

# adaptive and innovative

for Impressive Growth







# **ADAPTIVE AND INNOVATIVE**

## **for Impressive Growth**

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BPJS Ketenagakerjaan has succeeded in adapting and shifting its paradigm by focusing on membership acquisition and services to informal workers/ non-wage recipient workers (BPU) with an increase of approximately 5 million active members by 2022. Through various innovations, we aim to provide the manpower with security so that they can continue to work without worrying about their lives in the future with the presence of BPJS Ketenagakerjaan.

### **Disclaimer**

The Integrated Annual Report of BPJS Ketenagakerjaan contains information about projections, plans, strategies, and objectives that are not statements of historical data that generally use words that can be categorized as forward-looking statements, in accordance with the definition in the applicable provisions. Forward-looking statements involve risks and uncertainties about results and events that may differ materially from those anticipated and described in such statements, including those caused by changes in Indonesia's economic, political, and social environment. This report also contains the word "We" defined as BPJS Ketenagakerjaan. All tables and graphs use Indonesian notation unless stated otherwise.

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*Board of Directors*

*Board of Supervisors*



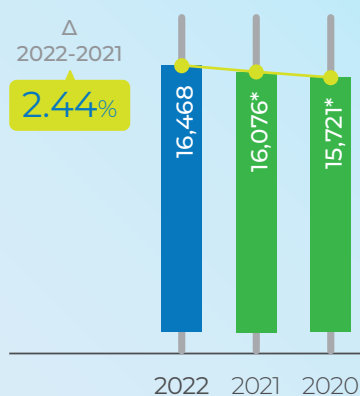
## Performance Overview 2022

### Summary of Financial Highlights [B.1]

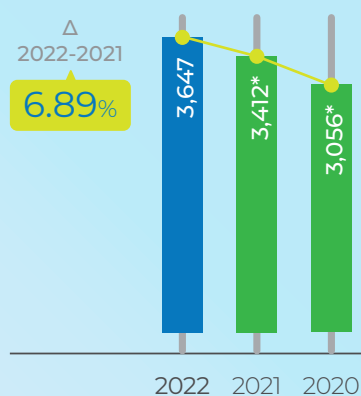
Description	Unit	Difference 2022-2021 (%)	2022	2021*	2020*
<b>Profit and Loss Statement</b>					
<b>Operating Revenue</b>					
• Operating Income		(3.17)	4,520	4,668	4,056
• Non-operating Income		58.50	1,249	788*	1,074
<b>Operating Expense</b>					
• Operational Expenses		4.38	4,746	4,547*	4,088
• Non-operational Expenses		36.33	848	622	593
Surplus Distribution	Billion Rp	20.00	0.18	0.15	2
Income Before Tax		(39.02)	175	287*	446
Income Tax Expense		(31.46)	122	178*	383
Net Income of Current Year		(51.38)	53	109*	63
Total Comprehensive Profit (Loss)		(16,263.64)	126	(0.77)*	(141)
<b>Consolidated Financial Statement</b>					
Total Assets		2.44	16,468	16,076*	15,721*
Total Liabilities	Billion Rp	6.89	3,647	3,412*	3,056*
Total Equity		1.24	12,821	12,664*	12,664*

### Consolidated Financial Statement

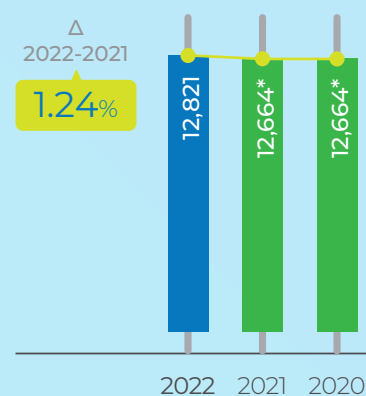
**Total Assets** (Billion Rp)



**Total Liabilities** (Billion Rp)



**Total Equity** (Billion Rp)








Description	Unit	Difference 2022-2021 (%)	2022	2021*	2020*
Financial Ratio					
Liquidity					
• Employment Injury Security (JKK)	Months	(14.19)	254	296*	297
• Death Security (JKM)		17.07	48	41*	109
• Job Loss Security (JKP)		-	2.807	-	-
• BPJS (%)		(8.22)	485.79%	529.27%*	538.21%*
Solvability					
• Old-Age Security (JHT)	%	2.11	99.74	97.68	95.42
• Pension Security (JP)		-	>100	>100.00	262.05
Equity to Liability Ratio		(5.27)	351.57	371.12*	414.36

\*Restatements of information due to changes in assumptions and policies.



Further explanation of the percentage change for each component can be viewed in the Economic Performance section.

## Summary of Operational Performance and Sustainability Performance [B.2][B.3]

### Total Employees

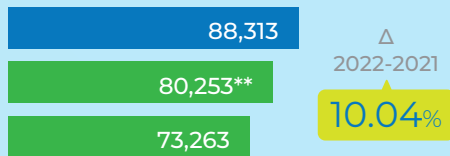
Permanent Employees (People)		Prospective Employees (People)		Professional Hire (Prohire) Employee (People)	
					
2022 <b>5,699</b>		2022 <b>1</b>		2022 <b>13</b>	
2021 5,886		2021 0		2021 2	
2020 6,039		2020 6		2020 0	
Δ 2022-2021 <b>(3.18)%</b>		Δ 2022-2021 <b>-</b>		Δ 2022-2021 <b>550.00%</b>	

### Total Active Membership

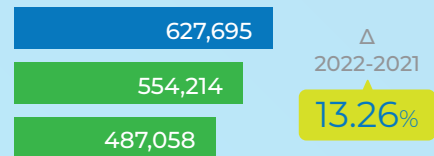
Employers/Business Entity (PK/BU)		Workers (People)	
			
2022 <b>735,295</b>		2022 <b>35,864,017</b>	
2021 725,356		2021 30,660,901	
2020 683,678		2020 29,980,082	
Δ 2022-2021 <b>1.37%</b>		Δ 2022-2021 <b>16.97%</b>	

## Fund Management\*\*

### Membership Contribution (Billion Rp)



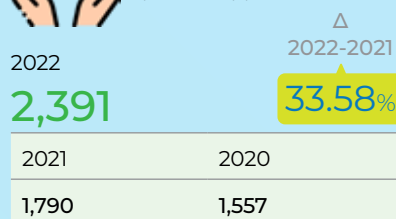
### Investment Fund (Billion Rp)



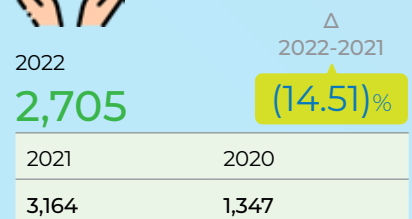
### Claim Payment



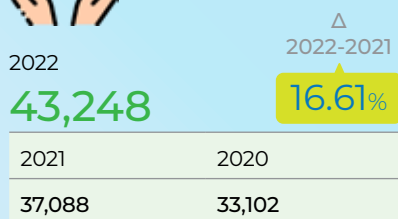
#### Employment Injury Security (Billion Rp)



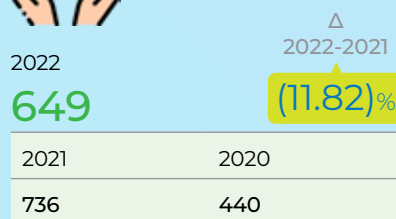
#### Death Security (Billion Rp)



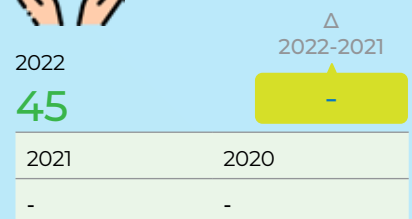
#### Old-Age Security (Billion Rp)



#### Pension Security (Billion Rp)

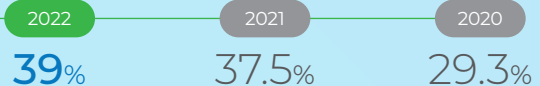


#### Job Loss Security (Billion Rp)



## Customer Satisfaction Based on Survey by Independent Consultant

### Net Promoter Score



### Customer Satisfaction Index (%)





Description	Unit	Difference 2022-2021 (%)	2022	2021	2020
<b>JKK-RTW Program</b>					
Total Work Accident	Case	27.03	297,725	234,370	221,740
Total JKK-RTW Members		37.50	1,540	1,120	1,003
Total JKK-RTW Members Returning to Work	People	29.64	1,277	985	858
Donor Business Entities	Business Entity	23,200.00	4,786	2	17
Amount of Dues Donation	Million Rp	7,122.46	144,377	1,999	6,465
Donation Recipients	People	5,780.18	2,333,314	39,681	155,396
<b>Intermediary Agents (PERISAI) Program</b>					
Total PERISAI	People	131.14	11,677	5,052	4,694
Total Fees Paid by BPJS Ketenagakerjaan	Billion Rp	86.84	47.57	25.46	17.98
<b>Number of Vendors/Local Suppliers for Procurement of Goods and Services BPJS Ketenagakerjaan</b>					
Number of Vendors/Local Suppliers	Vendors/ Suppliers	(11.97)	331	376	436
<b>Environmental Aspect of BPJS Ketenagakerjaan*</b>					
Electricity Consumption	GJ	11.38	17,143	15,392	9,300
Emissions Generated	Ton CO <sub>2</sub> eq	1,989	4,918	4,102***	2,067
Paper Use Reduction (Addition)	Ream	13.99	595	(414)	1,721
Water Consumption**	Megaliter	0.64	2,049	2,036	2,421

Note: The significant increase in the number of donors and the acquisition of underprivileged workers was due to the Directorate of Membership's strategic focus in 2022 on the acquisition of BPU members. In addition to companies, the donors also came from local governments through regional budget allocations.

\* In 2021 and 2022, the calculation of electricity, emissions, and paper usage covered 2 Head Offices, namely Grha BPJAMSOSTEK and Plaza BPJAMSOSTEK.

\*\* Restatement of information due to changes in assumptions and policies.

\*\*\* Restatement of information due to changes in the scope of calculations.



**13,791**  
tree seedlings  
planted in  
2022.



Further explanation of the percentage change for each component can be seen in the Economic Performance, Social Performance, and Environmental Performance sections.

# BPJS Ketenagakerjaan Six Capitals Review in Value Creation

[IR-2A][IR-2B][IR-2D][IR-3A][IR-3B]

## Value Creation

**Internal:** Vision and Mission | Risk Management | Opportunities and Challenges



Input	Business Process
<b>Financial Capital</b> BPJS Ketenagakerjaan manages membership contributions to provide sustainable social protection benefits to workers. [IR-2C]	<ul style="list-style-type: none"> <li>Strategic Asset Allocation (SAA) environmental, social, and governance (ESG) management principles</li> <li>Effective and efficient management of operational funds</li> <li>End-to-end customer journey</li> </ul>
<b>Human Resource Capital</b> BPJS Ketenagakerjaan is supported by employees and leadership with dedication, competence, and high integrity.	<ul style="list-style-type: none"> <li>In accordance with the Board of Directors Regulation No. PERDIR 47/122017 concerning Procedures for Recruitment and Selection of Prospective Employees, BPJS Ketenagakerjaan prioritizes equal opportunities for every Indonesian citizen</li> <li>The appointment of structural officers through performance assessment and fulfillment of KPIs, and disregarding discriminatory factors</li> <li>Committed to implementing 'Work Ethics and Anti-Corruption' in the BPJS Ketenagakerjaan Code of Ethics according to the Board of Directors Regulation Number: PERDIR/103/092015 on BPJS Ketenagakerjaan Code of Ethics</li> </ul>
<b>Manufacturing Capital</b> BPJS Ketenagakerjaan operations supported by branch offices throughout Indonesia.	<ul style="list-style-type: none"> <li>Services across Indonesia with 11 Regional Offices and 325 Branch Offices</li> <li>Expansion of Work Accident Service Centers and Return to Work Service Centers</li> </ul>
<b>Natural Capital</b> BPJS Ketenagakerjaan's operations are supported by efficient energy management and water use, along with a commitment to minimizing waste.	<ul style="list-style-type: none"> <li>Reduction of paper usage with SIDIA application and printer point system</li> <li>Implementation of a policy to limit the operating time of office equipment at the Head Office, Wisma Menteng, and Pusdiklat Building</li> <li>Grab for Business for employee mobility</li> <li>Green Building Certificate in Gold Category from Green Building Council Indonesia (GBCI) valid until October 2023 for Plaza BPJAMSOSTEK Head Office Building</li> <li>Nationwide tree planting in 11 regions</li> </ul>
<b>Intellectual Capital</b> BPJS Ketenagakerjaan develops technological innovations to support operations and members services.	<ul style="list-style-type: none"> <li>Digital "know your customer" (e-KYC) services with biometric features in JMOs</li> <li>Physical Contactless Service (Lapak Asik)</li> <li>Collaboration with financial technology (fintech) services and access to digital payment services</li> <li>Collaboration with the National Cyber and Crypto Agency (BSSN) for data security</li> </ul>
<b>Social Capital</b> The growing workforce is the target of social protection participation carried out by BPJS Ketenagakerjaan, by involving PERISAI Agents, Underprivileged Workers, and institutional cooperation.	<ul style="list-style-type: none"> <li>Implementation of Regulations and Compliance</li> <li>Strengthening Paritrana Awards and Relationships</li> <li>Strengthening Active Members</li> <li>Collaborating with various Ministries/Institutions/Regional Government</li> </ul>



**External:** COVID-19 Pandemic | National and Global Economic Situation |



## Value Creation

### Good Governance | Human Resources | Stakeholders Support

Output	Outcome	SDGs
<ul style="list-style-type: none"> <li>Contribution receipts: Rp88,312,845 million</li> <li>Total managed funds: Rp627,694.60 billion</li> <li>Return value: Rp40,231.43 billion</li> <li>Value of social security benefits: Rp49,038 billion</li> </ul>	<ul style="list-style-type: none"> <li>Public and stakeholder trust that has been built for continuous benefit delivery</li> <li>Continuously providing benefits to workers and their families, and keep them from falling into poverty when risks occur</li> <li>As a safety net for economic stability, so that workers can focus on finding a decent job</li> <li>Provide security for underprivileged workers, thereby reducing disparities in accessing basic needs</li> <li>Mitigate social jealousy to maintain a sense of security in society</li> <li>Facilitate collaboration between government institutions, businesses, and other stakeholders</li> </ul>	  
<ul style="list-style-type: none"> <li>Number of permanent employees: 5,699</li> <li>Number of prohire workers: 13 people</li> <li>Number of Hours Employee Training: 3,768 hours</li> <li>Good Governance Index: 96.40</li> <li>The compliance rate of LHKPN reporting of BPJS Ketenagakerjaan officers reached 100%</li> <li>Submitting 124 reports and handed over money to KPK amounting to Rp179,031,300</li> </ul>	<ul style="list-style-type: none"> <li>Become a regional best practice in HR management and a hub for social security learning centers in Southeast Asia</li> <li>Contribute to the well-being of workers and their families by providing financial and non-financial benefits in the event of risk, facilitating training and access to education</li> <li>Empowering all groups of workers to create equality in social participation</li> </ul>	  
<ul style="list-style-type: none"> <li>Number of Regional Offices: 11</li> <li>Number of Branch Offices: 325</li> <li>Member Satisfaction Index: 91.97%</li> <li>Brand Equity: 87.2%</li> <li>6,363 Work Accident Service Centers (PLKK)</li> <li>21 Return to Work Service Centers</li> </ul>	<ul style="list-style-type: none"> <li>Established stakeholder trust and credibility through infrastructure modernization</li> <li>Improved service quality, process speed, and efficiency, thereby supporting the pace of economic growth</li> <li>Building strong, effective and modern institutions that facilitate cooperation and collaboration between government institutions, businesses, and other organizations</li> </ul>	 
<ul style="list-style-type: none"> <li>Total energy consumption of Head Office operations: 32,412 GJ</li> <li>Total emissions generated: 4,918 tons of CO<sub>2</sub> eq</li> <li>Total water consumption at Head Office: 2,049 m<sup>3</sup></li> </ul>	<ul style="list-style-type: none"> <li>Supporting operational activities that are efficient in energy consumption as well as reducing waste and emissions from the results of operational activities</li> <li>Creating a more environmentally friendly working and operational environment to support the handling of climate change impacts</li> </ul>	 
<ul style="list-style-type: none"> <li>Jamsostek Mobile Application (JMO): 17,741,279 registered users</li> <li>Total self-developed app development projects: JMO, Lapak Asik, and SIDIA.</li> <li>Information technology-based services and digitalization using JMO and Lapak Asik</li> <li>Collaborated with various e-commerce and online applications for payment</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of trust, credibility, and transparency for stakeholders through investment in various intellectual assets, such as adequate applications and information systems to provide more effective social security services</li> <li>More efficient service systems and processes through various technological innovations</li> <li>Creation of collaborative relationships between institutions by sharing best practices in innovation with all Ministries</li> </ul>	 
<ul style="list-style-type: none"> <li>Acquisition of new members: 24,822,738</li> <li>Total manpower members: 55,379,720</li> <li>Business entity/employer participation: 735.295</li> <li>Total active members: 35,864,017 people</li> <li>Number of PERISAI: 11,677 people</li> <li>Number of Informal Workers (BPU) who received donations of membership fees (Underprivileged Workers) 2,333,314 people</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of trust, credibility, and transparency through building strong relationships with members, communities, and stakeholders</li> <li>Reduction of poverty risk through identification and fulfilment of the needs of underprivileged workers</li> <li>Providing equal opportunities in accessing labour social security programs and benefits</li> <li>Community development that strengthens people's welfare through collaboration with local governments and communities</li> <li>Strengthening the effectiveness and reach of manpower social security participation through relationships between institutions and communities</li> </ul>	   

### Policy and Regulation | Stakeholder Support



## Board of Directors' Report [D.1][2-12][2-14][2-22]

*Dear respected stakeholders,*

BPJS Ketenagakerjaan published the 2022 Integrated Annual Report as a part of our commitment to fulfill obligations to the government and the National Social Security Council, as well as information disclosure to other stakeholders. Through this report, we reveal the operational and sustainability performance during the reporting period to realize the vision, mission and values of BPJS Ketenagakerjaan to provide reliable, sustainable employment social security and prosper all Indonesian workers.

We have adopted several guidelines in preparing this report, including Financial Services Authority Regulation (POJK) No. 51/POJK.03/2017, International Integrated Report Council Framework, and Global Reporting Initiative (GRI) Standards. We continue to emphasize balance in supporting environmental, social and governance (ESG) management, as well as economic achievements.



## Realization of Performance and Targets in 2022

In 2022, the government has managed to control one of the toughest challenges, the COVID-19 pandemic. However, the current conditions have created a new normal situation, along with a new way of working. BPJS Ketenagakerjaan responded to this situation by continuing to adapt and take various new strategies. This effort succeeded in improving the Agency's performance, especially in membership acquisition. The number of BPJS Ketenagakerjaan members during 2022 grew impressively, thus becoming the theme of this report: "Adaptive and Innovative for Impressive Growth".

BPJS Ketenagakerjaan continues to ensure that every worker in Indonesia receives security protection. We are committed to expanding the coverage of employment social security protection to 70 million workers, as stated in the 2022-2026 Strategic Plan. As of December 31, 2022, BPJS Ketenagakerjaan recorded membership coverage at 55,379,720 workers, an increase of 8.76% from the total members in 2021 or 57.46% of all workers in Indonesia who were included in the BPJS Ketenagakerjaan Universe. The number of active members in 2022 reached 35,864,017 workers or 94.55% of the set target. Compared to 2021 of 30,660,901 workers, this figure has increased by 16.97% or 5,203,116 workers.

In terms of financial capital, BPJS Ketenagakerjaan has recorded another achievement by realizing membership contribution receipts of 106.29% of the target, to Rp88.31 trillion in 2022. This amount was up 10.04% from Rp80.25 trillion in the previous year. This achievement was due to several factors, including the recovery of economic conditions after the COVID-19 pandemic and the results of the membership strategy implemented by BPJS Ketenagakerjaan, through extensification, intensification, retention and an effective agency system.

Another factor was the strategy for digital services, such as the development of the Jamsostek Mobile (JMO) application and Lapak Asik contactless service, as well as collaboration with financial technology services (fintech), e-commerce, banking, and digital payment services. In an effort to improve social protection for workers, information technology plays an important role by providing convenience and faster access to services.

In 2022, BPJS Ketenagakerjaan paid social security benefits worth Rp49.04 trillion for 3,937,699 claims. This amount increased by 14.63% or Rp6.26 trillion from Rp42.78 trillion for 3,038,684 claims in 2021. Aside from there remained high numbers of workers who have experienced layoffs as a result of the COVID-19 pandemic and members who have died, this growth was also due to innovations in the "electronic know your customer" (e-KYC) technology in the JMO application. The innovation managed to shorten the process of claim submission, from initially between 10 and 15 days to only between 10 and 15 minutes.

We have also made use of Branch Offices as a strategic resource in supporting sustainable protection for workers. BPJS Ketenagakerjaan has launched the new face of service by holding housewarming events at branch offices. Through this strategy, BPJS Ketenagakerjaan services in all branch offices adopt green design concept with fresher and warmer appearance, as well as being disability friendly.

Another strategy is to increase employee competency. BPJS Ketenagakerjaan provides equal opportunities for employees to improve their competence through development and learning. During 2022, BPJS Ketenagakerjaan has implemented 3,780 hours of educational and training activities for 3,319 employees. As a knowledge management effort, BPJS Ketenagakerjaan held online sharing sessions via

Zoom. In addition, every BPJS Ketenagakerjaan internal employee can also access 224 e-books, 12 e-magazines and 4 e-newspapers in the Digital Library Application (DILA).

From an environmental perspective, BPJS Ketenagakerjaan continues to manage energy use through various efficiency efforts. We implement a policy of limiting the operational time of office equipment at the Head Office, Wisma Menteng, and the Education and Training Center (Pusdiklat) Building, in accordance with Board of Directors' Circular No. SE/11/042022. BPJS Ketenagakerjaan's effort to reduce waste generation from operational activities, particularly paper, is carried out by using the SIDIA application for correspondence processes and electronic-based record management. With this application, BPJS Ketenagakerjaan managed to reduce paper usage by 13.99% to 3,659 reams this year.

The Agency's achievement in carrying out operational activities relies heavily on the implementation of good governance (GG). One of BPJS Ketenagakerjaan's efforts in implementing GG is by implementing the best practices of the International Social Security Association (ISSA) Guidelines as a practical guide for the Board of Supervisors and Board of Directors. This is proven by earning the ISSA Certification of Excellence award for Service Quality; Communication by Social Security Administration; Good Governance; Information and Communication Technology (recertification); and Return to Work and Reintegration (recertification). BPJS Ketenagakerjaan has also increased the score for the GG application to 96.40 with the "Very Good" qualification in 2022.

BPJS Ketenagakerjaan also has a strong commitment to concentrate on anti-corruption practices as stated in the BPJS Ketenagakerjaan Code of Ethics, which is stipulated in the Board of Directors Regulation Number: PERDIR/103/092015. As one aspect of the assessment, BPJS Ketenagakerjaan has shown a level of compliance at 100% with the State Officials' Wealth Report (LHKPN) of BPJS Ketenagakerjaan officers. BPJS Ketenagakerjaan's seriousness in creating a work environment with anti-bribery and anti-corruption

integrity has also realized by earning ISO 37001:2016 (Anti-Bribery Management System) and ISO 31000:2018 (Risk Management) certifications.

### Obstacles and Challenges

At the end of the reporting period, investment funds managed by BPJS Ketenagakerjaan had reached Rp627.69 trillion or grew by 13.26% from 2021. We continued to minimize investment risks and all forms of irregularities that could cause losses for BPJS Ketenagakerjaan and workers. Therefore, the Board of Directors prioritized professionalism and considered various other aspects, including liquidity, solvency, prudence, security of funds, as well as achieving adequate returns in making investment decisions and managing investment funds. In addition, the Board of Directors also implemented policies that prioritize investment management with ESG criteria.

BPJS Ketenagakerjaan also faced challenges in expanding membership, including increasing brand awareness; employers/business entities that have not complied with providing employment social security protection to workers; low ability to pay contributions from informal workers as the largest potential workers who have not yet become BPJS Ketenagakerjaan members; as well as the recovery phase of economic conditions due to the COVID-19 pandemic. We have also identified various solutions to overcome these challenges, including social engagement through the "KERJA KERAS BEBAS CEMAS (WORK HARD WORRY FREE)" campaign in 2022, developing JMO, co-branding activities, and intensive collaboration with the prosecutor's office regarding company compliance.

### Prospects for Continuity of BPJS Ketenagakerjaan Activities and Achievement Strategies

BPJS Ketenagakerjaan has been optimizing the acquisition of membership and active members in various regions, especially informal workers/non-wage recipient workers (BPU) and workers from small and micro scale businesses. We made a strategic move to develop a new agency scheme in 2022, namely New PERISAI (Indonesian Social Security Agents). During the reporting period, this innovation succeeded in enrolling 1,633,236

new members in the employment social security program. This innovation also allowed local communities from the area to have the opportunity to work as PERISAI agents, which indirectly contributed to improving the community's welfare.

In addition to increasing membership and service quality, BPJS Ketenagakerjaan is also committed to optimizing investment yields through implementing the Asset Allocation Strategy (SAA). In managing investments, BPJS Ketenagakerjaan takes a dynamic approach in dealing with market fluctuations during the reporting period. In 2022, BPJS Ketenagakerjaan reduced the proportion of assets invested in equity instruments, to minimize the impairment risk due to market instability triggered by the Russian-Ukrainian war. BPJS Ketenagakerjaan has realized investment returns of Rp40.23 trillion (equivalent to a yield of 6.81%) as of December 31, 2022, an increase of 13.83% from the previous period.

In line with the Republic of Indonesia Presidential Instruction No. 2 of 2021 concerning Optimizing the Implementation of the Employment Social Security Program, BPJS Ketenagakerjaan ensures that it has implemented Government, Risk and Compliance (GRC) as an effort to build the foundation of the Agency's capabilities. One of the strategies is to implement four lines of defense in risk management, which is the responsibility of the work unit/function of the Deputy Director for the Agency Secretariat (Governance); Deputy Director for Risk Management (Risk); Deputy Director for Compliance and Legal Affairs (Compliance); and Internal Supervisory Unit (Control). These four functions have become one of the four basic

foundations of the grand strategy and have been established in the BPJS Ketenagakerjaan milestones for 2022-2026.

To strengthen GRCC integration, BPJS Ketenagakerjaan has referred to the GRC Capability Model concept developed by the Open Compliance Ethic Governance Group (OCEG), which is a non-profit organization from the United States. In 2022, BPJS Ketenagakerjaan has also formed a BPJS Ketenagakerjaan GRCC Integration Acceleration Team in accordance with Board of Directors' Instruction Letter Number: SPRIN/185/032022. This team is tasked with collaborating in preparing and implementing GRCC integration in BPJS Ketenagakerjaan.

The Board of Directors believes that information technology has great potential in expanding the membership coverage. With information technology application, BPJS Ketenagakerjaan also approaches members through e-surveys conducted in each region. The e-survey aims to determine the level of members satisfaction, which can also be a basis for improving and enhancing BPJS Ketenagakerjaan operations in the future.

### Closing

We would like to express our appreciation and many gratitude to the Board of Supervisors and other stakeholders for their contribution and support to the optimized performance of BPJS Ketenagakerjaan, both directly and indirectly. We hope the hard work and cooperation will continue to improve the performance of BPJS Ketenagakerjaan in the future.

Jakarta, August 2023



**Anggoro Eko Cahyo**  
President Director





*Dear respected stakeholders,*

Under Law No. 24 of 2011, Article 22 paragraph (2) concerning the Social Security Administering Body (BPJS), the Board of Supervisors has several duties, particularly the supervisory function that includes supervising policies and social security managed funds. The Board of Supervisors is also tasked with providing suggestions, advice and considerations (SNP) to the Board of Directors and providing reports to the President regarding the performance of the Board of Directors. Through this report, the Board of Supervisors discloses the implementation of its duties with a focus on achieving the performance of the Board of Directors in managing BPJS Ketenagakerjaan related to environmental, social, governance (ESG) and economic aspects.

# Board of Supervisors' Report

[2-12][2-14][2-22]

## Implementation of Supervisory Duties

During the reporting period, the Board of Supervisors generally has carried out its duties properly. In terms of monitoring social security policies and managed funds, the Board of Supervisors assured that the Board of Directors has appropriately implemented policies in accordance with BPJS Ketenagakerjaan's Strategic Plan. We would like to express our appreciation to the Board of Directors and management who have worked hard in the audit implementation by the Public Accounting Firm (KAP), which led to achieving the Unmodified Opinion (WTM) for BPJS Ketenagakerjaan. In addition, the Program Management Report (LPP) has been declared in accordance with the presentation criteria stipulated in Presidential Regulation Number 108 of 2013 and meets the Performance Achievement Indicator (ICK) target set by the Government through the National Social Security Council (DJSN).

The Board of Supervisors also ensured that the Board of Directors continuously optimizes the expansion of the employment social security program, including the membership coverage. We encourage the Board of Directors to build cooperation with various parties including local governments, in accordance with Presidential Instruction No. 2 of 2021 concerning Optimizing the Expansion of the Employment Social Security Program. The Board of Supervisors also monitored the realization of the New Service Blueprint (New SBP) policy and noted that BPJS Ketenagakerjaan had gradually changed the appearance of the

Branch Offices with fresher and warmer green design concept, as well as disability friendly. According to the plan, the changes, which has gradually begun since March 2022, would reach 325 branch offices across Indonesia.

During the reporting period, the Board of Supervisors performed various activities to support the implementation of its supervisory function, as well as providing Suggestions, Advice and Considerations (SNP) to the Board of Directors. The Board of Supervisors carried out work visits and inspections to 128 regions, including meetings with regional heads. We also held 31 internal meetings and 12 joint meetings with the Board of Directors. The Board of Supervisors provided Suggestions, Advice and Considerations (SNP) to the Board of Directors regarding various matters to optimize the expansion of membership coverage, both for Wage Recipient Workers and Non-Wage Recipient Workers (BPU) who are dominated by workers in the informal sector.

## Board of Supervisors' Strategic Supervisory Program

Dear respected stakeholders,

The strategic basis for the Board of Supervisors in carrying out its duties is 3 (three) pillars of supervisory planning strengthening, 6 (six) supervisory focus leaps, 5 (five) commitments, and 5 (five) accelerations in implementing its duties. The three pillars of supervision strengthening are overseeing more beneficial institutions, encouraging the implementation of organization

with good governance, and financial health monitoring through growth and asset quality. Meanwhile, the focus of supervision includes increasing membership, improving integrated services, institutional governance, harmonization of regulations, following up on recommendations from stakeholders and external supervisors, and financial health.

The Board of Supervisors is also committed to carrying out five activities, namely integrated supervision, collaboration between the Board of Supervisors and the Board of Directors, coordination with stakeholders, human resources, and regulatory impact analysis. The five accelerations for implementation are hassle-free registration and payment, Mobile Social Security/JMO, preparation of IT and HR infrastructure, job loss insurance program, and improving data quality and integrity.

In carrying out its duties, the Board of Supervisors is assisted by committees, according to their duties and responsibilities. During the reporting period, the Board of Supervisors also carried out various activities related to its supervisory and advisory functions to the Board of Directors, including meetings, work visits and inspections to regions, holding discussion panels, workshops and focus group discussions (FGD).

### **Board of Supervisors' Views on the Realization of Performance and Targets for 2022**

The Board of Supervisors considered the Board of Directors to have carried out its duties and responsibilities properly in managing BPJS Ketenagakerjaan. However, we took several notes for future performance improvement. Nevertheless, we appreciated an achievement in the fulfillment of the target of realizing membership contribution receipts by 106.29% to Rp88,312,845 million. This achievement increased by 10.04% from 2021. It indicated the Board of Directors has successfully managed the impact of the post-pandemic COVID-19, by implementing strategies

to increase membership through extensification, intensification, retention and an effective agency system.

The Board of Directors' focus on prioritizing ESG aspects in managing investments is also something that should be appreciated, considering that the investment management carried out can provide added value in a sustainable manner. In 2022, the realization of BPJS Ketenagakerjaan investment funds was Rp627,694.60 billion, an increase of 13.26% from the previous period. The Board of Supervisors hopes that the Board of Directors can improve investment fund management that prioritizes an ESG approach while still considering professionalism and the prudential principle.

The Board of Supervisors also gave appreciation for BPJS Ketenagakerjaan's success in fulfilling all benefit payments during 2022. The total value of benefits paid reached Rp49,038.38 billion for 3,937,699 claims. This number has increased by 14.63% from 2021 and was closely related to the Board of Directors' accomplishment in realizing the quick process of the claims through innovative electronic "know your customer" (e-KYC) technology on the JMO application.

These achievements cannot be separated from the Board of Supervisors' commitment to ensure that the management of BPJS Ketenagakerjaan is carried out by the Board of Directors by prioritizing compliance and implementing good governance. The Board of Supervisors is of the opinion that the Board of Directors and management of BPJS Ketenagakerjaan have demonstrated aspects of compliance in all matters including the management of investment funds. This can be seen from the results of the performance self-assessment which is in accordance with DJSN Decree Number 17 of 2021 concerning Determination of Performance Targets for Employment Social Security Administering Bodies for 2021 and 2022. The self-assessment results revealed that the



Agency's Financial Health Level achievement was 111.28; Agency Performance score of 104.83; and the Agency's Performance Achievement Indicator Value reached 108.05.

### Obstacles and Challenges Faced

BPJS Ketenagakerjaan has a 2022-2026 Strategic Plan, including a target to expand employment social security protection to 70 million workers with a coverage share of 65% in 2026. Reflecting on 2020, which unexpectedly presented a serious challenge in the form of the COVID-19 pandemic, the Board of Supervisors is aware that the external situation is very dynamic. Therefore, the Board of Directors is expected to be able to respond quickly in adapting to any changes, to maintain the steady performance of BPJS Ketenagakerjaan.

In line with the expansion of employment social protection coverage, the Board of Supervisors guided the Board of Directors to brace for the potential increase in claim submissions in the future. Moreover, the Government has implemented provisions concerning the Job Loss Guarantee Program, based on Government Regulation No. 37 of 2021. In the view of the Board of Supervisors, the Board of Directors needs to take strategic steps to be able to continuously fulfill program benefit payments.

### Assessment of BPJS Ketenagakerjaan Continuity Prospects and Achievement Strategies

The Board of Supervisors expressed its gratitude that the COVID-19 pandemic had been overcome.

We also appreciate the various strategic moves and breakthroughs taken by the Board of Directors in responding to the developing dynamics in the employment aspect, as a result of the COVID-19 pandemic. These strategic moves and breakthroughs made by BPJS Ketenagakerjaan can continue to optimize opportunities to expand membership to provide Indonesian workers with employment social security while they work.

One of the strategic efforts that should be continued in the future is the development and use of information technology. The Board of Supervisors views information technology provides convenience and faster access to services for members. However, the Board of Supervisors would like to remind the Board of Directors that the development and use of information technology be accompanied by education for members to be more careful, and on the other hand, BPJS Ketenagakerjaan must increase the security of membership data to prevent being misused by irresponsible parties.

### Closing

The Board of Supervisors would like to express our deepest gratitude to the Board of Directors, management, all BPJS Ketenagakerjaan personnel and other stakeholders. We hope that the support and cooperation that we have built can continue to grow, which can be important strength in facing increasingly complex challenges in carrying out supervisory functions in the future.

Jakarta, August 2023



**Muhammad Zuhri**

Board of Supervisors' Chairman

## Statement of Responsibility of the Board of Supervisors and Directors for the 2022 Integrated Annual Report of BPJS Ketenagakerjaan

We, the undersigned, declare that all information in the Integrated Annual Report of BPJS Ketenagakerjaan Year 2022 has been fully presented, and are responsible for the accuracy of the contents of this Integrated Annual Report. Thus this statement is made truthfully.

### 2021-2026 Board of Supervisors



**Muhammad Zuhri**

Chairman of Board Supervisors  
Government Element



**Kushari Suprianto**

Member of Board Supervisors  
Government Element



**H. Yayat Syariful Hidayat**

Member of Board Supervisors  
Workers' Elements




**Agung Nugroho**

Member of Board Supervisors  
Workers' Elements



**Subchan Gatot**

Member of Board Supervisors  
Employers' Elements



**M. Aditya Warman**

Member of Board Supervisors  
Employers' Elements



**M. Iman N. H. B. Pinuji**

Member of Board Supervisors  
Community Element

### 2021-2026 Board of Directors



**Anggoro Eko Cahyo**

President Director



**Asep Rahmat Suwandha**

Director of Finance



**Roswita Nilakurnia**

Director of Service



**Zainudin**

Director of Membership



**Edwin Ridwan, CFA, FRM**

Director of Investment  
Development



**Pramudya Iriawan Buntoro**

Director of Strategic Planning and  
Information Technology



**Abdur Rahman Irsyadi**

Director of Human Capital and  
General Affairs





## About the Integrated Report

[IR-1A][IR-1C][A.1]

The Integrated Report of BPJS Ketenagakerjaan presents information on strategy, performance, opportunities, and sustainability in managing economic and environmental, social, and governance (ESG) issues during the period January 1 to December 31, 2022, including a comparison to the previous period. This report is intended for all stakeholders as well as provides them with information on social protection provided by BPJS Ketenagakerjaan through sustainable value creation. This report also contains consolidated financial performance that has been audited by Public Accounting Firm (KAP). The data in the consolidated financial statements is collected from BPJS Ketenagakerjaan and PT Binajasa Abadikarya. In addition, the data and information presented in this Report have also been validated by the Board of Supervisors and the Board of Directors as the highest responsible governance bodies. [IR-1C][IR-3E][IR-3F][IR-3G][2-2][2-3]

BPJS Ketenagakerjaan did not experience any significant changes to its operations during 2022,

including no program withdrawal. Should there be any changes in structure or policy, there will be notification via internal media, such as email blasts, without a minimum notice period. This report contains information restatements, including some financial data, energy and emission data, and data on average training hours. The restatements were due to the application of changes in accounting policies and calculation methodology and scope.

[C.6][F.29][2-4][2-6][402-1]

In preparing this report, BPJS Ketenagakerjaan referred to several standards, including Financial Services Authority Regulation (POJK) No. 51/POJK.03/2017, Global Reporting Initiative (GRI) 2021 Standards: in accordance option, and the Integrated Reporting Framework. In addition, this report also adopted the Sustainable Development Goals (SDGs) based on the Metadata of the The Ministry of National Development Planning/ National Development Agency (Bappenas). [IR-1B][IR-1D][IR-1F][IR-4H][2-3]



This report has undergone an assurance process by SR Asia Indonesia, an independent external party. All functions were involved in this process to verify and provide evidence related to the data and information in the report. The independent party is a licensed assurance provider appointed by management, and is not allowed to be involved in this report preparation. [G.1][2-5]

## Support for Sustainability and Sustainable Development Goals (SDGs) [2-22][2-23][2-24][IR-4E]



### Commitment and Strategy to Sustainability [A.1]

In line with the implementation of a sustainable manpower social security program for all workers in Indonesia, all aspects of BPJS Ketenagakerjaan's operations and services are run based on sustainability practices that are strengthened by environmental, social, and governance (ESG) management. We continue to strive to maintain a sense of security for workers and their families through innovation and development of various programs and benefits.



### Support for Sustainable Development Goals (SDGs)

BPJS Ketenagakerjaan plays an important role in maintaining the welfare of workers and their families when they face occupational or social risks. This role is aligned with our vision and mission, as well as the SDGs. Therefore, we integrated the 8 priority goals in BPJS Ketenagakerjaan's strategy.



### 2030 Indicators and Targets Based on Bappenas SDGs Metadata

- Proportion of members in the Social Security Program for Employment.
- **2030 Target:** Implement the right social protection systems and measures for all, including the poorest and by 2030 achieve substantial coverage of the poor and underprivileged.

### 2022 Realization:

1. The number of BPJS Ketenagakerjaan membership in 2022 for the worker segment reaches 55,379,720 or 57.46% of the total workers in Indonesia who are included in the BPJS Ketenagakerjaan Universe.
2. The number of BPJS Ketenagakerjaan membership in 2022 for the Employer segment reached 735,295.
3. Total realization of Employment Injury Security (JKK) was Rp2,391 billion.
4. Total realization of Death Security (JKM) was Rp2,705 billion or 103 thousand cases.
5. Total realization of Old-Age Security (JHT) amounted to Rp43,248 billion or 3.39 million cases.
6. Total realization of Pension Security (JP) amounting to Rp649 billion or 130.8 thousand cases.
7. Total realization of Unemployment Benefit (JKP) amounting to Rp45 billion or 9.7 thousand cases.
8. Conducting a joint study with Gadjah Mada University on tax treatment that can help improve community welfare.

### 2023 Improvement Target:

1. Acquisition and increase of new BPJS Ketenagakerjaan membership in worker segment by 41.53%.
2. Acquisition and increase of new BPJS Ketenagakerjaan membership in the employer segment by 25%.



### 2030 Indicators and Targets Based on Bappenas SDGs Metadata

- Coverage of essential health services.
- **2030 Target:** Achieve universal health coverage, including financial risk protection, access to good primary health care, and access to safe, effective, quality, and affordable essential medicines and vaccines for all.

### 2022 Realization:

The number of BPJS Ketenagakerjaan membership in 2022 for the worker segment reached 55,379,720 or 57.46% of the total workers in Indonesia included in the BPJS Ketenagakerjaan Universe.

### 2023 Improvement Target:

Expanding the coverage of BPJS Ketenagakerjaan membership.

## Strategies to Achieve SDG 1 & 3

### a. Regulations and Compliance Strategies

1. Dissemination and implementation of the Presidential Instruction on Optimizing the Implementation of the Manpower Social Security Program for BPJS Ketenagakerjaan membership.
2. Collaborate with the Regional Government in the issuance of labor manpower social security regulations.
3. Socializing and collaborating with relevant local governments, agencies, and associations to implement compliance based on community.
4. Massive dissemination of the Job Loss Security (JKP) program, Wage Subsidy Assistance (BSU), relaxation of contributions (until January 2022) as a driving force, and incentives to increase participation.
5. Improving employer compliance in the manpower social security program through cooperation with the Attorney General's Office and the Ministry of Manpower.

### b. Paritrana Award and Relationship Strengthening

1. Dissemination of the "Paritrana Award" by streamlining the role of the Regional Committee.
2. Strengthening CRM with Ministries/Institutions/Local Governments, employer/employee associations,

Trade/Labor Unions, and other associations/communities.

3. Company visits and virtual visits by KBP, AR, ARK, and ARP at least three days per week, as well as high-level visits by Deputy Regional Directors and Kakacab to 100 strategic PK/BUs in their working areas.
4. Improve liaison with PK/BU to maximize the recovery of JP contributions postponed during the relaxation period.
5. Improve communication with relevant authorities/agencies in terms of strengthening the implementation of the imposition of sanctions for not receiving certain public services (TMP2T).
6. Build/enhance partnerships with relevant authorities/agencies.

### c. Strengthening Active Membership Retention

1. Increase acquisition and maintain sustainability of non-public servant (ASN) membership.
2. Collaborate with public service providers and digital economy/e-commerce for member acquisition.
3. Optimizing acquisition through PERISAI, OSS/PTSP, SPO/aggregators, and Indonesian Migrant Workers.
4. Increase co-marketing cooperation as an additional benefit for members.



## 2030 Indicators and Targets Based on Bappenas SDGs Metadata



- Percentage of population aged  $\geq 15$  years.
- **2030 Target:**  
Ensure that all adolescents and a certain proportion of adults are literate and numerate.

### 2022 Realization:

1. Scholarship benefits from the JKK program with a total of 6,197 children.
2. Scholarship benefits for children of members who died from the JKM program: 74,934 children.
3. Educational benefits for two children of JKK and JKM program members amounting to a maximum of Rp174 million, which is given periodically every year, according to their level of education with a total benefit of Rp266 billion.
4. Sponsorship assistance for the publication of the Indonesian Journalists Association (IJI) Multimedia Journalist Vol 2 book with a value of Rp10,000,000.

### 2023 Improvement Target:

1. Commit to sponsoring books across Indonesia.
2. Accelerate the process of JKK and JKM Program claims and scholarship payments to members and beneficiaries.

### Strategies to Achieve

- a. Improve digital-based services through the JMO application, making it easily accessible to members and beneficiaries.
- b. Cooperate with competent parties for sponsorship of book publishing in accordance with predetermined materials.
- c. Expanding the book circulation and distribution.

## 2030 Indicators and Targets Based on Bappenas SDGs Metadata



- Availability of legal frameworks that promote, establish and monitor gender equality and the elimination of gender discrimination.
- **2030 Target:**  
End all forms of discrimination against any woman.

### 2022 Realization:

Under the Board of Directors Regulation No. PERDIR 47/122017 concerning Procedures for Recruitment and Selection of Prospective Employees of BPJS Ketenagakerjaan, the employee recruitment process is carried out by prioritizing equal opportunities for every Indonesian citizen.

### 2023 Improvement Target:

Eliminate all forms of gender and other discrimination in the recruitment process.

### Strategies to Achieve

Implement a fair and transparent recruitment process from recruitment announcement to job placement.

## 2030 Indicators and Targets Based on Bappenas SDGs Metadata



- Proportion of women in managerial positions.
- **2030 Target:**  
Ensure full and effective participation and equal opportunities for women to lead at all levels of decision-making in political, economic and public sphere.

### 2022 Realization:

As many as 337 female employees in structural officer positions, or 32.24% of total employees.

### 2023 Improvement Target:

Providing the widest possible opportunity for female employees to occupy the position of structural officers of BPJS Ketenagakerjaan.

### Strategies to Achieve

The structural officers are appointed through performance assessment and fulfilment of KPIs, by disregarding discriminatory factors.

## 2030 Indicators and Targets Based on Bappenas SDGs Metadata



- Primary energy intensity (energy consumption intensity value/IKE)
- **2030 Target:**  
By 2030, double global energy efficiency improvements.

### 2022 Realization:

The energy consumption intensity (IKE) value in 2022 reached 1.18 GJ/m<sup>2</sup>, an increase compared to 2021 which reached 0.90 GJ/m<sup>2</sup>.

### 2023 Improvement Target:

Lower IKE figures for next year and the future.

### Strategies to Achieve

Reducing energy consumption through various efforts to reduce electricity and fuel consumption.

## 2030 Indicators and Targets Based on Bappenas SDGs Metadata



- Number of companies implementing OHS norms.
- **2030 Target:**  
Protect manpower rights and promote safe and secure working environments for all workers, including migrant workers, particularly women migrant workers and those working in hazardous works.

### 2022 Realization:

1. BPJS Ketenagakerjaan made sure that every Company/Employer participating in BPJS Ketenagakerjaan had and implemented OHS compliance.
2. BPJS Ketenagakerjaan supported the implementation of the National OHS Month.

### 2023 Improvement Target:

Involve in one of the target companies participating in promotive and preventive programs.

### Strategies to Achieve

- a. Conduct OHS webinars in each region.
- b. Distribution of OHS banners to various companies.

## 2030 Indicators and Targets Based on Bappenas SDGs Metadata



- Implementation of greenhouse gas (GHG) inventory, monitoring, reporting and verification of GHG emissions presented in the Biennial Update Report (BUR) and National Communications documents.
- **2030 Target:**  
Integrate climate change anticipation actions into national policies, strategies, and planning.

### 2022 Realization:

The total emissions produced during 2022 reached 4,918 tons of CO<sub>2</sub> eq, an increase of 816 tons of CO<sub>2</sub> compared to 2021.

### 2023 Improvement Target:

Reducing emissions produced for next year and the future.

### Strategies to Achieve

Reducing the emissions produced through various efforts to reduce electricity and fuel energy consumption.

## 2030 Indicators and Targets Based on Bappenas SDGs Metadata



- Index of Anticorruption Behaviour (IPAK).
- **2030 Target:**  
Substantially reduce corruption and bribery in all its forms.

### 2022 Realization:

1. BPJS Ketenagakerjaan makes efforts to reduce bribery, gratification, collusion, corruption, and nepotism.
2. The realization of the submission of the State Official Wealth Report (LHKPN) reached 100% of the mandatory reporters.
3. Total gratification reports reached 124 reports with a nominal amount of money handed over to the KPK of Rp179,031,300.

### 2023 Improvement Target:

1. Achieve zero cases of bribery, gratification, collusion, corruption and nepotism.
2. Ensure that gratification reports are submitted no later than 7 working days.

### Strategies to Achieve

- a. Carry out surveillance audit on ISO 37001:2016 Anti-Bribery Management System certification on business processes at the Investment Directorate of the Head Office (Plaza BPJAMSOSTEK) and the membership business process of the Jakarta Salemba Branch Office.
- b. Organizing various campaigns related to anti-corruption to all work units
- c. Carry out various activities, both online and offline, to prevent corruption cases in the work environment.
- d. Creating media to disseminate anti-gratification messages through various media.

## 2030 Indicators and Targets Based on Bappenas SDGs Metadata



- Percentage of government agencies that received a Unqualified Opinion (WTM) opinion.
- **2030 Target:**  
Develop effective, accountable, and transparent institution at all levels.

### 2022 Realization:

The Company's Financial Statements have been audited by Public Accounting Firm (KAP) Kanaka Puradiredja, Suhartono (Nexia International) with an unqualified opinion (WTM).

### 2023 Improvement Target:

Maintain the unqualified audit opinion (WTM) for future financial statements.




### Strategies to Achieve

Ensure that all aspects have been noted and recorded in accordance with applicable accounting standards, to maintain the unqualified opinion (WTM) in the coming year.



## Material Topics [IR-3D][3-1][3-2]

On May 23, 2023, BPJS Ketenagakerjaan held a focus group discussion attended by internal functions, including the Risk Management Team, and external parties to determine material topics for reporting. However, no further identification of opportunities and risks has been done on the material topics in this Report. Compared to the 2021 Integrated Annual Report published in May 2023, BPJS Ketenagakerjaan added the material topic on “Energy and Emissions” in the 2022 reporting.

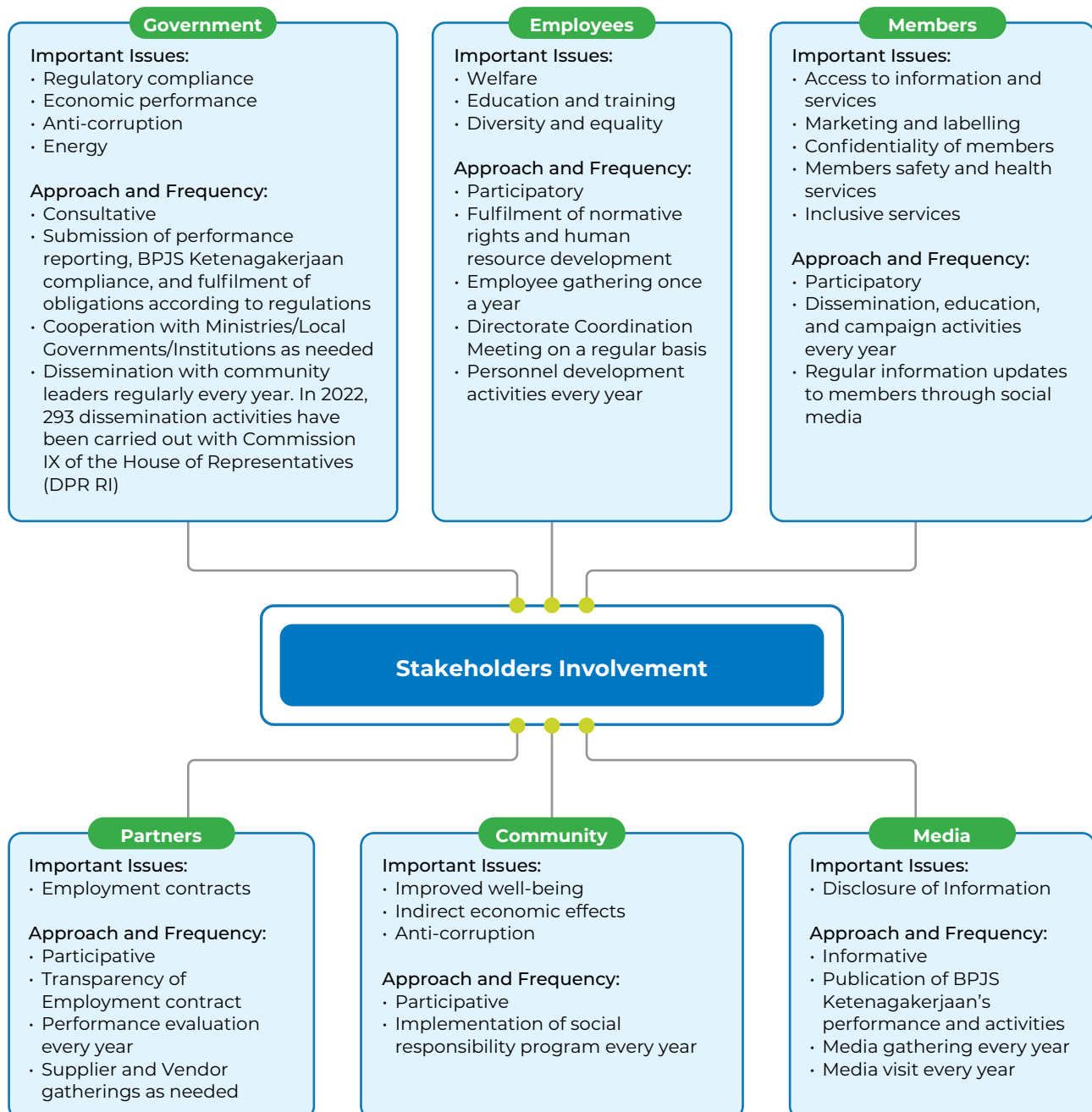
Material Topics	Support for SDGs	Impacts on Stakeholder
Members Health and Safety	 	<b>Internal Stakeholders:</b> Employees <b>External Stakeholders:</b> Members, Media
Confidentiality of Members	 	<b>Internal Stakeholders:</b> Employees <b>External Stakeholders:</b> Members, Media
Training and Education		<b>Internal Stakeholders:</b> Employees <b>External Stakeholders:</b> Members, Partners, Community
Economic Performance	 	<b>Internal Stakeholders:</b> Government, Employees <b>External Stakeholders:</b> Members, Partners, Community
Indirect Economic Impact		<b>Internal Stakeholders:</b> - <b>External Stakeholders:</b> Members, Partners, Community
Diversity and Equality		<b>Internal Stakeholders:</b> Employees <b>External Stakeholders:</b> Members, Partners
Anti-corruption		<b>Internal Stakeholders:</b> Government, Employees <b>External Stakeholders:</b> Members, Partners
Energy and Emissions	 	<b>Internal Stakeholders:</b> Government, Employees <b>External Stakeholders:</b> Community, Partners
The Finance Director, who is responsible for the preparation and publication of this report, has reviewed and approved the selected material topics. <small>[2-14]</small>		Stakeholders engagement methods adjust to the needs of each stakeholder. <small>[IR-3C][E.4][2-29]</small>



## Stakeholders Engagement [IR-3C][E.4][2-29]

BPJS Ketenagakerjaan identifies stakeholders based on analysis of interaction patterns and the nature of their engagement. We use various stakeholder engagement methods to meet their

needs. In addition, the relevant information gained can support BPJS Ketenagakerjaan in the decision-making process. We conduct regular evaluations to boost improvement in the quality of engagement.



## About BPJS Ketenagakerjaan <sup>[2-1]</sup>

### Brief Timeline of BPJS Ketenagakerjaan

The President inaugurated the Board of Supervisors and the Board of Directors of BPJS Ketenagakerjaan, for the period 2016-2021, based on Presidential Decree No.25/P/2016.

2016

The Service without Physical Contact (LAPAK ASIK) is a momentum for BPJS Ketenagakerjaan to provide a decent and safe workplace for workers and members, while still providing services during the COVID-19 pandemic.

2020

2014

PT Jamsostek (Persero) changed into BPJS Ketenagakerjaan

2021

- The Board of Supervisors and the Board of Directors of BPJS Ketenagakerjaan, for the period 2021-2026, were inaugurated by the President of the Republic of Indonesia based on Presidential Decree No. 38/P of 2021.
- BPJS Ketenagakerjaan launched sharia- based services operating in Nanggroe Aceh Darussalam.

1995

The enactment of Government Regulation No. 36 of 1995 on the Establishment of the Administering Agency for the Manpower Social Security Program, and the stipulation of PT Jamsostek as the administering agency of the Manpower Social Security.

1977

The enactment of Government Regulation No. 34 of 1997 on the Establishment of a Manpower Social Insurance Public Company (Perum Astek), followed by the establishment of Perum Astek.

2022

BPJS Ketenagakerjaan has launched a new program, namely Job Loss Security (JKP), effective as of February 2022.

## Vision

Being a trustworthy and sustainable employment social security for the welfare of all Indonesian workers.

## Mission

1. Protecting, serving, and promoting the welfare of all workers and their families.
2. Promoting members productivity and competitiveness by providing a sense of security, ease, and comfort.
3. Contribute to the nation's development and economy with good governance.



## Values

### FAITH

BPJS Ketenagakerjaan Personnel are faithful and devoted to the One and Almighty God, working deemed as part of religious observance to bring about benefits and values for workers, their families, communities, and nation.



### ETHIKA ETHICS

#### EKSELEN | Excellent

BPJS Ketenagakerjaan personnel must show professional, innovative attitudes and seriousness in pursuing benefits and added values for the organization and environment.

#### TELADAN | Role Model

BPJS Ketenagakerjaan personnel, starting individually, must behave in compliance with the norms, ethics, and regulations applicable to become role models for the others.

#### HARMONI | Harmony

BPJS Ketenagakerjaan personnel must be able to foster cooperation, harmony, and put collective success as top priority.

#### INTEGRITAS | Integrity

BPJS Ketenagakerjaan personnel must at all times maintain the given trust, honesty, one in word and deed, trustable and committed to obey norms, ethics and regulations as applicable.

#### KEPEDULIAN | Concern

Insan BPJS Ketenagakerjaan  
BPJS Ketenagakerjaan personnel are committed to better improvement of members' security programs, working environment, and organization development.

#### ANTUSIAS | Enthusiastic

BPJS Ketenagakerjaan personnel must at all times show vibrant, proactive and enthusiastic mood when performing the given jobs.



## Company Profile [IR-4A][2-1]

Name of Organization	Legal Basis of Establishment	Line of Business and Programs [C.4][2-6]	Ownership and Legal Form [C.3]
BPJS Ketenagakerjaan	Law No. 24 Year 2011 on the Social Security Agency (BPJS)	Organizing protection and welfare programs for all workers and their families through the social security system. Organized Programs: 1. Employment Injury Security (JKK) 2. Death Security (JKM) 3. Old-Age Security (JHT) 4. Pension Security (JP) 5. Job Loss Security (JKP)	BPJS Ketenagakerjaan is a public legal entity established by the Government of Indonesia and responsible to the President. There is no share ownership in BPJS Ketenagakerjaan.
Year of Establishment and Operation	Issued Capital and Fully Paid-up Capital	Market Served [2-6]	Operating Area
Year 2014	In accordance with Article 62 of Law No. 24 Year 2011, BPJS Ketenagakerjaan does not have an authorized capital as well as issued capital and fully paid up capital.	1. Employers/Business Entities: 735,295 or 89.13% of the target set at 825,000 PK/BU di Indonesia. 2. Workers: 55,379,720 or 57.46% of all workers in Indonesia who are included in the BPJS Ketenagakerjaan Universe.	All Regions of Indonesia [C.3][2-6]
		Subsidiary and Associate Company Subsidiary	Contact BPJS Ketenagakerjaan Deputy Director for Community and Inter-Agency Relations
		<ul style="list-style-type: none"> <li>PT Binajasa Abadikarya</li> <li>PT Sinergi Investasi Properti</li> </ul>	Deputy Director of Public Relations & Inter-agency institutions BPJS Ketenagakerjaan Headquarters Phone: +62 21 520 7797 Fax: +62 21 520 2310 E-mail: depdir.html @ bpjsketenagakerjaan.go.id [C.2][2-3]

Online publications regarding this report, including important events of BPJS Ketenagakerjaan, can be accessed on the website <http://www.bpjsketenagakerjaan.go.id/en>.

## Building a Sustainability Culture [F.1]

BPJS Ketenagakerjaan also conducts various activities to build a culture of sustainability in the work environment. These activities include applying the SIDIA, Lapak Asik, and JMO systems to reduce the use of paper and delivering good governance material through e-learning and video campaigns via e-mail delivered during IGI dissemination to all work units.

## Association Membership, External Initiatives, and Strategic Partners [C.5][2-28]

Association Membership & External Initiatives	Strategic Partners
   <p>ISSA, ASSA, AWCA, Bloomberg Asia-Pac Pension Network</p>	    <p>ILO, SOCSO, NPS, COMWEL</p>

## Operational Areas [IR-4F][C.3][2-6]



2 Head Office	11 Regional Office	10 Main Branch Office A	20 Main Branch Office B	12 Middle Branch Office A
27 Middle Branch Office B	17 Primary Branch Office A	37 Primary Branch Office B	202* Primary C and D Branch Office	

\*Note: Nomenclature changes in accordance with PERDIR 30/08/2020 amendment to PERDIR 17/06/2020 on organizational structure and work procedures. [C.6]

**Headquarters [C.2][2-3][IR-1E]**  
Website: [www.bpjsketenagakerjaan.go.id](http://www.bpjsketenagakerjaan.go.id)

### Plaza BPJAMSOSTEK 19<sup>th</sup> floor

Jl. H. R. Rasuna Said Kav. 112 Blok B, Kuningan,  
Setiabudi, South Jakarta - 12940

Phone: 021-50911333

Facsimile: 021-520 2310

### Grha BPJAMSOSTEK Office

Jl. Gatot Subroto No. 79, Karet Semanggi,  
Setiabudi District, South Jakarta City, 12930

Phone: 021 5207797

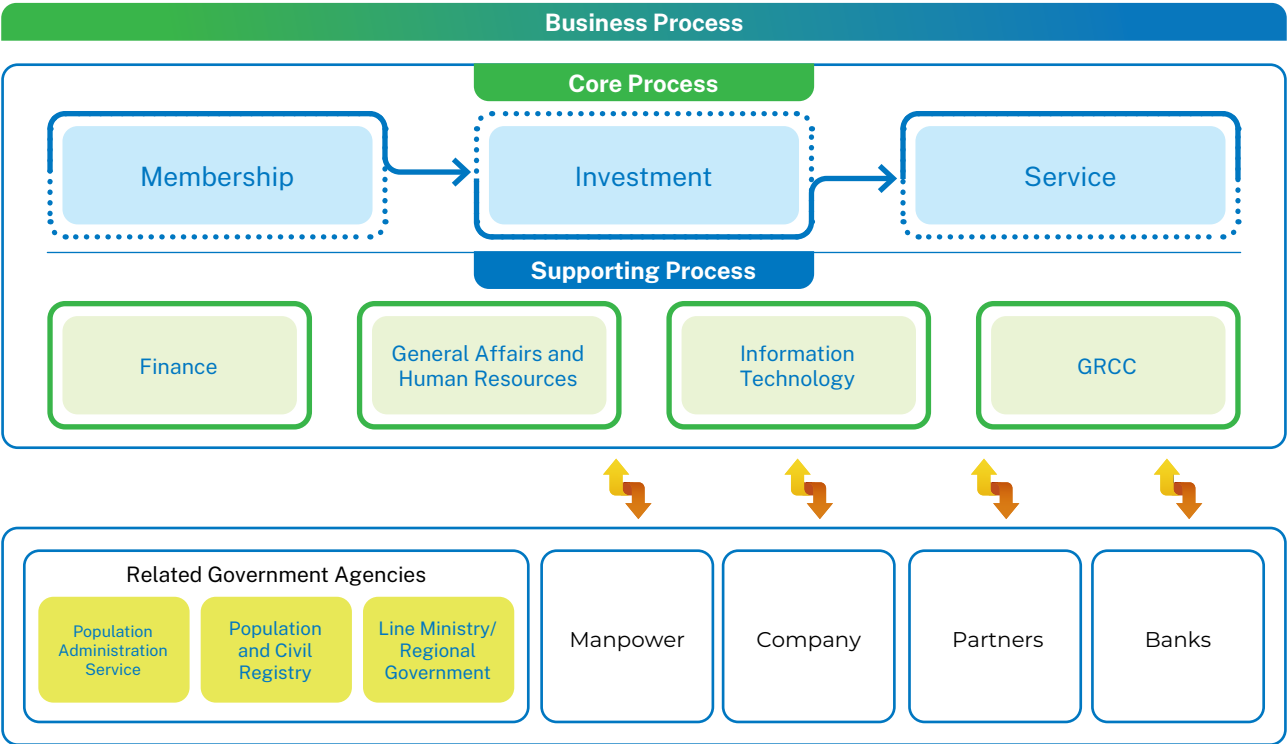
Facsimile: 021 520-2310

Information regarding the address of regional and branch offices can be found on the webpage:  
<https://www.bpjsketenagakerjaan.go.id/en/kontak.html>.

**Business Process and Model** [IR-4C]

BPJS Ketenagakerjaan has business processes consisting of core processes and supporting processes, as well as interactions with various parties. The scope of the core process is the management of membership and inter-agency relations, investment of managed funds, as well as services and complaints. The scope of supporting

processes covers financial management, human and general resources, information technology, and governance of BPJS Ketenagakerjaan. Parties that have an interest in interacting with BPJS Ketenagakerjaan include related government agencies, manpower, companies, banks, and partners for the provision of additional benefits.



**BPJS Ketenagakerjaan Employees** [C.3][2-7][2-8][405-1]

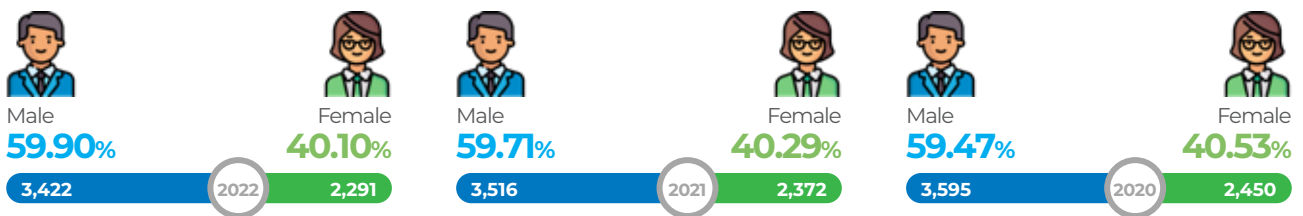
All (100%) BPJS Ketenagakerjaan employees, both permanent and prohire, are full-time employees. The Deputy Director for Human Capital function serves as employee data provider from the personnel administration recorded until the end of the reporting period. In 2022, BPJS Ketenagakerjaan recorded a total of 5,713 employees, consisting of 5,699 permanent employees, 13 prohire, and 1 prospective employee. The number of employees decreased by 175 people from 5,888 people in 2021 due to the absence of employee recruitment. Meanwhile, the number of prohire employees increased by 11 employees from 2 employees in 2021.



#### Number and Percentage of BPJS Ketenagakerjaan Employees Based on Age Group

Age Group (Years Old)	2022		2021		2020	
	Total	%	Total	%	Total	%
> 50	406	7.11	414	7.03	424	7.02
41 – 50	1,053	18.43	1,044	17.73	998	16.51
31 – 40	2,260	39.56	1,831	31.10	1,532	25.34
21 – 30	1,994	34.90	2,599	44.14	3,091	51.13
< 21	0	0.00	0	0.00	0	0.00
<b>Total</b>	<b>5,713</b>	<b>100.00</b>	<b>5,888</b>	<b>100.00</b>	<b>6,045</b>	<b>100.00</b>

#### Number and Percentage of BPJS Ketenagakerjaan Employees Based on Gender



#### Number and Percentage of BPJS Ketenagakerjaan Employees Based on Placement Area

Placement Area	2022		2021		2020	
	Total	%	Total	%	Total	%
Head Office (Jakarta)	855	14.97	925	15.71	844	13.96
West Sumatra and Riau	407	7.12	401	6.81	408	6.75
Northern Sumatra	408	7.14	416	7.07	434	7.18
Southern Sumatra	342	5.99	337	5.72	349	5.77
Sulawesi and Maluku	419	7.33	383	6.50	411	6.80
Kalimantan	388	6.79	362	6.15	375	6.20
East Java	577	10.10	565	9.60	592	9.79
West Java	558	9.77	637	10.82	677	11.20
Central Java & DI Yogyakarta	544	9.52	560	9.51	573	9.48
DKI Jakarta	632	11.06	742	12.60	807	13.35
Bali, Nusa Tenggara, Papua	313	5.48	267	4.53	278	4.60
Banten	270	5.48	293	4.98	297	4.91
<b>Total</b>	<b>5,713</b>	<b>100.00</b>	<b>5,888</b>	<b>100.00</b>	<b>6,045</b>	<b>100.00</b>



### Number and Percentage of BPJS Ketenagakerjaan Employees Based on Education Level

Education Level	2022		2021		2020	
	Total	%	Total	%	Total	%
Postgraduate and Doctoral (S2, S3)	749	13.11	678	11.51	609	10.07
Bachelor's Degree (S1)	4,532	79.33	4,666	79.25	4,779	79.06
Diploma IV	27	0.47	27	0.46	26	0.43
Diploma III	326	5.71	411	6.98	506	8.37
Diploma I	4	0.07	4	0.07	4	0.07
High School and Equivalent	72	1.25	95	1.61	112	1.85
Middle School and Equivalent	3	0.05	7	0.12	9	0.15
<b>Total</b>	<b>5,713</b>	<b>100.00</b>	<b>5,888</b>	<b>100.00</b>	<b>6,045</b>	<b>100.00</b>

### Number and Percentage of BPJS Ketenagakerjaan Employees Based on Position Level

Position Level	2022		2021		2020	
	Total	%	Total	%	Total	%
Analyst	34	0.73	8	0.17	11	0.22
Middle Superintendent	3,434	74.02	3,825	79.55	4,052	81.37
Junior Superintendent	300	6.47	55	1.14	82	1.65
Senior Superintendent	193	4.16	226	4.70	188	3.78
Superintendent	656	14.14	667	13.87	618	12.41
Staff	22	0.47	27	0.56	29	0.58
<b>Total</b>	<b>4,639</b>	<b>100.00</b>	<b>4,808</b>	<b>100.00</b>	<b>4,980</b>	<b>100.00</b>

Note: Employee data includes non-structural employees but does not include data from the Board of Supervisors, Board of Directors, structural officers, and retiring structural officers.

In addition, there are also other workers who are not employees of BPJS Ketenagakerjaan who are hired as outsourced workers. During 2022, BPJS Ketenagakerjaan employed 273 outsourced workers. [2-8]

### Number and Percentage of Outsourced Workers Based on Source of Recruitment [2-8]

Position Level	2022		2021		2020	
	Total	%	Total	%	Total	%
Regular	251	91.94	70	100.00	32	100.00
MBKM	22	8.06	0	0.00	0	0.00
<b>Total</b>	<b>273</b>	<b>100.00</b>	<b>70</b>	<b>100.00</b>	<b>32</b>	<b>100.00</b>

## Subsidiaries and Associates <sup>[C.3]</sup>

Subsidiaries	Share Ownership	Line of Business	Total Assets	Operational Status
PT Binajasa Abadikarya	99.99%	Overseas and Domestic Manpower Supply and Placement Services, and Other Services	Rp51,539,326,672	Operating
PT Sinergi Investasi Properti	80%	Property, Building and Trading Services	Rp615,547,735,224	Operating

## Awards

No	Name of the Award	Acceptance Time	Award Givers
1	Gratification Control Unit (UPG) with the Highest Score in the Ministry/Institution/Agency Category based on the Results of Monitoring and Evaluation of the Gratification Control Program in 2022	March 3, 2023	Corruption Eradication Commission (KPK)
2	Bronze Award Australasian Reporting Awards (ARA)	July 18, 2022	ARA Awards Committee
3	International Social Security Association (ISSA) Certificate of Excellence on: <ul style="list-style-type: none"> <li>• Service Quality</li> <li>• Communication by Social Security Administrations</li> <li>• Good Governance</li> <li>• Information and Communication Technology (recertification)</li> <li>• Return to Work and Reintegration (recertification)</li> </ul>	October 25, 2022	International Social Security Association (ISSA)
4	Gold Rank Asia Sustainability Reporting Rating (ASRRAT) 2022	November 4, 2022	National Center for Sustainability Reporting (NCSR)

## Response to Previous Year's Feedback <sup>[C.3]</sup>

We would like to thank our stakeholders for their feedback regarding the 2021 Integrated Annual Report. In general, stakeholders paid particular attention to strategies and governance directly related to sustainability, as well as energy, emissions

and water calculation. We responded to this by gradually increasing our efforts on sustainability in the following years' reports. We also provide a Feedback Form for suggestions, criticisms or opinions on this Report at the end of the Report.



# Economic Performance

# Review of External Influences and Development Prospects

[IR-4A][IR-4C][3-3]

## Influence of External Conditions

In general, BPJS Ketenagakerjaan's performance during 2022 remained affected by several external factors. One of the significant effects was the continuing impact of the COVID-19 pandemic, although it was increasingly under control during 2022. According to the Ministry of Finance's publication, Indonesia is one of the countries whose economy has recovered quickly after the COVID-19 pandemic. In the second quarter of 2022, Indonesia's financial condition was relatively stable, and the domestic economy continued to improve.

On the other hand, the COVID-19 pandemic has made most people across the world, including in Indonesia, adapt to a new normal. This condition raised the phenomenon of a new way of working, thus recalibrating many activities and decisions in life and work. This had a major impact on the employment sector and demanded BPJS Ketenagakerjaan to carry out strategies and breakthroughs in providing social protection to workers. The COVID-19 pandemic has also shifted the structure of workers from the formal to the informal sector. This was triggered by the increase in unemployment due to layoff (PHK). Indirectly, this phenomenon has resulted in workers, most of whom are young workers, cashing out their Old-Age Security (JHT) balances.

BPJS Ketenagakerjaan has two major strategies to address these conditions. The first is the implementation of digital services by utilizing electronic "know your customer" (e-KYC) technology embedded in the Jamsostek Mobile (JMO) application. This innovation has been proven to increase the speed of the claim application process from 10 - 15 days to only 10-15 minutes. The convenience of this service ultimately boosted the number of claim applications through the online channel to 76%.

Meanwhile, to increase membership coverage, BPJS Ketenagakerjaan takes advantage of the increasing number of workers in the informal sector by collaborating with fintech, e-commerce, and banking. It aims to provide convenience by expanding channels to register and pay contributions. In 2022, BPJS Ketenagakerjaan also developed a new agency scheme called New PERISAI (the Social Security Supporting Agency). Both innovations have proven successful in increasing member acquisition by almost triple the number in the previous year.

BPJS Ketenagakerjaan also pays attention to the condition of Indonesian migrant workers (PMI) who are also quite affected by the COVID-19 pandemic. The step taken is to establish cooperation with the Malaysian Social Security Organization (SOCISO) to ensure the sustainability of the social security membership of PMI in the destination countries, especially Malaysia.

To overcome these conditions, BPJS Ketenagakerjaan also set a target to reach 70 million active members by 2026. BPJS Ketenagakerjaan has developed various strategies to achieve this target, including:

- Extensification strategies (agency and partnership), increasing the participation of BPU workers, as well as small and micro businesses.
- Intensification strategies (presidential instruction, digitalization, community, and JKP) and increasing participation of large and medium sector workers.
- Retention strategy, supervision and inspection (wasrik) strengthening.
- Marketing and branding strategies, increasing members' awareness and branding through campaigns, both above the line and below the line.



