

Andal dan Unggul
Melayani Pekerja Indonesia



// ANDAL DAN UNGGUL MELAYANI PEKERJA INDONESIA

Reliability and Excellence to Serve
Indonesian Workers

Dalam upaya mendukung kinerja unggul Badan Penyelenggara Jaminan Sosial (BPJS) Ketenagakerjaan, Pemerintah Indonesia melalui Keputusan Presiden (Keppres) No.25/P/2016 telah mengesahkan Dewan Pengawas dan Direksi BPJS Ketenagakerjaan. Selama tahun 2016 BPJS Ketenagakerjaan terus meningkatkan jumlah kepesertaan dalam upaya memperluas jangkauan perlindungan pekerja di seluruh nusantara. Tiga sektor yang menjadi target selama tahun 2016 adalah transportasi, pedagang pasar, dan nelayan.

In an effort to support the superior performance of the Labour Social Security Administration Agency (BPJS Ketenagakerjaan), the Government of Indonesia through Presidential Decree (Keppres) No.25/P/2016 has authorized the Board of Commissioners and Board of Directors of Labour Social Security Administration Agency. During 2016 Labour Social Security Administration Agency continued to increase the number of participation in efforts to expand the coverage of workers protection across the archipelago. The three sectors targeted during 2016 were transportation, market vendors, and fishermen.

// DAFTAR ISI

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// TENTANG LAPORAN TAHUNAN TERINTEGRASI 2016

ABOUT INTEGRATED ANNUAL REPORT 2016

Laporan Tahunan Terintegrasi 2016 diterbitkan BPJS Ketenagakerjaan sebagai bagian dari pelaksanaan praktik-praktik Tata Kelola yang Baik. Keberadaan Laporan ini melengkapi pelaporan yang disampaikan BPJS Ketenagakerjaan kepada segenap pemangku kepentingan, termasuk Presiden Republik Indonesia dan Dewan Jaminan Sosial Nasional (DJSN).

The Integrated Annual Report 2016 was published by Labour Social Security Administration Agency as part of the implementation of Good Corporate Governance practices. This Report complemented the report presented by Labour Social Security Administration Agency to all stakeholders, including the President of the Republic of Indonesia and the National Social Security Council (DJSN).

Sesuai Undang-Undang (UU) No.24 Tahun 2011 Tentang Badan Penyelenggara Jaminan Sosial (BPJS), Pasal 37 ayat (1), BPJS Ketenagakerjaan berkewajiban menyampaikan pertanggungjawaban atas pelaksanaan tugasnya dalam bentuk laporan penyelenggaraan program dan laporan keuangan tahunan yang telah diaudit akuntan publik kepada Presiden Republik Indonesia dengan tembusan kepada DJSN.

Ketentuan mengenai bentuk dan isi laporan pengelolaan program diatur dengan Peraturan Presiden (Perpres). Berdasarkan Perpres No.108 Tahun 2013, BPJS Ketenagakerjaan telah menyampaikan laporan pengelolaan program jaminan sosial yang meliputi:

1. Laporan Keuangan: Program Jaminan Kecelakaan Kerja (JKK)
2. Laporan Keuangan: Program Jaminan Kematian (JKM)
3. Laporan Keuangan: Program Jaminan Hari Tua (JHT)
4. Laporan Keuangan Konsolidasian: BPJS, Entitas Anak dan Entitas Bertujuan Khusus
5. Laporan Pengelolaan Program.

According to Law No. 24 of 2011 on Social Security Administering Body (BPJS), Article 37 paragraph (1), Labour Social Security Administration Agency is required to present responsibility report for the execution of its duties in the form of program implementation report and annual financial statements audited by public accountant to the President of the Republic of Indonesia with a copy to the DJSN.

Provisions on the form and content of the program management report are regulated by Presidential Regulation (Perpres). Based on Presidential Decree No.108 of 2013, Labour Social Security Administration Agency has submitted reports on the management of social security programs that include:

1. Financial Statements: Work Accident Benefit Program (JKK)
2. Financial Statements: Death Benefit Program (JKM)
3. Financial Statements: Provident Fund Benefit Program (JHT)
4. Consolidated Financial Statements: BPJS, Subsidiaries and Special Purpose Entities
5. Program Management Report.

Selanjutnya, sesuai Pasal (4) Perpres No.108 Tahun 2013, BPJS Ketenagakerjaan juga telah memublikasikan ringkasan atas laporan-laporan tersebut melalui media cetak nasional. Penyampaian ringkasan eksekutif ini menjadi bentuk kepatuhan BPJS Ketenagakerjaan atas keterbukaan informasi publik.

Laporan Tahunan Terintegrasi 2016 diterbitkan untuk melengkapi pelaporan yang sudah dibuat BPJS Ketenagakerjaan. Laporan ini disusun dan diterbitkan sebagai wujud komitmen serta inisiatif manajemen BPJS Ketenagakerjaan, untuk mewujudkan Visi: Menjadi Badan Penyelenggara Jaminan Sosial (BPJS) Kebanggaan Bangsa, yang Amanah, Bertata Kelola Baik, Serta Unggul Dalam Operasional dan Pelayanan.

Laporan ini memadukan laporan keuangan dengan kinerja keberlanjutan termasuk pelaksanaan tanggung jawab sosial dan lingkungan. Cakupan informasi dalam laporan ini meliputi kinerja dalam kurun waktu 1 Januari 2016 hingga 31 Desember 2016. Laporan ini merupakan kesinambungan dari Laporan Tahunan Terintegrasi 2015 BPJS Ketenagakerjaan yang diterbitkan pada tahun 2016.

[G4-28, G4-29, G4-30]

Furthermore, in accordance with Article (4) of Presidential Regulation No.108 of 2013, Labour Social Security Administration Agency has also published a summary of such reports through national print media. The publication of this executive summary is a form of Labour Social Security Administration Agency's compliance with public information disclosure.

The Integrated Annual Report 2016 was published to complement the reports that have been prepared by Labour Social Security Administration Agency. This report was prepared and published as a manifestation of Labour Social Security Administration Agency's commitment and initiative to realize the Vision to To be a world class Social Security Administering Body, that is trustworthy, friendly and excel in operation and services.

This report integrated financial statements with sustainability performance including the implementation of social and environmental responsibility. The scope of information in this report covered performance from January 1, 2016 to December 31, 2016. This report is a continuation of Labour Social Security Administration Agency Integrated Annual Report 2015 published in 2016.

[G4-28, G4-29, G4-30]

// LAPORAN LIMA TAHUN TERAKHIR

Reports of Last Five Years

2012



2013



2014



2015



2016



STANDAR PELAPORAN DAN PERNYATAAN KEMBALI [G4-22, G4-23, G4-32]

Kami melakukan penyesuaian atas standar yang digunakan dalam penyusunan pelaporan dengan mengadopsi Surat Edaran Otoritas Jasa Keuangan (OJK) No.30/SEOJK.04/2016 Tentang Bentuk dan Isi Laporan Tahunan Emiten Atau Perusahaan Publik.

Sesuai dengan status BPJS Ketenagakerjaan sebagai badan hukum publik, kami melakukan penyesuaian informasi dalam aspek-aspek material pelaporan. Ada beberapa informasi yang tidak relevan ditampilkan dalam Laporan ini karena BPJS Ketenagakerjaan bukanlah perusahaan publik.

Kami juga menggunakan standar pelaporan lain dalam menyusun Laporan ini:

1. International Integrated Reporting Council (IIRC)
2. Sustainability Reporting Guidelines, Global Reporting Initiative (GRI) G4
3. Standar Akuntansi Keuangan yang berlaku di Indonesia

Opsi kelengkapan informasi yang dipilih dalam penulisan laporan ini adalah in accordance-core. Pada beberapa bagian laporan dicantumkan beberapa pernyataan kembali, sebagai upaya kami untuk meningkatkan kualitas pelaporan.

MATERIALITAS PELAPORAN

Informasi yang disampaikan dalam Laporan ini disusun sesuai dengan aspek material yang telah ditentukan.

Aspek material merupakan hal-hal mendasar yang secara signifikan memengaruhi pengambilan kebijakan serta berdampak kepada pemangku kepentingan, baik internal maupun eksternal. Identifikasi aspek material dilakukan melalui analisis materialitas, dengan mempertimbangkan tingkat kepentingan berbagai topik bagi para pemangku kepentingan, serta signifikansinya terhadap penyelenggaraan jaminan sosial. Tingkat signifikansi kepentingan internal ditentukan berdasarkan analisis jangka pendek, strategi dan tujuan jangka panjang, serta evaluasi hasil dan kinerja keberlanjutan selama periode pelaporan. Gabungan hasil identifikasi aspek material dari pihak internal dan eksternal Perseroan digambarkan dalam sebuah matriks.

REPORTING STANDARDS AND RESTATEMENT [G4-22, G4-23, G4-32]

We made adjustments to the standards used in the reporting by adopting the Circular Letter of the Financial Services Authority (OJK) No.30/SEOJK.04/2016 on the Annual Report Form and Content of Issuers or Public Companies.

In accordance with the status of Labour Social Security Administration Agency as a public legal entity, we made adjustments of information in material aspects of reporting. Some information were irrelevant to be shown in this Report because Labour Social Security Administration Agency is not a public company.

We also use other reporting standards in preparing this Report:

1. International Integrated Reporting Council (IIRC)
2. Sustainability Reporting Guidelines, Global Reporting Initiative (GRI) G4
3. Financial Accounting Standards applicable in Indonesia

The information completeness option selected in preparing this report is in accordance-core. In some sections of the report, a number of restatements were included, as our efforts to improve the quality of reporting.

REPORTING MATERIALITY

The information presented in this Report was prepared in accordance with material aspects that have been predetermined.

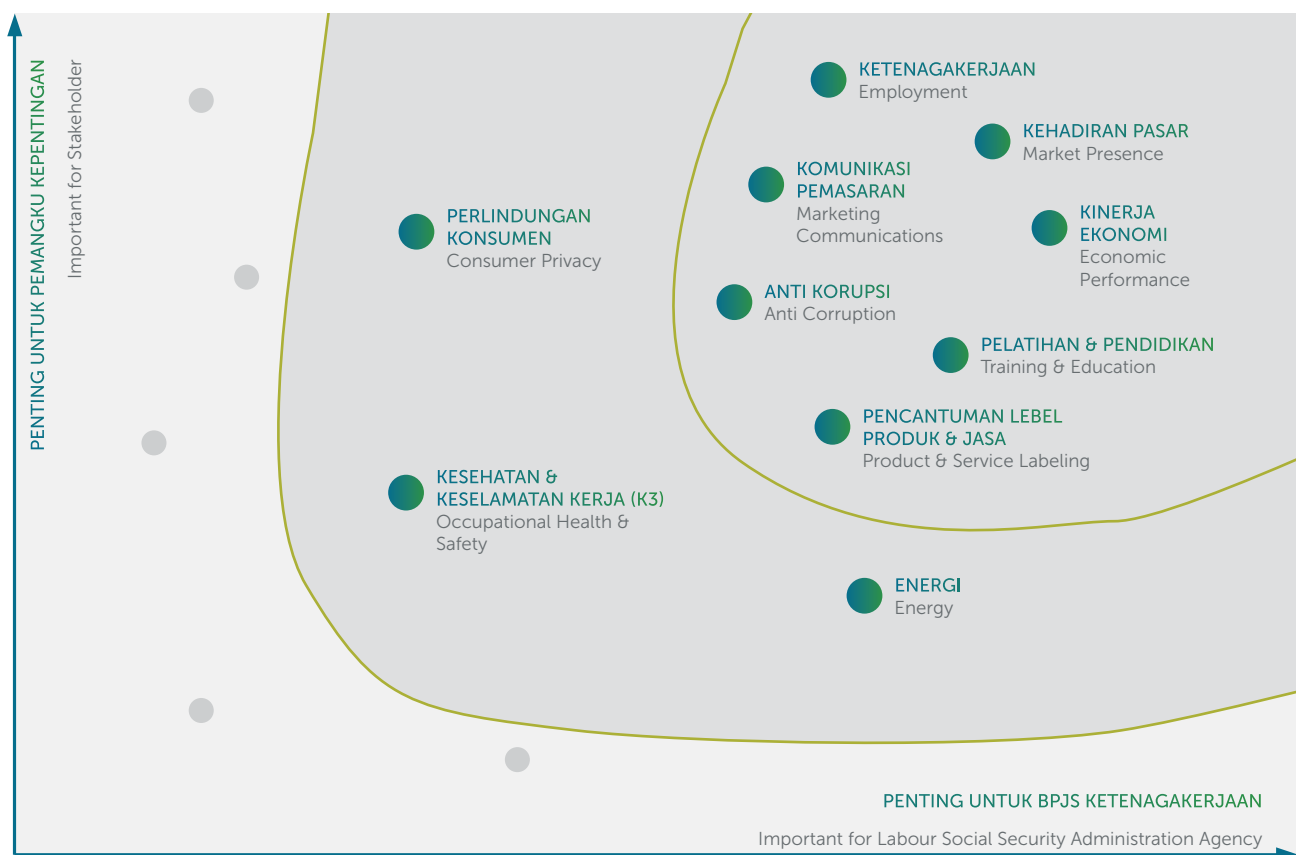
Material aspects are fundamental issues that significantly affect policy making and impact stakeholders, both internal and external. Identification of material aspects is done through materiality analysis, taking into account the importance of various topics for stakeholders, as well as their significance to the provision of social security. The level of significance for internal parties are determined based on short-term analysis, long-term strategy and objectives, and evaluation of results and sustainability performance during the reporting period. The combined results of the material aspect identification of the Company's internal and external parties are described in a matrix.

Aspek material dalam Laporan ini masih mengacu pada aspek material yang digunakan dalam Laporan Tahunan Terintegrasi 2015. Hal ini didasari pertimbangan masih relevannya kondisi yang dihadapi BPJS Ketenagakerjaan pada tahun 2016 dengan kondisi pada tahun 2015. Pertimbangan lain karena kondisi pada tahun 2016 masih menjadi bagian dari tahapan Rencana Strategis BPJS Ketenagakerjaan 2014 – 2018.

The material aspect in this Report still referred to the material aspects used in the Integrated Annual Report 2015. This was based on consideration of the relevant conditions faced by Labour Social Security Administration Agency in 2016 with conditions in 2015. Another consideration was that conditions in 2016 were still part of the Labour Social Security Administration Agency Strategic Plan 2014 - 2018.

ASPEK MATERIALITAS

Materiality Aspects



PROSES IDENTIFIKASI ASPEK MATERIALITAS [G4-18]

Aspek material dan lingkup pelaporan ditentukan dengan menyesuaikan kebutuhan penyajian informasi jenis kegiatan usaha sebagai penyelenggara jaminan sosial. Pendekatan berpedoman pada Sustainability Reporting Guidelines (SRG) GRI G4.

BPJS Ketenagakerjaan melaksanakan *focused group discussion* (FGD) dengan pihak internal dan eksternal Perusahaan untuk menentukan aspek material laporan. Penetapan aspek material difokuskan pada identifikasi isu-isu keberlanjutan, dengan memperhatikan prinsip pelibatan pemangku kepentingan (*stakeholders*

MATERIALITY ASPECTS OF IDENTIFICATION PROCESS

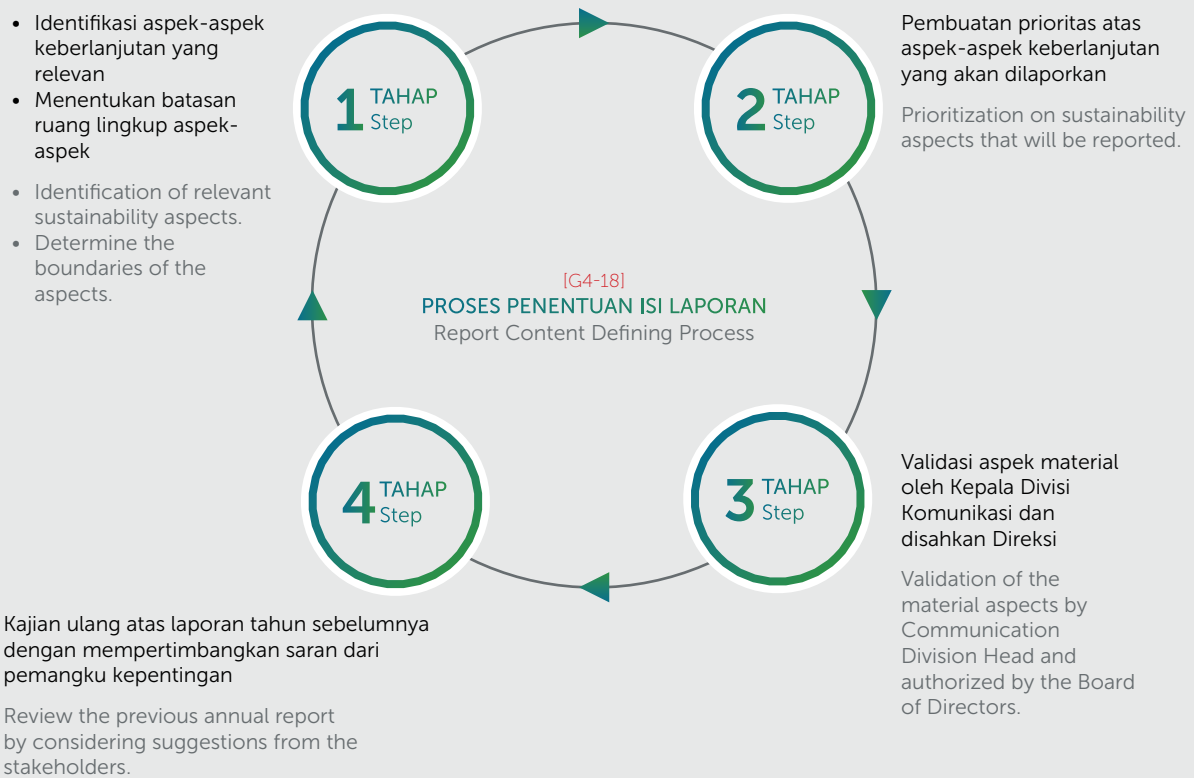
[G4-18]

Material aspects and scope of reporting were determined by adjusting the need for presentation of information on the type of business activities as the social security administration agency. The approach was based on GRI G4 Sustainability Reporting Guidelines (SRG).

Labour Social Security Administration Agency conducted Focus Group Discussion (FGD) with internal and external parties to determine the material aspects of the report. The determination of the material aspect focused on the identification of sustainability issues, taking into account the principles of stakeholder inclusiveness,

inclusiveness), materialitas (*materiality*), konteks keberlanjutan (*sustainability context*) dan kelengkapan (*completeness*). Aspek material yang telah ditentukan kemudian dilaporkan untuk persetujuan Kepala Divisi Komunikasi dan pengesahan oleh Direksi, sebagai pejabat tata kelola yang bertanggung jawab atas penerbitan laporan ini dan untuk memastikan laporan memuat isi berimbang antara kinerja positif dan negatif.

materiality, sustainability context and completeness. The material aspects that have been determined were then reported for approval by the Head of Communications Division and validation by the Board of Directors, as the governance officer responsible for the publication of this report and to ensure that the report contains a balanced content between positive and negative performance.

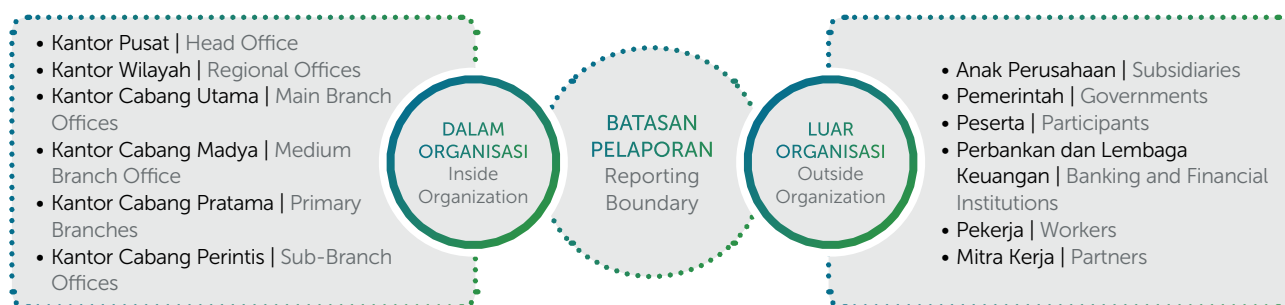


BATASAN PELAPORAN DAN KONTEKS KEBERLANJUTAN

Keseluruhan materi dalam Laporan ini berasal dari BPJS Ketenagakerjaan, meliputi Kantor Pusat, Kantor Wilayah, Kantor Cabang Utama, Kantor Cabang Madya, Kantor Cabang Pratama dan Kantor Cabang Perintis. Tidak ada materi yang berasal dari anak perusahaan maupun pihak-pihak lain. [G4-17, G4-20, G4-21, G4-28, G4-30]

REPORTING BOUNDARY AND SUSTAINABILITY CONTEXT

All materials in this Report were collected from Labour Social Security Administration Agency, covering Head Office, Regional Offices, Main Branch Offices, Branch Offices, Medium Branch Offices, Primary Branches and Sub-Branch Offices. There were no materials collected from subsidiaries or other parties. [G4-17, G4-20, G4-21, G4-28, G4-30]



IDENTIFIKASI BATASAN DAN DAMPAK ASPEK MATERIAL [G4-19, G4-20, G4-21]

Identification Of Boundaries And Aspect Material Impact

Topik Material Material Topics	Aspek Material Merujuk GRI dan IIRC Material Aspects Referring to GRI and IIRC	Dampak Bagi Pemangku Kepentingan Impact on Stakeholders	
		Internal Internal	Eksternal External
Kinerja Ekonomi Economic Performance	Kinerja Ekonomi, Kehadiran Pasar Economic Performance, Market Presence	Pemerintah, Pekerja Government, Employees	Peserta, Perbankan dan Lembaga Keuangan, Mitra Kerja, Media Massa Participants, Banking and Financial Institutions, Partners, Mass media
Kinerja Sosial Social Performance	Ketenagakerjaan, Pelatihan dan Pendidikan, Antikorupsi, Pencantuman Label Produk dan Jasa, Komunikasi Pemasaran, Perlindungan Konsumen, Kesehatan dan Keselamatan Kerja Employment, Training and Education, Anti Corruption, Product and Service Labeling, Marketing Communications, Consumer Protection, Occupational Health and Safety (OHS)	Pemerintah, Pekerja Government, Employees	Peserta, Perbankan dan Lembaga Keuangan, Mitra Kerja, Media Massa Participants, Banking and Financial Institutions, Partners, Community, Mass media
Kinerja Lingkungan Environmental Performance	Energi Energy	Pemerintah Government	Perbankan dan Lembaga Keuangan, Masyarakat, Media Massa Banking and Financial Institutions, Community, Mass media

PRINSIP PENJAMINAN [G4-33] [IR10]

Seluruh informasi dalam laporan ini dimaksudkan untuk memberikan gambaran yang seimbang dan jelas tentang kinerja BPJS Ketenagakerjaan selama kurun waktu periode pelaporan. Di bagian akhir Laporan, disertakan Indeks Pelaporan yang disertai penjelasan atas halaman yang memuat informasi dimaksud.

Pada bagian Laporan Keuangan dalam Laporan ini disertakan pernyataan auditor independen dari Kantor Akuntan Publik KAP Kanaka Puradireja, Suhartono. Adapun untuk pelaporan kinerja keberlanjutan, belum disertakan penjaminan secara khusus dari pihak independen. Namun, seluruh informasi yang disampaikan telah mendapatkan pengesahan dari Direksi, sehingga dapat dipertanggungjawabkan kebenarannya. [G4-32]

ASSURANCE PRINCIPLE [G4-33] [IR10]

All information in this report is intended to provide a balanced and clear picture of Labour Social Security Administration Agency's performance during the reporting period. At the end of the Report, a Reporting Index is included accompanied by explanation of the pages containing the information.

The Financial Statements section of this Report included an independent auditor's statement from the Public Accounting Firm of Kanaka Puradireja, Suhartono. Meanwhile, the reporting of sustainability performance has not included assurance from an independent party. However, all information presented has been approved by the Board of Directors, thus it can be accounted for. [G4-32]

// IKHTISAR KINERJA TAHUN 2016

PERFORMANCE OVERVIEW 2016

»» PENCAPAIAN 2016

Achievements 2016

Uraian Description		Satuan Unit	Pencapaian Achievement
Kepesertaan Membership	Perusahaan Corporate	Unit	361.972
	Orang Individual	Orang People	22.633.082
Total Iuran Total Contributions			48.527
Total Dana Investasi Total Investment Fund			261.224
Total Jaminan Total Benefits		Rp Miliar	19.562
Total Aset Total Assets		Rp billion	268.596
Penghasilan Neto Tahun Berjalan Current Year Nett Income			1.072
Total Pendapatan Investasi Total Investment Income			21.765
Pencapaian YOI YOI Achievement		%	100,36%



IKHTISAR DATA KEUANGAN PENTING [G4-9][IR3]

Summary of Key Financial Information

No	Keterangan Description	Satuan Unit	2016	2015	2014
LAPORAN LABA RUGI INCOME STATEMENT					
Pendapatan Usaha Business Revenues					
1	Pendapatan Operasional Operating Revenues	Rp Miliar Rp billion	4.680	3.140	2.436
	Pendapatan Non-operasional Non-operating Revenues		877	924	1.293
Beban Usaha Business Expenses					
2	Beban Operasional Operating Expenses		3.559	3.020	2.481
	Beban Non-operasional Non-operating Expenses		555	249	183
3	Penghasilan Sebelum Pajak Earnings Before Income Tax		1.443	821	1.066
4	Beban Pajak Penghasilan Income Tax Expenses	Rp Miliar Rp billion	370	202	353
5	Penghasilan (Beban) Neto Tahun Berjalan Current Year Nett Income		1.073	618	712
6	Penghasilan (Beban) Komprehensif Tahun Berjalan Current Year Comprehensive Income		1.538	(308)	(1.021)
LAPORAN POSISI KEUANGAN FINANCIAL POSITION STATEMENT					
7	Jumlah Aset Total Assets		13.370	11.081	11.581
8	Jumlah Liabilitas Total Liabilities	Rp Miliar Rp billion	2.945	2.168	2.311
9	Jumlah Ekuitas Total Equity		10.425	8.913	9.270
RASIO KEUANGAN FINANCIAL RATIOS					
10		JKK	23.847,24	21.705,06	18.730,00
11	Likuiditas Liquidity	JKM	11.543,81	10.321,64	8.371,77
12		BPJS	520,34	800,12	783,25
13	Solvabilitas Solvency	JHT	108,13	108,53	107,91
14		JP	100,08	100,65	N/A
15	Rasio Ekuitas terhadap Liabilitas Debt to Equity Ratio		73,91	81,34	401,12
16	BOPO OEOI		353,95	411,17	79,16



BPJS Ketenagakerjaan tidak memiliki entitas asosiasi. Sampai dengan akhir periode pelaporan, tidak ada dana iuran keanggotaan yang ditempatkan pada instrumen investasi entitas asosiasi.

Labour Social Security Administration Agency does not have an associated entity. Up to the end of the reporting period, no fund for membership fee was placed in the investment instrument of associated entity.

KEBERHASILAN 2016 Accomplishment 2016

TINGKAT IMBAL HASIL | Rate of Return

Persentase Percentage		Nominal (Rp Miliar) Nominal (Rp billion)		
Target RKAT 2016 RKAT Target 2016	Realisasi Realization	Target RKAT 2016 RKAT Target 2016	Realisasi Realization	%
9,5	10,01	21.248	21.765	102,36

PENCAPAIAN PENGHASILAN NETO TAHUN BERJALAN (RP MILIAR) | Current Year Nett Income (Rp billion)

Target RKAT 2016 Target RKAT 2016	Realisasi Realization	%
275	1.072	390,18

JUMLAH KEPESERTAAN AKTIF | Number of Active Membership

Uraian Description	RKAT 2016	Realisasi 2016 Realization 2016	(3:2)	2015	Δ%
1	2	3		4	(4:3)
Perusahaan Corporate	350.000	361.972	103,42	296.791	21,96
Orang Individual	21.918.544	22.633.082	103,25	19.275.061	17,41

IURAN DANA KEPESERTAAN (RP MILIAR) | Membership Fund Contribution (Rp billion)

RKAT 2016	Realisasi 2016 Realization 2016	(2:1)	2015	Δ%
1	2		3	(3:2)
42.658	48.527	113,99	36.190	34,35

TOTAL DANA INVESTASI (RP MILIAR) | Total Investment Fund (Rp billion)

RKAT 2016	Realisasi 2016 Realization 2016	Δ%	2015	Δ%
1	2	(2:1)	3	(3:2)
246.521	261.224	105,96	206.585	26,45

PEMBAYARAN KLAIM DAN JUMLAH KASUS TAHUN 2016 | Claim Payments and Number of Cases 2016

Uraian Description	Jumlah Pembayaran Klaim Amount of Claim Payments (Rp Miliar Rp billion)	Jumlah Kasus Number of Cases
Jaminan Hari Tua Provident fund benefit	17.973	2.190.221
Jaminan Kematian Death benefit	594	21.996
Jaminan Kecelakaan Kerja Work accident benefit	833	101.367
Jaminan Pensiun Pension benefit	162	15.840

JARINGAN LAYANAN | Service Network

Uraian Description	Jumlah Total
Kantor Pusat Head Office	1
Kantor Wilayah Regional Office	11
Kantor Cabang Branch Office	122
Kantor Cabang Perintis Sub-branch Office	203
Service Point Office	2.309

SISTEM INFORMASI JARINGAN SOSIAL TENAGA KERJA (SIJSTK) TERINTEGRASI
Integrated Manpower Social Network Information System (SIJSTK)

Uraian Description	Jumlah Total
Kantor Pelayanan BPJS Ketenagakerjaan Service Offices of Labour Social Security Administration Agency	336
Service Point Office (SPO)	10.000
ATM bank Kerjasama ATMs of partner banks	73.000
Payment Point Online Banking (PPOB)	24.000
Pelayanan Terpadu Satu Pintu (PTSP) Di Pemerintahan Daerah One Stop Services (OSS) at local government offices	
Rumah Sakit Trauma Center Trauma Center Hospital (RSTC)	
Aplikasi web Web application	
Smart Kiosk	
Aplikasi mobile Mobile applications	
SMS	

PENGHARGAAN DAN SERTIFIKASI 2016 Awards and Certifications 2016

PENGHARGAAN [G4-15]

Awards

Nama Penghargaan Awards	Lembaga Pemberi Lembaga Pemberi
Penghargaan Government PR Silver Award Penghargaan Government PR Silver Award	
New Media	
Media Internal	Majalah PR Indonesia
Media Relations	
Government Public Relation	
Customer Service Category	33 rd ASEAN Social Security Association (ASSA) Board Meeting and Conference
The Best of the Best 2016	
The Best Insurance Company 2016 for CEO	
The Best Insurance Company 2016 for GCG	
The Best Insurance Company 2016 for CSR	
The Best Insurance Company 2016 for Risk Management	
The Best Insurance Company 2016 for Human Capital	Economic Review
The Best Insurance Company 2016 for Marketing	
The Best Insurance Company 2016 for IT	
The Best Human Capital for Government Insurance Company	
Good Corporate Governance (GCG) Terbaik dengan Predikat A Good Corporate Governance (GCG) Terbaik dengan Predikat A	
Best of CEO Commitment on Human Capital Development, Agus Susanto	
Best Employee NPS (Net Promote Score) Sektor Asuransi Best Employee NPS (Net Promote Score) Sektor Asuransi	Indonesia Human Capital Study
Best Engagement Sektor Asuransi Best Engagement Sektor Asuransi	
Best Employer Awards 2016	AON Hewitt
Most Diligent Customer Relationship Award 2016	
Most Attentive Customer Relationship Award 2016	Center for Customer Satisfaction & Loyalty
Best Business Impact ICT (Information and Communication) System	Telkom University & Majalah SWA- Business Digest
Top Social Insurance	Business News
The Best in Insurance Industry	GML Performance Consulting dan Tempo Media Group
Public Initiatives	ASEAN Risk Management Awards

RENCANA JANGKA PANJANG DAN RKAT 2016

Long Term Plan and RKAT 2016

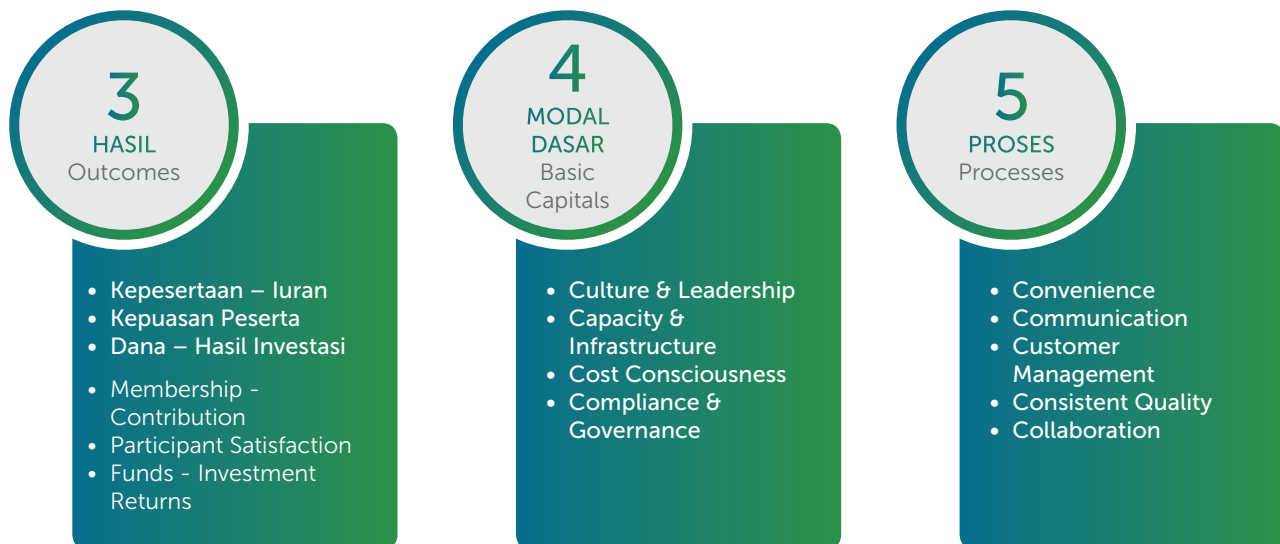


Sesuai Rencana Strategis 2014–2018 BPJS Ketenagakerjaan yang telah mendapatkan persetujuan Dewan Pengawas melalui Keputusan Dewan Pengawas Nomor:KEP/05/DEWAS/042015, kami menyusun RKAT 2016 dengan prioritas dan target: “Model 345” yaitu untuk mencapai 3 hasil (kepesertaan-iuran, kepuasan peserta, dana-hasil investasi) diperlukan 4 modal dasar berupa *culture & leadership, capacity & infrastructure, cost consciousness, compliance & governance* dan 5 proses yakni *convenience, communication, customer management, consistent quality, dan collaboration*.

According to the Strategic Plan 2014-2018 of Labour Social Security Administration Agency that has been approved by the Board of Commissioners through the Board of Commissioners’ Decree Number: KEP/05/DEWAS/042015, we prepared the RKAT 2016 with priorities and targets: “Model 345” to meet 3 outcomes (membership-contribution, member satisfaction, fund-investment returns) requires 4 basic capital in the form of culture & leadership, capacity & infrastructure, cost consciousness, compliance & governance, and 5 processes namely convenience, communication, customer management, consistent quality, and collaboration.

PELAKSANAAN RKAT 2016

RKAT 2016 Implementation



Realisasi dari target yang telah ditetapkan dalam RKAT 2016 menjadi bagian utama dari informasi Laporan Tahunan Terintegrasi 2016, yang sepatutnya diketahui segenap pemangku kepentingan.

The realization of the targets set out in RKAT 2016 becomes a main part of the Integrated Annual Report 2016 which should be disclosed to all stakeholders.

PERISTIWA PENTING

Event Highlights

08 Januari
January



Komisi Pemberantasan Korupsi (KPK) memberikan apresiasi kepada BPJS Ketenagakerjaan yang telah menindaklanjuti rekomendasi Laporan Hasil Kajian Sistem Jaminan Sosial Ketenagakerjaan 2014. BPJS Ketenagakerjaan masuk dalam 10 besar institusi pemerintah yang tanggap menindaklanjuti rekomendasi yang diberikan KPK.

The Corruption Eradication Commission (KPK) conveyed appreciation to Labour Social Security Administration Agency for having followed up the recommendation of Report on the Assessment Result of Labour Social Security System 2014. Labour Social Security Administration Agency was among top 10 government institutions responding to KPK recommendations.

Deputi Bidang Pencegahan KPK Pahala Nainggolan langsung menyampaikan Laporan Hasil Pemantauan Sistem Jaminan Sosial Ketenagakerjaan tahun 2015 kepada Direktur Utama BPJS Ketenagakerjaan Elvyn G. Masassya di kantor pusat BPJS Ketenagakerjaan di Jakarta.

KPK Deputy of Prevention Division, Pahala Nainggolan, directly handed over the Report of Monitoring Result of Labour Social Security System 2015 to Director of Labour Social Security Administration Agency, Elvyn G. Masassya, at the head office of Labour Social Security Administration Agency in Jakarta.

23 Februari
February



Presiden melantik Dewan Pengawas dan Direksi BPJS Ketenagakerjaan berdasarkan Keppres No.25/P/2016, dan akan menjabat hingga 2019

The President inaugurated Board of Commissioners and Board of Directors of Labour Social Security Administration Agency based on Presidential Decree No.25/P/2016, and to serve until 2019

23 Maret
March



BPJS Ketenagakerjaan mendeklarasikan Gerakan Nasional Revolusi Mental (GNRM) dengan tema Etos Kerja Merajut Sejahtera Di Hari Esok, yang dihadiri Menteri Koordinator Pembangunan Manusia dan Kebudayaan Puan Maharani, yang ditunjuk sebagai Koordinator GNRM oleh Presiden.

Labour Social Security Administration Agency declared the National Movement of Mental Revolution (GNRM) with the theme of Work Ethics for Future Prosperity, which was attended by Coordinating Minister for Human Development and Culture Puan Maharani, who was appointed as the Coordinator of GNRM by the President.

27 April
April



Penandatanganan kerjasama antara BPJS Ketenagakerjaan dengan Kejaksaan Republik Indonesia, dalam hal ini dengan Jaksa Agung Muda Bidang Perdata dan Tata Usaha Negara perihal peningkatan koordinasi dalam menangani masalah hukum Bidang Perdata dan Tata Usaha Negara

Signing of cooperation between Labour Social Security Administration Agency and the Attorney General's Office of the Republic of Indonesia, represented by Deputy Attorney General for Civil and State Administration concerning coordination improvement in handling cases of Civil and State Administrative laws.

19 Mei
May



Penandatanganan kerja sama antara BPJS Ketenagakerjaan dengan Bank Tabungan Negara (Bank BTN) untuk menyelenggarakan service point office (SPO). Melalui kerjasama ini, Bank BTN menjadi salah satu kanal pembayaran klaim BPJS Ketenagakerjaan, sehingga akan lebih banyak menjangkau pelayanan kepada tenaga kerja di Indonesia.

Signing of cooperation between Labour Social Security Administration Agency and Bank Tabungan Negara (Bank BTN) to operate service point office (SPO). Through this partnership, Bank BTN became one of claim payment channels for Labour Social Security Administration Agency, thus will increase service coverage to more manpower in Indonesia.

23 Juni
June



BPJS Ketenagakerjaan meluncurkan program Gerakan Nasional Peduli Perlindungan Pekerja Rentan (GN Lingkaran) yang dilakukan oleh Direktur Utama BPJS Ketenagakerjaan Agus Susanto bersama jajaran Direksi dan Dewan Pengawas.

Labour Social Security Administration Agency launched the National Movement for Vulnerable Workers Protection Care (GN Lingkaran) program conducted by President Director of Labour Social Security Administration Agency, Agus Susanto, together with the Board of Directors and Board of Commissioners.

02 Juli July



Direktur Pelayanan dan Kepatuhan BPJS Ketenagakerjaan Evi Afiatin bersama Direktur Perluasan Kepesertaan & HAL E. Ilyas Lubis dan Direktur Pengembangan Investasi, Krishna Syarif, melepas keberangkatan para pekerja dalam gelar mudik bersama yang diikuti sebanyak 10.020 pekerja dengan 185 bus dari delapan kota di Indonesia.

Director of Service and Compliance of Labour Social Security Administration Agency, Evi Afiatin, with Director of Expansion & HAL E. Ilyas Lubis and Director of Investment Development, Krishna Syarif, attended the departure of the employees in the joint homecoming participated by 10,020 employees by 185 buses from eight cities in Indonesia.

30 Agustus August



Launching metode pembayaran iuran BPJS Ketenagakerjaan melalui Indomaret oleh Direktur Perluasan Kepesertaan dan HAL BPJS Ketenagakerjaan E. Ilyas Lubis, Managing Director of Commercial Funding, Digital Banking and Distribution Bank BTN Catur Budi Harto, Direktur Utama Finnet Niam Dzikri, dan Marketing Director PT Indomarco Prismatama (Indomaret) Wiwiek Yusuf di Indomaret Point Juanda, Jakarta.

Launching of Labour Social Security Administration Agency's contribution payment method through Indomaret by Director of Membership Expansion and HAL of Labour Social Security Administration Agency, E. Ilyas Lubis, Managing Director of Commercial Funding, Digital Banking and Distribution of Bank BTN, Catur Budi Harto, President Director Finnet, Niam Dzikri, and Marketing Director of PT Indomarco Prismatama (Indomaret), Wiwiek Yusuf, at Indomaret Point Juanda, Jakarta.

13 September September



Penandatanganan Nota Kesepahaman BPJS Ketenagakerjaan dengan Badan Ekonomi Kreatif (BEKRAF). Kerjasama terkait perlindungan program BPJSTK kepada pelaku ekonomi kreatif, mencakup seniman, desainer, fotografer, sineas, musisi, kuliner, penerbit, dan lainnya.

Signing of Memorandum of Understanding between Labour Social Security Administration Agency and Creative Economy Agency (BEKRAF). The cooperation related to BPJSTK's protection program for the creative economy actors, including artists, designers, photographers, filmmakers, musicians, culinary, publishers, and others.

10 Oktober October



Penandatanganan Nota Kesepahaman Sinergitas BPJS Ketenagakerjaan dan KADIN Indonesia. Sinergitas penyelenggaraan program Jaminan Sosial Ketenagakerjaan antara BPJSTK dan KADIN Indonesia dalam bentuk sosialisasi bersama, program kerja bersama serta dukungan KADIN Indonesia ke tingkat cabang untuk perluasan kepesertaan program Jaminan Sosial Ketenagakerjaan.

Signing of Memorandum of Understanding on Synergy between Labour Social Security Administration Agency and Indonesian Chamber of Commerce and Industry (KADIN). Synergy of Social Security for Employment programs between BPJSTK and KADIN Indonesia in the form of joint dissemination, joint work program and support of KADIN Indonesia to branches for membership expansion of Labour Social Security program.

11 November November



Penandatanganan Nota Kesepahaman (MoU) guna meningkatkan cakupan jumlah peserta dengan sasaran Penerima Upah (PU) dan Bukan Penerima Upah (BPU) serta pemanfaatan *benefit* tambahan untuk peserta Badan Penyelenggara Jaminan Sosial Ketenagakerjaan (BPJS TK) di seluruh unit bisnis CT Corpora.

Signing of Memorandum of Understanding (MoU) in order to increase the coverage of the number of target members of Wage Earners (PU) and Non- Wage Earners (BPU) and the uses of additional benefits to members of the Labour Social Security Administration Agency (BPJS TK) in all CT Corpora business units.

17 Desember December



Penerbitan dan pemberlakuan Peraturan Direksi BPJS Ketenagakerjaan Nomor PERDIR/48/122016 Tentang Pedoman Pembukaan dan Evaluasi Kantor Cabang Perintis BPJS Ketenagakerjaan.

Issuance and enactment of Board of Directors' Regulation of Labour Social Security Administration Agency Number PERDIR/48/122016 on Guidance for Opening and Evaluation of Sub-Branch Office of Labour Social Security Administration Agency.

Gathering bersama HUT BPJS Ketenagakerjaan di GOR Britama Jakarta

Gathering for Labour Social Security Administration Agency Anniversary at GOR Britama Jakarta



// INFORMASI SAHAM

SHARE INFORMATION





» INFORMASI HARGA SAHAM Share Price Information

BPJS Ketenagakerjaan merupakan Badan Hukum Publik dan sampai dengan akhir tahun 2016 tidak melakukan perdagangan saham. Oleh karena itu, laporan ini tidak menyajikan informasi mengenai jumlah saham yang beredar, kapitalisasi pasar, harga saham tertinggi, harga saham terendah, harga saham penutupan, maupun volume saham yang diperdagangkan.

Labour Social Security Administration Agency is a Public Legal Entity and until the end of 2016 did not trade shares. Therefore, this report does not provide information about the number of outstanding shares, market capitalization, the highest stock price, lowest stock price, closing stock price and volume of traded shares.

» INFORMASI OBLIGASI, SUKUK DAN OBLIGASI KONVERTIBEL Information On Bonds, Sukuk and Convertible Bonds

Hingga akhir tahun 2016, BPJS Ketenagakerjaan tidak menerbitkan obligasi, sukuk dan obligasi konversi. Laporan ini tidak menyajikan informasi terkait jumlah obligasi/sukuk/obligasi konversi yang beredar, tingkat bunga/imbalan, tanggal jatuh tempo dan peringkat obligasi/sukuk.

By the end of 2016, Labour Social Security Administration Agency did not issue any bonds, Islamic bonds (sukuk) and convertible bonds. This report does not provide information regarding the number of outstanding bonds/sukuk/convertible bonds, the interest rate/yield, maturity date and ratings of bonds/sukuk.



» AKSI KORPORASI

Aksi Korporasi

Sebagai badan hukum publik, selama tahun 2016 BPJS Ketenagakerjaan tidak melakukan aksi korporasi yang dapat berdampak terhadap jumlah kepemilikan saham atau harga saham. Oleh karena itu, laporan ini tidak menyediakan informasi tanggal pelaksanaan aksi korporasi, rasio pemecahan saham (stock split) maupun penggabungan saham (reverse stock), dan jumlah saham beredar serta harga saham sebelum dan sesudah aksi korporasi.

As a public legal entity, during 2016 Labour Social Security Administration Agency did not make any corporate actions that could affect the shareholding or share price. Therefore, this report does not provide information on the date of corporate action, stock split or reverse stock ratio, or the number of outstanding shares and share price before and after the corporate action.

» PENGHENTIAN PERDAGANGAN SAHAM

Share Trading Suspension

BPJS Ketenagakerjaan adalah badan hukum publik dan tidak pernah mencatatkan saham di bursa saham manapun. Dengan demikian selama tahun 2016 BPJS Ketenagakerjaan tidak pernah dihadapkan pada situasi penghentian perdagangan saham sementara (*suspension*) maupun penghapusan pencatatan saham (*delisting*).

Labour Social Security Administration Agency is a public legal entity and never listed any shares in any stock exchange. Thus, during 2016 Labour Social Security Administration Agency has never faced the situation of temporary share trading suspension and delisting.

// LAPORAN DIREKSI

BOARD OF DIRECTORS' REPORT

Assalamu'alaikum warahmatullah wabarakatuh.

SALAM SEJAHTERA.

Para pemangku kepentingan yang terhormat.

Selamat datang di Laporan Tahunan Terintegrasi 2016 Badan Penyelenggara Jaminan Sosial (BPJS) Ketenagakerjaan. Penerbitan Laporan ini adalah bentuk komitmen kami dalam mematuhi ketentuan perundang-undangan yang berlaku.

Sebagai badan hukum publik penyelenggara jaminan sosial yang dibentuk Pemerintah Indonesia, BPJS Ketenagakerjaan berkewajiban menyampaikan laporan kinerja kepada Pemerintah dan Dewan Jaminan Sosial Nasional. Kewajiban tersebut telah dapat kami penuhi pada Juli 2017.

Sejalan dengan pemenuhan prinsip transparansi dalam penerapan tata kelola yang baik, BPJS Ketenagakerjaan juga menyampaikan pelaporan kinerja kepada pemangku kepentingan yang lain. Untuk itulah kami menerbitkan Laporan Tahunan Terintegrasi 2016, yang berisi informasi pencapaian kinerja ekonomi dan keberlanjutan BPJS Ketenagakerjaan selama tahun 2016.

GREETINGS.

Dear stakeholders,

Welcome to the Integrated Annual Report 2016 of the Labour Social Security Administration Agency (BPJS Ketenagakerjaan). This Report is published as a form of our commitment to comply with applicable laws and regulations.

As a public legal entity of social security administration agency established by the Government of Indonesia, Labour Social Security Administration Agency is obliged to submit a performance report to the Government and the National Social Security Council. We have fulfilled the obligation in July 2017.

In line with the transparency principle in the good governance implementation, Labour Social Security Administration Agency also submits performance reporting to other stakeholders. Therefore we published the Integrated Annual Report 2016, which contains information on achievement of Labour Social Security Administration Agency's economic and sustainability performance in 2016.



Kinerja BPJS Ketenagakerjaan selama tahun 2016 memperlihatkan peningkatan dibanding tahun 2015.

The performance of Labour Social Security Administration Agency during 2016 showed an improvement compared to 2015.

Pencapaian kinerja ekonomi dituangkan dalam bentuk Laporan Keuangan Teraudit dan indikator lain sesuai Surat Edaran Otoritas Jasa Keuangan Nomor 30/SEOJK.04/2016 Tentang Bentuk dan Isi Laporan Tahunan Emiten Atau Perusahaan Publik dengan menyesuaikan kondisi BPJS Ketenagakerjaan sebagai badan hukum publik penyelenggara jaminan sosial.

Pencapaian kinerja keberlanjutan disajikan dalam bentuk uraian pelaksanaan kegiatan sesuai indikator dalam Sustainability Reporting Guidelines-Global Reporting Initiatives (GRI) G4. Pemilihan indikator diselaraskan dengan aspek-aspek material, sesuai kegiatan yang dijalankan BPJS Ketenagakerjaan selama tahun 2016.

PENCAPAIAN DAN KINERJA 2016

Para pemangku kepentingan yang terhormat,

Secara umum kinerja BPJS Ketenagakerjaan selama tahun 2016 memperlihatkan peningkatan dibanding tahun 2015. Strategi yang diterapkan menjadikan target-target yang telah ditetapkan dalam Rencana Kerja dan Anggaran Tahunan (RKAT) dapat tercapai, baik dalam hal kinerja keuangan maupun kinerja keberlanjutan. Namun demikian kami juga mencatat beberapa hal yang sepatutnya menjadi perhatian bersama demi kinerja yang lebih baik lagi di masa mendatang.

➤ Strategi dan Kebijakan Strategis

Memasuki tahun 2016 kami telah menyusun kerangka strategi "Model 345" sebagai panduan pelaksanaan RKAT 2016. Model 345 mendeskripsikan 3 hasil: kepesertaan-iuran, kepuasan peserta, dan dana-hasil investasi, yang dicapai dengan 4 modal dasar berupa *culture & leadership, capacity & infrastructure, cost consciousness, compliance & governance*, serta 5 proses yakni *convenience, communication, customer management, consistent quality*, dan *collaboration*.

Melalui Model 345, kami berupaya merealisasikan pelaksanaan Rencana Strategis 2014-2018 Perubahan II, yang menjadikan tahun 2016 sebagai tahapan Menuju Operasi Unggul (*Delivering Operational Excellence*).

The achievement of economic performance is presented in the form of Audited Financial Statements and other indicators according to Circular Letter of Financial Services Authority Number 30/SEOJK.04/2016 on the Form and Content of Annual Report of Issuers or Public Companies by adjusting condition of Labour Social Security Administration Agency as public legal entity of social security administration agency.

The sustainability performance achievements are presented by describing the implementation of activities based on the indicators in Sustainability Reporting Guidelines-Global Reporting Initiatives (GRI) G4. Indicators are selected according to material aspects based on the activities carried out by Labour Social Security Administration Agency during 2016.

ACHIEVEMENTS AND PERFORMANCE 2016

Dear stakeholders,

In general, the performance of Labour Social Security Administration Agency during 2016 showed an improvement compared to 2015. The strategies that have been applied made the targets set in the Annual Work Plan and Budget (RKAT) achieved, both in financial and sustainability performance. However, we also noted some issues that should be a common concern for better performance in the future.

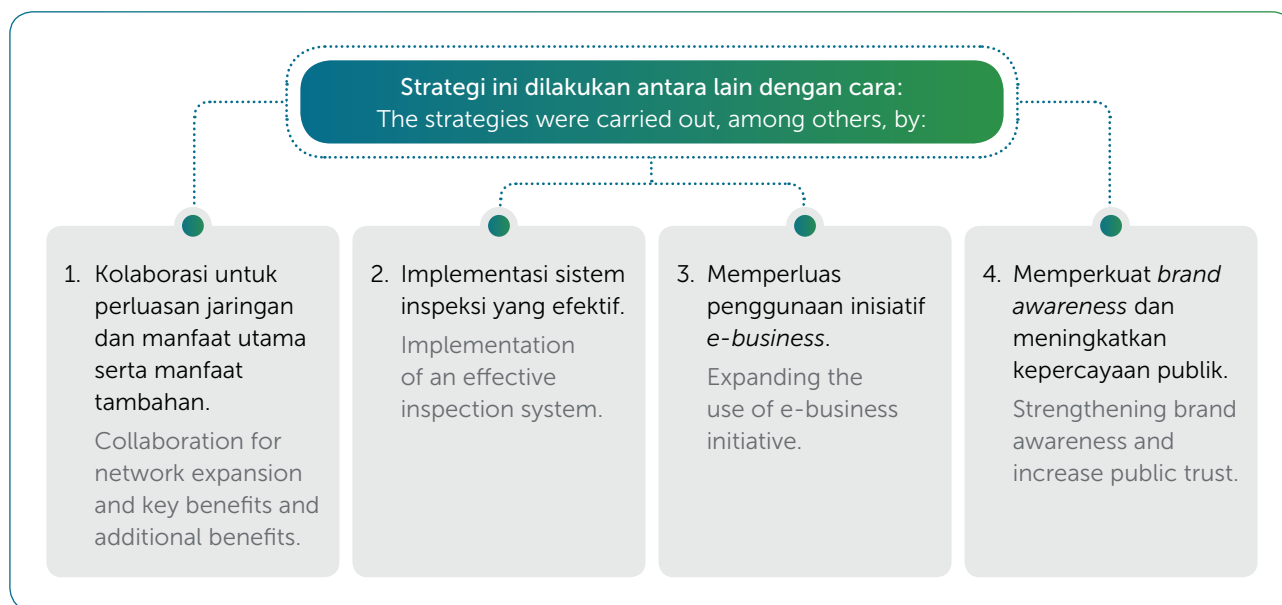
➤ Strategy and Strategic Policy

Entering 2016 we have developed the "Model 345" strategy framework as a guideline for the implementation of RKAT 2016. Model 345 described 3 outcomes: membership-contribution, participant satisfaction, and fund-investment returns, achieved with 4 basic capitals in the form of *culture & leadership, capacity & infrastructure, cost consciousness, compliance & governance*, and 5 processes namely *convenience, communication, customer management, consistent quality*, and *collaboration*.

Through Model 345, we strive to realize the implementation of 2014-2018 Strategic Plan of Amendment II, which made the year 2016 as the stage for *Delivering Operational Excellence*. In accordance

Sesuai tahapan tersebut, kegiatan BPJS Ketenagakerjaan ditujukan untuk memberikan kemudahan akses dan operasional bagi peserta di seluruh Indonesia, baik di kota besar, kota kecil, bahkan sampai ke daerah pinggiran.

with these stages, the activities of Labour Social Security Administration Agency were intended to provide easy access and operational for participants across Indonesia, both in big cities, small towns, even to the remote areas.



🔄 Pencapaian dan Target

Selama tahun 2016 terjadi penambahan peserta aktif melalui pendaftaran peserta baru sebanyak 16.177.218 pekerja dan 126.352 perusahaan. Realisasi akuisisi kepesertaan baru tersebut mencapai 96,29% dari target 16,80 juta pekerja dan 84,23% dari target 150.000 perusahaan. Dengan demikian jumlah peserta aktif BPJS Ketenagakerjaan hingga 31 Desember 2016 mencapai 22.633.082 pekerja atau 26,11% dari perkiraan jumlah tenaga kerja di Indonesia sebanyak 86,67 juta orang, serta 361.972 perusahaan.

Target penerimaan iuran kepesertaan tahun 2016 sebesar Rp42,66 triliun, naik Rp8,31 triliun atau 24,20% dari target tahun 2015. Realisasi penerimaan iuran kepesertaan tahun 2016 mencapai Rp48,53 triliun. Jumlah tersebut mencakup 113,76% dari target RKAT dan meningkat Rp12,43 triliun atau 34,35% dibanding tahun 2015 yang mencapai Rp36,19 triliun.

Pada tahun 2016 dana investasi ditargetkan mencapai Rp246,52 triliun atau naik 17,22% dari tahun 2015. Dana investasi Dana Jaminan Sosial (DJS) ditargetkan mencapai Rp239,17 triliun atau meningkat 17,9% dan dana BPJS ditargetkan mencapai Rp7,34 triliun atau turun sebesar 1,47%.

🔄 Achievements and Targets

During 2016 there were additional active participants through the registration of new participants as many as 16,177,218 workers and 126,352 companies. Realization of new membership acquisitions reached 96.29% of the target of 16.80 million workers and 84.23% of the target of 150,000 companies. Thus the number of active participants of Labour Social Security Administration Agency by December 31, 2016 reached 22,633,082 workers or 26.11% of the estimated number of workers in Indonesia of 86.67 million people, and 361,972 companies

The revenue contribution target in 2016 amounted to Rp42.66 trillion, up Rp8.31 trillion or 24.20% of the target in 2015. Contribution revenue realization in 2016 reached Rp48.53 trillion. The amount included 113,76% of the RKAT target and increased by Rp12.43 trillion or 34.35% compared to 2015 which reached Rp36.19 trillion.

In 2016, the investment fund was targeted to reach Rp246.52 trillion, an increase of 17.22% from 2015. The Social Security Fund (DJS) investment fund was targeted to reach Rp239.17 trillion, increasing 17.9% and BPJS fund was targeted to reach Rp7.34 trillion or decreased by 1.47%.



Hingga akhir periode pelaporan, realisasi total DJS yang dikelola melalui investasi mencapai Rp251,43 triliun dan total dana BPJS yang diinvestasikan sebesar Rp9,79 triliun. Dengan demikian jumlah dana investasi yang dikelola mencapai Rp261,22 triliun, atau 105,96% dari target RKAT 2016. Jumlah tersebut bertambah 26,45% dibanding tahun 2015 sebesar Rp206,59 triliun.

Pengelolaan DJS dan dana BPJS mendatangkan keuntungan dari imbal hasil investasi (*yield of investment*). Keuntungan yang diperoleh dari imbal hasil investasi pada tahun 2016 sebesar Rp21,76 triliun. Jumlah tersebut meningkat 26,62% dibanding tahun 2015 sebesar Rp17,05 triliun dan melebihi target RKAT 2016 sebesar Rp21,25 triliun.

Nilai imbal hasil investasi terbesar pengelolaan DJS sebesar Rp20,99 triliun, atau naik 2,31% dari total imbal hasil investasi tahun 2015. Sementara untuk nilai imbal hasil investasi dana BPJS mencapai Rp769 miliar naik 6,01% dari total imbal hasil investasi tahun 2015.

By the end of the reporting period, total DJS realization managed through investment reached Rp251.43 trillion and total BPJS funds invested amounted to Rp9.79 trillion. Thus, total investment funds under management reached Rp261.22 trillion, or 105.96% of RKAT 2016 target. The number grew by 26.45% compared to 2015 of Rp206.59 trillion.

The management of DJS and BPJS funds generated profit from the yield of investment. Profits from return on investment in 2016 amounted to Rp21.75 trillion. The amount increased 26.62% compared to Rp17.05 trillion in 2015 and exceeded the RKAT 2016 target of Rp21.25 trillion.

The largest return on investment was DJS management amounted to Rp20.99 trillion, increasing 2.31% of total return on investment in 2016. While return on investment of BPJS funds reached Rp769 billion or increased 6.01% of total return on investment in 2015.

Realisasi jumlah jaminan yang telah dibayarkan BPJS Ketenagakerjaan selama periode pelaporan mencapai Rp19,56 triliun. Program dengan proporsi pembayaran jaminan terbesar adalah program JHT, yaitu sebesar Rp17,97 miliar atau 79,47% dan dibayarkan untuk 2.190.221 klaim yang disampaikan peserta. Adapun nilai manfaat paling sedikit adalah manfaat Program JP sebanyak Rp162 miliar dan dibayarkan untuk 15.840 klaim yang disampaikan peserta.

Pencapaian total aset seluruh program sampai dengan akhir tahun 2016 mencapai Rp268.595 miliar, naik Rp54.079 miliar atau 25,21% dibanding tahun 2015 sebesar Rp214.516 miliar.

Kami juga terus meningkatkan kualitas operasi dan layanan andal, melalui kegiatan survei untuk mengetahui kepuasan peserta atas layanan yang diberikan. Dalam survei yang dilakukan tahun 2016, nilai kepuasan peserta mencapai 86,0%, kurang dari target RKAT sebesar 90% sehingga menjadi catatan bersama demi perbaikan di masa mendatang.

Selain itu, kami melakukan kegiatan untuk mengukur *brand equity* BPJS Ketenagakerjaan. Melalui pengukuran ini akan diketahui seberapa besar masyarakat mengenal BPJS Ketenagakerjaan sebagai lembaga yang baik, dipersepsikan memiliki kualitas baik, diinginkan oleh pekerja, dan dicitrakan sebagai lembaga yang kuat. Hasil pengukuran memperlihatkan, nilai *brand equity* pada tahun 2016 mencapai 75,80%, melebihi target yang ditetapkan sebesar 70%.

Hal penting lain yang patut dilaporkan adalah kebijakan BPJS Ketenagakerjaan untuk meningkatkan kompetensi karyawan seiring dengan operasional penuh sebagai badan hukum publik penyelenggara jaminan sosial bagi tenaga kerja di Indonesia. Pengembangan kompetensi karyawan dilaksanakan melalui kegiatan pelatihan. Selama tahun 2016 kami telah menyediakan anggaran pelatihan sebanyak Rp51,75 miliar dan direalisasikan melalui kegiatan pelatihan sebanyak 456 hari pelatihan, yang diikuti 3.916 peserta.

The realization of total benefits that have been paid by Labour Social Security Administration Agency during the reporting period reached Rp19.56 trillion. The program with the largest proportion of benefit payments was the JHT program, which amounted to Rp17.97 billion or 79.47% and was paid for 2,190,221 claims filed by the participants. The least benefit payments were the benefit of JP Program as much as Rp162 billion for paid payment of 15,840 claims filed by participants.

The achievement of total asset of all programs until the end of 2016 reached Rp268,595 billion, increasing of Rp54,079 billion or 25.21% compared to 2015 with Rp214,516 billion.

We also continued to improve the quality of our operations and reliable services, through surveys to find out the participants' satisfaction with the services provided. In a survey conducted in 2016, the participants' satisfaction level reached 86.0%, lower than the RKAT target of 90%, which was needed to be a common concern for future improvements.

In addition, we conducted activities to measure the brand equity of Labour Social Security Administration Agency. This measurement would identify how much the public know Labour Social Security Administration Agency as a good institution, perceived to have good quality, desired by workers, and portrayed as a solid institution. The measurement results showed that the brand equity value in 2016 reached 75.80%, exceeding the target set at 70%.

Another important issue to report is Labour Social Security Administration Agency's policy to improve employees' competencies in line with full operation as a public legal entity of labour social security administration agency in Indonesia. Employee competency development is conducted through training activities. During 2016 we have provided training budget of Rp51.75 billion and realized through training activities of 456 training days, which were attended by 3,916 participants.

Melalui pemenuhan Tanggung Jawab Sosial dan Lingkungan (TJSL), BPJS Ketenagakerjaan juga memberikan kontribusi pada upaya bersama meningkatkan kesejahteraan masyarakat serta dukungan terhadap usaha Pemerintah mewujudkan Tujuan Pembangunan Berkelanjutan atau Sustainable Development Goals (SDGs). Pemenuhan TJSL dilaksanakan dengan menggunakan dana hasil pengelolaan dana BPJS. Sampai dengan akhir tahun 2016 ada beberapa program yang telah dilaksanakan, di antaranya pembangunan rumah susun sederhana sewa (rusunawa) untuk pekerja terutama di kawasan yang menjadi kantung-kantung pekerja, yakni Makassar (Sulawesi Selatan), Cirebon (Jawa Barat), Pasuruan (Jawa Timur) dan Batam (Kepulauan Riau).

KENDALA YANG DIHADAPI DAN SOLUSINYA

Para pemangku kepentingan yang terhormat,

Berbagai kendala dan tantangan dihadapi dalam upaya kami meningkatkan kinerja. Hal paling utama adalah pengembangan sumber daya manusia (SDM), seiring dengan operasi penuh BPJS Ketenagakerjaan sebagai badan hukum publik penyelenggara jaminan sosial bagi tenaga kerja di Indonesia. Untuk itulah, mulai tahun 2016 kami menerapkan Human Capital System yang terintegrasi dan berbasis kompetensi serta didukung teknologi Human Capital Information System (HCIS). Integrasi ini menjadikan pengelolaan SDM mulai dari proses rekrutmen, *assessment*, penilaian kinerja dan hingga *talent management* benar-benar dilaksanakan secara profesional serta menjamin kesinambungan.

Kendala lain adalah kebutuhan teknologi informasi, mengingat tingginya ekspektasi peserta terhadap kinerja BPJS Ketenagakerjaan seperti tuntutan pada interaksi yang mudah, *seamless transaction*, cepat dan dengan fitur yang beragam. Kondisi tersebut menjadikan kami terus memperbaharui dan memutakhirkan aplikasi teknologi informasi untuk menunjang kinerja dan memenuhi ekspektasi peserta. Pada tahun 2016 BPJS Ketenagakerjaan meluncurkan aplikasi BPJSTK Mobile Generasi 2.

Through the fulfillment of Social and Environmental Sustainability (TJSL or SER), Labour Social Security Administration Agency also contributes to joint efforts to improve community welfare and support for Government efforts to realize Sustainable Development Goals (SDGs). The fulfillment of SER is carried out using the yield of management of BPJS funds. Until the end of 2016 there were several programs that had been implemented, including the construction of rental flat (rusunawa) for workers, especially in areas that become the center of workers, namely Makassar (South Sulawesi), Cirebon (West Java), Pasuruan (East Java) and Batam (Riau Islands).

OBSTACLES AND SOLUTIONS

Dear stakeholders,

Various obstacles and challenges were encountered in our efforts to improve our performance. The most important issue was the development of human resources (HR), along with the full operation of Labour Social Security Administration Agency as a public legal entity of social security administering body for workers in Indonesia. Therefore, starting in 2016 we have applied integrated and competency-based Human Capital System, which is supported by Human Capital Information System (HCIS) technology. With this integration, HR management, starting from recruitment, assessment, performance assessment up to talent management, has been implemented professionally and ensured continuity.

Another obstacle was the need for information technology, given the high expectations of participants on the performance of Labour Social Security Administration Agency such as demands on easy interaction, seamless transaction, fast and various features. These conditions have driven us to continue renewing and updating information technology applications to support performance and meet the participants' expectations. In 2016, Labour Social Security Administration Agency launched BPJSTK Mobile Generation 2 application.

Aplikasi tersebut membantu peserta mendapatkan berbagai informasi kepesertaan. Fitur terbaru dalam aplikasi ini di antaranya Menu Layanan Pengaduan yang memberikan akses kepada pekerja peserta BPJS Ketenagakerjaan untuk menyampaikan informasi terkait status kepesertaan, besaran upah, dan perkiraan jumlah tenaga kerja di perusahaan tempatnya bekerja.

GAMBARAN TENTANG PROSPEK USAHA

Berdasarkan Undang Undang (UU) No.24 Tahun 2011 Tentang BPJS, tanggung jawab utama BPJS Ketenagakerjaan adalah memberikan perlindungan dan jaminan sosial bagi setiap tenaga kerja di seluruh Indonesia. Selain memastikan terus bertambahnya jumlah tenaga kerja yang terlindungi dan mendapatkan jaminan sosial, peningkatan kepesertaan juga menjamin kesinambungan BPJS Ketenagakerjaan, karena akan meningkatkan penerimaan iuran kepesertaan sebagai sumber pendapatan utama.

Hingga akhir periode pelaporan, jumlah pekerja yang menjadi peserta BPJS Ketenagakerjaan baru mencakup 30% dari potensi jumlah pekerja di Indonesia. Dengan demikian, pasar sangat terbuka bagi BPJS Ketenagakerjaan untuk melakukan penambahan peserta baru. Kami memproyeksikan penambahan peserta baru setiap tahun melalui berbagai program dan strategi yang secara rinci dijelaskan dalam Laporan ini.

The application helped participants access various membership information. The latest features in this application include a Complaint Service Menu that provides access to workers who are participants of Labour Social Security Administration Agency to send information regarding membership status, amount of wage, and estimated workforce in the company where they work.

BUSINESS PROSPECT OUTLOOK

Based on Law No. 24 of 2011 on BPJS, the main responsibility of BPJS is to provide social protection and security for every worker in Indonesia. In addition to ensuring a steady increase in the number of protected workers and social security, increased membership also ensures the sustainability of Labour Social Security Administration Agency, as it will increase membership contribution revenue as the main source of revenue.

By the end of the reporting period, the number of workers becoming participants of Labour Social Security Administration Agency was only 30% of the potential number of workers in Indonesia. Thus, the market is wide open to Labour Social Security Administration Agency to add new participants. We projected to add new participants each year through various programs and strategies described in details in this Report.



Rata-rata pertumbuhan peserta aktif selama lima tahun sebesar 28,42% dengan rata-rata pertumbuhan tertinggi pada peserta dari perusahaan mikro mencapai 81,34%. Adapun untuk perusahaan besar tumbuh 18,15% dan perusahaan menengah tumbuh sebesar 26,86%.

Tahun 2018 target kepesertaan aktif mencakup 83,51% dari pekerja penerima upah dan 16,49% dari pekerja bukan penerima upah. Pada awal operasional BPJS Ketenagakerjaan, perluasan kepesertaan difokuskan pada tenaga kerja penerima upah sesuai Peta Jalan Penyelenggaraan Jaminan Sosial Bidang Ketenagakerjaan yang disusun oleh Bappenas. Dalam peta jalan tersebut, Direksi memperluas kepesertaan BPU dengan melakukan kerjasama kelembagaan dengan Kementerian Desa dan Daerah Tertinggal.

Pertumbuhan peserta baru mempengaruhi jumlah iuran yang didapat dan dikelola melalui investasi pada berbagai instrumen keuangan, termasuk Surat Berharga Negara (SBN). Kebijakan Pemerintah dan Bank Indonesia untuk meningkatkan jumlah SBN sebagai alternatif pembiayaan pembangunan nasional membuka peluang pertumbuhan imbal hasil investasi sekaligus menegaskan kepatuhan BPJS Ketenagakerjaan.

Pengelolaan investasi tidak semata-mata menggunakan pendekatan perolehan hasil yang optimal, tetapi juga investasi yang berkontribusi pada peningkatan kesejahteraan pekerja dan kebutuhan dasar pekerja di bidang kepemilikan rumah, makanan, pendidikan, dan transportasi yang terjangkau pekerja.

The average growth of active participants for five years was 28.42% with the highest average growth rate in participants from micro enterprises reaching 81.34%. Meanwhile, large companies grew by 18.15% and medium-sized companies grew by 26.86%.

By 2018, the target of active membership to reach 83.51% of wage earners and 16.49% of non-wage earners. At the beginning of Labour Social Security Administration Agency's operation, the membership expansion was focused on the wage earners based on the Road Map of Manpower Social Security Operations prepared by Bappenas. In the roadmap, Board of Directors in expands Non-wage earner (BPU) membership by conducting institutional cooperation with the Ministry of Rural and Disadvantaged Regions.

The growth of new participants affects the amount of contributions earned and managed through investments in various financial instruments, including Government Securities (SBN). The policy of the Government and Bank Indonesia to increase the number of SBNs as an alternative to finance national development opens opportunities for growth of return on investment as well as confirms the compliance of Labour Social Security Administration Agency.

Investment management does not solely use an optimal returns approach, but also investments that contribute to improving workers' welfare and their basic needs in affordable home ownership, food, education, and transportation for the workers.



Hasil *assessment* penerapan tata kelola pada tahun 2016 mendapatkan skor 95,49, dengan kategori SANGAT BAIK.

The score of governance assessment in 2016 was 95.49, with VERY GOOD category.

Selama tahun 2014-2018, seluruh dana investasi diproyeksikan tumbuh dari Rp187 triliun menjadi Rp402,7 triliun, dengan rata-rata pertumbuhan tahunan 21,14% (CAGR). Dana DJS yang meliputi JHT, JP, JKK, dan JKM tumbuh dari Rp179,3 triliun tahun 2014 menjadi Rp393,39 triliun pada tahun 2018, dengan rata-rata pertumbuhan tahunan 21,70% (CAGR). Dana kelolaan BPJS Ketenagakerjaan diproyeksikan tumbuh dari Rp7,6 triliun tahun 2014 menjadi Rp9,27 triliun pada tahun 2018, dengan rata-rata pertumbuhan 4,91% (CAGR).

PENERAPAN TATA KELOLA

Kami telah memiliki Peta Jalan Tata Kelola yang Baik. Sesuai peta jalan yang dimiliki, penerapan *good governance* pada tahun 2016 di lingkungan BPJS Ketenagakerjaan telah menjadi budaya Kami. Hal ini ditandai dari adanya beberapa aktivitas, seperti *review* kelengkapan isi situs mengenai *good governance* (GG), *assessment* GG secara independen, *review* kematangan *Risk Management*, sosialisasi GG, *Internal Governance Award* serta membuat *Integrated Report*.

Assessment dilakukan sebagaimana diatur dalam Peraturan Direksi No.PERDIR/39/092015 Tentang Indikator/Parameter Penilaian (*Assessment*), dan Pengukuran atas Penerapan Tata Kelola Yang Baik (*Good Governance*) BPJS Ketenagakerjaan. Hasil *assessment* pada tahun 2016 mendapatkan skor 95,49. Pencapaian tersebut menunjukkan bahwa penerapan tata kelola yang baik di BPJS Ketenagakerjaan telah berada dalam kategori SANGAT BAIK.

During 2014 to 2018, all investment funds are projected to grow from Rp187 trillion to Rp402.7 trillion, with average Compound Annual Growth Rate (CAGR) of 21.14%. DJS funds covering JHT, JP, JKK, and JKM grew from Rp179.3 trillion in 2014 to Rp393.39 trillion in 2018, with average Compound Annual Growth Rate (CAGR) of 21.70%. Labour Social Security Administration Agency's fund under management was projected to grow from Rp7.6 trillion in 2014 to Rp9.27 trillion in 2018, with average Compound Annual Growth Rate (CAGR) of 4.91%.

GOVERNANCE IMPLEMENTATION

We have established a Good Governance Roadmap. According to the roadmap, the good governance implementation in 2016 within Labour Social Security Administration Agency has become our culture. This was marked by some activities, such as review on the completeness of the site content on Good Governance (GG), independent GG assessment, review of Risk Management maturity, GG dissemination, Internal Governance Award as well as Integrated Report.

The assessment was carried out as stipulated in the Board of Directors Regulation No. PERDIR/39/092015 on Assessment Indicators/Parameters, and Measurements on Good Governance Implementation of Labour Social Security Administration Agency. Assessment results in 2016 received a score of 95.49. This achievement showed that the good governance implementation at Labour Social Security Administration Agency was under the VERY GOOD category.



Salah satu bentuk penerapan Tata Kelola yang Baik adalah kepatuhan pada ketentuan pelaporan harta kekayaan penyelenggara negara, seperti diatur dalam Peraturan Direksi BPJS Ketenagakerjaan Tentang Pedoman Pengelolaan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN), sebagai pelaksanaan UU No.28 Tahun 1999 Tentang Penyelenggaraan Negara yang Bersih dan Bebas dari Korupsi, Kolusi dan Nepotisme. LHKPN disampaikan kepada Komisi Pemberantasan Korupsi. Sejak tahun 2012 kami mewajibkan pejabat struktural jenjang 1, 2 dan 3 untuk melaporkan harta kekayaan dan perubahannya. Sampai dengan akhir tahun 2014, ada 759 pejabat struktural BPJS Ketenagakerjaan yang telah menyampaikan maupun memperbaharui LHKPN dari total 829 pejabat struktural yang wajib lapor.

BPJS Ketenagakerjaan juga telah memiliki ketentuan yang mengatur perihal gratifikasi, yang termuat dalam Peraturan Direksi No. PERDIR/13/08/2015 Tentang Pedoman Pengendalian Gratifikasi BPJS Ketenagakerjaan. Sesuai ketentuan tersebut, kami melarang bentuk pemberian yang merupakan gratifikasi dan wajib melaporkan setiap pemberian gratifikasi kepada Komisi Pemberantasan Korupsi (KPK). Sampai dengan akhir periode pelaporan, kami telah melaporkan 89 peristiwa pemberian gratifikasi dengan nilai pemberian mencapai Rp308.191.200 dan US\$868.

PERUBAHAN KOMPOSISI ANGGOTA DIREKSI

Berdasarkan Keputusan Presiden (Keppres) No.25/P/2016, pada 23 Februari 2016 Presiden telah mengangkat dan menetapkan Dewan Pengawas serta Direksi baru BPJS Ketenagakerjaan. Susunan Direksi terdiri dari seorang Direktur Utama dan enam orang Direktur, dengan periode menjabat 2016–2021.

One form of Good Governance implementation is compliance with the requirement to submit wealth report of state officials, as stipulated in the Regulation of Labour Social Security Administration Agency Board of Directors on Guidelines of the Management of Wealth Report of State Officials (LHKPN), as the implementation of Law No.28 of 1999 on the Clean State Administration Free From Corruption, Collusion and Nepotism. LHKPN is submitted to the Corruption Eradication Commission (KPK). Since 2012 we have required structural officers of ranks 1, 2 and 3 to report on their assets and their changes. Until the end of 2014, there were 759 out of a total of 829 structural officers of Labour Social Security Administration Agency who have the obligation, have submitted or renewed their LHKPN.

Labour Social Security Administration Agency also has established provisions regulating gratification, contained in Regulation of the Board of Directors No. PERDIR/13/08/2015 on Guidelines for Gratification Control of Labour Social Security Administration Agency. In accordance with these provisions, we prohibit any forms of gratification and shall be obliged to report any gratification to the Corruption Eradication Commission (KPK). Until the end of the reporting period, we have reported 89 gratifications with a value of Rp308,191,200 and US\$868

CHANGES IN COMPOSITION OF BOARD OF DIRECTORS' MEMBERS

Based on Presidential Decree (Keppres) No.25/P/2016, on February 23, 2016, the President has appointed and approved the new Board of Commissioners and Board of Directors of Labour Social Security Administration Agency. The composition of the Board of Directors consists of a President Director and six Directors, for the period of 2016 to 2021.

Perubahan ini tidak terlepas dari operasi penuh BPJS Ketenagakerjaan sebagai badan hukum publik penyelenggara jaminan sosial ketenagakerjaan bagi tenaga kerja di Indonesia. Keberadaan Direksi baru, diharapkan menjadikan pengelolaan BPJS Ketenagakerjaan lebih baik sehingga mampu memberikan perlindungan dan jaminan sosial serta manfaat bagi tenaga kerja di seluruh Indonesia.

The changes were due to the full operation of Labour Social Security Administration Agency as a public legal entity of social security administering body for manpower in Indonesia. The new Board of Directors, is expected to improve the management of Labour Social Security Administration Agency in providing protection and social security, as well as benefits for manpower across Indonesia.

PENUTUP

Para pemangku kepentingan yang terhormat,

Kami mengucapkan terima kasih kepada semua pihak di BPJS Ketenagakerjaan dan segenap pemangku kepentingan yang telah memberikan dedikasinya bagi pengelolaan dan kinerja BPJS Ketenagakerjaan selama tahun 2016. Kebersamaan yang terbangun telah mampu menjadikan BPJS Ketenagakerjaan melewati tahun yang penuh dinamika.

Tentu saja kami berharap, kerja keras, kerja cerdas dan kerja ikhlas semua pihak dan segenap pemangku kepentingan tetap berlanjut pada tahun-tahun mendatang, serta menjadi ladang amal kita bersama. Dengan demikian keberadaan BPJS Ketenagakerjaan kian dirasakan manfaatnya oleh setiap pekerja di negeri ini, dan menjadi jembatan bagi mereka dalam meraih kehidupan yang lebih sejahtera.

CLOSING

Dear stakeholders,

We would like to thank all parties at Labour Social Security Administration Agency and all stakeholders who have given their dedication to the management and performance of Labour Social Security Administration Agency during 2016. The built alliance has made Labour Social Security Administration Agency able to go through the dynamic year.

We hope, the hard work, smart work and sincere work of all parties and all stakeholders will continue in the coming years, and become our means to do good deeds. Thus the existence of Labour Social Security Administration Agency has increasingly considered beneficial by every worker in the country, and become a bridge for them to achieve a more prosperous life.

Wassalamu'alaikum warahmatullah wabarakatuh.

SALAM SEJAHTERA.

BEST WISHES.

Jakarta, November 2017



AGUS SUSANTO

Direktur Utama | President Director

// LAPORAN DEWAN PENGAWAS

BOARD OF COMMISSIONERS REPORT

Assalamu'alaikum warahmatullah wabarakatuh.

SALAM SEJAHTERA,

Para pemangku kepentingan yang terhormat.

Dewan Pengawas menyambut baik penerbitan Laporan Tahunan Terintegrasi 2016 Badan Penyelenggara Jaminan Sosial (BPJS) Ketenagakerjaan. Penerbitan Laporan ini melengkapi pelaporan kinerja yang telah disampaikan kepada Pemerintah dan Dewan Jaminan Sosial Nasional pada Juli 2017.

Berdasarkan Undang Undang Nomor 24 Tahun 2011 Tentang Badan Penyelenggara Jaminan Sosial (BPJS), Dewan Pengawas adalah organ BPJS yang bertugas melakukan pengawasan atas pelaksanaan pengurusan BPJS oleh Direksi. Dewan Pengawas juga bertugas memberikan nasihat dan pertimbangan kepada Direksi dalam penyelenggaraan program jaminan sosial.

GREETINGS,

Dear stakeholders,

The Board of Commissioners welcomes the publication of the Integrated Annual Report 2016 of the Labour Social Security Administration Agency (BPJS Ketenagakerjaan). The Publication of this Report complemented the performance report submitted to the Government and the National Social Security Board in July 2017.

Based on Law Number 24 of 2011 on Social Security Administering Agency (BPJS), Board of Commissioners is an organ of BPJS which is in charge of overseeing the management of BPJS by the Board of Directors. The Board of Commissioners also has advisory duty to the Board of Directors in the administering social security programs.



Dewan Pengawas mencatat bahwa secara umum Direksi telah melaksanakan dengan baik tugas dan tanggung jawabnya dalam mengelola BPJS Ketenagakerjaan.

The Board of Commissioners noted that in general the Board of Directors had performed its duties and responsibilities properly in managing Labour Social Security Administration Agency.

Dalam bagian ini Dewan Pengawas akan menyampaikan pelaksanaan tugas pengawasan dan pemberian nasihat kepada Direksi selama tahun 2016. Namun sebelumnya, izinkan kami menyampaikan terlebih dahulu perihal periode efektif bekerjanya Dewan Pengawas.

Sesuai keputusan Presiden nomor M/161 Tahun 2013, Dewan Pengawas yang diangkat pada masa transisi akan selesai pada tanggal 31 desember 2015. Sedangkan Dewan Pengawas yang bertugas saat ini adalah Dewan Pengawas yang diangkat berdasarkan Keputusan Presiden Nomor 25/P tahun 2016 dan dilantik Presiden pada tanggal 23 Februari 2016. Susunan Dewan Pengawas terdiri dari seorang ketua dan enam orang anggota. Tidak ada anggota Dewan Pengawas yang berasal dari periode sebelumnya.

PENILAIAN TERHADAP KINERJA DIREKSI

Dewan Pengawas melakukan penilaian terhadap kinerja Direksi berdasarkan Rencana Kerja dan Anggaran Tahunan (RKAT) Tahun 2016 yang disusun oleh Direksi dan telah mendapat persetujuan Dewan Pengawas. Pada pelaksanaannya, Dewan Pengawas juga menyarankan kepada Direksi untuk melakukan evaluasi RKAT setelah satu semester apabila asumsi-asumsi yang dipergunakan dalam penyusunan RKAT tersebut sudah tidak sesuai dan dipandang perlu dilakukan perubahan.

Pada bulan September, Direksi mengajukan RKAT 2016 Perubahan dengan menyertakan penyesuaian target kepesertaan Penerima Upah (PU) dan Penambahan target kepesertaan di Jasa Konstruksi serta penyesuaian anggaran pada Direktorat Pelayanan dan Direktorat Renstra & Teknologi Informasi. Melalui kajian yang dilakukan, dan untuk mendorong kepesertaan Penerima Upah, Dewan Pengawas tetap mendorong Direksi untuk menyelesaikan RKAT 2016 yang ada.

In this section the Board of Commissioners will report on the implementation of supervisory and advisory duties to the Board of Directors during 2016. However, we would like to let you know about the effective working period of the Board of Commissioners.

In accordance with Presidential decree no.M/161 of 2013, the Board of Commissioners appointed during the transition period officially will end their duty on December 31, 2015. Meanwhile, the Board of Commissioners currently serving is the Board of Commissioners appointed based on Presidential Decree No. 25/P of 2016 and inaugurated by the President on February 23, 2016. The composition of the Board of Commissioners consisted of a Chairman and six members. No member of the Board of Commissioners was from the previous period.

PERFORMANCE ASSESSMENT OF THE BOARD OF DIRECTORS

The Board of Commissioners evaluated the performance of the Board of Directors based on the Annual Work Plan and Budget (RKAT) 2016 prepared by the Board of Directors and had been approved by the Board of Commissioners. In its implementation, the Board of Commissioners also recommended to the Board of Directors to conduct an evaluation of the RKAT after one semester if the assumptions used in the RKAT preparation were not applicable and deemed necessary to revise.

In September, the Board of Directors proposed the Revised RKAT 2016 to include the adjustment to Wage Earners' membership target and the addition of membership target in Construction Services as well as budget adjustments at the Directorate of Services and the Directorate of Strategic Plans & Information Technology. Through the review, to boost Wage Earner's membership, the Board of Commissioners encouraged the Board of Directors to complete the existing RKAT 2016.

Mengacu pada RKAT 2016, Dewan Pengawas mencatat bahwa secara umum Direksi telah melaksanakan dengan baik tugas dan tanggung jawabnya dalam mengelola BPJS Ketenagakerjaan. Hal ini tercermin dari pencapaian total aset seluruh program sampai dengan akhir tahun 2016 yang mencapai Rp268.595 miliar, naik Rp54.079 miliar atau 25,21% dibanding tahun 2015 sebesar Rp214.516 miliar. Sementara realisasi jumlah jaminan yang telah dibayarkan BPJS Ketenagakerjaan selama tahun 2016 mencapai Rp19,56 triliun dengan proporsi pembayaran jaminan terbesar adalah program JHT sebesar Rp17,97 miliar atau 79,47% dan dibayarkan untuk 2.190.221 klaim yang diajukan peserta.

Namun, ada beberapa hal yang sepatutnya menjadi perhatian bersama agar kinerja pada periode mendatang menjadi lebih baik lagi. Salah satu catatan adalah belum terpenuhinya target pendaftaran peserta baru. Selama tahun 2016 terjadi penambahan peserta aktif melalui pendaftaran peserta baru sebanyak 16.177.218 pekerja dan 126.352 perusahaan. Realisasi akuisisi kepesertaan baru mencapai 96,29% dari target 16,80 juta pekerja dan 84,23% dari target 150.000 perusahaan. Demikian pula dengan tingkat kepuasan peserta atas layanan yang diberikan. Dalam survei yang dilakukan tahun 2016, nilai kepuasan peserta mencapai 86,0%, kurang dari target RKAT sebesar 90%.

Dewan Pengawas juga mencatat, selama periode pelaporan, BPJS Ketenagakerjaan telah menjalankan tanggung jawab sosial dan lingkungan (TJSL) sebagai salah satu bentuk kontribusi untuk meningkatkan kesejahteraan masyarakat. Sumber dana untuk pemenuhan program TJSL berasal dari hasil pengelolaan dana BPJS. Program TJSL juga dilaksanakan sebagai bentuk dukungan Pemerintah dalam upaya mewujudkan Tujuan Pembangunan Berkelanjutan atau Sustainable Development Goals (SDGs).

Referring to RKAT 2016, the Board of Commissioners noted that in general the Board of Directors had performed its duties and responsibilities properly in managing Labour Social Security Administration Agency. This was reflected in the achievement of total asset of all programs until the end of 2016 which reached Rp268,595 billion, increasing of Rp54,079 billion or 25.21% compared to 2015 with Rp214,516 billion. Meanwhile the realization of the amount of benefits paid by Labour Social Security Administration Agency during 2016 reached Rp19.56 trillion with the largest proportion of benefit payment was for JHT program amounted to Rp17.97 billion or 79.47% and was paid for 2,190,221 claims filed by participants.

However, there are some matters that should become our common concerns for performance in the coming period to be even better. One of them is that the target for registration of new participants has not been achieved. During 2016 there were additional active participants through the new participant registration as many as 16,177,218 workers and 126,352 companies. Realization of new membership acquisition reached 96.29% of the target of 16.80 million workers and 84.23% of the target of 150,000 companies. It was similar with the participants' satisfaction level with the services provided. In a survey conducted in 2016, the participants' satisfaction level reached 86,0%, lower than the RKAT target of 90%.

The Board of Commissioners also noted, during the reporting period Labour Social Security Administration Agency has attempted to fulfill the implementation of Social and Environmental Responsibility (TJSL or SER) as a contribution to joint efforts to improve the community's welfare. The fulfillment of SER was carried out from the management of BPJS funds. The fulfillment of SER also supported the Government's efforts to realize Sustainable Development Goals (SDGs).

Selain program TJSL, BPJS Ketenagakerjaan juga memiliki manfaat lainnya yang salah satunya adalah program rumah susun sederhana sewa (Rusunawa) untuk pekerja. Sampai dengan akhir tahun 2016 BPJS Ketenagakerjaan memiliki 4 lokasi rusunawa yaitu Cikarang, Muka Kuning Batam, Lancang Kuning Batam dan Kawasan Industri Kabil Batam. Pendirian rusunawa kedepannya direncanakan akan diprioritaskan didirikan di daerah kantung-kantung pekerja, seperti Makassar (Sulawesi Selatan), Cirebon (Jawa Barat), Pasuruan (Jawa Timur) dan Batam (Kepulauan Riau).

PENGAWASAN TERHADAP IMPLEMENTASI STRATEGI

Secara umum pengawasan oleh Dewan Pengawas pada kurun waktu periode pelaporan mencakup pelaksanaan rapat, kunjungan kerja ke daerah, inspeksi mendadak dalam rangka *'fact finding'* diikuti dengan penyusunan laporan, kajian maupun analisa melalui empat Komite yang dibentuk Dewan Pengawas. Pelaksanaan Panel Diskusi, *Focus Group Discussion*, *Workshop* yang dilakukan oleh Dewan Pengawas diselenggarakan dalam rangka memperkuat rekomendasi Dewan Pengawas kepada Direksi.

Rekomendasi Dewan Pengawas merupakan usulan/ ide-ide yang disampaikan Dewan Pengawas kepada Direksi dalam rangka fungsi pengawasan terhadap kinerja Direksi dalam mengelola program Jaminan Sosial Ketenagakerjaan. Secara keseluruhan terdapat 62 rekomendasi yang disampaikan Dewan Pengawas kepada Direksi untuk ditindaklanjuti, agar kinerja BPJS Ketenagakerjaan bisa meningkat dan memberi nilai tambah kepada Peserta. Dewan Pengawas juga menghimbau agar setiap rekomendasi yang akan disampaikan dapat dipenuhi Direksi dengan dukungan dari sisi penguatan sumber daya manusia yang kompeten dan sistem pengelolaan kinerja yang efektif dan efisien.

In addition to SER programs, Labour Social Security Administration Agency also provide other benefits, including the construction of rental flat (rusunawa) for workers. Until the end of 2016, Labour Social Security Administration Agency has four rusunawa locations: Cikarang, Muka Kuning Batam, Lancang Kuning Batam and Kabil Batam Industrial Area. In the future, rusunawa construction is prioritized especially in areas that become centers of workers, namely Makassar (South Sulawesi), Cirebon (West Java), Pasuruan (East Java) and Batam (Riau Islands).

SUPERVISION ON STRATEGY IMPLEMENTATION

In general, supervision by the Board of Commissioners in the reporting period included the implementation of meetings, working visits to the regions, unannounced inspections for *'fact finding'* followed by the preparation of reports, reviews and analysis through four committees established by the Board of Commissioners. The Discussion Panel, Focus Group Discussion, Workshop by the Board of Commissioners were held in order to strengthen the Board of Commissioners' recommendation to the Board of Directors.

The Board of Commissioners' recommendations were in the form of suggestions/ ideas from the Board of Commissioners to the Board of Directors in terms of the oversight function over the Board of Directors' performance in managing the Social Security for Employment programs. In total there were 62 recommendations provided by the Board of Commissioners to the Board of Directors for follow up, so that the performance of Labour Social Security Administration Agency would improve and give added value to participants. The Board of Commissioners also appealed to Board of Directors that every recommendation that will be submitted is supported with strengthening of competent human resources as well as effective and efficient performance management system.

Rekomendasi yang disampaikan juga dimaksudkan untuk memastikan bahwa pengelolaan telah sesuai dengan Rencana Strategis 2014-2018 Perubahan II, yang menjadikan tahun 2016 sebagai tahapan Menuju Operasi Unggul (*Delivering Operational Excellence*). Dewan Pengawas melihat pengelolaan BPJS Ketenagakerjaan pada tahun 2016 telah mampu memberikan kemudahan akses dan operasional bagi peserta di seluruh Indonesia, baik di kota besar, kota kecil, bahkan sampai ke daerah pinggiran.

PANDANGAN ATAS PROSPEK USAHA

Salah satu pertimbangan Direksi dalam mengajukan perubahan atas RKAT Tahun 2016 adalah penyesuaian target kepesertaan Penerima Upah (PU) dan penambahan target kepesertaan di Jasa Konstruksi. Hal ini tidak terlepas dari potensi kepesertaan pekerja di seluruh Indonesia. Hingga akhir periode pelaporan, jumlah pekerja yang menjadi peserta BPJS Ketenagakerjaan baru mencakup 30% dari potensi jumlah pekerja di Indonesia. Sebagai penyelenggara jaminan sosial ketenagakerjaan, BPJS Ketenagakerjaan menargetkan jumlah kepesertaan aktif mencakup 83,51% dari pekerja PU dan 16,49% dari pekerja bukan penerima upah. Dewan Pengawas juga mendorong dan membantu Direksi dalam rangka memperluas kepesertaan BPU dengan melakukan kerjasama kelembagaan dengan Kementerian Desa dan Daerah Tertinggal.

Pencapaian target tersebut tentu sangat dipengaruhi oleh berbagai faktor, antara lain peningkatan pelayanan dan pemanfaatan teknologi informasi yang didukung oleh sumber daya manusia yang kompeten dan profesional. Kedua hal tersebut juga menjadi pertimbangan Direksi saat mengajukan RKAT Tahun 2016 Perubahan. Dewan Pengawas berharap kedua hal tersebut menjadi perhatian Direksi dalam masa-masa mendatang, sehingga akan mendukung kesinambungan BPJS Ketenagakerjaan dalam memberikan jaminan sosial dan perlindungan bagi tenaga kerja di seluruh Indonesia.

These recommendations were also intended to ensure that management comply with the Strategic Plan 2014-2018 Revision II, which set the year 2016 as the stage for Delivering Operational Excellence. The Board of Commissioners ensured the management of Labour Social Security Administration Agency in 2016 had been able to provide easy access and operations for participants across Indonesia, both in big cities, small towns, even to remote areas.

BUSINESS PROSPECT OUTLOOK

One of the Board of Directors' considerations in proposing the revision to the RKAT 2016 was the adjustment for Wage Earners (PU) membership target and the addition of membership target in Construction Services. This was closely related to the potential membership of workers across Indonesia. By the end of the reporting period, the number of workers participating in the new Labour Social Security Administration Agency covered 30% of the potential number of workers in Indonesia. As a labour social security administration agency, Labour Social Security Administration Agency set active membership target at 83.51% of wage earner workers and 16.49% of non-wage earner workers. The Board of Commissioners also encourages and assists the Board of Directors in expanding Non-wage earner (BPU) membership by conducting institutional cooperation with the Ministry of Rural and Disadvantaged Regions.

Achieving these targets was strongly influenced by various factors, such as improvement of services and use of information technology supported by competent and professional human resources. These two factors were also considered by the Board of Directors when submitting the Revised RKAT 2016. The Board of Commissioners expected the two factors to be the Board of Directors' attention in the future, which would support the continuity of Labour Social Security Administration Agency in providing social security and protection for workers across Indonesia.

Pertumbuhan peserta baru secara langsung mempengaruhi jumlah iuran yang didapat dan dikelola melalui investasi pada berbagai instrumen keuangan, termasuk Surat Berharga Negara (SBN). Dewan Pengawas menilai, Direksi telah mampu mengelola dana investasi, sehingga sangat beralasan bila Direksi memproyeksikan dana investasi pada kurun waktu tahun 2014-2018 akan tumbuh dari Rp187 triliun menjadi Rp402,7 triliun, dengan rata-rata pertumbuhan tahunan 21,14% (CAGR). Dana DJS yang meliputi JHT, JP, JKK, dan JKM tumbuh dari Rp179,3 triliun tahun 2014 menjadi Rp393,39 triliun pada tahun 2018, dengan rata-rata pertumbuhan tahunan 21,70% (CAGR). Dana kelolaan BPJS Ketenagakerjaan diproyeksikan tumbuh dari Rp7,6 triliun tahun 2014 menjadi Rp9,27 triliun pada tahun 2018, dengan rata-rata pertumbuhan 4,91% (CAGR).

PANDANGAN ATAS PENERAPAN TATA KELOLA YANG BAIK

Dewan Pengawas berpendapat Direksi telah menerapkan tata kelola yang baik dalam menyelenggarakan seluruh kegiatan di BPJS Ketenagakerjaan sesuai Peta Jalan Tata Kelola Yang Baik. Hasil *assessment* yang dilaksanakan pada tahun 2016 mendapatkan skor 95,49, mencapai kategori SANGAT BAIK.

Sebagai bagian dari BPJS Ketenagakerjaan, Dewan Pengawas juga telah menerapkan tata kelola yang baik. Kami secara berkala melaksanakan rapat/pertemuan, baik internal maupun gabungan serta rapat/pertemuan lain guna menyampaikan saran, pendapat, dan nasihat kepada Direksi maupun membahas dan merumuskan hasil-hasil pengawasan yang telah dilaksanakan. Setiap anggota Dewan Pengawas juga telah menandatangani Pakta Integritas yang menegaskan dan memperkuat independensi Dewan Pengawas dalam menjalankan fungsi, tugas, dan kewenangannya sehingga tidak memiliki benturan kepentingan dengan Direksi.

Semua hasil pengawasan Dewan Pengawas telah didukung dengan analisa dan kajian yang disusun bersama Komite Dewan Pengawas yang terdiri dari para ahli yang bekerja secara independen pada kapasitasnya masing-masing di dalam struktur Komite Dewan Pengawas.

The growth of new participants directly affected the amount of contributions earned and managed through investments in various financial instruments, including Government Securities (SBN). The Board of Commissioners deemed that the Board of Directors had been able to manage the investment funds, thus it was rational if the Board of Directors projected the investment funds in the period of 2014 to 2018 would grow from Rp187 trillion to Rp402.7 trillion, with average Compound Annual Growth Rate (CAGR) of 21.14%. DJS funds covering JHT, JP, JKK, and JKM grew from Rp179.3 trillion in 2014 to Rp393.39 trillion in 2018, with average Compound Annual Growth Rate (CAGR) of 21.70%. Meanwhile, Labour Social Security Administration Agency's fund under management was projected to grow from Rp7.6 trillion in 2014 to Rp9.27 trillion in 2018, with average Compound Annual Growth Rate (CAGR) of 4.91%.

OUTLOOK ON GOOD CORPORATE GOVERNANCE IMPLEMENTATION

The Board of Commissioners viewed that the Board of Directors has implemented good governance in managing all activities in Labour Social Security Administration Agency according to Good Governance Roadmap. Assessment results conducted in 2016 scored 95.49, achieving VERY GOOD category.

As part of Labour Social Security Administration Agency, the Board of Commissioners has also implemented good governance. We periodically conducted meetings, both internal, joint and other meetings to deliver recommendations, opinions and advice to the Board of Directors as well as discuss and formulate the results of supervisory function that have been implemented. Each member of the Board of Commissioners has also signed an Integrity Pact which affirmed and strengthened the independence of the Board of Commissioners in carrying out functions, duties and authorities, thus had no conflict of interest with the Board of Directors.

All supervisory results of the Board of Commissioners have been supported by analysis and review prepared by the Board of Commissioners Committee consisting of experts working independently according to their respective capacities within the structure of the Board of Commissioners Committee.

FREKUENSI DAN CARA PEMBERIAN NASIHAT KEPADA DIREKSI

Dalam menjalankan fungsi pengawasan, Dewan Pengawas secara berkala menyelenggarakan pertemuan/rapat dengan Direksi atau rapat gabungan yakni rapat Dewan Pengawas yang dihadiri oleh seluruh anggota Dewan Pengawas dan seluruh Direksi. Rapat gabungan merupakan forum Dewan Pengawas dalam menyampaikan saran, pendapat, dan nasihat kepada Direksi tentang pelaksanaan BPJS Ketenagakerjaan. Rapat Gabungan ini dilaksanakan minimal satu kali dalam sebulan. Selama tahun 2016, tercatat telah dilakukan sebanyak 21 kali Rapat Gabungan.

PENUTUP

Para pemangku kepentingan yang terhormat,

Dewan Pengawas mengucapkan terima kasih kepada jajaran Direksi dan seluruh manajemen BPJS Ketenagakerjaan serta segenap pemangku kepentingan atas dukungannya pada pengelolaan BPJS Ketenagakerjaan selama tahun 2016. Dedikasi yang diperlihatkan semua pihak telah mampu menjadikan BPJS Ketenagakerjaan sebagai badan terbesar dalam hal penyelenggara jaminan sosial bagi tenaga kerja di Indonesia.

Tentu saja kami berharap, pencapaian kinerja pada tahun 2016 dapat dipertahankan bahkan ditingkatkan. Diperlukan kerja keras, kerja cerdas dan kerja ikhlas semua pihak agar manfaat BPJS Ketenagakerjaan kian dirasakan setiap pekerja di negeri ini.

FREQUENCY AND METHOD OF PROVIDING ADVICE TO THE BOARD OF DIRECTORS

In carrying out the oversight function, the Board of Commissioners periodically organizes meetings with the Board of Directors or Board of Commissioners joint meetings that are attended by all members of the Board of Commissioners and Board of Directors. The joint meeting is a forum in which the Board of Commissioners deliver the recommendations, opinions and advices to the Board of Directors on the operation of Labour Social Security Administration Agency. This Joint Meeting is held at least once a month. During 2016, a total of 21 joint meetings were held.

CLOSING

Dear stakeholders,

The Board of Commissioners would like to thank the Board of Directors and the entire management of Labour Social Security Administration Agency as well as all stakeholders for the support for the management of Labour Social Security Administration Agency during 2016. The dedication shown by all parties has been able to make Labour Social Security Administration Agency as the largest social security administering body for manpower in Indonesia.

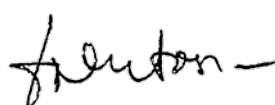
We hope the performance achievement in 2016 can be maintained and even improved. It takes hard work, smart work and sincere work of all parties for the benefits of Labour Social Security Administration Agency can be increasingly enjoyed by every worker in the country.

Wassalamu'alaikum warahmatullah wabarakatuh.

SALAM SEJAHTERA.

BEST WISHES

Jakarta, November 2017



GUNTUR WITJAKSONO

Ketua Dewan Pengawas | Chairman of Board of Commissioners



// PROFIL BPJS KETENAGAKERJAAN

LABOUR SOCIAL SECURITY
ADMINISTRATION AGENCY
PROFILE



NAMA BADAN Organization Name

Nama Badan: Badan Penyelenggara Jaminan Sosial (BPJS) Ketenagakerjaan. Berlaku sejak tahun 2011, berdasarkan UU No.24 Tahun 2011 Tentang Badan Penyelenggara Jaminan Sosial (BPJS). Tidak ada perubahan nama badan selama kurun waktu periode pelaporan. [G4-3]

BPJS Ketenagakerjaan dibentuk berdasarkan Undang-undang (UU) No.24 Tahun 2011 Tentang Badan Penyelenggara Jaminan Sosial. Merujuk pada Pasal 62 UU tersebut, BPJS Ketenagakerjaan tidak lagi memiliki akta pendirian, akta perubahan anggaran dasar terakhir, modal dasar serta modal ditempatkan dan disetor penuh.

Organization Name: Labour Social Security Administration Agency (BPJS Ketenagakerjaan). Applicable since 2011, based on Law No.24 of 2011 regarding Social Security Administering Body (BPJS). There was no change of the entity's name during the reporting period. [G4-3]

Labour Social Security Administration Agency was established based on Law No. 24 of 2011 on Social Security Administering Body. Referring to Article 62 of the Law, Labour Social Security Administration Agency no longer has the deed of establishment, the latest amendment of the articles of association, authorized capital, or issued and paid up capital.

AKSES DAN LAYANAN INFORMASI Information Access and Service

LAYANAN INFORMASI

- Telepon: 021-520 7797
- Faksimili: 021-520 2310
- Facebook: BPJS Ketenagakerjaan
- Twitter: @BPJSTKinfo
- Youtube: BPJS Ketenagakerjaan
- Contact Center: 1500.910
- Website: www.bpjsketenagakerjaan.go.id

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Kantor Pusat BPJS Ketenagakerjaan [G4-5]

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INFORMATION SERVICE

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- Facebook: BPJS Ketenagakerjaan
- Twitter: @BPJSTKinfo
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- Contact Center: 1500.910
- Website: www.bpjsketenagakerjaan.go.id

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Head Office of Labour Social Security Administration Agency [G4-5]

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Email: sbd@bpjsketenagakerjaan.go.id

RIWAYAT SINGKAT BADAN

Brief History Of the Organization



DARI PERUM ASTEK KE BPJS KETENAGAKERJAAN

Sesuai Amandemen Undang-Undang Dasar 1945, Pasal 34 Ayat (2) Pemerintah mengembangkan sistem jaminan sosial. Sebagai bentuk pelaksanaan amanah tersebut, Pemerintah menerbitkan UU No.40 Tahun 2004 Tentang Sistem Jaminan Sosial Nasional.

Program jaminan sosial dijalankan berdasarkan *funded social security* yang didanai peserta. Pemerintah membentuk Badan Penyelenggara Jaminan Sosial (BPJS) Kesehatan dan BPJS Ketenagakerjaan, sebagai pelaksanaan program jaminan sosial.

Pembentukan BPJS Ketenagakerjaan telah melewati rentang waktu panjang, dengan diawali penerbitan PP No.33 Tahun 1977 Tentang Asuransi Sosial Tenaga Kerja yang mewajibkan setiap pemberi kerja/pengusaha swasta dan BUMN mengikuti program tersebut. Peraturan Pemerintah ini kemudian disusul oleh penerbitan PP No.34 Tahun 1977 Tentang Pendirian Perusahaan Umum Asuransi Sosial Tenaga Kerja, atau Perum Astek.

FROM PERUM ASTEK TO LABOUR SOCIAL SECURITY ADMINISTRATION AGENCY

In accordance with the Amendment to the 1945 Constitution, Article 34 Paragraph (2) the Government has developed the social security system. As a form of implementation of the mandate, the Government issued Law No.40 of 2004 on the National Social Security System.

Social security programs are implemented based on funded social security by participants. The government established the Social Security Administering Body for Health (BPJS Kesehatan) and Labour Social Security Administration Agency (BPJS Ketenagakerjaan), as the implementation of the social security program.

The establishment of Labour Social Security Administration Agency has been through a long time span, with the issuance of Government Regulation (PP) No.33 of 1977 on Manpower Social Insurance which requires every private employer/entrepreneur and SOE to participate in the program. This Government Regulation was subsequently followed by the issuance of PP No. 34 of 1977 concerning the Establishment of Public Company of Manpower Social Insurance, or Perum Astek.

Tahun 1992 Pemerintah menerbitkan UU No.3 Tahun 1992 Tentang Jaminan Sosial Tenaga Kerja (Jamsostek). Tiga tahun kemudian pada tahun 1995 Pemerintah menerbitkan PP No.36 Tahun 1995 yang menetapkan PT Jamsostek (Persero) sebagai badan penyelenggara jaminan sosial tenaga kerja.

In 1992, the Government issued Law No. 3 of 1992 on Manpower Social Security (Jamsostek). Three years later in 1995 the Government issued Government Regulation No. 36 of 1995 which stipulates PT Jamsostek (Persero) as the manpower social security administering body.

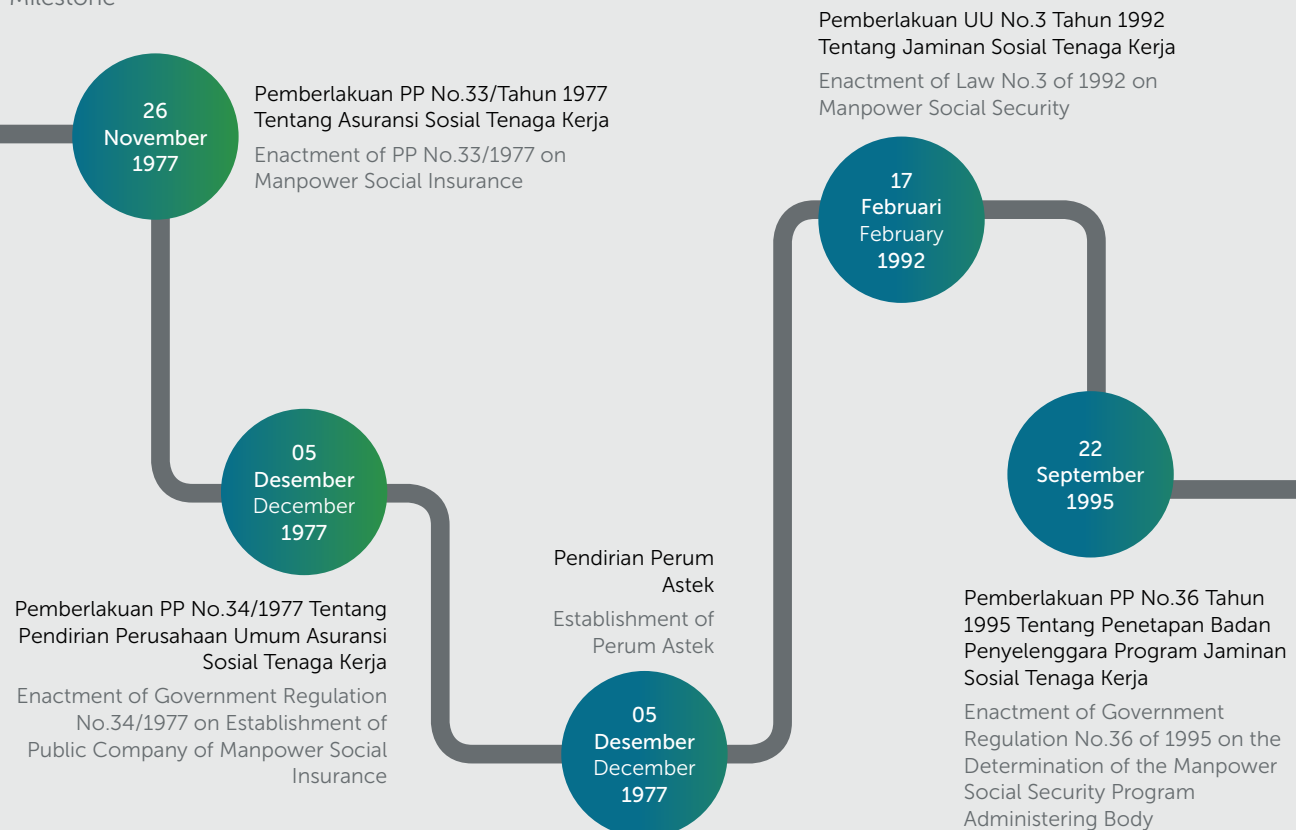
Akhir tahun 2004, Pemerintah memberlakukan UU No.40 Tahun 2004 Tentang Sistem Jaminan Sosial Nasional. Berikutnya, pada tahun 2011 terbit UU No.24 Tahun 2011 Tentang Badan Penyelenggara Jaminan Sosial, dan disusul perubahan PT Jamsostek (Persero) menjadi BPJS Ketenagakerjaan pada tahun 2014.

At the end of 2004, the Government enacted Law No. 40 of 2004 on the National Social Security System. In 2011, Law No. 24 of 2011 on Social Security Administering Body was issued, and followed by transformation of PT Jamsostek (Persero) into Labour Social Security Administration Agency in 2014.

Setelah resmi beroperasi sebagai badan yang mengelola jaminan sosial ketenagakerjaan, pada 1 Juli 2015 BPJS Ketenagakerjaan menyelenggarakan Jaminan Pensiun. Selanjutnya BPJS Ketenagakerjaan menyelenggarakan

After officially operating as the agency that manages the social security for employment, on July 1, 2015, Labour Social Security Administration Agency started to manage the Pension Benefit. Labour Social Security Administration

JEJAK LANGKAH Milestone



program jaminan sosial tenaga kerja meliputi Jaminan Kecelakaan Kerja, Jaminan Kematian, Jaminan Hari Tua dan Jaminan Pensiun.

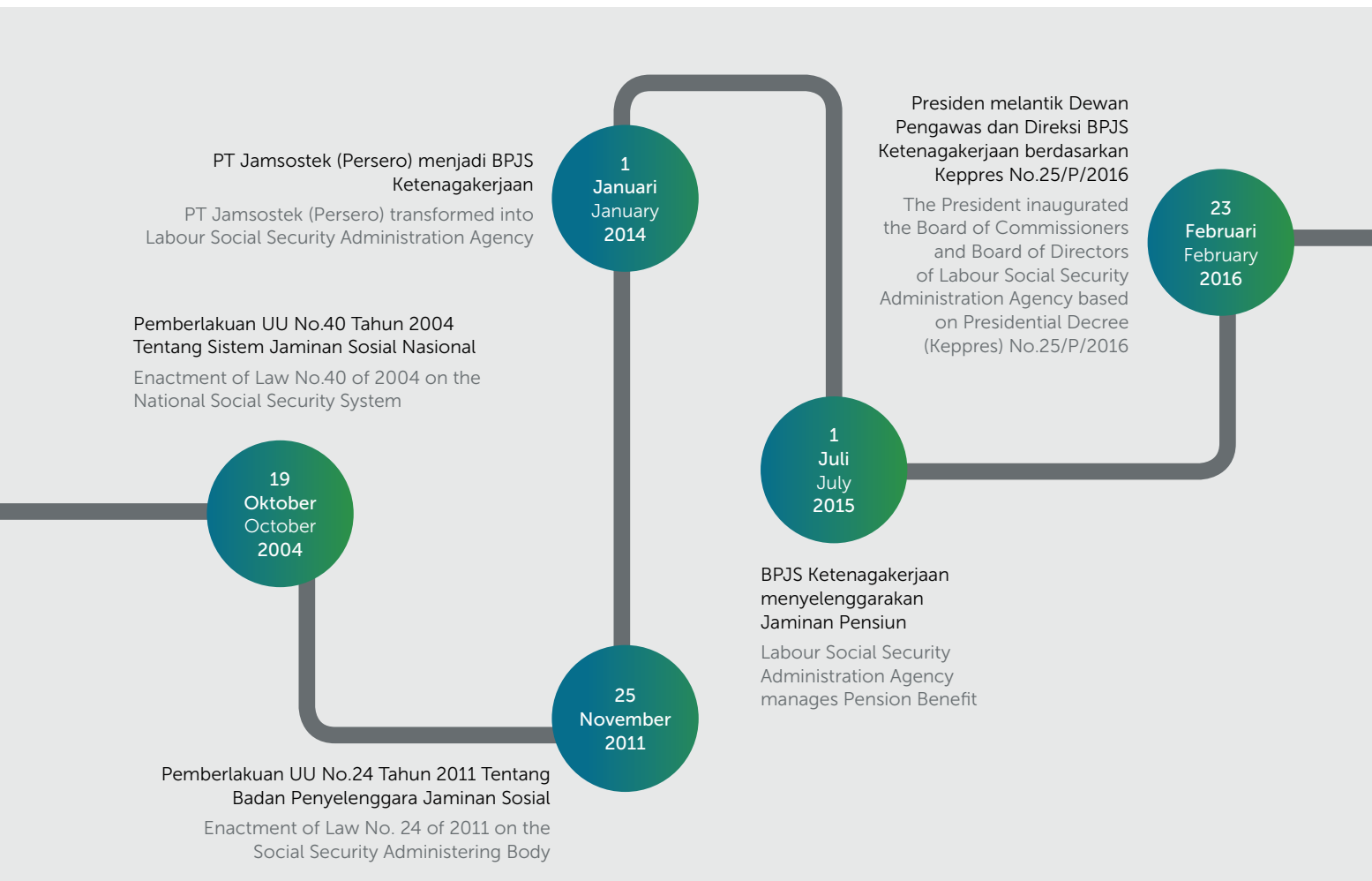
Seiring dengan upaya mewujudkan operasi unggul, pada tahun 2016 BPJS Ketenagakerjaan membentuk Divisi Aktuaria. Pembentukan Divisi Aktuaria didasari Peraturan Direksi Nomor PERDIR/03/032016 tentang Struktur Organisasi dan Tata Kerja BPJS Ketenagakerjaan. Saat ini Divisi Aktuaria dipimpin oleh Kepala Divisi yang dibantu Kepala Urusan Valuasi Aktuaria dan Kepala Urusan Valuasi Kajian. [G4-13]

Pada tahun 2016 Presiden menerbitkan Keputusan Presiden (Keppres) No.25/P/2016. Berdasarkan Keppres tersebut, Presiden mengangkat dan menetapkan Dewan Pengawas serta Direksi baru BPJS Ketenagakerjaan. [G4-13]

Agency subsequently began managing a manpower social security program covering Work Accident Benefit, Death Benefit and Provident Fund Benefit and Pension Benefit.

In bid to achieve operational excellence, in 2016 Labour Social Security Administration Agency formed Division of Actuary. Establishment of Division of Actuary based on Regulation of Board of Directors No. PERDIR/03/032016 on Organizational Structure and Work Procedure of Labour Social Security Administration Agency. Currently the Division of Actuary is headed by Division Head who is assisted by Head of Actuarial Valuation and Head of Valuation Review. [G4-13]

In 2016 the President issued Presidential Decree (Keppres) No.25/P/2016. Based on the Presidential Decree, the President appointed new Board of Commissioners and Board of Directors of BPJS Ketenagakerjaan. [G4-13]





VISI DAN MISI (G4-56) Vision and Mission

VISI Vision

Menjadi Badan Penyelenggara Jaminan Sosial (BPJS) Kebanggaan Bangsa, yang Amanah, Bertata Kelola Baik, Serta Unggul Dalam Operasional dan Pelayanan.

To be a world class Social Security Administration Agency, that is trustworthy, friendly and excel in operation and services.

MISI Mission

Melalui program jaminan sosial ketenagakerjaan, BPJS Ketenagakerjaan berkomitmen untuk:

Through the social security for employment program, Labour Social Security Administration Agency is committed to:



Melindungi dan menyejahterakan seluruh pekerja dan keluarganya;

Protect and prosper all workers and their families;



Meningkatkan produktivitas dan daya saing pekerja;

Increase workers' productivity and competitiveness;



Mendukung pembangunan dan kemandirian perekonomian nasional

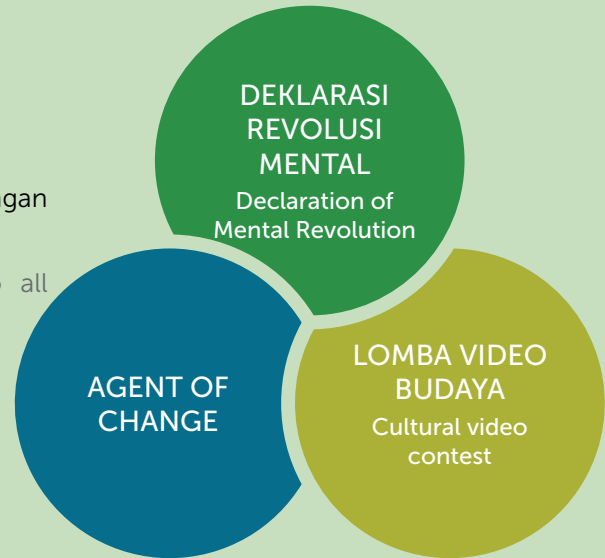
Support the development and independence of the national economy.

SOSIALISASI VISI DAN MISI

Dissemination of Vision and Mission

Sosialisasi Visi dan Misi dilakukan secara berkesinambungan kepada seluruh pekerja melalui kegiatan:

Vision and Mission is continuously disseminated to all employees through the following activities:



FILOSOFI BPJS KETENAGAKERJAAN

Philosophy of Labour Social Security Administration Agency

BPJS Ketenagakerjaan dilandasi filosofi kemandirian dan harga diri untuk mengatasi risiko sosial ekonomi. Kemandirian berarti tidak tergantung orang lain dalam membiayai perawatan pada waktu sakit, kehidupan di hari tua maupun keluarganya bila meninggal dunia.

Pelaksanaan program BPJS Ketenagakerjaan dilakukan secara gotong royong. Melalui mekanisme ini maka mereka yang muda membantu yang tua, yang sehat membantu yang sakit dan yang berpenghasilan tinggi membantu yang berpenghasilan rendah.

Labour Social Security Administration Agency is based on the philosophy of self-reliance and self-esteem to overcome the socio-economic risks. Self-reliance means being independent of others in financing treatment in times of sickness, life in the old days or their families when they die.

Labour Social Security Administration Agency's programs are implemented collectively. Through this mechanism, those who are young help the old, the healthy help the sick and those with high income to help those with lower income.

MOTTO/SEMBOYAN

Motto

Menjadi Jembatan Menuju
Kesejahteraan Pekerja

Becoming the Bridge towards
Public Welfare

NILAI-NILAI BPJS KETENAGAKERJAAN (ETHIKA)

Core Values of Labour Social Security Administration Agency (ETHIKA)

- ➔ IMAN Faith
- ➔ EKSELEN Excellence
- ➔ TELADAN Role Model
- ➔ HARMONI Harmony
- ➔ INTEGRITAS Integrity
- ➔ KEPEDULIAN Awareness
- ➔ ANTUSIAS Enthusiasm [G4-56]

KEGIATAN USAHA DAN PROGRAM

Business Activities and Programs

Berdasar UU No.24 Tahun 2011 Tentang BPJS, maka BPJS Ketenagakerjaan menyelenggarakan program: [G4-4] [IR6]

- Jaminan Kecelakaan Kerja (JKK)
- Jaminan Hari Tua (JHT)
- Jaminan Pensiun (JP)
- Jaminan Kematian (JK)

Based on Law (UU) No.24 of 2011 on Social Security Administering Body, Labour Social Security Administration Agency has functions to organize the social security program: [G4-4] [IR6]

- Work Accident Benefit
- Provident Fund Benefit
- Pension Benefit
- Death Benefit

PROGRAM JAMINAN KECELAKAAN KERJA

Work Accident Benefit Program

- Memberikan perlindungan atas risiko-risiko kecelakaan yang terjadi dalam hubungan kerja, termasuk kecelakaan yang terjadi dalam perjalanan dari rumah menuju tempat kerja atau sebaliknya dan penyakit yang disebabkan oleh lingkungan kerja.
- Manfaat JKK terdiri atas pelayanan kesehatan (perawatan dan pengobatan), santunan berbentuk uang, program kembali bekerja (*return to work*), kegiatan promotif dan preventif, rehabilitasi berupa alat bantu (*orthese*) dan/atau alat ganti (*prothese*), dan beasiswa pendidikan anak
- Penerima manfaat JKK adalah setiap orang, termasuk orang asing yang bekerja paling singkat 6 (enam) bulan di Indonesia, yang telah membayar iuran yang terdiri dari Peserta Penerima Upah yang bekerja pada Pemberi Kerja selain penyelenggara negara dan Peserta Bukan Penerima Upah.
- Provide protection against risks of accidents occurring in the work relations, including accidents occurring on the way from home to work or vice versa and diseases caused by the work environment.
- Benefits of JKK consist of health services (care and treatment), cash compensation, return to work program, promotive and preventive activities, rehabilitation of orthese and/or prothese, and educational scholarships for children
- JKK beneficiary is any person, including a foreigner who has worked for a minimum period of 6 (six) months in Indonesia, who has paid contribution consisting of Wage Earner participants working at the non-state administrator employer and a Non-Wage Earner participants.

PROGRAM JAMINAN HARI TUA Provident Fund Benefit Program

- Jaminan Hari Tua adalah program perlindungan bagi tenaga kerja yang bertujuan untuk memberikan jaminan terhadap risiko-risiko sosial ekonomi, pada saat tenaga kerja telah memasuki usia pensiun, berhenti bekerja karena mengundurkan diri, terkena pemutusan hubungan kerja dan sedang tidak aktif bekerja di mana pun, atau peserta yang meninggalkan wilayah Indonesia untuk selamanya.
- Manfaat JHT adalah berupa uang tunai yang besarnya merupakan nilai akumulasi iuran ditambah hasil pengembangannya, yang dibayarkan.
- Penerima manfaat JHT adalah pekerja yang telah membayar iuran yang terdiri dari peserta Penerima Upah dan Bukan Penerima Upah.
- Provident Fund Benefit (JHT) is a protection program for workers, which aims to provide a guarantee against the social and economic risks, when the workers are retired, stop working due to resignation, affected by layoffs and are not actively working anywhere, or participants who leave the territory of Indonesia forever.
- JHT is in the form of cash payment, which amount is the accumulated value of contributions plus investment returns.
- JHT beneficiaries are workers who have paid contributions consisting of Wage and Non-Wage earners.

PROGRAM JAMINAN PENSIUN Pension Benefit Program

- Jaminan Pensiun adalah jaminan sosial yang bertujuan untuk mempertahankan derajat kehidupan yang layak bagi peserta dan/atau ahli warisnya.
- Manfaat pensiun adalah sejumlah uang yang dibayarkan setiap bulan kepada peserta yang memasuki usia pensiun, mengalami cacat total tetap, atau kepada ahli waris bagi peserta yang meninggal dunia.
- Penerima manfaat pensiun adalah peserta atau ahli waris peserta yang berhak menerima manfaat pensiun.
- Pension Benefit is a social security aims to maintain the standard of decent living for participants and/or their heirs.
- Pension benefit is the amount of money paid each month to the participants who have reached retirement age, suffer permanent total disability, or to the heirs of participants who pass away.
- Pension beneficiaries are participants or their heirs who are entitled to receive pension benefits.

PROGRAM JAMINAN KEMATIAN Death Benefit Program

- Jaminan Kematian diperuntukkan bagi ahli waris dari peserta program BPJS Ketenagakerjaan yang meninggal bukan karena kecelakaan kerja.
- Jaminan Kematian diberikan dalam bentuk yang terdiri atas santunan sekaligus, santunan berkala, biaya pemakaman dan beasiswa pendidikan anak, maupun santunan berupa uang.
- Manfaat Jaminan Kematian dibayarkan kepada ahli waris peserta, apabila peserta meninggal dunia dalam masa aktif.
- Death benefit is dedicated to the heirs of Labour Social Security Administration Agency's program participants who die due to non-work related accident.
- Death benefit is paid in the form of lump sum compensation, periodic compensation, funeral expenses and scholarships for children.
- Death Benefit is paid to the participant's heirs, if the participant dies during the active period.

Dalam menyelenggarakan program tersebut, BPJS Ketenagakerjaan bertugas dan melakukan kegiatan meliputi:

1. Melakukan dan/atau menerima pendaftaran Peserta;
2. Memungut dan mengumpulkan luran dari Peserta dan Pemberi Kerja;
3. Menerima Bantuan luran dari Pemerintah;
4. Mengelola Dana Jaminan Sosial untuk kepentingan Peserta;
5. Membayarkan Manfaat dan/atau membiayai pelayanan kesehatan sesuai dengan ketentuan program Jaminan Sosial.

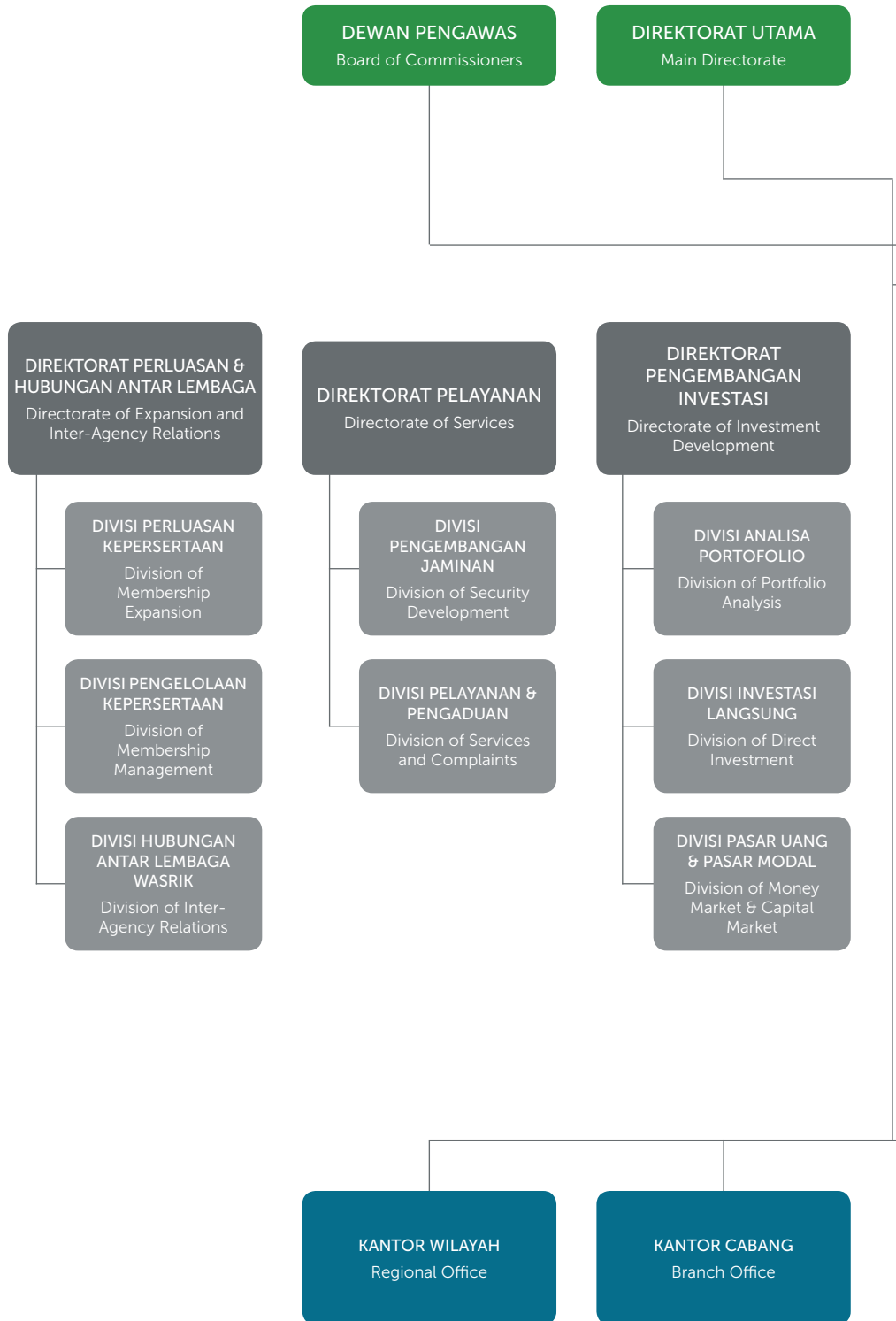
In implementing the programs, Labour Social Security Administration Agency has duties and activities as follows:

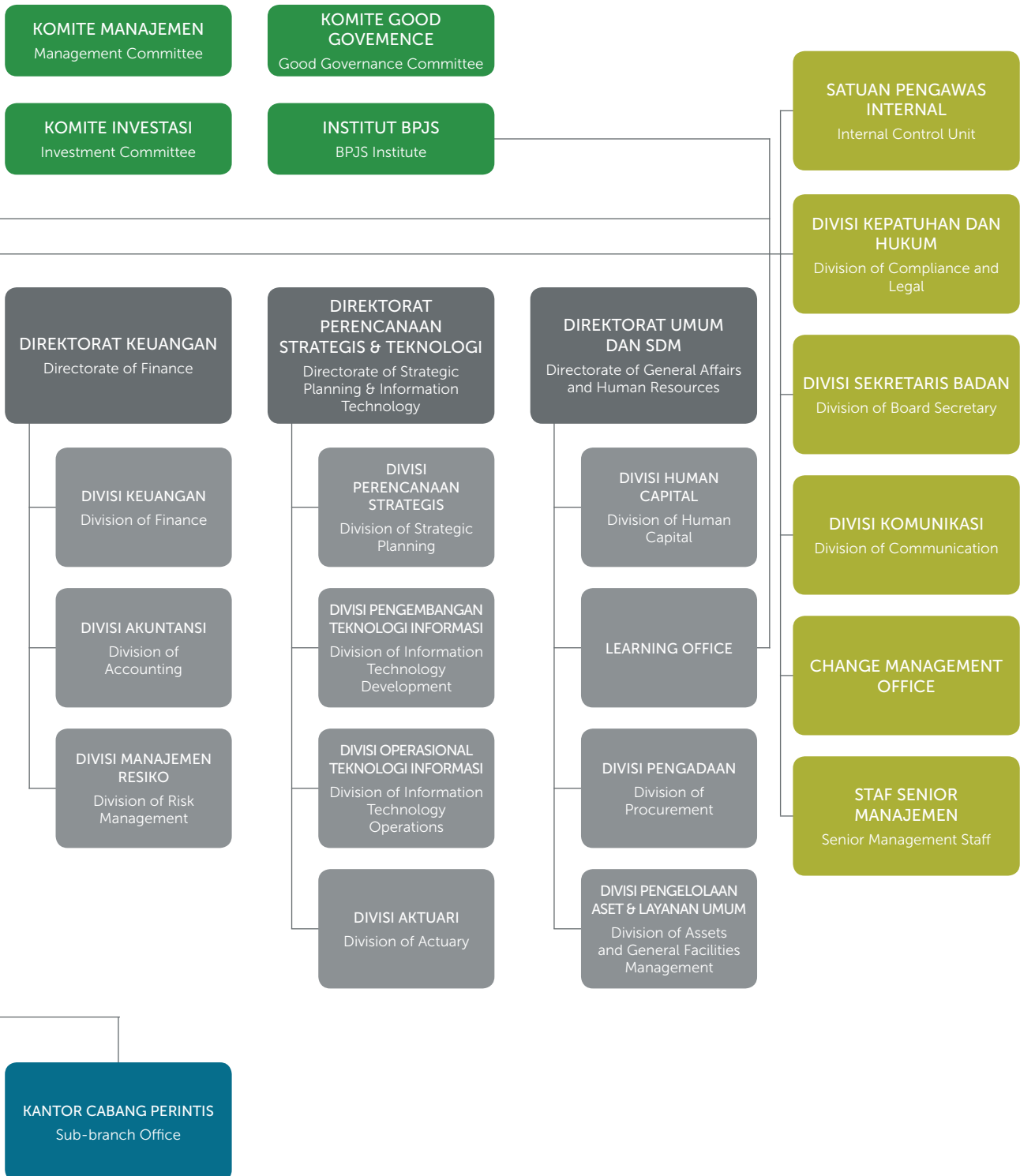
1. Conducting and/or receiving membership registration;
2. Collecting and gathering contributions from participants and employers;
3. Receiving contribution assistance from the government;
4. Managing Social Security Funds for the benefit of participants;
5. Paying benefits and/or financing health services in accordance with the provisions of the Social Security program.

STRUKTUR ORGANISASI [G4-12] Organizational Structure

Struktur organisasi BPJS Ketenagakerjaan ditetapkan sesuai dengan Peraturan Direksi BPJS Ketenagakerjaan Nomor: PERDIR/24/082016 tentang Struktur Organisasi dan Tata Kerja BPJS Ketenagakerjaan.

The organizational structure of Labour Social Security Administration Agency is determined based on Labour Social Security Administration Agency Board of Directors' Regulation No. PERDIR/24/082016 on Organizational Structure and Work Procedure of BPJS Ketenagakerjaan.





» INFORMASI PEMEGANG SAHAM Shareholder Information

BPJS Ketenagakerjaan adalah badan hukum publik yang dibentuk Pemerintah Indonesia dan bertanggung jawab kepada Presiden. Dengan demikian tidak ada kepemilikan saham atas BPJS Ketenagakerjaan. [G4-7]

Laporan ini tidak menyertakan informasi mengenai pemegang saham utama/pengendali dan jumlah nama pemegang saham beserta persentase kepemilikan saham masing-masing pada akhir tahun buku, baik pemegang saham yang memiliki lima persen atau lebih saham kepemilikan, anggota Direksi dan Dewan Pengawas yang memiliki saham, kelompok masyarakat sebagai pemegang saham, maupun institusi lokal, asing, individu lokal, dan individu asing.

Labour Social Security Administration Agency is a public legal entity established by the Government of Indonesia and accountable to the President. Thus there is no shareholding of Labour Social Security Administration Agency. [G4-7]

This report excludes information on the majority/controlling shareholder, the number of shareholders' names and percentage of shareholding at the end of fiscal year, whether shareholders owning five percent or more of shares, members of the Board of Directors and Board of Commissioners who own shares, community as shareholders, as well as local and foreign institutions, or local and foreign individuals.

» ENTITAS ANAK DAN PERUSAHAAN ASOSIASI Subsidiaries and Associates

Hingga akhir tahun 2016 BPJS, Ketenagakerjaan memiliki dua anak perusahaan. BPJS Ketenagakerjaan tidak mempunyai kepemilikan saham pada perusahaan asosiasi maupun perusahaan ventura.

Until the end of 2016 Labour Social Security Administration Agency has two subsidiaries. Labour Social Security Administration Agency has no ownership of shares in associates or venture companies.

ENTITAS ANAK Subsidiaries

PT Binajasa Abadikarya

Kepemilikan saham: 99,99%

Shareholding: 99.99%

Bidang usaha: Jasa pengerahan tenaga kerja dan jasa lainnya

Line of business: Manpower outsourcing and other services

Total aset: Rp42.643.071.942

Total assets: Rp42,643,071,942

Alamat:

Jl. Raya Condet No. 27 Jakarta 13760

Telp. 021-8413331

Fax. 021-8414789

www.bijak.co.id

Address:

Jl. Raya Condet No. 27 Jakarta 13760

Tel. 021-8413331

Fax. 021-8414789

www.bijak.co.id

ENTITAS ANAK
Subsidiaries

PT Sinergi Investasi Properti

Kepemilikan saham: 80.00 %	Shareholding: 80.00%
Bidang usaha: Properti	Line of business: Property
Total aset: Rp1.418.713.261	Total assets: Rp1,418,713,261
Alamat: Menara Jamsostek, Gedung Utara Lantai 3 Jl. Jend. Gatot. Subroto No.38, Jakarta Selatan 12930 Telp: 021- 52963929 Fax: 021- 52922421 E-mail: sinergi.investasi.properti@gmail.com	Address: Jamsostek Tower, North Building 3rd Floor Jl. Jend. Gatot. Subroto No.38, South Jakarta 12930 Tel: 021- 52963929 Fax: 021- 52922421 E-mail: sinergi.investasi.properti@gmail.com

KRONOLOGI PENCATATAN SAHAM DAN
PENCATATAN EFEK LAINNYA

Chronological Listing Of Shares And Other Securities

Sebagai badan hukum publik, BPJS Ketenagakerjaan tidak melakukan penawaran dan pencatatan saham di Bursa Efek Indonesia maupun bursa efek lain. Dengan demikian Laporan ini tidak menyertakan informasi mengenai kronologi pencatatan saham, jumlah saham, nilai nominal dan harga penawaran dari awal pencatatan hingga akhir tahun buku.

Sampai dengan akhir periode pelaporan, BPJS Ketenagakerjaan juga tidak melakukan penawaran dan pencatatan efek lainnya. Dengan demikian Laporan ini tidak menyertakan informasi mengenai kronologi pencatatan efek lainnya meliputi nama efek, tahun penerbitan, tanggal jatuh tempo, nilai penawaran dan peringkat efek.

As a public legal entity, Labour Social Security Administration Agency does not conduct offering and listing of shares in Indonesia Stock Exchange or other stock exchanges. Accordingly, this Report does not include information regarding the chronology of listing, number of shares, nominal value and the offering price from the beginning of the listing to the end of the fiscal year.

Up to the end of the reporting period, Labour Social Security Administration Agency did not offer or listed other securities. Therefore, this Report does not include information on other securities listing chronology including name of securities, issue year, maturity date, offer value and securities rating.

LEMBAGA PROFESI PENUNJANG Supporting Professional Institutions

BPJS Ketenagakerjaan tidak menggunakan jasa lembaga dan/atau profesi penunjang pasar modal, mengingat BPJS Ketenagakerjaan adalah badan hukum publik yang tidak mencatatkan saham maupun efek lainnya. Namun demikian BPJS Ketenagakerjaan menggunakan jasa kantor akuntan publik (KAP) dan konsultan hukum, guna menunjang kegiatan operasional yang dijalankan.

Labour Social Security Administration Agency does not use the services of capital market supporting institutions and/or professions, considering Labour Social Security Administration Agency is a public legal entity that does not list its shares or other securities. However Labour Social Security Administration Agency uses the services of public accounting firm (KAP) and legal consultants, to support its operational activities.

Konsultan Hukum Legal Consultant

NINDYO & ASSOCIATES ATTORNEY AT LAW AND CAPITAL MARKET CONSULTANT

Alamat | Address:
The H Tower, 16th Floor,
Suite B-2, Jl. H.R. Rasuna Said
Kav. C20-21, Jakarta, Jakarta
12940

Bentuk jasa diberikan
Type of services:
Jasa konsultan hukum/
pembuatan legal opini
Legal consultant services/
legal opinion

EFFENDY REMMY ATTORNEY AND COUNSELOR AT LAW

Alamat | Address:
Lina 2nd Floor Building, Suite
205, Jl. H.R. Rasuna Said Kav.
B-7. South Jakarta 12910

Bentuk jasa diberikan
Type of services:
Jasa bantuan hukum
Legal aid services

PERMADI HARYANTO LAW OFFICE

Alamat | Address:
Jalan Beunter Nomor 1 Buah
Batu, Bandung

Bentuk jasa diberikan
Type of services:
Jasa bantuan hukum
Legal aid services

TSA ADVOCATES

Alamat | Address:
Batavia Tower, 3rd Floor Jl.
K.H. Mas Mansyur Kav. 126
Central Jakarta

Bentuk jasa diberikan
Type of services:
Jasa bantuan hukum
Legal aid services

KEANGGOTAAN PADA ASOSIASI [G4-16] Association Membership

Nama Asosiasi Association Name	Status Keanggotaan Membership Status
ASEAN Social Security Association (ASSA)	Anggota Member
International Social Security Association (ISSA)	Anggota Member
Asian Workers' Compensation Forum	Chairman



PARA PEKERJA The Employees

Jumlah karyawan BPJS Ketenagakerjaan hingga akhir tahun 2016 ada 5.070 orang. Mereka terdiri dari 4.238 pegawai tetap dan 832 calon pegawai. Penempatan mereka tersebar meliputi kantor pusat, kantor wilayah, kantor cabang dan kantor cabang di seluruh Indonesia.

[G4-9, G4-10]

The number of employees of Labour Social Security Administration Agency until the end of 2016 there are 5,070 people. They consist of 4,238 permanent employees and 832 candidate employees. Their placements are spread over head office, regional offices, branch offices and sub branch offices across Indonesia. [G4-9, G4-10]

KOMPOSISI KARYAWAN BERDASARKAN STATUS KEPEGAWAIAN [G4-10] Employee Composition by Employment Status

Status Kepegawaian Employment Status	2016		2015		2014	
	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female
Karyawan Tetap Permanent Employees	2.406	1.832	2.107	1.804	2.051	1.698
Calon Pegawai Employee Candidates	589	243	464	116	2	2
Subtotal	2.995	2.075	2.571	1.920	2.053	1.700
Jumlah Total	5.070		4.491		3.753	

KOMPOSISI KARYAWAN BERDASARKAN LOKASI PENEMPATAN KERJA [G4-10] Employee Composition by Placement Location

Lokasi Penempatan Kerja Placement Location	2016		2015		2014	
	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female
Kantor Pusat Head Office	448	203	387	187	325	184
Kantor Wilayah Regional Office	163	110	158	110	163	109
Kantor Cabang Branch Office	1.992	1.613	1.631	1.481	1.468	1.389
Kantor Cabang Perintis Sub-branch Office	462	149	395	142	97	18
Subtotal	2.995	2.075	2.571	1.920	2.053	1.700
Jumlah Total	5.070		4.491		3.753	

KOMPOSISI KARYAWAN BERDASARKAN TINGKAT PENDIDIKAN [G4-10]

Employee Composition by Educational Level

Tingkat Pendidikan Educational Level	2016		2015		2014	
	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female
Doktoral Doctoral	0	0	1	0	1	0
S2 Graduate	222	103	179	87	169	78
S1 Undegraduate	2.437	1.456	1.934	1.370	1.449	1.166
Diploma IV	10	0	7	0	7	0
Diploma III	188	432	278	362	182	327
Diploma II	0	0	0	1	0	1
Diploma I	2	6	2	6	2	6
SLTA Senior High School	120	77	150	94	213	122
SLTP Junior High School	14	1	15	0	18	0
SD Elementary School	2	0	5	0	12	0
Subtotal	2.995	2.075	2.571	1.920	2.053	1.700
Jumlah Total	5.070		4.491		3.753	

KOMPOSISI KARYAWAN BERDASARKAN KELOMPOK USIA [G4-10]

Employee Composition by Age Group

Kelompok Usia Age Group	2016		2015		2014	
	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female
>51	323	137	316	152	381	158
41 – 50	512	304	528	283	535	332
31 – 40	544	600	555	586	583	588
21 – 30	1.616	1.033	1.172	898	554	662
<20	0	1	0	1	0	0
Subtotal	2.995	2.075	2.571	1.920	2.053	1.700
Jumlah Total	5.070		4.491		3.753	

// PROFIL DIREKSI

PROFILE OF BOARD OF
DIRECTORS

Berdasarkan Keputusan Presiden (Keppres) No.25/P/2016, pada 23 Februari 2016 Presiden mengangkat dan menetapkan Direksi BPJS Ketenagakerjaan. Susunan Direksi terdiri dari seorang Direktur Utama dan enam orang Direktur. Tidak ada Direksi yang merangkap jabatan sebagai Dewan Pengawas maupun jabatan di tempat lain.

Based on the Presidential Decree (Keppres) No.25/P/2016, on February 23, 2016 the President appointed and authorized the Board of Directors of Labour Social Security Administration Agency. The composition of the Board of Directors consists of a President Director and six Directors. No Board of Directors concurrently served as Board of Commissioners or positions at other place.



DIREKSI BPJS KETENAGAKERJAAN

Board of Directors of Labour Social Security Administration Agency

Nama Name	Jabatan Position
Agus Susanto	Direktur Utama President Director
Krishna Syarif	Direktur Pengembangan Investasi Director of Investment Development
Evi Afiatin	Direktur Pelayanan Director of Services
E. Ilyas Lubis	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-Agency Relations
Amran Nasution	Direktur Keuangan Director of Finance
Sumarjono	Direktur Perencanaan Strategis dan Teknologi Informasi Director of Strategic Planning & Information Technology
Naufal Mahfudz	Direktur Umum dan Sumber Daya Manusia Director of General Affairs and Human Resources



AGUS SUSANTO

Direktur Utama
President Director

Tempat dan tanggal lahir: Tulungagung, 12 Agustus 1963 Usia 53 tahun	Place and date of birth: Tulungagung, August 12, 1963 Age: 53 years old
Kewarganegaraan Indonesia, domisili di Depok	Indonesian citizen, domiciled in Depok
Riwayat Pendidikan <ul style="list-style-type: none"> • Magister Manajemen Universitas Gajah Mada, Yogyakarta • Sarjana Ilmu Sosial dan Ilmu Politik Universitas Gajah Mada, Yogyakarta • INSEAD, Fontainebleau Perancis 	History of Education <ul style="list-style-type: none"> • Master of Management from Gajah Mada University, Yogyakarta • Bachelor of Social and Political Sciences from Gajah Mada University, Yogyakarta • INSEAD, Fontainebleau France
Riwayat Jabatan: <ul style="list-style-type: none"> • Dasar hukum penunjukan: Keppres No.25/P/2016 • Pengalaman kerja: <ol style="list-style-type: none"> 1. Senior Vice President CIMB Niaga 2. Presiden Komisaris PT Niaga Manajemen Citra 3. Presiden Direktur Dana Pensiun Bank CIMB Niaga 4. Head of Securities Services and Non Bank Financial Institution CIMB Niaga 5. Group Head Investment Services Bank Niaga 6. Division Head Custody Services Bank Niaga 	Job History <ul style="list-style-type: none"> • Legal basis for the appointment: Presidential Decree No.25/P/2016 • Work experience: <ol style="list-style-type: none"> 1. Senior Vice President of CIMB Niaga 2. President Commissioner of PT Niaga Manajemen Citra 3. President Director of Bank CIMB Niaga Pension Fund 4. Head of Securities Services and Non Bank Financial Institution of CIMB Niaga 5. Group Head of Investment Services of Bank Niaga 6. Division Head of Custody Services of Bank Niaga
Periode Jabatan: 2016-2021	Term of Office: 2016-2021



KRISHNA SYARIF

Direktur Pengembangan Investasi
Director of Investment Development

Tempat dan tanggal lahir: Yogyakarta, 28 Oktober 1967 Usia 49 tahun	Place and date of birth: Yogyakarta, October 28, 1967 Age: 49 years old
Kewarganegaraan Indonesia, domisili di Jakarta	Indonesian citizen, domiciled in Jakarta
Riwayat Pendidikan • University of Iowa, USA • University of Oxford, Inggris	History of Education • University of Iowa, USA • University of Oxford, UK
Riwayat Jabatan: • Dasar hukum penunjukan: Keppres No.25/P/2016 • Pengalaman kerja: 1. Direktur Komersil PT Pupuk Sriwidjaja 2. Direktur Keuangan dan Investasi Tugu Mandiri Life Insurance 3. Direktur Keuangan PT Timah, Tbk (Persero) 4. Plt Direktur Utama MVI (PT Bahana Artha Ventura) 5. VP Investment Banking PT Bahana Securities 6. Relationship Manager Citibank 7. Pengalaman di perbankan lainnya	Job History • Legal basis for the appointment: Presidential Decree No.25/P/2016 • Work experience: 1. Commercial Director of PT Pupuk Sriwidjaja 2. Director of Finance and Investment of Tugu Mandiri Life Insurance 3. Finance Director of PT Timah, Tbk (Persero) 4. Acting President Director of MVI (PT Bahana Artha Ventura) 5. VP Investment Banking of PT Bahana Securities 6. Relationship Manager of Citibank 7. Other experiences in banking
Periode Jabatan: 2016-2021	Term of Office: 2016-2021



EVI AFIATIN

Direktur Pelayanan
Director of Services

Tempat dan tanggal lahir: Kuningan, 06 Agustus 1969 Usia 47 tahun	Place and date of birth: Kuningan, August 6, 1969 Age: 47 years old
Kewarganegaraan Indonesia, domisili di Jakarta	Indonesian citizen, domiciled in Jakarta
Riwayat Pendidikan <ul style="list-style-type: none"> • Master of Applied Finance dari Melbourne University, Australia • Master of Engineering dari University of Wales, Inggris • Sarjana Teknik Kimia dari Institut Teknologi Bandung • Lulus Sertifikasi Manajemen Risiko Level 5 • Lulus CFA Level 1 	History of Education <ul style="list-style-type: none"> • Master of Applied Finance from Melbourne University, Australia • Master of Engineering from the University of Wales, UK • Bachelor of Chemical Engineering from Bandung Institute of Technology • Risk Management Certification Level 5 • CFA Level 1
Riwayat Jabatan: <ul style="list-style-type: none"> • Dasar hukum penunjukan: Keppres No.25/P/2016 • Pengalaman kerja: <ol style="list-style-type: none"> 1. Direktur Manajemen Risiko & Kepatuhan PT Bank Muallamat Tbk 2. Kepala Manajemen Risiko & Credit Approval BRI Syariah 3. Kepala Credit Underwriting PT BII MayBank Tbk. 4. Direktur Keuangan & Administrasi Bosowa Nusantara Motor 	Job History <ul style="list-style-type: none"> • Legal basis for the appointment: Presidential Decree No.25/P/2016 • Work experience: <ol style="list-style-type: none"> 1. Director of Risk & Compliance Management of PT Bank Muallamat Tbk 2. Head of Risk Management & Credit Approval of BRI Syariah 3. Head of Credit Underwriting of PT BII MayBank Tbk. 4. Director of Finance & Administration of Bosowa Nusantara Motor
Periode Jabatan: 2016-2021	Term of Office: 2016-2021



E. ILYAS LUBIS

Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga
Director of Membership Expansion and Inter-Agency Relations

Tempat dan tanggal lahir: Jakarta, 12 Agustus 1960 Usia 56 tahun	Place and date of birth: Jakarta, August 12, 1960 Age: 56 years old
Kewarganegaraan Indonesia, domisili di Jakarta	Indonesian citizen, domiciled in Jakarta
Riwayat Pendidikan • Sarjana Ekonomi Universitas Jayabaya, Jakarta	History of Education • Bachelor of Economics of Jayabaya University, Jakarta
Riwayat Jabatan: • Dasar hukum penunjukan: Keppres No.25/P/2016 • Pengalaman kerja: 1. Kepala Kantor Wilayah Jawa Timur BPJS Ketenagakerjaan 2. Kepala Divisi Perluasan Kepesertaan BPJS Ketenagakerjaan 3. Kepala Divisi Pengembangan Kepesertaan PT Jamsostek (Persero) 4. Kepala Divisi Operasi PT Jamsostek (Persero) 5. Kepala Kantor Wilayah Jawa Barat PT Jamsostek (Persero) 6. Kepala Biro Humas PT Jamsostek (Persero) 7. Kepala Biro Sekretariat Perusahaan PT Jamsostek (Persero)	Job History • Legal basis for the appointment: Presidential Decree No.25/P/2016 • Work experience: 1. Head of of East Java Regional Office Labour Social Security Administration Agency 2. Head of Membership Expansion Division of Labour Social Security Administration Agency 3. Head of Development Division of PT Jamsostek (Persero) 4. Head of Operations Division of PT Jamsostek (Persero) 5. Head of West Java Regional Office of PT Jamsostek (Persero) 6. Head of Public Relations Bureau of PT Jamsostek (Persero) 7. Head of the Corporate Secretariat of PT Jamsostek (Persero)
Periode Jabatan: 2016-2021	Term of Office: 2016-2021



AMRAN NASUTION

Direktur Keuangan
Director of Finance

Tempat dan tanggal lahir: 1 Desember 1965 Usia 51 tahun.	Place and date of birth: December 1, 1965 Age: 51 years old
Kewarganegaraan Indonesia, domisili di Jakarta	Indonesian citizen, domiciled in Jakarta
Riwayat Pendidikan • Sarjana Ekonomi Universitas Trisakti, Jakarta	History of Education • Bachelor of Economics from Trisakti University, Jakarta
Riwayat Jabatan: • Dasar hukum penunjukan: Keppres No.25/P/2016 • Pengalaman kerja: 1. Direktur PT Bank Syariah Mandiri 2. Kepala Korporasi PT Bank Syariah Mandiri 3. Kepala Finance & Investment Banking PT Bank Syariah Mandiri 4. Kepala Treasury & Dana PT Bank Syariah Mandiri 5. Kepala Pembiayaan Sekunder PT Bank Syariah Mandiri 6. Kepala Cabang Bandung Bank Susila Bakti	Job History • Legal basis for the appointment: Presidential Decree No.25/P/2016 • Work experience: 1. Director of PT Bank Syariah Mandiri 2. Head of Corporations of PT Bank Syariah Mandiri 3. Head of Finance & Investment Banking of PT Bank Syariah Mandiri 4. Head of Treasury & Fund of PT Bank Syariah Mandiri 5. Head of Secondary Financing of PT Bank Syariah Mandiri 6. Head of Bandung Branch of Bank Susila Bakti
Periode Jabatan: 2016-2021	Term of Office: 2016-2021



SUMARJONO

Direktur Perencanaan Strategis dan Teknologi Informasi
Director of Strategic Planning & Information Technology

Tempat dan tanggal lahir: Kulonprogo, 11 September 1968 Usia 48 tahun	Place and date of birth: Kulonprogo, September 11, 1968 Age: 48 years old
Kewarganegaraan Indonesia, domisili di Depok	Indonesian citizen, domiciled in Depok
Riwayat Pendidikan <ul style="list-style-type: none"> S2 Jurusan Matematika (Konsentrasi Bidang Aktuaria) Oregon State University, USA S1 Jurusan Matematika Institut Teknologi Bandung 	History of Education <ul style="list-style-type: none"> Master of Mathematics (Actuarial Concentration) from Oregon State University, USA Bachelor's degree from Department of Mathematics, Bandung Institute of Technology
Riwayat Jabatan: <ul style="list-style-type: none"> Dasar hukum penunjukan: Keppres No.25/P/2016 Pengalaman kerja: <ol style="list-style-type: none"> Direktur Statistik dan Informasi IKNB – OJK Direktur Pengawasan Khusus dan Penyidikan IKNB – OJK Kepala Bagian Analisis Keuangan Perasuransian - Kementerian Keuangan Kepala Bagian Analisis Penyelenggaraan Usaha Perasuransian - Kementerian Keuangan Kepala Sub Bagian Pengawasan Asuransi I - Kementerian Keuangan 	Job History <ul style="list-style-type: none"> Legal basis for the appointment: Presidential Decree No.25/P/2016 Work experience: <ol style="list-style-type: none"> Director of Statistics and Information of Non Bank Financial Institution (IKNB) - OJK Director of Special Supervision and Investigation of IKNB - OJK Head of Financial Analysis of Insurance - Ministry of Finance Head of Analysis of Insurance Business Operation- Ministry of Finance Head of Insurance Supervision I Sub Division - Ministry of Finance
Periode Jabatan: 2016-2021	Term of Office: 2016-2021



NAUFAL MAHFUDZ

Direktur Umum dan Sumber Daya Manusia
Director of General Affairs and Human Resources

Tempat dan tanggal lahir: Jakarta, 9 April 1967 Usia 49 tahun	Place and date of birth: Jakarta, April 9, 1967 Age: 49 years old
Kewarganegaraan Indonesia, domisili di Bogor	Indonesian citizen, domiciled in Bogor
Riwayat Pendidikan <ul style="list-style-type: none"> • Kandidat Doktor Sekolah Bisnis dan Manajemen, Institut Pertanian Bogor • S2 - Magister Manajemen, PPM Graduate School of Management • S1 - Jurusan Sosial Ekonomi Perikanan, Institut Pertanian Bogor • Certified Assessor of Competency, Badan Nasional Sertifikasi Profesi • Certified of Diploma on International Labor Standards, Internasional Labour Organization (ILO) • Certified of Asia Personnel Manager Training Program, Japan Federation of Employer's Association 	History of Education <ul style="list-style-type: none"> • Doctoral Candidate of Business School and Management, Bogor Institute of Agriculture • Master of Management, PPM Graduate School of Management • Bachelor's degree - Department of Fisheries Social Economics, Bogor Institute of Agriculture • Certified Assessor of Competency, National Board of Professional Certification • Certified of Diploma on International Labor Standards, International Labor Organization (ILO) • Certified of Asia Personnel Manager Training Program, Japan Federation of Employers' Association
Riwayat Jabatan: <ul style="list-style-type: none"> • Dasar hukum penunjukan: Keppres No.25/P/2016 • Pengalaman kerja: <ol style="list-style-type: none"> 1. Direktur SDM dan Umum, Perum LKBN Antara 2. Komisaris PT IMQ Multimedia Utama 3. Direktur SDM dan Keuangan PT IMQ Multimedia Utama 4. General Manager SDM dan Umum, Perum LKBN ANTARA 	Job History <ul style="list-style-type: none"> • Legal basis for the appointment: Presidential Decree No.25/P/2016 • Work experience: <ol style="list-style-type: none"> 1. Director of Human Resources and General Affairs, Perum LKBN Antara 2. Commissioner of PT IMQ Multimedia Utama 3. Director of Human Resources and Finance of PT IMQ Multimedia Utama 4. General Manager of Human Resources and General, Perum LKBN Antara
Periode Jabatan: 2016-2021	Term of Office: 2016-2021

Informasi mengenai pendidikan dan/atau pelatihan yang telah diikuti anggota Direksi untuk meningkatkan kompetensi dalam tahun buku serta informasi hubungan afiliasi dengan anggota Direksi lainnya dan dengan anggota Dewan Pengawas, disampaikan pada Bab Tata Kelola yang Baik.

Information on education and/or training attended by members of the Board of Directors to improve competencies during the fiscal year as well as information on affiliated relations with other members of the Board of Directors and with members of the Board of Commissioners are presented in the Good Governance Chapter.

// PROFIL DEWAN PENGAWAS

PROFILE OF BOARD OF
COMMISSIONERS

Berdasarkan Keputusan Presiden (Keppres) No.25/P/2016, pada 23 Februari 2016 Presiden mengangkat dan menetapkan Dewan Pengawas BPJS Ketenagakerjaan. Susunan Dewan Pengawas terdiri dari seorang Ketua dan enam orang anggota. Sesuai dengan Pakta Integritas, sampai dengan akhir periode pelaporan tidak ada anggota Dewan Pengawas yang merangkap jabatan sebagai pejabat eksekutif atau pejabat tata kelola lain di luar BPJS Ketenagakerjaan.

Based on the Presidential Decree (Keppres) No.25/P/2016, on February 23, 2016 the President appointed and authorized Board of Commissioners of Labour Social Security Administration Agency. The composition of the Board of Commissioners consisted of a Chairman and six members. In accordance with the Integrity Pact, until the end of the reporting period there was no member of the Board of Commissioners who concurrently served as an executive officer or other governance officer other than for Labour Social Security Administration Agency.



DEWAN PENGAWAS BPJS KETENAGAKERJAAN

Board of Commissioners of Labour Social Security Administration Agency

Nama Name	Jabatan Position
Guntur Witjaksono	Ketua Chairman
Syafri Adnan Baharuddin	Anggota Member
Eko Darwanto	Anggota Member
Rekson Silaban	Anggota Member
M. Aditya Warman	Anggota Member
Inda D. Hasman	Anggota Member
Poempida Hidayatulloh	Anggota Member



GUNTUR WITJAKSONO

Ketua
Chairman

Tempat dan tanggal lahir: Semarang, 27 November 1960 Usia: 56 tahun	Place and date of birth: Semarang, November 27, 1960 Age: 56 years old
Kewarganegaraan Indonesia, domisili di Jakarta	Indonesian citizen, domiciled in Jakarta
Riwayat Pendidikan <ul style="list-style-type: none"> S2 Tokyo University of Agriculture and Technology S1 Institut Pertanian Bogor 	History of Education <ul style="list-style-type: none"> Master's degree from Tokyo University of Agriculture and Technology Bachelor's degree from Bogor Institute of Agriculture
Riwayat Jabatan: <ul style="list-style-type: none"> Dasar hukum penunjukan: Keppres No.25/P/2016 Pengalaman kerja: <ol style="list-style-type: none"> Staf Ahli Menteri Bidang Kerjasama Internasional Direktur Penempatan Tenaga Kerja Luar Negeri, Ditjen Binapenta, Kemnakertrans Kepala Pusat Administrasi KLN, Setjen Depnakertrans 	Job History <ul style="list-style-type: none"> Legal basis for the appointment: Presidential Decree No.25/P/2016 Work experience: <ol style="list-style-type: none"> Expert Staff of Minister of International Cooperation Director of Foreign Workers Placement, Directorate General of Manpower Development and Placement, Ministry of Manpower and Transmigration Head of KLN Administration Center, Secretariat General of Manpower and Transmigration
Periode Jabatan: 2016-2021	Term of Office: 2016-2021



SYAFRI ADNAN BAHARUDDIN

Anggota
Member

Tempat dan tanggal lahir: Jakarta, 23 April 1959 Usia: 57 tahun	Place and date of birth: Jakarta, April 23, 1959 Age: 57 years old
Kewarganegaraan Indonesia, domisili di Jakarta	Indonesian citizen, domiciled in Jakarta
Riwayat Pendidikan	History of Education
<ul style="list-style-type: none"> • S3 Kebijakan Publik di Universitas Gajah Mada • Master of Business Administration dari University of Rochester, New York, USA • D4 Akuntansi Sekolah Tinggi Akuntansi Negara 	<ul style="list-style-type: none"> • Doctoral Degree in Public Policy from Gajah Mada University • Master of Business Administration from University of Rochester, New York, USA • Diploma 4 in Accounting of State College of Accounting
Riwayat Jabatan:	Job History
<ul style="list-style-type: none"> • Dasar hukum penunjukan: Keppres No.25/P/2016 • Pengalaman kerja: <ol style="list-style-type: none"> 1. Duta Besar RI untuk WTO di Jenewa 2. Tenaga Ahli Menteri Keuangan Bidang Manajemen Akuntansi dan Pelaporan Keuangan Negara 3. Komisaris PT PNM Venture Capital 4. Komisaris PT Geo Dipa Energi 5. Pengajar pada Universitas Indonesia Program S2 MAKSI 	<ul style="list-style-type: none"> • Legal basis for the appointment: Presidential Decree No.25/P/2016 • Work experience: <ol style="list-style-type: none"> 1. Indonesian Ambassador to WTO in Geneva 2. Expert at the Minister of Finance for Accounting Management and State Financial Reporting 3. Commissioner of PT PNM Venture Capital 4. Commissioner of PT Geo Dipa Energi 5. Lecturer at the University of Indonesia Master Program of Accounting
Periode Jabatan: 2016-2021	Term of Office: 2016-2021



EKO DARWANTO

Anggota

Member

Tempat dan tanggal lahir:
Grobogan, 2 April 1970
Usia: 46 tahun

Place and date of birth:
Grobogan, April 2, 1970
Age: 46 years old

Kewarganegaraan Indonesia, domisili di Jakarta

Indonesian citizen, domiciled in Jakarta

Riwayat Pendidikan

- Universitas Nasional, Fakultas Sastra, Jurusan Bahasa Inggris
- Akademi Bahasa Asing Indonesia, Jurusan Bahasa Inggris

History of Education

- National University, Faculty of Letters, English Department
- Indonesian Foreign Language Academy, English Department

Riwayat Jabatan:

- Dasar hukum penunjukan: Keppres No.25/P/2016
- Pengalaman kerja:
 1. Ketua Dewan Pimpinan Pusat SARBUMUSI (Sarikat Buruh Muslimin Indonesia)
 2. Ketua Umum Pimpinan Pusat Federasi SARBUMUSI RTMM GARTEK
 3. Pokja Sarbumusi tentang Hubungan Industrial dan Jamsos
 4. Sistim Jaminan Nasional Watch Ketua Yayasan Tenaga Terampil Nusantara, Wiraswasta

Job History

- Legal basis for the appointment: Presidential Decree No.25/P/2016
- Work experience:
 1. Chairman of the Central Executive Board of SARBUMUSI (Indonesian Muslim Labor Union)
 2. Chairman of the Central Leadership Federation of SARBUMUSI RTMM GARTEK
 3. Sarbumusi Working Group on Industrial Relations and Social Security
 4. National Guarantee System Watch, Chairman of Yayasan Tenaga Terampil Nusantara, Entrepreneur

Periode Jabatan: 2016-2021

Term of Office: 2016-2021



REKSON SILABAN

Anggota
Member

Tempat dan tanggal lahir: Siantar, 08 Mei 1966 Usia: 50 tahun	Place and date of birth: Siantar, May 8, 1966 Age: 50 years old
Kewarganegaraan Indonesia, domisili di Jakarta	Indonesian citizen, domiciled in Jakarta
Riwayat Pendidikan <ul style="list-style-type: none">• Sarjana Ekonomi Universitas Simalungun	History of Education <ul style="list-style-type: none">• Bachelor of Economics from Simalungun University
Riwayat Jabatan: <ul style="list-style-type: none">• Dasar hukum penunjukan: Keppres No.25/P/2016• Pengalaman kerja:<ol style="list-style-type: none">1. Penasehat di Majelis Penasihat Organisasi (MPO) KSBSI2. Dewan Komisaris di PT Jamsostek3. Dewan Pengarah di International Labour Organization (ILO)	Job History <ul style="list-style-type: none">• Legal basis for the appointment: Presidential Decree No.25/P/2016• Work experience:<ol style="list-style-type: none">1. Advisor in the Organizational Advisory Council (MPO) of KSBSI2. Board of Commissioners at PT Jamsostek3. Advisory Board of the International Labor Organization (ILO)
Periode Jabatan: 2016-2021	Term of Office: 2016-2021



M ADITYA WARMAN

Anggota
Member

Tempat dan tanggal lahir: 15 Januari 1973 Usia: 43 tahun	Place and date of birth: January 15, 1973 Age: 43 years old
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Kewarganegaraan Indonesia, domisili di Jakarta	Indonesian citizen, domiciled in Jakarta
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Riwayat Pendidikan	History of Education
<ul style="list-style-type: none"> • Strategic General Management di National University of Singapore • S2 Strategic Management di Universitas Gajah Mada • S1 Psikologi Industri di Universitas Muhammadiyah Surakarta 	<ul style="list-style-type: none"> • Strategic General Management at National University of Singapore • Master of Strategic Management at Gajah Mada University • Bachelor of Industrial Psychology at Muhammadiyah University of Surakarta

Riwayat Jabatan:	Job History
<ul style="list-style-type: none"> • Dasar hukum penunjukan: Keppres No.25/P/2016 • Pengalaman kerja: <ol style="list-style-type: none"> 1. Secretary General Yayasan Amaliah Astra 2. Board Koperasi PT Astra International Tbk 3. Head of Corporate Industrial Relations PT. Astra International Tbk. 4. Industrial Relations Dept. Head PT Astra International Tbk. 5. HR, GA & EHS Senior Manager PT Yutaka Manufacturing Indonesia 	<ul style="list-style-type: none"> • Legal basis for the appointment: Presidential Decree No.25/P/2016 • Work experience: <ol style="list-style-type: none"> 1. Secretary General of Amaliah Astra Foundation 2. Cooperative Board of PT Astra International Tbk 3. Head of Corporate Industrial Relations of PT. Astra International Tbk. 4. Industrial Relations Dept. Head of PT Astra International Tbk. 5. HR, GA & EHS Senior Manager of PT Yutaka Manufacturing Indonesia

Periode Jabatan: 2016-2021	Term of Office: 2016-2021
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INDA D HASMAN

Anggota
Member

Tempat dan tanggal lahir: Jakarta, 29 April 1961 Usia: 55 tahun	Place and date of birth: Jakarta, April 29, 1961 Age: 55 years old
Kewarganegaraan Indonesia, domisili di Jakarta	Indonesian citizen, domiciled in Jakarta
Riwayat Pendidikan <ul style="list-style-type: none"> • Magister of Management (MM) in Business dari BINUS Business School • Business Administration Course di International Correspondence School Singapore • Program Spesialisasi Notaris Publik di Universitas Indonesia • Sarjana Hukum Privat Internasional dari Universitas Padjadjaran 	History of Education: <ul style="list-style-type: none"> • Master of Management (MM) in Business from BINUS Business School • Business Administration Course at International Correspondence School, Singapore • Public Notary Specialization Program at University of Indonesia • Bachelor of International Private Law from Padjadjaran University
Riwayat Jabatan: <ul style="list-style-type: none"> • Dasar hukum penunjukan: Keppres No.25/P/2016 • Pengalaman kerja: <ol style="list-style-type: none"> 1. President Director DGS HR Services (PMA) 2. Director KARIM Business Consulting 3. Division Head of Human Resources Bank Syariah Mandiri 4. Vice President Human Resources Relationship for Corporate and IB & M Business HSBC Indonesia 5. Assistant Vice President - Human Resources Division ABN AMRO Bank N.V. Jakarta 	Job History <ul style="list-style-type: none"> • Legal basis for the appointment: Presidential Decree No.25/P/2016 • Work experience: <ol style="list-style-type: none"> 1. President Director of DGS HR Services (Foreign Investment Company) 2. Director of KARIM Business Consulting 3. Division Head of Human Resources of Bank Syariah Mandiri 4. Vice President of Human Resources Relationship for Corporate and IB & M Business of HSBC Indonesia 5. Assistant Vice President - Human Resources Division of ABN AMRO Bank N.V. Jakarta
Periode Jabatan: 2016-2021	Term of Office: 2016-2021



POEMPIDA HIDAYATULLOH

Anggota
Member

Tempat dan tanggal lahir: Sukabumi, 18 Maret 1972 Usia 44 tahun	Place and date of birth: Sukabumi, March 18, 1972 Age 44 years old
Kewarganegaraan Indonesia, domisili di Jakarta	Indonesian citizen, domiciled in Jakarta
Riwayat Pendidikan <ul style="list-style-type: none"> Imperial College of Science, Technology and Medicine, Mechanical Engineering Department Bachelor of Engineering University of Bristol Tresham College, Northamptonshire, A Levels Sarjana Teknik Institut Teknologi Bandung 	History of Education <ul style="list-style-type: none"> Imperial College of Science, Technology and Medicine, Mechanical Engineering Department Bachelor of Engineering, University of Bristol Tresham College, Northamptonshire, A Levels Bachelor of Engineering, Bandung Institute of Technology
Riwayat Jabatan: <ul style="list-style-type: none"> Dasar hukum penunjukan: Keppres No.25/P/2016 Pengalaman kerja: <ol style="list-style-type: none"> Wakil Ketua Tim Pengawas TKI DPR RI Ketua Delegasi GKSBR DPR RI Indonesia-Spanyol Anggota DPR RI (Komisi IX) periode 2009 – 2014 President & CEO PT Viron Energy Dosen Fakultas Teknik Universitas Mercu Buana – Jakarta 	Job History <ul style="list-style-type: none"> Legal basis for the appointment: Presidential Decree No.25/P/2016 Work experience: <ol style="list-style-type: none"> Vice Chairman of Indonesian Migrant Worker (TKI) Supervisory Team of House of Representatives (DPR RI) Chairman of GKSBR Delegation of House of Representatives (DPR RI) Indonesia-Spain Member of the House of Representatives (Commission IX) for the period 2009 - 2014 President & CEO of PT Viron Energy Lecturer at Faculty of Engineering, University of Mercu Buana - Jakarta
Periode Jabatan: 2016-2021	Term of Office: 2016-2021

Informasi mengenai pendidikan dan/ atau pelatihan yang telah diikuti anggota Dewan Pengawas untuk meningkatkan kompetensi dalam tahun buku serta informasi hubungan afiliasi dengan anggota Dewan Pengawas lainnya dan dengan anggota Direksi disampaikan pada Bab Tata Kelola yang Baik.

Information on education and/or training attended by members of the Board of Commissioners to improve competencies during the fiscal year as well as information on affiliated relations with other members of the Board of Commissioners and with members of the Board of Directors are presented in the Good Governance Chapter.

PERNYATAAN INDEPENDENSI

Dewan Pengawas BPJS Ketenagakerjaan tidak memiliki anggota independen yang telah menjabat lebih dari dua periode. Dengan demikian laporan ini tidak menyertakan pernyataan independen dari anggota Dewan Pengawas dimaksud.

STATEMENT OF INDEPENDENCE

Board of Commissioners of Labour Social Security Administration Agency did not have an independent member who has served more than two periods. Accordingly, this report did not include any statements of independence from such members of the Board of Commissioners.

// ANALISIS DAN PEMBAHASAN MANAJEMEN

MANAGEMENT DISCUSSION
AND ANALYSIS





// TINJAUAN UMUM

GENERAL REVIEW



Sesuai laporan Badan Pusat Statistik (BPS) Republik Indonesia, angka pertumbuhan ekonomi nasional pada tahun 2016 mencapai 5,02%. Angka tersebut lebih tinggi dari tahun 2015 sebesar 4,88%.

Pertumbuhan ekonomi nasional dipengaruhi antara lain oleh kondisi perekonomian global di kuartal IV yang menunjukkan peningkatan. Dari sisi produksi, pertumbuhan tertinggi dicapai oleh Lapangan Usaha Jasa Keuangan dan Asuransi sebesar 8,90%. Dari sisi pengeluaran, pertumbuhan tertinggi dicapai oleh Komponen Pengeluaran Konsumsi Lembaga Non-Profit yang melayani rumah tangga sebesar 6,62%.

According to the Central Statistics Agency (BPS) of the Republic of Indonesia, national economic growth rate in 2016 reached 5.02%. The rate was higher than in 2015 at 4.88%.

The national economic growth was affected, among others, by the global economic conditions that showed an increase in the fourth quarter. In terms of production, the highest growth was achieved by the Financial Services and Insurance Business at 8.90%. In terms of expenditure, the highest growth was achieved by the Non-Profit Institution Consumption Expenditure Component which served households at 6.62%.

Secara umum, pertumbuhan ekonomi nasional masih menunjukkan tren menurun sejak tahun 2011. Hal ini berimbas pada kekhawatiran meningkatnya jumlah pengangguran terutama di tahun 2015, yang memiliki angka pertumbuhan ekonomi terendah sejak tahun 2009.

Kenyataannya, kekhawatiran tersebut tidak sepenuhnya terbukti. Pada dasarnya tenaga kerja Indonesia memiliki daya fleksibilitas cukup baik terhadap siklus ekonomi. Mereka akan beralih ke sektor informal saat sektor formal mengalami penurunan. Hal ini mengakibatkan penurunan tingkat pengangguran sejak tahun 2005 sampai dengan tahun 2016, dari 11,24% menjadi 5,50%.

Saat bersamaan, Pemerintah berupaya terus meningkatkan pertumbuhan ekonomi untuk mendorong penyerapan tenaga kerja formal melalui penyediaan lapangan kerja. Sejak September 2015, Pemerintah telah mengeluarkan 15 kebijakan paket ekonomi guna meningkatkan pertumbuhan ekonomi hingga kembali menuju tren positif di atas 5 persen pada tahun-tahun mendatang.

Pertumbuhan ekonomi mendorong terciptanya lapangan kerja dan jumlah tenaga kerja. Hal ini mendorong BPJS Ketenagakerjaan untuk terus menambah jumlah kepesertaan, baik dari jumlah pekerja maupun pemberi kerja, seiring dengan kondisi ketenagakerjaan berdasar Proyeksi Bappenas 2013-2019.

In general, the national economic growth was still showing a downward trend since 2011. This caused concerns of rising unemployment, especially in 2015, which had the lowest economic growth rate since 2009.

However, these concerns were not fully proven. Indonesian workforce has considerable flexibility to economic cycle. They would switch to informal sector should the formal sector decline. This resulted in a decrease in the unemployment rate over 2005 to 2016, from 11.24% to 5.50%.

At the same time, the Government is continuing to improve economic growth to encourage the absorption of formal manpower through the provision of jobs. Since September 2015, the Government has issued 15 economic policy packages to boost economic growth to return to a positive trend above 5 percent in the coming years.

Economic growth will drive job creation and number of manpower. This prompted Labour Social Security Administration Agency to continue increasing the number of participants, both in numbers of workers and employers, in line with the employment conditions based on Bappenas Projection 2013-2019.

KONDISI KETENAGAKERJAAN DI INDONESIA

Employment Condition in Indonesia

Uraian Description	2015	2016	2017	2018	CAGR
Jumlah Penduduk Total Population	247,6	250,2	252,7	255,1	1,00%
Penduduk Bekerja Workforce	120	121,5	122,9	124,4	1,21%
Pekerja Penerima Upah Wage Earner Workers	48	48,6	49,1	49,7	1,17%
Pekerja Bukan Penerima Upah Non Wage Earner Workers	72	72,9	73,8	74,7	1,23%

Sumber: Proyeksi Bappenas 2013-2019 | Satuan dalam juta.
Source: Bappenas Projection 2013-2019 | In millions

// TINJAUAN OPERASIONAL KEGIATAN

OPERATIONAL ACTIVITY REVIEW

Sesuai dengan Rencana Strategis 2014-2018 Perubahan II, tahun 2016 memasuki tahapan Menuju Operasi Unggul (*Delivering Operational Excellence*). Sesuai tahapan tersebut, kegiatan kami ditujukan untuk memberikan kemudahan akses dan operasional bagi peserta di seluruh pelosok daerah di Indonesia.

Kami bertekad, seluruh pekerja di Indonesia harus dapat terjangkau pelayanan BPJS Ketenagakerjaan dengan mudah. Keberhasilan penerapan rencana strategis 2014 – 2018 Perubahan II pada tahun 2016 diukur menggunakan tolok ukur keberhasilan meliputi aspek kepesertaan, iuran, investasi, biaya dan aspek kualitatif lain termasuk pemberian manfaat bagi peserta.

Strategi yang dilakukan di tahun 2016 ditujukan untuk memberikan kemudahan akses baik jenis maupun jumlah dan kemudahan operasional bagi peserta perusahaan dan tenaga kerja. Tenaga kerja Indonesia yang tersebar di seluruh pelosok daerah baik di kota besar, kota kecil, bahkan sampai ke daerah pinggiran harus dapat menjangkau pelayanan BPJS Ketenagakerjaan dengan mudah.

Strategi ini akan dilakukan antara lain dengan cara:

1. Kolaborasi untuk perluasan jaringan dan manfaat utama serta manfaat tambahan.
2. Implementasi sistem inspeksi yang efektif.
3. Memperluas penggunaan inisiatif e-business.
4. Memperkuat *brand awareness* dan meningkatkan kepercayaan publik.

In accordance with Strategic Plan 2014-2018 Revision II, the year 2016 entered the stage of Delivering Operational Excellence. In accordance with this stage, our activities were aimed at providing easy access and operation for participants all over Indonesia.

We are determined that all workers in Indonesia should have easy to access Labour Social Security Administration Agency services. Successful implementation of the Strategic Plan 2014 - 2018 Revision II in 2016 was measured by success benchmarking of membership, contribution, investment, expenses and other qualitative aspects including benefits for participants.

The strategies undertaken in 2016 were intended to provide easy access of both types, amount and operational for corporate and worker participants. Indonesian workers across the regions, whether in big cities, small towns, even to the remote areas should be able to have easy access to the services of Labour Social Security Administration Agency.

The strategies will be carried out, among others, through:

1. Collaboration for network expansion as well as key and additional benefits.
2. Implementation of an effective inspection system.
3. Expanding the use of e-business initiatives.
4. Strengthen brand awareness and increase public trust.

ROAD MAP BPJS KETENAGAKERJAAN
LABOUR SOCIAL SECURITY ADMINISTRATION AGENCY ROADMAP

2018
WORKERS
WELFARE
ESTABLISHMENT

KEPESERTAAN
Membership

77%
Tenga Kerja Penerima Upah
Wage Earner Workers

10%
Tenga Kerja Bukan
Penerima Upah
Non-wage Earner Workers

INVESTASI
Investment

Dana Kelolaan
Funds Under Management

Rp400
Triliun | Trillion

**KEPUASAN
PELANGGAN**
Customer Satisfaction

Indeks Kepuasan Pelanggan
Customer Satisfaction Index

92%

BRAND

Indeks Brand Equity
Brand Equity Index

85%

2017
DELIVERING
SERVICE
EXCELLENCE



2016
DELIVERING
OPERATIONAL
EXCELLENCE

WORLD CLASS SERVICES

SUSTAINABLE CUSTOMER INTIMACY

2015
FULL PROGRAM
OPERATION

LEADING GOOD INVESTMENT GOVERNANCE

WORLD CLASS SMART FINANCIAL MANAGEMENT

2014
SUSTAINABILITY
BENEFIT &
SERVICE

EMPLOYER OF CHOICE

GOOD GOVERNANCE & ZERO FRAUD

WORLD CLASS SOCIAL SECURITY ADMINISTRATION

TUJUAN DAN SASARAN BPJS KETENAGAKERJAAN:

Goals and Targets of Labour Social Security Administration Agency:

Tujuan Goal	Sasaran Target
Kepesertaan Membership	<p>Meningkatkan kepesertaan aktif dari 16,8 juta tenaga kerja pada tahun 2014 menjadi 45,66 juta tenaga kerja pada tahun 2018. Increase active membership from 16.8 million workers in 2014 to 45.66 million workers in 2018.</p> <p>Cakupan peserta mencapai 77% untuk tenaga kerja penerima upah dan 10% untuk tenaga kerja bukan penerima upah pada tahun 2018. To achieve membership coverage of 77% for wage earner workers and 10% for non-wage earner workers in 2018.</p>
Keuangan dan Investasi Finance and Investment	<p>Meningkatkan dana kelola dan pendapatan investasi dari Rp187 triliun dan Rp18,1 triliun pada tahun 2014 menjadi Rp402,66 triliun dan Rp31,34 pada tahun 2018. To increase funds under management and return from investments from Rp187 trillion and Rp18.1 trillion in 2014 to Rp402.66 trillion and Rp31.34 in 2018.</p>
Layanan dan Manfaat Services and Benefits	<p>Memberikan pelayanan mudah dan ramah hingga dicapai indeks kepuasan peserta 92% di tahun 2018 dan menurunkan tingkat keluhan dibandingkan dengan jumlah klaim dari 0,05% di tahun 2014 menjadi 0,01% di tahun 2018. To provide convenient and friendly services to achieve the participant satisfaction index of 92% in 2018 and reduce the level of complaints compared with the number of claims from 0.05% in 2014 to 0.01% in 2018.</p>
Citra Perusahaan Corporate Branding	<p>Menggalakkan gerakan nasional Jaminan Sosial Ketenagakerjaan sekaligus mensosialisasikan BPJS Ketenagakerjaan di kalangan kerja hingga meningkatkan brand equity dari 40% di tahun 2014 menjadi 85% di tahun 2018. Promote national movement of Manpower Social Security as well as disseminating Labour Social Security Administration Agency among working community to improve brand equity from 40% in 2014 to 85% in 2018.</p>
Sumber Daya Manusia Human Resources	<p>Meningkatkan rasio <i>strategic job readiness</i> hingga mencapai 100% di tahun 2018. To increase strategic job readiness ratio up to 100% in 2018.</p>
Teknologi Informasi Information Technology	<p>Meningkatkan IT <i>readiness level</i> dari 3,5 pada tahun 2014 menjadi 4,25 di tahun 2018. To improve IT readiness level from 3.5 in 2014 to 4.25 in 2018.</p>
Organisasi Organization	<p>Menjadikan BPJS Ketenagakerjaan sebagai pusat informasi jaminan sosial berskala internasional dengan membangun corporate university and internalisasi <i>learning culture</i>. To make Labour Social Security Administration Agency as an international information center of social security by building corporate university and internalize learning culture.</p>
Tata Kelola yang Baik Good Governance	<p>Meningkatkan indeks ke angka 95 sampai akhir tahun 2018. To increase index to 95 by the end of 2018.</p>
Inspeksi dan Penegakan Hukum Inspection and Law Enforcement	<p>Meningkatkan fungsi penegakan hukum atas tingkat kepesertaan tenaga kerja terhadap program BPJS Ketenagakerjaan hingga meningkatkan kepatuhan peserta 80% di tahun 2018. To improve law enforcement function on the level of manpower membership toward Labour Social Security Administration Agency program to improve participants' compliance to 80% in 2018.</p>
Kemitraan Lembaga Institution Partnership	<p>Meningkatkan kerja sama strategis dengan melakukan kolaborasi untuk perluasan jaringan dan manfaat dengan institusi-institusi di dalam maupun luar negeri. To improve strategic cooperation by collaborating for expansion of network and benefits with institutions at home and abroad.</p>

TOLOK UKUR KEBERHASILAN TAHUN 2014 - 2018

Achievement Benchmark 2014 – 2018

Uraian Description	2014	2015	2016
KEPESERTAAN MEMBERSHIP			
Jumlah Peserta Aktif Total Active Participants	19.713.879	19.275.061	22.633.082
COVERAGE SHARE (%)			
Pekerja Penerima Upah Wage Earner Workers	34,04	35,14	40,93
Pekerja Bukan Penerima Upah Non Wage Earner Workers	0,97	3,10	2,78
IURAN CONTRIBUTION			
Penerimaan Iuran (Rp Miliar) Revenues from Contributions (Rp billion)	28.534	35.944	48.527
INVESTASI			
Dana Investasi (Rp Miliar) Investment Funds (Rp billion)	187.021	210.310	246.521
Hasil Investasi (Rp Miliar) Investment Returns (Rp billion)	18.113	18.751	21.248
BIAYA USAHA OPERATING EXPENSES			
Expense Ratio (%)	106,37	108,86	89,12

TOLOK UKUR KEBERHASILAN TAHUN 2014 - 2018

Achievement Benchmark 2014 – 2018

Uraian Description	2017	2018	CAGR (%)
KEPESERTAAN MEMBERSHIP			
Jumlah Peserta Aktif Total Active Participants	29.104.792	45.663.981	28,42
COVERAGE SHARE (%)			
Pekerja Penerima Upah Wage Earner Workers	52,30	76,73	22,53
Pekerja Bukan Penerima Upah Non Wage Earner Workers	4,64	10,08	79,50
IURAN CONTRIBUTION			
Penerimaan Iuran (Rp Miliar) Revenues from Contributions (Rp billion)	61.649	106.112	38,91
INVESTASI			
Dana Investasi (Rp Miliar) Investment Funds (Rp billion)	302.094	402.664	21,13
Hasil Investasi (Rp Miliar) Investment Returns (Rp billion)	24.716	31.337	14,69
BIAYA USAHA OPERATING EXPENSES			
Expense Ratio (%)	84,51	81,76	-6,37

» SEGMENT KEGIATAN

Activity Segment

Berdasarkan UU No.24 Tahun 2011 Tentang BPJS, BPJS Ketenagakerjaan bertugas dan melakukan kegiatan meliputi:

1. Melakukan dan/atau menerima pendaftaran peserta;
2. Memungut dan mengumpulkan iuran dari peserta dan pemberi Kerja;
3. Menerima bantuan iuran dari pemerintah;
4. Mengelola Dana Jaminan Sosial untuk kepentingan peserta;
5. Membayarkan manfaat dan/atau membiayai pelayanan kesehatan sesuai dengan ketentuan program Jaminan Sosial.

Program jaminan sosial ketenagakerjaan yang diselenggarakan mencakup: [G4-4]

- a. Jaminan Kecelakaan Kerja (JKK);
- b. Jaminan Hari Tua (JHT);
- c. Jaminan Pensiun (JP);
- d. Jaminan Kematian (JK).

Based on Law No.24 Year 2011 About BPJS, Labour Social Security Administration Agency has the duties and perform activities as follows:

1. Conducting and/or receiving membership registration;
2. Collecting and gathering contributions from participants and employers;
3. Receiving contribution assistance from the government;
4. Managing Social Security Funds for the benefit of participants;
5. Paying benefits and/or financing health services in accordance with the provisions of the Social Security program.

Labour social security programs include: [G4-4]

- a. Work Accident Benefit (JKK) Program
- b. Provident Fund Benefit (JHT) Program
- c. Pension Benefit (JP) Program
- d. Death Benefit (JK) Program



SEGMENT KEGIATAN PENDAFTARAN PESERTA

Participant Registration Activity Segment

Selama kurun waktu periode pelaporan, terjadi penambahan peserta aktif melalui pendaftaran peserta baru sebanyak 16.177.218 pekerja dan 126.352 perusahaan. Realisasi akuisisi kepesertaan baru tahun 2016 mencapai 96,29% dari target 16,80 juta pekerja dan 84,23% dari target 150.000 perusahaan.

During the reporting period, there were additional active participants through new membership registration as many as 16,177,218 workers and 126,352 companies. Realization of new membership acquisition in 2016 reached 96.29% of the target of 16.80 million workers and 84.23% of target of 150,000 companies.

PENAMBAHAN KEPESERTAAN PERUSAHAAN DAN TENAGA KERJA TAHUN 2016

Additional Corporate and Manpower Membership 2016

Peserta dan Program Participant and Program	RKAT 2016	Realisasi Realization	Pencapaian (%) Achievement (%)
PENAMBAHAN PERUSAHAAN ADDITIONAL COMPANIES			
Jumlah Total	150.000	126.352	84,23%
PEKERJA PENERIMA UPAH WAGE EARNER WORKERS			
1 Program JKK JKK Program	6.250.000	5.740.090	91,84%
2 Program JHT JHT Program	5.401.218	5.074.376	93,95%
3 Program JK JK Program	6.250.000	5.740.090	91,84%
4 Program JP JP Program	4.544.000	2.351.522	51,75%
5 Jasa Konstruksi Construction Services	9.250.000	8.573.285	92,68%
Jumlah Total (1+5)	15.500.000	14.313.375	92,34%
PEKERJA AKTIF BUKAN PENERIMA UPAH ACTIVE NON WAGE EARNER WORKERS			
1 Program JKK JKK Program	1.300.000	1.863.843	143,37%
2 Program JK JK Program	1.300.000	1.863.843	143,37%
3 Program JHT JHT Program	412.549	122.008	28,56%
Jumlah Total (1+3)	1.300.000	1.863.843	143,37%
Jumlah Penambahan Kepesertaan Total Additional Membership	16.800.000	16.177.218	96,29%

Jumlah peserta aktif BPJS Ketenagakerjaan hingga 31 Desember 2016 mencapai 22.633.082 pekerja dan 361.972 pemberi kerja (perusahaan). Pencapaian tersebut bertambah dibanding jumlah peserta aktif BPJS Ketenagakerjaan tahun 2015 yang terdiri dari 19.275.061 pekerja dan 296.791 perusahaan.

The number of active participants of Labour Social Security Administration Agency as of December 31, 2016 reached 22,633,082 workers and 361,972 employers (companies). The achievement increased compared to the number of active participants of Labour Social Security Administration Agency in 2015 of 19,275,061 workers and 296,791 companies.

KEPESERTAAN PERUSAHAAN DAN TENAGA KERJA

Corporate and Worker Membership

No	Uraian Description	RKAT 2016	Realisasi 2016 Realization 2016	Realisasi 2015 Realization 2015	Pencapaian Achievement
1	Perusahaan Aktif Active Companies	350.000	361.972	296.791	103,42%
2	Tenaga Kerja Aktif Penerima Upah Active Wage Earner Workers				
	a. Program JKK Work Accident Benefit Program	15.772.908	14.571.791	14.042.592	92,38%
	b. Program JHT Provident Fund Benefit Program	15.039.321	13.677.912	13.112.283	90,95%
	c. Program JP Pension Benefit Program	11.000.000	9.130.671	6.481.983	83,01 %
	d. Program JK Death Benefit Program	15.772.908	14.571.791	14.042.592	99,71%
	e. Jasa Konstruksi Construction Service	5.541.044	6.682.219	4.946.404	120,56%
	Jumlah Tenaga Kerja Aktif Penerima Upah (a+e) Total Active Wage Earner Workers (a+e)	21.313.952	21.254.010	18.988.996	99,71%
3	Tenaga Kerja Bukan Penerima Upah Active Non-Wage Earner Workers				
	a. Program JKK Work Accident Benefit Program	604.592	1.379.072	286.065	228,10 %
	b. Program JHT Provident Fund Benefit Program	197.094	95.167	42.503	48,29%
	c. Program JK Death Benefit Program	604.592	1.379.072	286.065	228,10 %
	Jumlah Tenaga Kerja Aktif Penerima Upah (a+c) Total Active Wage Earner Workers (a+c)	604.592	1.379.072	286.065	228,10 %
4	Jumlah Tenaga Kerja Aktif Total Active Workers	21.918.544	22.633.082	19.275.061	103,25%

Kepesertaan BPJS Ketenagakerjaan masih didominasi pekerja penerima upah sebanyak 21.254.010 orang atau 93,91% dari total pekerja peserta. Peserta dari pekerja bukan penerima upah (BPU) atau pekerja informal berjumlah 1.379.072 orang atau 0,06 % dari total pekerja peserta.

Membership of Labour Social Security Administration Agency Participation is still dominated by wage earners as many as 21,254,010 people or 93.91% of the total worker participants. Participants from non-wage workers (BPU) or informal workers amounted to 1,379,072 persons or 0.06% of the total participant workers.

Wilayah kerja BPJS Ketenagakerjaan meliputi seluruh wilayah Indonesia, yang dilayani 11 kantor wilayah (kanwil). Pendaftaran terbanyak peserta baru selama tahun 2016 ada di Kanwil DKI Jakarta, dengan jumlah peserta mencapai 5.304.014 pekerja dan 69.194 perusahaan.

The working area of Labour Social Security Administration Agency covers all parts of Indonesia, which is served by 11 regional offices (kanwil). The most recent registration of new participants during 2016 is in Jakarta Regional Office, with the number of participants reaching 5,304,014 workers and 69,194 companies.