## Changes in Laws and Regulations

During the reporting period, BPJS Ketenagakerjaan also faced several policies imposed by the government, including:

Regulations	Description of Changes
Regulation in Lieu of Law Number 2 Year 2022 on Job Creation.	Changes to several provisions and articles in the law due to a new program, namely JKP.
Regulation of the Minister of Manpower of the Republic of Indonesia Number 2 of 2022 concerning Procedures and Requirements for Payment of Old-Age Security Benefits.	This regulation aims to guarantee that members receive cash when retire, suffer permanent total disability, or pass away.
Regulation of the Minister of Manpower of the Republic of Indonesia Number 4 of 2022 concerning Procedures and Requirements for Payment of Old-Age Security Benefits.	Changes to the waiting period for JHT fund disbursement. For members who resign, JHT fund disbursement can be made after the waiting period of one month from the issuance of a resignation certificate from the employer, while for members affected by termination of employment, JHT fund disbursement can be made after passing the waiting period of one month from the date of termination of employment.
Regulation of the Minister of Finance of the Republic of Indonesia Number 235/PMK.02/2022 concerning the Operational Fund of the Manpower Social Security Agency in 2023.	JKK and JKM contributions are 10% before deducting the recomposition of JKP contributions. Meanwhile, contributions for JHT and JP are 4.43%. The maximum nominal amount of operational funds is Rp4,781,944,000,000.
Regulation of the Minister of Manpower of the Republic of Indonesia Number 10 of 2022 concerning Guidelines for Providing Government Assistance in the Form of Salary/Wage Subsidies for Workers/Laborers.	Aims to maintain the purchasing power of workers/ laborers who are active members in the employment social security program until July 2021 in meeting their needs as a result of price increases by providing government assistance in the form of salary/wage subsidies for workers/laborers.
Regulation of the Minister of Manpower of the Republic of Indonesia Number 20 of 2022 concerning Guidelines for Payment of Contribution Funds for Members in the Job Loss Security Program by the Government.	The new regulation is related to BPJS Ketenagakerjaan's new program, JKP. The government pays members' JKP contributions of 0.22% of a month's wages reported by employers to BPJS Ketenagakerjaan in accordance with the requirements stipulated in the regulation.



## Operational Review

Following the 2022-2026 Strategic Plan, BPJS Ketenagakerjaan has set a target to expand manpower social security protection to 70 million workers. To achieve this, it requires business solutions that are adaptive to the dynamics of the environment to survive and move forward. Therefore, BPJS Ketenagakerjaan sets the theme related to Adaptive and Solutive as the theme of the 2022 Work Plan and Budget (RKAT). BPJS Ketenagakerjaan believes that through this theme BPJS Ketenagakerjaan can become an institution that is adaptive to all developments and changes that occur and can provide the best alternative solutions for members to maintain the quality of service to members.

### Jamsostek Mobile (JMO)

The Jamsostek Mobile Application (JMO) is a development of BPJS Ketenagakerjaan's previous BPJSTKU application which was launched in September 2021. In its development plan, the JMO Application serves as one access to Digital Ecosystem which can be a daily application for BPJS Ketenagakerjaan members. The JMO application functions as a medium for BPJS Ketenagakerjaan program information services, submission of claim services, reporting media, and complaints, as well as other services through partnership that can be accessed anywhere and anytime. As of the end of 2022, JMO has gained 17,741,279 users.

Currently, JMO application has many features that all members can use, including Program Information, JHT Claim Submission Feature for balances <10 million, JHT balance check, JKP Claim Submission Feature, Registration and Payment of Membership Fee, Digital Card, Data Update, Additional Service Benefit Submission (Housing Assistance), Standby Fund, Streaming Service, e-Wallet, Top-Up & Billing, and Promo Features. With the current JMO Application, the process of submitting JHT benefit claims can be done in just 15 minutes. BPJS Ketenagakerjaan will also continue innovation and development. Increased benefits and features in the JMO Application are also developed according to the needs of members (customer centric).

### Target and Realization of Membership Contribution <sup>[IR-4F]</sup>

Under Law No. 24 Year 2011 on Social Security Organization, membership contributions are paid monthly by members, employers, and/or the government. Contribution payments are calculated based on a percentage of basic salary and fixed allowances in accordance with the applicable protection program.

## BPJS Ketenagakerjaan Contribution Rate Based on Protection Programs

Contribution	Explanation
<b>Employment Injury Security (JKK)</b>	
<ul style="list-style-type: none"> <li>For a very low risk level, 0.24% of the monthly wage.</li> <li>For a low risk level, 0.54% of the monthly wage.</li> <li>For a medium risk level, 0.89% of the monthly wage.</li> <li>For a high risk level, 1.27% of the monthly wage.</li> <li>For a high risk level, 1.74% of the monthly wage.</li> </ul>	Paid by employer.
Non-Wage Recipients Workers: 1% of the monthly wage.	Paid by workers.
Indonesia Migrant Workers: <ul style="list-style-type: none"> <li>Contribution before, during, and after work: Rp370,000 per contract period.</li> <li>Extension fee: Rp13,500 per month</li> </ul>	Paid by workers, JKK contributions, and JKM merged.
Construction Services Workers: <ul style="list-style-type: none"> <li>Based on worker wages (if wage components are listed and known): 1.74%</li> <li>Based on project value (if wage component is not listed and unknown):               <ul style="list-style-type: none"> <li>up to Rp100 million: 0.21%</li> <li>above Rp100 million to Rp500 million: 0.17% - above Rp500 million to Rp1 billion: 0.13%</li> <li>above Rp1 billion to Rp5 billion: 0.11%</li> <li>above Rp5 billion: 0.09%</li> </ul> </li> </ul>	Paid by employer.
<b>Death Security (JKM)</b>	
Wage Recipients: 0.3% of the monthly wage.	Paid by employer.
Non-Wage Recipients: Rp6,800	Paid by member (individual)
Indonesia Migrant Workers: <ul style="list-style-type: none"> <li>Contribution before, during, and after work: Rp370,000 per contract period</li> <li>Extension fee: Rp13,500 per month.</li> </ul>	Paid by workers, JKK contributions, and JKM merged.
Construction Services Workers: <ul style="list-style-type: none"> <li>Based on worker wages (if wage components are listed and known): 0.30%</li> <li>Based on project value (if wage component is not listed and unknown):               <ul style="list-style-type: none"> <li>up to Rp100 million: 0.03%</li> <li>above Rp100 million to Rp500 million: 0.02% - above Rp500 million to Rp1 billion: 0.02%</li> <li>above Rp1 billion to Rp5 billion: 0.01%</li> <li>above Rp5 billion: 0.01%</li> </ul> </li> </ul>	Paid by employer
<b>Old-Age Security (JHT)</b>	
Wage Recipients Workers: 5.7% of the monthly wage.	<ul style="list-style-type: none"> <li>2% paid by worker.</li> <li>3.7% paid by employer.</li> </ul>
Non-Wage Recipients Workers: 2% of the monthly wage.	Paid by workers.
Indonesia Migrant Workers: Rp50,000-Rp600,000 per month	
<b>Pension Security (JP)</b>	
3% of monthly wages (with a 2022 upper wage limit of Rp9,077,600 and BPJS Ketenagakerjaan annually adjusts the highest wage rate using a multiplier of 1 plus the previous year's annual gross domestic product growth rate)	<ul style="list-style-type: none"> <li>1% paid by workers.</li> <li>2% paid by the employer.</li> </ul>
<b>Job Loss Security (JKP)</b>	
0.46% of a month's wages (with an upper limit of wages in 2021 of Rp5 million and the amount of the wage limit is evaluated every 2 years and determined by Government Regulation)	<ul style="list-style-type: none"> <li>0.22% paid by central government.</li> <li>0.24% of JKP funding source. (a recomposition of JKK program contributions of 0.14% and JKM of 0.10%).</li> </ul>

## Membership Contribution Based on Segmentation

Program	Worker Segment			
	Wage Recipients*	Non-Wage Recipients*	Construction Services	Indonesia Migrant Workers
Employment Injury Security (JKK)	0.24%-1.74%	1%	<ul style="list-style-type: none"> <li>Based on worker wages (if wage components are listed and known): 1.74%</li> <li>Based on worker project value (if wage component is not listed and unknown): <ul style="list-style-type: none"> <li>› up to Rp100 million: 0.21%</li> <li>› above Rp100 million to Rp500 million: 0.17%</li> <li>› above Rp500 million to Rp1 billion: 0.13%</li> <li>› above Rp1 billion to Rp5 billion: 0.11%</li> <li>› above Rp5 billion: 0.09%</li> </ul> </li> </ul>	Contribution before, during, and after work: Rp370,000 per contract period  Renewal fee: Rp13,500 per month
Death Security (JKM)	0.30%	Rp6,800	<ul style="list-style-type: none"> <li>Based on worker wages (if wage components are listed and known): 0.30%</li> <li>Based on project value (if wage component is not listed and unknown): - <ul style="list-style-type: none"> <li>› up to Rp100 million: 0.03%</li> <li>› above Rp100 million to Rp500 million: 0.02%</li> <li>› above Rp500 million to Rp1 billion: 0.02%</li> <li>› above Rp1 billion to Rp5 billion: 0.01%</li> <li>› above Rp5 billion: 0.01%</li> </ul> </li> </ul>	
Old-Age Security (JHT)	2% paid by Worker 3.7% paid by Employer	2%	-	Rp50,000 – Rp600,000 (per month)
Pension Security (JP)	1% paid by Workers 2% paid by Employer	-	-	-
Job Loss Security (JKP)	0.22% paid by central government 0.24% of JKP funding source	-	-	-

\* From the reported wage:

- Pension Security: with an upper wage limit in 2022 of Rp9,077,600 and BPJS Ketenagakerjaan annually adjusts the highest wage by using a multiplier factor of 1 plus the annual growth rate of gross domestic product in the previous year.
- Job Loss Security: with a 2021 upper wage limit of Rp5 million and the amount of the wage limit is evaluated every 2 years and determined by Government Regulation.

The realization of membership contribution revenues in 2022 reached Rp88.3 trillion or 106.29% of the target, an increase of Rp8,060,138 million or 10.04% from Rp80,252,707 million in 2021. It closely related to the improvement in economic

conditions after the COVID-19 pandemic and BPJS Ketenagakerjaan's efforts to carry out various membership strategies, including extensification, intensification, retention, and an effective agency system.



### Target and Realization of Collected Membership Contribution in 2022 Based on Protection Program

Programs	Realization 2021	2022			% 2021-2022 Growth
		Target	Realization	% Composition	
Employment Injury Security (JKK)	5,233,168	5,071,505	6,378,518	7.22	21.89
Death Security (JKM)	2,456,729	2,824,617	3,048,283	3.45	24.08
Old-Age Security (JHT)	51,459,077	53,518,140	55,727,676	63.10	8.30
Pension Security (JP)	19,150,126	19,749,910	20,714,341	23.46	8.17
Job Loss Security (JKP)	1,953,607	1,925,128	2,444,027	2.77	25.10
<b>Total</b>	<b>80,252,707</b>	<b>83,089,300</b>	<b>88,312,845</b>	<b>100.00</b>	<b>10.04</b>

Notes: In Million Rupiah, except %.

In the worker segment, the largest realization of membership contribution revenue in 2022 was the Wage Recipient worker segment amounted to Rp87,368,108 million or 98.93% of the total realization of contribution revenue in 2022, an increase of 9.72% from Rp79,624,858 million in 2021.

Meanwhile, the smallest realization of membership contributions in 2022 was from the Construction Services Worker segment at Rp333,436 million or 0.38% of the total contribution revenue in 2022, an increase of 27.18% from Rp262,180 million in 2021.

### Collected Membership Contribution in 2022 from Workers

Worker Segment	Realization 2021	2022			% 2021-2022 Growth
		Target	Realization	% Composition	
Wage Recipients Workers*	79,624,858	82,341,320	87,368,018	98.93	9.72
Construction Services Workers	262,180	255,500	333,436	0.38	27.18
<b>Sub Total</b>	<b>79,887,038</b>	<b>82,596,820</b>	<b>87,701,454</b>	<b>99.31</b>	<b>9.78</b>
Non-Wage Recipients Workers	365,669	492,480	611,391	0.69	67.20
<b>Total Recipients</b>	<b>80,252,707</b>	<b>83,089,300</b>	<b>88,312,845</b>	<b>100.00</b>	<b>21.89</b>

Note: In Million Rupiah, except %.

\*Indonesian Migrant Workers (PMI) are included in Wage Recipients.

During the reporting period, BPJS Ketenagakerjaan always engaging the obligation of membership contribution payment by responding to various obstacles encountered. For convenience in contribution payment, BPJS Ketenagakerjaan has developed cooperation in payment channels with both banking and non-banking partners such as Alfamart, Indomaret, and Lawson, SOE partners such as PT Pos Indonesia and PT Pegadaian as well as e-commerce and online applications such

as Tokopedia, Bukalapak, Shopee, Go-billing, Grab, Pospay, and Link Aja. Payment of BPJS Ketenagakerjaan contributions can also be made using e-wallet on the BPJS Ketenagakerjaan website and JMO applications, such as Gopay, Shopeepay, and QRIS. In addition to expanding payment channels, BPJS Ketenagakerjaan also provides an auto-debit service option for contribution payments.



## Challenges and Solutions related to BPJS Ketenagakerjaan Membership Contributions [E.5]




Challenges	Solutions
Technical constraints/banking downtime	Using other available non-banking payment channels such as outlets of Indomaret, Alfamart, Lawson, Post Office, Pegadaian, and E-commerce.
Late payment of contributions	<ul style="list-style-type: none"> <li>Using Payment Reminder System (PRS) or 3C</li> <li>Using auto-debit system</li> </ul>

### Management of the Social Security Fund (DJS)

The Social Security Fund (DJS) is a trust fund owned by BPJS Ketenagakerjaan members. The funds are collected from membership contributions and the results of their development. DJS is used for benefit payments to members and operational financing of the implementation of the manpower social security program. The management of DJS is carried out based on Law Number 24 Year 2011, Government Regulation Number 99 Year 2013 on the Management of Manpower Social Security Assets, Government Regulation Number 55 Year 2015 on the Amendment to Government Regulation Number 99 Year 2013, and Board of Directors Regulation (PERDIR) Number 31/12/2021 on Investment Management Policy.

DJS management is carried out based on investment instruments by considering aspects of liquidity, solvency, prudential, security of funds, and adequate returns. BPJS Ketenagakerjaan implements a Strategic Asset Allocation (SAA) by considering external and internal factors. In dealing with the market situations during the reporting period, BPJS Ketenagakerjaan applied a dynamic investment management strategy by rebalancing investment assets and equity-based instruments to the money market and fixed-income instruments. By reducing the proportion of assets invested in equity instruments, BPJS Ketenagakerjaan was able to protect workers' funds against the increased risk of impairment arising from market instability, the effects of the global economic slowdown triggered by the Russia-Ukraine war, which resulted in a price crisis in the energy and food sectors and high inflation.

Strategic Asset Allocation		2022 Realization Percentage
Deposit Portfolio Strategy	 <p>Selection of placement in banks that offer interest rates with a certain minimum level and still have room for placement, have good performance, and support the BPJS Ketenagakerjaan program.</p>	13.30% of funds under management were placed in time deposits.
Stock Portfolio Strategy	 <p>The management takes advantage of the best market momentum and timing and is supported by intensive monitoring of domestic political conditions, government tax revenues, capital expenditure on infrastructure projects, and volatility in the movement of the Composite Stock Price Index (CSPI). A review of the stock universe is conducted periodically as one of the strategies to diversify the stock portfolio with due regard to applicable regulations.</p>	The portion of investment in stocks was 10.33% from 11.00% in 2021.
Security Portfolio Strategies	 <ul style="list-style-type: none"> <li>- Management Portfolio by taking into account regulations from the Financial Services Authority, paying attention to optimal yields, Asset, and Liability management (ALMA), and Government Securities auction targets.</li> <li>- Optimizing short-term trading activities, especially benchmark series bonds by paying attention to momentum, market timing, transaction liquidity, and movements in foreign fund flows that affect the domestic Government Securities (SUN) market.</li> </ul>	The placement of managed funds in debt securities investment instruments reached 70.61% of total managed funds.

Strategic Asset Allocation		2022 Realization Percentage
Mutual Fund Portfolio Strategies		Management of mutual funds by considering the analysis of mutual fund growth, returns provided, scoring, and other factors such as macroeconomic outlook, geopolitical conditions, JCI movements, bond yields, and investment risk factors.
Direct Investment Portfolio Strategies		BPJS Ketenagakerjaan has policies related to subsidiaries which include PT Sinergi Investasi Properti, and the development of PT Binajasa Abadikarya.
Property Investment Portfolio Strategies		The management strategy includes improving the management performance of Menara Jamsostek, optimising Graha Nagoya Mas Batam, and optimising land in a number of areas in Indonesia.

Managed funds placed in mutual funds amounted to 5.38%.

As much as 0.38% of funds under management are placed in property and investments.

### Investment Realization and Return <sup>[F.3]</sup>

The audit results of the Financial Statements and Program Management Report (LK-LPP) concluded that DJS assets consisting of JKK, JKM, JHT, JP, and JKP Funds grew by approximately 14% in 2022. The DJS asset investment fund grew 13.53% from Rp542,376.70 billion in 2021, with an investment return of Rp39,446.31 billion or grew by 14.00%. In 2022, BPJS Ketenagakerjaan's assets amounted to Rp11.95 trillion, with total investment assets under

management reached Rp627.69 trillion or grew 13.26% from Rp554.21 trillion in 2021.

It was the result of an increase in fresh funds of 25.72% or Rp39.09 trillion and investment returns amounted to Rp40.23 trillion (equivalent to a yield of 6.81%), up 13.83% from Rp35.34 trillion in 2021. The yield rate on 10-year government bonds was 6.92%, an increase compared to 6.39% in 2021.

### Funds Managed and Invested by BPJS Ketenagakerjaan (Billion Rp)

Details	2022		2021	% Growth
	Total	% Composition		
Social Security Fund	615,744.25	98.10	542,376.70	13.53
BPJS Ketenagakerjaan	11,950.34	1.90	11,837.28	0.96
<b>Total</b>	<b>627,694.60</b>	<b>100.00</b>	<b>554,213.98</b>	<b>13.26</b>

### Social Security Fund (DJS) Managed and Invested by BPJS Ketenagakerjaan Based on Program (Billion Rp)

Details	2022		2021	% Growth
	Total	% Composition		
JKK Program	52,320.92	8.34	45,960.74	13.84
JKM Program	15,485.38	2.47	14,527.94	6.59
JHT Program	410,324.27	65.36	372,500.23	10.15
JP Program	128,469.82	20.47	101,660.39	26.37
JKP Program	9,143.86	1.46	7,727.40	18.33
<b>Total DJS</b>	<b>615,744.25</b>	<b>98.10</b>	<b>542,376.70</b>	<b>13.53</b>
BPJS Ketenagakerjaan	11,950.34	1.90	11,837.28	0.96
<b>Total</b>	<b>627,694.60</b>	<b>100.00</b>	<b>554,213.98</b>	<b>13.26</b>

In 2022, the largest realization of managed fund investment returns came from the JHT program which reached 66.66%. Meanwhile, based on the investment portfolio, the largest realization of

investment returns came from the Bond portfolio of Rp30.70 trillion or 76.31% of the total investment returns.

### Investment Return Realization (Billion Rp) Based on Source of Fund

Source of Fund	2022		2021	% Growth
	Total	% Composition		
Social Security Fund	39,446.31	98.05	34,603.06	14.00
BPJS Ketenagakerjaan Fund	785.12	1.95	741.29*	5.91
<b>Total</b>	<b>40,231.43</b>	<b>100.00</b>	<b>35,344.35</b>	<b>13.83</b>

\*Restatement of information.

### DJS Ketenagakerjaan Investment Return Realization Based on Program (Billion Rp)

Program	2022		2021	% Growth
	Total	% Composition		
JKK Program	3,436.72	8.54	2,976.42	15.46
JKM Program	1,085.18	2.70	1,078.63	0.61
JHT Program	26,815.79	66.66	24,440.22	9.72
JP Program	7,821.73	19.44	6,102.16	28.18
JKP Program	286.89	0.71	5.62	5,002.90
<b>Total DJS</b>	<b>39,446.31</b>	<b>98.05</b>	<b>34,603.06</b>	<b>14.00</b>
BPJS Ketenagakerjaan Fund	785.12	1.95	741.29*	5.91
<b>Total</b>	<b>40,231.43</b>	<b>100.00</b>	<b>35,344.35</b>	<b>13.83</b>

\*Restatement of information.



### Investment Return Target and Realization in 2022 Based on Investment Portfolio (Billion Rp)

Investment Portfolio	Realization		Target	
	Total	% Composition	Total	% Achievement
Deposit	3,412.89	8.48	2,387.52	142.95
Stocks	5,070.97	12.60	3,211.55	157.90
Securities (Bond)	30,700.66	76.31	31,417.68	97.72
Mutual Funds	944.66	2.35	689.05	137.10
Direct Investment	3.18	0.01	9.28	34.27
Properties	99.07	0.25	121.81	81.33
<b>Total</b>	<b>40,231.43</b>	<b>100.00</b>	<b>37,836.90</b>	<b>106.33</b>

Investment management of deposit instruments aims to maintain liquidity and support the strategy of other investment instruments in utilizing the best momentum. BPJS Ketenagakerjaan gained the lowest investment return of 2.78% for the JKP program or a difference of -0.03% from the average interest rate of government bank counter rate for deposits of 2.81% in 2022. It was because JKP as a new program, its deposit investment returns were still subject to an income tax (PPH) of around 19%, unlike the other tax-free DJS programs.

### Interest Rate for Assets Under Management in 2022 and Comparison to Interest Rate of Deposits in Government Banks

No	Description	Investment Return Rate	Deposit Interest Rate	Difference
I	BPJS Ketenagakerjaan Fund	5.85	2.81	3.04
II	Social Security Fund (DJS)			
	JKK Program	7.02	2.81	4.21
	JKM Program	7.29	2.81	4.48
	JHT Program	6.81	2.81	4.00
	JP Program	6.80	2.81	3.99
	JKP Program	2.78	2.81	-0.03

BPJS Ketenagakerjaan's investment placement in stock and mutual fund portfolios refers to Government Regulation Number 99 Year 2013 and Government Regulation Number 55 Year 2015. In the reporting period, 86.32% of funds managed by BPJS Ketenagakerjaan were placed in capital market-related instruments, consisting of debt securities, stocks, and mutual funds. The stock portfolio along with mutual funds were placed in issuers that have the potential to grow in the future, most of which were constituents of the LQ45 index which has a large market capitalization and is supported by a strong liquidity and fundamental conditions. Investment placement in the stock portfolio is carried out with the application of risk management and dynamic asset rebalancing strategies. Currently, stock allocation continues to decline due to the dynamic in asset allocation strategy considers market volatility in the economic situation with high interest rates.

### Commitment to Green Investment

BPJS Ketenagakerjaan is committed to making investments that support national economic growth along with the principles of environmental, social and governance (ESG) management, for a positive impact on internal performance and stakeholders. We recognize that the financial sector

has an important role and contribution in closing the funding gap for climate mitigation financing needs launched by the government. During 2022, BPJS Ketenagakerjaan placed 50.10% of the total investment in stock included in ESG Leaders Index. In carrying out its commitment to green investment, BPJS Ketenagakerjaan prioritizes ESG principles.

### Benefit Payment

Benefit is defined as the social security benefit and is the rights of the members and/or their family members. BPJS Ketenagakerjaan also has recently launched the Job Loss Security (JKP) program, a new social security program, since February 2021. This program is designed for workers who have work relationship, both as *Prohire* (non-permanent) and PKWTT (Unspecified Time Work Agreement) workers at PU Business Entities who are also members in BPJS Kesehatan. JKP will be given to workers/laborers who have been laid off and have yet been employed, but still have a commitment to return to the labor market. In 2022, the benefits of BPJS Ketenagakerjaan's social security programs, including JKK, JKM, JHT, JP, and JKP, have been implemented in accordance with Law No. 24 of 2011.



## Employment Injury Security

### Employment Injury Security Program

- Benefit: medical treatment
- Benefit: compensation  
Provided during the period of not working, with the following conditions: 100% for the first six months, 100% for the second six months, and 50% until recovered.
- Benefit: scholarship.  
Provided to the child of a member who dies or suffers total permanent disability due to a work-related accident.
- Benefit: orthoses and/or prosthesis.  
Provided to members who are unable to work without orthoses, prosthesis, and/or other health aids with a doctor's certificate as proof.
- Benefit: compensation for the death due to work-related accident.  
Provided to members who die due to work accidents or occupational disease (PAK) at 60% x 80 x monthly wages.



## Death Security

### Death Security Program

- Benefit: cash donation for funeral
- Benefit: compensation
- Paid to the beneficiaries in a lump sum compensation of Rp20 million, periodic compensation of Rp12 million, and funeral compensation of Rp10 million.
- Benefit: scholarship  
Provided to the beneficiaries of members with a minimum contribution period of three years.



## Old-Age Security

### Old-Age Security Program

- Benefit: cash in the amount of the accumulated contributions paid plus development results.  
Paid in a lump sum when the member reaches the age of 56, resigns, laid off, leaves the territory of Indonesia, dies, or suffers total permanent disability.



## Pension Security

### Pension Security Program

- Benefit: cash paid monthly and/or in a lump sum.  
Provided to members who enter retirement age and permanent total disability or death.



## Job Loss Security

### Job Loss Security Program

- Benefit: cash.  
Paid monthly by BPJS Ketenagakerjaan for a maximum of 6 months with a benefit of 45% of the monthly wage for the first 3 months, then 25% for the next 3 months. The amount for payment is based on the latest wage reported to BPJS Ketenagakerjaan with a maximum wage limit of Rp5 million.
- Benefit: information access to job vacancies or job markets.
- Benefit: professional training.

BPJS Ketenagakerjaan does not have a direct operating impact on the surrounding community. However, under the Law No. 24 of 2011, BPJS Ketenagakerjaan has various social security benefit programs that are expected to make a positive contribution to Indonesian workers. These benefits include providing welfare to Indonesian workers, both at home and abroad and reducing poverty rate with the protection of underprivileged workers

through local policy instruments. The value of social security benefits paid by BPJS Ketenagakerjaan in 2022 was Rp49,038.38 billion for 3,937,699 claims. This amount increased by Rp6,260.02 billion or 14.63% from Rp42,778.36 billion for 3,038,684 claims in 2021. JHT is the program that has the largest number of claims and the largest number of benefits paid by BPJS Ketenagakerjaan. [F.23][F.28]

### Benefit Payment of Employment Social Security Program

Program	2022				2021	
	Benefit Value		Claim		Benefit Value (Billion Rp)	Total Claim (Thousand)
	Billion Rp	%	Total (Thousand)	%		
JKK	2,391,24	4.88	297,725	7.56	1,790.01	234,370
JKM	2,704,95	5.52	103,349	2.62	3,164.04	104,769
JHT	43,248,26	88.19	3,395,961	86.24	37,088.36	2,556,757
JP	649.42	1.32	130,870	3.32	735.95	142,788
JKP	44.52	0.09	9,794	0.25	-	-
<b>Total</b>	<b>49,038.38</b>	<b>100.00</b>	<b>3,937,699</b>	<b>100.00</b>	<b>42,778.36</b>	<b>3,038,684</b>

### Claim Ratio of Employment Social Security Based on Program in 2022

Program	Collected Contribution (Billion Rp)	Paid Benefit (Billion Rp)	Claim Ratio (%)
JKK	6,378.52	2,391.24	37.49
JKM	3,048.28	2,704.95	88.74
JHT	55,727.68	43,248.26	77.61
JP	20,714.34	649.42	3.14
JKP	2,444.03	44.52	1.82

#### Return To Work Program

The Return to Work (RTW) program is an additional benefit of the JKK program, in which victims of work accidents will receive medical treatment, physical and psychological rehabilitation, vocational training, and evaluation of return to work. In expanding the implementation of the JKK-RTW program, BPJS Ketenagakerjaan collaborates with various parties, including cooperation with hospitals, clinics, and health centers throughout Indonesia. This cooperation is expected to improve the quality of services, help members who experience work accidents, and provide assistance and training so that members can return to work. List of PLKKs (trauma center) can be accessed online at <https://www.bpjsketenagakerjaan.go.id/plkk.html>.

Participating Companies 74,385	Beneficiaries 1,540	Members Returning to Work 1,277 or 82.92%
Work Accident Service Center (PLKK) Support 6,363	Back to Work Service Center (PLKB) Support 21	Case Manager Support 105



## Comprehensive Financial Performance

BPJS Ketenagakerjaan already has its own Accounting Guidelines which are established by the Decree of the Board of Directors No. PERDIR/20/072021 concerning Accounting Guidelines for the Manpower Social Security Agency. The Financial Statements for the fiscal year ended 31 December 2022 have been audited by the Public Accounting Firm (KAP) Kanaka Puradiredja Suhartono (Nexia International) with an Unqualified Opinion (WTM). Complete information about the BPJS Ketenagakerjaan Financial Statements for the fiscal year 2022 can be accessed online at: <https://www.bpjsketenagakerjaan.go.id/en/kinerja-badan.html>. [IR-1E]

### Consolidated Financial Position

#### Asset

The total assets of BPJS Ketenagakerjaan in 2022 was Rp16,648.01 billion, an increase of Rp392.13 billion or 2.44% from Rp16,075.88 billion in 2021.

#### • Current Assets

The Total Current Assets in the reporting period reached Rp7,520.26 billion, a decrease of Rp1,091.90 billion or 12.68% from Rp8,612.16 billion in 2021. It was due to the divestment or nominal disposal of short-term investments and several significant current asset items, such as receivables for workers' welfare facilities, advances, office supplies, and assets held for sale.

#### • Non-Current Assets

The value of non-current assets in the reporting period reached Rp8,947.75 billion, an increase of Rp1,484.03 billion or 19.88% from 2021 of Rp7,463.72 billion. This occurred due to a significant increase in long-term investment funds and several non-current asset items, such as fixed assets and deferred tax assets.

#### Asset Value of BPJS Ketenagakerjaan [C.3]

Description	2022	2021	2020
<b>Current Assets</b>			
Cash and Cash Equivalents	1,528,819.69	1,711,811.14	1,238,021.69
<b>Operational Fund Receivables</b>			
• Employment Injury Security Program (JKK)	-	14,587.27	-
• Death Security Program (JKM)	-	6,921.92	-
• Old-Age Security Program (JHT)	-	-	-
• Pension Security Program (JP)	-	4,784.57	-
Investment Receivables	-	-	518.86
Investment Return Receivables	126,985.43	99,219.76*	95,286.41*
SKP Receivables	17,501.17	13,712.20	11,598.78
Other Receivables	126,970.91	192,966.87	273,104.68
Advance Payments	29,074.28	13,175.20	383,579.58
Prepaid Tax	12,449.76	21,733.83	26,503.01
Prepaid Expenses	135,892.70	42,250.08*	-

Description	2022	2021	2020
Short-Term Investment	33,611.30	20,717.15	14,468.43
Account Receivables – Net of Allowance for Impairment	5,496,074.36	6,454,265.44	5,407,585.45
Office Supplies Assets Held for Sales	11,184.81	13,195.61	11,074.28
Other Current Assets	1,646.84	2,639.27	730.81
Investment Receivables	50.96	180.28	-
<b>Total Current Assets</b>	<b>7,520,262.21</b>	<b>8,612,160.59*</b>	<b>7,462,471.98*</b>
<b>Non-Current Assets</b>			
Long-Term Investment	6,373,179.18	4,995,928.07	5,940,313.79
Direct Investment – Net of Allowance for Impairment	-	44,555.07	650.00
Property Investment – Net of Accumulated Depreciation	81,091.08	80,529.35	81,404.59
Fixed Assets – Net of Accumulated Depreciation	1,502,041.21	1,349,573.47	1,287,462.56
Right of Use of Asset	250,347.26	332,414.61*	349,435.34
Intangible Assets – Net of Accumulated Amortization	85,532.50	57,761.28	7,455.62
Deferred Tax Asset	573,281.29	516,227.07*	46,090.38
Tax Restitution Claims	-	572.92	74,978.24
Other Non-Current Assets	82,278.84	86,158.70*	52,505.81*
<b>Total Non-Current Assets</b>	<b>8,947,751.36</b>	<b>7,463,720.54*</b>	<b>8,258,296.34*</b>
<b>Total Assets</b>	<b>16,468,013.57</b>	<b>16,075,881.13*</b>	<b>15,720,768.32*</b>

Note: In Million Rupiah.

\*Restatement of information.

## Liabilities

The total liabilities of BPJS Ketenagakerjaan in 2022 was Rp3,646.80 billion. This amount increased by Rp234.54 billion or 6.87% from Rp3,412.26 billion in 2021.

### • Short Term Liabilities

Total current liabilities in 2022 reached Rp1,548.05 billion, a decrease of Rp79.13 billion or 4.86% from Rp1,627.17 billion in 2021. This was due to a

decrease in accrued expenses, prepaid income, and other current liabilities.

### • Long Term Liabilities

Total long-term liabilities in 2022 reached Rp2,098.75 billion, an increase of Rp313.66 billion or 17.57% from Rp1,785.09 billion in 2021. This was due to an increase in post-employment benefits liabilities recorded by BPJS Ketenagakerjaan.

### Liability Value BPJS Ketenagakerjaan [C.3]

Description	2022	2021	2020
<b>Short-Term Liability</b>			
Debt to Third Party	2,053.59	2,116.06	2,362.82
Tax Payable	59,081.75	63,042.01	84,505.73
Actual Expense	1,278,188.37	1,377,268.07	1,108,598.75
Prepaid Income	1,291.35	1,779.81	2,771.30
Short-Term Lease Liabilities	91,147.76	60,426.65*	32,450.28
Other Short-Term Liabilities	116,284.80	122,542.25	155,846.08
<b>Total Short-Term Liabilities</b>	<b>1,548,047.62</b>	<b>1,627,174.85*</b>	<b>1,386,534.96</b>
<b>Long-Term Liability</b>			
Retirement Benefit Liabilities	1,939,901.00	1,546,522.44*	1,392,101.50
Other Long-Term Liabilities	158,852.29	238,567.69	277,746.70
<b>Total Long-Term Liabilities</b>	<b>2,098,753.29</b>	<b>1,785,090.13*</b>	<b>1,669,848.19*</b>
<b>Total Liabilities</b>	<b>3,646,800.91</b>	<b>3,412,264.98*</b>	<b>3,056,383.15*</b>

Note: In Million Rupiah

\*Restatement of information.

### Equity

The realization of the Total Equity Value of BPJS Ketenagakerjaan in 2022 reached Rp12,821.21 billion, an increase of Rp157.60 billion or 1.24% from 2021 of Rp12,663.62 billion. This was influenced by the addition of surplus balance during 2022.

### Equity of BPJS Ketenagakerjaan

Description	2022	2021	2020
Capital	9,459,295.26	9,459,295.26	9,459,295.26
Equity from Combined Entities under Common Control	1,408,126.72	1,408,126.72	1,408,126.72
Surplus Balance	2,266,427.65	2,140,704.65*	2,007,585.66*
Other Equity Components	(312,641.11)	(344,514.60)*	(210,626.11)*
Non-Controlling Interests	4.14	4.12	3.64
<b>Total Equity</b>	<b>12,821,212.66</b>	<b>12,663,616.15*</b>	<b>12,664,385.17</b>

Description: In Million Rupiah

\*Restatement of information.

## Consolidated Financial Performance

Description	2022	2021	2020
<b>Operating Revenue</b>			
Operating Fund Sourced from JKK	611,863.44	533,245.88	226,369.06
Operating Fund Sourced from JKM	306,363.47	263,304.50	108,901.74
Operating Fund Sourced from JHT	2,672,935.54	2,906,362.01	3,106,939.27
Operating Fund Sourced from JP	928,837.55	965,109.61	613,959.93
<b>Total Operating Revenue</b>	<b>4,520,000.00</b>	<b>4,668,022.00</b>	<b>4,056,170.00</b>
<b>Operating Expense</b>			
Operating and Additional Expenses	552,297.93	464,849.99	391,576.09
Personnel and Management Expenses	3,509,426.73	3,276,432.18*	3,068,522.54
General and Other Expenses	684,379.39	805,514.20*	628,757.05
Total Operating Expenses	4,746,104.05	4,546,79.37*	4,088,855.68
<b>Surplus (Deficit) of Operating Program Management</b>	<b>(226,104.05)</b>	<b>121,225.63*</b>	<b>(32,685.68)</b>
<b>Non-program Management Operating Revenue (Expense)</b>			
Investment Revenue	820,410.50	698,414.29	825,944.10
Investment Expense	(87,684.34)	(107,754.61)	(119,184.74)
Incentive Expense	(402,036.27)	(434,540.01)	(397,816.60)
Corporate Social and Environmental Responsibility (CSER) Expense	(181.93)	(152.09)	(1,587.89)
Total Non-program Management Operating Revenue (Expense)	330,507.95	155,967.57	307,354.87
<b>Operating Surplus</b>	<b>(104,403.91)</b>	<b>277,193.20*</b>	<b>274,669.19</b>
<b>Non-Operating Revenue (Expense)</b>			
Subsidiary Revenue	181,160.90	48,375.50	42,790.45
Subsidiary Expense	(358,030.41)	(79,860.56)	(75,321.67)
Other Net Revenues	227,047.16	27,971.38	158,873.67
<b>Surplus Before Tax and Distribution</b>	<b>154,581.56</b>	<b>273,679.52*</b>	<b>401,011.64</b>
<b>Expense of Surplus Distribution</b>			
Realization of Old-Age Security Program	20.98	8.50	112.85
Realization of Employment Injury Security Program	10.37	4.08	53.43
Realization of Death Security Program	114.43	116.66	1,272.57
Realization of Pension Security Program	38.00	23.05	382.18
<b>Total Expense of Surplus Distribution</b>	<b>183.78</b>	<b>152.31</b>	<b>1,821.03</b>



Description	2022	2021	2020
<b>Limitation from Resource Providers</b>			
Member Welfare Facilities (Sarana Kesejahteraan Peserta/ SKP) Revenue	58,510.23	46,144.27	90,683.64
SKP Expenses	(37,994.03)	(32,949.76)	(43,671.33)
Surplus (Deficit) of SKP	20,516.20	13,194.51	47,012.31
<b>Surplus Before Tax</b>	<b>174,913.98</b>	<b>286,721.72*</b>	<b>446,202.91</b>
<b>Tax Expense (Revenue)</b>			
Current Tax	164,764.06	179,380.12*	189,032.92
Previous Year's Tax	32.52	2,842.51	120,499.76
Deferred Tax Expense (Income)	(42,971.64)	(24,015.21)*	73,199.92
Total	121,824.94	178,207.42*	382,732.60
<b>Current Account Surplus</b>	<b>53,089.05</b>	<b>108,514.30</b>	<b>63,470.30</b>
<b>Other Comprehensive Income</b>			
<b>Items not Recognized in Surplus Deficit</b>			
Unrealized Gains (Losses) on FVOCI Investment Fair Value	167,230.01	(40,159.97)	(186,350.17)
Remeasurement of Post-Employment Benefit	(108,566.79)	(97,244.80)*	(30,359.76)
Related Income Tax	14,082.58	28,121.47*	12,126.66
<b>Total</b>	<b>72,745.80</b>	<b>(109,283.31)*</b>	<b>(204,583.27)</b>
<b>Items Reclassified in Surplus Deficit</b>			
Unrealized Gains (Losses) on Fair Value of Available-for-Sale - Investments	-	-	-
Realized Gains (Losses) on Fair Value of Available-for-Sale - Investments and Reclassified in Surplus Deficit	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Comprehensive Surplus (Deficit)</b>	<b>125,834.84</b>	<b>(769.01)*</b>	<b>(141,112.96)</b>
<b>Amount of Surplus Attributable to</b>			
Parent Entity Owner	53,088.98	108,513.82*	63,470.20
Non-Controlling Interest	0.06	0.48	0.11
<b>Total</b>	<b>53,089.05</b>	<b>108,514.30*</b>	<b>63,470.31</b>
<b>Amount of Other Comprehensive Income Attributable to</b>			
Parent Entity Owner	125,834.82	(769.49)*	(141,113.05)
Non-Controlling Interest	0.02	0.48	0.09
<b>Comprehensive Income for the Year</b>	<b>125.834,84</b>	<b>(769,01)*</b>	<b>(141,112.96)</b>

Note: In Million Rupiah  
 \*Restatement of information.

## Operating Revenue

BPJS Ketenagakerjaan's Business Income in 2022 consists of Operating Income and Non-operating Income. BPJS Ketenagakerjaan's revenue in 2022 came from BPJS Ketenagakerjaan's fund management Business Income of Rp5,769.13 billion,

an increase of Rp313.15 billion or 5.74% from 2021 with an amount of Rp5,455.98 billion. Throughout the reporting period, BPJS Ketenagakerjaan also did not receive financial or other assistance from the government. [201-4]

## Business Revenues of BPJS Ketenagakerjaan

Description	2022	2021	2020
<b>Operating Revenue</b>			
Managed JKK Fund of DJS	611,863.44	533,245.88	226,369.06
Managed JKM Fund of DJS	306,363.47	263,304.50	108,901.74
Managed JHT Fund of DJS	2,672,935.54	2,906,362.01	3,106,939.27
Managed JP Fund of DJS	928,837.55	965,109.61	613,959.93
<b>Total Operating Revenue</b>	<b>4,520,000.00</b>	<b>4,668,022.00</b>	<b>4,056,170.00</b>
<b>Non-Operating Revenue</b>			
Investment Revenue	820,410.50	698,414.29*	4,825,944.11
Subsidiary Revenue	181,160.91	48,375.50	42,790.45
Other Revenues	227,047.16	27,971.38	158,873.67
Revenue from SKP Service Improvement	20,516.20	13,194.52	47,012.31
<b>Total Non-Operating Revenue</b>	<b>1,249,134.77</b>	<b>787,955.69*</b>	<b>1,074,620.54</b>
<b>Total Business Revenues</b>	<b>5,769,134.77</b>	<b>5,455,977.69*</b>	<b>5,130,790.54</b>

Note: In Million Rupiah

\*Restatement of information.

## Social Security Fund (DJS)

DJS coverage includes contribution income, guarantee expenses and social security service expenses, investment returns, operating costs, other income and expenses, DJS surplus per program, and a statement of program funding position. Operating income achieved from the DJS program

in 2022 reached Rp130,369.64 billion, an increase of Rp20,355.31 billion or 18.50% from 2021 which amounted to Rp110,014.33 billion. This increase was mainly due to an increase in contribution income and investment income compared to the previous year.

## Business Revenues of Social Security Fund

Description	2022	2021*	2020
<b>Revenue of Employment Injury Security Program (JKK)</b>			
Monthly Contributions	6,378,518	5,233,168	3,790,755
BPJS Contribution	21	9	113
Investment Revenue	3,327,015	2,627,381	2,600,853
Other Revenues	6,143	820	1,439
<b>Total Revenue</b>	<b>9,711,697</b>	<b>7,861,378</b>	<b>6,393,160</b>

Description	2022	2021*	2020
<b>Revenue of Death Security Program (JKM)</b>			
Monthly Contributions	3,048,283	2,456,729	1,824,749
BPJS Contribution	10	4	53
Investment Revenue	1,022,942	900,858	1,009,086
Other Revenues	3,710	456	445
<b>Total Revenue</b>	<b>4,074,945</b>	<b>3,358,047</b>	<b>2,834,333</b>
<b>Revenue of Old-Age Security Program (JHT)</b>			
Monthly Contributions	55,727,676	51,459,077	49,368,693
BPJS Contribution	114	117	1,273
Investment Revenue	28,953,508	20,839,287	16,148,485
Other Revenues	10,324	18,209	11,942
<b>Total Revenue</b>	<b>84,691,622</b>	<b>72,316,690</b>	<b>65,530,393</b>
<b>Revenue of Pension Security Program (JP)</b>			
Monthly Contributions	20,714,341	19,150,126	18,279,571
BPJS Contribution	38	23	382
Investment Revenue	8,439,866	5,350,056	3,431,913
Other Revenues	6,167	18,727	4,297
<b>Total Revenue</b>	<b>29,160,412</b>	<b>24,518,932</b>	<b>21,716,163</b>
<b>Revenue of Job Loss Security Program (JKP)</b>			
Monthly Contributions	2,444,027	1,953,607	-
Investment Revenue	286,885	5,622	-
Other Revenues	49	53	-
<b>Total Revenue</b>	<b>2,730,961</b>	<b>1,959,282</b>	<b>-</b>
<b>Total Business Revenue of DJS</b>	<b>130,369,637</b>	<b>110,014,329</b>	<b>96,474,049</b>

Note: In Million Rupiah  
\*Restatement of information.

### Business Expense

BPJS Ketenagakerjaan Business Expenses are calculated based on Operational Expenses and Non-Operating Expenses. Total Operating Expenses in 2022 reached Rp5,594.04 billion, an increase of Rp424.93 billion or 8.22% from 2021 of Rp5,169.10 billion. This occurred due to an increase in the realization of operating expenses to support the operational activities of BPJS Ketenagakerjaan.

### Business Expenses of BPJS Ketenagakerjaan

Description	2022	2021	2020
<b>Operating Expense</b>			
Operating and Additional Expense	552,297.93	464,849.99	391,576.09
Personnel and Management Expense	3,509,426.73	3,276,432.18*	3,068,522.54
General and Other Expense	684,379.39	805,514.20*	628,757.05
<b>Total Operating Expense</b>	<b>4,746,104.05</b>	<b>4,546,796.37*</b>	<b>4,088,855.68</b>

Description	2022	2021	2020
<b>Non-Operating Expense</b>			
Investment Expense	87,684.35	107,754.61	119,184.74
Subsidiary Expense	358,030.41	79,860.56	75,321.67
Corporate Social and Environmental Responsibility (CSER) Expense	181.93	152.09	1,587.89
Incentive Expenses	402,036.27	434,540.01	397,816.60
<b>Total Non-Operating Expense</b>	<b>847,932.96</b>	<b>622,307.27</b>	<b>593,910.90</b>
<b>Total Business Expense</b>	<b>5,594,037.01</b>	<b>5,169,103.64*</b>	<b>4,682,766.58</b>

Note: In Million Rupiah.

\*Restatement of information.

### Business Expenses of Social Security Fund (DJS)

Social Security Fund (DJS) Operating Expenses are calculated based on Program Expenses, Technical Reserve Expenses, BPJS Operational Fund Expenses, Investment Expenses, Impairment Losses on Receivable Expenses, and Other Expenses. DJS Operating Expenses in 2022 reached Rp55,186.29 billion, an increase of Rp5,417.07 billion

or 10.88% from Rp49,769.22 billion in 2021. This increase was mainly due to an increase in the Social security (DJS) expenses compared to the previous year, except for the JKM program. The Death Security (JKM) expenses decreased by 28% or Rp844.88 billion due to total realized claims in 2021 were from events that took place prior 2021.

### Business Expenses of Social Security Fund

Keterangan	2022	2021*	2020
<b>Business Expenses of Employment Injury Security Program (JKK)</b>			
Employment Injury Security Expense	2,391,237	1,790,006	1,556,943
Technical Reserve Expense	283,568	221,777	(972,507)
Operating Fund Expense of BPJS	611,863	533,246	226,369
Investment Expense	9,495	15,382	8,168
Expense (Recovery) for Impairment Loss on Contribution Receivables	10,067	3,056	(18,082)
Other Expense	270	194	206
<b>Total Expenses</b>	<b>3,306,500</b>	<b>2,563,661</b>	<b>801,097</b>
<b>Business Expenses of Death Security Program (JKM)</b>			
Death Security Expense	2,704,951	3,164,041	1,346,736
Technical Reserve Expense	1,091,295	1,759,620	1,343,605
Operating Fund Expense of BPJS	306,363	263,304	108,902
Investment Expense	3,714	6,938	3,584
Expense (Recovery) for Impairment Loss on Contribution Receivables	823	478	(7,442)
Other Expense	167	116	124
<b>Total Expenses</b>	<b>4,107,313</b>	<b>5,194,497</b>	<b>2,795,509</b>
<b>Business Expenses of Old-Age Security Program (JHT)</b>			



Keterangan	2022	2021*	2020
Old-Age Security Expense	43,248,261	37,088,364	33,101,924
Operating Fund Expense of BPJS	2,672,936	2,906,362	3,106,939
Investment Expense	118,443	132,064	118,214
Expense (Recovery) for Impairment Loss on Contribution Receivables	(119,654)	70,533	59,901
Other Expense	1,326	1,030	1,069
<b>Total Expenses</b>	<b>45,921,312</b>	<b>40,198,353</b>	<b>36,388,047</b>
<b>Business Expenses of Pension Security Program (JP)</b>			
Pension Security Expense	649,418	735,950	439,870
Operating Fund Expense of BPJS	928,838	965,110	613,960
Investment Expense	35,051	34,424	19,961
Expense (Recovery) for Impairment Loss on Contribution Receivables	(38,541)	75,704	17,270
Other Expense	554	384	575
<b>Total Expenses</b>	<b>1,575,320</b>	<b>1,811,572</b>	<b>1,091,636</b>
<b>Business Expenses of Job Loss Security Program (JKP) (per 2022)</b>			
Job Loss Security Expense	44,516	-	-
Technical Reserve Expense	177,272	-	-
Investment Expense	53,979	1,132	-
Other Expense	74	3	-
<b>Total Expenses</b>	<b>275,841</b>	<b>1,135</b>	<b>-</b>
<b>Total Business Expenses of Social Security Fund</b>	<b>55,186,286</b>	<b>49,769,218</b>	<b>41,076,289</b>

Note: In Million Rupiah

\*Restatement of information.

### Operating Revenues (Increases in Net Assets)

DJS Operating Revenues are indicated by the increase in program net assets resulting from subtracting Operating Expenses from Operating Revenues of each program. DJS Operating Revenues in 2022 reached Rp75,183.35 billion, an

increase of Rp14,938.24 billion or 24.80% from Rp60,245.11 billion in 2021. This increase was due to an increase in total revenues in all programs and a decrease in total expenses in the JKM and JP programs.

### Net Asset of Programs

Description	2022	2021*	2020
Increase in Net Assets of the JKK Program	6,405,198	5,297,717	5,592,063
Increase (Decrease) in Net Assets of the JKM Program	(32,367)	(1,836,450)	38,824
Increase in Net Assets of the JHT Program	38,770,310	32,118,337	29,142,346
Increase in Net Assets of the JP Program	27,585,092	22,707,360	20,624,527
Increase in Net Assets of the JKP Program	2,455,120	1,958,147	-
<b>Total Net Assets of Programs</b>	<b>75,183,353</b>	<b>60,245,111</b>	<b>55,397,760</b>

Note: In Million Rupiah.

\*Restatement of information.

### Current Year Earnings

Earnings Before Tax is the result of subtracting Operating Expenses from Operating Revenues. Income before Tax for BPJS Ketenagakerjaan in 2022 reached Rp174.91 billion, a decrease of Rp111.81 billion or 39.00% from Rp286.72 billion in 2021. The 2022 Total Tax Expenses were minus Rp121.82 billion, a decrease of Rp56.38 billion or 31.64% from minus Rp178.21 billion in 2021. Thus, the Current Year Earnings for 2022 reached Rp53.09 billion, a decrease of Rp55.43 billion or 51.08% from Rp108.51 billion in 2021.

### Current Year Earnings

Description	2022	2021*	2020
Earnings Before Tax	174,913.98	286,721.72	446,202.90
Income Tax Expense	(121,824.93)	(178,207.42)	(382,732.59)
<b>Net Revenue (Expense) of Current Year</b>	<b>53,089.05</b>	<b>108,514.30</b>	<b>63,470.31</b>

Note: in Million Rupiah.

\*Restatement of information.

### Current Year Comprehensive Earnings

Current Year Comprehensive Income Earnings in the reporting period reached Rp125.83 billion. This amount increased by Rp126.60 billion or 16,463.25% from minus Rp0.77 billion in 2021. This was due to an increase in unrealized adjustments to the fair value of FVOCI investments which were affected by investment market prices.

### Attributable Comprehensive Earnings

Until the end of the reporting period, Attributable Current Comprehensive Earnings to the owners of the Parent Entity reached Rp53.09 billion and to Non-Controlling Interests reached Rp0.00 billion.

### Comprehensive Earnings of Current Year

Description	2022	2021*	2020
Net Revenue (Expense) of Current Year	53,089.05	108,514.30	63,470.30
Other After-Tax Comprehensive Earnings of Current Year	72,745.80	(109,283.31)	(204,583.26)
<b>Comprehensive Earnings of Current Year</b>	<b>125,834.84</b>	<b>(769.01)</b>	<b>(141,112.96)</b>

Note: in Million Rupiah.

\*Restatement of information.

## Consolidated Cash Flow

- Cash Flow from Operating Activities in 2022 reached minus Rp327.06 billion, decreased Rp256.00 billion or 360.28% from minus Rp71.06 billion in 2021. This occurred due to an increase in spending for the payment of operational expenses for program implementation and a decrease in the nominal limit for receiving operational funds in accordance with PMK No. 218/PMK.02/2021.
- Cash Flow from Investing Activities in 2022 reached Rp190.06 billion, a decrease of Rp368.79 billion or 65.99% from Rp558.85 billion in 2021. This happened because of the cash outflow of investment placements and the acquisition of fixed assets and intangible assets.
- Cash Flow from Funding Activities in 2022 reached minus Rp45.95 billion, an increase of Rp32.19 billion or 233.92% from minus Rp13.76 billion in 2021. It was due to an increase of 230.62% in payment of lease liabilities from the previous year.

## Consolidated Cash Flow

Description	2022	2021	2022-2021 Increase (Decrease)		2020
			Difference	%	
Cash Flow from Operating Activities	(327,061.03)	(71,056.99)	(256,004.04)	360.28	(406,284.46)
Cash Flow from Investment Activities	190,059.81	558,849.49	(368,789.68)	(65.99)	215,204.47
Cash Flow from Financing Activities	(45,950.81)	(13,761.07)	(32,189.74)	233.92	(2,416.52)
Increase (Decrease) of Cash and Cash Equivalent.	(182,952.03)	474,031.43	(656,983.46)	(138.29)	(193,496.51)
Balance of Cash and Cash Equivalents in the Beginning of the Year	1,712,053.12	1,238,021.69	474,031.43	38.29	1,431,518.21
<b>Balance of Cash and Cash Equivalents in the End of the Year</b>	<b>1,529,101.09</b>	<b>1,712,053.12</b>	<b>(182,952.03)</b>	<b>(10.69)</b>	<b>1,238,021.69</b>
Expected Loss Reserve	(281.40)	(241.98)	(39.42)	16.29	0
<b>Balance of Cash and Cash Equivalents in the End of the Year After Expected Loss Reserve</b>	<b>1,528,819.69</b>	<b>1,711,811.14</b>	<b>(182,991.45)</b>	<b>(10.69)</b>	<b>1,238,021.69</b>

Note: in Million Rupiah, except %.



## Solvency

The financial health of the Old-Age Security and Pension Security Programs are measured by the Solvency Ratio which compares the Total Assets of the DJS with the Total Liabilities of each program's funds. Provisions for financial health are measured based on the ability of DJS Old-Age Security and Pension Security assets to pay all obligations to members. In 2022, the Solvency Ratio for the Old-Age Security Program was 99.74%, while the Solvency Ratio for the Pension Security Program was >100%. Despite being below 100%, the Old-Age Security Program Solvency Ratio was still in the healthy category, considering that the program is long-term according to applicable regulations and

program philosophy. Overall, the Pension Security Program's finances are in a healthy condition. This is reflected in the value of Pension DJS Net Assets which is positive and is greater than the actuarial obligations in accordance with PP/2015 provisions.

Total liabilities of the Old-Age Security Program to members is calculated based on the Old-Age Security Debt ready to pay, the Old-Age Security Liability due, and Net Assets that can be used for Old-Age Security. The calculation of the JP Program Total Liabilities to members comes from ready-to-pay collateral debt, Matured Pension Liabilities, and Net Assets used for Pension Security.

### Solvency in 2022

Program	Total Assets	Total Liabilities to Members	Liquidity
	(a)	(b)	(c) = a/b
Old-Age Security (JHT)	417,954,893	419,024,098	99.74
Pension Security (JP)	130,979,607	-	>100

Note: in Million Rupiah, except %.

## Contribution Collectability

Contribution collectability describes the proportion of contributions received from what would have been received if all receivables were collectible. In 2022, the total contributions received by the Wage Recipient segment up to the reporting month

reached Rp87,089.3 billion. The collectability rate in 2022 has increased by 1.37%, from 96.31% in 2021. This increase showed the greater proportion of contribution receipts to the total potential contribution that should be received.

### Contribution Collectability (%)

2022	2021	2020	Increase (Decrease)	
1	2	3	1:2	2:3
97.68	96.31	95.95	1.37	0.36

## BPJS Ketenagakerjaan Capital Structure

In 2022, the Capital Structure of BPJS Ketenagakerjaan comprised debt (liabilities) of Rp3,646.80 billion or 22.14% and equity of Rp12,821.21

billion or 77.86%. Throughout the reporting period, BPJS Ketenagakerjaan managed to maximize the capital structure and generate efficient funding.

## BPJS Ketenagakerjaan Capital Structure

Description	2022		2021*		2022-2021 Increase (Decrease)	2020*	
	Billion Rp	%	Billion Rp	%	%	Billion Rp	%
Liabilities	3,646.80	22.14	3,412.26	21.23	6.87	3,056.38	19.44
Equity	12,821.21	77.86	12,663.62	78.77	1.24	12,664.39	80.56
Assets	16,468.01	100.00	16,075.88	100.00	2.44	15,720.77	100.00

## Capital Structure of Social Security Fund

Description	2022		2021*		2022-2021 Increase (Decrease)	2020*	
	Billion Rp	%	Billion Rp	%	%	Billion Rp	%
<b>Employment Injury Security Program (JKK)</b>							
Liabilities	2,793.95	5.24	2,510.03	5.38	11.31	2,219.31	5.40
Equity	50,571.15	94.76	44,165.95	94.62	14.50	38,868.24	94.60
Assets	53,365.09	100.00	46,675.98	100.00	14.33	41,087.55	100.00
<b>Death Security Program (JKM)</b>							
Liabilities	5,093.57	32.09	3,999.83	27.00	27.34	2,205.10	14.85
Equity	10,780.08	67.91	10,812.45	73.00	(0.30)	12,648.90	85.15
Assets	15,873.65	100.00	14,812.28	100.00	7.17	14,854.00	100.00
<b>Old-Age Security Program (JHT)</b>							
Liabilities	137.83	0.03	146.36	0.04	(5.83)	168.29	0.05
Equity	417,817.06	99.97	379,046.75	99.96	10.23	346,928.42	99.95
Assets	417,954.89	100.00	379,193.11	100.00	10.22	347,096.71	100.00
<b>Pension Security Program (JP)</b>							
Liabilities	5.11	0.00	50.01	0.05	(89.78)	307.75	0.38
Equity	130,979.61	100.00	103,394.52	99.95	26.68	80,687.16	99.62
Assets	130,984.72	100.00	103,444.53	100.00	26.62	80,994.91	100.00
<b>Job Loss Security Program (JKP)</b>							
Liabilities	177.69	1.68	-	-	-	-	-
Equity	10,413.27	98.32	7,958.15	100.00	30.85	-	-
Assets	10,590.95	100.00	7,958.15	100.00	33.08	-	-

Note: \*Restatement of information





### Material Commitments for Investment and Capital Expenditures

In the reporting year, BPJS Ketenagakerjaan has entered into material commitments with a number of parties. Used funds come from state equity participation (PMN) and in the rupiah (Rp/IDR)

denominated currency. Material commitments for capital expenditure in 2022 reached Rp811 billion with realization reaching Rp329.1 billion or 30.68%, an increase from the realization in 2021 of Rp251.82 billion.

### Budget and Realization of Capital Expenditure

Description	2022			2021 Realization	2020 Realization
	Budget	Realization	%		
Buildings	149.2	81.23	54.44	64.22	73.90
Vehicles	18.79	18.75	99.78	51.30	38.48
Apps License and Development	186.5	33.82	18.13	54.27	0.00
Office Supplies	53.7	6.98	12.99	5.04	21.38
Computer and Peripherals	345.52	145.77	42.17	65.66	6.09
Other Equipment	57.22	42.55	74.36	11.33	30.85
Land	0.00	0.00	0.00	0.00	19.91
<b>Total</b>	<b>811.00</b>	<b>329.14</b>	<b>40.57</b>	<b>251.82</b>	<b>190.64</b>

Note: in Million Rupiah, except %.

## Economic Value Generated and Distributed

The total economic value generated consisted of Total Operating Income of Rp4,520.00 billion, an increase of Rp148.02 billion or 3.17% from Rp4,668.02 billion in 2021. Half of the economic value generated has been distributed to

stakeholders according to their respective needs, including employee financing, social investment in the form of corporate social and environmental responsibility (CSER), as well as payment of taxes or Non-Tax State Revenue (PNBP).

### Economic Values and Generated and Distributed [IR-4F][F.2][201-1]

No	Description	2022	2021	2020
<b>Economic Values Generated</b>				
1	Operating Revenue	4,520,000	4,668,022	4,056,170
2	Investing Revenue	820,411	698,414*	825,944
3	Subsidiary Revenue	181,161	48,375	42,790
4	Other Revenue	227,047	27,971	158,874
5	SKP Service Capacity Improvement Revenue	20,516	13,195	47,013
<b>6</b>	<b>Total Economic Values Generated</b>	<b>5,769,135</b>	<b>5,455,977*</b>	<b>5,130,791</b>
<b>Economic Values Distributed</b>				
7	Operating and Overhead Cost	552,298	464,850	391,576
8	Salary Cost	3,298,180	3,095,948	2,778,032
9	CSER Practices Cost	183	152	1,588
10	Tax Payments*	121,825	178,207*	382,733
<b>11</b>	<b>Total Economic Values Distributed</b>	<b>3,972,485</b>	<b>3,739,157*</b>	<b>3,553,929</b>
<b>Economic Values Retained</b>				
<b>12</b>	<b>Total Economic Vales Distributed</b>	<b>1,796,650</b>	<b>1,716,820*</b>	<b>1,576,862</b>

Note:

- In million rupiah. Program benefit for members are paid separately.

- The tax calculations in this table are tax expenses only, while the Table of Total Tax and PNBP Payments of BPJS Ketenagakerjaan on page 67 including expenses and elements of the balance sheet. Thus, there is a difference between the tax figures in the Table of Economic Value Generated and Distributed and the table of Total Tax and PNBP Payments of BPJS Ketenagakerjaan.

\*Restatement of information.

### CSER Operating Cost [F.25]

BPJS Ketenagakerjaan carries out corporate social and environmental responsibility (CSER) by grouping it into four CSER Program Pillars, namely Bridge of Community, Bridge of Empowerment, Bridge of Care, and Bridge of Preservation. Through this program, BPJS Ketenagakerjaan provides assistance to the general public and supports environmental sustainability. The allocation of funds in the CSER program refers to Ministry

of Finance Regulation (PMK) Number 242 of 2016, concerning the allocation of funds used is a maximum of 1% of the surplus. The surplus is defined as a surplus of the Agency's operational costs in accordance with Supervisory Board of BPJS Ketenagakerjaan Decree Number: KEP/10/DEWAS/072022 concerning Determination of the Annual Social and Environmental Responsibility Work Plan of BPJS Ketenagakerjaan for 2022.

Based on these provisions, the budget allocation for CSER in 2022 was Rp183,782,500 with a realization of Rp183,732,500. As much as 2.06% of the budget was for CSER Operating Expenses. However, there was no CSER assistance for infrastructure in 2022. This was in accordance with Board of Directors Regulation Number PERDIR/17/082018 concerning Guidelines for Corporate Social and Environmental Responsibility of BPJS Ketenagakerjaan. [203-1]

#### Realization of CSER Cost

Program Pillars	2022		2021 Realization	2020 Realization
	Realization	%		
Bridge of Community	30,000,000	16.32	108,360,000	0
Bridge of Empowerment	0	0	0	0
Bridge of Care	148,750,000	80.94	43,738,436	78,175,000
Bridge of Preservation	1,200,000	0.65	0	1,143,968,002
Operational Expense	3,782,500	2.06	-	-
<b>Total</b>	<b>183,732,500</b>	<b>99.97</b>	<b>152,098,436</b>	<b>1,222,036,002</b>

Note: in Rupiah

\*In 2021 and 2022, most operational travel activities used related activity budget items.

#### Taxation

BPJS Ketenagakerjaan does not have a specific strategy for taxation, however, BPJS Ketenagakerjaan remains committed to complying with the government's applicable tax rules. BPJS Ketenagakerjaan governance or executive level positions are responsible for compliance with the tax strategy. BPJS Ketenagakerjaan also carries out a routine agenda to evaluate compliance with tax governance and control, performed by the Deputy Director and Assistant Deputy. If the audit findings indicate a particular tax case, BPJS Ketenagakerjaan will consult with Account Representatives from the Tax Service Office (KPP). The assurance process for tax disclosure is carried out after the audit order is issued within one year. BPJS Ketenagakerjaan provides related data requested by KPP until a tax assessment letter (SKP) is issued. [2-26][207-1][207-2][207-3]

The economic value of BPJS Ketenagakerjaan is also distributed to the government as a tax payment. The total taxes paid by BPJS Ketenagakerjaan in 2022 amounted to Rp772.49 billion, a decrease of Rp67.70 billion or 8.06% from Rp840.19 billion in 2021. BPJS Ketenagakerjaan also received feedback on taxes through submission of aspirations from workers/labor unions to the Ministry of Manpower. Based on this feedback, BPJS Ketenagakerjaan has conducted a tax study in collaboration with Gadjah Mada University which resulted in the following conclusions: [207-4]

- a. Fiscal incentives are to be categorized as expenses to help make the contributions as expenses for CSER funds can be deducted from the company's gross income in calculating Corporate Income Tax. This policy has had an effect on sizable net budget savings for the Central and Regional Governments, thereby providing greater fiscal space to fund other priority programs.

b. Equal treatment of taxation on partial Old-Age Security claims - after early withdrawal with the nature of the tax on all claims, JHT will increase economic efficiency and improve the income distribution of Old-Age Security recipients, making it more equitable and improving the welfare of society as a whole.

c. After being reviewed, if the BPJS Ketenagakerjaan surplus is not subject to Corporate Income Tax, it will be used to increase assets. This increase in assets can be used to expand social security coverage and improve services. The expansion of social security coverage will reduce poverty and improve people's welfare.

#### Total Tax Paid by BPJS Ketenagakerjaan

Type of Tax	2022		2021	2020
	Total	%		
Tax Income (PPh 21) paid by Employees	91,962.60	11.90	85,829.70	82,776.65
PPh 21 on Permanent Employees paid by Company	344,661.84	44.62	315,866.22	363,262.02
Final PPh on Permanent Employees paid by Company	30,637.54	3.97	33,040.59	27,026.83
Final PPh 21 on Personal Income	1,899.47	0.25	1,030.34	1,321.50
PPh 23 on Technical Professional Services	9,474.22	1.23	5,032.21	7,195.95
PPh 23 on Competition Prizes	75.22	0.01	243.72	241.63
Final PPh on Land and Building Rent	13,516.18	1.75	115,676.38	4,549.25
Final PPh on Construction Services	2,117.93	0.27	2,119.78	1,455.02
PPh 23 on Other Rents	353.60	0.05	315.44	288.71
<i>PPh 23 on Broker Fee Income</i>	1,052.82	0.14	805.36	722.01
PPh 26 on Foreign Taxpayers Income	435.83	0.06	325.11	280.78
Value Added Tax (VAT/PPn) on Goods & Services	325.12	0.04	195.81	124.23
VAT on Outputs of Building for Investment	9,002.63	1.17	11,747.74	12,166.03
VAT on Capital Building Rent	2,242.17	0.29	255.43	62.09
Land and Building Tax (PBB) Expense on Shop-houses	104.15	0.01	102.88	120.97
Land and Building Tax (PBB) on Office Buildings	4,968.16	0.64	4,778.19	5,207.64
Land and Building Tax (PBB) on Rental Flats	321.13	0.04	302.21	302.21
Land and Building Tax (PBB) Expense on Land & Building for Investment	1,249.66	0.16	7,305.53	7,318.15
Advance Tax & Underpayment of Previous Year	257,417.78	33.32	254,346.63	186,408.08
PPh Expense on Service Charge of Building of Investment	0.00	0.00	37.93	0.399
PPh Expense on Rent of Building for Investment	170.49	0.02	231.15	204.47
PPh Expense on Other Income for Investment	500.00	0.06	602.51	500.00
<b>Total Tax Payment</b>	<b>772,488.54</b>	<b>100.00</b>	<b>840,190.86</b>	<b>701,589.22</b>

Note: in Million Rupiah.



### Remuneration and Pension Funds

The distribution of economic value as payment to workers is given in the form of remuneration to each worker. In addition, BPJS Ketenagakerjaan also provides a pension plan for retired employees consisting of defined benefits and defined contribution pension programs managed by the BPJS Ketenagakerjaan Employee Pension Fund. The premium of defined benefit pension program, 21.42% is paid by BPJS Ketenagakerjaan and

employees pay 5%. As for the defined contribution program, 15.75% of premium is paid by BPJS Ketenagakerjaan and 5% is paid by employees. The total payment for the pension plan in 2022 was Rp130,669,168,988 billion and distributed to 1,981 retirees. The fund adequacy ratio (RKD) of managed pension funds reached 91.29%. Thus, the management of these funds can ensure the obligations to all members and entitled parties have been fulfilled. [201-3]

## Task Force on Climate Related Financial Disclosure (TCFD)

Currently, BPJS Ketenagakerjaan has not conducted a study on the impact of climate change on its activities, including the risks and financial opportunities due to climate change. However, BPJS Ketenagakerjaan recognizes that climate change aspect can affect a company's financial performance, even though its operations are not directly affected by climate change. In the future, BPJS Ketenagakerjaan will conduct further studies regarding the impacts of climate change. [201-2]

BPJS Ketenagakerjaan aims to minimize climate-related financial risks by planning and implementing the Task Force on Climate Related Financial Disclosures (TCFD) framework. Prior to that, BPJS Ketenagakerjaan will make adjustments to its governance, strategy and risk management, then create matrices and set targets to implement climate-related financial risk mitigation.





## Product Development Responsibilities

### Application Development and Innovation <sup>[F.26]</sup>

Apart from developing the JMO application, BPJS Ketenagakerjaan has been developing various other applications, both core operation system and core support system applications. In 2022, there have been 9 new applications that support BPJS

Ketenagakerjaan's business activities, consisting of 4 applications for internal use and 5 applications/ IT products for external use. In 2022, a total of 55 applications have been launched by BPJS Ketenagakerjaan with 30 applications used by external parties, and 25 applications used internally.

### IT Products and Apps of BPJS Ketenagakerjaan Launched in 2022

External Application	Internal Application
<ul style="list-style-type: none"> <li>• JMO</li> <li>• Lapak Asik</li> <li>• Contact Center</li> <li>• SIPP Next-G</li> <li>• Kios-K</li> </ul>	<ul style="list-style-type: none"> <li>• API Gateway Solution Development</li> <li>• Upgrade Engine Core System (SMILE) BPJS Ketenagakerjaan</li> <li>• Upgrade Database Oracle 11G Version to 19C Version</li> <li>• Digital Office Infrastructure Implementation</li> </ul>
Total Apps by the End of 2022	
30	25

### Product Safety Evaluation <sup>[F.29]</sup>

Throughout 2022, BPJS Ketenagakerjaan has conducted a security evaluation of 33 applications that have been launched and can be used by the public, and no applications have been withdrawn from customers. Seven of the 33 applications are internal applications, while 26 others are external applications. Apart from that, BPJS Ketenagakerjaan also partnered with agencies who have expertise in improving data security, including: <sup>[F.27][416-1]</sup>

- The National Cyber and Crypto Agency (BSSN) of the Republic of Indonesia regarding the assessment and improvement of information

security and the implementation of the honeypot system within the BPJS Ketenagakerjaan.

- Electronic Certification Center of the National Cyber and Encryption Agency (BSrE) of the Republic of Indonesia regarding the application of electronic signatures in digital transformation within the BPJS Ketenagakerjaan.
- Standard Certification Body ISO 27001:2013 in certifying information security management system processes within the scope of operational management of information technology services at BPJS Ketenagakerjaan.



# Social Performance



## Equality of Opportunity and Diversity <sup>[F.18]</sup>

BPJS Ketenagakerjaan manages human capital (HC) by implementing sustainable human resource (HR) planning that emphasizes on fairness and transparency by providing equal opportunities for every individual to work and have a career at BPJS Ketenagakerjaan. In its management, BPJS Ketenagakerjaan refers to the applicable regulations in Indonesia, including laws on manpower and human rights, and to Board of Directors Regulation Number PERDIR/47/122017 concerning Procedures and Selection of Prospective Employees for BPJS Ketenagakerjaan. BPJS Ketenagakerjaan also respects human rights and carries out 100% of its activities by complying with the Regulation of the Board of Directors Number PERDIR/22/092021 concerning Employment Management of BPJS Ketenagakerjaan.

[3-3]

In addition, BPJS Ketenagakerjaan also opens opportunities for prospective employees with disabilities. Until the end of 2022, we have employed

1 person with disabilities who has limited mobility. Even though it does not yet have targets on equality and diversity, BPJS Ketenagakerjaan is committed to open as many as possible job opportunities. This commitment has been carried out since the recruitment process, competency development, performance assessment, up to promotion. As a result, BPJS Ketenagakerjaan has never been faced with complaints regarding discriminatory practices against employees in 2022. The entire process that takes place involves all employees and is reported regularly to the Board of Directors. <sup>[406-1]</sup>

This year, BPJS Ketenagakerjaan recruited a total of 12 new employees with various backgrounds, consisting of 11 Prohire employees and 1 employee from scholarship program. The number has increased compared to the previous year which only recruited 2 PKWT employees and 4 employees from scholarship program. All new employees' placements are at the Head Office. <sup>[401-1][408-1]</sup>

### Number of New BPJS Ketenagakerjaan Employees Based on Recruitment Sources and Gender <sup>[401-1]</sup>

Recruitment Sources	2022				2021	2020
	Male		Female			
	Total	%	Total	%		
Scholarship	0	0.00	1	8.33	0	4
Professional Hire (Prohire)	9	75.00	2	16.67	2	0
Total	9	75.00	3	25.00	2	4

### Number of New BPJS Ketenagakerjaan Employees by Age Group <sup>[401-1][408-1]</sup>

Age Group (Years Old)	2022		2021	2020
	Total	%		
> 50	2	16.67	1	0
41 – 50	3	25.00	0	0
31 – 40	4	33.33	0	0
21 – 30	3	25.00	1	4
< 20	0	0.00	0	0
<b>Total</b>	<b>12</b>	<b>100.00</b>	<b>2</b>	<b>4</b>

In 2022, BPJS Ketenagakerjaan has 1,059 people occupying positions in the management, consisting of 7 members of the Board of Supervisors, 7 members of the Board of Directors, and 1,045 officers from internal employees. Of these, there were 721 male or 68% and 338 female or 32%. The educational background of BPJS Ketenagakerjaan officers is dominated by bachelor's degree with 713 people or 68.23%, and the age group 31-50 years

with 830 people or 79.43%. The small number of women in management, including in the Board of Supervisors and Directors, was not caused by discriminatory factors, but due to the results of the selection process to fulfill management ranks. All members of management originated from the local community (originally from Indonesia). [202-2] [405-1]

#### Percentage of Board of Supervisors and Board of Directors Based on Position Level and Gender in 2022

Gender				Age Group (Years Old)					
Male		Female		<30		31-50		>51	
Total	%	Total	%	Total	%	Total	%	Total	%
13	92.86	1	7.14	0	0.00	6	42.86	8	57.14

#### Percentage of Officials Based on Position Level and Gender in 2022 [405-1]

Position Level	Total	Male		Female	
		Total	%	Total	%
Deputy Division Director	7	23	85.19	4	14.81
Deputy Regional Director	11	8	72.73	3	27.27
President Director of Subsidiary	3	2	66.67	1	33.33
Assistant to Deputy of Division	86	67	77.91	219	22.09
Assistant to Deputy of Regional	62	46	74.19	16	25.81
Branch Manager	122	105	86.07	17	13.93
Level 2 Equivalent Secondment Employee	5	3	60.00	2	60.00
Head of Division	522	295	56.51	227	43.49
Head of Pioneer Branch	200	153	76.50	47	23.50
Level 3 Equivalent Secondment Employee	2	1	50.00	1	50.00
Management Senior Staff	5	5	100.00	0	0.00
<b>Total</b>	<b>1,045</b>	<b>708</b>	<b>68</b>	<b>337</b>	<b>32</b>

Note: The number of structural officers does not include currently retiring structural officers.