KEPESEERTAAN PERUSAHAAN TAHUN 2016 BERDASARKAN WILAYAH Corporate Membership 2016 By Region

Kantor Wilayah Regional Office	RKAT	Realisasi Realization	Pencapaian (%) Achievement (%)	Komposisi Composition
Sumatera Bagian Utara Northern Sumatra	34.903	32.483	93,07%	8,97%
Sumatera Bagian Selatan Southern Sumatra	27.534	25.070	91,05%	6,93%
Sumatera Barat dan Riau West Sumatra and Riau	27.592	24.771	89,78%	6,84%
DKI Jakarta	67.072	69.194	103,16%	19,12%
Banten	14.041	13.823	98,45%	3,82%
Jawa Barat West Java	31.839	32.735	102,81%	9,04%
Jawa Tengah dan DI Yogyakarta Central Java and Yogyakarta	34.904	38.752	111,02%	10,71%
Jawa Timur East Java	42.388	44.062	103,95%	12,17%
Kalimantan	23.481	24.070	102,51%	6,65%
Sulawesi dan Maluku Sulawesi and Maluku	27.486	33.861	123,19%	9,35%
Bali, Nusa Tenggara dan Papua Bali, Nusa Tenggara and Papua	18.760	23.151	123,41%	6,40%
Jumlah Total	350.000	361.972	103,42%	100,00%



KEPESEERTAAN TENAGA KERJA TAHUN 2016 BERDASARKAN KANTOR WILAYAH
Manpower Membership 2016 By Region

Kantor Wilayah Regional Office	RKAT	Realisasi Realization	Pencapaian (%) Achievement (%)	Komposisi Composition
Sumatera Bagian Utara Northern Sumatra	1.439.443	2.161.920	150,19%	145,45%
Sumatera Bagian Selatan Southern Sumatra	1.135.427	1.408.919	124,09%	120,17%
Sumatera Barat dan Riau West Sumatra and Riau	1.350.924	1.214.994	89,94%	87,10%
DKI Jakarta	5.306.663	4.615.233	86,97%	84,22%
Banten	1.314.050	1.168.604	88,93%	86,12%
Jawa Barat West Java	3.423.910	3.681.691	107,53%	104,13%
Jawa Tengah dan DI Yogyakarta Central Java and Yogyakarta	2.176.180	2.262.333	103,96%	100,68%
Jawa Timur East Java	2.159.899	2.442.678	113,09%	109,52%
Kalimantan	1.830.956	1.651.568	90,20%	87,35%
Sulawesi dan Maluku Sulawesi and Maluku	897.124	1.037.495	115,65%	112,00%
Bali, Nusa Tenggara dan Papua Bali, Nusa Tenggara and Papua	883.968	987.647	111,73%	108,20%
Jumlah Total	21.918.544	22.633.082	103,26%	100,00%

Pendaftaran peserta baru telah dapat menambah jumlah kepesertaan dan meningkatkan *coverage share*, yakni tolok ukur jumlah tenaga kerja yang terlindungi program jaminan sosial ketenagakerjaan. Sampai dengan akhir periode pelaporan, total nilai *coverage share* adalah 21,77%, terdiri dari pekerja penerima upah 28,98% dan untuk pekerja bukan penerima upah 21,77%. Pencapaian tersebut meningkat dibandingkan total *coverage share* tahun 2015 sebesar 16,17%.

Registration of new participants has managed to increase the number of membership and increase the coverage share, ie the benchmark of the number of workers protected by labour social security program. Up to the end of the reporting period, total coverage share was 21.77%, comprising 28.98% of wage earner workers and 21.77% of non-wage earner workers. This achievement increased compared to 2015 with total coverage share of 16.17%.

KOMPOSISI KEPESERTAAN TAHUN 2016

Membership Composition 2016

Uraian Description	RKAT 2016	Realisasi Realization	% Pencapaian % Achievement	
KEPESEERTAAN MEMBERSHIP				
Perusahaan Corporate	350.000	361.972	103,42%	
Pekerja Aktif Active Workers	Penerima Upah Wage Earner	21.313.952	21.254.010	99,72%
	Bukan Penerima Upah Non Wage Earner	604.592	1.379.072	228,10%
	Jumlah Total	21.918.544	22.633.082	103,26%
KOMPOSISI COMPOSITION				
Pekerja Penerima Upah Wage Earner Workers	90,75%	93,91%	103,48%	
Pekerja Bukan Penerima Upah Non Wage Earner Workers	9,25%	6,09%	65,88%	
COVERAGE SHARE				
Tenaga Kerja Aktif Penerima Upah Active Wage Earner Workers	41,44%	28,98%	69,93%	
Tenaga Kerja Aktif Bukan Penerima Upah Active Non Wage Earner Workers	2,82%	21,77%	771,99%	
Jumlah Tenaga Kerja Aktif Total Active Workers	18,27%	21,77%	119,15%	

POTENSI PENGEMBANGAN KEPESERTAAN

Kami terus berupaya meningkatkan kepesertaan, jaminan sosial tenaga kerja. Berdasarkan data Badan Perencanaan Pembangunan Nasional (Bappenas), jumlah angkatan kerja di Indonesia tahun 2016 mencapai 121,5 juta jiwa. Dari jumlah tersebut, sekitar 48,6 juta jiwa adalah pekerja penerima upah. Sisanya, sebanyak 72,9 juta jiwa bergerak di bidang informal atau sebagai pekerja bukan penerima upah (BPU).

Kondisi tersebut menjadikan kami fokus mendorong pertumbuhan peserta, terutama pekerja BPU. Pada tahun 2016 ada beberapa sektor/subsektor yang menjadi target untuk meningkatkan jumlah peserta dan mendorong kami bekerjasama dengan beberapa pihak, yakni Pengurus Besar Nahdlatul Ulama (PBNU), BPJS Kesehatan, Badan Ekonomi Kreatif (BeKraf), Perhimpunan Filantropi Indonesia, Kamar Dagang dan Industri Indonesia (KADIN), Lembaga Kebijakan Pengadaan Barang/Jasa Pemerintah (LKPP), Ikatan Notaris Indonesia, dan beberapa pihak lain.

Kami juga menargetkan peningkatan jumlah peserta yang merupakan warga negara asing (WNA) pekerja di Indonesia. Berdasarkan angka dari Kementerian Ketenagakerjaan, jumlah WNA pekerja di Indonesia mencapai 660 ribu orang. Dari jumlah tersebut sekitar 350 ribu WNA atau 51% sudah menjadi peserta BPJS Ketenagakerjaan. Kami menargetkan peningkatan jumlah WNA pekerja sebagai peserta sebanyak 70 ribu orang selama tahun 2016, dengan realisasi 50.284 orang atau 71,83% dari target.

PROGRAM KEPESERTAAN BARU

Untuk meningkatkan jumlah kepesertaan, beberapa program telah dilaksanakan selama tahun 2016:

1. "Super Weekend"

Dilaksanakan dalam rangka hari ulang tahun (HUT) ke-39 BPJS Ketenagakerjaan dan diselenggarakan di sebelas kota di seluruh Indonesia. "Super Weekend" merupakan media edukasi tentang manfaat program jaminan sosial dengan target utama lebih kepada *awareness*, namun juga dimanfaatkan untuk menjaring kepesertaan.

MEMBERSHIP DEVELOPMENT POTENTIAL

We continue the efforts to increase membership of social security for manpower. Based on data from the National Development Planning Agency (Bappenas), the number of work force in Indonesia in 2016 reached 121.5 million people. Of these, approximately 48.6 million are wage earners. The remaining 72.9 million people are engaged in informal sector or as non-wage earner workers (BPU).

The condition made us focus on boosting the growth of participants, especially BPU workers. In 2016 there were several sectors/sub-sectors targeted to increase the number of participants and encouraged us to cooperate with several parties, namely Executive Board of Nahdlatul Ulama (PBNU), BPJS Kesehatan, Creative Economy Agency (BeKraf), Indonesian Philanthropy Association, Indonesian Chamber of Commerce and Industry (KADIN), National Public Procurement Agency (LKPP), Indonesian Notary Association, and several other parties.

We also set a target to increase number of participants from foreign workers in Indonesia. Based on figures from the Ministry of Manpower, the number of foreign workers (expatriates) in Indonesia reached 660,000 people. Of this number around 350,000 foreigners or 51% have become participants of Labour Social Security Administration Agency. We set a target to increase the number of foreign workers as participants by 70,000 people during 2016, with the realization of 50,284 people or 71.83% of the target.

NEW MEMBERSHIP PROGRAM

To increase the number of participants, several programs have been implemented during 2016:

1. "Super Weekend"

Held during the 39th anniversary of Labour Social Security Administration Agency in eleven cities across Indonesia. The "Super Weekend" was an educational media about the benefits of social security programs with the main target to raise awareness, as well as used to acquire membership.

2. Kerjasama Service Point Office (SPO) dengan perbankan.

Pada tahun 2016, BPJS Ketenagakerjaan menambah jumlah bank sebagai mitra dan menandatangani perjanjian kerjasama dengan Bank Tabungan Negara (Bank BTN). Sebelumnya Perusahaan telah bekerjasama dengan Bank Rakyat Indonesia (BRI), Bank Negara Indonesia (BNI) dan Bank Mandiri. Hingga akhir tahun 2016, telah ada 2.309 SPO yang tersebar di seluruh Indonesia.

2. Service Point Office (SPO) Cooperation with banks.

In 2016, Labour Social Security Administration Agency increased the number of banks as partners and signed a cooperation agreement with Bank Tabungan Negara (Bank BTN). Previously, Labour Social Security Administration Agency has cooperated with Bank Rakyat Indonesia (BRI), Bank Negara Indonesia (BNI) and Bank Mandiri. Until the end of 2016, there have been 2,309 SPOs spread across Indonesia.

JUMLAH UNIT PAIRING BPJS KETENAGAKERJAAN SPO
Number of Labour Social Security Administration Agency SPO Pairing Units



3. Agen PERISAI (Penggerak Jaminan Sosial Indonesia).

PERISAI merupakan sistem keagenan yang diadopsi dari model bisnis Jepang, Jimukumiai dan Sharoushi, dalam mendukung akuisisi dan perluasan kepesertaan jaminan sosial sejak tahun 1968 dengan tingkat akuisisi peserta jaminan sosial mencapai 98% dari angkatan kerja yang ada. Jimukumiai merupakan organisasi yang mempunyai perizinan dan sertifikasi untuk mengakuisisi peserta dan mengumpulkan iuran jaminan sosial. Sharoushi adalah profesi ahli atau agen yang menjadi perpanjangan tangan dari Jimukumiai untuk melakukan proses administrasi akuisisi kepesertaan sekaligus memberikan mediasi, advokasi dan informasi tentang program dan manfaat jaminan sosial.

3. PERISAI Agent (Indonesian Social Security Movers).

PERISAI is an agency system adopted from Japanese business model, Jimukumiai and Sharoushi, to support the acquisition and expansion of social security membership since 1968 with the acquisition rate of social security participants reaching 98% of the existing workforce. Jimukumiai is a licensed and certified organization to acquire participants and collect social security contributions. Sharoushi is an expert profession or agent who becomes the arm of Jimukumiai to carry out the administration of membership acquisition while providing mediation, advocacy and information on social security programs and benefits.

Kami mengadopsi model bisnis lembaga ini dengan nama Sentra Komunikasi Jaminan Sosial (SKJS). SKJS adalah organisasi berbadan hukum maupun tidak berbadan hukum yang diberi otorisasi dan pelatihan oleh BPJS Ketenagakerjaan untuk menjalankan fungsi mirip seperti Jimukumiai. Organisasi ini dapat berupa lembaga keuangan seperti perbankan, kelompok profesi asosiasi pengusaha, serikat pekerja maupun paguyuban masyarakat, lembaga adat bahkan agama.

Adapun ruang lingkup kerjasama dengan organisasi atau lembaga lain sebagaimana diatur, yaitu:

- Melakukan dan/atau menerima pendaftaran peserta;
- Memungut dan mengumpulkan iuran dari peserta dan pemberi kerja;
- Menerima bantuan iuran dari pemerintah;
- Mengelola dana jaminan sosial untuk kepentingan peserta;
- Mengumpulkan dan mengelola data peserta program jaminan sosial;
- Membayarkan manfaat dan/atau membiayai pelayanan kesehatan sesuai dengan ketentuan program jaminan sosial; dan
- Memberikan informasi mengenai penyelenggaraan program jaminan sosial kepada peserta dan masyarakat.

SKJS diterapkan melalui pilot project pada 14 Kantor Cabang BPJS Ketenagakerjaan yaitu Kantor Cabang Medan Kota, Medan Belawan, Binjai, Serang, Jakarta Grogol, Jakarta Rawamangun, Bandung Suci, Yogyakarta, Jember, Bali Denpasar, Mataram, Kupang, Makassar dan Manado. Selain untuk mendukung akuisisi kepesertaan, profesi KJS atau Sharoushi berpotensi membuka lapangan kerja baru. Implementasi pilot project PERISAI akan dimulai pada tahun 2017.

We adopted this institutional business model under the name Social Security Communication Center (SKJS). SKJS is a legal and non-legal organization authorized and trained by Labour Social Security Administration Agency to perform functions similar to Jimukumiai. These organizations can be financial institutions such as banking, professional groups of employers' associations, labor unions and community groups, customary and religious institutions.

The scope of cooperation with other organizations or institutions are regulated as follows:

- Conducting and/or receiving participant registration;
- Collecting and gathering contributions from participants and employers;
- Receive contributions from the government;
- Managing social security funds for the benefit of participants;
- Collecting and managing participants' data of social security programs;
- Paying benefits and/or financing health services in accordance with the provisions of the social security program; and
- Provide information on the implementation of social security programs to participants and communities.

SKJS is implemented through pilot project at 14 Branches of Labour Social Security Administration Agency Branch Offices in Medan City, Medan Belawan, Binjai, Serang, Jakarta Grogol, Jakarta Rawamangun, Bandung Suci, Yogyakarta, Jember, Bali Denpasar, Mataram, Kupang, Makassar and Manado. In addition to supporting the acquisition of membership, KJS or Sharoushi profession has the potential to open up new jobs. The implementation of the PERISAI pilot project is to start in 2017.

4. Gerakan Nasional Peduli Perlindungan Pekerja Rentan (GN Lingkaran).

GN Lingkaran merupakan penerapan prinsip gotong royong yang diatur dalam Undang-Undang No.40 Tahun 2004 Tentang Sistem Jaminan Sosial Nasional. GN Lingkaran adalah mekanisme perlindungan pekerja rentan melalui sistem *crowd funding*, dengan menyalurkan donasi dana dari individu maupun perusahaan-perusahaan untuk membiayai kepesertaan BPJS Ketenagakerjaan bagi pekerja rentan. Donatur dapat menentukan siapa saja yang akan mendapat donasi. Jika donatur tidak memiliki data pekerja rentan yang akan diberikan donasi, maka BPJS Ketenagakerjaan menyediakan bank data berisi daftar pekerja sebagai penerima donasi tersebut.

Peserta BPU Program GN Lingkaran adalah pekerja rentan, yakni pekerja di luar hubungan kerja atau pekerja mandiri yang melakukan kegiatan-kegiatan ekonomi atau usaha-usaha ekonomi secara mandiri untuk memperoleh penghasilan. Peserta BPU melalui donasi Program GN Lingkaran wajib mengikuti program JKK dan JKM, sedangkan untuk program JHT bersifat pilihan.

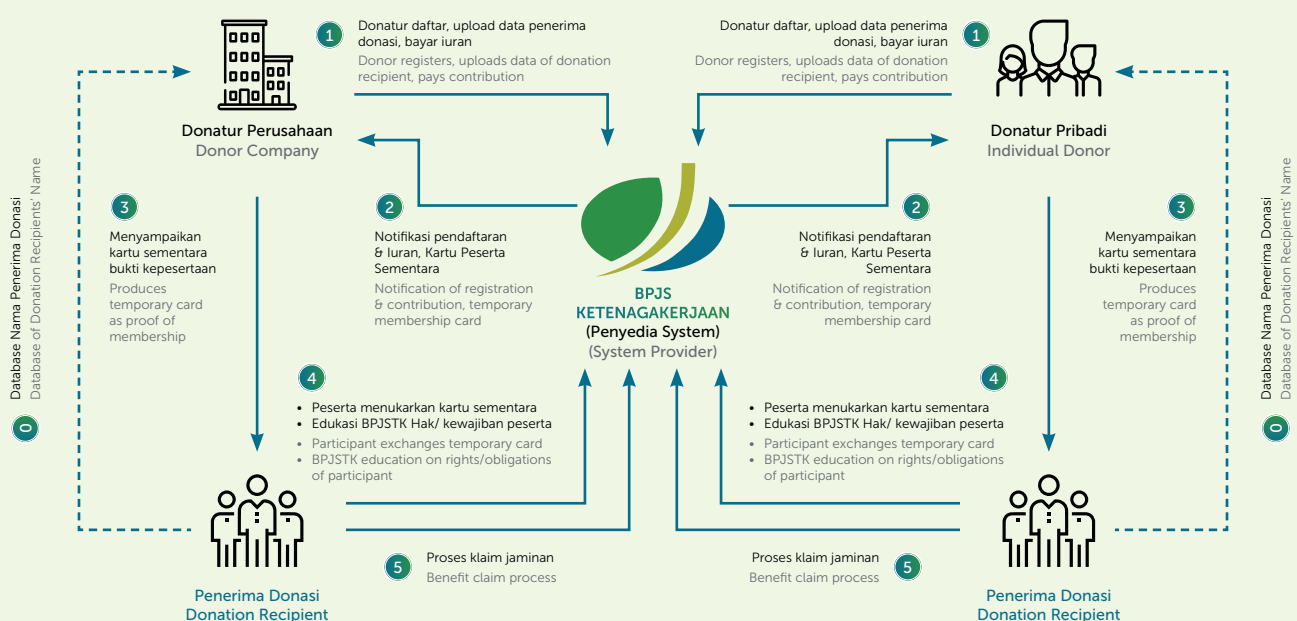
Alur mekanisme pendaftaran peserta BPU melalui donasi program GN Lingkaran:

4. National Movement for Vulnerable Workers Protection Awareness (GN Lingkaran).

GN Lingkaran is the application of gotong royong (collective work) principle regulated in Law No. 40 of 2004 on National Social Security System. GN Lingkaran is a mechanism for vulnerable workers' protection through a crowd funding system, channeling donations from individuals and companies to finance their Labour Social Security Administration Agency's membership. Donors may determine who will get the donation. If the donor does not have the data of the vulnerable worker to be donated, Labour Social Security Administration Agency provides the data bank with a list of workers as the recipient of the donation.

Participants of GN Lingkaran Program BPU are vulnerable workers, ie workers outside the employment relations or self-employed who independently engage in economic activities or economic ventures to earn income. The non wage earner (BPU) participants through donation of GN Lingkaran Program are required to register to JKK and JKM program, while for JHT program is optional.

The flow of BPU membership registration mechanism through donation of GN Lingkaran program:



Donatur menentukan masa perlindungan bagi peserta penerima donasi untuk masa tiga bulan, enam bulan atau 12 bulan. Besaran iuran kepesertaan yang dibayarkan melalui program ini untuk setiap pekerja rentan mulai dari Rp16.800 per bulan, terdiri atas iuran Program JKK Rp10.000 dan iuran Program JK Rp6.800.

Donors determine the protection period for recipients for a period of three months, six months or 12 months. The amount of membership contribution paid through this program for each vulnerable worker ranges from Rp16,800 per month, consisting of the JKK Program contribution of Rp10,000 and the JKK Program contribution of Rp6,800.

Selama tahun 2016 tercatat ada 136 donatur perorangan dan 1.709 donatur perusahaan yang berpartisipasi, dengan jumlah penerima iuran kepesertaan sebanyak lebih dari 206 ribu orang. Adapun jumlah donasi yang disalurkan mencapai Rp131.109 miliar.

During 2016, a total of 136 individual donors and 1,709 corporate donors participated, with more than 206,000 participants. The amount of donations disbursed reached Rp131,109 billion.

PENCAPAIAN GN LINGKARAN 2016
Achievement of GN Lingkaran 2016

Donatur Individu Individual Donor (Orang People)	Donatur Perusahaan Corporate Donor (Perusahaan Companies)	Penerima Donasi (Orang) Donor Recipient (People)		Jumlah Donasi Disalurkan Total Disbursed Donation (Rp)
		JKK & JKM	JKK, JKM, JHT	
1.745	176	246.768	33.930	24.286.865.100

5. Perlindungan Jaminan Sosial Bagi Tenaga Kerja Indonesia (TKI)

Merujuk Peraturan Menteri Ketenagakerjaan Nomor 22 Tahun 2014 Tentang Pelaksanaan Penempatan Dan Perlindungan Tenaga Kerja Indonesia Di Luar Negeri, tenaga kerja Indonesia (TKI) yang ditempatkan oleh perusahaan wajib diikutsertakan dalam program jaminan sosial tenaga kerja dan/atau memiliki polis asuransi. Selain itu, TKI berhak mendapatkan asuransi atau jaminan sosial sesuai dengan peraturan perundang-undangan di negara penempatan.

5. Social Security Protection for Indonesian Migrant Workers (TKI)

Referring to the Regulation of the Minister of Manpower No. 22 of 2014 on the Implementation of Placement and Protection of Indonesian Migrant Workers Overseas, Indonesian Migrant Workers (TKI) placed by a company must be included in the social security program and/or have an insurance policy. In addition, TKI is entitled to insurance or social security in accordance with laws and regulations in the country of placement.

BPJS Ketenagakerjaan sebagai badan penyelenggara jaminan sosial ketenagakerjaan memandang penting perlindungan jaminan sosial bagi calon dan TKI yang bekerja di luar negeri, baik sebelum, selama, maupun sesudah bekerja. Seluruh peserta TKI wajib mengikuti program yang diselenggarakan oleh BPJS Ketenagakerjaan, yaitu JHT, JKK, dan JKM.

Labour Social Security Administration Agency as an administering agency of labour social security deems the importance of social security coverage for candidates and migrant workers who work overseas either before, during, or after work. All TKI participants are required to join the program organized by Labour Social Security Administration Agency, namely JHT, JKK, and JKM.



6. BPJS Ketenagakerjaan bekerja sama dengan jajaran Kejaksaan Agung untuk meningkatkan koordinasi dalam menangani masalah hukum Bidang Perdata dan Tata Usaha Negara (TUN).

Salah satu implementasi dari kerja sama ini terkait kepatuhan dunia usaha pada perlindungan pekerja formal melalui penegakan hukum dan regulasi. Sesuai amanat UU No.24 tahun 2011 dan Peraturan Presiden No.109 Tahun 2013 Tentang Penahapan Kepesertaan, semua perusahaan wajib mendaftarkan seluruh tenaga kerjanya sebagai peserta BPJS Ketenagakerjaan. Dengan demikian, perusahaan yang belum mematuhi ketentuan tersebut akan ditindaklanjuti oleh Jaksa Pengacara Negara, sehingga diharapkan perusahaan dapat memenuhi kewajiban mendaftarkan pekerjanya sebagai peserta BPJS Ketenagakerjaan.

7. Sistem Pelayanan Terpadu Satu Pintu (PTSP) merupakan kerja sama BPJS Ketenagakerjaan dengan pemerintah daerah untuk mensinergikan layanan kepengurusan perizinan pada dengan pendaftaran kepesertaan baru.

Melalui layanan ini, selama tahun 2016 tercatat ada 30.917 pemberi kerja/perusahaan yang mendaftarkan pekerjanya sebagai peserta baru dengan jumlah total 78.200 orang. Saat ini sudah ada 167 kabupaten/kota yang bekerja sama untuk mensinergikan PTSP dengan kepesertaan BPJS Ketenagakerjaan. Ke depan diharapkan jumlah kabupaten/kota yang bekerja sama dengan BPJS Ketenagakerjaan semakin bertambah.

6. Labour Social Security Administration Agency is in cooperation with the Attorney General's Office to improve coordination in dealing with Civil and State Administration (TUN) law cases.

One of the implementations of this collaboration is business compliance with the protection of formal workers through enforcement of laws and regulations. As mandated by Law No. 24 of 2011 and Presidential Regulation No. 109 of 2013 on Membership mechanism, all companies must register all their manpower as participants of Labour Social Security Administration Agency. Thus, companies that have not complied with these provisions will be followed up by the State Attorney, so it is expected the company can fulfill the obligation to register its employees as participants of Labour Social Security Administration Agency.

7. One-Stop Integrated Service System (PTSP) is a cooperation between Labour Social Security Administration Agency with local government to synergize licensing services with new membership registration.

Through this service, during 2016 there were 30,917 employers/companies enrolling their employees as new participants with a total of 78,200 people. Currently there have been 167 regencies/cities working together to synergize PTSP of Labour Social Security Administration Agency's membership. In the future, it is expected that the number of regencies/cities collaborating with Labour Social Security Administration Agency will increase.

KENDALA DIHADAPI DAN SOLUSI

Upaya BPJS Ketenagakerjaan untuk meningkatkan jumlah peserta selama tahun 2016 dihadapkan kendala rendahnya kepatuhan perusahaan dalam mengikuti seluruh program serta melaporkan jumlah pekerja dan upah yang sebenarnya. Untuk meningkatkan kepatuhan perusahaan, kami melakukan beberapa inisiatif berikut:

- Upaya internal, dilakukan dengan mengoptimalkan peran petugas Wasrik.
- Upaya eksternal melalui kerja sama dengan pihak Kejaksaan Agung beserta jajaran Kejaksaan Tinggi dan Kejaksaan Negeri; kerja sama dengan KPKNL Kemenkeu dalam hal pengurusan piutang macet; kerja sama dengan Dirjen Binawas Kemnaker; dan berbagai instansi lainnya.
- Kerja sama dengan Tim Binawas Kemnaker, telah dilakukan pemeriksaan oleh Tim Terpadu yang meliputi Kemnaker, BPJS Ketenagakerjaan, dan Disnaker setempat; Kader Norma Ketenagakerjaan (KNK); Kementerian BUMN; Komunitas Perusahaan Platinum dan Komunitas Auditor Buyer kepada BUMN dan perusahaan platinum yang belum patuh terutama yang belum menjadi peserta Jaminan Pensiun.

JUMLAH PESERTA KELUAR

Selama tahun 2016 kami juga mencatat ada 12.819.197 peserta yang keluar dari kepesertaan BPJS Ketenagakerjaan. Keluarnya para peserta dilatarbelakangi pemberlakuan Peraturan Pemerintah (PP) No.60 Tahun 2015 Tentang Perubahan Atas PP No.46 Tahun 2015 Tentang Penyelenggaraan Program Jaminan Hari Tua. Mereka yang keluar dari kepesertaan adalah pekerja yang berhenti bekerja atau terkena PHK. Dengan demikian, mulai 1 September 2015 para pekerja yang menjadi peserta BPJS Ketenagakerjaan yang berhenti kerja atau terkena pemutusan hubungan kerja (PHK), bisa mencairkan Jaminan Hari Tua (JHT).

OBSTACLES AND SOLUTIONS

Efforts Labour Social Security Administration Agency to increase the number of participants during 2016 faced obstacles of the companies' lack of compliance in participating in the whole programs as well as reporting the actual number of workers and wages. To improve the company's compliance, we undertook the following initiatives:

- Internal efforts, conducted by optimizing the role of supervision and inspection (Wasrik) officers.
- External efforts through cooperation with the Attorney General's Office along with the High Prosecutor's Office and the District Attorney's Office; cooperation with State Asset and Auction Service Office (KPKNL) of Ministry of Finance to deal with bad debts; cooperation with Director General Directorate General of Inspection and Supervision (Binawas) of Ministry of Manpower; and various other agencies.
- Cooperation with Inspection and Supervision Team of the Ministry of Manpower, has been investigated by an Integrated Team covering the Ministry of Manpower, the Labour Social Security Administration Agency and the local Manpower Agency; Employment Norm Cadre (KNK); Ministry of SOEs; Community of Platinum Companies and Community of Auditor Buyer to SOEs and non-compliant platinum companies, especially those who have not participated in the Pension Plan.

NUMBER OF WITHDRAWING PARTICIPANTS

During 2016 we also noted there were 12,819,197 participants who withdrew from membership of Labour Social Security Administration Agency. The the participants' withdrawal was based on the implementation of Government Regulation (PP) No.60 of 2015 on the Amendment of PP No.46 of 2015 on the Implementation of Old Age Security Program. Those who withdraw their membership are workers who resign or are laid off. Thus, starting September 1, 2015, workers who become Labour Social Security Administration Agency's participants who resign or who face termination of employment (PHK), can withdraw their Provident Fund benefit (JHT).



SEGMENT KEGIATAN PENGUMPULAN IURAN DARI PESERTA DAN PEMBERI KERJA

SEGMENT OF CONTRIBUTION COLLECTION ACTIVITIES FROM PARTICIPANTS AND EMPLOYERS

Sesuai UU No.24 Tahun 2011 Tentang BPJS, iuran diartikan sebagai sejumlah uang yang dibayar secara teratur oleh peserta, pemberi kerja dan/atau Pemerintah. Iuran yang harus dibayarkan setiap bulannya dihitung berdasarkan persentase dari gaji pokok dan tunjangan tetap, sesuai program perlindungan yang dilaksanakan BPJS Ketenagakerjaan.

In accordance with Law No.24 of 2011 on BPJS, contribution is defined as the amount of money paid regularly by participants, employers and/or the Government. The monthly contribution is calculated based on a percentage of basic salary and defined benefit, in accordance with the protection program managed by Labour Social Security Administration Agency.

IURAN PROGRAM JHT

Besaran iuran kepesertaan yang harus dibayarkan setiap bulan adalah 5,7% dari upah bulanan pekerja, dengan rincian 2% dibayarkan pekerja dan 3,7% dibayarkan pemberi kerja.

JHT PROGRAM CONTRIBUTION

The amount of membership contribution to be paid each month is 5.7% of a worker's monthly wage, with details of 2% paid by the worker and 3.7% paid by employer.

IURAN PROGRAM JKK

Iuran Program JKK seluruhnya dibayarkan perusahaan setiap bulan. Besaran iuran dihitung berdasarkan persentase yang disesuaikan dengan tingkat risiko lingkungan kerja dikali upah sebulan yang diterima pekerja, dengan rincian:

- Tingkat risiko sangat rendah, 0,24% dari upah sebulan
- Tingkat risiko rendah, 0,54% dari upah sebulan
- Tingkat risiko sedang, 0,89% dari upah sebulan
- Tingkat risiko tinggi, 1,27% dari upah sebulan
- Tingkat risiko sangat tinggi, 1,74% dari upah sebulan

JKK PROGRAM CONTRIBUTION

The JKK Program contribution is entirely paid by the Company every month. The amount of the contribution is calculated based on the percentage adjusted for the workplace risk level multiplied by the monthly wage received by the worker, with details as follows:

- Very low risk level, 0.24% of monthly wage
- Low risk level, 0.54% of monthly wage
- Medium risk level, 0.89% of monthly wage
- High risk level, 1.27% of monthly wage
- Very high risk level, 1.74% of monthly wage

TARIF IURAN PROGRAM JAMINAN PENSIUN

Besaran iuran yang dibayarkan setiap bulan adalah 3% dari upah pekerja per bulan, dengan rincian 1% dibayarkan pekerja dan 2% dibayar pemberi kerja. Sejak tahun 2015 batas paling tinggi upah yang digunakan sebagai dasar perhitungan ditetapkan sebesar Rp7 juta.

PENSION BENEFIT PROGRAM CONTRIBUTION RATE

The monthly contribution is 3% of the worker's monthly wage, with 1% paid by the worker and 2% paid by the employer. Since 2015 the highest limit of wages used as the basis for calculation is set at Rp7 million.

TARIF IURAN PROGRAM JAMINAN KEMATIAN

Besaran iuran yang dibayarkan setiap bulan oleh peserta penerima upah adalah 0,30% dari upah sebulan dan dibayarkan pemberi kerja (perusahaan). Adapun iuran bulanan Program Jaminan Kematian bagi peserta bukan penerima upah sebesar Rp6.800 dan dibayarkan peserta.

DEATH BENEFIT PROGRAM CONTRIBUTION RATE

The amount of contribution paid each month by wage earner participants is 0.30% of monthly wage and is paid by employer (the company). The monthly contribution of the Death Benefit Program for non-wage earner participants is Rp6,800 and paid by the participants.

BESARAN IURAN BPJS KETENAGAKERJAAN

Amount of Labour Social Security Administration Agency Contribution

Program	Besaran iuran Amount of Contribution	Keterangan Description
Jaminan Hari Tua Provident Fund Benefit	3,7% dari upah sebulan 3.7% of wages a month	2% Dibayarkan pekerja 2% Paid by workers
		1,7% Dibayarkan pemberi kerja 1.7% Paid by employers
Jaminan Kecelakaan Kerja Work Accident Benefit	Tingkat risiko sangat rendah 0,24% dari upah sebulan The risk level is very low 0.24% of monthly wages	Dibayarkan oleh pemberi kerja Paid by workers
	Tingkat risiko rendah 0,54% dari upah sebulan Low risk level 0.54% of monthly wages	
	Tingkat risiko sedang 0,89% dari upah sebulan Medium risk level 0.89% of monthly wages	
	Tingkat Risiko tinggi 1,27% dari upah sebulan High Risk Level 1.27% of monthly wages	
Jaminan Pensiun Pension Benefit	3% dari upah sebulan 3% of wages a month	1% Dibayarkan pekerja 1% Paid workers
		2% Dibayarkan pemberi kerja 2% Paid by the employer
Jaminan Kematian Death Benefit	Pekerja penerima upah 0,3% dari upah sebulan Wage earner workers 0.3% of monthly wages	Dibayarkan pemberi kerja Paid the employer
	Pekerja bukan penerima upah Rp6.800 Non Wage earner workers Rp6,800	Dibayarkan pribadi (peserta) Paid personally (participants)

NILAI PENERIMAAN IURAN KEPESERTAAN

Target penerimaan iuran kepesertaan tahun 2016 sebesar Rp42,66 triliun, naik Rp8,31 triliun atau 24,20% dari target tahun 2015. Realisasi penerimaan iuran kepesertaan tahun 2016 mencapai Rp48,53 triliun. Jumlah tersebut mencapai 113,76% dari target RKAT dan meningkat Rp12,58 triliun, atau 35,01 % dibanding tahun 2015 sebesar Rp35,94 triliun.

Penerimaan iuran kepesertaan terbesar adalah Program JHT dengan nilai Rp32,93 triliun. Pencapaian tersebut mencakup 67,86% dari total realisasi penerimaan iuran kepesertaan pada tahun 2016.

REVENUE OF MEMBERSHIP CONTRIBUTIONS

The contribution revenue target in 2016 was Rp42.66 trillion, up Rp8.31 trillion or 24.20% of the target in 2015. Realization of contribution revenue in 2016 reached Rp48.53 trillion. This amount reached 113.76% of the RKAT target and increased by Rp12.58 trillion, or 35.01% compared to 2015 amounted to Rp35.94 trillion.

The largest contribution revenue was from the JHT Program amounted to Rp32.93 trillion. This achievement covered 67.86% of total realized contribution revenue in 2016.

NILAI DAN PERSENTASE PENERIMAAN IURAN BERDASARKAN PROGRAM (RP MILIAR)

Value and Percentage of Contribution Revenue by Program (Rp Billion)

Program	Realisasi 2015 Realization 2015	Target	Realisasi Realization	Pencapaian Achievement (%)	%	Pertumbuhan Growth 2015-2016 (%)
Program JKK JKK Program	3.505	3.917	4.105	104,80	8,46	17,23
Program JHT JHT Program	28.475	31.841	32.931	103,42	67,86	15,82
Program JK JK Program	1.590	1.777	1.832	103,10	3,78	15,01
Program JP JP Program	2.620	5.123	9.660	188,56	19,91	270,41
Total	36.190	42.658	48.527	113,76	100,00	34,35



KENDALA DIHADAPI DAN SOLUSI

Upaya untuk meningkatkan penerimaan iuran kepesertaan dihadapkan pada kendala masih rendahnya tingkat perusahaan membayar iuran tepat waktu. Hal tersebut menyebabkan banyaknya perusahaan yang menunggak dan tingginya piutang. Sampai dengan bulan Desember 2016, tingkat perusahaan yang membayar iuran tepat waktu sebesar 63,45% dari 361.972 perusahaan aktif.

Namun, selama tahun 2016 BPJS Ketenagakerjaan tetap dapat meningkatkan penerimaan iuran kepesertaan seiring bertambahnya peserta BPJS Ketenagakerjaan, kenaikan upah minimum pekerja di berbagai daerah, dan langkah strategis yang kami lakukan:

1. Peluncuran aplikasi BPJSTK Mobile Generasi 2

Aplikasi ini membantu peserta mendapatkan berbagai informasi kepesertaan. Fitur terbaru dalam aplikasi ini di antaranya Menu Layanan Pengaduan yang memberikan akses kepada pekerja peserta BPJS Ketenagakerjaan untuk menyampaikan informasi terkait status kepesertaan, besaran upah, dan perkiraan jumlah tenaga kerja di perusahaan tempatnya bekerja. Apabila data yang tertera tidak sesuai, peserta dapat langsung menginformasikan melalui aplikasi tersebut. Informasi yang dikirimkan menjadi bahan laporan awal bagi petugas pemeriksa untuk menindaklanjuti kemungkinan adanya ketidakpatuhan perusahaan atau pemberi kerja terhadap regulasi yang berlaku.

Sejak diluncurkan, BPJS Ketenagakerjaan telah menerima laporan pengaduan dari peserta melalui layanan aplikasi BPJSTK Mobile. Laporan yang diterima kemudian ditindaklanjuti sehingga mampu meningkatkan penerimaan iuran secara signifikan, setelah adanya perbaikan pelaporan sehingga sesuai dengan regulasi yang berlaku.

OBSTACLES AND SOLUTIONS

Efforts to increase contribution revenue faced with the obstacle of the companies' timeliness in paying contributions remained low. This caused large number of companies were in arrears and high receivables. As of December 2016, the rate of companies paying the dues on time was 63.45% of 361,972 active companies.

However, during 2016 Labour Social Security Administration Agency still managed to increase the membership contribution revenue in line with the increase of its participants, rising minimum wages of workers in various regions, and strategic steps that we implemented, as follows:

1. Launch of BPJSTK Mobile Generation 2 application

This application helps participants get various membership information. The latest features in this application include a Complaint Service Menu that provides access to workers who are participants of Labour Social Security Administration Agency to submit information regarding membership status, wage amount, and estimated number of manpower in the company where they work. If the data listed is incorrect, the participant can directly inform through the application. The information submitted is a preliminary reporting material for inspectors to follow up on the possible non-compliance by the company or employers with applicable regulations.

Since its launch, Labour Social Security Administration Agency has received reports of complaints from participants through BPJSTK Mobile application services. The reports received were then followed up to be able to increase contribution revenue significantly, after corrections were made to the report in order to comply with applicable regulations.

EVALUASI BPJSTK MOBILE 2016
Evaluation of BPJSTK Mobile 2016

Kantor Wilayah Regional Office	Jumlah Laporan Upah Total Reports on Wage	Jumlah Laporan Tenaga Kerja Total Reports on Manpower	Jumlah Laporan KPJ Total Reports on KPJ	Total Tenaga Kerja Pelapor Total Manpower of Reporter	Total Perusahaan Total Companies
Sumatera Bagian Utara Northern Sumatra	425	252	450	1.127	573
Sumatera Bagian Selatan Southern Sumatra	409	224	575	1.208	626
Sumatera Barat dan Riau West Sumatra and Riau	751	425	1.306	2.482	1.074
DKI Jakarta Jakarta Capital Region	8.364	3.414	14.372	26.150	7.149
Jawa Barat West Java	2.243	1.272	5.423	8.938	3.067
Banten	1.266	650	2.528	4.444	1.328
Jawa Tengah dan DIY Central Java and Yogyakarta Special Region	673	357	994	2.024	952
Jawa Timur East Java	924	522	1.498	2.944	1.340
Bali, Nusa Tenggara dan Papua Bali, Nusa Tenggara and Papua	196	123	224	543	317
Kalimantan	794	430	1.211	2.435	1.192
Sulawesi dan Maluku Sulawesi and Maluku	306	162	370	838	415
Total	16.351	7.831	28.951	53.133	18.033

» PENERIMAAN BANTUAN IURAN DARI PEMERINTAH

CONTRIBUTION ASSISTANCE FROM THE GOVERNMENT

BPJS Ketenagakerjaan tidak menerima bantuan iuran maupun dana apapun dari Pemerintah. Peserta program BPJS Ketenagakerjaan wajib memberikan data mengenai diri sendiri dan anggota keluarganya secara lengkap dan benar kepada BPJS dan menyetorkan iuran kepesertaan, baik secara langsung maupun melalui perusahaan tempatnya bekerja. Dana yang disetorkan oleh peserta kemudian dikelola oleh BPJS Ketenagakerjaan. [G4-EC4]

Labour Social Security Administration Agency does not receive any contributions or funds from the Government. Participants of Labour Social Security Administration Agency program are required to provide their personal data and their family members completely and accurately to BPJS and deposit membership contributions, either directly or through the company where they work. The participants' deposited funds are then managed by Labour Social Security Administration Agency. [G4-EC4]



SEGMENT KEGIATAN PENGELOLAAN DANA JAMINAN SOSIAL MANAGEMENT OF SOCIAL SECURITY FUNDS ACTIVITY SEGMENT

Sesuai Undang-Undang Nomor 24 Tahun 2011 Tentang Badan Penyelenggara Jaminan Sosial, BPJS Ketenagakerjaan bertugas mengelola Dana Jaminan Sosial (DJS) untuk kepentingan peserta.

Dalam mengelola dana investasi, BPJS Ketenagakerjaan berwenang untuk menempatkan Dana Jaminan Sosial untuk investasi jangka pendek dan jangka panjang dengan memperhatikan aspek likuiditas, solvabilitas, kehati-hatian, keamanan dana dan hasil yang memadai. BPJS Ketenagakerjaan berkewajiban mengembangkan aset Dana Jaminan Sosial dan aset BPJS untuk sebesar-besarnya kepentingan peserta.

Pengelolaan dana investasi BPJS Ketenagakerjaan antara lain mengacu kepada Peraturan Pemerintah Nomor 99 Tahun 2013 tentang Pengelolaan Aset Jaminan Sosial Ketenagakerjaan, Peraturan Pemerintah Nomor 55 Tahun 2015 tentang Perubahan Atas Peraturan Pemerintah Nomor 99 Tahun 2013 tentang Pengelolaan Aset Jaminan Sosial Ketenagakerjaan, dan Peraturan Direksi BPJS Ketenagakerjaan Nomor: PERDIR/20/092015 tentang Pedoman Pengelolaan Investasi.

Per 31 Desember 2016, penempatan dana investasi pada Deposito sebesar Rp31,34 triliun (12,00%), Surat Utang sebesar Rp161,22 triliun (61,72%), Saham sebesar Rp47,47 triliun (18,17%), Reksadana sebesar Rp19,26 triliun (7,37%), Properti sebesar Rp1,77 triliun (0,68%) dan Penyertaan sebesar Rp157,46 miliar (0,06%).

Sesuai Peraturan Otoritas Jasa Keuangan (POJK) Nomor: 1/POJK.05/2016 dan POJK Nomor: 36/POJK.05/2016, penempatan dana DJS pada Surat Berharga Negara (SBN) dan Obligasi BUMN/BUMD yang penggunaannya untuk pembiayaan infrastruktur sebesar Rp144,69 triliun atau 57,55 % dari total dana DJS dan telah melampaui batas minimal sebesar 50%. Sedangkan untuk penempatan dana BPJS pada SBN dan Obligasi BUMN/BUMD yang penggunaannya untuk pembiayaan infrastruktur sebesar Rp3,31 triliun atau 36,45% dari total dana BPJS serta telah melampaui batas minimal sebesar 30%.

In accordance with Law Number 24 of 2011 on Social Security Administering Body, Labour Social Security Administration Agency is in charge of managing Social Security Fund (DJS) for the interest of the participants.

In managing investment funds, Labour Social Security Administration Agency is authorized to place the Social Security Fund for short-term and long-term investments with respect to aspects of liquidity, solvency, prudence, security of funds and adequate returns. Labour Social Security Administration Agency is required to develop the the Social Security Fund and BPJS assets for the maximum interest of the participants.

Investment fund management of Labour Social Security Administration Agency refers to Government Regulation No. 99 of 2013 on Management of Manpower Social Security Assets, Government Regulation No. 55 of 2015 on Amendment to Government Regulation No. 99 of 2013 on Management of Manpower Social Security Assets, and Regulation of Board of Directors of Labour Social Security Administration Agency Number: PERDIR/20/092015 regarding Investment Management Guidelines.

As of December 31, 2016, investment fund placement in Time Deposits amounted to Rp31.34 trillion (12.00%), Bonds amounted to Rp161.22 trillion (61.72%), Shares of Rp47.47 trillion (18.17%), Mutual Fund Rp19.26 trillion (7.37%), Property of Rp1.77 trillion (0.68%) and Placement of Rp157.46 billion (0.06%).

In accordance with the Financial Services Authority Regulation (POJK) Number 1/POJK.05/2016 and POJK Number: 36/POJK.05/2016, the placement of DJS funds in Government Securities (SBN) and BUMN/BUMD Bonds which are used for infrastructure financing amounted to Rp144.69 trillion or 57.55% of total DJS funds and has exceeded the minimum threshold of 50%. As for the placement of BPJS funds in SBN and BUMN/BUMD Bonds with uses for infrastructure financing amounted to Rp3.31 trillion or 36.45% of total BPJS funds and has exceeded the minimum threshold of 30%.

Pengelolaan dana investasi BPJSTK dilaksanakan dengan mengedepankan prinsip kehati-hatian, keamanan dana, hasil yang memadai serta mempertimbangkan *Asset Liability Management* (ALMA). Pada tahun 2016 dana investasi ditargetkan mencapai Rp246,52 triliun atau naik sebesar 17,22% dari tahun 2015. Dana investasi DJS ditargetkan mencapai Rp239,17 triliun atau meningkat sebesar 17,9%, sedangkan dana BPJS ditargetkan mencapai Rp7,34 triliun atau turun sebesar 1,47%.

Per 31 Desember 2016, realisasi dana investasi DJS mencapai Rp251,43 triliun dan total dana BPJS yang sebesar Rp9,79 triliun. Dengan demikian jumlah dana investasi yang dikelola mencapai Rp261,22 triliun, atau 105,96% dari target RKAT 2016. Jumlah tersebut meningkat 26,45% dibanding tahun 2015 sebesar Rp206,59 triliun.

BPJSTK investment fund management is implemented by prioritizing prudential principles, fund security, adequate returns and considering *Asset Liability Management* (ALMA). In 2016, investment funds were targeted to reach Rp246.52 trillion, an increase of 17.22% from 2015. DJS investment funds were targeted to reach Rp239.17 trillion, an increase of 17.9%, while BPJS funds were targeted to reach Rp7.34 trillion or a decrease of 1.47%.

As of December 31, 2016, the realization of DJS investment funds reached Rp251.43 trillion and total funds BPJS amounting to Rp9,79 trillion. Thus, the total managed investment funds reached Rp261,22 trillion, or 105.96% of the 2016 RKAT target. The figure increased by 26.45% compared to 2015 of Rp206.59 trillion.

DANA INVESTASI TAHUN 2016 (RP MILIAR)

Investment Funds 2016 (Rp billion)

No	Uraian Description	RKAT	2016	2015	2014	%
		1	2	3	4	2:1
1	Program JKK JKK Program	17.770	18.698	13.803	11.540	105,22
	Program JHT JHT Program	211.235	214.486	178.793	163.872	101,54
	Program JP JP Program	3.649	11.997	2.380	N/A	328,78
	Program JK JK Program	6.037	6.250	4.542	3.896	103,53
	Jumlah DJS Total DJS	238.691	251.431	199.518	179.308	105,34
2	BPJS Ketenagakerjaan	7.830	9.792	7.067	7.656	122,18
3	Total	246.521	261.224	206.585	186.964	105,96%

POSISI PENDANAAN PROGRAM TAHUN 2016

Position of Program Funding 2016

Aset Keuangan Financial Assets	Nilai Tercatat (%) Recorded Value (%)			
	Program JHT JHT Program	Program JKK JKK Program	Program JP JP Program	Program JK JK Program
Deposito Deposit	9,10	22,77	25,01	21,68
Saham Stocks	19,40	11,07	12,97	8,59
Reksadana Mutual Funds	7,79	1,39	13,62	2,24
KK-EBA Collective Investment Contract-Asset Backed Securities	0,05	0,08	0	0,02
Sukuk Islamic Bonds	11,66	8,73	8,86	10,27
Obligasi Bonds	51,17	55,96	39,54	57,20
Penyertaan Langsung Direct Placement	0,05	0	0	0
Properti Investasi Investment Property	0,79	0	0	0
Total	100	100	100	100

Pada kurun waktu periode pelaporan, kami juga melakukan investasi di sektor infrastruktur secara tidak langsung sebesar 30%. Investasi tersebut dilakukan melalui pembelian SBN dan obligasi korporasi terkait infrastruktur.

During the reporting period, we also invested in the infrastructure sector indirectly as much as 30%. The investment was made through the purchase of government bonds and infrastructure related bonds.

PROFITABILITAS

Pengelolaan DJS dan dana BPJS mendatangkan keuntungan dari imbal hasil investasi (*yield of investment*). Keuntungan yang diperoleh dari imbal hasil investasi pada tahun 2016 sebesar Rp21,76 triliun. Jumlah tersebut meningkat 27,62% dibanding tahun 2015 sebesar Rp17,05 triliun dan melampaui target RKAT 2016 sebesar Rp21,25 triliun.

PROFITABILITY

The management of the DJS and BPJS funds generated profit from the yield of investment. Profits derived from the yield of investment in 2016 amounted to Rp21.76 trillion. The figure increased by 27.62% compared to 2015 of Rp17.05 trillion and exceeded the target of RKAT 2016 of Rp21.25 trillion.

Nilai imbal hasil investasi terbesar pengelolaan DJS sebesar Rp20.996 miliar atau 102,31% dari target imbal hasil investasi DJS tahun 2016. Nilai imbal hasil investasi dana BPJS mencapai Rp769 miliar atau 106,01% dari total imbal hasil investasi tahun 2016.

The largest yield of investment from DJS management amounted to Rp20,996 billion or 102.31% of the total target yield of investment in 2016. The yield of investment of BPJS funds reached Rp769 billion or 106.01% of the total yield of investment in 2016.

IMBAL HASIL INVESTASI TAHUN 2016 (RP MILIAR)

Yield of Investment 2016 (Rp billion)

No	Uraian Description	RKAT	2016	2015	2014	%
		1	2	3	4	2:1
1	Program JKK JKK Program	1.480	1.399	1.050	1.569	94,53
	Program JHT JHT Program	18.314	18.479	14.887	20.401	100,90
	Program JP JP Program	229	606	41	N/A	264,81
	Program JK JK Program	500	496	325	467	99,19
	Jumlah DJS Total DJS	20.523	20.996	16.313	22.437	102,23
2	BPJS Ketenagakerjaan	725	769	736	851	106,02
3	Total	21.248	21.765	17.049	23.288	102,36

YIELD OF INVESTMENT (YOI) TAHUN 2016 (%)

Yield of Investment (YOI) 2016 (%)

No	Uraian Description	RKAT 2016	2016	2015	2014	%
		1	2	3	4	2:1
1	Program JKK JKK Program	9,39	8,70	8,76	13,80	92,7
	Program JHT JHT Program	9,40	9,49	8,39	16,12	101,0
	Program JP JP Program	8,01	9,19	9,83	N/A	110,7
	Program JK JK Program	9,47	9,32	8,05	14,89	98,3
2	BPJS Ketenagakerjaan	9,71	9,59	9,69	9,5	99,2
3	Total	9,20	9,42	8,94	13,58	100,0



SEGMENT KEGIATAN PEMBAYARAN MANFAAT BENEFIT PAYMENT ACTIVITY SEGMENT

Mengacu pada UU No.24 Tahun 2011 Tentang BPJS, salah satu kegiatan BPJS Ketenagakerjaan adalah membayarkan manfaat kepada seluruh peserta. Manfaat merupakan faedah jaminan sosial yang menjadi hak peserta dan/atau anggota keluarganya.

Manfaat yang dibayarkan kepada peserta didasarkan pada program jaminan sosial yang diselenggarakan BPJS Ketenagakerjaan, yakni Program JKK, JHT, Jaminan Pensiun dan Jaminan Kematian.

- Manfaat JKK diberikan antara lain berupa pelayanan kesehatan, santunan berbentuk uang, Program Kembali Bekerja (*Return to Work*), rehabilitasi berupa alat bantu (*orthese*) dan/atau alat ganti (*prothese*) bagi peserta yang kehilangan anggota badannya atau anggota badannya tidak berfungsi akibat kecelakaan kerja, serta beasiswa pendidikan anak bagi setiap peserta yang meninggal dunia atau mengalami cacat total tetap akibat kecelakaan kerja.
- Manfaat JHT berupa uang tunai yang besarnya merupakan nilai akumulasi iuran ditambah hasil pengembangannya, dan dibayarkan secara sekaligus apabila peserta mencapai usia 56 tahun, meninggal dunia, cacat total tetap.
- Manfaat Pensiun berupa manfaat pasti dan diberikan kepada peserta yang telah pensiun, termasuk peserta yang berhenti bekerja karena mengundurkan diri, terkena PHK dan sedang tidak aktif bekerja dimanapun, atau peserta yang meninggalkan wilayah Indonesia untuk selamanya.
- Manfaat Jaminan Kematian dibayarkan kepada ahli waris peserta, apabila peserta meninggal dunia dalam masa aktif, terdiri atas santunan sekaligus, santunan berkala, biaya pemakaman, beasiswa pendidikan anak dari peserta yang meninggal dunia bukan akibat kecelakaan kerja dan telah memiliki masa iuran paling singkat lima tahun.

Referring to the Law No.24 of 2011 on BPJS, one of the activities of Labour Social Security Administration Agency is paying benefits to all participants. The benefits are the social security benefits which are the rights of participants and/or members of their families.

The benefits paid to participants are based on social security programs that are managed by Labour Social Security Administration Agency, namely JKK, JHT, Pension Benefit and Death Benefit programs.

- JKK benefits are provided in the form of health services, cash compensation, Return to Work program, rehabilitation in the form of tools (*orthese*) and/or prothese for participants who lose or impair their limbs due to accidents, and educational scholarships for the children of every participant who dies or sustains permanent disability due to work accident.
- JHT benefit in the form of cash with value of accumulated contributions plus the result of its development, and paid in full if the participant reaches the age of 56 years, dies, or suffers permanent total disability.
- Pension benefits in the form of defined benefits and provided to retired participants, including those whose employment have been terminated due to resignation, are laid off and are not actively working anywhere, or participants who leave Indonesia permanently.
- Death Benefit is paid to the participant's heirs, if the participant dies during the active period, consisting of compensation, periodic compensation, funeral expenses, children's education scholarship from the participant who dies not due to work accident and has a contribution period of minimum of five years.

NILAI MANFAAT YANG DIBAYARKAN

Realisasi jumlah jaminan yang telah dibayarkan BPJS Ketenagakerjaan selama periode pelaporan mencapai Rp19,56 triliun. Jumlah tersebut naik Rp1,64 triliun atau 9,16% dibanding tahun 2015. Program dengan proporsi pembayaran jaminan terbesar adalah program JHT, yaitu sebesar Rp17,97 miliar atau 79,47% dan dibayarkan untuk 2.190.221 klaim yang disampaikan peserta. Adapun nilai manfaat paling sedikit adalah manfaat Program JP sebanyak Rp162 miliar dan dibayarkan untuk 15.840 klaim yang disampaikan peserta.

VALUE OF BENEFIT PAYMENTS

The realization of total benefits that Labour Social Security Administration Agency have paid during the reporting period reached Rp19.56 trillion. The amount increased by Rp1.64 trillion or 9.16% compared to 2015. The program with the largest proportion of benefit payment was JHT program, which amounted to Rp17.97 billion or 79.47% and was paid for 2,190,221 claims filed by the participants. The least benefit payment was from JP Program of Rp162 billion and paid for 15,840 claims filed by the participants.

PEMBAYARAN MANFAAT PROGRAM (RP MILIAR)

Program Benefit Payment (Rp billion)

Program	Realisasi 2015 Realization 2015	2016		Pencapaian Achievement (%)	Pertumbuhan Growth 2015-2016 (%)
		Target	Realisasi Realization		
Program JKK JKK Program	662	2.170	833	38,37	25,95
Program JHT JHT Program	16.759	22.616	17.973	79,47	7,25
Program JK JK Program	464	1.160	594	51,20	28,15
Program JP JP Program	36	42	162	385,84	351,65
Total	17.921	25.988	19.562	75,27	9,17

MEKANISME PEMBAYARAN MANFAAT

Pembayaran manfaat dilakukan BPJS Ketenagakerjaan langsung kepada peserta melalui mekanisme transfer untuk memastikan manfaat diterima langsung oleh penerima manfaat sesuai ketentuan perundang-undangan.

PENERIMAAN IURAN NETO

Selama kurun waktu periode pelaporan, BPJS Ketenagakerjaan mencatat besaran Penerimaan Iuran Neto, yaitu selisih antara jumlah iuran yang diterima dikurangi pembayaran jaminan. Pada tahun 2016 realisasi Iuran Neto mencapai Rp29.061 miliar, atau 194% dari target RKAT dan lebih besar dibanding tahun 2015 yang mencapai Rp18.271 miliar. Hal ini menandakan rasio klaim selama periode berjalan cukup rendah.

BENEFIT PAYMENT MECHANISM

Benefit payments are made by Labour Social Security Administration Agency directly to participants through a transfer mechanism to ensure benefits are received directly by beneficiaries in accordance with laws and regulations.

NET CONTRIBUTION REVENUE

During the reporting period, Labour Social Security Administration Agency recorded Net Contribution Revenue, ie the difference between the amount of contributions received minus benefit payments. In 2016, the Net Contribution of realization Revenue reached Rp29,061 billion, or 194% of RKAT target and higher than 2015 which reached Rp18,271 billion. This indicated the claim ratio during the period was quite low.

PENERIMAAN IURAN NETO TAHUN 2016
Net Contribution Revenue 2016

Peserta dan Program Participants and Programs	RKAT (Rp Miliar) (Rp billion)	Realisasi (Rp Miliar) Realization (Rp billion)	Pencapaian Achievement (%)
Program JKK JKK Program	1.755	3.276	187%
Program JHT JHT Program	7.526	15.007	199%
Program JP JP Program	5.098	9.544	187%
Program JK JK Program	621	1.235	199%
Total	15.000	29.062	194%



RASIO KLAIM

Kami mencatat pencapaian Klaim Rasio yang merupakan perbandingan antara pembayaran manfaat dibandingkan penerimaan iuran. Semakin besar nilai rasio, maka semakin besar dana jaminan yang dibayarkan sebagai manfaat bagi peserta dibandingkan dengan iuran kepesertaan yang diterima.

Besaran Klaim Rasio tahun pada tahun 2016 mencapai 40,23%, lebih kecil dibanding tahun 2015 sebesar 49,56%. Hal ini menandakan telah terjadi peningkatan kualitas pertumbuhan kepesertaan dan upah yang dilaporkan sehingga iuran yang diperoleh semakin tinggi.

CLAIM RATIO

We record the achievement of Claim Ratio which is the comparison between benefit payments to contribution revenue. The greater the value of the ratio, the greater the benefit fund paid to the participants compared to the membership contribution received.

Claim Ratio in 2016 reached 40.23%, lower than 2015 of 49.56%. This indicated that there has been an increase in the growth quality of participants and wages reported so that the contribution revenue was higher.



KLAIM RASIO PER PROGRAM (RP MILIAR)

Claim Ratio per Program (Rp billion)

Uraian Program Program Description	Penerimaan Iuran Contribution Revenue	Pembayaran Manfaat Benefit Payment	Rasio Klaim Claim Ratio (%)
Program JKK JKK Program	4.108	833	20,27
Program JHT JHT Program	32.980	17.973	54,50
Program JK JK Program	1.829	594	32,48
Program JP JP Program	9.706	162	1,67
Total	48.527	19.562	40,23

// KINERJA KEUANGAN KOMPREHENSIF

COMPREHENSIVE FINANCIAL PERFORMANCE

Uraian dalam pembahasan kinerja keuangan komprehensif dalam Laporan Tahunan Terintegrasi 2016 mengacu pada kinerja keuangan masing-masing program Dana Jaminan Sosial (DJS) dan Laporan Kinerja Keuangan Konsolidasian BPJS Ketenagakerjaan, entitas anak dan entitas bertujuan khusus, untuk tahun buku yang berakhir 31 Desember 2016.

Laporan Kinerja Keuangan Konsolidasian tahun buku 2016 disusun dan disajikan sesuai Pernyataan Standar Akuntansi Keuangan (PSAK) di Indonesia. Laporan telah diaudit Kantor Akuntan Publik (KAP) Kanaka Puradireja, Suhartono dengan opini wajar tanpa pengecualian.

Kinerja Keuangan Komprehensif mencakup Analisis Posisi Keuangan, Ekuitas, Profitabilitas, dan Arus Kas.

The description in the discussion of comprehensive financial performance in the Integrated Annual Report 2016 refers to the financial performance of each Social Security Fund (DJS) program and the Consolidated Financial Performance Report of Labour Social Security Administration Agency, subsidiaries and special-purpose entities, for the fiscal year ending December 31, 2016.

The Consolidated Financial Performance Report for the fiscal year 2016 was prepared and presented in accordance with Statement of Financial Accounting Standards (PSAK) in Indonesia. The report has been audited by Public Accounting Firm (KAP) Kanaka Puradireja, Suhartono with unqualified opinion.

Comprehensive Financial Performance included Analysis of Financial Position, Equity, Profitability, and Cash Flow.

» ASET, ASET LANCAR DAN ASET TIDAK LANCAR ASSETS, CURRENT ASSETS AND NON-CURRENT ASSETS

ASET

Nilai Total Aset pada tahun 2016 mencapai Rp13.369 miliar, bertambah Rp2.228 miliar dibandingkan tahun 2015 sebesar sebesar Rp11.081 miliar. Nilai Total Aset terdiri atas:

- Aset Lancar Rp7.162 miliar.
- Aset Tidak Lancar Rp6.208 miliar.

ASSETS

Value of Total Assets in 2016 reached Rp13,369 billion, increased by Rp2,228 billion compared to 2015 amounted to Rp11,081 billion. Value of Total Assets consists of:

- Current Assets of Rp7,162 billion.
- Non-current Assets of Rp6,208 billion.

Aset Lancar

Nilai Aset Lancar selama kurun waktu periode laporan mengalami penurunan Rp149 miliar atau 2,04% dibanding tahun 2015 sebesar Rp7.311 miliar. Hal ini disebabkan terjadinya penurunan dana investasi pada instrumen deposito dan saham yang dialihkan ke obligasi untuk memenuhi peraturan Otoritas Jasa Keuangan (OJK) yang mengintruksikan untuk menempatkan 30% dari dana investasi pada instrumen obligasi Pemerintah.

Current assets

Value of Current Assets during the reporting period decreased by Rp149 billion or 2.04% compared to 2015 amounted to Rp7,311 billion. This was due to the declined investment funds in deposit instruments and shares transferred to bonds to meet the rules of the Financial Services Authority (OJK) which instructed to put 30% of investment funds in Government bond instrument.

NILAI ASET LANCAR (RP MILIAR)

Value of Current Assets (Rp billion)

No	Uraian Description	2016	2015	2014	Δ%
		1	2	3	(1-2)/2
1	Kas dan Setara Kas Cash and Cash Equivalent	1.042	754*	1.444	38,20
2	Piutang Dana Operasional Operating Fund Receivables				
	Program JKK JKK Program	21	33	40	(36,36)
	Program JHT JHT Program	45	25	35	80,00
	Program JP JP Program	6	0	0	N/A
	Program JK JK Program	6	16	15	(62,50)
3	Piutang Investasi Investment Receivables	0	2	26	(100)
4	Piutang Hasil Investasi Yield of Investment Receivables	70	34	33	105,96
5	Piutang Sarana Kesejahteraan Peserta Participant Welfare Facility Receivables	657	738	677	(10,98)
6	Piutang Lain Other Receivables	37	32	267	15,63
7	Deposito Deposit	3.009	3.465*	2.661	(13,16)
8	Uang Muka Advance Payment	6	19	10	(68,42)
9	Pajak Dibayar Di Muka Prepaid Taxes	1	2	N/A	(50,00)
10	Beban Dibayar Di Muka Prepaid Expenses	33	41	32	(19,51)
11	Investasi Jangka Pendek Short Term Investments				
	Saham Stocks	1.692	1.812	2.623	(6,62)
	Reksadana Mutual Funds	521	328	405	58,84
12	Piutang Usaha – Setelah Dikurangi Cadangan Kerugian Penurunan Nilai Trade Receivables – Net of Allowance for Impairment	33	41	32	(19,51)
13	Perlengkapan Supplies	9	7	6	28,57
14	Aset Dimiliki Untuk Dijual Assets Held for Sale	0,006	0,004	0,16	50,00
15	Total Aset Lancar Total Current Assets	7.162	7.311	8.827	(2,04)

*Disajikan kembali | Restated

Aset Tidak Lancar

Nilai Aset Tidak Lancar pada tahun 2016 mengalami peningkatan Rp2.438 miliar atau 64,67% menjadi Rp6.208 miliar, dibanding tahun 2015 sebesar Rp3.770 miliar. Hal ini disebabkan penambahan penempatan dana investasi pada instrumen sukuk dan obligasi yang merupakan implementasi peraturan Otoritas Jasa Keuangan (OJK) yang mengintruksikan untuk menempatkan 30% dari dana investasi pada instrumen obligasi Pemerintah.

Non-Current Assets

Non-Current Assets in 2016 increased by Rp2,438 billion or 64.67% to Rp6,208 billion, compared to Rp3,770 billion in 2015. This was due to the additional investment fund placement in sukuk and bond instruments which was the implementation of the Financial Services Authority (OJK) regulation instructing to place 30% of the investment funds in Government bond instruments.

NILAI ASET TIDAK LANCAR (RP MILIAR)

Value of Non-Current Assets (Rp billion)

No	Uraian Description	2016	2015	2014	Δ%
		1	2	3	(1-2)/2
1	Investasi Jangka Panjang Long-Term Investments				
	Kontrak Investasi Kolektif – Efek Beragunan Aset Collective Investment Contract – Asset Backed Securities	31	51	72	(39,22)
	Sukuk Islamic Bonds (Sukuk)	1.470	66	66	2.127
	Obligasi Bonds	2.730	1.738	1.722	57,08
2	Penyertaan Langsung – Setelah Dikurangi Penyisihan Penurunan Nilai Direct Placement – Net of Allowance for Impairment	27	27	27	0
3	Properti Investasi – Setelah Dikurangi Akumulasi Penyusutan Investment Property – Net of Accumulated Depreciation	86	81	80	6,17
4	Aset Tetap – Setelah Dikurangi Akumulasi Penyusutan Fixed Assets – Net of Accumulated Depreciation	1.251	1.268	891	(1,34)
5	Aset Tak Berwujud – Setelah Dikurangi Akumulasi Amortisasi Intangible Assets – Net of Accumulated Amortization	49	61	53	(19,67)
6	Aset Pajak Tangguhan Deferred Tax Assets	552	472	383	16,95
7	Aset Tidak Lancar Lain Other Non-Curent Assets	11	7	10	57,14
8	Total Aset Tidak Lancar Total Non-Current Assets	6.208	3.770	3.303	64,67



LIABILITAS, LIABILITAS JANGKA PENDEK DAN LIABILITAS JANGKA PANJANG

LIABILITIES, SHORT-TERM LIABILITIES AND LONG-TERM LIABILITIES

LIABILITAS

Total Nilai Liabilitas pada tahun 2016 mencapai Rp2.944 miliar. Jumlah tersebut naik Rp776 miliar atau 35,79% dibanding tahun 2015 sebesar Rp2.168 miliar. Hal ini disebabkan peningkatan pada utang pajak, beban akrual dan liabilitas imbalan kerja jangka panjang.

Nilai Liabilitas pada tahun 2016 terdiri atas:

- Liabilitas Jangka Pendek Rp1.376 miliar.
- Liabilitas Jangka Panjang Rp1.569 miliar.

Liabilitas Jangka Pendek

Liabilitas Jangka Pendek merupakan utang-utang yang harus dipenuhi dalam tempo satu tahun. Total Nilai Liabilitas Jangka Pendek pada tahun 2016 sebesar Rp1.376 miliar, bertambah Rp462 miliar atau 50,55% dibanding tahun 2015 yang mencapai Rp914 miliar. Hal ini disebabkan peningkatan nilai utang pajak dan beban akrual atas biaya usaha yang akan dibayarkan pada periode 2017.

Uraian dalam Liabilitas Jangka Pendek meliputi Utang Kepada Pihak Ketiga, Utang Pajak, Beban Aktual, Pendapatan Diterima Di Muka, Pinjaman Bank dan Liabilitas Jangka Pendek Lain.

LIABILITIES

Value of Total Liabilities in 2016 reached Rp2,944 billion. The amount was up Rp776 billion or 35.79% compared to 2015 amounted to Rp2,168 billion. This was due to an increase in tax debt, accrued expenses and long-term employee benefits liabilities.

The value of Liabilities in 2016 consisted of:

- Short-Term Liabilities of Rp1,376 billion.
- Long Term Liabilities of Rp1,569 billion.

Short-term Liabilities

Short-Term Liabilities are debts that must be paid within one year. Total Value of Short-Term Liabilities in 2016 amounted to Rp1,376 billion, increased by Rp462 billion or 50.55% compared to 2015 amounted to Rp914 billion. This was due to an increase in the value of tax payable and accrued expenses on operating costs to be paid in the period of 2017.

Description in the Short-Term Liabilities include Debt to Third Parties, Tax Payable, Accrued Expenses, Revenue Received Advance, Bank Loans and Other Short Term Liabilities.

NILAI LIABILITAS JANGKA PENDEK (RP MILIAR)

Value of Short Term Liabilities (Rp billion)

No	Uraian Description	2016	2015	2014	Δ%
		1	2	3	(1-2)/2
1	Utang Bank Entitas Anak Bank Loans of Subsidiaries	0	3*	N/A	(100,00)
2	Utang Kepada Pihak Ketiga Debt to Third Party	11	25	56	(56,00)
3	Utang Pajak Tax Payable	220	65	337	238,46
4	Beban Aktual Accrued Expenses	964	537	314	79,52
5	Pendapatan Diterima Di Muka Prepaid Income	2	4	5	(50,00)
6	Liabilitas Jangka Pendek Lain Other Short-Term Liabilities	179	280	345	(36,07)
7	Total	1.376	914	1.057	50,55

Liabilitas Jangka Panjang

Liabilitas Jangka Panjang terdiri atas Manfaat Layanan Tambahan Untuk Operasional, Manfaat Layanan Tambahan Telah Disalurkan, Liabilitas Imbalan Pascakerja, dan Liabilitas Jangka Panjang Lain.

Long Term Liabilities

Long Term Liabilities consist of Additional Services for Operational Benefits, Disbursed Additional Services Benefit, Post-employment Benefit Liabilities and Other Long-Term Liabilities.

NILAI LIABILITAS JANGKA PANJANG (RP MILIAR)

Value of Long Term Liabilities (Rp billion)

Uraian Description	2016	2015	2014	Δ%
	1	2	3	(1-2)/2
Liabilitas Imbalan Kerja Jangka Panjang Long Term Compensation Liabilities	1.376	914	1.057	50,55

EKUITAS EQUITY

Realisasi besaran Nilai Total Ekuitas pada tahun 2016 mencapai Rp13.369 miliar, bertambah Rp2.289 miliar atau 20,66% dibanding tahun 2015 sebesar Rp8.913 miliar. Hal ini terjadi karena adanya peningkatan saldo penghasilan dan pemulihan nilai wajar aset investasi yang tersedia untuk dijual (AFS).

Realization of Total Equity Value in 2016 reached Rp13,369 billion, increased by Rp2,289 billion or 20.66% compared to 2015 amounted to Rp8,913 billion. This was due to an increase in retained earnings and the recoverable fair value of available-for-sale (AFS) investment assets.

NILAI EKUITAS (RP MILIAR)

Equity Value (Rp billion)

No	Uraian Description	2016	2015	2014	Δ%
		1	2	3	(1-2)/2
1	Modal Capital	8.917	8.472	7.823	5,25
2	Ekuitas yang Berasal dari Kombinasi Entitas Sepengendali Equity from Combined Entities Under Common Control	1.408	1.408	1.413	0
3	Saldo Penghasilan Neto Net Income Balance	713	112	202	536,61
4	Saldo Penyesuaian Nilai Wajar Aset Keuangan Tersedia Untuk Dijual Adjustment Balance of Financial Asset Available for Sale Fair Value	(508)	(1.088)	(161)	(53,31)
5	Saldo Keuntungan dan Kerugian Aktuarial Liabilitas Pascakerja Imbalan Pasti Actuarial Profit and Losses on Post-Employment Defined Compensation Liabilities	(105)	8	(7)	(1.412)
6	Subtotal	10.425	8.913	9.270	16,96
7	Keuntungan Non Pengendali Non-Controlling Interests	0,003	0,003	0,003	0
8	Total	10.424	8.913	9.270	16,95

PROFITABILITAS PROFITABILITY

PENDAPATAN USAHA

Pendapatan Usaha BPJS Ketenagakerjaan terdiri dari Pendapatan Operasional dan Pendapatan Non-Operasional. Kami memastikan hingga akhir tahun 2016 tidak ada Pendapatan Usaha yang kami peroleh sebagai bantuan finansial dari Pemerintah maupun perolehan sebagai keuntungan dari kebijakan BPJS Ketenagakerjaan menyikapi fenomena perubahan iklim. [G4-EC2, G4-EC4]

Namun sesuai Undang-Undang No.24 Tahun 2011 Tentang Badan Penyelenggara Jaminan Sosial (BPJS), kami mendapatkan iuran bantuan kepesertaan dari Pemerintah, bagi fakir miskin dan orang tidak mampu sebagai peserta program jaminan sosial. Uraian tentang hal ini disampaikan terpisah pada bahasan lain dalam Laporan ini.

Secara keseluruhan Pendapatan Usaha dari program DJS pada tahun 2016 mencapai Rp74.523 miliar. Jumlah tersebut naik Rp32.970 miliar atau 79,34% dibanding tahun 2015 sebesar Rp41.553 miliar. Hal ini disebabkan tercapainya target penerimaan iuran dan baiknya kinerja investasi.

Uraian atas Pendapatan Usaha program DJS adalah sebagai berikut:

- Pendapatan Program JKK pada tahun 2016 sebesar Rp6.164 miliar, naik Rp2.407 miliar atau 64,07% dibanding tahun 2015 yang mencapai Rp3.757 miliar.
- Pendapatan Program JHT pada tahun 2016 sebesar Rp55.638 miliar, naik Rp22.166 miliar atau 66,22% dibanding tahun 2015 yang mencapai Rp33.472 miliar.
- Pendapatan Program JK pada tahun 2016 sebesar Rp2.521 miliar, naik Rp860 miliar atau 51,78% dibanding tahun 2015 yang mencapai Rp1.661 miliar.
- Pendapatan Program JP pada tahun 2016 sebesar Rp10.200 miliar, naik Rp7.537 miliar atau 283,03% dibanding tahun 2015 yang mencapai Rp2.663 miliar.

OPERATING INCOME

Operating Revenues of Labour Social Security Administration Agency consist of Operational Income and Non-Operational Income. We ensure that by the end of 2016 we had no Operating Revenue earned from the Government's financial assistance and earnings as a benefit of Labour Social Security Administration Agency's policy addressing the phenomenon of climate change. [G4-EC2, G4-EC4]

However, in accordance with Law No.24 of 2011 on the Social Security Administering Body (BPJS), we receive membership contributions from the Government, for poor and disadvantaged as participants of the social security program. The description of this subject is presented separately in another section of this Report.

Total Operating Revenue from DJS program in 2016 reached Rp74,523 billion. The amount increased by Rp32,970 billion or 79.34% compared to 2015 amounted to Rp41,553 billion. This was due to the contribution revenue target and good investment performance.

Description of the DJS Program Operating Revenues is as follows:

- JKK Program revenues in 2016 amounted to Rp6,164 billion, an increase by Rp2,407 billion or 64.07% compared to 2015 amounted to Rp3,757 billion.
- JHT Program revenues in 2016 amounted to Rp55,638 billion, an increase by Rp22,166 billion or 66.22% compared to 2015 that reached Rp33,472 billion.
- JK Program revenues in 2016 amounted to Rp2,521 billion, up Rp860 billion or 51.78% compared to 2015 which reached Rp1,661 billion.
- JP Program revenues in 2016 amounted to Rp10,200 billion, an increase of Rp7,537 billion, or 283.03% compared to 2015 amounted to Rp2,663 billion.

PENDAPATAN USAHA DANA JAMINAN SOSIAL (RP MILIAR)
Operating Income of Social Security Fund (Rp Billion)

Uraian Description	2016	2015	2014	Δ%
	1	2	3	(1-2)/2
PENDAPATAN PROGRAM JKK JKK PROGRAM REVENUES				
Pendapatan Iuran Contribution Revenues	4.108	3.505	3.018	17,20
Kontribusi BPJS BPJS Contributions	3	4	N/A	(25)
Pendapatan Investasi Investment Revenues	2.013	244	1.489	725
Pendapatan Lain Other Revenues	40	3	3	1.233,33
Total Pendapatan Operasional Total Operating Revenues	6.164	3.756	4.510	64,07
PENDAPATAN PROGRAM JHT JHT PROGRAM REVENUES				
Pendapatan Iuran Contribution Revenues	32.980	28.475	24.327	15,82
Kontribusi BPJS BPJS Contributions	22	28	N/A	(21,43)
Pendapatan Investasi Investment Revenues	22.616	4.877	19.996	363,73
Pendapatan Lain Other Revenues	20	91	16	(78,02)
Total Pendapatan Operasional Total Operating Revenues	55.638	33.471	44.339	66,22
PENDAPATAN PROGRAM JP JP PROGRAM REVENUES				
Pendapatan Iuran Contribution Revenues	9.705	2.620	N/A	270,42
Pendapatan Investasi Investment Revenues	486	41	N/A	1.085,37
Pendapatan Lain Other Revenues	7	1	N/A	600
Total Pendapatan Operasional Total Operating Revenues	10.200	2.662	N/A	283,03
PENDAPATAN PROGRAM JK JK PROGRAM REVENUES				
Pendapatan Iuran Contribution Revenues	1.829	1.590	1.375	15,03
Kontribusi BPJS BPJS Contributions	1	2	N/A	(50)
Pendapatan Investasi Investment Revenues	670	66	447	915,15
Pendapatan Lain Other Revenues	20	2	1	900
Total Pendapatan Operasional Total Operating Revenues	2.520	1.660	1.823	51,78

Perolehan Pendapatan tahun 2016 dari Pendapatan Usaha BPJS, sebesar Rp5.556 miliar. Jumlah tersebut naik Rp1.466 miliar atau 35,84% dibanding tahun 2015 sebesar Rp4.090 miliar. Hal ini disebabkan tercapainya target pendapatan dana operasional yang merupakan dampak dari baiknya perolehan pendapatan iuran DJS dan pendapatan investasi program JHT dan JP.

Total Revenues in 2016 from BPJS Operating Income, amounted to Rp5,556 billion. The amount increased by Rp1,466 billion or 35.84% compared to 2015 of Rp4,090 billion. This was due to the achievement of operational fund revenue target as the impact of good DJS contribution revenues and investment revenues from JHT and JP programs.


PENDAPATAN USAHA BPJS (RP MILIAR)

Operating Income of BPJS (Rp billion)

Uraian Description	2016	2015	2014	Δ%
	1	2	3	(1-2)/2
PENDAPATAN OPERASIONAL OPERATING REVENUES				
Pengelolaan DJS – Program JKK Management of DJS-JKK Program	236	349	303	(32,38)
Pengelolaan DJS – Program JHT Management of DJS-JHT Program	3.723	2.634	1.997	41,34
Pengelolaan DJS – Program JP Management of DJS-JP Program	615	N/A	N/A	N/A
Pengelolaan DJS – Program JK Management of DJS-JK Program	106	157	137	(32,48)
Total Pendapatan Operasional Total Operating Revenues	4.680	3.140	2.437	49,04
PENDAPATAN NON OPERASIONAL NON-OPERATING REVENUES				
Pendapatan Investasi Investment Revenues	769	795*	851	(3,27)
Pendapatan Entitas Anak Subsidiaries' Revenues	62	51	45	21,57
Pendapatan Lain Other Revenues	22	78*	400	(71,79)
Pendapatan Peningkatan Kapasitas Pelayanan SKP Revenues from Capacity Improvement of SKP Services	23	25	N/A	(8)
Total Pendapatan Non Operasional Total Non-operating Income	876	949	1.296	(7,79)
TOTAL PENDAPATAN TOTAL REVENUES				
Jumlah Total	5.556	4.089	3.733	35,84

*Penyajian kembali | Restatement



BEBAN USAHA

Beban Usaha program DJS secara keseluruhan dihitung berdasarkan Beban Program, Beban Cadangan Teknis, Beban Dana Operasional BPJS, Beban Investasi, Beban Kerugian Penurunan Nilai Piutang, dan Beban Lainnya. Beban Usaha program DJS pada tahun 2016 adalah:

- Beban Usaha Program JKK sebesar Rp1.573 miliar, turun Rp387 miliar atau 19,74% dibanding tahun 2015 yang mencapai Rp1.960 miliar.
- Beban Usaha Program JHT sebesar Rp21.982 miliar, naik Rp2.299 miliar atau 11,68% dibanding tahun 2015 yang mencapai Rp19.683 miliar.
- Beban Usaha Program JP sebesar Rp817 miliar, naik Rp775 miliar atau 1.845,24% dibanding tahun 2015 yang mencapai Rp42 miliar.
- Beban Usaha Program JK sebesar Rp794 miliar, turun Rp55 miliar atau 6,48% dibanding tahun 2015 yang mencapai Rp849 miliar.

OPERATING EXPENSES

Total DJS program operating expenses are calculated based on Program Expenses, Technical Reserves Expenses, BPJS Operating Fund Expenses, Investment Expense, Loss on Impairment of Receivables, and Other Expenses. The operating expenses of DJS program by 2016 are as follows:

- JKK Program Operating Expenses amounted to Rp1,573 billion, down Rp387 billion or 19.74% compared to 2015 of Rp1,960 billion.
- JHT Program Operating Expenses amounted to Rp21,982 billion, up Rp2,299 billion or 11.68% compared to 2015 that reached Rp19.683 billion.
- Operating Expenses of JP Program amounted to Rp817 billion, an increase of Rp775 billion or 1,845.24% compared to 2015 amounted to Rp42 billion.
- Operating Expenses of JK Program amounted to Rp794 billion, down Rp55 billion or 6.48% compared to 2015 which reached Rp849 billion.

PENDAPATAN USAHA DANA JAMINAN SOSIAL (RP MILIAR)

Operating Income of Social Security Fund (Rp billion)

Uraian Description	2016	2015	2014	Δ%
	1	2	3	2:1
BEBAN PROGRAM JKK JKK PROGRAM EXPENSES				
Beban JKK JKK Expenses	833	661	651	26,02
Beban Cadangan Teknis Technical Reserve Expenses	307	778	489	(60,54)
Beban Dana Operasional BPJS BPJS Operating Fund Expenses	236	349	303	(32,38)
Beban Investasi Investment Expenses	199	176	137	13,07
Pemulihan Penurunan Nilai Piutang Recovery of Receivable Impairment	(2)	(5)	(25)	(60)
Beban Lain Other Expenses	0,33	0,41	0,18	(19,51)
Total Beban Total Expenses	1.573	1.960	1.555	(19,74)
BEBAN PROGRAM JHT JHT PROGRAM EXPENSES				
Beban JHT JHT Expenses	17.973	16.759	12.894	7,24
Beban Dana Operasional BPJS BPJS Operating Fund Expenses	3.723	2.634	1.997	41,34
Beban Investasi Investment Expenses	245	211	210	16,11
Pemulihan Kerugian Penurunan Nilai Piutang Recovery of Receivable Impairment	39	77	70	(49,35)
Beban Lain Other Expenses	3	3	0,89	0
Total Beban Total Expenses	21.982	19.683	15.172	11,68
BEBAN PROGRAM JP JP PROGRAM EXPENSES				
Beban JP JP Expenses	162	36	N/A	350
Beban Dana Operasional BPJS BPJS Operating Fund Expenses	615	N/A	N/A	N/A
Beban Investasi Investment Expenses	14	0,87	N/A	1.509,20
Pemulihan Kerugian Penurunan Nilai Piutang Recovery of Receivable Impairment	25	5	N/A	400
Beban Lain Other Expenses	0,35	0,07	N/A	400
Total Beban Total Expenses	817	42	N/A	1.845,24
BEBAN PROGRAM JK JK PROGRAM EXPENSES				
Beban JK JK Expenses	594	464	455	28,02
Beban Cadangan Teknis Technical Reserve Expenses	31	167	(32)	(81,44)
Beban Dana Operasional BPJS BPJS Operating Fund Expenses	106	157	137	(32,48)
Beban Investasi Investment Expenses	65	54	42	20,37
Pemulihan Kerugian Penurunan Nilai Piutang Recovery of Receivable Impairment	(2)	7	(6)	(128,57)
Beban Lain Other Expenses	0,17	0,27	0,10	(37,04)
Total Beban Total Expenses	794	849	597	(6,48)

Total Beban Usaha dihitung sebagai Beban Operasional dan Beban Non-Operasional. Pada tahun 2016 nilai total Beban Usaha mencapai Rp4.114 miliar, naik Rp845 miliar atau 25,85% dibanding tahun 2015 sebesar Rp3.269 miliar. Hal ini disebabkan meningkatnya biaya operasional dalam rangka pengelolaan program dan adanya pembentukan beban pajak atas Surat Tagihan Pajak (STP) sebagai wujud ketaatan terhadap peraturan perundang-undangan.

Total Operating Expenses are calculated as Operating Cost and Non-Operating Cost. In 2016 value of Total Operating Expenses reached Rp4,114 billion, up Rp845 billion or 25.85% compared to 2015 amounted to Rp3,269 billion. This was due to increased operational costs for program management and the formation of tax expenses on Tax Collection Notice (STP) as a form of compliance with laws and regulations.

BEBAN USAHA BPJS (RP MILIAR)

Operating Expenses of BPJS (Rp billion)

Uraian Description	2016	2015	2014	Δ%
	1	2	3	2:1
BEBAN OPERASIONAL OPERATING COST				
Penyelenggaraan DJS – Program JKK Management of DJS - JKK Program	424	387	397	9,56
Penyelenggaraan DJS – Program JHT Management of DJS - JHT Program	2.254	2.164	1.886	4,16
Penyelenggaraan DJS – Program JP Management of DJS - JP Program	633	227	N/A	178,85
Penyelenggaraan DJS – Program JK Management of DJS - JK Program	248	242	199	2,48
Total Beban Operasional Total Operating Cost	3.559	3.020	2.482	17,85
BEBAN NON OPERASIONAL NON OPERATING COST				
Beban Investasi Investment Cost	114	147	91	(22,45)
Beban Usaha Entitas Anak Subsidiary Operating Cost	87	68	63	27,94
Beban Tanggung Jawab Sosial dan Lingkungan Social and Environmental Responsibility Cost	12	12	14	0
Beban Lain-lain Other Cost	342	22	16	1.454,55
Total Beban Non Operasional Total Non Operating Cost	555	249	184	122,89
TOTAL BEBAN USAHA TOTAL OPERATING COST				
Total	4.114	3.269	2.665	25,85

BEBAN PAJAK

Beban Pajak dihitung sebagai Beban Pajak Badan Penyelenggara. Nilai Beban Pajak pada tahun 2016 sebesar Rp370 miliar, naik Rp168 miliar atau 83,17% dibanding tahun 2015 yang mencapai Rp202 miliar. Hal ini disebabkan tingginya pencapaian penghasilan bersih Badan Penyelenggara yang secara otomatis akan berdampak terhadap Beban Pajak Badan Penyelenggara.

BEBAN PAJAK (RP MILIAR)

Tax Expenses (Rp billion)

Uraian Description	2016	2015	2014	Δ%
	1	2	3	2:1
Beban Pajak Badan Body Tax Expenses	370	202	353	83,17

TAX EXPENSES

Tax Expenses are calculated as the tax expenses of the Administering Body. The value of tax expenses in 2016 amounted to Rp370 billion, up Rp168 billion or 83.17% compared to 2015 that reached Rp202 billion. This was due to the high net income of the Administering Body which will automatically affected the tax expenses of the Administering Body.

PENGHASILAN OPERASIONAL

Penghasilan Operasional DJS dapat dilihat melalui Kenaikan Aset Neto program yang merupakan hasil pengurangan Pendapatan Usaha dengan Beban Usaha di masing-masing program, dengan uraian sebagai berikut:

- Aset Neto Program JKK tahun 2016 sebesar Rp4.590 miliar, naik Rp2.793 miliar atau 155,43% dibanding tahun 2015 yang mencapai Rp1.797 miliar.
- Aset Neto Program JHT tahun 2016 sebesar Rp33.656 miliar, naik Rp19.867 miliar atau 144,08% dibanding tahun 2015 yang mencapai Rp13.789 miliar.
- Aset Neto Program JP tahun 2016 sebesar Rp9.384 miliar, naik Rp6.763 miliar atau 258,03% dibanding tahun 2015 yang mencapai Rp2.621 miliar.
- Aset Neto Program JK tahun 2016 sebesar Rp1.728 miliar, naik Rp916 miliar atau 112,81% dibanding 2015 yang mencapai Rp812 miliar.

OPERATIONAL INCOME

DJS Operational Income can be seen through Net Asset Increase of program which is result of Operating Income minus Operating Expenses of each program, with the following description:

- JKK Program Net Assets in 2016 amounted to Rp4,590 billion, an increase of Rp2,793 billion or 155.43% compared to 2015 amounted to Rp1,797 billion.
- JHT Program Net Assets in 2016 amounted to Rp33,656 billion, an increase of Rp19,867 billion or 144.08% compared to 2015 amounted to Rp13,789 billion.
- JP Program Net Assets in 2016 amounted to Rp9,384 billion, an increase of Rp6,763 billion or 258.03% compared to 2015 which reached Rp2,621 billion.
- JK Program Net Assets in 2016 amounted to Rp1,728 billion, up Rp916 billion or 112.81% compared to 2015 which reached Rp812 billion.

KENAIKAN ASET NETO (RP MILIAR)

Net Asset Increase (Rp billion)

Uraian Description	2016	2015	2014	Δ%
	1	2	3	2:1

KENAIKAN ASET NETO PROGRAM | NET ASSET INCREASE OF PROGRAMS

Kenaikan Aset Neto Program JKK Increase of JKK Program Net Assets	4.590	1.797	2.995	155,43
Kenaikan Aset Neto Program JHT Increase of JHT Program Net Assets	33.656	13.789	29.167	144,08
Kenaikan Aset Neto Program JP Increase of JP Program Net Assets	9.384	2.621	N/A	258,03
Kenaikan Aset Neto Program JK Increase of JK Program Net Assets	1.728	812	1.226	112,81

Penghasilan Sebelum Pajak Badan merupakan hasil pengurangan Pendapatan Usaha dengan Beban Usaha. Perolehan Penghasilan Sebelum Pajak Badan pada tahun 2016 mencapai Rp1.443 miliar, naik Rp622 miliar atau 75,76% dibanding tahun 2015 sebesar Rp821 miliar.

Beban Pajak Badan untuk tahun 2016 mencapai Rp370 miliar, naik dibanding tahun 2015 sebanyak Rp202 miliar. Dengan demikian perolehan Penghasilan Tahun Berjalan pada tahun 2016 adalah Rp1.072 miliar, lebih besar Rp455 miliar atau 73,62% dibanding tahun 2015 sebesar Rp618 miliar.

Income Before Tax is the result of Operating Income minus Operating Expenses. Income Before Tax in 2016 reached Rp1,443 billion, up Rp622 billion or 75.76% compared to 2015 amounted to Rp821 billion.

Corporate Tax Expenses for 2016 reached Rp370 billion, up from 2015 of Rp202 billion. Thus, the Current Year Income in 2016 was Rp1,072 billion, increased by Rp455 billion or 73.62% than in 2015 amounted to Rp618 billion.

PEROLEHAN PENGHASILAN TAHUN BERJALAN BPJS (RP MILIAR)
Current Year Income of BPJS (Rp billion)

Uraian Description	2016	2015	2014	Δ%
	1	2	3	2:1
Penghasilan Sebelum Pajak Income Before Tax	1.443	821	1.066	75,76
Beban Pajak Badan Tax Expenses	370	202	353	83,17
Penghasilan Tahun Berjalan Current Year Income	1.072	618	713	73,62



PENGHASILAN KOMPREHENSIF TAHUN BERJALAN

Perolehan Penghasilan Komprehensif tahun Berjalan pada kurun waktu periode pelaporan adalah Rp1.538 miliar. Jumlah tersebut naik Rp1.846 miliar atau 599,35% dibanding tahun 2015 sebesar Rp(308) miliar. Hal ini disebabkan adanya pendapatan yang terbentuk akibat pemulihan nilai wajar aset investasi yang tersedia untuk dijual (AFS).

CURRENT YEAR COMPREHENSIVE INCOME

Current Year Comprehensive Income in the reporting period was Rp1,538 billion. The amount was up Rp1,846 billion or 599.35% compared to 2015 of Rp(308) billion. This was due to the revenues generated by the recovered fair value of available-for-sale (AFS) investment assets.

PENGHASILAN KOMPREHENSIF TAHUN BERJALAN (RP MILIAR)

Current Year Comprehensive Income (Rp billion)

No	Uraian Description	2016	2015	2014	Δ%
		1	2	3	2:1
1	Pendapatan Usaha Operating Income				
	Pendapatan Operasional Operating Revenues	4.680	3.140	2.437	49,04
	Pendapatan Non Operasional Non-operating Revenues	876	950	1.295	(7,79)
2	Beban Usaha Operating Expenses				
	Beban Operasional Operating Cost	3.559	3.020	2.482	17,85
	Beban Non Operasional Non-Operating Cost	555	249	184	122,89
3	Penghasilan Sebelum Pajak Income Before Tax	1.443	821	1.066	75,76
4	Beban Pajak Badan Corporate Tax Cost	370	202	353	83,17
5	Penghasilan Tahun Berjalan Current Year Income	1.072	618	713	73,62
6	Penghasilan Komprehensif lain Other Comprehensive Income	466	(927)	308	150,27
7	Total	1.538	(308)	1.021	599,35

PENGHASILAN KOMPREHENSIF YANG DAPAT DIATRIBUSIKAN

Sampai dengan akhir periode pelaporan, Penghasilan Komprehensif tahun Berjalan yang Dapat Diatribusikan Kepada Pemilik Entitas Induk mencapai Rp1.538 miliar, dan kepada Kepentingan Non-Pengendali sebesar Rp(285.165).

ATTRIBUTABLE COMPREHENSIVE INCOME

Up to the end of the reporting period, the Current Year Comprehensive Income attributable to Owners of the Parent Company amounted to Rp1,538 billion, and to Non-Controlling Interest amounted to Rp(285,165).

LAPORAN ARUS KAS CASH FLOW STATEMENT

Arus Kas BPJS Ketenagakerjaan selaku Badan Penyelenggara terdiri dari tiga aktivitas, yakni Arus Kas Dari Aktivitas Operasi, Arus Kas Dari Aktivitas Investasi, dan Arus Kas Dari Aktivitas Pendanaan.

Cash Flow Labour Social Security Administration Agency as an Administering Body consists of three activities, namely Cash Flow from Operating Activities, Cash Flow from Investment Activities, and Cash Flow From Financing Activities.

NILAI ARUS KAS DJS (RP MILIAR)

Value of Cash Flow of DJS (Rp billion)

Uraian Description	2016	2015	2014	Δ%
	1	2	3	2:1
ARUS KAS PROGRAM JKK CASH FLOW OF JKK PROGRAM				
Arus Kas Dari Aktivitas Operasi Cash Flow from Operating Activities	3.026	2.548	2.045	18,76
Arus Kas Dari Aktivitas Investasi Cash Flow from Investing Activities	(3.077)	(2.467)	(2.040)	24,73
Arus Kas Dari Aktivitas Pendanaan Cash Flows from Financing Activities	N/A	N/A	N/A	N/A
Kenaikan (Penurunan) Kas dan Setara Kas Increase (Decrease) in Cash and Cash Equivalents	(51)	81	5	(162,96)
Saldo Kas dan Setara Kas Awal Tahun Balance of Cash and Cash Equivalents Beginning of the Year	97	16	11	506,25
Saldo Kas dan Setara Kas Akhir Tahun Balance of Cash and Cash Equivalents End of Year	46	97	16	(52,58)
ARUS KAS PROGRAM JK CASH FLOW OF JK PROGRAM				
Arus Kas Dari Aktivitas Operasi Cash Flow from Operating Activities	1.128	950	796	18,74
Arus Kas Dari Aktivitas Investasi Cash Flow from Investing Activities	(1.143)	(924)	(814)	23,70
Arus Kas Dari Aktivitas Pendanaan Cash Flows from Financing Activities	N/A	N/A	N/A	N/A
Kenaikan (Penurunan) Kas dan Setara Kas Increase (Decrease) in Cash and Cash Equivalents	(15)	26	(18)	(157,69)
Saldo Kas dan Setara Kas Awal Tahun Balance of Cash and Cash Equivalents Beginning of the Year	37	11	29	236,36
Saldo Kas dan Setara Kas Akhir Tahun Balance of Cash and Cash Equivalents End of Year	22	37	11	(40,54)

NILAI ARUS KAS BPJS (RP MILIAR)

Value of Cash Flow of BPJS (Rp billion)

Uraian Description	2016	2015	2014	Δ%
	1	2	3	2:1
ARUS KAS KONSOLIDASIAN CONSOLIDATED CASH FLOW				
Arus Kas Dari Aktivitas Operasi Cash Flow from Operating Activities	1.371	683	169	100,73
Arus Kas Dari Aktivitas Investasi Cash Flow from Investing Activities	(1.052)	(1.336)	489	(21,26)
Arus Kas Dari Aktivitas Pendanaan Cash Flows from Financing Activities	(21)	(46)	500	(54,35)
Kenaikan (Penurunan) Kas dan Setara Kas Increase (Decrease) in Cash and Cash Equivalents	298	(699)	1.558	(142,63)
Saldo Kas dan Setara Kas Awal Tahun Balance of Cash and Cash Equivalents Beginning of the Year	745	1.444	286	(48,41)
Saldo Kas dan Setara Kas Akhir Tahun Balance of Cash and Cash Equivalents End of Year	1.043	745	1.444	40

RASIO KEMAMPUAN MEMBAYAR UTANG DAN TINGKAT KOLEKTIBILITAS

RATIO DEBT PAYING ABILITY AND COLLECTIBILITY RATE

SOLVABILITAS

Kemampuan suatu perusahaan membayar seluruh utang dinyatakan dalam Rasio Solvabilitas. Rasio Solvabilitas program JHT pada tahun 2016 adalah sebesar 101,48%, naik dari tahun 2015 sebesar 1,24%. Hal ini disebabkan oleh baiknya kinerja investasi yang berdampak terhadap peningkatan dana investasi.

SOLVENCY

The ability of a company to pay its total debts is expressed in the Solvency Ratio. Solvency Ratio of JHT program in 2016 was 101.48%, up from 2015 at 1.24%. This was due to the good performance of investments that have an impact on the increase of investment funds.

RASIO SOLVABILITAS (%)

Solvency Ratio (%)

Uraian Description	2016	2015	2014	Δ%
	1	2	3	2:1
JHT	101,48	100,26	100,34	0,99
JP	∞	∞	∞	-

LIKUIDITAS

Likuiditas adalah rasio yang mencerminkan kemampuan memenuhi kewajiban, terutama kewajiban dana jangka pendek. Rasio Likuiditas program JKK pada tahun 2016 adalah sebesar 23,847%, naik dari tahun 2015 sebesar 21,705%. Hal ini disebabkan oleh tingginya penerimaan iuran dan rendahnya pembayaran jaminan sehingga meningkatkan saldo aset neto.

LIQUIDITY

Liquidity is a ratio that reflects the ability to meet liabilities, especially short-term fund liabilities. JKK program's Liquidity Ratio in 2016 was 23,847%, up from 2015 at 21,705%. This is due to high contribution fees and low guarantee payments that increased net asset balance.

Rasio Likuiditas program JKM pada tahun 2016 adalah sebesar 11,544%, naik dari tahun 2015 sebesar 10,322%. Hal ini disebabkan oleh tingginya penerimaan iuran dan rendahnya pembayaran jaminan sehingga meningkatkan saldo aset neto.

JKM program's liquidity ratio in 2016 was 11,544%, up from 2015 at 10,322%. This was due to high contribution revenues and low benefit payments that increased net asset balance.

RASIO LIKUIDITAS (%)

Liquidity Ratio (%)

Uraian Description	2016	2015	2014	Δ%
	1	2	3	2:1
JKK	23.847	21.705	18.730	0,91
JKM	11.544	10.322	8.372	0,89
BPJS	520,34	800,12	783,25	(34,97)

Rasio keuangan lainnya yang dihitung secara konsolidasian adalah Rasio BOPO dan Rasio Ekuitas terhadap Liabilitas.