## Percentage of Officials Based on Position Level and Age Group in 2022 <sup>[405-1]</sup>

Position Level	Total	<30 Years Old		31-50 Years Old		>51 Years Old	
		Total	%	Total	%	Total	%
Deputy Division Director	27	0	0.00	22	81.48	5	18.52
Deputy Regional Director	11	0	0.00	7	63.64	4	36.36
President Director of Subsidiary	3	0	0.00	0	0.00	3	100.00
Assistant to Deputy of Division	86	1	1.16	72	83.72	13	15.12
Assistant to Deputy of Regional	62	0	0.00	35	56.46	27	43.55
Branch Manager	122	0	0.00	76	62.30	46	37.70
Level 2 Equivalent Secondment Employee	5	0	0.00	3	60.00	2	40.00
Head of Division	522	1	0.19	436	83.52	85	16.28
Head of Pioneer Branch	200	0	0.00	174	87.00	26	13.00
Level 3 Equivalent Secondment Employee	2	0	0.00	2	100.00	0	0.00
Management Senior Staff	5	0	0.00	3	60.00	2	40.00
<b>Total</b>	<b>1,045</b>	<b>2</b>	<b>0.19</b>	<b>830</b>	<b>79.43</b>	<b>213</b>	<b>20.38</b>

Note: The number of structural officers does not include currently retiring structural officers.

## Implementation of Human Rights

### Child Labor Practices and Forced Labor <sup>[F.19]</sup>

<sup>[408-1][409-1]</sup>

BPJS Ketenagakerjaan ensures that there is no child labor or other forms of forced labor, which is reflected in all employees who are over 20 years of age (minimum age) and have agreed on working hours according to regulations.

### Maternity Leave

BPJS Ketenagakerjaan guarantees that all employees are entitled to maternity leave for female employees and paternity leave for male employees in accordance with PERDIR No. 22/092021 Concerning Personnel Management of BPJS Ketenagakerjaan. Female employees are entitled to 3 months of leave consisting of 1 month before the due date (HPL) and 2 months after the HPL. Male employees whose wives are about to give birth are also entitled to 3 days of leave.

In 2022, BPJS Ketenagakerjaan gave maternity and paternity leave entitlements to 252 female employees and 362 male employees. Of these, 614 employees or 100% have returned to work after the leave, consisting of 252 female employees and 362 male employees. <sup>[401-3]</sup>

### Employee Remuneration and Benefits

The ratio of remuneration between male and female employees for the same level of position level at BPJS Ketenagakerjaan is 1:1. In 2022, the lowest remuneration received by employees were above the minimum wage in each region. The lowest remuneration for employees at the Head Office is 11.35% higher than the DKI Jakarta minimum wage. <sup>[F.20][202-1][405-2]</sup>

Permanent employees of BPJS Ketenagakerjaan receive benefits in the form of basic salary, grade





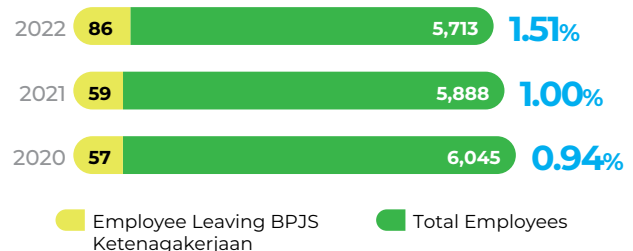
allowance, local hardship allowance, life insurance benefits covered by the BPJS Ketenagakerjaan program, healthcare benefits covered by the BPJS Kesehatan program, health insurance from BPJS Ketenagakerjaan, maternity leave, and retirement preparation. BPJS Ketenagakerjaan also specifically provides structural allowances as well as emoluments and subscriptions for structural members. Meanwhile for Prohire, BPJS Ketenagakerjaan provides benefits in the form of honorarium, life insurance benefits covered by the BPJS Ketenagakerjaan program, healthcare benefits covered by BPJS Kesehatan program, health insurance from BPJS Ketenagakerjaan, and maternity leave. [401-2]

### Building Employee Engagement

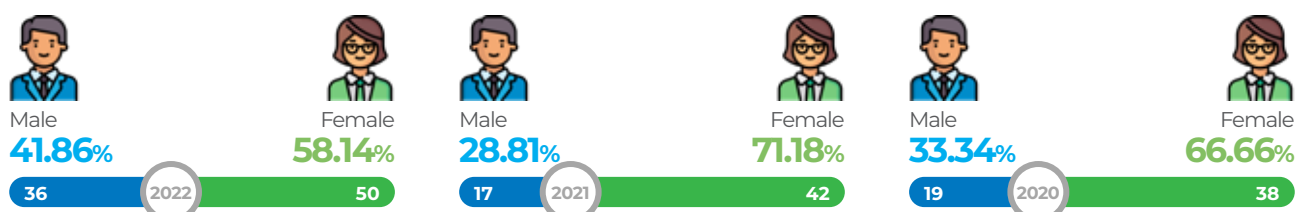
BPJS Ketenagakerjaan always conducts an employee engagement survey every year to measure the extent to which employees feel involved in their work and have a commitment to BPJS Ketenagakerjaan. The 2022 survey was conducted by Korn Ferry, an independent party. In 2022, the results of the Employee Engagement

Index reached 85% indicating a "Highly Engaged Organization", lower than in 2021 of 93%. This decrease was caused by the establishment of a new organizational strategy aimed at increasing employee productivity, which required adjustments or adaptations for employees. With this transition period, changes in engagement values are considered to be within reasonable limits. Maintained employee engagement with BPJS Ketenagakerjaan is also indicated by the level of employee turnover. In 2022, the number of employees leaving BPJS Ketenagakerjaan is 83 people or 1.45% of the average number of employees. The reasons of the employees' exit are resignation, early retirement, and layoff (PHK). [401-1]

### Employee Turnover Rate and Number [401-1]



### Number and Percentage of Employees Leaving BPJS Ketenagakerjaan Based on Gender [401-1]



## Work Union and Employee Protection

BPJS Ketenagakerjaan fully supports employees' activities in association and assembly through the formation of work unions. All employees also have the right to join the work union. The establishment of BPJS Ketenagakerjaan work union aims to create a harmonious work environment by fulfilling the rights and obligations of every employee of BPJS Ketenagakerjaan. As of December 31, 2022, there were 5,700 permanent employees or 99.77% of the total employees who joined the membership of the BPJS Ketenagakerjaan work union.

All (100%) permanent employees are protected by BPJS Ketenagakerjaan Board of Directors Regulation Number: PERDIR/22/092021 concerning

Personnel Management of BPJS Ketenagakerjaan which is equivalent to a Collective Labor Agreement (CLA) and refers to the Job Creation Law. Together with the work unions, the management of BPJS Ketenagakerjaan prepares and agrees on the Board of Directors Regulation (PERDIR) as a clear policy regarding the manpower management to fulfill human rights. Every two years, we review and update PERDIR to keep abreast of the latest developments. The PERDIR has also been harmonized with the Law of the Republic of Indonesia No. 13 of 2003 concerning Manpower and its amendments. [2-30][407-1]

## Employee Training and Education [F.22]

Increasing the scope of membership, services to members, and the development of managed funds are also influenced by the competency level of employees. BPJS Ketenagakerjaan is committed to providing equal opportunities for development and learning to all employees to improve their competence. Development and learning are carried out in a comprehensive manner by optimizing available resources and collaborating with various institutions, including universities. The results of development and learning will be measured and evaluated periodically using the Kirkpatrick Models Evaluation method to measure the effectiveness and success rate of a training program, as well as input for improvement or adjustment, the results of which will be reported to the Board of Directors.

[3-3]

BPJS Ketenagakerjaan only provides training and education for employees, while outsourced employees and security officers are provided

by the company managing them. In 2022, BPJS Ketenagakerjaan has conducted various employee development and learning programs, including training on human rights for employees on the topic of Job Creation Law, Industrial Relations, as well as HCP 4 Us training and development programs. [410-1]

In addition, BPJS Ketenagakerjaan also has purchased electronic books consisting of 224 e-books, 12 e-magazine, and 4 e-newspapers that can be internally accessed by employees of BPJS Ketenagakerjaan through the Digital Library Application (DILA). Employees are also required to read the electronic book in accordance with the targets set as a part of the individual employee's Key Performance Indicators (KPI). During 2022, BPJS Ketenagakerjaan has spent Rp24,806,465,350 on training and education costs, a decrease from Rp27,241,571,281 in 2021.

### Total Participants and Total Hours of Training and Education in 2022 <sup>[404-2]</sup>

No	Competency Development Program	Total Hours of Training	Total Participants
1	Technical Development Program	246	814
2	Career Development Program	408	340
3	Refreshment Development Program (In-house)	483	1,409
4	Refreshment Development Program (Kirim)	724	405
5	Certification Development Program (In-house)	237	91
6	Certification Development Program (Kirim)	1,652	177
<b>Total</b>		<b>3,768</b>	<b>3,236</b>

### Average Training Hours per Employee Based on Gender and Position Level <sup>[404-1]</sup>

Position Level				2022		2021		2020	
				Total Participants (People)					
				Male	Female	Male	Female	Male	Female
Board of Directors				0	0	0	0	0	1
Deputy Division Director				39	21	40	2	12	0
Deputy Regional Director				10	3	11	1	4	2
President Director of Subsidiary				0	0	0	0	0	0
Assistant to Deputy of Division				53	16	145	38	40	12
Assistant to Deputy of Regional				63	20	26	11	15	7
Head of Field				0	0	0	1	1	1
Branch Manager				141	25	101	20	49	11
Level 2	Equivalent	Secondment	Employee	0	0	0	0	1	0
Head of Division				77	37	246	195	82	43
Head of Pioneer Branch				196	59	41	13	11	1
Level 3	Equivalent	Secondment	Employee	5	3	4	1	1	0
Management Senior Staff				0	0	0	0	0	0
Superintendent Staff				1,494	974	1,229	889	390	292
Total Participants (People)				2,078	1,158	1,843	1,171	606	370
				3,236		3,014*		976*	
Total Hours of Training (Hours)				3,768		2,252		3,578	
Average Training Hours per Employee (Hours/People)				1.81	3.25	1.22	1.92	5.90	9.67
				1.16		0.75*		3.67*	

\*Restatement of information due to changes in calculation methods.

## Career Development <sup>[404-3]</sup>

All employees have the same opportunity to develop their career according to their potential and performance assessment, particularly through promotion. In 2022, 97 employees or 1.68% of

the total BPJS Ketenagakerjaan employees have received promotion, consisting of 65 male employees or 67.01% and 32 female employees or 32.99%.

### Total Employees Receiving Official Promotion <sup>[404-3]</sup>

Year	Gender				Total	Percentage on Total Employees (%)
	Male		Female			
	Total	%	Total	%		
2022	65	67.01	32	32.99	97	1.68
2021	46	54.76	38	45.24	84	1.42
2020	85	62.04	52	37.95	137	2.26

### Other Career Development Program <sup>[404-2]</sup>

During 2022, BPJS Ketenagakerjaan provided 198 scholarships for employees, consisting of independent scholarships, double degree scholarships, overseas sponsorship scholarships, and domestic scholarships (study assignments) as career development efforts. In addition, BPJS Ketenagakerjaan also provided online short courses to 11 people.

BPJS Ketenagakerjaan owns a corporate university, BPJS Ketenagakerjaan Institute, whose role is to provide learning and development for employees. BPJS Ketenagakerjaan also has a Professional Certification Agency (LSP) which aims to maximize the competency assessment function. Until the end of 2022, LSP has completed the six existing Competency Unit certification schemes for

administering social security for employment verified by The Indonesian Professional Certification Authority (BNSP). The schemes mentioned are Marketing Officer, Customer Service Officer, Senior Officer of Finance, Senior Officer of Human Capital, Senior Officer of Information and Technology, and PERISAI.

### Employee Pension Program <sup>[404-2]</sup>

BPJS Ketenagakerjaan has a training program for employees who are entering retirement age of 55 years old. These employees are provided with knowledge how to remain productive when they retire. In 2022, BPJS Ketenagakerjaan will organize Retired Education and Training activities aimed at 23 retired employees and their spouses. This activity was realized at a cost of Rp1,114,831,089.

## Human Capital Information System (HCIS) [IR-4F]

The Human Capital Information System (HCIS) is one of the aspects that support BPJS Ketenagakerjaan in carrying out the best practices of HC management. Based on the 2022-2026 HC Management Roadmap, the 2022 HC target is Human Capital Enhancement which focuses on

filling gaps and strengthening in areas which are the initial foundation towards the 2026 HC goals, namely to become a reference for best practice in agile HC management and competency development employees, especially related to finance and investment.

HC Strategic Roadmap of BPJS Ketenagakerjaan					HC Vision and Mission
2022	2023	2024	2025	2026	
<ol style="list-style-type: none"> <li>1. Succession Planning</li> <li>2. Fully Digitalization Employee Service</li> <li>3. High Performance Leader</li> <li>4. Excellent Leadership Practice</li> </ol>					<p><b>Vision</b> Become Human Capital as nation pride manifested in Great People, Best Leader, Best Culture, and Best Human Capital Practice.</p> <hr/> <p><b>Mission</b> Plan, establish, and control human capital management policy to generate added values to the services, operation, and performance as an excellent organization.</p> <hr/> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>• High Performance Culture</li> <li>• Best Human Capital Practice</li> <li>• Best Leader</li> </ul>

Throughout 2022, various efforts have been made in order to maximize the implementation of HCIS, including:

- **Recruitment process**

Was done fairly and transparently.

- **Performance assessment**

The process of evaluating employee performance was carried out effectively and accurately using the HCIS to determine the work results of employees and the performance of BPJS Ketenagakerjaan.

- **Talent management**

Talent management has been supported on career data and performance data on HCIS in order to be able to see the potential of employees and map out career positions as expected by employees and BPJS Ketenagakerjaan.

- **Employees administration**

Employee data management was carried out effectively and efficiently through HCIS as supported by the “Self Service” feature where employees can make data changes at will.



## Employee Occupational Health and Safety (OHS) <sup>[403-1]</sup>

<sup>[403-2]</sup><sup>[403-3]</sup><sup>[403-4]</sup><sup>[403-5]</sup><sup>[403-6]</sup><sup>[403-7]</sup><sup>[403-8]</sup><sup>[403-9]</sup>  
<sup>[403-10]</sup>

Information regarding occupational health and safety (OHS) of employees is irrelevant in reporting and is only conveyed in general. This is because BPJS Ketenagakerjaan's business activities focus on protection and social security for workers, so that employees do not directly face OHS risks. In addition, BPJS Ketenagakerjaan operations are not directly related to the type of work that has a high risk of accidents and health. However, all BPJS Ketenagakerjaan employees and other workers have followed the applicable OHS regulations, such as Law (UU) No. 1 of 1970 concerning Work Safety and Law no. 36 of 2009 concerning Health and its changes.

At the Plaza BPJAMSOSTEK Head Office, BPJS Ketenagakerjaan as the lessee, integrates OHS implementation with building managers, including in terms of risk management and investigations in the event of an incident. Apart from that, BPJS Ketenagakerjaan has also formed a OHS Team on each floor. We involve almost all PICs from each work unit in the Team. Even though the frequency of meetings between teams has not been determined, we still provide training and hold meetings, if there are incidents or cases. In 2022, there will be no work accidents or occupational diseases (PAK) that cause death (fatal).



In addition to the OHS Team, all employees can also be protected by the health service function. BPJS Ketenagakerjaan provides dentists and general practitioners at BPJS Ketenagakerjaan clinics spread throughout Indonesia. Employees can access it according to operating hours or half a day on Saturdays. All employees can also find out information regarding the location of the clinic via email blasting. In addition, there is a pocket book that contains information about level 1 Health Service Provider (PPK) facilities (clinics) and level 2 PPK (hospitals) provided to employees. Cooperation is also established with several hospitals so that BPJS Ketenagakerjaan employees can ask for referrals. To support a safe and comfortable environment, BPJS Ketenagakerjaan also provides lactation rooms for mothers, prayer rooms, as well as access to ramps and toilets for disabilities. <sup>[F.21]</sup>

In addition, we include employees and their families in BPJS Kesehatan insurance and other health insurance services so that they can also be protected from non-occupational diseases. BPJS Ketenagakerjaan also works with building managers to provide evaluation training to minimize the risk of working at heights for employees at the Head Office, as well as other OHS training, such as carrying out disaster and fire simulations at least once a year.

# Information Technology [IR-4F]

Digitization of services provides members with the convenience to register, pay membership contributions, and speed up filing claims. The process of submitting a claim which previously took 5 working days, now only takes 1 day based on Government Regulation No. 46 of 2015. This can quadruple service capacity in the future from the previous 2.5 million claims. This increase in claims was also supported by the expansion of the Job Loss Security Program (JKP), increased benefits of the Employment Injury Security Program in the form of scholarships, as well as regular Pension Security claims.

BPJS Ketenagakerjaan has obtained ISO 20000-1:2018 IT Service Management System Certification for IT development and IT operations, and ISO 27001:2013 Information Security Management System for IT operational management to prevent data leaks. We also have four service groups that have been certified, including core system services, manpower social security (JMO) mobile services, integrated electronic channel services, and Agency operational support services. In addition, BPJS Ketenagakerjaan earned an IT Maturity Level index value of 3.86, exceeding the 2022 target set by the National Social Security Council (DJSN) of 3.6. In 2022, BPJS Ketenagakerjaan has also been awarded the International Social Security Association (ISSA)

Information & Communication Technology (ICT) Recognition Award.

The efforts that have been made for the development of digital services are as follows:

1. Through the registration feature in JMO, users can register for membership. Furthermore, members can continue with the data update process through the biometric feature in JMO by carrying out the e-KYC-biometric verification process, which will reduce the number of documents and speed up services. In addition, members can submit JHT claims, information services, membership services, reporting and complaints media, and Value Added Service (VAS) services.
2. With contactless service (Lapak Asik), members may withdraw their Old-Age Security claim by online, making it easier for members not to have to come directly to the branch office. The JHT disbursement verification process is carried out through the video call feature.
3. Collaborating with financial technology service (fintech) providers, e-commerce, and banking.
4. Collaborating on access to digital payment services with ShopeePay, Gopay, DANA, Alfamart, and Pos Indonesia for the ease of contribution payment.

## IT Roadmap of BPJS Ketenagakerjaan

2020	2021	2022	2023	2024
Strategic information system infrastructure strengthening.	IT Acceleration.	Agile and fully digital.	Leading in digital innovation.	Digital Service Excellence.

The IT development roadmap for 2022 showed digital upgrades this year. Therefore, BPJS Ketenagakerjaan implemented strategic programs to meet the target, including:

- BPJS Ketenagakerjaan aims to optimize member data security through implementing a security operation center that operates 24/7, upgrading monitoring systems for detecting security attacks, optimizing application vulnerability assessments, and IT infrastructure.
- Updating database infrastructure, implementing high availability of IT infrastructure, automated monitoring of IT infrastructure disturbances, as well as periodically test digital service load tests.
- Realizing integrated digital services with Ministries and Institutions through the implementation of an interface system (API gateway) and provision of closed communication infrastructure (host-to-host).
- The Job Loss Security information system has enabled host-to-host integration between BPJS Ketenagakerjaan and the Ministry of Manpower regarding Job Loss Security service cooperation.
- Implementing Archive Digitization Information System (SIDIA) for digital document management by applying certified digital signature technology.

### Membership Data Confidentiality

Information technology plays an important role in workers' social protection improvement by providing convenience and faster services. BPJS Ketenagakerjaan is committed to developing and utilizing information technology by continuing digital transformation, along with improving the

security management of members' data. The steps taken by BPJS Ketenagakerjaan include collaborating with parties who have competence in data security, particularly the National Cyber and Crypto Agency (BSSN). BPJS Ketenagakerjaan periodically evaluates membership data and the performance of the implementation function through a KPI achievement mechanism to ensure the security of members' data and responds quickly to any problems of cyber incident. During the reporting period, BPJS Ketenagakerjaan did not find any incidents of leaks or cyber-attacks that threatened the security of members' data. [3-3][418-1]

BPJS Ketenagakerjaan has built and developed a digital data security system and is committed to complying with regulations concerning personal data protection, including Law Number 27 of 2022 concerning Protection of Personal Data and Law Number 19 of 2016 concerning Amendments to Law Number 11 of 2008 concerning Information and Electronic Transactions (ITE). In maintaining the security of personal data, BPJS Ketenagakerjaan also reminds members to only use official applications issued and supervised by BPJS Ketenagakerjaan. In 2022, efforts to raise awareness of information security have also been implemented for all employees. In addition, BPJS Ketenagakerjaan also has implemented personnel competency development for four IT personnel in the IT field through training and certified hacking forensic investigator (CHFI) certification to increase competence in information security aspects, especially at the information system level.

## Procurement Practices and Local Suppliers Involvement <sup>[2-6]</sup>

[203-2][204-1][308-1][308-2]

BPJS Ketenagakerjaan works with local companies/business entities to meet supply chain needs for goods and services at the Head Office, Regional Offices, and Branch Offices. BPJS Ketenagakerjaan defines local suppliers as vendors/suppliers who have business licenses and are domiciled in Indonesia. Indirectly, BPJS Ketenagakerjaan supports the availability of jobs for local communities with the presence of local suppliers. Certain social requirements, such as human rights for employees of the suppliers

including employees' right to freedom, have not become BPJS Ketenagakerjaan's considerations in selecting suppliers. However, the declaration and Integrity Pact have stated that suppliers must apply the principles of good governance. In the reporting period, BPJS Ketenagakerjaan has involved 331 suppliers. In addition, the supply chain at BPJS Ketenagakerjaan did not cause negative social impacts or other negative impacts during 2022.

[F 28][2-25][407-1][408-1][414-1][414-2]

### Procurement Contract Value of BPJS Ketenagakerjaan Goods and Services (Rp)

Working Unit	2022		2021	2020
	Total	%		
Head Office	586,563,388,288	79.15	193,547,120,515	278,476,966,883
Regional Offices	19,062,053,862	2.57	10,522,154,078	4,783,227,371
Branch Offices	135,497,611,923	18.28	94,335,140,663	65,730,240,363
<b>Total</b>	<b>741,123,054,073</b>	<b>100.00</b>	<b>298,404,415,256</b>	<b>348,990,434,617</b>

### Number of Vendors/Suppliers of Goods and Services Procurement of BPJS Ketenagakerjaan

Working Unit	2022		2021	2020
	Total	%		
Head Office	188	56.80	127	54
Regional Offices	1	0.30	16	20
Branch Offices	142	42.90	233	362
<b>Total</b>	<b>331</b>	<b>100.00</b>	<b>376</b>	<b>436</b>



## Membership

### Target and Realization of Membership [IR-4F]

BPJS Ketenagakerjaan continues to expand membership in a sustainable manner. In accordance with the revised potential for participation in the 2022-2026 Strategic Plan, universe/potential BPJS Ketenagakerjaan membership in 2022 of 96,378,005 participation with the realization reaching 55,379,720 members or 57.46% of the universe/potential membership, consisting of:

- Wage Recipient (PU) workers universe of 41,582,178 members or 95.18% of the total

43,688,525 PU workers in Indonesia based on the projections of the Ministry of National Development Planning (Bappenas);

- Non-Wage Recipient (BPU) workers of 6,777,009 members or 15.26% of the total universe of BPU workers which reached 44,410,989 based on projections from Bappenas; and
- Construction Service workers of 7,020,533 members or 84.80% of the total universe of Construction Service workers which reached 8,278,491 based on the projections of Bappenas.

### Membership Segment/Potential in 2022-2026

Worker Segment	2022	2023	2024	2025	2026
Wage Recipients	43,688,525	45,428,404	47,247,129	49,138,667	51,105,932
Construction Services	8,278,491	8,382,436	8,501,444	8,622,142	8,744,553
Non-Wage Recipients	44,410,989	45,219,106	46,061,629	46,919,850	47,794,061
<b>Total</b>	<b>96,378,005</b>	<b>99,029,946</b>	<b>101,810,202</b>	<b>104,680,659</b>	<b>107,644,546</b>



### Target of Active Membership in 2022-2026

Worker Segment	2022	2023	2024	2025	2026
<b>Wage Recipients</b>					
Sub Total	24,932,720	26,500,000	33,000,000	36,500,000	40,800,000
<b>Other Segment</b>					
Construction Services	7,000,000	8,000,000	7,650,000	8,000,000	8,500,000
Non-Wage Recipients	6,000,000	11,849,942	12,870,000	16,500,000	20,700,000
Sub Total	13,000,000	19,849,942	20,520,000	24,500,000	29,200,000
<b>Total</b>	<b>37,932,720</b>	<b>46,349,942*</b>	<b>53,520,000</b>	<b>61,000,000</b>	<b>70,000,000</b>

Note: \*There was a target change in December 2022 regarding the 2023 target from the previous 43,920,000 to 46,349,942.

In 2022, BPJS Ketenagakerjaan has achieved Employer/Business Entity membership of 735,295 or 89.13% of the target with the realization of active members of 35,864,017 or 94.55% of the target.

### Target and Realization of Membership of BPJS Ketenagakerjaan in 2022 Based on Segmentation

No	Segment	2022			2021	2020
		Target	Realization	%	Realization	
1	Employer/Business Entity	825,000	735,295	89.13	725,356	638,678
2	<b>Members</b>					
	Wage Recipients Members	43,688,525	41,582,178	95.18	40,453,500	40,136,100
	Non-Wage Recipients Members	44,410,989	6,777,009	15.26	4,189,212	3,309,197
	Construction Services Members	8,278,491	7,020,533	84.80	6,276,788	7,521,392
	<b>Total Members</b>	<b>96,378,005</b>	<b>55,379,720</b>	<b>57.46</b>	<b>50,919,500</b>	<b>50,695,599</b>
3	<b>Active Members</b>					
	Wage Recipients Members	24,932,718	22,839,463	91.60	20,832,255	19,963,696
	Non-Wage Recipients Members	6,000,000	6,004,021	100.07	3,551,858	2,494,994
	Construction Services Members	7,000,000	7,020,533	100.29	6,276,788	7,521,392
	<b>Total Members</b>	<b>37,932,718</b>	<b>35,864,017</b>	<b>94.55</b>	<b>30,660,901</b>	<b>29,980,082</b>
4	<b>Inactive Members</b>					
	Wage Recipients Inactive Members	N/A	18,742,715	N/A	19,621,245	20,172,404
	Wage Recipients Inactive Members	N/A	772,988	N/A	637,354	544,113
	<b>Total Inactive Members</b>	<b>N/A</b>	<b>19,515,703</b>	<b>N/A</b>	<b>20,258,599</b>	<b>20,716,517</b>

In 2022, there was an additional member in the Employer/Business Entity segment with the realization reaching 174,838 or 87.42% of the

target, while the member segment increased by 24,822,738 or 115.45% of the target.

#### Target and Realization of Membership Expansion in 2022 Based on Segmentation

Segment	Target (RKAT)	Realization	%
Employer/Business Entity	200,000	174,838	87.41
<b>Increase in Wage Recipients Workers</b>			
a. Employment Injury Security (JKK)	9,500,000	9,828,058	103.45
b. Death Security (JKM)	9,500,000	9,828,058	103.45
c. Old-Age Security (JHT)	-	5,953,609	-
d. Pension Security (JP)	-	4,744,144	-
e. Construction Services	6,000,000	6,980,218	116.34
<b>Total Increase in Wage Recipients Workers (b + e)</b>	<b>15,500,000</b>	<b>16,808,276</b>	<b>108.44</b>
<b>Increase in Non-Wage Recipients Workers</b>			
a. Employment Injury Security (JKK)	6,000,000	8,014,462	133.57
b. Death Security (JKM)	6,000,000	8,014,462	133.57
c. Old-Age Security (JHT)	-	359,307	-
<b>Total Increase in Non-Wage Recipients Workers (b)</b>	<b>6,000,000</b>	<b>8,014,462</b>	<b>133.57</b>
<b>Total Increases in Worker Segment (PU + BPU Workers)</b>	<b>21,500,000</b>	<b>24,822,738</b>	<b>115.45</b>

BPJS Ketenagakerjaan recorded an increase in the membership of Indonesian Migrant Workers (PMI) in 2022 by 290,029 people or 116.01% of the target,

while the active membership of foreign workers (TKA) increased by 80,593 people.

#### Total Member of Indonesian Migrant Workers and Foreign Workers of BPJS Ketenagakerjaan

Year	Membership Expansion	Total Active Members	
	Indonesian Migrant Workers	Indonesian Migrant Workers	Foreign Workers
2022	290,029	333,163	80,593
2021	43,116	235,657	66,558
2020	69,996	376,601	58,635

## Challenges and Solutions in Membership Expansion

Challenge	Solution
Brand awareness is still below expectation compared to other BPJS.	<ul style="list-style-type: none"> <li>- Renaming the agency to "Call Us BPJAMSOSTEK" to make it easier for the public to recall BPJS Ketenagakerjaan as well as distinguish it from similar bodies.</li> <li>- Continuous efforts of dissemination, education, and advocacy through various media, as well as collaboration with all stakeholders to provide an understanding of the importance of the social security for employment program and the potential risks that might be faced by the Employers/Business Entities if they do not enroll their employees in the social security for employment program.</li> </ul>
There are still Employers/ Business Entities who have not complied with providing manpower social security protection to their employees.	<ul style="list-style-type: none"> <li>- Optimizing the implementation of Presidential Instruction (INPRES) Number 2 of 2021 concerning Optimizing the Implementation of the Social Security for Employment Program for Wage Recipient Workers by targeting INPRES priority sectors: Non-Civil Servants (ASN), Teachers and Education Officers (GTK) in Education and Religion, government projects, KUR, Assistance for Micro Business (BPUM), SME E-Commerce, Vocational, and Pre-employment sectors.</li> <li>- Dissemination of the "Paritrana Award" to increase engagement with BPJS Ketenagakerjaan programs and as the main pillar of increasing membership coverage.</li> <li>- Acquisition of ecosystems and supply chain of large and medium scale companies.</li> <li>- Implementation of positive supervision to improve Employers/Business Entities' compliance and acquisition of their supply chain.</li> <li>- BPJS Ketenagakerjaan Supervision and Inspection Officers (Wasrik) cooperate with the law enforcement authorities, particularly the KPKLN Ministry of Finance, Manpower Regional Office, and the Prosecutor's Office cq Jamdatun/Kasidatun as State Attorneys in legal proceedings against companies that have not included their workers in BPJS Ketenagakerjaan membership.</li> <li>- Imposing sanctions on not receiving certain public services (TMP2T).</li> </ul>
The inability of informal workers to pay contributions as the most potential of workers who have yet to be members of BPJS Ketenagakerjaan.	<ul style="list-style-type: none"> <li>- Encouraging Local Governments to provide protection to underprivileged workers.</li> <li>- Conduct education for large and medium-sized companies to participate in protecting underprivileged workers through CSER funds.</li> <li>- Launched the SERTAKAN (Welfare for Workers Around You) National Movement Program which is a movement of shared concern to ensure the protection of informal workers (BPU) in Indonesia through the BPU registration feature on the JMO Application.</li> <li>- Seeking Government support to allocate Contribution Assistance Recipients (PBI) budgets for underprivileged workers, such as those applied in BPJS Kesehatan.</li> </ul>
In the recovery phase of economic conditions due to the COVID-19 pandemic, employment conditions that have not fully recovered are a challenge for accelerating the growth of active workers.	<ul style="list-style-type: none"> <li>- Implementation of a new agency system to accelerate the acquisition and growth of active worker members through expansion of acquisitions from community agencies (PERISAI) and corporate agencies.</li> <li>- Strengthening relationships &amp; dissemination to the Government (K/L), employers, and workers with the aim of building engagement &amp; compliance.</li> <li>- Collaboration with associations/communities (Garments, Financial Services, Outsourcing, Oil and Gas, Social Forestry, Industrial Estates) to increase membership.</li> <li>- Implementation of Co-Marketing to increase member engagement and retention by working with national merchants.</li> </ul>

### Paritrana Awards and Supports from Regional Government

In 2022, BPJS Ketenagakerjaan continued to hold the Paritrana Awards at the Provincial and National levels to give appreciation to local governments and businessperson who have fully supported the

social security for employment program. The 2022 Paritrana Award was attended by 34 Provincial Governments, 514 Regency/City Governments, and 72,367 Employers/Business Entities. The results of the new winner will be announced in 2023.

## The Number of Deactivated Members

In 2022, BPJS Ketenagakerjaan recorded 18,992,399 workers deactivated their membership, with 39.99% of them were from PU segment. The

reasons for membership deactivation including end of the contract period, resigning, retiring, leaving Indonesia, permanent total disability, death, inability to pay contributions, or layoffs.

### Number of Deactivated Membership of BPJS Ketenagakerjaan in 2022

Membership Segment	Total	Percentage (%)
Wage Recipients Workers	7,594,775	39.99
Non-Wage Recipients Workers	5,161,151	27.17
Construction Services Workers	6,236,473	32.84
<b>Total</b>	<b>18,992,399</b>	<b>100.00</b>

## Member Health and Safety

BPJS Ketenagakerjaan members are workers who are exposed to OHS risks, thus they have a direct impact on the management of the JKK Program. BPJS Ketenagakerjaan is committed to providing protection for all workers and employers who are members of BPJS Ketenagakerjaan through the dissemination of OHS management and the benefits of the Employment Injury Security Program, as stated in PERDIR No. 34/PERDIR.03/122022 concerning Amendments to the Regulation of the Board of Directors of BPJS Ketenagakerjaan No. 3/022019 concerning Procedures for Providing Promotive and Preventive Activities from BPJS Ketenagakerjaan. This commitment is carried out by involving members and other stakeholders, as well as regular reporting to the authorities. The protection covers injury risks, including commuting to and from work, in the workplace, as well as business trips. [3-3]

In 2022, BPJS Ketenagakerjaan has supported the implementation of the National OHS Month to improve OHS management and pay Employment Injury Security Program protection benefits to 297,725 members who experience work accidents with a benefit value of Rp2,383,591,647,794. Through these efforts, during 2022, BPJS Ketenagakerjaan will not be faced with incidents of non-compliance with regulations related to member safety and health resulting in fines, penalties or warnings. In addition, in 2022, BPJS Ketenagakerjaan will provide PPE assistance, nutritious food, OHS training, and KNK training to 31,977 members at a cost of Rp11,273,158,518. [416-1][416-2]

In addition, during the reporting period, there were 297,725 claims from members related to employment injuries, an increase of 27.03% from 2021 which total of 234,370 claims. BPJS Ketenagakerjaan has paid claims worth Rp2,391.24 billion, an increase of 33.59% from 2021 of Rp1,790.01 billion. In 2022, there were 1,977 cases of PAK with a nominal claim of Rp17,327 billion. [F.17]

## Numbers of Claim for Employment Injury Security Program

Type of Claim	2022		2021	2020*
	Total	%		
Partially Disabled	4,565	1.53	3,804	4,429
Functional Disability	4,371	1.47	4,362	4,038
Permanent Total Disability	44	0.01	28	14
Death	8,272	2.78	6,552	3,410
Recovery	74,590	25.05	219,624	<b>209,849</b>
On Treatment**	205,883	69.15	-	-
<b>Total</b>	<b>297,725</b>	<b>100.00</b>	<b>234,370</b>	<b>221,740</b>

\*Restatement of information

\*\*In 2022, there will be the addition of a new claim type category, namely "On Treatment".

Information for other activities can be accessed on the website  
<https://www.bpjsketenagakerjaan.go.id/en>. [IR-1E]

## Affordability of Membership

The existence of a cooperation partner channel through collaboration with various parties supports the operational of BPJS Ketenagakerjaan. Since 2021, the receipt of BPJS Ketenagakerjaan membership contribution payments has been assisted by PT Pos Indonesia and Mandiri International Remittance (MIR). In addition, we also collaborate with other institutions to provide information services, membership registration and complaints, namely the Technical Implementation Unit for the Indonesian Migrant Workers Protection Board of the Republic of Indonesia (UPT BP2MI), One-Stop Integrated Services (LTSA), Public Service Malls (MPP), and One Stop Services. In general, BPJS Ketenagakerjaan has 39 domestic PMI service units, 2 foreign PMI service units, and 157 district/city service units. In providing information services, JHT claims, membership registration, and complaints, In 2022, BPJS Ketenagakerjaan will collaborate with 789 national banks in the form of an active Service Point Office (SPO).

### Implementation of Sharia Services at Branch Offices in Aceh

Since 2021, all BPJS Ketenagakerjaan Branch Offices in Nanggroe Aceh Darussalam (NAD) have implemented sharia services that refer to BPJS Ketenagakerjaan Regulation Number 2 of 2021 concerning BPJS Ketenagakerjaan Sharia Services in NAD Province. Through this implementation, BPJS Ketenagakerjaan seeks to comply with Qanun 11 of 2018 which states that three years after the Qanun takes effect, all financial institutions in NAD are required to adjust services based on Islamic law, including BPJS Ketenagakerjaan.

We try to ensure that members in NAD do not feel any changes in terms of service and the amount of contributions while still considering the benefits and service aspects. In 2023, BPJS Ketenagakerjaan will provide sharia services to all members nationally by implementing an optional nature. Based on the survey results, there were



86% of internal respondents and 77.11% of external respondents who were interested in switching to sharia services, and they did not only come from Muslim respondents.

### Underprivileged Worker Protection [F.17]

The Underprivileged Worker Protection Program was continued in order to help protect underprivileged workers through donations for the payment of employment social security

contributions from corporate social and environmental responsibility funds (CSER) donors. During 2022, BPJS Ketenagakerjaan noted that there were 4,786 donors with a donation value of Rp144.38 billion, an increase compared to the amount in 2021 of Rp1,999,922,400. The number of informal workers (BPU) who received membership contribution donations in 2022 reached 2,333,314 people, an increase of 2,293,633 people from 2021 of 39,681 people.

### Realization of Underprivileged Worker Protection Program

Description	2022	2021	2020
Number of Donors	4,786	2	17
Total Donation for Membership Contribution (Rp)	144,377,560,647	1,999,922,400	6,465,649,760
Number of Informal Workers Receiving Donation	2,333,314	39,681	155,390

## Marketing and Labelling

BPJS Ketenagakerjaan carries out marketing and labeling through socialization and education of social security and employment protection programs to stakeholders through various media, including information technology and utilizes complaint channels to convey information discrepancies. In its implementation, BPJS Ketenagakerjaan is guided by the Law on the Social Security Administration Agency, Law no. 8 of 1999 concerning Consumer Protection, Law no. 25 of 2009 concerning Public Services, as well as Law no. 19 of 2016 concerning Information and Electronic Transactions. Periodically, the Board of Directors evaluates outreach and education activities by using the KPI assessment mechanism of the implementing function along with the quick response to any complaints submitted by members and other stakeholders. The evaluation results showed that there were no socialization or educational activities that violated the applicable regulations.

During 2022, socialization and education have been carried out both online and offline considering the COVID-19 pandemic is still going on. Information on all (100%) employment social security services and complaint handling can be accessed, including through the website <https://www.bpjsketenagakerjaan.go.id/en>, Community Service Center (Contact Center) 175 Ask BPJAMSOSTEK (including social media and WhatsApp Business), the JMO application, as well as applications managed by government agencies such as the [lapor.go.id](https://lapor.go.id) portal and Halo JKP. There were 4,100,425 interactions from members and the public received by BPJS Ketenagakerjaan by the end of 2022 in the form of information, complaint handling, and other services through all official channels. [417-1][IR-1E]

BPJS Ketenagakerjaan has handled and resolved a total of 621,033 complaints, of which 9.98% or 62,006 complaints were related to the program. All

of these complaints have been responded and replied to the members. In addition, in 2022, there were no sanctions imposed on BPJS Ketenagakerjaan by the authorities regarding violations of regulations in conducting marketing communications and delivering information, complaint handling, or other matters that interfere with the rights of indigenous people. [F.24][411-1][417-2][417-3]

#### BPJS Ketenagakerjaan with Public Interaction Handling Recapitulation

2022	2021	2020
4,100,425	3,506,477	1,238,433

#### Number and Percentage of Member Complaints in 2022

Total Complaints	Program		General		Status	
	Total	%	Total	%	Resolved	%
621,033	62,006	9.98	559,027	90.02	621,033	100.00

#### Number and Percentage of Member Complaints in 2022 Based on Program

Total Complaints	JKK		JKM		JHT		JP		JKP	
	Total	%	Total	%	Total	%	Total	%	Total	%
62,006	516	0.83	602	0.97	58,087	93.68	541	0.87	2,260	3.64



## Member Satisfaction Index

BPJS Ketenagakerjaan continuously measures the level of member satisfaction and the implementation of service excellence through e-surveys based on the Service Blueprint. BPJS Ketenagakerjaan conducts survey on the members satisfaction directly by internal party through the system at each Branch Office. In 2022, BPJS Ketenagakerjaan involved 1,980,599 members as respondents in the e-survey. [F.30]

In 2022, BPJS Ketenagakerjaan also earned an IPP/ Customer Satisfaction Index (CSI) of 91.97%, up from 89.24% in 2021. The Net Promoter Score has also increased from 37.5% in 2021 to 39% in 2022. Aside from that, BPJS Ketenagakerjaan also conducted a brand equity survey in 2022 and earned 87.2% of the target of 87%. The increase in the CSI score was due to digital transformation in service applications and the expansion of service channels, so that members can easily and quickly process claims for their benefits.

### Member Satisfaction Level\*

Year	Not Satisfied	Less Satisfied	Fairly Satisfied	Satisfied	Very Satisfied	Total
2022	2,149	1,043	7,394	100,109	1,869,904	1,980,599
	0.11%	0.05%	0.37%	5.05%	94.41%	100%
2021	1,508	1,570	8,001	103,420	976,490	1,090,989
	0.14%	0.14%	0.73%	9.48%	89.51%	100.00%
2020	1,873	1,687	10,492	111,669	830,787	956,508
	0.20%	0.18%	1.10%	11.67%	86.66%	100.00%

### Results of Customer Satisfaction Index (CSI) Provided by Independent Party (%)

Program	2022	2021	2020
JKK Program	84.5	85.7	83.7*
JKM Program	92.7	89.5	79.5
JHT Program	86.9	92.8	86.4
JP Program	84.8	87.4*	81.7
JKP Program	84.6	-	-
Membership Administration	-	86.2	-
Hospital Administration	-	84.5	-

Note: Restatement.

# Indirect Economic Impact <sup>[203-2]</sup>

The Operational Offices of BPJS Ketenagakerjaan have an influence on the surrounding community and other stakeholders. BPJS Ketenagakerjaan attempted to benefit the community and other stakeholders and is committed to involving them through the agency system (PERISAI Program) as well as workers at local suppliers. By being involved as PERISAI agents and workers at local suppliers, the community can earn income for their welfare, which is a positive impact on the existence of BPJS Ketenagakerjaan in each area/branch in the region. The results of the evaluation will become a consideration for the continuation of cooperation between PERISAI and local suppliers. <sup>[3-3]</sup>

## PERISAI

PERISAI was formed based on the Regulation of the Board of Directors of BPJS Ketenagakerjaan Number: 13/PERDIR.02/042022 dated April 21, 2022. PERISAI support for BPJS Ketenagakerjaan is carried out through a cooperation agreement with the PERISAI Office. Through PERISAI Agents, PERISAI has the responsibility to assist the expansion of new membership, especially informal/non-wage recipient workers (BPU) and workers from small and micro enterprise actors. The existence of PERISAI encourages the opening of job opportunities, thus indirectly increasing the welfare of the community. During the reporting period, a total of 1,633,236 new members joined the membership with the largest number coming from Bali, Nusa Tenggara and Papua Regional Office. The total membership contributions collected reached Rp373.22 billion. <sup>[413-1][413-2]</sup>

PERISAI agents are people in their respective areas who are recruited by the PERISAI Office. BPJS Ketenagakerjaan evaluates the performance of the PERISAI and PERISAI offices by referring to

the results of the acquisition and contributions generated, then gives incentives for these performance results. The first acquisition incentive amounted to Rp15,000 per new member in the JKK, JKM and JHT programs and Rp10,000 per new member in the JKK and JKM programs. In addition, PERISAI agent will receive a contribution incentive of 15% of the contribution received every month for the 1<sup>st</sup> to the 24<sup>th</sup> month's contribution and an incentive of 5% of the contribution received every month for the 25<sup>th</sup> to the 60<sup>th</sup> month's contribution. The PERISAI office is given an incentive for PERISAI management of 10% of the total calculation of the PERISAI agents' incentives under its management. Periodically, the PERISAI Office together with the Branch Offices conducts monitoring and evaluation of PERISAI's productivity.

BPJS Ketenagakerjaan has not yet carried out a social impact assessment. However, PERISAI Office together with the Branch Offices periodically monitor and evaluate PERISAI agents' productivity through the SMILE digital system which can be accessed in real time and daily. Productivity can be assessed based on the percentage of BPU workers acquisition target of 46% from each Branch Office. In 2022, the number of PERISAI agents reached 11,677 people with the largest number in Bali, Nusa Tenggara and Papua (Banuspa) Regional Office. <sup>[3-3]</sup>  
<sup>[413-1]</sup>

### Realization of the Number of PERISAI Offices and PERISAI Agents

Description	2022	2021	2020
Total PERISAI Offices	1,685	1,825	1,575
Total PERISAI Agents	11,677	5,052	4,694

### Realization of New Membership Acquisition by PERISAI

Description	2022		2021	2020
	Total	%		
Non-Wage Recipient Workers	1,545,275	94.61	347,142	332,956
Micro, Small, and Medium Enterprise (MSME)	87,961	5.39	151,405	190,584
<b>Total</b>	<b>1,633,236</b>	<b>100.00</b>	<b>498,547</b>	<b>523,540</b>

### Economic Empowerment <sup>[203-1]</sup>[203-2]

BPJS Ketenagakerjaan has not invested in infrastructure and service support. However, BPJS Ketenagakerjaan has distributed business capital assistance as a form of economic empowerment. Beneficiaries are MSME actors around Regional Offices and Branch Offices. In 2022, we have realized the distribution of business capital

assistance of Rp148,750,000 through the Bridge of Care program. In the community empowerment program, in 2022, BPJS Ketenagakerjaan launched a Financial Advisory program with pilot project to be implemented in 2023. Through this program, BPJS Ketenagakerjaan has provided financial advice to members who make JHT claims to manage the funds.

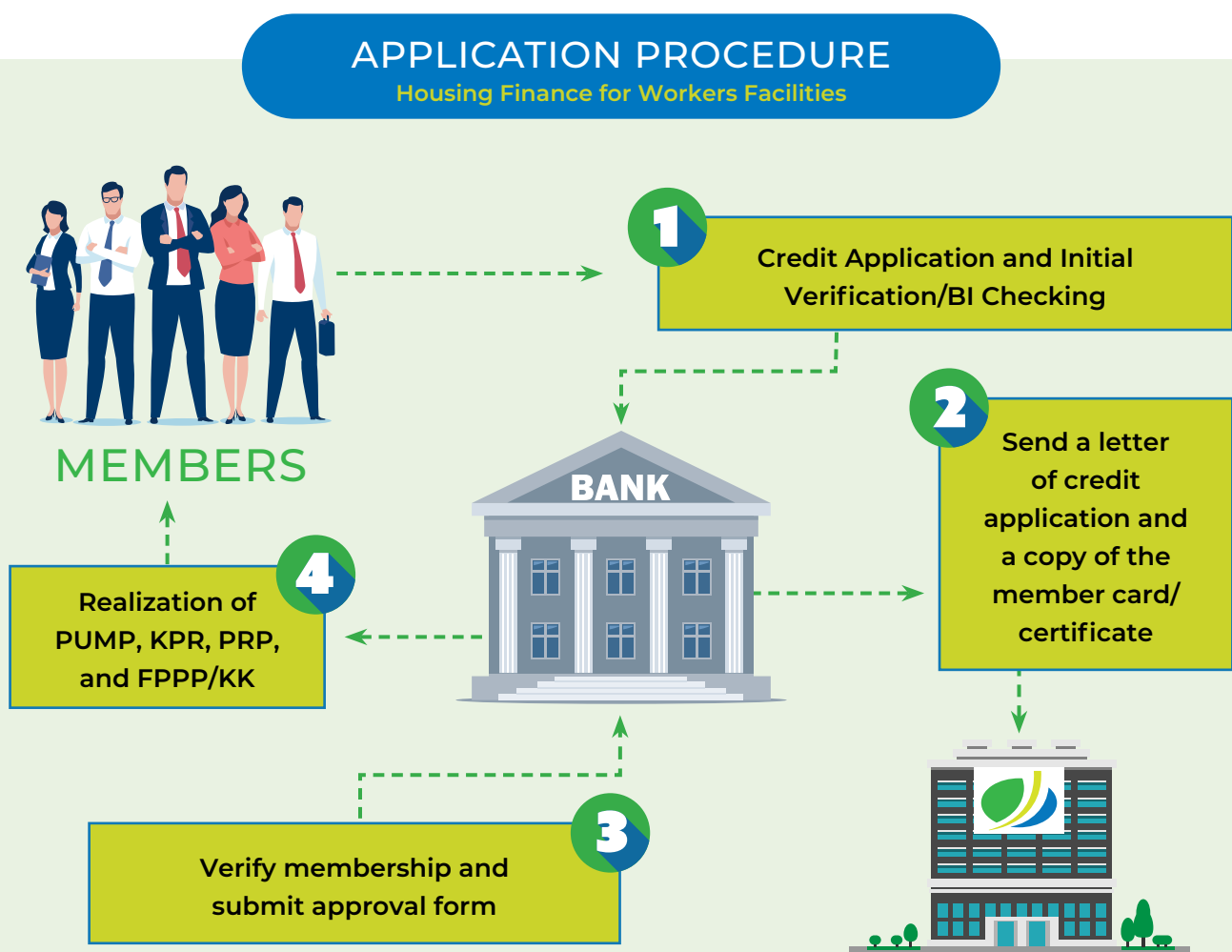




## Additional Service Benefits: Worker Housing Financial Assistance (MLT)

Workers with a membership period of more than one year can receive additional service benefits (MLT) in the form of housing financial facilities, in accordance with the Minister of Manpower Regulation Number 17 of 2021 concerning Amendments to the Minister of Manpower Regulation Number 35 of 2016 concerning

Procedures for Granting, Conditions, and Types of Additional Service Benefits in the Old-Age Security Program. Through the implementation of this MLT, BPJS Ketenagakerjaan aims to provide indirect benefits in the form of job opportunities for the local community because the work is labor-intensive.



### Realization of MLT Housing Financing for Workers Based on Beneficiaries

Type	Total Beneficiaries			
	2022		2021	2020
	Total	%		
Home Loan	890	77.66	153	83
House Renovation Loan	230	20.07	45	4
House Down Payment Loan	25	2.18	1	-
Asset-Backed Securities	1	0.08	0	-
<b>Total</b>	<b>1,146</b>	<b>100.00</b>	<b>199</b>	<b>87</b>

### Realization of MLT Housing Financing for Workers Based on Disbursed Fund

Type	Fund Distributed (Million Rp)			
	2022		2021	2020
	Total	%		
Home Loan	260,397	84.95	43,506.98	16,859.45
House Renovation Loan	36,218	11.81	6,340.91	85.00
House Down Payment Loan	2,906	0.94	477.00	-
Asset-Backed Securities	7,000	2.28	0.00	-
<b>Total</b>	<b>306,521</b>	<b>100.00</b>	<b>50,324.89</b>	<b>16,944.45</b>

Note: The significant increase in the provision of MLT was due to the enactment of Ministry of Manpower Regulation No. 17 Year 2021.

## Payment of Education Scholarships to Beneficiaries

BPJS Ketenagakerjaan has realized the Minister of Manpower Regulation Number 5 of 2021 concerning Procedures for Implementing the JKK, JKM, and JHT Programs since April 1, 2021. The regulation contains technical guidelines for implementing the expansion of JKK, JKM, and JHT benefits, including payment of

educational scholarships for the children of the members as their beneficiaries. During 2022, BPJS Ketenagakerjaan has paid scholarships from the JKK program in 3,642 cases for 6,197 children with a total value of Rp8,688,000,000 and from the JKM program in 39,038 cases for 74,934 children with a total value of Rp104,656,000,000.





# Environmental Performance

[IR-4F]



BPJS Ketenagakerjaan always supports activities and aspects related to the environment, including by minimizing energy consumption, emissions, and waste generated in office operations for the implementation of social security and worker protection.

## Environmentally Friendly Materials and Waste Management

In its operations, BPJS Ketenagakerjaan does not carry out the production process or packaging of products and services, therefore information regarding the materials used, the use of environmentally friendly materials, environmentally friendly products or services, and reclaimed products is irrelevant for disclosure. However, BPJS Ketenagakerjaan's operations generate non-hazardous and toxic waste, including from the use of paper for physical documents. The management of used paper waste is entirely handed over to third parties to be reused. However, until now, BPJS Ketenagakerjaan has not carried out a monitoring process for waste management carried out by third parties. During 2022, the use of paper at the two Head Offices reached 14.64 metric

tons (or the equivalent of 3,659 reams), a decrease of 2.38 metric tons (equivalent to 595 reams) or 13.9% from 2021 which amounted to 17.02 metric tons (equivalent to 4,254 reams). This decrease was due to the digitization process in services, particularly the SIDIA application. [F.5][301-1][301-2][301-3]

In addition to used paper waste, BPJS Ketenagakerjaan activities at the Head Office generate hazardous and toxic material waste from used printer ink. Waste management of used electronic devices is stored in storage under the regulations on inventory, while waste management of used printer ink is carried out by being reused by third parties. [306-1][306-2][306-3][306-4][306-5]

### Waste Generated [F.13][306-3]

Type of Waste	Unit	2022	2021	2020
Paper	Metric Tons	14.64	17.02	15.36
Used Printer Ink	Unit	1,145	1,204	666

BPJS Ketenagakerjaan continuously makes various efforts to reduce the waste it produces. To reduce paper use, BPJS Ketenagakerjaan always develops and implements digital-based information technology in every stage of its services. BPJS

Ketenagakerjaan has also implemented a printer point system, which is placing printer spots on several tables, so that the amount of printer ink consumption can be reduced.

## Energy Consumption and Generated Emissions

Energy in the form of electricity consumption and fuel oil (BBM) is needed to support the operations of BPJS Ketenagakerjaan Office. Energy use must be managed properly because it directly affects the implementation of efficiency policies and indirectly affects greenhouse gas (GHG) emissions. BPJS Ketenagakerjaan is committed to implementing efficiency in energy use according to Board of Directors' Circular Letter No. SE/11/042022 concerning Asset Security and Energy Saving. Energy use is calculated based on electricity consumption supplied by PT PLN (Persero) and converted to energy units (GJ). The performance of energy management at the Head Office is evaluated by the Board of Directors through evaluation of KPI achievement and performance reports of implementing functions. In general, energy consumption in 2022 was higher than in 2021. The implementation of energy efficiency involves all employees and is disseminated through various internal communication channels. [3.3]

During 2022, the total electricity consumption at the two Head Offices was 4,761,838 kWh or equivalent to 17,143 GJ. It was an increase of 1,751 GJ from 2021 of 15,392 GJ, which was calculated based on a comparison of the electricity consumption volume. The increase was due to the absence of the work from home system. BPJS Ketenagakerjaan also uses energy from fuel oil for operational and company vehicles of 455,290 liters and fuel for generators of 5,777 liters. From this energy use, BPJS Ketenagakerjaan generated emissions of 4,918 tons of CO<sub>2</sub> eq. However, until the end of 2022, BPJS Ketenagakerjaan has not yet determined the baseline for calculating emissions and energy. [302-1]

[[305-1]][305-2]

### Total Energy Consumption and Emissions Generated within the Company [302-1][302-3][305-1][305-2][305-4][305-5][F.6]

Description	Unit	2022	2021	2020*
Electricity	kWh	4,761,838	4,275,435	2,583,393
	GJ	17,143	15,392***	9,300
Fuel for Operational and Company Vehicles	Liter	455,290	279,198***	-
	GJ	15,051	9,920	-
Fuel for Genset	Liter	5,777	4,145	-
	GJ	218	157	-
<b>Total Energy Consumption</b>	<b>GJ</b>	<b>32,412</b>	<b>24,769***</b>	<b>9,300</b>
<b>Total Emission Generated</b>				
Emission Scope 1 (Fuel)		1,109	682	-
Emission Scope 2 (Electricity)	<b>Ton CO<sub>2</sub> eq</b>	3,809	3,420	2,067
<b>Total Emission Generated (Scope 1 and 2)</b>		<b>4,918</b>	<b>4,102***</b>	<b>2,067</b>
Head Office Area	m <sup>2</sup>	27,422**	27,422**	14,599
<b>Energy Intensity</b>	<b>GJ/m<sup>2</sup></b>	<b>1.18</b>	<b>0.90***</b>	<b>0.64</b>
<b>Emission Intensity</b>	<b>Ton CO<sub>2</sub> eq/m<sup>2</sup></b>	<b>0.18</b>	<b>0.15***</b>	<b>0.14</b>

Note:

- Disclosure of information on energy use and emissions generated in 2021 and 2022 covering 2 BPJS Ketenagakerjaan Offices, namely Grha BPJAMSOSTEK and Plaza BPJAMSOSTEK, while in 2020 it only covered Grha BPJAMSOSTEK.
- Source of factors and emission and energy calculation methodologies refer to the Ministry of Energy and Mineral Resources for the office sector.

\* In 2020, the fuel used has not been calculated.

\*\* Calculation of the area of the Head Office in 2021 and 2022 covered 2 Head Offices, namely Grha BPJAMSOSTEK and Plaza BPJAMSOSTEK, while in 2020 it only covered Grha BPJAMSOSTEK.

\*\*\*Restatement of information due to changes in calculation methods.



The efficiency of electricity use at the Head Office is identified through the Energy Consumption Intensity (IKE) value, which is the quotient of total energy consumption during the reporting period divided by the building area expressed in units of GJ/m<sup>2</sup> per year. With a building area of 27,422 m<sup>2</sup> for the Head Office, the IKE value for the Head Office in 2022 was 1.18 GJ/m<sup>2</sup>. Meanwhile, the generated emission intensity was 0.18 ton CO<sub>2</sub> eq/m<sup>2</sup>. [302-3][305-4]

In addition, until the end of 2022, we have not calculated energy or emissions outside the Agency, including at Regional Offices, Branch Offices, subsidiaries and suppliers. We have also not calculated indirect emissions from outside the BPJS Ketenagakerjaan (scope 3), emissions of ozone-depleting substances, and other significant air emissions such as NO<sub>x</sub> and SO<sub>x</sub>. [302-2][305-1][305-3][305-6][305-7][F.11]

### Energy Efficiency and GHG Emission Reduction [302-4][302-5][F.1][F.7][F.12]

BPJS Ketenagakerjaan has made various efforts to reduce energy use and the generated emissions. In accordance with the Circular Letter of the Board of Directors No. SE/11/042022, BPJS Ketenagakerjaan enforces a policy on limiting the operating time

of office equipment at the Head Office, Wisma Menteng, and the Education and Learning Center (Pusdiklat) building. The policy is implemented by turning off air conditioning (AC) and electricity during holidays and after 7PM on weekdays. In addition, several BPJS Ketenagakerjaan Branch Office buildings also have LED lights.

For employee mobility, BPJS Ketenagakerjaan provides 7 units of shuttle vehicles with a carrying capacity of 154 employees, 98 units of operational vehicles, shuttle buses for employee operational activities from the Grha BPJAMSOSTEK Office Building to the Plaza BPJAMSOSTEK Office Building or vice versa, as well as Grab for Business which is a collaboration program with Grab for efficient use of fuel. BPJS Ketenagakerjaan also has the SIDIA application (Electronic Correspondence Information System and Digital Archives) for electronic-based correspondence processes and archive management. Emission control is also carried out based on Decrees No. KEP/193/092022 and KEP/1/012020 concerning the use of high octane/RON fuel which is more environmentally friendly for operational vehicles. In 2022, BPJS Ketenagakerjaan has yet to calculate the amount of energy consumption savings by product and service, including for information technology.



# BPJAMSOSTEK Green Building Plaza Certification

The Head Office of BPJS Ketenagakerjaan at Plaza BPJAMSOSTEK was inaugurated on January 8, 2021, and earned a green building certificate for the Gold category from the Green Building Council Indonesia (GBCI) which is valid until October 2023. The Plaza BPJAMSOSTEK building has met the criteria as an environmentally friendly building, such as the availability of green open space, indoor air quality from the availability of ventilation, land use efficiency, energy efficiency

and conservation, water conservation, material sources and cycles, indoor health and comfort, and building environment management. In addition to the building's sustainability application at BPJS Ketenagakerjaan, Plaza BPJAMSOSTEK's operations also encourage other companies, especially the tenants, to apply the sustainability principles in the utilization and management of natural resources.

## Water and Effluent [303-1][303-2][303-3][303-4][303-5][F.8][F.13][F.14][F.15]

BPJS Ketenagakerjaan uses water supplies by the Regional Drinking Water Company (PDAM) to meet domestic needs at the Head Office, such as for washing and toilets. Thus, there are no areas experiencing water scarcity due to BPJS Ketenagakerjaan water consumption. The amount of water withdrawal is equal to the amount of water consumption and disposal. Meanwhile, effluent disposal at the Head Office is managed by processing it at a wastewater treatment plant operated by the building management. BPJS Ketenagakerjaan also has made various efforts

to reduce water use, including turning off the AC chiller after working hours and on holidays. During 2022, no spills from effluents or liquids containing hazardous and toxic waste occurred.

### Water Consumption (Megaliter)

2022	2021	2020
2,049	2,036	2,421

Note: The calculation of water consumption only covered the Head Office of Grha BPJAMSOSTEK.



## Biodiversity [304-1][304-2][304-3][304-4][F.9][F.10]

As an agency that protects workers in the form of social security, BPJS Ketenagakerjaan activities do not have a significant impact on biodiversity. In addition, there are no operational locations, Head Offices, or Branch Offices, whether owned, rented, or managed by BPJS Ketenagakerjaan, that are adjacent to protected areas and areas with high biodiversity value outside protected areas. During 2022, BPJS Ketenagakerjaan has not carried out activities related to conserving and restoring protected habitats, and there are no species on the IUCN Red List and on the national conservation list affected by BPJS Ketenagakerjaan's operations.

However, in fulfilling the Internal Governance Indicators 2022, all work units of BPJS Ketenagakerjaan for employee carried out volunteering activities with a go green theme which were expected to have an impact on the wider community. The activities included nationwide tree planting in 11 areas around the Regional Offices and Head Offices, covering the regions of Northern Sumatra, Western Sumatra and the Riau Archipelago, Southern Sumatra, Sulawesi and Maluku, Kalimantan, Banten, DKI Jakarta, West Java, Central Java and DIY, East Java, Bali, and West Nusa Tenggara.

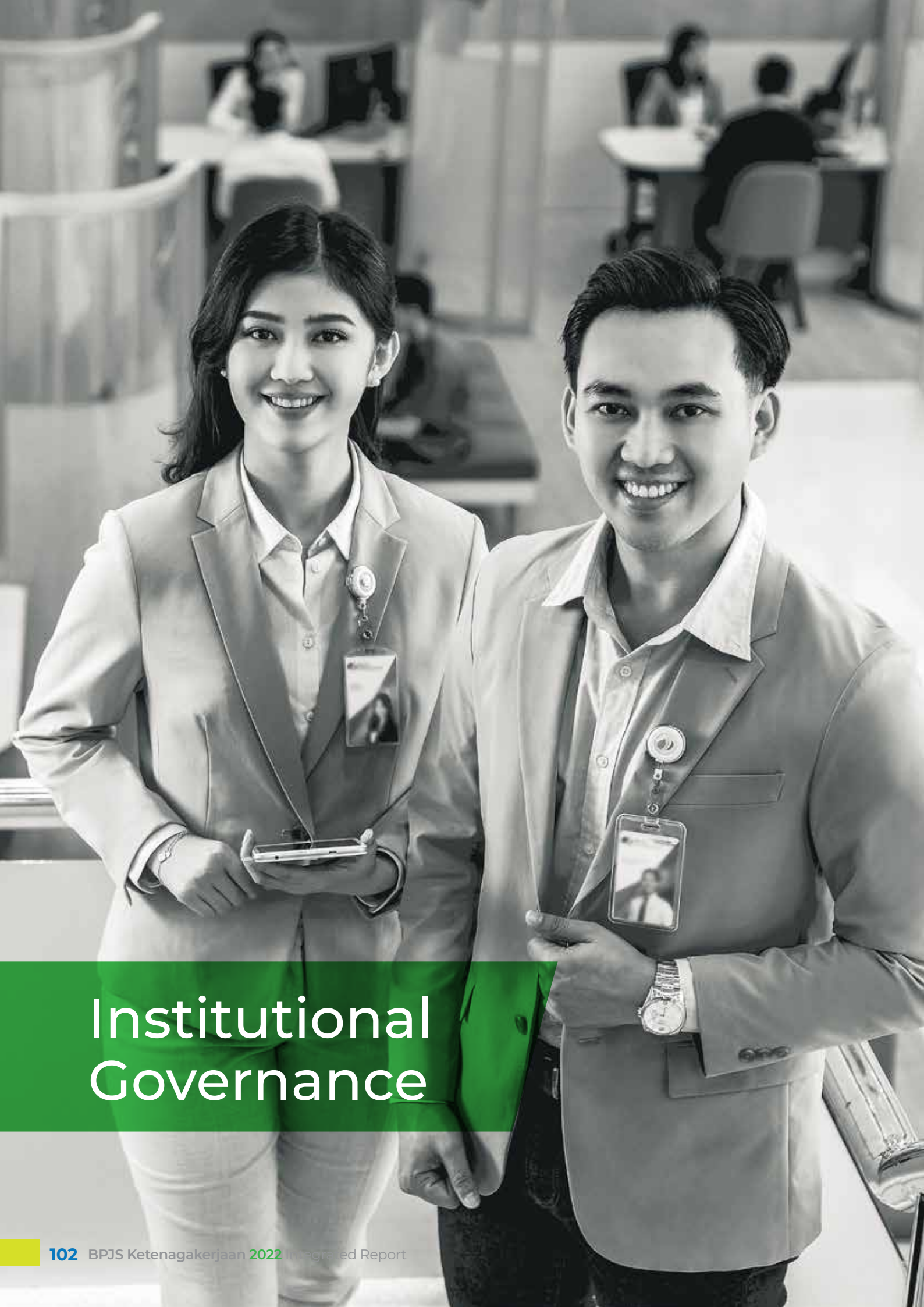
### Number of Trees Planted in Employee Volunteering Go Green Activities in 2022 (Trees)

No.	Type of Tree	Total
1.	Shade Trees	823
2.	Fruit Trees	1,108
3.	Mangrove Trees	11,291
4.	Other Trees	719
<b>Total</b>		<b>13,941</b>

Until the end of 2022, BPJS Ketenagakerjaan has not yet calculated environmental costs. However, we continued making various efforts to support other environmental aspects through energy and water efficiency activities, as well as tree planting.

By the end of 2022, BPJS Ketenagakerjaan has never received complaints, sanctions, or fines related to non-compliance with laws and regulations regarding the environment. [F.4][F.16]





# Institutional Governance

## Good Governance Implementation

One of BPJS Ketenagakerjaan's efforts to implement good governance is through the preparation of the 2022-2026 Good Governance (GG) Implementation Roadmap. The scope of the good governance (GG) implementation covers the entire process and activities of Employment Social security and protection. BPJS Ketenagakerjaan has reached the Integrated stage in 2022 with the following achievements:

1. Achievement of the BPJS Ketenagakerjaan governance with an average score of 96.40 (Very Good Category).
2. Achievement of the work unit governance index/Internal Governance Indicators with an average score of 94.40 (Very Good Category).
3. State Officials Wealth Report (LHKPN) mandatory submission has achieved 100% report and compliance in a timely manner.

### The 2022-2026 GG Roadmap of BPJS Ketenagakerjaan

Indicator	2022	2023	2024	2025	2026
	Integrated	Consolidated	Supported	Strengthened	Sustained
Stakeholder Perspective	The Employment Social Security Ecosystem has been built	A Employment Social Security Ecosystem has been established	The Employment Social Security Ecosystem has been managed properly	The Employment Social Security Ecosystem is dynamic and adaptable to change	The Employment Social Security Ecosystem has a competitive advantage, is fit and resilient
Customer Perspective	Increasing awareness of customer satisfaction	Increase customer engagement	Customer satisfaction is managed properly	Maturity of customer satisfaction	Customer satisfaction has a competitive advantage
Internal Business Process Perspective	Improvement of Governance Management System	The Governance Management System has been standardized	The Governance Management System has been managed properly	The Governance Management System is dynamic and adaptable to changes	The Governance Management System has a competitive advantage, is fit and resilient
Growth and Learning Perspectives	Organizational Capability Improvement	Standardized Organizational Capabilities	Organizational Capability has been managed properly	Organizational Capability is dynamic and adaptable to changes	Organizational Capability has a competitive advantage and resilient



BPJS Ketenagakerjaan has internal guidelines to support the implementation of GG, such as the Board Manual, Integrity Pact, and Code of Ethics. Further information regarding internal guidelines and their dissemination and internalization activities can be seen at <https://www.bpjsketenagakerjaan.go.id/penerapan-tata-kelola.html>. As a guide for the Board of Supervisors and Board of Directors, we also apply the best practices of the International Social Security Association (ISSA) Guidelines in the form of a checklist of important elements. Further explanation regarding the ISSA Guidelines can be viewed at <https://www.bpjsketenagakerjaan.go.id/tata-kelola.html>. [IR-1E]

## Good Governance Implementation Assessment

Every year, the Board of Supervisors and the Board of Directors submit the performance evaluation results in an Accountability Report to the President. The 2022 Accountability Report was submitted on May 11, 2023. The implementation of GG is periodically assessed based on the parameters stated in the Decree of the Board of Directors Number: KEP/189/082021 concerning Indicators/Parameters for Assessment of Good Governance Implementation for BPJS Ketenagakerjaan. In 2022, BPJS Ketenagakerjaan received a score of 96.40 (Excellent) for GG implementation in 2021. [2-18]

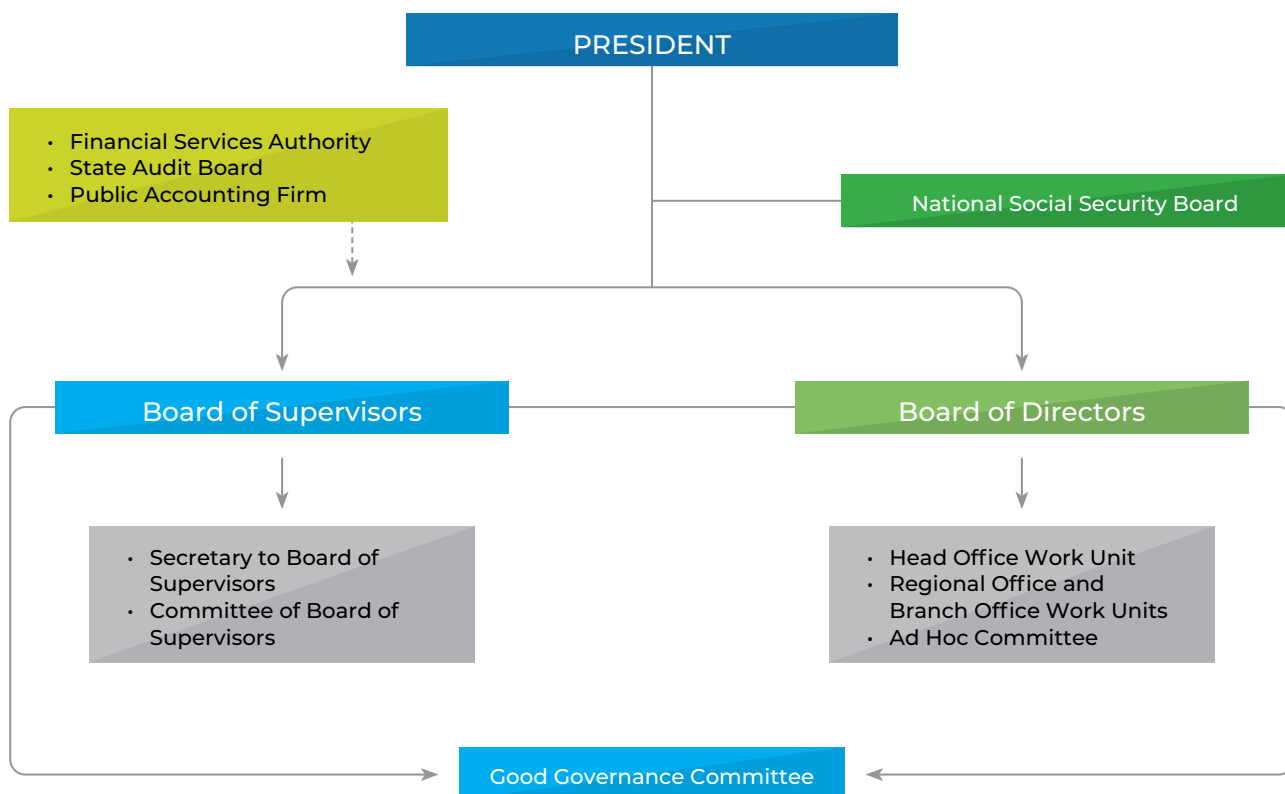
### Good Governance Assessment Results

Assessment Year	Year of Assessment Implementation	Score	Qualification
2021	2022	96.40	Excellent
2020	2021	94.31	Excellent
2019	2020	95.94	Excellent

## BPJS Ketenagakerjaan Sustainability Governance Structure

### Corporate Group Structure [2-9][C.6]

During 2022, there were no changes to the organizational structure of BPJS Ketenagakerjaan. The organizational structure of BPJS Ketenagakerjaan can be viewed on the website <https://www.bpjsketenagakerjaan.go.id/en/struktur-organisasi.html>.