The other consolidated financial ratios are Cost Ratio (BOPO) and the Equity to Liabilities Ratio.

Rasio BOPO mengukur kemampuan dalam mengendalikan biaya operasional terhadap pendapatan operasional. Pada tahun 2016, Rasio BOPO adalah sebesar 82,30%, turun dari tahun 2015 sebesar 5,94%.

The BOPO ratio measures the ability to control operating costs against operating income. In 2016, BOPO ratio was 82.30%, down from 2015 at 5.94%.

Rasio Ekuitas terhadap Liabilitas mengukur perbandingan antara ekuitas terhadap liabilitas. Rasio Ekuitas terhadap Liabilitas mencapai 354% atau mengalami penurunan sebesar 57% dibanding tahun sebelumnya karena adanya peningkatan liabilitas jangka pendek yang disebabkan pembentukan utang pajak atas Surat Tagihan Pajak (STP).

The Equity to Liabilities ratio measures the comparison between equity to liabilities. The Equity to Liabilities Ratio reached 354% or decreased by 57% over the previous year due to an increase in short-term liabilities caused by the establishment of tax debt in the Tax Collection Notice (STP).

RASIO KEUANGAN LAINNYA Other Financial Ratios

Uraian Description	2016	2015	2014	Δ%
	1	2	3	2:1
BOPO	82,30	88,24	92,53	1,07
Rasio Ekuitas terhadap Liabilitas Equity to Liabilities Ratio	353,95	411,17	401,45	1,16



STRUKTUR MODAL CAPITAL STRUCTURE

Struktur Modal (*capital structure*) yang menggambarkan pembiayaan permanen, dan terdiri atas utang jangka panjang dan modal sendiri. Struktur Modal yang optimal akan menghasilkan pendanaan yang efisien.

Capital structure describes permanent financing, and consists of long-term debt and equity. The optimal Capital Structure will result in efficient funding.

Secara umum kinerja DJS pada tahun 2016 dibanding tahun 2015 adalah sebagai berikut:

In general, DJS performance in 2016 compared to 2015 is as follows:

1. Nilai Aset Program tahun 2016 dibanding tahun 2015.

- Aset Program JKK naik Rp4.821 miliar atau 34,07%
- Aset Program JHT naik Rp35.722 miliar atau 19,63%
- Aset Program JP naik Rp9.521 miliar atau 356,06%
- Aset Program JK naik Rp1.725 miliar atau 37,18%

1. Assets Value of the Program in 2016 compared to 2015.

- Assets of JKK Program increased by Rp4,821 billion or 34.07%
- Assets of JHT Program rose Rp35,722 billion or 19.63%
- Assets of JP Program increased Rp9,521 billion or 356.06%
- Assets of JK Program increased by Rp1,725 billion or 37.18%

2. Nilai Aset Neto Program tahun 2016 dibanding tahun 2015.

- Aset Neto Program JKK naik Rp4.590 miliar atau 38,38%
- Aset Neto Program JHT naik Rp33.656 miliar atau 20,07%
- Aset Neto Program JP naik Rp9.383 miliar atau 357,99%
- Aset Neto Program JK naik Rp1.727 miliar atau 43,30%

2. Net Assets Value of the Program in 2016 compared to 2015.

- Net Assets of JKK Program increased by Rp4,590 billion or 38.38%
- Net Asset of JHT Program increased by Rp33,656 billion or 20.07%
- Net Asset of JP Program increased Rp9,383 billion or 357.99%
- Net Asset of JK Program increased by Rp1,727 billion or 43.30%

3. Nilai Liabilitas Program tahun 2016 dibanding tahun 2015.

- Liabilitas Program JKK naik Rp231 miliar atau 10,53%
- Liabilitas Program JHT naik Rp2.066 miliar atau 14,44%
- Liabilitas Program JP naik Rp138 miliar atau 260,38%
- Liabilitas Program JK turun Rp2 miliar atau 0,31%

3. Liabilities Value of Program in 2016 compared to 2015.

- Liabilities of JKK Program increased by Rp231 billion or 10.53%
- Liabilities of JHT Program increased by Rp2,066 billion or 14.44%
- Liabilities of JP Program increased by Rp138 billion or 260.38%
- Liabilities of JK Program decreased by Rp2 billion or 0.31%

STRUKTUR MODAL DJS

DJS Capital Structure

Uraian Description	2016		2015		2014	
	%	Rp Miliar Rp billion	%	Rp Miliar Rp billion	%	Rp Miliar Rp billion

STRUKTUR MODAL PROGRAM JKK | JKK PROGRAM CAPITAL STRUCTURE

Liabilitas Liabilities	12,78	2.424	15,5	2.193	13,12	1.535
Aset Neto Net Assets	87,22	16.549	84,5	11.959	86,88	10.162
Aset Assets	100	18.973	100	14.152	100	11.697

STRUKTUR MODAL PROGRAM JHT | JHT PROGRAM CAPITAL STRUCTURE

Liabilitas Liabilities	7,52	16.375	7,86	14.309	7,33	12.168
Aset Neto Net Assets	92,48	201.318	92,14	167.662	92,67	153.873
Aset Assets	100	217.693	100	181.971	100	166.041

STRUKTUR MODAL PROGRAM JP | JP PROGRAM CAPITAL STRUCTURE

Liabilitas Liabilities	1,57	191	1,98	53	N/A	N/A
Aset Neto Net Assets	98,43	12.004	98,02	2.621	N/A	N/A
Aset Assets	100	12.195	100	2.674	N/A	N/A

STRUKTUR MODAL PROGRAM JK | JK PROGRAM CAPITAL STRUCTURE

Liabilitas Liabilities	10,20	649	14,03	651	19,61	775
Aset Neto Net Assets	89,80	5.715	85,97	3.988	80,39	3.176
Aset Assets	100	6.364	100	4.639	100	3.951

Secara umum kinerja BPJS Ketenagakerjaan pada tahun 2016 dibanding tahun 2015 adalah sebagai berikut:

- Nilai Aset bertambah sebesar 20,66%.
- Nilai Ekuitas meningkat 16,96%.
- Nilai Liabilitas naik sebesar 35,84%.

In general, the performance of Labour Social Security Administration Agency in 2016 compared to 2015 is as follows:

- Asset Value increased by 20.66%.
- Equity Value increased 16.96%.
- Liabilities Value increased by 35.84%.

STRUKTUR MODAL BPJS

BPJS Capital Structure

Uraian Uraian	2016		2015		2014	
	%	Rp Miliar Rp billion	%	Rp Miliar Rp billion	%	Rp Miliar Rp billion

STRUKTUR MODAL BPJS KETENAGAKERJAAN | LABOUR SOCIAL SECURITY ADMINISTRATION AGENCY CAPITAL STRUCTURE

Liabilitas Liabilities	22,03	2.945	19,56	2.168	19,96	2.311
Ekuitas Equity	77,97	10.425	80,44	8.913	80,04	9.270
Aset Assets	100	13.370	100	11.081	100	11.581

// IKATAN MATERIAL UNTUK INVESTASI DAN BELANJA MODAL

MATERIAL COMMITMENTS FOR INVESTMENT AND CAPITAL EXPENDITURE

IKATAN MATERIAL UNTUK INVESTASI BARANG MODAL

Selama kurun waktu periode pelaporan kami melakukan beberapa ikatan material dengan beberapa pihak yang bertujuan menambah aset pendukung kegiatan operasi, yakni:

- Pengadaan tanah di lima belas lokasi peruntukan yang status awalnya sewa dan ditingkatkan menjadi milik sendiri untuk pembangunan satu kantor cabang utama, empat kantor cabang madya dan delapan kantor cabang pratama.
- Pembangunan gedung kantor, bangunan lain dan renovasi mencakup pengadaan bangunan satu kantor cabang, pembangunan 11 kantor baru dan tiga bangunan lain serta renovasi gedung di empat kantor cabang.

Sumber dana yang digunakan untuk ikatan material berasal dari Penyertaan Modal Negara (PMN) dan dilaksanakan menggunakan mata uang Rupiah (IDR) sebagai mata uang denominasi. Sebagian lagi ikatan material dilaksanakan menggunakan dolar Amerika Serikat (USD) sebagai mata uang denominasi, yakni pembayaran lisensi perangkat lunak untuk pengembangan aplikasi.

Sampai dengan akhir periode pelaporan, tidak ada risiko nilai tukar mata uang yang signifikan atas transaksi yang dilakukan karena semua transaksi dilakukan dengan mata uang rupiah.

MATERIAL COMMITMENTS FOR CAPITAL INVESTMENTS

During the reporting period we made several material commitments with several parties aimed at adding assets to support operations, namely:

- Procurement of land in 15 designated locations which were originally rented and upgraded status as the body's own for construction of a main branch office, four sub-branch offices and eight primary branch offices.
- Construction of office buildings, other buildings and renovations including provision of one branch office building, construction of 11 new offices and three other buildings, as well as building renovations at four branch offices.

The source of funds used for material commitments comes from State Equity Participation (PMN) and is implemented using Rupiah currency (IDR) as denominated currency. Some of the material commitments are implemented using the United States Dollar (USD) as denominated currency, for payment of application development software licensing.

Up to the end of the reporting period, there was no significant currency exchange rate risk on transactions because all transactions were made in rupiah.

REALISASI BELANJA BARANG MODAL

Total Belanja Modal tahun 2016 sebesar Rp235 miliar dengan sumber pendanaan berasal dari Penyertaan Modal Negara (PMN) dan dari hasil surplus BPJS. Belanja modal bertujuan untuk mempercepat kapasitas organisasi untuk mempersiapkan operasional penuh dan meningkatkan eksistensi BPJS Ketenagakerjaan di seluruh wilayah di Indonesia. Pengadaan belanja modal juga dilakukan untuk mengganti aset tetap yang telah dihapusbukukan sebagai dampak atas rusak/hilang dan habis umur ekonomisnya, serta penambahan aset tetap baru dengan tetap memperhatikan kemampuan keuangan.

Belanja Modal yang dilakukan meliputi pengadaan tanah, pembangunan dan renovasi gedung, pengadaan berbagai sarana dan prasarana yakni kendaraan dinas, peralatan kantor, peralatan komputer, peralatan lain serta pengadaan maupun pembayaran lisensi perangkat lunak.

CAPITAL EXPENDITURES REALIZATION

Total Capital Expenditures for 2016 amounted to Rp235 billion with funding sources from State Equity Participation (PMN) and from surplus of BPJS. Capital expenditures aim to accelerate the organizational capacity to prepare full operations and improve the existence of Labour Social Security Administration Agency in all regions of Indonesia. The procurement of capital expenditures is also made to replace fixed assets that have been written off due to damage/losses and pass their economic life, and the addition of new fixed assets while maintaining financial capacity.

Capital expenditures include procurement of land, construction and renovation of buildings, procurement of various facilities and infrastructure such as company vehicles, office equipment, computer equipment, other equipment and the procurement and payment of software licenses.

INVESTASI BARANG MODAL (RP MILIAR)

Capital Goods Investments (Rp billion)

Jenis Investasi Type of Investment	RKAT	2016	2015	2014	Δ%	Δ%
	1	2	3	4	2:1	2:3
Tanah Land	492	10	148	43	2,03	(93,24)
Bangunan Building	212	65	122	77	30,66	(46,72)
Kendaraan Vehicle	56	38	44	6	67,86	(13,64)
Peralatan Kantor Office Equipment	58	32	23	11	55,17	39,13
Peralatan Komputer Computers	97	29	119	102	29,90	(75,63)
Peralatan Lain Other Equipment	80	26	51	33	32,50	(49,02)
Aktiva Tidak Berwujud Intangible Assets	57	35	27	28	61,40	29,63
Total	1.052	235	534	300	22,34	(55,99)

// INFORMASI DAN FAKTA MATERIAL SETELAH TANGGAL LAPORAN AKUNTAN

MATERIAL INFORMATION AND FACTS AFTER ACCOUNTANT REPORTING DATE

Selama kurun waktu periode pelaporan, terdapat kejadian penting setelah tanggal laporan akuntan. Kejadian penting setelah tanggal laporan akuntan adalah sebagai berikut:

1. Perubahan nomenklatur Direksi sesuai dengan area bidang tugas menjadi sebagai berikut:

- Direktur Perencanaan Strategis dan TI : Sumarjono
- Direktur Perluasan Kepesertaan dan HAL : E. Ilyas Lubis
- Direktur Umum dan SDM : Naufal Mahfudz
- Direktur Pelayanan : M. Krisna Syarif
- Direktur Keuangan : Evi Afiatin
- Direktur Pengembangan Investasi : Amran Nasution

2. Terbitnya Surat Keputusan Kantor Wilayah DJP WP Besar tentang pengurangan ketetapan pajak atas Surat Tagihan Pajak BPJS Ketenagakerjaan.

3. Putusan Pengadilan Negeri Subang dalam perkara gugatan aset jaminan eks MTN PT Voolgren yang menyatakan bahwa BPJS Ketenagakerjaan berhak memperoleh tanah dan bangunan tersebut.

During the reporting period, there were significant events after the date of the accountant's report. Significant events after the date of the accountant's report are as follows:

1. Changes in the nomenclature of the Board of Directors in accordance with the area of duties to be as follows:

- Director of Strategic Planning and IT : Sumarjono
- Director of Membership Expansion and HAL : E. Ilyas Lubis
- Director of General and Human Resources : Naufal Mahfudz
- Director of Services : M. Krisna Syarif
- Director of Finance : Evi Afiatin
- Director of Investment Development : Amran Nasution

2. The issuance of Decree of DGT for Major Taxpayers Regional Office on the reduction of tax assessment on Labour Social Security Administration Agency's Tax Collection Notice

3. Ruling of Subang District Court in a lawsuit case of ex-MTN assets of PT Voolgren stating that Labour Social Security Administration Agency is entitled to acquire the land and building.

// PROSPEK USAHA

BUSINESS PROSPECT

Sebagai penyelenggara jaminan sosial bagi pekerja di Indonesia, BPJS Ketenagakerjaan dihadapkan pada potensi pengembangan kegiatan dan pengelolaan Dana Jaminan Sosial (DJS). Cakupan kepesertaan BPJS Ketenagakerjaan saat ini baru mencapai 30 persen dari total potensi tenaga kerja di Indonesia, sehingga sangat terbuka peluang bagi pengembangan kepesertaan.

PENGEMBANGAN KEPESERTAAN

Pertambahan jumlah penduduk secara langsung berpengaruh pada angkatan kerja di Indonesia. Kondisi ini menandakan peluang bagi BPJS Ketenagakerjaan dalam pengembangan kepesertaan.

Hingga akhir periode pelaporan, jumlah pekerja yang menjadi peserta BPJS Ketenagakerjaan baru mencakup 30% dari potensi jumlah pekerja di Indonesia. Pasar sangat terbuka bagi BPJS Ketenagakerjaan untuk melakukan penambahan peserta baru. Kami memproyeksikan penambahan peserta baru setiap tahun melalui berbagai program dan strategi yang secara rinci dijelaskan pada bagian lain dalam Laporan ini.

Rata-rata pertumbuhan peserta aktif selama lima tahun sebesar 28,42% dengan rata-rata pertumbuhan tertinggi pada peserta dari perusahaan mikro mencapai 81,34%. Adapun untuk perusahaan besar tumbuh 18,15% dan perusahaan menengah tumbuh sebesar 26,86%.

Tahun 2018 target kepesertaan aktif mencakup 83,51% dari pekerja penerima upah dan 16,49% dari pekerja bukan penerima upah. Pada awal operasional BPJS Ketenagakerjaan, perluasan kepesertaan difokuskan pada tenaga kerja penerima upah sesuai Peta Jalan Penyelenggaraan Jaminan Sosial Bidang Ketenagakerjaan yang disusun oleh Bappenas. Dalam peta jalan tersebut ditargetkan pada tahun 2019 seluruh pekerja penerima upah sudah menjadi peserta BPJS Ketenagakerjaan.

As a social security provider for workers in Indonesia, Labour Social Security Administration Agency is faced with the potential development of activities and management of the Social Security Fund (DJS). Labour Social Security Administration Agency's membership coverage is currently only 30 percent of total workforce potential in Indonesia, so opportunities are widely open for membership development.

MEMBERSHIP DEVELOPMENT

The increase in population directly affected the number of workforce in Indonesia. This condition indicated an opportunity for Labour Social Security Administration Agency in membership development.

By the end of the reporting period, the number of workers becoming participants of Labour Social Security Administration Agency covered 30% of the potential number of workers in Indonesia. The market is wide open for Labour Social Security Administration Agency to add new participants. We have projected additional new participants each year through various programs and strategies described in detail in other part of this Report.

The average growth of active participants for five years was 28.42% with the highest average growth rate in participants from micro enterprises reaching 81.34%. As for large companies grew by 18.15% and medium-sized companies grew by 26.86%.

By 2018, active membership is targeted to reach 83.51% of wage earners and 16.49% of non-wage earner workers. At the beginning of Labour Social Security Administration Agency's operations, the membership development was focused on the wage earners according to the Road Map of the Social Security Operations of Employment Sector established by BAPPENAS. In the roadmap, it is targeted that by 2019 all wage earner workers will have become participants of Labour Social Security Administration Agency.



PENGEMBANGAN INVESTASI

Pertumbuhan peserta baru mempengaruhi jumlah iuran yang didapat dan dikelola melalui investasi pada berbagai instrumen keuangan, termasuk Surat Berharga Negara (SBN). Kebijakan Pemerintah dan Bank Indonesia untuk meningkatkan jumlah SBN sebagai alternatif pembiayaan pembangunan nasional membuka peluang pertumbuhan imbal hasil investasi sekaligus menegaskan kepatuhan BPJS Ketenagakerjaan.

Pengelolaan investasi tidak semata-mata menggunakan pendekatan perolehan hasil yang optimal, tetapi juga investasi yang berkontribusi pada peningkatan kesejahteraan pekerja terutama dalam memenuhi kebutuhan dasar pekerja di bidang kepemilikan rumah, makanan, pendidikan, dan transportasi yang terjangkau pekerja.

Selama tahun 2014-2018, dana investasi seluruh dana investasi diproyeksikan tumbuh dari Rp187 triliun menjadi Rp402,7 triliun, dengan rata-rata pertumbuhan tahunan 21,14% (CAGR). Dana DJS yang meliputi JHT, JP, JKK, dan JKM tumbuh dari Rp179,3 triliun tahun 2014 menjadi Rp393,39 triliun pada tahun 2018, dengan rata-rata pertumbuhan tahunan 21,70% (CAGR). Dana kelolaan BPJS Ketenagakerjaan diproyeksikan tumbuh dari Rp7,6 triliun tahun 2014 menjadi Rp9,27 triliun pada tahun 2018, dengan rata-rata pertumbuhan 4,91% (CAGR).

INVESTMENT DEVELOPMENT

The growth of new participants influences the amount of contributions earned and managed through investments in various financial instruments, including Government Securities (SBN). The policies of the Government and Bank Indonesia to increase the number of SBN as an alternative financing for national development have opened opportunities for yield of investment growth as well as confirmed the compliance of Labour Social Security Administration Agency.

Investment management does not merely use the approach to gain optimal yield, but also investments that contribute to improving workers' welfare especially in meeting the basic needs of workers such as home ownership, food, education, and affordable transportation.

During 2014-2018, projected total investment funds grew from Rp187 trillion to Rp402.7 trillion, with average Compound Annual Growth Rate (CAGR) of 21.14%. DJS funds consisting of JHT, JP, JKK, and JKM, grew from Rp179.3 trillion in 2014 to Rp393.39 trillion in 2018, with average Compound Annual Growth Rate (CAGR) of 21.70%. Labour Social Security Administration Agency's fund under management was projected to grow from Rp7.6 trillion in 2014 to Rp9.27 trillion in 2018, with average Compound Annual Growth Rate (CAGR) of 4.91%.

KENDALA DAN STRATEGI

Tentu saja kami menyadari berbagai kendala dan tantangan dihadapi, di antaranya pengembangan sumber daya manusia (SDM). Secara berkesinambungan, kami terus meningkatkan SDM yang dimiliki dengan menerapkan Human Capital System yang terintegrasi dan berbasis kompetensi serta didukung teknologi Human Capital Information System (HCIS). Pengelolaan SDM mulai dari proses rekrutmen, *assessment*, penilaian kinerja dan hingga talent management. [IIR8](#)

Kendala lain adalah:

- **Politik**
Rendahnya tingkat pemahaman pemangku kebijakan politik terhadap program dan BPJS Ketenagakerjaan, termasuk pada tingkat pemerintah daerah.
- **Ekonomi**
Belum stabilnya pertumbuhan ekonomi dan masih melemahnya nilai tukar rupiah.
- **Sosio demografi**
Proporsi penduduk yang bekerja di sektor informal memiliki persentase besar, sekitar 51% dari seluruh penduduk yang bekerja.
- **Teknologi**
Tingginya ekspektasi peserta terhadap BPJS Ketenagakerjaan seperti tuntutan pada interaksi yang mudah, *seamless transaction*, cepat dan dengan fitur yang beragam sebagai perwujudan dari transparansi informasi infrastruktur dan literasi teknologi informasi yang bervariasi antar kelompok dan geografis
- **Legal**
Sejumlah ketentuan hukum dan peraturan perundang-undangan yang diberlakukan Pemerintah memberikan dampak langsung maupun tidak langsung bagi kegiatan BPJS Ketenagakerjaan. Uraian tentang masing-masing ketentuan yang dimaksud disampaikan pada bagian lain dari Laporan ini.
- **Perusahaan pesaing**
Ada banyak perusahaan asuransi jiwa yang menawarkan produk sejenis dengan promosi manfaat yang masif bisa menyebabkan beralihnya peserta JHT, JKM, JKK. Selain itu, banyak perusahaan yang memiliki dana pensiun sendiri atau menyerahkan pengelolaan dana pensiunnya kepada DPLK.

OBSTACLES AND STRATEGIES

We are aware of various obstacles and challenges encountered, including the development of human resources (HR). We continuously improve our human resources by implementing an integrated and competency-based Human Capital System and supported by Human Capital Information System (HCIS) technology. HR management starts from recruitment process, *assessment*, performance appraisal up to talent management. [IIR8](#)

Other obstacles are:

- **Politics**
The lack of understanding of political stakeholders on the program and Labour Social Security Administration Agency, including at the local government level.
- **Economy**
The economic growth that had not been stable and weakening rupiah exchange rate.
- **Socio-demography**
Large percentage proportion of people working in the informal sector, approximately 51% of the total working population.
- **Technology**
The participants' high expectations on Labour Social Security Administration Agency, such as demand on easy interaction, *seamless transaction*, fast and various features as a manifestation of the transparency of information infrastructure and information technology literacy that varies between groups and geographic
- **Legal**
A number of provisions of applicable laws and regulations issued by the Government have direct and indirect impacts on the activities of Labour Social Security Administration Agency. The description of each of the provisions is presented in other part of this Report.
- **Competitor companies**
There are many life insurance companies offering similar products with massive promotion on benefits that can convert JHT, JKM, JKK participants. In addition, many companies have their own pension funds or hand over their pension fund management to DPLK (Financial Institution Pension Fund).

Untuk menghadapi kendala tersebut, Perusahaan telah melakukan berbagai upaya strategis, di antaranya:

1. Menetapkan positioning kelembagaan BPJS Ketenagakerjaan.
2. Kampanye strategi (pembuatan poster strategi).
3. Meningkatkan produktivitas akuisisi dan pengelolaan kepesertaan.
4. Pengembangan Sistem Manajemen Mutu
5. Implementasi Aplikasi ARIS untuk Peningkatan Operasional dan Pelayanan kepada Peserta.
6. Pengembangan kapasitas organisasi dan *benchmarking* sistem jaminan sosial.

To address these obstacles, the Company has made various strategic efforts, including:

1. Establish institutional positioning of Labour Social Security Administration Agency.
2. Strategy Campaign (making of strategic posters).
3. Increase productivity of membership acquisition and management.
4. Development of Quality Management System
5. Implementation of ARIS Application for Operational Improvement and Services to Participants.
6. Organizational capacity building and benchmarking of social security systems.

// PERBANDINGAN TARGET 2016 DENGAN REALISASINYA DAN PROYEKSI TARGET 2017

COMPARISON BETWEEN 2016 TARGET WITH
REALIZATION AND TARGET PROJECTION 2017

PROYEKSI PENDAPATAN DJS

BPJS Ketenagakerjaan memproyeksikan pencapaian Pendapatan DJS pada tahun 2017 sebagai berikut:

- Pendapatan program JKK sebesar Rp6.592 miliar, naik 8,76% dari target 2017 sebesar Rp6.061 miliar.
- Pendapatan program JHT sebesar Rp59.319 miliar, naik 5,01% dari target 2017 sebesar Rp56.486 miliar.
- Pendapatan program JP sebesar Rp12.010 miliar, naik 381,36% dari target 2017 sebesar Rp2.495 miliar.
- Pendapatan program JK sebesar Rp2.707 miliar, turun 51,97% dari target 2017 sebesar Rp5.636 miliar.

DJS REVENUE PROJECTION

Labour Social Security Administration Agency projected the achievement of DJS Revenue in 2017 as follows:

- JKK Program revenues amounted to Rp6,592 billion, up 8.76% from the 2017 target of Rp6,061 billion.
- JHT Program revenues amounted to Rp59,319 billion, up 5.01% from the 2015 target of Rp56,486 billion.
- JP Program revenues amounted to Rp12,010 billion, up 381.36% from the 2017 target of Rp2,495 billion.
- JK Program revenues amounted to Rp2,707 billion, down 51.97% from 2017 target of Rp5,636 billion.

PERBANDINGAN TARGET 2016 DAN REALISASI DAN PROYEKSI TARGET 2017

Comparison of Target 2016 with Realization and Projection of Target 2017

Uraian Description	RKAT 2017	RKAT 2016	Realisasi Realization 2016	Realisasi Realization 2015	Δ%	%
	1	2	3	4	2:1	3:2
PROGRAM JKK JKK PROGRAM						
Pendapatan Revenues	6.592	6.061	6.164	3.757	91,94	101,59
Total Beban Total Expenses	1.904	1.531	1.573	1.960	80,41	111,26
Kenaikan (Penurunan) Aset Neto Increase (Decrease) Net Assets	4.688	4.530	4.590	1.797	96,63	98,69
PROGRAM JHT JHT PROGRAM						
Pendapatan Revenues	59.319	56.486	55.638	33.467	95,22	102,05
Total Beban Total Expenses	29.131	28.039	21.982	19.678	96,25	129,24
Kenaikan (Penurunan) Aset Neto Increase (Decrease) Net Assets	30.188	28.447	33.656	13.789	94,23	84,52
PROGRAM JP JP PROGRAM						
Pendapatan Revenues	12.010	2.495	2.521	2.673	20,77	101,51
Total Beban Total Expenses	875	1.582	794	53	180,80	216,42
Kenaikan (Penurunan) Aset Neto Increase (Decrease) Net Assets	11.135	913	1.727	2.621	8,20	52,87
PROGRAM JK JK PROGRAM						
Pendapatan Revenues	2.707	5.636	10.200	1.661	208,20	55,47
Total Beban Total Expenses	1.215	412	816	849	33,91	53,02
Kenaikan (Penurunan) Aset Neto Increase (Decrease) Net Assets	1.492	5.224	9.384	812	350,13	55,67

PROYEKSI PENGHASILAN TAHUN 2017

BPJS Ketenagakerjaan memproyeksikan pencapaian Pendapatan Usaha pada tahun 2017 berkurang 1,23% dari realisasi Pendapatan Usaha tahun 2016, yang mencapai Rp4.755 miliar. Adapun untuk proyeksi Penghasilan Tahun Berjalan pada tahun 2017 sebesar Rp295 miliar.

Untuk mencapai target tersebut, kami telah memproyeksikan:

- Beban Usaha untuk tahun 2017 sebesar Rp4.936 miliar
- Penghasilan Sebelum Pajak untuk tahun 2017 sebesar 168 miliar
- Beban Pajak untuk tahun 2017 sebesar Rp88 miliar.

INCOME PROJECTION 2017

Labour Social Security Administration Agency projected the achievement of Operating Revenue in 2017 decreased 1.23% from the Operating Revenue realization in 2016, which reached Rp4,755 billion. As for the projected Current Year Income in 2017 amounted to Rp295 billion.

To achieve these targets, we have projected:

- Operating expenses for 2017 amounted to Rp4,936 billion
- Income Before Tax for 2017 amounted to Rp168 billion
- Tax expense for 2017 amounted to Rp88 billion.

PERBANDINGAN REALISASI PENGHASILAN BPJS TAHUN 2016 DENGAN TARGET RKAT 2016 DAN PROYEKSI PENGHASILAN TAHUN 2017 (RP MILIAR)

Comparison between Realization of DJS Income 2016 with RKAT 2016 Target and 2017 Projection (Rp Billion)

Uraian Description	RKAT 2017	RKAT 2016	Realisasi Realization 2016	Realisasi Realization 2015	Δ%	%
	1	2	3	4	2:1	3:2
Pendapatan Operasional Operating Revenues	4.755	4.260	4.680	3.140	89,59	91,03
Pendapatan Non Operasional Non Operating Revenues	733	686	877	950	93,59	78,22
Beban Operasi Operating Expenses	4.936	4.412	3.559	3.020	89,38	123,97
Beban Non Operasional Non Operating Expenses	13	176	555	249	1.353,85	31,71
Penghasilan Sebelum Pajak Income Before Tax	168	358	1.443	820	213,10	24,81
Beban Pajak Penghasilan Income Tax Expenses	88	83	370	202	94,32	22,43
Penghasilan Tahun Berjalan Current Year Income	295	275	1.072	618	93,22	25,63

PROYEKSI POSISI KEUANGAN TAHUN 2017

Proyeksi Posisi Neraca DJS pada akhir tahun 2017:

- Jumlah Aset Neto
 - Program JKK Rp21.987 miliar, Program JHT Rp222.127 miliar, Program JP Rp21.315 miliar, dan Program JK Rp6.512 miliar.
- Jumlah Liabilitas
 - Program JKK Rp1.703 miliar, Program JHT Rp19.067 miliar, Program JP Rp245 miliar, dan Program JK Rp1.209 miliar.
- Jumlah Aset
 - Program JKK Rp23.690 miliar, Program JHT Rp241.194 miliar, Program JP Rp21.560 miliar, dan Program JK Rp7.721 miliar.

FINANCIAL POSITION PROJECTION 2017

DJS Balance Sheet Position Projection by the end of 2017:

- Total Net Assets
 - JKK Program Rp21,987 billion, JHT Program Rp222,127 billion, JP Program Rp21,315 billion, and JK Program Rp6,512 billion.
- Total Liabilities
 - JKK Program Rp1,703 billion, JHT Program Rp19,067 billion, JP Program Rp245 billion, and JK Program Rp1,209 billion.
- Total Assets
 - JKK Program Rp23,690 billion, JHT Program Rp241,194 billion, JP Program Rp21,560 billion, and JK Program Rp7,721 billion.

PERBANDINGAN REALISASI POSISI KEUANGAN TAHUN 2016 DENGAN TARGET RKAT 2016 DAN PROYEKSI TAHUN 2017 (RP MILIAR)
Comparison Between Financial Position 2016 Realization with RKAT 2016 Target and 2017 Projection (Rp Billion)

Uraian Description	RKAT 2017	RKAT 2016	Realisasi Realization 2016	Realisasi Realization 2015	Δ%	%
	1	2	3	4	2:1	3:2

ASSET | ASSETS

ASET LANCAR | CURRENT ASSETS

Kas dan Setara Kas Cash and Cash Equivalents	1.561	1.160	1.042	1.245	74,31	111,32
Piutang Dana Operasional Operating Fund Receivables	17	15	78	75	88,24	19,23
Piutang Investasi Investment Receivables	29	7	0	2	24,14	N/A
Piutang Hasil Investasi Investment Income Receivables	60	56	71	34	93,33	78,87
Piutang Sarana Kesejahteraan Peserta Participant Welfare Investment Receivables	654	687	657	738	105,05	104,57
Piutang Lain Other Receivables	49	48	37	32	97,96	129,73
Deposito Deposit	1.616	2.017	3.009	2.966	124,81	67,03
Uang Muka Prepayments	25	22	6	19	88,00	366,67
Pajak Dibayar Di Muka Prepaid Taxes	3	3	1	2	100,00	300,00
Beban Dibayar Di Muka Prepaid Expenses	60	51	33	41	85,00	154,55
Investasi Jangka Pendek Short-Term Investments	1.863	1.588	2.214	2.140	85,24	71,73
Piutang Usaha – Setelah Dikurangi Cadangan Kerugian Penurunan Nilai Trade Receivables – Net of Allowance for Impairment	N/A	N/A	4	11	N/A	N/A
Perlengkapan dan Alat Tulis Kantor Office Supplies and Stationery	9	8	9	7	88,89	88,89
Aset Dimiliki Untuk Dijual Asset Held for Sale	0,0007	0,0012	0,0006	0,0004	171,43	200,00
Total Aset Lancar Total Current Assets	5.946	5.662	7.162	7.311	95,24	79,07

ASET TIDAK LANCAR | NON-CURRENT ASSETS

Investasi Jangka Panjang Long-Term Investments	4.215	3.918	4.232	1.854	92,95	92,58
Penyertaan Langsung – Setelah Dikurangi Penyisihan Penurunan Nilai Direct Placement - Net of Allowance for Impairment	45	43	27	27	95,56	159,26

PERBANDINGAN REALISASI POSISI KEUANGAN TAHUN 2016 DENGAN TARGET RKAT 2016 DAN PROYEKSI TAHUN 2017 (RP MILIAR)
Comparison Between Financial Position 2016 Realization with RKAT 2016 Target and 2017 Projection (Rp Billion)

Uraian Description	RKAT 2017	RKAT 2016	Realisasi Realization 2016	Realisasi Realization 2015	Δ%	%
	1	2	3	4	2:1	3:2
Properti Investasi – Setelah Dikurangi Akumulasi Penyusutan Investment Property - Net of Accumulated Depreciation	87	87	86	81	100,00	101,16
Aset Tetap – Setelah Dikurangi Akumulasi Penyusutan Fixed Assets - Net of Accumulated Depreciation	1.905	1.537	1.251	1.268	80,68	122,86
Aset Tak Berwujud – Setelah Dikurangi Amortisasi Intangible Assets - Net of Amortization	66	87	49	61	131,82	177,55
Aset Pajak Tangguhan Deferred Tax Assets	622	542	552	472	87,14	98,19
Aset Tidak Lancar Lain Other Non-Current Assets	7	7	11	7	116,67	63,64
Total Aset Tidak Lancar Total Non-Current Assets	6.947	6.221	6.208	3.770	89,56	100,21
Total Aset Total Assets	12.893	11.883	13.370	11.081	92,17	88,88

LIABILITAS | LIABILITIES

LIABILITAS JANGKA PENDEK | SHORT-TERM LIABILITIES

Utang Bank Entitas Anak Bank Debt of Subsidiaries	33	30	11	25	90,91	272,73
Utang Kepada Pihak Ketiga Debt to Third Party	310	278	220	64	89,68	129,36
Utang Pajak Tax Payable	186	167	964	536	89,78	17,32
Beban Aktual Accrued Expenses	0,76	0,80	2	4	105,26	40,00
Pendapatan Diterima Di Muka Prepaid Income	3	3	0	2	100,00	N/A
Liabilitas Jangka Pendek Lain Other Short-Term Liabilities	154	121	179	280	78,57	67,60
Total Liabilitas Jangka Pendek Total Short-Term Liabilities	687	599	1.376	914	87,22	43,53

LIABILITAS JANGKA PANJANG | LONG-TERM LIABILITIES

Liabilitas Imbalan Pascakerja Post-employment Benefit Liabilities	1.718	1.467	1.568	1.254	85,39	93,56
Total Liabilitas Jangka Panjang Total Long-Term Liabilities	1.718	1.467	1.568	1.254	85,39	93,56

PERBANDINGAN REALISASI POSISI KEUANGAN TAHUN 2016 DENGAN TARGET RKAT 2016 DAN PROYEKSI TAHUN 2017 (RP MILIAR)
Comparison Between Financial Position 2016 Realization with RKAT 2016 Target and 2017 Projection (Rp Billion)

Uraian Description	RKAT 2017	RKAT 2016	Realisasi Realization 2016	Realisasi Realization 2015	Δ%	%
	1	2	3	4	2:1	3:2
EKUITAS EQUITY						
Modal Capital	1.408	1.408	1.408	N/A	100,00	100,00
Performa Kombinasi Bisnis Entitas Sepengendali Combined Performance of Business Entities Under Common Control	(83)	(459)	(508)	1.088	553,01	90,35
Saldo Penyesuaian Nilai Wajar Aset Keuangan Balance of Financial Asset Fair Value Adjustment	0	(49)	713	112	0	(6,87)
Saldo Laba Retained Earnings	10.488	9.817	10.425	8.913	93,60	94,17
Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk Equity Attributable to Owners of Parent Company	0.002	0,002	0,003	0,003	100,00	66,67
Kepentingan Non Pengendali Non-Controlling Interests	10.488	9.817	10.425	8.913	93,60	94,17
Total Ekuitas Total Equity	12.892	11.883	13.370	11.081	92,17	88,88
Total Liabilitas dan Ekuitas Total Liabilities and Equity	33	30	11	25	90,91	272,73

PERBANDINGAN REALISASI STRUKTUR MODAL DJS TAHUN 2015 DENGAN TARGET RKAT 2016 DAN PROYEKSI TAHUN 2017 (RP MILIAR)

Comparison Between DJS Capital Structure Realization 2015 with RKAT 2016 Target and 2016 Projection (Rp Billion)

Uraian Description	RKAT 2017	RKAT 2016		Realisasi 2015 Realization		2014	
		%	Total Amount	%	Total Amount	%	Total Amount
PROGRAM JKK JKK PROGRAM							
Liabilitas Liabilities	1.703	6,66	1.234	15,50	2.193	13,12	1.535
Aset Neto Net Assets	21.987	93,34	17.299	84,50	11.959	86,88	10.162
Aset Assets	23.690	100	18.533	100	14.152	100	11.697
PROGRAM JHT JHT PROGRAM							
Liabilitas Liabilities	19.067	7,73	16.081	7,86	14.309	7,33	12.168
Aset Neto Net Assets	222.127	92,27	191.940	92,14	167.662	92,67	153.873
Aset Assets	241.194	100	208.021	100	181.971	100	166.041

PERBANDINGAN REALISASI STRUKTUR MODAL DJS TAHUN 2015 DENGAN TARGET RKAT 2016 DAN PROYEKSI TAHUN 2017 (RP MILIAR)

Comparison Between DJS Capital Structure Realization 2015 with RKAT 2016 Target and 2016 Projection (Rp Billion)

Uraian Description	RKAT 2017	RKAT 2016		Realisasi 2015 Realization		2014	
		%	Total Amount	%	Total Amount	%	Total Amount
PROGRAM JP JP PROGRAM							
Liabilitas Liabilities	245	1,09	112	1,98	53	N/A	N/A
Aset Neto Net Assets	21.315	98,91	10.180	98,02	2.621	N/A	N/A
Aset Assets	21.560	100	10.292	100	2.674	N/A	N/A
PROGRAM JK JK PROGRAM							
Liabilitas Liabilities	1.209	15,64	931	14,03	651	19,61	775
Aset Neto Net Assets	6.512	84,36	5.020	85,97	3.988	80,39	3.176
Aset Assets	7.721	100	5.951	100	4.639	100	3.951

Proyeksi Posisi Neraca BPJS pada akhir tahun 2017:

- Jumlah Aset sebesar Rp12.893 miliar
- Jumlah Liabilitas Rp2.405 miliar
- Jumlah Ekuitas Rp10.488 miliar.

Projection of BPJS Balance Sheet Position by the end of 2017:

- Total Assets Rp12,893 billion
- Total Liabilities Rp2,405 billion
- Total Equity Rp10,488 billion.

PERBANDINGAN REALISASI STRUKTUR MODAL DJS TAHUN 2015 DENGAN TARGET RKAT 2016 DAN PROYAKSI TAHUN 2017 (RP MILIAR)

Comparison Between BPJS Capital Structure Realization 2015 With RKAT 2015 Target and 2016 Projection (Rp Billion)

Uraian Description	RKAT 2017	RKAT 2016		Realisasi 2015 Realization		2014	
		%	Total Amount	%	Total Amount	%	Total Amount
Liabilitas Liabilities	2.405	17,39	2.066	11,65	2.168	19,96	2.311
Aset Neto Net Assets	10.488	82,61	9.817	88,53	8.913	80,04	9.270
Aset Assets	12.893	100	11.883	100	11.081	100	11.581

BPJS Ketenagakerjaan tidak melakukan pembagian dividen. Oleh karena itu, laporan ini tidak melaporkan mengenai proyeksi kebijakan maupun pembagian dividen.

Labour Social Security Administration Agency did not distribute dividends. Therefore, this report does not report on policy projection or dividend payout.

ASPEK PEMASARAN MARKETING ASPECT

Wilayah kerja BPJS Ketenagakerjaan meliputi seluruh wilayah Republik Indonesia dan tidak memiliki perwakilan di luar negeri. Sampai dengan akhir tahun 2016 jumlah kantor BPJS Ketenagakerjaan ada 336 unit, meliputi satu unit kantor pusat, 11 kantor wilayah, 12 kantor cabang dan 203 kantor cabang perintis. [G4-6, G4-8, G4-13]

The working area of Labour Social Security Administration Agency covers the entire regions of the Republic of Indonesia and has no overseas representation. Until the end of 2016 Labour Social Security Administration Agency offices had 336 offices, covering one head office, 11 regional offices, 12 branch offices and 203 pilot branch offices. [G4-6, G4-8, G4-13]





Uraian Uraian	Kantor Cabang Utama Main Branch Office		Kantor Cabang Madya Sub-Branch Office		Kantor Cabang Pratama Primary Branch Office		Kantor Cabang Perintis Pilot Branch Office	
	A	B	A	B	A	B	Mandiri Independent	Pendukung Support
Sumatra Bagian Utara Regional Office I Northern Sumatra	0	1	0	2	2	6	16	4
Sumatra Barat dan Riau Regional Office II Western Sumatra and Riau	0	2	0	2	0	7	7	11
Sumatra Bagian Selatan Regional Office III Southern Sumatra	0	1	1	1	2	3	12	8
DKI Jakarta Regional Office IV Jakarta Special Capital Region	7	2	3	3	1	1	6	0
Banten Regional Office V Banten	0	3	0	3	0	0	8	0
Jawa Barat Regional Office VI West Java	3	2	4	5	0	0	11	0
Jawa Tengah dan DI Yogyakarta Regional Office VII Central Java and Yogyakarta	0	3	0	2	6	1	12	11
Jawa Timur Regional Office VIII East Java	0	2	2	4	4	4	12	8
Kalimantan Regional Office IX Kalimantan	0	2	2	0	2	5	14	5
Sulawesi dan Maluku Regional Office X Sulawesi and Maluku	0	1	0	1	0	6	17	21
Bali, Nusa Tenggara dan Papua Regional Office XI Bali, Nusa Tenggara and Papua	0	1	0	0	1	5	15	5

STRATEGI PEMASARAN DAN KEPUASAN PESERTA

BPJS Ketenagakerjaan merupakan satu-satunya penyelenggara jaminan sosial Ketenagakerjaan di Indonesia. Namun, bila dilihat dari segi manfaat yang diberikan terutama terkait dengan JHT, saat ini bermunculan perusahaan-perusahaan yang juga menawarkan manfaat perlindungan hari tua sehingga menghadirkan persaingan.

Untuk memenangkan persaingan BPJS menerapkan strategi, meliputi:

1. Perluasan akses kepada peserta khususnya yang terkait dengan jaringan fisik. Kerja sama Service Point Office (SPO) dengan perbankan telah meningkatkan jumlah jaringan operasional BPJS Ketenagakerjaan. SPO Merupakan salah satu kanal layanan fisik BPJS Ketenagakerjaan yang efektif dan efisien karena menggunakan sumber daya, sarana dan prasarana dari pihak mitra bank.

Kerja sama SPO didasarkan pada Peraturan Pemerintah No.85 Tahun 2013 Tentang Tata Cara Hubungan Antar Lembaga Badan Penyelenggara Jaminan Sosial. Ketentuan tersebut mengatur bahwa BPJS Ketenagakerjaan dapat bekerja sama dengan bank dalam bidang pendaftaran kepesertaan, pemungutan iuran dan pembayaran manfaat.

Kerja sama bertujuan memberikan kemudahan bagi masyarakat terutama para pekerja untuk mendaftar menjadi peserta dan kepengurusan dalam memperoleh hak atas program jaminan sosial yang diselenggarakan BPJS Ketenagakerjaan. Selama kurun waktu periode pelaporan, keberadaan SPO telah mampu memberikan pelayanan kepada 12.030 perusahaan kepesertaan baru dan 113.850 pengajuan klaim JHT.

Sampai dengan akhir tahun 2016 kami telah bekerja sama dengan empat bank BUMN yakni: Bank BRI, Bank BNI, Bank Mandiri dan Bank BTN. Selanjutnya BPJS Ketenagakerjaan akan memperluas kerja sama dengan Bank Jabar Banten (Bank BJB), Bank Bukopin, PT POS Indonesia, Bank BRI Syariah, Bank Mega dan Bank Mega Syariah.

MARKETING STRATEGY AND PARTICIPANT SATISFACTION

Labour Social Security Administration Agency is the only provider of social security for employment in Indonesia. However, in terms of benefits provided, primarily related to JHT, currently a number of companies emerged that also offered the benefits of old age protection thus bring competition.

To win the competition BPJS implemented strategies, including:

1. Expansion of access to participants especially those related to the physical network. Service Point Office (SPO) cooperation with banks has increased the number of operational networks of Labour Social Security Administration Agency. SPO is one of Labour Social Security Administration Agency's effective and efficient physical service channels because it uses resources, facilities and infrastructure of the partner banks.

SPO cooperation is based on Government Regulation No. 85 of 2013 on Procedures of Inter-Agency Relations of Social Security Administering Body. The provision provides that Labour Social Security Administration Agency may cooperate with banks in membership registration, collection of contributions and benefit payments.

The cooperation aims to provide convenience for the public, especially the workers to register as participants and process of obtaining the rights to social security programs administered by Labour Social Security Administration Agency. During the reporting period, the existence of SPO has been able to provide services to 12,030 new membership companies and 113,850 applications of JHT claims.

Until the end of 2016, we have worked with four state-owned banks: Bank BRI, Bank BNI, Bank Mandiri and Bank BTN. Labour Social Security Administration Agency will expand cooperation with Bank Jabar Banten (Bank BJB), Bank Bukopin, PT POS Indonesia, Bank BRI Syariah, Bank Mega and Bank Mega Syariah.

2. Peningkatan kualitas pelayanan yang diberikan di tingkat Kantor Cabang dengan pelatihan "Pelayanan Prima" di Kantor Cabang Utama dan Madya. Konsep ini juga terus dikembangkan dengan implementasi *Service Blue Print*.

Kami juga menambah unit Kantor Cabang Perintis (KCP) untuk memperluas jaringan dan meningkatkan aksesibilitas bagi seluruh tenaga kerja. Pembentukan unit KCP didasari pada Peraturan Direksi No. PERDIR/48/12 2016 Tentang Pedoman Pembukaan dan Evaluasi KCP BPJS Ketenagakerjaan. Selama tahun 2016 keberadaan unit KCP telah dapat menambah kepesertaan baik dari pemberi kerja (perusahaan) maupun tenaga kerja, serta menambah iuran kepesertaan.

2. Improving the quality of services provided at the Branch Office level by providing training on "Service Excellence" at Branch and Sub Branch Offices. This concept has also continuously been developed with the implementation of Service Blue Print.

We also added Pilot Branch Office (KCP) units to expand our network and improve accessibility for the entire manpower. The establishment of the KCP units was based on the Board of Directors Regulation No. PERDIR/48/12 2016 on the Guidelines for the Opening and Evaluation of Pilot Branch Office of Labour Social Security Administration Agency. During 2016, the KCP units managed to increase the participation of both employers (companies) and manpower, as well as increased the membership contributions.

KINERJA UNIT KCP 2016

Performance of KCP Units 2016

Keterangan Description	Target Tambah Target of Addition	Realisasi Tambah Realized Addition	%
Penambahan Peserta Perusahaan Additional Corporate Participants	38.284	64.026	167,24
Penambahan Peserta Tenaga Kerja Additional Manpower Participants	1.096.879	1.259.662	114,84
Penambahan Iuran Additional Contributions	3.137.435.183.791	1.313.637.421.867	41,86

3. Pengembangan Layanan *Call Center*

Sejak masih berbentuk PT Jamsostek (Persero), kami telah memiliki Layanan *Call Center* yang beroperasi pertama kali pada bulan Oktober 2010 dan disebut sebagai Pusat Layanan Informasi Jamsostek. Saat itu penyelenggaraan layanan bekerja sama dengan pihak eksternal.

Setelah BPJS Ketenagakerjaan berdiri, keberadaan Layanan *Call Center* terus dikembangkan serta dikelola oleh Divisi Layanan dan Pengaduan, dengan tenaga kerja dari internal. Memasuki tahun 2016 kami melakukan *piloting* pengelolaan *contact center* dengan menempatkan *liason officer* sebagai *Team Leader* sebagai *second tier* penanganan pengaduan di *contact center*.

3. Development of Call Center Services

Since it was still under the name of PT Jamsostek (Persero), we already have had Call Center Service that first operated in October 2010 and referred to as Jamsostek Information Service Center. At that time the service was operated in cooperation with external party.

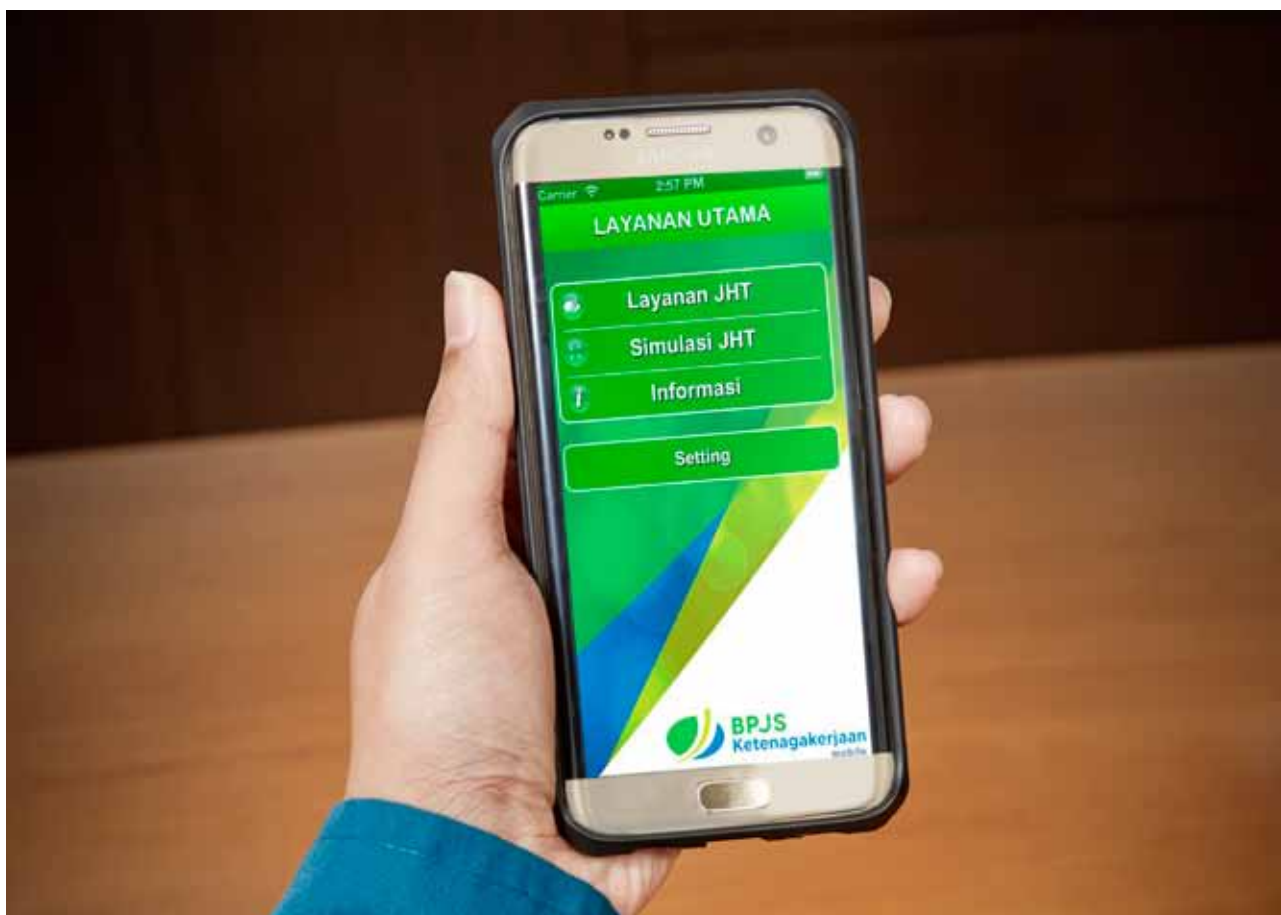
When Labour Social Security Administration Agency was established, the Call Center Services continued to be developed and managed by the Services and Complaint Division, with internal manpower. Entering 2016 we conducted a piloting of contact center management by placing liason officer for Team Leader as second tier of complaint handling at the contact center.

Saat ini *call center* BPJS Ketenagakerjaan dilayani pada nomor 1500910 dan merupakan layanan *one stop service* dengan moto Cepat, Andal, Responsif, Efisien (CARE).

Selama tahun 2016 tercatat jumlah panggilan masuk yang diterima *call center* ada 290.837, terdiri dari 236.055 adalah permintaan informasi dan 54.775 merupakan pengaduan. Permintaan informasi tertinggi adalah program JHT dengan jumlah 83.899 (35,56%) dan keluhan tertinggi adalah e-Saldo Bulanan dengan jumlah 20.828 (38,03%).

Currently Labour Social Security Administration Agency's call center service at phone number 1500910 and is a one stop service with Cepat, Andal, Responsif, Efisien (CARE or Fast, Reliable, Responsive, Efficient) motto.

During 2016, a total of 290,837 incoming calls were received by the call center, consisting of 236,055 inquiries and 54,775 complaints. The highest number of inquiries were about JHT program with 83,899 calls (35.56%) and the highest number of complaints were about monthly e-Saldo (balance information) with 20,828 calls (38.03%).



4. Membangun fitur-fitur baru untuk mengimplementasikan *e-Services* seperti implementasi *Electronic Payment System (EPS)*, *mobile banking*, *e-Registration*, *e-Saldo JHT* dan *Kios-K*.
5. Penerapan konsep *smart financial management* yang lebih efisien dan lebih berorientasi kepada *cashless transaction*.

4. Build new features to implement *e-Services* such as implementation of *Electronic Payment System (EPS)*, *mobile banking*, *e-Registration*, *e-Saldo of JHT* and *Kiosk-K*.
5. Application of *smart financial management* concept that is more efficient and more oriented to *cashless transaction*.

6. Optimalisasi kerja sama BPJSTK dengan Kemendagri (PTSP dan PATEN), Pemerintah Daerah, Jamdatun, Kejangung RI, organisasi keagamaan seperti NU.
 7. Melakukan sosialisasi kepada seluruh masyarakat:
 - a. Melakukan sosialisasi masif terkait manfaat program BPJS Ketenagakerjaan melalui asosiasi, organisasi profesi, paguyuban, organisasi keagamaan melalui berbagai sarana publikasi antara lain media elektronik (*website* BPJSTK, media sosial, TV), media cetak, komunitas, grebek pasar, mengadakan acara-acara di lokasi-lokasi strategis seperti mall, acara *car free day*, pameran, sosialisasi bersama Kementerian dan lembaga (Kementerian Perumahan Rakyat, Kemendagri, BKPM, Badan Ekonomi Kreatif, Kemensos, Apindo, Filantropi Indonesia).
 - b. Membangun komunitas – komunitas di masyarakat dengan membentuk “Kader BPJS Ketenagakerjaan” dan mengoptimalkan peran penerima beasiswa BPJSTK sebagai Brand Ambassador.
 - c. Berkoordinasi dengan BPJS Kesehatan untuk melakukan sosialisasi dan akuisisi bersama.
 - d. Melakukan sosialisasi bersama dengan Tikornas (Tim Koordinasi Terintegrasi Komunikasi Publik Jaminan Sosial Bidang Ketenagakerjaan) ke Kementerian, Lembaga dan Pemerintahan Daerah di tahun 2017.
 - e. Memberikan edukasi melalui sarana publik di lokasi strategis dengan videotron, youtube.
 8. Meningkatkan kualitas layanan dan manfaat kepada peserta:
 - a. Memberikan manfaat keseharian dengan implementasi co-marketing untuk memberikan diskon dari berbagai *merchant*, hotel, tempat wisata kepada peserta BPJS Ketenagakerjaan.
 - b. Memperluas layanan TC (*Traumatic Centre*) untuk memberikan kemudahan layanan atas kecelakaan kerja.
 - c. Melakukan sosialisasi *return to work* kepada perusahaan-perusahaan yang belum menjadi peserta BPJS Ketenagakerjaan.
6. Optimizing BPJSTK cooperation with Ministry of Home Affairs (PTSP and PATEN), Local Government, Civil and State Administration Junior Attorney, AGO of Republic of Indonesia, religious organizations such as NU.
 7. Conducting dissemination to general public:
 - a. Performing massive dissemination of the benefits of Labour Social Security Administration Agency’s programs through associations, professional organizations, community groups, religious organizations through various means of publication such as electronic media (BPJSTK website, social media, TV), print media, communities, grebek pasar (market visit), organizing events at strategic locations such as malls, car free day events, exhibitions, dissemination with ministries and agencies (Ministry of Public Housing, Ministry of Home Affairs, Investment coordinating Board, Creative Economy Agency, Ministry of Social Affairs, Employers’ Association of Indonesia, Philanthropy Indonesia).
 - b. Developing communities in the society by establishing “Labour Social Security Administration Agency Cadres” and optimizing the role of BPJSTK’s scholarship recipients as Brand Ambassadors.
 - c. Coordinating with BPJS Kesehatan to conduct dissemination and joint acquisition.
 - d. Conducting joint dissemination with Tikornas (Integrated Coordinating Team of Public Communication of Social Security for Employment) to the ministries, agencies and regional governments in 2017.
 - e. Providing education through public facilities at strategic locations with videotron, youtube.
 8. Improving the quality of services and benefits for participants:
 - a. Providing daily benefits with the implementation of co-marketing to give discounts from various merchants, hotels, tourist attractions to participants of Labour Social Security Administration Agency.
 - b. Expanding TC (Traumatic Center) services to provide ease of service for workplace accidents.
 - c. Disseminating return to work program to companies that have not become participants of Labour Social Security Administration Agency.

d. Meningkatkan kemudahan dan memperluas akses kepada peserta baik channel pendaftaran, pembayaran iuran (Service Point Office Perbankan, Agregator, Wadah dan Switching Perbankan, eServices).

d. Improving ease and expanding access to participants in both the registration channel, contribution payment (Banking Service Point Office, Aggregators, Banking organization and Switching, eServices).

CO-MARKETING, SAMBIL MENYELAM MINUM AIR

Inovasi produk dan layanan bagi para peserta BPJS Ketenagakerjaan, memberikan nilai tambah bagi para pemegang kartu peserta BPJS Ketenagakerjaan melalui program co-marketing. Program ini memungkinkan peserta mendapatkan "manfaat keseharian" berupa potongan harga di *merchant*, *tenant* ataupun produk dan jasa lain yang bekerja sama dengan BPJS Ketenagakerjaan.

Program co-marketing merupakan bentuk kerja sama promosi maupun penjualan (*business to business*) dari produk atau jasa yang menjadi peserta BPJS Ketenagakerjaan. Dari kerja sama antara BPJS Ketenagakerjaan dengan pelaku usaha ini, diharapkan dapat menguntungkan seluruh peserta, baik tenaga kerja maupun perusahaan.

Besaran potongan harga yang diberikan berkisar 15% hingga 70%. Kerja sama pemasaran ini diharapkan akan meningkatkan jumlah peserta BPJS Ketenagakerjaan. Sampai dengan akhir periode pelaporan sudah ada 411 *merchant* yang telah bekerja sama dengan BPJS Ketenagakerjaan, tersebar di 121 Kantor Cabang serta. Informasi mengenai *merchant* yang bekerja sama dengan BPJS Ketenagakerjaan dalam Program Co-Marketing dapat di akses pada situs resmi BPJS Ketenagakerjaan di link: <https://www.bpjsketenagakerjaan.go.id/co-marketing/>

CO-MARKETING, KILLING TWO BIRDS WITH ONE STONE

Product and service innovations for participants of Labour Social Security Administration Agency, provided added value for the cardholders through co-marketing program. This program allows participants to get "daily benefits" in the form of discounts at merchants, tenants or other products and services collaborating with Labour Social Security Administration Agency.

Co-marketing program is a form of promotion and sales cooperation (*business to business*) of products or services that become participants of Labour Social Security Administration Agency. The cooperation between Labour Social Security Administration Agency and businesses is expected to benefit all participants, both manpower and companies.

The amount of discounts given ranges from 15% to 70%. This marketing cooperation is expected to increase the number of Labour Social Security Administration Agency's participants. Up to the end of the reporting period there have been 411 merchants who have partnered with Labour Social Security Administration Agency, scattered in 121 Branch Offices. Information about merchants collaborating with Labour Social Security Administration Agency in Co-Marketing Program may be accessed at Labour Social Security Administration Agency official website: <https://www.bpjsketenagakerjaan.go.id/co-marketing/>

Kami juga terus meningkatkan kualitas operasi dan layanan andal melalui kegiatan survei untuk mengetahui kepuasan peserta atas layanan yang diberikan. Survei yang dilakukan adalah survei kepuasan pelanggan atau *customer satisfaction measurement* (CSM) dan dilakukan bekerja sama dengan lembaga independen untuk memperoleh hasil objektif. Kegiatan survei dilaksanakan dua kali dalam setiap tahun, yakni di semester I dan semester II.

Indeks kepuasan peserta akan dapat menjadi bahan penilaian terhadap unsur pelayanan yang masih perlu perbaikan dan menjadi pendorong untuk meningkatkan kualitas pelayanan. Pada tahun 2016 survei dilakukan secara independen oleh Integrity Consultant.

Dalam survei yang dilakukan, nilai kepuasan peserta mencapai 88,2%. Nilai tersebut kurang dari target RKAT sebesar 90%, dan lebih rendah dibanding hasil survei kepuasan pelanggan tahun 2015 sebesar 90,2%. [G4-PR5]

We also continuously improve the quality of our operations and service excellence through survey to find out the participants' satisfaction with the services provided. The survey is a customer satisfaction measurement (CSM) survey and is conducted in collaboration with independent institutions to obtain objective results. The survey is conducted twice a year, in the first half and second half.

The satisfaction index of participants is used as an assessment of service elements that still need improvement and become a driver to improve the quality of services. In 2016 the survey was conducted independently by Integrity Consultant.

In the survey conducted, participants' satisfaction rate reached 88.2%. The index was lower than the RKAT target of 90%, and lower than the results of customer satisfaction survey in 2015 of 90.2%. [G4-PR5]

NILAI KEPUASAN PELANGGAN Customer Satisfaction Rate

Uraian Description	2016	2015	2014
Target RKAT RKAT Target	90%	90%	90%
Hasil Survei Survey Results	86,0%	90,2%	88,2%

PANGSA PASAR DAN BRAND EQUITY [G4-8]

Sampai dengan akhir tahun 2016 jumlah peserta aktif BPJS Ketenagakerjaan mencapai 22,63 juta orang, terdiri dari pekerja penerima upah 14,57 juta orang, pekerja BPU 1,38 juta orang, dan pekerja jasa konstruksi 6,68 juta orang. Jumlah tersebut mencapai 26,11% dari perkiraan jumlah tenaga kerja di Indonesia sebanyak 86,67 juta orang.

MARKET SHARE AND BRAND EQUITY [G4-8]

Until the end of 2016 the number of active participants of Labour Social Security Administration Agency reached 22.63 million people, consisting of wage earner workers of 14.57 million people, non-wage earner (BPU) workers of 1.38 million people, and construction workers of 6.68 million people. The figure accounted 26.11% of the estimated number of workers in Indonesia of 86.67 million people.

KOMPOSISI DAN PERSENTASE PESERTA AKTIF BPJS KETENAGAKERJAAN

Composition and Percentage of Active Participants of Labour Social Security Administration Agency

Uraian Description	2016		2015		2014	
	Jumlah (Juta) Total (million)	%	Jumlah (Juta) Total (million)	%	Jumlah (Juta) Total (million)	%
Pekerja Penerima Upah Wage Earner Workers	14,57	64,38	14,04	72,85	13,07	66,27
Pekerja Bukan Penerima Upah Non Wage Earner Workers	1,38	6,09	0,29	1,48	0,55	2,77
Pekerja Jasa Konstruksi Construction Workers	6,68	29,52	4,95	25,66	6,10	30,95
Total	22,63	100,00	19,28	100,00	19,71	100,00

Selain itu, kami juga melakukan mengukur seberapa besar BPJS Ketenagakerjaan dikenal masyarakat dan dinilai sebagai lembaga yang baik, dipersepsikan memiliki kualitas yang baik, diinginkan oleh pekerja dicitrakan sebagai lembaga yang kuat. Pengukuran brand equity dilakukan berdasarkan seberapa baik responden (pekerja dan calon pekerja) merespon komponen ukuran brand equity tersebut

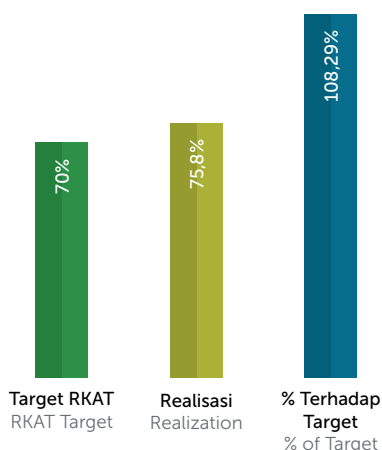
Kami menargetkan pencapaian nilai *brand equity* sebesar 70%. Dalam pengukuran yang dilakukan oleh PT Axia World Indonesia sebagai pihak independen, didapat nilai brand equity pada tahun 2016 sebesar 75,8%. Hal tersebut menunjukkan bahwa promosi dan publikasi yang dilakukan oleh BPJS Ketenagakerjaan dinilai cukup efektif melalui media konvensional dan digital.

In addition, we also measure public awareness of Labour Social Security Administration Agency and perception as a good institution, has good quality, preferred by workers with image as a strong agency. Brand equity measurements are based on how well respondents (workers and candidate workers) respond to the brand equity measurement components.

We set a brand equity achievement target at 70%. In the measurement conducted by PT Axia World Indonesia as an independent party, the score of brand equity in 2016 was 75.8%. It showed that promotion and publication conducted by Labour Social Security Administration Agency were considered quite effective through conventional and digital media.

NILAI BRAND EQUITY 2016

Brand Equity Value 2016



// INFORMASI DAN KEBIJAKAN MENGENAI DIVIDEN

INFORMATION AND POLICIES ABOUT DIVIDENDS

Sebagai badan hukum publik, BPJS Ketenagakerjaan tidak melakukan pembagian dividen. Dengan demikian Laporan ini tidak menyajikan informasi mengenai kebijakan dividen dan tanggal pembayaran dividen dan/atau tanggal distribusi dividen non-kas.

BPJS Ketenagakerjaan juga turut berkontribusi pada penerimaan negara, berupa penerimaan negara yang bersumber dari pembayaran pajak dan penerimaan negara bukan pajak (PNBP). BPJS Ketenagakerjaan juga berkontribusi kepada negara melalui peran sebagai pemotong pajak terhadap setiap objek kena pajak.

Pada kurun waktu periode pelaporan, kami membayarkan setoran pajak sebesar Rp370 miliar, naik Rp168 miliar atau 83,17% dibanding tahun 2015 yang mencapai Rp202 miliar. Pajak yang dibayarkan meliputi Pajak Penghasilan (PPH) karyawan, PPh Badan, Pajak Pertambahan Nilai (PPN) serta Pajak Bumi dan Bangunan (PBB).

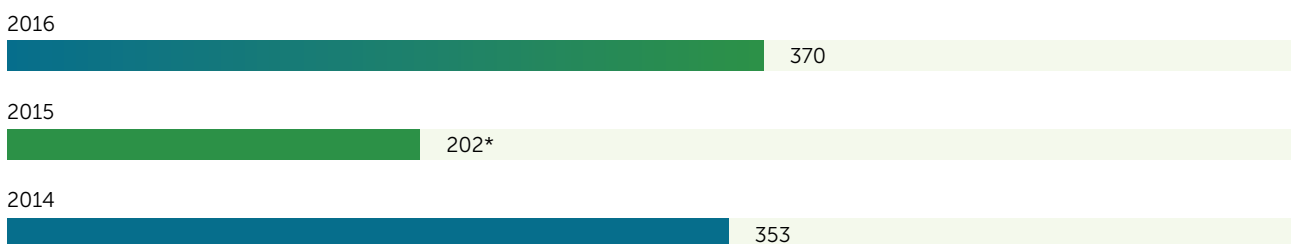
As a public legal entity, Labour Social Security Administration Agency does not distribute dividends. Accordingly, this Report does not provide information on the dividend policy and the date of dividend payment and/or the date of distribution of non-cash dividend.

Labour Social Security Administration Agency also contributes to state revenues, in the form of tax state revenues and non-tax state revenues (PNBP). Labour Social Security Administration Agency also contributes to the state through the role as a tax collector on any taxable objects.

During the reporting period, we paid taxes amounted to Rp370 billion, up Rp168 billion or 83.17% compared to 2015 that was Rp202 billion. The taxes paid included Income Tax (PPH) of employees, Corporate Income Tax, Value Added Tax (VAT) and Land and Building Tax (PBB).

PEMBAYARAN PAJAK DAN PNBP (RP MILIAR)

Tax Payment and Non-Tax State Revenues (Rp billion)



*Disajikan kembali | Restatement

» PROGRAM KEPEMILIKAN SAHAM BAGI PEKERJA EMPLOYEE STOCK OWNERSHIP PLAN

Sebagai badan hukum publik penyelenggara jaminan sosial bagi tenaga kerja di Indonesia, BPJS Ketenagakerjaan tidak memiliki mekanisme yang memungkinkan pekerja maupun perwakilan manajemen, menjadi Pemegang Saham dan/atau memiliki saham. Dengan demikian laporan ini tidak menyertakan informasi terkait program kepemilikan saham oleh pekerja maupun perwakilan manajemen.

As a public legal entity providing social security for manpower in Indonesia, Labour Social Security Administration Agency does not have a mechanism that allows employees or management representatives to become Shareholders and/or own shares. This report therefore does not include information on the share ownership program by employees or management representatives.

» REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM REALIZATION OF PUBLIC OFFERING PROCEEDS

BPJS Ketenagakerjaan belum pernah melakukan Penawaran Umum kepemilikan saham di bursa efek. Dengan demikian Laporan ini tidak menyertakan informasi terkait perolehan dana hasil penawaran umum dan realisasi penggunaan dana hasil penawaran umum beserta perubahan atas rencana penggunaan dana hasil penawaran umum.

Labour Social Security Administration Agency has never conducted a Public Offering of shares at the stock exchange. Thus, there is no information regarding proceeds from the Public Offering, the realization of the proceeds and changes in the uses of proceeds from Public Offering.





INFORMASI PENTING MENGENAI INVESTASI, EKSPANSI, DIVESTASI, AKUISISI, RESTRUKTURISASI, DAN PRIVATISASI

IMPORTANT INFORMATION ABOUT INVESTMENT, EXPANSION, DIVESTMENT, ACQUISITION, RESTRUCTURING AND PRIVATIZATION

INVESTASI

Nilai investasi yang direalisasikan selama tahun 2016 mencapai Rp157,46 miliar. Jumlah tersebut meningkat Rp7,4 miliar atau 4,93% dibanding 2015 yang nilainya sebesar Rp150,06 miliar. Peningkatan ini disebabkan Laba PT Binajasa Adikarya sebesar Rp2,15 miliar dan penambahan modal PT Binajasa Adikarya sebesar Rp5,25 miliar.

DIVESTASI

Divestasi adalah strategi untuk mencapai tujuan jangka panjang dengan mengurangi sebagian atau seluruhnya dana yang diinvestasikan, dalam bentuk saham pada perusahaan yang tidak tercatat di Bursa Efek.

Sesuai dengan ketentuan Peraturan Pemerintah No.55 Tahun 2015 pasal 28 ayat butir (b) yang menyatakan bahwa "Pengembangan aset BPJS Ketenagakerjaan dalam bentuk investasi berupa penyertaan langsung hanya dapat dilakukan dengan kriteria badan usaha yang tidak bergerak di bidang usaha jasa keuangan yang diatur permodalannya secara ketat sehingga berpotensi menimbulkan kewajiban memenuhi permodalan secara berkelanjutan". Divisi Investasi Langsung berencana melaksanakan proses pelepasan saham penyertaan (divestasi) dalam sektor perbankan, yaitu Bank Syariah Bukopin dan Bank Muamalat Indonesia. Pada tahun 2016 telah dilakukan peninjauan kepada beberapa pihak, termasuk para pemegang saham di masing-masing bank, walau belum ada kata sepakat untuk dilakukan pembelian. Pada tahun 2016 telah dilakukan valuasi terhadap saham yang di miliki BPJS Ketenagakerjaan pada Bank Syariah Bukopin dan Bank Muamalat Indonesia.

INVESTMENT

Investment value realized during 2016 reached Rp157.46 billion. The amount increased by Rp7.4 billion or 4.93% compared to 2015, which amounted to Rp150.06 billion. The increase was attributable to PT Binajasa Adikarya's profit of Rp2.15 billion and PT Binajasa Adikarya's additional capital amounted to Rp5.25 billion.

DIVESTMENT

Divestment is a strategy to achieve long-term goals by reducing part or all of the funds invested, in the form of shares in companies that are not listed on the Stock Exchange.

In accordance with Government Regulation No. 55 of 2015 Article 28, paragraph (b) which stipulates that "Development of Labour Social Security Administration Agency's assets in the form of investments in the form of direct placement can only be conducted by business entities that are not engaged in financial services, whose capital is strictly regulated thus potentially require to meet the capital obligation in a sustainable manner". Direct Investment Division has planned to carry out the process of divestment in the banking sector, namely Bank Syariah Bukopin and Bank Muamalat Indonesia. In 2016, a number of stakeholders, including shareholders in each bank, have not yet agreed to buy. In 2016 valuation has been conducted of shares owned by Labour Social Security Administration Agency in Bank Syariah Bukopin and Bank Muamalat Indonesia.

AKUISISI DAN RESTRUKTURISASI

Selama tahun 2016 BPJS Ketenagakerjaan tidak melakukan akuisi dan restrukturisasi dengan pihak manapun.

EKSPANSI

Untuk pengembangan kegiatan dan meningkatkan manfaat bagi peserta, pada tahun 2016 BPJS Ketenagakerjaan melakukan perluasan (ekspansi) kegiatan usaha, yakni:

1. PT Sinergi Investasi Properti (SIP) yang terbentuk tanggal 15 November 2015 merupakan perusahaan patungan (joint venture) antara BPJS Ketenagakerjaan dan PT Pembangunan Perumahan (Persero) Tbk. BPJS Ketenagakerjaan memiliki saham mayoritas sebesar 80% dan PT Pembangunan Perumahan (Persero) Tbk. sebanyak 20%.

Pada tahun 2016 PT SIP memulai pembangunan Social Security Tower (SST) dengan investasi senilai Rp650 miliar, dan dijadwalkan akan dioperasikan pada tahun 2019. SST nantinya akan disewakan untuk perkantoran.

2. Menyelenggarakan Manfaat Layanan Tambahan (MLT) program perumahan untuk peserta BPJS Ketenagakerjaan, yang meliputi kredit kepemilikan rumah, pinjaman uang muka perumahan, kredit konstruksi, pinjaman renovasi rumah. Target penyaluran MLT program perumahan sebesar 25.000 rumah, sebagai bagian dari program 1 juta rumah yang dicanangkan pemerintah.

ACQUISITION AND RESTRUCTURING

During 2016 Labour Social Security Administration Agency did not make any acquisitions or restructuring with any party.

EXPANSION

To develop activities and increase benefits for participants, in 2016 Labour Social Security Administration Agency made business expansions, as follows:

1. PT Sinergi Investasi Properti (SIP), formed on November 15, 2015 is a joint venture between Labour Social Security Administration Agency and PT Pembangunan Perumahan (Persero) Tbk. Labour Social Security Administration Agency owns 80% shares and PT Pembangunan Perumahan (Persero) Tbk. owns 20%.

In 2016 PT SIP starts the construction of Social Security Tower (SST) with an investment of Rp650 billion, and is scheduled to be operated in 2019. SST will be leased for offices.

2. Implementing Additional Benefit Service (MLT) of housing program for Labour Social Security Administration Agency's participants, which includes home ownership loans, housing down payment loans, construction loans, home renovation loans. The target set for MLT of housing program was 25,000 homes, as part of a program of 1 million homes launched by the government.

INFORMASI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ATAU TRANSAKSI DENGAN PIHAK AFILIASI

MATERIAL INFORMATION ON CONFLICT OF INTEREST AND/OR TRANSACTIONS WITH AFFILIATED PARTY

Jumlah transaksi Aset yang berkaitan dengan pihak berelasi pada tahun 2016 sebesar Rp211 miliar. Jumlah tersebut bertambah dibanding 2015 yang mencapai Rp153,21 miliar.

Total asset transactions with related parties in 2016 amounted to Rp211 billion. The amount was increased compared to 2015 which was Rp153.21 billion.

Dari seluruh transaksi yang telah dilakukan, manajemen menilai bahwa semua transaksi berada dalam batas wajar sesuai dengan BAPEPAM-LK No.IX E.1 "Benturan Kepentingan" dan PSAK No.7 "Pengungkapan Pihak-Pihak Berelasi".

The management considered that all conducted transactions were within reasonable limits in accordance with BAPEPAM-LK No.IX E.1 on "Conflict of Interest" and PSAK No.7 on "Related Party Disclosures".

TRANSAKSI DENGAN PIHAK-PIHAK BERELASI

Transaction with Related Parties

No	Pihak Berelasi Related Party	Sifat Hubungan Nature of Relation
1	Negara Republik Indonesia The State of the Republic of Indonesia	Penempatan investasi – obligasi Placement of investments - Bonds
2	PT Bank Mandiri (Persero) Tbk	Penempatan giro, penempatan deposito, penempatan investasi - saham, Penempatan Investasi - Obligasi, <i>virtual account</i> , penitipan surat berharga, rekening kustodi Placements of giro, placement in time deposits, placement of stocks, placement of bonds, virtual accounts, custody of securities, custodial accounts
3	PT Bank Negara Indonesia (Persero) Tbk	Penempatan giro, penempatan deposito, penempatan investasi – saham, Penempatan Investasi - Reksadana, Penempatan Investasi - Obligasi, <i>Virtual Account</i> , <i>Co Branding</i> , penitipan surat berharga Placements of giro, placement in time deposits, placement of stocks, placement of mutual funds, placement of bonds, virtual Account, Co Branding, custody of securities
4	PT Bank Tabungan Negara (Persero) Tbk	Penempatan Giro, Penempatan deposito, penempatan investasi - KIK-EBA, penempatan investasi – obligasi, Penempatan Investasi - Saham, Pinjaman Uang Muka Perumahan Kerjasama Bank (PUMP-KB) Placement of giro, placement in time deposits, placement of KIK-EBA, placement of bonds, placement of stocks, housing loan advance with banks (PUMP-KB)
5	PT Bank Syariah Mandiri	Penempatan deposito, penempatan investasi - Sukuk Placement in time deposits and placement of Islamic bonds (sukuk)
6	PT Jasa Marga (Persero) Tbk	Penempatan investasi - saham, penempatan investasi – obligasi Placement of investments - stocks, placement of investments - bonds
7	PT Aneka Tambang (Persero) Tbk	Penempatan investasi - saham, penempatan investasi – obligasi Placement of investments - stocks, placement of investments - bonds
8	PT Krakatau Steel (Persero) Tbk	Penempatan investasi – saham Placement of investments - stocks

TRANSAKSI DENGAN PIHAK-PIHAK BERELASI

Transaction with Related Parties

No	Pihak Berelasi Related Party	Sifat Hubungan Nature of Relation
9	PT Perusahaan Gas Negara (Persero) Tbk	Penempatan investasi – saham Placement of investments - stocks
10	PT Semen Indonesia (Persero) Tbk	Penempatan investasi – saham Placement of investments - stocks
11	PT Tambang Batubara Bukit Asam	Penempatan investasi – saham Placement of investments - stocks
12	PT Telekomunikasi Indonesia (Persero) Tbk	Penempatan investasi - saham, penempatan investasi – obligasi Placement of investments - stocks, placement of investments - bonds
13	PT Timah (Persero) Tbk	Penempatan investasi – saham Placement of investments - stocks
14	PT Danareksa (Persero)	Penempatan investasi - reksadana, penempatan investasi – obligasi Placement of investments - mutual funds, placement of investments - bonds
15	PT Perusahaan Listrik Negara (Persero)	Penempatan investasi - sukuk, penempatan investasi – obligasi Placement of investments – Islamic bonds (sukuk), placement of investments - bonds
16	PT Adhi Karya (Persero) Tbk	Penempatan investasi – saham, Penempatan Investasi- Sukuk, Penempatan Investasi – Obligasi Placement of investments - stocks, placement of investments - Islamic bonds (sukuk), placement of investments - bonds
17	PT Mandiri Tunas Finance	Penempatan investasi – saham Placement of investments - stocks
18	PT Pegadaian (Persero)	Penempatan investasi - saham, penempatan investasi – obligasi Placement of investments - stocks, placement of investments - bonds
19	PT Bank Rakyat Indonesia (Persero) Tbk	Penempatan giro, penempatan deposito, Penempatan Investasi - Obligasi, Penempatan Investasi - Saham, Virtual Account, Rekening kustodian, Pinjaman Uang Muka Perumahan Kerjasama Bank (PUMP-KB) Placement of giro, placement in time deposits, placement of bonds, placement of stocks, virtual account, custodial accounts, housing loan advance with banks (PUMP-KB)
20	PT Bank Danamon Tbk	Penempatan investasi Placement of investments
21	PT Semen Gresik Persero	Penempatan investasi Placement of investments
22	PT Permodalan Nasional Madani (Persero)	Penempatan investasi - Obligasi placement of investments - bonds
23	PT Pupuk Kalimantan Timur	Penempatan investasi - Obligasi placement of investments - bonds
24	PT Sarana Multigriya Finansial (Persero)	Penempatan investasi - Obligasi placement of investments - bonds
25	Lembaga Pembiayaan Ekspor Indonesia	Penempatan investasi - Obligasi placement of investments - bonds
26	PT Utama Karya (Persero)	Penempatan investasi - Obligasi placement of investments - bonds
27	PT Garuda Indonesia (Persero) Tbk	Penempatan investasi - Saham placement of investments - stocks
28	PT Semen Baturaja (Persero) Tbk	Penempatan investasi - Saham placement of investments - stocks
29	Bank Pembangunan Daerah	Penempatan deposito placement in time deposits
30	PT Waskita Karya (Persero) Tbk	Penempatan investasi - saham, penempatan investasi – obligasi Placement of investments - stocks, placement of investments - bonds
31	Personel Manajemen Kunci Key Management Personnel	Beban gaji, tunjangan dan imbalan kerja Salary expenses, benefits and emoluments
32	Kementerian Keuangan atas nama Pemerintah RI. Ministry of Finance on behalf of the Government of the Republic of Indonesia	Penempatan investasi - Obligasi Placement of investment - bonds

PERUBAHAN PERATURAN PERUNDANG-UNDANGAN YANG BERPENGARUH SIGNIFIKAN TERHADAP BPJS KETENAGAKERJAAN

CHANGES OF LAWS AND REGULATIONS THAT SIGNIFICANTLY AFFECT LABOUR SOCIAL SECURITY ADMINISTRATION AGENCY

No	Peraturan Perundang-Undangan Laws and Regulations	Pengaruh Terhadap Kinerja BPJS Ketenagakerjaan Impact on Labour Social Security Administration Agency's Performance
1	Peraturan Menteri Ketenagakerjaan No 1 Tahun 2016 (Tata Cara Penyelenggaraan Program JKK, JKM dan JHT Bagi Peserta BPU) Regulation of the Minister of Manpower No. 1 of 2016 (Procedure of Implementation of JKK Program, JKM and JHT For BPU Participants)	Adanya regulasi tentang kepesertaan Pekerja Bukan Penerima Upah (BPU) The existence of regulations on the participation of Non-Wage Earner Workers (BPU)
2	Peraturan Menteri Ketenagakerjaan No 10 Tahun 2016 (Tata Cara Pemberian Program Kembali Kerja serta Kegiatan Promotif dan Kegiatan Preventif Kecelakaan kerja dan Penyakit Akibat Kerja) Regulation of the Minister of Manpower No. 10 of 2016 (Procedure for the Return to Work Program and Promotion and Preventive Activities for Work Accident and Occupational Disease)	Adanya regulasi Tata Cara Pemberian Program Kembali Kerja serta Kegiatan Promotif dan Kegiatan Preventif Kecelakaan kerja dan Penyakit Akibat Kerja The existence of regulation on Procedure of Providing Return to Work Program and Promotive and Preventive Activities for Work Accident and Occupational Disease
3	Peraturan Menteri Ketenagakerjaan No 11 Tahun 2016 (Pelayanan Kesehatan dan Besaran Tarif dalam Penyelenggaraan Program Jaminan Kecelakaan Kerja) Regulation of the Minister of Manpower No. 11 of 2016 (Health Service and Tariff Rates in the Operation of Work Accident Security Program)	Adanya regulasi tentang Pelayanan Kesehatan dan Besaran Tarif dalam Penyelenggaraan Program Jaminan Kecelakaan Kerja The existence of regulation on Health Service and Tariff Rates in the Operation of Work Accident Security Program
4	Peraturan Menteri Ketenagakerjaan No 23 Tahun 2016 (Tata Cara Pengenaan dan Pencabutan Sanksi Administratif Tidak Mendapat Pelayanan Publik Tertentu Bagi Pemberi Kerja Selain Penyelenggara Negara) Regulation of the Minister of Manpower No. 23 of 2016 (Procedures to Impose and Revoke Administrative Sanctions of Not Obtaining Certain Public Services For Employers Other Than State Administrator)	Dengan adanya regulasi tentang Tata Cara Pengenaan dan Pencabutan Sanksi Administratif Tidak Mendapat Pelayanan Publik Tertentu Bagi Pemberi Kerja Selain Penyelenggara Negara, sehingga diharapkan dapat membantu upaya BPJS Ketenagakerjaan dalam meningkatkan <i>coverage</i> kepesertaan. Akan tetapi implementasi Permenaker ini belum optimal. With the issuance of regulation on Procedures to Impose and Revoke Administrative Sanctions of Not Obtaining Certain Public Services For Employers Other Than State Administrator, it is expected to support BPJS Ketenagakerjaan's effort in increasing membership coverage. However, the implementation of the ministerial regulation has not yet optimal.

KEBIJAKAN AKUNTANSI ACCOUNTING POLICIES

Kebijakan akuntansi telah diterapkan secara konsisten dalam penyusunan Laporan Keuangan Tahunan BPJS Ketenagakerjaan, untuk tahun buku yang berakhir 31 Desember 2016 dan tahun-tahun sebelumnya. Penyusunan Laporan Keuangan Tahunan Perusahaan telah sesuai Standar Akuntansi Keuangan di Indonesia (PSAK).

Laporan Keuangan Tahunan telah disusun sesuai Standar Akuntansi Keuangan di Indonesia. Laporan disusun berdasarkan konsep harga perolehan, aset keuangan tersedia untuk dijual dan liabilitas keuangan (termasuk instrumen derivatif) diukur pada nilai wajar melalui laporan laba rugi, serta menggunakan dasar aktual kecuali untuk laporan arus kas.

Laporan arus kas disusun dengan menggunakan metode langsung dan mengklasifikasi arus kas menjadi kegiatan operasi, investasi dan pendanaan. Laporan keuangan disajikan dalam mata uang Rupiah, kecuali dinyatakan lain.

PERUBAHAN PADA STANDAR AKUNTANSI KEUANGAN DAN INTERPRESTASI STANDAR AKUNTANSI KEUANGAN

1. PSAK Nomor 46 (Revisi 2013) "Pajak Penghasilan"
2. PSAK Nomor 48 (Revisi 2014) "Penurunan Nilai Aset"
3. PSAK Nomor 50 (Revisi 2014) "Instrumen Keuangan: Penyajian"
4. PSAK Nomor 55 (Revisi 2014) "Instrumen Keuangan: Pengakuan dan Pengukuran"
5. PSAK Nomor 60 (Revisi 2014) "Instrumen Keuangan: Pengungkapan"
6. PSAK Nomor 65 "Laporan Keuangan Konsolidasian"
7. PSAK Nomor 66 "Pengaturan Bersama"
8. PSAK Nomor 67 "Pengungkapan Kepentingan Dalam Entitas Lain"
9. PSAK Nomor 68 "Pengukuran Nilai Wajar"
10. ISAK Nomor 26 (Revisi 2014) "Penilaian Kembali Derivatif Melekat"

Accounting policies have been consistently applied in the preparation of the Annual Financial Statements of Labour Social Security Administration Agency for the fiscal year ended December 31, 2016 and previous years. The preparation of Annual Financial Statements of the Company has been in accordance with Indonesian Financial Accounting Standards (PSAK).

The Annual Financial Statements have been prepared in accordance with Indonesian Financial Accounting Standards. The statements were prepared on the basis of the cost concept, and financial assets available for sale and liabilities (including derivative instruments) measured at fair value through profit or loss, and using accrual basis except for the statement of cash flows.

The statement of cash flows was prepared using the direct method and classifying cash flows into operating, investing and financing activities. The financial statements were presented in Indonesian Rupiah, unless otherwise stated.

CHANGES TO FINANCIAL ACCOUNTING STANDARDS AND INTERPRETATION OF FINANCIAL ACCOUNTING STANDARDS

1. PSAK Number 46 (2013 Revision) "Income Tax"
2. PSAK No. 48 (2014 Revision) "Impairment of Assets"
3. PSAK Number 50 (2014 Revision) "Financial Instruments: Presentation"
4. PSAK No. 55 (2014 Revision) "Financial Instruments: Recognition and Measurement"
5. PSAK No. 60 (2014 Revision) "Financial Instruments: Disclosures"
6. PSAK No. 65 "Consolidated Financial Statements"
7. PSAK Number 66 "Collective Arrangement"
8. PSAK No. 67 "Disclosure of Interest in Other Entities"
9. PSAK No. 68 "Measurement of Fair Value"
10. ISAK Number 26 (2014 Revision) "Reassessment of Embedded Derivatives"



// KEPATUHAN DAN TATA KELOLA YANG BAIK

COMPLIANCE AND GOOD
GOVERNANCE



Sebagai badan hukum publik yang dibentuk Pemerintah Indonesia untuk menyelenggarakan jaminan sosial bagi tenaga kerja di Indonesia, Badan Penyelenggara Jaminan Sosial (BPJS) Ketenagakerjaan berkomitmen senantiasa mematuhi setiap ketentuan perundang-undangan dan menerapkan Tata Kelola yang Baik (*Good Governance*). Melalui kepatuhan pada regulasi dan penerapan Tata Kelola yang Baik, setiap keputusan manajemen diambil melalui proses yang berlangsung proper, bijaksana dan beretika.

Pengembangan dan penerapan praktik-praktik terbaik tata kelola diharapkan dapat memenuhi kebutuhan segenap pemangku kepentingan secara berimbang. Untuk itu BPJS Ketenagakerjaan harus dapat memastikan memperoleh kepercayaan publik atas infrastruktur tata kelola khususnya aspek transparansi, akuntabilitas, dan independensi.

Kesungguhan kami dalam menerapkan Tata Kelola yang Baik telah membuahkan pengakuan dari berbagai pihak. BPJS Ketenagakerjaan mendapatkan penghargaan Predikat A (Sangat Baik) Indonesia Good Corporate Governance (GCG) Award 2016, untuk sektor keuangan dan asuransi.

Penghargaan tersebut diharapkan semakin mendorong semua pihak di internal BPJS Ketenagakerjaan untuk bekerja dengan lebih berintegritas dan kian menumbuhkan kepercayaan dari masyarakat, sejalan dengan Peta Jalan Tata Kelola yang Baik.

As a public legal entity established by the Government of Indonesia to manage social security for manpower in Indonesia, the Labour Social Security Administration Agency (BPJS Ketenagakerjaan) is committed to comply with any applicable provisions and implement Good Governance. Through compliance with regulations and implementation of Good Governance, every management decision is made through proper, prudent and ethical processes.

The development and implementation of governance best practices is expected to meet the needs of all stakeholders proportionally. Therefore Labour Social Security Administration Agency should be able to gain public trust in governance infrastructure, especially aspects of transparency, accountability and independence.

Our seriousness in implementing Good Governance has earned the recognition from various parties. Labour Social Security Administration Agency was rated A (Very Good) at Indonesia Good Corporate Governance (GCG) Award 2016, for financial and insurance sector.

The award was expected to further encourage all parties within Labour Social Security Administration Agency to work with more integrity and to build public trust, in line with Good Governance Roadmap.





DASAR DAN ACUAN TATA KELOLA YANG BAIK

BASIS AND REFERENCES OF GOOD GOVERNANCE

- Undang-Undang Nomor 28 Tahun 1999 Tentang Penyelenggaraan Negara Yang Bersih dan Bebas dari Korupsi, Kolusi dan Nepotisme
- Undang-Undang Nomor 31 Tahun 1999 Tentang Pemberantasan Tindak Pidana Korupsi
- Undang-Undang No.40 Tahun 2004 Tentang Sistem Jaminan Sosial Nasional.
- Undang-Undang Nomor 14 Tahun 2008 Tentang Keterbukaan Informasi Publik
- Undang-Undang No.24 Tahun 2011 Tentang Badan Penyelenggara Jaminan Sosial.
- Peraturan Pemerintah Nomor 85 Tahun 2013 Tentang Tata Cara Hubungan Antar Lembaga Badan Penyelenggara Jaminan Sosial
- Peraturan Pemerintah Nomor 88 Tahun 2013 Tentang Tata Cara Pengenaan Sanksi Administratif bagi Anggota Dewan Pengawas dan Anggota Direksi Badan Penyelenggara Jaminan Sosial
- Peraturan Pemerintah Nomor 99 Tahun 2013 Tentang Pengelolaan Aset Jaminan Sosial Ketenagakerjaan.
- Keputusan Presiden Republik Indonesia Nomor 161/M Tahun 2013 Tentang pengangkatan Dewan Komisaris dan Direksi PT Jamsostek (Persero) menjadi Dewan Pengawas dan Direksi Badan Penyelenggara Jaminan Sosial Ketenagakerjaan
- Peraturan Dewan Pengawas Nomor PER-01/DEWAS/072014 Tentang Tata Cara Pelaksanaan Fungsi, Tugas dan Wewenang Dewan Pengawas Badan Penyelenggara Jaminan Sosial Ketenagakerjaan
- Peraturan Direksi Nomor PERDIR/01/042014 Tentang Tata Cara Pelaksanaan Fungsi, Tugas dan Wewenang Direksi Badan Penyelenggara Jaminan Sosial Ketenagakerjaan
- Peraturan Direksi Nomor PERDIR/18/092015 Tentang Pedoman Tata Kelola Yang Baik (*Good Governance*) BPJS Ketenagakerjaan
- Keputusan Presiden Nomor 25/P Tahun 2016 Tentang Pengangkatan Dewan Pengawas dan Direksi BPJS Ketenagakerjaan Masa Jabatan 2016 – 2021.
- Law No. 28 of 1999 on the Implementation of Clean State Administration and Free from Corruption, Collusion and Nepotism
- Law No. 31 of 1999 on Corruption Eradication
- Law No.40 of 2004 on the National Social Security System.
- Law No. 14 of 2008 on Transparency of Public Information
- Law No. 24 of 2011 on the Social Security Administering Body.
- Government Regulation No. 85 of 2013 on Procedures for Inter-Agency Relations of Social Security Administering Body.
- Government Regulation No. 88 of 2013 on Procedures for Imposing Administrative Penalties for Members of the Board of Commissioners and Member of the Board of Directors of Social Security Administering Body.
- Government Regulation No. 99 of 2013 on Asset Management of Social Security for Employment.
- Decree of the President of the Republic of Indonesia Number 161/M of 2013 on the appointment of the Board of Commissioners and Directors of PT Jamsostek (Persero) to become the Board of Commissioners and the Board of Directors of Labour Social Security Administration Agency.
- Board of Commissioners Regulation No. PER-01/DEWAS/072014 on Implementation Procedures for Functions, Duties and Authorities of the Board of Commissioners of Labour Social Security Administration Agency.
- Board of Directors Regulation No. PERDIR/01/042014 on Implementation Procedures for Functions, Duties and Authorities of the Board of Directors of Labour Social Security Administration Agency.
- Board of Directors Regulation No. PERDIR/18/092015 on Guidelines for Good Governance of Labour Social Security Administration Agency.
- Presidential Decree No. 25/P of 2016 on Appointment of Board of Commissioners and Board of Directors of Labour Social Security Administration Agency Period 2016 - 2021.

MANFAAT TATA KELOLA YANG BAIK BENEFITS OF GOOD GOVERNANCE

- | | |
|--|--|
| <ol style="list-style-type: none">1. Mendorong keberhasilan usaha BPJS Ketenagakerjaan2. Memperoleh kepercayaan publik atas infrastruktur tata kelola3. Menjadi badan hukum publik yang kredibel dan menjadi <i>benchmark Citizenship</i> bagi kebudayaan publik di Indonesia. | <ol style="list-style-type: none">1. Supporting Labour Social Security Administration Agency's business achievements2. Gaining public trust in the governance infrastructure3. Becoming a credible public legal entity and a Citizenship benchmark for public institutions in Indonesia. |
|--|--|

TUJUAN TATA KELOLA YANG BAIK GOOD GOVERNANCE PURPOSES

TUJUAN UMUM

1. Memaksimalkan nilai BPJS Ketenagakerjaan dengan cara menjalankan prinsip transparansi, akuntabilitas, pertanggungjawaban, kemandirian, keadilan, prediktabilitas, partisipasi dan dinamis agar BPJS Ketenagakerjaan dapat dikelola secara profesional.
2. Mendorong agar pengelola BPJS Ketenagakerjaan dalam membuat keputusan dan menjalankan tindakan dilandasi nilai moral yang tinggi dan kepatuhan terhadap peraturan perundang-undangan, serta kesadaran akan adanya tanggung jawab sosial BPJS Ketenagakerjaan terhadap pemangku kepentingan.
3. Meningkatkan kontribusi BPJS Ketenagakerjaan dalam perekonomian nasional.

TUJUAN KHUSUS

1. Tercapainya kesinambungan usaha BPJS Ketenagakerjaan melalui pengelolaan yang didasarkan pada asas transparansi, akuntabilitas, responsibilitas, independensi, kewajaran dan kesetaraan, prediktabilitas, partisipasi dan dinamis.
2. Pemberdayaan fungsi dan kemandirian masing-masing organ BPJS Ketenagakerjaan.

GENERAL PURPOSE

1. To maximize the value of Labour Social Security Administration Agency by implementing the principles of Transparency, Accountability, Responsibility, Independency, Fairness, Predictability, Participation and Dynamism to manage Labour Social Security Administration Agency professionally.
2. To support the decision making and actions related to the management of Labour Social Security Administration Agency based on high moral values and compliance with laws and regulations, as well as awareness of social responsibility to the stakeholders.
3. Increasing the contribution of Labour Social Security Administration Agency to national economy.

SPECIAL PURPOSES

1. Achievement of Labour Social Security Administration Agency's business continuity through management based on the principles of transparency, accountability, responsibility, independence, fairness and equality, predictability, participation and dynamism.
2. Empowerment of function and independence of each organ of Labour Social Security Administration Agency.

3. Anggota Dewan Pengawas, dan Anggota Direksi dalam membuat keputusan dan menjalankan tindakannya dilandasi oleh nilai moral yang tinggi dan kepatuhan terhadap peraturan perundang-undangan.
 4. Terciptanya kesadaran dan tanggung jawab sosial BPJS Ketenagakerjaan terhadap masyarakat dan kelestarian lingkungan, terutama di sekitar BPJS Ketenagakerjaan.
 5. Optimalisasi nilai BPJS Ketenagakerjaan dengan tetap memperhatikan pemangku kepentingan lainnya.
 6. Peningkatan daya saing BPJS Ketenagakerjaan secara nasional maupun internasional, sehingga menimbulkan kepercayaan pasar yang dapat mendorong arus investasi dan pertumbuhan ekonomi nasional yang berkesinambungan.
3. Members of the Board of Commissioners and the Board of Directors in making decisions and carrying out their actions are based on high moral values and compliance with laws and regulations.
 4. Awareness and social responsibility of Labour Social Security Administration Agency for community and environmental sustainability, especially around Labour Social Security Administration Agency.
 5. Optimizing the value of Labour Social Security Administration Agency with due regard for other stakeholders.
 6. Increasing the competitiveness of Labour Social Security Administration Agency both nationally and internationally, to build market confidence that can boost investment flows and continuous national economic growth.

PRINSIP-PRINSIP TATA KELOLA YANG BAIK GOOD GOVERNANCE PRINCIPLES

Prinsip-prinsip tata kelola dipahami sebagai fondasi bagi terbentuknya *Good Governance* di BPJS Ketenagakerjaan secara terencana, sistemik, dan berkelanjutan serta melandasi visi dan komitmen dalam tata kelola sebuah lembaga. Sebagai badan hukum publik, BPJS Ketenagakerjaan menerapkan tata kelola yang baik dengan mengadopsi prinsip-prinsip yang dikeluarkan oleh:

- **Komite Nasional Kebijakan Governance (KNKG)**
Transparansi (*transparency*), akuntabilitas (*accountability*), tanggung jawab (*responsibility*), kemandirian (*independency*) dan kewajaran (*fairness*).
- **International Social Security Association (ISSA)**
Prediktabilitas (*predictability*), partisipasi (*participation*) dan dinamika (*dynamism*).

The governance principles are believed to be the foundation for good governance in Labour Social Security Administration Agency in a planned, systemic, and sustainable manner and the basis for vision and commitment in the governance of an institution. As a public legal entity, Labour Social Security Administration Agency implements good governance by adopting the principles issued by:

- **National Committee on Governance Policy (KNKG)**
Transparency, accountability, responsibility, independency and fairness.
- **International Social Security Association (ISSA)**
Predictability, participation and dynamism.

PRINSIP-PRINSIP TATA KELOLA YANG BAIK DAN PENERAPAN
Good Governance Principles and Implementation

Prinsip-prinsip Tata Kelola yang Baik Good Governance Principles	Uraian Description	Pedoman Pokok Pelaksanaan Basic Guidelines for Implementation
<p>Transparansi Transparency</p>	<p>Keterbukaan dalam Pengambilan keputusan dan keterbukaan dalam pengungkapan informasi yang material dan relevan. Transparency in decision-making and transparency in the disclosure of material and relevant information.</p>	<p>Penyediaan informasi yang cepat, akurat, dan tepat waktu serta mudah diakses oleh para pemangku kepentingan sesuai dengan haknya. Provision of information that is fast, accurate, timely and accessible to all stakeholders according to their rights.</p>
		<p>Informasi yang harus disediakan meliputi nama dan tempat kedudukan, maksud, tujuan dan jenis kegiatan, susunan Dewan Pengawas dan Direksi, laporan tahunan dan laporan keuangan, potensi benturan kepentingan, sistem manajemen risiko, sistem pengawasan dan pengendalian intern, sistem dan pelaksanaan <i>Good Governance</i> serta tingkat kepatuhannya, dan kejadian penting yang dapat mempengaruhi kondisi BPJS Ketenagakerjaan. Information to be provided includes the name and domicile, purpose, objectives and types of activities, Board of Commissioners and the Board of Directors, annual reports and financial statements, conflicts of interest potential, risk management system, supervisory system and internal control system, Good Governance implementation, as well as the level of compliance, and significant events that may affect the condition of Labour Social Security Administration Agency.</p>
		<p>BPJS Ketenagakerjaan wajib untuk mengumumkan Informasi BPJS Ketenagakerjaan secara berkala yang meliputi: a. Informasi yang berkaitan dengan BPJS Ketenagakerjaan; b. Informasi mengenai kegiatan dan kinerja BPJS Ketenagakerjaan; c. Informasi mengenai laporan keuangan; d. Informasi lain. Labour Social Security Administration Agency is obliged to disclose its information periodically that includes: a. Information relating to Labour Social Security Administration Agency; b. Information on the activities and performance of Labour Social Security Administration Agency; c. Information on the financial statements; d. Other information.</p>
		<p>Pengungkapan informasi kepada publik dan pemangku kepentingan dilakukan secara wajar dengan memperhatikan klasifikasi informasi, kepentingan BPJS Ketenagakerjaan dan kebutuhan pihak yang berkepentingan. Disclosure of information to the public and stakeholders conducted properly by taking into account the classification of information, the interests of Labour Social Security Administration Agency and needs of interested parties.</p>
		<p>Kebijakan BPJS Ketenagakerjaan harus tertulis dan secara proporsional dikomunikasikan kepada para pemangku kepentingan. Labour Social Security Administration Agency's policies must be in writing and proportionally communicated to stakeholders.</p>
		<p>Insan BPJS Ketenagakerjaan berkewajiban menjaga kerahasiaan informasi sesuai peraturan perundang-undangan yang berlaku. Labour Social Security Administration Agency's personnel are obliged to maintain the confidentiality of information according to applicable laws and regulations.</p>

PRINSIP-PRINSIP TATA KELOLA YANG BAIK DAN PENERAPAN
Good Governance Principles and Implementation

Prinsip-prinsip Tata Kelola yang Baik Good Governance Principles	Uraian Description	Pedoman Pokok Pelaksanaan Basic Guidelines for Implementation
Akuntabilitas Accountability	<p>Kejelasan fungsi, pelaksanaan dan pertanggungjawaban dari Organ BPJS Ketenagakerjaan.</p> <p>Clarity of function, implementation and accountability of Labour Social Security Administration Agency's organs.</p>	<p>Menetapkan rincian tugas dan tanggung jawab masing-masing Organ BPJS Ketenagakerjaan dan karyawan secara jelas dan selaras dengan visi, misi, sasaran usaha dan strategi Badan.</p> <p>Determine job description and responsibilities of each organ of Labour Social Security Administration Agency and employee clearly and in line with the vision, mission, business targets and strategies of the Body.</p> <p>Meyakini bahwa semua Organ BPJS Ketenagakerjaan dan karyawan mempunyai kemampuan sesuai dengan tugas, tanggung jawab, dan perannya dalam pelaksanaan <i>Good Governance</i>.</p> <p>Believe that all organs and employees of Labour Social Security Administration Agency have the ability according to their duties, responsibilities, and roles in the implementation of Good Governance.</p> <p>Memastikan adanya sistem pengendalian intern yang efektif dalam pengelolaan BPJS Ketenagakerjaan.</p> <p>Ensure the effective system of internal control in the management of Labour Social Security Administration Agency.</p> <p>Memiliki ukuran kinerja untuk semua jajaran yang konsisten dengan nilai-nilai, sasaran utama dan strategi BPJS Ketenagakerjaan.</p> <p>Have performance measurement for all levels that are consistent with the values, the main objectives and strategies of Labour Social Security Administration Agency.</p> <p>Dalam melaksanakan tugas dan tanggung jawabnya, insan BPJS Ketenagakerjaan harus berpegang pada peraturan dan kode etik.</p> <p>In carrying out their duties and responsibilities, personnel of Labour Social Security Administration Agency must adhere to the regulations and code of ethics.</p> <p>Direksi beserta seluruh jajarannya harus membuat pertanggungjawaban atas pelaksanaan tugasnya secara periodik dan berkesinambungan.</p> <p>The Board of Directors and staff must prepare accountability report on the performance of their duties periodically and continuously.</p>
Pertanggung-jawaban Responsibility	<p>Kesesuaian di dalam pengelolaan BPJS Ketenagakerjaan terhadap peraturan perundang-undangan.</p> <p>Compliance with laws and regulations in Labour Social Security Administration Agency management.</p>	<p>Organ BPJS Ketenagakerjaan harus berpegang pada prinsip kehati-hatian dan memastikan kepatuhan terhadap peraturan perundang-undangan yang berlaku.</p> <p>Organs of Labour Social Security Administration Agency must adhere to prudential principle and ensure compliance with the applicable laws and regulations.</p> <p>Bertanggung jawab atas risiko usaha yang terjadi sesuai ketentuan peraturan perundang-undangan yang berlaku.</p> <p>Responsible for the business risks that occur in accordance with the applicable laws and regulations.</p> <p>Pelaksanaan tanggung jawab sosial terhadap masyarakat dan lingkungan dengan membuat perencanaan dan pelaksanaan yang memadai, sehingga terpelihara kesinambungan usaha dalam jangka panjang.</p> <p>Implementation of social responsibility towards community and the environment by making adequate planning and implementation, so that business continuity is maintained in the long term.</p>

PRINSIP-PRINSIP TATA KELOLA YANG BAIK DAN PENERAPAN
Good Governance Principles and Implementation

Prinsip-prinsip Tata Kelola yang Baik Good Governance Principles	Uraian Description	Pedoman Pokok Pelaksanaan Basic Guidelines for Implementation
Independensi Independency	<p>Pengelolaan yang profesional yang bebas dari benturan kepentingan atau tekanan dan pengaruh pihak lain.</p> <p>Professional management that is free from conflicts of interest or other pressures and influences from other parties.</p>	<p>Menghindari terjadinya dominasi oleh pihak manapun, tidak terpengaruh oleh kepentingan tertentu, bebas dari benturan kepentingan dan dari segala pengaruh atau tekanan, sehingga pengambilan keputusan dapat dilakukan secara obyektif.</p> <p>Avoid domination by any party, unaffected by particular interests, free from conflicts of interest and any influence or pressure, so that decisions can be made objectively.</p> <p>Pelaksanakan fungsi dan tugas sesuai dengan peraturan perundang-undangan yang berlaku agar terwujud sistem pengendalian intern yang efektif.</p> <p>Implement the functions and duties in accordance with applicable laws and regulations in order to realize an effective internal control system.</p> <p>Insan BPJS Ketenagakerjaan melaksanakan fungsi dan tugasnya sesuai dengan uraian tugas dan tanggung jawab sesuai dengan peraturan perundang-undangan, sehingga tidak dapat diintervensi oleh pihak lain.</p> <p>The personnel of Labour Social Security Administration Agency carry out their functions and duties in accordance with the job description and responsibilities in accordance with laws and regulations, so that no intervention by other parties.</p> <p>Seluruh jajaran BPJS Ketenagakerjaan harus dapat saling menghormati kewajiban, tugas, wewenang, tanggung jawab dan hak dari masing-masing organ.</p> <p>All lines of Labour Social Security Administration Agency must be able to mutually respect the obligations, duties, authorities, responsibilities and rights of each organ.</p>
Kewajaran Fairness	<p>Keadilan dan kesetaraan dalam memenuhi hak-hak para pemangku kepentingan.</p> <p>Fairness and equality in fulfilling the rights of stakeholders.</p>	<p>BPJS Ketenagakerjaan harus memberikan perlakuan yang setara dan wajar kepada para pemangku kepentingan sesuai dengan manfaat dan kontribusi yang diberikan kepada BPJS Ketenagakerjaan.</p> <p>Labour Social Security Administration Agency must provide fair and equal treatment to the stakeholders according to the benefits and contribution to Labour Social Security Administration Agency.</p> <p>BPJS Ketenagakerjaan harus memberikan kesempatan yang sama dalam penerimaan karyawan, berkarir dan melaksanakan tugasnya secara profesional tanpa membedakan suku, agama, ras, gender, dan kondisi fisik.</p> <p>BPJS Ketenagakerjaan must provide equal opportunity in employee recruitment, career and carries out its duties professionally regardless of ethnicity, religion, race, gender, and physical condition.</p> <p>BPJS Ketenagakerjaan harus menerapkan secara konsisten sistem penghargaan dan sanksi (<i>reward and punishment system</i>) kepada karyawan.</p> <p>Labour Social Security Administration Agency must consistently apply reward and punishment system to employees.</p>

PRINSIP-PRINSIP TATA KELOLA YANG BAIK DAN PENERAPAN

Good Governance Principles and Implementation

Prinsip-prinsip Tata Kelola yang Baik Good Governance Principles	Uraian Description	Pedoman Pokok Pelaksanaan Basic Guidelines for Implementation
<p>Prediktabilitas Predictability</p>	<p>Penerapan hukum, kebijakan dan peraturan secara konsisten. The implementation of laws, policies and regulations consistently.</p>	<p>Peserta dan penerima manfaat secara teratur dan berkala mendapat informasi tentang tugas dan tanggung jawab BPJS Ketenagakerjaan, sebagaimana diamanatkan oleh undang-undang, kebijakan atau peraturan yang menetapkan program jaminan sosial. Participants and beneficiaries regularly and periodically are informed about the duties and responsibilities of Labour Social Security Administration Agency, as mandated by laws, policies or regulations that establish social security programs.</p> <p>Peserta dan penerima manfaat secara teratur dan berkala diberikan informasi mengenai hak dan manfaat tambahan lainnya sebagai peserta, sesuai dengan peraturan perundang-undangan. Participants and beneficiaries are regularly and periodically provided with information on their rights and other additional benefits as a participant, in accordance with laws and regulations.</p>
<p>Partisipasi Participation</p>	<p>Memberikan edukasi secara aktif dan kesempatan keterlibatan pemangku kepentingan secara efektif. Actively provide education and opportunities for stakeholder engagement effectively.</p>	<p>BPJS Ketenagakerjaan harus memberikan kesempatan kepada para pemangku kepentingan untuk memberikan masukan dan menyampaikan pendapat. Labour Social Security Administration Agency must give opportunities for stakeholders to provide input and opinions.</p>
<p>Dinamis Dynamism</p>	<p>Inovasi dalam tata kelola atau perubahan yang positif, efeknya adalah untuk menciptakan efisiensi dan meningkatkan <i>performance</i> badan. Innovation in governance or positive changes aims to create efficiency and improve the performance of the agency.</p>	<p>Melakukan pengelolaan badan untuk meningkatkan produktivitas dan menciptakan inovasi sehingga efisiensi dan <i>performance</i> badan meningkat. Managing the agency to improve productivity and create innovations that increase agency's efficiency and performance.</p>

» INFRASTRUKTUR TATA KELOLA YANG BAIK GOOD GOVERNANCE INFRASTRUCTURE

BPJS Ketenagakerjaan memiliki komitmen untuk menerapkan Tata Kelola yang Baik. Komitmen tersebut diwujudkan melalui kelengkapan yang diterapkan oleh BPJS Ketenagakerjaan mencakup kelengkapan pendukung dan infrastruktur tata kelola.

Struktur tata kelola terdiri atas bangunan *hard structure* dan *soft structure*.

- *Hard structure* merupakan organ badan yang mendapat mandat untuk menjalankan pengurusan dan pengawasan termasuk organ pendukungnya yaitu unit kerja dan komite.
- *Soft structure* merupakan instrumen yang membuat *hard structure* dapat menjalankan tugasnya secara baik dan akuntabel. *Soft structure* di BPJS Ketenagakerjaan terdiri atas pedoman, manual dan berbagai kebijakan pendukung.

Labour Social Security Administration Agency is committed to implementing Good Governance. The commitment is realized through the facilities applied by Labour Social Security Administration Agency includes supporting facilities and governance infrastructure.

The governance structure consists of hard structure and soft structure.

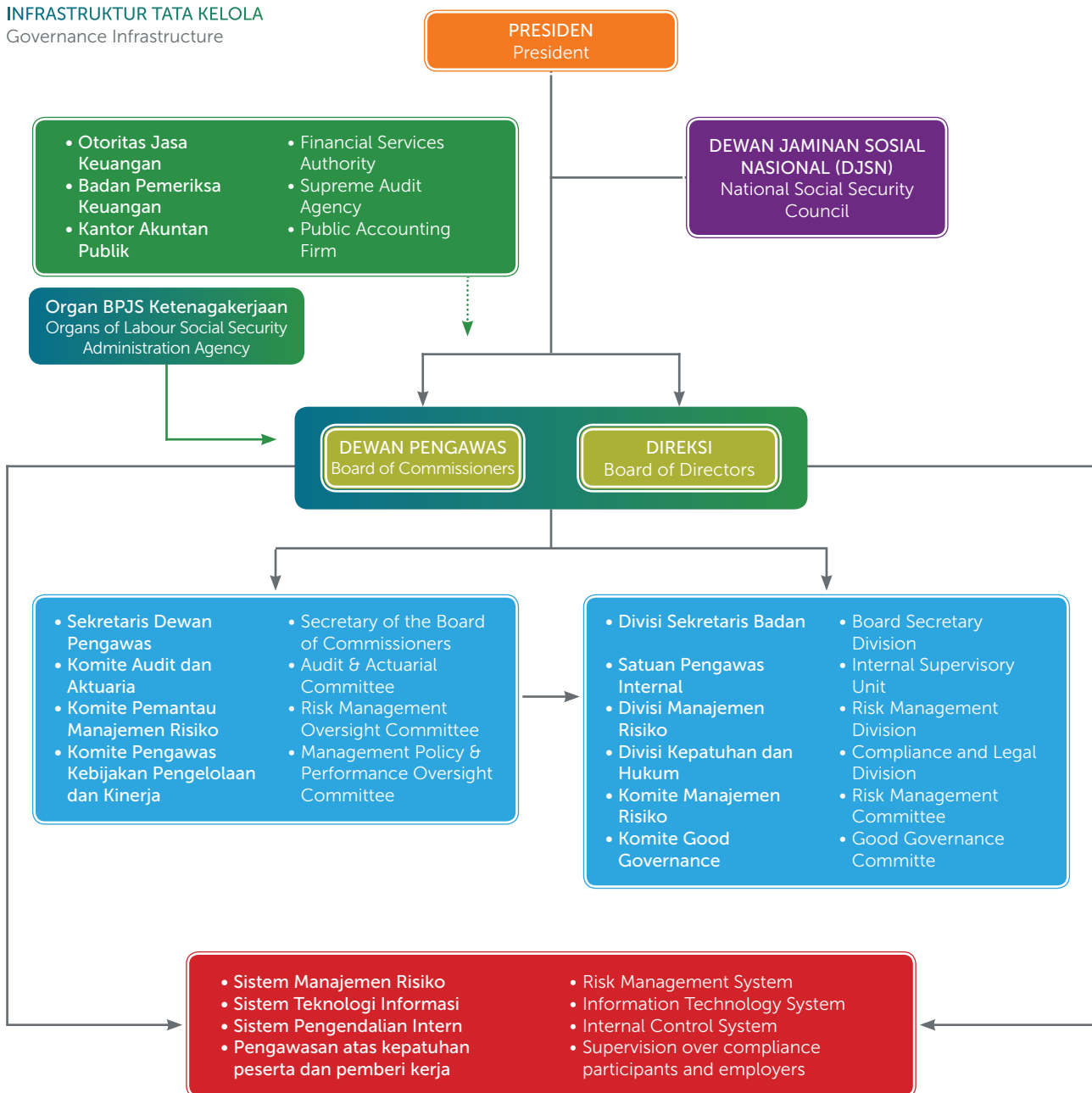
- Hard structure is an organization's organ that is mandated to run the management and supervision including the supporting organs, namely work units and committees.
- Soft structure is an instrument that enables hard structure to perform its duties properly and accountable. Soft structure in Labour Social Security Administration Agency consists of guidelines, manuals and various supporting policies.



BPJS Ketenagakerjaan selaku lembaga publik telah membangun dan melengkapi kebutuhan akan *hard* dan *soft structure* dengan mengacu kepada peraturan perundang-undangan, kebijakan yang berlaku dan sesuai kebutuhan lembaga.

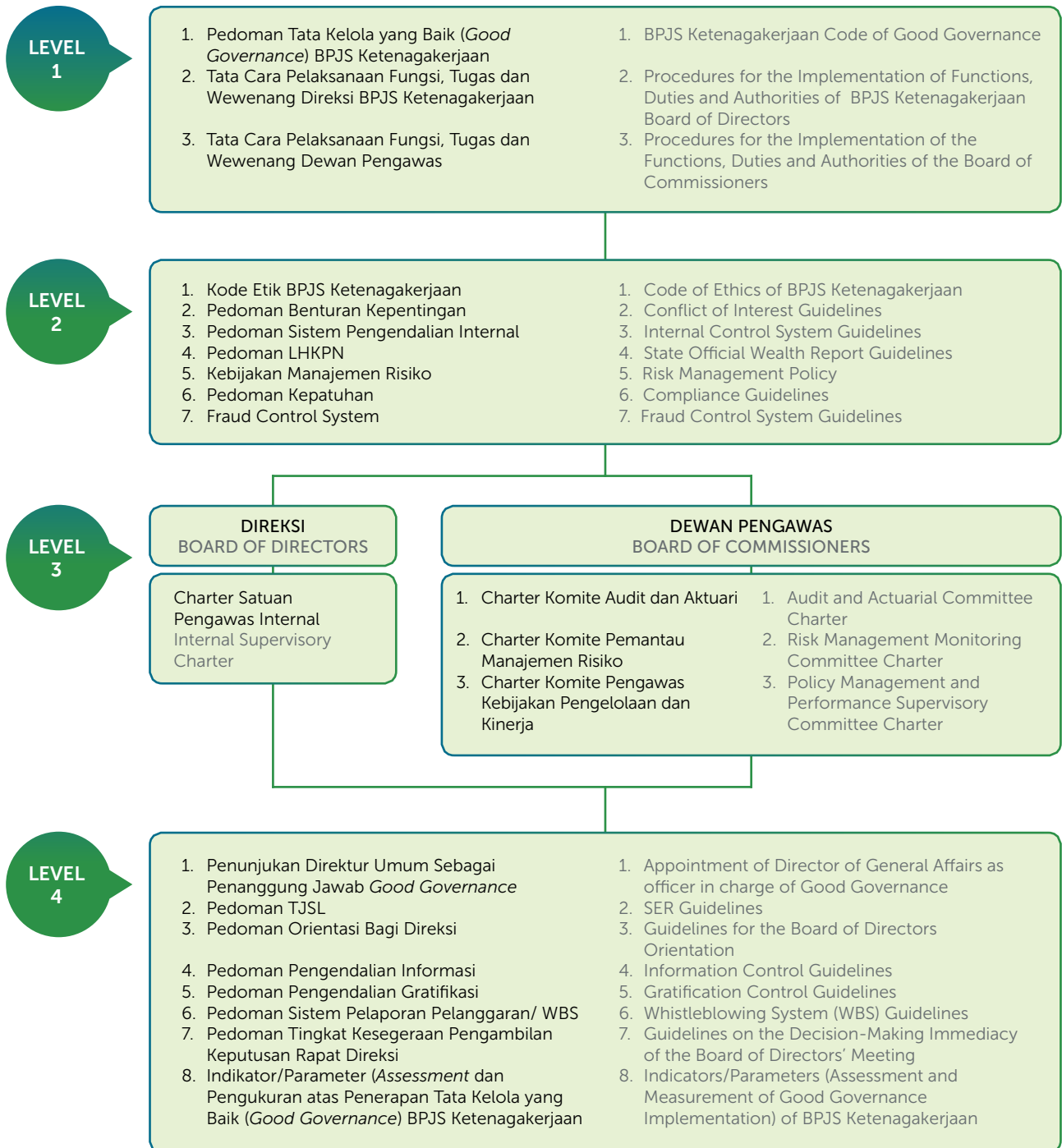
Labour Social Security Administration Agency as a public institution has built and complemented the need for hard and soft structures with reference to laws and regulations, applicable policies and as required by the institution.

INFRASTRUKTUR TATA KELOLA
Governance Infrastructure



HIRARKI PERATURAN, KEBIJAKAN DAN PEDOMAN GOOD GOVERNANCE BPJS KETENAGAKERJAAN

Hierarchy of Regulations, Policies and Guidelines of Good Governance of Labour Social Security Administration Agency



PETA JALAN TATA KELOLA YANG BAIK GOOD GOVERNANCE ROAD MAP

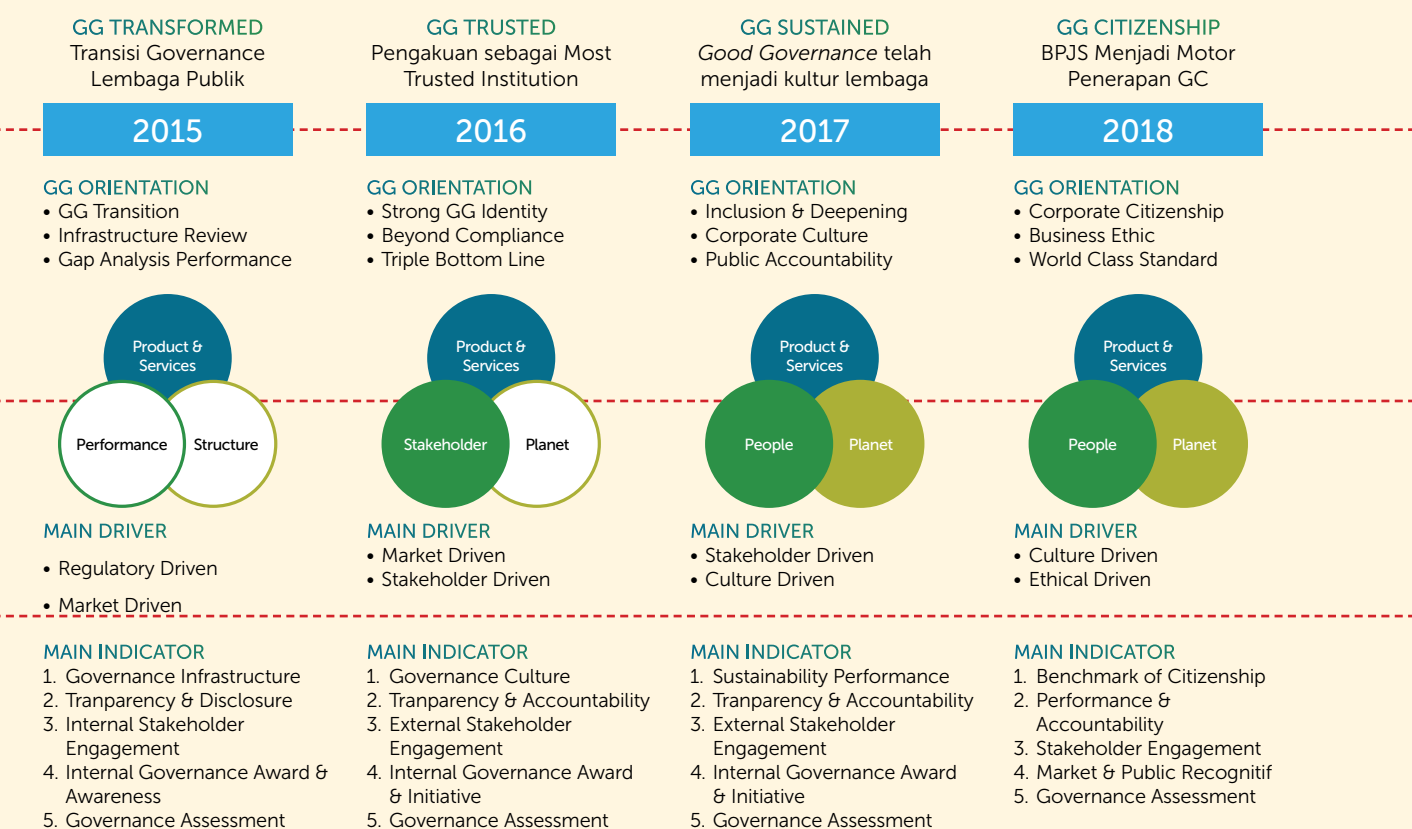
BPJS Ketenagakerjaan telah memiliki Peta Jalan Tata Kelola yang Baik, untuk mendukung penerapan Tata Kelola yang Baik. Sesuai dengan peta jalan yang dimiliki, penerapan *good governance* pada tahun 2016 di lingkungan BPJS Ketenagakerjaan telah menjadi budaya (kultur) Badan. Hal ini ditandai dari adanya beberapa aktivitas, seperti *review* kelengkapan isi situs mengenai *good governance* (GG), *assessment* GG secara independen, *review* kematangan *Risk Management*, sosialisasi GG, *Internal Governance Award* serta membuat Sustainability Reporting dan Annual Reporting.

Labour Social Security Administration Agency has established Good Governance Roadmap, to support the implementation of Good Governance. In accordance with the roadmap, the implementation of good governance in 2016 within Labour Social Security Administration Agency has become the organization's culture. This is marked by the existence of some activities, such as review the completeness of the content of the site on good governance (GG), GG assessment independently, maturity review of Risk Management, GG dissemination, Internal Governance Award as well as Sustainability Reporting and Annual Reporting.

Dengan aktivitas serta dukungan infrastruktur yang telah terbangun dapat dilihat pada hasil yang dicapai termasuk kelengkapan infrastruktur tata kelola melebihi ketentuan (*beyond compliance*), peningkatan kepuasan pengguna jasa dengan produk dan jasa BPJS Ketenagakerjaan, serta lembaga memperoleh pengakuan sebagai Most Trusted Institution.

With the activities and infrastructure support can be seen in the achievement, including the governance infrastructure beyond compliance, the increase in service user satisfaction with products and services of Labour Social Security Administration Agency, as well as the institution obtained recognition as the Most Trusted Institution.

PETA JALAN TATA KELOLA YANG BAIK BPJS KETENAGAKERJAAN Good Governance Roadmap of Labour Social Security Administration Agency



PETA JALAN TATA KELOLA YANG BAIK BPJS KETENAGAKERJAAN

Good Governance Roadmap of Labour Social Security Administration Agency



TUJUAN Purpose	AKTIVITAS Activity	INDIKATOR Indicator	HASIL Result
<p>Memastikan lembaga memperoleh kepercayaan public atas infrastruktur tata kelola khususnya aspek Transparansi, Akuntabilitas, dan Independensi</p> <p>Ensure the agency gains public trust in governance infrastructure, especially aspects of Transparency, Accountability and Independence</p>	<ol style="list-style-type: none"> 1. Review Kelengkapan content GG website 2. Assessment GG secara independen 3. Membuat Master Plan CSR (citizenship) 4. Review kematangan Risk Management 5. Sosialisasi GG 6. Internal Governance Award 7. Mengikuti lomba Laporan Tahunan (ARA) 8. Mengikuti lomba Sustainability Reporting 	<ol style="list-style-type: none"> a. Stakeholder Engagement b. Master Plan CSR c. Benchmark Disclosure Governance d. Risk Maturity Level - "Terkelola" e. Peningkatan awareness dan involvement GG oleh insan BPJS 	<ol style="list-style-type: none"> 1. BPJS Ketenagakerjaan memiliki kelengkapan infrastruktur Governance melebihi ketentuan (beyond compliance) 2. Pengguna jasa puas dengan produk dan jasa BPJS Ketenagakerjaan 3. BPJS Ketenagakerjaan memperoleh pengakuan sebagai Trusted atau Most Trusted Institution
	<ol style="list-style-type: none"> 1. Review on the completeness of GG website content 2. Independent GG Assessment 3. Prepare CSR Master Plan (citizenship) 4. Review of Risk Management maturity 5. Dissemination of GG 6. Internal Governance Award 7. Participation in the Annual Report Awards (ARA) 8. Participation in the Sustainability Reporting Awards Mengikuti lomba Sustainability Reporting 	<ol style="list-style-type: none"> a. Stakeholders Engagement b. CSR Master Plan c. Benchmark of Governance Disclosure d. Risk Maturity Level – "Managed" e. Increased awareness and involvement of GG by BPJS personnel 	<ol style="list-style-type: none"> 1. BPJS Ketenagakerjaan has Governance infrastructure that is beyond compliance 2. Service users are satisfied with products and services of BPJS 3. BPJS Ketenagakerjaan is recognized as the Trusted or Most Trusted Institution

» PEDOMAN DAN KOMITMEN PENERAPAN TATA KELOLA YANG BAIK

GOOD GOVERNANCE GUIDELINES AND IMPLEMENTATION COMMITMENT

Penerapan Tata Kelola yang Baik dilaksanakan sesuai Pedoman Tata Kelola yang Baik yang disusun mengacu pada: [G4-15]

- International Social Security Association Guidelines
- Pedoman Good Corporate Governance dari Komite Nasional Kebijakan Governance (KNKG)
- Pedoman Good Public Governance dari KNKG
- Praktik-praktik terbaik Good Corporate Governance BUMN di Indonesia
- Asean Corporate Governance Scorecard
- Public Sector Governance dari Australian Nasional Audit Office.

Uraian lengkap mengenai Pedoman Tata Kelola yang Baik dapat disimak dan diunduh melalui situs BPJS Ketenagakerjaan.

KOMITMEN PENERAPAN TATA KELOLA YANG BAIK

Sesuai dengan hirarki infrastruktur Tata Kelola yang Baik, komitmen pada kepatuhan dan penerapan praktik-praktik terbaik tata kelola diwujudkan antara lain melalui Kode Etik BPJS Ketenagakerjaan, Pedoman Benturan Kepentingan, Pedoman Sistem Pengendalian Internal, Pedoman Laporan Harta Kekayaan Penyelenggara Negara, Kebijakan Manajemen Risiko, Pedoman Kepatuhan dan *Fraud Control System*.

The Good Governance is implemented in accordance with the Code of Good Governance with reference to: [G4-15]

- International Social Security Association Guidelines.
- Code of Good Corporate Governance of the National Committee on Governance (KNKG).
- Code of Good Public Governance from KNKG.
- Best practices of Good Corporate Governance of SOEs in Indonesia.
- ASEAN Corporate Governance Scorecard.
- Public Sector Governance from the Australian National Audit Office.

A complete description of the Code of Good Governance can be found and downloaded through Labour Social Security Administration Agency website.

COMMITMENT TO IMPLEMENTING GOOD CORPORATE GOVERNANCE

In accordance with the Good Governance infrastructure hierarchy, commitment to compliance and implementation of governance best practices are manifested through, among other things, the Labour Social Security Administration Agency Code of Conduct, Conflict of Interest Guidelines, Internal Control System Guidelines, State Asset Management Guidelines, Risk Management Policies, Compliance and Fraud Control System Guidelines.



Uraian masing-masing pedoman disampaikan pada bagian terpisah dalam Laporan ini, sesuai dengan informasi yang menjadi pembahasan.

The description of each of the guidelines is presented in a separate section of this Report, according to the information subject.



PENINGKATAN PENERAPAN TATA KELOLA YANG BAIK GOOD GOVERNANCE IMPLEMENTATION IMPROVEMENT

PENGUKURAN TINGKAT KEMATANGAN TATA KELOLA YANG BAIK

Pengukuran tingkat kematangan penerapan Tata Kelola yang Baik dilakukan bekerja sama Komite Nasional Kepatuhan GCG (KNKG). Pengukuran meliputi 10 aspek, yakni komitmen, struktur, infrastruktur, pengawasan internal dan manajemen risiko, *assessment*, *disclosure*, pelibatan pemangku kepentingan, tanggung jawab sosial dan keberlanjutan, budaya tata kelola.

Kematangan entitas bisnis dalam implementasi *Good Governance* dapat dikategorikan ke dalam lima level standar kematangan penerapan Tata Kelola Yang Baik (*Good Governance*), yaitu:

- **Level Ad Hoc**

Level Ad Hoc menggambarkan bahwa entitas bisnis belum menyadari dan belum memiliki komitmen pentingnya penerapan *good governance*, sebagai sarana mencapai keunggulan daya saing berkelanjutan. Entitas bisnis tersebut sudah memiliki infrastruktur dasar dalam penerapan *good governance*, namun dalam skala sangat terbatas. Kewenangan struktur penanggung jawab masih bersifat ad hoc.

- **Level Initial**

Entitas bisnis memiliki komitmen menerapkan tata kelola yang baik serta mulai menyusun infrastruktur standar dan kelengkapan pedoman *good governance*. Pemahaman dan kesadaran *good governance* masih bersifat terbatas pada manajemen dan kelompok tertentu (bersifat eksklusif). Sosialisasi mulai dilakukan terbatas disertai pengukuran kinerja penerapan *good governance* (tata kelola yang baik).

MEASUREMENT OF GOOD GOVERNANCE MATURITY LEVEL

The level of maturity of good governance implementation measurement is conducted in collaboration with National Committee of GCG Compliance (KNKG). Measurement covers 10 aspects, namely commitment, structure, infrastructure, internal control and risk management, *assessment*, *disclosure*, stakeholder engagement, social responsibility and sustainability, governance culture.

The maturity of business entity in the implementation of Good Governance can be categorized into five levels of maturity standard for the Good Governance implementation, namely:

- **Ad Hoc Level**

The Ad Hoc level illustrates that a business entity has not yet aware and has no commitment to the importance of implementing good governance, as a means of achieving sustainable competitive advantage. The business entity already has a basic infrastructure in the implementation of good governance, but on a very limited scale. The authority of the responsible structure is still ad hoc.

- **Initial Level**

Business entity has a commitment to implement good governance and begins to develop standardized infrastructure and good governance guidelines. Understanding and awareness of good governance are still limited to management and certain groups (exclusive). Dissemination is started at limited scale along with self assessment of good governance implementation performance.

- **Level Managed**

Pada tingkat kematangan ini, entitas bisnis memiliki komitmen kuat untuk mendorong penerapan *good governance* di semua lini bisnis. Penerapan *good governance* berdampak pada peningkatan kinerja operasional, keuangan secara umum dan *good governance* telah tumbuh menjadi faktor penggerak sistem manajemen. Manfaat penerapan *good governance* mulai dirasakan dan tumbuh kesadaran karyawan untuk menerapkan *good governance* serta secara teratur melakukan pengukuran kinerja penerapan *good governance*, baik sendiri maupun independen (*self assessment* maupun *independent assessment*).

- **Level Governed**

Pada tingkat kematangan ini, suatu entitas bisnis dikenal sebagai pelopor dan mulai menjadi benchmark penerapan *good governance*. Penerapan *good governance* berorientasi pada *outward looking* untuk meningkatkan citra dan reputasi entitas bisnisnya. Mereka menerapkan *good governance* melebihi kepatuhan (*beyond compliance*). *Good governance* telah dipahami dan telah menjadi bagian dari budaya kerja dan menjadi kultur, diikuti penghargaan terkait bidang *good governance*, manajemen risiko, dan CSR.

- **Level Citizenship**

Suatu entitas bisnis telah dikenal dengan standar tata kelola yang tinggi serta telah menerapkan praktik bisnis beretika. Mereka mendapat pengakuan dan penghargaan karena secara luas karena telah menerapkan praktik bisnis berkelanjutan atau *triple bottom line*. Entitas bisnis dan pemangku kepentingan mendapat manfaat atas komitmen penerapan *good governance* secara berkesinambungan. Status sebagai *good corporate citizen* tergambar dari visi, misi, dan strategi yang mengedepankan pentingnya kesinambungan usaha dan kesinambungan sosial dan lingkungan.

- **Managed Level**

At this maturity level, the business entity has a strong commitment to promote the implementation of good governance in all lines of business. The good governance implementation has an impact on the improvement of operational performance, finance in general and good governance has grown into a driver of management system. The benefits of good governance implementation begins to materialize and raise employees' awareness to apply good governance and regularly perform performance measurement of good governance implementation, both self assessment and independent assessment.

- **Governed Level**

At this level of maturity, a business entity is known as a pioneer and begins to benchmark the implementation of good governance. The implementation of good governance is oriented to outward looking to improve the image and reputation of the business entity. It applies good governance beyond compliance. Good governance has been understood and has become part of the work culture and become a culture, followed by awards related to good governance, risk management, and CSR.

- **Citizenship Level**

A business entity has been known for high standards of governance and has applied ethical business practices. It is receiving recognition and appreciation for the extensive use of sustainable business practices or triple bottom line. The business entity and stakeholders benefit from the commitment to the good governance continuous implementation. Status as a good corporate citizen is reflected in the vision, mission, and strategy that prioritizes the importance of business continuity as well as social and environmental sustainability.

Ada 10 aspek yang dilakukan pengukuran untuk menentukan *Maturity Level* atas penerapan *good governance* di BPJS Ketenagakerjaan yaitu:

1. Komitmen
2. Struktur
3. Infrastruktur
4. *Internal Control dan Risk Management*
5. *Assessment*
6. *Disclosure*
7. *Stakeholders Engagement*
8. *Governance Outcome*
9. *Social Responsibility dan Sustainability*
10. *Governance Culture*

Pengukuran atas tingkat kematangan atau *maturity level* penerapan *good governance* yang telah dilakukan memperlihatkan bahwa penerapan tata kelola yang baik di lingkungan BPJS Ketenagakerjaan telah berada di Standar 4 atau Level Governed.

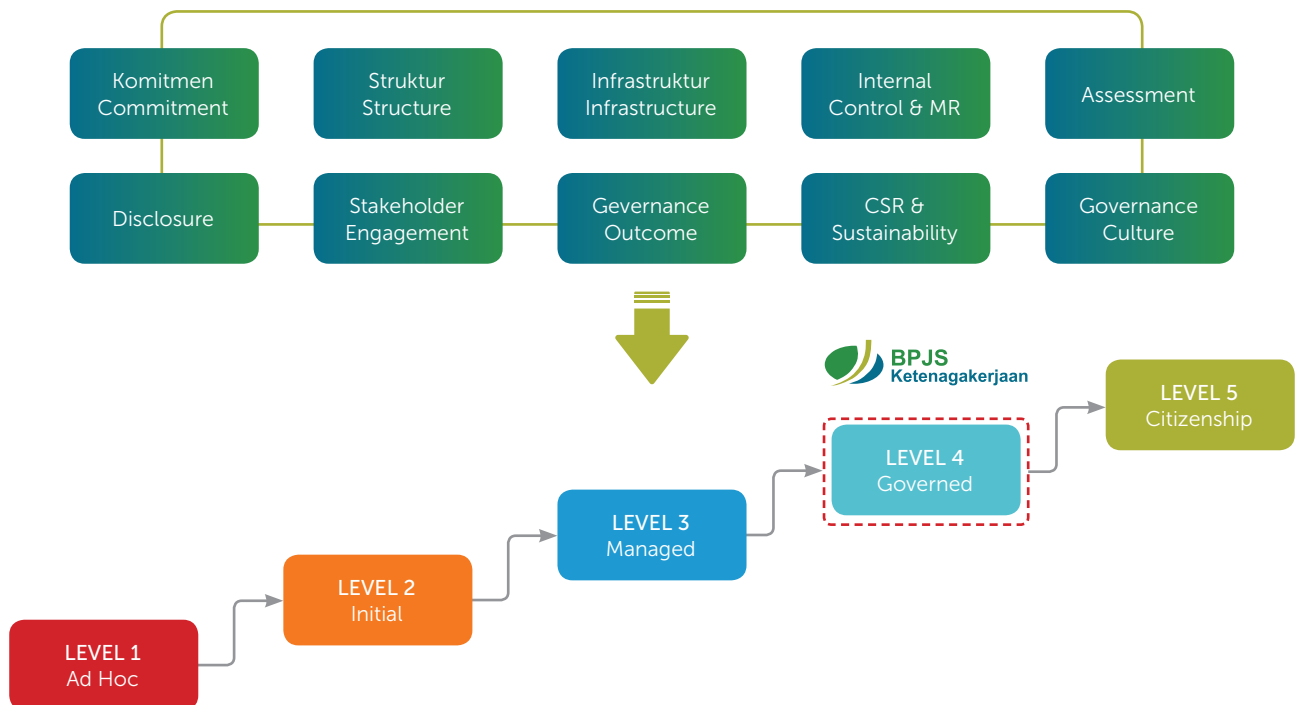
There are 10 aspects of the measurement to determine the *Maturity Level* on the implementation of *good governance* in Labour Social Security Administration Agency, namely:

1. Commitment
2. Structure
3. Infrastructure
4. Internal Control and Risk Management
5. Assessment
6. Disclosure
7. Stakeholders Engagement
8. Governance Outcome
9. Social Responsibility and Sustainability
10. Governance Culture

Measurement of the maturity level of good governance implementation that has been done showed that the good governance implementation at Labour Social Security Administration Agency environment has been in Standard 4 or Governed Level.

ASPEK PENGUKURAN TINGKAT KEMATANGAN GOOD GOVERNANCE

Measurement Aspects of Good Governance Maturity Level



BPJS Ketenagakerjaan telah dikelola dengan komitmen dan spirit Tata Kelola yang Baik dan secara internal insan lembaga telah memahami pentingnya penerapan tata kelola dan mulai tumbuh berbagai inisiatif dalam pembentukan budaya organisasi berbasis *governance* dan *business ethic*.
BPJS Ketenagakerjaan telah dikelola dengan komitmen dan spirit Tata Kelola yang Baik dan secara internal insan lembaga telah memahami pentingnya penerapan tata kelola dan mulai tumbuh berbagai inisiatif dalam pembentukan budaya organisasi berbasis *governance* dan *business ethic*.

ASSESSMENT TATA KELOLA YANG BAIK [G4-44]

BPJS Ketenagakerjaan juga melakukan *assessment* untuk mengetahui tingkat penerapan Tata Kelola yang Baik. *Assessment* dilakukan sebagaimana diatur dalam Peraturan Direksi No.PERDIR/39/092015 Tentang Indikator/Parameter Penilaian (*Assessment*), dan Pengukuran atas Penerapan Tata Kelola Yang Baik (*Good Governance*) BPJS Ketenagakerjaan.

Assessment dilaksanakan oleh *assessor* independen, dengan kriteria-kriteria penilaian meliputi:

1. Komitmen Penerapan GCG;
2. Dewan Pengawas dan organ pendukung;
3. Direksi dan organ pendukung;
4. Manajemen Risiko dan Pengendalian Internal;
5. Pengungkapan Informasi dan Transparansi;
6. Tanggung jawab Sosial dan Lingkungan.

Pada *assessment* yang dilakukan tahun 2016, BPJS Ketenagakerjaan memperoleh skor 95,49. Pencapaian tersebut menunjukkan bahwa penerapan tata kelola yang baik di BPJS Ketenagakerjaan telah berada dalam kategori SANGAT BAIK.

GOOD GOVERNANCE ASSESSMENT [G4-44]

Labour Social Security Administration Agency also conducts assessment to determine the level of Good Governance implementation. Assessment is carried out as stipulated in the Board of Directors Regulation No. PERDIR/39/092015 on Assessment Indicators/Parameters, and Measurement of the Good Governance Implementation of Labour Social Security Administration Agency.

The assessment is carried out by an independent assessor, with assessment criteria including:

1. GCG Implementation Commitment;
2. Board of Commissioners and supporting organs;
3. Board of Directors and supporting organs;
4. Risk Management and Internal Control;
5. Information Disclosure and Transparency;
6. Social and Environmental Responsibility.

In an assessment conducted in 2016, Labour Social Security Administration Agency scored 95.49. This achievement showed that the good governance implementation in Labour Social Security Administration Agency has been in the VERY GOOD category.

HASIL ASSESSMENT TATA KELOLA YANG BAIK

Results of Good Governance Assessment

No	Aspek Pengujian Aspect of Assessment	Bobot Weight (%)	Persentase Pencapaian Achievement Percentage		
			2016	2015	2014
I	Komitmen Penerapan <i>Good Governance</i> GCG Implementation Commitment	10,00	97,00	97,00	95,30
II	Dewan Pengawas Board of Commissioners	25,00	97,56	97,56	05,12
III	Direksi Board of Directors	25,00	100	100	99,80
IV	Manajemen Risiko dan Pengendalian Internal Risk Management and Internal Control	15,00	98,30	96,30	100
V	Pengungkapan Informasi dan Transparansi Information Disclosure and Transparency	15,00	88,00	88,00	93,33
VI	Tanggung Jawab Sosial dan Lingkungan Social and Environmental Responsibility	10,00	84,00	84,00	80,00
VII	Total	100	95,49	95,49	95,26

INTERNAL GOVERNANCE AWARD

Setiap tahun BPJS Ketenagakerjaan menyelenggarakan *Internal Governance Award* (IGA). Kegiatan ini dimaksudkan untuk meningkatkan kesadaran penerapan Tata Kelola yang Baik. Pelaksanaan IGA pada tahun 2016 mengusung tema “Memperkokoh Kebadanan Melalui Tata Kelola Yang Baik, Manajemen Risiko dan Pengendalian Internal” Kegiatan diikuti dan melibatkan seluruh unit kerja, karyawan dan mitra kerja. Ada delapan parameter yang menjadi kriteria penilaian.

INTERNAL GOVERNANCE AWARD

Every year Labour Social Security Administration Agency organizes the Internal Governance Award (IGA) event. This event aims to raise awareness of Good Governance implementation. IGA in 2016 was held with the theme of “Strengthening the Body through Good Governance, Risk Management and Internal Control” The event was participated and involved all work units, employees and partners. There are eight parameters that become the assessment criteria.

KRITERIA PENILAIAN IGA

IGA Assessment Criteria

No	Kriteria Criteria	Bobot (%) Weight (%)
Pelaksanaan Sosialisasi <i>Good Governance</i> Good Governance Dissemination Implementation		
1	a. Sosialisasi <i>Good Governance</i> Good Governance Dissemination	15
	b. Uji Pemahaman Comprehension Test	10
Pengendalian Gratifikasi Gratification Control		
2	a. Inisiatif terkait pengendalian gratifikasi, suap, dan korupsi Initiatives related to gratification, bribery and corruption control	5
	b. Laporan penolakan/penerimaan atas pemberian benda gratifikasi atau pernyataan tidak pernah menerima benda gratifikasi Reports of rejection/acceptance of gratification items or statements on never received any gratification items	5
3	Pemenuhan <i>Self Compliance Test</i> Self Compliance Test Fulfillment	5
4	Hasil pemeriksaan yang membuktikan pelanggaran berkategori <i>fraud</i> Investigation results proving violation in the fraud category	15
Kepatuhan Compliance		
5	a. Pakta Integritas Unit Kerja Integrity Pact of Work Unit	2,5
	b. Pakta Integritas Mitra Kerja Integrity Pact of Partner	2,5
	c. LHKPN LHKPN	15
6	<i>Employee Volunteering</i> untuk mempercepat pencapaian <i>Good Citizenship</i> bagi badan Employee Volunteering to accelerate Good Citizenship for the body	5
Manajemen Risiko Risk Management		
7	a. Ketepatan penyelesaian Risk & Control Self Assessment (RCSA) triwulanan Timely completion of quarterly Risk & Control Self Assessment (RCSA)	8
	b. Pengisian Indikator Tingkat Kesadaran Risiko (ITKR) oleh setiap pejabat struktural pada unit kerja Fulfillment of Risk Awareness Indicator (ITKR) by each structural officer of work unit	2
Kantor Pusat: Penulisan Artikel Head Office: Article Writing		
8	Kantor Wilayah dan Cabang: Penghargaan dari badan lain yang diterima unit kerja atau berita positif di media (<i>Press Release</i>) Regional and Branch Offices: Awards from other organizations received by work units or positive news reports in media (Press Release)	5
SUB TOTAL		95
9	Babak Final (Bagi Kandidat Juara) Final Round (for Candidate Winners)	5
TOTAL		100

HASIL PENILAIAN IGA 2016

Assessment Results of IGA 2016

No	Identitas Identity	Skor Score
1	Kantor Wilayah Jawa Timur East Java Regional Office	95,522
2	Kantor Wilayah Jateng & DIY C. Java & Yogyakarta Regional Office	95,032
3	Kantor Wilayah Banuspa Banuspa Regional Office	93,099
4	Kantor Cabang Palopo Palopo Branch Office	98,295
5	Kantor Cabang Jember Jember Branch Office	98,238
6	Kantor Cabang Samarinda Samarinda Branch Office	98,223
7	Divisi Pengadaan Procurement Division	95,940
8	Divisi Investasi Langsung Direct Investment Division	94,293
9	Divisi Pengelolaan Kepesertaan Membership Management Division	94,286

Atas hasil penilaian *Internal Governance Award 2016*, Direksi menetapkan pemberian *Honorable Mention* untuk divisi yang menjadi pilar *Good Governance* BPJS Ketenagakerjaan.

Based on the results of the Internal Governance Award 2016, the Board of Directors approved the award of Honorable Mention for the division that become Good Governance pillar of Labour Social Security Administration Agency.

HONORABLE MENTION

No	Identitas Identity	Skor Score
1	Divisi Sekretaris Badan Board Secretary Division	93,115
2	Divisi Kepatuhan dan Hukum Compliance and Legal Division	88,365
3	Divisi Manajemen Risiko Risk Management Division	87,973



INTERNATIONAL SOCIAL SECURITY ASSOCIATION RECOGNITION [G4-15]

Kami juga melakukan pengukuran penerapan tata kelola yang baik secara online menggunakan 85 butir ISSA Guidelines. BPJS Ketenagakerjaan secara konsisten terus mengevaluasi penerapan prinsip-prinsip yang terdapat dalam pedoman ISSA melalui mekanisme *self assessment* baik secara offline maupun online pada portal ISSA. Ke depannya, BPJS Ketenagakerjaan akan melakukan pengukuran tingkat implementasi pedoman ISSA Guidelines secara berkesinambungan.

INTERNATIONAL SOCIAL SECURITY ASSOCIATION RECOGNITION [G4-15]

We also perform measurement of good governance implementation online using 85 points of ISSA Guidelines. Labour Social Security Administration Agency consistently evaluates the application of the principles contained in the ISSA Guidelines through self assessment mechanisms both offline and online on the ISSA portal. In the future, Labour Social Security Administration Agency will measure the implementation level of the ISSA Guidelines continuously.

HASIL ONLINE SELF-ASSESSMENT ISSA GUIDELINES DALAM TATA KELOLA

Results of ISSA Guidelines Online Self-Assessment in Governance

No	Aspek Aspect	Total Pedoman Total Guideline Points	Pedoman yang Tidak Relevan Irrelevant Guideline Points	Total Pedoman Total Guideline Points	Pedoman yang Tidak Relevan Irrelevant Guideline Points	Relevansi (%) Relevance (%)	Level Implementasi Implementation Level
1	Tata Kelola Governance	85	3	82	2	96	98%
2	Dana Jaminan Sosial Social Security Fund	33	6	33	3	81	89%



» ANTIKORUPSI ANTI CORRUPTION

Kami berkomitmen menjunjung tinggi etika kerja dan tidak melakukan korupsi, suap, gratifikasi. Seluruh Direksi, Dewan Pengawas, karyawan dan mitra kerja memiliki tanggung jawab untuk:

1. Wajib melakukan pencegahan tindak pidana korupsi
2. Dilarang menerima, memberikan atau menawarkan baik langsung ataupun tidak langsung sesuatu yang berharga/gratifikasi
3. Wajib mengembangkan mekanisme penyampaian informasi mengenai indikasi ataupun pelanggaran terhadap kecurangan melalui sistem pelaporan pelanggaran (whistleblowing system).

We are committed to upholding work ethic and are against corruption, kickbacks, gratification. All members of Board of Directors Directors, Board of Commissioners, employees and partners have the following responsibilities:

1. Compulsory to prevent corruption
2. Prohibition from directly or indirectly accepting, giving or offering anything of value/gratification
3. Compulsory to develop mechanism of information delivery about indication or violation of fraud through whistleblowing system.

KOMITMEN PENCEGAHAN KORUPSI TERINTEGRASI

Kesungguhan memerangi korupsi diwujudkan antara lain dengan penandatanganan Komitmen Pencegahan Terintegrasi oleh Direktur Utama dan Ketua Dewan Pengawas bersama dengan Komisi Pemberantasan Korupsi (KPK). Penandatanganan dilakukan di Jakarta pada 14 September 2016. [G4-SO4]

Komitmen tersebut berisi tentang:

1. Komitmen BPJS Ketenagakerjaan sebagai mitra strategis KPK dalam membangun Sistem Integritas Nasional dengan pendekatan Budaya Kerja dan Spirit Memakmurkan Negeri melalui:
 - a. Penguatan peran Komite *Good Governance* yang ditujukan untuk menyelaraskan komite-komite dan berbagai upaya pencegahan korupsi yang sudah ada, menjadi lebih terintegrasi dalam pencapaian tujuan, mengevaluasi, mengarahkan dan memantau Sistem Integritas BPJS Ketenagakerjaan.
 - b. Penguatan kebijakan, peraturan dan rencana program untuk memastikan tersedianya sumber daya secara berkelanjutan untuk penguatan Komite *Good Governance*, pembangunan Sistem Integritas BPJS Ketenagakerjaan dan partisipasi BPJS Ketenagakerjaan dalam pembangunan Sistem Integritas Nasional.
 - c. Pembuatan panduan umum pencegahan terintegrasi dan partisipasi aktif dalam pembangunan Sistem Integritas Nasional yang sesuai dengan karakteristik dan kondisi BPJS Ketenagakerjaan.
 - d. Penyelarasan upaya BPJS Ketenagakerjaan terkait Change Leader, Change Champion dan Change Agent dengan pembentukan Tunas Integritas yang terdiri dari: (i) Penggerak Integritas, pegawai yang akan melaksanakan pembangunan Sistem Integritas BPJS Ketenagakerjaan; (ii) Agen Penggerak Integritas, pegawai yang mewakili organisasi berkontribusi dalam pembangunan Sistem Integritas Nasional.
 - e. Penguatan Sistem Integritas BPJS Ketenagakerjaan melalui Wistleblowing System, Unit Pengendalian Gratifikasi, Unit Pengendalian Fraud, Unit Pelayanan Pengaduan, Pelaporan Benturan Kepentingan, Pelaporan LHKPN, Kode Etik dan Nilai Budaya

INTEGRATED CORRUPTION PREVENTION COMMITMENT

The determination in fighting corruption is manifested, among others, by the signing of the Integrated Prevention Commitment by the President Director and the Chairman of the Board of Commissioners together with the Corruption Eradication Commission (KPK). The signing was held in Jakarta on September 14, 2016. [G4-SO4]

The commitment contains:

1. Labour Social Security Administration Agency's commitment as a strategic partner of KPK in establishing the National Integrity System with the approach of Work Culture and Spirit Memakmurkan Negeri (Spirit to Prosper the Nation) through:
 - a. Strengthening the role of Good Governance Committee aimed at aligning existing committees and prevention efforts against corruption, to be more integrated in achieving the target, evaluating, directing and monitoring the Integrity System of Labour Social Security Administration Agency.
 - b. Strengthening policies, regulations and program plans to ensure the availability of sustainable resources for the strengthening of the Good Governance Committee, the development of Labour Social Security Administration Agency Integrity System and Labour Social Security Administration Agency's participation in the development of National Integrity System.
 - c. Establishment of integrated prevention common guidelines and active participation in the development of the National Integrity System in accordance with the characteristics and conditions of Labour Social Security Administration Agency.
 - d. Alignment of Labour Social Security Administration Agency's efforts related to Change Leader, Change Champion and Change Agent with the establishment of Tunas Integritas consisting of: (i) Integrity Mover, ie employees who implement Labour Social Security Administration Agency's Integrity System; (ii) Integration Mover Agents, employees representing organization contributing to the development of the National Integrity System.
 - e. Strengthening the Integrity System of Labour Social Security Administration Agency through Wistleblowing System, Gratification Control Unit, Fraud Control Unit, Complaint Service Unit, Conflict of Interest Reporting, Wealth Reporting (LHKPN),

untuk memastikan tidak ada kesempatan korupsi di internal ataupun dengan pihak eksternal.

2. Komitmen BPJS Ketenagakerjaan untuk menerapkan pengendalian gratifikasi guna mendukung upaya pemberantasan tindak pidana korupsi di lingkungan BPJS Ketenagakerjaan dengan prinsip-prinsip sebagai berikut:

a. Prinsip Dasar:

- i. BPJS Ketenagakerjaan tidak akan menawarkan atau memberikan suap, gratifikasi atau uang pelicin dalam bentuk apapun kepada lembaga pemerintah, perseorangan atau kelembagaan, perusahaan domestik atau asing untuk mendapatkan berbagai bentuk manfaat/kemudahan sebagaimana dilarang oleh peraturan perundang-undangan yang berlaku;
- ii. BPJS Ketenagakerjaan tidak akan menerima suap, gratifikasi dan uang pelicin dalam bentuk apapun baik secara langsung ataupun tidak langsung, baik di dalam negeri maupun di luar negeri, baik dengan menggunakan sarana elektronik atau tanpa sarana elektronik dari perseorangan atau lembaga terkait dengan pelaksanaan tugas dan fungsi sebagaimana dilarang oleh peraturan perundang-undangan yang berlaku; dan
- iii. BPJS Ketenagakerjaan bertanggung jawab untuk mencegah dan mengupayakan pencegahan korupsi di lingkungannya dengan meningkatkan integritas, pengawasan, dan perbaikan sistem sesuai dengan tugas dan fungsinya.

b. BPJS Ketenagakerjaan menerapkan dan melaksanakan fungsi pengendalian gratifikasi di lingkungan BPJS Ketenagakerjaan melalui Unit Pengendalian Gratifikasi.

c. BPJS Ketenagakerjaan menyediakan sumber daya yang diperlukan dalam penerapan pengendalian gratifikasi di lingkungan BPJS Ketenagakerjaan yang meliputi antara lain kegiatan harmonisasi peraturan, sosialisasi/diseminasi, pemrosesan pelaporan penerimaan hadiah/ fasilitas serta monitoring dan evaluasi.

Code of Conduct and Cultural Values to ensure there is no chance of corruption either internally or with external parties.

2. Commitment of Labour Social Security Administration Agency to apply gratification control to support eradication of corruption at Labour Social Security Administration Agency with the following principles:

a. Basic principles:

- i. Labour Social Security Administration Agency shall not offer or give any bribe, gratification or kickback in any form to any government agency, individual or institutional, domestic or foreign company to obtain various forms of benefit / leniency as prohibited by applicable laws and regulations;
- ii. Labour Social Security Administration Agency shall not solicit or accept bribe, gratification or kickback of any kind, either directly or indirectly, both within the country or overseas, either by electronic or non-electronic means from an individual or agency related to the performance of duties and functions as prohibited by applicable laws and regulations; and
- iii. Labour Social Security Administration Agency is responsible for preventing and attempting to prevent corruption in its environment by improving the integrity, supervision and system in accordance with its duties and function.

b. Labour Social Security Administration Agency shall apply and implement the gratification control function in Labour Social Security Administration Agency's environment through the Gratification Control Unit.

c. Labour Social Security Administration Agency provides necessary resources in the application of gratification control in Labour Social Security Administration Agency's environment that includes regulatory harmonization activities, propagation/ dissemination, processing of reports on gifts/ facilities acceptance, as well as monitoring and evaluation.



d. BPJS Ketenagakerjaan akan menjaga kerahasiaan data pelapor penerima hadiah/ fasilitas kepada pihak manapun, kecuali diminta berdasarkan ketentuan perundang-undangan yang berlaku.

3. Komitmen KPK untuk mendukung BPJS Ketenagakerjaan dalam membangun Sistem Integritas Nasional serta penerapan pengendalian gratifikasi guna pemberantasan korupsi di lingkungan BPJS Ketenagakerjaan.

Sebagai tindak lanjut dari penandatanganan Komitmen Pencegahan Korupsi Terintegrasi, BPJS Ketenagakerjaan menerbitkan Surat Edaran Nomor: SE/15/092016 Tentang Tindak Lanjut Komitmen Pencegahan Korupsi Terintegrasi. Isi surat edaran memerintahkan seluruh Insan BPJS Ketenagakerjaan: [\[G4-SO4\]](#)

1. Melakukan pengendalian gratifikasi baik yang melibatkan pihak eksternal (instansi terkait, perusahaan peserta, pengawas eksternal, serikat buruh/ pekerja, mitra kerja, peserta, dan lainnya) maupun pihak internal (karyawan, Direksi dan Dewan Pengawas)
2. Memerintahkan seluruh kepala kantor cabang untuk memasang spanduk "Anti Korupsi dan Gratifikasi" yang ditempatkan di kantor cabang dan di tempat yang mudah terlihat, sesuai Surat Divisi Komunikasi Internal Nomor: B/9826/092016.
3. Memerintahkan seluruh kepala kantor cabang untuk memutar video motion graphic terkait antikorupsi BPJS Ketenagakerjaan di ruang pelayanan pada kantor cabang.

d. Labour Social Security Administration Agency shall maintain data confidentiality of whistleblower on gift/facility recipients to any party, unless requested under applicable laws and regulations.

3. KPK's commitment to support Labour Social Security Administration Agency in establishing the National Integrity System as well as the application of gratification control to eradicate corruption in the environment of Labour Social Security Administration Agency.

As a follow up to the signing of the Integrated Corruption Prevention Commitment, Labour Social Security Administration Agency issued Circular Letter Number: SE/15/092016 on Follow Up of Commitment on Integrated Corruption Prevention. The circular letter stipulates that all personnel of Labour Social Security Administration Agency to do the following: [\[G4-SO4\]](#)

1. Carry out gratification control either involving external parties (related institutions, corporate participants, external supervisors, labor unions/workers, partners, participants, etc.) or internal parties (employees, Board of Directors and Board of Commissioners)
2. Instruct all heads of branch offices to place "Anti-Corruption and Gratification" banners at branch offices and at visible places, according to Internal Communication Division Letter Number: B/9826/092016.
3. Instruct all heads of branch offices to screen motion graphic video on anti corruption of Labour Social Security Administration Agency in service room at branch office.

4. Memerintahkan seluruh Insan BPJS Ketenagakerjaan melakukan updating penandatanganan pakta integritas karyawan dan mitra kerja sesuai Peraturan Direksi Nomor: PERDIR/103/092015 Tentang Kode Etik BPJS Ketenagakerjaan.
 5. Memerintahkan pejabat wajib lapor untuk melaporkan LHKPN, sesuai Peraturan Direksi Nomor: PERDIR/123/092015 Tentang Pedoman Pengelolaan Laporan Harta Kekayaan Penyelenggara Negara.
 6. Mengoptimalkan dan mendukung fungsi Change Agent - Tunas Integritas di unit kerja masing-masing sebagai agent yang dapat memberikan informasi dan mengkoordinir pelaksanaan anti korupsi di masing-masing unit kerjanya.
 7. Memerintahkan seluruh Insan BPJS Ketenagakerjaan dan menghimbau pihak lainnya wajib melaporkan benturan kepentingan atau pelanggaran penerimaan gratifikasi oleh Insan BPJS Ketenagakerjaan lain melalui menu Pelaporan Indikasi Fraud SiPatuh atau Whistleblowing System/WBS (<https://wbs.bpjsketenagakerjaan.go.id>).
 8. Pelanggaran terhadap komitmen tersebut akan diberikan sanksi sesuai ketentuan Manajemen Kepegawaian dan penghargaan bagi Pelapor yang terbukti benar akan diberikan penghargaan sesuai ketentuan tentang Sistem Pelaporan Pelanggaran.
 9. Sebagai bentuk transparansi dan akuntabilitas, pada tanggal 29 November 2016, BPJS Ketenagakerjaan mengeluarkan surat pemberitahuan larangan pemberian gratifikasi dan sapu bersih pungli yang di terbitkan dalam harian Kompas.
4. Instruct all personnel of Labour Social Security Administration Agency to update the signing of integrity pact of employees and partners in accordance Regulation of Board of Directors Number: PERDIR/103/092015 on Labour Social Security Administration Agency Code of Conduct.
 5. Instruct officials required to report LHKPN to submit their reports, in accordance with the Regulation of the Board of Directors Number: PERDIR/123/092015 on Guidelines for the Management of Wealth Report of State Officials.
 6. Optimize and support the function of Change Agent - Tunas Integritas at each work unit as an agent that can provide information and coordinate the anti-corruption effort implementation at each work unit.
 7. Instruct all personnel of Labour Social Security Administration Agency and encourage other parties to report any conflict of interest or violation of gratification acceptance by fellow personnel of Labour Social Security Administration Agency through SiPatuh fraud indication reporting menu or Whistleblowing System/WBS (<https://wbs.bpjsketenagakerjaan.go.id>).
 8. Violations of the commitment shall be liable to sanctions in accordance with the provisions of the Personnel Management and appreciation for the Whistleblower who is proven true in accordance with the provisions of the Whistleblowing System.
 9. As a form of transparency and accountability, on November 29, 2016, Labour Social Security Administration Agency issued a notice of gratification prohibition and Sapu Bersih Pungli (Illegal Levies Eradication) task force, which was published in Kompas daily.

LAPORAN HARTA KEKAYAAN PENYELENGGARA NEGARA

Salah satu bentuk penerapan pada Tata Kelola yang Baik adalah kepatuhan pada ketentuan pelaporan harta kekayaan penyelenggara negara, seperti diatur dalam Peraturan Direksi BPJS Ketenagakerjaan Tentang Pedoman Pengelolaan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN), sebagai pelaksanaan UU No.28 Tahun 1999 Tentang Penyelenggaraan Negara yang Bersih dan Bebas Dari Korupsi, Kolusi dan Nepotisme. LHKPN disampaikan kepada Komisi Pemberantasan Korupsi.

WEALTH REPORT OF STATE OFFICIAL

One form of Good Governance implementation is compliance with the provisions of wealth report of state officials, as stipulated in Labour Social Security Administration Agency Board of Directors Regulation on Guidelines for the Management of Wealth Report of State Official (LHKPN), as the implementation of Law No. 28 of 1999 on the Implementation of Clean State Administration Free From Corruption, Collusion and Nepotism. LHKPN is submitted to the Corruption Eradication Commission.

Sesuai ketentuan tersebut, sejak tahun 2012 kami mewajibkan pejabat struktural jenjang 1, 2 dan 3 untuk melaporkan harta kekayaan dan perubahannya. Sampai dengan akhir tahun 2016 ada 917 pejabat struktural BPJS Ketenagakerjaan yang telah menyampaikan maupun memperbaharui LHKPN dari total 985 pejabat struktural yang wajib lapor.

Accordingly, since 2012 we have requires structural officers at levels 1, 2 and 3 to report their assets and their changes. Until the end of 2016, there have been 917 structural officials of BPJS Ketenagakerjaan who have submitted or renewed their LHKPN reports, out of a total of 985 structural officials who are required to report.

LAPORAN LHKPN

LHKPN Report

Tahun Year	Wajib Lapor Required to Report	Telah Lapor Submitted	%
2016	985	917	95,72
2015	972	770	29,27
2014	829	759	91,56

PERIHAL GRATIFIKASI

BPJS Ketenagakerjaan telah memiliki ketentuan yang mengatur perihal gratifikasi, yang termuat dalam Peraturan Direksi No. PERDIR/13/08/2015 Tentang Pedoman Pengendalian Gratifikasi BPJS Ketenagakerjaan. Dalam pedoman tersebut dinyatakan bahwa BPJS Ketenagakerjaan melarang bentuk pemberian yang merupakan gratifikasi.

Gratifikasi adalah pemberian dalam arti luas yakni meliputi pemberian uang, barang, rabat, komisi, pinjaman tanpa bunga, tiket perjalanan, fasilitas penginapan, perjalanan wisata, pengobatan cuma-cuma, dan fasilitas lainnya baik yang diterima di dalam negeri maupun di luar negeri dan yang dilakukan dengan menggunakan sarana elektronik atau tanpa sarana elektronik.

Sesuai Pedoman Pengendalian Gratifikasi BPJS Ketenagakerjaan dan ketentuan perundang-undangan yang berlaku, kami mewajibkan setiap karyawan maupun pimpinan untuk melaporkan setiap pemberian gratifikasi kepada Komisi Pemberantasan Korupsi. Pelaporan harus disampaikan dalam tempo 30 hari. Sampai dengan akhir periode pelaporan, kami telah melaporkan 89 peristiwa pemberian gratifikasi melalui ±523 Item Barang dengan nilai pemberian mencapai Rp308.191.200 dan USD 868.

ABOUT GRATIFICATION

Labour Social Security Administration Agency already has provisions regulating gratification, contained in Regulation of the Board of Directors No. PERDIR/13/08/2015 on Gratification Control Guidelines of Labour Social Security Administration Agency. The guidelines stipulate that Labour Social Security Administration Agency prohibits gift offer in the form of gratification.

Gratification is offer in the broad sense that includes money, goods, rebates, commissions, interest-free loans, travel tickets, lodging facilities, travel, free medical treatment, and other facilities both received within the country and abroad, and is carried out via electronic means or non-electronic means.

In accordance with the Labour Social Security Administration Agency's Gratification Control Guidelines and applicable laws and regulations, we require every employee or management to report any gratifications to the Corruption Eradication Commission (KPK). The report must be submitted within 30 days. As of the end of the reporting period, we have reported 89 graitification cases in the form of ± 523 Items of Goods with value of Rp308,191,200 and USD868.

KODE ETIK [G4-56] CODE OF CONDUCT

Kode Etik adalah sekumpulan norma atau nilai yang tertulis dan tidak tertulis dari BPJS Ketenagakerjaan yang diyakini sebagai standar perilaku berlandaskan peraturan perundang-undangan dan etika kerja. Kode Etik berfungsi sebagai panduan bagi seluruh karyawan maupun dan pejabat tata kelola tanpa terkecuali.

Kode Etik memiliki fungsi:

- Panduan bagi seluruh Direksi dan Karyawan BPJS Ketenagakerjaan dalam melaksanakan tugasnya secara profesional dan bertanggung jawab.
- Panduan bagi seluruh Direksi dan Karyawan BPJS Ketenagakerjaan dalam melakukan interaksi dengan pihak lain.
- Etika kerja yang harus dipatuhi oleh seluruh Direksi dan Karyawan BPJS Ketenagakerjaan.
- Upaya pencapaian tujuan BPJS Ketenagakerjaan harus sesuai dengan etika kerja.

Code of Conduct as a set of written norms or values of Labour Social Security Administration Agency that are believed to be the standard of behavior based on laws and regulations, as well as work ethics. The Code of Conduct serves as a guidance for all employees and governance officials without exception.

The Code of Conduct has the following functions:

- Guidelines for all Directors and Employees of Labour Social Security Administration Agency in performing their duties professionally and responsibly.
- Guidelines for all Directors and Employees of Labour Social Security Administration Agency in interaction with other parties.
- Work ethics to be complied with by all Directors and Employees of Labour Social Security Administration Agency.
- Efforts to achieve the goals of Labour Social Security Administration Agency should be in accordance with work ethics.



POKOK-POKOK KODE ETIK

- Patuh dan taat pada ketentuan peraturan perundang-undangan yang berlaku.
- Melakukan pencatatan yang benar mengenai segala transaksi yang bertalian dengan kegiatan keuangan.
- Menghindarkan diri dari persaingan yang tidak sehat.
- Tidak menyalahgunakan wewenang untuk kepentingan pribadi.
- Menghindarkan diri dari keterlibatan dalam pengambilan keputusan dalam hal terdapat pertentangan kepentingan.
- Memperhitungkan dampak yang merugikan dari setiap kebijakan yang ditetapkan terhadap keadaan ekonomi, sosial dan lingkungan.
- Tidak menerima hadiah atau imbalan yang memperkaya diri pribadi maupun keluarga.
- Tidak melakukan perbuatan tercela yang dapat merugikan citra BPJS Ketenagakerjaan.

POKOK-POKOK KODE ETIK

- Comply with and subject to applicable laws and regulations.
- Make proper records of all transactions of financial activities.
- Avoid unfair competition.
- No abuse of authority for personal gain.
- Avoid involvement in decision-making in the event of a conflict of interest.
- Take into account the unfavorable impact of any established policies on the economic, social and environmental condition.
- Do not accept gifts or rewards to enrich themselves and their families.
- Do not misconduct which can harm the image of BPJS Ketenagakerjaan.

DIREKSI DAN KARYAWAN BPJS KETENAGAKERJAAN BERKEWAJIBAN :

Directors and Employees Labour Social Security Administration Agency are **REQUIRED** to:

1. Memenuhi hak-hak peserta sesuai ketentuan yang berlaku.
 2. Tanggap terhadap keluhan dan menyelesaikannya dengan cepat dan tuntas.
 3. Melayani peserta dengan sepenuh hati.
1. Meet the rights of participants in accordance with applicable provisions.
 2. Respond to complaints and resolve them quickly and thoroughly.
 3. Servethe participants sincerely.



DIREKSI DAN KARYAWAN BPJS KETENAGAKERJAAN DILARANG:

Directors and Employees of Labour Social Security Administration Agency are **PROHIBITED** from:

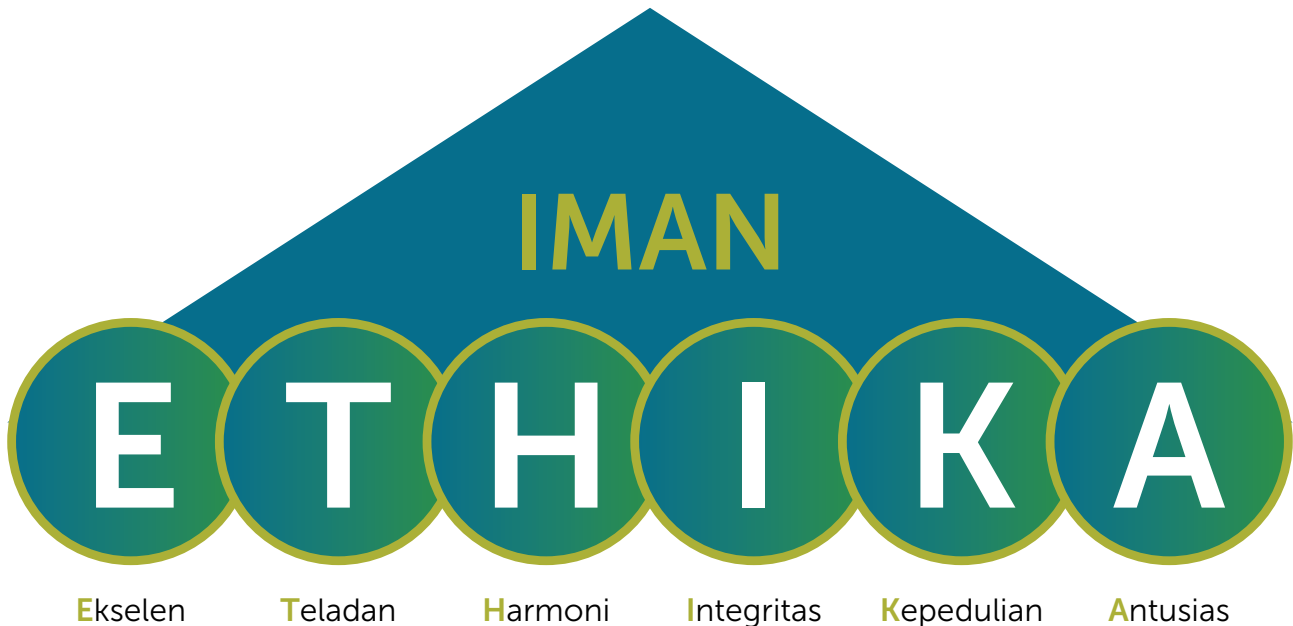
1. Melakukan pekerjaan lain pada jam kerja.
 2. Mengaitkan bisnis pribadi dan keluarganya dengan aktivitas BPJS Ketenagakerjaan.
 3. Mengikuti pembahasan dan pengambilan keputusan yang mengandung unsur benturan kepentingan.
 4. Menyalahgunakan jabatan untuk kepentingan atau keuntungan pribadi, keluarga atau pihak-pihak lain.
1. Doing other work during working hours.
 2. Mixing personal and family business with Labour Social Security Administration Agency's activities.
 3. Participating in discussion and decision-making that contains elements of conflict of interest.
 4. Abusing the position for personal, family or other party's benefits.

TATA NILAI ETHIKA

Sesuai dengan Perdir 16/06/2016

CORE VALUES ETHIKA

According to Board of Directors Regulation 16/06/2016



1. IMAN

Perilaku yang diharapkan:

- Beriman dan bertaqwa kepada Tuhan Yang Maha Esa;
- Bersyukur atas anugrah dan karunia Tuhan Yang Maha Esa;
- Bekerja dengan ikhlas sebagai bagian dari ibadah kepada Tuhan Yang Maha Esa.

2. EKSELEN

Perilaku yang diharapkan:

- Selalu memberikan yang terbaik dalam bekerja;
- Senantiasa meningkatkan kompetensi (pengetahuan, keterampilan, sikap);
- Bekerja dengan cerdas, adaptif, kreatif, inovatif, dan pantang menyerah.

3. TELADAN

Perilaku yang diharapkan:

- Senantiasa membangun karakter positif;
- Menjaga perilaku sesuai norma, etika, dan peraturan yang berlaku;
- Menjadi panutan bagi lingkungan sekitar.

1. FAITH

Expected Behavior:

- Faithful and devoted to God Almighty;
- Grateful for the grace and blessing of God Almighty;
- Work sincerely as part of worship to God Almighty.

2. EXCELLENT

Expected Behavior:

- Always provide the best at work;
- Always improve competence (knowledge, skills, attitude);
- Work smart, adaptive, creative, innovative, and resolute.

3. MODERN

Expected Behavior:

- Always build a positive character;
- Maintain behavior in accordance with norms, ethics and regulations;
- Be a role model for the surrounding environment.

4. HARMONI

Perilaku yang diharapkan :

- Menghargai perbedaan pendapat dan menghormati sesama;
- Membangun komunikasi dan kolaborasi untuk tercapainya sinergi baik dengan pihak internal maupun eksternal;
- Menjaga keseimbangan dalam kehidupan dan pekerjaan untuk meningkatkan produktivitas kerja.

5. INTEGRITAS

Perilaku yang diharapkan:

- Satunya kata dan perbuatan;
- Senantiasa bersikap jujur, menunjung tinggi komitmen, dan amanah terhadap tanggung jawab yang diberikan;
- Memegang prinsip dan tidak tergoda untuk melakukan hal-hal yang melanggar moralitas.

6. KEPEDULIAN

Perilaku yang diharapkan:

- Memberikan pelayanan dengan sepenuh hati;
- Peduli terhadap lingkungan kerja dan lingkungan masyarakat;
- Proaktif dan cepat tanggap memberikan bantuan dan dukungan kepada sesama.

7. ANTUSIAS

Perilaku yang diharapkan :

- Senantiasa bekerja dengan penuh semangat dan sukacita;
- Memiliki semangat belajar tinggi, haus akan pengetahuan baru, dan selalu memperbaiki diri;
- Berani mengambil keputusan dengan risiko yang terukur.

4. HARMONY

Expected Behavior:

- Respect for differences of opinion and respect for others;
- Build communication and collaboration to achieve synergy with both internal and external parties;
- Maintain balance in personal life and work to improve productivity.

5. INTEGRITY

Expected Behavior:

- Walk the talk;
- Always be honest, uphold commitment, and responsible;
- Uphold principles and unwavering towards immoral conduct.

6. CARE

Expected Behavior:

- Provide service sincerely;
- Care about the work environment and community environment;
- Proactive and responsive to provide assistance and support to others.

7. ENTHUSIASTIC

Expected Behavior:

- Always work with passion and joy;
- Have a high learning spirit, thirst for new knowledge, and always self-improve;
- Dare to make decisions with measurable risks.

SOSIALISASI DAN PENEGAKAN KODE ETIK

BPJS Ketenagakerjaan terus melakukan sosialisasi Kode Etik kepada karyawan dan pejabat tata kelola. Beberapa bentuk sosialisasi yang telah dilakukan sepanjang tahun 2016:

1. Sosialisasi Visi, Misi dan Nilai Budaya Iman ETHIKA sekaligus penandatanganan komitmen para pejabat tingkat I dan II BPJS Ketenagakerjaan
2. Workshop Sosialisasi dan Internalisasi Visi, Misi dan Nilai Budaya BPJS Ketenagakerjaan Kanwil Sumbagut di Aceh pada tanggal 18-20 Agustus 2016
3. Workshop Sosialisasi dan Internalisasi Visi, Misi dan Nilai Budaya BPJS Ketenagakerjaan Kanwil Sumbariau di Pekanbaru pada tanggal 5-6 Oktober 2016
4. Workshop Sosialisasi dan Internalisasi Visi, Misi dan Nilai Budaya BPJS Ketenagakerjaan Kanwil Sumbariau di Lampung pada tanggal 21-22 November 2016
5. Lomba foto budaya Iman dan ETHIKA

Seluruh Insan BPJS Ketenagakerjaan, termasuk Dewan Pengawas dan Direksi telah menandatangani pakta integritas yang berisikan tentang:

- Kepatuhan atas kode etik BPJS Ketenagakerjaan
- Tindakan pencegahan korupsi, gratifikasi, suap dan kecurangan.
- Menghindari tindakan yang berpotensi terhadap terjadinya benturan kepentingan.
- Pelaporan penerimaan gratifikasi.
- Penyampaian LHKPN bagi pejabat wajib lapor.
- Menjaga kerahasiaan informasi BPJS Ketenagakerjaan serta melaporkan setiap pelanggaran melalui saluran pelaporan pelanggaran.
- Melaporkan setiap pelanggaran melalui saluran pelaporan pelanggaran.

CODE OF CONDUCT DISSEMINATION AND ENFORCEMENT

Labour Social Security Administration Agency continues to disseminate the Code of Conduct to employees and governance officials. Some forms of dissemination have been done throughout 2016:

1. Dissemination of Vision, Mission and Faith Culture Values of ETHIKA as well as signing commitment of level I and II officials of Labour Social Security Administration Agency
2. Dissemination and Internalization Workshop on Vision, Mission and Cultural Values of Labour Social Security Administration Agency of the Regional Office of Northern Sumatra in Aceh on August 18-20, 2016
3. Dissemination and Internalization Workshop on Vision, Mission and Cultural Values of Labour Social Security Administration Agency of West Sumatra & Riau Regional Office in Pekanbaru on October 5-6, 2016
4. Workshop on Dissemination and Internalization of Vision, Mission and Cultural Values of Labour Social Security Administration Agency of West Sumatra & Riau Regional Office in Lampung on November 21-22, 2016
5. Cultural photo contest of Faith and ETHIKA

All personnel of Labour Social Security Administration Agency, including Board of Commissioners and Board of Directors have signed an integrity pact that contains:

- Compliance with Labour Social Security Administration Agency code of conduct
- Measures to prevent corruption, gratification, bribery and fraud.
- Avoid any actions that potentially cause conflicts of interest.
- Gratification reporting.
- Submission of LHKPN for officials required to report.
- Maintain confidentiality of Labour Social Security Administration Agency information and report any violations through whistleblowing channel.
- Report any violations through whistleblowing system.

STRUKTUR TATA KELOLA YANG BAIK GOOD GOVERNANCE STRUCTURE

Sesuai Undang-Undang No.24 Tahun 2011 Tentang Badan Penyelenggara Jaminan Sosial (BPJS), organ BPJS terdiri atas: [G4-34]

- **Presiden**
Sebagai badan eksekutif yang bertugas melaksanakan UU No.40 Tahun 2004 Tentang Sistem Jaminan Sosial Nasional dan UU No.24 Tahun 2011 Tentang Badan Penyelenggara Jaminan Sosial. Presiden bertugas mengangkat dan memberhentikan Dewan Pengawas dan Direksi serta menerima laporan pertanggungjawaban Dewan Pengawas dan Direksi.
- **Dewan Pengawas**
Dewan Pengawas berfungsi melakukan pengawasan atas pelaksanaan kegiatan operasional BPJS Ketenagakerjaan oleh Direksi. Dewan Pengawas dibantu Sekretaris Dewan Pengawas, Komite Audit & Aktuaria, Komite Pemantau Manajemen Risiko dan Komite Pengawas Kebijakan Pengelolaan & Kinerja.
- **Direksi**
Direksi berfungsi melaksanakan penyelenggaraan kegiatan operasional BPJS Ketenagakerjaan, yang menjamin peserta untuk mendapatkan manfaat sesuai dengan haknya. Direksi dibantu oleh jajaran manajemen.

Dalam melaksanakan tugas/tanggung jawabnya, Dewan Pengawas dan Direksi menyampaikan laporan pertanggungjawaban kepada Presiden. Laporan pertanggungjawaban disampaikan satu kali dalam setiap tahun. [G4-44]

According to Law No.24 of 2011 concerning Social Security Administering Body (BPJS), BPJS organs composed of: [G4-34]

- **President**
As an executive institution in charge of implementing Law No.40 of 2004 on National Social Security System and Law No. 24 of 2011 on Social Security Administering Body, the President is in charge of appointing and dismissing the Board of Commissioners and the Board of Directors, as well as accepts their accountability reports.
- **Board of Commissioners**
Board of Commissioners serves to oversee Labour Social Security Administration Agency's operational activities by the Board of Directors. Board of Commissioners is assisted by the Secretary of the Board of Commissioners, the Audit & Actuarial Committee, Risk Management Oversight Committee, and Management Policy & Performance Oversight Committee.
- **Board of Directors**
Board of Directors serves to carry out the implementation of Labour Social Security Administration Agency's operational activities, which guarantees participants to get benefits in accordance with their rights. The Board of Directors is assisted by the management.

In performing their duties/responsibilities, the Board of Commissioners and the Board of Directors submit accountability reports to the President. The accountability reports are submitted once a year. [G4-44]

DEWAN PENGAWAS BOARD OF COMMISSIONERS

Berdasarkan Undang-Undang No.24 Tahun 2011 tentang Badan Penyelenggara Jaminan Sosial (BPJS), Dewan Pengawas adalah organ BPJS yang berfungsi melakukan pengawasan atas pelaksanaan tugas. Pengurusan BPJS oleh Direksi dan memberikan nasihat kepada Direksi dalam penyelenggaraan program jaminan sosial.

Dalam melaksanakan fungsinya, Dewan Pengawas mengacu kepada beberapa ketentuan, yakni:

- UU No.40 Tahun 2004 Tentang Sistem Jaminan Sosial Nasional;
- UU No.24 Tahun 2011 Tentang Badan Penyelenggara Jaminan Sosial;
- Keputusan Presiden Republik Indonesia Nomor 161/M Tahun 2013 Tentang Pengangkatan Dewan Komisaris dan Direksi PT Jamsostek (Persero) menjadi Dewan Pengawas dan Direksi Badan Penyelenggara Jaminan Sosial Ketenagakerjaan.
- PER-01/DEWAS/072014 Tentang Tata Cara Pelaksanaan Fungsi, Tugas dan Wewenang Dewan Pengawas Badan Penyelenggara Jaminan Sosial Ketenagakerjaan.

Dewan Pengawas dibantu Sekretaris Dewan Pengawas serta komite penunjang, yakni: [\[G4-34\]](#)

1. Komite Anggaran, Audit & Aktuaria
2. Komite Pemantau Manajemen Risiko dan Teknologi Informasi (TI)
3. Komite Kebijakan Pengelolaan Kinerja Organisasi dan SDM
4. Komite Perluasan Kepesertaan dan Pelayanan

KOMPOSISI DEWAN PENGAWAS

Komposisi Dewan Pengawas menurut Pasal 21 UU No.24 Tahun 2011 Tentang BPJS adalah sebagai berikut: [\[G4-38\]](#)

- Dewan Pengawas terdiri dari tujuh orang profesional.
- Dewan Pengawas terdiri atas unsur Pemerintah, unsur Pekerja, unsur Pemberi Kerja dan tokoh masyarakat.

Based on Law No.24 of 2011 on Social Security Administering Body (BPJS), the Board of Commissioners is BPJS organ in charge of overseeing the implementation of BPJS management by the Board of Directors and provides advice to the Board of Directors on the operation of social security programs.

In carrying out the oversight and advisory functions to the Board of Directors, the Board of Commissioners refers to several provisions, namely:

- Law No.40 of 2004 on National Social Security System;
- Law No. 24 of 2011 on Social Security Administering Body;
- Decree of the President of the Republic of Indonesia Number 161/M of 2013 on the appointment of the Board of Commissioners and Board of Directors of PT Jamsostek (Persero) to become the Board of Commissioners and the Board of Directors of Labour Social Security Administration Agency.
- PER-01/DEWAS/072014 on the Implementation Procedures of Functions, Duties and Authorities of the Board of Commissioners of Labour Social Security Administration Agency.

Board of Commissioners is assisted by the Secretary of the Board of Commissioners and supporting committees, namely: [\[G4-34\]](#)

1. Audit & Actuarial Committee
2. Risk Management Oversight and Information Technology (IT) Committee
3. Organizational and HR Performance Policy Committee
4. Membership Expansion and Services Committee

COMPOSITION OF BOARD OF COMMISSIONERS

The composition of the Board of Commissioners according to Article 21 of Law No.24 of 2011 on BPJS is as follows: [\[G4-38\]](#)

- Board of Commissioners consists of seven professionals.
- Board of Commissioners consists of elements from Government, workers, employers and community figures.

Seiring pengoperasian penuh BPJS Ketenagakerjaan, Presiden telah mengangkat dan menetapkan keanggotaan baru Dewan Pengawas berdasarkan Keppres No.25/P/Tahun 2016. Pelantikan Dewan Pengawas baru dilaksanakan pada 23 Februari 2016 di Istana Negara.

Keanggotaan Dewan Pengawas per 31 Desember, terdiri dari enam orang pria dan seorang wanita. Uraian tentang profil masing-masing anggota Dewan Pengawas disajikan pada bagian Profil Dewan Pengawas dalam Laporan ini.

Along with the full operation of Labour Social Security Administration Agency, the President has approved and appointed new members of the Board of Commissioners based on Presidential Decree No.25/P/2016. The inauguration of the Board of Commissioners was held on February 23, 2016 at the State Palace.

Members of the Board of Commissioners as of December 31, consisting of six male and one female members. Description of profile of each member of the Board of Commissioners is presented in the Board of Commissioners Profile section of this Report.

SUSUNAN DEWAN PENGAWAS PER 31 DESEMBER 2016

Composition of Board of Commissioners as of December 31, 2016

No	Nama Name	Jabatan Position	Latar Belakang Perwakilan Representation Background	Usia Age	Jenis Kelamin Gender
1	Guntur Witjaksono	Ketua Chairman	Pemerintah Government	56	Pria Male
2	Syafri Adnan Baharuddin	Anggota Member	Pemerintah Government	57	Pria Male
3	Eko Darwanto	Anggota Member	Masyarakat Community	46	Pria Male
4	Rekson Silaban	Anggota Member	Masyarakat Community	50	Pria Male
5	M. Aditya Warman	Anggota Member	Masyarakat Community	43	Pria Male
6	Inda D Hasman	Anggota Member	Masyarakat Community	55	Wanita Female
7	Poempida Hidayatulloh	Anggota Member	Masyarakat Community	44	Pria Male

PROSES PEMILIHAN DAN PENGANGKATAN ANGGOTA DEWAN PENGAWAS

Presiden menetapkan anggota Dewan Pengawas dari unsur Pemerintah. Untuk memilih anggota Dewan Pengawas dari unsur pekerja, pemberi kerja dan tokoh masyarakat, Presiden membentuk panitia seleksi. Selanjutnya panitia seleksi bertugas mengumumkan penerimaan pendaftaran calon anggota Dewan Pengawas dan menentukan nama calon anggota Dewan Pengawas untuk disampaikan kepada Presiden. Nama calon anggota Dewan Pengawas yang ditetapkan Presiden selanjutnya diajukan ke Dewan Perwakilan Rakyat untuk dipilih, kemudian menetapkan calon terpilih. [G4-40]

SELECTION PROCESS AND APPOINTMENT OF BOARD OF COMMISSIONERS' MEMBERS

The President shall appoint members of the Board of Commissioners from the Government elements. To elect members of the Board of Commissioners from workers, employers and community figures, the President forms a selection committee. Furthermore, the selection committee is tasked to announce the registration of candidate members of the Board of Commissioners and to determine the names of candidate members of the Board of Commissioners to be submitted to the President. The names of the candidates for Board of Commissioners approved by the President are then submitted to the House of Representatives to be elected, then appointed the elected candidates. [G4-40]

Salah seorang dari anggota Dewan Pengawas ditetapkan sebagai Ketua Dewan Pengawas oleh Presiden. Dewan Pengawas BPJS Ketenagakerjaan dipilih dan ditetapkan Presiden melalui Surat Keputusan Presiden (Keppres) Nomor 25/P Tahun 2016 Tentang Pengangkatan Dewan Pengawas dan Direksi BPJS Ketenagakerjaan Masa Jabatan 2016 – 2021. Anggota Dewan Pengawas diangkat untuk jangka waktu lima tahun dan dapat diusulkan diangkat kembali untuk satu kali masa jabatan berikutnya. Sampai dengan akhir periode pelaporan tidak ada anggota Dewan Pengawas yang merangkap jabatan sebagai pejabat eksekutif atau pejabat tata kelola lain di lingkungan BPJS Ketenagakerjaan. [G4-39]

One of the Board of Commissioners' members is designated as Chairman of the Board of Commissioners by the President. Board of Commissioners of Labour Social Security Administration Agency is elected and approved by the President through Presidential Decree (Keppres) Number 25/P of 2016 on Appointment of Board of Commissioners and Board of Directors of Labour Social Security Administration Agency Period 2016 - 2021. Members of the Board of Commissioners are appointed for a period of five years and may be proposed to be re-appointed for the next term of office. Up to the end of the reporting period there was no member of the Board of Commissioners who concurrently served as an executive officer or other governance officer within Labour Social Security Administration Agency. [G4-39]

PEDOMAN KERJA DAN PAKTA INTEGRITAS

Dewan Pengawas menjalankan tugas dan tanggung jawabnya dengan berpedoman pada Peraturan Dewan Pengawas BPJS Ketenagakerjaan No.PER/01/DEWAS/072014 Tentang Tata Cara Pelaksanaan Fungsi, Tugas dan Wewenang Dewan Pengawas BPJS Ketenagakerjaan.

BOARD MANUAL AND INTEGRITY PACT

The Board of Commissioners carries out its duties and responsibilities by referring to BPJS Board of Commissioners Regulation No.PER/01/DEWAS/072014 Regarding Implementation Procedures of the Functions, Duties and Authority of the Board of Commissioners of Labour Social Security Administration Agency.