### Policies and Commitments to Sustainability

BPJS Ketenagakerjaan does not yet have a policy or commitment to sustainability. However, BPJS Ketenagakerjaan has prepared a 2022-2026 Strategic Plan which was established by the Board of Supervisors Decree Number: KEP/15/Dewas/122021 concerning the Establishment of 2022-2026 Employment Social Security Program Strategic Plan. The 2022-2026 Strategic Plan serves as a guide for BPJS Ketenagakerjaan in carrying out responsible business activities, including the implementation of human rights according to the direction of the development of the BPJS Ketenagakerjaan institution until 2026. On an

ongoing basis, the 2022-2026 Strategic Plan is communicated to stakeholders.

Through the 2022-2026 Strategic Plan, BPJS Ketenagakerjaan is committed in the next five years to focusing on increasing member penetration, improving service quality, and optimizing investment yields. The determination of the three focuses has gone through analysis and data processing, including internal and external analysis covering economic, environmental, social and governance aspects by taking into account the weaknesses and strengths, threats and opportunities of BPJS Ketenagakerjaan.



## Board of Supervisors

BPJS Ketenagakerjaan's organs refer to Law No. 24 of 2011 concerning the Social Security Administering Body which consists of Board of Supervisors and Board of Directors. There is no Board of Commissioners at BPJS Ketenagakerjaan, however it is replaced by a Board of Supervisors whose function is to oversee the Agency as well as being the highest governance body together with the Board of Directors. The President of the Republic of Indonesia is in charge of appointing members and the Chairman of the Board of Supervisors. The term of office for members of Board of Supervisors is five years, however, it may be nominated to be reappointed for one more term. The House of Representatives (DPR) has the task of selecting members of the Board of Supervisors from the Worker, Employer, and the Community Figure elements, referring to the President's proposal based on the results of the

selection committee formed by the government. The Board of Supervisors' membership is determined at the same time with members from the Government Element. Members of the Board of Supervisors are appointed and dismissed in accordance with Presidential Regulation of the Republic of Indonesia Number 81 of 2015.

The Board of Supervisors is responsible for the sustainability implementation, including to oversee the preparation and implementation of work plans and the Agency's budget to achieve coverage, increase benefits and investment yields, as well as strengthen capabilities in supporting agency's good governance compliance and implementation, which indirectly have an impact on economic, social and environmental aspects in BPJS Ketenagakerjaan's line of business. [2-10][2-11][2-14]

## Board of Supervisors Membership

BPJS Ketenagakerjaan's Board of Supervisors has seven members. BPJS Ketenagakerjaan guarantees the independence and impartiality of the Board of Supervisors, as shown by the

members' ratio from Non-Government Elements of 5:2 or five members. Further information about the Board of Supervisors can be accessed via <https://www.bpjsketenagakerjaan.go.id/about-kami.html>. [2-9][2-11][R-1E]

### Composition of the Board of Supervisors for the Term of 2021-2026



**Muhammad Zuhri**  
**Chairman of Board of Supervisors**

Government Element  
Age 56 years old  
Domicile: Bogor

#### **Basis of Appointment:**

Decree of the President of the Republic of Indonesia No. 38/P of 2021 concerning Appointment of Membership of the Board of Supervisors and Membership of the Board of Directors of the Social Security Agency for Employment for the 2021-2026 Term of Office

#### **Education History:**

- Master of Sociology (2000), University of Indonesia
- Bachelor of Social and Political Sciences (1991), Gadjah Mada University

#### **Work Experience:**

- Acting Head of Center for Education and Training of Human Resources for Employment, Ministry of Manpower (2020)
- Head of Center for Employment Data and Information, Ministry of Manpower (2019)
- Acting Head of Productivity Center, Director General of Training and Productivity Development, Ministry of Manpower (2018)
- Director of Productivity Development, Ministry of Manpower (2017)



**Kushari Suprianto**  
**Member of Board of Supervisors**

Government Element  
Age 56 years old  
Domicile: Cibubur

#### **Basis of Appointment:**

Decree of the President of the Republic of Indonesia No. 38/P of 2021 concerning Appointment of Membership of the Board of Supervisors and Membership of the Board of Directors of the Social Security Agency for Employment for the 2021-2026 Term of Office

#### **Education History:**

- Master of Public Policy Economics (2009), University of Indonesia
- Master of Human Resource Management (2007), Borobudur University
- Bachelor of Accounting Economics (1990), Brawijaya University

#### **Work Experience:**

- Director of Customs and Excise Audit, Ministry of Finance (2018-2021)
- Commissioner of PT Pelindo II (Persero) (2017-2021)
- Secretary of the Directorate General of Customs and Excise, Ministry of Finance (2015-2018)
- Technical Director of Customs, Ministry of Finance (2012-2015)
- Director of Revenue and Customs and Excise Regulation, Ministry of Finance (2009-2012)



**H. Yayat Syariful Hidayat**  
**Member of Board of Supervisors**

Worker Element  
Age 45 years old  
Domicile: Karawang

#### **Basis of Appointment:**

Decree of the President of the Republic of Indonesia No. 38/P of 2021 concerning Appointment of Membership of the Board of Supervisors and Membership of the Board of Directors of the Social Security Agency for Employment for the 2021-2026 Term of Office

#### **Education History:**

- Bachelor of Physics Education (2004), Indonesian University of Education

#### **Work Experience:**

- Board of Trustees at the Al Huda Sadananya Ciamis Foundation (2011-2021)
- LBH Treasurer of the Confederation of National Work Unions (KSPN) (2020-2021)
- Secretary of Islamic Center Karawang (2017-2021)
- Management of LAKPESDAM NU Karawang (2012-2017)
- Founder and coach at the Karawang Strategic Forum (2013)
- Initiator of the establishment of the United Indonesian Federation of Work Unions (FSPIB) (2012)
- Member of the Republic of Indonesia House of Representatives (2011)
- KPP-UNICEF Social Worker in Nanggroe Aceh Darussalam (2005)



**Agung Nugroho**  
**Member of Board of Supervisors**  
 Worker Element  
 Age 48 years old  
 Domicile: South Tangerang

**Basis of Appointment:**

Decree of the President of the Republic of Indonesia No. 38/P of 2021 concerning Appointment of Membership of the Board of Supervisors and Membership of the Board of Directors of the Social Security Agency for Employment for the 2021-2026 Term of Office

**Education History:**

- Master of Laws (2006), Sebelas Maret University
- Bachelor of Laws (1997), University of Jember

**Work Experience:**

- Commissioner of PT Jamkrida East Java (2018-2021)
- Commissioner of PT Petrogas Pantai Madura (2014-2019)
- Commissioner of General Election Commission of East Java Province (2009-2014)



**Subchan Gatot**  
**Member of Board of Supervisors**  
 Employers' Element  
 Age 51 years old  
 Domicile: Bekasi

**Basis of Appointment:**

Decree of the President of the Republic of Indonesia No. 38/P of 2021 concerning Appointment of Membership of the Board of Supervisors and Membership of the Board of Directors of the Social Security Agency for Employment for the 2021-2026 Term of Office

**Education History:**

- Bachelor of Information Management (1999), STMIK Budi Luhur Jakarta

**Work Experience:**

- General Manager – PT Toyota Motor Manufacturing Indonesia (1995–2021)
- Member of National Tripartite LKS (2020)
- Member of the National Vocational Training Committee (2017–2019)
- Member of HR Training and Development Committee – Indonesian Employers' Association (APINDO) (2016)



**M. Aditya Warman**  
**Member of Board of Supervisors**  
 Employers' Element  
 Age 49 years old  
 Domicile: Bekasi

**Basis of Appointment:**

Decree of the President of the Republic of Indonesia No. 38/P of 2021 concerning Appointment of Membership of the Board of Supervisors and Membership of the Board of Directors of the Social Security Agency for Employment for the 2021-2026 Term of Office

**Education History:**

- Doctor of Management and Business Doctoral Program (2020), IPB Business School
- Master of Business Administration (2011), Master of Management, Faculty of Economics and Business, Gadjah Mada University
- Bachelor of Psychology (1996), Muhammadiyah University of Surakarta

**Pengalaman Kerja:**

- BPJS Ketenagakerjaan Board of Supervisors (2016-2021)
- Director of Business Development PT Pusat Studi Apindo (2010–2016)
- Deputy General Secretary of DPN APINDO (2010–2016)
- Executive Astra, Head of Corporate Industrial Relations Tbk (1997–2016)



**M. Iman N. H. B. Pinuji**  
**Member of Board of Supervisors**  
 Community Element  
 Age 57 years old  
 Domicile: South Tangerang

**Basis of Appointment:**

Decree of the President of the Republic of Indonesia No. 38/P of 2021 concerning Appointment of Membership of the Board of Supervisors and Membership of the Board of Directors of the Social Security Agency for Employment for the 2021-2026 Term of Office

**Education History:**

- Master of Business (Accounting) (1999), Monash University, Australia
- Postgraduate Diploma in Financial Management (1998), Monash University, Australia
- Accountant, State College of Accountancy (STAN) (1993), Jakarta

**Work Experience:**

- Director of Accounting and Budgeting Group, Deposit Insurance Corporation (2015-2021)
- Director of Bank Resolution Analysis Group, Deposit Insurance Corporation (2013-2015)
- Director of General Services Group, Deposit Insurance Corporation (2010–2013)



## Main Duties, Functions, and Authorities of the Board of Supervisors

### Main Duties, Functions, and Authorities of the Board of Supervisors (2022)

#### Duties of the Board of Supervisors

- To supervise management policies taken by BPJS Ketenagakerjaan and the performance of BoD;
- To supervise management and development practices of social security fund by BoD;
- To provide suggestion, advice, and recommendation to BoD pertaining to policy and management of BPJS Ketenagakerjaan;
- To submit a supervision report on social security management as part of BPJS Ketenagakerjaan's reporting to the President with copy sent to DJSN.

#### Authorities of the Board of Supervisors

- Decides a strategic plan for the employment social security program;
- Determines BPJS Ketenagakerjaan's annual budget work plan (RKAT);
- Appoints an external auditor, namely a public accountant to audit accountability for the implementation of BPJS Ketenagakerjaan's duties in the form of program management reports and annual financial reports;
- Gives approval of the program management report and BPJS Ketenagakerjaan's annual financial report and the annual financial report of the Employment Social Security Fund which has been audited by a public accountant;
- Reviews the calculation and evaluation of technical reserves or on part of technical reserves on a regular basis;
- Gives approval on the appointment of an independent actuary by the Board of Directors;
- Requests the Board of Directors through the actuary to review the adequacy of technical reserves or part of the reserves that are considered unreasonable;
- Receive and/or request reports from the Board of Directors;
- Accessing data and information regarding the performance of BPJS Ketenagakerjaan;
- Reviews data and information regarding the performance of BPJS Ketenagakerjaan; and provides feedbacks, advice, and considerations to the Board of Directors regarding the policies and implementation of BPJS's management, as well as recommendations to the President on the performance of the Board of Directors;
- Gives approval on the determination of the amount of surplus allocation of BPJS Ketenagakerjaan's assets;
- Stipulates the charters of the Committees formed by the Board of Supervisors.



### Supervisory Function to the Operation of BPJS Ketenagakerjaan

Joint Meetings, at least once a month with meeting initiation based on invitations from the Board of Supervisors or the Board of Directors.	The monthly meetings of the Board of Supervisors, are meetings held by the Board of Supervisors which are attended by members of the Board of Supervisors as well as other parties invited and chaired by the Chairman of the Board of Supervisors.	Committee meetings are held once a week to discuss certain monitoring objects in depth.	Work Visits to Regional Offices and/or Branch Offices to directly monitor the management of the employment social security program.
The number of Joint Meetings in 2022 was 12 times, with an average attendance rate of 95.24%.	The number of Board of Supervisors meetings in 2022 was 31 times, with an average attendance rate of 92.17%.	The number of Committee Meetings in 2022 was 230 times.	The number of visits to Regional Offices and Branch Offices in 2022 was 128 times.

**During 2022, the Board of Supervisors has provided 65 suggestions, advice and considerations, as well as 9 approvals to the Board of Directors.**

## Board of Supervisors Support Committee

Based on the Board of Supervisors Regulation Number: PER/26/DEWAS/092022 concerning Amendments to the BPJS Ketenagakerjaan Board of Supervisors Regulation Number: PER/18/DEWAS/122020 concerning Procedures for Implementing the Functions, Duties and Authorities of the Board of Supervisors of the Social Security Agency for Employment, the Board of Supervisors of BPJS Ketenagakerjaan has three committees that assist the implementation of the Board of Supervisors' duties. There is no Nomination and Remuneration Committee as a committee that supports the duties of the Board of Supervisors. The

performance assessment of its supporting committees is carried out by the Board of Supervisors and all committees have demonstrated good performance and completed all work programs during 2022.

The Board of Supervisors also has a Secretary to assist administrative and secretarial activities within the scope of supervisory duties of the Board of Supervisors. According to the Decree of the Board of Directors of BPJS Ketenagakerjaan Number KEP/131/072022 concerning Transfers of Officers, the Secretary of the Board of Supervisors is held by Dian Agung Senoaji.

## Membership of the Board of Supervisors Support Committee

Committee	Membership	
	BoS Representatives	Non-BoS Representatives
Budget, Audit, and Actuarial Committee	<ul style="list-style-type: none"> <li>Chairman: Kushari Suprianto</li> <li>Member: M. Iman N. H. B Pinuji</li> </ul>	<ul style="list-style-type: none"> <li>Non-BoS Committee Members: 3 people</li> </ul>
Risk Management, Investment and Services Committee	<ul style="list-style-type: none"> <li>Chairman: Agung Nugroho</li> <li>Member: Subchan Gatot</li> </ul>	<ul style="list-style-type: none"> <li>Non-BoS Committee Members: 3 people</li> </ul>
Performance, Program, and Agency Committee	<ul style="list-style-type: none"> <li>Chairman: M. Aditya Warman</li> <li>Member: H. Yayat Syariful Hidayat</li> </ul>	<ul style="list-style-type: none"> <li>Non-BoS Committee Members: 4 people</li> </ul>

## Division of Duties and Responsibilities of the Board of Supervisors' Supporting Committees

Basis of Appointment	Duties and Responsibilities	Supervision in 2022
<b>Budget, Audit, and Actuarial Committee</b>		
<ul style="list-style-type: none"> <li>The Chairman and Members of the Committee are appointed based on the Board of Supervisors Decree Number KEP/12/DEWAS/102022 concerning the Inauguration of the Chairman and Committee Members of the BPJS Ketenagakerjaan Board of Supervisors.</li> <li>The structure of the Board of Supervisors Committee was established based on Board of Supervisors Decree Number KEP/12/DEWAS/102022 concerning the Inauguration of the Chair and Members of the BPJS Ketenagakerjaan Board of Supervisors Committee.</li> <li>The Committee Charter is established based on Board of Supervisors Decree Number KEP/05/DEWAS/042022 concerning the Budget, Audit and Actuarial Committee Charter.</li> </ul>	<ol style="list-style-type: none"> <li>Conduct a review in order to:               <ol style="list-style-type: none"> <li>determination of RKAT, including changes to RKAT;</li> <li>approval of the proposed surplus allocation amount of the BPJS Ketenagakerjaan by the Board of Directors;</li> <li>approval of the determination of the form and content of the program management report and the Annual Financial Statements publication of; and</li> <li>BPJS Ketenagakerjaan fixed asset transfer plan proposed by the Board of Directors.</li> </ol> </li> <li>Evaluate the implementation of the work of the Public Accounting Firm and Independent Actuary.</li> <li>Evaluate internal control and encourage the completion of recommendations on the results of internal and external audits.</li> <li>Prepare and submit RKAT KAAA before the current fiscal year to the Board of Supervisors for approval; and</li> <li>Carry out other Duties assigned by the Board of Supervisors.</li> </ol>	<ul style="list-style-type: none"> <li>The Committee held 84 meetings with a percentage of 175% of the total obligation to meet 48 times a year.</li> <li>In the reporting period, no skills development activities were carried out. <a href="#">[2-17]</a></li> </ul>

Basis of Appointment	Duties and Responsibilities	Supervision in 2022
<b>Risk Management, Investment, and Services Committee</b>		
<ul style="list-style-type: none"> <li>The Chairman and Members of the Committee are appointed based on the Board of Supervisors Decree Number KEP/12/DEWAS/102022 concerning the Appointment of the Chairman and Committee Members of the BPJS Ketenagakerjaan Board of Supervisors.</li> <li>The structure of the Board of Supervisors Committee was established based on Board of Supervisors Decree Number KEP/12/DEWAS/102022 concerning the Appointment of the Chair and Members of the BPJS Ketenagakerjaan Board of Supervisors Committee.</li> <li>The Committee Charter is established based on Board of Supervisors Decree Number KEP/04/DEWAS/042022 concerning the Risk Management, Investment and Services Committee Charter.</li> </ul>	<ol style="list-style-type: none"> <li>Review and/or prepare SNP regarding:               <ol style="list-style-type: none"> <li>governance of risk management in BPJS Ketenagakerjaan business processes;</li> <li>factors affecting the investment returns of the Employment Social Security Fund and BPJS Ketenagakerjaan and their mitigation recommendations;</li> <li>management and investment development of Employment Social Security Funds and BPJS Ketenagakerjaan;</li> <li>development and management of information technology;</li> <li>service performance; and</li> <li>BPJS Ketenagakerjaan fixed asset transfer plan proposed by the Board of Directors.</li> </ol> </li> <li>Coordinating follow-up supervision through the BPJS Ketenagakerjaan Whistleblowing System Channel;</li> <li>Prepare and submit RKAT KMRIP before the current fiscal year to the Board of Supervisors for approval; and</li> <li>Carry out other Duties given by the Board of Supervisors.</li> </ol>	<ul style="list-style-type: none"> <li>The Committee holds 70 meetings with a percentage of 145% of the total number of required meetings of 48 times a year.</li> <li>In the reporting period, no skills development activities were carried out. [2-17]</li> </ul>
<b>Performance, Program, and Agency Committee</b>		
<ul style="list-style-type: none"> <li>The Chairman and Members of the Committee are appointed based on the Board of Supervisors Decree Number KEP/12/DEWAS/102022 concerning the Appointment of the Chairman and Committee Members of the BPJS Ketenagakerjaan Board of Supervisors.</li> <li>The structure of the Board of Supervisors Committee was confirmed based on Board of Supervisors Decree Number KEP/12/DEWAS/102022 concerning the Appointment of the Chair and Members of the BPJS Ketenagakerjaan Board of Supervisors Committee.</li> <li>The Committee Charter is established based on the Decision of the Board of Supervisors Number KEP/03/DEWAS/042022 concerning the Program Performance Committee Charter and BPJS Ketenagakerjaan.</li> </ul>	<ol style="list-style-type: none"> <li>Review and/or prepare SNP regarding:               <ol style="list-style-type: none"> <li>BPJS Ketenagakerjaan performance achievements;</li> <li>performance of the JKK, JKM, JHT, JP and JKP Programs;</li> <li>Participation performance;</li> <li>HR management; And</li> <li>implementation of good governance in BPJS Ketenagakerjaan.</li> </ol> </li> <li>Review the performance assessment of the Board of Directors as a recommendation for the Board of Supervisors to the President;</li> <li>Coordinate the assessment of the Agency's performance with the DJSN, the Ministry of Manpower and/or the Ministry of Finance;</li> <li>Prepare and submit RKAT KKPBB before the current fiscal year to the Board of Supervisors for approval; And</li> <li>Carry out other Duties assigned by the Board of Supervisors.</li> </ol>	<ul style="list-style-type: none"> <li>The Committee held 76 meetings with a percentage of 158% of the total obligation to meet 48 times a year.</li> <li>In the reporting period, no skills development activities were carried out. [2-17]</li> </ul>



## Board of Directors

The criteria for appointing members of the Board of Directors refer to Law of The Republic of Indonesia Number 24 of 2011 on Social Security Agency with a term of office of five years and can be proposed for reappointment for another term. The President Director is the highest governance body within BPJS Ketenagakerjaan. The government has the authority to form a selection committee in charge of selecting members of the Board of Directors. There are no executive officers who serve as members of the Board of Directors, due to the legal status of BPJS Ketenagakerjaan as a public entity. [2-10][2-11]

Its implementation is delegated according to the functions, duties and authority of the President Director and each Director. In addition, the Board of

Directors is tasked with maintaining good relations with stakeholders through direct communication and dialogue as well as through appointed BPJS Ketenagakerjaan officers. We are determined to follow up on the outcomes of every communication and dialogue through meeting mechanisms. [E.1][2-13][2-14][2-16]

### Composition of the Board of Directors [2-9]

In 2022, BPJS Ketenagakerjaan had no changes in membership of the Board of Directors. Further information regarding the Board of Directors and each Director can be accessed at <https://www.bpjsketenagakerjaan.go.id/susunan-direksi.html>. [IR-1E]

## Composition of the Board of Directors for the Term of 2021-2026



**Anggoro Eko Cahyo**  
**President Director**

Age 53 years old  
Domicile: South Tangerang

### **Basis of Appointment:**

Decree of the President of the Republic of Indonesia No. 38/P of 2021 concerning Appointment of Membership of the Board of Supervisors and Membership of the Board of Directors of the Social Security Agency for Employment for the 2021-2026 Term of Office

### **Education History:**

- Bachelor of Industrial Engineering & Management (1992), Indonesian Institute of Technology
- Master of Agribusiness (2002), Bogor Agricultural Institute

### **Work Experience:**

- President Commissioner of LinkAja (2020-2021)
- Deputy President Director of PT Bank Negara Indonesia (Persero) Tbk (2020)
- Consumer Business Director of PT Bank Negara Indonesia (Persero) Tbk (2019-2020)
- Finance Director of PT Bank Negara Indonesia (Persero) Tbk (2018-2019)



**Abdur Rahman Irsyadi**  
**Director of Human Capital and General Affairs**

Age 52 years old  
Domicile: Serang

### **Basis of Appointment:**

Decree of the President of the Republic of Indonesia No. 38/P of 2021 concerning Appointment of Membership of the Board of Supervisors and Membership of the Board of Directors of the Social Security Agency for Employment for the 2021-2026 Term of Office

### **Education History:**

- Master of Communication Management FISIP (2003), University of Indonesia
- Bachelor's degree in literature (1995), Faculty of Letters, Gadjah Mada University

### **Work Experience:**

- Deputy Director of Human Capital for BPJS Ketenagakerjaan (2019-2021)
- Chief Learning Officer/Deputy Director of Learning for BPJS Ketenagakerjaan (2019-2021)
- Head of BPJS Ketenagakerjaan LSP (2017-2019)
- Board of Supervisors/Commissioner of BPJS Ketenagakerjaan Employee Pension Fund (2013-2016)
- Assistant Deputy for HR Competency Management of BPJS Ketenagakerjaan (2013-2016)



**Pramudya Iriawan Buntoro**  
**Director of Strategic Planning and Information Technology**

Age 45 years old  
Domicile: South Jakarta

### **Basis of Appointment:**

Decree of the President of the Republic of Indonesia No. 38/P of 2021 concerning Appointment of Membership of the Board of Supervisors and Membership of the Board of Directors of the Social Security Agency for Employment for the 2021-2026 Term of Office

### **Education History:**

- Master of Management (2003), Gadjah Mada University
- Bachelor of Mathematics (2000), Bandung Institute of Technology

### **Work Experience:**

- Deputy Director for Actuarial & Risk Management Organization BPJS Ketenagakerjaan (2020-2021)
- Deputy Director for Actuarial Affairs BPJS Ketenagakerjaan (2018-2020)
- Head of BPJS Ketenagakerjaan Actuarial Division (2016-2018)
- BPJS Ketenagakerjaan Actuary (2011-2016)



**Zainudin**  
**Director of Membership**

Age 50 years old  
Domicile: Bekasi

### **Basis of Appointment:**

Decree of the President of the Republic of Indonesia No. 38/P of 2021 concerning Appointment of Membership of the Board of Supervisors and Membership of the Board of Directors of the Social Security Agency for Employment for the 2021-2026 Term of Office

### **Education History:**

- Master of Insurance Management (2016), Gunadarma University Jakarta
- Diploma IV in Accounting (2001), State College of Accountancy (STAN) Jakarta

### **Work Experience:**

- Deputy Director for Corporate and Institutional Membership BPJS Ketenagakerjaan (2019-2021)
- Deputy Director for BPJS Ketenagakerjaan Membership Management (2016-2019)
- Head of BPJS Ketenagakerjaan Membership Management Division (2014-2016)
- Head of Membership Governance Affairs at the BPJS Ketenagakerjaan Membership Management Division (2013-2014)
- Head of PKP Affairs at PT Jamsostek (Persero) PKP & Partnership Division (2012-2013)





**Roswita Nilakurnia**

**Director of Service**

Age 56 years old

Domicile: South Jakarta

**Basis of Appointment:**

Decree of the President of the Republic of Indonesia No. 38/P of 2021 concerning Appointment of Membership of the Board of Supervisors and Membership of the Board of Directors of the Social Security Agency for Employment for the 2021-2026 Term of Office

**Education History:**

- Master of Science Management in Finance (2009), University of Indonesia
- Bachelor of Economics (Finance) (1992), University of Indonesia

**Work Experience:**

- Director of Finance & HR PT Pulo Mas Jaya (JAKPRO Group) (2017-2021)
- Commissioner of PT Bank Agroniaga Tbk (BRI Agro) (2011-2017)
- President Director of DAPENBUN (Plantation Pension Fund) (2009-2017)
- President Commissioner of PT Bank Agroniaga Tbk (BRI Agro) (2009-2011)



**Edwin Ridwan, CFA, FRM**

**Director of Investment Development**

Age 53 years old

Domicile: East Jakarta

**Basis of Appointment:**

Decree of the President of the Republic of Indonesia No. 38/P of 2021 concerning Appointment of Membership of the Board of Supervisors and Membership of the Board of Directors of the Social Security Agency for Employment for the 2021-2026 Term of Office

**Education History:**

- Master of Management (2003), University of Indonesia
- Bachelor of Economics (1996), University of Indonesia

**Work Experience:**

- SVP Capital Market Investment & Money Market PT Taspen (Persero) (2019-2021)
- Commissioner of PT Waskita Transjawa Toll Road (2018-2019)
- Chief Investment Officer PT Danareksa Investment Management (2018-2019)
- Associate Director of PT Bahana Sekuritas (2017-2018)



**Asep Rahmat Suwandha**

**Director of Finance**

Age 47 years old

Domicile: Bogor

**Basis of Appointment:**

Decree of the President of the Republic of Indonesia No. 38/P of 2021 concerning Appointment of Membership of the Board of Supervisors and Membership of the Board of Directors of the Social Security Agency for Employment for the 2021-2026 Term of Office

**Education History:**

- Master of Business (2015), Bogor Agricultural Institute
- Master of Islamic Economics (2004), Center for Middle East and Islamic Studies
- Bachelor of Economics (2000), University of Indonesia
- State College of Accountancy (1993)

**Work Experience:**

- Director of Coordination and Supervision for Region IV of the Corruption Eradication Commission (KPK) (2021)
- Region II Coordinator for Coordination and Supervision of the Corruption Eradication Commission (KPK) (2020)
- Region VI Coordinator for Coordination and Supervision of the Corruption Eradication Commission (KPK) (2019)
- Coordinator of the National Strategic Secretariat for Corruption Prevention, Corruption Eradication Commission (KPK) (2018)
- Coordinator of the Corruption Prevention Unit of the Corruption Eradication Commission (KPK) (2017)
- Main Function of Corruption Prevention Corruption Eradication Commission (KPK) (2004-2012)
- Functional Gratification Inspector for the Corruption Eradication Commission (KPK) (2004-2012)

## Duties and Responsibilities Held by Board of Directors <sup>[2-9][2-12][2-13]</sup>

The Board of Directors refers to Board of Directors Regulation No. PERDIR/17/062020 concerning Organizational Structure and Work Procedures for the division of duties in ensuring the continuity of BPJS Ketenagakerjaan. As part of their duties, the Board of Directors assisted by other work units is also responsible for managing sustainability performance, including economic, environmental, social impacts, and the implementation of governance on members and other stakeholders and meeting their needs. The following are the general duties and responsibilities of each Director according to their functions:

- **President Director**

Tasked with coordinating the duties of the Directors; planning, developing, and establishing general policies for BPJS Ketenagakerjaan based on prudent, effective, and efficient principles, in accordance with the vision, mission, and objectives of BPJS Ketenagakerjaan; developing secretarial, internal control, public and inter-agency relations, compliance, and legal policies; as well as having cross functions integration of work unit activities, resulting in alignment of operational with strategy.

- **Director of General Affairs and Human Resources**

Responsible for planning, directing, coordinating and controlling human capital development and management activities with competency-based HR management, to recruit competent, highly motivated, and productive to create added value to services, operations and organizational performance excellence of BPJS Ketenagakerjaan.

- **Director of Strategic Planning and Information Technology**

Responsible for planning, directing, coordinating, establishing, managing and controlling strategic development policies, business processes,

innovation, quality management, information technology, data management and project management, to align operations and strategy.

- **Director of Membership**

Responsible for managing BPJS Ketenagakerjaan membership by planning operational strategies, directing, coordinating, managing membership administration, implementing, and controlling policies and operational strategies for participating in the social security program for workers.

- **Director of Investment Development**

Responsible for planning, directing, coordinating, establishing and controlling policies and strategies for managing funds in various portfolios based on the principle of return and security of investment funds in accordance with applicable regulations.

- **Director of Service**

Responsible for planning, directing, coordinating, establishing, and controlling policies and strategies for managing program benefits, additional benefits, employment, service operations, complaints, and digital services, to achieve operational excellence, excellent customer experiences, and increase service satisfaction for members.

- **Director of Finance**

Responsible for planning, directing, coordinating, establishing and controlling the financial management policies of the BPJS Ketenagakerjaan and Social Security Funds; conduct bookkeeping and prepare financial transaction reports effectively and efficiently; managing organizational risks, actuarial social security program, and investment risks based on the prudential principles and security of investment funds in accordance with applicable regulations.

## Board of Directors' Supporting Committees

The Board of Directors has ad hoc supporting committees. The formation of the committee refers to Board of Directors Regulation Number: PERDIR/17/062020.

### Risk Management Committee

The committee was formed based on Board of Directors Regulation No. PERDIR 06/172020. The membership of the Committee consists of all Directors according to their fields and responsibilities, as well as the Deputy Director for Actuarial and Organizational Risk Management and the Deputy Director for Investment Risk Management.

The function of the Committee is to provide consultation to the Board of Directors, especially the President Director, for strategic decision making, regarding risk management policies and risk considerations in making operational, financial and investment decisions, as well as matters related to business decisions that are not yet covered in normal procedures (irregularities).

### Good Governance Committee

The committee was formed based on Board of Directors' Instruction No. SPRIN/35/012021 and continued with Instruction No. SPRIN/770/122022. The Committee is led by the President Director as Chairman. In carrying out its duties, the Committee is guided by the Board of Directors Regulation Number PERDIR/01/012021 concerning Guidelines for Good Governance of BPJS Ketenagakerjaan.

The committee has the function of defining Good Governance (GG) assessment parameters, preparing GG infrastructure involving several work units, encouraging innovation on GG implementation, disseminating and educating GG in all work units, as well as implementing Internal Governance Indicators (IGI).

### Investment Committee

Based on Board of Directors Regulation Number: PERDIR/31/122021, the Investment Committee has the function to:

- a. Monitor investment activities on a regular basis at least once in three months; and
- b. Review, give consideration and make investment decisions that have special or non-routine risks that have a strategic impact on DJS Employment or BPJS Ketenagakerjaan, or matters that have not been regulated in this Policy, both in stable and fluctuating market conditions, in accordance with applicable regulations.

The Investment Committee consists of four Directors as follows:

- a. President Director as chairman cum member;
- b. Director of Investment Development as member cum secretary;
- c. Director of Finance as a member; as well as
- d. Director of Strategic Planning and Information Technology as a member.

### Information Technology Steering Committee

The Information Technology Steering Committee was formed based on Board of Directors Regulation Number: 15/PERDIR.06/042022 aimed at supporting and providing recommendations that have been approved at the committee meeting to the Board of Directors to be decided at the Board of Directors meeting. The Chair of the Committee is held by the Director of Strategic Planning and Information Technology with the Deputy Director for Information Technology Development as Committee Secretary. Committee members consist of Deputy Director for IT Development, Deputy Director for IT Operations, Deputy Director for Data Management, Deputy Director for Actuarial and Organizational Management, and Deputy Director for Strategic Planning.

### Committee Functions:

- a. Formulation of Information Technology Policies and Procedures;
- b. Draft IT Master Plan in order to ensure conformity with the Agency's strategic plan or strategic work program;
- c. Evaluate the IT Master Plan implementation review report to ensure information technology management is running effectively;
- d. Conformity of the IT Master Plan and BPJS Ketenagakerjaan strategic information technology work program;
- e. Effectiveness of implementing mitigation for technological risks in BPJS Ketenagakerjaan;
- f. Monitoring information technology performance and making efforts to improve information technology performance;
- g. Efforts to resolve the problems of the annual information technology work program that cannot be resolved by work units in the information technology group; and
- h. Adequacy and determining the allocation of information technology resources owned by BPJS Ketenagakerjaan.

## Affiliation for Board of Supervisors and Board of Directors

BPJS Ketenagakerjaan guarantees that there is no affiliate relationship between members of the Board of Supervisors and the Board of Directors, as well as members of the DJSN. In addition, we have also complied with Government Regulation No. 88 of 2013 which prohibits holding concurrent positions on the Board of Supervisors and Board of Directors.

## Sharia Advisors

BPJS Ketenagakerjaan has a Sharia Advisory Board to monitor infrastructure for the implementation of sharia services in all Branch Offices in Nanggroe Aceh Darussalam. The references used for the formation of the Sharia Advisory Council are as follows:

1. PER/546/122022, Employment Agreement between BPJS Ketenagakerjaan and Prof. Dr. H. Fathurrahman Djamil, MA. regarding Provision of BPJS Ketenagakerjaan Sharia Advisors;
2. PER/547/122022, Employment Agreement between BPJS Ketenagakerjaan and Dr. KH. M. Cholil Nafish, LC, MA. regarding Provision of BPJS Ketenagakerjaan Sharia Advisors;
3. PER/548/122022, Employment Agreement between BPJS Ketenagakerjaan and Ir. H. Agus Haryadi, AAALJ, FIIS, ASAI. regarding Provision of BPJS Ketenagakerjaan Sharia Advisors;
4. PER/545/122022, Employment Agreement between BPJS Ketenagakerjaan and Mohammad Bagus Teguh Perwira, LC, MA. Regarding the Provision of BPJS Ketenagakerjaan Sharia Advisors.

### Membership of Sharia Advisory Board

#### Membership of BPJS Ketenagakerjaan's Sharia Advisory Board

Name	Position
Prof. Dr. H. Fathurrahman Djamil, MA.	Chairman
Dr. KH. M. Cholil Nafish, LC, MA.	Member
Ir. H. Agus Haryadi, AAALJ, FIIS, ASAI.	Member
Mohammad Bagus Teguh Perwira, LC, MA.	Member

## Sharia Advisory Function

The BPJS Ketenagakerjaan Sharia Advisors collaborate with the National Sharia Council–Indonesian Ulema Council (DSN–MUI) to carry out its duties, including:

- Provide recommendations and input in the implementation and operational activities of sharia services;

- Supervise sharia service operations; and
- Become a mediator between BPJS Ketenagakerjaan and DSN-MUI to ensure that sharia services are carried out in accordance with sharia rules.

## Prevention of Conflicts of Interest

Board of Supervisors Regulation Number: PER-03/DEWAS/092015 concerning Guidelines for Conflicts of Interest of the BPJS Ketenagakerjaan Board of Supervisors regulates that the Board of Supervisors is not permitted to:

1. Have a family relationship up to the third degree between members of the Board of Supervisors and members of the Board of Directors;
2. Own a business that is related to the implementation of Social Security for Employment;
3. Holding positions as political party members, administrators of community organizations or social organizations or non-governmental organizations related to the Social Security program, structural and functional officials in government institutions, business entities and other legal entities;
4. Make or take decisions that contain elements of conflict of interest;
5. Establish or own all or part of a business entity related to the Social Security for Employment program; and
6. Participate in voting for decision making including the voting rights of the members of the Board of Supervisors they represent (if they have a conflict of interest).

In addition, conflict of interest rules for the Board of Supervisors and Board of Directors are also regulated in the Board of Directors Regulation Number: 6/PERDIR.01/032022 concerning Guidelines for Managing Conflicts of Interest BPJS Ketenagakerjaan by making the following efforts:

[2-15]

1. Carry out a commitment to implementing the Conflict of Interest policy, which includes:
  - a. ownership of personal investment instruments;
  - b. a statement of not having a Conflict of Interest; and
  - c. statement of not having a family relationship up to the third degree with the other Board of Supervisors/Board of Directors.
2. Giving examples in preventing conflicts of interest.

BPJS Ketenagakerjaan has an Integrity Pact that has been signed by each member of the Board of Supervisors and Board of Directors, which also regulates conflicts/conflicts of interest. Further information regarding the Integrity Pact of the Board of Supervisors and the Board of Directors can be accessed on the BPJS Ketenagakerjaan page at <https://www.bpjsketenagakerjaan.go.id/penerapan-tata-kelola.html>. We follow up on every violation by imposing sanctions in accordance with Government Regulation Number: 88 of 2013. Until the end of 2022, BPJS Ketenagakerjaan has not made any transactions suspected of containing a conflict of interest. [2-15]



## Performance Assessment of the Board of Supervisors and Board of Directors

The performance of the Board of Supervisors and Board of Directors is assessed by the National Social Security Council (DJSN) in line with Law no. 4 of 2004 concerning the National Social Security System. The reference used in the assessment is DJSN Regulation Number: 1 of 2020 concerning Determination and Assessment of Key Performance Indicators (KPIs) for Social Security

Administering Bodies. Assessment is carried out based on Key Performance Indicators (KPIs) using the Balance Scorecard method. The results of the assessment will be followed up as a basis for improving and increasing the performance assessment of the Board of Supervisors and Board of Directors. [2-18]

### Performance Assessment Results of BPJS Ketenagakerjaan

Year	Financial Health		Performance Achievement Indicator
	Score	Category	
2022	111.28	Good	108.09
2021	109.70	Good	108.09*
2020	98.94*	Highly Solvent	110.03*

\*Restatement.

In addition to performance assessment of the Board of Supervisors and the Board of Directors, DJSN also monitors and evaluates the implementation of social security for employment using an in-depth monitoring-evaluation mechanism in the field, if necessary. The results of monitoring and evaluation in 2022 showed that BPJS Ketenagakerjaan has carried out a performance self-assessment in accordance with DJSN Decree Number 17 of 2021 concerning Setting

Performance Targets for the Social Security Agency for Employment in 2021 and 2022. The results of the assessment were:

- BPJS Ketenagakerjaan Financial Health Level in 2022 was 111.28.
- BPJS Ketenagakerjaan Performance Score in 2022 was 104.83.
- The final score for the 2022 BPJS Ketenagakerjaan Key Performance Indicator (KPI) was 108.09 (Good).

## Remuneration of the Board of Supervisors and Board of Directors [IR-4B]

The remuneration of the Board of Supervisors and Board of Directors is determined by the government as the authority based on Presidential Regulation Number: 110 of 2013 concerning Salaries or Wages and Other Additional Benefits and Incentives for BPJS Ketenagakerjaan Members of the Board of Supervisors and Members of the

Board of Directors; as well as Minister of Finance Regulation Number: 112/PMK.02/2019 concerning Amendments to Minister of Finance Regulation Number: 134/PMK.02/2015 concerning Other Additional Benefits and Incentives for Members of the Board of Supervisors and Members of the Board of Directors. [2-19][2-20]

Remuneration of Board of Supervisors and Board of Directors of BPJS Ketenagakerjaan <span>[2-19]</span>		
Income	Basic Salary x Inflation Adjustment Factor x Employment Position Factor	
Allowances	Religious Holiday Allowance	Social Insurance Allowance
	Retirement Benefit	Housing Allowance
	Annual Leave Allowance	Competency Development Fee (for Board of Directors)
Facilities	Official Vehicles	Sports
	Healthcare	Official Cloths
	Legal Aid	Representation Fee
Tax	Taxes shall be paid by BPJS Ketenagakerjaan	

Board of Supervisors Remuneration	Board of Directors Remuneration
<ul style="list-style-type: none"> <li>Remuneration given to the Chairman of Board of Supervisors is 60% of the President Director's salary.</li> <li>Remuneration given to the Board of Supervisors members is 54% of the President Director's salary</li> </ul>	<ul style="list-style-type: none"> <li>Salary for other members of Board of Directors is 90% of President Directors' salary</li> </ul>
<ul style="list-style-type: none"> <li>Paid monthly</li> </ul>	<ul style="list-style-type: none"> <li>Paid monthly</li> </ul>
<ul style="list-style-type: none"> <li>The total remuneration paid in 2022 was Rp13,872,000,000 or 0.97% of the total remuneration for employees in 2022.</li> </ul>	<ul style="list-style-type: none"> <li>The total remuneration paid in 2022 was Rp7,752,000,000 or 0.54% of the total remuneration for employees in 2022.</li> </ul>

The highest individual annual total compensation ratio (President Director) compared to the median annual total compensation for all BPJS Ketenagakerjaan employees (excluding the President Director) in 2022 was 9.02%. There was an increase in the percentage between the highest

total compensation (President Director) and the median total compensation of all employees (other than the President Director) due to a change in the amount of compensation from the President Director. [2-21]

## Meetings of the Board of Supervisors and Board of Directors

Periodically, the Board of Supervisors and Board of Directors hold meetings as part of the performance evaluation mechanism, including implementation of the duties, authority and responsibilities of the Board of Supervisors, as well as fulfillment of social and environmental responsibilities. The Board of Supervisors holds a meeting with reference to Presidential Regulation Number 25 of 2020 concerning Governance of Social Security Administering Bodies, as well as regulations within the BPJS Ketenagakerjaan environment, including

Board of Supervisors Regulation Number: PER-18/DEWAS/122020 concerning Duties, Functions and Authorities of the Agency's Board of Supervisors Employment Social Security Administration and Board of Directors Regulation Number: PERDIR/1/012021 concerning Good Governance of BPJS Ketenagakerjaan. In addition, the Board of Directors holds meetings based on Board of Directors Regulation Number: PERDIR/22/082016 and PERDIR/01/012021. <sup>[2-16]</sup>

Board of Supervisors Meetings		
<b>Board of Supervisors Meetings</b>	<b>Joint Meetings</b>	<b>Committee Meetings</b>
<ul style="list-style-type: none"> <li>Attended by all members of the Board of Supervisors.</li> <li>Held at least once every month.</li> </ul>	<ul style="list-style-type: none"> <li>Attended by members of the Board of Supervisors and members of the Board of Directors.</li> <li>Conducted at least once a month.</li> </ul>	<ul style="list-style-type: none"> <li>Attended by members of the Board of Supervisors and the Board of Supervisors Committee.</li> <li>Held at least four times a month.</li> </ul>

### Recapitulation of 2022 Board of Supervisors Meetings for the Period of 2021-2026

Name and Position	Board of Supervisors Meetings			Joint Meetings		
	Number of Meetings	Number of Meetings Attended	% Attendance	Number of Meetings	Number of Meetings Attended	% Attendance
Muhammad Zuhri	31	30	97	12	12	100
Kushari Suprianto	31	30	97	12	12	100
H. Yayat Syariful Hidayat	31	30	97	12	11	92
Agung Nugroho	31	30	97	12	12	100
Subchan Gatot	31	30	97	12	11	92
M. Aditya Warman	31	25	81	12	12	100
M. Iman N. H. B. Pinuji	31	25	81	12	10	83

### Recapitulation of 2022 Board of Directors Meetings for the Period of 2021-2026

Name and Position	Board of Directors Meetings			Joint Meetings		
	Number of Meetings	Number of Meetings Attended	% Attendance	Number of Meetings	Number of Meetings Attended	% Attendance
Anggoro Eko Cahyo	51	50	98	12	12	100
Abdur Rahman Irsyadi	51	47	92	12	12	100
Pramudya Iriawan Buntoro	51	47	92	12	11	92
Zainudin	51	47	92	12	11	92
Roswita Nilakurnia	51	44	86	12	11	92
Edwin Ridwan, CFA, FRM	51	43	84	12	12	100
Asep Rahmat Suwandha	51	47	92	12	11	92

## ► Corporate/Agency Secretary

BPJS Ketenagakerjaan forms the Agency Secretariat with reference to the Decree of the Board of Directors Number: KEP/151/052014. The position of the Agency Secretariat is directly under the President Director whose functions and responsibilities are regulated in the Appendix to the Decree of the Board of Directors of BPJS

Ketenagakerjaan Number: KEP/158/052014. The Deputy Director for the Agency Secretariat is the party serving as the Agency Secretariat. Based on Board of Directors' Decree Number KEP/237/102021, the Deputy Director for Agency Secretariat is held by Irvansyah Utoh Banja.

## ► Training and Competence Improvement [E.2][2-17]

The Board of Supervisors and Board of Directors always participate in various training and other activities to improve competence, including training related to sustainability. This report only contains information on the number of training and other activities participated in by members of

the Board of Supervisors, Board of Directors and other BPJS Ketenagakerjaan officers during 2022. For further information, please contact the Deputy Director of the Agency Secretariat and the Board of Supervisors Secretariat.

### Number of Training and Competence Improvement Activities in 2022

Board of Supervisors	Board of Directors	BPJS Ketenagakerjaan's Official Levels
28 times	15 times	112 times



### Training Program Participated in by the Board of Supervisors in 2022

No	Members' Name	Participated Competency Development Program
1.	Muhammad Zuhri	<ul style="list-style-type: none"> <li>Integrated GRC and Digitization</li> <li>Global GRC Benchmarking Series 4 2022</li> <li>Executive Learning Development Program</li> </ul>
2.	Kushari Suprianto	<ul style="list-style-type: none"> <li>Training Course Leadership Development: Self Awareness, Skills &amp; Strategies, Oxford Management Centre</li> <li>Strategic Governance, Risk and Compliance</li> <li>Expand Senior Leadership Development Program: Preparing &amp; Facing Global Economy in 2023</li> </ul>
3.	H. Yayat Syariful Hidayat	<ul style="list-style-type: none"> <li>Tap Kapital Indonesia - RIB Certified</li> <li>Risk Management Implementation (Aristo Consulting Indonesia)</li> <li>Accelerating Digital Transformation and Harnessing ESG Implementation</li> <li>Economic and Capital Market Outlook 2023</li> <li>Executive Learning Development Program</li> </ul>
4.	Agung Nugroho	<ul style="list-style-type: none"> <li>GRC Webinar Series 2022 Aligning Sustainability and Risk Management</li> <li>Capital Market Law Training</li> <li>Integrated GRC and Digitization</li> <li>Managing Reputational Risk in Time of Crisis</li> <li>Investment Banking Certified Investment Banker</li> <li>Global GRC Benchmarking Series 4 2022</li> <li>Executive Learning Development Program</li> </ul>
5.	Subchan Gatot	<ul style="list-style-type: none"> <li>Refreshment Zoom Class for CRA and CRP Investation</li> <li>Chartered Financial Analyst (CFA®), MBA UGM</li> <li>Seminar "Scaling Up Green Finance in Indonesia"</li> <li>2<sup>nd</sup> Annual Finance Leader Asia: Catalyzing Reforms</li> <li>Corporate Governance Leadership Program and ASEAN CG Scorecard</li> </ul>
6.	Muhammad Aditya Warman	<ul style="list-style-type: none"> <li>Global GRC Benchmarking Series 4 2022</li> <li>ASEAN Global Leadership Program: Leading Through Turbulence Program</li> </ul>
7.	M. Iman N. H. B. Pinuji	<ul style="list-style-type: none"> <li>Training Course Leadership Development: Self Awareness, Skills &amp; Strategies</li> <li>Strategic Governance, Risk &amp; Compliance</li> <li>Expand Senior Leadership Development Program with Theme: Preparing &amp; Facing Global Economy in 2023</li> </ul>

### Training Program Participated in by the Board of Directors in 2022

No	Members' Name	Participated Competency Development Program
1.	Abdur Rahman Irsyadi	<ul style="list-style-type: none"> <li>Certified Financial Planner 2022</li> <li>Executive Learning Development to Silicon Valley</li> <li>GNIK Competency Test Certification for Human Resources</li> <li>Training Public Speaking CHOSSI</li> </ul>
2.	Pramudya Iriawan Buntoro	<ul style="list-style-type: none"> <li>5<sup>th</sup> Indonesian Actuaries Summit by Indonesian Actuaries Association (PAI)</li> <li>Actuarial Online Workshop on Sharia Insurance, as well as Accounting and Finance of Islamic Insurance (Islamic Insurance Society)</li> <li>ASEAN Global Leadership Program</li> </ul>
3.	Zainudin	<ul style="list-style-type: none"> <li>Executive Learning Development to Silicon Valley USA</li> </ul>
4.	Roswita Nilakurnia	<ul style="list-style-type: none"> <li>Asean Global Leadership Program</li> <li>GRC Series Seminar 2022</li> </ul>
5.	Edwin Ridwan, CFA, FRM	<ul style="list-style-type: none"> <li>Executive Learning Development to Silicon Valley</li> <li>Membership CFA Society Indonesia</li> </ul>
6.	Asep Rahmat Suwandha	<ul style="list-style-type: none"> <li>PSAK Boot Camp</li> <li>Asean Global Leadership Program (New York)</li> <li>ESG Investing Risk Mitigation National Conference</li> </ul>



## Risk Management [IR-4D][E.3]

BPJS Ketenagakerjaan has implemented risk management throughout the BPJS Ketenagakerjaan environment. BPJS Ketenagakerjaan risk management refers to ISO 31000:2018 Risk Management-Guidelines based on the understanding that BPJS Ketenagakerjaan has the mandate to manage social security funds. Risk management has aligned policies, strategies and a comprehensive risk management system with the objectives of BPJS Ketenagakerjaan, applicable regulations and laws in Indonesia to

achieve BPJS Ketenagakerjaan's strategic work targets and goals. In 2022, there were no incidents of non-compliance with laws and regulations in the social and economic fields carried out by BPJS Ketenagakerjaan. [419-1]

The following are three elements of risk management, namely Risk Management Principles, Risk Management Framework, and Risk Management Process:

### Risk Management

#### Objective

Create and protect value embodied by improving performance, encouraging innovation, and supporting target achievement.

Risk Management Principles	Framework of Risk Management	Process of Risk Management
<ol style="list-style-type: none"> <li>1. Risk management is an integral part of all organizational activities;</li> <li>2. Risk management is structured and comprehensive;</li> <li>3. Risk management is applied by adapting to the conditions of the organization;</li> <li>4. Risk management is inclusive;</li> <li>5. Risk management is dynamic;</li> <li>6. Risk management uses the best available information;</li> <li>7. Risk management takes into account human and cultural factors; and</li> <li>8. Risk management facilitates continuous improvement of the organization.</li> </ol>	<ol style="list-style-type: none"> <li>1. Leadership and Commitment</li> <li>2. Integration</li> <li>3. Design</li> <li>4. Implementation</li> <li>5. Evaluation of Effectiveness</li> <li>6. Continuous Improvement</li> </ol>	<ol style="list-style-type: none"> <li>1. Communication and Consultation</li> <li>2. Scope, Context, and Criteria Setting</li> <li>3. Risk Assessment (Identification, Analysis, and Evaluation)</li> <li>4. Risk Treatment</li> <li>5. Monitoring and Review</li> <li>6. Recording and Reporting</li> </ol>

BPJS Ketenagakerjaan has a roadmap that contains the target of implementing risk management in 2022 to reach the Managed stage, namely:

#### Target

1. The agency is proactive in risk management.
2. Risk management is consistently and fully implemented throughout the Agency.
3. Key risk indicators have been used for all key risks and are related to performance indicators and internal controls.
4. The risk management process is implemented, monitored, and reviewed in a measurable and periodic manner in accordance with the agency's risk management policy for continuous improvement.

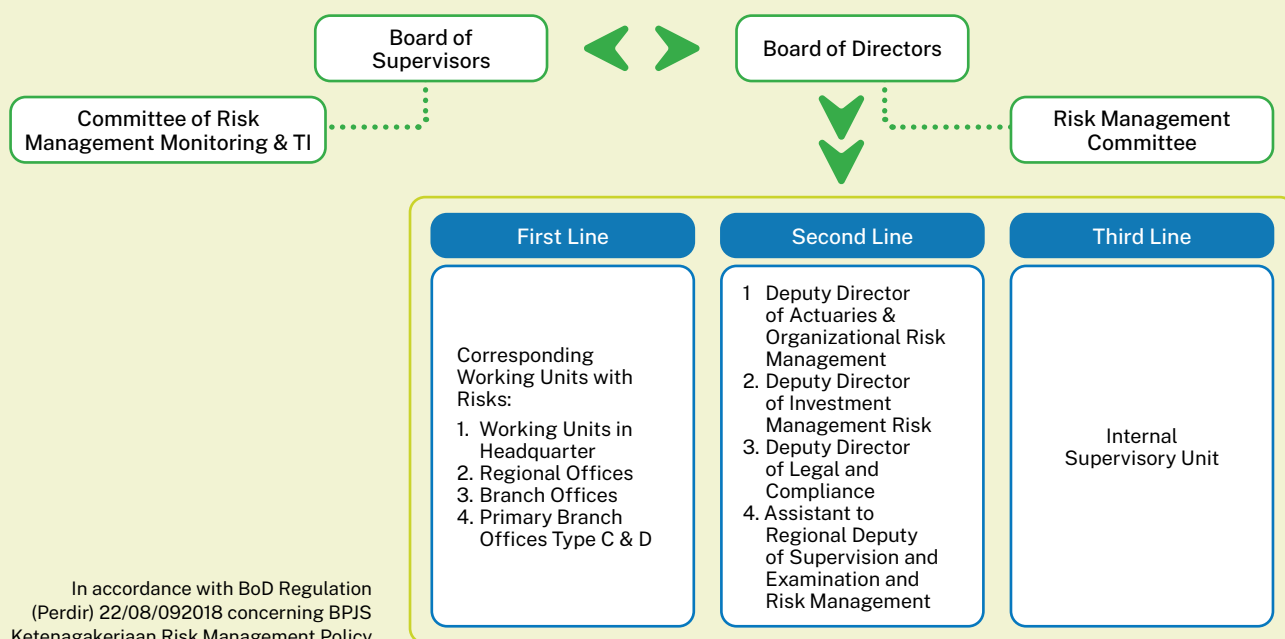
#### Realization

1. The Risk Management Unit is always involved in the Agency's strategic work program.
2. All work units consistently manage and report risks through the Risk Management Information System Application (SIMRK) every quarter.
3. The Risk Management Unit always monitors and encourages the use of main risk indicators for each priority risk owned by the work unit.

4. Filling in the Risk Register by all work units is encouraged to fulfill the Specific, Measurable, Achievable, Realistic and Time-Based (SMART) elements and is supervised and monitored for alignment with KPI achievements.
5. Education and strengthening of risk management competency was carried out for parties involved in risk management starting from the Manager, Key Risk Owner and Risk Owner at the Head Office, Regional Office and Branch Office levels.
6. The Business Continuity Management mechanism is implemented at the Branch Office, Regional Office and Head Office levels in order to maintain the continuity of the Agency's business.

BPJS Ketenagakerjaan manages risks with support from the Risk Management Structure and involving the role of internal stakeholders, in line with Board of Directors Regulation Number 22/08/092018 concerning BPJS Ketenagakerjaan Risk Management Policy.

#### Risk Management Structure and the Roles of Internal Stakeholders



## BPJS Ketenagakerjaan's Risk Profile

### Strategic Risks

Strategic risk is a risk that has the potential to hinder BPJS Ketenagakerjaan in achieving its strategic goals or objectives. BPJS Ketenagakerjaan has identified several strategic risks for 2022, including the actual achievement of active workers from all segments (PU, BPU, PMI, and Jakon) which is slightly below the target. Therefore, we are also trying to take mitigation steps to minimize these risks, namely:

1. Executing 3 main strategies, 4 main focuses, and 5 main engines in expanding membership.
2. Optimization of agencies and partnerships to increase the coverage of membership.
3. Conducting partnership collaboration with Ministries/Institutions in order to optimize the employment social security program.
4. Optimization of Presidential Instruction No. 2 of 2021 and Presidential Instruction No. 4 of 2022 to ensure the protection of all non-ASN and underprivileged workers.
5. Increasing compliance through positive supervision with the Ministry/Law Enforcement.

### Market Risks

Market risk is a risk that can affect the exposure of the DJS and BPJS Ketenagakerjaan programs to price fluctuations in investment instruments that are traded and held until maturity. BPJS Ketenagakerjaan seeks to minimize the negative impact on the DJS and BPJS Ketenagakerjaan net asset reports by monitoring and analyzing price movements. During the 2022 fiscal year, a sensitivity analysis has been carried out with the aim of measuring the impact of price changes on stock and mutual fund portfolios as of December 31, 2022. In addition, BPJS Ketenagakerjaan has also carried out a sensitivity analysis of Government Debt Securities (SUN) which were recorded at fair value to changes in interest rates as of December 31, 2022.

### Stock Portfolio Sensitivity Analysis in 2022

Description	DJS					BPJS Fund
	JKK	JKM	JHT	JHT Syariah	JP	
MTM Sensitivity $\Delta$ 100 Points IHSG	1.27%	1.32%	1.27%	1.13%	1.26%	1.35%

Note: MTM = Market to Market

### Mutual Fund Portfolio Sensitivity Analysis in 2022

Description	DJS				BPJS Fund
	JKK	JKM	JHT	JP	
MTM Sensitivity $\Delta$ 100 Points IHSG	0.31%	0.23%	0.61%	0.48%	0.19%

Note: MTM = Market to Market

## SUN Sensitivity Analysis in 2022 (Fair Value Listed to Changes in Interest Rates)

Description	DJS				BPJS Fund
	JKK	JKM	JHT	JP	
Price Change (%)	0.294%	0.246%	0.122%	0.245%	0.059%

### Liquidity Risks

Liquidity risk affects the inability of DJS and BPJS Ketenagakerjaan to meet short-term/maturity obligations due to lower value of liquid assets to meet short-term/maturity obligations (related to non-investment operational activities). As BPJS Ketenagakerjaan is responsible for DJS, it manages liquidity risk by continuously controlling cash needs and supervising maturing obligations. In general, BPJS Ketenagakerjaan has relatively more liquid assets than its liabilities, so DJS is relatively not exposed to liquidity risk.

Liquidity risk also includes potential solvency risk due to deviations/mismatches in the management of assets and long-term liabilities of the JHT and JP Program funds. If there is a discrepancy between the investment assets and liabilities of JHT and JP based on the Semester Financial Statements (unaudited) and the Semester Liability Profile Report, the Director of Investment Development is responsible for making decisions on the adjustment strategy.

### Credit Risks

Credit risk is affected by the occurrence of defaults on the bank (deposits) or issuers, or issuers of bonds/securities owned by BPJS Ketenagakerjaan. BPJS Ketenagakerjaan has also carried out various mitigation measures during 2022, namely periodically reviewing exposures and credit risk levels to ensure that investment funds for DJS and BPJS Ketenagakerjaan were placed according to management's risk appetite and tolerance. In addition, the soundness level of the deposit placement bank and issuer fundamentals (debt/securities) were also aspects to be supervised and monitored by BPJS Ketenagakerjaan.

### Operational Risks

Operational risk includes risks that occur due to the inability/failure of the Agency to carry out an activity or a series of activities in the business process optimally due to internal and/or external factors of the Agency. During the reporting period, BPJS Ketenagakerjaan has identified several internal and external operational risks and their mitigation measures, including:

1. In order to make regulatory adjustments due to changes in government regulations, BPJS Ketenagakerjaan has made an inventory of regulations or SOPs that were not yet available, coordinated with various parties involved in preparing SOPs, and accelerated completion of regulations/SOPs.
2. Conducting regular education and coaching to Branch Office personnel regarding the internalization of the cultural values of BPJS Ketenagakerjaan.
3. Conducting education and dissemination to employers regarding orderly payment of contributions.
4. Conducting dissemination and education to PLKK regarding timely billing of PLKK claims on a regular basis as well as to companies/business entities/members regarding the completeness of claims in accordance with applicable requirements.
5. Optimizing the acquisition of new workers and increasing dissemination of the importance of social security.
6. Monitoring and evaluating the performance of Regional Offices and Branch Offices on a regular basis.

7. Maintaining the preparedness and discipline of all employees in dealing with the COVID-19 pandemic that has occurred.
8. Cooperating with all relevant agencies in handling disasters that occur within the Agency. In October 2022, an earthquake with a magnitude of 6 on the Richter scale occurred in Tarutung which caused damage to the North Tapanuli Branch Office and all employees were confirmed to be safe from the disaster. Due to this disaster, BPJS Ketenagakerjaan collaborated with the Public Works and Peoples's Housing Agency to carry out checks on buildings and structural inspections with the results that the buildings were still fit for use, but it was recommended to move to a temporary location for operations.

### Reputational Risks

Reputational risk is a risk due to injury or a decrease in the public's positive perception/assessment of reputation, the image of the Agency, or the public's negative perception/assessment of the image of the Agency. Reputational risk will have an impact on the Company's business continuity in the short term, medium term, and/or long term. Mitigation efforts that have been carried out include:

1. Conducting massive dissemination to members and employers regarding information on BPJS Ketenagakerjaan program and service procedures, both through social media and other media.
2. Providing education and coaching to Contact Center 175 officers and also all BPJS Ketenagakerjaan personnel to provide excellent service to members.
3. Accelerating the resolution of complaints by increasing coordination with the Deputy Director for related technical fields.
4. Providing soft skills training to each personnel involved in handling complaints.

### Information Technology Risks

Information Technology Risk is a risk that occurs due to failure or unoptimized use, ownership, operation, involvement, influence and application of information technology in BPJS Ketenagakerjaan. IT risks can originate from application development, information technology infrastructure, attacks from external parties (hackers, crackers, viruses, malware, ransomware, and other destructive attempts), as well as information technology governance.

BPJS Ketenagakerjaan continues to improve IT services by implementing incident management and problem management procedures with the aim of recording, identifying and analyzing the root causes of problems that occur. The efforts made by BPJS Ketenagakerjaan to resolve risk events that occur are by optimizing a responsive attitude to incidents that occur and actively coordinating with various partners. BPJS Ketenagakerjaan also makes the best efforts to maintain the security of member data by implementing an information security management system according to the ISO 27001:2013 standard, conducting vulnerability assessments of applications and infrastructure on a regular basis, conducting IT security awareness tests and phishing tests for all employees on a regular basis, implementing a security operation center that operates 24/7, and implements a security perimeter system.

### Legal Risks

Legal risk is a risk that is affected by lawsuits/ legal sanctions due to uncertainties and/or differences in legal interpretations between BPJS Ketenagakerjaan and other parties for the products/services produced as well as operational activities or actions taken by both parties. BPJS Ketenagakerjaan controls legal risks through legal studies and recommendations provided by the



Deputy Director for Compliance and Legal to each Deputy Director. Therefore, the Deputy Director for Compliance and Legal periodically reviews cooperation agreements with counterparties and proactively cooperates with legal consultants or lawyers in handling legal risks.

### Compliance Risks

Compliance risk is a risk that is affected by non-compliance/violations and/or the inability of BPJS Ketenagakerjaan/BPJS Ketenagakerjaan personnel to comply with applicable rules, regulations, and laws which may originate from the external or internal environment of BPJS Ketenagakerjaan. BPJS Ketenagakerjaan minimizes the impact of compliance risk through the provision of a special portal called the Compliance and Legal Information System (SIPATUH) by the Deputy Director for Compliance and Legal with the aim of obtaining work unit compliance levels. The Deputy Director for Compliance and Legal ensures compliance with the application's compliance level by conducting periodic compliance test sampling. During the reporting period, the Deputy Director

for Compliance and Legal conducted a compliance test sampling of 22 Branch Offices out of a total of 30 structural officers.

To fulfill the obligations of BPJS Ketenagakerjaan to comply with government regulations, BPJS Ketenagakerjaan has prepared and finalized several derivative regulations related to the implementation of employment social security. Meanwhile, to maintain compliance with the completion of external audit findings, BPJS Ketenagakerjaan always follows up on these findings in accordance with the recommendations and results of the coordination of the Internal Supervisory Unit with related units.

### Evaluation of Effectiveness of Risk Management System

The BPJS Ketenagakerjaan risk management system is evaluated periodically by an independent party based on various aspects contained in the assessment. BPJS Ketenagakerjaan involves and/or conducts all entities in various training and dissemination to develop risk management competencies.

#### Results of Risk Management Implementation Evaluation in 2022

Assessment	Conducted by: External Assessor
	2022 Result: 3.94
	2021 Result: 3.89
	2020 Result: 2.82
Competency Development	Total Events: 2 (CRMP and CRMO)
	Total Members: CRMP 10 members and CRMO 15 members
Dissemination	Total Events: 3
	Total Members: 57 members



### Maintaining Operational and Service Continuity

The readiness of BPJS Ketenagakerjaan to continue operational activities and services in an emergency due to a disaster is an important aspect of the risk management implementation. To support this, BPJS Ketenagakerjaan prepared a Business Continuity Plan (BCP) in 2009 and then in 2014 implemented Business Continuity Management (BCM) as a form of an integrated and comprehensive management process. BCM consists of 3 elements, namely Emergency Response Plan (ERP), Business Continuity Plan (BCP), Information Technology Disaster Recovery Plan (DRP IT).

BPJS Ketenagakerjaan has carried out various activities to support the implementation of BCM, including:

1. Updating the Business Impact Analysis document in accordance with the mandate of PERDIR No. 23 of 2021 concerning BPJS Ketenagakerjaan Business Continuity Management Guidelines.
2. Conducting visits to 33 work units in 11 Regional Offices in the form of an evaluation of the disaster management of work units affected by disasters as well as testing BCP documents in the form of communication branches and/or simulations.
3. Handling 10 disasters (both natural disasters and system disruptions) that occurred and had an impact on BPJS Ketenagakerjaan.

4. Handling the COVID-19 outbreak, where throughout 2022, there were 28 employees in 16 Work Units who were infected with COVID-19.

Based on these activities, BPJS Ketenagakerjaan found several things that needed attention, including:

1. Currently, understanding of BCM in BPJS Ketenagakerjaan still needs to be improved, therefore dissemination and education are needed for all BPJS Ketenagakerjaan personnel.

2. Disaster/disruption events that affected BPJS Ketenagakerjaan units or personnel during 2022 need to be a benchmark for the importance of knowledge or understanding of BCM, especially those who carry out operational functions.

3. All BPJS Ketenagakerjaan personnel in the organization have roles according to job titles related to managing business continuity.

## Compliance [2-27]

The implementation of social security for employment and workers' protection, as well as the management of BPJS Ketenagakerjaan, is ensured to comply with applicable laws and regulations. All forms of political involvement or contribution in any form, including support for certain political groups or providing political funds are aspects

that are strictly avoided by BPJS Ketenagakerjaan. In 2022, BPJS Ketenagakerjaan did not receive fines or other significant legal sanctions resulting from guilty verdicts related to alleged non-compliance with applicable rules, regulations, laws and/or legislation that could affect BPJS Ketenagakerjaan's operational activities. [415-1]

## Support for Anti-corruption

BPJS Ketenagakerjaan upholds anti-corruption practices to achieve clean and integrated performance by committing to implement the 'Work Ethics and Anti-Corruption' in the BPJS Ketenagakerjaan Code of Ethics according to Board of Directors Regulation Number: PERDIR/103/092015 concerning the BPJS Ketenagakerjaan Code of Ethics. The Board of Directors is tasked with

evaluating the implementation of anti-corruption within the BPJS Ketenagakerjaan environment. BPJS Ketenagakerjaan also seeks to strengthen integrity and build an anti-corruption culture through the implementation of various activities that involve all employees, BPJS Ketenagakerjaan officers, and other stakeholders every year. [3-3]

One of the assessment aspects is the fulfillment of the submission of the State Official Wealth Report (LHKPN) of BPJS Ketenagakerjaan officers and gratification control through reporting acceptance or rejection of gratuities to the KPK. The evaluation results show that the level of compliance with LHKPN reporting by BPJS Ketenagakerjaan officers reaches 100%. As support for gratification control, BPJS Ketenagakerjaan has reported 124 reports and handed over Rp179,031,300 to the KPK.

BPJS Ketenagakerjaan also implements anti-corruption in all aspects of its activities, including the management of workers' funds. We avoid all forms of irregularities that could result in losses for BPJS Ketenagakerjaan and workers by ensuring compliance with employee fund management in accordance with Presidential Regulation Number 25 of 2020 concerning Governance of Social Security Administering Bodies. The Board of Directors also prioritizes professionalism and considers other aspects, such as liquidity, solvency, prudence, security of funds, and adequate results in making investment decisions and developing investment funds. In addition, another obligation of the Board of Directors is to carry out an analysis of investment risk and a plan for handling it in the event of an increase in investment risk; and conduct adequate and documented studies in placing, maintaining, and disposing of investments. [205-1]

The Board of Supervisors and Board of Directors support and build an integrity zone and establish BPJS Ketenagakerjaan as a corruption-free area by signing an Integrity Pact that applies to employees and vendors. In 2022, we also took various strategic steps to support anti-corruption, one of which was through anti-corruption campaign activities organized by the Work Unit involving employees and stakeholders. BPJS Ketenagakerjaan carried out dissemination regarding anti-corruption

policies to all (100%) stakeholder employees without exception through various communication media, such as posters in service rooms, print media, electronic media, and so on. In addition, communication is also carried out through the participation of BPJS Ketenagakerjaan as a speaker regarding anti-corruption in partner activities. [205-2]

BPJS Ketenagakerjaan continues to support the achievement of better and cleaner performance through the formation of people with integrity. Until 2022, 433 Tunas Integritas personnel have been formed in all work units to support the effectiveness of supervision. In collaboration with the KPK LSP, BPJS Ketenagakerjaan carries out competency standardization through certification of Anti-Corruption Instructors and Integrity Development Experts. By 2022, there were 110 employees who earned Anti-Corruption Instructor certification and 55 employees who earned Integrity Development Expert (API) certification. [205-2]

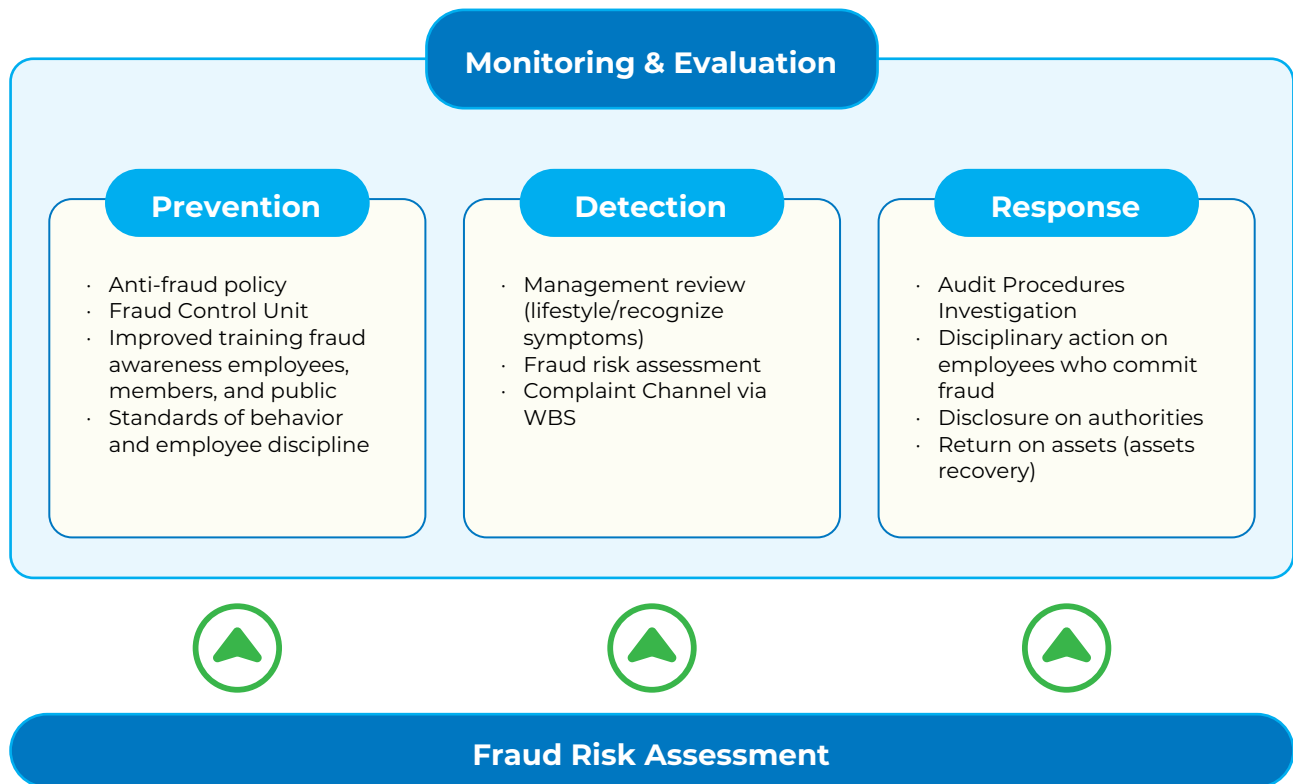
### **Corruption Cases Faced**

In 2022, BPJS Ketenagakerjaan did not face corruption cases involving BPJS Ketenagakerjaan officers or employees. There were also no cases of anti-competition as well as violations of anti-trust and monopoly experienced by BPJS Ketenagakerjaan during 2022. [205-3][206-1]

### **Fraud Control System (FCS)**

BPJS Ketenagakerjaan management has zero fraud tolerance and will take action or imposes sanctions in accordance with applicable laws and regulations/ or provisions. Therefore, a Fraud Control System (FCS) has been built as a fraud prevention measure. This system is managed by the Fraud Control Unit and led by the Deputy Director of Compliance and Legal Affairs. We apply FCS based on 10 attributes contained in the control system.

## FRAUD CONTROL STRATEGY





## Attributes in the FCS Implementation of BPJS Ketenagakerjaan

Attribute 1 Integrated Anti-fraud Policy	Attribute 2 Fraud Control Accountability Structure	Attribute 3 Fraud Risk Assessment	Attribute 4 Employee Concern for Fraud Incidents	Attribute 5 Concern of BPJS Ketenagakerjaan Members and the Community regarding Fraud Incidents
Fulfilled by the availability of Board of Directors' Regulation Number: PERDIR/10/032020 concerning Guidelines for Fraud Control.	Fulfilled by the establishment of a Fraud Control Unit, chaired by the Deputy Director for Compliance and Legal Affairs.	Fulfilled by identifying areas prone to fraud, formulating policies and mitigation proposals in managing fraud risk.	Conducting ongoing anti-corruption dissemination to all employees from the Pre-employment Training to the Advanced Level Training for employees who will occupy Level 1 positions.	Members and the public are encouraged to report fraud incidents at BPJS Ketenagakerjaan through the channels provided.
Attribute 6 Fraud Incident Reporting System	Attribute 7 Protection for Whistleblowers	Attribute 8 Investigation Procedures	Attribute 9 Enforcement and Disclosure to External Parties	Attribute 10 Employee Behavior and Discipline Standards
The application for reporting indications of fraud can be accessed via <a href="https://wbs.bpjsketenagakerjaan.go.id/">https://wbs.bpjsketenagakerjaan.go.id/</a> <sup>(IR-1E)</sup>	Management protects all participation efforts of employees, members and the public who report fraud incidents.	Fulfilled by standard procedural guidelines for investigation of fraud by the Internal Supervisory Unit and inspection procedures by the Deputy Director for Human Capital.	Based on the results of the audit carried out by the Internal Supervisory Unit, the President Director instructed the Deputy Director for Compliance and Legal Affairs to disclose to Law Enforcement Officials.	Filled with the issuance of the BPJS Ketenagakerjaan Board of Directors Regulation regarding the Code of Ethics and Personnel Management number: PERDIR/103/092015.