ISI PEDOMAN KERJA DEWAN PENGAWAS Content of Board of Commissioners Manual

Bab Chapter	Uraian Description
I	Ketentuan Umum General Provisions
II	Prinsip dan Pelaksanaan Tata Kelola Governance Principles and Implementation
III	Fungsi, Tugas dan Wewenang Dewan Pengawas Functions, Duties and Authorities of Board of Commissioners
IV	Hak dan Kewajiban Dewan Pengawas Rights and Obligations of Board of Commissioners
V	Komposisi dan Organisasi Pengawas Composition and organization of Board of Commissioners
VI	Tata Cara Pelaksanaan Pengawasan oleh Dewan Pengawas Oversight Procedures by Board of Commissioners

Bab Chapter	Uraian Description
VII	Rencana Strategis Strategic Plans
VIII	Rapat Dewan Pengawas Board of Commissioners Meetings
IX	Program Orientasi dan Peningkatan Kompetensi Orientation and Competency Enhancement Program
X	Hubungan Kerja Dewan Pengawas Dengan Direksi Work Relations of Board of Commissioners With Board of Directors
XI	Kerahasiaan Informasi Confidentiality of Information
XII	Ketentuan Peralihan Transitional Provisions
XIII	Penutup Conclusion

Selain itu setiap anggota Dewan Pengawas menandatangani Pakta Integritas, yang memuat tentang:

1. Menjadikan BPJS Ketenagakerjaan sebagai Badan Penyelenggaraan Jaminan sosial yang berintegritas.
2. Melaksanakan Kode Etik BPJS Ketenagakerjaan dengan penuh tanggung jawab.
3. Melakukan tindakan pencegahan korupsi, gratifikasi, suap dan kecurangan.
4. Menghindari tindakan yang berpotensi terjadinya benturan kepentingan.
5. Menjaga kerahasiaan informasi BPJS Ketenagakerjaan dan tidak menyalahgunakan untuk kepentingan lain sesuai dengan peraturan Perusahaan.
6. Menjunjung tinggi prinsip kewajaran dan kesetaraan.
7. Menolak praktik-praktik diskriminasi.
8. Menjaga citra dan kredibilitas institusi melalui pelaksanaan tata kelola yang baik (*good governance*)

URAIAN FUNGSI, TUGAS DAN WEWENANG DEWAN PENGAWAS

Dewan Pengawas menjalankan tugas dan tanggung jawabnya dengan berpedoman pada Peraturan Dewan Pengawas BPJS Ketenagakerjaan Nomor PER/01/DEWAS/052014 Tentang Tata Cara Pelaksanaan Fungsi, Tugas dan Wewenang Dewan Pengawas BPJS Ketenagakerjaan.

- Fungsi Dewan Pengawas
Melakukan pengawasan atas pelaksanaan tugas BPJS Ketenagakerjaan.
- Tugas Dewan Pengawas
Dalam menjalankan fungsi pengawasan atas pelaksanaan tugas BPJS Ketenagakerjaan Dewan Pengawas bertugas:
 - a. Melakukan pengawasan atas kebijakan pengelolaan BPJS Ketenagakerjaan dan kinerja Direksi.
 - b. Melakukan pengawasan atas pelaksanaan pengelolaan dan pengembangan Dana Jaminan Sosial oleh Direksi.
 - c. Memberikan saran, nasihat, dan pertimbangan kepada Direksi mengenai kebijakan dan pelaksanaan pengelolaan BPJS Ketenagakerjaan.

In addition, every member of the Board of Commissioners signs the Integrity Pact, containing:

1. Making Labour Social Security Administration Agency as a Social Security Administering Body with integrity.
2. Implementing Code of Conduct of Labour Social Security Administration Agency with full responsibility.
3. Preventing corruption, gratification, bribery and fraud.
4. Avoiding actions with potential conflict of interest.
5. Maintaining confidentiality of Labour Social Security Administration Agency information and never abuse it for other interest in accordance with Company regulations.
6. Upholding the fairness and equality principles.
7. Against practices of discrimination.
8. Maintaining the image and credibility of institution through the implementation of good governance

DESCRIPTION OF FUNCTIONS, DUTIES AND AUTHORITIES OF BOARD OF COMMISSIONERS

Board of Commissioners conducts its duties and responsibilities based on Regulation of Labour Social Security Administration Agency Board of Commissioners No. PER/01/DEWAS/052014 on the Implementation Procedures of Functions, Duties and Authorities of the Board of Commissioners of Labour Social Security Administration Agency.

- Board of Commissioners' Function
Supervise the implementation of duties of Labour Social Security Administration Agency.
- Duties of Board of Commissioners
In performing the supervisory function on the management of Labour Social Security Administration Agency, Board of Commissioners carries out the following duties:
 - a. Supervise the management policy of Labour Social Security Administration Agency and the Board of Directors' performance;
 - b. Supervise the implementation of the management and development of the Social Security Fund by the Board of Directors;
 - c. Provide suggestion, advice, and judgment to the Board of Directors regarding the policy and implementation of BPJS management;

- d. Menyampaikan laporan pengawasan penyelenggaraan Jaminan Sosial sebagai bagian dari laporan BPJS Ketenagakerjaan kepada Presiden dengan tembusan kepada DJSN.
- Wewenang Dewan Pengawas
Dalam pelaksanaan tugas Pengawasan dan pemberian nasihat kepada Direksi, Dewan Pengawas berwenang untuk:
 - a. Menetapkan rencana kerja anggaran tahunan BPJS Ketenagakerjaan;
 - b. Mendapatkan dan/atau meminta laporan dari Direksi.
 - c. Mengakses data dan informasi mengenai penyelenggaraan BPJS Ketenagakerjaan;
 - d. Melakukan penelaahan terhadap data dan informasi mengenai penyelenggaraan BPJS Ketenagakerjaan;
 - e. Memberikan saran dan rekomendasi kepada Presiden mengenai kinerja Direksi;
 - f. Menetapkan rencana strategis Program Jaminan Sosial BPJS Ketenagakerjaan;
 - g. Menetapkan Auditor Eksternal;
 - h. Melakukan *review* atas perhitungan dan valuasi cadangan teknis atau atas sebagian dari cadangan teknis secara berkala;
 - i. Memberikan persetujuan atas penunjukan Aktuaris Independen yang dilakukan oleh Direksi;
 - j. Meminta Direksi melalui aktuaris untuk mengkaji ulang kecukupan cadangan teknis atau sebagian dari cadangan yang dianggap tidak wajar;
 - k. Menetapkan Piagam Komite-Komite.
- d. Submit a monitoring report of the implementation of Social Security as part of BPJS report to the President with a copy to the National Social Security Council (DJSN).
- Board of Commissioners' Authorities
In the implementation of oversight and advisory duties to the Board of Directors, the Board of Commissioners has the authorities as follows:
 - a. Establish annual work plans and budget of Labour Social Security Administration Agency.
 - b. Obtain and/or request a report from the Board of Directors.
 - c. Access data and information regarding the operation of Labour Social Security Administration Agency.
 - d. Review the data and information on the operation of Labour Social Security Administration Agency.
 - e. Provide advice and recommendations to the President on the Board of Directors' performance.
 - f. Establish a strategic plan of Labour Social Security Administration Agency Social Security Program;
 - g. Assign the External Auditor;
 - h. Review the calculation and valuation of technical reserves or some parts of the technical reserves regularly;
 - i. Approve the appointment of independent actuary by the Board of Directors.
 - j. Ask the Board of Directors through the actuary to review the adequacy of technical reserves or part of the reserves that are considered unreasonable.
 - k. Establish Charter of Committees.



LAPORAN PROGRAM KERJA DAN REALISASI PENGAWASAN

Pelaporan program kerja dan realisasi pengawasan pada tahun 2016, disampaikan Dewan Pengawas kepada Presiden. Laporan telah disampaikan dan diterima Presiden pada 11 Juli 2017.

Secara umum program kerja Dewan Pengawas dan realisasinya selama tahun 2016 meliputi:

1. Penyusunan Produk Hukum Turunan Dewan Pengawas
2. Menetapkan Rencana Kerja dan Anggaran Tahunan (RKAT) Tahun 2016
3. Persetujuan Laporan Pengelolaan Program dan Laporan Keuangan Audited Program Jaminan Sosial Ketenagakerjaan Tahun 2015
4. Persetujuan Dewan Pengawas atas Bentuk dan Isi Publikasi Laporan

Sesuai dengan rencana kerja yang telah disusun oleh Dewan Pengawas, pada tahun 2016 fungsi pengawasan diutamakan pada evaluasi penyelenggaraan program dan strategi perluasan kepesertaan dan pelayanan melalui efektivitas kinerja organisasi dan SDM. Pelaksanaan tugas-tugas Dewan Pengawas tahun 2016 tercermin dari laporan masing-masing Komite yang menjadi lampiran yang tidak terpisahkan dari laporan ke Presiden.

REMUNERASI DEWAN PENGAWAS

Remunerasi yang diberikan kepada Dewan Pengawas ditetapkan berdasarkan Peraturan Presiden No.110 Tahun 2013 Tentang Gaji atau Upah dan Manfaat Tambahan Lainnya Serta Insentif Bagi Anggota Dewan Pengawas dan Anggota Direksi Badan Penyelenggara Jaminan Sosial. Dengan demikian, Presiden atau pihak yang ditunjuk menjadi pihak/pemangku kepentingan yang memiliki akses dalam proses menentukan dan menetapkan remunerasi bagi Dewan Pengawas. [G4-52, G4-53]

OVERSIGHT WORK PROGRAM AND REALIZATION REPORT

The oversight work program and realization reporting in 2016, has been submitted by the Board of Commissioners to the President. The report was delivered and received by the President on July 11, 2017.

In general the work program of the Board of Commissioners and its realization during 2016 included:

1. Preparation of bylaw products of the Board of Commissioners
2. Establishment of Annual Work Plan and Budget (RKAT) 2016
3. Approval of Program Management Report and Audited Financial Statement of Social Security for Employment Program 2015
4. Approval of the Board of Commissioners on the Form and Content of Report Publication

In accordance with the work plan that has been prepared by the Board of Commissioners, in 2016 the function of supervision was prioritized to evaluate implementation of programs and strategy of membership expansion and service through the effectiveness of organizational and human resources performance. The implementation of the Board of Commissioners' duties in 2016 was reflected in the report of each Committee as attachment of the report to the President.

REMUNERASI DEWAN PENGAWAS

Remuneration for the Board of Commissioners is determined based on the Presidential Regulation No. 110 of 2013 on Salary or Wages and Other Additional Benefits as well as Incentives for Members of the Board of Commissioners and the Board of Directors of Social Security Administering Body. Accordingly, the President or the party designated as party/stakeholder who has access to the process of determining and approving remuneration for the Board of Commissioners. [G4-52, G4-53]

Sesuai ketentuan tersebut, Dewan Pengawas mendapatkan penghasilan berupa gaji atau upah dasar. Besaran gaji yang diberikan disesuaikan dengan tanggung jawab serta tuntutan profesional dalam menjalankan tugasnya, dan memperhatikan tingkat kewajaran yang berlaku dengan mempertimbangkan faktor pengelolaan dana, aset, kondisi dan kemampuan BPJS Ketenagakerjaan, tingkat inflasi maupun faktor lain yang relevan. Dewan Pengawas juga memperoleh insentif maupun manfaat tambahan lain seperti tunjangan dan fasilitas pendukung pelaksanaan tugas. [G4-51]

In accordance with these provisions, the Board of Commissioners' members earn income in the form of salary or basic wage. The amount of salary provided is adjusted to their professional responsibilities and demands in carrying out their duties, and to consider the level of fairness by taking into account the factors of fund management, assets, conditions and ability of Labour Social Security Administration Agency, inflation rate as well as other relevant factors. The Board of Commissioners also receives additional incentives and benefits such as benefits and support facilities for the implementation of duties. [G4-51]

FORMULA DAN STRUKTUR REMUNERASI DEWAN PENGAWAS

Board of Commissioners' Remuneration Formula and Structure

Formula Penghitungan Penghasilan Dewan Pengawas:
Gaji atau upah dasar X Faktor Penyesuaian Inflasi X Faktor Jabatan.

Struktur Remunerasi

- Remunerasi bagi Ketua Dewan Pengawas adalah 60% dari gaji Direktur Utama
- Remunerasi bagi Anggota Dewan Pengawas lain adalah 54% dari Direktur Utama
- Pajak atas gaji atau honorarium Dewan Pengawas ditanggung dan menjadi beban BPJS Ketenagakerjaan.

Formula for Board of Commissioners' Income:
Basic salary or wage X Inflation Adjustment Factor X Position Factor.

Remuneration Structure

- Remuneration for Board of Commissioners' Chairman is 60% of the salary of President Director
- Remuneration for other Board of Commissioners' members is 54% of President Director
- Tax on salary or honorarium of Board of Commissioners shall be borne and subject to Labour Social Security Administration Agency.

TUNJANGAN DAN FASILITAS BAGI DEWAN PENGAWAS

Benefits and Facilities for Board of Commissioners

TUNJANGAN UNTUK DEWAN PENGAWAS

Benefits for Board of Commissioners

No	Jenis Tunjangan Type of Benefit
1	Tunjangan Hari Raya Keagamaan Religious holiday allowance
2	Santunan Purnajabatan Retirement compensation
3	Tunjangan Cuti Tahunan Annual leave allowance
4	Tunjangan Asuransi Sosial Social insurance benefit
5	Tunjangan Perumahan Housing allowance

FASILITAS UNTUK DEWAN PENGAWAS

Facilities for Board of Commissioners

No	Bentuk Fasilitas Form of Facility
1	Kendaraan Dinas Company vehicle
2	Kesehatan Health
3	Pendampingan Hukum Legal assistance
4	Olahraga Sports
5	Pakaian Dinas Uniform
6	Biaya Representasi Representation costs
7	Biaya Pengembangan Development costs

Remunerasi bagi Dewan Pengawas dibayarkan perbulan. Jumlah keseluruhan gaji atau upah Dewan Pengawas pada tahun 2016 mencapai Rp759.696.000. Besaran remunerasi yang diterima Dewan Pengawas pada tahun 2016 mengalami kenaikan 20% dibanding tahun 2015 yang mencapai Rp663.080.000. Persentase kenaikan remunerasi Dewan Pengawas lebih besar/lebih kecil dibanding dengan kenaikan gaji/upah rata-rata yang dibayarkan kepada karyawan. [G4-55]

Remuneration for Board of Commissioners is paid monthly. The total salary or wages of the Board of Commissioners in 2016 was Rp759,696,000. The amount of remuneration received by the Board of Commissioners in 2016 increased by 20% compared to 2015, which was Rp663,080,000. The percentage of remuneration increase of the Board of Commissioners was higher/lower than the average salary/ wage increase paid to employees. [G4-55]

REKAPITULASI GAJI DAN EMOLUMEN DEWAN PENGAWAS TAHUN 2016

Recapitulation of the Board of Commissioners' Salaries and Emoluments 2016 (Rp)

No	Nama Name	Jabatan Position	Gaji Salary (Rp)
			1
1	Guntur Witjaksono	Ketua Chairman	90.000.000
2	Syafri Adnan Baharuddin	Anggota Member	81.000.000
3	Eko Darwanto	Anggota Member	81.000.000
4	Rekson Silaban	Anggota Member	81.000.000
5	M. Aditya Warman	Anggota Member	81.000.000
6	Inda D Hasman	Anggota Member	81.000.000
7	Poempida Hidayatulloh	Anggota Member	81.000.000
TOTAL			576.000.000

REKAPITULASI GAJI DAN EMOLUMEN DEWAN PENGAWAS TAHUN 2016 (RP)

Recapitulation of the Board of Commissioners' Salaries and Emoluments 2016 (Rp)

No	Fasilitas Facilities	Jumlah Amount	Potongan Deduction (2% x 3)	Jumlah Diterima Amount Received
	2	3	4	3-4
1	30.000.000	120.000.000	2.400.000	117.600.000
2	28.200.000	109.200.000	2.184.000	107.016.000
3	28.200.000	109.200.000	2.184.000	107.016.000
4	28.200.000	109.200.000	2.184.000	107.016.000
5	28.200.000	109.200.000	2.184.000	107.016.000
6	28.200.000	109.200.000	2.184.000	107.016.000
7	28.200.000	109.200.000	2.184.000	107.016.000
Total	199.200.000	775.200.000	2.184.000	759.696.000

PERBANDINGAN GAJI DAN EMOLUMEN DEWAN PENGAWAS TAHUN 2016 (Rp)

Comparison of the Board of Commissioners' Salaries and Emoluments 2016 (Rp)

Jabatan Position	2016	2015	2014	Δ%
	1	2	3	1:2
Ketua Chairman	117.600.000	98.000.000	70.560.000	20
Anggota Member	107.016.000	89.180.000	70.560.000	20
Anggota Member	107.016.000	89.180.000	70.560.000	20
Anggota Member	107.016.000	89.180.000	70.560.000	20
Anggota Member	107.016.000	89.180.000	70.560.000	20
Anggota Member	107.016.000	89.180.000	70.560.000	20
Anggota Member	107.016.000	89.180.000	70.560.000	20
Total	759.696.000	633.080.000	451.496.000	20

RAPAT DEWAN PENGAWAS

Dewan Pengawas melakukan proses pengawasan terhadap pengelolaan BPJS Ketenagakerjaan dengan:

1. Rapat Gabungan dengan mengundang Direksi BPJS Ketenagakerjaan;
2. Rapat Dewan Pengawas berupa Rapat Internal Dewan Pengawas atau rapat yang dihadiri oleh Direksi dan/atau Unit Kerja terkait;
3. Rapat Komite;
4. Kunjungan Kerja ke Kantor Wilayah dan/atau Kantor Cabang.

Rapat membahas dan merumuskan hasil-hasil pengawasan yang telah dilaksanakan guna penyusunan materi saran, pendapat, dan nasihat kepada Direksi. Hingga akhir periode pelaporan, Dewan Pengawas telah menyelenggarakan kegiatan rapat Dewan Pengawas sebanyak 21 kali. Tingkat kehadiran rata-rata setiap anggota Dewan Pengawas adalah 88,44%.

BOARD OF COMMISSIONERS MEETINGS

The Board of Commissioners conducts a supervisory process on the management of Labour Social Security Administration Agency through:

1. Joint Meeting by inviting the Board of Directors of Labour Social Security Administration Agency;
2. Board of Commissioners Meetings in the form of Board of Commissioners internal meetings or meetings attended by the relevant Directors and/or Work Units;
3. Committee Meetings;
4. Working Visit to Regional Offices and/or Branch Offices.

The meetings discuss and formulate the results of the supervision that has been implemented for the preparation of advice, opinion and advice material to the Board of Directors. Until the end of the reporting period, the Board of Commissioners has held the Board of Commissioners meeting 21 times. The average attendance rate of each member of the Board of Commissioners was 88.44%.

JENIS RAPAT DEWAN PENGAWAS DAN FREKUENSI PELAKSANAAN

Type of Board of Commissioners Meeting and Frequency of Implementation

Jenis Rapat Type of Meeting	Frekuensi Frequency
Rapat Dewan Pengawas Board of Commissioners Meetings	Dua kali dalam setiap minggu Twice a week
Rapat gabungan dengan mengundang Direksi Joint meeting by inviting Directors	Satu kali dalam setiap bulan Once a month
Rapat komite Committee meetings	Satu kali dalam setiap minggu Once a week

JUMLAH RAPAT DAN TINGKAT KEHADIRAN ANGGOTA DEWAN PENGAWAS PER 31 DESEMBER 2016

Number of Meetings and Attendance of Board of Commissioners' Members as of December 31, 2016

Nama Name	Rapat Dewan Pengawas Board of Commissioners Meeting			Rapat Gabungan Dengan Direksi Joint Meeting with BOD		
	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran % Attendance Rate %	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	%
Guntur Witjaksono	21	19	90,48	43	41	95,35
Syafri Adnan Baharuddin	21	19	90,48	43	30	69,77
Eko Darwanto	21	20	95,24	43	39	90,70
Rekson Silaban	21	18	85,71	43	31	72,09
M. Aditya Warman	21	18	85,71	43	29	67,44
Inda D. Hasman	21	19	90,48	43	40	93,02
Poempida Hidayatulloh	21	17	80,95	43	32	74,42

Sesuai Peraturan Dewan Pengawas Nomor PER-01/DEWAS/072014, Kesepakatan dalam Rapat Dewan Pengawas dilakukan secara kolegial berdasarkan musyawarah dan mufakat. Rapat Dewan Pengawas adalah sah dan dapat mengambil keputusan yang mengikat, apabila dihadiri atau diwakili oleh paling sedikit lebih dari satu per dua dari jumlah anggota Dewan Pengawas.

Keputusan yang diambil dalam rapat Dewan Pengawas telah dicatat dan didokumentasikan dengan baik dalam risalah rapat Dewan Pengawas. Risalah rapat ditandatangani pimpinan rapat dan seluruh peserta yang hadir, serta didistribusikan kepada semua anggota Dewan Pengawas. Perbedaan pendapat (*dissenting opinion*) yang terjadi dalam rapat akan dicantumkan dalam risalah rapat disertai alasan mengenai perbedaan pendapat.

Pelaksanaan rapat Dewan Pengawas menjadi salah satu mekanisme evaluasi pelaksanaan tugas, kewenangan dan tanggung jawab Dewan Pengawas, termasuk dalam hal pemenuhan tanggung jawab sosial dan lingkungan. [G4-47]

In accordance with Board of Commissioners Regulation No. PER-01/DEWAS/072014, Agreements in Board of Commissioners Meetings are made in collegiality based on deliberation and consensus. The Meeting of the Board of Commissioners is valid and may make binding decisions, when attended or represented by at least more than one-quarter of the total members of the Board of Commissioners.

Decisions taken at the Board of Commissioners meeting have been properly documented and recorded in the minutes of the Board of Commissioners meeting. Minutes of the meeting shall be signed by the chairman of the meeting and all participants present, and distributed to all members of the Board of Commissioners. The dissenting opinion that occurs in the meeting will be included in the minutes of the meeting with the reasons for dissenting opinions.

The Board of Commissioners meeting is one of the mechanisms for evaluating the implementation of duties, authorities and responsibilities of the Board of Commissioners, including the fulfillment of social and environmental responsibility. [G4-47]

Pelaksanaan fungsi pengawasan juga dilakukan dengan melakukan kunjungan ke kantor wilayah maupun kantor cabang, serta jaringan kerja dan jaringan pemasaran yang dimiliki BPJS Ketenagakerjaan. Hingga akhir periode pelaporan telah dilakukan kunjungan anggota Dewan Pengawas sebanyak 147 kali.

Implementation of supervisory function is also implemented by making visits to regional offices and branch offices, as well as networks and marketing network owned Labour Social Security Administration Agency. Until the end of the reporting period, members of the Board of Commissioners have made 147 visits.

JUMLAH DAN DAERAH KUNJUNGAN ANGGOTA DEWAN PENGAWAS TAHUN 2016

Number and Region of Members of the Board of Commissioners' Visits 2016

Nama Name	Jumlah Kunjungan Total Visits	Lokasi Dikunjungi Visited Locations
Guntur Witjaksono	1 Kantor Cabang 1 Branch Office	Kantor Cabang (Surakarta) Branch Office (Surakarta)
Syafri Adnan Baharuddin	3 Kantor Wilayah, 6 Kantor Cabang dan 1 Kantor Cabang Perintis 3 Regional Offices, 6 Branch Offices and 1 Pilot Branch Office	Kantor Wilayah (Sulawesi Maluku, Kalimantan, Bali Nusa Tenggara Papua), Kantor Cabang (Banjarmasin, Kendari, Mataram, Yogyakarta, Ambon, Jayapura) dan Kantor Cabang Perintis (Bau-bau Betoambari) Regional Offices (Sulawesi Maluku, Kalimantan, Bali Nusa Tenggara Papua), Branch Offices (Banjarmasin, Kendari, Mataram, Yogyakarta, Ambon, Jayapura) and Pilot Branch Office (Bau-bau Betoambari)
Eko Darwanto	7 Kantor Wilayah, 25 Kantor Cabang, 23 Kantor Cabang Perintis 7 Regional Offices, 25 Branch Offices and 23 Pilot Branch Offices	Kantor Wilayah (Jawa Barat, Jawa Tengah dan DIY, Jawa Timur, DKI Jakarta, Sumatera Bagian Utara, Kalimantan, Sulawesi Maluku), Kantor Cabang (Padang, Bukittinggi, Banda Aceh, Lhokseumawe, Pekalongan, Kudus, Banyuwangi, Malang, Tanjung Pinang, Batam Nagoya, Pluit, Mataram, Bali Denpasar, Bali Gianyar, Pontianak, Samarinda, Madiun, Jayapura, Timika, Manado, Ternate, Surakarta, Klaten, Magelang, Yogyakarta) dan Kantor Cabang Perintis (Lima Puluh Koto, Bandung Suci, Pidie dan Bireun, Batang, Grobogan, Karo, Humbang Hasundutan, Tapanuli Utara, Lombok Tengah, Lombok Timur, Badung, Karang Asem, Kutai Kertanegara, Maros, Pare-pare, Bone, Ngawi, Merauke, Bitung, Halmahera Utara, Jombang, Sleman) Regional Offices (West Java, Central Java and Yogyakarta, East Java, Jakarta, Northern Sumatra, Kalimantan, Sulawesi Maluku), Branch Offices (Padang, Bukittinggi, Banda Aceh, Lhokseumawe, Pekalongan, Kudus, Banyuwangi, Malang, Tanjung Pinang, Batam Nagoya, Pluit, Mataram, Bali Denpasar, Bali Gianyar, Pontianak, Samarinda, Madiun, Jayapura, Timika, Manado, Ternate, Surakarta, Klaten, Magelang, Yogyakarta), and Pilot Branch Offices (Lima Puluh Koto, Bandung Suci, Pidie dan Bireun, Batang, Grobogan, Karo, Humbang Hasundutan, Tapanuli Utara, Lombok Tengah, Lombok Timur, Badung, Karang Asem, Kutai Kertanegara, Maros, Pare-pare, Bone, Ngawi, Merauke, Bitung, Halmahera Utara, Jombang, Sleman)
Rekson Silaban	4 Kantor Wilayah, 17 Kantor Cabang, 17 Kantor Cabang Perintis 4 Regional Offices, 17 Branch Offices and 17 Pilot Branch Offices	Kantor Wilayah (Jawa Tengah dan DIY, DKI Jakarta, Sumatera Bagian Utara, Sulawesi Maluku), Kantor Cabang (Pekalongan, Kudus, Tanjung Pinang, Batam Nagoya, Pluit, Mataram, Bali Denpasar, Bali Gianyar, Madiun, Jayapura, Timika, Manado, Ternate, Surakarta, Klaten, Yogyakarta, Magelang), Kantor Cabang Perintis (Batang, Grobogan, Karo, Humbang Hasundutan, Tapanuli Utara, Lombok Tengah, Lombok Timur, Badung, Karang Asem, Maros, Pare-Pare, Bone, Ngawi, Merauke, Bitung, Halmahera Utara, Jombang, Sleman) Regional Offices (Central Java and Yogyakarta, Jakarta, Northern Sumatra, Sulawesi Maluku), Branch Offices (Pekalongan, Kudus, Tanjung Pinang, Batam Nagoya, Pluit, Mataram, Bali Denpasar, Bali Gianyar, Madiun, Jayapura, Timika, Manado, Ternate, Surakarta, Klaten, Yogyakarta, Magelang), and Pilot Branch Offices (Batang, Grobogan, Karo, Humbang Hasundutan, North Tapanuli, Central Lombok, East Lombok, Badung, Karang Asem, Maros, Pare-Pare, Bone, Ngawi, Merauke, Bitung, North Halmahera, Jombang, Sleman)

JUMLAH DAN DAERAH KUNJUNGAN ANGGOTA DEWAN PENGAWAS TAHUN 2016

Number and Region of Members of the Board of Commissioners' Visits 2016

Nama Name	Jumlah Kunjungan Total Visits	Lokasi Dikunjungi Visited Locations
M Aditya Warman	3 Kantor Wilayah, 6 Kantor Cabang, 1 Kantor Cabang Perintis	Kantor Wilayah (Jawa Timur, Kalimantan, Bali Nusa Tenggara Papua), Kantor Cabang (Banjarmasin, Kendari, Ambon, Jayapura, Manado, Mataram), Kantor Cabang Perintis (Bau-bau botoambari)
	3 Regional Offices, 6 Branch Offices and 1 Pilot Branch Office	Regional Offices (East Java, Kalimantan, Bali Nusa Tenggara Papua), Branch Offices (Banjarmasin, Kendari, Ambon, Jayapura, Manado, Mataram), Pilot Branch Office (Bau-bau Botoambari)
Inda D Hasman	5 Kantor Wilayah, 11 Kantor Cabang, 6 Kantor Cabang Perintis	Kantor Wilayah (Jawa Timur, Bali Nusa Tenggara Papua, Jawa Tengah dan DIY, Sumatera Bagian Barat – Riau, DKI Jakarta), Kantor Cabang (Padang, Bukittinggi, Bandung Suci, Banda Aceh, Lhokseumawe, Pekalongan, Kudus, Bali Gianyar, Banyuwangi, Malang, Pluit) dan Kantor Cabang Perintis (Lima Puluh Koto, Piddie dan Bireun, Batang, Grobogan, Karang Asem)
	5 Regional Offices, 11 Branch Offices and 6 Pilot Branch Offices	Regional Offices (East Java, Bali Nusa Tenggara Papua, Central Java and Yogyakarta, Western Sumatra – Riau, DKI Jakarta), Branch Offices (Padang, Bukittinggi, Bandung Suci, Banda Aceh, Lhokseumawe, Pekalongan, Kudus, Bali Gianyar, Banyuwangi, Malang, Pluit), Pilot Branch Offices (Lima Puluh Koto, Piddie dan Bireun, Batang, Grobogan, Karang Asem)
Poempida Hidayatulloh	11 Kantor Wilayah	Kantor Wilayah (Sumatera Bagian Utara, Sumatera Bagian Barat Riau, Sumatera Bagian Selatan, DKI Jakarta, Jawa Barat, Banten, Jawa Tengah dan DIY, Jawa Timur, Kalimantan, Sulawesi Maluku, Bali Nusa Tenggara Papua)
	11 Regional Offices	Regional Offices (Northern Sumatra, Western Sumatra-Riau, Southern Sumatra, Jakarta, West Java, Banten, Central Java and Yogyakarta, East Java, Kalimantan, Sulawesi Maluku, Bali Nusa Tenggara Papua)

PENILAIAN TERHADAP KINERJA DEWAN PENGAWAS

Penilaian terhadap Kinerja Dewan Pengawas dilakukan oleh Dewan Jaminan Sosial Nasional (DJSN). Sesuai ketentuan dalam UU No.24 Tahun 2011 Tentang BPJS, Dewan Pengawas memiliki kewajiban untuk menyusun Laporan Hasil Pengawasan Penyelenggaraan Jaminan Sosial sebagai bagian dari Laporan BPJS kepada Presiden dengan tembusan DJSN.

Penyusunan laporan dimaksud mengacu pada Peraturan Presiden Nomor 108 Tahun 2013 tentang Bentuk dan Isi Laporan Pengelolaan Program Jaminan Sosial. Laporan tersebut disampaikan kepada Presiden dengan tembusan DJSN paling lambat tanggal 30 Juni tahun berikutnya.

Selain hal tersebut di atas, untuk kepentingan akuntabilitas dan monitoring pelaksanaan Rencana Kerja Dewan Pengawas maka secara internal Dewan Pengawas akan menyusun realisasi Rencana Kerja Dewan Pengawas secara triwulan. Pelaporan tersebut menjadi dasar penilaian kinerja Dewan Pengawas oleh DJSN.

BOARD OF COMMISSIONERS PERFORMANCE ASSESSMENT

Assessment of the Board of Commissioners' Performance is conducted by the National Social Security Council (DJSN). In accordance with the provisions of Law No.24 of 2011 on BPJS, the Board of Commissioners has an obligation to prepare Social Security Performance Oversight Report as part of BPJS Report to the President with a copy to DJSN.

The reporting refers to Presidential Regulation No. 108 of 2013 on the Form and Content of Social Security Program Management Report. The report shall be submitted to the President with a copy of the DJSN no later than Juni 30 of the following year.

In addition, for accountability and monitoring of the Work Plan implementation, the Board of Commissioners shall internally prepare the realization of the Work Plan on a quarterly basis. Such reporting becomes the basis for Board of Commissioners' performance evaluation by DJSN.

Dewan Pengawas telah memenuhi kewajiban menyampaikan Laporan Hasil Pengawasan Penyelenggaraan Jaminan Sosial Tahun 2016, pada 30 Desember 2017 Laporan telah disampaikan kepada Presiden dan DJSN, yang selanjutnya memberikan penilaian terhadap kinerja fungsi pengawasan oleh Dewan Pengawas selama kurun waktu periode pelaporan.

PENILAIAN TERHADAP KINERJA KOMITE DI BAWAH DEWAN PENGAWAS

Dewan Pengawas dibantu Sekretaris Dewan Pengawas serta komite penunjang, yakni:

- Komite Anggaran, Audit & Aktuaria
- Komite Pemantau Manajemen Risiko dan Teknologi Informasi (TI)
- Komite Kebijakan Pengelolaan Kinerja Organisasi dan SDM
- Komite Perluasan Kepesertaan dan Pelayanan

Sekretariat Dewan Pengawas, bertugas untuk:

- a. Melakukan kegiatan administrasi dan fungsi *supporting* atas setiap kegiatan Dewan Pengawas;
- b. Memfasilitasi hubungan komunikasi dan korespondensi antara Dewan Pengawas dan Direksi;
- c. Mengoordinasikan kegiatan rapat internal yang terkait dengan Dewan Pengawas;
- d. Mengumpulkan bahan rapat;
- e. Menyusun dan mendistribusikan serta memonitor tindak lanjut hasil rapat;
- f. Mengoordinasikan, memonitor, dan mengendalikan kecepatan, ketepatan, dan keamanan distribusi alur dokumen untuk kelancaran kegiatan Dewan Pengawas;
- g. Membina hubungan dengan Direksi dan Dewan Pengawas untuk dapat menyampaikan informasi yang diperlukan dengan cepat, tepat, dan efisien; dan
- h. Mengelola sarana komunikasi internal.

The Board of Commissioners has fulfilled the obligation to submit the Report on the Social Security Oversight for the period of 2016, on December 30, 2017. The report has been submitted to the President and DJSN, who then assessed the performance of supervisory function by the Board of Commissioners during the reporting period.

PERFORMANCE ASSESSMENT OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS

The Board of Commissioners is assisted by the Secretary of the Board of Commissioners and the supporting committees, namely:

- Budget, Audit & Actuarial Committee
- Risk Management Monitoring and Information Technology Committee (IT)
- Organizational Performance Policy and HR Committee
- Membership Expansion and Services Committee

The Secretariat's duties are:

- a. Conducting administrative activities and supporting functions for every activity of the Board of Commissioners;
- b. Facilitating communications and correspondence between the Board of Commissioners and the Board of Directors;
- c. Coordinating internal meetings related to the Board of Commissioners;
- d. Collecting meeting materials;
- e. Developing, distributing and monitoring follow-up of meeting results;
- f. Coordinating, monitoring and controlling the speed, accuracy, and security of document flow distribution for smooth implementation of the Board of Commissioners' activities;
- g. Establishing a relationship with the Board of Directors and Board of Commissioners to be able to deliver the necessary information quickly, accurately and efficiently; and
- h. Managing internal communication means.



- Komite Anggaran, Audit & Aktuaria
Bertugas membantu Dewan Pengawas dalam hal:
 - a. Melakukan penelaahan dalam proses penetapan rencana kerja dan anggaran tahunan;
 - b. Pemberian persetujuan dalam menetapkan bentuk dan isi publikasi laporan pengelolaan program dan laporan keuangan tahunan;
 - c. Menunjuk akuntan publik dan koordinasi dengan Satuan Pengawas Internal dalam melakukan pengawasan internal;
 - d. Membantu penunjukan aktuaris independen oleh Direksi dalam melakukan evaluasi ulang atas cadangan teknis; dan
 - e. Melakukan penelaahan dalam proses penyiapan saran, nasihat, dan pertimbangan kepada Direksi atas kebijakan dan pelaksanaan pengelolaan BPJS Ketenagakerjaan termasuk rekomendasi kepada Presiden Republik Indonesia sesuai kewenangan Dewan Pengawas.
- Budget, Audit & Actuarial Committee
Assigned to assist the Board of Commissioners in the following activities:
 - a. Reviewing the process of determining the annual work plan and budget;
 - b. Approval in determining the form and content of publication on program management reports and annual financial statements;
 - c. Appointing a public accountant and coordinate with the Internal Supervisory Unit in the conduct of internal control;
 - d. Assisting the appointment of independent actuaries by the Board of Directors in reevaluation of technical reserves; and
 - e. Reviewing the process of preparing suggestions, advice and considerations to the Board of Directors on the policy and implementation of Labour Social Security Administration Agency's management including recommendations to the President of the Republic of Indonesia according to the authority of the Board of Commissioners.

- Komite Pemantau Manajemen Risiko dan TI Bertugas membantu Dewan Pengawas dalam hal:
 - a. Melakukan identifikasi risiko BPJS Ketenagakerjaan berdasarkan proses bisnis;
 - b. Melakukan koordinasi dengan Divisi Manajemen Risiko untuk memastikan bahwa risiko yang dimitigasi telah sesuai dengan prioritas;
 - c. Melakukan monitoring dan evaluasi atas tindak lanjut pengendalian risiko oleh Direksi; dan
 - d. Menyusun saran dan pertimbangan kepada Dewan Pengawas mengenai pelaksanaan Manajemen Risiko oleh Direksi sebagai bahan bagi Dewan Pengawas untuk memberikan saran kepada Direksi.
- Komite Kebijakan Pengelolaan Kinerja Organisasi dan SDM Bertugas membantu Dewan Pengawas dalam hal:
 - a. Melakukan proses penelaahan dalam rangka menetapkan:
 - Rencana strategis;
 - Rencana kerja anggaran tahunan;
 - Pengawasan atas kebijakan pengelolaan BPJS Ketenagakerjaan dan kinerja Direksi; dan
 - Pengawasan atas pelaksanaan pengelolaan dan pengembangan dana jaminan sosial;
 - b. Melakukan penelaahan dalam proses penyiapan saran, nasehat, dan pertimbangan kepada Direksi atas kebijakan dan pelaksanaan pengelolaan BPJS Ketenagakerjaan termasuk rekomendasi kepada Presiden Republik Indonesia sesuai dengan kewenangan Dewan pengawas.
- Komite Perluasan Kepesertaan dan Pelayanan Bertugas membantu Dewan Pengawas dalam hal:
 - a. menilai dan memastikan efektivitas kebijakan pengelolaan yang terkait dengan perluasan kepesertaan dan pelayanan,
 - b. menilai dan memastikan target kinerja kepesertaan dan pelayanan tercapai,
- Risk Management Monitoring and IT Committee Assigned to assist the Board of Commissioners in the following activities:
 - a. To identify Labour Social Security Administration Agency's risks based on business processes;
 - b. To coordinate with the Risk Management Division to ensure that the mitigated risks are in line with the priorities;
 - c. To monitor and evaluate the follow up of risk control by the Board of Directors; and
 - d. To prepare advice and consideration to the Board of Commissioners regarding the implementation of Risk Management by the Board of Directors as material for the Board of Commissioners to advise the Board of Directors.
- Organizational Performance Policy and HR Committee Assigned to assist the Board of Commissioners in the following activities:
 - a. To conduct review in order to establish:
 - Strategic plan;
 - Annual budget work plan;
 - Monitoring management policies of Labour Social Security Administration Agency and performance of the Board of Directors; and
 - Supervision over the implementation of management and development of social security funds;
 - b. Reviewing the process of preparation of suggestions, advice and considerations to the Board of Directors on the policy and implementation of BPJS Manpower management including recommendations to the President of the Republic of Indonesia in accordance with the authority of the Board of Trustees.
- Membership Expansion and Services Committee Assigned to assist the Board of Commissioners in the following activities:
 - a. to assess and ensure the effectiveness of management policies related to the membership expansion and services,
 - b. to assess and ensure that membership and service performance targets are achieved,

- c. memastikan efektivitas pelaksanaan tugas Direktorat Kepesertaan & HAL dan Direktorat Pelayanan & Kepatuhan,
- d. melakukan penelaahan khususnya di bidang kepesertaan dan pelayanan untuk menetapkan rencana strategis, rencana kerja dan anggaran tahunan BPJS Ketenagakerjaan,
- e. menilai dan memastikan efektivitas seleksi dan pelaksanaan tugas Lembaga Audit Kelola dan Kinerja Kepesertaan & Pelayanan atau lembaga setara lainnya dan bila diperlukan dapat melakukan survei yang mengevaluasi kebijakan kepesertaan dan pelayanan,
- f. memastikan bahwa telah terdapat evaluasi dan monitoring yang memadai terhadap kebijakan perluasan kepesertaan dan pelayanan, guna menjamin tercapainya target penambahan kepesertaan dan tingkat kepuasan pelayanan,
- g. melakukan penelaahan dalam proses penyiapan saran, nasehat dan pertimbangan Dewan Pengawas kepada Direksi atas kebijakan dan pelaksanaan pengelolaan Kepesertaan dan Pelayanan BPJS Ketenagakerjaan,
- h. melakukan evaluasi dan memberikan masukan mengenai strategi perluasan kepesertaan baik untuk pekerja formal (PU) maupun informal (BPU),
- i. melakukan penelaahan proses penyiapan pemberian saran dan pertimbangan kepada Presiden dan instansi terkait lainnya sesuai kewenangan Dewan Pengawas, dan
- j. melakukan penelaahan lainnya terkait perluasan kepesertaan dan pelayanan yang memerlukan perhatian Dewan Pengawas.

- c. to ensure the effectiveness of duty implementation of the Directorate of Membership & HAL and the Directorate of Services & Compliance,
- d. to conduct review especially of membership and services to determine the strategic plan, work plan and annual budget of Labour Social Security Administration Agency,
- e. to assess and ensure the effectiveness of selection and execution of duties of the Audit Agency Management and Performance of Membership & Services or other similar institutions and, if necessary, to conduct surveys evaluating membership policies and services,
- f. to ensure the adequacy of evaluation and monitoring of the policy on membership expansion and services, in order to ensure the achievement of the membership increase target and the satisfaction level of services,
- g. to conduct review in the process of preparing the Board of Commissioners' suggestions, advice and considerations to the Board of Directors on the policy and implementation of Labour Social Security Administration Agency's Membership and Services,
- h. to evaluate and provide input on the strategy of membership expansion for both formal (PU or wage earner) and informal workers (BPU or non-wage earner),
- i. to review the preparation of providing advice and consideration to the President and other relevant agencies in accordance with the authority of the Board of Commissioners, and
- j. to perform other reviews related to the membership expansion and services that require the Board of Commissioners' attention.

Penilaian terhadap kinerja masing-masing komite dilakukan melalui mekanisme pertemuan atau rapat:

- Rapat internal Dewan Pengawas dengan masing-masing atau seluruh komite organ pendukung Dewan Pengawas.
- Rapat komite organ pendukung Dewan Pengawas, dilaksanakan satu kali setiap minggu untuk membahas pelaksanaan tugas-tugas komite dan perumusan rekomendasi/laporan kepada Dewan Pengawas.

Assessment of each committee's performance is done through mechanism of meeting, as follows:

- Internal meeting of the Board of Commissioners with each or all supporting organ committees of the Board of Commissioners.
- Board of Commissioners' supporting organ committee meeting, which is held once a week to discuss the implementation of the committees' duties and the formulation of recommendations/reports to the Board of Commissioners.

Dewan Pengawas menilai masing-masing komite telah menunjukkan kinerja yang baik dalam membantu Dewan Pengawas dalam melaksanakan fungsi pengawasan. Seluruh program yang telah disusun telah dapat diselesaikan dengan baik oleh masing-masing komite.

DEWAN PENGAWAS TIDAK MEMBENTUK KOMITE NOMINASI DAN REMUNERASI

Sampai dengan akhir periode pelaporan, Dewan Pengawas tidak membentuk Komite Nominasi dan Remunerasi. Hal ini didasari pertimbangan:

- Sesuai dengan UU No.24 Tahun 2011 Tentang BPJS, proses seleksi anggota Dewan Pengawas dan Direksi dilakukan oleh Panitia Seleksi yang dibentuk Pemerintah dengan persyaratan dan mekanisme yang sudah ditentukan UU.
- Remunerasi bagi Dewan Pengawas dan Direksi telah diatur dalam Peraturan Presiden No.110 Tahun 2013 Tentang Gaji atau Upah dan Manfaat Tambahan Lainnya Serta Insentif Bagi Anggota Dewan Pengawas dan Anggota Direksi Badan Penyelenggara Jaminan Sosial.

PROGRAM PENGEMBANGAN KOMPETENSI DEWAN PENGAWAS

Pada tahun 2016 BPJS Ketenagakerjaan menyertakan anggota Dewan Pengawas dalam berbagai kegiatan untuk meningkatkan kompetensi mereka, termasuk dalam hal pelaksanaan tanggung jawab sosial dan lingkungan. [G4-43] [IR1]

The Board of Commissioners viewed that each committee has performed well in assisting the Board of Commissioners in exercising its oversight function. All the prepared programs have been completed properly by each committee.

THE BOARD OF COMMISSIONERS DOES NOT ESTABLISH NOMINATION AND REMUNERATION COMMITTEE

Up to the end of the reporting period, the Board of Commissioners has not established the Nomination and Remuneration Committee. This is based on consideration:

- In accordance with Law No. 24 of 2011 on BPJS, the selection process for members of the Board of Commissioners and Board of Directors shall be conducted by the Selection Committee established by the Government with the requirements and mechanisms set by the Law.
- Remuneration for Board of Commissioners and Board of Directors has been stipulated in Presidential Regulation No.110 of 2013 on Salary or Other Additional Benefits and Incentives for Members of Board of Commissioners and Board of Directors of the Social Security Administering Board.

COMPETENCY DEVELOPMENT PROGRAM OF THE BOARD OF COMMISSIONERS

In 2016, Labour Social Security Administration Agency included members of the Board of Commissioners in various activities to improve their competencies, including in the implementation of social and environmental responsibility. [G4-43] [IR1]

PROGRAM PENGEMBANGAN KOMPETENSI DEWAN PENGAWAS TAHUN 2016
 Board of Commissioners Competency Development Program of 2016

No	Nama Name	Bentuk Kegiatan	Activity Type
1	Guntur Witjaksono	<ol style="list-style-type: none"> 1. Workshop Good Governance 2. The Essential Director's Update 2016 3. FGD Manajemen Risiko 4. Peningkatan Peran Internal Kontrol BPJS Ketenagakerjaan – Ketua BPKP 5. ASEAN Global Leadership Program 	<ol style="list-style-type: none"> 1. Good Governance Workshop 2. The Essential Director's Update 2016 3. FGD on Risk Management 4. Increasing Internal Control Role of Labour Social Security Administration Agency - Chairman of BPKP 5. ASEAN Global Leadership Program
2	Syafri Adnan Baharuddin	<ol style="list-style-type: none"> 1. Workshop Good Governance 2. The Essential Director's Update 2016 3. Peningkatan Peran Internal Kontrol BPJS Ketenagakerjaan – Ketua BPKP 4. Konferensi Nasional The Indonesia Institute of Internal Audit 5. Executive Education 6. Seminar IAI 	<ol style="list-style-type: none"> 1. Good Governance Workshop 2. The Essential Director's Update 2016 3. Increasing Internal Control Role of Labour Social Security Administration Agency - Chairman of BPKP 4. The Indonesia Institute of Internal Audit National Conference 5. Executive Education 6. IAI Seminar
3	Eko Darwanto	<ol style="list-style-type: none"> 1. Workshop <i>Good Governance</i> 2. The Essential Director's Update 2016 3. Peningkatan Peran Internal Kontrol BPJS Ketenagakerjaan – Ketua BPKP 4. Industrial Relation Conference 5. ISSA Conference 	<ol style="list-style-type: none"> 1. Good Governance Workshop 2. The Essential Director's Update 2016 3. Increasing Internal Control Role of Labour Social Security Administration Agency - Chairman of BPKP 4. Industrial Relation Conference 5. ISSA Conference
4	Rekson Silaban	<ol style="list-style-type: none"> 1. Workshop <i>Good Governance</i> 2. The Essential Director's Update 2016 3. Peningkatan Peran Internal Kontrol BPJS Ketenagakerjaan – Ketua BPKP 4. 105th Session of The International Labour Conference 5. Industrial Relation Conference 	<ol style="list-style-type: none"> 1. Good Governance Workshop 2. The Essential Director's Update 2016 3. Increasing Internal Control Role of Labour Social Security Administration Agency - Chairman of BPKP 4. 105th Session of the International Labor Conference 5. Industrial Relation Conference
5	M. Aditya Warman	<ol style="list-style-type: none"> 1. Workshop <i>Good Governance</i> 2. The Essential Director's Update 2016 3. Peningkatan Peran Internal Kontrol BPJS Ketenagakerjaan – Ketua BPKP 4. 105th Session of The International Labour Conference 5. Industrial Relation Conference 	<ol style="list-style-type: none"> 1. Good Governance Workshop 2. The Essential Director's Update 2016 3. Increasing Internal Control Role of Labour Social Security Administration Agency - Chairman of BPKP 4. 105th Session of the International Labor Conference 5. Industrial Relation Conference
6	Inda D Hasman	<ol style="list-style-type: none"> 1. Workshop <i>Good Governance</i> 2. The Essential Director's Update 2016 3. Peningkatan Peran Internal Kontrol BPJS Ketenagakerjaan – Ketua BPKP 4. Industrial Relation Conference 	<ol style="list-style-type: none"> 1. Good Governance Workshop 2. The Essential Director's Update 2016 3. Increasing Internal Control Role of Labour Social Security Administration Agency - Chairman of BPKP 4. Industrial Relation Conference
7	Poempida Hidayatulloh	<ol style="list-style-type: none"> 1. Workshop <i>Good Governance</i> 2. The Essential Director's Update 2016 3. Peningkatan Peran Internal Kontrol BPJS Ketenagakerjaan – Ketua BPKP 4. 105th Session of The International Labour Conference 5. Executive Education 	<ol style="list-style-type: none"> 1. Good Governance Workshop 2. The Essential Director's Update 2016 3. Increasing Internal Control Role of BPJS Ketenagakerjaan - Chairman of BPKP 4. 105th Session of the International Labor Conference 5. Executive Education

DIREKSI BOARD OF DIRECTORS

Sesuai Undang-undang No.24 Tahun 2011 Tentang BPJS, Direksi BPJS Ketenagakerjaan memiliki fungsi melaksanakan penyelenggaraan kegiatan operasional BPJS Ketenagakerjaan yang menjamin peserta untuk mendapatkan manfaat sesuai haknya. Dalam melaksanakan fungsinya, Direksi mengacu kepada beberapa ketentuan, yakni:

- UU No.40 Tahun 2004 Tentang Sistem Jaminan Sosial Nasional;
 - UU No.24 Tahun 2011 Tentang Badan Penyelenggara Jaminan Sosial;
 - Keputusan Presiden Republik Indonesia Nomor 161/M Tahun 2013 Tentang Pengangkatan Dewan Komisaris dan Direksi PT Jamsostek (Persero) menjadi Dewan Pengawas dan Direksi Badan Penyelenggara Jaminan Sosial Ketenagakerjaan.
 - Peraturan Pemerintah Republik Indonesia Nomor 85 Tahun 2013 tentang Tata Cara Hubungan Antar Lembaga Badan Penyelenggara Jaminan
 - Peraturan Pemerintah Nomor 86 Tahun 2013 tentang Tata Cara Pengenaan Sanksi Administratif kepada Pemberi Kerja Selain Penyelenggara Negara dan Setiap Orang selain Pemberi Kerja, Pekerja dan Penerima Bantuan luran dalam Penyelenggaraan Jaminan Sosial
 - Peraturan Pemerintah Nomor 88 Tahun 2013 tentang Tata Cara Pengenaan Sanksi Administrasi bagi Anggota Dewan Pengawas dan Anggota Direksi Badan Penyelenggara Jaminan Sosial
 - Peraturan Pemerintah Nomor 99 Tahun 2013 tentang Pengelolaan Aset Jaminan Sosial Ketenagakerjaan
 - Peraturan Presiden Nomor 108 Tahun 2013 tentang Bentuk dan Isi Laporan Pengelolaan Program Jaminan Sosial
 - Peraturan Presiden Republik Indonesia Nomor 109 Tahun 2013 tentang Penahapan Kepesertaan Program Jaminan Sosial
 - Peraturan Presiden Nomor 110 Tahun 2013 tentang Gaji atau Upah dan Manfaat tambahan Lainnya serta Insentif bagi Anggota Dewan Pengawas dan Direksi BPJS Ketenagakerjaan
- In accordance with Law No.24 of 2011 on BPJS, the Board of Directors of Labour Social Security Administration Agency has the function of carrying out operational activities of Labour Social Security Administration Agency to ensure participants to get the benefits according to their rights. In performing its function, the Board of Directors refers to several provisions, namely:
- Law No.40 of 2004 on National Social Security System;
 - Law No.24 of 2011 on the Social Security Administering Body;
 - Decree of the President of the Republic of Indonesia No. 161/M of 2013 on the Appointment of the Board of Commissioners and Board of Directors of PT Jamsostek (Persero) to the Board of Commissioners and Board of Directors of the Labour Social Security Administration Agency.
 - Government Regulation of the Republic of Indonesia Number 85 of 2013 on Procedures of Inter-Agency Relations of the Security Administering Body
 - Government Regulation Number 86 of 2013 on Procedures for Imposing Administrative Sanctions to Employer Other than the State Administrator and Any Person other than Employer, Worker and Beneficiary of the Contribution Assistance in the Social Security Management
 - Government Regulation Number 88 of 2013 on Procedures for Imposing Administrative Sanctions for Members of the Board of Commissioners and Members of the Board of Directors of Social Security Administering Body
 - Government Regulation No. 99 of 2013 on Assets Management of Social Security for Employment
 - Presidential Regulation No. 108 of 2013 on the Form and Content of Social Security Program Management Reporting
 - Presidential Regulation Number 109 of 2013 on Staging of Social Security Program Membership
 - Presidential Regulation Number 110 of 2013 on Salary or Other Wage and Additional Benefits and Incentives for Members of the Board of Commissioners and Board of Directors of Labour Social Security Administration Agency



- Peraturan Presiden Nomor 81 Tahun 2015 tentang Tata Cara Pemilihan dan Penetapan Anggota Pengganti Antar Waktu Dewan Pengawas dan Direksi Badan Penyelenggara Jaminan Sosial
- Peraturan Pemerintah Nomor 44 Tahun 2015 tentang Penyelenggaraan Program Jaminan Kecelakaan Kerja dan Jaminan Kematian
- Peraturan Pemerintah Nomor 45 Tahun 2015 tentang Penyelenggaraan Program Jaminan Pensiun
- Peraturan Pemerintah Nomor 46 Tahun 2015 tentang Penyelenggaraan Program Jaminan Hari Tua
- Peraturan Pemerintah Nomor 60 Tahun 2015 tentang Perubahan Peraturan Pemerintah Nomor 46 Tahun 2015 tentang Penyelenggaraan Program Jaminan Hari Tua
- Peraturan Pemerintah Nomor 70 Tahun 2015 tentang Jaminan Kecelakaan Kerja dan Jaminan Kematian Bagi Pegawai Aparatur Sipil Negara
- Keputusan Presiden Nomor 25/P Tahun 2016 tentang Pengangkatan Dewan Pengawas dan Direksi BPJS Ketenagakerjaan Masa Jabatan 2016 – 2021
- Presidential Regulation Number 81 of 2015 on Procedures for the Selection and Appointment of Interim Members of Board of Commissioners and Board of Directors of Social Security Administering Body
- Government Regulation Number 44 of 2015 on the Implementation of Work Accident Security and Death Security Programs
- Government Regulation Number 45 of 2015 on the Implementation of Pension Benefit Program
- Government Regulation Number 46 of 2015 on the Implementation of Old Age Security Program
- Government Regulation Number 60 of 2015 on Amendment to Government Regulation Number 46 of 2015 on Implementation of Old Age Security Program
- Government Regulation No. 70 of 2015 on Work Accident Insurance and Death Insurance for State Civil Servant Employees
- Presidential Decree Number 25/P of 2016 on Appointment of Board of Commissioners and Board of Directors of Labour Social Security Administration Agency Period 2016 - 2021

Direksi dibantu Sekretaris Badan serta komite penunjang, yakni: [G4-34]

1. Komite Manajemen Risiko
2. Komite *Good Governance*
3. Komite Integritas

The Board of Directors is assisted by the Board Secretary and supporting committees, namely: [G4-34]

1. Risk Management Committee
2. Good Governance Committee
3. Integrity Committee

KOMPOSISI DIREKSI

Komposisi Direksi menurut Pasal 23 UU No.24 Tahun 2011 Tentang BPJS terdiri kalangan profesional. Berdasarkan Keputusan Presiden RI Nomor 25/P Tahun 2016, dinyatakan bahwa Direksi BPJS Ketenagakerjaan terdiri tujuh orang. Tidak ada Direksi yang merangkap jabatan sebagai Dewan Pengawas maupun jabatan di tempat lain.

[G4-34, G-38, G4-39]

Komposisi dan nomenklatur jabatan Direksi adalah sebagai berikut:

1. Direktur Utama
2. Direktur Umum dan SDM
3. Direktur Perencanaan Strategis dan Teknologi Informasi
4. Direktur Kepesertaan dan Hubungan Antar-Lembaga
5. Direktur Pelayanan
6. Direktur Pengembangan Investasi
7. Direktur Keuangan

Uraian tentang profil masing-masing anggota Direksi disajikan pada bagian Profil Direksi dalam Laporan ini.

PROSES PEMILIHAN DAN PENGANGKATAN ANGGOTA DIREKSI

Anggota Direksi diangkat dan diberhentikan Presiden. Proses pemilihan Direksi dilakukan melalui pembentukan panitia seleksi, sesuai Pasal 28 UU No.24 Tahun 2011 Tentang BPJS. Panitia seleksi untuk memilih anggota Direksi BPJS Ketenagakerjaan dibentuk berdasarkan Keppres No.116/P/Tahun 2015. [G4-40]

Anggota Direksi diangkat untuk jangka waktu lima tahun dan dapat diusulkan diangkat kembali untuk satu kali masa jabatan berikutnya. Sesuai Pakta Integritas yang ditandatangani masing-masing anggota Direksi, sampai dengan akhir periode pelaporan tidak ada anggota Direksi yang merangkap jabatan sebagai pejabat eksekutif atau pejabat tata kelola lain di luar BPJS Ketenagakerjaan. [G4-39]

COMPOSITION OF THE BOARD OF DIRECTORS

Composition of the Board of Directors according to Article 23 of Law No.24 of 2011 on BPJS consists of professionals. Decree of the President of the Republic of Indonesia No. 25/P of 2016 stated that the Board of Directors of Labour Social Security Administration Agency consisted of seven people. There was no member of the Board of Directors concurrently served as member of the Board of Commissioners or other position elsewhere. [G4-34, G-38, G4-39]

The composition and nomenclature of the Board of Directors are as follows:

1. President Director
2. Director of General Affairs and HR
3. Director of Strategic Planning and Information Technology
4. Director of Membership and Inter-Agency Relations
5. Director of Services
6. Director of Investment Development
7. Director of Finance

Description of the profile of each member of the Board of Directors is presented in the Board of Directors Profile section of this Report.

SELECTION PROCESS AND APPOINTMENT OF MEMBERS OF THE BOARD OF DIRECTORS

Members of the Board of Directors are appointed and dismissed by the President. The selection process of the Board of Directors is conducted through the formation of selection committee, in accordance with Article 28 of Law No.24 of 2011 on BPJS. The selection committee to select members of the Board of Directors of Labour Social Security Administration Agency is formed based on Presidential Decree No.116/P/2015. [G4-40]

Members of the Board of Directors shall be appointed for a term of five years and may be re-appointed for a subsequent term of office. According to the Integrity Pact signed by each member of the Board of Directors, until the end of the reporting period, no member of the Board of Directors has concurrently served as an executive officer or other governance officer other than at Labour Social Security Administration Agency. [G4-39]

PEDOMAN KERJA DAN PAKTA INTEGRITAS

Direksi menjalankan tugas dan tanggung jawabnya dengan berpedoman pada Peraturan Direksi BPJS Ketenagakerjaan No.PERDIR/01/042014 Tentang Tata Cara Pelaksanaan Fungsi, Tugas dan Wewenang Direksi BPJS Ketenagakerjaan. Pedoman tersebut diharapkan menjadikan kinerja Direksi dapat mencapai standar kerja yang tinggi selaras dengan prinsip-prinsip Tata Kelola yang Baik.

PEDOMAN KERJA DIREKSI

Work Guidelines of Board of Directors

Bab Chapter	Uraian Description
I	Ketentuan Umum General Provisions
II	Prinsip dan Pelaksanaan Tata Kelola Governance Principles and Implementation
III	Fungsi dan Tugas Direksi Functions and Duties of the Board of Directors
IV	Wewenang Direksi Authority of the Board of Directors
V	Hak, Kewajiban, tanggung Jawab dan Larangan Bagi Direksi Rights, Obligations, Responsibilities and Prohibitions for the Board of Directors
VI	Struktur Organisasi dan Organ Pendukung Direksi Organizational Structure and Supporting Organ of the Board of Directors

Setiap anggota Direksi menandatangani Pakta Integritas yang memuat tentang:

- Menjadikan BPJS Ketenagakerjaan sebagai Badan Penyelenggara Jaminan sosial yang berintegritas,
- Melaksanakan Kode Etik BPJS ketenagakerjaan dengan penuh tanggung jawab,
- Melakukan tindakan pencegahan korupsi, gratifikasi, suap dan kecurangan,
- Menghindari tindakan yang berpotensi terjadinya benturan kepentingan,
- Menjaga kerahasiaan informasi BPJS Ketenagakerjaan dan tidak menyalahgunakan untuk kepentingan lain sesuai dengan peraturan Perusahaan,
- Menjunjung tinggi prinsip kewajaran dan kesetaraan,
- Menolak praktik-praktik diskriminasi,
- Menjaga citra dan kredibilitas institusi melalui pelaksanaan tata kelola yang baik (*good governance*).

BOARD MANUAL AND INTEGRITY PACT

The Board of Directors performs its duties and responsibilities by referring to Regulation of Board of Directors of Labour Social Security Administration Agency No. PERDIR/01/042014 Regarding Procedures for the Implementation of the Functions, Duties and Authorities of the Board of Directors of BPJS Ketenagakerjaan. The manual is expected to make the performance of the Board of Directors able to meet high standards of work in line with the principles of Good Governance.

Bab Chapter	Uraian Description
VII	Pelaksanaan Kerja dan Monitoring Work Implementation and Monitoring
VIII	Program Orientasi dan Peningkatan Kompetensi Orientation and Competence Development Program
IX	Pelaporan Reporting
X	Hubungan Kerja Direksi dengan Dewan Pengawas Work Relations between Board of Directors and Board of Commissioners
XI	Hubungan Antar-Lembaga Inter-Agency Relations
XII	Kerahasiaan Informasi Information Confidentiality
XIII	Penutup Conclusion

Each member of the Board of Directors signs an Integrity Pact containing:

- Make Labour Social Security Administration Agency as a Social security Administering Body with integrity,
- Implement the Code of Conduct of Labour Social Security Administration Agency with full responsibility,
- Take prevention measures of corruption, gratification, bribery and fraud,
- Avoid actions with potential conflict of interest,
- Maintain confidentiality of Labour Social Security Administration Agency's information and in accordance with Company regulations not misuse the information for other purposes,
- Uphold the principle of fairness and equality,
- Refuse discriminatory practices,
- Maintain the image and credibility of the institution through the implementation of good governance.

FUNGSI, TUGAS DAN WEWENANG DIREKSI

⇒ Fungsi Direksi

Secara umum, Direksi BPJS Ketenagakerjaan berfungsi melaksanakan penyelenggaraan kegiatan operasional BPJS Ketenagakerjaan yang menjamin Peserta untuk mendapatkan manfaat sesuai dengan haknya.

Pelaksanaan fungsi Direksi dilakukan dengan cara:

1. Melakukan dan/atau menerima pendaftaran Peserta,
2. Memungut dan mengumpulkan luran dari Peserta dan Pemberi Kerja,
3. Mengelola Dana Jaminan Sosial Ketenagakerjaan untuk kepentingan Peserta,
4. Mengelola Dana BPJS Ketenagakerjaan untuk kepentingan Peserta,
5. Mengumpulkan dan mengelola data Peserta program Jaminan Kecelakaan Kerja, Jaminan Kematian, Jaminan Pensiun dan Jaminan Hari Tua,
6. Membayarkan Manfaat dan/atau membiayai pelayanan kesehatan program Jaminan Kecelakaan Kerja sesuai dengan peraturan perundang-undangan, dan
7. Memberikan informasi mengenai penyelenggaraan program Jaminan Kecelakaan Kerja, Jaminan Kematian, Jaminan Hari Tua dan Jaminan Pensiun kepada pemangku kepentingan,

⇒ Tugas Direksi

Dalam menjalankan fungsinya Direksi bertugas untuk:

1. Melaksanakan pengelolaan BPJS Ketenagakerjaan, meliputi perencanaan, pelaksanaan, pengawasan, dan evaluasi.
2. Mewakili BPJS Ketenagakerjaan di dalam dan di luar pengadilan; dan
3. Menjamin tersedianya fasilitas dan akses bagi Dewan Pengawas untuk melaksanakan fungsinya.

FUNCTIONS, DUTIES AND AUTHORITIES OF THE BOARD OF DIRECTORS

⇒ Board of Directors' Function

In general, the Board of Directors of Labour Social Security Administration Agency's function is to carry out the operational activities of Labour Social Security Administration Agency that ensures the participants to obtain benefits according to their rights.

The Board of Directors' function is implemented by:

1. Conducting and/or receiving registration of participants,
2. Collecting and gathering contributions from participants and employers,
3. Managing Social Security for Employment Funds for the benefit of participants,
4. Managing Labour Social Security Administration Agency's Funds for the benefit of Participants,
5. Collecting and managing data Participants of Work Accident Benefit, Death Benefit, Pension Benefit and Provident Fund Benefit programs
6. Paying Benefits and/or financing the health services of the Work Accident Benefit program in accordance with laws and regulations, and
7. Providing information on the implementation of the Work Accident Benefit, Death Benefit, Pension Benefit and Provident Fund Benefit programs to stakeholders.

⇒ Board of Directors' Duties

In performing its function the Board of Directors is assigned to:

1. Implement management of Labour Social Security Administration Agency, including planning, implementation, supervision, and evaluation.
2. Representing Labour Social Security Administration Agency inside and outside the court; and
3. Ensure the availability of facilities and access for the Board of Commissioners to perform its function.

Tugas Direksi dalam melaksanakan pengelolaan BPJS Ketenagakerjaan dilakukan dengan cara antara lain:

- a. Mengusahakan dan menjamin terlaksananya usaha dan kegiatan BPJS Ketenagakerjaan sesuai dengan maksud dan tujuan serta kegiatan usahanya;
- b. Menyiapkan pada waktunya Rencana Strategis serta Rencana Kerja dan Anggaran Tahunan (RKAT) Program Jaminan Sosial Ketenagakerjaan, dan perubahannya serta menyampaikannya kepada Dewan Pengawas untuk mendapatkan penetapan;
- c. Menunjuk aktuaris independen dengan persetujuan Dewan Pengawas untuk melakukan *review* perhitungan dan valuasi cadangan teknis;
- d. Menentukan besaran alokasi surplus aset BPJS Ketenagakerjaan pada satu tahun dengan persetujuan Dewan Pengawas;
- e. Menyusun kebijakan, strategi dan prosedur yang komprehensif terkait penerapan manajemen risiko;
- f. Menyusun prinsip tata kelola dalam setiap kegiatan usaha BPJS Ketenagakerjaan pada seluruh tingkatan atau jenjang organisasi;
- g. Menyusun kebijakan, strategi dan prosedur yang komprehensif terkait penerapan sistem pengendalian intern;
- h. Menyusun dan menerapkan dokumentasi, administrasi dan akuntansi;
- i. Menyusun kriteria kesehatan keuangan BPJS Ketenagakerjaan;
- j. Membuat laporan pengelolaan program dan laporan keuangan tahunan yang diaudit oleh akuntan publik yang ditunjuk oleh Dewan Pengawas;
- k. Memberikan penjelasan kepada Dewan Pengawas mengenai Rencana Strategis Program Jaminan Sosial Ketenagakerjaan dan Rencana Kerja dan Anggaran Tahunan Program Jaminan Sosial Ketenagakerjaan;
- l. Memberikan penjelasan tentang segala hal yang ditanyakan atau diminta anggota Dewan Pengawas; dan
- m. Menyusun dan menetapkan road map organisasi BPJS Ketenagakerjaan.

The duties of the Board of Directors in implementing the management of Labour Social Security Administration Agency shall be conducted by, among others:

- a. Undertaking and ensuring the implementation of Labour Social Security Administration Agency's business and activities in accordance with the purpose and objectives and business activities;
- b. Preparing the Strategic Plan and the Annual Work Plan and Budget (RKAT) of the Social Security for Employment Program, and its revisions and submit it to the Board of Commissioners to be approved;
- c. Appointing an independent actuary with the approval of the Board of Commissioners to review the calculation and valuation of technical reserves;
- d. Determining the amount of asset surplus allocation of Labour Social Security Administration Agency's in one year with the approval of the Board of Commissioners;
- e. Preparing comprehensive policies, strategies and procedures related to the implementation of risk management;
- f. Preparing the governance principles in every business activity of Labour Social Security Administration Agency at all levels or ranks of the organization;
- g. Establishing comprehensive policies, strategies and procedures related to the implementation of the internal control system;
- h. Preparing and applying documentation, administration and accounting;
- i. Preparing financial criteria of Labour Social Security Administration Agency;
- j. Developing an annual program management report and financial statements audited by a public accountant appointed by the Board of Commissioners;
- k. Providing the Board of Commissioners' explanation regarding the Strategic Plans of the Social Security for Employment Program and the Annual Work Plan and Budget of Social Security for Employment Program and;
- l. Providing explanation of all matters questioned or requested by members of the Board of Commissioners; and
- m. Preparing and establishing the roadmap of Labour Social Security Administration Agency's organization.

➤ Wewenang Direksi

Dalam menjalankan tugas, Direksi berwenang untuk:

1. Melaksanakan wewenang BPJS Ketenagakerjaan;
2. Menetapkan struktur organisasi beserta tugas pokok dan fungsi, tata kerja organisasi, dan sistem kepegawaian;
3. Menyelenggarakan manajemen kepegawaian BPJS Ketenagakerjaan termasuk mengangkat, memindahkan, dan memberhentikan pegawai BPJS Ketenagakerjaan serta menetapkan penghasilan pegawai BPJS Ketenagakerjaan;
4. Mengusulkan kepada Presiden penghasilan bagi Dewan Pengawas dan Direksi BPJS Ketenagakerjaan;
5. Menetapkan ketentuan dan tata cara pengadaan barang dan jasa dalam rangka penyelenggaraan tugas BPJS Ketenagakerjaan dengan memperhatikan prinsip transparansi, akuntabilitas, efisiensi, dan efektivitas.
6. Melakukan pemindahtanganan aset tetap BPJS Ketenagakerjaan yang bernilai paling banyak Rp100.000.000.000,00 (seratus miliar rupiah) dengan persetujuan Dewan Pengawas;
7. Melakukan pemindahtanganan aset tetap BPJS Ketenagakerjaan yang bernilai lebih dari Rp100.000.000.000,00 (seratus miliar rupiah) sampai dengan Rp500.000.000.000,00 (lima ratus miliar rupiah) dengan persetujuan Presiden; dan
8. Melakukan pemindahtanganan aset tetap BPJS Ketenagakerjaan yang bernilai lebih dari Rp500.000.000.000,00 (lima ratus miliar rupiah) dengan persetujuan Dewan Perwakilan Rakyat Republik Indonesia.

Selain wewenang sebagaimana dimaksud diatas, Direksi juga berwenang untuk;

1. Menetapkan kebijakan BPJS Ketenagakerjaan meliputi:
 - a. Menagih pembayaran iuran;
 - b. Menempatkan Dana Jaminan Sosial untuk investasi jangka pendek dan jangka panjang dengan mempertimbangkan aspek likuiditas, solvabilitas, kehati-hatian, keamanan dana, dan hasil yang memadai;

➤ Authorities of the Board of Directors

In performing its duties, the Board of Directors is authorized to:

1. Exercise the authority of Labour Social Security Administration Agency;
2. Establish the organizational structure and the main duties and functions, organizational structure, and personnel system;
3. Carry out Labour Social Security Administration Agency of personnel management including promotion, transfer, and dismissal of employees, as well as determine compensation of Labour Social Security Administration Agency's employees;
4. Propose the compensation for the Board of Commissioners and the Board of Directors of Labour Social Security Administration Agency to the President;
5. Establish provisions and procedures of the procurement of goods and services for the implementation of Labour Social Security Administration Agency's duties by taking into account the principles of transparency, accountability, efficiency, and effectiveness.
6. To handover fixed assets of Labour Social Security Administration Agency with maximum value of Rp100,000,000,000.00 (one hundred billion rupiah) with the approval of the Board of Commissioners;
7. To handover fixed assets of Labour Social Security Administration Agency worth more than Rp100,000,000,000.00 (one hundred billion rupiah) up to Rp500,000,000,000.00 (five hundred billion rupiah) with the approval of the President; and
8. To handover fixed assets of Labour Social Security Administration Agency worth more than Rp500,000,000,000.00 (five hundred billion rupiah) with the approval of the House of Representatives of the Republic of Indonesia.

In addition to the authorities above, the Board of Directors is also authorized to;

1. Exercise authority in establishing policies of Labour Social Security Administration Agency that include:
 - a. Collecting contribution payment;
 - b. Placement of Social Security Fund into short-term and long-term investments by considering aspects of liquidity, solvency, prudence, security of funds and adequate returns;

- | | |
|---|---|
| <ul style="list-style-type: none"> c. Membuat kesepakatan tarif dan fasilitas antara BPJS Ketenagakerjaan dengan penyedia fasilitas kesehatan mengenai perawatan dan pengobatan program Jaminan Kecelakaan Kerja; d. Membuat atau menghentikan kontrak kerja dengan penyedia fasilitas kesehatan; e. Melakukan kerja sama dengan pihak lainnya dalam rangka penyelenggaraan program Jaminan Kecelakaan Kerja, jaminan Kematian, Jaminan Pensiun dan Jaminan Hari Tua; f. Mengenaikan sanksi administratif kepada peserta Selain Penyelenggara Negara yang tidak memenuhi kewajibannya; g. Melaporkan pemberi kerja kepada instansi yang berwenang mengenai ketidakpatuhannya dalam membayar iuran atau dalam memenuhi kewajiban lain sesuai dengan ketentuan peraturan perundang-undangan. h. Melakukan kerja sama hubungan antar lembaga dengan pihak lain baik di dalam negeri maupun di luar negeri. <ol style="list-style-type: none"> 2. Mengikat BPJS Ketenagakerjaan dengan pihak lain serta menjalankan segala tindakan yang tidak bertentangan dengan ketentuan peraturan perundang-undangan; 3. Memberikan kuasa tertulis kepada seorang atau beberapa orang anggota Direksi, seorang atau lebih karyawan BPJS Ketenagakerjaan, atau kepada orang atau badan lain, untuk dan atas nama BPJS Ketenagakerjaan; 4. Melakukan perbuatan hukum tertentu sebagaimana yang diuraikan dalam surat kuasa, baik sendiri maupun bersama-sama; 5. Mengangkat dan memberhentikan karyawan berdasarkan peraturan BPJS Ketenagakerjaan dan peraturan perundang-undangan yang berlaku; 6. Menetapkan kinerja Direksi BPJS Ketenagakerjaan; 7. Menetapkan struktur organisasi beserta tugas pokok dan fungsi, tata kerja organisasi dan sistem kepegawaian; 8. Menyiapkan susunan organisasi BPJS Ketenagakerjaan lengkap dengan perincian tugasnya; 9. Mengusulkan kepada Presiden fasilitas, tunjangan lain, dan insentif bagi Dewan Pengawas dan Direksi. | <ul style="list-style-type: none"> c. Making agreement on rates and facilities between Labour Social Security Administration Agency and medical facility providers regarding care and treatment of Work Accident Benefit program; d. Forming or terminating work contracts with providers of healthcare facilities; e. Cooperating with other parties in the implementation of Work Accident Benefit, Death Benefit, Pension Benefit and Provident Fund Benefit programs; f. Impose administrative sanctions on participants other than the State Administrator that do not fulfill their obligations; g. Report employers to relevant authorities regarding noncompliance in paying contribution or other obligations under the provisions of laws and regulations; h. Cooperate in inter-agency relations with other parties both in the country and overseas. <ol style="list-style-type: none"> 2. Bind Labour Social Security Administration Agency with other parties and carries out all actions that do not conflict with the provisions of laws and regulations; 3. Provide written authorization to one or several members of the Board of Directors, one or more employees of Labour Social Security Administration Agency, or to any other individuals or entities, for and on behalf of Labour Social Security Administration Agency 4. Perform certain legal actions as described in the power of attorney, either individually or collectively; 5. Appoint and dismiss employees based on Labour Social Security Administration Agency's applicable laws and regulations; 6. Determine the performance of the Board of Directors of Labour Social Security Administration Agency; 7. Establish the organizational structure as well as the main duties and functions, working procedures of the organization and personnel system; 8. Prepare the organizational structure of Labour Social Security Administration Agency complete with job descriptions; 9. Propose compensation for the Board of Commissioners and the Board of Directors to the President; |
|---|---|

TANGGUNG JAWAB MASING-MASING DIREKSI

Dalam rangka menjalankan tugas pengurusan badan, berdasarkan Peraturan Direksi No.PERDIR/01/072014 Pasal 23 dinyatakan tugas khusus masing-masing anggota Direksi.

➤ Direktur Utama

Direktur Utama mempunyai fungsi perencanaan, pengembangan dan penetapan kebijakan umum BPJS Ketenagakerjaan berdasarkan prinsip kehati-hatian, efektif dan efisien, sesuai dengan visi, misi, dan tujuan institusi; mengembangkan kebijakan komunikasi, pengawasan internal, kesekretariatan institusi, kepatuhan dan hukum; serta fungsi lintas integrasi aktivitas-aktivitas unit kerja sehingga terjadi keselarasan operasional dengan strategi.

Untuk melaksanakan fungsi sebagaimana disebut sebelumnya, Direktur Utama mempunyai tugas:

- a. Merencanakan, mengarahkan, mengembangkan dan menetapkan kebijakan umum dan strategi pengelolaan BPJS Ketenagakerjaan sesuai visi, misi, dan tujuan institusi;
- b. Mengendalikan dan mengevaluasi seluruh kegiatan institusi serta melakukan koordinasi dan konsolidasi dalam pelaksanaan program jaminan sosial ketenagakerjaan;
- c. Merencanakan dan menentukan kebijakan komunikasi, pengawasan internal, kesekretariatan institusi serta kepatuhan dan hukum;
- d. Mengarahkan, mengoordinasikan dan mengendalikan pelaksanaan strategi komunikasi, pengawasan internal dan kesekretariatan, serta kepatuhan dan hukum;
- e. Mengintegrasikan dan mengoordinasikan aktivitas-aktivitas lintas fungsi sehingga terjadi keselarasan operasional dengan strategi;
- f. Mengoordinasikan pelaksanaan tugas para Direktur;
- g. Merencanakan dan menetapkan kebijakan sistem pengendalian intern BPJS Ketenagakerjaan; dan
- h. Membentuk Satuan Pengawas Internal yang independen, objektif, dan profesional.

RESPONSIBILITIES OF EACH DIRECTOR

In order to carry out the agency's management, Regulation of Board of Directors No. PERDIR/01/072014 Article 23 stipulates the duties of each member of the Board of Directors.

➤ President Director

President Director has the functions to plan, develop and establish general policies of Labour Social Security Administration Agency based on the principles of prudence, effectiveness and efficiency, in accordance with the vision, mission and the institution's goals, as well as the develop policies on communication, internal control, secretariat of the institution, compliance and legal; as well as function of inter-work units' activities integration to harmonize operations and strategies.

To carry out these functions, the President Director has the following duties:

- a. Plan, direct, develop and establish general policies and management strategies Labour Social Security Administration Agency in accordance with the vision, mission and objectives of the institution;
- b. Control and evaluate all activities of the institution, coordinate and consolidate the implementation of social security program for employment;
- c. Plan and determine communication policies, internal control, institutional secretariat as well as compliance and legal;
- d. Direct, coordinate and control the implementation of communication strategy, internal control and secretariat, as well as compliance and legal;
- e. Integrate and coordinate cross-function activities for harmonized operations with the strategy;
- f. Coordinate the duties of the Directors;
- g. Plan and establish Labour Social Security Administration Agency's internal control system policy; and
- h. Establish an independent, objective, and professional Internal Control Unit.

➤ Direktur Pengembangan Investasi

Direktur Pengembangan Investasi mempunyai fungsi perencanaan, pengarahan, pengoordinasian, penetapan dan pengendalian kebijakan dan strategi pengelolaan dana dalam berbagai portofolio berdasarkan prinsip hasil dan keamanan dana investasi sesuai ketentuan yang berlaku.

Untuk melaksanakan fungsi sebagaimana diatas, Direktur Pengembangan Investasi mempunyai tugas:

- a. Merencanakan dan menetapkan kebijakan portofolio dan strategi pengelolaan dana dalam bentuk-bentuk investasi;
- b. Mengarahkan dan mengendalikan pelaksanaan strategi perusahaan penempatan dana;
- c. Mengendalikan diversifikasi penempatan dana sehingga memberikan hasil yang optimal dengan memperhatikan keamanan dana;
- d. Mengoordinasikan pelaksanaan evaluasi dan pengukuran kinerja portofolio investasi;
- e. Mengoordinasikan pengelolaan aset dalam pengawasan khusus; dan
- f. Memantau proses analisa dan pengelolaan risiko investasi.

➤ Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga

Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga mempunyai fungsi perencanaan, pengarahan, pengoordinasian, penetapan dan pengendalian kebijakan dan strategi operasional kepesertaan dan hubungan antar lembaga guna memperluas dan mengelola kepesertaan program jaminan sosial untuk tenaga kerja.

Untuk melaksanakan fungsinya, Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga mempunyai tugas:

- a. Merencanakan dan menetapkan kebijakan pengembangan, pengelolaan kepesertaan dan hubungan antar lembaga;
- b. Mengawasi dan memeriksa kepatuhan peserta dan calon peserta terhadap program jaminan sosial ketenagakerjaan;
- c. Mengarahkan dan mengoordinasikan pelaksanaan strategi bidang kepesertaan;
- d. Mengendalikan tercapainya kebijakan kepesertaan yang telah ditetapkan.

➤ Director of Investment Development

Director of Investment Development has the functions of planning, directing, coordinating, determining and controlling policies and fund management strategies in various portfolios based on the principles of result and security of investment funds in accordance with applicable regulations.

To carry out the above functions, the Director of Investment Development has the following duties:

- a. Plan and establish portfolio policies and fund management strategies in investment forms;
- b. Direct and control the implementation of fund placement strategy;
- c. Control the diversification of fund placements so as to provide optimal results with regard to security of funds;
- d. Coordinate the implementation of the evaluation and measurement of investment portfolio performance;
- e. Coordinate the management of assets under special surveillance; and
- f. Monitor the process of investment risk analysis and management.

➤ Director of Membership Expansion and Inter-Agency Relations

The Director of Membership Expansion and Inter-Agency Relations has the functions of planning, directing, coordinating, determining and controlling policies and operational strategies of membership and inter-agency relations in order to expand and manage the membership of social security for manpower programs.

To carry out the functions, the Director of Membership Expansion and Inter-agency Relations has the following duties:

- a. Plan and establish policies on development, membership management and inter-agency relations;
- b. Supervise and evaluate the compliance of participants and prospective participants with the social security for employment programs;
- c. To direct and coordinate the implementation of participatory strategy;
- d. Controlling the achievement of a defined membership policy.

➤ Direktur Pelayanan

Direktur Pelayanan mempunyai fungsi perencanaan, pengarahannya, pengoordinasian, penetapan dan pengendalian kebijakan dan strategi pengelolaan manfaat program, pelayanan dan pengaduan guna tercapainya kepuasan pelayanan bagi peserta.

Untuk melaksanakan fungsi sebagaimana disebut diatas, Direktur Pelayanan dan mempunyai tugas:

- a. Merencanakan dan menetapkan kebijakan pelayanan-pengaduan;
- b. Merencanakan dan menetapkan kebijakan pengembangan manfaat program;
- c. Mengarahkan dan mengoordinasikan pelaksanaan strategi bidang pelayanan dan pengelolaan manfaat program; dan
- d. Mengendalikan tercapainya kebijakan pelayanan dan pengaduan, baik fisik maupun elektronik, serta pengelolaan manfaat yang telah ditetapkan.

➤ Direktur Umum dan SDM

Direktur Umum dan SDM mempunyai fungsi perencanaan, pengarahannya, pengoordinasian, penetapan dan pengendalian kebijakan dan strategi di bidang Sumber Daya Manusia (SDM), pengelolaan dan pengembangan kompetensi, pengadaan serta layanan umum guna tercapainya efektivitas sumber daya BPJS Ketenagakerjaan.

Untuk melaksanakan fungsi tersebut, Direktur Umum dan SDM mempunyai tugas:

- a. Merencanakan, menetapkan dan mengendalikan kebijakan di bidang sumber daya manusia, pengelolaan dan pengembangan kompetensi, pengadaan dan pengelolaan layanan umum;
- b. Mengarahkan dan mengoordinasikan pelaksanaan strategi perusahaan di bidang sumber daya manusia, pengelolaan dan pengembangan kompetensi, pengadaan dan pengelolaan layanan umum; dan
- c. Mengendalikan terlaksananya kebijakan sumber daya manusia, pengelolaan dan pengembangan kompetensi, pengadaan dan pengelolaan layanan umum.

➤ Director of Services

The Director of Services has the functions of planning, directing, coordinating, determining and controlling policies and strategies for managing the benefits of programs, services and complaints in order to meet satisfaction of service for the participants.

To carry out the functions above, the Director of Services has the following duties:

- a. Plan and establish policies on service-complaint;
- b. Plan and establish policies on program benefit development;
- c. Direct and coordinate the implementation of service strategies and program benefit management; and
- d. Control the achievement of the policy on services and complaints, both physical and electronic, as well as the management of defined benefits.

➤ Director of General Affairs and Human Resources

Director of General Affairs and Human Resources has the functions of planning, directing, coordinating, determining and controlling policies and strategies in the field of Human Resources (HR), management and competence development, procurement and general services to achieve Labour Social Security Administration Agency's effectiveness.

To perform the functions, the Director of General Affairs and Human Resources has the following duties:

- a. Plan, establish and control policies in the field of human resources, management and competence development, procurement and management of general services;
- b. Direct and coordinate the implementation of the strategies on human resources, management and competence development, procurement and management of general services; and
- c. Control the implementation of policies on human resources, management and competence development, procurement and management of general services.

➤ Direktur Keuangan

Direktur Keuangan mempunyai fungsi perencanaan, pengarahan, pengoordinasian, penetapan dan pengendalian kebijakan pengelolaan keuangan BPJS Ketenagakerjaan dan Dana Jaminan Sosial, pembukuan dan penyusunan laporan transaksi keuangan secara efektif dan efisien serta transparan dengan pengelolaan risiko yang baik.

Untuk melaksanakan fungsi di atas, Direktur Keuangan mempunyai tugas:

- a. Merencanakan dan menetapkan kebijakan dan strategi pengelolaan keuangan serta pelaporan keuangan;
- b. Mengarahkan dan mengoordinasikan pelaksanaan strategi perusahaan bidang keuangan;
- c. Mengarahkan dan mengendalikan anggaran BPJS Ketenagakerjaan yang efektif dan efisien;
- d. Mengendalikan tercapainya kebijakan keuangan dan pelaporan yang telah ditetapkan; dan
- e. Mengarahkan dan mengoordinasikan pengelolaan risiko di lingkungan BPJS Ketenagakerjaan.

➤ Direktur Perencanaan Strategis dan Teknologi Informasi

Direktur Perencanaan Strategis dan Teknologi Informasi mempunyai fungsi perencanaan, pengarahan, pengoordinasian, penetapan, pengelolaan, dan pengendalian kebijakan pengembangan strategis BPJS Ketenagakerjaan, teknologi informasi, serta keaktuariaan program jaminan sosial ketenagakerjaan.

Untuk melaksanakan fungsi sebagaimana diatas, Direktur Perencanaan Strategis dan Teknologi Informasi, mempunyai tugas:

- a. Merencanakan dan menetapkan kebijakan perencanaan strategis, pengembangan dan operasional teknologi informasi BPJS Ketenagakerjaan;
- b. Merencanakan dan mengoordinasikan penyusunan Rencana Strategis BPJS Ketenagakerjaan;
- c. Mengarahkan pemantauan dan kajian atas proses bisnis dan sistem manajemen mutu BPJS Ketenagakerjaan;
- d. Mengendalikan pengelolaan knowledge management dan kemitraan strategis di industri penyelenggaraan jaminan sosial;

➤ Director of Finance

The Director of Finance has the functions of planning, directing, coordinating, determining and controlling financial management policy of Labour Social Security Administration Agency and Social Security Fund, bookkeeping and preparation of financial transactions reports effectively, efficiently and transparently with good risk management.

To perform the above functions, the Director of Finance has the following duties:

- a. Plan and establish financial management policies and strategies as well as financial reporting;
- b. Direct and coordinate the implementation of financial management strategies;
- c. Direct and control Labour Social Security Administration Agency's effective and efficient budget;
- d. Control the achievement of the established financial policies and reporting; and
- e. Direct and coordinate risk management within Labour Social Security Administration Agency.

➤ Director of Strategic Planning and Information Technology

The Director of Strategic Planning and Information Technology has the functions of planning, directing, coordinating, determining, managing, and controlling Labour Social Security Administration Agency's strategic development policy, information technology, as well as actuary of social security programs.

To carry out the functions, the Director of Strategic Planning and Information Technology, has the following duties:

- a. Plan and establish strategic planning policies, information technology development and operation of Labour Social Security Administration Agency;
- b. Plan and coordinate the drafting of Labour Social Security Administration Agency's Strategic Plan;
- c. Direct monitoring and review of business processes and quality management system of Labour Social Security Administration Agency;
- d. Control the administration of knowledge management and strategic partnership in the industry of social security provider;

- e. Mengendalikan tercapainya kebijakan perencanaan dan pengembangan teknologi informasi di BPJS Ketenagakerjaan yang telah ditetapkan;
- f. Mengendalikan pengelolaan operasional teknologi informasi; dan
- g. Mengarahkan dan mengoordinasikan aktivitas aktuaria, valuasi aktuaria sesuai standar praktik aktuaria untuk menjaga kesesuaian asset dan liabilitas Dana BPJS Ketenagakerjaan dan Dana Jaminan Sosial Ketenagakerjaan.

Pelaksanaan tugas Direksi di fasilitasi oleh Sekretaris Badan sebagai liason officer atau fasilitator penunjang kelancaran kegiatan, pengendalian, ketepatan dan keamanan pelaksanaan kegiatan Direksi.

RAPAT DIREKSI

Direksi melakukan pertemuan atau rapat untuk membahas permasalahan dalam pengelolaan BPJS Ketenagakerjaan, mulai dari perencanaan, pelaksanaan, pengawasan dan evaluasi, berkaitan dengan pelaksanaan fungsi maupun wewenangnya. Sesuai ketentuan Peraturan Direksi Nomor: PERDIR/01/042014 tentang Tata Cara Pelaksanaan Fungsi, Tugas dan Wewenang Direksi BPJS Ketenagakerjaan, pengambilan putusan maupun kesepakatan dalam Rapat Direksi dilakukan secara kolegial. Rapat Direksi juga menjadi mekanisme evaluasi pelaksanaan tanggung jawab Direksi dalam melaksanakan tanggung jawab sosial dan lingkungan.

[G4-47]

Rapat Direksi sah dan dapat mengambil keputusan yang mengikat, apabila dihadiri oleh lebih dari setengah anggota Direksi atau wakilnya yang sah.

Keputusan yang diambil dalam Rapat Direksi telah dicatat dan didokumentasikan dengan baik dalam risalah rapat dan ditandatangani oleh seluruh peserta yang hadir, serta didistribusikan kepada semua anggota Direksi.

- e. Control the achievement of information technology planning and development policy at Labour Social Security Administration Agency that has been established;
- f. Control the information technology operational management; and
- g. Direct and coordinate actuarial activity, actuarial valuation in accordance with actuarial practice standards to maintain conformity of assets and liabilities of Labour Social Security Administration Agency Fund and Social Security Fund for Employment.

Implementation of the Board of Directors' duties is facilitated by the Board Secretary as a liason officer or facilitator to support the smooth implementation of activities, control, accuracy and security of the Board of Directors.

BOARD OF DIRECTORS MEETING

The Board of Directors holds meetings to discuss problems in the management of Labour Social Security Administration Agency, starting from planning, implementation, supervision and evaluation, related to the implementation of functions and authorities. In accordance with the provisions of the Regulation of the Board of Directors Number: PERDIR/01/042014 on Procedures for the Implementation of the Functions, Duties and Authorities of the Board of Directors of Labour Social Security Administration Agency, decision-making or agreement in the Board of Directors Meeting shall be conducted collegially. The Board of Directors Meeting is also a mechanism for evaluating the implementation of the responsibilities of the Board of Directors in implementing social and environmental responsibilities.

[G4-47]

The Board of Directors meetings are valid and may take binding decisions, when attended by more than half of the members of the Board of Directors or their authorized representatives.

Decisions made during the Board of Directors Meeting have been properly documented and recorded in the minutes of the meeting and signed by all participants present and distributed to all members of the Board of Directors.

JUMLAH RAPAT DAN TINGKAT KEHADIRAN ANGGOTA DIREKSI PER 31 DESEMBER 2016

Number of Meetings and Attendance Rate of Directors as of December 31, 2016

Nama Direksi Name of Director	Rapat Gabungan Joint Meeting			Rapat Direksi Board of Directors Meeting		
	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran % Attendance Rate (%)	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran % Attendance Rate (%)
Agus Susanto	21	20	95,24%	42	42	100%
Krishna Syarif	21	19	90,48%	42	38	90,48%
Evi Afiatin	21	15	71,43%	42	39	92,86%
E. Ilyas Lubis	21	17	80,95%	42	37	88,10%
Amran Nasution	21	17	80,95%	42	38	90,48%
Sumarjono	21	20	95,24%	42	40	95,24%
Naufal Mahfudz	21	18	85,71%	42	40	95,24%

REMUNERASI DIREKSI

Remunerasi yang diberikan kepada Direksi ditetapkan berdasarkan Peraturan Presiden No.110 Tahun 2013 Tentang Gaji atau Upah dan Manfaat Tambahan Lainnya Serta Insentif Bagi Anggota Dewan Pengawas dan Anggota Direksi. Badan Penyelenggara Jaminan Sosial. Dengan demikian Presiden atau pihak lain yang ditunjuk menjadi pihak/pemangku kepentingan yang memiliki akses dalam proses menentukan dan menetapkan remunerasi bagi Direksi. [G4-52, G4-53]

Selain mendapat penghasilan berupa upah atau gaji, Direksi dan Dewan Pengawas memperoleh insentif yang besarnya ditetapkan oleh Presiden atau pejabat yang ditunjuk. Direksi juga memperoleh insentif maupun manfaat tambahan lain seperti tunjangan dan fasilitas pendukung pelaksanaan tugas. [G4-51]

FORMULA DAN STRUKTUR REMUNERASI DIREKSI

Benefits and Facilities for Board of Directors

Formula Penghitungan Penghasilan Direksi:

Gaji atau Upah Dasar X Faktor Penyesuaian Inflasi X Faktor Jabatan

Struktur Remunerasi

Gaji anggota Direksi lain adalah 90% dari gaji Direktur Utama

BOARD OF DIRECTORS' REMUNERATION

The remuneration provided to the Board of Directors shall be determined by Presidential Regulation No.110 of 2013 on Salary or Other Additional Benefits and Incentives for Members of the Board of Commissioners and Members of the Board of Directors of Social Security Administering Body. Thus the President or other designated party becomes a party/stakeholder who has access in the process of determining and approving remuneration for the Board of Directors. [G4-52, G4-53]

In addition to earning wage or salary, the Board of Directors and the Board of Commissioners shall receive an incentive specified by the President or the designated official. The Board of Directors' members also receive incentives and other additional benefits such as allowances and support facilities for the execution of duties. [G4-51]

Formula for Directors' Income:

Base Salary of Wage x Inflation Adjustment Factor x Position Factor

Remuneration Structure

The salary of other members of the Board of Directors is 90% of the salary of the President Director

TUNJANGAN DAN FASILITAS BAGI DIREKSI

Benefits and Facilities for Board of Directors

No	Jenis Tunjangan Type of Benefit
1	Tunjangan Hari Raya Keagamaan Religious holiday allowance
2	Santunan Purnajabatan Retirement compensation
3	Tunjangan Cuti Tahunan Annual leave allowance
4	Tunjangan Asuransi Sosial Social insurance benefit
5	Tunjangan Perumahan Housing allowance

No	Bentuk Fasilitas Form of Facility
1	Kendaraan Dinas Company vehicle
2	Kesehatan Health
3	Pendampingan Hukum Legal assistance
4	Olahraga Sports
5	Pakaian Dinas Uniform
6	Biaya Representasi Representation costs
7	Biaya Pengembangan Development costs

Remunerasi bagi Direksi dibayarkan per bulan. Jumlah keseluruhan gaji atau upah Direksi pada tahun 2016 mencapai Rp1,13 miliar. Jumlah tersebut sama dengan tahun sebelumnya. [G4-55]

Remuneration for the Board of Directors is paid monthly. Total salary or wages of the Board of Directors in 2016 reached Rp1.13 billion. The amount was the same as the previous year. [G4-55]

REKAPITULASI GAJI DAN EMOLUMEN DEWAN PENGAWAS TAHUN 2016

Recapitulation of Board of Directors' Salaries and Emoluments 2016

No	Nama Name	Jabatan Position	Gaji Salary (Rp)
			1
1	Agus Susanto	Direktur Utama President Director	150.000.000
2	Naufal Mahfudz	Direktur Umum dan SDM Director of General Affairs and HR	135.000.000
3	Sumarjono	Direktur Perencanaan Strategis dan Teknologi Informasi Director of Strategic Planning of Information Technology	135.000.000
4	E. Ilyas Lubis	Direktur Kepesertaan dan Hubungan Antar Lembaga Director of Membership and Inter-agency Relations	135.000.000
5	Krishna Syarif	Direktur Pelayanan Director of Services	135.000.000
6	Amran Nasution	Direktur Pengembangan Investasi Director of Investment Development	135.000.000
7	Evi Afiatin	Direktur Keuangan Director of Finance	135.000.000
TOTAL			960.000.000

REKAPITULASI GAJI DAN EMOLUMEN DIREKSI TAHUN 2016

Recapitulation of Board of Directors' Salaries and Emoluments 2016

No	Fasilitas Facility	Jumlah Amount	Potongan Jamsostek Deduction (2% x 3)	Jumlah Diterima Amount Received
	2	3	4	3-4
1	28.000.000	178.000.000	3.560.000	174.440.000
2	28.000.000	163.000.000	3.260.000	159.740.000
3	28.000.000	163.000.000	3.260.000	159.740.000
4	28.000.000	163.000.000	3.260.000	159.740.000
5	28.000.000	163.000.000	3.260.000	159.740.000
6	28.000.000	163.000.000	3.260.000	159.740.000
7	28.000.000	163.000.000	3.260.000	159.740.000
Total	196.000.000	1.156.000.000	23.120.000	1.132.880.000

PERBANDINGAN GAJI DAN EMOLUMEN DEWAN PENGAWAS TAHUN 2016 (Rp)

Comparison of Board of Commissioners' Salaries and Emoluments 2016 (Rp)

Jabatan Position	2016	2015	2014	Δ%
	1	2	3	1:2
Direktur Utama President Director	174.440.000	174.440.000	138.180.000	0
Direktur Umum dan SDM Director of General Affairs and HR	159.740.000	159.740.000	126.420.000	0
Direktur Perencanaan Strategis dan Teknologi Informasi Director of Strategic Planning of Information Technology	159.740.000	159.740.000	126.420.000	0
Direktur Kepesertaan dan Hubungan Antar Lembaga Director of Membership and Inter- agency Relations	159.740.000	159.740.000	126.420.000	0
Direktur Pelayanan Director of Services	159.740.000	159.740.000	126.420.000	0
Direktur Pengembangan Investasi Director of Investment Development	159.740.000	159.740.000	126.420.000	0
Direktur Keuangan Director of Finance	159.740.000	159.740.000	126.420.000	0
Jumlah Total	1.132.880.000	1.132.880.000	896.700.000	0

INFORMASI MENGENAI KEPUTUSAN RUPS

BPJS Ketenagakerjaan adalah badan hukum publik penyelenggara jaminan sosial bagi tenaga kerja di Indonesia. Hingga akhir periode pelaporan, kami tidak pernah menyelenggarakan Rapat Umum Pemegang Saham (RUPS). Dengan demikian Laporan ini tidak menyertakan informasi mengenai keputusan RUPS satu tahun sebelumnya maupun keputusan RUPS pada tahun buku, beserta informasi keputusan-keputusan yang direalisasikan pada tahun buku dan alasan dalam hal terdapat keputusan yang belum direalisasikan.