The following is the realization of the implementation of FCS during 2022:

1. Actively submit the LHKPN of all BPJS Ketenagakerjaan Officers who are required to report to Corruption Eradication Commission (KPK).
2. Actively submit Gratification Reports prepared by the Gratification Control Unit (UPG) to the KPK.
3. Obtained ISO 37001:2016 Anti-Bribery Management System certification on January 21, 2022, which is valid until January 20, 2025.

4. BPJS Ketenagakerjaan's commitment to controlling fraud is contained in the Regulation of the Board of Directors of BPJS Ketenagakerjaan Number PERDIR/10/032020 concerning Guidelines for Fraud Control in the Implementation of the Employment Social Security Program. BPJS Ketenagakerjaan has appointed work units tasked with supervising the implementation of the Fraud Control System (FCS).

5. Evaluation of the FCS implementation in BPJS Ketenagakerjaan is carried out every year alternately between self-assessment by BPJS Ketenagakerjaan and evaluation by Finance and Development Supervisory Agency (BPKP) as an external party. Each evaluation implementation produces an Area of Improvement (Aol) that needs to be carried out by BPJS Ketenagakerjaan. FCS implementation is actively evaluated by BPKP.

### Corruption Prevention Efforts

Other efforts made to implement anti-fraud and anti-corruption policies by BPJS Ketenagakerjaan are as follows:

1. Implementation of compliance test sampling by the Head Office and Regional Offices in work units in the regions to ensure that the business processes carried out comply with existing regulations and policies.
2. Conducting surveillance audits of ISO 37001:2016 certification of the Anti-Bribery Management System in business processes at the Head Office Investment Directorate (Plaza BPJAMSOSTEK) and membership business processes in the Jakarta Salemba Branch Office.
3. Conducting dissemination to internal BPJS Ketenagakerjaan employees through: [\[F.1\]](#)
  - Making e-posters spread via institution email to all employees and WhatsApp.
  - Making Gratification Control Circular Letters in the Context of Work Activities and Gratification Control Circular Letters ahead of Eid al-Fitr, Christmas and New Year's Day.
  - Questions regarding gratification material in the employee attendance application.
  - Dissemination to employees on various occasions.
4. Conducting external dissemination of BPJS Ketenagakerjaan through:
  - Increased employee understanding about gratification through the KPK e-learning module.
  - Holding activities to evaluate the role of Tunas Integritas and Anti-Corruption Counselors by inviting Novel Baswedan as speaker.
  - Organized several campaign activities organized internally through the Internal Governance Indicator (IGI).
  - Increasing the competency of the Deputy Directors and Board of Supervisors through Integrity Development Expert (API) certification. In 2022, there were 3 Deputy Directors at the Head Office and 1 member of the Board of Supervisors who obtained API certification.
5. Installation of anti-gratification posters in Branch Office service rooms.
6. Placement of advertisements for the prohibition of giving gratuities on Eid al-Fitr, Christmas and New Year's Day through national print media and announcement letters in regional work units.
7. Submission of letters prohibiting the granting of gratuities to Investment and Securities Managers who work with BPJS Ketenagakerjaan.
8. Massive anti-corruption campaigns carried out by all BPJS Ketenagakerjaan work units to external parties as a fulfillment of the parameters of the Internal Governance Indicator 2022, which required stakeholder involvement and publication in the media.

### State Official Wealth Report (LHKPN)

In accordance with Board of Directors Regulation Number: PERDIR/24/092021, every governance officer at a certain position level is required to submit LHKPN to the KPK. BPJS Ketenagakerjaan has implemented e-LHKPN, which is reporting via web-based application at [www.elhkpn.kpk.go.id](http://www.elhkpn.kpk.go.id)

and automatically stored on the KPK server. In 2022, there were 1,055 BPJS Ketenagakerjaan officers who were obliged to submit LHKPN. The KPK has stated that 1,055 BPJS Ketenagakerjaan officers have achieved 100% LHKPN reporting and compliance.

### Compliance Level of LHKPN Compulsory Reporting of 2022

BPJS Ketenagakerjaan Officer	Number of LHKPN Compulsory Reporting	Number of LHKPN Submitted	Percentage (%)
Board of Supervisors	7	7	100
Board of Directors	7	7	100
Structural Officers	1,030	1,030	100
Subsidiaries	11	11	100
<b>Total</b>	<b>1,055</b>	<b>1,055</b>	<b>100</b>

### Gratification Control

All BPJS Ketenagakerjaan personnel are required to report all forms of acceptance and rejection from parties who have a conflict of interest in accordance with Board of Directors Regulation Number: PERDIR/33/122019. Through the SiPatuh application, BPJS Ketenagakerjaan employees can

report gratuities more easily. To support this, BPJS Ketenagakerjaan also formed a Gratification Control Unit (UPG). In 2022, we received 124 reports of gratification with a value of Rp179,031,300. All reports regarding gratification have been reported to the Corruption Eradication Commission for further processing.

### Gratification Report of BPJS Ketenagakerjaan in 2022

Number of Reports	Total Value (Rp)
124	179,031,300

### Information on Provisions of Funds for Political Activities <sup>[415-1]</sup>

During 2022, no BPJS Ketenagakerjaan funds or assets will be used for direct or indirect contributions to political parties or members of political parties, including raising political funds

or other political interests. BPJS Ketenagakerjaan prohibits members of the Board of Supervisors, Directors and management from becoming party administrators. In addition, we also ensure that political decision-making is also not influenced by the giving and receiving of gifts and donations.

## ► Supervision and Inspection

Law of the Republic of Indonesia Number 24 of 2011 on Social Security Agency contains the authority of BPJS Ketenagakerjaan to carry out supervision and inspection (wasrik) on the compliance of members and employers in fulfilling their obligations according to national social security laws and regulations. BPJS Ketenagakerjaan carries out the wasrik process based on Board of Directors Regulation Number: PERDIR/35/102020. Inspection officers carry out monitoring to check violation data, including Partially Registered Companies (PDS), Unregistered Companies (PWBD), and Companies with Contribution Arrears (PMI). Apart from that, the Inspection Officers also submit cases of non-compliance to the Employer for further processing by the competent authority. Administrative sanctions for PWBD and PDS non-compliance are letters of warning, fines, and

not receiving certain public services (TMP2T). Meanwhile, PMI will be subject to criminal sanctions in accordance with Law Number 24 of 2011.

During 2022, BPJS Ketenagakerjaan has carried out supervision and inspection of 42,092 PKBU receivables from the target of 64,879 employers with an achievement percentage of -42% and an achievement of 832%. Based on the Supervision and Inspections carried out, the settlement of PKBU receivables was 42,092 from the target of 72,088 with a success percentage of 832%. BPJS Ketenagakerjaan has issued recommendations for imposing sanctions for Not Receiving Certain Public Services (TMP2T) as many as 1,967 of the target of 1,281 recommendations with an achievement percentage of 154%.

### Result of Supervision and Inspection Activities in 2022

No.	Indicator	Target	Realization	Achievement
1.	Settlement of Contribution Receivables	-10%	-37%	368%
2.	Settlement of PKBU Receivables	-5%	-42%	832%
3.	Recommendations Not Receiving Certain Public Services (TMP2T)	1,281	1,967	154%

\*For the PMI case, the minus percentage figure shows a good result, because the target is -10%.

## ► Monitoring

BPJS Ketenagakerjaan seeks to realize the implementation of social security for employment and protection of a healthy workforce through the

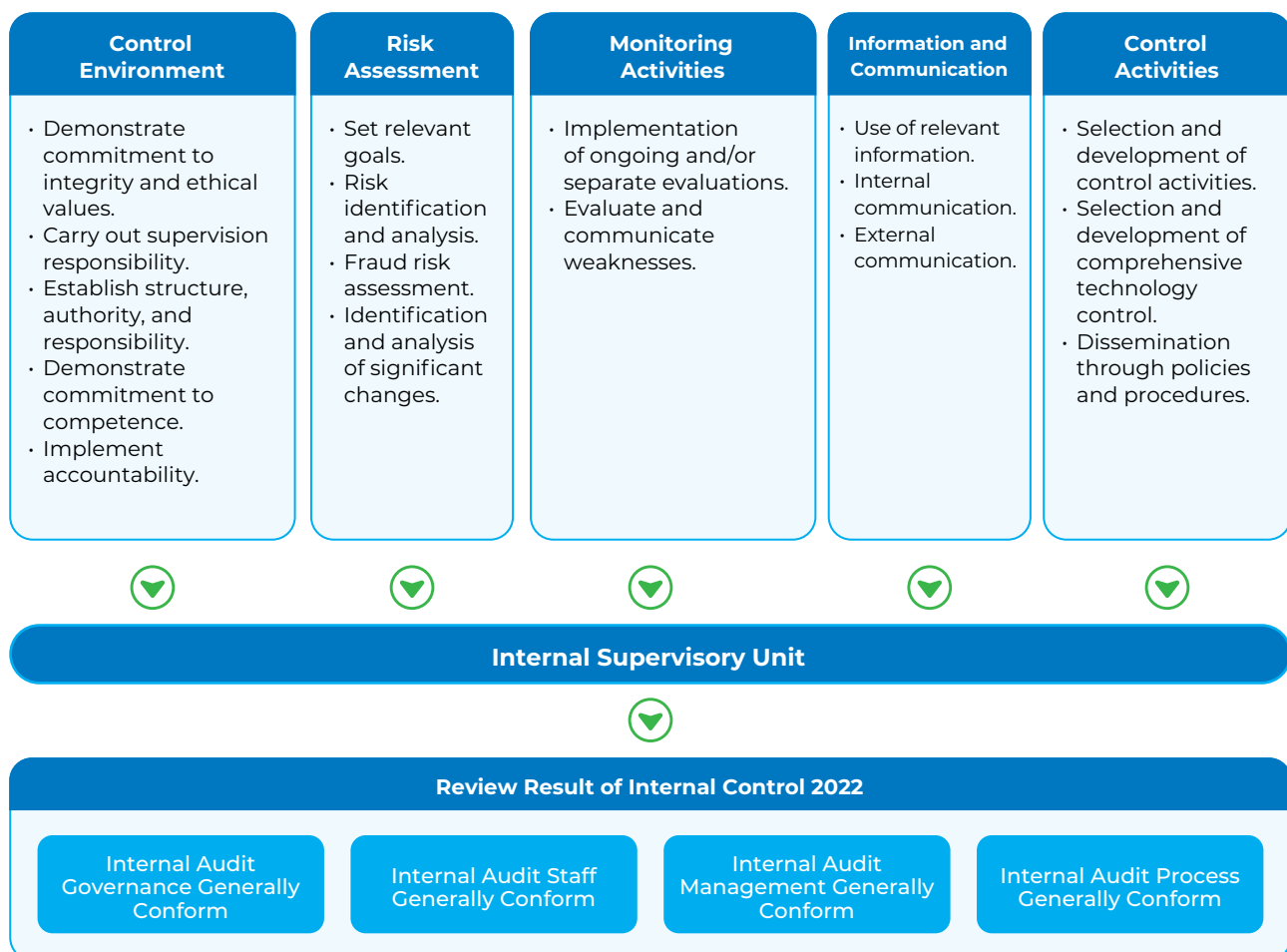
implementation of supervision aimed at avoiding fraud and deviation from the goals to be achieved.

### Internal Control System

The Internal Control System has been implemented thoroughly at the Head Office, Regional Offices and Branch Offices. The Internal Supervisory Unit (SPI) is the party that carries out internal control and is directly responsible to the President Director. Activities carried out by SPI are in the form of assurance and consultancy with reference to Board of Directors Regulation Number: PERDIR/31/122018

and PERDIR/30/122021 concerning SPI Management, PERDIR/43/092015 concerning Internal Control Systems which have been adapted to the five components of the published framework The Committee of Sponsoring Organizations of the Treadway Commission (COSO), namely control environment, risk assessment, control activities, information and communication, and monitoring/supervision.

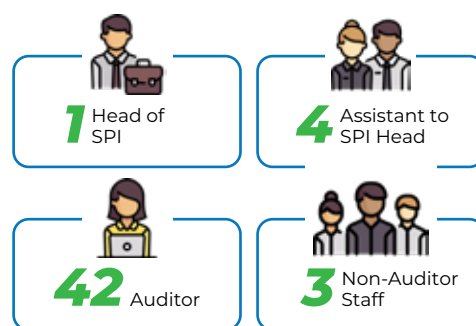
#### Components of Internal Control System Implementation and Compliance with COSO





## Internal Audit/Internal Supervisory Unit

According to the Board of Directors' Regulation Number: PERDIR/17/062020, the leader of the SPI is the Unit Head who reports to the President Director. In 2022, SPI has a total of 50 personnel who carry out the duties and responsibilities as stipulated in the Audit Charter based on Board of Directors Regulation Number: 24/PERDIR.01/082022 concerning the Internal Audit Charter.



In carrying out its work, SPI acts independently and objectively without influence or pressure from all levels of Management in accordance with the Charter. The scope of SPI is to ensure that internal control processes, risk management and governance of the BPJS Ketenagakerjaan and Social Security Funds are adequate and functioning properly. The scope of the SPI supervision area is investment funds, assets, human resource development, capital expenditures, and BPJS Ketenagakerjaan operational activities, both at the central and regional levels. As of December 31, 2022, there were 13 operational audits of business processes based on the Annual Audit Work Program (PKAT).

## Audit Findings

Total	Findings			Follow-ups			
	2020	2021	2022	Completed		Ongoing	
				Total	%	Total	%
Regional Office	1,712	323	279	2,108	91.1	206	8.9

In 2022, BPJS Ketenagakerjaan identified 206 findings or 8.9% which were still in the follow-up process and 2,108 findings or 91.1% had been followed up and finalized by the Head Office and Regional Offices. The total audit findings in 2022 was 279 findings. To maintain the quality of inspection results, in 2022, SPI personnel participated in several competency development activities including:

- Qualified Internal Auditor
- Certified Forensic Auditor
- Data Analytics and Machine Learning

## External Audit/Public Accountant

BPJS Ketenagakerjaan carries out supervision with the involvement of an external auditor by Public Accountants, to provide opinions regarding the suitability of the presentation of financial reports against the Financial Accounting Standards (SAK) that apply in Indonesia. With reference to the Board of Supervisors Regulation Number: PER/24/DEWAS/062021, the appointment of a Public Accounting Firm (KAP) is carried out by the Board of Supervisors. An audit of the 2022 Financial Statements was carried out by KAP Kanaka Puradiredja, Suhartono (Nexia International) based on a Work Order (SPK) Number: PER/477/112022 with an Unqualified Opinion (WTM).

## List of Public Accountants 2020-2022

Fiscal Year	Public Accounting Firm	Accountant	Service
2022	Kanaka Puradiredja, Suhartono (Nexia International)	Drs. Syamsudin, Ak., CPA, CA	<ul style="list-style-type: none"> <li>General Audit</li> <li>Regulatory Compliance Audit</li> <li>Program Management</li> </ul>
2021	Amir Abadi Jusuf, Aryanto, Mawar & Rekan	Rusli	<ul style="list-style-type: none"> <li>General Audit</li> <li>Regulatory Compliance Audit</li> <li>Program Management</li> </ul>
2020	Razikun Tarkosunaryo	Dr. Muhammad Razikun	<ul style="list-style-type: none"> <li>General Audit</li> <li>Regulatory Compliance Audit</li> <li>Program Management</li> </ul>

Other institutions as external audits are:

### 1. Supreme Audit Agency (BPK)

Law No. 15 of 2004 states that the audit report on the BPJS Ketenagakerjaan financial statements contain an opinion; while the results of the performance audit contain findings, conclusions, and recommendations; as well as the results of certain examinations that contain conclusions. As for the implementation of the 2022 examination:

- Monitoring of the Follow-Up of Recommendations on BPK Examination Results at the Social Security Agency for Employment up to Semester I of 2022 in Jakarta with Letter of Assignment Number 121/ST/XVI/6/2022.
- Examination with a Specific Purpose for the Management of the Job Loss Guarantee Program (JKP) at the Ministry of Manpower and the Social Security Agency for Employment (BPJS), as well as other related agencies for the 2021 Fiscal Year up to Semester one of the 2022 Fiscal Year in DKI Jakarta, West Java, East Java, and Bali with Letter of Assignment Number 144/ST/V-XVI.4/09/2022.
- Monitoring of the Follow-Up of Recommendations on BPK Examination Results at the Social Security Agency for Employment up to Semester II of 2022 in Jakarta with Letter of Assignment Number 178/ST/XVI/9/2022.
- Examination with a Specific Purpose for Investment Management and Participation in the Social Security Agency for

Employment and other related institutions for 2021 and Semester I of 2022 in Jakarta, West Java, Bali and Bengkulu with Letter of Assignment Number 153/ST/V-XVI.4/10/2022.

### 2. Financial Services Authority (OJK)

Financial Services Authority Regulation (POJK) Number: 5/POJK.05/2013 states that the scope of supervision of BPJS Ketenagakerjaan is compliance with regulations regarding the financial health of the state-owned legal entity BPJS Ketenagakerjaan and the technical reserve provision of the social security for employment program. The inspections in 2022 were implemented with Assignment Letter Number: S-168/NB.2/2022 concerning Direct Inspection to BPJS Ketenagakerjaan.

### 3. Indonesian Corruption Eradication Commission (Komisi Pemberantasan Korupsi/ KPK)

In an effort to eradicate corruption, the Corruption Eradication Commission organizes an Integrity Assessment Survey (SPI), which is an annual electronic-based national survey aimed at all Ministries/Institutions/Regional Governments in Indonesia. This Integrity Assessment Survey was carried out with the aim of providing a corruption risk map and specific prevention advice in Ministries/Agencies. Based on these activities, BPJS Ketenagakerjaan has submitted a report on the results of the implementation of SPI 2022 with an SPI index value above the average, which was 81.93 (Ministry/Institution average SPI index value is 71.94).

## Whistleblowing System (WBS) [2-25]

BPJS Ketenagakerjaan has a Whistleblowing System (WBS), as a mean for internal and external parties to report suspected violations and other critical matters. WBS is managed by the Integrity Committee based on the Board of Directors Regulation No. PERDIR/48/092015. The purposes of organizing WBS are:

- To detect and to prevent violations that may cause any financial or non-financial losses to BPJS Ketenagakerjaan;
- Improving the effectiveness of governance, internal control, and employee performance as well as the performance of BPJS Ketenagakerjaan;
- Making it easier for the management to effectively handle reports of violations and protecting the confidentiality of the whistleblower's identity.

Complaint reports can be submitted via:

- Direct Mechanism to the Internal Supervisory Unit.
- Indirect Mechanism: Website at [wbs.bpjsketenagakerjaan.go.id](http://wbs.bpjsketenagakerjaan.go.id)
- Scope of reporting violations: corruption, collusion, and nepotism (KKN), gratification, fraud, bribery, violations of laws or BPJS Ketenagakerjaan Regulations, violations of the Principles of Financial Accounting Standards, services, immorality, conflicts of interest, and other violations.

BPJS Ketenagakerjaan upholds the confidentiality, anonymous and independent aspects of WBS implementation by providing protection to the whistleblower, including the confidentiality of the whistleblower's identity and ensuring that there is no adverse treatment to the whistleblower. Awards are also given to every report that is proven to be true and those who are proven to be involved in reported violations will be subject to sanctions.

### Classification and Number of Data/Reporting through WBS in 2022

Violation	Services	Spam
35	22	239

## Legal Cases and Administrative Sanctions

For further information about cases that have been completed and have permanent legal force which were decided during the reporting period, you can contact the Secretary of BPJS Ketenagakerjaan.

### Number of Legal Cases in 2022

Description	Civil	Criminal	Total
Completed and having permanent legal force	4	3	7
Ongoing process of legal settlement	2	5	7
<b>Total</b>	<b>6</b>	<b>8</b>	<b>14</b>







## POJK No.51/POJK/03/2017 References <sup>[G.4]</sup>

Indicator No.	Disclosure	Location
<b>Sustainability Strategy</b>		
A.1	Elaboration on Sustainability Strategy	20, 21
<b>Summary of Sustainability Aspect Performance</b>		
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B.2	Environmental Aspects	5-7
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<b>Material Aspect</b>		
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<b>Energy Aspect</b>		
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F.7	Efforts and Achievements of Energy Efficiency and Use of Renewable Energy	99
<b>Water Aspect</b>		
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<b>Aspects of Biodiversity</b>		
F.9	Impacts from Operational Areas that are Near or Located in Conservation Areas or Have Biodiversity	101
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<b>Emission Aspect</b>		
F.11	Total and Intensity of Emissions Generated by Type	99
F.12	Efforts and Achievements of Emission Reduction Made	99
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<b>Complaint Aspects Related to the Environment</b>		
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## GRI Standards Content Index

<b>Statement of Use</b>	BPJS Ketenagakerjaan has reported the information cited in this GRI content index for the period 1 January – 31 December 2022 in accordance with the GRI Standards.
<b>GRI 1 used</b>	GRI 1: Foundation 2021

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	2-3	Reporting period, frequency and contact point	20, 31, 32
	2-4	Restatements of information	20
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GRI Standards	Indicators	Disclosure	Location
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	2-11	Chair of the highest governance body	107, 112
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GRI 201: Economic Performance 2016	201-1	Direct economic, value generated and distributed	65
	201-2	Financial implications and other risks and opportunities due to climate change	68
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<b>Market Presence</b>			
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GRI Standards	Indicators	Disclosure	Location
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GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	93
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<b>Anti-competitive Behavior</b>			
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	132
<b>Tax</b>			
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<b>Materials</b>			
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	301-2	Recycled input materials used	97
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<b>Energy</b>			
GRI 3: Material Topics 2021	3-3	Management of material topics	98

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GRI Standards	Indicators	Disclosure	Location
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## Independent Assurance Statement

### The 2022 Integrated Report of Badan Penyelenggara Jaminan Sosial (BPJS) Ketenagakerjaan

Number	: 19/000-174/VIII/2023/SR-Asia/Indonesia
Assurance Type	: Type 1 and Type 2 on the specific topic of Economic Performance, Anti-Corruption, and Confidentiality of Members
Assurance Level	: Moderate
Reporting Standards	: GRI Universal Standard 2021 Consolidated
Reporting Framework	: The International Integrated Reporting Framework (IIRF)
Reporting Regulation	: Sustainable Finance Regulation POJK No. 51/POJK.03/2017 (Indonesia)

Dear stakeholders,

**Badan Penyelenggara Jaminan Sosial (BPJS) Ketenagakerjaan** ("the Company") has engaged **PT Sejahtera Rambah Asia** or what is known as **Social Responsibility Asia Indonesia** ("SR Asia Indonesia") which is a network of **SR Asia India** to assess its **2022 Integrated Report** ("the Report") for the Reporting period of **January 1<sup>st</sup> to December 31<sup>st</sup>, 2022**. The Reporting Organization is headquartered in Jakarta and operates in Indonesia. The Reporting Organization is a public legal entity that manages social security programs for Indonesian workers. This Independent Assurance Statement ("the Statement") represents the outcomes of the assurance work carried out using agreed-upon methods and approaches as agreed by the "Management."

#### Intended User and Purpose

The purpose of the Statement is to present our opinion including the findings and recommendations based on the results of assurance work to the Company's stakeholders. The assessor team in accordance with specific procedures and a specific scope of work carried out the assessment. Except for the areas covered in the scope of the assurance, we encourage all NOT to solely interpret the Statement as the basis to conclude the Company's overall sustainability performance.

#### Responsibilities

Our responsibilities to the Management are to evaluate the Report content, come up with findings and recommendations, and issue the Statement. We are also responsible for coming up with conclusions and recommendations based on the agreed standards, methods, and approaches. Hence, SR Asia is only evaluated for the latest received editorial and data on the final draft as of August 14<sup>th</sup>, 2023. SR Asia is only responsible to deliver assurance work, NOT an audit, by following the Non-Disclosure Agreement, the Assurance Engagement Agreement, Representation Letter, and Subsequent Event Testing. The Management has its sole responsibility for the presentation of data, information, and disclosures in the Report content. Therefore, any parties who depend on the Report and this Statement shall bear and manage their risks.

#### Independence, Impartiality, and Competency

SR Asia confirms NO relationships between the assessor team and the clients that can influence their independence and impartiality to conduct the assessment and generate the Statements. The assessor team is mandated to follow a particular assurance protocol and professional ethical code of conduct to ensure their objectivity and integrity. We carried out a pre-engagement assessment before the assurance work was taken to verify the risks of engagement as well as the independence and impartiality of the team. The assessor team members have knowledge of ISO 26000, AA1000

AccountAbility standards and principles, and also have experience in sustainability and integrated report assessment based on various reporting regulations, standards, principles, and framework, such as POJK No. 51/POJK.03/2017 (POJK 51) regulation, Circular Letter of OJK (SEOJK No.16/SEOJK.03/2021), GRI Standard 2021 Consolidated, and the International Integrated Reporting Framework (IIRF).

### Type and Level of Assurance Service

1. **Type 1 assurance** on the Report content.
2. **Type 2 assurance** on Economic Performance, Anti-Corruption, and Confidentiality of Members.
3. **A moderate level of assurance** to the procedure on the Report content and evidence, where the risks of information and conclusions of the Report being error is reduced, but not to very low, but not zero.

### Scope and Limitation of Assurance Service

1. Data and information in the Report for the period of **January 1<sup>st</sup> to December 31<sup>st</sup>, 2022**.
2. Material topics presented in the Report: **the Members' Health and Safety, Confidentiality of Members, Education and Training, Economic Performance, Indirect Economic Impact, Diversity and Equality, Anti-Corruption, and Energy and Emission**.
3. Evaluation of publicly disclosed information, system, and process of the Company to ensure adherence of the Report content to the Reporting principles.
4. SR Asia does NOT include financial data, information, and figures in the Report content. We assumed that the Company, independent parties, or other parties associated with the Company have verified and/or audited financial statements, data, and information.
5. Adherence to the following reporting principles, standards, and regulations:
  - a) Consolidated set of GRI Sustainability Reporting Standards 2021 (GRI Universal Standards) issued by the Global Reporting Initiative.
  - b) The International Integrated Reporting Framework (IIRF) issued by the International Integrated Reporting Council.
  - c) Regulation of Otoritas Jasa Keuangan (OJK) No.51/POJK.03/2017 regarding the Implementation of Sustainable Finance for Financial Service Institution, Listed, and Public Companies (POJK 51) with reference to OJK Circular Letter (SEOJK) 2022 No.16/SEOJK.04/2021.

### Exclusion

1. The expression of opinion, belief, expectation, advertisement, and also forward-looking statements, including future planning of the Company as specified in the Report content.
2. Analysis or assessment against regulations, principles, standards, guidelines, and indicators other than those indicated in the Statement.
3. Topics, data, and information outside the Reporting period, or in the public domain not covered in the Reporting period.
4. Financial performance data and information as presented in the Company's financial statements and documents, other than those mentioned in the Report.

### Methodology and Source Disclosure

1. Form an assessor team whose members are capable in sustainability and integrated report development and assurance.
2. Perform the pre-engagement phase to ensure the independence and impartiality of the assessor team.

3. Hold a kick-off meeting and initial analysis of the Report draft based on the SR Asia Protocol on Assurance Analysis refers to the standards, principles, and indicators of AA1000AS v3, AA1000APS (2018), and standards/regulations used in the Report.
4. Discuss online the results of the analysis with the Management and data contributors.
5. Verify evidence and trace data and information as covered in the Report.
6. The Company incorporated our recommendations in the draft Report and release the final Report content.
7. Prepare the Statement and send it to SR Asia International Director for review to get approval before submitting it to the Company.
8. Prepare a Management Letter detailing all aspects seen, recorded, and observed during the assurance work to the Management of the Company for further improvement of sustainability processes.

### **Adherence to AA1000AP (2018) and GRI Universal Standards**

**Inclusivity** – The Report content indicates its inclusivity in presenting the key stakeholders of the Company. We appreciate the Company has a commitment to improving the quality of stakeholder engagement by conducting periodic evaluations. In terms of stakeholder engagement practices, the Company uses different methods and approaches.

**Materiality** – The eight material topics in the Report content are already presenting the sustainability context of the Company. Compared to the previous Integrated Report, we appreciate the Company has increased its selection of material topics by including energy and emissions as environmental topics to be disclosed.

**Responsiveness** – The Company is fairly progressed, as noted in the contents of the Report, and regularly updates stakeholders on its answers. For the purpose of reporting alleged grievances or important issues, the Company has a whistleblower program for both internal and external parties. In addition, a policy on the handling of whistleblowers is already issued.

**Impact** – Based on the Report, the Company has increased its revenue, net profit, and capital structure in 2022. Moreover, in the environmental aspect in 2022, energy use and emissions increased due to the absence of work from home system. Nevertheless, the Company has already undertaken energy efficiency and emission measures to reduce consumption in the future. Furthermore, in the Reporting year, the Company has a positive impact on the social aspects for its mission to improve the welfare of society, one of which is through the PERISAI program. However, the Company needs to conduct a social impact assessment.

**Statement of Use: “In Accordance with the GRI Standards”** – We evaluated the Report content against the GRI Universal Standards principles, disclosures, and requirements for reporting. Therefore, we concluded the Company has complied with nine requirements: apply the Reporting principles, report the disclosures in GRI 2: General Disclosures 2021, determine material topics, report the disclosures in GRI 3: Material Topics 2021, report disclosures from the GRI Topic Standards for each material topic, provide reasons for omission for disclosures and requirements that the organization cannot comply with, publish a GRI content index, provide a statement of use, and notify GRI.

**GRI Standards Principles** – As the assurance work was taken, the Report content indicates its adherence to the Reporting principles (accuracy, balance, clarity, comparability, completeness,

sustainability context, timeliness, and verifiability). The Management provided gratifying support during the assurance work by submitting evidence/documents as requested.

**Type 2 Assurance** – Based on the results of type II assurance, we concluded that the Company has set targets, adequate policies, and has good practices related to economic performance, anti-corruption, and confidentiality of members.

**Adherence to IIRF** – During our review of the Report, we appreciate that the Company has already established value creation that contributes to supporting the values of the SDGs. However, we suggest in the future report the Company needs to provide balanced information on the creation of company value in the short, medium, and long term.

### Recommendation

1. To carry out a social impact assessment in order to identify, analyze, assess, manage, and monitor a project's possible social implications, both in positive and negative aspects.
2. To improve risk and opportunity assessments by analyzing the effect of climate on business processes.
3. To establish a sustainability committee in order to improve the Company's performance in sustainability management.
4. To disclose the table of investment funds managed by the Company so far to sectors that support sustainable finance.
5. To enhance internal capabilities by involving employees and top management in training related to sustainability.
6. To develop a dependable, resilient and integrated information management system that spans data and information on sustainability performance.

The assurance provider,

Jakarta, August 14<sup>th</sup> 2023



**Birendra Raturi**  
International Director  
Social Responsibility Asia



**Lim Hendra**  
Country Director for Indonesia  
Social Responsibility Asia

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### Social Responsibility Asia (SR Asia)

#### International

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## Feedback Form [2-26][G.2]

Thank you for reading The Annual Integrated Report 2022 of BPJS Ketenagakerjaan. This report is an overview of the Agency's performance throughout 2022. To improve a better quality of the report, we look forward to receive any inputs, critiques, and suggestions from you in this form.

1. This report is easy to understand.  
☐ Agree      ☐ Neutral      ☐ Disagree
2. This report has described information of the Agency's material aspects, from positive and negative aspects.  
☐ Agree      ☐ Neutral      ☐ Disagree
3. Which material aspects is the most important to You?  
(1 = most important up to 5 = least important)
  - Customer Health and Safety ☐
  - Confidentiality of Members ☐
  - Training and Education ☐
  - Economic Performance ☐
  - Indirect Economic Impacts ☐
  - Diversity and Equality ☐
  - Anti-corruption ☐
  - Energy and Emissions ☐
4. Please give your advice, suggestion, and/or comment regarding this report:  
.....  
.....  
.....

Thank you for your  
participation.

Please kindly email your  
feedback form to:



**Deputy Director of Public Relations &  
Interinstitutions**

BPJS Ketenagakerjaan Headquarters

Phone: +62 21 520 7797

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## BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN AND SUBSIDIARY

Consolidated Financial Statements  
For The Years Ended December 31, 2022

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN  
AND ITS SUBSIDIARY**

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DIRECTOR'S STATEMENT LETTER  
RELATING TO  
THE RESPONSIBILITY ON THE CONSOLIDATED FINANCIAL STATEMENTS  
BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN AND SUBSIDIARY  
FOR THE YEAR ENDED DECEMBER 31, 2022

We, the undersigned:

- |   |  |   |   |
|---|--|---|---|
| 1 | Name                                     | : | Anggoro Eko Cahyo   |
|   | Office Address                           | : | Plaza BPJamsostek Lt. 30<br>Jl. H.R. Rasuna Said Kav. 112 Blok B, Jakarta Selatan, 12910      |
|   | Domicile Address as<br>Stated in ID Card | : | Jl. Cimandiri V FF.3/22 Bintaro RT 001 RW 005, Pondok Jaya,<br>Pondok Aren, Tangerang Selatan |
|   | Phone Number                             | : | 021-5207797   |
|   | Position                                 | : | President Director  |
| 2 | Name                                     | : | Asep Rahmat Suwandha  |
|   | Office Address                           | : | Plaza BPJamsostek Lt. 28<br>Jl. H.R. Rasuna Said Kav. 112 Blok B, Jakarta Selatan, 12910      |
|   | Domicile Address as<br>Stated in ID Card | : | Taman Kenari Blok VI C/27 RT 002 RW 011, Puspasari,<br>Citeureup, Bogor                       |
|   | Phone Number                             | : | 021-5207797   |
|   | Position                                 | : | Finance Director  |

Declare that:

1. We are responsible for the preparation and presentation of the Consolidated Financial Statements of Badan Penyelenggara Jaminan Sosial Ketenagakerjaan and Subsidiary;
2. The Consolidated Financial Statements of Badan Penyelenggara Jaminan Sosial Ketenagakerjaan and Subsidiary have been prepared and presented in accordance with Indonesian Financial Accounting Standards;
3. a. All information in the Consolidated Financial Statements of Badan Penyelenggara Jaminan Sosial Ketenagakerjaan and Subsidiary have been disclosed in a complete and truthful manner;  
b. The Consolidated Financial Statements of Badan Penyelenggara Jaminan Sosial Ketenagakerjaan and Subsidiary do not contain any incorrect information or material facts, nor do they omit information or material facts;
4. We are responsible for Badan Penyelenggara Jaminan Sosial Ketenagakerjaan and Subsidiary's internal control system.

This statement letter is made truthfully.

Jakarta, March 30<sup>th</sup>, 2023

  
**Anggoro Eko Cahyo**  
President Director



  
**Asep Rahmat Suwandha**  
Finance Director





## INDEPENDENT AUDITORS' REPORT

Ref: 00111/2.0752/AU.1/08/0209-1/1/III/2023

**Board of Supervisors and Directors**  
**Badan Penyelenggara Jaminan Sosial Ketenagakerjaan**

### Opinion

We have audited the consolidated financial statements of Badan Penyelenggara Jaminan Sosial Ketenagakerjaan and its subsidiary ("BPJS Ketenagakerjaan"), which comprise the consolidated statement of financial position as of December 31, 2022, and the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the BPJS Ketenagakerjaan as of December 31, 2022, and its consolidated financial performance and its consolidated cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

### Basis for Opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants and State Finance Audit Standard issued by the Audit Board of the Republic of Indonesia. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report. We are independent of the BPJS Ketenagakerjaan in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Emphasis of Matter

We draw attention to note No. 8 on Investment Property Receivables and note No. 24 on Contribution of BOT Building to the accompanying consolidated financial statements, which explain the cooperation of land optimization between BPJS Ketenagakerjaan and PT Sinergi Investasi Properti which is valid for 30 years (2017 to 2046), which was previously recorded under Joint Operation but starting in 2022, management recorded under PSAK 73 (Lease). Therefore, management has restated the comparative financial statements as described in note No. 5 to the consolidated financial statements. Our opinion is not modified in relation to this matter.

We draw attention to note No. 30 on Employee Benefit Liabilities which explains the Press Release of the Financial Accounting Standards Board of the Indonesian Institute of Accountants (DSAK IAI). BPJS Ketenagakerjaan has implemented the guidelines in the press release and implemented the necessary changes to the accounting policy as retrospectively. Therefore, management has restated the comparative financial statements as described in note No. 5 to the consolidated financial statements. Our opinion is not modified in relation to this matter.

### Other Matter

Our audit of the accompanying consolidated financial statements of the BPJS Ketenagakerjaan and its subsidiary as of December 31, 2022 and for the year then ended was carried out with the aim of formulating an opinion on the consolidated financial statements as a whole.

The accompanying financial information of the BPJS Ketenagakerjaan (Parent Entity), which consists of the statement of financial position as of December 31, 2022, the statement of comprehensive income, the statement of changes in equity, and the statements of cash flows for the year then ended (collectively referred to as "Parent Entity Financial Information"), which are presented as additional information in appendix I through IV to the accompanying consolidated financial statements, presented for additional analysis purposes and not part of the consolidated financial statements required under Indonesian Financial Accounting Standards. The Parent Entity Financial Information is the responsibility of the Directors of BPJS Ketenagakerjaan and is generated from and directly related to the underlying accounting records and other notes used to prepare the accompanying consolidated financial statements. The Parent Entity Financial Information has been objected to the auditing procedures applied in the accompanying consolidated financial statements in accordance with Standard on Auditing established by the Indonesian Institute of Certified Public Accountants. In our opinion, the Parent Entity Financial Information presents fairly, in all material respects, in relation to the accompanying consolidated financial statements taken as a whole.

The consolidated financial statements of BPJS Ketenagakerjaan as of December 31, 2021 and for the year then ended before restated, were audited by another independent auditor who expressed an unmodified opinion on those statements on February 25, 2022. As part of our audit of the financial statements of BPJS Ketenagakerjaan as of December 31, 2022 and for the year then ended, we also audited the adjustments described in note No. 5 that were applied to amend the financial statements as of December 31, 2021 and for the year then ended and as of January 1, 2021. In our opinion, such adjustments are appropriate and have been properly applied. We were not engaged to audit, review, or apply any procedures to the financial statements as of December 31, 2021 and for the year then ended and as of January 1, 2021, other than with respect to the adjustments and, accordingly, we do not express an opinion or any other form of assurance on the financial statements as of December 31, 2021 and for the year then ended and as of January 1, 2021 taken as a whole.

#### Other Information

Management is responsible for the other information. Other information comprises the information included in the Annual Report 2022 ("the Annual Report"). The Annual Report is expected to be made available to us after the date to this independent auditor's report.

Our audit opinion on the accompanying financial statements does not cover the Annual Report, and accordingly, we do not express any form of assurance on the Annual Report.

In connection with our audit of the accompanying financial statements, our responsibility is to read the Annual Report when it becomes available and, in doing so, consider whether the Annual Report is materially inconsistent with the accompanying financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions based on the applicable laws and regulations.

#### Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the BPJS Ketenagakerjaan's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the BPJS Ketenagakerjaan or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the BPJS Ketenagakerjaan's financial reporting process.



## Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Standards on Auditing, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the BPJS Ketenagakerjaan's internal control
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the BPJS Ketenagakerjaan's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the BPJS Ketenagakerjaan to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the BPJS Ketenagakerjaan to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the BPJS Ketenagakerjaan's audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

## Report on the Compliance of Other Laws and Regulations

Our report on BPJS Ketenagakerjaan's compliance with laws and regulations and internal control system, submitted separately to BPJS Ketenagakerjaan in our report number: RO-012/BPJS-TK-KPS/SYM01/III/2023 and RO-013/BPJS-TK-KPS/SYM01/III/2023 dated March 30, 2023.



Syamsudin <sup>16p</sup>  
 NRAP.: AP.0209  
 March 30, 2023

Ref: 00111/2.0752/AU.1/08/0209-1/1/III/2023



**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN  
AND ITS SUBSIDIARY  
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION**  
As of December 31, 2022  
(Expressed in Full Rupiah, Unless Otherwise Stated)

	Note	December 31, 2022	December 31, 2021*)	January 1, 2021*)
<b>ASSETS</b>				
<b>CURRENT ASSETS</b>				
Cash and Cash Equivalents	6	1,528,819,692,644	1,711,811,140,983	1,238,021,694,848
Operational Fund Receivables	7	-	26,293,765,256	-
Investment Receivables		-	-	518,863,280
Investment Income Receivables	8	126,985,430,382	99,219,760,894	95,286,410,573
Trade Account Receivables				
Net of Allowance for Impairment Losses Amounted to Rp14,703,612,350 and Rp14,700,093,900 as of December 31, 2022 and December 31, 2021	9	17,501,172,021	13,712,200,819	11,598,777,686
Sarana Kesejahteraan Peserta (SKP) Receivables				
Net of Allowance for Impairment Losses Amounted to Rp85,280,900,842 and Rp85,841,705,928 as of December 31, 2022 and December 31, 2021	10	126,970,914,492	192,966,873,219	273,104,681,314
Other Receivables				
Net of Allowance for Impairment Losses Amounted to Rp2,431,356,974 dan Rp2,047,822,717 as of December 31, 2022 and December 31, 2021	11	29,074,281,096	13,175,197,452	383,579,579,011
Short-term Investments	12	5,496,074,359,827	6,454,265,436,407	5,407,585,450,244
Prepaid Tax	26b	135,892,697,033	42,250,084,574	-
Advances	13	12,449,755,741	21,733,829,073	26,503,007,938
Prepaid Expense	14	33,611,301,485	20,717,148,024	14,468,429,932
Office Supplies	15	11,184,808,361	13,195,609,371	11,074,279,115
Assets Held for Sale	16	1,646,835,061	2,639,267,505	730,805,944
Other Current Assets	17	50,959,509	180,282,179	-
<b>TOTAL CURRENT ASSETS</b>		<b>7,520,262,207,652</b>	<b>8,612,160,595,756</b>	<b>7,462,471,979,885</b>
<b>NON-CURRENT ASSETS</b>				
Long-term Investments	18	6,373,179,179,567	4,995,928,065,302	5,940,313,790,853
Investments in Other Entities	19	-	44,555,065,390	650,000,000
Investment Properties				
Net of Accumulated Depreciation Amounted to Rp12,089,279,090 and Rp11,856,007,610 as of December 31, 2022 and December 31, 2021	20	81,091,084,588	80,529,351,113	81,404,590,777
Fixed Assets				
Net of Accumulated Depreciation Amounted to Rp1,326,779,953,199 and Rp1,377,442,212,543 as of December 31, 2022 and December 31, 2021	21	1,502,041,210,164	1,349,573,473,988	1,287,462,562,022
Intangible Assets				
Net of Accumulated Amortization Amounted to Rp109,821,287,782 and Rp92,057,497,324 as of December 31, 2022 and December 31, 2021	23	85,532,501,970	57,761,288,183	7,455,624,999
Right of Use Assets	22	250,347,260,568	332,414,605,995	349,435,340,643
Tax Refund Claim	26d	-	572,921,218	74,978,244,382
Deferred Tax Assets	26e	573,281,290,314	516,227,069,211	464,090,384,056
Other Non-current Assets	24	82,278,837,262	86,158,701,463	52,505,807,942
<b>TOTAL NON-CURRENT ASSETS</b>		<b>8,947,751,364,433</b>	<b>7,463,720,541,863</b>	<b>8,258,296,345,674</b>
<b>TOTAL ASSETS</b>		<b>16,468,013,572,085</b>	<b>16,075,881,137,619</b>	<b>15,720,768,325,559</b>

The accompanying notes are an integral part of the consolidated financial statements

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN  
AND ITS SUBSIDIARY  
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION**  
As of December 31, 2022  
(Expressed in Full Rupiah, Unless Otherwise Stated)

	Note	December 31, 2022	December 31, 2021 <sup>*)</sup>	January 1, 2021 <sup>*)</sup>
<b>LIABILITIES AND EQUITY</b>				
<b>SHORT-TERM LIABILITIES</b>				
Payable to Other Parties	25	2,053,589,792	2,116,056,226	2,362,818,452
Taxes Payable	26a	59,081,747,847	63,042,015,303	84,505,733,568
Accrued Expenses	27	1,278,188,368,495	1,377,268,068,348	1,108,598,745,068
Unearned Revenue	28	1,291,350,991	1,779,809,791	2,771,297,229
Short-term Lease Liabilities	22	91,147,763,544	80,426,658,760	32,450,282,279
Other Current Liabilities	29	116,284,800,375	122,542,245,040	155,846,085,240
<b>TOTAL SHORT-TERM LIABILITIES</b>		<b>1,548,047,620,844</b>	<b>1,627,174,853,468</b>	<b>1,386,534,961,836</b>
<b>LONG-TERM LIABILITIES</b>				
Employee Benefits Liabilities	30	1,939,901,000,620	1,546,522,444,124	1,392,101,495,200
Long-term Lease Liabilities	22	158,852,292,270	238,567,687,271	277,746,696,625
<b>TOTAL LONG-TERM LIABILITIES</b>		<b>2,098,753,292,890</b>	<b>1,785,090,131,395</b>	<b>1,669,848,191,825</b>
<b>TOTAL LIABILITIES</b>		<b>3,646,800,913,734</b>	<b>3,412,264,984,863</b>	<b>3,056,383,153,661</b>
<b>EQUITY</b>				
Equity Attributable to				
Owner of Parent Entity				
Paid-up Capital	31	9,459,295,255,351	9,459,295,255,351	9,459,295,255,351
Additional Paid-up Capital	32	1,408,126,715,495	1,408,126,715,495	1,408,126,715,495
Surplus Balance		2,266,427,650,212	2,140,704,665,949	2,007,585,668,727
Other Equity Components		(312,641,107,908)	(344,514,601,546)	(210,626,105,655)
<b>Amount of Equity Attributable to</b>				
Owner of Parent Entity		<b>12,821,208,513,150</b>	<b>12,663,612,035,249</b>	<b>12,664,381,533,918</b>
Non-controlling Interest	33	4,145,201	4,117,507	3,637,980
<b>TOTAL EQUITY</b>		<b>12,821,212,658,351</b>	<b>12,663,616,152,756</b>	<b>12,664,385,171,898</b>
<b>TOTAL LIABILITIES AND EQUITY</b>		<b>16,468,013,572,085</b>	<b>16,075,881,137,619</b>	<b>15,720,768,325,559</b>

<sup>\*)</sup> Restatement on note 5

  
Agus Rahmat Suwandha  
Finance Director

The accompanying notes are an integral part of the consolidated financial statements



**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN  
AND ITS SUBSIDIARY  
CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME**  
For the Year Ended  
December 31, 2022  
(Expressed in Full Rupiah, Unless Otherwise Stated)

	Note	2022	2021 *)
<b>WITHOUT RESTRICTION FROM RESOURCES PROVIDERS</b>			
<b>OPERATING REVENUE</b>			
<b>PROGRAM MANAGEMENT</b>			
Operational Fund from Program Jaminan Hari Tua	34	2,672,935,543,962	2,906,362,011,619
Operational Fund from Program Jaminan Kecelakaan Kerja		611,863,440,245	533,245,873,399
Operational Fund from Program Jaminan Kematian		306,363,465,454	263,304,502,274
Operational Fund from Program Jaminan Pensiun		928,837,550,339	965,109,612,708
<b>TOTAL OPERATING REVENUE</b>		<b>4,520,000,000,000</b>	<b>4,668,022,000,000</b>
<b>OPERATING EXPENSE OF PROGRAM MANAGEMENT</b>			
Operating and Support Expense	35	(552,297,928,405)	(464,849,986,781)
Personnel and Management Expense		(3,509,426,730,149)	(3,276,432,176,145)
General and Other Expense		(684,379,387,090)	(805,514,202,312)
		<b>(4,746,104,045,644)</b>	<b>(4,546,796,365,238)</b>
<b>OPERATING SURPLUS (DEFICIT) PROGRAM MANAGEMENT</b>		<b>(226,104,045,644)</b>	<b>121,225,634,762</b>
<b>NON-OPERATING INCOME (EXPENSE)</b>			
<b>PROGRAM MANAGEMENT</b>			
Investment Income	36	820,410,501,232	698,414,291,704
Investment Expense	37	(87,684,345,830)	(107,754,611,867)
Incentive Expense	38	(402,036,267,900)	(434,540,015,215)
Social Responsibility and Environment Expense	41	(181,934,893)	(152,094,936)
		<b>330,507,952,609</b>	<b>155,967,569,686</b>
<b>OPERATING SURPLUS</b>		<b>104,403,906,965</b>	<b>277,193,204,448</b>
<b>NON-OPERATING INCOME (EXPENSE)</b>			
Income of Subsidiary	42	181,160,905,913	48,375,504,254
Operating Expense of Subsidiary	43	(358,030,409,108)	(79,860,567,590)
Other Income (Expense)	44	227,047,160,891	27,971,384,037
		<b>50,177,657,696</b>	<b>(3,513,679,299)</b>
<b>SURPLUS BEFORE TAX AND DISTRIBUTION</b>		<b>154,581,564,661</b>	<b>273,679,525,149</b>
<b>EXPENSE OF SURPLUS DISTRIBUTION</b>			
Program Jaminan Hari Tua	45	(114,425,012)	(116,668,330)
Program Jaminan Kecelakaan Kerja		(20,994,173)	(8,500,359)
Program Jaminan Kematian		(10,366,438)	(4,089,357)
Program Jaminan Pensiun		(37,996,877)	(23,054,741)
		<b>(183,782,500)</b>	<b>(152,312,787)</b>
<b>WITH RESCTRICTION FROM RESOURCES PROVIDERS</b>			
Sarana Kesejahteraan Peserta (SKP) Income	39	58,510,236,624	46,144,266,416
Sarana Kesejahteraan Peserta (SKP) Expense	40	(37,994,034,493)	(32,949,755,426)
<b>SURPLUS SKP</b>		<b>20,516,202,131</b>	<b>13,194,510,990</b>
<b>SURPLUS BEFORE INCOME TAX</b>		<b>174,913,984,292</b>	<b>286,721,723,352</b>
<b>INCOME TAX EXPENSE (BENEFITS)</b>			
Current Tax	26c	(164,764,063,200)	(179,380,126,453)
Prior Year	26c	(32,516,996)	(22,842,511,777)
Deferred Tax Expense (Income)	26c	42,971,642,067	24,015,214,306
		<b>(121,824,938,129)</b>	<b>(178,207,423,924)</b>
<b>SURPLUS FOR THE YEAR</b>		<b>53,089,046,163</b>	<b>108,514,299,428</b>

The accompanying notes are an integral part of the consolidated financial statements

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN  
AND ITS SUBSIDIARY  
CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME**  
For the Year Ended  
December 31, 2022  
(Expressed in Full Rupiah, Unless Otherwise Stated)

	Note	2022	2021 *)
<b>OTHER COMPREHENSIVE INCOME</b>			
<b>Items that will not be reclassified to surplus or deficit</b>			
Unrealized Gain/(Loss) from Increase/(decrease) in Fair Value on OCI Investments		167,230,007,652	(40,159,976,952)
Remeasurement of Liabilities			
Employee Benefits		(108,506,788,283)	(97,244,802,098)
Income Tax Related	26e	14,082,579,036	28,121,470,843
<b>SURPLUS (DEFICIT) COMPREHENSIVE</b>		<b>72,745,798,405</b>	<b>(109,283,308,207)</b>
<b>SURPLUS (DEFICIT) COMPREHENSIVE FOR THE YEAR</b>		<b>125,834,844,568</b>	<b>(769,008,779)</b>
<b>NET SURPLUS FOR THE YEAR</b>			
<b>ATTRIBUTABLE TO:</b>			
Parent Entity		53,088,982,236	108,513,816,777
Non-controlling Interest		63,927	482,651
		<b>53,089,046,163</b>	<b>108,514,299,428</b>
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO:</b>			
Parent Entity		125,834,824,806	(769,488,306)
Non-controlling Interest		19,762	479,527
		<b>125,834,844,568</b>	<b>(769,008,779)</b>

\*) Restatement on note 5



Asep Rahmat Suwandha  
Finance Director

The accompanying notes are an integral part of the consolidated financial statements

4

BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN  
AND ITS SUBSIDIARY

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

For The Year Ended

December 31, 2022

(Expressed in Full Rupiah, Unless Otherwise Stated)

	Equity attributable to owner of parent entity						Non- controlling Interest	Total
	Paid-in Capital	Additional Paid-in- Capital SKP	Surplus Balance		Other Equity Component	Total Equity		
			Operational	SKP				
Balance as of January 1, 2021	9,459,295,255,351	1,408,126,715,495	1,852,108,964,391	207,973,177,150	(737,226,894,990)	12,190,277,217,397	3,637,980	12,190,280,855,377
Adjustment for Restatement *)	-	-	(52,496,472,814)	-	526,600,789,335	474,104,316,521	-	474,104,316,521
Beginning balance after Adjustment	9,459,295,255,351	1,408,126,715,495	1,799,612,491,577	207,973,177,150	(210,626,105,655)	12,664,381,533,918	3,637,980	12,664,385,171,898
Surplus for The Year	-	-	95,319,305,787	13,194,510,990	-	108,513,816,777	482,651	108,514,299,428
Other Comprehensive Income	-	-	-	-	-	(97,244,798,974)	(3,124)	(97,244,802,098)
Remeasurement of Liabilities Employee Benefits	-	-	-	-	-	28,121,470,843	-	28,121,470,843
Adjustment for Related Tax	-	-	-	-	-	(40,159,976,952)	-	(40,159,976,952)
Unrealized gain/(loss) from Increase/(Decrease) in Fair Value on OCI Investments	-	-	-	-	-	(24,605,190,808)	-	-
Reclassification Proceed from Sales of Shares-FVOCI to Equity	-	-	24,605,190,808	-	-	(10,363)	-	(10,363)
Dividend Payment	-	-	(10,363)	-	-	-	-	-
Balance as of December 31, 2021	9,459,295,255,351	1,408,126,715,495	1,919,536,977,809	221,167,688,140	(344,514,601,546)	12,663,612,035,249	4,117,507	12,663,616,152,756
Changes in PSAK 24 Accounting Policies	-	-	81,288,080	-	-	81,288,080	7,931	81,296,011
Surplus for The Year	-	-	32,572,780,105	20,516,202,131	-	53,088,982,236	63,927	53,089,046,163
Other Comprehensive Income	-	-	-	-	-	(108,566,788,283)	(44,164)	(108,566,788,283)
Remeasurement of Liabilities Employee Benefits	-	-	-	-	-	14,082,623,200	-	14,082,623,200
Adjustment for Related Tax	-	-	-	-	-	167,230,007,652	-	167,230,007,652
Unrealized gain/(loss) from Increase/(Decrease) in Fair Value on OCI Investments	-	-	-	-	-	-	-	-
Reclassification Proceed from Sales of Shares-FVOCI to Equity	-	-	72,552,713,947	-	(40,872,348,931)	31,680,365,016	-	31,680,365,016
Balance as of December 31, 2022	9,459,295,255,351	1,408,126,715,495	2,024,743,759,941	241,683,890,271	(312,641,107,908)	12,821,208,513,150	4,145,201	12,821,212,658,351

\*) Restatement on note 5

The accompanying notes are an integral part of the consolidated financial statements

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN  
AND ITS SUBSIDIARY  
CONSOLIDATED STATEMENTS OF CASH FLOWS**  
For The Year Ended  
December 31, 2022  
(Expressed in Full Rupiah, Unless Otherwise Stated)

	2022	2021
<b>OPERATING ACTIVITIES</b>		
Receipts of Operational Fund from JHT	2,671,711,162,612	2,879,908,310,054
Receipts of Operational Fund from JKK	626,469,236,353	518,375,672,311
Receipts of Operational Fund from JKM	313,287,738,945	256,209,927,691
Receipts of Operational Fund from JP	933,622,129,252	953,464,101,960
Other Receipts	120,905,131,443	125,663,590,676
	<u>4,665,995,398,605</u>	<u>4,733,621,602,692</u>
Payment for Operating Expense of Program Management	(4,735,236,867,047)	(4,557,390,607,082)
Payment for Corporate Income Tax	(257,819,562,552)	(247,287,986,002)
	<u>(4,993,056,429,599)</u>	<u>(4,804,678,593,084)</u>
<b>NET CASH USED IN OPERATING ACTIVITIES</b>	<u><b>(327,061,030,994)</b></u>	<u><b>(71,056,990,392)</b></u>
<b>INVESTMENT ACTIVITIES</b>		
Placement of Investment	(12,891,190,304,131)	(10,509,937,904,612)
Proceed from Investment	12,681,625,049,120	10,598,094,829,212
Receipts from Interest Deposits	122,039,768,816	131,493,316,345
Receipt of Bond Interest	361,438,527,510	335,051,352,629
Receipts from Dividend	124,630,883,728	91,789,197,355
Receipts from Sukuk	123,903,539,098	119,788,883,223
Receipts from Investments Property	4,784,751,926	5,203,151,044
Receipts from Mutual Funds	824,484,852	9,174,310,838
Receipts from Sale of Fixed Assets	7,543,058,475	2,051,812,325
Acquisition of Fixed Assets and Intangible Assets	(345,539,948,824)	(223,859,460,526)
	<u>190,059,810,570</u>	<u>558,849,487,833</u>
<b>NET CASH PROVIDED BY INVESTMENT ACTIVITIES</b>	<u><b>190,059,810,570</b></u>	<u><b>558,849,487,833</b></u>
<b>FINANCING ACTIVITIES</b>		
Receipts from Bank Loan	62,480,000,000	23,600,000,000
Payment of Bank Loan	(62,480,000,000)	(23,600,000,000)
Payment of Bank Guarantee	(1,500,000,000)	-
Payment of Dividend	-	(10,982)
Payment of Interest	(524,459,321)	(378,367,891)
Distribution to JHT	(114,425,012)	(116,668,330)
Distribution to JKK	(20,994,173)	(8,500,359)
Distribution to JKM	(10,366,438)	(4,089,357)
Distribution to JP	(37,996,877)	(23,054,741)
Payment of Lease Liabilities	(43,742,570,504)	(13,230,376,862)
	<u>(45,950,812,325)</u>	<u>(13,761,068,522)</u>
<b>NET CASH USED IN FINANCING ACTIVITIES</b>	<u><b>(45,950,812,325)</b></u>	<u><b>(13,761,068,522)</b></u>
<b>INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<u><b>(182,952,032,749)</b></u>	<u><b>474,031,428,919</b></u>
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR</b>	<u><b>1,712,053,123,767</b></u>	<u><b>1,238,021,694,848</b></u>
<b>CASH AND CASH EQUIVALENTS AT END OF THE YEAR</b>	<u><b>1,529,101,091,018</b></u>	<u><b>1,712,053,123,767</b></u>
Allowance for Impairment Losses	(281,398,374)	(241,982,784)
<b>CASH AND CASH EQUIVALENTS AT END OF THE YEAR NET OF ALLOWANCE FOR IMPAIRMENT LOSSES</b>	<u><b>1,528,819,692,644</b></u>	<u><b>1,711,811,140,983</b></u>

The accompanying notes are an integral part of the consolidated financial statements

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**1. General**

**A. Establishment Of Badan Penyelenggara Jaminan Sosial Ketenagakerjaan (BPJS Ketenagakerjaan)**

Badan Penyelenggara Jaminan Sosial Ketenagakerjaan (BPJS Ketenagakerjaan) was initially established in the form of a Public Company (Perum) Asuransi Tenaga Kerja (ASTEK) on December 5, 1977 in accordance with Government Regulation of the Republic of Indonesia Number 34 Year 1977. ASTEK's status as a Perum then changed to a Limited Liability Company (Persero) Asuransi Sosial Tenaga Kerja (PT ASTEK) through the Government Regulation of the Republic of Indonesia Number 19 Year 1990. Under Law of the Republic of Indonesia Number 3 Year 1992, PT ASTEK changed its name to the Jaminan Sosial Tenaga Kerja (PT Jamsostek (Persero)). Furthermore, since January 1, 2014 based on the Law of Republic of Indonesia Number 24 Year 2011 regarding Badan Penyelenggara Jaminan Sosial article 62, PT Jamsostek (Persero) transform to Badan Penyelenggara Jaminan Sosial Ketenagakerjaan, hereinafter referred to as BPJS Ketenagakerjaan. The Law of Republic of Indonesia Number 24 Year 2011 is the implementation of the Law of Republic of Indonesia Number 40 Year 2004 concerning the National Social Security System.

On January 1, 2014, PT Jamsostek (Persero) has been declared to dissolved without liquidation, and all assets and liabilities, and also the legal rights and obligations of PT Jamsostek (Persero) became assets and liabilities as well as the legal rights and obligations of BPJS Ketenagakerjaan.

The purpose of establishment of BPJS Ketenagakerjaan is to realize the implementation of the provision of social security to fulfill the basic needs of a decent life for each participant and/or family member.

In accordance with the Law of Republic of Indonesia Number 40 Year 2004 and Law of Republic of Indonesia Number 24 Year 2011, BPJS Ketenagakerjaan's function is to organize the programs as follows:

- 1) Jaminan Hari Tua (JHT)  
Aims to ensure that participants receive cash if they enter retirement age, experience permanent total disability, or pass away.
- 2) Jaminan Kecelakaan Kerja (JKK)  
Aims to ensure that participants receive health care benefits and cash compensation if a worker has a work accident or suffers from an occupational disease.
- 3) Jaminan Pensiun (JP)  
Aims to maintain a decent standard of living when participants lose or reduce their income due to entering retirement age or experiencing permanent total disability. Jaminan Pensiun are provided on a defined benefit basis.
- 4) Jaminan Kematian (JKM)  
Aims to provide death compensation paid to the heirs of participants who passed away.

BPJS Ketenagakerjaan is officially fully operated by organizing programs that comply with the Law of Republic of Indonesia Number 40 Year 2004 concerning the National Social Security System with the establishment of Government Regulation of the Republic of Indonesia Number 45 Year 2015 concerning The Implementation of Jaminan Pensiun, Government Regulation of the Republic of Indonesia Number 44 Year 2015 concerning The Implementation of Jaminan Kecelakaan Kerja and Jaminan Kematian, and Government Regulations of the Republic of Indonesia Number 46 Year 2015 concerning The Implementation of Program Jaminan Hari Tua on June 30, 2015.

Furthermore, based on Government Regulations in Lieu of Laws of the Republic of Indonesia Number 2 Year 2022 and based on the Law of Republic of Indonesia Number 11 Year 2020 concerning Job Creation article 83, the social security program organized by BPJS Ketenagakerjaan added Program Jaminan Kehilangan Pekerjaan (JKP). The JKP program is held to maintain a decent standard of living when workers/laborers lose their jobs.



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In accordance with Law of Republic of Indonesia Number 24 Year 2011 article 10, the main duties of BPJS Ketenagakerjaan are as follows:

- 1) Conduct and/or accept participant registration;
- 2) Charge and collect the contributions from participants and employers;
- 3) Receive contributions from the Government;
- 4) Manage the social security funds for the benefit of the participants;
- 5) Collect and manage data of the participants of social security program; and
- 6) Pay benefits and/or finances health services in accordance with the provisions of social security program; and
- 7) Provide information regarding the implementation of social security programs to the participants and to the public.

BPJS Ketenagakerjaan is domiciled in Indonesia and headquartered at Plaza BP Jamsostek, Jalan HR. Rasuna Said Kav. 12B, Setiabudi, South Jakarta. BPJS Ketenagakerjaan has 11 Regional Offices and 325 Branch Offices located in various cities in Indonesia.

**B. Asset Management**

In accordance with the Government Regulations of the Republic of Indonesia Number 55 Year 2015 concerning Amendments to Government regulation of the Republic of Indonesia Number 99 Year 2013 concerning the Assets Management of Jaminan Sosial Ketenagakerjaan, the sources of BPJS Ketenagakerjaan assets come from:

- 1) Indonesian Government initial capital which comprises of state's assets separated and undivided into shares;
- 2) Asset transferred from PT Jamsostek (Persero) which previously managed social security program;
- 3) Investment result from BPJS Ketenagakerjaan's assets;
- 4) Management fee from Dana Jaminan Sosial (DJS) Ketenagakerjaan; and/or
- 5) Other sources as legally permitted by prevailing law and regulations.

**C. Management of Social Security Funds**

BPJS Ketenagakerjaan is administratively responsible for the implementation of the social security programs, consist of Jaminan Hari Tua, Jaminan Kecelakaan Kerja, Jaminan Kematian, Jaminan Pensiun, and Jaminan Kehilangan Pekerjaan. The programs are controlled by the Government of the Republic of Indonesia based on the applicable laws and regulations. Each program manages funds of Dana Jaminan Sosial Ketenagakerjaan separately and cannot provide subsidies to each other. Organizing of these programs includes the receipt of contributions, investment activities to obtain investment returns, payment of claims and allocation of management fee for the BPJS Ketenagakerjaan. For the Program of JKK, JKM, and JKP, management of Dana Jaminan Sosial includes the determination of technical reserves, the JHT Program covers the distribution of contributions and investment proceeds to participant funds, and for JP Program includes the determination of present value of actuarial obligations of pension benefits. The amount of management fee for each program for BPJS Ketenagakerjaan is determined by the Minister of Finance annually based on the applicable laws and regulations.

**D. Capital**

The initial capital of BPJS Ketenagakerjaan amounting to Rp7,823,338,452,466 was derived from the transfer of PT Jamsostek (Persero) assets and liabilities as stated in Closing Statement of Financial Position of PT Jamsostek (Persero) as of December 31, 2013 amounting to Rp7,323,338,452,466, and initial capital from the government which is State's assets separated and not divided into shares amounting to Rp500,000,000,000, in accordance with Government Regulation of the Republic of Indonesia Number 83 Year 2013.

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**E. Supervisory Board and Directors**

As of December 31, 2022 and 2021, the composition of Supervisory Board and Directors of BPJS Ketenagakerjaan were as follows:

**Supervisory Board**

Chairman	: Muh Zuhri Bahri
Member	: Kushari Suprianto
Member	: H. Yayat Syariful Hidayat
Member	: Agung Nugroho
Member	: Subchan Gatot
Member	: M. Aditya Warman
Member	: M. Iman Nuril HBP

**Directors**

President Director	: Anggoro Eko Cahyo
Membership Director	: Zainudin
Service Director	: Roswita Nilakurnia
Investment Development Director	: Edwin Ridwan, CFA, FRM
Finance Director	: Asep Rahmat Suwandha
Strategic Planning and Information Technology Director	: Pramudya Iriawan Buntoro
General and Human Resources Director	: Abdur Rahman Irsyadi

The composition of the Supervisory Board and Directors as of 31 December 2022 and 2021 was appointed based on the Decree of the President of the Republic of Indonesia Number 38/P of 2021 dated 19 February 2021 concerning Appointment of Membership of the Supervisory Board and Membership of the Directors of the Badan Penyelenggara Jaminan Sosial Ketenagakerjaan for the 2021-2026 Term of Office.

**F. The Committees Established by The Supervisory Board**

	<u>December 31, 2022</u>	<u>December 31, 2021</u>
<b>1. Risk Management, Investment and Services Committee</b>		
Chairman of the Supervisory Board Committee	: Agung Nugroho	Agung Nugroho
Member of the Supervisory Board Committee	: Subchan Gatot	Subchan Gatot
Members of the Non-Supervisory Board Committee	: Tonni Adhityo Nugroho Titi Kusriani Citra Ramadhana Prayitno	Tonni Adhityo Nugroho Titi Kusriani Citra Ramadhana Prayitno
<b>2. Program and Agency Performance Committee :</b>		
Chairman of the Supervisory Board Committee	: M. Aditya Warman	M. Aditya Warman
Member of the Supervisory Board Committee	: H. Yayat Syariful Hidayat	H. Yayat Syariful Hidayat
Members of the Non-Supervisory Board Committee	: Sri Surastono Rasty Susanty Andre Liesha Frinandya Harun Andi Hakim	Sri Surastono Rasty Susanty Achamd Yani Nazmah Siti Nadiyanti

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	December 31, 2022	December 31, 2021
<b>3. Budget, Audit and Actuarial Committee</b>		
Chairman of the Supervisory Board Committee	: Kushari Suprianto	Kushari Suprianto
Member of the Supervisory Board Committee	: M. Iman Nuril HBP	M. Iman Nuril HBP
Members of the Non-Supervisory Board Committee	: Anton Fathoni Mudzakir Harsana Tedy Herdyanto	Anton Fathoni Mudzakir Harsana

**G. Employee**

The number of BPJS Ketenagakerjaan employees (parent only) has a total number of 5,697 and 5,886 employees (unaudited) as of December 31, 2022 and 2021 respectively. The total number of employees of BPJS Ketenagakerjaan and its subsidiary were 5,711 and 5,945 employees as of December 31, 2022 and 2021, respectively.

**H. Subsidiary**

Name of Subsidiary	Main Activities	Domicile	Start of Commercial	
			Operations	% Ownership
PT Binajasa Abadikarya (PT Bijak)	Outsourcing and other services	Jakarta	1994	99.99

PT Binajasa Abadikarya (PT Bijak) was established based on Notarial Deed Number 1 dated April 6, 1994 of Harun Kamil, SH, a Notary in Jakarta which was approved by the Minister of Justice and Human Rights in his Decision Letter Number C2.11380.HT . 01.01 of July 25, 1994.

Currently, PT Bijak is engaged in the placement of Indonesian workers (domestic and foreign), building management services, outsourcing services, management and flats rental services, parking management services, land asset management services, rental of office space and space other uses, aircraft cleaning services and foodcourt management services.

PT Bijak's head office is located at Jalan Raya Condet Number 27, East Jakarta.

BPJS Ketenagakerjaan has a direct investment in PT Bijak with an ownership percentage of 99.99%. Total assets of PT Bijak which were consolidated before elimination amounted to Rp 51,539,326,672 and Rp52,603,707,823 as of December 31, 2022 and 2021, respectively and the comprehensive income of PT Bijak which was consolidated before elimination amounted to Rp202,563,902 and Rp4,915,154,938 as of December 31, 2022 and 2021, respectively.

**2. Summary of Significant Accounting Policies**

**A. Declaration of Compliance**

The financial statements of BPJS Ketenagakerjaan and its subsidiary are prepared and presented in accordance with Financial Accounting Standards in Indonesian which include Statements of Financial Accounting Standards (PSAK) and Interpretations of Financial Accounting Standards (ISAK) issued by the Financial Accounting Standards Board - Indonesian Institute of Accountants (DSAK - IAI).

**B. Basis of Preparation**

These consolidated financial statements are prepared on the accrual basis, except for cash flows. Statements of cash flows are prepared using the classifications of operating, investing and financing activities which are presented using the direct method.

Dana Jaminan Sosial Ketenagakerjaan JHT, JKK, JKM, JP, and JKP Program, prepare their own financial statements respectively. Consolidated financial statements of BPJS Ketenagakerjaan do

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not consolidate the financial statements of the Program because they do not meet the principles of consolidation based on Indonesian Financial Accounting Standards (Note 2D).

BPJS Ketenagakerjaan prepares a consolidated comprehensive income statement to present the income and expenses along with surplus and deficit of BPJS Ketenagakerjaan and its subsidiary in managing Dana Jaminan Sosial Ketenagakerjaan. In this financial statement, the term profit and loss are not used but uses the term surplus and deficit, because BPJS Ketenagakerjaan is a non-profit entity based on capital paid up from the government and the transfer of net assets from PT Jamsostek (Persero).

BPJS Ketenagakerjaan prepares a parent-only financial statements as an attachment to the consolidated financial statements, investments in subsidiary are presented using the equity method.

**C. Consolidation Principles**

The consolidated financial statements include the financial statements of BPJS Ketenagakerjaan and its subsidiary that has been controlled directly or indirectly by BPJS Ketenagakerjaan.

A subsidiary is an entity that is controlled by BPJS Ketenagakerjaan, which BPJS Ketenagakerjaan is exposed to, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its current ability to direct the entity's relevant activities (power over the investee).

The existence and effect of substantive potential voting rights, whereas BPJS Ketenagakerjaan has practical ability to exercise (substantive rights) are considered when assessing whether BPJS Ketenagakerjaan controls another entity.

BPJS Ketenagakerjaan's financial statements consist of operational results, cash flows, assets and liabilities of BPJS Ketenagakerjaan and all of its directly and indirectly controlled subsidiary. The subsidiary is consolidated from the effective date of acquisition, which is the date BPJS Ketenagakerjaan effectively obtains control of the acquired business, until that control ceases.

BPJS Ketenagakerjaan prepares consolidated financial statements using the same accounting policies for transactions and other events in similar circumstances. All intragroup transactions, balances, surplus, expenses and cash flows are eliminated in full during consolidation. BPJS Ketenagakerjaan attributed the surplus or deficits and each component of other comprehensive income to the owners of the parent and non-controlling interest even though this results in non-controlling interest in the equity component of the consolidated statement of financial position, separately from the equity owner of the parent.

Changes in the parent's ownership in subsidiary that do not result in loss of control are equity transactions (transactions with owners in their capacity as owners). When the proportion of equity held by non-controlling interests changes, BPJS Ketenagakerjaan adjusted the carrying amounts of the controlling interest and non-controlling interest to reflect the changes in their relative interest in the subsidiary. Any difference between the amount by which the non-controlling interest is adjusted and the fair value of the consideration paid or received is recognized directly in equity and attributed to the owners of the parent entity.

If BPJS Ketenagakerjaan loses control, then BPJS Ketenagakerjaan:

- 1) Derecognize the assets (including goodwill) and liabilities of subsidiary at their carrying amounts when at the date when control is lost;
- 2) Derecognize the carrying amount of any non-controlling interests in the former subsidiary at the date when control is lost (including any components of other comprehensive income attributable to them);
- 3) Recognize the fair value of payments received, if any, from the transaction, event or circumstances that resulted in the loss of control;
- 4) Recognize any investment retained in the former subsidiary at fair value at the date when control is lost;



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- 5) Reclassify to surplus or deficit, or transfer directly to retained earnings if required by other PSAK, the amount recognized in other comprehensive income in relation to the subsidiary;
- 6) Recognize any resulting difference as a gain or loss in surplus or deficits attributable to the parent entity.

**D. Foreign Currency Translation**

Functional and Reporting Currencies

The consolidated financial statements are presented in Rupiah, which is the functional currency and presentation currency of BPJS Ketenagakerjaan and its subsidiary.

Transactions and Balances

Transactions in foreign currencies are translated into the functional currency using the exchange rates at transaction date.

As of December 31, 2022 and 2021, the conversion rates is the middle rate of Bank Indonesia which was used by BPJS Ketenagakerjaan and its subsidiary for USD1 was RP 15,731 and RP 14,269.

Exchange differences arising from the settlement of monetary items and from the translation of monetary items in currencies foreign currency is recognized in surplus or deficit.

**E. Transactions with Related Parties**

As a reporting entity, BPJS Ketenagakerjaan and its subsidiary conducts transactions with related parties. Related parties represent a person or an entity who is related to BPJS Ketenagakerjaan and subsidiary (reporting entities):

- 1) A Person or a close member of that person's family is related to a reporting entity if that person:
  - a) Has control or joint control over the reporting entity;
  - b) Has significant influence over the reporting entity; or
  - c) Is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.
- 2) An entity is related to the reporting entity if any of the following conditions apply:
  - a) The entity and the reporting entity are members of the same group (which means that parent, subsidiary, and other subsidiary is related to each other);
  - b) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member);
  - c) Both entities are joint ventures of the same third party;
  - d) One entity is a joint venture of a third entity, and the other entity is an associate of the third entity;
  - e) The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity, or an entity related to the reporting entity. If the reporting entity is the entity that organizes the program, the sponsoring entity is also related to the reporting entity;
  - f) The entity is controlled or jointly controlled by a person identified in (1)
  - g) A person identified in (1) point (a) has significant influence over the entity or is a member of the key management personnel of the entity (or a parent of the entity); and
  - h) The entity or any members of a group of which the entity is a part provides key management personnel services to the reporting entity or to the parent entity of the reporting entity.

BPJS Ketenagakerjaan is controlled by the Government of the Republic of Indonesia. A government-related entity is an entity that is controlled, jointly controlled or significant influence by a government. Government refers to government, government agencies, and similar bodies, whether local or national.

Significant transactions carried out with related parties, both carried out under conditions and the same requirements as third parties or not, are disclosed in the consolidated financial statements (Note 47).



**F. Cash and cash equivalents**

Cash and cash equivalents consist of cash on hand in banks and cash equivalents that are short-term, and highly liquid investments that are readily convertible to known amounts of cash with original maturities of three months or less from the date of placement, and which are not used as collateral and are not restricted.

For cash flow presentation purposes, cash consists of cash on hand and in banks, and all investments with maturities of three months or less from the date of acquisition and are not used as collateral and are not restricted.

Cash and cash equivalents include cash on hand, cash in banks (demand accounts), and time deposits with maturities of three months or less at the time of placement that are not used as collateral or are not restricted in use.

**G. Investment Receivables**

Investment receivables represent receivables arising from the disposal of BPJS Ketenagakerjaan investments for which payment has not been received until the reporting date. Investment receivables are recognized upon the sale of the investment at the agreed amount.

**H. Receivables of Investment**

Receivables from investment consist of:

- 1) Receivables arising from contractual interest income from various types of fixed-income investments, including time deposits and bonds;
- 2) Receivables arising from dividends, both from shares and mutual funds and profit sharing from Islamic banks; and
- 3) Receivables arising from rental income.

Recognition and measurement of investment receivables are as follows:

- 1) Interest receivables are recognized at the contractual or coupon rate over time;
- 2) Receivables for profit sharing are recognized at the rate of return in line with the passage of time (*ijarah*) or specified yield (*mudharabah*);
- 3) Dividend receivables are recognized when determined at the amount due; and
- 4) Lease receivables are recognized at the contractual amount over time.

**I. Receivables from DJS**

Receivables from DJS are receivables from operational funds for the implementation of DJS Ketenagakerjaan and reimbursement funds that have been provided by BPJS Ketenagakerjaan.

Receivables from DJS comes from:

- 1) Operational funds for the implementation of DJS Ketenagakerjaan which are paid periodically. Debt the operational funds are presented at nominal value, as fair value; And
- 2) The reimbursement fund provided by BPJS Ketenagakerjaan to DJS Ketenagakerjaan in a certainty condition for example difficulties of liquidity, if any.

The formula and amount of operational funds for DJS Ketenagakerjaan and the conditions for providing reimbursement funds are regulated in the applicable laws and regulations. Operational fund receivables are recognized periodically based on a certain percentage of the accumulated contributions and funds resulting from the development of the DJS Ketenagakerjaan. Receivables from DJS Ketenagakerjaan are derecognised when paid or settled.

**J. Sarana Kesejahteraan Peserta (SKP) Receivable**

SKP receivables consist of:

- 1) Accrued SKP rent income  
Rent Receivables of SKP is recognized and recorded at the reporting date.
- 2) Loan Interest Receivables  
Interest receivables on loans are recognized when the rights to interest on the loan arise.

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3) Loans

The loan provided is a claim to the participant arising from the provision of the SKP Program loan which prior to being transferred was referred to as the Additional Service Benefit Program on a revolving basis to the specified parties either by executing or directly.

**K. Time Deposit**

Time deposits with maturities of more than 3 (three) months at the time of placement are presented as "short-term investments".

**L. Financial Instruments**

Financial Assets

**Classification, Recognition and Derecognition**

Policy applies from January 1, 2020

In accordance with PSAK 71, there are three classifications of measurement of financial assets:

- i. amortized cost;
- ii. measured at fair value through other comprehensive income (FVOCI); and
- iii. measured at fair value through profit or loss (FVPL).

BPJS Ketenagakerjaan and its subsidiary use 2 (two) bases for classifying financial assets, namely the business model for managing financial assets and the contractual cash flow characteristics of principal and interest payments (only payment of principal and interest (SPPI) ) from financial assets.

SPPI test

In assessing whether the contractual cash flows have SPPI characteristics, BPJS Ketenagakerjaan and its subsidiary consider the contractual requirements of the instrument. This includes assessing whether a financial asset contains contractual provisions that may change the timing or amount of contractual cash flows so that they do not meet the SPPI conditions. In conducting the assessment, consider:

- 1) Contingent events that will change the amount and timing of cash flows;
- 2) Leverage feature; and
- 3) Liquidity fulfillment.

Business model assessment

BPJS Ketenagakerjaan and its subsidiary determine its business model based on the level best reflects how groups of financial assets are managed to achieve objectives certain business.

(a) Financial assets measured at amortized cost

Financial assets are measured at amortized cost if the financial asset is managed in a business model whose purpose is to hold the financial asset in order to obtain contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding. At initial recognition, financial assets measured at amortized cost are recognized at fair value plus transaction costs and subsequently measured at amortized cost using the effective interest rate.

Interest income on financial assets measured at amortized cost is recorded in the consolidated statement of comprehensive income and recognized as "Interest income". When an impairment loss occurs, the impairment loss is recognized as a deduction from the carrying amount of the financial asset and is recognized in the consolidated financial statements as establishment of "Allowance for Impairment Losses".

BPJS Ketenagakerjaan classifies cash and cash equivalents, receivables, time deposits, KIK-EBA and debt securities instruments which are designated as financial assets measured at amortized cost.

(b) Financial assets measured at fair value through other comprehensive income (FVOCI)

Financial assets are managed in a business model whose objectives will be met by obtaining contractual cash flows and selling financial assets and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

At the time of initial recognition, debt instruments that are measured at fair value through other comprehensive income are recognized at fair value plus transaction costs and subsequently measured at fair value wherein gains or losses on changes in fair value, gains or losses on foreign exchange, and impairment losses, recognized as other comprehensive income. Dividends from equity instruments are recognized in surplus deficit.

Expected credit losses are recognized as an addition to other comprehensive income in the statement of financial position (does not reduce the carrying amount of financial assets in the financial statements). Interest income is calculated using the effective interest rate method.

On derecognition, the accumulated fair value gain or loss, net of the accumulated expected credit losses, is transferred to surplus deficit. Investments in shares designated to be measured at FVOCI, the unrealized gain or loss is recognized as comprehensive income, upon derecognition the accumulated unrealized gain or loss is transferred to the surplus balance in the statement of changes in equity.

BPJS Ketenagakerjaan classifies shares, mutual funds and debt securities instruments as a financial asset is measured at FVOCI.

(c) Financial assets at fair value through profit or loss (FVPL)

Financial assets are measured at fair value through profit or loss unless tests of the business model and contractual cash flow tests indicate that the financial assets are classified as measured at amortized cost or fair value through other comprehensive income.

This classification is intended for financial instruments that are held for trading or designated at initial recognition as at fair value through profit or loss. BPJS Ketenagakerjaan classifies stocks, mutual funds, debt instruments, and KIK-EBA as financial assets measured at FVPL.

Measurement After Initial Confession

After initial recognition, financial assets at cost are amortized using the effective interest rate. Meanwhile, financial assets measured at fair value through other comprehensive income, after initial recognition will be measured at fair value where the unrealized gains and losses on changes in fair value will be recognized as other comprehensive income and accumulated in a separate component in the head office account.

Financial assets that are required to be measured at fair value through profit or loss, after initial recognition will be measured at fair value where gain and loss arising from the changes in fair value are recorded in investment income.

On derecognition, the accumulated fair value gain or loss, net of the accumulated expected credit losses, is transferred to surplus deficit.

Gains and losses arising from changes in the fair value of financial liabilities classified as fair value through profit or loss are recorded in the statement comprehensive income consolidated as income from fair value through profit or loss - net. Interest expense on financial liabilities classified as fair value through profit or loss is recorded in the income account in fair value through profit or loss-net.

Changes in fair value relating to financial liabilities that are designated to be measured at fair value through profit or loss are recognized in the income group at fair value through profit or loss-

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net. Interest expense on financial liabilities that are designated to be measured at fair value through profit or loss are recorded in the income account group at fair value through profit or loss-net.

**Derecognition of Financial Assets**

A financial asset is derecognized when the contractual rights to the cash flows from the financial asset expire, or when the financial asset has been transferred and substantially all the risks and rewards of ownership of the asset have been transferred (if substantially all the risks and rewards have not been transferred), then BPJS Ketenagakerjaan and its subsidiary conduct an evaluation to ensure continued involvement in the control it still has does not prevent derecognition).

**Allowance for Impairment Losses on Financial Assets**

BPJS Ketenagakerjaan and its subsidiary recognize allowance for impairment losses on financial assets measured at amortized cost and measured at fair value through other comprehensive income as follows:

- 1) Impairment of financial assets at amortized cost is recognized as a deduction from the asset's carrying amount in the statements of financial position, and recognized in the consolidated statements of comprehensive income as "Allowance for impairment losses".
- 2) Impairment of financial assets (excluding equity instruments) measured at fair value through other comprehensive income is recognized as an addition to other comprehensive income in the statement of financial position (without reducing the carrying amount of financial assets in the financial statements) as "Unrealized Gain or Loss" and is recognized in the consolidated statements of comprehensive income as "Allowance for Impairment Losses".

BPJS Ketenagakerjaan and its subsidiary apply a simplified method to measure the expected credit losses on trade receivables and contract assets without a significant financing component.

Measurement of the expected credit losses of financial instruments is done in a way that reflects:

- 1) An unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- 2) Time value of money; and
- 3) Reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions, and forecast of future economic conditions.

BPJS Ketenagakerjaan and its subsidiary recognize the expected credit loss (ECL) using a complex model that uses a probability of default (PD), loss given default (LGD) and exposure at default (EAD), which is discounted using the effective interest rate. For investment instruments that have a smaller and less complex value, BPJS Ketenagakerjaan and its subsidiary use the roll rate or loss rate model.

**a) Probability of Default (PD)**

The probability that arises at a time when the debtor defaults, is calibrated up to a period of 12 months from the report date (stage 1) or over its lifetime (stage 2) and is combined with the impact of future economic assumptions that are subject to credit risk. PD is estimated at a point in time where it fluctuates in line with the economic cycle.

**b) Loss Given Default (LGD)**

BPJS Ketenagakerjaan and its subsidiary estimate LGD based on historical data from the recovery rate.

**c) Exposure at Default (EAD)**

Estimated value of balance sheet exposure at the time of default taking into account the expected change in expectations over the life of the exposure.

To determine the expected credit losses, these components will be calculated together and discounted to the financial statement date using a discount based on the effective interest rate. The basic inputs, assumptions and estimation techniques are disclosed in Note 4.

Expected credit losses (ECL) are recognized for all investment instruments as hold to collect / hold to collect and sell and have SPPI cash flows. Expected credit losses are not recognized for equity instruments designated as FVOCI and FVPL.



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At each reporting date, BPJS Ketenagakerjaan and its subsidiary measure allowance for impairment losses instrument amounting to its lifetime expected credit losses if the credit risk on the financial instrument has increased significantly since initial recognition. However, if the credit risk of the financial instrument has not increased significantly since initial recognition, it recognizes 12-month expected credit losses. To capture the effect of changes on the economic environment in the future, the calculation of the probability of default (PD), loss given default (LGD) as well as expected credit losses take into account forward-looking information; assumptions on the pattern of economic variables and asset prices that can have an impact on the debtor's ability to pay.

For financial instruments measured at amortized cost, the balance on the balance sheet reflects gross assets less expected credit losses. For financial instruments in the FVOCI category, the balance on the balance sheet reflects the fair value of the instrument, with allowance for impairment losses the value is recorded separately as a reserve in other comprehensive income.

**Financial Liabilities**

**Classification, Recognition and Derecognition**

Policy applies from January 1, 2020

BPJS Ketenagakerjaan and its subsidiary classify financial liabilities in the category of financial liabilities measured at fair value through profit or loss.

This category consists of two sub-categories: financial liabilities classified as fair value through profit or loss and financial liabilities which at the time of initial recognition have been determined by BPJS Ketenagakerjaan and its subsidiary to be measured at fair value through profit or loss.

Financial liabilities are classified as fair value through profit or loss if they are acquired principally for the purpose of selling or repurchasing in the near term or if they are part of a portfolio of identified financial instruments that are managed together and there is evidence of a recent pattern of short term profit taking.

Gains and losses arising from changes in the fair value of financial liabilities classified as fair value through profit or loss are recorded in the consolidated comprehensive income statement as income from fair value through profit or loss - net. Interest expense on financial liabilities classified as fair value through profit or loss is recorded in the income account in fair value through profit or loss - net.

Changes in fair value relating to financial liabilities that are designated to be measured at fair value through profit or loss are recognized in the income group at fair value through profit or loss-net. Interest expense on financial liabilities that are designated to be measured at fair value through profit or loss are recorded in the income account group at fair value through profit or loss-net.

**Derecognition of Financial Liabilities**

A financial liability is derecognized when the financial liability has expired because the obligation specified in the contract has been discharged, canceled or expired or if there is a substantial change in the terms of a financial liability, the contractual financial liability prior to the change will be written off.

Financial liabilities and equity instruments of BPJS Ketenagakerjaan and its subsidiary are classified based on the substance of the contractual agreement and the definition of financial liabilities and equity instruments. The accounting policies applied to these financial instruments are disclosed below.

Other Financial Liabilities

This category represents financial liabilities that are not held for trading or at the time of initial recognition are not designated to be measured at fair value through surplus deficit.



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Financial instruments issued or components of these financial instruments, which are not classified as financial liabilities at fair value through surplus deficit, are classified as other financial liabilities, if the substance of the contractual agreement requires BPJS Ketenagakerjaan and its subsidiaries to deliver cash or financial assets to the holder of the financial instrument, or if the liability is settled not through the exchange of cash or other financial assets or own shares of a fixed or fixed amount.

Other financial liabilities are subsequently measured at amortized cost based on the effective interest rate.

As of December 31, 2022 and 2021, this category includes payables to other parties, accrued expenses and bank loans.

**Offsetting Financial Instruments**

Policy applies from January 1, 2020

Offsetting financial assets and financial liabilities are presented in the consolidated statement of financial position if they have a legally enforceable right to set off the recognized amounts and intend to settle on a net basis or to realize the asset and settle the liability simultaneously. A legally enforceable right means:

- a) there are no future contingencies; and
- b) legally enforceable rights in the following conditions:
  - (a) normal business activities;
  - (b) business failure conditions; and
  - (c) condition of default or bankruptcy.

**M. Fair Value Measurement**

The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- 1) In the main market for the asset or liability or;
- 2) In the absence of a main market, in the most advantageous market for the asset or liability.

BPJS Ketenagakerjaan and its subsidiary must have access to the main market or the most profitable market on the measurement date.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use

When BPJS Ketenagakerjaan and its subsidiary use valuation techniques, it maximizes the use of relevant observable inputs and minimize the use of inputs that cannot be observed.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorized within the fair value hierarchy as follows:

- 1) Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities;
- 2) Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable;
- 3) Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognized in the consolidated financial statements on a recurring basis, BPJS Ketenagakerjaan and its subsidiary determine whether there are transfers between levels in the hierarchy by reassessing categorization at the end of each reporting period.

**N. Advance**

Advances are an amount of money paid to internal or external parties for an activity that is yet to be accounted for directly or indirectly. Advances are recognized at the time the amount is issued and will be derecognized when accounted for. Advances that are not accounted for are to be reclassified to the other receivables.

**O. Office supplies**

Office supplies are supplies of goods to be used for operational activities. Office supplies are recognized in the amount of supplies that have not been used as of the reporting date. Office supplies expenses are recognized at cost which is paid at the time of purchase. The recording system used is periodic. Cost is determined using the weighted-average method.

Allowance for office supplies obsolescence and decline in value of the office supplies are provided to reduce the carrying value of office supplies to their net realizable values.

**P. Prepaid Expense**

Prepaid expenses are expenses that have been paid but will be charged in future periods, such as prepaid insurance premium and prepaid rent. Prepaid expenses are amortized over their beneficial or contract periods using the straight-line method.

**Q. Investment Properties**

Investment property is property (land or building or part of a building or property) both controlled by the owner or the lessee through a finance lease to generate rent or for capital appreciation or both, and not for use in production or supply of goods or services or for administrative purposes; or sold in daily business activities.

Investment property is recognized as an asset if and only when it is probable that the economic benefits the future associated with the investment property will flow to the entity; and acquisition cost of investment property can be measured reliably.

Investment properties are initially measured at cost, including the purchase price and any directly attributable expenses (legal service fees, taxes transfer of property and other transaction costs). Transaction fees are included in the initial measurement.

After initial recognition, BPJS Ketenagakerjaan chose to use cost model to measure investment properties. In the cost model, investment properties are stated at cost acquisition after deducting accumulated depreciation and accumulated impairment losses, if any.

Investment properties other than land are depreciated using the straight-line method over the estimated useful life of 20 years.

Transfers to investment properties are made if, and only when, there is a change in use indicated by the end of owner use and the commencement of an operating lease to other parties.

The transfer of investment property is carried out if, and only when, there is a change in use indicated by commencement of owner use and commencement of development for sale.

Investment property is derecognized when it is disposed of or when it is no longer used permanently and no future economic benefits are expected from his release. The gain or loss arising from the termination or disposal is determined of the difference between the net proceeds of disposal and the carrying amount of the asset, and is recognized in the surplus deficit in the period of termination or disposal.

**R. Investment in Sukuk**

Sukuk investments are classified as financial assets measured at fair value through profit or loss (FVPL), fair value through other comprehensive income (FVOCI) or amortized cost. Investments in sukuk measured at amortized cost are initially recognized at cost, including transaction costs. The difference between the acquisition cost and the nominal value is amortized on a straight-line basis over the term of the sukuk and is recognized as a surplus or deficit. An impairment loss is recognized as a surplus or deficit when the recoverable amount is less than the carrying amount.

Investment in sukuk is initially measured at cost, including transaction costs. The difference between the acquisition cost and the nominal value is amortized on a straight-line basis over the term of the sukuk and recognized in surplus deficit. If an indication of impairment exists then the amount of impairment loss is measured as the difference between the recoverable amount of sukuk and its carrying value.

Investment in sukuk measured at fair value through a surplus deficit and is initially recognized at acquisition costs, excluding transaction costs. After initial recognition, the difference between the fair value and the carrying amount is recognized in surplus or deficit.

Investment in sukuk measured at fair value through other comprehensive income is initially recognized at cost, including transaction costs. After initial recognition, the difference between the acquisition cost and nominal value is amortized on straight-line basis over the term sukuk and recognized in surplus or deficit. Gains or losses from changes in fair value are recognized in other comprehensive income. When the investments in sukuk are derecognized, the cumulative gain or loss previously recognized in other comprehensive income is reclassified to surplus or deficit as a reclassification adjustment. An impairment loss is recognized in surplus or deficits when the recoverable amount is less than the carrying amount, after taking into account the balance in other comprehensive income.

**S. Fixed Assets**

Fixed Assets are tangible assets owned to be used in the provision of services, leased to other parties, or administrative purposes and used for more than one period, including Fixed Assets of Participant Welfare Facility/ *Sarana Kesejahteraan Peserta* (SKP) originating from the transfer of assets and liabilities of Additional Services Benefits/ *Manfaat Layanan Tambahan* (MLT).

**Direct Acquisition**

Fixed Assets are initially recognized at cost, which comprises its purchase price and any cost directly attributable to bring the assets to the location and condition necessary for it to be capable of operating in the manner intended by management.

BPJS Ketenagakerjaan choose to use the cost method to measure the Fixed Assets. In cost method, Fixed Assets are stated at cost less accumulated depreciation and any impairment, if any.

Initial legal costs incurred to obtain legal rights are recognized as part of the acquisition cost of the land, and these costs are not depreciated. Costs related to renewal of land rights are recognized as other assets – land rights and amortized during the period of the land rights.

Expenses incurred after Fixed Assets are used, such as repairs and maintenance costs, are charged to the surplus deficit as incurred. If these expenses meet the definition and criteria for recognition of Fixed Assets, these expenses are capitalized as additional costs of acquiring Fixed Assets.

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Depreciation of Fixed Assets, computed on a straight-line basis over the Fixed Assets's useful lives as follows:

	<u>Year</u>
Buildings	20 year
Vehicles	5 year
Office furniture and fixtures	4 year
Computer equipments	4 year
Other equipments	4 year

The remaining residual value of Fixed Assets are as follows:

	<u>Residual Value</u>
Buildings	20%
Vehicles:	
Sedan vehicles	25%
Non sedan vehicles	20%
Motorcycles	10%
Office furniture and fixtures	5%
Computer equipments	5%
Other equipments	5%

In any significant inspection, its costs are recognized in the carrying amount of the item of Fixed Assets as a replacement if they meet the recognition criteria. The capitalized significant inspection costs are amortized over the period until the next significant inspection.

An item of Fixed Assets is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gains or loss arising from derecognition of Fixed Assets is included in surplus or deficit in the year the item is derecognized.

The asset's residual values, if any, useful lives and depreciation and amortization method are reviewed and adjusted if appropriate, at each financial year-end.

The cost of maintenance and repairs is recognized as an expense incurred. Expenditures that meet the definition and criteria for recognition of Fixed Assets, these expenses are capitalized as additional costs of acquiring Fixed Assets.

When Fixed Assets are no longer used, the book value of Fixed Assets are reclassified to other assets and not depreciated. When Fixed Assets that meet criteria of available for sale Fixed Assets, the book values transfer to available assets for sale and any resulting gains or losses are recognized in the surplus or deficit.

#### **Construction in Progress**

Construction in progress represents Fixed Assets under construction which is stated at cost and not depreciated. The accumulated costs will be reclassified to the respective Fixed Assets account and will be depreciated when the construction is substantially complete and the asset is ready for its intended use.

#### **T. Intangible Assets**

Separately acquired patents and licenses are presented at historical cost less accumulated amortization and impairment. Patents and licenses acquired in a business combination are recognized at fair value at the acquisition date. Patents and licenses have a finite useful life. Amortization is calculated using the straight-line method to allocate the cost of patents over their estimated useful lives of 4 years and license over the contract period.



**U. Lease**

On the date of inception of a contract, BPJS Ketenagakerjaan and its subsidiary assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if it provides the right to control the use of an identified asset for a period in exchange for consideration. To assess whether a contract provides the right to control an identified asset, BPJS Ketenagakerjaan and its subsidiary assess whether:

- a. The contract involves the use of an identifiable asset – this can be explicitly or implicitly specified and physically distinguishable or represents substantially the entire capacity of a physically distinguishable asset. If the supplier has substantive substitution rights, the asset is not identified;
- b. BPJS Ketenagakerjaan and its subsidiary have the right to obtain substantially all the economic benefits from the use of the asset during the period of use; and
- c. BPJS Ketenagakerjaan and its subsidiary have the right to direct the use of the identified asset. BPJS Ketenagakerjaan and its subsidiary have this right when the decision-making rights are most relevant to change how and for what purpose the asset is used. In certain circumstances where all decisions about how and for what purposes assets are used are predetermined, BPJS Ketenagakerjaan and its subsidiary have the right to direct the use of the asset if:
  1. BPJS Ketenagakerjaan and its subsidiary have the right to operate the asset; or
  2. BPJS Ketenagakerjaan and its subsidiary designing assets by determining in advance how and for what purposes the assets will be used.

At the date of inception or at the time of revaluation of a contract containing a lease component, BPJS Ketenagakerjaan and its subsidiary allocate the consideration in the contract to each component of the lease based on the relative standalone prices of the components of the lease.

The lease payments included in the lease payable index include: fixed lease payments, variable leases dependent on the index, the amount to be paid under the residual value guarantee and the exercise price of call options, extension options or termination penalties if BPJS Ketenagakerjaan and its subsidiary pretty sure will execute those options.

BPJS Ketenagakerjaan and its subsidiary recognize right-of-use assets and lease liabilities at the commencement date of the lease. Right-of-use assets are initially measured at cost, which consists of the initial measurement of the lease liability adjusted for lease payments made on or before the commencement date, plus the initial direct costs incurred, and the estimated costs to dismantle and move the underlying asset or to restore the underlying asset or the place where the asset is located, less any rental incentives received.

After the commencement date, BPJS Ketenagakerjaan and its subsidiary measure right-of-use assets using the cost model, which is cost less accumulated depreciation and accumulated impairment losses, and adjusted for remeasurement of lease liabilities. Right-of-use assets are depreciated using the straight-line method.

If the lease transfers ownership of the underlying asset at the end of the lease term or if the cost of the right-of-use asset reflects that the lessee will exercise a call option, the lessee depreciates the right-of-use asset from the commencement date to the end of the useful life of the underlying asset, which refers to the terms of the useful life of the Fixed Assets. If not, the right-of-use asset is depreciated from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

The lease liability is initially measured at the present value of the unpaid lease payments at the commencement date, discounted using the interest rate implicit in the lease or, if the interest rate cannot be determined, using the incremental borrowing rate. Generally, BPJS Ketenagakerjaan and its subsidiary use the incremental borrowing rate as the discount rate.



After the commencement date, BPJS Ketenagakerjaan and its subsidiary measure the lease liability by:

- a. Increase the carrying amount to reflect interest on the lease liability.
- b. Reduce the carrying amount to reflect the rent already paid.
- c. Remeasure of the carrying amount to reflect a revaluation or modification of a lease or to reflect a fixed lease payment is substantially revised.

Lease liabilities are remeasured when there is a change in future lease payments arising from changes in index or interest rates, if there is a change in estimates BPJS Ketenagakerjaan and its subsidiary on the amount expected to be paid under the residual value guarantee, or if BPJS Ketenagakerjaan and its subsidiary change its judgment whether to exercise a call, extension or termination option.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or recorded in profit or loss if the carrying amount of the right-of-use asset has decreased to zero.

Furthermore, payments for contracts that are included in the exception, namely payments for short-term leases and leases of low-value assets are recognized on the straight-line method and charged to surplus deficit. The lease payments related to the excluded leases are recognized as an expense using the straight-line method over the lease term.

#### **V. Other Assets**

Other assets are assets that cannot be classified into one of the existing asset headings and are immaterial to be presented in a separate post.

Other assets are recognized at acquisition cost and derecognised when they are discontinued.

#### **W. Other Liabilities**

Other liabilities are liabilities that cannot be classified in one of the liability headings and are immaterial to be presented in a separate post. Other liabilities are recognized when incurred for the amount to be settled.

#### **X. Impairment of Nonfinancial Asset**

At the end of each annual reporting period, BPJS Ketenagakerjaan and its subsidiary assess whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset is required, BPJS Ketenagakerjaan and its subsidiary make an estimate of the asset's recoverable amount.

Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and impairment losses are recognized in surplus or deficit. In assessing the value in use, the estimated net future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

Assessment is made at the end of each annual reporting period as to whether there is any indication that previously recognized impairment losses recognized for an asset may no longer exist or may have decreased. If such indication exists, then BPJS Ketenagakerjaan and its subsidiary estimate the recoverable amount of the asset. Impairment losses for an asset that has been recognized in the prior period is reversed in profit or loss to the extent that the carrying amount of the assets does not exceed its recoverable amount nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior years. After such a reversal, the depreciation of the assets is adjusted in future periods to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.

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**Y. Recognition of Revenue and Expenses**

**Income**

Management fee income from social security fund is recognized when the rights to the income arising.

Investment income is income derived from investment activities.

The investments income consists of:

- 1) Interest income and profit sharing are income earned from an investment instrument in deposits and debt securities;
- 2) Dividend income is income earned on investments in equity securities;
- 3) The rental income is income earned on investment properties;
- 4) Gains on disposal of investment are profits realized from disposal of investment assets;
- 5) Difference in valuation of investment is the unrealized decrease/increase from the change in valuation of investment assets;
- 6) Gain (loss) foreign exchange related to investments in foreign currency are presented as part of the investments income;
- 7) Other investment income is investment income that cannot be classified in any of the existing investment income accounts.

BPJS Ketenagakerjaan recognized investment income, for each respective type of investment as follows:

- a. Interest income is recognized using the effective interest rate method;
- b. The profit sharing is recognized in accordance with profit-sharing (ljarah) or upon determination of profit sharing (mudharabah);
- c. Dividend income is recognized when the right to receive dividend payment is defined which is during the general meeting of shareholders;
- d. Rental income is recognized on straight-line basis over the lease term;
- e. Difference in fair value of financial assets in the FVPL category is recognized equal to the difference between the fair value at the measurement date and the carrying amount;
- f. Gain or loss on disposal is recognized upon disposal of investment amounting to the difference between the sales proceeds and the carrying amount of investment.

**Expenses**

Expenses are recognized when incurred (accrual basis).

Interest expense for all financial instruments is recognized in surplus or deficit in statement of comprehensive income on an accrual basis using the effective interest rate method.

**Z. Operational Fund of BPJS Ketenagakerjaan**

Based on Government Regulation of the Republic of Indonesia Number 55 Year 2015 concerning Amendment of Government Regulation Number 99 Year 2013, percentage of management fee for BPJS Ketenagakerjaan has set out at the highest of 10% (ten percent) from the contributions received of each program (JHT, JKK, JKM, and JP), and the results of the investment of JHT and JP Program, effective January 1, 2016. In programs (JHT, JKK, JKM, and JP), the result of those management fee's calculation are recorded as an operating expenses and transferred to BPJS Ketenagakerjaan's bank account.

**Year 2022**

The percentage of operational funds for BPJS Ketenagakerjaan for 2022 is regulated in the Regulation of the Minister of Finance of the Republic of Indonesia Number 218/PMK.02/2021 dated 31 December 2021 concerning Operational Funds for the 2022 Employment Social Security Administrative Agency that BPJS Ketenagakerjaan in implementing the Employment Social Security Program obtains Operational Funds taken from the Employment Social Security Fund every month in the amount of a certain percentage of:

- a. Program Jaminan Kecelakaan Kerja contributions that have been received every month.
- b. Program Jaminan Kematian contributions that have been received every month.
- c. Program Jaminan Hari Tua contributions that have been received every month.
- d. Program Jaminan Pensiun contributions that have been received every month.

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- e. Funds from the Program Jaminan Hari Tua that have been received every month.
- f. Funds from the Program Jaminan Pensiun that have been received every month.

Development proceeds funds as the basis for imposition of Operational Funds are Development proceeds funds after deducting development expenses. The percentage of Operational Funds for 2022 is:

- a. 10 % of Program Jaminan Kecelakaan Kerja contribution.
- b. 10 % of Program Jaminan Kematian contribution.
- c. 3.75 % of Program Jaminan Hari Tua contribution.
- d. 3.75 % of Program Jaminan Pensiun contribution.
- e. 3.36 % of proceeds from Program Jaminan Hari Tua investment income.
- f. 3.36 % of proceeds from Program Jaminan Pensiun investment income.

Based on the Regulation of the Minister of Finance of the Republic of Indonesia Number 218/PMK.02/2021, the nominal amount of Operational Funds obtained from a certain percentage referred to above is a maximum of RP4,520,000,000,000 (four trillion five hundred and twenty billion rupiah) .

**Year 2021**

The percentage of management fees of BPJS Ketenagakerjaan for the year 2021 is regulated in the Regulation of the Minister of Finance of the Republic of Indonesia Number 241/PMK.02/2020 dated December 30, 2020 concerning the Management Fee of Badan Penyelenggara Jaminan Sosial Ketenagakerjaan for the year 2021, that BPJS Ketenagakerjaan in administering the Dana Jaminan Sosial obtains Management Fees taken from the Dana Jaminan Sosial Ketenagakerjaan every month in the amount of a certain percentage from:

- a. Program Jaminan Kecelakaan Kerja contribution that has been received every month.
- b. Program Jaminan Kematian contribution that has been received every month.
- c. Program Jaminan Hari Tua contribution that has been received every month.
- d. Program Jaminan Pensiun contribution that has been received every month.
- e. Proceeds from the investment income of Program Jaminan Hari Tua that have been received every month.
- f. Proceeds from the investment income of Program Jaminan Pensiun that have been received every month.

Proceeds from the investment income as the basis for imposition of Management Fees are the proceeds from investment income less investment expenses. The percentage of Management Fees for the year 2021 are:

- a. 10% of Program Jaminan Kecelakaan Kerja contribution.
- b. 10% of Program Jaminan Kematian contribution.
- c. 4% of Program Jaminan Hari Tua contribution.
- d. 4% of Program Jaminan Pensiun contribution.
- e. 4.21% of proceeds from Program Jaminan Hari Tua investment income.
- f. 4.21% of proceeds from Program Jaminan Pensiun investment income.

Based on the Regulation of the Minister of Finance of the Republic of Indonesia Number 241/PMK.02/2020, the nominal amount of the Management Fees obtained from a certain percentage as referred to above is a maximum of Rp4,668,022,000,000 (four trillion six hundred sixty-eight billion twenty-two million rupiah).

In accordance with the BPJS Ketenagakerjaan Board of Directors Regulation Number: PERDIR/2/012021 concerning the Mechanism for Calculation of BPJS Ketenagakerjaan Management Fees, the mechanism for calculating BPJS Ketenagakerjaan management fees for each program is regulated on a daily basis. Then, the calculation will be reconciled on a monthly basis. BPJS Ketenagakerjaan records management fees income from the JHT, JKK, JKM, and JP programs as operating income in the statement of comprehensive income of BPJS Ketenagakerjaan.

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The excess of management fees is adjusted from management fees originating from DJS fees and the proceeds of JHT and JP Program investment income. Management Fees adjustment mechanism by discontinuing the recognition of management fees income when it has reached the nominal upper limit that has been set in accordance with the Regulation of the Minister of Finance of the Republic of Indonesia Number 241/PMK.02/2020.

The management fees income derived from the investment results of the JHT Program is distributed entirely to all branch offices based on the proportion of the respective JHT balance of each branch to the JHT balance nationally, while the management fees income derived from the investment results of the JP Program is distributed entirely to all branch offices based on the proportion of JP's net asset balance of each branch to the national JP's net asset balance.

**AA. Employee Benefits**

**Short-Term Employee Benefits**

Short-term employment benefits, such as salaries, benefits and other facilities, including paid annual leave, are recognized at an undiscounted amount as liabilities in the consolidated statement of financial position after deducting the amount paid and recorded as expenses in surplus or deficit in the statement of comprehensive income. Including in the short-term employment benefits are benefits in the form of defined contributions for Program Jaminan Kecelakaan Kerja, Program Jaminan Kematian, Program Jaminan Kesehatan, and additional health and work accident benefits for employees

**Post-Employment Benefits**

Post-employment benefits include defined contribution and defined benefit. The defined contribution is recognized as an expense in surplus or deficit in the statement of comprehensive income when it occurs in the amount of the outstanding contribution. Post-employment benefits are calculated using the Projected Unit Credit method. Remeasurement of defined benefit obligations are recognized immediately in the consolidated statement of financial position and other comprehensive income in the period in which they are incurred and will not be reclassified to surplus or deficit, but instead will be part of the retained earnings. Other defined benefit liability costs related to defined benefit plans are recognized in surplus or deficit.

BPJS Ketenagakerjaan also provides post-employment benefits to employees in the form of defined contribution benefits which include: Old Age Benefit (*Tunjangan Hari Tua* (THT)) benefit for all employees with contributions of employee and BPJS Ketenagakerjaan are respectively set at 4% of the monthly gross salary, contributions for Program Jaminan Hari Tua, and contributions for Program Jaminan Pensiun. BPJS Ketenagakerjaan also provides post-employment benefits in the form of defined contribution pension benefits for employees appointed after September 2011, the total defined contribution consists of employee contributions of 5% of monthly basic salary and BPJS Ketenagakerjaan contributions of 15.75%.

BPJS Ketenagakerjaan also provides post-employment benefits in the form of pension benefits, gratuity pay and severance pay. Post-employment benefits in the form of defined benefit pension benefits are given to employees who were appointed before September 2011, these benefits are managed by the Jamsostek Defined Benefit Pension Fund. Defined benefit pension benefits in the form of periodic monthly payments to employees who stop working until they die and to their families. Long service pay and severance pay are formed without special funding and are based on years of service and the amount of employee income at retirement, these benefits are given to all employees who stop working. Total contributions consist of employee contributions of 5% of the basic salary per month and BPJS Ketenagakerjaan contributions of 21.42 %.

**Other Long-Term Employee Benefits**

Other long-term employment benefits include long-term paid absences and jubilee benefits that are set up without special funding and their amount are determined based on years of services and the amount of salary of employees, these benefits are granted to all employees who meet the requirements. These benefits are calculated using the Projected Unit Credit method, measurements are recognized directly in a surplus or deficit in the consolidated statement of comprehensive income and the consolidated statement of financial position.



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**Severance for Termination of Employment Contract (PKK)**

Termination benefits are recognized as liabilities and expenses in the consolidated financial statements. If the severance pay is due more than 12 months after the statement of financial position date, the amount of the severance pay is presented at the discounted present value.

**BB. Taxation**

**Current Tax**

Current tax expense is determined based on the taxable income for the year computed using prevailing tax rates.

Article 21 income tax payable is recognized when payments are made to employees in the amount withheld and will be deposited into the state treasury no later than the 10th of the following month.

**Deferred Tax**

Deferred tax is provided using the liability method on temporary differences between the tax basis of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax assets are recognized for all temporarily deductible differences and the fiscal losses that can be compensated. Deferred tax assets are recognized and reviewed at every reporting date and reduced to the extent that it is probable that taxable profit will be available against which the temporarily deductible differences and the fiscal losses that can be compensated.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realized or the liability is settled, based on tax rates (or tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax assets and deferred tax liabilities are offset if, and only if, there is a legally enforceable right to set off current tax assets against the current tax liabilities and the deferred tax liabilities relate to the same taxable entity and are imposed by the same taxation authority.

**CC. Provisions, Contingent Assets and Contingent Liabilities**

Provisions, contingent assets, and contingent liabilities are recognized and measured when the condition is met and adequate information is disclosed in the notes to the consolidated financial statements.

Provisions are recognized if the following three conditions are met:

1. BPJS Ketenagakerjaan and its subsidiary have current liabilities (both legal and constructive) as a result of past events;
2. It is probable the settlement of the liability caused by an outflow of resources; and
3. Reliable estimates can be made for the liabilities.

The amount recognized as a provision is the best estimate of the expenditure needed to settle the present obligation at the reporting date, taking into account the risks and uncertainties related to that obligation.

Contingent assets are potential assets arising from past events and their existence becomes certain with the occurrence or non-occurrence of one or more future events that are not fully within the entity's control.

Contingent liabilities are:

1. Potential liabilities arising from past events and their existence become certain with the occurrence or non-occurrence of one or more future events that are not entirely within the entity's control;



2. Current liabilities that arise as a result of past events which are not recognized because:
  - i. There is no possibility of an entity leading to an outflow of cash or other economic resources to settle its liabilities.
  - ii. The amount of the liability cannot be measured reliably.

Contingent assets and liabilities are not recognized in the statement of financial position but are adequately disclosed in the notes to the consolidated financial statements.

### **3. Asset Development**

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Based on the Government Regulation of the Republic of Indonesia Number 55 Year 2015 concerning the Amendments to Government Regulation of the Republic of Indonesia Number 99 Year 2013 concerning the Assets Management of Jaminan Sosial Ketenagakerjaan and the Regulation of BPJS Ketenagakerjaan Directors Number: PERDIR/31/122021 concerning Investment Management Guidelines, the asset investment of BPJS Ketenagakerjaan is carried out in the form of investments placed in a domestic investment instrument, consist of:

#### **Types of Investment**

- 1) Time deposit  
Time deposits investment including deposits on call and deposits with maturity of less than or equal to 1 (one) month and non-negotiable certificate deposit at the bank, at the maximum of 15% (fifteen percent) of the total investments for each bank.
- 2) Debt securities issued by Government of the Republic of Indonesia  
There is no limit on the amount and percentage.
- 3) Debt securities issued by Bank Indonesia  
There is no limit on the amount and percentage
- 4) Listed corporate bonds and widely traded on the Stock Exchange
  - a) Investments of listed corporate bonds and widely traded in the Stock Exchange for every issuer shall be at the maximum of 5% (five percent) of the investments and the total shall be at the maximum of 50% (fifty percent) of the total investments;
  - b) Minimum has a rating of A- or equivalent rating from a securities rating company that has obtained a permit from a supervisory agency in the capital market sector.
- 5) Shares listed on the Stock Exchange  
Investment in the form of shares listed on the Stock Exchange, for each issuer is a maximum of 5% (five percent) of the total investment and a maximum of 50% (fifty percent) of the total investment.
- 6) mutual funds
  - a) Investments on mutual funds for every investment manager shall be at the maximum of 15% (fifteen percent) of the investment and the total shall be at the maximum of 50% (fifty percent) of the total investments;
  - b) Investments comply with the law in the capital markets
- 7) Asset-backed securities
  - a) Investments in assets-backed securities for each investment manager or issuer shall be at the maximum of 10% (ten percent) investment and the total shall be at the maximum of 20% (twenty percent) of the total Investments;
  - b) Investments have received effective notice from the supervisory agency in the capital markets sector;
  - c) At least have an A- rating or equivalent from a securities rating company that has obtained a permit from a supervisory agency in the capital market sector and is carried out through a public offering as stipulated in laws and regulations in the capital market sector.
  - d) Investments at least have a rating of A- or equivalent rating from securities rating company that has obtained permit from the supervisory agency in the capital markets sector and have issued through public offering as regulated in the capital market sector.
- 8) Real estate investment funds  
Real estate investment funds, for each investment manager a maximum of 10% (ten percent) of the total investment and a maximum of 20% (twenty percent) of the total investment.

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Has received an effective statement from the regulatory agency in the capital market sector. At least have an A- rating or equivalent from a securities rating company that has obtained a license from a supervisory agency in the capital market sector.

Conducted through a public offering as stipulated in the laws and regulations in the capital market sector.

- 9) Repurchase agreement
- a) Investment on repurchase agreement for every counterpart shall be at the maximum of 2% (two percent) of investment and the total shall be at the maximum of 5% (five percent) of the total investments;
  - b) Using standard contract with the Global Master Repurchase Agreement (GMRA);
  - c) The type of collateral is limited to securities issued by government Republic of Indonesia and/or Bank Indonesia;
  - d) Investments period, not more than 90 days;
  - e) The value of repurchase agreement is not more than 80% of the market value of securities pledged as collateral.
- 10) Direct investment
- a) Investments on direct investment for every party at the maximum of 1% (one percent) of investment and the total shall be at the maximum of 5% (five percent) of the total investments;
  - b) Business entities engaged in an area supporting the implementation of the tasks of BPJS Ketenagakerjaan in organizing social security programs;
  - c) Business entities that are not engaged in the financial services;
  - d) No potential conflict of interest in the cooperation.
- 11) Land, buildings, or land with buildings
- a) Investments in the form of land, buildings or land with buildings, all of which are a maximum of 5% (five percent) of the total investment.
  - b) Providing income to BPJS Ketenagakerjaan.
  - c) Not placed on land, buildings, or land with buildings that are being used as collateral, in dispute or blocked by other parties.
- 12) Regional bonds issued by the Regional Government which are listed and widely traded on the stock exchange
- a) Investments in the form of regional bonds issued by regional governments which are listed and widely traded on the Stock Exchange for each issuer are a maximum of 5% (five percent) of the total investment and a maximum of 50% (fifty percent) of the total investment.
  - b) Have at least an A- rating or equivalent from a securities rating company that has obtained a supervisory agency license in the capital market sector.
  - c) Has received an effective statement from the guarantee institution in the capital market sector.

**Custodian**

The following is a list of custodians who manage investments of BPJS Ketenagakerjaan assets:

No	Custody Name	Number of Contract/SPK	Contract/SPK Date	Type of Investment Management
1	Bank Negara Indonesia	PER/525/122022	December 16, 2022	Securities/security depository, transaction handling, corporate action management

**4. Use of Estimates, Judgements and Assumptions**

In the application of accounting policies, which are described in Note 2 to the consolidated financial statements, BPJS Ketenagakerjaan is required to make estimates, judgments, and assumptions about the carrying amounts of assets and liabilities that are not available apparent from other sources. The estimates and assumptions are based on historical experience and other factors that are considered to be relevant.

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The Board of Directors of BPJS Ketenagakerjaan believes that the following disclosures represent a summary of the significant estimates, judgments, and assumptions made by the Board of Directors that affected certain reported amounts and disclosures in the consolidated financial statements.

**Judgments**

The following judgments are made by BPJS Ketenagakerjaan in the process of implementing the accounting policies of BPJS Ketenagakerjaan and its subsidiary which have the most significant impact on the amounts recognized in the consolidated financial statements:

a. Use of Management Estimates, Judgments and Assumptions

BPJS Ketenagakerjaan and its subsidiary determine the classification of certain assets and liabilities as financial assets and financial liabilities by assessing whether these assets and liabilities meet the definition set out in PSAK 71. Financial assets and financial liabilities are recorded in accordance with the accounting policies of BPJS Ketenagakerjaan and its subsidiary as disclosed in Note 2.

b. Allowance for Impairment of Financial Assets

Allowance for impairment of financial assets measured at amortized cost is recognized at an amount that BPJS Ketenagakerjaan considers is adequate to cover possible uncollectible financial assets. In addition, at each consolidated statement of financial position date, BPJS Ketenagakerjaan and its subsidiary specifically assess whether there has been a significant increase in credit risk or objective evidence that a financial asset has been impaired (uncollectible).

The allowance level is based on the historical collectability and other factors that may influence it, such as the probability of insolvency or significant financial difficulties of the instrument publisher, or significant delay in payments.

If there is objective evidence of impairment, the amount that can be collected is estimated based on the experience of past losses taking into account future conditions. Allowance is provided on accounts specifically identified as impaired. Written-off financial assets are based on BPJS Ketenagakerjaan decisions in accordance with the provisions of applicable laws and regulations, namely: that the financial assets are uncollectible or cannot be realized in whatsoever actions have been taken. Evaluation of receivables to determine the total allowance to be provided is performed periodically during the year. Therefore, the timing and amount of allowance recorded at every period might differ based on the judgments and estimates that have been used by looking at future conditions (forward-looking).

c. Income tax

Significant judgment is required in determining the provision for income taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain due to different interpretations of tax regulations. BPJS Ketenagakerjaan and its subsidiary has recorded liability in order to anticipate the result of tax audits based on estimations of additional taxes. If the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will have an impact on the current and deferred income tax assets and liabilities in the period in which such determination is made

**Estimates and Assumptions**

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial period are disclosed below. BPJS Ketenagakerjaan and its subsidiary based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments may change due to market changes on circumstances arising beyond the control of BPJS Ketenagakerjaan and its subsidiary. Such changes are reflected in the assumptions when they occur.

a. Fair Value of Financial Assets and Liabilities

Indonesian Financial Accounting Standards require the measurement of certain financial assets and liabilities at fair value, and the disclosure requires the use of estimates. Significant component of

fair value measurement is determined based on verifiable objective evidence (i.e. foreign exchange rate, interest rate), while timing and amount of changes in fair value might differ due to different valuation methods used.

**b. Estimated Useful Life of Investment Properties and Fixed Assets**

The useful life of every of the item of BPJS Ketenagakerjaan and its subsidiary's investment properties and Fixed Assets are estimated based on the period over which the asset is expected to be available for use. Such estimation is based on a collective assessment of similar business, internal technical evaluation and experience with similar assets. The estimated useful life of each asset is reviewed periodically and updated if the estimate differs from the previous estimate due to usage, technically or commercially obsolete and limitations on rights or other restrictions on the use of assets. Therefore, the results of future operations may be significantly affected by changes in the amount and timing of costs due to changes caused by the factors mentioned above. A decrease in the estimated useful life of each fixed asset will result in an increase in depreciation expense and a decrease in the carrying value of the Fixed Assets (Notes 20 and 21).

**c. Impairment of Intangible Assets**

Intangible assets, other than goodwill, are tested for impairment when an indication of impairment has occurred. For goodwill, an impairment test must be conducted at least once a year regardless of whether there has been an indication of impairment. Determining the value in intangible assets requires an estimation of cash flows that are expected to result from the continued use and final disposal of the asset as well as the appropriate discount rate to calculate the present value.

BPJS Ketenagakerjaan believes that the assumptions used in the estimated use values in the consolidated financial statements are appropriate and reasonable, however, significant changes in these assumptions can have a significant impact on the amount of recoverable value and the amount of impairment losses that may have a material impact on BPJS Ketenagakerjaan and its subsidiary operating results.

**d. Impairment of Nonfinancial Assets**

Impairment review is performed when certain impairment indicators are present. Determining the fair value of assets requires the estimation of cash flows expected to be generated from the continued use and final disposal of such assets. Any significant changes in the assumptions used in determining the fair value may materially affect the assessment of recoverable values and any resulting impairment loss could have a material impact on results of BPJS Ketenagakerjaan and its subsidiary's operations.

**e. Post-Employee Benefits**

The determination of post-employment benefits obligations and other long-term benefits are influenced by certain assumptions used by actuary in calculating such amounts. Those assumptions are described in Note 30 and include, among others, salary increase rates, and discount rates which are determined by reference to the market yields on interest on high quality government bonds that are denominated in the currency in which the benefits are paid and have terms that are closer to the estimated term of the employee benefits obligation. Actual results that differ from BPJS Ketenagakerjaan and its subsidiary's assumptions are charged to comprehensive income and therefore, generally affect the recognized comprehensive income and recorded obligation in such future periods. The Agency believes that the assumptions used are appropriate and reasonable, however, significant differences in actual results, or significant changes in these assumptions can have a significant impact on the amount of the employment benefits liability (Note 30).

**f. Deferred tax assets**

Deferred tax assets are recognized for all temporary differences between the carrying value of assets and liabilities in the financial statements and their respective tax basis to the extent that the taxable profit will be adequate against which the temporary differences can be utilized. Significant estimates are required to determine the amount of deferred tax assets that can be recognized, based upon the likelihood of the realization and the amount of future taxable profits as well as the future tax planning strategies (Note 26e).



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g. Sustainable Program

BPJS Ketenagakerjaan is implemented based on Law of the Republic of Indonesia Number 40 Year 2004 concerning the National Social Security System and Law of the Republic of Indonesia Number 24 Year 2011 concerning Badan Penyelenggara Jaminan Sosial. One of the principles of the implementation of social security is portability, the principle that provide sustainable guarantees even if participants change jobs or live within the territory of the Unitary State of the Republic of Indonesia. The funding for the BPJS Ketenagakerjaan Program is derived from the program's management fee contributions and the assets development of BPJS Ketenagakerjaan. The Government is authorized to make various efforts so that the programs can continue to be carried out in a sustainable manner. The Board of Directors has assessed its ability to continue its program and believes that BPJS Ketenagakerjaan has the resources to continue its program in the future with the support of the Government and the laws and regulations. Therefore, the financial statements have been prepared based on a sustainable program.

**5. Restatement of Financial Statements**

Management restated the comparative financial statements as of December 31, 2021 and for the year then ended December 31, 2021 and January 1, 2021 related to the implementation of PSAK 73 on the land optimization cooperation with PT Sinergi Investasi Properti, and the impact of the press release of the Financial Accounting Standards Board of the Indonesian Institute of Accountants regarding the distribution of benefits over the service period. An overview of presentation before and after restatement is as follows:

	December 31, 2021		
	Before Restated	Adjustment	After Restated
<b>STATEMENTS OF FINANCIAL POSITION</b>			
<b>CURRENT ASSETS</b>			
Investment Receivables	86,719,848,672	12,499,912,222	99,219,760,894
<b>NON-CURRENT ASSETS</b>			
Other Currents Assets	48,794,568,159	37,364,133,304	86,158,701,463
Right of Use Assets	330,548,041,207	1,866,564,788	332,414,605,995
Deferred Tax Assets	640,498,894,505	(124,271,825,294)	516,227,069,211
<b>LIABILITIES</b>			
Lease Liability	58,398,914,771	2,027,743,989	60,426,658,760
Long-term Employee Benefits Liabilities	2,111,394,377,275	(564,871,933,151)	1,546,522,444,124
<b>EQUITY</b>			
Net Income Balance	2,117,823,640,976	22,881,024,973	2,140,704,665,949
Other Equity Component	810,877,334,188	(1,155,391,935,734)	(344,514,601,546)
	January 1, 2021		
	Before Restated	Adjustment	After Restated
<b>STATEMENTS OF FINANCIAL POSITION</b>			
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Investment Receivables	83,679,336,680	11,607,073,893	95,286,410,573
<b>NON-CURRENT ASSETS</b>			
Other Currents Assets	23,148,274,622	29,357,533,320	52,505,807,942
Deferred Tax Assets	586,257,994,375	(122,167,610,319)	464,090,384,056
<b>LIABILITIES</b>			
Long-term Employee Benefits Liabilities	1,947,408,814,830	(555,307,319,630)	1,392,101,495,200
<b>EQUITY</b>			
Net Income Balance	2,060,082,141,541	(52,496,472,814)	2,007,585,668,727
Other Equity Component	(737,226,894,998)	526,600,789,343	(210,626,105,655)



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**6. Cash and cash equivalents**

	December 31, 2022		
	Amount	Allowance for Impairment Losses	Amount after Allowance for Impairment Losses
<b>Cash on Hand</b>			
Cash on Hand	35,275,300	-	35,275,300
<b>Bank</b>			
<b>Related Parties</b>			
<b>Entities Related to the Government</b>			
<b>Rupiah</b>			
PT Bank Mandiri (Persero) Tbk	23,513,549,944	-	23,513,549,944
PT Bank Negara Indonesia (Persero) Tbk	17,502,893,780	-	17,502,893,780
PT Bank Rakyat Indonesia (Persero) Tbk	12,253,337,298	-	12,253,337,298
PT Bank Pembangunan Daerah Papua	868,394,290	-	868,394,290
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	783,552,138	-	783,552,138
PT Bank Raya Indonesia Tbk	358,488,596	-	358,488,596
PT Bank Pembangunan Daerah Maluku dan Maluku Utara	343,357,827	-	343,357,827
PT Bank Pembangunan Daerah Bali	306,690,761	-	306,690,761
PT Bank Pembangunan Daerah Kalimantan Tengah	233,296,006	-	233,296,006
PT Bank DKI	200,061,510	-	200,061,510
PT Bank Pembangunan Daerah Sulawesi Tenggara	173,555,169	-	173,555,169
PT Bank Pembangunan Daerah Kalimantan Timur	89,242,942	-	89,242,942
PT Bank Tabungan Negara (Persero) Tbk	80,349,706	-	80,349,706
PT Bank Pembangunan Daerah Riau Kepri	78,904,192	-	78,904,192
PT Bank Pembangunan Daerah Nusa Tenggara Timur	78,481,046	-	78,481,046
PT Bank Pembangunan Daerah Kalimantan Barat	44,135,312	-	44,135,312
PT Bank Aceh Syariah	21,416,105	-	21,416,105
PT Bank Pembangunan Daerah Sulawesi Utara Gorontalo	20,651,540	-	20,651,540
PT Bank Pembangunan Daerah Sulawesi Tengah	11,577,148	-	11,577,148
PT Bank Pembangunan Daerah NTB Syariah	6,955,230	-	6,955,230
PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat	6,706,840	-	6,706,840
PT Bank Pembangunan Daerah Jawa Timur Tbk	3,970,000	-	3,970,000
PT Bank Pembangunan Daerah Jawa Tengah	3,887,139	-	3,887,139
PT Bank Pembangunan Daerah Sumatera Utara	3,036,800	-	3,036,800
PT Bank Pembangunan Daerah Jambi	1,500,000	-	1,500,000
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung	1,491,300	-	1,491,300
PT Bank Pembangunan Daerah Lampung	1,166,959	-	1,166,959
PT Bank Nagari	908,079	-	908,079
<b>Sub total</b>	<b>56,991,557,657</b>	<b>-</b>	<b>56,991,557,657</b>
<b>Third Parties</b>			
<b>Rupiah</b>			
PT Bank KB Bukopin Tbk	3,039,999,722	-	3,039,999,722
PT Bank Syariah Indonesia Tbk	1,538,255,977	-	1,538,255,977
PT Bank MNC Internasional Tbk	695,299,172	-	695,299,172
PT Bank CIMB Niaga Tbk	591,692,891	-	591,692,891
PT Bank Central Asia Tbk	100,846,694	-	100,846,694
PT Bank Nationalnobu Tbk	2,336,853	-	2,336,853
PT Bank Muamalat Indonesia Tbk	1,215,000	-	1,215,000
<b>Sub total</b>	<b>5,969,646,309</b>	<b>-</b>	<b>5,969,646,309</b>
<b>Investment Bank</b>			
<b>Related Parties</b>			
<b>Entities Related to the Government</b>			
<b>Rupiah</b>			
PT Bank Mandiri (Persero) Tbk	1,102,225,703	-	1,102,225,703
PT Bank Negara Indonesia (Persero) Tbk	2,386,048	-	2,386,048
<b>Sub total</b>	<b>1,104,611,751</b>	<b>-</b>	<b>1,104,611,751</b>
<b>Total Cash and Bank</b>	<b>64,101,091,017</b>	<b>-</b>	<b>64,101,091,017</b>
<b>Cash Equivalents</b>			
<b>Deposito On Call ≤ 90 Days</b>			
<b>Entities Related to the Government</b>			
PT Bank Pembangunan Daerah Sumatera Utara	737,000,000,000	279,773,752	736,720,226,248
PT Bank Jabar Banten Tbk	693,000,000,000	-	693,000,000,000
PT Bank Pembangunan Daerah Riau Kepri	26,000,000,000	-	26,000,000,000
PT Bank Pembangunan Daerah Sulawesi Tenggara	9,000,000,000	1,624,622	8,998,375,378
<b>Total Cash Equivalents</b>	<b>1,465,000,000,000</b>	<b>281,398,374</b>	<b>1,464,718,601,626</b>
<b>Total Cash and Cash Equivalents</b>	<b>1,529,101,091,017</b>	<b>281,398,374</b>	<b>1,528,819,692,644</b>

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	December 31, 2021		
	Amount	Allowance for Impairment Losses	Amount after Allowance for Impairment Losses
<b>Cash on Hand</b>			
Cash on hand	135,325,700	-	135,325,700
<b>Bank</b>			
<b>Related Parties</b>			
<b>Entities Related to the Government</b>			
<b>Rupiah</b>			
PT Bank Rakyat Indonesia (Persero) Tbk	31,622,331,180	-	31,622,331,180
PT Bank Mandiri (Persero) Tbk	19,990,601,946	-	19,990,601,946
PT Bank Negara Indonesia (Persero) Tbk	7,705,209,482	-	7,705,209,482
PT Bank Syariah Indonesia Tbk	997,073,028	-	997,073,028
PT Bank Pembangunan Daerah Papua	469,028,664	-	469,028,664
PT Bank DKI	416,153,234	-	416,153,234
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	389,860,618	-	389,860,618
PT Bank Raya Indonesia Tbk d/h PT Bank Rakyat Indonesia Agroniaga Tbk	348,245,482	-	348,245,482
PT Bank Pembangunan Daerah Bali	249,720,348	-	249,720,348
PT Bank Pembangunan Daerah Riau Kepri	185,893,509	-	185,893,509
PT Bank Pembangunan Daerah Sumatera Utara	138,636,080	-	138,636,080
PT Bank Pembangunan Daerah Sulawesi Selatan dan Barat	135,998,786	-	135,998,786
PT Bank Pembangunan Daerah Nusa Tenggara Timur	76,893,253	-	76,893,253
PT Bank Pembangunan Daerah Sulawesi Utara Gorontalo	71,184,906	-	71,184,906
PT Bank Tabungan Negara (Persero) Tbk	49,800,949	-	49,800,949
PT Bank Nagari	33,202,420	-	33,202,420
PT Bank Pembangunan Daerah Sulawesi Tenggara	29,928,645	-	29,928,645
PT Bank Aceh Syariah	21,607,308	-	21,607,308
PT Bank Pembangunan Daerah Jawa Tengah	19,571,430	-	19,571,430
PT Bank Pembangunan Daerah Jawa Timur Tbk	12,710,775	-	12,710,775
PT Bank Pembangunan Daerah NTB Syariah	6,944,135	-	6,944,135
PT Bank Pembangunan Daerah Maluku dan Maluku Utara	6,517,202	-	6,517,202
PT Bank Pembangunan Daerah Kalimantan Timur	5,565,437	-	5,565,437
PT Bank Pembangunan Daerah Kalimantan Tengah	5,043,464	-	5,043,464
PT Bank Pembangunan Daerah Sulawesi Tengah	4,542,302	-	4,542,302
PT Bank Pembangunan Daerah Kalimantan Barat	2,847,238	-	2,847,238
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung	1,500,000	-	1,500,000
PT Bank Pembangunan Daerah Jambi	1,500,000	-	1,500,000
<b>Sub total</b>	<b>62,998,111,823</b>	<b>-</b>	<b>62,998,111,823</b>
<b>Third Parties</b>			
<b>Rupiah</b>			
PT Bank CIMB Niaga Tbk	2,273,932,436	-	2,273,932,436
PT Bank Bukopin Tbk	1,686,478,995	-	1,686,478,995
PT Bank Nationalnobu Tbk	563,756,589	-	563,756,589
PT Bank Central Asia Tbk	525,618,627	-	525,618,627
PT Bank MNC Internasional Tbk	309,586,625	-	309,586,625
PT Bank Permata Tbk	267,422,435	-	267,422,435
PT Bank Muamalat Tbk	1,445,000	-	1,445,000
<b>Sub total</b>	<b>5,628,240,707</b>	<b>-</b>	<b>5,628,240,707</b>
<b>Investment Bank</b>			
<b>Related Parties</b>			
<b>Entities Related to the Government</b>			
<b>Rupiah</b>			
PT Bank Mandiri (Persero) Tbk	788,714,914	-	788,714,914
PT Bank Negara Indonesia (Persero) Tbk	2,730,623	-	2,730,623
<b>Sub total</b>	<b>791,445,537</b>	<b>-</b>	<b>791,445,537</b>
<b>Total Cash and Cash Equivalents</b>	<b>69,553,123,767</b>	<b>-</b>	<b>69,553,123,767</b>
<b>Cash Equivalents</b>			
<b>Deposits on Call ≤ 90 Days</b>			
<b>Related to the Government</b>			
PT Bank Pembangunan Daerah Jawa Tengah	724,500,000,000	131,492,417	724,368,507,583
PT Bank Negara Indonesia (Persero) Tbk	276,000,000,000	-	276,000,000,000
PT Bank Pembangunan Daerah Sumatera Utara	250,000,000,000	74,953,307	249,925,046,693
PT Bank Rakyat Indonesia (Persero) Tbk	242,000,000,000	-	242,000,000,000
PT Bank Pembangunan Daerah Sulawesi Tengah	100,000,000,000	29,981,323	99,970,018,677
PT Bank Syariah Indonesia	26,000,000,000	-	26,000,000,000
PT Bank Jabar Banten Tbk	8,000,000,000	-	8,000,000,000
PT Bank Pembangunan Daerah NTB Syariah	8,000,000,000	-	8,000,000,000
PT Bank Pembangunan Daerah Nusa Tenggara Timur	8,000,000,000	5,555,737	7,994,444,263
<b>Total Cash Equivalents</b>	<b>1,642,500,000,000</b>	<b>241,982,784</b>	<b>1,642,258,017,216</b>
<b>Total Cash and Cash Equivalents</b>	<b>1,712,053,123,767</b>	<b>241,982,784</b>	<b>1,711,811,140,983</b>

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	<u>December 31, 2022</u>	<u>December 31, 2021</u>
Maturity Periods	1 - 2 Weeks	1 - 2 Weeks
Average interest rest	2.16%	1.96%

Following are the movements in allowance for impairment losses on cash and cash equivalents as of December 31, 2022 and 2021:

	<u>December 31, 2022</u>	<u>December 31, 2021</u>
Beginning balance	241.982.784	-
Addition	39.415.590	241.982.784
<b>Ending Balance</b>	<b>281.398.374</b>	<b>241.982.784</b>

The Board of Directors of BPJS Ketenagakerjaan believes that the amount of allowance for impairment losses formed is sufficient to cover possible losses from the value of deposits on call that cannot be disbursed.

## 7. Operational Fund Receivables

This account represents receivables from the operational fund revenue of BPJS Ketenagakerjaan. Up to date of the report, payment have not yet been received from each program as follows:

	<u>December 31, 2022</u>	<u>December 31, 2021</u>
JKK Program	-	14,587,270,488
JKM Program	-	6,921,915,855
JP Program	-	4,784,578,913
<b>Total</b>	<b>-</b>	<b>26,293,765,256</b>

In 2022 operational fund receivables will be nil because DJS has made full payment of operational funds to BPJS Ketenagakerjaan.

The Board of Directors of BPJS Ketenagakerjaan believe that all operational fund receivables are collectible, accordingly, no allowance is provide for impairment on such receivables.

## 8. Investment Income Receivable

	<u>December 31, 2022</u>	<u>December 31, 2021</u>
<b>Accrued Income</b>		
Interest on bond	79,429,318,183	51,920,199,698
Sukuk profit sharing	27,488,675,391	27,967,692,111
Interest on time deposit	6,256,757,851	6,729,505,519
Investment Properties	13,392,750,556	12,499,912,222
<b>Due Receivables</b>		
Receivables income deposits	417,928,401	102,451,344
<b>Total</b>	<b>126,985,430,382</b>	<b>99,219,760,894</b>

Investment income receivables of investment properties is a contribution to collaboration between BPJS Ketenagakerjaan and PT Sinergi Investasi Properti in accordance with the agreement Number PER/109/052017 through the scheme Build Operate Transfer. The agreement signed on May 22, 2017 for 30 years. The Scope of agreement is PT Sinergi Investasi Properti constructed a commercial building, located on Jalan HR. Rasuna Said Kav.12-14, Setiabudi Village, South Jakarta.

The Board of Directors of BPJS Ketenagakerjaan believe that all investment income receivables are collectible, accordingly, no allowance is provide for impairment on such receivables.

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**9. Trade Account Receivable**

	<b>December 31, 2022</b>	<b>December 31, 2021</b>
Accounts receivables from subsidiary	32,204,784,371	28,412,294,719
Allowance for impairment losses	(14,703,612,350)	(14,700,093,900)
<b>Total</b>	<b>17,501,172,021</b>	<b>13,712,200,819</b>

Allowance for impairment losses of trade account receivables as of December 31, 2022 and 2021 are as follows:

	<b>December 31, 2022</b>	<b>December 31, 2021</b>
Beginning balance	14,700,093,900	14,432,535,953
Addition	3,518,450	267,557,947
<b>Total</b>	<b>14,703,612,350</b>	<b>14,700,093,900</b>

Based on an evaluation of the collectibility of the individual receivable accounts as of December 31, 2022 and 2021, the Board of Directors of BPJS Ketenagakerjaan believe that the allowance for impairment is adequate to cover possible losses from uncollectible trade receivables.

**10. SKP Receivables**

	<b>December 31, 2022</b>	<b>December 31, 2021</b>
Loan provided by the SKP Program	176,952,436,703	221,950,242,660
Less: allowance for impairment losses	(71,756,942,591)	(72,232,806,909)
Sub total	<b>105,195,494,112</b>	<b>149,717,435,751</b>
Loan interest receivables by the SKP Program	35,297,439,631	56,858,336,487
Less: allowance for impairment losses	(13,523,958,251)	(13,608,899,019)
Sub total	<b>21,773,481,380</b>	<b>43,249,437,468</b>
<b>Sub total</b>	<b>126,968,975,492</b>	<b>192,966,873,219</b>
Rusunawa rent receivables	1,939,000	-
<b>Total rent receivables</b>	<b>1,939,000</b>	<b>-</b>
<b>Total</b>	<b>126,970,914,492</b>	<b>192,966,873,219</b>

	<b>December 31, 2022</b>	<b>December 31, 2021</b>
<b>SKP receivables based on type of loan</b>		
Direct distribution	86,986,188,145	87,553,787,713
Distribution through bank cooperation	125,263,688,189	191,254,791,434
Sub total	212,251,815,334	278,808,579,147
<b>Allowance for impairment losses</b>		
Direct distribution	(85,280,820,507)	(85,841,529,805)
Distribution through bank cooperation	(80,335)	(176,123)
Sub total	(85,280,900,842)	(85,841,705,928)
<b>Total</b>	<b>126,970,914,492</b>	<b>192,966,873,219</b>

Allowance for impairment losses on SKP receivables for December 31, 2022 and 2021 as follows:

	<b>December 31, 2022</b>	<b>December 31, 2021</b>
Beginning Balance	85,841,705,928	85,689,599,910
Addition	-	152,106,018
Recovery	(560,805,086)	-
<b>Ending Balance</b>	<b>85,280,900,842</b>	<b>85,841,705,928</b>

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In accordance with Government Regulation of the Republic of Indonesia Number 99 Year 2013 article 62 which stated that the assets and liabilities of Additional Services Benefits (*Manfaat Layanan Tambahan/MLT*) ex DPKP had been transferred to the assets and liabilities of BPJS Ketenagakerjaan as of June 30, 2015 and the name of MLT program changed into participants welfare facilities (*Sarana Kesejahteraan Peserta/SKP*).

Based on an evaluation of the collectability of the balance of each receivables as of December 31, 2022 and 2021, the Board of Directors of BPJS Ketenagakerjaan believe that the allowance for impairment losses is adequate to cover possible losses from uncollectible accounts.

## 11. Other Receivables

	December 31, 2022	December 31, 2021
<b>Other Receivables</b>		
Car loans	9,781,591,270	7,080,787,879
Indemnity claims	2,152,453,533	760,273,338
Unearned income - subsidiary	3,952,333,857	2,544,953,584
Other receivables	15,619,259,410	4,711,015,948
<b>Sub total</b>	<b>31,505,638,070</b>	<b>15,097,030,749</b>
<b>BPJS Receivables</b>		
BPJS Receivables - to JHT Program	-	125,989,420
<b>Sub total</b>	<b>-</b>	<b>125,989,420</b>
Allowance for impairment losses	(2,431,356,974)	(2,047,822,717)
<b>Total</b>	<b>29,074,281,096</b>	<b>13,175,197,452</b>

Allowance for impairment losses on other receivables as of December 31, 2022 and 2021 are as follows:

	December 31, 2022	December 31, 2021
Beginning Balance	2,047,822,717	1,666,381,746
Addition	383,534,257	381,440,971
<b>Ending Balance</b>	<b>2,431,356,974</b>	<b>2,047,822,717</b>

Distribution of vehicle loans (car loans) to BPJS Ketenagakerjaan structural officials, according to Directors Decree Number: KEP/368/122011 dated December 29, 2011 concerning Provision of Loan Facilities for the Purchase of Four-wheeled Vehicles for Employees of Structural Officers. Disbursement of car loans with maturities of less than 12 (twelve) months.

Claims for compensation are claims for compensation received by BPJS Ketenagakerjaan from employees who violate the regulations of BPJS Ketenagakerjaan.

Other receivables are mostly excess transfer of funds over VA (Virtual Account) contributions to the DJS program with a total of Rp11,424,570,785 as of December 31, 2022 and nil on December 31, 2021.

Based on an evaluation of the collectibility of the balance of each receivables as of December 31, 2022 and 2021, the Board of Directors of BPJS Ketenagakerjaan believe that the allowance for impairment losses is adequate to cover possible losses from uncollectible accounts.



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**12. Short-Term Investment**

	December 31, 2022	December 31, 2021
Time deposits	2,477,436,257,179	3,163,750,130,378
Fair Value Through Profit or Loss ( FVPL)		
Share	121,614,981,000	311,274,926,500
Bonds	328,667,380,000	330,295,000,000
Fair Value Other Comprehensive Income (FVOCI)		
Share	1,029,348,321,384	1,122,444,572,322
Mutual Funds	644,138,965,254	591,791,996,413
Amortized Cost		
Bonds	367,894,866,921	912,775,810,794
Sukuk	526,973,588,089	21,933,000,000
<b>Total</b>	<b>5,496,074,359,827</b>	<b>6,454,265,436,407</b>

**a. Time deposit**

	December 31, 2022		
	Amount	Allowance for Impairment Losses	Amount after Allowance for Impairment Losses
<b>Related Parties</b>			
<b>Related Parties to the Government</b>			
Bank Pembangunan Daerah			
PT Bank Pembangunan Daerah Jawa Timur Tbk*	621,000,000,000	-	621,000,000,000
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	413,413,000,000	-	413,413,000,000
PT Bank Pembangunan Daerah Nusa Tenggara Timur	373,000,000,000	378,983,919	372,621,016,081
PT Bank DKI	302,820,000,000	-	302,820,000,000
PT Bank Pembangunan Daerah Jawa Tengah	194,881,000,000	184,584,052	194,696,415,948
PT Bank Nagari	140,000,000,000	38,403,144	139,961,596,856
PT Bank Pembangunan Daerah Sulawesi Tengah	138,000,000,000	128,906,908	137,871,093,092
PT Bank Pembangunan Daerah Bali	72,000,000,000	44,730,480	71,955,269,520
PT Bank Pembangunan Daerah NTB Syariah	45,000,000,000	-	45,000,000,000
PT Bank Pembangunan Daerah Lampung	43,000,000,000	11,513,923	42,988,486,077
PT Bank Pembangunan Daerah Riau Kepri	21,000,000,000	-	21,000,000,000
PT Bank Pembangunan Daerah Sumatera Utara	4,000,000,000	3,620,396	3,996,379,604
PT Bank Tabungan Negara (Persero) Tbk	73,159,000,000	-	73,159,000,000
PT Bank Negara Indonesia (Persero) Tbk	36,954,000,000	-	36,954,000,000
<b>Sub total</b>	<b>2,478,227,000,000</b>	<b>790,742,821</b>	<b>2,477,436,257,179</b>

	December 31, 2021		
	Amount	Allowance for Impairment Losses	Amount after Allowance for Impairment Losses
<b>Related Parties</b>			
<b>Related Parties to the Government</b>			
Bank Pembangunan Daerah			
PT Bank Pembangunan Daerah Riau Kepri	388,000,000,000	212,258,180	387,787,741,820
PT Bank Pembangunan Daerah Jawa Timur Tbk	263,000,000,000	60,940,273	262,939,059,727
PT Bank Pembangunan Daerah Jawa Tengah	244,643,000,000	198,384,940	244,444,615,060
PT Bank Pembangunan Daerah Nusa Tenggara Timur	218,000,000,000	70,386,930	217,929,613,070
PT Bank DKI	198,727,000,000	-	198,727,000,000
PT Bank Pembangunan Daerah Kalimantan Selatan	182,000,000,000	37,393,765	181,962,606,235
PT Bank Pembangunan Daerah Lampung	164,000,000,000	48,797,692	163,951,202,308
PT Bank Pembangunan Daerah Sumatera Utara	161,000,000,000	54,529,586	160,945,470,414
PT Bank Pembangunan Daerah NTB Syariah	151,000,000,000	-	151,000,000,000
PT Bank Pembangunan Daerah Bali	143,000,000,000	53,856,585	142,946,143,415
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	122,267,000,000	-	122,267,000,000
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung	95,000,000,000	40,934,921	94,959,065,079
PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat	74,000,000,000	25,847,072	73,974,152,928
PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo	50,000,000,000	36,844,762	49,963,155,238

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	December 31, 2021		
	Amount	Allowance for Impairment Losses	Amount after Allowance for Impairment Losses
PT Bank Pembangunan Daerah Maluku dan Maluku Utara	48,000,000,000	19,743,757	47,980,256,243
PT Bank Pembangunan Daerah Kalimantan Tengah	21,000,000,000	8,168,224	20,991,831,776
PT Bank Nagari	6,000,000,000	2,160,334	5,997,839,666
PT Bank Pembangunan Daerah Jambi	1,000,000,000	622,599	999,377,401
PT Bank Tabungan Negara (Persero) Tbk*	528,984,000,000	-	528,984,000,000
PT Bank Negara Indonesia (Persero) Tbk	7,000,000,000	-	7,000,000,000
PT Bank Rakyat Indonesia (Persero) Tbk	98,000,000,000	-	98,000,000,000
<b>Total</b>	<b>3,164,621,000,000</b>	<b>870,869,622</b>	<b>3,163,750,130,378</b>

	December 31, 2022	December 31, 2021
Maturity Periods	1-12 bulan	1-12 bulan
Average Interest rest	5.81%	3.90%

Allowance for impairment losses on time deposits as of December 31, 2022 and 2021:

	December 31, 2022	December 31, 2021
Beginning Balance	870,869,622	62,530,941
Addition (Deduction)	(80,126,801)	808,338,681
<b>Ending Balance</b>	<b>790,742,821</b>	<b>870,869,622</b>

Time deposits at PT Bank Pembangunan Jawa Timur Tbk position as of 31 December 2022 and at PT Bank Tabungan Negara (Persero) Tbk as of December 31, 2021 including initial capital from the government amounted to Rp500,000,000,000.