PENILAIAN TERHADAP KINERJA KOMITE DI BAWAH DIREKSI

Dalam melaksanakan fungsi dan tugasnya, Direksi dibantu komite penunjang, yakni:

1. Komite Manajemen Risiko

Bertugas membantu Direksi dalam hal:

- Konsultasi kepada Direksi khususnya Direktur Utama guna mendukung pengambilan keputusan pada tingkat strategis
- Menyangkut kebijakan manajemen risiko serta pertimbangan risiko dalam pengambilan keputusan operasional, Keuangan maupun investasi, serta
- Hal-hal yang terkait dengan keputusan bisnis yang belum tercakup dalam prosedur normal (irregularities)

2. Komite *Good Governance*

Bertugas membantu Direksi dalam hal:

- Penyusunan parameter *assessment Good Governance*
- Penyusunan infrastruktur *Good Governance* yang melibatkan beberapa divisi
- Mendorong inovasi atas pelaksanaan *Good Governance*
- Sosialisasi dan edukasi *Good Governance* pada seluruh unit kerja, serta
- Pelaksanaan *Internal Governance Award*

3. Komite Integritas

Bertugas membantu Direksi dalam hal memantau pelaksanaan dan kegiatan investasi berdasarkan batasan-batasan transaksi dengan tetap mengacu kepada pedoman investasi yang ditetapkan sesuai dengan peraturan perundang-undangan yang berlaku.

INFORMATION ON GMS RESOLUTIONS

Labour Social Security Administration Agency is a public legal entity administering social security for manpower in Indonesia. Until the end of the reporting period, we have never held a General Meeting of Shareholders (GMS). Accordingly, this Report does not include information regarding the resolutions of the previous GMS and resolutions of GMS in the fiscal year, together with information on resolutions realized in the fiscal year and the reasons for unrealized resolutions.

ASSESSMENT OF COMMITTEES UNDER THE BOARD OF DIRECTORS' PERFORMANCE

In performing its functions and duties, the Board of Directors is assisted by supporting committees, namely:

1. Risk Management Committee

Assigned to assist the Board of Directors in terms of:

- Consultation to the Board of Directors, especially the President Director to support strategic decision-making
- Matters related to risk management policies and risk considerations in operational, financial and investment decision making, as well as
- Matters related to business decisions that have not been covered under normal procedures (irregularities)

2. Good Governance Committee

Assigned to assist the Board of Directors in terms of:

- Preparation of Good Governance assessment parameters
- Preparation of Good Governance infrastructure involving several divisions
- Support innovation on Good Governance implementation
- Dissemination and education of Good Governance at all work units, as well as
- Organizing Internal Governance Award

3. Integrity Committee

Assigned to assist the Board of Directors in monitoring the implementation and investment activities based on transaction restrictions by referring to the investment guidelines established in accordance with applicable laws and regulations.

Penilaian terhadap kinerja masing-masing komite dilakukan melalui mekanisme pertemuan atau rapat:

- Rapat internal Direksi dengan menyertakan masing-masing atau seluruh komite organ pendukung Direksi dan dilaksanakan setiap minggu 1 kali
- Rapat komite organ pendukung Direksi, dilaksanakan dalam rangka membahas pelaksanaan tugas-tugas komite dan perumusan rekomendasi/laporan kepada Direksi.

Direksi menilai, selama tahun 2016 masing-masing Komite telah menunjukkan kinerja baik dalam membantu dalam melaksanakan fungsi dan wewenang Direksi. Secara umum semua program yang telah disusun telah dapat diselesaikan dengan baik oleh masing-masing Komite.

PROGRAM PENINGKATAN KOMPETENSI DIREKSI

Selama tahun 2016 BPJS Ketenagakerjaan menyertakan Direksi dalam berbagai kegiatan yang bertujuan untuk pengembangan kompetensi. Program dan kegiatan yang diikuti mencakup pula dalam hal pemenuhan tanggung jawab sosial dan lingkungan. [G4-43] IIR1

Assessment of each committee's performance is done through a meeting mechanism:

- Internal meeting of the Board of Directors by including each or all of the organ committees supporting the Board of Directors and held once a week
- Meetings of the supporting organ committee of the Board of Directors, held in order to discuss the implementation of the committees' duties and formulation of recommendations/reports to the Board of Directors.

The Board of Directors assessed that during 2016 each Committee has performed well in assisting the implementation of functions and authorities of the Board of Directors. In general all the programs that have been prepared have been properly completed by each Committee.

COMPETENCY ENHANCEMENT PROGRAM OF THE BOARD OF DIRECTORS

During 2016, Labour Social Security Administration Agency included Directors in various activities aimed at competence development. The attended programs and activities also included the fulfillment of social and environmental responsibilities. [G4-43] IIR1

PROGRAM PENINGKATAN KOMPETENSI DIREKSI TAHUN 2016

Competency Enhancement Program of the Board of Directors 2016

No	Nama Kegiatan Name of Activity	Tanggal Pelaksanaan Date of Implementation	Nama Direksi Name of Director
1	Sosialisasi tentang Rusun di Kementerian BUMN Dissemination on Flats at Ministry of SOEs	19 Januari 2016 January 19, 2016	<ul style="list-style-type: none"> • Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga • Direktur Keuangan • Director of Membership Expansion and Inter-agency Relations • Director of Finance
2	Menjadi Narasumber Sosialisasi PKS Antara Kemendagri-BPJS Ketenagakerjaan -BPJS Kesehatan (Optimalisasi BPJS Ketenagakerjaan Sebagai Jembatan Menuju Kesejahteraan Peserta) As Speaker of Dissemination on Cooperation Agreement between Ministry of Home Affairs -Labour Social Security Administration Agency -BPJS Kesehatan (Optimization Labour Social Security Administration Agency as a Bridge Towards Participants' Welfare)	21 Januari 2016 January 21, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations
3	Sebagai Panelis Dlm Acara Kemnaker Dan Ilo "Perluasan Jaminan Sosial Bagi Pertumbuhan Ekonomi Inklusif" As Panelist at Ministry of Manpower and ILO's event "Expansion of Social Security for Inclusive Economic Growth"	17 Februari 2016 February 17, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations

PROGRAM PENINGKATAN KOMPETENSI DIREKSI TAHUN 2016

Competency Enhancement Program of the Board of Directors 2016

No	Nama Kegiatan Name of Activity	Tanggal Pelaksanaan Date of Implementation	Nama Direksi Name of Director
4	Memberikan Materi "Pengembangan Salesmanship & Selling Skills Gelombang I (Satu) Tahun 2016" Untuk Marketing Officer Material Presentation on "Development of Salesmanship & Selling Skills Batch I of 2016" for Marketing Officer	04 Maret 2016 March 4, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations
5	Memberikan Materi "Pengembangan Salesmanship & Selling Skills Gelombang II (Dua) Tahun 2016" Untuk Marketing Officer Material Presentation on "Development of Salesmanship & Selling Skills Batch II of 2016" for Marketing Officer	16 Maret 2016 March 16, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations
6	Rapat Koordinasi DJSN "Membangun Interaksi Dan Tata Kerja DJSN _ BPJS Ketenagakerjaan Dalam Implementasi Penyelenggaraan SJSN" DJSN Coordination Meeting "Building Interaction and Working Procedures of DJSN _ BPJS Keetnagakerjaan in SJSN Implementation"	31 Maret 2016 March 31, 2016	<ul style="list-style-type: none"> • Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga • Direktur Keuangan • Director of Membership Expansion and Inter-agency Relations • Director of Finance
7	Memberikan Materi dalam Rapat Koordinasi Teknis Rumpun Pemasaran Se-Kanwil Non Jawa-Sumatera Material Presentation at Technical Coordination Meeting of Marketing Cluster for Non Java-Sumatra Regional Offices	01 April 2016 April 1, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations
8	Workshop / Board Update: Implementasi GG dan Risk Management Workshop/Board Update: GG and Risk Management Implementation	12- 13 April 2016 April 12 - 13, 2016	<ul style="list-style-type: none"> • Direktur Umum dan Sumber Daya • Direktur Perencanaan Strategis dan Teknologi • Direktur Keuangan • Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga • Director of General Affairs and Resources • Director of Strategic Planning and Information Technology • Director of Finance • Director of Membership Expansion and Inter-agency Relations
9	"Friendly Service" Workshop for Frontliner	15-16 April 2016 April 15 - 16, 2016	Direktur Pelayanan Director of Services
10	Menjadi Narasumber dalam Focus Group Discussion tentang TKI As Speaker at Focus Group Discussion on Indonesian Migrant Workers	25 April 2016 April 25, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations
11	Strategic Management Workshop	29 April 2016 April 29, 2016	<ul style="list-style-type: none"> • Direktur Utama • Direktur Pengembangan Investasi • Direktur Pelayanan • Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga • Direktur Keuangan • Direktur Perencanaan Strategis dan Teknologi Informasi • Direktur Umum dan Sumber Daya Manusia • President Director • Director of Investment Development • Director of Services • Director of Membership Expansion and Inter-agency Relations • Director of Finance • Director of Strategic Planning and Information Technology • Director of General Affairs and Human Resources

PROGRAM PENINGKATAN KOMPETENSI DIREKSI TAHUN 2016

Competency Enhancement Program of the Board of Directors 2016

No	Nama Kegiatan Name of Activity	Tanggal Pelaksanaan Date of Implementation	Nama Direksi Name of Director
12	Workshop Presentasi Ahli Strategic Struktur Organisasi Neo Boon Siong Workshop Expert Presentation of Strategic Organizational Structure by Neo Boon Siong	29 April 2016 April 29, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations
13	Menjadi Narasumber Workshop PKJSN "Mencari Format Ideal Untuk Asuransi Nelayan" As Speaker at PKJSN Workshop "Finding Ideal Format for Fishermen Insurance"	2 Mei 2016 May 2, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations
14	Workshop "Dialog Nawacita 10 Juta Kesempatan Kerja" Undangan Kemnaker Workshop on "Dialogue on Nawacita's 10 Million Job Opportunity Dialogue" Ministry of Manpower Invitation	10 Mei 2016 May 2, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations
15	Memberikan Materi dalam Rapat Koordinasi Petugas Wasrik Coordination Meeting of Supervision and Inspection Officers	11 Mei 2016 May 11, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations
16	Workshop Strategic Management	12 - 13 Mei 2016 May 12-13, 2016	<ul style="list-style-type: none"> • Direktur Umum dan Sumber Daya • Direktur Perencanaan Strategis dan Teknologi • Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga • Direktur Keuangan • Director of General Affairs and Human Resources • Director of Strategic Planning and Information Technology • Director of Membership Expansion and Inter-agency Relations • Director of Finance
17	Workshop Internal Control (Tema : Peran SPI Dalam Pencapaian <i>Good Governance</i> Di Lingkungan BPJS Ketenagakerjaan Oleh Adnan Adi Perdana Kepala Badan Pengawasan Keuangan Dan Pembangunan (BPKP) Internal Control Workshop (Theme: SPI Role In Achieving Good Governance in The Environment of Labour Social Security Administration Agency By Adnan Adi Perdana, Head of Financial and Development Board of Commissioners (BPKP)	16 Mei 2016 May 16, 2016	<ul style="list-style-type: none"> • Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga • Direktur Perencanaan Strategis dan Teknologi • Direktur Keuangan • Director of Membership Expansion and Inter-agency Relations • Director of Strategic Planning and Information Technology • Director of Finance
18	Workshop ISSA - Invitation Tenth Issa Forum For Technical Commissions Dan Issa Bereau	21 - 29 Mei 2016 May 21-29, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations
19	Pelatihan "JICA Knowledge Co-Creation Program" Training on "JICA Knowledge Co-Creation Program"	22-28 Mei 2016 May 22-28, 2016	Direktur Perencanaan Strategis dan Teknologi Director of Strategic Planning and Information Technology
20	Workshop RKAT 2017 Workshop on RKAT 2017	30-31 Mei 2016 May 30-31, 2016	Direktur Perencanaan Strategis dan Teknologi Director of Strategic Planning and Information Technology
21	Menjadi Narasumber dalam Focus Group Discussion ttg Pengembalian Program JHT 5 thn 1 bulan As Speaker at Focus Group Discussion on Payment of JHT Program for 5 years 1 month	31 Mei 2016 May 31, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations
22	FGD "Smart Card BPJS Ketenagakerjaan" FGD "Labour Social Security Administration Agency Smart Card"	22 Juni 2016 June 22, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations

PROGRAM PENINGKATAN KOMPETENSI DIREKSI TAHUN 2016

Competency Enhancement Program of the Board of Directors 2016

No	Nama Kegiatan Name of Activity	Tanggal Pelaksanaan Date of Implementation	Nama Direksi Name of Director
23	FGD "Implementasi Perluasan Kepesertaan Melalui Sistem Jimukumiai Jepang" FGD "Implementation of Membership Expansion through Japanese Jimukumiai System"	22 Juni 2016 June 22, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations
24	The Victoria-Indonesia Leadership Program	15 - 24 Juli 2016 July 15 - 24, 2016	Direktur Pengembangan Investasi Director of Investment Development
25	Workshop Penjabaran Visi, Misi Dan Penentuan Destination Statement Rencana Strategis BPJS Ketenagakerjaan 2017 - 2021 Workshop on Presentation of Vision, Mission and Destination Statement of Labour Social Security Administration Agency Strategic Plan 2017 - 2021	1 - 2 Agustus 2016 August 1 - 2, 2016	<ul style="list-style-type: none"> • Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga • Direktur Keuangan • Direktur Perencanaan Strategis dan Teknologi • Director of Membership Expansion and Inter-agency Relations • Director of Finance • Director of Strategic Planning and Information Technology
26	Studi Banding dengan Institusi Jaminan Sosial dan Penajakan Peluang Kerjasama Proyek Investasi Comparative Study with Social Security Institutions and Assessment of Investment Projects Cooperation Opportunity	3-5 Agustus 2016 August 3 - 5, 2016	Direktur Pengembangan Investasi Director of Investment Development
27	Benchmarking ke Employess Provident Fund (EPF) , Kumpulan Wang Parsaraan (KWAP) dan Pertumbuhan Keselamatan Sosial (Perkeso) Benchmarking ke Employess Provident Fund (EPF), Kumpulan Wang Parsaraan (KWAP) and Pertumbuhan Keselamatan Sosial (Perkeso)	08-10 Agustus 2016 August 8 - 10, 2016	Direktur Pelayanan Director of Services
28	Menghadiri Workshop Tentang Konsep Terbaru Pembinaan Ukm "Small Bussines Framework -Asia To The World" Oleh Hermawan Kerjaya Attending Workshop on The Latest Concept of SME Development "Small Business Workshop - Asia to the World" by Hermawan Kertajaya	09 Agustus 2016 August 9, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations
29	Indonesia Corporate Day 2016	11-13 Agustus 2016 August 11 - 13, 2016	Direktur Pengembangan Investasi Director of Investment Development
30	Workshop Lanjutan Penjabaran Visi, Misi dan Destination Statement Rencana Strategis BPJS Ketenagakerjaan Tahun 2017 - 2021 Continuation of Workshop on Presentation of Vision, Mission and Destination Statement of Labour Social Security Administration Agency Strategic Plan 2017 - 2021	12 Agustus 2016 August 12, 2016	Direktur Perencanaan Strategis dan Teknologi Director of Strategic Planning and Information Technology
31	Workshop setengah hari dengan Ibu Haiyani Rumondang (Dirjen PHI) "Struktur dan Pemetaan Serikat Pekerja di Indonesia " Half Day workshop with Mrs. Haiyani Rumondang (Diretor General of PHI) "Labor Union Structure and Mapping in Indonesia"	16 Agustus 2016 August 16, 2016	<ul style="list-style-type: none"> • Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga • Direktur Perencanaan Strategis dan Teknologi • Direktur Keuangan • Direktur Umum dan Sumber Daya • Director of Membership Expansion and Inter-agency Relations • Director of Strategic Planning and Information Technology • Director of Finance • Director of General Affairs and Human Resources

PROGRAM PENINGKATAN KOMPETENSI DIREKSI TAHUN 2016

Competency Enhancement Program of the Board of Directors 2016

No	Nama Kegiatan Name of Activity	Tanggal Pelaksanaan Date of Implementation	Nama Direksi Name of Director
32	Half Day Workshop Pengawasan Pelaksanaan Anggaran Dalam Upaya Pencapaian Misi Dan Tujuan BPJSTK Half Day Workshop on Budget Implementation Supervision in the Effort to Achieve Mission and Goals of BPJSTK	18 Agustus 2016 August 18, 2016	<ul style="list-style-type: none"> • Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga • Direktur Keuangan • Director of Membership Expansion and Inter-agency Relations • Director of Finance
33	Menjadi Instuktur Program Upgrading Kepala Bidang Pemasaran Thn 2016 As Instructor of Upgrading Program for Marketing Division Head	23 Agustus 2016 August 23, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations
34	Menjadi Narasumber dalam Rapat Koordinasi PTSP Kanwil Sumatera As Speaker at PTSP Coordination Meeting of Sumatera Regional Office	07 September 2016 September 7, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations
35	Membuka Dan Memberikan Materi Pada Acara FGD Terhadap Implementasi Program 4DX Di BPJS Ketenagakerjaan Untuk Batch I Dan II Opening and Material Presentation at FGD on 4DX Program Implementation at Labour Social Security Administration Agency for Batch I and II	19 September 2016 September 19, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations
36	Menjadi Narasumber dalam Sosialisasi Terintegrasi Program Jaminan Sosial Ketenagakerjaan BPJS Ketenagakerjaan Dengan APINDO As Speaker at Integrated Dissemination of Social Security Program for Employment of Labour Social Security Administration Agency and APINDO	22 September 2016 September 22, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations
37	The ASSA Boarding Meeting and Conference	21-24 September 2016 September 21-24, 2016	Direktur Pengembangan Investasi Director of Investment Development
38	Menghadiri workshop ASEAN Global Leadership program Attending ASEAN Global Leadership program workshop	26-30 September 2016 September 26-30, 2016	<ul style="list-style-type: none"> • Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga • Direktur Keuangan • Director of Membership Expansion and Inter-agency Relations • Director of Finance
39	Sharing Session dan Kunjungan ke Contact Center HALO BCA Sharing Session and Visit to HALO BCA Contact Center	30 September 2016 September 30, 2016	Direktur Pelayanan Director of Services
40	Memberikan Materi pada Diklat Pengembangan Teknis Bagi PMAP Material Presentation at Technical Development Training for PMAP	06 Oktober 2016 October 6, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations
41	Manulife Asset Management 2016 Global Summit "Meeting the Challenge of a Difficult Investing Environment"	14 - 25 Oktober 2016 October 14-25, 2016	Direktur Pengembangan Investasi Director of Investment Development
42	Workshop International Risk Management Refreshment Program - Europe Class 2016	15 - 23 Oktober 2016 October 15-23, 2016	Direktur Pelayanan Director of Services
43	Memberikan Materi pada Diklat OPK Rumpun Pelayanan dan Pemasaran Material Presentation at Job Orientation Training of Service and Marketing Cluster	17 Oktober 2016 October 17, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations
44	Menjadi Narasumber dalam Rapat Koordinasi PTSP Kanwil Sumatera As Speaker at PTSP Coordination Meeting of Northern Sumatra Regional Office	19 Oktober 2016 October 19, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations

PROGRAM PENINGKATAN KOMPETENSI DIREKSI TAHUN 2016

Competency Enhancement Program of the Board of Directors 2016

No	Nama Kegiatan Name of Activity	Tanggal Pelaksanaan Date of Implementation	Nama Direksi Name of Director
45	Workshop Pengembangan Collection Contact Center (3C) Workshop Pengembangan Collection Contact Center (3C)	03 November 2016 November 3, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations
46	Menjadi Instruktur pada Program Pengembangan Teknis Bagi Manager Kasus Tahun 2016 As Instructor at Technical Development Program for Manager of Cases 2016	04 November 2016 November 4, 2016	Direktur Pelayanan Director of Services
47	The 5th Asian Corporate University Summit 2016	08 November 2016 November 8, 2016	<ul style="list-style-type: none"> • Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga • Direktur Keuangan • Director of Membership Expansion and Inter-agency Relations • Director of Finance
48	"Short Lecture Of Labor And Social Security Attorney (Sharoushi) System And Social Security Premium Collection (Jimukumiai) System In Japan"	12 - 16 November 2016 November 12-16, 2016	<ul style="list-style-type: none"> • Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga • Direktur Keuangan • Director of Membership Expansion and Inter-agency Relations • Director of Finance
48	Undangan Workshop Penyusunan Anggaran (Dewan Pengawas, Direksi, SPI, Kadiv, Kaur, Kanwil, Kacab) Attendee of Budgeting Workshop (Board of Commissioners, Board of Directors, SPI, Div. Head, Bureau Head, Coordinators, Regional Offices, Branch Offices)	15 November 2016 November 15, 2016	Direktur Keuangan Director of Finance
49	Menjadi Narasumber dalam Rapat Koordinasi PTSP Kanwil Jatim As Speaker at PTSP Coordination Meeting of E. Java Regional Office	16 November 2016 November 16, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations
50	43rd ARTDO International World Conference on Leadership and Talent Development "Engaging, Enriching and Enabling Global Leaders"	16 - 18 November 2016 November 16-18, 2016	Direktur Umum dan Sumber Daya Director of General Affairs and Human Resources
51	FGD Permenaker 23 dengan Dirjen Binawas Kemnaker FGD on Regulation of Minister of Manpower No. 23 with DG of Development and Supervision of Ministry of Manpower	21 November 2016 November 21, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations
52	Menjadi Narasumber Dalam Forum Konsultasi Nasional Tentang Jaminan Sosial (Judul : Implementasi, Tantangan Dan Harapan Program Jaminan Sosial Tenaga Kerja Di Indonesia) As Speaker at the National Consultation Forum on Social Security (Title: Implementation, Challenges and Expectations of Social Security Program for Manpower in Indonesia)	22 November 2016 November 22, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations
53	Menjadi Narasumber Dalam Konsinyering Komite Perluasan Kepesertaan Dan Pelayanan (Sesi II: Pembentukan Desa Sadar Jaminan Sosial Aspek Teknis Dan Yuridis) As Speaker at Consignation Meeting of Committee of Membership Expansion and Services Committee (Session II: Formation of Social Security Aware Village for Technical and Judicial Aspects)	24 November 2016 November 24, 2016	Direktur Perluasan Kepesertaan dan Hubungan Antar Lembaga Director of Membership Expansion and Inter-agency Relations
54	Sosialisasi, Monitoring dan Evaluasi Kerjasama Kejaksaa se-Aceh Dissemination, Monitoring and Evaluation of Partnership with Attorney's Offices in Aceh	14-16 Desember 2016 December 14-16, 2016	Direktur Pelayanan Director of Services



PENGUNGKAPAN HUBUNGAN AFILIASI ANTARA ANGGOTA DEWAN PENGAWAS DENGAN DIREKSI

DISCLOSURE OF AFFILIATED RELATIONS BETWEEN MEMBERS OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Hubungan afiliasi menyangkut hubungan kekeluargaan dan hubungan bisnis antara Dewan Pengawas, Direksi dan Dewan Jaminan Sosial Nasional (DJSN). BPJS Ketenagakerjaan memberikan perhatian pada hubungan afiliasi, karena dapat mempengaruhi kemandirian dalam pengambilan keputusan.

Peraturan Pemerintah Nomor 88 Tahun 2013 Tentang Tata cara Pengenaan Sanksi Administratif bagi anggota Dewan Pengawas dan Anggota Direksi Badan Penyelenggara Jaminan Sosial, mengatur tentang larangan bagi anggota Dewan Pengawas dan Direksi:

1. Larangan memiliki hubungan keluarga sampai dengan derajat ketiga antar-anggota Dewan Pengawas, antar-anggota Direksi, dan antar-anggota Dewan Pengawas dan anggota Direksi;
2. Larangan memiliki bisnis yang mempunyai keterkaitan dengan penyelenggaraan jaminan sosial;
3. Larangan merangkap jabatan sebagai anggota partai politik, pengurus organisasi masyarakat atau organisasi sosial atau lembaga swadaya masyarakat yang terkait dengan program jaminan sosial, pejabat struktural dan fungsional pada lembaga pemerintahan, pejabat di badan usaha dan badan hukum lainnya.

Sampai dengan akhir periode pelaporan, dipastikan tidak ada hubungan keluarga semenda sampai derajat ketiga, baik di antara anggota Dewan Pengawas, Direksi dan DJSN maupun di antara mereka. BPJS Ketenagakerjaan juga memastikan tidak ada hubungan bisnis di antara anggota Dewan Pengawas, Direksi dan DJSN maupun di antara mereka.

Affiliation relationships regarding family and business relationships between the Board of Commissioners, the Board of Directors and the National Social Security Council (DJSN). Labour Social Security Administration Agency pays attention to affiliated relations, because it can affect the independence in decision making.

Government Regulation Number 88 of 2013 on the Imposition of Administrative Sanctions for members of the Board of Commissioners and Members of the Board of Directors of the Social Security Administering Body, stipulates the prohibition of members of the Board of Commissioners and Board of Directors:

1. Prohibition of having a family relation up to the third degree between members of the Board of Commissioners, between members of the Board of Directors, and between members of the Board of Commissioners and members of the Board of Directors;
2. Prohibition of having a business that is related to the management of social security;
3. Prohibition of concurrent positions as members of political parties, administrators of community organizations or social organizations or non-governmental organizations related to social security programs, structural and functional officials in government agencies, officials in business entities and other legal entities.

Up to the end of the reporting period, there was no family relations by marriage up to third degree, either between fellow members of the Board of Commissioners, the Board of Directors and the DJSN or fellow members. Labour Social Security Administration Agency also ensured that there was no business relation between members of the Board of Trustees, the Board of Directors and the DJSN or fellow members.

Tidak ada rangkap jabatan anggota Dewan Pengawas sebagai Direksi atau pejabat eksekutif lain di lingkungan BPJS Ketenagakerjaan, maupun jabatan lain sebagai anggota partai politik, pengurus organisasi masyarakat atau organisasi sosial atau lembaga swadaya masyarakat yang terkait dengan program jaminan sosial, pejabat struktural dan fungsional pada lembaga pemerintahan, pejabat di badan usaha dan badan hukum lainnya. [G4-39]

There were no members of the Board of Commissioners held concurrent positions as a Director or other executive officer within Labour Social Security Administration Agency, or other position as a member of a political party, the board of a community organization or social organization or non-governmental organization associated with social security programs, structural and functional official at government agencies, officials in business and other legal entities. [G4-39]

HUBUNGAN AFILIASI ANTARA DEWAN PENGAWAS DENGAN DIREKSI DAN DJSN

Affiliated Relations between Board of Commissioners with Board of Directors and DJSN

No	Nama Dewan Pengawas Name of Board of Commissioners	Hubungan Keluarga Family Relation					
		Dewan Pengawas Board of Commissioners		Direksi Board of Director		DJSN DJSN	
		Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
1	Guntur Witjaksono		√		√		√
2	Syafri Adnan Baharuddin		√		√		√
3	Eko Darwanto		√		√		√
4	Rekson Silaban		√		√		√
5	M. Aditya Warman		√		√		√
6	Inda D. Hasman		√		√		√
7	Poempida Hidayatullah		√		√		√

HUBUNGAN AFILIASI ANTARA DIREKSI DENGAN DEWAN PENGAWAS DAN DJSN

Affiliated Relations between Board of Directors with Board of Commissioners and DJSN

No	Nama Direksi Name of Board of Directors	Hubungan Keluarga Family Relation					
		Dewan Pengawas Board of Commissioners		Direksi Board of Director		DJSN DJSN	
		Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
1	Agus Susanto		√		√		√
2	Naufal Mahfudz		√		√		√
3	Sumarjono		√		√		√
4	E. Ilyas Lubis		√		√		√
5	Krishna Syarif		√		√		√
6	Amran Nasution		√		√		√
7	Evi Afiatin		√		√		√

PENGHINDARAN BENTURAN KEPENTINGAN [G4-56, G4-57, G4-58]

Benturan kepentingan adalah suatu situasi adanya konflik antara kepentingan ekonomi BPJS Ketenagakerjaan dengan kepentingan ekonomi pribadi Dewan Pengawas, Direksi, dan seluruh insan BPJS Ketenagakerjaan.

Sesuai Peraturan Pemerintah No.88 Tahun 2013 Tentang Tata Cara Pengenaan Sanksi Administratif Bagi anggota Dewan Pengawas dan Anggota Direksi Badan Penyelenggara Jaminan Sosial, maka anggota Dewan Pengawas maupun Direksi dilarang untuk membuat atau mengambil keputusan yang mengandung unsur benturan kepentingan; dan/atau mendirikan atau memiliki seluruh atau sebagian badan usaha yang terkait dengan program jaminan sosial. Komitmen dalam membangun integritas untuk menghindari benturan kepentingan juga diwujudkan dengan kewajiban setiap anggota Dewan Pengawas dan Direksi untuk menandatangani Pakta Integritas.

Dewan Pengawas juga memiliki beberapa komitmen lain atas benturan kepentingan:

1. Menjadikan BPJS Ketenagakerjaan sebagai Badan Penyelenggara Jaminan Sosial yang Berintegritas.
2. Melaksanakan Kode Etik BPJS Ketenagakerjaan dengan penuh tanggung jawab.
3. Melakukan tindakan pencegahan korupsi, gratifikasi, suap dan kecurangan.
4. Menghindari tindakan yang berpotensi terjadinya benturan kepentingan.
5. Menjaga kerahasiaan informasi BPJS Ketenagakerjaan dan tidak menyalahgunakan untuk kepentingan lain.
6. Seluruh jajaran Dewan Pengawas wajib melaksanakan Pakta Integritas secara konsisten dan bertanggung jawab.

Direksi juga memiliki pula beberapa komitmen lain atas benturan kepentingan:

1. Menjadikan BPJS Ketenagakerjaan sebagai Badan Penyelenggara Jaminan Sosial yang berintegritas.
2. Melaksanakan Kode Etik BPJS Ketenagakerjaan dengan penuh tanggung jawab.
3. Melakukan tindakan pencegahan korupsi, gratifikasi, suap dan kecurangan.

AVOIDANCE OF CONFLICT OF INTEREST [G4-56, G4-57, G4-58]

A conflict of interest is a situation of conflict between the economic interests of Labour Social Security Administration Agency with the personal economic interests of the Board of Commissioners, the Board of Directors, and all personnel of Labour Social Security Administration Agency.

In accordance with Government Regulation No.88 of 2013 on Procedures for Imposing Administrative Sanctions For members of the Board of Commissioners and Members of the Board of Directors of the Social Security Administering Body, members of the Board of Commissioners or Board of Directors are prohibited to make or take decisions containing elements of conflict of interest; and/or establish or own all or part of business entity associated with social security programs. The commitment in building integrity to avoid conflicts of interest is also realized with the obligation of each member of the Board of Commissioners and the Board of Directors to sign the Integrity Pact.

The Board of Commissioners also has several other commitments on the conflict of interest:

1. Making Labour Social Security Administration Agency as the Social Security Administering Body with integrity.
2. Implementing the Code of Conduct of Labour Social Security Administration Agency with full responsibility.
3. Preventing acts of corruption, gratification, bribery and fraud.
4. Avoiding acts with potential conflict of interest.
5. Maintaining confidentiality of Labour Social Security Administration Agency's information and not misuse it for other purposes.
6. The entire Board of Commissioners shall implement the Integrity Pact consistently and responsibly.

The Board of Directors also has several other commitments to the conflict of interest:

1. Making Labour Social Security Administration Agency as a Social Security Administering Body with integrity.
2. Implementing the Code of Conduct of Labour Social Security Administration Agency with full responsibility.
3. Preventing corruption, gratification, bribery and fraud.

4. Menghindari tindakan yang berpotensi terjadinya benturan kepentingan.
5. Menjaga kerahasiaan informasi BPJS Ketenagakerjaan dan tidak menyalahgunakan untuk kepentingan lain.
6. Seluruh jajaran Direksi wajib melaksanakan Pakta Integritas secara konsisten dan bertanggung jawab.
7. Melalui penerapan tata kelola termasuk pelaksanaan sistem pengendalian internal, BPJS Ketenagakerjaan memastikan selama tahun 2015 tidak terjadi transaksi yang patut diduga mengandung benturan kepentingan.

4. Avoiding acts with potential conflict of interest.
5. Maintaining confidentiality of Labour Social Security Administration Agency's information and not misuse it for other purposes.
6. The entire Board of Directors shall implement the Integrity Pact consistently and responsibly.
7. Through the implementation of governance including the implementation of the internal control system, Labour Social Security Administration Agency ensures that by 2015 no allegedly conflicting transactions occur.

Kami juga melarang praktik rangkap jabatan, termasuk dalam hal terjadi penggantian pejabat pada jabatan tertentu. Sesuai Peraturan Pemerintah No.88 Tahun 2013 Tentang Tata Cara Pengenaan Sanksi Administratif Bagi Anggota Dewan Pengawas dan Anggota Direksi Badan Penyelenggara Jaminan Sosial, yang salah satunya berisi larangan rangkap jabatan bagi Direksi, Kepala Kantor Wilayah dan Kepala Cabang.

We also prohibit the practice of double positions, including in the event of replacement of officials in certain positions. In accordance with Government Regulation No.88 of 2013 on Procedures for Imposing Administrative Sanctions for Members of the Board of Commissioners and Members of the Board of Directors of the Social Security Administering Body, one of which contains a double position ban for the Board of Directors, Head of Regional Office and Head of Branch.

KETENTUAN LARANGAN RANGKAP JABATAN
Concurrent Position Prohibition



BPJS Ketenagakerjaan memiliki mekanisme dalam pengungkapan dugaan adanya benturan kepentingan. Pengungkapan dugaan adanya benturan kepentingan disampaikan dengan menyertakan informasi nama pihak yang memiliki benturan kepentingan, masalah pokok dan dasar pertimbangan pengambilan keputusan.

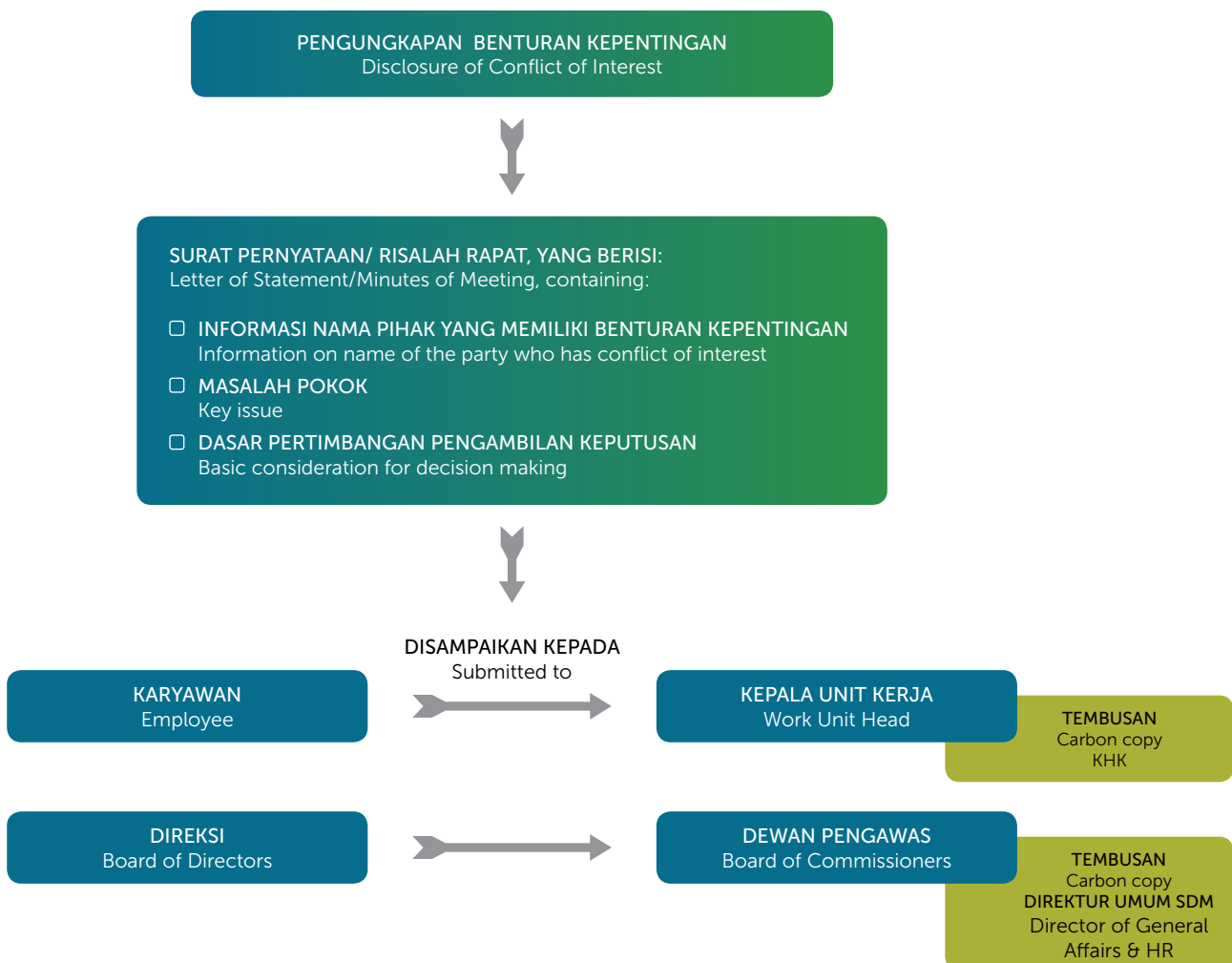
Bila pihak yang dilaporkan adalah karyawan, maka informasi akan ditindaklanjuti oleh kepala unit kerja. Jika Direksi yang menjadi pihak dilaporkan, maka informasi akan ditindaklanjuti oleh Dewan Pengawas.

Labour Social Security Administration Agency has a mechanism in disclosing alleged conflicts of interest. Disclosure of alleged conflicts of interest is submitted by including information on the names of parties with conflict of interest, key issues and basic consideration for decision-making.

If the party reported is an employee, then the information will be followed up by the work unit head. If the Board of Directors who becomes a party being reported, then the information will be followed up by the Board of Commissioners.

MEKANISME PENGUNGKAPAN DUGAAN BENTURAN KEPENTINGAN

Disclosure Mechanism of Alleged Conflict of Interest



KOMITE ANGGARAN, AUDIT DAN AKTUARIA (KAAA) BUDGET, AUDIT AND ACTUARIAL COMMITTEE (KAAA)

Komite Anggaran, Audit dan Aktuaria (KAAA) dibentuk berdasarkan Peraturan Dewan Pengawas Nomor PER/08/DEWAS/052016 tentang perubahan Atas Peraturan Dewan Pengawas Nomor PER/01/DEWAS/072014 tentang Tata Cara Pelaksanaan Fungsi, Tugas dan Wewenang Dewan Pengawas BPJS Ketenagakerjaan tanggal 10 Mei 2016.

The Budget, Audit and Actuarial Committee (KAAA) was established based on Board of Commissioners Regulation No. PER/08/DEWAS/052016 on amendment to the Regulation of the Board of Commissioners Number PER/01/DEWAS/072014 on Procedures for the Implementation of the Functions, Duties and Authorities of Board of Commissioners of Labour Social Security Administration Agency on May 10, 2016.

Secara struktural, Komite Anggaran, Audit, dan Aktuaria bertanggung jawab kepada Dewan Pengawas. Komite memiliki tugas membantu Dewan Pengawas BPJS Ketenagakerjaan dalam menjalankan fungsi pengawasan dan pemberian nasehat serta bekerja berdasarkan sebuah piagam Komite yang tertuang dalam KEP/44/DEWAS/102016 tentang Penetapan Piagam Komite Anggaran, Audit dan Aktuaria. [G4-34]

Structurally, the Budget, Audit and Actuarial Committee reports to the Board of Commissioners. The Committee has the duty to assist the Board of Commissioners of Labour Social Security Administration Agency in performing its supervisory and advisory functions and to work based on the Committee Charter set forth in KEP/44/DEWAS/102016 on the Charter of the Budget, Audit and Actuarial Committee. [G4-34]

KEANGGOTAN KOMITE ANGGARAN, AUDIT DAN AKTUARIA

Berdasarkan Peraturan Dewan Pengawas BPJS Ketenagakerjaan Nomor: PER/09/DEWAS/052016 Tentang Organ Pendukung Dewan Pengawas BPJS Ketenagakerjaan. Ketua dan Wakil Ketua Komite adalah anggota Dewan Pengawas, sementara anggota Komite Anggaran, Audit dan Aktuaria yang bukan Dewan Pengawas maksimal terdiri dari 3 orang ahli senior, 2 orang ahli junior dan 2 orang asisten ahli. [G4-38]

MEMBERSHIP OF BUDGET, AUDIT AND ACTUARIAL COMMITTEE

Based on Board of Commissioners of Labour Social Security Administration Agency Regulation Number: PER/09/DEWAS/052016 on Supporting Organs of Board of Commissioners of Labour Social Security Administration Agency. The Chairman and Vice Chairmen of the Committee are members of the Board of Commissioners, while members of the Budget, Audit and Actuarial Committee who are not in the Board of Commissioners consist of a maximum of 3 senior experts, 2 junior experts and 2 expert assistants. [G4-38]

KOMPOSISI KEANGGOTAAN KOMITE ANGGARAN, AUDIT DAN AKTUARIA PER 31 DESEMBER 2016 Membership Composition of Budget, Audit and Actuarial Committee As of December 31, 2016

No	Nama Nama	Jabatan Position	Usia Age	Warga Negara Citizenship
1	Syafri Adnan Baharuddin	Ketua Chairman	57	Indonesia
2	M. Aditya Warman	Wakil Ketua I Vice Chairman I	43	Indonesia
3	Poempida Hidayatulloh	Wakil Ketua II Vice Chairman II	44	Indonesia

Profil anggota Komite Anggaran, Audit dan Aktuaria disajikan di bagian profil Dewan Pengawas.

The profile of the Budget, Audit and Actuarial Committee's members is presented in the profile of Board of Commissioners section.

INDEPENDENSI KOMITE ANGGARAN, AUDIT DAN AKTUARIA

Komite Audit dan Aktuaria secara kolektif mempunyai kompetensi dan pengalaman di bidang akuntansi, keuangan dan operasional. Baik ketua, wakil ketua maupun anggota Komite Audit dan Aktuaria adalah independen terhadap Direksi, auditor internal maupun auditor eksternal.

Untuk memenuhi syarat independensi, anggota Komite Audit dan Aktuaria tidak ditunjuk dari anggota eksekutif kantor akuntan publik yang memberikan jasa audit dan/ atau jasa non-audit kepada Perusahaan dalam jangka waktu enam bulan terakhir.

RAPAT KOMITE ANGGARAN, AUDIT DAN AKTUARIA

Secara berkala Komite Anggaran, Audit dan Aktuaria menyelenggarakan rapat, untuk membahas realisasi dari rencana kerja yang telah disusun. Selama tahun 2016, Komite telah mengadakan rapat sebanyak 44 kali, dengan rata-rata tingkat kehadiran anggota yang berasal dari Dewan Pengawas sebanyak 46,67%.

JUMLAH RAPAT DAN KEHADIRAN ANGGOTA KOMITE ANGGARAN, AUDIT DAN AKTUARIA

Number of Meetings and Attendance of Budget, Audit and Actuarial Committee's Members

No	Nama Name	Jabatan Position	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Number of Attendance	% Kehadiran % Attendance
1	Syafri Adnan Baharuddin	Ketua Chairman	44	40	90%
2	M. Aditya Warman	Wakil Ketua I Vice Chairman I	44	22	50%
3	Poempida Hidayatulloh	Wakil Ketua II Vice Chairman II	44	0	0%

LAPORAN PELAKSANAAN KEGIATAN TAHUN 2016

Komite Anggaran, Audit dan Aktuaria bekerja dengan didasari Piagam Komite yang ditetapkan berdasarkan Keputusan Dewan Pengawas BPJS Ketenagakerjaan Nomor: KEP/44/DEWAS/122016 tentang Piagam Komite Anggaran, Audit dan Aktuaria BPJS Ketenagakerjaan. Selama tahun 2016 Komite Anggaran Audit dan Aktuaria telah melaksanakan kegiatan yang berkaitan dengan tugas-tugasnya, yakni:

1. Workshop/Seminar/FGD terkait pengawasan pelaksanaan anggaran
2. Gelar hasil audit Satuan Pengawas Internal
3. Review RKAT 2017
4. Proses Pengadaan KAP untuk Audit Laporan Keuangan 2016
5. Inisiasi Inventarisasi Aset

INDEPENDENCE OF BUDGET, AUDIT AND ACTUARIAL COMMITTEE

The Budget, Audit and Actuarial Committee collectively has competencies and experience in accounting, finance and operations. The chairman, vice chairman and members of the Budget, Audit and Actuarial Committee are independent of the Board of Directors, internal or external auditors.

To qualify for independence, members of the Budget, Audit and Actuarial Committee are not appointed from an executive member of a public accounting firm that provides audit and/or nonaudit services to the Company within the last six months.

MEETINGS OF BUDGET, AUDIT AND ACTUARIAL COMMITTEE

Periodically the Budget, Audit and Actuarial Committee holds meetings, to discuss the realization of the work plans that have been established. During 2016, the Committee held 44 meetings with average attendance rate of Board of Commissioners' members was 46.67%.

REPORT OF ACTIVITY IMPLEMENTATION 2016

The Budget, Audit and Actuarial Committee works under the Committee Charter of established under the Decision of the Board of Commissioners of Labour Social Security Administration Agency Number: KEP/44/DEWAS/122016 on the Charter of the Budget, Audit and Actuarial Committee of Labour Social Security Administration Agency. During 2016 the Budget, Audit and Actuarial Committee has performed activities related to its duties, namely:

1. Workshop/Seminar/ FGD related to supervision of budget implementation
2. Expose of audit results of the Internal Supervisory Unit
3. Review of RKAT 2017
4. Procurement Process of Public Accounting Firm for Financial Statement 2016 Audit
5. Initiation of Asset Inventory



KOMITE PEMANTAU MANAJEMEN RISIKO DAN TEKNOLOGI INFORMASI (KPMRTI)

RISK MANAGEMENT MONITORING AND INFORMATION TECHNOLOGY COMMITTEE

Pembentukan Komite Pemantau Manajemen Risiko dan Teknologi Informasi (KPMRTI) dilandasi Peraturan Dewan Pengawas Nomor PER/08/DEWAS/052016 tentang perubahan Atas Peraturan Dewan Pengawas Nomor PER/01/DEWAS/072014 tentang Tata Cara Pelaksanaan Fungsi, Tugas dan Wewenang Dewan Pengawas BPJS Ketenagakerjaan tanggal 10 Mei 2016. Komite dibentuk untuk membantu Dewan Pengawas dalam melakukan penilaian secara berkala dan memberikan rekomendasi tentang risiko yang dapat mengakibatkan kegagalan dalam mencapai tujuan BPJS Ketenagakerjaan.

Secara struktural Komite Pemantau Manajemen Risiko bertanggung jawab kepada Dewan Pengawas. Komite memiliki tugas membantu Dewan Pengawas BPJS Ketenagakerjaan dalam pelaksanaan tugas pengawasan yang efektif khususnya atas penerapan Manajemen Risiko yang merupakan bagian dari pelaksanaan tata kelola yang baik. [G4-34]

KEANGGOTAN KOMITE PEMANTAU MANAJEMEN RISIKO DAN TEKNOLOGI INFORMASI

Berdasarkan Peraturan Dewan Pengawas BPJS Ketenagakerjaan Nomor: PER/09/DEWAS/052016 Tentang Organ Pendukung Dewan Pengawas BPJS Ketenagakerjaan. Ketua dan Wakil Ketua Komite adalah anggota Dewan Pengawas, sementara anggota Komite Pemantau Manajemen Risiko dan Teknologi Informasi yang bukan Dewan Pengawas maksimal terdiri dari 3 orang ahli senior, 2 orang ahli junior dan 2 orang asisten ahli. [G4-38]

Risk Management Monitoring and Information Technology Committee (KPMRTI) is established based on Board of Commissioners Regulation No. PER/08/DEWAS/052016 concerning amendment to Regulation of Board of Commissioners Number PER/01/DEWAS/072014 on Procedures for Implementation of Functions, Duties and Authorities of Board of Commissioners of Labour Social Security Administration Agency on May 10, 2016. The Committee was established to assist the Board of Commissioners in conducting regular assessments and providing recommendations on risks that may result in failure to achieve the Labour Social Security Administration Agency's goals.

Structurally the Committee is under the Board of Commissioners. The Committee has the duty of assisting the Board of Commissioners of Labour Social Security Administration Agency for effective implementation of its supervisory duties particularly on the application of Risk Management which is part of good governance the implementation. [G4-34]

MEMBERSHIP OF RISK MANAGEMENT MONITORING AND INFORMATION TECHNOLOGY COMMITTEE

Based on Regulation of Board of Commissioners of Labour Social Security Administration Agency Number: PER/09/DEWAS/052016 on Supporting Organs of Board of Commissioners of Labour Social Security Administration Agency. The Chairman and Vice Chairmen of the Committee are members of the Board of Commissioners, while members of the Risk Management Monitoring and Information Technology Committee who are not members of the Board of Commissioners are a maximum of 3 senior experts, 2 junior experts and 2 expert assistants. [G4-38]

KOMPOSISI KEANGGOTAAN KOMITE PEMANTAU MANAJEMEN RISIKO DAN TEKNOLOGI INFORMASI PER 31 DESEMBER 2016

Composition of Risk Management Monitoring and Information Technology Committee's members As of December 31, 2016

No	Nama Name	Jabatan Position	Usia Age	Warga Negara Citizenship
1	Poempida Hidayatulloh	Ketua Chairman	57	Indonesia
2	M. Aditya Warman	Wakil Ketua I Vice Chairman I	43	Indonesia
3	Syafri Adnan Baharuddin	Wakil Ketua II Vice Chairman II	44	Indonesia

Profil anggota Komite Pemantau Manajemen Risiko disajikan di bagian profil Dewan Pengawas.

Profile of the Risk Management Monitoring Committee's members is presented in the Board of Commissioners' profile section.

INDEPENDENSI KOMITE PEMANTAU MANAJEMEN RISIKO DAN TEKNOLOGI INFORMASI

Komite Pemantau Manajemen Risiko dan Teknologi Informasi secara kolektif mempunyai kompetensi dan pengalaman di bidang keuangan atau hukum serta mempunyai pengetahuan di bidang manajemen risiko, teknologi informasi dan peraturan perundang-undangan. Baik ketua, wakil ketua maupun anggota Komite adalah independen terhadap Direksi dan manajemen lain di lingkungan BPJS Ketenagakerjaan.

RAPAT KOMITE PEMANTAU MANAJEMEN RISIKO DAN TEKNOLOGI INFORMASI

Secara berkala Komite Pemantau Manajemen Risiko menyelenggarakan rapat, untuk membahas realisasi dari rencana kerja yang telah disusun. Selama tahun 2016, Komite telah mengadakan rapat sebanyak 36 kali, dengan rata-rata tingkat kehadiran anggota yang berasal dari Dewan Pengawas sebanyak 50,93%.

INDEPENDENCE OF RISK MANAGEMENT MONITORING AND INFORMATION TECHNOLOGY COMMITTEE

The Risk Management Monitoring and Information Technology Committee collectively has competencies and experiences in the finance or legal fields and has knowledge in risk management, information technology, as well as laws and regulations. Chairman, vice chairman and members of the Committee are independent of the Board of Directors and other management within Labour Social Security Administration Agency's environment.

MEETINGS OF THE RISK MANAGEMENT AND INFORMATION TECHNOLOGY MONITORING COMMITTEE

Periodically, the Risk Management Monitoring Committee holds meetings to discuss the realization of the work plans that have been established. During 2016, the Committee held 36 meetings with average attendance rate of the Board of Commissioners' members was 50.93%.

JUMLAH RAPAT DAN KEHADIRAN TAHUN 2016 ANGGOTA KOMITE PEMANTAU MANAJEMEN RISIKO DAN TEKNOLOGI INFORMASI
Number of Meetings and Attendance 2016 Members of Risk Management Monitoring and Information Technology Committee

No	Nama Name	Jabatan Position	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Number of Attendance	% Kehadiran % Attendance
1	Poempida Hidayatulloh	Ketua Chairman	36	33	92%
2	M. Aditya Warman	Wakil Ketua I Vice Chairman I	36	22	61%
3	Syafri Adnan Baharuddin	Wakil Ketua II Vice Chairman II	36	0	0%

LAPORAN PELAKSANAAN KEGIATAN TAHUN 2016

Komite Pemantau Manajemen Risiko dan Teknologi Informasi bekerja dengan mengacu pada Piagam Komite yang ditetapkan berdasarkan Keputusan Dewan Pengawas Nomor: KEP/45/DEWAS/122016 tentang Piagam Komite Pemantau Manajemen Risiko dan Teknologi Informasi BPJS Ketenagakerjaan. Selama tahun 2016 Komite telah melaksanakan kegiatan yang berkaitan dengan tugas-tugasnya, yakni:

1. Penyusunan Piagam Komite baru atas perubahan Nomenklatur nama Komite
2. Kajian Struktur Organisasi Divisi Teknologi Informasi
3. Focused Group Discussion (FGD) Manajemen Risiko di Bandung bulan Juni 2016
4. Pembuatan kuisisioner kepada kantor cabang mengenai performance, isu-isu, kendala, permasalahan, sekaligus saran dan masukan kepada Manajemen
5. Praktik Manajemen Risiko, Teknologi Informasi dan Investasi

REPORT OF ACTIVITY IMPLEMENTATION 2016

The Risk Management Monitoring and Information Technology Committee works by referring to the Committee Charter established under the Deree of the Board of Commissioners Number: KEP/45/DEWAS/122016 on the Charter of the Risk Management Monitoring and Information Technology Committee of Labour Social Security Administration Agency. During 2016, the Committee has performed its duties, including:

1. Preparation of the new Committee Charter on changes to the nomenclature of the Committee's name
2. Organizational Structure Review of Information Technology Division
3. Focus Group Discussion (FGD) of Risk Management in Bandung in June 2016
4. Preparation of questionnaires for branch offices on performance, issues, obstacles, problems, as well as advice and inputs to the Management
5. Risk Management, Information Technology and Investment practices.

KOMITE KEBIJAKAN PENGELOLAAN KINERJA ORGANISASI DAN SDM (KKPKOS)

PERFORMANCE MANAGEMENT POLICY OF ORGANIZATION AND HR COMMITTEE (KKPKOS)

Pembentukan Komite Kebijakan Pengelolaan Kinerja Organisasi dan SDM (KKPKOS) didasari Peraturan Dewan Pengawas Nomor PER/08/DEWAS/052016 tentang perubahan Atas Peraturan Dewan Pengawas Nomor PER/01/DEWAS/072014 tentang Tata Cara Pelaksanaan Fungsi, Tugas dan Wewenang Dewan Pengawas BPJS Ketenagakerjaan tanggal 10 Mei 2016. Secara struktural Komite bertanggung jawab kepada Dewan Pengawas. Komite memiliki tugas membantu Dewan Pengawas BPJS Ketenagakerjaan dalam pelaksanaan tugas pengawasan yang efektif khususnya atas penerapan Manajemen Risiko yang merupakan bagian dari pelaksanaan tata kelola yang baik. [G4-34]

Establishment of Performance Management Policy of Organization and Human Resources Committee (KKPKOS) was based on Board of Commissioners Regulation No. PER/08/DEWAS/052016 on amendment to Regulation of Board of Commissioners Number PER/01/DEWAS/072014 on Procedures for Implementation of Functions, Duties and Authorities of Board of Commissioners of Labour Social Security Administration Agency on May 10, 2016. Structurally the Committee reports to the Board of Commissioners. The Committee has the duty of assisting the Labour Social Security Administration Agency's Board of Commissioners for effective implementation of its supervisory duties particularly on the application of Risk Management which is part of the implementation of good governance. [G4-34]

KEANGGOTAN KEBIJAKAN PENGELOLAAN KINERJA ORGANISASI DAN SDM

Berdasarkan Peraturan Dewan Pengawas BPJS Ketenagakerjaan Nomor: PER/09/DEWAS/052016 Tentang Organ Pendukung Dewan Pengawas BPJS Ketenagakerjaan. Ketua dan Wakil Ketua Komite adalah anggota Dewan Pengawas, sementara anggota Komite Kebijakan Pengelolaan Kinerja Organisasi dan SDM yang bukan Dewan Pengawas maksimal terdiri dari 3 orang ahli senior, 2 orang ahli junior dan 2 orang asisten ahli.

MEMBERSHIP OF PERFORMANCE POLICY MANAGEMENT OF ORGANIZATION AND HR

Based on Board of Commissioners on Labour Social Security Administration Agency Regulation Number: PE/09/DEWAS/052016 on Supporting Organs of Board of Commissioners of Labour Social Security Administration Agency. The Chairman and Vice Chairmen of the Committee are members of the Board of Commissioners, while members of the Organizational Performance Management Policy of Organization and HR Committee who are not members of the Board of Commissioners consist of a maximum of 3 senior experts, 2 junior experts and 2 expert assistants.

Anggota Komite tidak merangkap jabatan lain baik di BPJS Ketenagakerjaan maupun di tempat lain. [G4-38]

Members of the Committee do not hold other positions either at BPJS Ketenagakerjaan or elsewhere. [G4-38]

KOMPOSISI KEANGGOTAAN PER 31 DESEMBER 2016 KOMITE KEBIJAKAN PENGELOLAAN KINERJA ORGANISASI DAN SDM

Membership Composition as of December 31, 2016 Performance Management Policy of Organization and HR Committee

No	Nama Nama	Jabatan Position	Usia Age	Warga Negara Citizenship
1	Inda D. Hasman	Ketua Chairman	55	Indonesia
2	Eko Darwanto	Wakil Ketua I Vice Chairman I	46	Indonesia
3	Rekson Silaban	Wakil Ketua II Vice Chairman II	50	Indonesia

Profil Anggota Komite Kebijakan Pengelolaan Kinerja Organisasi dan SDM dapat dilihat di bagian profil Dewan Pengawas.

Profile of Performance Management Policy of Organization and HR Committee's members can be seen on the profile of Board of Commissioners section.

INDEPENDENSI KOMITE KEBIJAKAN PENGELOLAAN KINERJA ORGANISASI DAN SDM

Komite Kebijakan Pengelolaan Kinerja Organisasi dan SDM secara kolektif mempunyai kompetensi dan pengalaman di bidang kebijakan publik, ketenagakerjaan, audit kelola dan kinerja, manajemen perusahaan dan SDM serta memiliki kemampuan komunikasi yang baik. Baik ketua, wakil ketua maupun anggota Komite adalah independen terhadap Direksi dan manajemen lain di lingkungan BPJS Ketenagakerjaan.

RAPAT KOMITE KEBIJAKAN PENGELOLAAN KINERJA ORGANISASI DAN SDM

Secara berkala Komite Kebijakan Pengelolaan Kinerja Organisasi dan SDM menyelenggarakan rapat, untuk membahas realisasi dari rencana kerja yang telah disusun. Selama tahun 2016, Komite telah mengadakan rapat sebanyak 36 kali, dengan rata-rata tingkat kehadiran anggota yang berasal dari Dewan Pengawas sebanyak 54,63%.

INDEPENDENCE OF PERFORMANCE MANAGEMENT POLICY OF ORGANIZATION AND HR COMMITTEE

The Performance Management Policy of Organization and HR Committee collectively has competencies and experience in the field of public policy, employment, management and performance audits, corporate and human resource management, as well as good communication skills. Chairman, vice chairmen or members of the Committee are independent of the Board of Directors and other members of the management within the environment of Labour Social Security Administration Agency.

MEETINGS OF PERFORMANCE MANAGEMENT POLICY OF ORGANIZATION AND HR COMMITTEE

Periodically the Performance Management Policy of Organization and HR Committee holds meetings to discuss the realization of the work plan that has been established. During 2016, the Committee held 36 meetings with average attendance rate of the Board of Commissioners' members was 54.63%.

JUMLAH RAPAT DAN KEHADIRAN ANGGOTA TAHUN 2016 KOMITE KEBIJAKAN PENGELOLAAN KINERJA ORGANISASI DAN SDM Number of Meetings and Attendance of Members 2016 Performance Management Policy of Organization and HR Committee

No	Nama Nama	Jabatan Position	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Number of Attendance	% Kehadiran % Attendance
1	Inda D. Hasman	Ketua Chairman	36	32	89%
2	Eko Darwanto	Wakil Ketua I Vice Chairman I	36	27	75%
3	Rekson Silaban	Wakil Ketua II Vice Chairman II	36	0	0%

LAPORAN PELAKSANAAN KEGIATAN TAHUN 2016

Komite Kebijakan Pengelolaan Kinerja Organisasi dan SDM bekerja sesuai dengan Piagam Komite yang ditetapkan berdasarkan Keputusan Dewan Pengawas Nomor: KEP/47/DEWAS/122016 tentang Piagam Komite Kebijakan Pengelolaan Kinerja Organisasi dan SDM. Selama tahun 2016 Komite telah melaksanakan kegiatan yang berkaitan dengan tugas-tugasnya, yakni:

1. Kunjungan kerja terkait dengan pencapaian kinerja wilayah dan cabang
2. Kunjungan kerja terkait Pengelolaan Kinerja Organisasi dan SDM
3. Penyelesaian Masalah Ex-TKAD BPJS Ketenagakerjaan
4. Penyusunan RKAT 2017
5. Review KPI Direksi
6. Hasil *Focused Group Discussion* (FGD) dan Survei Engagement and Readiness to Change

REPORT OF ACTIVITY IMPLEMENTATION 2016

Performance Management Policy of Organization and HR Committee works in accordance with the Committee Charter established based on the Decree of the Board of Commissioners Number: KEP/47/DEWAS/122016 on the Charter of the Performance Management Policy of Organization and HR Committee. During 2016, the Committee has conducted activities related to its duties, as follows:

1. Working visits related to regional and branch performance achievements
2. Working visit related to Performance Management of Organization and HR
3. Resolution for Problems of Ex-TKAD Labour Social Security Administration Agency
4. Preparation of RKAT 2017
5. Review of the Board of Directors' KPI
6. Focus Group Discussion (FGD) and Survey on Engagement and Readiness to Change



KOMITE PERLUASAN KEPESERTAAN DAN PELAYANAN (KPKP) MEMBERSHIP EXPANSION AND SERVICES COMMITTEE (KPKP)

Pembentukan Komite Perluasan Kepesertaan dan Pelayanan (KPKP) didasari Peraturan Dewan Pengawas Nomor PER/08/DEWAS/052016 tentang perubahan Atas Peraturan Dewan Pengawas Nomor PER/01/DEWAS/072014 tentang Tata Cara Pelaksanaan Fungsi, Tugas dan Wewenang Dewan Pengawas BPJS Ketenagakerjaan tanggal 10 Mei 2016. Secara struktural Komite bertanggung jawab kepada Dewan Pengawas. Komite memiliki tugas membantu Dewan Pengawas BPJS Ketenagakerjaan dalam pelaksanaan tugas pengawasan yang efektif khususnya atas penerapan pelayanan dan kepesertaan. [G4-34]

Membership Expansion and Services Committee (KPKP) was established based on Board of Commissioners Regulation No. PER/08/DEWAS/052016 on amendment to the Regulation of the Board of Commissioners Number PER/01/DEWAS/072014 on Procedures for the Implementation of the Function, Duties and Authorities of Board of Commissioners of Labour Social Security Administration Agency on May 10,2016. Structurally the Committee reports to the Board of Commissioners. The Committee has the duty of assisting the Board of Commissioners of Labour Social Security Administration Agency for effective implementation of supervisory duties particularly on the application of services and membership[. [G4-34]

KEANGGOTAN KOMITE PERLUASAN KEPESERTAAN DAN PELAYANAN (KPKP)

Berdasarkan Peraturan Dewan Pengawas BPJS Ketenagakerjaan Nomor: PER/09/DEWAS/052016 Tentang Organ Pendukung Dewan Pengawas BPJS Ketenagakerjaan. Ketua dan Wakil Ketua Komite adalah anggota Dewan Pengawas, sementara anggota Komite Perluasan Kepesertaan dan Pelayanan yang bukan Dewan Pengawas maksimal terdiri dari 3 orang ahli senior, 2 orang ahli junior dan 2 orang asisten ahli. Anggota Komite tidak merangkap jabatan lain baik di BPJS Ketenagakerjaan maupun di tempat lain. [G4-38]

COMPOSITION OF MEMBERSHIP EXPANSION AND SERVICES COMMITTEE

Based on Board of Commissioners Regulation Labour Social Security Administration Agency Number: PER/09/DEWAS/052016 on Supporting Organs of Board of Commissioners of Labour Social Security Administration Agency. The Chairman and Vice Chairman of the Committee are members of the Board of Commissioners, while members of the Membership Expansion and Services Committee who are not in the Board of Commissioners consist of up to 3 senior experts, 2 junior experts and 2 expert assistants. Members of the Committee do not hold other positions either at Labour Social Security Administration Agency or elsewhere. [G4-38]

KOMPOSISI KEANGGOTAAN PER 31 DESEMBER 2016 KOMITE PERLUASAN KEPESERTAAN DAN PELAYANAN (KPKP)

Membership Composition as of December 31, 2016 Membership Expansion and Services Committee

No	Nama Nama	Jabatan Position	Usia Age	Warga Negara Citizenship
1	Rekson Silaban	Ketua Chairman	50	Indonesia
2	Eko Darwanto	Wakil Ketua I Vice Chairman I	46	Indonesia
3	Inda D. Hasman	Wakil Ketua II Vice Chairman II	55	Indonesia

Profil Anggota Komite Pengawasan Pengelolaan Kebijakan dan Kinerja dapat dilihat di bagian profil Dewan Pengawas.

The profile of Membership Expansion and Services Committee's members can be found in the profile of Board of Commissioners' section.

INDEPENDENSI KOMITE KOMITE PERLUASAN KEPESERTAAN DAN PELAYANAN KOMITE

Komite Perluasan Kepesertaan dan Pelayanan secara mempunyai kompetensi, pengalaman, keahlian di bidang pemasaran atau pelayanan/kesehatan, serta memiliki kemampuan komunikasi yang baik. Baik ketua, wakil ketua maupun anggota Komite adalah independen terhadap Direksi dan manajemen lain di lingkungan BPJS Ketenagakerjaan.

RAPAT KOMITE PERLUASAN KEPESERTAAN DAN PELAYANAN

Secara berkala Komite Perluasan Kepesertaan dan Pelayanan menyelenggarakan rapat, untuk membahas realisasi dari rencana kerja yang telah disusun. Selama tahun 2016, Komite telah mengadakan rapat sebanyak 31 kali, dengan rata-rata tingkat kehadiran anggota yang berasal dari Dewan Pengawas sebanyak 78,49%.

INDEPENDENCE OF MEMBERSHIP EXPANSION AND SERVICES COMMITTEE

The Membership Expansion Committee and Services has competencies, experiences, expertise in the field of marketing or service/health, and has good communication skills. Chairman, vice chairmen and members of the Committee are independent of the Board of Directors and other management members within the environment of Labour Social Security Administration Agency.

MEETINGS OF MEMBERSHIP EXPANSION AND SERVICES COMMITTEE

Periodically the Membership Expansion and Services Committee holds meetings to discuss the realization of the work plan that has been established. During 2016, the Committee held 31 meetings with average attendance rate of the Board of Commissioners' members was 78.49%.

JUMLAH RAPAT DAN KEHADIRAN ANGGOTA TAHUN 2016 KOMITE PERLUASAN KEPESERTAAN DAN PELAYANAN

Number of Meetings and Attendance of Members 2016 Membership Expansion and Services

No	Nama Nama	Jabatan Position	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Number of Attendance	% Kehadiran % Attendance
1	Rekson Silaban	Ketua Chairman	31	26	84%
2	Eko Darwanto	Wakil Ketua I Vice Chairman I	31	28	90%
3	Inda D. Hasman	Wakil Ketua II Vice Chairman II	31	19	61%

LAPORAN PELAKSANAAN KEGIATAN TAHUN 2016

Komite Perluasan Kepesertaan dan Pelayanan bekerja sesuai dengan Piagam Komite yang ditetapkan berdasarkan Keputusan Dewan Pengawas Nomor: KEP/46/DEWAS/122016 tentang Piagam Komite Perluasan Kepesertaan dan Pelayanan BPJS Ketenagakerjaan. Selama tahun 2016 Komite telah melaksanakan kegiatan yang berkaitan dengan tugas-tugasnya, yakni:

1. rapat rutin internal KPKP sebanyak 24 (dua puluh empat) kali.
2. rapat dengan Direktorat Perluasan Kepesertaan dan Hubungan Antar Lembaga sebanyak 1 (satu) kali.
3. rapat dengan Direktorat Pelayanan sebanyak 1 (satu) kali.

REPORT OF ACTIVITY IMPLEMENTATION 2016

The Membership Expansion and Services Committee works in accordance with the Committee Charter established under the Decree of the Board of Commissioners Number: KEP/46/DEWAS/122016 on the Charter of Membership Expansion and Services Committee of Labour Social Security Administration Agency. During 2016 the Committee has conducted activities related to its duties, namely:

1. KPKP regular internal meetings for 24 (twenty four) times.
2. One meeting with the Directorate of Membership Expansion and Inter-agency Relations.
3. One meeting with the Directorate of Services.

4. rapat dengan Direktorat lainnya yang tergabung dalam Direktorat Perencanaan Strategis dan Teknologi Informasi, Direktorat Perluasan Kepesertaan dan Hubungan Antar Lembaga, Direktorat Umum dan SDM sebanyak 5 (lima) kali.
 5. kunjungan daerah ke Kantor Wilayah, Kantor Cabang dan atau Kantor Cabang Perintis sebanyak 11 kali.
 6. diskusi terbatas (FGD) terkait perluasan kepesertaan dengan asosiasi-asosiasi di bidang industri dan jasa.
 7. Penyusunan RKAT 2017 untuk KPKP
 8. konsinyering mengenai pemanfaatan potensi desa dalam rangka perluasan kepesertaan dan pembentuk pilot percontohan Desa Sadar Jaminan Sosial Ketenagakerjaan
 9. kajian dan analisis terhadap peta jalan BPJS Ketenagakerjaan.
 10. kajian dan tanggapan terhadap TOR Pengadaan KAP untuk audit Pengelolaan Program BPJS Ketenagakerjaan Tahun 2015
 11. survei Keberlanjutan Program Stimulus 2015
4. Five joint meetings with other Directorates, namely the Directorate of Strategic Planning and Information Technology, Directorate of Membership Expansion and Inter-agency Relations, Directorate of General Affairs and HR.
 5. Eleven regional visits to the Regional Offices, Branch Offices and/or Pilot Branch Offices times.
 6. Focus Group Discussion (FGD) on membership expansion with associations in industrial and services sectors.
 7. Preparation of RKAT 2017 for KPKP
 8. Consignation meeting regarding the utilization of village potential for membership expansion and forming pilot Village of Social Security for Employment Awareness
 9. Assessment and analysis of Labour Social Security Administration Agency road map.
 10. Assessment and response to TOR of Procurement of KAP for audit of Labour Social Security Administration Agency Program Management 2015
 11. Stimulus Program Sustainability Survey 2015

SEKRETARIS BADAN BOARD SECRETARY

Pembentukan Sekretaris Badan didasarkan pada Keputusan Direksi BPJS Ketenagakerjaan No.KEP/151/052014 Tentang Struktur Organisasi dan Tata Kerja BPJS Ketenagakerjaan. Divisi Sekretaris Badan berada dalam Direktorat Utama, langsung di bawah Direktur Utama.

Divisi Sekretaris Badan mempunyai misi menjadi unit kerja yang bertanggung jawab untuk memastikan kelancaran tugas Dewan Pengawas, Direksi serta menjalin hubungan baik dengan pemangku kepentingan melalui tata kelola yang baik dan pengelolaan dokumen secara modern.

The establishment of the Secretary of the Agency is based on the Decree of the Board of Directors of BPJS Ketenagakerjaan No.KEP/151/052014 on the Organizational Structure and Work Procedure of Labour Social Security Administration Agency. Board Secretary Division is in the Main Directorate, directly under the President Director.

The Board Secretary Division has the mission of becoming a work unit responsible to ensure the smooth functioning of the Board of Commissioners, the Board of Directors and establishing good relationships with stakeholders through good governance and modern document management.

Divisi Sekretaris Badan memiliki fungsi dalam perencanaan, pengoordinasian, pengarahan, pengendalian, dan memfasilitasi hubungan korespondensi antarunit kerja serta komunikasi korporat guna mencapai keteraturan tata naskah dalam menunjang kelancaran hubungan kerja dilingkungan internal Badan maupun eksternal. Divisi Sekretaris Badan terdiri dari:

1. Urusan Tata Kelola
2. Urusan Sekretariat Dewan Pengawas
3. Urusan Sekretariat Pimpinan Badan
4. Urusan Sekretariat Badan.

FUNGSI DAN TANGGUNG JAWAB

Berdasarkan lampiran Keputusan Direksi BPJS Ketenagakerjaan No.KEP/158/052014 Tentang Jabatan, Uraian Jabatan dan Persyaratan Jabatan, Fungsi dan Tanggung Jawab Sekretaris Badan meliputi:

- **Tanggung Jawab Utama**

1. Pengelolaan Organisasi
 - a. Mengelola kinerja Divisi Sekretaris Badan, sehingga tujuan jangka pendek dan panjang divisi tercapai;
 - b. Meningkatkan pengetahuan dan kemampuan SDM di Divisi Sekretaris Badan, sehingga SDM berkualitas untuk efektivitas kerja;
 - c. Mengarahkan proses penilaian kinerja untuk seluruh jajarannya sesuai prosedur guna memastikan tersedianya hasil penilaian kinerja yang valid dan akurat.
2. Pengelolaan Operasional
 - a. Mengkoordinasikan penyusunan usulan kebijakan, sistem dan prosedur kerja, guna mewujudkan kinerja yang berkualitas;
 - b. Menyusun usulan Rencana Kerja Jangka Panjang Divisi Sekretaris Badan, guna memperoleh acuan kerja;
 - c. Mengkoordinasikan penyusunan dan memantau implementasi Rencana Kerja dan Anggaran Tahunan Divisi Sekretaris Badan, guna menjaga efektivitas kerja dan efisiensi biaya;

The Board Secretary Division has functions in planning, coordinating, directing, controlling, and facilitating correspondence between work units and corporate communications in order to achieve the order of documentation in supporting the smooth working relations of the Body's internal and external parties. Board Secretary Division consists of:

1. Governance Affairs
2. Secretariat of Board of Commissioners Affairs
3. Secretariat of Board Leadership Affairs
4. Secretariat of Board Affairs.

FUNCTIONS AND RESPONSIBILITIES

Based on the attachment of the Decree of the Board of Directors Labour Social Security Administration Agency No.KEP/158/052014 regarding Position, Job Description and Job Requirements, Functions and Responsibilities of the Board Secretary include:

- **Main Responsibilities**

1. Organizational Management
 - a. Manage the performance of the Board Secretary Division, in order to meet short-term and long-term goals of the;
 - b. Increase the knowledge and ability of HR in the Board Secretary Division, to create qualified human resources for work effectiveness;
 - c. Direct the performance assessment process for all personnel in accordance with the procedures to ensure the availability of valid and accurate performance assessment results.
2. Operational Management
 - a. Coordinate the preparation of policy proposals, work systems and procedures, in order to achieve quality performance;
 - b. Prepare the proposed Long Term Work Plan of Board Secretary Division, in order to get work reference;
 - c. Coordinate the preparation and monitoring of the implementation of the Agency's Work Plan and Annual Budget Division of the Board Secretary Division, in order to maintain work effectiveness and cost efficiency;

- d. Memantau kepatuhan di internal BPJS Ketenagakerjaan terhadap penerapan Tata Kelola, guna memastikan terpenuhinya ketentuan yang berlaku;
- e. Mengendalikan kecepatan, ketepatan dan keamanan distribusi dan administrasi dokumen, serta terpeliharanya pusat arsip (*record center*);
- f. Mengarahkan dan memfasilitasi pemenuhan kebutuhan Dewan Pengawas dan Direksi (dari sisi pengaturan kegiatan, hubungan komunikasi dan korespondensi dengan pihak internal dan eksternal serta pemenuhan sarana prasarana kerja), guna penunjang kelancaran kegiatan pimpinan;
- g. Mengarahkan Implementasi kegiatan keprotokolan Pimpinan, guna memenuhi tata cara keprotokolan;
- h. Menjalani dan membina hubungan baik dengan pihak terkait (pemerintah pusat dan daerah serta asosiasi media) untuk memudahkan dalam penerapan strategi dan kebijakan BPJS Ketenagakerjaan;
- i. Mengkoordinasikan penyusunan laporan Divisi Sekretaris Badan, guna memperoleh laporan final kegiatan;
- j. Mengelola manajemen risiko di Divisi Sekretaris Badan, sehingga terlaksana sesuai ketentuan.

Jabatan Kepala Divisi Sekretaris Badan ditunjuk dan ditetapkan oleh Direktur Utama, dengan memperhatikan persyaratan memiliki keahlian dan latar belakang dalam bidang:

- a. Diklat Kepemimpinan Utama
- b. Teknik Operasional Program Jaminan Sosial
- c. *Human Resources Management*
- d. Komunikasi
- e. Pedoman Kepatuhan Tata Kelola
- f. Strategi Bisnis
- g. *Planning & Organizing*
- h. *Management Information System*
- i. Seminar bisnis yang berkaitan dengan Corporate Secretary

- d. Monitor compliance with Governance implementation within Labour Social Security Administration Agency, to ensure compliance with applicable regulations;
- e. Control the promptness, accuracy and security of the distribution and administration of documents, as well as maintain the record center;
- f. Direct and facilitate the fulfillment of the needs of the Board of Commissioners and the Board of Directors (in terms of arrangement of activities, communication and correspondence with internal and external parties and the provision of work infrastructure), to support the smooth implementation of leadership activities;
- g. Direct protocol of leadership activities, in order to comply with protocol procedures;
- h. Establish and maintain good relationships with related parties (central and regional governments, and media associations) to facilitate the implementation of Labour Social Security Administration Agency's strategies and policies;
- i. Coordinate the reporting preparation of the Board Secretary Division, in order to obtain the final report of the activities;
- j. Managing risk in the Board Secretary Division, to be implemented in accordance with provisions.

The position of the Head of Board Secretary Division shall be appointed and determined by the President Director, taking into account the requirements of having expertise and background in the areas of:

- a. Main Leadership Training
- b. Operational Technique of Social Security Program
- c. Human Resources Management
- d. Communication
- e. Governance Compliance Guidelines
- f. Business Strategy
- g. Planning & Organizing
- h. Management Information System
- i. Business seminars related to Corporate Secretary

PROFIL SEKRETARIS BADAN | Profile of Board Secretary

Uraian	Nama Nama	Description
Tempat dan tanggal lahir: Jakarta, 31 Agustus 1962		Place and date of birth: Jakarta, August 31, 1962
Dasar hukum penunjukan: Keputusan Direksi Nomor: KEP/130/042013 dan Keputusan Direksi Nomor: KEP/183/062014		Legal basis for the appointment: Decree of the Board of Directors Number: KEP/130/042013 and Decree of the Board of Directors Number: KEP/183/062014
Riwayat Pendidikan: S2 Sekolah Tinggi Manajemen PPM	DEDY PRAMIADI	Educational background: Master's Degree from PPM School of Management
Riwayat Jabatan • Kepala Biro Pengadaan (2012-2013) • Kepala Biro Sarana dan Prasarana (2010-2012) • Kepala Biro Pasar Uang Pasar Modal (2006-2010)		Job History: • Bureau Head of Procurement (2012-2013) • Bureau Head of Facilities and Infrastructure (2010-2012) • Bureau Head of Capital Market Money Market (2006-2010).
Periode Jabatan • Menjabat sejak tahun 2013		Term of Office • Having served since 2013

PENDIDIKAN DAN PELATIHAN BAGI SEKRETARIS
BADAN

Selama tahun 2016 kami menyertakan Sekretaris Badan pada berbagai pendidikan dan pelatihan, yang ditujukan untuk meningkatkan kapasitas maupun kapabilitas.

EDUCATION AND TRAINING FOR BOARD SECRETARY

During 2016 we included the Board Secretary on various education and training, aimed at increasing capacity and capability.

PENDIDIKAN DAN PELATIHAN BAGI SEKRETARIS BADAN TAHUN 2016

Education and Training for Board Secretary 2016

Nama Name	Kegiatan yang Diikuti Attended Activity	Tanggal Date
Board Update Good Governance dan Risk Management	1. Board Duties, Liabilities and Responsibilities Dewan Pengawas dan Direksi 2. Implementasi Good Governance: Komitmen, Infrastruktur dan Best Practices 3. Risk Management	13 April 2016
Board Update Good Governance and Risk Management	1. Board Duties, Liabilities and Responsibilities of Board of Commissioners and Board of Directors 2. Implementation of Good Governance: Commitment, Infrastructure dan Best Practices 3. Risk Management	April 13, 2016

LAPORAN PELAKSANAAN KEGIATAN TAHUN 2016

1. Implementasi Digitalisasi Arsip Usia 11 – 15 tahun di Kantor Pusat
2. Pelatihan dan Sosialisasi Tata Naskah dan Kearsipan
3. Penyelesaian Produk Hukum Turunan Dewan Pengawas
4. Implementasi e-Travel Order Untuk Validitas Pengisian Formulir Travel Order Sebagai Salah Satu Persyaratan Pemesanan Melalui Mekanisme Travel Management
5. Penyempurnaan Pedoman Infrastruktur *Good Governance* BPJS Ketenagakerjaan
6. Pelaksanaan *Internal Governance Award* (IGA) 2016
7. Mereviu kesesuaian ISSA Guideline (on *Good Governance*) dengan peraturan internal.

REPORT OF ACTIVITY IMPLEMENTATION 2016

1. Digitalization of Archives Aged 11-15 years at the Head Office
2. Training and Dissemination of Documentation and Archive Filing
3. Completion of the Board of Commissioners' Bylaw Products
4. Implementation of e-Travel Order for Validity of Travel Order Form Filling As Booking Requirement Through Travel Management Mechanism
5. Refining Good Governance Infrastructure Guidelines
6. Organizing Internal Governance Award (IGA) 2016
7. Review the conformity of ISSA Guideline (on Good Governance) with internal regulations.



KOMITE LAIN DI BAWAH DIREKSI

OTHER COMMITTEES UNDER THE BOARD OF DIRECTORS

BPJS Ketenagakerjaan juga memiliki beberapa komite lain yang berada di bawah Direksi, yakni:

- Komite Manajemen Risiko
- Komite *Good Governance*
- Komite Integritas

Komite-komite tersebut tidak bersifat independen dan bertugas membantu Direksi dalam penyelenggaraan kegiatan operasional BPJS.

KOMITE MANAJEMEN RISIKO

Secara struktural, Komite Manajemen Risiko beranggotakan seluruh Direktur sesuai dengan bidang dan tanggung jawabnya serta Kepala Divisi Manajemen Risiko. Dasar pembentukan Komite adalah Peraturan Direksi No. 24/PERDIR/082016 Tentang Struktur Organisasi BPJS Ketenagakerjaan.

Fungsi Komite adalah memberikan konsultasi kepada Direksi khususnya Direktur Utama guna pengambilan keputusan pada tingkat strategis, menyangkut kebijakan manajemen risiko serta pertimbangan risiko dalam pengambilan keputusan operasional, keuangan maupun investasi serta hal-hal yang terkait dengan keputusan bisnis yang belum tercakup dalam prosedur normal.

KOMITE GOOD GOVERNANCE

Untuk mendukung pelaksanaan Tata Kelola yang Baik, BPJS Ketenagakerjaan memiliki Komite *Good Governance* yang beranggotakan personil lintas divisi. Komite *Good Governance* dibentuk berdasarkan Surat Perintah Direksi No. SPRINT/27/012016 yang diperbaharui menjadi SPRIN/437/082016 Tentang Pembentukan Komite *Good Governance* BPJS Ketenagakerjaan.

Secara struktural Komite *Good Governance* dipimpin oleh seorang Ketua. Komite *Good Governance* bertugas melaksanakan koordinasi dengan unit-unit kerja lain, terkait penerapan Tata Kelola yang Baik di lingkungan BPJS Ketenagakerjaan.

Labour Social Security Administration Agency also has several other committees under the Board of Directors, namely:

- Risk Management Committee
- Good Governance Committee
- Integrity Committee

These committees are not independent and are in charge of assisting the Board of Directors in the operations of BPJS.

RISK MANAGEMENT COMMITTEE

Structurally, the Risk Management Committee is composed of all Directors according to their respective areas and responsibilities as well as the Head of Risk Management Division. The basis for of the Committee's establishment is the Regulation of the Board of Directors No. 24/PERDIR/082016 on Organizational Structure of Labour Social Security Administration Agency.

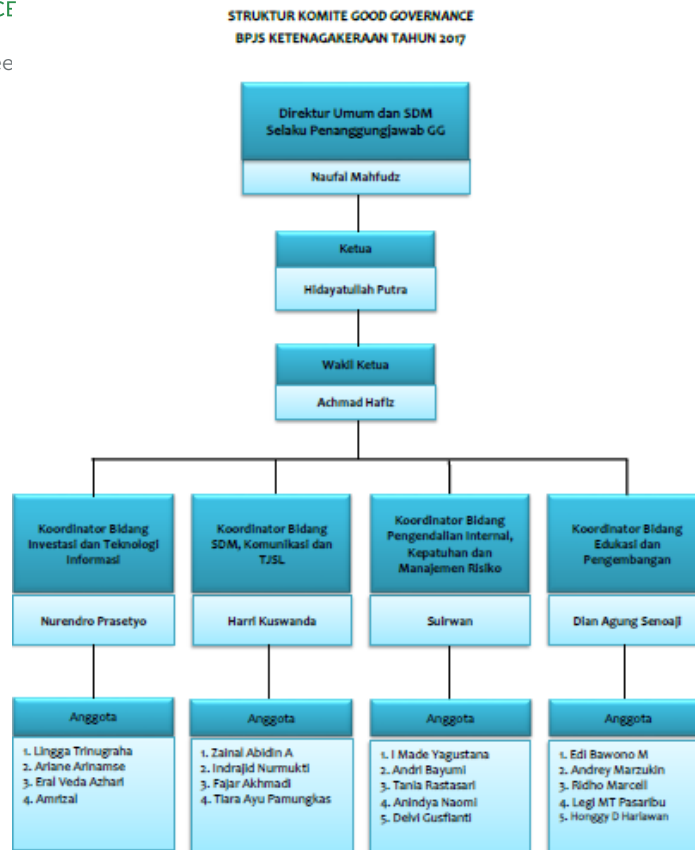
The Committee's function is to provide consultation to the Board of Directors, especially the President Director for strategic decision making, concerning risk management policies and risk considerations in operational, financial and investment decision making and matters related to business decisions that are not covered under normal procedures.

GOOD GOVERNANCE COMMITTEE

To support the implementation of Good Governance, Labour Social Security Administration Agency has a Good Governance Committee that consists of cross-division personnel. The Good Governance Committee was established based on the Letter of Instruction of the Board of Directors No. SPRINT/27/012016, which is updated to SPRIN/437/082016 on the Establishment of Good Governance Committee of Labour Social Security Administration Agency.

Structurally, the Good Governance Committee is headed by a Chairman. The Good Governance Committee is in charge of coordinating the implementation of Good Governance with other work units at Labour Social Security Administration Agency.

**STRUKTUR ORGANISASI
KOMITE GOOD GOVERNANCE**
Organizational Structure of
Good Governance Committee



Dalam melaksanakan tugasnya, Komite berpedoman pada Peraturan Direksi Nomor: PERDIR/18/092015 tentang Pedoman Tata Kelola Yang Baik (*Good Governance*) BPJS Ketenagakerjaan.

Selama tahun 2016 Komite Governance telah menyelesaikan berbagai kegiatan, yang ditujukan untuk mendukung penerapan tata kelola yang baik. Selain itu, secara berkala dan berkesinambungan Kami melakukan kegiatan pemantauan dan valuasi terkait dengan pelaksanaan tugas dan tanggung jawab masing-masing.

In performing its duties, the Committee shall refer to the Regulation of the Board of Directors Number: PERDIR/18/092015 on the Good Governance Guidelines of Labour Social Security Administration Agency.

During 2016, the Governance Committee has completed various activities, aimed at supporting the implementation of good governance. In addition, we periodically and continuously conduct monitoring and valuation activities related to the performance of our respective duties and responsibilities.

No	MAIN INDIKATOR MAIN INDICATOR	AKTIVITAS ACTIVITY	HASIL OUTCOME
1	Governance Infrastructure	Melakukan Harmonisasi PERDIR/01/042014 tentang Tata Cara Pelaksanaan Fungsi, Tugas dan Wewenang Direksi Badan Penyelenggara Jaminan Sosial Ketenagakerjaan Harmonizing PERDIR/01/042014 on Procedures for the Implementation of the Functions, Duties and Authorities of the Board of Directors of the Social Security Administering Body	Draft PERDIR/KEPDIR telah direview oleh Divisi Kepatuhan dan Hukum dan saat ini sedang dalam proses <i>review</i> dan paraf Direksi The draft PERDIR/KEPDIR has been reviewed by the Compliance and Legal Division and is currently in the process of review and signing of the Board of Directors
2	Governance Assessment	Telah dilakukannya Governance <i>Assessment</i> BPJS Ketenagakerjaan oleh Assessor eksternal Labour Social Security Administration Agency has conducted Governance Assessment by external Assessor	Berdasarkan hasil <i>assessment</i> penerapan <i>Good Governance</i> tahun 2015, BPJS Ketenagakerjaan memperoleh skor sebesar 95,49 (SANGAT BAIK) Based on the assessment results of Good Governance implementation in 2015, Labour Social Security Administration Agency earned score of 95.49 (EXCELLENT)
3	Master Plan CSR	Kegiatan dijalankan berdasarkan program kerja sebagaimana RKAT 2016 dan pedoman program TJSL Activities are conducted based on work programs according to RKAT 2016 and SER program guidelines	Masih dilakukan <i>review</i> oleh Direksi Still being reviewed by the Board of Directors
4	<i>Review Kematangan Risk Management</i> Review of Risk Management Maturity	<i>Assessment</i> Tingkat Kematangan Manajemen Risiko Assessment of Risk Management Maturity Level	Sedang dilaksanakan <i>assessment</i> oleh Lembaga Manajemen Fakultas Ekonomi Universitas Indonesia mulai 11 Oktober 2016 sd 8 Februari 2017 An assessment has been undertaken by the Institute of Management, Faculty of Economics, University of Indonesia from October 11, 2016 until February 8, 2017
5	Internal Governance Award & Initiative	Asistensi ke seluruh unit kerja terkait parameter IGA 2016 Assistance to all work units related to IGA 2016 parameters	<ul style="list-style-type: none"> Telah dilakukan kunjungan dan asistensi di 11 Kanwil terkait parameter penilaian IGA 2016. Komunikasi via telepon, email dan grup WA masing-masing Kanwil terkait parameter IGA 2016. Visits and assistance have been conducted in 11 Regional Offices related to IGA 2016 assessment parameters. Communication via phone, email and WA group of respective Regional Offices related to parameters IGA 2016.
		Penjurian IGA 2016 IGA 2016 Judging	<ul style="list-style-type: none"> Telah dilakukan penilaian pada babak penyisihan atas 3 kategori peserta IGA. Pelaksanaan final IGA 2016 di Patra Jasa Hotel, Tuban Bali yang diikuti oleh 3 kandidat masing-masing kategori. Assessment has been conducted in the preliminary round of 3 categories of IGA participants. Implementation of the final IGA 2016 at Patra Jasa Hotel, Tuban Bali followed by 3 candidates of each category.
		Penetapan dan pengumuman pemenang IGA 2016 Determination and announcement of IGA 2016 winners	Telah dilakukan pengumuman pemenang pada tanggal 5 Desember 2016. Winners were announced on December 5, 2016.
		Pembuatan dan pendistribusian Buku IGA 2016 The preparation and distribution of IGA Book 2016	Buku IGA yang berisi rekapitulasi dan dokumentasi IGA didistribusikan ke seluruh unit kerja pada Januari 2016. The IGA books that containing IGA's recapitulation and documentation are distributed to all work units in January 2016.

No	MAIN INDIKATOR MAIN INDICATOR	AKTIVITAS ACTIVITY	HASIL OUTCOME
6	Transparency & Disclosure	Pengungkapan informasi dan update <i>good governance</i> Disclosure of information and updates on good governance	Update info GG pada website Update GG info on the website
7	Internal Stakeholder Engagement	Membangun awareness karyawan dengan presentasi dalam rangka pengembangan individu Build awareness of employees with presentations for individual development	<ul style="list-style-type: none"> • Telah dilakukannya sosialisasi dan edukasi di 2 Divisi, 11 Kantor Wilayah dan 7 Kantor Cabang • Telah dilakukannya sosialisasi dan edukasi di Entitas/ perusahaan afiliasi PT. Bijak • Workshop seminar Implementasi <i>Good Governance</i> di Otoritas Jasa Keuangan dan Industri Jasa Keuangan • Dissemination and education have been conducted in 2 Divisions, 11 Regional Offices and 7 Branch Offices • Dissemination and education have been done at affiliated entities/companies of PT Bijak • Workshop seminar of Good Governance Implementation in Financial Services Authority and Financial Services Industry
8	Annual Report dan Sustainability Report Annual Report and Sustainability Report	Telah disusun Integrity Report yang merupakan gabungan dari Annual Report dan Sustainability Report Integrity Report has been prepared, which is a combination of Annual Report and Sustainability Report	<ul style="list-style-type: none"> • Dalam penyusunan Integrity report, Divisi Komunikasi sebagai PIC melibatkan Trisakti Sustainability Center • Keikutsertaan dalam award belum dapat dilakukan karena belum adanya kategori untuk Badan Hukum Publik. • In preparing the Integrity report, the Communications Division as a PIC involves the Trisakti Sustainability Center • Participation in the award can not be made because there has been no category for Public Legal Entity





PENGELOLAAN RISIKO [G4-45, G4-46, G4-47] RISK MANAGEMENT

BPJS Ketenagakerjaan menetapkan operasi unggul (operational excellence) sebagai strategi tahun 2016. Kami menyadari upaya untuk mewujudkan operasi unggul tidaklah mudah dan senantiasa dihadapkan pada risiko. Diperlukan kebijakan pengelolaan risiko yang ditujukan untuk memberikan keyakinan yang memadai dalam pencapaian strategi dan sasaran strategis Badan.

TANTANGAN PADA TAHUN 2016

Kami terus berupaya meningkatkan pengelolaan risiko, meski dalam pelaksanaannya dihadapkan pada sejumlah tantangan, di antaranya kualitas profil risiko yang disusun masing-masing unit kerja masih rendah dan belum sesuai dengan Fundamental *Risk Management*. Hal tersebut disebabkan karena :

- a. Kurang tepatnya Identifikasi Risiko pada saat penyusunan Profil Risiko tingkat Kantor Wilayah, Kantor Cabang dan tingkat Divisi.
- b. Kurang tepatnya pengukuran risiko (eksposur risiko) pada saat penyusunan Profil Risiko tingkat Kantor Wilayah, Kantor Cabang dan tingkat Divisi.
- c. Ketidaksesuaian penanganan risiko (mitigasi) dalam penyusunan Profil Risiko tingkat Kantor Wilayah, Kantor Cabang dan tingkat Divisi.
- d. Tidak selarasnya risiko Kantor Wilayah, Kantor Cabang dengan Risiko Badan.

Tantangan lain:

1. Penyusunan profil risiko di beberapa unit kerja tidak tepat waktu.
2. Tidak adanya umpan balik dari Divisi Manajemen Risiko atas kualitas Profil Risiko Kantor Wilayah
3. Tidak adanya umpan balik dari Kantor Wilayah atas kualitas Profil Risiko Kantor Cabang.
4. Kurangnya pemantauan dan evaluasi terhadap pengelolaan risiko dari setiap unit kerja.
5. Pemantauan eksekusi rencana penanganan tidak dilakukan oleh pemilik risiko kunci (Key Risk Owner/ KRO)

Labour Social Security Administration Agency established operational excellence as a strategy of 2016. We realize that efforts to realize operational excellence are not easy and are always exposed to risk. A risk management policy is required to provide sufficient confidence in the achievement of the Agency's strategy and strategic objectives.

CHALLENGES IN 2016

We continue our effort to improve risk management, although in its implementation it is faced with a number of challenges, including the poor quality of risk profile prepared by each work unit and not in accordance with Fundamental Risk Management. The causes were as follows:

- a. Inaccurate Risk Identification at the time of Risk Profile preparation of Regional Offices, Branch Offices and Divisions.
- b. Inaccurate measurement of exposure at the time of Risk Profile preparation of Regional Offices, Branch Offices and Divisions.
- c. Inappropriate risk mitigation during Risk Profile preparation of Regional Offices, Branch Offices and Divisions.
- d. Inconsistent risk of Regional Offices, Branch Offices with the Agency's Risks.

Other challenges:

1. Untimely risk profile preparation at some units.
2. Absence of feedback from Risk Management Division on Risk Profile of Regional Offices
3. Absence of feedback from the Regional Office on the quality of Branch Office Risk Profile.
4. Lack of monitoring and evaluation of risk management of each work unit.
5. No monitoring on the execution mitigation plan by the Key Risk Owner (KRO)

STRATEGI DAN INISIATIF YANG DIJALANKAN

1. Melaksanakan rencana kerja sesuai timeline yang telah ditentukan di awal tahun 2016
2. Peningkatan kualitas proses pengelolaan risiko dengan melakukan hal-hal sebagai berikut :
 - a. Melakukan kunjungan ke Kantor Wilayah dan Kantor Cabang untuk memberikan edukasi, sosialisasi dan *review* dalam melakukan pengelolaan risiko yang tepat dan tata cara penyusunan profil risiko melalui aplikasi SIMRK sesuai Fundamental Risk Manajement
 - b. Membuat format umpan balik standar untuk Divisi Manajemen Risiko dan Kantor Wilayah atas kualitas penyusunan Profil risiko Kantor Wilayah dan Kantor Cabang
 - c. Melakukan konfirmasi dan mengirimkan umpan ke Kantor Wilayah terkait penyusunan profil risiko yang tidak berkualitas.
 - d. Melaksanakan pertemuan Group Head Manajemen Risiko Kantor Wilayah setiap triwulan.
 - e. Melakukan identifikasi dan analisa atas kualitas penyusunan profil risiko Kantor Wilayah dan Kantor cabang.
3. Melakukan rapat internal urusan operasional secara rutin setiap minggu untuk membahas rencana kerja dan lainnya.
4. Membuat kajian tepat waktu sesuai *service level agreement* (SLA).