Time Deposit interest income as of December 31, 2022 and 2021, amounted to Rp137,300,762,527 and Rp114,247,560,438 (Note 36a) and profit sharing income from time deposits as of December 31, 2022 and 2021 amounted to Rp7,794,273,353 and Rp10,434,144,425 (Note 36c).

Management believes that the amount of allowance for impairment losses formed is sufficient to cover possible losses from the deposit value which is not can be cashed.

**b. Shares - FVPL**

	December 31, 2022			
	Total Shares	Cost	Difference in Investment Valuation	Fair Value
<b>Related Parties</b>				
PT Perusahaan Gas Negara (Persero) Tbk	25,551,200	108,511,825,999	(63,669,469,999)	44,842,356,000
PT Telekomunikasi Indonesia (Persero) Tbk	20,472,700	91,988,515,000	(15,215,890,000)	76,772,625,000
<b>Total</b>	<b>46,023,900</b>	<b>200,500,340,999</b>	<b>(78,885,359,999)</b>	<b>121,614,981,000</b>

	December 31, 2021			
	Total Shares	Cost	Difference in Investment Valuation	Fair Value
<b>Related Parties</b>				
PT Perusahaan Gas Negara (Persero) Tbk	25,551,200	108,511,825,999	(73,506,681,999)	35,005,144,000
<b>Third Parties</b>				
PT Astra International Tbk	48,681,900	311,219,067,500	(34,949,285,000)	276,269,782,500
<b>Total</b>	<b>74,233,100</b>	<b>419,730,893,499</b>	<b>(108,455,966,999)</b>	<b>311,274,926,500</b>

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BPJS Ketenagakerjaan recognized an unrealized profit in share value for the years ended December 31, 2022 amounted to Rp29,570,607,000 and recognized an unrealized impairment on December 31, 2021 amounted to Rp21,217,316,000 (Note 36f). Dividend income from the ownership of these shares amounted to Rp3,179,080,304 and Rp1,906,594,800, respectively (Note 36d).

**c. Bonds – FVPL**

December 31, 2022						
Rating	Interest Rate (%)	Maturity Date	Cost	Difference in Investment Valuation	Fair Value	
Related Parties						
Government Bonds						
Recap Bonds FR 0072	idAAA	8.25	15/05/2027	160,440,000,000	(1,520,000,000)	158,920,000,000
Recap Bonds FR 0075	idAAA	7.50	15/05/2038	168,590,000,000	1,157,380,000	169,747,380,000
Total			329,030,000,000	(362,620,000)	328,667,380,000	

December 31, 2021						
Rating	Interest Rate (%)	Maturity Date	Cost	Difference in Investment Valuation	Fair Value	
Related Parties						
Government Bonds						
Recap Bonds FR 0072	idAAA	8.25	15/05/2027	160,440,000,000	1,307,500,000	161,747,500,000
Recap Bonds FR 0075	idAAA	7.50	15/05/2038	168,590,000,000	(42,500,000)	168,547,500,000
Total			329,030,000,000	1,265,000,000	330,295,000,000	

As of December 31, 2022 and 2021, BPJS Ketenagakerjaan recognized an impairment loss unrealized amounted to Rp1,627,620,000 and Rp16,715,000,000, respectively (Note 36f) and recognized interest income amounting to Rp24,337,500,000 and Rp24,492,989,583, respectively (Note 36a).

**d. Shares – FVOCI**

December 31, 2022				
	Total Shares	Cost	Difference in Investment Valuation	Fair Value
<b>Related Parties</b>				
PT Bank Tabungan Negara (Persero) Tbk	22,937,200	70,554,549,916	(39,589,329,916)	30,965,220,000
PT Jasa Marga (Persero) Tbk	7,061,582	40,844,503,623	(19,800,989,263)	21,043,514,360
PT Krakatau Steel (Persero) Tbk	43,255,211	34,471,591,798	(20,456,903,434)	14,014,688,364
PT Perusahaan Gas Negara (Persero) Tbk	86,938,700	465,870,378,365	(313,292,959,865)	152,577,418,500
PT Semen Indonesia Persero (Persero) Tbk	8,500,200	126,481,316,921	(70,592,501,921)	55,888,815,000
PT Timah Persero (Persero) Tbk	1,088,838	1,418,831,096	(150,334,826)	1,268,496,270
PT Wijaya Karya (Persero) Tbk	14,500,027	35,235,774,346	(23,708,252,881)	11,527,521,465
	<b>184,281,758</b>	<b>774,876,946,065</b>	<b>(487,591,272,106)</b>	<b>287,285,673,959</b>
<b>Third Parties</b>				
PT Astra Agro Lestari Tbk	2,273,333	44,010,556,681	(25,767,059,356)	18,243,497,325
PT Astra International Tbk	26,308,800	201,298,159,338	(51,337,999,338)	149,960,160,000
PT Bumi Serpong Damai Tbk	3,500,000	5,693,146,350	(2,490,646,350)	3,202,500,000
PT Indo Tambang Raya Megah Tbk	5,040,200	199,638,733,917	(2,944,928,917)	196,693,805,000
PT Indofood Consumer Brand Product Tbk	5,811,800	60,640,108,598	(2,522,108,598)	58,118,000,000
PT Indofood Sukses Makmur Tbk	6,166,900	47,580,137,744	(6,107,735,244)	41,472,402,500
PT PP London Sumatera Indonesia Tbk	34,276,600	79,424,218,484	(44,633,469,484)	34,790,749,000
PT Salim Ivomas Pratama Tbk	25,174,900	28,798,989,477	(18,376,580,877)	10,422,408,600
PT Unilever Indonesia Tbk	23,231,500	240,606,856,173	(131,418,806,173)	109,188,050,000
PT United Tractors Tbk	4,601,000	156,158,908,598	(36,187,833,598)	119,971,075,000
	<b>136,385,033</b>	<b>1,063,849,815,360</b>	<b>(321,787,167,935)</b>	<b>742,062,647,425</b>
<b>Total</b>	<b>320,666,791</b>	<b>1,838,726,761,425</b>	<b>(809,378,440,041)</b>	<b>1,029,348,321,384</b>

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	December 31, 2021			Fair Value
	Total Shares	Cost	Difference in Investment Valuation	
<b>Related Parties</b>				
PT Aneka Tambang Persero (Persero) Tbk	1,331,180	1,593,884,656	1,401,270,344	2,995,155,000
PT Bank Mandiri Persero (Persero) Tbk	27,913,400	216,036,145,156	(19,944,510,156)	196,091,635,000
PT Bank Negara Indonesia (Persero) Tbk	15,264,000	135,222,359,847	(32,571,959,847)	102,650,400,000
PT Bank Rakyat Indonesia (Persero) Tbk	4,388,022	17,811,384,632	179,505,568	17,990,890,200
PT Bank Tabungan Negara (Persero) Tbk	22,937,200	70,554,549,916	(30,987,879,916)	39,566,670,000
PT Jasa Marga (Persero) Tbk	7,061,582	40,844,503,623	(13,374,949,643)	27,469,553,980
PT Krakatau Steel (Persero) Tbk	43,255,211	34,471,591,798	(16,650,444,866)	17,821,146,932
PT Perusahaan Gas Negara (Persero) Tbk	86,938,700	465,870,378,365	(346,764,359,365)	119,106,019,000
PT Semen Indonesia Persero (Persero) Tbk	8,500,200	126,481,316,921	(65,067,371,921)	61,413,945,000
PT Tambang Batubara Bukit Asam (Persero) Tbk	2,844,300	11,880,709,835	(4,172,656,835)	7,708,053,000
PT Timah Persero (Persero) Tbk	1,088,838	1,418,831,096	159,984,004	1,578,815,100
PT Wijaya Karya (Persero) Tbk	14,500,027	35,235,774,346	(19,213,244,511)	16,022,529,835
	<b>236,022,660</b>	<b>1,157,421,430,191</b>	<b>(547,006,617,144)</b>	<b>610,414,813,047</b>
<b>Third Parties</b>				
PT Astra Agro Lestari Tbk	2,273,333	44,010,556,681	(22,470,726,506)	21,539,830,175
PT Astra International Tbk	26,308,800	201,298,159,338	(51,995,719,338)	149,302,440,000
PT Bumi Serpong Damai Tbk	3,500,000	5,693,146,350	(2,158,146,350)	3,535,000,000
PT Indo Tambang Raya Megah Tbk	2,309,100	94,555,833,074	(47,507,920,574)	47,047,912,500
PT Indofood CBP Sukses Makmur Tbk	5,811,800	60,640,108,598	(10,222,743,598)	50,417,365,000
PT Indofood Sukses Makmur Tbk	6,166,900	47,580,137,744	(8,728,667,744)	38,851,470,000
PT PP London Sumatera Indonesia Tbk	34,276,600	79,424,218,484	(38,806,447,484)	40,617,771,000
PT Salim Ivomas Pratama Tbk	25,174,900	28,798,989,477	(17,369,584,877)	11,429,404,600
PT Unilever Indonesia Tbk	22,231,500	236,066,305,042	(144,694,840,042)	91,371,465,000
PT United Tractors Tbk	2,601,000	93,938,593,701	(36,326,443,701)	57,612,150,000
PT Vale Indonesia Tbk	65,300	311,288,947	(6,337,947)	304,951,000
	<b>130,719,233</b>	<b>892,317,337,436</b>	<b>(380,287,578,161)</b>	<b>512,029,759,275</b>
<b>Total</b>	<b>366,741,893</b>	<b>2,049,738,767,627</b>	<b>(927,294,195,305)</b>	<b>1,122,444,572,322</b>

BPJS Ketenagakerjaan recognized dividend income on share ownership for the years ended December 31, 2022 and 2021 amounted to Rp68,983,292,788 and Rp36,703,345,070, respectively (Note 36d).

Comprehensive income mutations on shares measured at fair value through other comprehensive income are as follows:

	December 31, 2022	December 31, 2021
Beginning Balance	(927,294,195,305)	(815,664,084,489)
Net unrealized gain/(loss) from increase/(decrease) of shares measured at fair value through other comprehensive income	114,883,038,811	(87,024,920,005)
Reclassification proceed from sales of shares measured at fair value through other comprehensive income to equity	3,032,716,453	(24,605,190,811)
<b>Ending Balance</b>	<b>(809,378,440,041)</b>	<b>(927,294,195,305)</b>

**e. Mutual Funds – FVOCI**

	December 31, 2022		
	Total Unit	Cost	Difference in Investment Valuation
<b>Third Parties</b>			
Ashmore Saham Sejahtera Nusantara II	181.611.781	200.000.000.000	5.580.904.164
Batavia Saham Sejahtera	340.189.310	400.000.000.000	10.202.413.490
Insight Tunas Bangsa (I-Next G)	28.000.000	28.000.000.000	355.647.600
<b>Total</b>	<b>549.801.091</b>	<b>628.000.000.000</b>	<b>16.138.965.254</b>

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	December 31, 2021			
	Total Unit	Cost	Difference in Investment Valuation	Fair Value
<b>Third Parties</b>				
Ashmore Saham Sejahtera Nusantara II	181.611.781	200.000.000.000	(17.799.796.557)	182.200.203.443
Batavia Saham Sejahtera	340.189.310	400.000.000.000	(18.623.017.430)	381.376.982.570
Insight Tunas Bangsa (I-Next G)	28.000.000	28.000.000.000	214.810.400	28.214.810.400
<b>Total</b>	<b>549.801.091</b>	<b>628.000.000.000</b>	<b>(36.208.003.587)</b>	<b>591.791.996.413</b>

BPJS Ketenagakerjaan recognized an increase in value that has not been realized on December 31, 2022 amounted to Rp16,138,965,255 and recognizes an impairment loss that has not been realized on December 31, 2021 amounted to Rp36,208,003,587 recorded as part of equity.

Comprehensive income mutation on shares measured at fair value through other comprehensive income are as follows:

	December 31, 2022	December 31, 2021
<b>Beginning Balance</b>	(36,208,003,587)	(39,167,880,164)
Net unrealized gain/(loss) from increase/(decrease) of mutual funds measured at fair value through other comprehensive income	52,346,968,841	2,959,876,577
<b>Ending Balance</b>	<b>16,138,965,254</b>	<b>(36,208,003,587)</b>

**f. Bonds – amortized cost**

Bonds with maturities of less than 1 (one) year are presented as short-term investments.

December 31, 2022							
Rating	Interest Rest (%)	Maturity Date	Nominal Ammount	Unamortized Premium/ (Discount), Interest, and Transaction Fee	Carrying Amount	Allowance for Impairment Losses	Amount after Allowance for Impairment Losses
<b>Related Parties</b>							
<b>Government Bonds</b>							
Recap Bonds FR 0046	idAAA	9.50	15/07/2023	18,277,000,000	(457,834,449)	17,819,165,551	17,819,165,551
				<b>18,277,000,000</b>	<b>(457,834,449)</b>	<b>17,819,165,551</b>	<b>17,819,165,551</b>
<b>Corporation Bonds</b>							
Obl. Bkl. I Bank BJB Thp II 2018 B	idAA-	9.5	28/09/2023	105,000,000,000	-	105,000,000,000	105,000,000,000
BTN Berk I Tahap II 2013	AA(idn)	7.9	27/03/2023	245,172,000,000	(96,298,630)	245,075,701,370	245,075,701,370
				<b>350,172,000,000</b>	<b>(96,298,630)</b>	<b>350,075,701,370</b>	<b>350,075,701,370</b>
<b>Total</b>				<b>368,449,000,000</b>	<b>(564,133,079)</b>	<b>367,884,866,921</b>	<b>367,884,866,921</b>

December 31, 2021							
Rating	Interest Rest (%)	Maturity Date	Nominal Ammount	Unamortized Premium/ (Discount), Interest, and Transaction Fee	Carrying Amount	Allowance for Impairment Losses	Amount after Allowance for Impairment Losses
<b>Related Parties</b>							
<b>Government Bonds</b>							
Recap Bonds FR 0035	idAAA	12.90	15/06/2022	2,924,000,000	20,810,794	2,944,810,794	2,944,810,794
				<b>2,924,000,000</b>	<b>20,810,794</b>	<b>2,944,810,794</b>	<b>2,944,810,794</b>
<b>Corporation Bonds</b>							
Obl Bkl I Bank BJB I Years 2017 Seri B	idAA-	8.15	6/12/2022	75,000,000,000	-	75,000,000,000	75,000,000,000
Obl. Bkl. I Pupuk Indonesia II 2017 B	AA(idn)	7.9	9/11/2022	460,000,000,000	-	460,000,000,000	460,000,000,000
Obl. Bkl. IV SMF VIII 2019 B	idAAA	8.45	22/03/2022	220,000,000,000	-	220,000,000,000	220,000,000,000
Obl Bkl V SMF Thp I Thn 2019 B	idAAA	8.5	4/07/2022	100,000,000,000	-	100,000,000,000	100,000,000,000
				<b>855,000,000,000</b>	<b>-</b>	<b>855,000,000,000</b>	<b>855,000,000,000</b>
<b>Third Parties</b>							
Indosat VIII seri B tahun 2012	idAAA	8.88	27/06/2022	54,831,000,000	-	54,831,000,000	54,831,000,000
				<b>54,831,000,000</b>	<b>-</b>	<b>54,831,000,000</b>	<b>54,831,000,000</b>
<b>Total</b>				<b>912,755,000,000</b>	<b>20,810,794</b>	<b>912,775,810,794</b>	<b>912,775,810,794</b>

As of December 31, 2022 and 2021, BPJS Ketenagakerjaan recognized interest income amounted to Rp32,129,904,772 and Rp75,167,108,510, respectively (Note 36a)



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**g. Sukuk – amortized cost**

Sukuk which matured in less than 1 (one) year are presented as short-term investments.

December 31, 2022						
	Rating	Profit Sharing Rate	Maturity Date	Nominal Amount	Unamortized Premium/ (Discount), Interest, and Transaction Fee	Carrying Amount
Related Parties						
Government Sukuk						
PBS011	idAAA	8.75%	15/08/2023	522,676,000,000	4,297,588,089	526,973,588,089
<b>Total</b>				<b>522,676,000,000</b>	<b>4,297,588,089</b>	<b>526,973,588,089</b>

December 31, 2021						
	Rating	Profit Sharing Rate	Maturity Date	Nominal Amount	Unamortized Premium/ (Discount), Interest and Transaction Fee	Carrying Amount
Related Parties						
Corporation Sukuk						
PLN Sukuk VB /2010	idAAA(sy)	10.40%	8/07/2022	21,933,000,000	--	21,933,000,000
<b>Total</b>				<b>21,933,000,000</b>	<b>-</b>	<b>21,933,000,000</b>

As of December 31, 2022 and 2021, BPJS Ketenagakerjaan recognized profit sharing income revenue from sukuk amounted to Rp40,521,289,853 and Rp2,307,644,040, respectively (Note 36c).

**13. Advances**

Advances are work advances given to employees for operational activities and cash advance purchase of BPJS Ketenagakerjaan assets. The subsidiary reimbursement funds are funds that paid by subsidiary to be billed to customers.

	December 31, 2022	December 31, 2021
<b>Parent</b>		
<b>a. Work Advances</b>		
Head Office	4,187,806,025	2,965,848,556
	<b>4,187,806,025</b>	<b>2,965,848,556</b>
<b>b. Advances for the purchase</b>		
Lands	-	51,200,000
Other Equipments	421,300,000	2,471,400,885
Meubelairs	-	3,526,740,536
	<b>421,300,000</b>	<b>6,049,341,421</b>
<b>Subsidiary</b>		
Reimbursement	7,840,649,716	12,718,639,097
	<b>7,840,649,716</b>	<b>12,718,639,097</b>
<b>Total</b>	<b>12,449,755,741</b>	<b>21,733,829,074</b>

	December 31, 2022	December 31, 2021
<b>Work Advances Classification</b>		
0 - 30 day	3,725,933,525	2,827,998,556
31 - 60 day	136,600,000	137,850,000
>60 day	325,272,500	-
<b>Total</b>	<b>4,187,806,025</b>	<b>2,965,848,556</b>

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**14. Prepaid Expenses**

	<b>December 31, 2022</b>	<b>December 31, 2021</b>
Software Liscence	24,343,906,535	2,468,715,863
Insurance	4,776,918,306	4,854,719,896
Office Building Rental	2,588,217,549	6,463,711,407
Office House Rental	792,584,121	3,010,807,437
Other Rental	834,711,668	1,993,125,998
Investment	-	950,000,000
Subsidiary	274,963,306	976,067,423
	<b>33,611,301,485</b>	<b>20,717,148,024</b>

Prepaid expenses on software licenses in 2022 are mostly comes from additional Oracle ATS (Annual Technical Support) fees.

**15. Office supplies**

	<b>December 31, 2022</b>	<b>December 31, 2021</b>
Printed Goods	4,720,538,456	5,319,539,802
Disposable Computer Equipments	4,048,450,263	4,906,181,221
Stationeries	1,831,135,490	1,950,605,977
Stamps Duties	520,833,379	603,594,999
Subsidiary's Inventories	63,850,773	415,687,372
<b>Total</b>	<b>11,184,808,361</b>	<b>13,195,609,371</b>

Management believe that there is no indication of impairment of office equipment value, so there is no allowance is provide for impairment losses.

**16. Assets Held For Sale**

	<b>December 31, 2022</b>	<b>December 31, 2021</b>
Office Vehicle	877,459,583	2,518,855,921
Computers	395,115,762	73,729,046
Office Machines	126,769,861	21,978,107
Building Interior	94,812,163	11,972,261
Other Building	10,373,757	-
Other Equipments	142,303,935	12,732,170
<b>Total</b>	<b>1,646,835,061</b>	<b>2,639,267,505</b>

Changes in assets held for sale are as follows:

	<b>December 31, 2022</b>	<b>December 31, 2021</b>
Beginning Balance	2,639,267,505	730,805,944
Addition	2,459,064,238	2,268,486,724
Deduction	(3,451,496,682)	(360,025,163)
<b>Ending Balance</b>	<b>1,646,835,061</b>	<b>2,639,267,505</b>

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Deductions as of December 31, 2022 and 2021 are sales of assets held for sale with the following details:

	December 31, 2022	December 31, 2021
Selling Price	7,485,777,480	1,923,021,733
Carrying Amount	(3,451,496,682)	(360,025,163)
<b>Gain on Sales</b>	<b>4,034,280,798</b>	<b>1,562,996,570</b>

The Board of Directors of BPJS Ketenagakerjaan believe that all assets held for sale are not impaired, so there is no allowance is provide for impairment losses.

## 17. Other Current Assets

This account is recognition of travel management fees refund as of December 31, 2022 and 2021 amounted to Rp50,959,509 and Rp180,282,179.

## 18. Long term investment

	December 31, 2022	December 31, 2021
Sukuk	1,068,088,034,920	1,606,297,217,188
Bonds	5,305,091,144,647	3,389,630,848,114
<b>Totals</b>	<b>6,373,179,179,567</b>	<b>4,995,928,065,302</b>

### a. Sukuk - Amortized cost

December 31, 2022						
	Rating	Profit Sharing	Maturity Date	Nominal Amount	Unamortized Premium/(Discount), Interest, and Transaction Fee	Carrying Amount
Related Parties						
Government Sukuk						
PBS005	idAAA	6.75%	15/04/2043	8,000,000,000	(735,800,623)	7,264,199,377
PBS012	idAAA	8.88%	15/11/2031	822,615,000,000	36,357,933,546	858,972,933,546
PBS022	idAAA	8.63%	15/04/2034	193,375,000,000	8,475,901,997	201,850,901,997
Total				1,023,990,000,000	44,098,034,920	1,068,088,034,920
December 31, 2021						
	Rating	Profit Sharing	Maturity Date	Nominal Amount	Unamortized Premium/(Discount), Interest, and Transaction Fee	Carrying Amount
Related Parties						
Government Sukuk						
PBS011	idAAA	8.75%	15/08/2023	522,676,000,000	10,743,970,222	533,419,970,222
PBS012	idAAA	8.88%	15/11/2031	822,615,000,000	40,435,458,803	863,050,458,803
PBS022	idAAA	8.63%	15/04/2034	193,375,000,000	9,223,775,703	202,598,775,703
PBS005	idAAA	6.75%	15/04/2043	8,000,000,000	(771,987,540)	7,228,012,460
Total				1,546,666,000,000	59,631,217,188	1,606,297,217,188

The Board of Directors of BPJS Ketenagakerjaan believe that there is no indication impairment of sukuk investment, so it is not required to provide the allowance for impairment losses.

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The following table of sukuk maturity period as of December 31, 2022 and 2021:

Time Period	December 31, 2022	December 31, 2021
< 1 years	526,973,588,089	21,933,000,000
> 1-5 years	-	533,419,970,222
> 5 - 10 years	858,972,933,546	863,050,458,803
> 10-15 years	201,850,901,997	202,598,775,703
> 20-25 years	7,264,199,377	7,228,012,460
Subtotal > 1 years	<b>1,068,088,034,920</b>	<b>1,606,297,217,188</b>
<b>Total</b>	<b>1,595,061,623,009</b>	<b>1,628,230,217,188</b>

For the years ended December 31, 2022 and 2021 BPJS Ketenagakerjaan recognize profit sharing income amounted to Rp85,436,612,486 and Rp126,253,293,691, respectively (Note 36c).

**b. Bonds – amortized cost**

December 31, 2022								
	Rating	Interest Rate (%)	Maturity Date	Nominal Amount	Unamortized Premium/(Discount) Interest and Transaction	Carrying Amount	Allowance for Impairment losses	Amount after Allowance for impairment losses
Related parties								
Government Bonds								
Recap Bonds FR 0040	idAAA	11.00	15/09/2025	20,105,000,000	115,955,023	20,220,955,023	-	20,220,955,023
Recap Bonds FR 0042	idAAA	10.25	15/07/2027	12,794,000,000	(981,499,355)	11,812,500,645	-	11,812,500,645
Recap Bonds FR 0044	idAAA	10.00	15/09/2024	7,806,000,000	(657,064,271)	7,148,935,729	-	7,148,935,729
Recap Bonds FR 0045	idAAA	9.75	15/05/2037	18,277,000,000	(3,472,898,136)	14,804,101,864	-	14,804,101,864
Recap Bonds FR 0052	idAAA	10.50	15/08/2030	20,152,000,000	1,496,912,329	21,648,912,329	-	21,648,912,329
Recap Bonds FR 0054	idAAA	9.50	15/07/2031	60,868,000,000	1,941,475,131	62,809,475,131	-	62,809,475,131
Recap Bonds FR 0056	idAAA	8.38	15/09/2026	20,000,000,000	831,844,627	20,831,844,627	-	20,831,844,627
Recap Bonds FR 0058	idAAA	8.25	15/06/2032	79,758,000,000	1,438,848,647	81,196,848,647	-	81,196,848,647
Recap Bonds FR 0059	idAAA	7.00	15/05/2027	433,000,000,000	(5,176,446,080)	427,823,553,920	-	427,823,553,920
Recap Bonds FR 0064	idAAA	6.13	15/05/2028	50,000,000,000	(2,670,904,985)	47,329,095,015	-	47,329,095,015
Recap Bonds FR 0065	idAAA	6.63	15/05/2033	314,943,000,000	(30,357,691,070)	284,585,308,930	-	284,585,308,930
Recap Bonds FR 0067	idAAA	8.75	15/02/2044	642,851,000,000	79,017,818,036	721,868,818,036	-	721,868,818,036
Recap Bonds FR 0068	idAAA	8.38	15/03/2034	257,867,000,000	3,162,159,229	261,029,159,229	-	261,029,159,229
Recap Bonds FR 0070	idAAA	8.38	15/03/2024	355,000,000,000	7,854,001,150	362,854,001,150	-	362,854,001,150
Recap Bonds FR 0071	idAAA	9.00	15/03/2029	208,145,000,000	16,456,679,431	224,601,679,431	-	224,601,679,431
Recap Bonds FR 0072	idAAA	8.25	15/05/2036	204,827,000,000	2,367,684,932	207,194,684,932	-	207,194,684,932
Recap Bonds FR 0073	idAAA	8.75	15/05/2031	20,000,000,000	587,276,973	20,587,276,973	-	20,587,276,973
Recap Bonds FR 0077	idAAA	8.13	15/05/2024	380,000,000,000	6,275,933,076	386,275,933,076	-	386,275,933,076
Recap Bonds FR 0078	idAAA	8.25	15/05/2029	130,000,000,000	6,865,899,197	136,865,899,197	-	136,865,899,197
Recap Bonds FR 0086	idAAA	5.50	15/04/2026	125,086,000,000	(5,183,839,237)	119,902,160,763	-	119,902,160,763
Subtotal				3,361,479,000,000	79,912,144,647	3,441,391,144,647	-	3,441,391,144,647
Corporate bonds								
Obl Bkl III PLN Thp VI Thn 2020 E	idAAA	9.05	18/02/2040	100,000,000,000	-	100,000,000,000	-	100,000,000,000
Subtotal PLN						100,000,000,000	-	100,000,000,000
Obl Bkl I Bank BJB I Tahun 2017 Seri C	idAA-	8.85	6/12/2024	125,000,000,000	-	125,000,000,000	-	125,000,000,000
Subtotal Bank BJB						126,000,000,000	-	126,000,000,000
Obl Bkl I SMI Thp I Th 2016 Seri D	idAAA	8.90	18/11/2031	138,700,000,000	-	138,700,000,000	-	138,700,000,000
Obl Bkl II SMI II 2019 Seri D	idAAA	8.50	28/08/2026	150,000,000,000	-	150,000,000,000	-	150,000,000,000
Obl Bkl II SMI III 2019 Seri D	idAAA	8.30	30/10/2026	165,000,000,000	-	165,000,000,000	-	165,000,000,000
Subtotal SMI						463,700,000,000	-	463,700,000,000
Obl Bkl VI SMF Thp III 2022	idAAA	6.95	21/09/2027	110,000,000,000	-	110,000,000,000	-	110,000,000,000
Subtotal SMF						110,000,000,000	-	110,000,000,000
Obl Berk III Eximbank IV Th 2017 D	idAAA	9.20	23/02/2024	50,000,000,000	-	50,000,000,000	-	50,000,000,000
Obl Berk III Eximbank IV Th 2017 E	idAAA	9.40	23/02/2027	100,000,000,000	-	100,000,000,000	-	100,000,000,000
Obl Bkl Eximbank IV Thp II 2018 D	idAAA	8.75	5/09/2025	100,000,000,000	-	100,000,000,000	-	100,000,000,000
Subtotal EXIM Bank						260,000,000,000	-	260,000,000,000
Obl Bkl I Semen Indo II 2019 A	idAA+	9.00	28/05/2024	160,000,000,000	-	160,000,000,000	-	160,000,000,000
Obl Bkl I Semen Indo II 2019 B	idAA+	9.10	28/05/2026	120,000,000,000	-	120,000,000,000	-	120,000,000,000
Subtotal SEMEN INDO						280,000,000,000	-	280,000,000,000
Obl I Pelindo IV 2018 B	idAA	9.15	4/07/2025	150,000,000,000	-	150,000,000,000	-	150,000,000,000
Subtotal Pelindo						160,000,000,000	-	160,000,000,000
Obl Green Bond I BRI Thp I Seri B 2022	idAAA	5.75	20/07/2025	160,000,000,000	-	160,000,000,000	-	160,000,000,000
Subtotal BRI						160,000,000,000	-	160,000,000,000
Obligasi I Kereta Api Indonesia Thp I Thn	idAA+	7.10	5/08/2027	175,000,000,000	-	175,000,000,000	-	175,000,000,000
Subtotal KAI						176,000,000,000	-	176,000,000,000
Subtotal				1,803,700,000,000	-	1,803,700,000,000	-	1,803,700,000,000
Third Parties								
Corporate Bonds								
Obl Bkl IV Maybank I Seri B 2022	idAAA	6.25	8/07/2025	60,000,000,000	-	60,000,000,000	-	60,000,000,000
Subtotal Maybank						60,000,000,000	-	60,000,000,000
Subtotal third parties				60,000,000,000	-	60,000,000,000	-	60,000,000,000
Total Bonds				5,225,179,000,000	79,912,144,647	5,305,091,144,647	-	5,305,091,144,647

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	Rating	Interest Rate (%)	Maturity Date	Nominal Amount	Unamortized Premium/(Discount), Interest, and Transaction Fee	Carrying Amount	Allowance for Impairment Losses	Amount after Allowance for Impairment Losses
<b>Related Parties (Note 49)</b>								
<b>Government Bonds</b>								
Resap Bonds FR 0059	idAAA	7.00	15/05/2027	333,000,000,000	(4,901,854,689)	328,198,135,131	-	328,198,135,131
Resap Bonds FR 0065	idAAA	8.63	15/05/2033	314,943,000,000	(32,149,225,021)	282,793,774,979	-	282,793,774,979
Resap Bonds FR 0068	idAAA	8.38	15/03/2034	257,897,000,000	3,335,715,102	261,202,715,102	-	261,202,715,102
Resap Bonds FR 0067	idAAA	8.75	15/02/2044	200,000,000,000	18,679,720,122	218,679,720,122	-	218,679,720,122
Resap Bonds FR 0072	idAAA	9.25	15/05/2036	204,827,000,000	2,462,389,140	207,289,389,140	-	207,289,389,140
Resap Bonds FR 0070	idAAA	8.38	15/03/2024	115,000,000,000	3,086,843,880	118,086,843,880	-	118,086,843,880
Resap Bonds FR 0054	idAAA	9.50	15/07/2031	80,848,000,000	2,086,509,127	82,934,509,127	-	82,934,509,127
Resap Bonds FR 0058	idAAA	8.25	15/08/2032	49,758,000,000	(59,419,903)	49,888,580,097	-	49,888,580,097
Resap Bonds FR 0052	idAAA	10.50	15/06/2030	20,152,000,000	1,825,892,319	21,777,892,319	-	21,777,892,319
Resap Bonds FR 0056	idAAA	8.38	15/09/2028	20,000,000,000	1,016,793,532	21,016,793,532	-	21,016,793,532
Resap Bonds FR 0073	idAAA	8.75	15/05/2031	20,000,000,000	633,701,460	20,633,701,460	-	20,633,701,460
Resap Bonds FR 0040	idAAA	11.00	15/09/2025	20,105,000,000	150,414,858	20,255,414,858	-	20,255,414,858
Resap Bonds FR 0071	idAAA	9.00	15/03/2029	18,145,000,000	118,820,719	18,263,820,719	-	18,263,820,719
Resap Bonds FR 0046	idAAA	9.50	15/07/2023	18,277,000,000	(1,144,050,480)	17,132,949,520	-	17,132,949,520
Resap Bonds FR 0045	idAAA	9.75	15/05/2037	18,277,000,000	(3,531,869,884)	14,746,330,316	-	14,746,330,316
Resap Bonds FR 0042	idAAA	10.25	15/07/2027	12,754,000,000	(1,125,560,311)	11,888,439,689	-	11,888,439,689
Resap Bonds FR 0044	idAAA	10.00	15/09/2024	7,805,000,000	(980,157,891)	8,845,842,309	-	8,845,842,309
<b>Subtotal</b>				<b>1,691,219,000,000</b>	<b>(10,601,547,922)</b>	<b>1,691,217,452,078</b>	<b>-</b>	<b>1,691,217,452,078</b>
<b>Corporate Bonds</b>								
BTN Berk I Tahap II 2013	AA(ign)	7.99	27/03/2023	245,172,000,000	(458,603,964)	244,713,396,036	-	244,713,396,036
Obi BKI IIFLN Thp VI Thn 2020 E	idAAA	9.05	18/02/2040	100,000,000,000	-	100,000,000,000	-	100,000,000,000
Obi BKI I Bank BJB I Tahun 2017 Seri C	idAAA	8.85	6/12/2024	125,000,000,000	-	125,000,000,000	-	125,000,000,000
Obi BKI I Bank BJB Thp II 2018 B	idAAA	9.50	26/09/2023	105,000,000,000	-	105,000,000,000	-	105,000,000,000
Obi BKI I SMIThp I Th 2018 Seri D	idAAA	8.90	18/11/2031	138,700,000,000	-	138,700,000,000	-	138,700,000,000
Obi BKI I SMIThp II 2019 Seri D	idAAA	8.50	28/08/2028	150,000,000,000	-	150,000,000,000	-	150,000,000,000
Obi BKI I SMIThp III 2019 Seri D	idAAA	8.30	30/10/2028	185,000,000,000	-	185,000,000,000	-	185,000,000,000
Obi Berk III Eximbank IV Th 2017 D	idAAA	9.20	23/02/2024	50,000,000,000	-	50,000,000,000	-	50,000,000,000
Obi Berk III Eximbank IV Th 2017 E	idAAA	9.40	23/02/2027	100,000,000,000	-	100,000,000,000	-	100,000,000,000
Obi BKI Eximbank IV Thp II 2018 D	idAAA	8.75	5/09/2025	100,000,000,000	-	100,000,000,000	-	100,000,000,000
Obi BKI I Sermen Indo II 2019 A	idAAA	9.00	28/05/2024	160,000,000,000	-	160,000,000,000	-	160,000,000,000
Obi BKI I Sermen Indo II 2019 B	idAAA	9.10	28/05/2026	120,000,000,000	-	120,000,000,000	-	120,000,000,000
Obi I Palindo IV 2019 B	idAA	9.15	4/07/2025	150,000,000,000	-	150,000,000,000	-	150,000,000,000
<b>Subtotal</b>				<b>1,708,872,000,000</b>	<b>(458,603,964)</b>	<b>1,708,413,396,036</b>	<b>-</b>	<b>1,708,413,396,036</b>
<b>Total</b>				<b>3,400,091,000,000</b>	<b>(11,060,151,886)</b>	<b>3,389,030,848,114</b>	<b>-</b>	<b>3,389,030,848,114</b>

The sources of the government bond rating are from Fitch Rating while the sources of the corporate bond rating are from PT Pemeringkat Efek Indonesia (PEFINDO).

The Board of Directors of BPJS Ketenagakerjaan believed that the allowance for impairment losses provide is adequate to cover losses that may arise in the future.

The following table of bonds maturity period as of December 31, 2022 and 2021:

	December 31, 2022	December 31, 2021
> 1-5 years	2,981,869,884,932	1,553,035,039,913
> 5-10 years	733,739,186,724	702,196,298,445
> 10-15 years	767,613,254,955	800,974,459,318
> 15-20 years	100,000,000,000	114,745,330,316
> 20-25 years	721,868,818,036	218,679,720,122
Sub total > 1 years	5,305,091,144,647	3,389,630,848,114
<b>total</b>	<b>5,305,091,144,647</b>	<b>3,389,630,848,114</b>

For the years ended December 31, 2022 and 2021, BPJS Ketenagakerjaan recognize interest income amounted to Rp343,640,860,306 and Rp291,820,123,697, respectively (Note 36a).

## 19. Investments in Other Entities

2021		
Nature of Business	Percentage of Ownership (%)	Nominal Amount Rp
Minority Direct Investment - FVOCI PT Marga Mandala Sakti	Toll Road 0.45	44,555,065,390
<b>Total</b>		<b>44,555,065,390</b>



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On February 5, 2003, there was permanent decrease in investment of PT Marga Mandala Sakti (PT MMS) in 2002 from Rp14,625,000,000 to Rp650,000,000. The basis for recognition of impairment refers to changes in Articles of Association BPJS Ketenagakerjaan, in which the price per share has decreased from Rp2,250 to Rp100. The Board of Directors believe that the allowance for impairment losses in the direct investment is adequate to cover losses that may arise from permanent impairment.

In accordance with management policy that investment in PT MMS is long term and Amendment to PSAK 15 paragraph 14A which regulates that entity also applies PSAK 71 on financial instruments in associates or joint ventures where the equity method is not applied, then the investment in PT MMS net of impairment is reclassified to financial asset measured at fair value through other comprehensive income. An adjustment of Rp43,905,065,390 has been made in accordance with the results of the study and analysis by Kantor Jasa Penilai Publik (KJPP) which has been carried out on the market approach and the income approach, 0.45% of the market value of PT Marga Mandala Sakti as of September 30, 2021, amounting to Rp44,555,065,390 in accordance with Report Number 00686/2.0109-05/PI/08/0069/1/XII/2021.

On March 31, 2022, 100% direct investment was disposed of in PT MMS with a selling price of Rp.44,557,500,000.

## 20. Investment Properties

This account represents the placement investment funds of BPJS Ketenagakerjaan as of December 31, 2022 and 2021 in investment properties. BPJS Ketenagakerjaan classify investment properties as follows:

December 31, 2022					
	Beginning Balance	Addition	Deduction	Reclasification	Ending Balance
<b>Acquisition Cost</b>					
Land	74,707,994,683	-	-	-	74,707,994,683
Building	17,677,364,040	624,082,333	-	-	18,301,446,373
Assets Under Construction	-	170,922,622	-	-	170,922,622
	<b>92,385,358,723</b>	<b>795,004,955</b>	-	-	<b>93,180,363,678</b>
<b>Accumulated Depreciation</b>					
Building	(11,856,007,610)	(233,271,480)	-	-	(12,089,279,090)
	<b>(11,856,007,610)</b>	<b>(233,271,480)</b>	-	-	<b>(12,089,279,090)</b>
<b>Total</b>	<b>80,529,351,113</b>	<b>561,733,475</b>	-	-	<b>81,091,084,588</b>

December 31, 2021					
	Beginning Balance	Addition	Deduction	Reclasification	Ending Balance
<b>Acquisition Cost</b>					
Land	74,707,994,683	-	-	-	74,707,994,683
Building	17,677,364,040	-	-	-	17,677,364,040
	<b>92,385,358,723</b>	-	-	-	<b>92,385,358,723</b>
<b>Accumulated Depreciation</b>					
Building	(10,980,767,945)	(875,239,665)	-	-	(11,856,007,610)
	<b>(10,980,767,945)</b>	<b>(875,239,665)</b>	-	-	<b>(11,856,007,610)</b>
<b>Total</b>	<b>81,404,590,778</b>	<b>(875,239,665)</b>	-	-	<b>80,529,351,113</b>

Investment property income recognize in surplus or deficit for the years ended December 31, 2022 and 2021 amounted to Rp15,604,338,330 and Rp16,025,766,935, respectively, was recorded as part of "investment income – rent income" in the statement of comprehensive income (Note 36e).

Depreciation of investment properties for the years ended December 31, 2022 and 2021 amounted to Rp233,271,480 and Rp875,239,664, recorded as part of "investment expense- depreciation of investment properties" in the statement of comprehensive income (Note 37d).

All investment properties assets are insured against the risk of fire and natural disasters to PT. Asuransi Jasa Indonesia with total sum insured of Rp7,164,616,000. Directors of BPJS Ketenagakerjaan believe

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that the coverage value is sufficient to cover possible losses due to the risk of fire and natural disasters that occur.

BPJS Ketenagakerjaan disclosed the fair value of investment properties in its financial records as comparative information to the book value. The fair value of investment properties in the form of land as of December 31, 2022 and 2021 amounted to Rp1,986,726,632,000 that determined based on an independent appraisal report with the following details:

**Land**

NO	LOCATION	REGION	ACQUISITION COST	FAIR VALUE	KJPP
1	Tanah Jln.Imam Bonjol no.1, Kecamatan Batam Timur, kelurahan Lubuk Baja Barat.	Batam	5,626,254,270	30,130,000,000	KJPP Muttaqin Bambang Purwanto rozak Usw atun & Rekan
2	Jl. Muhtar Raya, Kecamatan Pesanggrahan, Kelurahan Petukangan Utara, Petukangan Utara, Jakarta Selatan	Jakarta Selatan	1,257,104,018	269,177,813,000	DJKN Kementerian keuangan RI No: LAP-0067/1/1KN.6/99.00/2017
3	Jln.HR.Rasuna Said Kav No.12 Blok B, No.13 Blok B, No.14 Blok B, kelurahan/Kecamatan Setiabudi, Jakarta Selatan	Jakarta Selatan	53,042,859,250	387,567,600,000	KJPP Zainal Efendi, M.T
4	Jln.Jend Sudirman, Desa Harapan Mulya, kecamatan Medan Satria, Kabupaten Bekasi. Jawa Barat	Bekasi	1,736,674,450	84,703,200,000	KJPP Febriman Siregar & Rekan
5	Desa Bugel, Kecamatan Tangerang,kotamadya tangerang Jl.Moch Toha, Kelurahan Bugel, Kecamatan Karawaci tangerang,banten	Tangerang	12,681,732,245	1,154,741,619,000	DJKN Kementerian keuangan RI No: LAP-0067/1/1KN.6/99.00/2017
6	Kelurahan Neglasari,kecamatan cibeunying Kaler Bandung, Jl. Penghulu Haji Hasan Mustopha no.45, kel Neglasari kec.Cibeunying Kaler, Bandung	Bandung	363,370,450	60,406,400,000	KJPP Febriman Siregar & Rekan
<b>TOTAL</b>			<b>74,707,994,683</b>	<b>1,986,726,632,000</b>	

**Building**

NO	DESCRIPTION	ACQUISITION YEAR	ACQUISITION COST	DEPRECIATION	TOTAL ACCUMULATED DEPRECIATION	NET BOOK VALUE
1	Graha Nagoya Mas Batam	2003	6,290,607,834	-	5,032,486,267	1,258,121,567
	- Batam Nagoya Building	2010	122,557,000	-	98,045,600	24,511,400
	- Canopy Construction - Batam Branch	2011	82,300,000	-	65,840,000	16,460,000
	- Corridor Renovation	2012	16,200,000	-	12,960,000	3,240,000
	- Canopy Construction - PT Resindo Pratama	2015	185,000,000	-	148,000,000	37,000,000
	- Supervisory Consultant of Revitalization Planning	2016	5,265,909,090	-	4,212,727,271	1,053,181,819
	- Graha Nagoya Building Revitalization	2017	6,818,180	-	5,454,546	1,363,634
	- Mechanical Electrical Graha Nagoya Building	2018	1,150,863,518	-	920,690,816	230,172,702
	- Extension of UWT					-
	- Building Renovation :					-
	1. Building Façade	2022	30,000,000	1,500,000	1,500,000	28,500,000
	2. 1st floor toilets	2022	77,000,000	7,700,000	7,700,000	69,300,000
	3. Toilet and canopy	2022	517,082,333	43,098,724	43,098,724	473,983,609
	4. Toilet and canopy (Assets under construction)	2022	170,922,622	-	-	170,922,622
2	Security Post Building in Kuningan	2009	32,189,400	-	32,189,400	-
3	Concrete Fence of Land in Petukangan & Bugel	2014	4,524,919,017	180,972,756	1,508,586,465	3,016,332,552
<b>TOTAL</b>			<b>18,472,368,994</b>	<b>233,271,480</b>	<b>12,089,279,089</b>	<b>6,383,089,905</b>

Investment properties consist of lands and buildings located in several places, including Kecamatan Cibeunying Kaler Bandung, Kecamatan Pesanggrahan Jakarta Selatan, Kabupaten Bekasi, Kecamatan Karawaci, Kecamatan Setiabudi Jakarta Selatan, and Kecamatan Batam Timur.

Land assets at Jln. HR. Rasuna Said Kav No.112 Block B, Number13 Block B, Number14 Block B, Kelurahan / Kecamatan Setiabudi, Jakarta Selatan has been in strategic cooperation with PT Sinergi Investasi Properti (PT SIP), related party, with a build operate transfer scheme was signed for 30 years since 2017. PT SIP built a building on the land and paid rent of the land to BPJS Ketenagakerjaan and part of it is used for the head office.

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Graha Mas Nagoya Batam building is recorded as BPJS Ketenagakerjaan assets which is intended to be rented out. Based on appraisal report of Kantor Jasa Penilai Publik - Muttaqin Bambang Purwanto Rozak Uswatun dan Rekan (KJPP-MBPRU & Rekan) with the latest report Number: 0135-1/PNL-P/MBPRU-JKTN/2017 dated March 31, 2017 regarding Assessment on BPJS Ketenagakerjaan's assets, the fair value of Graha Nagoya Mas Batam's land and building amounted to Rp38,113,000,000.

**21.Fixed Assets**

As of December 31, 2022 and 2021 Fixed Assets consist of acquisition assets amounted to Rp1,502,041,210,164 and Rp1,349,573,473,988, respectively.

	December 31, 2022				
	Beginning Balance	Additional	Deduction	Reclassification	Ending Balance
<b>Acquisition Cost</b>					
Lands	438,106,956,388	51,200,000	-	2,214,376,976	440,372,533,364
Building	895,812,699,116	42,508,116,726	(16,121,668,010)	33,446,369,589	955,645,517,421
Vehicles	414,474,768,956	18,758,397,546	-	(13,681,253,105)	419,551,913,397
Office Furniture and Fixtures	156,967,802,481	10,706,721,818	(134,343,000)	(33,419,183,300)	134,120,997,999
Computer Equipments	529,348,070,071	145,845,976,292	(6,933,000)	(124,795,591,772)	550,391,521,592
Other Equipments	253,560,079,618	38,450,627,622	-	(30,993,410,373)	261,017,296,866
<b>Financing Lease</b>					
Vehicles	-	-	-	-	-
Sub total	2,688,270,376,630	256,321,040,004	(16,262,944,010)	(167,228,691,985)	2,761,099,780,639
<b>Construction on Progress</b>					
Buildings	33,674,323,794	41,525,513,114	(669,485,350)	(19,839,631,000)	54,690,720,558
Office Furniture and Fixtures	-	5,763,791,189	-	-	5,763,791,189
Computers Equipment	-	128,914,000	-	-	128,914,000
Other Equipments	5,070,986,107	8,702,413,685	-	6,635,442,815	7,137,956,977
Sub total	38,745,309,901	56,120,631,988	(669,485,350)	(26,475,073,815)	67,721,382,724
<b>Total Acquisition Cost</b>	<b>2,727,015,686,531</b>	<b>312,441,671,992</b>	<b>(16,932,429,360)</b>	<b>(193,703,765,801)</b>	<b>2,828,821,163,363</b>
<b>Accumulated Depreciation</b>					
Building	373,828,024,533	34,154,233,250	-	(2,054,001,739)	405,928,256,044
Vehicles	247,508,666,086	32,275,840,810	-	(12,030,601,324)	267,753,905,572
Office Furniture and Fixtures	135,568,432,980	9,259,978,577	(120,670,000)	(31,541,743,814)	113,165,997,743
Computer Equipments	403,422,191,770	60,289,691,428	(3,430,391)	(123,141,019,724)	340,567,433,084
Other Equipments	217,114,897,174	19,321,091,940	-	(37,071,628,357)	199,364,360,756
<b>Total Accumulated Depreciation</b>	<b>1,377,442,212,543</b>	<b>155,300,836,005</b>	<b>(124,100,391)</b>	<b>(205,838,994,958)</b>	<b>1,326,779,953,199</b>
<b>Total Fixed Assets</b>	<b>1,349,573,473,988</b>				<b>1,502,041,210,164</b>

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	Beginning Balance	Addition	Deduction	Reclassification	Ending Balance
<b>Acquisition Cost</b>					
Land	423,940,988,138	48,500,000	-	14,117,468,250	438,106,956,388
Building	811,820,402,821	24,386,756,142	-	59,605,540,153	895,812,699,116
Vehicles	374,371,233,963	51,269,130,993	-	(11,165,596,000)	414,474,768,956
Office Furniture and Fixtures	166,387,177,868	4,332,142,657	-	(13,751,518,044)	156,967,802,481
Computers Equipment	439,427,963,815	83,412,392,713	-	6,507,713,543	529,348,070,071
Other Equipments	265,434,867,304	12,156,828,972	-	(24,031,616,658)	253,560,079,618
<b>Financing Lease</b>					
Vehicles	-	-	-	-	-
Sub total	2,481,382,633,909	175,605,751,477	-	31,281,991,244	2,688,270,376,630
<b>Construction on Progress</b>					
Land	14,117,468,250	-	-	(14,117,468,250)	-
Building	75,331,830,580	40,411,855,169	-	(82,069,361,955)	33,674,323,794
Vehicles	-	-	-	-	-
Office Furniture and Fixtures	-	-	-	-	-
Computers Equipment	-	-	-	-	-
Other Equipments	4,852,086,107	300,560,000	-	(81,660,000)	5,070,986,107
Sub total	94,301,384,937	40,712,415,169	-	(96,268,490,205)	38,745,309,901
<b>Total Acquisition Cost</b>	<b>2,575,684,018,846</b>	<b>216,318,166,646</b>	<b>-</b>	<b>(64,986,498,961)</b>	<b>2,727,015,686,531</b>
<b>Accumulated Depreciation</b>					
Building	343,683,773,565	31,877,432,673	-	(1,733,181,705)	373,828,024,533
Vehicles	223,886,403,810	32,466,256,563	-	(8,843,994,288)	247,508,666,086
Office Furniture and Fixtures	136,968,035,641	10,722,836,874	-	(12,122,439,535)	135,568,432,980
Computer Equipments	363,312,182,679	34,601,099,776	-	5,508,909,315	403,422,191,770
Other Equipments	220,371,061,129	15,243,397,134	-	(18,499,561,089)	217,114,897,174
<b>Financing Lease</b>					
Vehicles	-	-	-	-	-
<b>Total Accumulated Depreciation</b>	<b>1,288,221,456,824</b>	<b>124,911,023,021</b>	<b>-</b>	<b>(35,690,267,302)</b>	<b>1,377,442,212,543</b>
<b>Total Fixed Assets</b>	<b>1,287,462,562,022</b>				<b>1,349,573,473,988</b>

Reclassification in the mutation of Fixed Assets in 2021 is the net amount for additions and the deduction in Fixed Assets account mainly consists of the transfer of assets under construction to Fixed Assets, the transfer of operating Fixed Assets to assets that are not in used and assets held for sale, as well as reclassification between classes of Fixed Assets.

The depreciation expense for Fixed Assets for the year ended December 31, 2022 and 2021 amounted to Rp155,300,836,005 and Rp124,911,023,021, respectively, is presented as part of the operating expenses for the parent entity amounting to Rp147,482,430,843 and Rp117,791,495,490 (Note 35i), SKP expenses amounting to Rp6,770,338,236 and Rp5,833,544,638 (Note 40) and operating expenses of subsidiary amounting to Rp1,048,066,926 and Rp1,285,982,893 (Note 43).

Impairment of the office building occurred due to a damaged office of building BPJS Ketenagakerjaan in Mamuju branch office located in West Sulawesi because of earthquake so that office building was appraised by the Public Appraisal Zainal Efendi, MT according to his Report number: 00001/3.0005-00/PI/11/0003 /1/II/2022 with a fair value of Rp1,564,800,000 with the following details:

Office Building	1,564,800,000
- Support building	-
- Archive building	-
- Mosque building	-
- Security building	-
-Ground water tank building and pump house	-
-Supporting infrastructure	-
<b>Total Fair value</b>	<b>1,564,800,000</b>

BPJS Ketenagakerjaan has claimed for the damage to the building to the insurer and has received the payment of claim amounted to Rp9,409,036,170 from the insurer.



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All Fixed Assets have been insured, so that management believe that losses due to risks of fire, accident, loss, riots, terrorist attacks and natural disasters that occur are be certified by the insurer. For the years ended December 31, 2022, Fixed Assets, except for land, were insured by PT Asuransi Jasa Indonesia (Persero), PT Berdikari (Persero) and PT Asuransi Jasaraharja Putera (JP-Insurance) amounted to Rp1,822,516,133,063.

Directors of BPJS Ketenagakerjaan believe that there are no conditions indication impairment of Fixed Assets, so it is not required to provide the allowance for impairment losses.

Fixed Assets BPJS Ketenagakerjaan consist of Fixed Assets Parent Entity, Fixed Assets Subsidiary and Fixed Assets SKP.

**Sarana Kesejahteraan Peserta (SKP)**

Sarana Kesejahteraan Peserta (SKP) is Additional Services Benefits (Manfaat Layanan Tambahan/MLT) that are used to improve the welfare of BPJS Ketenagakerjaan participants through flats housing facilities, health service facilities, and other welfare facilities. SKP assets consist of lands, buildings, and equipments.

All SKP Fixed Assets acquired are recorded initially at cost at the date of acquisition. BPJS Ketenagakerjaan choose the cost model for measuring its assets. In the cost model, SKP assets are stated at cost net of accumulated depreciation and accumulated impairment losses, if any, and presented in the consolidated financial statements separately. SKP assets, except land, depreciated using the straight-line method at 5% per year and equipment at 25% per years. As of December 31, 2022 and 2021, Fixed Assets of the SKP entity are amounted to Rp102,325,524,849 and Rp104,272,002,011, respectively.

Fixed Assets of BPJS Ketenagakerjaan buildings have been revalued regularly with the latest revaluation conducted by Kantor Jasa Penilai Publik (KJPP) Zainal Effendi, MT through Appraisal Report Number: 00003/3.0005-00002/3.0005-00/PI/11/0003/1/III/2022 dated March 2, 2022. The fair value of BPJS Ketenagakerjaan buildings are Rp613,204,820,000.

## 22. Right of Use Assets

Right of uses assets are balance on lease of fixed asset with terms of lease more than 12 months and have significant underlying assets. For the year ended December 31, 2022 and 2021 amounted to Rp250,347,260,568 and Rp332,414,605,995, respectively.

	December 31, 2022			
	Beginning Balance	Addition	Deduction	Ending Balance
<b>Right of Use Assets</b>				
Office Buildings	445,173,158,046	20,216,073,422	(13,563,776,913)	451,825,454,555
Other Buildings	14,607,738,529	4,996,511,868	(2,498,033,271)	17,106,217,126
House Facilities	-	3,606,800,000	-	3,606,800,000
Parking lots	3,276,090,483	-	(3,276,090,483)	-
Subtotal	463,056,987,058	28,819,385,290	(19,337,900,667)	472,538,471,681
<b>Accumulated Depreciation</b>				
Office Buildings	125,809,873,792	94,760,668,565	(6,734,161,703)	213,836,380,654
Other Buildings	4,177,289,174	4,551,344,074	(1,243,261,126)	7,485,372,122
House Facilities	-	869,458,337	-	869,458,337
Parking lots	655,218,097	-	(655,218,097)	-
Subtotal	130,642,381,063	100,181,470,976	(8,632,640,926)	222,191,211,113
<b>Total</b>	<b>332,414,605,995</b>			<b>250,347,260,568</b>



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	December 31, 2021			
	Beginning Balance	Addition	Deduction	Ending Balance
Right of Use Assets				
Office Buildings	371,786,282,978	73,386,875,068	-	445,173,158,046
Other Buildings	6,852,845,982	7,754,892,547	-	14,607,738,529
Parking lots	3,276,090,483	-	-	3,276,090,483
Subtotal	381,915,219,443	81,141,767,614	-	463,056,987,058
Accumulated Depreciation				
Office Buildings	31,455,720,767	96,850,635,007	(2,496,481,982)	125,809,873,792
Other Buildings	1,024,158,033	3,551,037,578	(397,906,437)	4,177,289,174
Parking lots	-	655,218,097	-	655,218,097
Subtotal	32,479,878,800	101,056,890,682	(2,894,388,419)	130,642,381,063
<b>Total</b>	<b>349,435,340,643</b>			<b>332,414,605,995</b>

	December 31, 2022	December 31, 2021
Lease liability		
Short-term	91,147,763,544	60,426,658,760
Long-term	158,852,292,270	238,567,687,271
<b>Total</b>	<b>250,000,055,814</b>	<b>298,994,346,031</b>

Depreciation expense of right-of-use assets for the years ended December 31, 2022 and 2021 amounted to Rp100,181,470,976 and Rp101,056,890,682, respectively, presented as part of operating expenses of parent entity amounted to Rp.100,181,470,976 and Rp100,401,672,585 (Note 35i) and part of operating expenses of subsidiary amounted to nil and Rp655,218,097 (Note 43).

### 23. Intangible Assets

	December 31, 2022				
	Beginning Balance	Addition	Deduction	Reclasification	Ending Balance
Acquisition Cost					
Software License	128,349,233,554	45,546,965,151	(11,960,905)	-	173,884,237,800
Software Development	21,469,551,953	-	-	-	21,469,551,953
	149,818,785,507	45,546,965,151	(11,960,905)	-	195,353,789,753
Accumulated Amortization					
Software License	70,587,945,372	17,764,787,199	(996,740)	-	88,351,735,831
Software Development	21,469,551,952	-	-	-	21,469,551,952
	92,057,497,324	17,764,787,199	(996,740)	-	109,821,287,783
<b>Net Book Value</b>	<b>57,761,288,183</b>				<b>85,532,501,970</b>

	December 31, 2021				
	Beginning Balance	Addition	Deduction	Reclasification	Ending Balance
Acquisition Cost					
Software License	73,042,327,999	55,306,905,555	-	-	128,349,233,554
Software Development	21,469,551,953	-	-	-	21,469,551,953
	94,511,879,952	55,306,905,555	-	-	149,818,785,507
Accumulated Amortization					
Software License	65,586,703,001	5,001,242,371	-	-	70,587,945,372
Software Development	21,469,551,952	-	-	-	21,469,551,952
	87,056,254,953	5,001,242,371	-	-	92,057,497,324
<b>Net Book Value</b>	<b>7,455,624,999</b>				<b>57,761,288,183</b>

Amortization expense of intangible assets for the years ended December 31, 2022 and 2021 amounted to Rp17,764,787,199 and Rp5,001,242,371, respectively, are presented as part of operating expenses of the parent entity – depreciation and amortization (Note 35i).

The Board of Directors of BPJS Ketenagakerjaan believe that there are no conditions indication impairment of intangible assets, so it is not required to provide the allowance for impairment losses.

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**24. Other Non-Current Assets**

	<u>December 31, 2022</u>	<u>December 31, 2021</u>
<b>Other Non-current Assets</b>		
Unproductive Investment Assets		
Lands eks MTN - PT. Sapta Prana Jaya	72,250,000,000	72,250,000,000
Subordinated Bonds - Bank Global	67,000,000,000	67,000,000,000
MTN - PT Volgreen Indonesia	30,534,672,000	30,534,672,000
Commercial Paper - PT Bank Pasific	21,600,000,000	21,600,000,000
MTN - Hati Prima Persada	12,800,000,000	12,800,000,000
Interest Receivable MTN - PT Volgreen Indonesia	5,931,430,556	5,931,430,556
Time Deposits non JHT - BPR Pilar Niaga	4,955,000,000	4,955,000,000
Shares - PT. Infoasia Teknologi Global	2,925,000,000	2,925,000,000
Deposits - Bank Republik Timor Leste	1,081,948,430	1,081,948,430
Rent Receivables - Menara Jamsostek	365,955,333	365,955,333
Sub total	<b>219,444,006,319</b>	<b>219,444,006,319</b>
Contribution of BOT Building	45,370,733,315	37,364,133,319
Car Loans	15,672,474,213	13,632,222,456
Membership Golf Guarantee	3,107,810,580	3,107,810,580
Unused Assets	7,834,179,957	20,921,427,089
Other Receivables	315,222,000	315,222,000
Others	13,085,449,777	10,817,886,019
Sub total	<b>85,385,869,842</b>	<b>86,158,701,463</b>
<b>Allowance for Impairment Losses</b>		
Unproductive Investments Assets	(219,444,006,319)	(219,444,006,319)
Membership Golf Guarantee	(2,675,110,580)	-
Other Receivables	(315,222,000)	-
Cars Loan	(116,700,000)	-
Sub total	<b>(222,551,038,899)</b>	<b>(219,444,006,319)</b>
<b>Total</b>	<b>82,278,837,262</b>	<b>86,158,701,463</b>

**BOT Building Contribution**

The BOT building contribution is a contribution to the collaboration between BPJS Ketenagakerjaan and PT. SIP according to the agreement Number PER/109/052017 through the Build Operate Transfer scheme. The agreement lasts from May 22, 2017 for 30 years. The scope of the agreement is for PT.SIP to construct a commercial building located on Jalan HR. Rasuna Said Kav.12-14, Kelurahan Setiabudi, South Jakarta, which at the end of the agreement will transfer the building to BPJS Ketenagakerjaan. BOT building contributions as of December 31, 2022 and 2021 amounted to Rp45,370,733,315 and Rp37,364,133,319, respectively.

**Car Loans**

Car loans were given to BPJS Ketenagakerjaan's structural officers. As of December 31, 2022 and 2021, car loans with maturities of more than 12 (twelve) months is Rp15,672,474,213 and Rp13,632,222,462, respectively.

**Membership Golf Guarantee**

Membership Golf Guarantee (Transferable Membership) is an investment in the form of a membership which can be returned to the issuer of transferable membership or sold. Membership golf guarantee comes from the transfer of assets of PT ASTEK (Persero) amounted to Rp1,407,238,080 in 1991-1992 which is share participation in the form of membership transfer an transition assets of PT. Jamsostek (Persero) amounted to Rp1,700,572,500 to BPJS Ketenagakerjaan for mutual fund debts repayment in 2004.

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The details of the golf membership guarantee (*transferable membership*) are as follows:

	Acquisition Year	December 31, 2022	December 31, 2021
Rancamaya, Bogor	2004	1,485,000,000	1,485,000,000
Taman Dayu Golf Club	2004	215,572,500	215,572,500
Cibodas Golf Park	1992	180,000,000	180,000,000
Palm Hill Country	1992	202,000,000	202,000,000
Pan Isi Development	1992	177,238,080	177,238,080
PT. Kokaba Diba	1991	375,000,000	375,000,000
Damai Padang Indonesia Golf	1991	473,000,000	473,000,000
<b>Subtotal</b>		<b>3,107,810,580</b>	<b>3,107,810,580</b>
<b>Allowance for impairment losses</b>			
Membership Golf Guarantee		(2,675,110,580)	-
<b>Subtotal</b>		<b>(2,675,110,580)</b>	<b>-</b>
<b>Total</b>		<b>432,700,000</b>	<b>3,107,810,580</b>

**Unused Assets**

Unused assets represent assets that are not used operationally by BPJS Ketenagakerjaan for certain reasons based on the Regulation of Directors of BPJS Ketenagakerjaan Number: PERDIR/28/112018 dated November 18, 2018, concerning Guidelines for Fixed Assets, and Intangible Assets Management in the BPJS Ketenagakerjaan. Total unused assets as of December 31, 2022 and 2021, with details as follows:

Head Office and Regional Office	December 31, 2022						Total
	Land	Buildings	Vehicles	Office Equipment	Computer Equipment	Other Equipments	
Head Office	-	117,450,004	355,548,750	365,406,090	286,831,232	428,955,553	1,554,191,629
Regional Office Sumbagut	-	-	2	136,597,994	95,694,108	94,607,818	326,899,922
Regional Office Sumbagsel	-	-	11,940,235	89,076,527	221,585,500	145,513,060	468,115,322
Regional Office DKI Jakarta	-	-	10,200,000	180,142,809	221,855,583	237,931,785	650,130,177
Regional Office Jawa Barat	-	-	11,780,001	152,453,587	157,379,165	142,179,707	463,792,460
Regional Office Jawa Tengah	-	-	-	124,657,098	228,065,425	114,651,872	467,374,395
Regional Office Jawa Timur	-	-	-	95,088,676	128,680,384	253,314,230	477,083,290
Regional Office Kalimantan	-	-	-	74,053,955	143,623,087	62,921,402	280,598,444
Regional Office Sulama	-	-	-	139,260,300	185,380,771	425,222,581	749,863,652
Regional Office Sumbarriau	1,403,323,023	-	305,586,000	74,775,672	118,355,819	97,953,512	1,999,994,026
Regional Office Banten	-	-	-	59,742,495	84,495,051	24,954,243	169,191,789
Regional Office Banuspa	-	1	10,000,000	74,976,331	50,557,700	91,410,819	226,944,851
<b>TOTAL</b>	<b>1,403,323,023</b>	<b>117,450,005</b>	<b>705,054,988</b>	<b>1,566,231,534</b>	<b>1,922,503,825</b>	<b>2,119,616,582</b>	<b>7,834,179,957</b>

Head Office and Regional Office	December 31, 2021						Total
	Land	Buildings	Vehicles	Office Equipment	Computer Equipment	Other Equipments	
Head Office	-	-	2	38,181,129	73,040,559	10,709,270	83,749,829
Regional Office Sumbagut	-	-	-	80,525,026	27,036,154	145,742,311	145,742,311
Regional Office Sumbagsel	-	-	12,201,700	36,235,783	108,988,496	80,661,675	238,087,654
Regional Office DKI Jakarta	-	-	10,200,000	24,240,896	106,203,914	39,315,571	179,960,382
Regional Office Jawa Barat	-	-	11,780,001	30,946,328	121,849,663	39,028,243	203,604,235
Regional Office Jawa Tengah	-	10,373,757	-	12,154,448	36,964,211	24,466,713	83,959,129
Regional Office Jawa Timur	-	-	-	35,658,863	55,087,320	66,214,484	156,960,666
Regional Office Kalimantan	-	-	-	47,955,300	80,822,973	21,974,261	150,752,534
Regional Office Sulama	-	18,631,299,042	-	40,072,745	78,355,075	249,293,336	18,999,020,198
Regional Office Sumbarriau	-	-	305,586,000	17,775,649	95,812,160	83,122,214	502,296,023
Regional Office Banten	-	-	-	13,671,013	59,025,174	16,914,283	89,610,470
Regional Office Banuspa	-	1	-	21,575,505	28,415,130	37,693,023	87,683,658
<b>TOTAL</b>	<b>-</b>	<b>18,641,672,800</b>	<b>339,767,703</b>	<b>318,467,659</b>	<b>925,089,701</b>	<b>696,429,226</b>	<b>20,921,427,089</b>

There was write-off of assets that are no longer in used as of December 31, 2022 and 2021 amounted to Rp312,562,437 and Rp422,504,111, respectively (Note 44).

**Unproductive Investment Assets**

For these non-productive investment assets, allowance for impairment losses of RP 219,444,006,319 or 100% of the asset value has been made, with explanations as follows:

- 1) Unproductive investment assets in the form of land located in Pandeglang Regency, Lebak Banten and Cikahuripan Village, Bogor Regency with an area of 3,077,791 m<sup>2</sup> worth Rp72,250,000,000 and all of this has been set aside, derived from the submission of guarantees for MTN principal replacement issued by PT Sapta Prana Jaya (PT SPJ) in the amount of Rp100,000,000,000 made through Deed No: 6 dated 11 June 2003 Notary Syarifah Chozie, SH regarding the investment manager service contract termination agreement and settlement obligation. The land consists of a parcel of land with an area of 2,115,520 m<sup>2</sup> which has been certified a total of 149 (one hundred and forty-nine) certificates of ownership and an area of 962,271 m<sup>2</sup> with 132 girik. All proof of ownership of the land is still in the names of several people and not yet on behalf of BPJS Ketenagakerjaan because the administrative requirements for the process have not been fulfilled transfer of rights. As of the issuance date of this financial report, BPJS Ketenagakerjaan is making efforts to fulfill the administrative requirements.
- 2) On September 6, 2003, PT Jamsostek (Persero), since 2014 has become BPJS Ketenagakerjaan, purchased subordinated bonds of PT Bank Global International Tbk (Bank Global) amounting to Rp100,000,000,000. These bonds matured on September 15, 2013. At the time of acquisition, Rp50,000,000,000 of these bonds were classified as trading, while the remaining Rp50,000,000,000 was classified as available-for-sale. On December 13, 2004 Bank Indonesia (BI) has freeze the business activities of this Bank Global. The General Meeting of Subordinated Bond I Holders (RUPO) of Bank Global on December 29, 2004 then decided that Bank Global had defaulted on the principal payment of debt securities. In 2004, there was a decrease in the market value of bonds categorized as Available for Sale (AFS) and Trading amounting to Rp16,500,000,000, respectively. Therefore, the fair value in 2004 of each bonds are Rp33,500,000,000. BPJS Ketenagakerjaan has charged the investment in this Bank Global subordinated bond entirely as a loss (full provision).
- 3) In 2015, BPJS Ketenagakerjaan received the transfer of land assets of the former Medium Term Notes (MTN) of PT Volgren from PT Jamsostek (Persero) worth Rp32,323,207,900. The MTN has been declared a default and an allowance has been made for PT Volgren's principal MTN amounting to Rp32,323,207,900 which is Rp24,370,000,000 was made in the 2002 financial year and Rp7,953,207,900 in the 2005 financial year. The latest provision is based on appraisal results by independent appraiser PT Sucofindo on its collateral land in Subang covering area of 15,700 m<sup>2</sup> so the principal balance of PT Volgren's MTN becomes Rp926,792,100.

In the 2006 fiscal year, PT Jamsostek (now changed to BPJS Ketenagakerjaan) has written off the MTN and its provision amounting to Rp32,323,207,900. Then, in 2011 financial year, the principal balance of the MTN and the allowance has been reverted and recorded in the financial statements as Unproductive Investments Assets and Allowance for Impairment Losses amounting to Rp30,534,672,000. This is due to the fact that not all assets related to PT Volgren's MTN guarantee have been executed so that the remaining value of the MTN remains recorded in the financial statements. The value of Rp30,534,672,000 is the difference between MTN principal at the time of acquisition amounted to Rp33,323,207,900 less the value of land and building in accordance with the appraisal report by an appraiser consultant amounting to Rp2,788,535,900. Land and the building in Subang have been recorded as Investment Property of JHT. Completion process of PT Volgren Indonesia's MTN principal is carried out after the execution of the former MTN collateral assets Another PT Volgren. Land and buildings have been auctioned three times but there were no interested parties have participated in the auction process. Until the issuance date of this financial report, efforts are being made to re-auction while looking for investors who want to buy the land. BPJS Ketenagakerjaan has sued back Eddy Sofyan as the original owner related to the objection to the execution of the Subang land, and based on Subang District Court Decision No: 52/Pdt.Bth/2016/PN.Sng which has been upheld in Bandung High Court Decision and Supreme Court Cassation Decision, BPJS Ketenagakerjaan is entitled to land and buildings in Subang and has permanent legal force. Currently BPJS Ketenagakerjaan is in the process of executing the property and will subsequently change the name to be in the name of BPJS Ketenagakerjaan.



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- 4) Commercial Paper (CP) is an investment of BPJS Ketenagakerjaan funds worth Rp21,600,000,000, this investment has been impaired 100% and recorded as loss. This investment initially consisted of 14 CPs from several issuers amounting to Rp36,000,000,000 and the issuance was guaranteed by PT Bank Pacific. However, at the maturity date of December 18, 1995, this CP could not be withdrawn. In 1998, some of CP's assets were exchanged for land assets covering an area of 187.5 hectares in Sirnasari Village, Kab. Bogor with an acquisition cost of Rp41,502,760,000 paid with 40% CP amounting to Rp14,400,000,000 and paid in cash amounting to Rp26,752,760,000 also notary fees of Rp350,000,000. Meanwhile, the CP of 60% equivalent to Rp21,600,000,000 remains as the property of BPJS Ketenagakerjaan. However, based on the Minutes of Physical Handover of CP between PT Jamsostek (Persero) and PT Nugra Santana dated July 23, 1998, 8 physical copies of CP were submitted with total amount of Rp14,500,000,000 or Rp100,000,000 greater than the CP that should have been submitted of Rp14,400,000,000. The difference of Rp100,000,000 is incorporated in the physical CP submitted because there is no fraction of the CP value of that amount and in 2012 BPJS Ketenagakerjaan has collected the excess of CP submission amounting to Rp100,000,000.
- 5) PT Hati Prima Perdana (HPP) MTN investment is managed by FM PT Panin Sekuritas Tbk, the recording is done on the basis of deal confirmation on November 1, 2001 with an interest rate of 13% per annum. In the 2002 financial year, all of PT HPP's MTN was impaired. PT HPP's MTN has matured on November 8, 2003, however as of the reporting date, there has been no repayment of either principal or interest. On August 7, 2012 in accordance with the Supreme Court's Cassation Decision Number: 146K/Pdt/2009, it has implicitly decided to incracht the case, so in substance, BPJS Ketenagakerjaan does not have any control over the economic benefits of PT HPP's MTN. According to the letter from the Board of Directors of PT Jamsostek (Persero) to the Minister of SOE Number: B/7113/072013 dated July 18, 2013, a proposal for the abolition of PT HPP's MTN was submitted to achieve approval from the Extraordinary General Meeting of Shareholders.
- 6) In accordance to the letter of the Senior Deputy Governor of Bank Indonesia Number: 5/49/KEP.DGS/2003 dated November 17, 2003 BPR Pilar Niaga's business license has been revoked. PT Jamsostek has a Non-JHT time deposits in the Bank amounting to Rp4,955,000,000, and has been fully impaired in 2003. This amount represents time deposits at BPR Pilar Niaga Head Office amounting to Rp3,650,000,000 and Salemba Branch Office amounting to Rp1,305,000,000. According to the letter of the BPR Pilar Niaga Liquidation Team Number: BPR/12/092006 dated December 13, 2006 regarding PT Jamsostek (Persero) time deposits, it was stated that the liquidation team had difficulties in the collection process to debtors and asked PT Jamsostek (Persero) to write off the receivables and write off the obligations of PT BPR Pilar Niaga (DL).
- 7) On December 2009, the shares of PT Infoasia Teknologi Global Tbk (IATG) were impaired for IATG shares (100%) with an unrealized loss of Rp2,925,000,000, and the recording was reclassified from investment assets to other assets.
- 8) Deposits amounting to Rp1,081,948,430 with Bank Republik Timor Leste (formerly BPD Timor Timur) which cannot be withdrawn and in December 2003 has been fully impaired.
- 9) The balance of the Menara Jamsostek rent receivables amounting to Rp365,955,333 is rent from a tenant who is no longer renting but the tenant has not yet completed the obligations and has been fully impaired.

**Other Receivables and Other Non-Current Assets**

Other receivables represent receivables from employees for claims for compensation. Meanwhile, other balances represent land rights, building renovations, leases and other investment collateral is taken over.



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**25. Payable to Other Parties**

	<u>December 31, 2022</u>	<u>December 31, 2021</u>
Building Rent Deposit	380,346,774	581,311,053
Telephone Rent Deposit	132,000,000	174,000,000
Parking Lot Rent	1,541,243,018	1,360,745,173
<b>Total</b>	<b>2,053,589,792</b>	<b>2,116,056,226</b>

**26. Taxes Payable**

**a. Tax Payable**

The filed tax payable is based on the calculations of the taxpayer self (self-assessment). Under Law Number 28 year 2007 concerning the Third Amendment to General Provisions and Tax Procedures, the Tax Authorities may conduct a tax audit on such calculations within a period 5 years after the tax is due, with some exceptions, as determined in the Laws of General Provisions and Administration of Taxation.

	<u>December 31, 2022</u>	<u>December 31, 2021</u>
<b>Parent Entity</b>		
Income Tax Article 21	54,116,467,359	54,520,423,839
Income Tax Article 4 (2)	1,647,406,192	4,770,756,809
Value Added Tax	579,245,760	611,393,377
Income Tax Article 23	1,460,014,702	1,478,136,222
Sub total	<b>57,803,134,013</b>	<b>61,380,710,247</b>
<b>Subsidiary</b>		
Local Tax	385,500,906	474,941,593
Value Added Tax	519,744,472	234,461,002
Income Tax Article 21	269,408,599	235,804,487
Income Tax Article 4 (2)	79,229,648	94,249,912
Income Tax Article 25	12,800,307	614,414,761
Income Tax Article 23	11,929,702	7,433,301
Sub total	<b>1,278,613,634</b>	<b>1,661,305,056</b>
<b>Total</b>	<b>59,081,747,647</b>	<b>63,042,015,303</b>

**b. Prepaid Taxes**

Prepaid taxes as of December 31, 2022 and 2021 amounted to Rp135,892,697,033 and Rp42,250,084,574, respectively, are excess payment for income tax expenses for the year in 2022 and 2021.

	<u>December 31, 2022</u>	<u>December 31, 2021</u>
<b>Prepaid Tax</b>		
Tax Installment of Corporate Income Tax 2021	134,631,407,535	42,250,084,574
Tax Installment of Subsidiary	1,261,289,498	-
<b>Total Prepaid Tax</b>	<b>135,892,697,033</b>	<b>42,250,084,574</b>

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**c. Corporate Tax**

	<u>December 31, 2022</u>	<u>December 31, 2021</u>
Current Tax		
Parent Entity	164,764,063,200	178,053,354,160
Subsidiary	-	1,326,772,293
Prior Year Tax	32,516,996	22,842,511,777
Deferred Tax		
Parent Entity	(43,081,917,002)	(24,359,284,789)
Subsidiary	110,274,935	344,070,483
<b>Total</b>	<b>121,824,938,129</b>	<b>178,207,423,924</b>

**d. Claim Tax Refund**

	<u>December 31, 2022</u>	<u>December 31, 2021</u>
Over payment tax year 2020		
Subsidiary	-	572,921,218
<b>Total</b>	<b>-</b>	<b>572,921,218</b>

**e. Deferred Tax Assets**

		<u>Credit/(charged) to</u>		
	<u>January 1, 2022</u>	<u>Surplus deficit</u>	<u>Other Comprehensive Income</u>	<u>December 31, 2022</u>
BPJS Ketenagakerjaan				
Employee Benefits Liabilities	339,371,076,231	62,852,045,114	23,757,011,089	425,980,132,434
Depreciation	166,333,749,322	(19,770,128,111)	-	146,563,621,211
Allowance of Direct Investment	9,802,114,386	-	(9,802,114,386)	-
	<b>515,506,939,939</b>	<b>43,081,917,003</b>	<b>13,954,896,703</b>	<b>572,543,753,645</b>
Subsidiary				
Allowance of Impairment Losses	552,212,043	(2,706,000)	-	549,506,043
Employee Benefits Liabilities	863,861,476	(107,568,936)	127,682,333	883,974,873
Right of Uses Assets	(92,386,520)	-	-	(92,386,520)
Non-Recoverable Deferred Tax Benefits	(603,557,727)	-	-	(603,557,727)
	<b>720,129,272</b>	<b>(110,274,936)</b>	<b>127,682,333</b>	<b>737,536,669</b>
<b>Deferred Tax Assets - Net</b>	<b>516,227,069,211</b>	<b>42,971,642,067</b>	<b>14,082,579,036</b>	<b>573,281,290,314</b>

		<u>Credit/(charged) to</u>		
	<u>January 1, 2021</u>	<u>Surplus deficit</u>	<u>Other Comprehensive Income</u>	<u>December 31, 2021</u>
BPJS Ketenagakerjaan				
Employee Benefits Liabilities	305,327,892,475	12,658,358,672	21,384,825,083	339,371,076,231
Depreciation	154,632,823,205	11,700,926,117	-	166,333,749,322
Allowance of Direct Investment	3,074,500,000	-	6,727,614,386	9,802,114,386
	<b>463,035,215,680</b>	<b>24,359,284,789</b>	<b>28,112,439,469</b>	<b>515,506,939,939</b>
Subsidiary				
Allowance of Impairment Losses	603,557,727	(51,345,684)	-	552,212,043
Employee Benefits Liabilities	1,055,168,375	(200,338,279)	9,031,380	863,861,476
Depreciation	-	(92,386,520)	-	(92,386,520)
Non-Recoverable Deferred Tax Benefits	(603,557,727)	-	-	(603,557,727)
	<b>1,055,168,375</b>	<b>(344,070,483)</b>	<b>9,031,380</b>	<b>720,129,272</b>
<b>Deferred Tax Assets - Net</b>	<b>464,090,384,055</b>	<b>24,015,214,306</b>	<b>28,121,470,849</b>	<b>516,227,069,211</b>

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**27. Accrued Expenses**

	<b>December 31, 2022</b>	<b>December 31, 2021</b>
Accrued Expense	601,142,294,011	528,622,877,245
Employee Incentive	372,167,928,540	348,910,489,500
Management Incentive	296,121,937,572	490,169,247,546
Accrued Expense - SKP	1,464,047,981	4,394,284,521
Subsidiary	7,292,160,391	5,171,169,536
<b>Total</b>	<b>1,278,188,368,495</b>	<b>1,377,268,068,348</b>

Management incentives are benefits other than salary and other additional benefits for the Board of Supervisors and Directors which are regulated in Presidential Regulation Number 110 Year 2013 concerning Salary or Wages and Other Additional Benefits and Incentives for Members of the Board of Supervisors and Directors of Badan Penyelenggara Jaminan Sosial article 4 paragraph 2. The balance of management incentives as of December 31, 2022 is the accumulated value of incentives from year 2016 to 2022 which will be given to the members of the Supervisory Board and for the Directors of BPJS Ketenagakerjaan. The remaining balance of the incentive payments is still awaiting a decision from the authorized official.

**28. Unearned Revenue**

This account represents the income balance in advance by BPJS Ketenagakerjaan and its subsidiary on capital expenditure building leases by other parties as of December 31, 2022 and 2021, as follows:

	<b>December 31, 2022</b>	<b>December 31, 2021</b>
Parent Entity	1,076,938,396	1,388,037,594
Subsidiary	214,412,595	391,772,197
<b>Total</b>	<b>1,291,350,991</b>	<b>1,779,809,791</b>

**29. Other Current Liabilities**

	<b>December 31, 2022</b>	<b>December 31, 2021</b>
<b>Parent Entity</b>		
Other Liabilities Fixed Assets	101.128.630.394	96.862.916.297
Other Liabilities Investment Properties	517.082.332	-
Contribution Liabilities - Wages Recipients Workers	-	12.496.749.694
Contribution Liabilities - Construction Services	-	205.191.933
Contribution Program - JP	-	6.118.500
Other Currents Liabilities	9.214.552.595	5.754.937.076
Transfer of Operating Expense Program Liabilities - JKK	18.525.621	-
Transfer of Operating Expense Program Liabilities - JKM	2.357.634	-
<b>Subsidiary</b>	<b>5.402.176.799</b>	<b>5.991.950.190</b>
<b>Total</b>	<b>116.284.800.375</b>	<b>122.542.245.040</b>

**Inter-Programs Liabilities**

The BPJS Program payable to DJS is formed on transactions to contribution receive PU fees, construction services and BPU.

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**Other Liabilities Fixed Assets**

This account represents the unpaid of Fixed Assets purchased transactions that has not been paid until the reporting period, with the following details:

	December 31, 2022	December 31, 2021
Head Office	85,164,364,160	88,886,967,023
Regional Office	15,964,266,234	7,975,949,274
<b>Total</b>	<b>101,128,630,394</b>	<b>96,862,916,297</b>

**Other Current Liabilities**

As of December 31, 2022 and 2021, this account mainly represents accrued investment costs of Rp109,893,405 and deductions for employee contributions of Rp5,379,257,690 for 2022, and Rp2,600,316,613 and Rp1,667,142,307 for 2021.

**Contribution Liabilities to Program**

Contribution Liabilities BPJS to DJS is formed on transactions for receiving PU (through the Virtual Account mechanism), Construction Services.

**30. Employee Benefits Liability**

On April 2022, the Financial Accounting Standards Board of the Indonesian Institute of Accountants (DSAK IAI) issued a press release and clarified the distribution of benefits over the service period for pension programs based on Government Regulation in Lieu of Law number 2 year 2022 concerning Job Creation and implementing regulations.

BPJS Ketenagakerjaan has implemented the guidelines in the press release and implemented the necessary changes to accounting policies as retrospectively.

This account is the sum of the balance of post-employment benefit liabilities and other long-term benefit liabilities. These liabilities are long-term, while post-employment benefits in the form of defined contribution benefits such contributions for the JHT Program, contributions for the JP Program, and THT contributions for employees are recognized as short-term employee benefits. The following are details of the long-term liabilities:

	December 31, 2022	December 31, 2021
<b>BPJS Ketenagakerjaan</b>		
Post-Employee Benefit		
Defined Pension Benefit	264,446,069,110	207,553,301,174
Gratuity benefits and termination benefits	849,301,222,351	775,144,011,272
Other Long-term benefit		
Long-term paid absences	492,612,195,786	252,971,783,483
Jubilee benefits	329,913,841,995	306,926,705,128
<b>Sub total</b>	<b>1,936,273,329,242</b>	<b>1,542,595,801,057</b>
<b>Subsidiary</b>	<b>3,627,671,378</b>	<b>3,926,643,067</b>
<b>Total</b>	<b>1,939,901,000,620</b>	<b>1,546,522,444,124</b>

**Defined Benefit Pension**

This benefit is given to employees who stopped working, including retirement, death, permanent disabilities or early retirement in accordance with BPJS Ketenagakerjaan regulation in the form of regular monthly payment to employees or their family until death or for children until reach a certain age. This benefit are provided to permanent employees appointed prior to September 2011, this benefits program are managed by Dana Pensiun Manfaat Pasti Jamsostek whose establishment has been approved in accordance with applicable laws and regulations. BPJS Ketenagakerjaan pays contributions to the Pension Fund in accordance with the actuarial valuation calculated by the Pension Fund, which is 15.04 % and for employees is 5%. In addition to retirement benefits, employees who are still active an retired employees, also receive additional benefits in the form of Eid al-Fitr allowances.

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Permanent employees who are appointed after September 2011 obtain defined contribution pension under the same contribution scheme, the pension benefits are managed by DPLK BNI Life.

Liabilities and post-employment benefit expenses for defined benefit pensions for 2022 and 2021 are calculated using Projected Unit Credit method by actuary Kantor Konsultan Aktuaria (KAA) Muh Imam Basuki and Partners according to its Report Number: 037/PSA-MIB/LA/II/2023 dated February 27, 2023. The following describes movement of employees benefits liabilities and current-year expense and the assumptions used for the calculations:

	2022	2021
Interest rate	7.23%	7.20%
Rate of increased salary in the future	4.00%	4.00%
Mortality rate	GAM 1971	
Disability rate	0,20% per Year	
Turnover rate	Usia <= 45 years = 0,72% per year Usia 46-57 years = 1,00% per year	

Reconciliation of post-employment benefit assets and liabilities recognized in the statement of financial position:

	2022	2021
Present value of the defined benefit obligation	2,308,647,045,484	2,199,716,181,077
Fair value of program assets	(2,044,200,976,374)	(1,992,162,879,903)
<b>Liability recognized in consolidated statements of financial positions</b>	<b>264,446,069,110</b>	<b>207,553,301,174</b>

Movements in net liabilities in the statement of financial position are as follows:

	2022	2021
Beginning balance of present value obligation	207,553,301,174	141,773,408,974
Total amount recognized in statements of surplus deficits	60,960,550,801	33,031,501,137
Total amount recognized in statements of other comprehensive income	28,970,147,609	66,955,805,610
Benefits payment	(33,037,930,474)	(34,207,414,547)
<b>Ending balance of present value obligation</b>	<b>264,446,069,110</b>	<b>207,553,301,174</b>

Expenses recognized in the surplus deficit report are as follows:

	2022	2021
<b>Total amount recognized in statements of surplus deficits</b>		
Current service cost	27,197,491,787	28,098,429,750
Employee's contributions		
Net interest of liability (assets)	14,943,837,685	10,633,005,673
Actuarial (gain) loss	18,819,221,329	(5,699,934,286)
<b>Total expense in surplus deficits</b>	<b>60,960,550,801</b>	<b>33,031,501,137</b>
<b>Remeasurement of defined benefits liability (assets)</b>		
Actuarial (gain) loss	28,970,147,609	66,955,805,610
<b>Total other comprehensive loss</b>	<b>28,970,147,609</b>	<b>66,955,805,610</b>

**Gratuity Benefits and Termination Benefits**

Long service rewards and severance pay are given to all employees who stop working, the amount of which is calculated based on a certain formula according to the length of service and the amount of salary when they stop working as regulated in the regulations stipulated by the Board of Directors of BPJS Ketenagakerjaan. These rewards are not funded and administered internally. The expenses and liabilities for these benefits for 2022 and 2021 were calculated by KKA actuaries Muh Imam Basuki and Partners according to Report Number: 036/PSA-MIB/LA/II/2023 dated February 27, 2023. The basic assumptions used by the actuarial are as follows:



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	December 31, 2022	December 31, 2021
Interest rate	7.33%	7.61%
Rate of increased salary in the future	6%	5%
Mortality rate	TMI IV - 2019	TMI IV - 2019
Disability rate	1% in age 20 year and linear decrease until 0% on 57 years	1% in age 20 year until 0,2% on age 50 year
Disability or illness rate	5,0% from mortality	0,0025% in 20 year and decrease until 0,025% on age 50 year
Retirement age	57	57

Movements in net liabilities in the statement of financial position are as follows:

	December 31, 2022	December 31, 2021
Beginning balance of present value obligation	775,144,011,272	789,600,561,298
Total amount recognized in statement of surplus deficits	124,639,037,239	112,501,872,719
Total amount recognized in statement of other comprehensive income	79,016,266,432	30,247,944,772
Benefits payment	(129,498,092,592)	(157,206,367,517)
<b>Ending balance of present value obligation</b>	<b>849,301,222,351</b>	<b>775,144,011,272</b>

Expenses recognized in the statement of comprehensive income are as follows:

	December 31, 2022	December 31, 2021
<b>Total amount recognized in statement of surplus deficits</b>		
Current service cost	68,131,038,818	98,426,676,979
Interest cost	56,507,998,422	100,868,091,070
<b>Total Expense in surplus deficits</b>	<b>124,639,037,240</b>	<b>199,294,768,049</b>
<b>Remeasurement of defined benefits liability (assets)</b>		
Actuarial (gains) loss	79,016,266,432	(46,980,337,037)
<b>Total other comprehensive gain/(loss)</b>	<b>79,016,266,432</b>	<b>(46,980,337,037)</b>

Long-term Paid Absences

These benefits are given to employees who fulfilled the requirements stipulated in the regulations set by the Directors of BPJS Ketenagakerjaan. These benefits are not funded and are fully managed internally. Liabilities and compensation expenses recognized in the 2022 statement of financial position calculated by KKA actuary Muh Imam Basuki and Partners according to Report Number: 036/PSA-MIB/LA/II/2023 dated February 27, 2023. The methods, assumptions and number of employees used as a basis for the calculation are the same as the employee's method, assumptions and data used to calculate the gratuity benefits and termination benefits.

Movements in net liabilities in the statement of financial position are as follows:

	December 31, 2022	December 31, 2021
Beginning balance of present value obligation	252,971,783,482	186,181,466,195
Total amount recognized in statement of surplus deficits	310,546,579,804	111,441,933,887
Benefits payment	(70,906,167,500)	(44,651,616,600)
<b>Ending balance of present value obligation</b>	<b>492,612,195,786</b>	<b>252,971,783,482</b>

Expenses recognized in the surplus deficit report are as follows:

	December 31, 2022	December 31, 2021
<b>Total amount recognized in statement of surplus-deficit:</b>		
Current service cost	50,232,483,296	27,878,366,610
Interest Cost	19,251,152,723	31,299,577,040
Actuarial (gain) loss	241,062,943,784	52,263,990,237
<b>Total expense in the surplus deficit</b>	<b>310,546,579,803</b>	<b>111,441,933,887</b>

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**Jubilee Benefits**

These benefits are given to employees who have fulfilled the requirements stipulated in the internal regulations of BPJS Ketenagakerjaan, amount of compensation depends on the length of service of the employee. These benefits are not funded and are fully managed internally by BPJS Ketenagakerjaan. Liability and compensation expenses are recognized in the 2021 financial statements calculated by KKA actuary Muh Imam Basuki and Partners according to Report Number: 036/PSA-MIB/LA/II/2023 dated February 27, 2023. The method, assumptions and number of employees are used as the basis the calculation are the same as the employee's methods, assumptions and data used to calculate the jubilee benefits.

Movements in net liabilities in the statement of financial position are as follows:

	December 31, 2022	December 31, 2021
Beginning balance of present value obligation	306,926,705,128	270,298,620,240
Total amount recognized in statement of surplus deficits	74,303,526,567	54,439,636,288
Benefits payment	(51,316,389,700)	(17,811,551,400)
Ending balance of present value obligation	<u>329,913,841,995</u>	<u>306,926,705,128</u>

Expenses recognized in the surplus deficit report are as follows:

	December 31, 2022	December 31, 2021
<b>Total amount recognized in statement of surplus-deficit:</b>		
Current service cost	29,386,339,827	27,974,734,601
Interest Cost	23,357,122,260	23,485,510,983
Actuarial (gain) loss	21,560,064,480	2,979,390,704
<b>Total expense in the surplus deficit</b>	<u>74,303,526,567</u>	<u>54,439,636,288</u>

**31. Paid-up capital**

This account represents the consolidated balance of BPJS Ketenagakerjaan capital as of December 31, 2022 and 2021 amounted to Rp9,459,295,255,351 with the following details:

	December 31, 2022	December 31, 2021
Government Initial Capital	500,000,000,000	500,000,000,000
Transfer of Net Assets of PT Jamsostek	7,323,338,452,466	7,323,338,452,466
Surplus Distribution	1,635,956,802,885	1,635,956,802,885
<b>Total</b>	<u>9,459,295,255,351</u>	<u>9,459,295,255,351</u>

The initial capital of BPJS Ketenagakerjaan amounted to Rp7,823,338,452,466 was derived from the transfer of assets and liabilities as stated in the Closing Statement of Financial Position of PT Jamsostek (Persero) as of December 31, 2013 amounted to Rp7,323,338,452,466 and initial capital from the government which is separated state's assets and not divided into shares amounted to Rp500,000,000,000, in accordance with Government Regulation of the Republic of Indonesia Number 83 Year 2013.

**32. Additional Paid-up Capital**

BPJS Ketenagakerjaan also manages Additional Services Benefits (Manfaat Layanan Tambahan (MLT)) with the objective to improve welfare of participants. Based on article 62 of the Government Regulation of the Republic of Indonesia Number 99 Year 2013 stated that assets and liabilities of MLT as of June 30, 2015 are transferred to BPJS Ketenagakerjaan assets and liabilities. MLT for operations and MLT that has been distributed, which is a net asset of the MLT program, when transferred to BPJS

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Ketenagakerjaan as of June 30, 2015 was presented as additional paid in capital amounted to Rp1,408,126,715,496.

Based on Government Regulation Number 55 Year 2015 article 64A concerning the Amendment of Government Regulation Number 99 Year 2013 concerning Employment Social Security Assets Management, the MLT Program changed its name to Program Sarana Kesejahteraan Peserta (SKP) as of June 30, 2015.

### 33. Non-Controlling Interests

This account is part of non-controlling ownership of the net assets of the subsidiary with details as follows:

Subsidiary	December 31, 2022					Total
	Capital Shares	Retained Earnings	Adjustment IFRIC	Profit Current Year	Other Comprehensive Income	
PT Binajasa Abadi Karya	1,000,000	3,117,507	7,931	63,927	(44,164)	4,145,201

Subsidiary	December 31, 2021					Total
	Capital Shares	Retained Earnings	Adjustment IFRIC	Profit Current Year	Other Comprehensive Income	
PT Binajasa Abadi Karya	1,000,000	2,637,980	-	482,651	(3,124)	4,117,507

### 34. Operational Fund

	December 31, 2022	December 31, 2021
Operational Fund from Program Jaminan Hari Tua (JHT)	2,672,935,543,962	2,906,362,011,619
Operational Fund from Program Jaminan Kecelakaan Kerja (JKK)	611,863,440,245	533,245,873,399
Operational Fund from Program Jaminan Kematian (JKM)	306,363,465,454	263,304,502,274
Operational Fund from Program Jaminan Pensiun (JP)	928,837,550,339	965,109,612,708
<b>Total</b>	<b>4,520,000,000,000</b>	<b>4,668,022,000,000</b>

### 35. Operating Expense of Program Management

	December 31, 2022	December 31, 2021
Operating and Support Expenses	552,297,928,405	464,849,986,781
Personnel and Management Expenses	3,509,426,730,149	3,276,432,176,145
General and Other Expenses	684,379,387,090	805,514,202,312
<b>Total</b>	<b>4,746,104,045,644</b>	<b>4,546,796,365,238</b>

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Details of Operational Expenses of Program Management:

	December 31, 2022	December 31, 2021
<b>a. Educating and Training Expenses</b>		
Participant Development Expenses	231,710,743,637	190,384,469,696
Business Travel Expenses	54,248,876,714	56,079,235,187
Participant Expansion Expenses	56,016,573,211	51,205,859,010
Public Relation Expenses	79,568,158,664	48,494,938,826
Representation Officer Expenses	13,375,621,829	13,251,550,272
<b>Sub total</b>	<b>434,919,974,055</b>	<b>359,416,052,991</b>
<b>b. Planning and Development Expenses</b>		
Planning and Development Management Expenses	76,217,414,776	69,479,467,027
Planning and Development Program Expenses	1,823,320,696	365,744,365
Planning and Development International Cooperation Expenses	3,170,462,392	1,455,748,194
Planning and Development Institutional Expenses	3,537,294,723	977,140,903
<b>Sub total</b>	<b>84,748,492,587</b>	<b>72,278,100,489</b>
<b>c. Human Resource Development Expenses</b>		
Development Training Expenses	13,964,266,372	21,294,276,981
Technical Development Expenses	2,176,159,453	2,213,771,315
Refreshment Training Expenses	6,092,189,115	294,150,161
Career Training Expense	2,770,955,151	3,206,823,816
<b>Sub total</b>	<b>25,003,570,091</b>	<b>27,009,022,273</b>
<b>d. Legal Issue Settlement Expenses</b>		
Legal Preparation Expenses	1,603,245,288	1,554,564,468
Legal Implementation Expenses	6,022,646,383	4,592,246,560
<b>Sub total</b>	<b>7,625,891,671</b>	<b>6,146,811,028</b>
<b>e. Personnel Expenses</b>		
Salaries Expenses	1,877,549,708,414	1,670,325,583,400
Other Salaries Expenses	316,126,117,421	318,415,127,528
Social Securities and Employee Pension Expenses	428,561,474,934	382,266,565,018
Additional Allowance Expenses	282,060,891,400	292,392,822,850
Honorary Salary Expenses	305,900,219,458	298,564,542,000
Training Employment Expenses	66,444,319,988	119,599,858,878
Recruitment and Placement Expenses	21,537,681,281	14,383,665,990
<b>Sub total</b>	<b>3,298,180,412,896</b>	<b>3,095,948,165,664</b>
<b>f. Management Expenses</b>		
Director Expenses	40,664,107,463	34,333,086,428
Supervisory Board Expenses	29,324,295,737	24,523,080,400
Other Expenses	16,436,526,815	12,040,825,834
<b>Sub total</b>	<b>86,424,930,015</b>	<b>70,896,992,662</b>
<b>g. Post Employment Benefit Expenses</b>		
Post Employment Benefit Expenses	124,821,387,239	109,587,017,819
<b>Sub total</b>	<b>124,821,387,239</b>	<b>109,587,017,819</b>
<b>h. General/Administration Expenses</b>		
Subscription Expenses	6,351,373,328	39,097,236,888
Assets Maintenance and Management Expenses	115,947,711,069	217,770,729,880
Rent Expenses	28,771,961,422	50,684,784,234
Data Processing Expenses	87,768,137,354	59,164,046,708
Household and Meeting Expenses	77,102,933,566	57,329,883,906
Office Supplies Expenses	26,677,674,172	25,243,185,539
Secretariat Expenses	18,378,099,838	17,667,405,620
Financial Administration Expenses	18,031,088,130	29,016,579,628
Tax and Insurance Expenses for Fixed Assets	20,011,748,453	18,811,141,269
<b>Sub total</b>	<b>399,040,727,332</b>	<b>514,784,993,672</b>
<b>i. Depreciation and Amortization Expenses</b>		
Depreciation Expenses	147,482,430,843	117,791,495,490
Amortization Expenses - Intangible Assets	17,764,787,199	5,001,242,371
Amortization Expenses - Other Assets	592,563,717	660,750,224
Depreciation Expenses - Right of Use Assets	100,181,470,976	100,401,672,585
Incremental Expenses - Right of Use Assets	19,317,407,023	66,874,047,970
<b>Sub total</b>	<b>285,338,659,758</b>	<b>290,729,208,640</b>
<b>Total</b>	<b>4,746,104,045,644</b>	<b>4,546,796,365,238</b>

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**36. Investment Income**

	<b>December 31, 2022</b>	<b>December 31, 2021</b>
a. Interest Income	537,764,314,256	529,578,007,447
b. Gain On Sale of Investment	29,085,215,000	-
c. Shariah Investment Income	133,752,175,692	138,995,082,156
d. Dividend Income	75,991,494,759	50,469,700,708
e. Rent Income	15,604,338,330	16,025,766,934
f. Unrealized Gain/(Losses) on Investment	27,942,987,000	(37,932,316,000)
g. Other Investment Income	269,976,195	1,278,050,459
<b>Total Investment Income</b>	<b>820,410,501,232</b>	<b>698,414,291,704</b>

Detail of investment income as follows:

	<b>December 31, 2022</b>	<b>December 31, 2021</b>
<b>a. Interest Income</b>		
Bonds		
Measured at fair value through profit or loss	24,337,500,000	24,492,989,583
Measured at Short Term Amortized Cost	32,129,904,772	75,167,108,510
Measured at Long Term Amortized Cost	343,640,860,306	291,820,123,697
Time Deposits	137,300,762,527	114,247,560,438
Deposito On Call	355,286,651	23,850,225,219
<b>Sub total</b>	<b>537,764,314,256</b>	<b>529,578,007,447</b>
<b>b. Gain On Sale of Investment</b>		
Shares	29,085,215,000	-
<b>Sub total</b>	<b>29,085,215,000</b>	<b>-</b>
<b>c. Shariah Investment Income</b>		
Profit Sharing of Sukuk		
Measured at Short Term Amortized Cost	40,521,289,853	2,307,644,040
Measured at Long Term Amortized Cost	85,436,612,486	126,253,293,691
Profit Sharing of Deposits	7,794,273,353	10,434,144,425
<b>Sub total</b>	<b>133,752,175,692</b>	<b>138,995,082,156</b>
<b>d. Dividend Income</b>		
Shares		
Measured at Fair Value through Profit or Loss	3,179,080,304	1,906,594,800
Measured at Fair Value through Other Comprehensive Income	68,983,292,788	36,703,345,070
Investment in Other Entities	2,522,455,000	2,205,450,000
Distribution of Mutual Fund Investment Returns	1,306,666,667	9,654,310,838
<b>Sub total</b>	<b>75,991,494,759</b>	<b>50,469,700,708</b>
<b>e. Rent Income</b>		
Rent Income	15,604,338,330	16,025,766,934
<b>Sub total</b>	<b>15,604,338,330</b>	<b>16,025,766,934</b>
<b>f. Unrealized Gain/(Losses) on Investment</b>		
Bonds	(1,627,620,000)	(16,715,000,000)
Shares	29,570,607,000	(21,217,316,000)
<b>Sub total</b>	<b>27,942,987,000</b>	<b>(37,932,316,000)</b>
<b>g. Other Investment Income</b>		
Other Investment Income	269,976,195	1,278,050,459
<b>Sub total</b>	<b>269,976,195</b>	<b>1,278,050,459</b>
<b>Total</b>	<b>820,410,501,232</b>	<b>698,414,291,704</b>



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**37. Investment Expense**

	December 31, 2022	December 31, 2021
a. Tax On Investment Activities	82,967,163,531	101,733,706,236
b. Investment Properties	737,350,000	689,460,000
c. Administration on Investment Activities	2,253,600,614	2,341,156,861
d. Investment Properties Expenses	816,441,860	1,379,240,811
e. Other Investment Expenses	901,740,000	1,603,003,847
f. Investment Assets Insurance Expenses	8,049,825	8,044,112
<b>Total</b>	<b>87,684,345,830</b>	<b>107,754,611,867</b>

Investment expense breakdown:

	December 31, 2022	December 31, 2021
<b>a. Tax On Investment Activities</b>		
Income Tax on Interest of Time Deposits	23,356,455,436	27,454,645,780
Income Tax on Interest of Bonds	37,625,002,511	50,984,901,983
Income Tax on Interest of Shares	751,805,271	711,953,554
Income Tax on Interest of Sharia Shares	19,253,752,239	20,659,027,356
Tax on Land and Building	1,309,658,074	1,210,544,702
Income Tax on Interest of Investment Properties	670,490,000	712,632,861
<b>Sub total</b>	<b>82,967,163,531</b>	<b>101,733,706,236</b>
<b>b. Investment Properties</b>		
Fee of Investments Manager	737,350,000	689,460,000
<b>Sub total</b>	<b>737,350,000</b>	<b>689,460,000</b>
<b>c. Administration on Investment Activities</b>		
Investment Transaction	1,075,746,351	1,142,958,061
Custody	1,177,854,263	1,198,198,800
<b>Sub total</b>	<b>2,253,600,614</b>	<b>2,341,156,861</b>
<b>d. Investment Properties Expenses</b>		
Depreciation of Investment Properties	233,271,480	875,239,664
Land Maintenance	583,170,380	504,001,147
<b>Sub total</b>	<b>816,441,860</b>	<b>1,379,240,811</b>
<b>e. Other Investment Expenses</b>		
Other Investment	975,093,786	975,080,800
Allowance for Impairment Losses/(Recoveries) of Deposits	-	(190,686,000)
Investment Bank Changes	5,882,900	4,362,299
Stamps Duty	-	257,000
Allowance for Impairment Losses/(Recoveries) of Bonds	(79,236,686)	813,989,748
<b>Sub total</b>	<b>901,740,000</b>	<b>1,603,003,847</b>
<b>f. Investment Assets Insurance Expenses</b>		
Building Insurance Expenses	8,049,825	8,044,112
<b>Sub total</b>	<b>8,049,825</b>	<b>8,044,112</b>
<b>Total</b>	<b>87,684,345,830</b>	<b>107,754,611,867</b>

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**38. Incentive Expense**

	<b>December 31, 2022</b>	<b>December 31, 2021</b>
Director and Supervisory Board	29,952,000,000	85,629,525,715
Employees	372,084,267,900	348,910,489,500
<b>Total Incentive Expenses</b>	<b>402,036,267,900</b>	<b>434,540,015,215</b>

**39. Sarana Kesejahteraan Peserta (SKP) Income**

	<b>December 31, 2022</b>	<b>December 31, 2021</b>
Interest Income from Temporary Placement	51,957,320,040	57,558,582,598
Interest Income from Loan	1,671,940	(14,664,467,422)
Income from Flat Rental	2,326,800,000	3,183,964,572
Other	4,224,444,644	66,186,668
<b>Total</b>	<b>58,510,236,624</b>	<b>46,144,266,416</b>

**40. Sarana Kesejahteraan Peserta (SKP) Expenses**

	<b>December 31, 2022</b>	<b>December 31, 2021</b>
Management Loan Expenses	6,214,052,628	9,020,316,937
Management Flat Rent Expenses	4,751,423,637	2,602,555,658
Depreciation Expenses	6,770,338,236	5,833,544,638
Coaching Expenses	527,887,680	824,657,840
General and Administration Expenses	7,642,478,923	271,167,967
Income Tax Expense	10,406,006,911	11,328,350,660
Survey Expenses	2,242,651,564	2,917,055,708
Receivable Allowance (Recovery)	(560,805,086)	152,106,018
<b>Total</b>	<b>37,994,034,493</b>	<b>32,949,755,426</b>

**41. Social Responsibility and Environment Expense**

This account represents the social responsibility and environmental expense incurred for the community-based participants and environmental guidelines for the community for the years ended December 31, 2022 and 2021 amounted to Rp181,934,893 and Rp152,094,936, respectively.

**42. Income of Subsidiary**

This account represents the Subsidiary's operating income from direct operational activities for the years ended December 31, 2022 and 2021, which amounted to Rp181,160,905,913 and Rp48,375,504,254, respectively.

**43. Operating Expenses of Subsidiary**

This account represents the Subsidiary's operating expenses which were used for operations for the years ended December 31, 2022 and 2021 amounted to Rp358,030,409,108 and Rp79,860,567,590, respectively.

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**44. Other Income (Expenses)**

	<u>December 31, 2022</u>	<u>December 31, 2021</u>
<b>Other Income</b>		
Interest from Current Account	5.896.159.678	6.630.730.172
Insurance Claims and Penalties	13.623.212.111	3.418.666.011
Rental Building	1.311.219.769	1.607.822.724
Gain on Sale of Fixed Assets	4.275.064.814	1.562.996.570
Others	231.680.187.413	16.964.702.692
<b>Sub total</b>	<b>256.785.843.785</b>	<b>30.184.918.169</b>
<b>Other Expenses</b>		
Income Tax and Penalties	24.599.178	5.000.000
Loss of Allowance for Fixed Assets and Others	16.939.365.879	15.000.000
Write-off of Fixed Assets	312.562.437	422.504.111
Other	11.655.429.601	1.170.808.602
Subsidiary	806.725.799	600.221.419
<b>Sub total</b>	<b>29.738.682.894</b>	<b>2.213.534.132</b>
<b>Total</b>	<b>227.047.160.891</b>	<b>27.971.384.037</b>

Other income and other subs are the closing of accrued expenses in 2021 and incentives to the Directors and Supervisory Board in 2014 and 2015 which were rejected by the Supreme Court with decision number 1716K/Pdt/ and dated July 17, 2022 with a value of Rp35,283,600,000 and incentives for Directors and Board of Supervisors for 2020 and 2019 and have been paid by BPJS Ketenagakerjaan based on a Letter from the Minister of Finance of the Republic of Indonesia no S-963/MK.02/2022 dated November 21, 2022 amounted to Rp2,889,750,000. Meanwhile, other sub-expense are BPJS Ketenagakerjaan payments to PT Phintraco for a legal event based on Supreme Court Decision number 1860 K/Pdt/2021 dated August 30, 2021.

**45. Surplus Distribution Expenses**

	<u>December 31, 2022</u>	<u>December 31, 2021</u>
Program Jaminan Hari Tua (JHT)	114,425,012	116,668,330
Program Jaminan Kecelakaan Kerja (JKK)	20,994,173	8,500,359
Program Jaminan Kematian (JKM)	10,366,438	4,089,357
Program Jaminan Pensiun (JP)	37,996,877	23,054,741
	<b>183,782,500</b>	<b>152,312,787</b>

Distribution of the 2021 Surplus based on the Decision of the Supervisory Board Number: KEP/09/DEWAS/072022 dated July 20, 2022 concerning Approval of the Amount of Surplus Asset Allocation of BPJS Ketenagakerjaan for 2021, approving the amount of allocation and asset management surplus of BPJS Ketenagakerjaan for 2021 with the following details:

- Social and Environmental Responsibility of 0.9997 % or RP 183,782,500.
- Strengthening of BPJS Ketenagakerjaan agency assets by 98.0006% or RP 18,016,098,953. This amount is recorded in the surplus balance.
- Strengthening DJS is 0.9997% or Rp183,782,500 consisting of an allocation for program JHT is 62.27% amounted to Rp114,425,012, for program JKK is 11.42% or Rp20,994,173, for program JKM is 5.64% or Rp10,366,438 and for program JP is 20.67% or Rp37,996,877

Distribution of the 2020 Surplus based on the Decision of the Supervisory Board Number: KEP/10/DEWAS/082021 dated 05 August 2021 concerning Approval of the Amount of Surplus Asset

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Allocation of BPJS Ketenagakerjaan for 2020, approved the amount of allocation and surplus of assets management of BPJS Ketenagakerjaan for 2020 with the following details:

- a. Social and Environmental Responsibility of 1% or Rp152,312,787.
- b. Strengthening of BPJS Ketenagakerjaan agency assets is 98% or Rp14,926,653,115. This amount is recorded in the surplus balance.
- c. Strengthen DJS is 1% or Rp152,312,787 consisting of an allocation for program JHT is 76.60% in the amounted to Rp116,668,330, for program JKK program is 5.58% or Rp8,500,359, for program JKM is 2.68% or by Rp4,089,357 and for program JP is 15.14% or Rp23,054,741.

**46. Important Engagements**

**a. Bank Cooperation Worker Housing Agreement**

The scope of the agreement includes that BPJS Ketenagakerjaan will provide funds in the form of deposits in the Old Age Guarantee Program account which are placed in stages according to the needs of Bank Cooperation Workers Housing financing to participants, which are used to help build houses or buy houses. PT Bank Tabungan Negara (Persero) Tbk provides Bank Cooperation Worker Housing financing to participants in the form of Construction Loans, Home Ownership Loans, and Down Payment Loans. Financing can also be provided based on Sharia Banking Principles by PT Bank Tabungan Negara (Persero) Tbk and in accordance with the provisions of the authority that regulates banking business with sharia principles.

Based on the Agreement Number: PER/204/102021 and Number: 43/PKS/DIR/2021 dated October 28, 2021 BPJS Ketenagakerjaan entered into an agreement with PT Bank Tabungan Negara (Persero) Tbk regarding the Provision of Banking Services and Services in the Context of Providing Additional Service Benefits in the form of Facilities Housing Financing for BPJS Ketenagakerjaan Participants. The term of the agreement is valid from October 28, 2021 to October 28, 2024.

- b. PT Sinergi Investasi Properti is a joint venture company with 80% shares owned by BPJS Ketenagakerjaan for the DJS JHT program in the amount of Rp363,200,000,000 which was fully paid on August 2, 2017 and the remaining 20% share ownership is owned by PT Pembangunan Perumahan (Persero) in the amount of Rp90,800,000,000.

PT Sinergi Investasi Properti and BPJS Ketenagakerjaan have a cooperation agreement regarding the optimization of land owned by BPJS Ketenagakerjaan for the construction of a rental office building with a build-to-transfer scheme Number: PER/109/052017 dated May 22, 2017. The scope of the cooperation includes Build Operate Transfer (BOT) in form of construction and rent of office building namely Social Security Tower (Plaza BpJamsostek) with the term of this agreement for 30 years since the agreement was signed. For this cooperation, BPJS Ketenagakerjaan will receive land rental income annually in form of BOT contribution.

- c. BPJS Ketenagakerjaan cooperation agreement with PT Bank Negara Indonesia (Persero) Tbk, PT Bank Mandiri (Persero) Tbk, PT Bank Rakyat Indonesia (Persero) Tbk, PT Bank Central Asia Tbk, PT Bank National Savings (Persero) Tbk, PT Bank Muamalat Indonesia Tbk, PT Bank Syariah Indonesia Tbk, PT Bank CIMB Niaga Tbk, PT West Java and Banten Regional Development Banks, PT DKI Regional Development Bank, PT East Java Regional Development Bank Tbk, PT Central Java Regional Development Bank, PT Bank Regional Development of South Sulawesi and West Sulawesi, PT Regional Development Bank Nagari, and PT Regional Development Bank of North Sumatra. The scope of cooperation that has been carried out includes: 1) Payment and receipt of contributions through banking services; 2) Guarantee payments and BUBM payments using banking service facilities in all regional offices and BPJS Ketenagakerjaan branch offices; 3) Management of cash management.
- d. The cooperation agreement between BPJS Ketenagakerjaan and PT Bank Negara Indonesia (Persero) Tbk, PT Bank Mandiri (Persero) Tbk, PT Regional Development Bank West Java and

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Banten Tbk, PT Bank Tabungan Negara Tbk which contains BPJS Ketenagakerjaan Service Point Office (SPO) .

The scope of the cooperation agreement includes the use of service facilities in bank operational work units, namely providing registration forms, helping to fill out a checklist of completeness of files, recording participant registration data, helping to receive JHT claim filing files, providing a network of implementing units that will be used as BPJS Ketenagakerjaan SPO, providing information, and expanding program membership.

#### 47. Information Regarding Transactions With Related Parties

BPJS Ketenagakerjaan is controlled by the Government of the Republic of Indonesia based on prevailing laws and regulations. BPJS Ketenagakerjaan performs transactions with related parties as explained in these following notes.

##### a. Nature and relationship with related parties

Related Parties	Nature of Relationship	Nature of Transaction
Government of Republic Indonesia	Controlling Party	Paid-in capital, investment -bond placement
Dana Jaminan Sosial Program JHT	Program Administrator	Management fee receivables, surplus allocation payables, management fee income
Dana Jaminan Sosial Program JKK	Program Administrator	Management fee receivables, surplus allocation payables, management fee income
Dana Jaminan Sosial Program JKM	Program Administrator	Management fee receivables, surplus allocation payables, management fee income
Dana Jaminan Sosial Program JPN	Program Administrator	Management fee receivables, surplus allocation payables, management fee income
Defined Benefits Pension Fund-Jamsostek	BPJS as Founder	Operating Expenses - Employees
State-Owned Enterprises	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Mandiri (Persero) Tbk	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Negara Indonesia (Persero) Tbk	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Rakyat Indonesia (Persero) Tbk	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Tabungan Negara (Persero) Tbk	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Jasa Marga (Persero) Tbk	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Krakatau Steel (Persero) Tbk	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Perusahaan Gas Negara (Persero) Tbk	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Semen Indonesia (Persero) Tbk	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Telekomunikasi Indonesia (Persero) Tbk	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Timah (Persero) Tbk	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Wijaya Karya (Persero) Tbk	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Jabar Banten Tbk	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank DKI	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Pembangunan Daerah Jawa Tengah	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Pembangunan Daerah Sumatera Utara	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT. Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Pembangunan Daerah Riau Kepri	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Pembangunan Daerah Sumselbabel	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Pembangunan Daerah Lampung	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Raya Indonesia Tbk	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses



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Related Parties	Nature of Relationship	Nature of Transaction
PT Bank Pembangunan Daerah Jambi	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Pembangunan Daerah Aceh	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Pembangunan Daerah Jawa Timur Tbk	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Nagari	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Pembangunan Daerah Nusa Tenggara Barat	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Pembangunan Daerah Bali	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Pembangunan Daerah Papua	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Pembangunan Daerah Sulawesi Tengah	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Pembangunan Daerah Bengkulu	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Pembangunan Daerah Kalimantan Timur dan Kalimantan utara	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Syariah Indonesia Tbk	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Maluku Maluku	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Pembangunan Daerah Nusa Tenggara Timur	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Pembangunan Daerah Kalsel	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Pembangunan Daerah Kalimantan Tengah	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Pembangunan Daerah Sulawesi Tenggara	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
PT Bank Pembangunan Daerah Kalimantan Barat	Entity Control by the Government	Placement of Funds, Investment, Investment Income and Investment Expenses
The Board of Supervisors and Directors	Key Management Personnel	Salary expenses, benefits and employee benefits

**b. Placement of Funds**

The following are the placements of funds with related parties as of December 31, 2022 and 2021 are as follows:

	December 31, 2022	December 31, 2021
Bank	1,522,814,771,034	1,706,047,574,576
Time Deposits	2,477,436,257,179	3,163,750,130,378
Shares	440,255,491,097	645,419,957,047
Sukuk	1,597,870,521,554	1,628,230,217,188
Bonds	5,191,549,130,760	4,577,870,658,908
<b>Total</b>	<b>11,229,926,171,624</b>	<b>11,721,318,538,097</b>

**c. Transactions with Related Parties**

BPJS Ketenagakerjaan receive management fee from each Programs, as a related party, the amount is disclosed in the program's management fee income account (Note 34).

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**d. Investment Income**

The following are investment income from related parties as of December 31, 2022 and 2021 as follows:

	December 31, 2022	December 31, 2021
<b>Interest Income</b>		
Bonds	395,998,801,966	386,611,267,068
Time Deposits	137,484,390,005	136,719,347,841
Deposit on Call	171,599,519	1,392,064,124
	<b>533,654,791,490</b>	<b>524,722,679,033</b>
<b>Sharia Investment Income</b>		
Profit Sharing on Sukuk	125,957,902,338	128,560,937,730
Profit Sharing on Time Deposits	7,774,588,333	10,385,979,167
	<b>133,732,490,671</b>	<b>138,946,916,897</b>
<b>Dividend Income</b>		
Shares	29,109,064,040	18,424,567,897
	<b>29,109,064,040</b>	<b>18,424,567,897</b>
<b>Rent Income</b>		
Rent	1,704,900,000	2,126,328,607
	<b>1,704,900,000</b>	<b>2,126,328,607</b>
<b>Unrealized Gain/(Losses) Investment</b>		
Unrealized Gain/(Losses) - Shares	(5,378,678,000)	(7,154,336,000)
Unrealized Gain/(Losses) - Bonds	(1,627,620,000)	(16,715,000,000)
	<b>(7,006,298,000)</b>	<b>(23,869,336,000)</b>
<b>Other Investment Income</b>		
Other Investment Income from Time Deposits	269,972,039	512,568,230
Other Investment Income from Bank Fee	63,730	221,529,243
	<b>270,035,769</b>	<b>734,097,473</b>
<b>Total</b>	<b>691,464,983,970</b>	<b>661,085,253,907</b>

**e. Investment Expense**

The Followings are investment expenses for related parties as of December 31, 2022 and 2021 as follows:

	December 31, 2022	December 31, 2021
<b>Tax on Investing Activities</b>		
Land and Building Tax	1,249,658,074	1,210,544,702
Income Tax of Interest DOC Overnight	34,319,904	278,412,825
Income Tax of Interest on Bonds	37,625,002,511	50,984,901,983
Income Tax of Other Investment Time Deposits	831	102,513,646
Income Tax of Investment Building Rental	170,490,000	212,632,861
Income Tax of Shares	751,805,271	711,953,554
Income Tax of Time Deposits	27,188,690,260	27,073,719,309
Income Tax of Profit Sharing Sharia - Time Deposits	1,620,136,778	2,207,053,580
Income Tax of Profit Sharing Sharia - Sukuk	13,767,059,902	18,451,973,776
Sub total	<b>82,407,163,531</b>	<b>101,233,706,236</b>
<b>Administration on Investing Activities</b>		
Bonds Custody Expenses	993,687,725	958,874,342
Shares Custody Expenses	184,166,538	239,324,458
Purchase Transaction Expenses of Sukuk	1,914,239	-
Purchase Transaction Expenses of Bonds	61,279,571	42,729,652
Purchase Transaction Expenses of Sharia Shares	110,386,218	243,969,919
Sales Transaction Expenses of Sharia Shares	19,143,406	640,871,512
Sales Transaction Expenses of Shares	883,022,918	213,472,739
Sub total	<b>2,253,600,615</b>	<b>2,339,242,622</b>

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	<u>December 31, 2022</u>	<u>December 31, 2021</u>
<b>Maintenance Expenses</b>		
Land Maintenance Expenses	583,170,380	504,001,147
Investment Bank Expenses	5,882,900	4,362,300
Investment Stamp Duty Expenses	-	257,000
Sub total	<u>589,053,280</u>	<u>508,620,447</u>
<b>Depreciation and Allowance Expenses</b>		
Allowance of impairment Losses Deposits	(190,574,212)	870,869,622
Sub total	<u>(190,574,212)</u>	<u>870,869,622</u>
<b>Total Related Parties</b>	<u>85,059,243,214</u>	<u>104,952,438,927</u>

**f. Compensation For Key Management Personnel**

The key management personnel of BPJS Ketenagakerjaan is the Board of Supervisors and the Board of Directors, as disclosed in Note 1. Key personnel receive compensation in the form of salaries and allowances for 2022 and 2021, amounted to Rp21,678,000,000 and Rp24,584,428,571.

**48. Legal Contingencies and Issues**

In carrying out its activities, BPJS Ketenagakerjaan is inseparable from various lawsuits and demands related to compliance, contracts, agreements, government regulations, and asset ownership. As of the completion date of the consolidated statements of financial position, there are lawsuits that are still in the process of being settled in court and cases that have been settled or have permanent legal force, consisting of:

**a. Medium Term Notes (MTN) assets of PT Volgren Indonesia**

On the MTN Sale and Purchase Agreement between PT. Social Security (Persero) with PT. Volgren Indonesia Number: PER/44/072001 dated July 26 2001 with a value of Rp. 33,323,207,900, - which failed to pay, BPJS Ketenagakerjaan has confiscated collateral for additional collateral in the form of 14 plots of land with certificates of ownership rights located in Cerucuk Village, Tanjung Pandan District, Belitung, but the execution cannot be carried out because there is no mortgage on the 14 certificates. BPN Belitung has blocked this collateral asset based on a request submitted by the State Attorney as the proxy for BPJS Ketenagakerjaan on 30 May 2014.

**b. Completion of collateral assets of ex PT Sapta Prana Jaya Medium Term Notes**

In 2003 for MTN PT Sapta Prana Jaya the default has been settled with the Investment Manager Service Contract Termination Agreement and Liability Settlement in accordance with the Notary Deed dated June 11, 2013 Number 6 , Asset Transfer in accordance with Notary Deed Syarifah Chozie SH concerning Minutes of Asset Delivery dated June 11, 2003 Number 7 and Collateral Delivery Agreement as Payer Debt according to Notary Deed dated May 19, 2003 Number 10.

However, in the further process there are still legal issues related to the transfer of land ownership to BPJS Ketenagakerjaan. The land has been blocked by the state attorney's attorney and a name sign has been installed.

**c. There is a lawsuit Dispute of rights by a former employee, Mr. MM, with case number: 32/PDT.SUS-PHI.G/2022/PN.JKT.PST at the Industrial Relations Court at the Central Jakarta District Court.**

That previously Mr. MM through his Legal Counsel submitted an application for the registration of cases of industrial relations disputes (PHI) at the South Jakarta Manpower and Transmigration Office where in essence Mr. MM feels that there are unpaid rights at BPJS Ketenagakerjaan in relation to the Indonesian Supreme Court incraht Decision Number: 120 K/Pdt.Sus-PHI/2020.

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During the mediation process, the Mediator's recommendation was issued by letter number: 7024/-1.835.3 dated December 29, 2021 regarding the Recommendation, in which the opinions and considerations stated in principle:

1. KEP/75/032017 dated March 6 2017 concerning Severe Disciplinary Punishment valid and legally binding and strengthened by Decision of the Republic of Indonesia Court no: 120K/Pdt.Sus.PHI/2020 dated March 4 2020. So that the calculation of normative rights and long service pay is adjusted with the position of Regional Analyst Senior Staff.
2. Considering that BPJS Ketenagakerjaan has fulfilled its obligations to pay Normative Rights for 2019 and 2020 as well as Mr. MM, thus BPJS Ketenagakerjaan no longer has the obligation to pay for the rights of Mr. MM. so it is quite reasonable to consider a dispute over rights between BPJS Ketenagakerjaan and Mr. MM declared complete.

Mr. MM rejected the advice of the South Jakarta Sudinnakertrans Mediator so he filed a lawsuit for an industrial relations dispute at the Industrial Relations Court at the Central Jakarta District Court with case number: 32/PDT.SUS-PHI.G/2022/PN.JKT.PST and demands:

1. Payment of rights in the form of:
  - a. TKS May 2019 to December 2020; Emoluments and subscription facilities May 2019 to December 2020; Annual leave allowance for 2019 and 2020 totals Rp405,731,438.
  - b. UPMK pension right of Rp157,186,100.
2. Pay a moratorium interest of 12% if you fail to carry out the aquo decision that has been incraht.

The case examination trial began on February 7, 2022. Where in the Mediation process at the Central Jakarta Industrial Relations Court was deadlocked.

On August 1, 2022, the Decision of the Industrial Relations Court at the Central Jakarta District Court Number: 32/Pdt. Sus. PHI/2022/PN. JKT.PST with Verdict:

**IN THE SUBJECT OF THE CASE:**

1. *Partially granted the Plaintiff's (Mr. MM) lawsuit.*
2. *Punish the Defendant (BPJS Ketenagakerjaan) to pay the shortage of leave and holiday allowances for 2019 and 2020 to the Plaintiff in the total amount of Rp9,580,000 (nine million five hundred and eighty thousand rupiah).*
3. *Punish the Defendant (BPJS Ketenagakerjaan) to pay the costs incurred in this case a total of Rp1,145,000 (one million one hundred and forty-five thousand rupiah).*
4. *Rejecting the Plaintiff's lawsuit (Mr. MM) for other than and for the rest.*

In connection with this Decision, BPJS Ketenagakerjaan has made an Cassation Legal Effort to the Supreme Court on September 28, 2022 by filing a Contra Memorandum of Cassation through the Industrial Relations Court at the Central Jakarta District Court.

**d. Jakabaring Palembang Land Execution Lawsuit at Palembang District Court**

Starting with the Supreme Court Decision Number: 87K/Pdt/2017 dated March 6, 2017 regarding the issue of default on the cooperation agreement on land reclamation in the Jakabaring area of Palembang between PT. Amen Mulia with Ir. Ahmad Aman Astra Ramli, SE where from the land there is a part of land owned by BPJS Ketenagakerjaan covering an area of 4,000 m<sup>2</sup> which was purchased from PT. Amen Your Majesty. Based on the Supreme Court's decision, the Palembang District Court ordered the execution of PT Amen Mulia's land and the lands that had been sold by PT. Amen Your Majesty.

BPJS Ketenagakerjaan took legal action in the form of a lawsuit against the Palembang District Court's execution decision Number: 04/172/PDT.G/2015/EKS/2017.PLG dated August 24, 2017 with Palembang District Court Case Number: 163/Pdt.Plw/2017/ PN. Plg. Juncto Appeal Case Palembang High Court Number: 38/PDT/2018/PT.Plg Junto Supreme Court Cassation Case Number: 741K/Pdt/2019 where the BPJS Ketenagakerjaan lawsuit was declared unacceptable.

Furthermore, BPJS Ketenagakerjaan again filed a legal action by filing a Daden Verzet lawsuit with the case register Number: 30/Pdt.Bth/2020/PN.Plg at the Palembang District Court. Where on



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October 14, 2020 the Palembang District Court Decision Number: 30/Pdt.Bth/2020/PN.Plg issued the decision "Declaring that PELAWAN (BPJS Ketenagakerjaan) is the Legal Rights Holder over a land area of 4,000 M2 (four thousand square meters) ), as stated in the HGB certificate Number: 5708, South Sumatra Province, Palembang City, Seberang Ulu District, Village/Kel 15 Ulu".

At the appeal level, a Decision of the South Sumatra High Court Number: 93/PDT/2020/PT.PLG was issued on February 8, 2021 with a Decision in essence "Accepting Sdr. Ir. Ahmad Aman Astra Ramli, SE and Canceled the Palembang District Court Decision Number: 30/Pdt.Bt h/2020/PN.Plg dated October 14, 2020".

Furthermore, on November 24, 2021, the Supreme Court Decision Number: 3070K/PDT/2021 was issued, in which the decision stated "Granted the Cassation I and II requests", "Cancel the Palembang High Court Decision", and "Strengthen the Palembang District Court Decision". So that BPJS Ketenagakerjaan is declared as the Legal Rights Holder over a land area of 4,000 m<sup>2</sup> (four thousand square meters), as stated in the HGB certificate Number: 5708, South Sumatra Province, Palembang City, Seberang Ulu District, Village/Exodus 15 Ulu. Furthermore, BPJS Ketenagakerjaan takes steps to secure Jakabaring land assets.

In connection with the issuance of the Supreme Court Decision Number: 3070K/PDT/2021, there was an effort to review (PK) which was carried out by Ir. Ahmad Aman Astra. BPJS Ketenagakerjaan also made an appeal for cassation on November 30, 2022 by submitting the PK Contra Memorandum to the Palembang District Court. Until this Financial Report is published, BPJS Ketenagakerjaan is still waiting for the Review Decision of the Supreme Court of the Republic of Indonesia.

- e. There is a lawsuit against the law from the participant's heirs. Ms. Linda Lilianingsih to:

Defendant I : BPJSTK Jakarta Mangga Dua Branch Office  
Defendant I : BPJSTK DKI Jakarta Regional Office  
Defendant III : Minister of Manpower of the Republic of Indonesia

Co-Defendant I : Agung Sedayu Group  
Co-Defendant II : North Jakarta Nakertrans Rawamangun Sub-agency  
Co-Defendant III : DKI Jakarta Disnakertrans Prov

The case was registered at the Central Jakarta District Court with case number: 156/Pdt.G/2022/PN.JKT/PST.

The principal case of the lawsuit was due to the dissatisfaction of the heirs with the results of the determination of the Ministry of Manpower and BPJS Ketenagakerjaan which stated that the participant died. Alm. Hari Agung Pratama is not a Work Accident but an incident of sudden death so that the benefits received by the heirs are only the benefits of the Death Insurance program (JKM). So that the claims in the lawsuit related to BPJS Ketenagakerjaan are in the form of:

1. Paying JKK compensation of Rp668,800,000
2. Ordering Defendants I, II and III to pay immaterial losses of Rp500,000,000

The case examination trial began on April 7, 2022. Currently, the trial is still ongoing at the Central Jakarta District Court.



#### 49. Risk management

In line with the reference to the best practice standards for implementing risk management adopted by BPJS Ketenagakerjaan, namely ISO 31000:2018 Risk Management-Guidelines, the following is a risk classification for BPJS Ketenagakerjaan Assets:

##### A. Risks Faced by BPJS Ketenagakerjaan

###### 1) Market Risk

Market risk consists of the potential event of a movement in the market value of one or several investment instruments (portfolio) as a result of price volatility and/or market supply-demand mechanisms.

BPJS Ketenagakerjaan assets that are exposed to market risk consist of investment instruments classified as traded. This risk is related to the correction in the price of investment instruments due to the influence of fluctuations in the fundamentals of the issuing company and/or fluctuations in macroeconomic conditions such as the level of economic activity, the rate of inflation, fluctuations in the exchange rate of the Rupiah against foreign currencies, trading volume and interest rates. BPJS Ketenagakerjaan as the person in charge of BPJS Ketenagakerjaan Assets supervises and analyzes price movements to minimize the negative impact on the BPJS Ketenagakerjaan financial position report.

The Agency conducts a sensitivity analysis to measure the impact of price changes on the BPJS Ketenagakerjaan Asset portfolio. The following is a sensitivity analysis of stock portfolios as of December 31, 2022:

Information	December 2022
MTM Sensitivity ; $\Delta 1\%$ JCI	1.35%
$\Delta$ SP I	-43.56 %
h Note: MTM = <i>Marked to Market</i> . A 1% change in the JCI affects the MTM stock portfolio of BPJS assets as of December 31, 2022 by an average of 1.35 %.	

Based on a sensitivity analysis of changes in stock prices, a 1% change in the JCI affects *the mark-to-market* stock portfolio of BPJS Ketenagakerjaan Assets as of December 31, 2022 by an average of 1.35%. Meanwhile, the difference in valuation of investment in stock instruments as of December 31, 2022 was -43.56%.

The following is a sensitivity analysis of the Mutual Fund portfolio as of December 31, 2022:

Information	December 2022
MTM Sensitivity ; $\Delta 1\%$ JCI	0.19%
$\Delta$ SP I	2.57%
Note: MTM = <i>Marked to Market</i> . A 1% change in the JCI affected the BPJS assets MTM mutual fund portfolio as of December 31, 2022 by an average of 0.19 %.	

Based on a sensitivity analysis of changes in mutual fund prices, a 1% change in the JCI affects *the mark-to-market* portfolio of BPJS Ketenagakerjaan Asset mutual funds as of December 31, 2022 by an average of 0.19%. Meanwhile, the difference in investment valuation of mutual fund instruments as of December 31, 2022 was 2.57%.

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The following table describes the diversification of the BPJS Ketenagakerjaan Asset Share portfolio as of December 31, 2022 and 2021 by sector.

Sector (Rp Billion)	December 31, 2022		December 31, 2021	
	Portfolio	Weight (%)	Portfolio	Weight (%)
Raw Goods	71,17	6,18	84,11	5.87
Non-Primary Consumer Goods	0.00	0.00	0.00	0.00
Primary Consumer Goods	272,24	23.65	254,23	17,73
Energy	394,11	34,24	208.87	14.57
Infrastructure	109,34	9.50	43,49	3.03
Health	0.00	0.00	0.00	0.00
Finance	30.97	2.69	356,30	24.85
Industry	269.93	23.45	483,18	33,70
<i>Property &amp; Real Estate</i>	3,20	0.28	3.54	0.25
Technology	0.00	0.00	0.00	0.00
Transportation	0.00	0.00	0.00	0.00
<b>Total</b>	<b>1,150.96</b>	<b>100.00</b>	<b>1,433.72</b>	<b>100.00</b>

The following table describes the diversification of the BPJS Ketenagakerjaan Asset Mutual Fund portfolio as of December 31, 2022 and 2021 by type of Mutual Fund:

Mutual Fund Type (Rp Billion)	December 31, 2022		December 31, 2021	
	Portfolio	Weight (%)	Portfolio	Weight (%)
Share	615.78	95.60	563.58	95.23
Mixture	28.36	4.40	28,21	4.77
Fixed income	0.00	0.00	0.00	0.00
ETFs	0.00	0.00	0.00	0.00
Index	0.00	0.00	0.00	0.00
<b>Total</b>	<b>644.14</b>	<b>100.00</b>	<b>591.79</b>	<b>100.00</b>

The agency conducted a sensitivity analysis of Government Securities (SUN) which were recorded as Fair Value to changes in interest rates as of 31 December 2022 and 2021:

Information	December 31, 2022	December 31, 2021
SUN Portfolio Fair Value (Rp Billion)	328.67	330.29
Price changes (%)	0.059%	0.062%
Price changes (Rp Billion)	7.05	7.31

The sensitivity of SUN fair value is assessed using the assumption that there will be an increase in interest rates of 0.25%. From this assessment, the result was that if there was an increase in interest rates of 0.25% for placements in SUNs with a fair value of Rp328.67 billion, it would have an impact on a decrease in the fair value SUN portfolio by 0.059% or Rp7.05 billion of the total AUM. (Asset under management) BPJS Ketenagakerjaan.

2) Credit Risk

loss caused by the potential for default on the bank (deposits) or the issuer/issuer (debt/securities) owned by the company. Can be in the form of default on coupon (interest) or principal debt at maturity.

Parties related to the agency in this context are investment partners and other parties that support the agency's operational activities for the management of BPJS Ketenagakerjaan Assets. These partners include investment fund management companies, transaction brokerage companies and banking.



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The agency regularly and intensively monitors the performance of related party companies to monitor potential defaults. Based on the Directors' Regulation Number PERDIR/31/12/2021 concerning BPJS Ketenagakerjaan Investment Management Policy, it is stated that the selection of investment partners is carried out carefully, and through an assessment process of reputation, performance, adherence to the principles of good governance.

BPJS Ketenagakerjaan periodically reviews exposure and credit risk levels to ensure placement of BPJS Ketenagakerjaan investment funds according to management's risk appetite and tolerance. The following table illustrates the diversification of the BPJS Ketenagakerjaan Assets corporate debt portfolio as of December 31, 2022 and 2021 by sector.

Sector (Rp Billion)	December 31, 2022		December 31, 2021	
	Portfolio	Weight (%)	Portfolio	Weight (%)
Energy	100.00	4.52	121.93	4.62
Basic Chemical Industry	280.00	12.65	740.00	28.03
Toll Roads, Ports and Airports	0.00	0.00	150.00	5.68
Construction	0.00	0.00	0.00	0.00
Metals and Minerals	0.00	0.00	0.00	0.00
Financing	813.70	36.76	1023.70	38.77
Banking	695.08	31.40	549.71	20.82
Telecommunication	0.00	0.00	54.83	2.08
Transportation	325.00	14.68	0.00	0.00
Oil and gas	0.00	0.00	0.00	0.00
<b>Total</b>	<b>2,213.78</b>	<b>100.00</b>	<b>2,640.18</b>	<b>100.00</b>

Based on the Financial Statements as of 31 December 2022, investment placements that have considered CKPN in deposit instruments and corporate debt securities amounted to RP 4.691 trillion with a CKPN ratio for the deposit & corporate debt securities portfolio of BPJS Ketenagakerjaan assets at a low risk level.

The table of credit risk exposure to financial assets in the statement of financial position for the periods ending 31 December 2022 and 2021 is as follows:

	December 31, 2022		
	Gross Value	Allowance for Impairment Losses	Net Value
Cash and Cash Equivalent	1,529,101,091,018	(281,398,374)	1,528,819,692,644
Time Deposits	2,478,227,000,000	(790,742,821)	2,477,436,257,179
Shares	1,150,963,302,384	-	1,150,963,302,384
Mutual Funds	644,138,965,254	-	644,138,965,254
SKP Receivables	212,251,815,334	(85,280,900,842)	126,970,914,492
Sukuk	1,595,061,623,009	-	1,595,061,623,009
Bonds	6,001,653,391,568	-	6,001,653,391,568
Investment Income Receivables	126,985,430,382	-	126,985,430,382
Trade Account Receivables	32,204,784,372	(14,703,612,350)	17,501,172,022
Other Receivables	31,505,638,070	(2,431,356,974)	29,074,281,096
<b>Total</b>	<b>13,802,093,041,391</b>	<b>(103,488,011,361)</b>	<b>13,698,605,030,030</b>

	December 31, 2021		
	Gross Value	Allowance for Impairment Losses	Net Value
Cash and Cash Equivalent	1,712,053,123,767	(241,982,794)	1,711,811,140,973
Time Deposits	3,164,621,000,000	(870,869,622)	3,163,750,130,378
Shares	1,433,719,498,822	-	1,433,719,498,822
Mutual Funds	591,791,996,412	-	591,791,996,412
SKP Receivables	278,808,579,147	(85,841,705,928)	192,966,873,219
Sukuk	1,628,230,217,189	-	1,628,230,217,189
Direct Investment	44,555,065,390	-	44,555,065,390
Bonds	4,632,701,658,907	-	4,632,701,658,907
Investment Income Receivables	86,719,848,672	-	86,719,848,672
Trade Account Receivables	28,412,294,719	(14,700,093,900)	13,712,200,819
Other Receivables	15,223,020,169	(2,047,822,717)	13,175,197,452
<b>Total</b>	<b>13,616,836,303,195</b>	<b>(103,702,474,961)</b>	<b>13,513,133,828,233</b>

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3) Liquidity Risk

Liquidity risk is a potential event where the investment instruments owned by BPJS Ketenagakerjaan are in an illiquid condition making it difficult to carry out sales transactions.

The table regarding the estimated remaining maturity of assets and liabilities which will become cash inflows or outflows as of December 31, 2022 and 2021:

	December 31, 2022				
	Amount	≤ 1 Month	1 - 6 Month	6 - 12 Month	≥ 12 Month
Cash and cash equivalents	1,529,101,091,018	1,529,101,091,018	-	-	-
Time Deposits	2,478,227,000,000	-	-	2,478,227,000,000	-
Shares	1,150,963,302,384	1,150,963,302,384	-	-	-
Mutual Fund	644,138,965,255	644,138,965,255	-	-	-
Sukuk	1,595,061,623,009	-	-	526,973,588,089	1,068,088,034,920
Bond	6,001,653,391,570	328,667,380,000	245,075,701,370	122,819,165,551	5,305,091,144,649
	<b>13,399,145,373,236</b>	<b>3,652,870,738,657</b>	<b>245,075,701,370</b>	<b>3,128,019,753,640</b>	<b>6,373,179,179,569</b>
Cash and cash equivalents	2,053,589,792	-	-	-	-
Tax Liabilities	59,081,747,647	-	-	-	-
Accrued Expenses	1,278,188,368,495	-	-	-	-
Lease Liabilities	250,000,055,814	-	-	-	-
Short-term Other Liabilities	116,284,800,375	-	-	-	-
Employee Benefit Liabilities	1,939,901,000,620	-	-	-	-
	<b>3,645,509,562,743</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

	December 31, 2021				
	Amount	≤ 1 Month	1 - 6 Month	6 - 12 Month	≥ 12 Month
Cash and cash equivalents	1,712,053,123,767	1,712,053,123,767	-	-	-
Time Deposits	3,163,750,130,378	-	90,130,000,000	3,073,620,130,378	-
Share	1,433,719,498,822	1,433,719,498,822	-	-	-
Mutual Fund	591,791,996,413	591,791,996,412	-	-	-
Sukuk	1,628,230,217,188	-	-	21,933,000,000	1,606,297,217,189
Bond	4,632,701,658,908	330,295,000,000	277,778,810,794	635,000,000,000	3,389,630,848,114
	<b>13,162,246,625,476</b>	<b>4,067,859,619,001</b>	<b>367,908,810,794</b>	<b>3,730,553,130,378</b>	<b>4,995,928,065,303</b>
Payable to Other Parties	2,116,056,226	-	-	-	-
Tax Liabilities	63,042,015,304	-	-	-	-
Accrued Expenses	1,377,268,068,347	-	-	-	-
Lease Liabilities	298,994,346,030	-	-	-	-
Short-term Other Liabilities	122,542,245,040	-	-	-	-
Employee Benefit Liabilities	1,546,522,444,124	-	-	-	-
	<b>3,410,485,175,073</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

4) Strategic Risk

Strategic risk is the risk inherent in the Agency's efforts to achieve its strategic goals or objectives. These risks include risks related to strategic objectives listed in the Agency's Strategic Planning/RKAT, institutional relations & regulations, and macroeconomics.

In general, the Strategic Risks exposed are as follows:

- realized net YOI (Yield On Investment) achievement of the JKP and BPJS programs was below the set target.
- The risk of resilience of JP funds increases, especially when the program begins to enter the mature phase where claims begin to increase and are not proportional to contributions received.
- Achievement of Active Kindergarten in all membership segments under the set target.
- Contribution receipts for all membership segments below the set target.

5) Operational Risk

Operational Risk includes risks that occur due to the inability/failure of the Agency to carry out an activity or a series of activities in the business process optimally due to internal and/or external factors of the Agency.

In general, the operational risks exposed consist of:

- a. There is still a shortage of SOP procedures that are not yet available in the Services and Membership sector
- b. Increased turnover of Workforce participating in PU and BPU.
- c. PK/BU paying contributions not on time increased.
- d. The Branch Office building suffered from an earthquake
- e. underpaid JHT is not optimal.

6) Reputation Risk

Reputation risk includes risks due to damage to the Agency's reputation or a decrease in the public's positive view/assessment of the Agency's image or the existence of a negative public view/judgment of the Agency's image. Reputation risk will have an impact on business continuity in the short-term, medium term and/or long-term.

In general, the Reputation Risks exposed are as follows:

- a. Increasing negative coverage through social media/ influencers.
- b. There are complaints related to membership.
- c. Participant complaints about e-service application services/access.

7) Legal Risk

BPJS Ketenagakerjaan is facing legal cases in the form of external claims to BPJS Ketenagakerjaan, both litigation and non-litigation in nature.

8) Compliance Risk

Compliance risk is a risk that occurs as a result of non-compliance/violation and/or the inability of the Agency/Body personnel to comply with applicable rules, regulations, laws and regulations, which can originate from the external and internal environment of BPJS Ketenagakerjaan.

In general, the Compliance Risks exposed are as follows:

- a. The external auditor's (BPK) recommendation has not yet been completed.
- b. The preparation of internal regulations as derivatives of external regulations has not been completed.

9) Information Technology Risk

Information technology risk is a risk that occurs as a result of failure or non-optimal use, ownership, operation, involvement, influence, and application of information technology at BPJS Ketenagakerjaan. Information technology risks can originate from application development, information technology infrastructure, and information technology governance.

In general, Information Technology Risks that are exposed are as follows:

- a. There have been repeated incidents of errors/ errors in the e - Service Application.
- b. Increased incidents of repeated errors/ errors in Core System Applications.





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