Kami juga melakukan sejumlah inisiatif, di antaranya:

1. Melakukan kajian risiko operasional atas kecukupan identifikasi, *risk assesment*, rencana dan pelaksanaan penanganan risiko dengan eksposur signifikan di tingkat strategis.
2. Menyusun dan mengajukan laporan profil risiko Badan berdasarkan rangkaian proses Manajemen Risiko yang dilaksanakan oleh *risk owner* dilengkapi dengan analisis tambahan dari Divisi Manajemen Risiko.

STRATEGIES AND INITIATIVES

1. Implement work plan according to the timeline that has been determined in early 2016
2. Improving the quality of the risk management process by conducting the following:
 - a. Visits to Regional Offices and Branch Offices to provide education, dissemination and review in performing appropriate risk management and procedures for risk profile preparation through SIMRK application in accordance with Fundamental Risk Management
 - b. Create a standardized feedback format for the Risk Management Division and Regional Offices on the quality of risk profile of Regional Offices and Branch Offices
 - c. Confirm and send the feed to the Regional Offices related to the preparation unqualified risk profile.
 - d. Organize Group Risk Management Group Head meetings quarterly.
 - e. Identify and analyze the quality of risk profile preparation of Regional Offices and Branch Offices.
3. Organize internal meetings of operational affairs regularly every week to discuss work plans and others.
4. Make a timely review according to the Service Level Agreement (SLA).

We also undertook a number of initiatives, including:

1. Conduct operational risk assessment on adequacy of identification, risk assessment, plan and implementation of risk management with significant exposure at the strategic level.
2. Prepare and submit risk profile report of the Agency based on a series of Risk Management process implemented by the risk owner supplemented by additional analysis of the Risk Management Division.

3. Melakukan kunjungan ke Kantor Wilayah dan Kantor Cabang untuk memberikan edukasi, sosialisasi dan *review* dalam melakukan pengelolaan risiko yang tepat dan tata cara penyusunan profil risiko melalui aplikasi SIMRK sesuai Fundamental Risk Manajement.
 4. Melakukan pengkinian/revisi Daftar Pustaka Risiko kantor cabang, kantor wilayah dan BPJS Ketenagakerjaan dalam rangka harmonisasi pustaka risiko untuk memudahkan dalam pengelolaan risiko di BPJS Ketenagakerjaan.
 5. Memberikan usulan rencana pengendalian atau penanganan risiko.
 6. Membuat format umpan balik standar untuk Divisi Manajemen Risiko dan Kantor Wilayah atas kualitas penyusunan Profil risiko Kantor Wilayah dan Kantor Cabang.
 7. Melaksanakan pertemuan Group Head Manajemen Risiko Kantor Wilayah setiap triwulan dalam rangka meningkatkan pemahaman dan monitoring pengelolaan risiko Kantor Wilayah dan kantor Cabang.
 8. Membuat analisa, monitoring dan evaluasi terkait pengelolaan risiko di Kantor Wilayah dan Kantor Cabang.
3. Visits to Regional Offices and Branch Offices to provide education, dissemination and review in performing appropriate risk management and procedures for the risk profile preparation through SIMRK application in accordance with Fundamental Risk Management.
 4. Update/revise Risk Register of branch offices, regional offices and Labour Social Security Administration Agency in order to harmonize the risk register to facilitate risk management in Labour Social Security Administration Agency.
 5. Provide proposed control plan or risk handling.
 6. Create a standardized feedback format for Risk Management Division and Regional Offices on the quality of risk profile preparation of Regional Offices and Branch Offices.
 7. Organize Risk Management Group Head meetings quarterly in order to improve understanding and monitoring of risk management of Regional Offices and Branch Offices.
 8. Performing analysis, monitoring and evaluation related to risk management at Regional Offices and Branch Offices.



DASAR PENERAPAN MANAJEMEN RISIKO

Manajemen Risiko dilaksanakan sebagai bentuk strategi pencegahan dalam menjaga akuntabilitas penyelenggaraan jaminan sosial nasional. Penerapan pengelolaan risiko merupakan amanat Undang-Undang No.24 Tahun 2011 Tentang Badan Penyelenggara Jaminan Sosial dan Peraturan Pemerintah No.99 Tahun 2013 Tentang Pengelolaan Aset Badan Penyelenggara Jaminan Sosial.

Pengelolaan risiko juga diatur dalam beberapa ketentuan lain:

1. Peraturan Direksi BPJS Ketenagakerjaan No.PERDIR/18/092015 Tentang Pedoman Tata Kelola Yang Baik (*Good Governance*) BPJS Ketenagakerjaan, yang menjelaskan manajemen risiko sebagai bagian penting dari tata kelola Badan;
2. Peraturan Direksi BPJS Ketenagakerjaan No.PERDIR/27/092015 Tentang Kebijakan Manajemen Risiko BPJS Ketenagakerjaan, yang menjelaskan mengenai infrastruktur, tata kelola dan proses manajemen risiko Badan;
3. Peraturan Direksi BPJS Ketenagakerjaan No.PERDIR/28/092015 Tentang Selera dan Toleransi Risiko BPJS Ketenagakerjaan, yang menjelaskan tingkat dan skala selera serta toleransi risiko yang bersedia diambil oleh Direksi dalam pengelolaan risiko-risiko Badan;
4. Peraturan Direksi BPJS Ketenagakerjaan No.PERDIR/29/092015 Tentang Kebijakan Manajemen Keberlangsungan Bisnis (*Business Continuity Management*) BPJS Ketenagakerjaan, yang menjelaskan mengenai tindakan antisipatif yang perlu disiapkan Badan dalam rangka keberlangsungan bisnis saat terjadi gangguan, krisis, atau bencana.

RUJUKAN PENERAPAN MANAJEMEN RISIKO

Pengelolaan risiko dilaksanakan dengan merujuk pada Kerangka Kerja COSO (ERM COSO Framework). Semua bagian di dalam organisasi memiliki tanggung jawab terhadap pengelolaan risiko, sehingga penerapan manajemen risiko harus mencakup seluruh tingkatan unit kerja.

BASIS OF RISK MANAGEMENT IMPLEMENTATION

Risk Management is implemented as a form of prevention strategy in maintaining accountability for the management of national social security. Risk management implementation is a mandate of Law No.24 of 2011 on the Social Security Administering Body and Government Regulation No.99 of 2013 on Asset Management of the Social Security Administering Body.

Risk management is also stipulated in several other provisions:

1. Regulation of Labour Social Security Administration Agency's Board of Directors No. PERDIR/18/092015 on Governance Guidelines of Labour Social Security Administration Agency, which describes risk management as an important part of the governance of the Agency;
2. Regulation of Labour Social Security Administration Agency's Board of Directors No. PERDIR/27/092015 on Labour Social Security Administration Agency's Risk Management Policy, which describes the infrastructure, governance and risk management process of the agency;
3. Regulation of Labour Social Security Administration Agency's Board of Directors No. PERDIR/28/092015 on Risk Appetite and Tolerance of Labour Social Security Administration Agency, which describes the level and scale of risk appetite and tolerance that is willing to be taken by the Board of Directors in managing the risks of the Agency;
4. Regulation of Labour Social Security Administration Agency's Board of Directors No. PERDIR/29/092015 on the Business Continuity Management Policy of Labour Social Security Administration Agency, which describes the anticipatory measures that need to be prepared by Agency for business continuity during disturbances, crisis, or disaster.

RISK MANAGEMENT IMPLEMENTATION REFERENCE

Risk management is implemented by referring to the ERM COSO Framework. All sections within the organization have responsibility for risk management, thus the implementation of risk management should cover all levels of work unit.

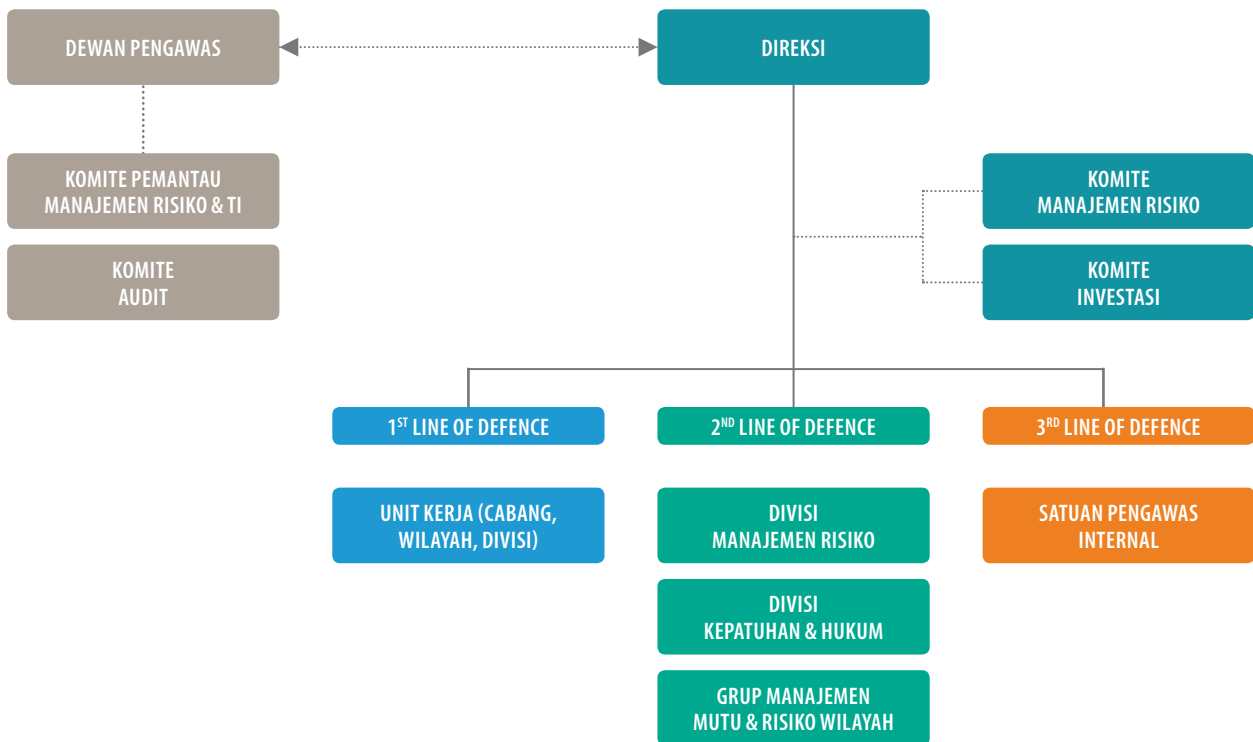
Pengelolaan risiko dimulai sejak proses penetapan sasaran kinerja, dengan mengkategorikan dan menurunkan risiko berdasarkan sasaran strategis, operasional, pelaporan, dan pemenuhan (kepatuhan). Kerangka Kerja COSO membagi proses pengelolaan risiko ke dalam delapan komponen proses, yaitu:

1. Identifikasi lingkungan internal;
2. Penetapan sasaran;
3. Identifikasi kejadian;
4. Penilaian risiko;
5. Respon risiko;
6. Aktivitas pengendalian;
7. Informasi dan komunikasi;
8. Pemantauan

Risk management begins since the process of setting performance goals, by categorizing and lowering risk based on strategic objectives, operations, reporting, and compliance. The COSO Framework divides the risk management process into eight process components:

1. Identification of internal environment;
2. Target setting;
3. Identification of events;
4. Risk assessment;
5. Risk response;
6. Controlling activities;
7. Information and communication;
8. Monitoring

STRUKTUR PENGELOLAAN RISIKO Risk Management Structure



➔ Dewan Pengawas

Bertugas melakukan pengawasan pelaksanaan pengurusan BPJS Ketenagakerjaan oleh Direksi dan memberikan arahan atau nasihat kepada Direksi yang di dalamnya mencakup aspek manajemen risiko. Dewan Pengawas membentuk Komite Pemantau Risiko guna mendukung fungsi pemantauan pelaksanaan manajemen risiko di BPJS Ketenagakerjaan.

➔ Direksi

Sebagai pemangku akuntabilitas utama dalam memastikan pengelolaan risiko di tingkat Badan berjalan efektif. Direksi memastikan terlaksananya pengelolaan risiko secara efektif, proaktif, dan berkesinambungan.

➔ Unit kerja di kantor pusat dan kantor daerah

Divisi, Kantor Wilayah, Kantor Cabang adalah 1st Line of Defence dalam melakukan pengelolaan risiko yang berkaitan dengan pelaksanaan proses bisnis. Divisi Kepatuhan Hukum sebagai 2nd Line of Defence, memastikan bahwa semua prosedur kerja dalam melaksanakan proses bisnis melalui uji kepatuhan.

➔ Unit Manajemen Risiko Wilayah

Berkewajiban membina, mengarahkan dan memantau pelaksanaan manajemen risiko dan efektivitas penanganan risiko pada kantor-kantor cabang sesuai Kebijakan dan Petunjuk Teknis Manajemen Risiko.

➔ Divisi Manajemen Risiko

Bertanggung jawab dalam mengembangkan kebijakan, prosedur, metode dan alat bantu manajemen risiko, melakukan fungsi fasilitasi, konsultasi dalam penerapan manajemen risiko serta pelaporan risiko di level strategis Badan kepada Direksi.

➔ Satuan Pengawas Internal

Bertanggungjawab memastikan dilaksanakannya proses pengelolaan risiko pada unit kerja sesuai kebijakan dan prosedur melalui fungsi audit internal.

➔ Agen risiko (Risk Agent)

Dibentuk pada setiap unit kerja dan berperan menjalankan fungsi konsultasi & fasilitasi manajemen risiko di unit kerjanya.

➔ Board of Commissioners

In charge of overseeing the implementation of Labour Social Security Administration Agency' management by the Board of Directors and provide guidance or advice or direction to the Board of Directors, which include aspects of risk management. In carrying out oversight on the risk management aspects, the Board of Commissioners formed a Risk Monitoring Committee to support the functions of monitoring the implementation of risk management in Labour Social Security Administration Agency.

➔ Board of Directors

As a major accountability holder in ensuring effective risk management at Agency level. The Board of Directors is to ensure the governance principles are implemented in every aspect of Agency's activities, as well as the implementation of effective, proactive, and continuous risk management.

➔ Work units at head office and regional offices

Divisions, Regional Offices, Branch Offices carrying out activities of business processes are the 1st Line of Defense in managing risks at the operational level related to the implementation of business processes. Legal Compliance Division on the 2nd Line of Defense is to ensure that all working procedures in conducting business processes undergo compliance test.

➔ Regional Risk Management Unit

Obligated to maintain, direct and monitor the implementation of risk management and the effectiveness of risk handling at branch offices according to Risk Management Policies and Technical Instructions.

➔ Risk Management Division

Responsible for developing policies, procedures, methods and tools of risk management, performing the functions of facilitation, consultancy in the application of risk management and risk reporting at the Agency's strategic levels to the Board of Directors.

➔ Internal Supervisory Unit

Responsible for ensuring the implementation of the risk management process at the work units in accordance with policies and procedures through the internal audit function.

➔ Risk Agent

Established at each work unit and plays the role in carrying out risk management consulting and facilitation functions in their respective work unit.

METODOLOGI PENYUSUNAN PROFIL RISIKO

Profil risiko dalam Rencana Kerja dan Anggaran Tahunan (RKAT) 2016 disusun sesuai sasaran-sasaran strategis yang akan diterapkan pada kurun waktu periode pelaporan. Profil risiko pada masing-masing sasaran strategis merupakan risiko yang dapat menimbulkan dampak signifikan pada upaya pencapaian sasaran strategis sehingga harus dikelola BPJS Ketenagakerjaan.

Profil risiko strategis disusun melalui proses identifikasi risiko yang diperkirakan timbul dari setiap rencana dan inisiatif strategis BPJS Ketenagakerjaan tahun 2016. Identifikasi dilakukan dengan terlebih dahulu mengidentifikasi faktor-faktor kritical pada setiap rencana dan inisiatif strategis. Pada setiap faktor kritical dilakukan identifikasi risiko kunci yang diperkirakan akan berdampak signifikan pada implementasi strategi dan pencapaian sasaran strategis.

Penetapan risiko kunci diperoleh sesuai dengan hasil asesmen potensi peristiwa yang diperkirakan menjadi penghambat keberhasilan dan dilakukan dalam kerangka kebijakan strategi 2016. Hasil asesmen selanjutnya menjadi risiko kunci yang menjadi prioritas untuk dikelola. Proses pengelolaan risiko dilengkapi dengan rencana mitigasi risiko dan menjadi dasar dalam perencanaan kerja strategis masing-masing *risk owner* selama tahun 2016.

METHODOLOGY OF RISK PROFILE PREPARATION

The risk profile in the Annual Work Plan and Budget (RKAT) 2016 was prepared according to the strategic targets that were to be applied during the reporting period. The risk profile of each strategic objective was a risk that might have a significant impact on the effort to achieve the strategic objectives so that it must be managed by Labour Social Security Administration Agency.

Strategic risk profile was prepared through a risk identification process predicted to arise from any Labour Social Security Administration Agency's Strategic Plans and Strategic Initiatives 2016. The first step was identification of critical factors in each strategic plan and initiative. Key risk identification was performed for each critical factor predicted to have a significant impact on strategy implementation and the achievement of strategic objectives.

The key risk was determined in accordance with the assessment results of potential events that were expected to hinder achievement and was carried out within the framework of the strategic policy 2016. The assessment results then became key priority risk to be managed. The risk management process was complemented by a risk mitigation plan and became the basis for strategic planning for each risk owner during 2016.



PERISTIWA RISIKO PRIORITAS

Peristiwa-peristiwa risiko yang berpotensi menjadi suatu tantangan untuk dihadapi BPJS Ketenagakerjaan dalam mengimplementasikan Sasaran Strategis, dikategorikan menjadi tiga tingkat risiko yaitu:

- Peristiwa risiko yang memiliki tingkat risiko rendah dengan nilai risiko dibawah batas selera risiko,
- Peristiwa risiko yang memiliki tingkat risiko sedang, dan
- Peristiwa risiko yang memiliki tingkat risiko tinggi.

Peristiwa risiko yang memiliki nilai risiko di bawah batas selera risiko dan dapat dikendalikan dengan internal kontrol BPJS Ketenagakerjaan. Sedangkan peristiwa risiko yang berada di atas batas selera risiko merupakan risiko yang memerlukan strategi mitigasi dan menjadi inisiatif strategis tambahan maupun penyempurna terhadap inisiatif dalam RKAT 2016.

Secara keseluruhan terdapat 66 peristiwa risiko prioritas dari 25 sasaran strategis BPJS Ketenagakerjaan yang mendapatkan perhatian khusus. Pengelolaan terhadap peristiwa risiko-peristiwa risiko tersebut diperlukan, karena jika peristiwa risiko dimaksud benar-benar terjadi maka akan mempengaruhi secara signifikan kualitas dan kuantitas pencapaian hasil Sasaran Strategis.

KEBIJAKAN MANAJEMEN RISIKO BADAN DAN MANAJEMEN RISIKO DANA

Sesuai amanat UU No.24 Tahun 2011 Tentang Badan Penyelenggara Jaminan Sosial, BPJS Ketenagakerjaan diamanatkan mengelola Dana Jaminan Sosial dengan prinsip kehati-hatian. Berdasarkan Surat Keputusan Direksi BPJS Ketenagakerjaan No.KEP/221/072014 Tentang Kebijakan Manajemen Risiko BPJS Ketenagakerjaan, BPJS Ketenagakerjaan melakukan pengelolaan risiko-risiko sebagai badan penyelenggara serta pengelolaan risiko dana, baik dana badan (BPJS) maupun dana program.

PRIORITY RISK EVENT

Risk events that potentially become a challenge for Labour Social Security Administration Agency in the achievement of Strategic objectives were categorized into three levels of risk:

- Risk events with a low risk level with a risk value below the risk appetite limit,
- Risk event with a moderate risk level, and
- Risk event with a high risk level.

Risk events with a risk value below the risk appetite limit and could be controlled by Labour Social Security Administration Agency's internal control unit. While risk events that were above the risk appetite were risks that required mitigation strategies and became additional strategic initiatives as well as improved the initiatives in the RKAT 2016.

There were a total of 66 priority risk events from 25 Labour Social Security Administration Agency's strategic objectives that receive special attention. The management of such risk events is necessary, because if these risk events actually occurs will significantly affect the quality and quantity of achievement of the Strategic Objectives.

POLICY OF AGENCY RISK MANAGEMENT AND FUND RISK MANAGEMENT

As mandated by Law No.24 of 2011 on the Social Security Administering Body, Labour Social Security Administration Agency is mandated to manage the Social Security Fund with prudential principle. Based on the Decree of the Board of Directors of Labour Social Security Administration Agency No.KEP/221/072014 on Risk Management Policy of Labour Social Security Administration Agency, it manages the risks as an operating body as well as fund risk management, both agency funds (BPJS) and program funds.

- Dalam menghitung tingkat Risiko Dana Program (JHT, JKK, JP dan JHT) BPJS Ketenagakerjaan mempertimbangkan risiko-risiko terkait investasi yaitu:
 - a. Risiko Pasar;
 - b. Risiko Kredit;
 - c. Risiko Likuiditas;
 - d. Risiko Solvabilitas;
 - e. Risiko investasi lainnya yang relevan.

- In calculating the Program Fund Risk level (JHT, JKK, JP and JHT) Labour Social Security Administration Agency considers investment related risks as follows:
 - a. Market Risk;
 - b. Credit Risk;
 - c. Liquidity Risk;
 - d. Solvency Risk;
 - e. Other relevant investment risks.

Tingkat Risiko-Risiko Dana dihitung menggunakan metode Internal Investment Risk Scoring, dengan memasukkan berbagai parameter penilaian risiko investasi yang lazim digunakan sehingga menghasilkan Skor Risiko Dana (SRD). BPJS Ketenagakerjaan menetapkan eksposur Risiko Investasi Dana (Dana Badan maupun Dana Program) dengan tingkatan, rentang nilai Skor Risiko Dana (SRD) dan warna risiko sebagai berikut:

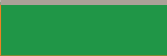


Fund Risk Levels are calculated using the Internal Investment Risk Scoring method, incorporating various commonly used investment risk assessment parameters, which generates Fund Risk Score (SRD). Labour Social Security Administration Agency specifies the exposure of Investment Fund Risks (Agency Funds and Program Funds) by level, value range of Fund Risk Scores (SRD) and risk colors as follows:

NO	RENTANG NILAI VALUE RANGE	TINGKAT RISIKO RISK LEVEL	WARNA RISIKO RISK COLOR
1	0 < SRD < 2,3	LOW	
2	2,3 < SRD < 3,7	MEDIUM	
3	3,7 < SRD < 5	HIGH	

- Jenis -jenis risiko yang dikelola BPJS Ketenagakerjaan dalam melaksanakan aktivitas operasionalnya sebagai Badan Pengelola atau disebut Risiko Badan adalah:
 - a. Risiko Strategis;
 - b. Risiko Reputasi;
 - c. Risiko Operasional;
 - d. Risiko Hukum;
 - e. Risiko Teknologi Informasi;
 - f. Risiko Kepatuhan;
 - g. Risiko Pelaporan;
 - h. Risiko Pasar;
 - i. Risiko Kredit;
 - j. Risiko Likuiditas.

- The types of risks managed by Labour Social Security Administration Agency in carrying out its operational activities as an Operating Agency or referred to as Agency Risks, namely:
 - a. Strategic Risk;
 - b. Reputation Risk;
 - c. Operational Risk;
 - d. Legal Risk;
 - e. Information Technology Risk;
 - f. Compliance Risk;
 - g. Reporting Risk;
 - h. Market Risk;
 - i. Credit Risk;
 - j. Liquidity Risk.

Tingkat Risiko-risiko Badan dihitung dengan menggunakan metode pengukuran dua parameter, yaitu besarnya dampak yang ditimbulkan dan besarnya peluang (probabilitas) terjadinya risiko, dengan rentang skala 1-6. BPJS Ketenagakerjaan, menetapkan eksposur risiko Badan dengan tingkatan, rentang nilai dan warna risiko sebagai berikut:

NO	RENTANG NILAI VALUE RANGE	TINGKAT RISIKO RISK LEVEL	WARNA RISIKO RISK COLOR
1	$1 < E < 9$	LOW	
2	$9 < E < 16$	MEDIUM	
3	$16 < E < 36$	HIGH	

Levels of Agency Risks are calculated using two parameters of measurement methods, namely the magnitude of the impact and the probability of occurrence of risk, with the scale range 1 to 6. Labour Social Security Administration Agency, established the risk exposure of the Agency with the following risk levels, risk value ranges and colors:

Notasi "E" dalam kolom Rentang Nilai adalah Eksposur (Nilai) Risiko yang merupakan perkalian antara Probabilitas (P) dan Dampak (D) risiko.
The "E" notation in the Value Range column is Exposure (Value) of Risk which is the multiplication between Probability (P) and Impact (D) of risk.

ALAT BANTU MANAJEMEN RISIKO

Untuk membantu *Risk Owner* dalam melakukan *assessment* dan menyusun profil risikonya, BPJS Ketenagakerjaan mengembangkan alat bantu berupa Aplikasi Sistem Manajemen Risiko Korporasi atau disingkat SIMRK. Selain itu juga dilakukan dengan menyusun Pustaka Risiko yang disusun berdasarkan Rencana Kerja BPJS Ketenagakerjaan setiap tahun.

Melalui Aplikasi SIMRK pemilik risiko dapat melakukan pemutakhiran penanganan risiko serta eksposur risiko setiap saat. Pemimpin risiko juga dapat menampilkan *Dashboard* Risiko berupa Peta Risiko, Grafik Penyebab, Grafik Pergerakan Risiko serta Kertas Kerja RCSA.

RISK MANAGEMENT TOOL

To assist the Risk Owner in conducting the assessment and preparing the risk profile, Labour Social Security Administration Agency has developed tools in the form of Corporate Risk Management System Application or referred to as SIMRK. It is also done by preparing the Risk Library compiled based on the Work Plan of Labour Social Security Administration Agency every year.

Through the SIMRK application, the risk owner can update risk handling and risk exposure at any time. The risk owner can also display Risk Dashboard in the form of Risk Map, Cause Chart, Risk Movement Graph and RCSA Worksheet.

PETA JALAN PENERAPAN MANAJEMEN RISIKO

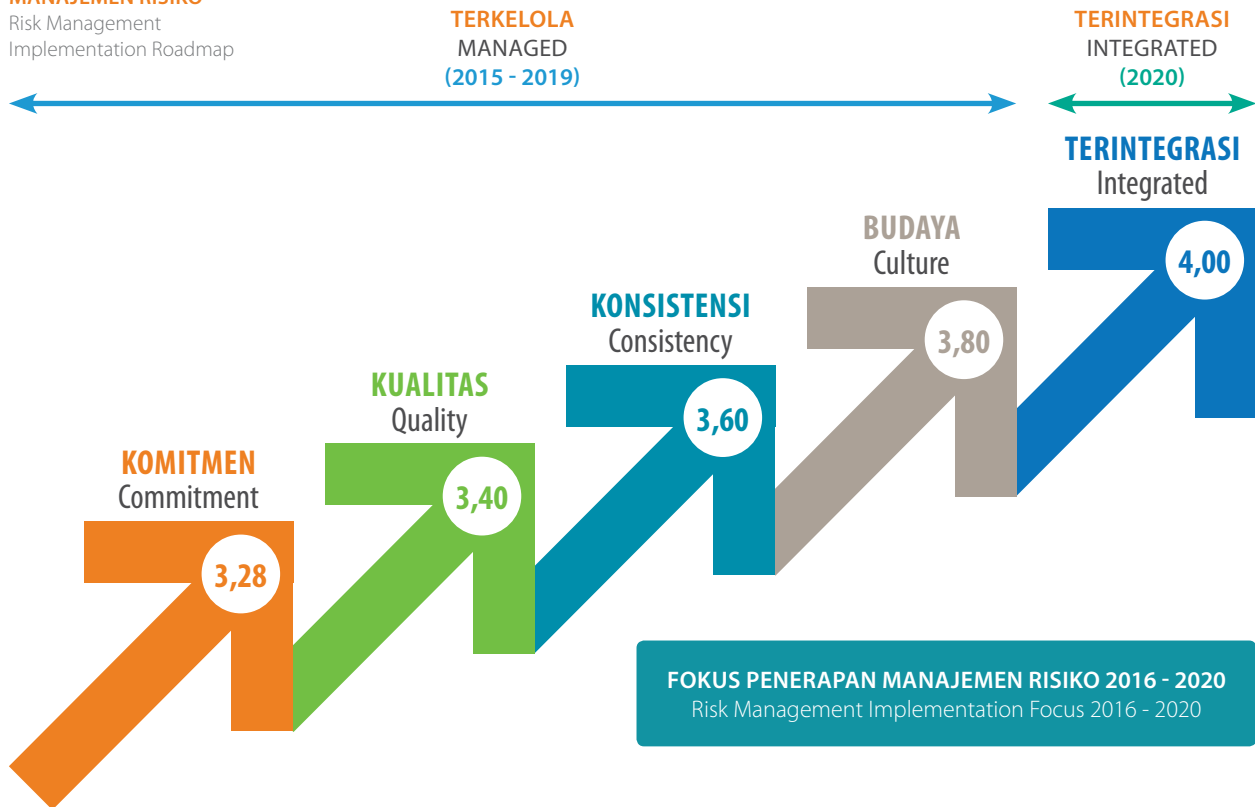
BPJS Ketenagakerjaan telah menyusun Road Map Penerapan Manajemen Risiko 2014-2018. Peta Jalan tersebut secara garis besar menggambarkan tahapan-tahapan (*milestone*) yang harus dilalui mulai dari terstandarisasi, budaya, komitmen, konsistensi, hingga tahap terintegrasi.

ROADMAP FOR IMPLEMENTATION OF RISK MANAGEMENT

Labour Social Security Administration Agency has developed Roadmap of Risk Management Implementation 2014-2018. The roadmap outlines the milestones that must be passed from standardized, culture, commitment, consistency, up to integrated stage.

**PETA JALAN PENERAPAN
MANAJEMEN RISIKO**

Risk Management
Implementation Roadmap



S.D. 2016	2017	2018	2019	2020
1. Pengkajian Kebijakan dan Prosedur MR Risk Management Policy and Procedure Updating	1. Penguatan RKAT berbasis risiko Risk-based RKAT Strengthening	1. Penguatan RKAT berbasis risiko Risk-based RKAT Strengthening	1. Pelaporan Risiko Prioritas Bulanan Monthly Priority Risk Reporting	1. Proses <i>assurance</i> dan Pelaporan GRC yg efektif Effective assurance and GRC reporting process
2. Pengkajian <i>Risk Appetite</i> dan <i>Tolerance</i> Risk Appetite and Tolerance Updating	2. <i>Quantitative Assessment</i>	2. Implementasi EWS EWS implementation	2. Proses <i>Assurance</i> (GRC) yg terintegrasi Integrated Assurance (GRC) Process	2. <i>Risk Management</i> yg efektif dalam membantu proses pengambilan keputusan Effective Risk Management in supporting decision-making process
3. Penguatan Sistem Informasi MR (SIMRK & CRIC) Risk Management Information System (SIMRK & CRIC) Strengthening	3. Pembangunan KRI, Sistem EWS serta <i>Risk Scoring Tools</i> . Development of KRI, EWS System and Risk Scoring Tools	3. Implementasi Pelaporan GRC GRC Reporting Implementation	3. Budaya MR yang melekat di setiap level organisasi Embedded Risk Management Culture at every level of organization	3. Identifikasi peluang selain risiko sebagai kekuatan Identification of non-risk opportunity as strength
4. Penguatan <i>Crisis Management Team</i> (CMT) Crisis Management Team (CMT) Strengthening	4. Uji Coba BCP (<i>Table Top</i>) dan ICP Trial of BCP (Table Top) and ICP	4. Uji Coba BCP (Simulasi), ICP serta CMT yg efektif Trial for effective BCP (simulation), ICP and CMT	4. Uji Coba BCP, ICP, DRP (Simulasi) dan CMT yg efektif Trial for effective BCP, ICP, DRP (simulation), and CMT	4. Edukasi / Penguatan Kompetensi Manajemen Risiko berkelanjutan Sustainable Risk Management Education/Competence Enhancement
5. Uji Coba BCP (<i>Walk Through</i>) Trial of BCP (Walk Through)	6. Penguatan Sistem Informasi GRC GRC Information System Strengthening	5. Edukasi Manajemen Risiko Risk Management Education	6. <i>Dashboard</i> EWS sebagai <i>Decision Making Tools</i> EWS Dashboard as Decision Making Tools	
5. Edukasi / Penguatan Kompetensi Manajemen Risiko seluruh <i>Key Risk Owner</i> Risk Management Education/Competence Enhancement of all Key Risk Owners	7. Edukasi / Penguatan Kompetensi Manajemen Risiko seluruh <i>Risk Owner</i> dan <i>Risk Agent</i> Risk Management Education/Competence Enhancement of all Risk Owners and Risk Agents	5. Edukasi / Penguatan Kompetensi Manajemen Risiko <i>Risk Owner</i> dan <i>Risk Agent</i> Risk Management Education/Competence Enhancement of all Risk Owners and Risk Agents	6. Edukasi / Penguatan Kompetensi Manajemen Risiko berkelanjutan Sustainable Risk Management Education/Competence Enhancement	

RISIKO-RISIKO DIHADAPI [G4-45, G4-47]

Melalui proses identifikasi yang dilakukan, selama tahun 2016 ada 21 risiko prioritas pada tahun 2016 terkait sasaran strategis yang perlu diperhatikan.

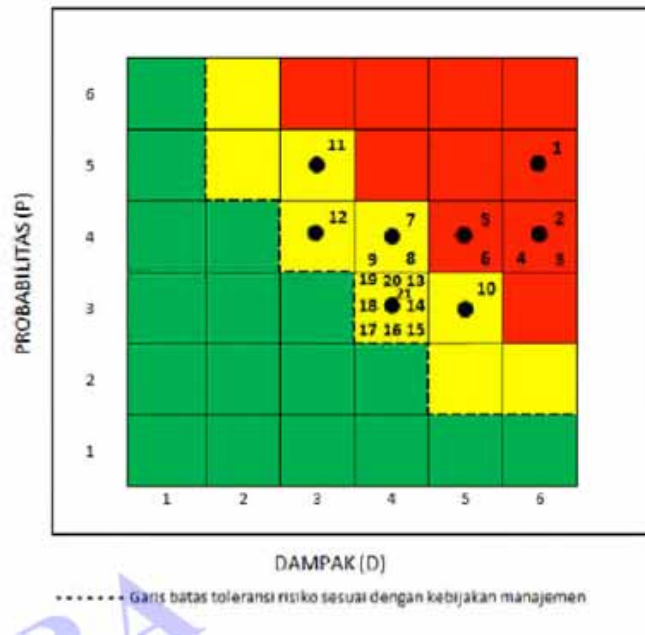
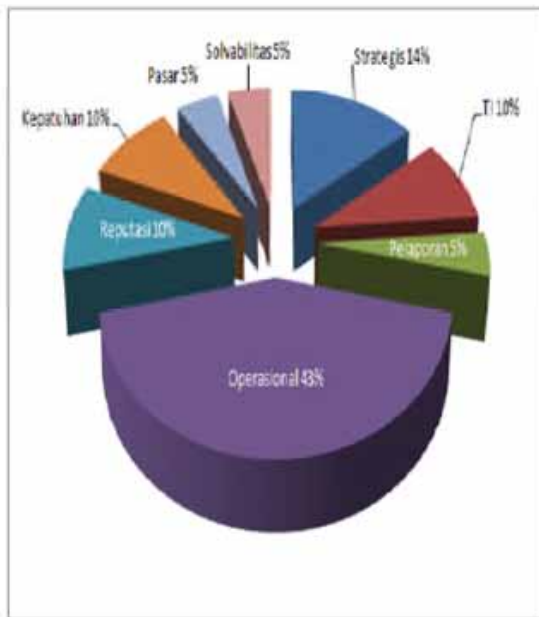
RISKS FACED [G4-45, G4-47]

Through the identification process undertaken, during 2016 there were 21 priority risks in 2016 related to strategic targets that need attention.

RISIKO PRIORITAS BADAN USAHA 2016 | Business Entity's Priority Risks 2016

No	Sasaran dan Program Kerja Strategis Target and Strategic Work Program
1	Kelebihan beban (<i>overload</i>) server aplikasi utama dalam menangani operasional BPJS Ketenagakerjaan. Main application server overload in handling the operations of Labour Social Security Administration Agency.
2	Tidak berjalannya sanksi tidak mendapat pelayanan publik tertentu terhadap perusahaan yang tidak patuh pada peraturan jaminan sosial. The absence of certain public services sanctions against companies that do not comply with social security regulations.
3	Ketidaklengkapan data administrasi Pemasaran (SPP, SP PDS, SPI, berita acara kunjungan). Insufficient Marketing administration data (SPP, SP PDS, SPI, minutes of visit).
4	Tidak tercapainya target akuisisi Kepesertaan Tenaga Kerja Bukan Penerima Upah (BPU). Unachieved target of the acquisition of Non-Wage Earner (BPU) Workers' membership.
5	Terlepasnya peluang kepesertaan BPJS Ketenagakerjaan dari Pegawai Pemerintah Bukan Aparatur Sipil Negara (PPBASN). Losing the opportunity of Labour Social Security Administration Agency's membership from Non Civil Servant Government Employee (PPBASN).
6	Tidak optimalnya pengelolaan perusahaan tidak produktif. Unoptimized management of unproductive companies.
7	Tidak terjualnya saham BSB dan Bank Muamalat pada Tahun 2016 dengan harga perolehan sesuai dengan batasan waktu Peraturan Pemerintah Nomor 99 Tahun 2013 sebagaimana perubahan terakhir dalam Peraturan Pemerintah Nomor 55 Tahun 2015 The unsold shares of BSB and Bank Muamalat in 2016 at acquisition cost according to the time limitation of Government Regulation No. 99 of 2013, with the latest amendment Government Regulation No. 55 of 2015
8	Belum optimalnya fungsi perluasan kepesertaan dan pelayanan klaim di KCP. Unoptimized function of membership expansion and claim service at KCP.
9	Belum optimalnya penggunaan layanan e-Services. Unoptimized use of e-Services application.
10	Tidak terpenuhinya SLA Pelayanan dalam pembayaran klaim semua program. Unfulfilled SLA of Services in payment of claims of all programs.
11	Meningkatnya jumlah potensi fraud di Kantor Cabang BPJS Ketenagakerjaan Increasing number of potential frauds in Labour Social Security Administration Agency's Branch Offices
12	Terjadinya peningkatan risiko pasar (yang diukur dengan Value at Risk) pada portofolio investasi BPJS Ketenagakerjaan. Increasing market risk (as measured by Value at Risk) on investment portfolio of Labour Social Security Administration Agency.
13	Terdapat potensi salah saji dalam Laporan Keuangan Badan dan/atau Program. Potential misstatements in the Financial Statements of Agency and/or Program.
14	Terbentuknya <i>idle fund</i> dengan jumlah yang signifikan sekitar Rp2,4 miliar sampai dengan Rp3,3 miliar. The forming of idle funds with a significant amount of about Rp2.4 billion to Rp3.3 billion.
15	Kurang efektifnya kerja sama dengan SPO terkait akuisisi kepesertaan dan pelayanan peserta. Ineffective cooperation with SPO concerning membership acquisition and services to participants.
16	Terganggunya kelangsungan penyelenggaraan program Jaminan Pensiun BPJS Ketenagakerjaan Disruption to operation continuity of Labour Social Security Administration Agency's Pension Benefit program.
17	Tidak adanya dukungan dari konsultan Implementor CRM (PT. Phintraco Teknologi) untuk <i>post implementation review</i> No support from CRM Implementor consultant (PT Phintraco Teknologi) for post implementation review
18	Terjadinya gagal bayar manfaat jaminan pensiun berkala The occurrence of default for pension benefit periodic payment.
19	Tidak terbayarkannya klaim JK/JKK kepada peserta Unpaid JK/ JKK claims to participants
20	Tidak tercapainya target kepesertaan TK Aktif PU. Unachieved membership target of active wage earner workers (PU).
21	Potensi tidak tercatatnya Penempatan Deposito di Bank Kantor Cabang terkait program SPO pada Kantor Pusat Banknya Potential unrecorded Deposit Placement at Bank Branch Offices due to SPO program of the banks' head office

PETA POPULASI RISIKO
Risk Population Map



EVALUASI DAN TINGKAT KEMATANGAN MANAJEMEN RISIKO

Secara berkala BPJS Ketenagakerjaan melakukan *assessment* terhadap praktik dan sistem manajemen risiko korporasi. Hal ini dilakukan sebagai evaluasi dan peningkatan kualitas penerapan manajemen risiko korporasi BPJS Ketenagakerjaan yang melekat pada seluruh aktivitas bisnis, mengukur tingkat efektivitas serta kesesuaian dengan kondisi organisasi.

Assessment dilakukan pihak independen dengan melihat aspek-aspek lingkungan eksternal, penetapan sasaran, identifikasi peristiwa, penilaian risiko, penanganan risiko, aktivitas pengendalian, informasi dan konsultasi serta pemantauan dengan mengukur secara kuantitatif berdasarkan bobot dari masing-masing aspek.

Hasil *assessment* penerapan manajemen risiko secara umum pada tahun 2016 mencapai total skor sebesar 3,30 dari skala 5, lebih tinggi dibanding tahun 2015 yang mencapai 3,26. Hal tersebut menunjukkan bahwa penerapan manajemen risiko pada BPJS Ketenagakerjaan telah mencapai klasifikasi "TERKELOLA".

EVALUATION AND LEVEL OF RISK MANAGEMENT MATURITY

Periodically Labour Social Security Administration Agency conducts an assessment of corporate risk management practices and system. This is done as an evaluation and quality improvement of Labour Social Security Administration Agency's corporate risk management implementation inherent in all business activities, measure the level of effectiveness and conformity with the condition of the organization.

Assessment is conducted by independent parties over the aspects of the external environment, targeting, event identification, risk assessment, risk management, controlling activities, information and consultation as well as monitoring by quantitative measurement based on the weight of each aspect.

In general, assessment results of risk management implementation in 2016 reached a total score of 3.30 on a scale of 5, higher than that of 2015 at 3.26. It showed that the implementation of risk management at Labour Social Security Administration Agency has reached the "MANAGED" classification.

TARGET SKOR, TINGKAT KEMATANGAN DAN FOKUS PENERAPAN PENGELOLAAN RISIKO 2016 - 2020

Score Target , Maturity Level and Implementation Focus Risk Management 2016 - 2020

Uraian Description	2016	2017	2018	2019	2020
Target Skor Score target	3,28	3,40	3,60	3,80	4,00
Realisasi Skor Score Realization	3,30				
Klasifikasi Tingkat Kematangan Maturity Level Classification	Terkelola Managed	Terkelola Managed	Terkelola Managed	Terkelola Managed	Terintegrasi Integrated
Realisasi Klasifikasi Tingkat Kematangan Maturity Level Classification Realization	Terkelola Managed				
Fokus Penerapan Implementation Focus	Komitmen Commitment	Kualitas Quality	Konsistensi Consistency	Budaya Culture	Terintegrasi Integrated
Realisasi Fokus Penerapan Implementation Focus Realization	Komitmen Commitment				

TARGET SKOR, TINGKAT KEMATANGAN DAN FOKUS PENERAPAN PENGELOLAAN RISIKO 2016 - 2020

Score Target , Maturity Level and Implementation Focus Risk Management 2016 - 2020

No	Aspek Aspect	Bobot (%) Weight (%)	Skor Score	Skor Tertimbang Weighted Score	Persentase Capaian Achievement Percentage
1	Lingkungan Internal Internal Environment	20	3,15	0,63	63,00%
2	Penetapan Tujuan Goal Setting	15	3,57	0,54	71,04%
3	Identifikasi Peristiwa Event Identification	20	3,37	0,67	67,40%
4	Respon Risiko Risk Response	10	4,00	0,40	80,00%
5	Aktivitas Pengendalian Controlling Activities	10	3,61	0,36	72,20%
6	Informasi dan Komunikasi Information and Communication	10	2,51	0,25	50,20%
7	Pengawasan Supervision	7,50	3,40	0,26	68,00%
8	Peranan dan Tanggung Jawab Roles and Responsibilities	7,50	2,52	0,19	50,40%
TOTAL				3,30	66,00%
Klasifikasi Tingkat Maturitas Penerapan Manajemen Risiko Maturity Level Classification of Risk Management Implementation				"TERKELOLA" "MANAGED"	

SISTEM PENGENDALIAN INTERNAL INTERNAL CONTROL SYSTEM

BPJS Ketenagakerjaan berkomitmen menerapkan Sistem Pengendalian Internal. Kami telah mempunyai Sistem Pengendalian yang ditetapkan dalam Keputusan Direksi No.KEP/213/072014 Tentang Sistem Pengendalian Intern BPJS Ketenagakerjaan.

Sistem Pengendalian Internal merupakan mekanisme pengawasan berkesinambungan pada semua tingkatan fungsional sesuai struktur organisasi. Sistem didesain untuk memberikan keyakinan memadai atas tercapainya tujuan yang meliputi :

Labour Social Security Administration Agency is committed to implementing Internal Control System. We already have a Control System set out in the Decree of the Board of Directors No.KEP/213/072014 on Internal Control System of Labour Social Security Administration Agency.

The Internal Control System is a continuous monitoring mechanism at all functional levels according to the organizational structure. The system was designed to provide adequate assurance on the achievement of objectives that include:



Penerapan Sistem Pengendalian di BPJS Ketenagakerjaan berbasis pada Kerangka Kerja COSO, meliputi pengendalian keuangan dan pengendalian operasi. Tujuan utama adalah mengidentifikasi faktor-faktor yang menyebabkan penggelapan laporan keuangan dan membuat rekomendasi untuk mengurangi kejadian tersebut.

Sistem Pengendalian BPJS Ketenagakerjaan terdiri dari lima komponen:

➡ Lingkungan Pengendalian

- Menunjukkan komitmen terhadap nilai integritas dan etika;
- Dewan Pengawas menunjukkan independensi dari manajemen dan menjalankan fungsi *oversight* dalam pengembangan dan pelaksanaan pengendalian intern;

Implementation of Control System in Labour Social Security Administration Agency is based on the COSO Framework, including financial control and operation control. The main objective is to identify the factors that led to misappropriation in the financial statements and make recommendations to curb such incidences.

Labour Social Security Administration Agency's Control System consists of five components:

➡ Control Environment

- Demonstrate commitment to integrity and ethical values;
- Board of Commissioners shows independence of management and performs the oversight function in the development and implementation of internal control;

- c. Manajemen dalam mengembangkan struktur, garis pelaporan dan wewenang serta tanggungjawab dalam rangka pencapaian tujuan organisasi tetap berada dalam *oversight* Dewan Pengawas;
- d. BPJS Ketenagakerjaan menunjukkan komitmen untuk merekrut, mengembangkan dan mempertahankan sumber daya manusia yang kompeten yang selaras dengan pencapaian tujuan;
- e. BPJS Ketenagakerjaan mendorong insan BPJS Ketenagakerjaan untuk bertanggungjawab terhadap pengendalian internal mereka dalam mencapai tujuan.

➡ Penilaian Risiko

- a. BPJS Ketenagakerjaan menetapkan tujuan yang jelas sehingga memungkinkan dilakukannya identifikasi dan penilaian risiko yang berkaitan dengan tujuan tersebut;
- b. BPJS Ketenagakerjaan mengidentifikasi risiko terhadap pencapaian tujuan diseluruh unit kerja dan menganalisis serta mengelola risiko tersebut;
- c. BPJS Ketenagakerjaan senantiasa mempertimbangkan potensi terjadinya fraud dalam menilai risiko terhadap pencapaian tujuan;
- d. BPJS Ketenagakerjaan mengidentifikasi dan mengevaluasi perubahan yang signifikan yang dapat mempengaruhi sistem pengendalian internal.

➡ Aktivitas Pengendalian

- a. BPJS Ketenagakerjaan memilih dan mengembangkan aktivitas pengendalian yang mendukung kegiatan mitigasi risiko sampai pada tingkat yang bisa diterima;
- b. BPJS Ketenagakerjaan memilih dan mengembangkan aktivitas pengendalian secara umum atas teknologi informasi untuk mendukung tercapainya tujuan;
- c. BPJS Ketenagakerjaan menerapkan aktivitas pengendalian melalui penetapan suatu kebijakan sebagai sesuatu yang diharapkan dan menetapkan prosedur sebagai penerapan kebijakan dalam tindakan.

- c. Management in developing the structure, line of reporting, as well as authority and responsibility in the achievement of organizational objectives remain in the oversight of the Board of Commissioners;
- d. Labour Social Security Administration Agency demonstrates a commitment to recruit, develop and retain competent human resources in line with the achievement of objectives;
- e. Labour Social Security Administration Agency encourages its personnel to be responsible for internal control in achieving their goals.

➡ Risk Assessment

- a. Labour Social Security Administration Agency set clear objectives so as to enable the identification and assessment of risks associated with these objectives;
- b. Labour Social Security Administration Agency identifies risks to the achievement of the objectives at all work units and to analyze and manage these risks;
- c. Labour Social Security Administration Agency always considers the potential for fraud in assessing risks to achieve the objectives;
- d. Labour Social Security Administration Agency identifies and evaluates significant changes that may affect internal control system.

➡ Control Activities

- a. Labour Social Security Administration Agency selects and develops control activities that support risk mitigation activities to acceptable level.
- b. Labour Social Security Administration Agency selects and develops control activities in general on information technology to support target achievement;
- c. Labour Social Security Administration Agency applies control activities through the establishment of a policy as something to be expected and establishes procedures as the application of the policy into action.

➤ Informasi dan konfirmasi

- a. BPJS Ketenagakerjaan memperoleh atau menghasilkan dan menggunakan, informasi yang berkualitas dan relevan dalam mendukung fungsi pengendalian intern;
- b. BPJS Ketenagakerjaan mengkomunikasikan informasi secara internal, termasuk tujuan dan tanggung jawab untuk pengendalian intern;
- c. BPJS Ketenagakerjaan berkomunikasi dengan pihak eksternal mengenai hal yang berkaitan dengan pelaksanaan fungsi pengendalian intern.

➤ Pemantauan

- a. BPJS Ketenagakerjaan memilih, mengembangkan dan melakukan evaluasi berkelanjutan dan/atau evaluasi terpisah untuk memastikan komponen pengendalian intern eksis dan berfungsi dengan baik;
- b. BPJS Ketenagakerjaan mengevaluasi dan mengomunikasikan kekurangan pengendalian intern secara tepat waktu kepada pihak-pihak yang bertanggung jawab untuk mengambil tindakan korektif, termasuk manajemen senior dan Direksi.

➤ Information and confirmation

- a. Labour Social Security Administration Agency obtains or produces and uses quality and relevant information in support of the internal control function.
- b. Labour Social Security Administration Agency communicates information internally, including the objectives and responsibilities for internal control;
- c. Labour Social Security Administration Agency communicates with external parties on matters related to the internal control function implementation.

➤ Monitoring

- a. Labour Social Security Administration Agency selects, develops and conducts continuous evaluation and/or separate evaluation to ensure the internal control components exist and function properly;
- b. Labour Social Security Administration Agency evaluates and communicates the inadequacies of internal control timely to parties responsible for taking corrective action, including senior management and the Board of Directors.

➤ SATUAN PENGAWASAN INTERNAL INTERNAL SUPERVISORY UNIT

DIVISI SATUAN PENGAWAS INTERNAL

Pengawasan internal di lingkungan BPJS Ketenagakerjaan, sesuai dengan UU No.24 Tahun 2011 Tentang BPJS, dilaksanakan oleh Dewan Pengawas dan Satuan Pengawas Internal (SPI). Ruang lingkup pengawasan internal mencakup pengawasan internal terhadap dana Investasi BPJS Ketenagakerjaan, aset BPJS Ketenagakerjaan, pembinaan sumber daya manusia, belanja modal untuk operasional BPJS Ketenagakerjaan, dan kegiatan operasional BPJS Ketenagakerjaan, baik di pusat maupun di daerah.

Pengawas internal juga melakukan penilaian risiko dalam pengelolaan dan pengembangan dana BPJS Ketenagakerjaan dan Aset BPJS Ketenagakerjaan yang meliputi proses-proses identifikasi, analisis, dan pengukuran risiko yang relevan sesuai tujuan BPJS Ketenagakerjaan dalam penyelenggaraan program-program BPJS Ketenagakerjaan.

DIVISION OF INTERNAL SUPERVISORY UNIT

Internal supervision within the environment of Labour Social Security Administration Agency, in accordance with Law No.24 of 2011 on BPJS, is carried out by the Board of Commissioners and Internal Supervisory Unit (SPI). The scope of internal supervision includes internal supervision of Labour Social Security Administration Agency's investment funds, assets, human resources development, capital expenditure for Labour Social Security Administration Agency's operations, and Labour Social Security Administration Agency's operating activities both at the central and regional levels.

Internal Supervisors also conduct risk assessments in the management and development of Labour Social Security Administration Agency's funds and assets, which includes identification process, analysis, and measurement of relevant risks according to Labour Social Security Administration Agency's objectives in the implementation of Labour Social Security Administration Agency's programs.

STRUKTUR ORGANISASI SATUAN PENGAWAS INTERNAL

Berdasar Keputusan Direksi BPJS Ketenagakerjaan Nomor PERDIR/24/082016 tentang Struktur Organisasi dan Tata Kerja BPJS Ketenagakerjaan, Satuan Pengawas Internal dipimpin oleh seorang Kepala. Pada akhir periode pelaporan tahun 2016, Kepala Satuan Pengawas Internal dijabat oleh Yogi Dharmawanto.

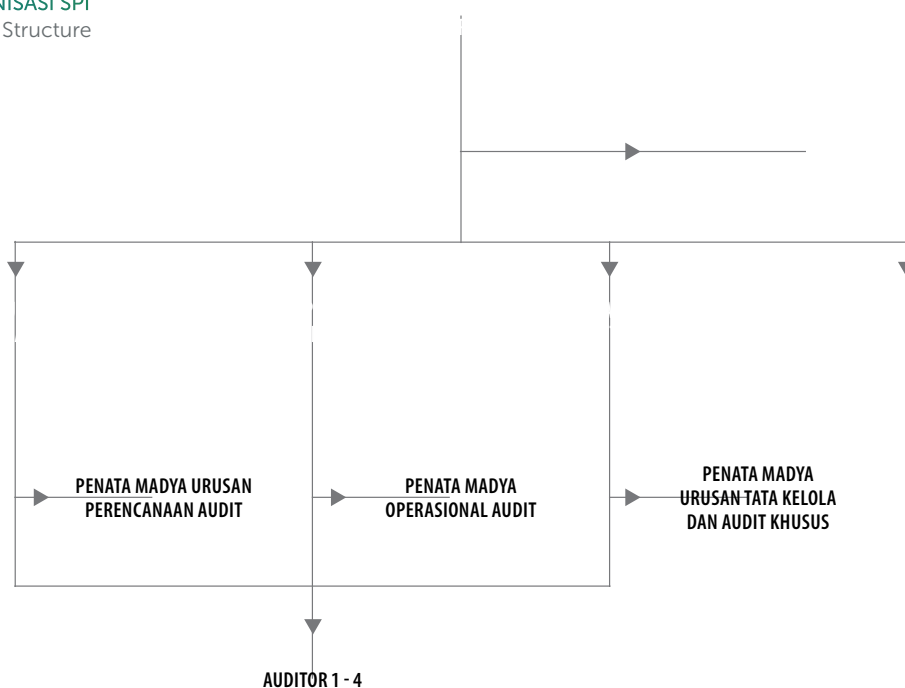
Dalam melaksanakan tugasnya, Kepala Satuan Pengawas Internal dibantu oleh beberapa Kepala Urusan dan 34 orang auditor.

ORGANIZATIONAL STRUCTURE OF INTERNAL SUPERVISORY UNIT

Based on Decree of the Board of Directors of Labour Social Security Administration Agency Number PERDIR/24/082016 on the Organizational Structure and Working Procedure of Labour Social Security Administration Agency, Internal Supervisory Unit is led by a Head of Unit. At the end of 2016 reporting period, the Head of the Internal Supervisory Unit has been held by Yogi Dharmawanto.

In performing the duties, the Head of the Internal Supervisory Unit is assisted by several Heads of Affairs and 34 auditors.

STRUKTUR ORGANISASI SPI SPI Organizational Structure



MUTASI PERSONEL AUDITOR SATUAN PENGAWAS INTERNAL TAHUN 2016

Transfer of Auditor Personnel of Internal Supervisory Unit 2016

No	Uraian Description	Jumlah Personel Number of Personnel
1	Jumlah Auditor per 31 Desember 2015 Number of Auditors as of December 31, 2015	24
2	Penambahan Addition	12
3	Promosi Struktural Keluar SPI Structural Promotion Outside SPI	1
4	Mengundurkan Diri Resignation	1
5	Jumlah Auditor per 31 Desember 2016 Number of Auditors as of December 31, 2016	34

Selama tahun 2016 BPJS Ketenagakerjaan telah menyertakan para auditor pada Satuan Pengawas Internal untuk mengikuti pelatihan dan sertifikasi. Sampai dengan akhir periode pelaporan ada 30 auditor yang mengikuti pelatihan dan sertifikasi Qualified Internal Audit (QIA), dan Certified Fraud Examiner (CFE).

During 2016, Labour Social Security Administration Agency has included auditors at the Internal Supervisory Unit to attend training and certification. Up to the end of the reporting period, there have been 30 auditors attended Qualified Internal Auditor (QIA) training and certification, and Certified Fraud Examiner (CFE).

PELATIHAN DAN SERTIFIKASI PERSONEL AUDITOR PADA SPI TAHUN 2016

Training and Certification for Auditor Personnel at SPI 2016

Jabatan Position	Jumlah Total	Sertifikasi Certification					
		QIA		CFE		CISA	
		Pelatihan Training	Sertifikasi Certification	Pelatihan Training	Sertifikasi Certification	Pelatihan Training	Sertifikasi Certification
Kepala Urusan Head of Affairs	3	3	2	1	1	0	0
Senior Auditor	0	0	0	0	0	0	0
Auditor 1	3	3	3	0	0	1	1
Auditor 2	5	5	1	0	0	0	0
Auditor 3	4	4	1	0	0	0	0
Auditor 4	15	15	2	0	0	0	0
Total	30	30	9	1	1	1	1

PROFIL KEPALA SATUAN PENGAWAS INTERNAL | Profile of Internal Supervisory Unit Head

Tempat dan tanggal lahir: Malang, 02 Juni 1967	YOGI DHARMAWANTO	Place and date of birth Malang, June 2, 1967
Dasar hukum penunjukan: Keputusan Direksi BPJS Ketenagakerjaan nomor KEP/351/102015 tanggal 29 Oktober 2015		Legal Basis of Appointment Decree of the Board of Directors of Labour Social Security Administration Agency Number KEP/351/102015 dated October 29, 2015
Riwayat Pekerjaan dan Periode Bekerja 1. Kepala Divisi Perencanaan Strategis, 2014-sekarang 2. Kepala Divisi Biro Perencanaan Strategis, 2014 3. Kepala Divisi Analisa Portofolio, 2012-2014 4. Kepala Urusan Analisa Pasar Utang dan Reksadana, 2010-2012 5. Kepala Urusan Pasar Hutang, 2006-2010		Job History and Working Period 1. Head of Strategic Planning Division, 2014-present 2. Head of Strategic Planning Bureau Division, 2014 3. Head of Portfolio Analysis Division, 2012-2014 4. Head of Market Analysis of Debt and Mutual Funds, 2010-2012 5. Head of Debt Market Affairs, 2006-2010
Pendidikan dan Sertifikasi 1. Sarjana Akuntansi Universitas Padjajaran tahun 1985 2. Master of Finance Studies, University of Colorado Denver tahun 1997		Education and Certification 1. Bachelor of Accounting, Padjajaran University, 1985 2. Master of Finance Studies, University of Colorado Denver, 1997

URAIAN TUGAS DAN TANGGUNG JAWAB

Satuan Pengawas Internal BPJS Ketenagakerjaan memiliki tugas dan tanggung jawab:

1. Membantu Manajemen dalam memenuhi tanggung jawab pengelolaan Badan dan Dana Jaminan Sosial, dengan memonitor kecukupan dan efektivitas manajemen risiko dan pengendalian internal.
2. Membantu Manajemen dalam meningkatkan tata kelola Badan dan Dana Jaminan Sosial, terutama dengan mendorong efektivitas organ – organ tata kelola, serta efektivitas implementasi etika bisnis, dan pengukuran kinerja Badan dan Dana Jaminan Sosial.
3. Mengembangkan staf profesional yang memiliki pengetahuan, keterampilan, pengalaman dan sertifikasi profesi yang memadai untuk memenuhi misi dan tanggungjawab satuan Pengawas Internal.
4. Menerbitkan laporan periodik kepada Manajemen mengenai ikhtisar hasil-hasil kegiatan pengawasan.
5. Melaksanakan investigasi atas indikasi kecurangan/ fraud, dan melaporkan hasilnya kepada Manajemen.

PIAGAM AUDIT INTERNAL SEBAGAI PEDOMAN

Dalam melaksanakan tugas dan tanggung jawabnya, Satuan Pengawas Internal berpedoman pada Piagam Audit Internal. Berdasarkan Peraturan Direksi BPJSK Ketenagakerjaan No.PERDIR/45/092015, Satuan Pengawas Internal telah memiliki Piagam Audit Internal yang telah disetujui dan disahkan oleh Direktur Utama.

Piagam Audit Internal mengatur tujuan, kewenangan, kewajiban, ruang lingkup, akuntabilitas, independensi dan objektivitas, standar & kode etik serta program asuransi dan peningkatan kualitas. Piagam Audit Internal merupakan dokumen formal yang mendefinisikan tujuan, wewenang, dan tanggung jawab aktivitas Audit Internal BPJS Ketenagakerjaan yang dilaksanakan oleh Satuan Pengawas Internal, yang disetujui dan disahkan oleh Direksi, Dewan Pengawas serta Komite Audit dan Aktuaria.

JOB DESCRIPTION AND RESPONSIBILITY

Internal Supervisory Unit of Labour Social Security Administration Agency has the following duties and responsibilities:

1. Assist Management in fulfilling the responsibility of management of the Agency and Social Security Fund, by monitoring the adequacy and effectiveness of risk management and internal control.
2. Assist Management in improving the governance of the Agency and Social Security Fund, primarily by boosting the effectiveness of governance organs, as well as the effectiveness of business ethics implementation, and measuring the performance of the Agency and Social Security Fund.
3. Developing professional staff who have sufficient knowledge, skills, experience and professional certification to fulfill the missions and responsibilities of the Internal Supervisory Unit.
4. Publish periodic reports to Management on the summary of supervisory activity results.
5. Carry out investigations on fraud indications, and report the results to the Management.

INTERNAL AUDIT CHARTER AS A GUIDELINE

In carrying out its duties, the Internal Supervisory Unit refers to the Internal Audit Charter. Based on Regulation of Labour Social Security Administration Agency's Board of Directors No. PERDIR/45/092015, the Internal Supervisory Unit has had the Internal Audit Charter that was approved and authorized by the President Director.

The Internal Audit Charter stipulates the purpose, authorities, obligations, scope, accountability, independence and objectivity, standards & codes of ethics, as well as assurance and quality improvement program. The Internal Audit Charter is a formal document that defines the purpose, authorities and responsibilities of Labour Social Security Administration Agency's Internal Audit activities conducted by the Internal Supervisory Unit, which was approved and authorized by the Board of Directors, Board of Commissioners as well as Audit and Actuarial Committee.

Sosialisasi Piagam Audit Internal Satuan Pengawas Internal dilakukan kepada seluruh pemangku kepentingan, guna memahami serta meningkatkan kerja sama yang baik dengan seluruh pemangku kepentingan. Dengan demikian Satuan Pengawas Internal dapat melaksanakan tugas pokok, fungsi dan tanggungjawabnya secara efektif dalam upaya mewujudkan visi, misi, dan tujuan BPJS Ketenagakerjaan.

The Internal Audit Charter of Internal Supervisory Unit is disseminated to all stakeholders, in order to understand and improve the good cooperation with all stakeholders. Thereby the Internal Supervisory Unit can perform its main duties, functions and responsibilities effectively in efforts to realize the vision, mission, and goals of Labour Social Security Administration Agency.

PROGRAM KERJA AUDIT TAHUNAN (PKAT) DAN PELAKSANAAN KEGIATAN

Selama tahun 2016 Satuan Pengawas Internal telah menyusun Program Kerja Audit Tahunan (PKAT) berbasis risiko sebanyak 37 Auditee. PKAT telah melalui pembahasan dengan Komite Audit dan Aktuaria, serta telah mendapat persetujuan Direktur Utama. PKAT terdiri dari 9 Kantor Wilayah dan 28 Kantor Cabang.

Selain itu Satuan Pengawas Internal juga melakukan Audit Investigatif dan audit tujuan tertentu, yang bukan termasuk dalam PKAT karena sifatnya bukan merupakan audit rutin.

ANNUAL AUDIT WORK PROGRAM (PKAT) AND IMPLEMENTATION OF ACTIVITIES

During 2016 the Internal Supervisory Unit has prepared 37 Auditees of risk-based Annual Audit Work Program (PKAT). PKAT has been discussed with the Audit and Actuarial Committee, and has been approved by the President Director. PKAT consisted of 9 Regional Offices and 28 Branch Offices.

In addition, the Internal Supervisory Unit also conducts Investigative Audit and specific purpose audit, which are not included in the PKAT because they are not routine audits.

PELAKSANAAN KEGIATAN SATUAN PENGAWAS INTERNAL TAHUN 2016

Implementation of Activities of Internal Supervisory Unit 2016

No	Kegiatan Activity	Uraian Description	Jumlah Total
1	Assurance	Audit Operasional Audit Operasional	37
		Audit Investigatif Investigative Audit	4
		Audit dengan Tujuan Tertentu Audits with Specific Purpose	2
		Audit Kinerja Performance Audit	4
		Assessment Penerapan Tata Kelola yang Baik Good Governance Implementation Assessment	1
2	Konsultasi	Counterpart Auditor Eksternal Counterpart External Auditor	2
		Pemutakhiran Tindak Lanjut Temuan Audit Internal dan Eksternal Updating Follow-Up of Internal and External Audit Findings	5
		Kegiatan Asistensi atau Konsultasi Sesuai Permintaan Unit Kerja Activities of Assistance or Consulting on Working Unit Request	35
		Kegiatan Peer Review Peer Review Activities	1
		Penyusunan dan Penyempurnaan Pedoman SPI Preparation and Improvement of SPI Guidelines	1
		Penyusunan Laporan Manajemen SPI Preparation of SPI Management Report	1

AKUNTAN PUBLIK PUBLIC ACCOUNTANT

Setiap tahun BPJS Ketenagakerjaan melaksanakan audit atas Laporan Keuangan Tahunan. Audit dilakukan oleh Auditor Independen, yakni Kantor Akuntan Publik (KAP). Selain itu Laporan Keuangan Tahunan juga diaudit oleh Badan Pemeriksa Keuangan (BPK).

Audit atas Laporan Keuangan Tahun 2016 dilakukan oleh KAP Kanaka Puradireja, Suhartono sebagai Auditor Independen dengan pendapat "Wajar Tanpa Pengecualian" dan biaya Rp1.320.000.000. Pelaksanaan audit Laporan Keuangan Tahunan oleh KAP sebagai Auditor Independen sudah berlangsung selama beberapa tahun.

Every year, Labour Social Security Administration Agency conducts an audit of the Annual Financial Statement. The audit is conducted by public accounting firm as an independent auditor. The Annual Financial Statement is also audited by the Supreme Audit Agency (BPK).

The audit on the Financial Statements 2016 was conducted by Public Accounting Firm KAP Kanaka Puradireja, Suhartono as Independent Auditor with the opinion "Unqualified" and the fee was Rp1,320,000,000. The audit on Annual Financial Statements by KAP as Independent Auditor has been going on for several years.

KEGIATAN AUDIT OLEH KANTOR AKUNTAN PUBLIK

Audit Activity by Public Accounting Firm

Tahun Year	Kantor Akuntan Publik Public Accounting Firm	Signing Partner	Fee (Rp Miliar) (Rp billion)	Jenis Pekerjaan Type of Work
2016	Kanaka Puradireja, Suhartono	Suhartono	1,32	<ul style="list-style-type: none"> • General Audit • Audit Kepatuhan terhadap Peraturan Perundangan • General Audit • Audit on Compliance with Laws and Regulations
2015	KAP Aryanto, Amir Jusuf, Mawar & Saptono (AAJ)	Saptoto Agustama	3,13	<ul style="list-style-type: none"> • General Audit, • Review Laporan • Pengelolaan Program • General Audit • Report Review • Program Management
2014	KAP Aryanto, Amir Jusuf, Mawar & Sabtono (AAJ)	Rudi Hartono	2,64	General Audit
2013	KAP Aryanto, Amir Jusuf, Mawar & Saptono (AAJ)	Rudi Hartono	2,82	<ul style="list-style-type: none"> • General Audit • Laoan Keuangan • Laporan Keuangan Penutup • Laporan Keuangan Pembuka • General Audit • Financial Statements • Opening Financial Statements • Closing Financial Statements
2012	KAP Aryanto, Amir Jusuf, Mawar & Saptono (AAJ)	Rudi Hartono	1,76	General Audit

PERKARA PENTING DIHADAPI MATERIAL LITIGATIONS

Kami berkomitmen untuk mematuhi ketentuan hukum dan peraturan perundang-undangan. Hingga akhir periode pelaporan, BPJS Ketenagakerjaan tidak pernah mendapatkan sanksi denda finansial maupun sanksi hukum lain, terkait dugaan ketidakpatuhan terhadap regulasi yang mengatur tentang pengelolaan lingkungan, persaingan usaha tidak sehat dan tanggung jawab produk.

[G4-EN29, G4-SO8, G4-PR9]

Selama tahun 2016, ada beberapa perkara penting yang dihadapi oleh BPJS Ketenagakerjaan, entitas anak, Direksi dan/atau anggota dewan Pengawas. Dari perkara yang dihadapi dan telah mendapatkan putusan pengadilan yang berkekuatan hukum tetap, BPJS Ketenagakerjaan tidak pernah mendapatkan sanksi apapun termasuk sanksi administratif.

We are committed to comply with laws and regulations. Until the end of the reporting period, Labour Social Security Administration Agency has never received any financial penalties or other legal sanctions over alleged non-compliance with regulations on environmental management, unfair business competition and product responsibility. [G4-EN29, G4-SO8, G4-PR9]

During 2016, there were several material litigations faced by Labour Social Security Administration Agency, subsidiaries, Board of Directors and/or members of the Board of Commissioners. Of the cases faced and having received a legal and binding judicial decision, Labour Social Security Administration Agency never received any sanctions including administrative sanction.

PERKARA PENTING DIHADAPI TAHUN 2016

Material Litigations Faced in 2016

Pokok Perkara Subject of Case	Status Penyelesaian dan Sanksi Diterima Status of Settlement and Sanction Received	Pengaruh Terhadap BPJS Ketenagakerjaan Impact on Labour Social Security Administration Agency
Perselisihan Hubungan Industrial TKAD	Perkara hukum tidak dilanjutkan, karena permasalahan tersebut diselesaikan oleh Divisi Human Capital diluar Pengadilan.	Menunjukkan bahwa BPJS Ketenagakerjaan tetap berkomitmen melaksanakan <i>Good Governance</i> dalam hal ini patuh terhadap ketentuan perundang-undangan yang berlaku yaitu ketentuan Peraturan Menteri Tenaga Kerja dan Transmigrasi Nomor : 19 Tahun 2012 tentang Syarat-Syarat Penyerahan pelaksanaan Pekerjaan pada Perusahaan Lain.
Industrial Relations Disputes of Outsourced Employees (TKAD)	The lawsuit did not proceed, as the case was resolved by the Human Capital Division outside the Court.	Showing that Labour Social Security Administration Agency remains committed to implementing Good Governance, particularly in compliance with applicable laws and regulations, namely the Regulation of the Minister of Manpower and Transmigration No. 19 of 2012 on Terms of Submission of the implementation of Work at Other Companies.

PERKARA PENTING DIHADAPI TAHUN 2016

Material Litigations Faced in 2016

Pokok Perkara Subject of Case	Status Penyelesaian dan Sanksi Diterima Status of Settlement and Sanction Received	Pengaruh Terhadap BPJS Ketenagakerjaan Impact on Labour Social Security Administration Agency
<p>Gugatan di Pengadilan Negeri Payakumbuh berupa gugatan perkara perdata wanprestasi terkait penyaluran Program kemitraan usaha kecil dan koperasi yang disalurkan oleh PT Jamsostek (Persero) pada tahun 2009 kepada Koperasi Peternak Telur Saiyo Luak Puluah di Kabupaten Lima Puluh Kota</p> <p>Lawsuit in Payakumbuh District Court as a civil case lawsuit on default of disbursement for small business and cooperatives partnership programs distributed by PT Jamsostek (Persero) in 2009 to the Saiyo Luak Puluah Egg Farmers Cooperative in Lima Puluh Kota Regency</p>	<p>Perkara tersebut masih dalam persidangan.</p> <p>The case is still in court.</p>	<p>Membuktikan bahwa Koperasi Peternak Telur Saiyo Luak Puluah di Kabupaten Lima Puluh Kota melakukan pinjaman dana Program kemitraan usaha kecil dan koperasi tidak sesuai dengan peruntukannya.</p> <p>Proving that Saiyo Luak Puluah Egg Farmers Cooperative in Lima Puluh Kota Regency did not follow the designated allocation in applying loans of Small business and cooperatives partnership program.</p>
<p>Gugatan di Pengadilan Negeri Tangerang oleh PT Pacific Paint kepada BPJS Ketenagakerjaan terkait klaim jaminan kecelakaan kerja terhadap tenaga kerja yang telah non aktif.</p> <p>Lawsuit at Tangerang District Court by PT Pacific Paint to Labour Social Security Administration Agency concerning work accident claims against workers who have been inactive.</p>	<p>Pada tanggal 24 November 2016 Majelis Hakim memutuskan menolak gugatan penggugat untuk seluruhnya. Putusan telah berkekuatan hukum tetap (Incracht van gewijsde)</p> <p>On November 24, 2016 the Panel of Judges decided to reject the plaintiff's claim at all parts. The verdict has been final and binding (Incracht van gewijsde)</p>	<ul style="list-style-type: none"> i. Memberikan kepastian hukum bahwa Tenaga Kerja yang telah Non Aktif tidak berhak atas klaim Jaminan Kecelakaan Kerja ataupun Jaminan Kematian. ii. Dapat memberikan pemahaman kepada peserta TK maupun Perusahaan bahwa terdapat perubahan regulasi pada program Jaminan Sosial Ketenagakerjaan saat berlakunya UU No 24 Tahun 2011 <ul style="list-style-type: none"> i. Provide legal certainty that Non-Active Workers are not entitled to a Work Accident or Death Benefit claim. ii. Provide understanding to participants, both workers and Companies, that there has been a change of regulation on the Social Security for Employment program following the enactment of Law No. 24 of 2011
<p>Gugatan di Pengadilan Negeri Jakarta Timur oleh mantan karyawan PT Dai Nippon Printing Indonesia kepada perusahaannya terkait pembayaran hak-hak pekerja. BPJS Ketenagakerjaan sebagai Turut Tergugat, digugat untuk tunduk dan patuh pada putusan.</p> <p>The lawsuit at the East Jakarta District Court by former employee of PT Dai Nippon Printing Indonesia against the company over the payment of workers' rights. Labour Social Security Administration Agency Co Defendant, was sued to abide and comply with the ruling.</p>	<p>Perkara telah diputus pada tanggal 21 November 2016 dengan gugatan tidak dapat diterima (Niet Ovantkrlijk Verklard)</p> <p>The case has been decided as unacceptable lawsuit (Niet Ovantkrlijk Verklard) on November 21, 2016.</p>	<p>Tidak timbul pengaruh kepada BPJS Ketenagakerjaan, karena BPJS Ketenagakerjaan hanya sebagai turut tergugat dan pokok perkaranya gugatan perdata wanprestasi antara karyawan dengan perusahaannya.</p> <p>No impact on Labour Social Security Administration Agency, because Labour Social Security Administration Agency acts only as a defendant and the subject of the case was civil suit on default between employees with the company.</p>

PERKARA PENTING DIHADAPI TAHUN 2016

Material Litigations Faced in 2016

Pokok Perkara Subject of Case	Status Penyelesaian dan Sanksi Diterima Status of Settlement and Sanction Received	Pengaruh Terhadap BPJS Ketenagakerjaan Impact on Labour Social Security Administration Agency
<p>Perkara gugatan perbuatan melawan hukum dilakukan oleh H.Hasan dan Yayasan Rumah Duka Abadi atas penyerobotan tanah milik BPJS Ketenagakerjaan di Grogol</p>	<p>Telah terbit Putusan Mahkamah Agung RI Nomor : 104 K/Pdt/2016 tanggal 31 Mei 2016 : Bahwa amar putusan Mahkamah Agung RI tersebut menyatakan :</p> <ol style="list-style-type: none"> 1.1. Mengabulkan permohonan Kasasi dari Pemohon Kasasi, PT. Jaminan Sosial Tenaga Kerja (Persero); 1.2. Menyatakan Tergugat I dan Tergugat II telah melakukan perbuatan melawan hukum; 1.3. Menyatakan Penggugat (PT. Jamsostek) sebagai pemilik tanah Ex. SHGB Nomor 4487/Jelambar luas 2.239 m2 terletak di Jalan Daan Mogot Nomor 100A RT. 006 RW. 03 Kel. Jelambar, Kec. Grogol, Petamburan, Jakarta Barat; 1.4. Menghukum Tergugat I, Tergugat II, Tergugat III, Tergugat IV, Tergugat V dan Tergugat VI, atau pihak-pihak lain yang mendapat manfaat dari Tergugat I, untuk membongkar pagar tembok dan mengosongkan tanah SHGB Nomor 4487/Jelambar luas 2.239 m2 terletak di Jalan Daan Mogot Nomor 100A RT. 006 RW. 03 Kel. Jelambar, Kec. Grogol, Petamburan, Jakarta Barat; 1.5. Menghukum Turut Tergugat untuk patuh dan taat terhadap putusan ini. 	<ol style="list-style-type: none"> 1. Memberikan kepastian hukum bahwa tanah seluas 624 M2 yang diklaim oleh H.Hasan merupakan milik BPJS Ketenagakerjaan. 2. Menjadi dasar BPJS Ketenagakerjaan mengajukan perpanjangan SHGB Nomor 4487/Jelambar luas 2.239 m2 terletak di Jalan Daan Mogot Nomor 100A RT. 006 RW. 03 Kel. Jelambar, Kec. Grogol, Petamburan, Jakarta Barat. 3. Dapat segera dimanfaatkan untuk dilakukan pembangunan gedung kantor cabang Jakarta grogol
<p>The lawsuit on unlawful act against H. Hasan and Yayasan Rumah Duka Abadi for encroachment of Labour Social Security Administration Agency's land in Grogol</p>	<p>The verdict of the Supreme Court of the Republic of Indonesia Number: 104 K/Pdt/2016 dated May 31, 2016: That the verdict of the Supreme Court of the Republic of Indonesia states:</p> <ol style="list-style-type: none"> 1.1. Granting the Cassation Application from the Cassation Appellant, PT. Jaminan Sosial Tenaga Kerja (Persero); 1.2. Declare Defendant I and Defendant II have committed unlawful acts; 1.3. Declare the Plaintiff (PT Jamsostek) as the land owner Ex. SHGB No. 4487/ Jelambar with an area of 2,239 m2, located at Jalan Daan Mogot Number 100A RT. 006 RW. 03 Jelambar sub-district, Grogol Petamburan District, West Jakarta; 1.4. Punishing Defendant I, Defendant II, Defendant III, Defendant IV, Defendant V and Defendant VI, or other parties benefiting from Defendant I, to dismantle the wall fence and vacate the land of SHGB No. 4487/Jelambar with an area of 2,239 m2, located at Jalan Daan Mogot Number 100A RT. 006 RW. 03 Jelambar sub-district, Grogol Petamburan District, West Jakarta; 1.5. Punishing the Defendants to be abide and comply with this verdict. 	<ol style="list-style-type: none"> 1. Provide legal certainty that the land with an area of 624 m2 claimed by H. Hasan is owned by Labour Social Security Administration Agency. 2. Become the basis of Labour Social Security Administration Agency to apply for extension of SHGB No. 4487/ Jelambar, with an area of 2,239 m2 located at Jalan Daan Mogot Number 100A RT. 006 RW. 03, Jelambar Sub-district, Grogol Petamburan District, West Jakarta. 3. Immediately can be used for the construction of Jakarta Grogol branch office building

PERKARA PENTING DIHADAPI TAHUN 2016

Material Litigations Faced in 2016

Pokok Perkara Subject of Case	Status Penyelesaian dan Sanksi Diterima Status of Settlement and Sanction Received	Pengaruh Terhadap BPJS Ketenagakerjaan Impact on Labour Social Security Administration Agency
<p>Pendampingan hukum atas nama pelapor Denny Andrian Kusdayat, S. H. Tentang dugaan tindak pidana di bidang BPJS.</p>	<p>Divisi Kepatuhan dan Hukum melakukan pendampingan kepada staf Kantor Cabang Slipi untuk dimintai keterangan. Perkara tersebut masih dalam status penyelidikan.</p>	
<p>Legal accompaniment on behalf of the reporter Denny Andrian Kusdayat, S. H. About alleged offenses in the field of BPJS.</p>	<p>The Compliance and Legal Division assisted the staff of Slipi Branch Office for questioning. The case is still under investigation status.</p>	
<p>Perkara laporan masyarakat atas penyaluran pinjaman uang muka Tenaga Kerja Bongkar Muat (TKBM) Pelabuhan Belawan, Sumatera Utara.</p>	<p>Divisi Kepatuhan dan Hukum melakukan pendampingan kepada staf Kanwil Sumbagut. Gelar perkara telah dilakukan dan dinyatakan bahwa tidak ada cukup bukti adanya tindak pidana korupsi dalam penyaluran PUMP.</p>	
<p>Case based on the community's reports over the disbursement of Down Payment Loan for Loading and Unloading Workers (TKBM) at Belawan Port, North Sumatra.</p>	<p>The Compliance and Legal Division assisted the staff of Northern Sumatra Regional Office. The expose of the case has been made and stated that there was not enough evidence of corruption in PUMP distribution.</p>	
<p>Penanganan aset eks. MTN PT Volgren Indonesia</p>	<p>Divisi Kepatuhan dan Hukum melakukan upaya hukum litigasi dan non-litigasi untuk penanganan aset-aset terkait.</p>	
<p>Handling of asset ex MTN of PT Volgren Indonesia</p>	<p>The Compliance and Legal Division took legal remedies in litigation and non-litigation for the handling of related assets.</p>	
<p>Penanganan aset eks. MTN PT Sapta Prana Jaya</p>	<p>Divisi Kepatuhan dan Hukum melakukan upaya hukum litigasi dan non-litigasi untuk penanganan aset-aset terkait.</p>	
<p>Handling of asset ex MTN of PT Sapta Prana Jaya</p>	<p>The Compliance and Legal Division took legal remedies in litigation and non-litigation for the handling of related assets.</p>	

SISTEM PELAPORAN PELANGGARAN WHISTLEBLOWING SYSTEM

BPJS Ketenagakerjaan telah memiliki Sistem Pelaporan Pelanggaran (SPP) atau Whistleblowing System (WBS), yang menjadi bagian dari penerapan Tata Kelola yang Baik. WBS adalah sistem yang mengelola pengaduan/pengungkapan perilaku melawan hukum, perbuatan tidak etis/tidak semestinya, secara rahasia, anonim dan mandiri.

PEDOMAN INSAN BPJS KETENAGAKERJAAN

Kami mendorong semua pihak di BPJS Ketenagakerjaan, yakni para karyawan dan pimpinan, untuk mematuhi Pedoman Sistem Pelaporan Pelanggaran (SPP) atau Whistleblowing System (WBS) BPJS Ketenagakerjaan. Penerapan Sistem Pelaporan Pelanggaran BPJS Ketenagakerjaan berdasarkan Peraturan Direksi No. PERDIR/48/092015 tentang Pedoman Sistem Pelaporan Pelanggaran (Whistleblowing System) BPJS Ketenagakerjaan.

Tujuan penerapan Pedoman Sistem Pelaporan Pelanggaran (SPP) atau Whistleblowing System (WBS) BPJS Ketenagakerjaan adalah:

1. Menciptakan iklim yang kondusif dan mendorong pelaporan terhadap hal-hal yang dapat menimbulkan kerugian financial dan non financial BPJS Ketenagakerjaan.
2. Memudahkan manajemen untuk menangani secara efektif laporan pelanggaran dan melindungi kerahasiaan identitas pelapor.
3. Membangun infrastruktur untuk melindungi pelapor dari balasan pihak internal dan eksternal.
4. Meningkatkan efektivitas tata kelola, pengendalian intern dan kinerja pegawai maupun kinerja BPJS Ketenagakerjaan.
5. Mendukung budaya dan etos kerja BPJS Ketenagakerjaan
6. Meningkatkan reputasi BPJS Ketenagakerjaan.

Labour Social Security Administration Agency has established Whistleblowing System (WBS), which is part of the implementation of Good Governance. WBS is a system that manages complaints/disclosures of unlawful acts, unethical/inappropriate conduct, in confidentiality, anonymous and independent manner.

GUIDELINE OF LABOUR SOCIAL SECURITY ADMINISTRATION AGENCY'S PERSONNEL

We encourage all personnel at Labour Social Security Administration Agency, ie employees and managers, to comply with the Labour Social Security Administration Agency Whistleblowing System (WBS) Guidelines. Implementation of Labour Social Security Administration Agency Whistleblowing System is based on Board of Directors' Regulation No. PERDIR/48/092015 on Whistleblowing System Guidelines of Labour Social Security Administration Agency.

The purposes of Whistleblowing System Guidelines of Labour Social Security Administration Agency are:

1. Creating a conducive climate and encouraging reporting on matters that can cause financial and non financial losses to Labour Social Security Administration Agency.
2. Facilitating management to effectively address violation reports and protect the confidentiality of the whistleblower's identity.
3. Building the infrastructure to protect the whistleblower from internal and external reprisals.
4. Improving the effectiveness of governance, internal control and employee performance and Labour Social Security Administration Agency's performance.
5. Supporting the work culture and work ethic of Labour Social Security Administration Agency
6. Improving the reputation of Labour Social Security Administration Agency.

PAKTA INTEGRITAS

Seluruh Insan BPJS Ketenagakerjaan wajib berpartisipasi aktif untuk ikut melaporkan bila menemukan adanya potensi dan/atau pelanggaran. Kewajiban tersebut secara teknis termuat dalam Pakta Integritas, sehingga diharapkan akan mendorong terbentuknya budaya keterbukaan dan kejujuran serta budaya melaporkan setiap pelanggaran.

PENGELOLAAN WBS

Kami juga telah membentuk Komite Integritas, yang bertanggung jawab atas pengelolaan WBS. Komite Integritas memiliki tugas:

1. Membantu terlaksanakannya Pakta Integritas di lingkungan BPJS Ketenagakerjaan.
2. Memantau sistem pelaporan pelanggaran (WBS)
3. Memantau tindak lanjut penanganan atas laporan pelanggaran/penyimpangan yang dilakukan oleh Insan BPJS Ketenagakerjaan.
4. Menjamin kerahasiaan identitas saksi/pelapor pelanggaran Pakta Integritas.

INTEGRITY PACT

All personnel of Labour Social Security Administration Agency are obliged to participate actively to report when found potential and/or violation. The obligation is technically contained in the Integrity Pact, which is expected to foster a culture of transparency and honesty as well as culture to report any violations.

WBS MANAGEMENT

We have also established the Integrity Committee, which is responsible for WBS management. The Integrity Committee has the following tasks:

1. Assisting the Integrity Pact implementation within Labour Social Security Administration Agency.
2. Monitoring whistleblowing system (WBS)
3. Monitoring follow-up handling of reports of violations/irregularities committed by Labour Social Security Administration Agency's personnel.
4. Ensuring the identity confidentiality of the witness/whistleblower of the Integrity Pact violation.

STRUKTUR KEANGGOTAAN KOMITE INTEGRITAS

Membership structure of Integrity Committee

No	Jabatan Position	Pejabat Official
1	Ketua Chairman	Direktur Umum dan SDM Director of General Affairs and Human Resources
2	Sekretaris Secretary	Kepala Satuan Pengawas Internal Head of Internal Supervisory Unit
3	Anggota Member	Kepala Divisi Kepatuhan dan Hukum Head of Compliance and Legal Division
		Kepala Divisi SDM Head of HR Division
		Ketua Serikat Pekerja BPJS Ketenagakerjaan Chairman of Labour Social Security Administration Agency Workers Union

BPJS Ketenagakerjaan telah memiliki Standar Prosedur Operasi (SPO) untuk penyampaian pelaporan pelanggaran dan tindak lanjut pelaporan pelanggaran. Pelaporan pelanggaran ditujukan melalui suatu mekanisme baku dan dikelola secara profesional.

Labour Social Security Administration Agency already has Standard Operating Procedures (SOP) for the submission and follow-up of violation reporting. The violation reporting (whistleblowing) is handled through a standard and professionally managed mechanism.

STANDAR PROSEDUR OPERASI WBS
WBS Standard Operating Procedures

Prosedur Penyampaian Laporan Pelanggaran Procedure for Submitting Reports of Violations	Pengelolaan Laporan Pelanggaran Whistleblowing Management
<ul style="list-style-type: none"> • Laporan menyertakan identitas pihak pelapor dan isi laporan. • Laporan disampaikan melalui saluran yang tersedia dan diterima Satuan Pengawas Internal. • Komite Integritas menerima laporan pelanggaran dari Satuan Pengawas Internal. • Komite Integritas memeriksa kepenuhan persyaratan dan kelayakan informasi yang disampaikan. • Bila dinilai layak diteruskan maka Direktur Utama memerintahkan investigasi. • Komite Integritas melakukan pemantauan tindak lanjut. • Reports include the identity of the whistleblower and content. • Reports are submitted through available channels and received by the Internal Supervisory Unit. • The Integrity Committee receives violation report from the Internal Supervisory Unit. • The Integrity Committee examines the fulfillment of requirements and the eligibility of the information submitted. • If deemed appropriate to be forwarded then the President Director shall order an investigation. • The Integrity Committee conducts follow-up monitoring. 	<ul style="list-style-type: none"> • Setiap pelaporan wajib ditindaklanjuti dan didokumentasikan. • Pelaporan diharapkan mengungkapkan identitasnya. • Identitas pelaporan wajib dirahasiakan. • Klasifikasi status laporan pelanggaran. • Status dan progres dilaporkan secara berkala. • Investigasi berdasarkan Surat Perintah Direktur Utama. • Every report must be followed up and documented. • Whistleblower is expected to reveal his/her identity. • The identity of the whistleblower must be kept confidential. • Classifying violation report status. • Status and progress are reported periodically. • Investigation under the Order of President Director.



PERLINDUNGAN PELAPOR DAN PENANGANAN PELAPORAN

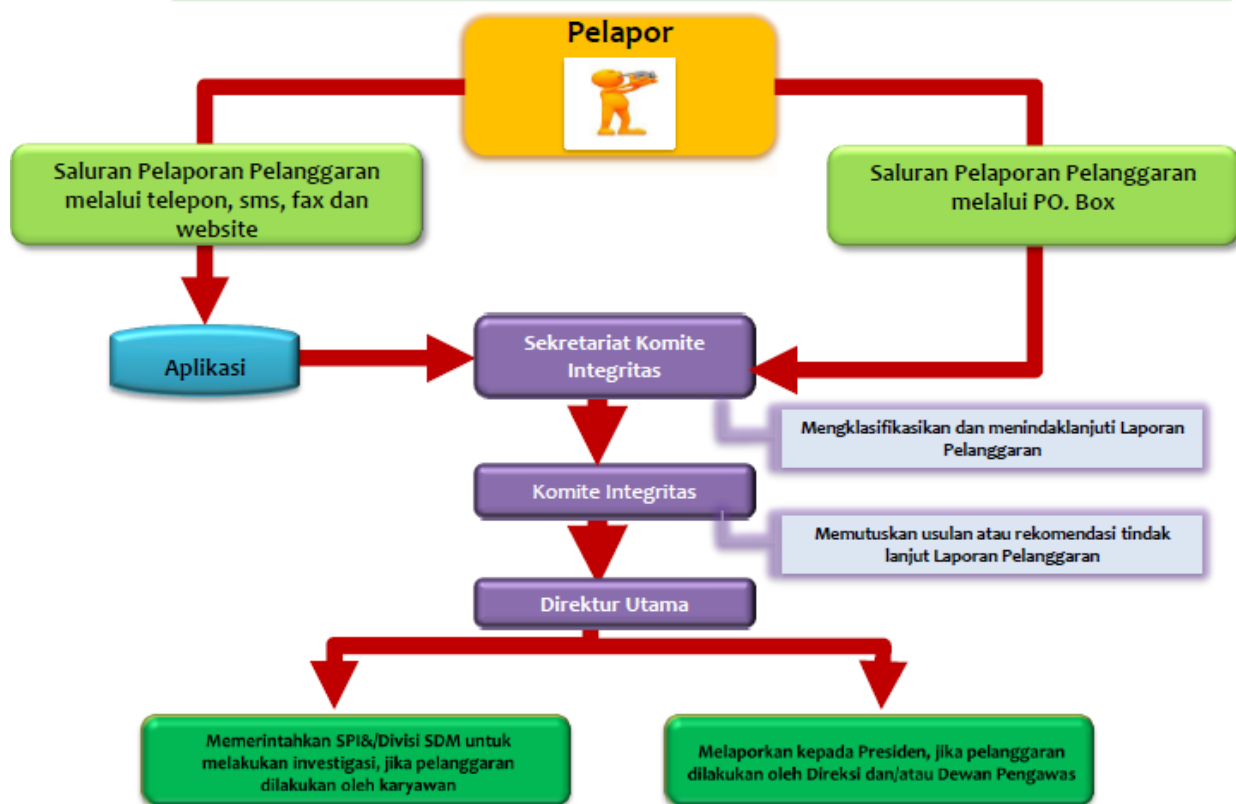
Sesuai dengan SPO penanganan WBS, maka BPJS Ketenagakerjaan berkewajiban untuk memberikan perlindungan kepada pelapor. Perlindungan yang diberikan meliputi kerahasiaan identitas pelapor serta memastikan tidak ada perlakuan yang dapat merugikan pelapor.

WHISTLEBLOWER PROTECTION AND REPORT HANDLING

In accordance with SOP of WBS handling, Labour Social Security Administration Agency shall be obliged to provide protection to the whistleblower. The protection provided includes the confidentiality of the whistleblower's identity and ensures that no treatment that may be damaging to the whistleblower.

TATA LAKSANA PENANGANAN PELAPORAN

Procedures of Report Handling



CARA PENYAMPAIAN PELAPORAN PELANGGARAN Whistleblowing Mechanism



0800 1 392 392



0812 1 292 392



021 – 529 01392



<https://bpjsketenagakerjaan.go.id>



392/JKTM12700

PELAPORAN PENGADUAN TAHUN 2016 DAN TINDAK LANJUTNYA

Selama periode pelaporan, kami menerima 524 data/laporan, terdiri dari:

- Klasifikasi pelanggaran sebanyak 5 data/laporan.
- Klasifikasi pelayanan sebanyak 337 data/laporan.
- Klasifikasi sampah (*garbage*) sebanyak 182 data/laporan.

Tindak lanjut pelaporan:

Setiap data/pelaporan yang terkait dengan dugaan pelanggaran dan pelayanan, akan ditindaklanjuti oleh unit kerja yang berwenang. Adapun data/laporan yang bersifat sampah tidak akan ditindaklanjuti.

Tindak lanjut terkait pelanggaran yang bersifat personal ditindaklanjuti oleh Divisi Human Capital, sedangkan pelanggaran yang bersifat materiil ditindaklanjuti oleh Satuan Pengawas Internal. Tindak lanjut laporan terkait pelayanan diserahkan kepada Divisi Pelayanan dan Pengaduan untuk tindak lanjut tersebut.

COMPLAINT REPORTING OF 2016 AND FOLLOW-UP

During the reporting period, we received 524 data/reports, consisting of:

- Classification of violations as many as 5 data/reports.
- Classification of services as many as 337 data/reports.
- Classification of garbage as many as 182 data/reports.

Report Follow-up:

Any data/report concerning alleged violations and services, will be followed up by authorized work units. The data/reports that are classified as garbage will not be followed up.

Personal violations are followed up by the Human Capital Division, while material violations are followed up by the Internal Supervisory Unit. Follow-up of service-related reports is handed over to the Division of Services and Complaints for the follow-up.

ALUR PENANGANAN LAPORAN

Flow of Report Handling

Klasifikasi Classification	Unit Kerja Berwenang Authorized Work Unit	Keterangan Remarks
Pelayanan Service	Divisi Layanan dan Pengaduan Division of Services and Complaints	Ditindaklanjuti Followed up
Pelanggaran Violation	Satuan Pengawas Internal Internal Supervisory Unit Divisi SDM Division of HR	Ditindaklanjuti Followed up
Sampah Garbage		Tidak Ditindaklanjuti Not Followed up

KLASIFIKASI PELAPORAN TAHUN 2016

Report Classification 2016

No	Saluran Channel	Pelanggaran Violation	Layanan Service	Sampah Garbage	Total	%
1	SMS	0	236	83	319	69
2	Telepon Telephone	1	30	48	79	9
3	Webside	4	71	51	126	22
4	Faksimili Facsimile	0	0	0	0	0
5	PO Box	0	0	0	0	0
6	Surat Elektronik Email	0	0	0	0	0
7	Jumlah Total	5	337	182	524	100

BPJS Ketenagakerjaan memberikan penghargaan bagi setiap pelaporan yang terbukti kebenarannya. Sementara bagi pihak-pihak yang terbukti terlibat dalam perbuatan pelanggaran yang dilaporkan, akan dikenakan sanksi.

Labour Social Security Administration Agency rewards any verifiable reports. As for those parties who are proven to be involved in the reported violation, sanctions will be imposed.

PENGHARGAAN DAN SANKSI

Rewards and Sanctions

**PENGHARGAAN**

1. Uang atau Penghargaan (5% dari nilai Penyimpangan)
2. Kenaikan Golongan atau Grade (Rekomendasi Komite Integritas dan Antisuap dan Ditetapkan Direktur Utama)

**SANKSI**

1. Moral (Diumumkan secara terbuka melalui media, Permintaan Maaf ke Publik melalui media dan Mengundurkan diri atau diminta mengundurkan diri)
2. Administratif sesuai Ketentuan yang Berlaku
3. Laporan terbukti Fitnah maka Manajemen mengenakan sanksi ke Pelapor
4. Sanksi ditetapkan Direktur Utama berdasarkan Hasil Investigasi dan Rekomendasi BAPEG



» KETERBUKAAN INFORMASI INFORMATION DISCLOSURE

Sebagai penerapan dari prinsip transparansi dalam pelaksanaan Tata Kelola yang Baik, BPJS Ketenagakerjaan mengelola saluran informasi yang dapat diakses oleh publik maupun segenap pemangku kepentingan. Hingga akhir periode pelaporan, ada beberapa saluran informasi yang dikelola BPJS Ketenagakerjaan.

PENERBITAN LAPORAN TAHUNAN TERINTEGRASI

Sejak tahun 2015 BPJS Ketenagakerjaan telah meningkatkan penyusunan Laporan Tahunan yang telah diterbitkan sejak tahun 2006, menjadi Laporan Tahunan Terintegrasi. Tahun 2016 adalah tahun kedua penerbitan Laporan Tahunan Terintegrasi, yang disusun berdasarkan praktik-praktik terbaik pelaporan dengan mengacu pada Referensi Bapepam-LK, Global Reporting Initiative (GRI) dan IIRC. Selanjutnya setiap tahun kami akan menerbitkan Laporan Tahunan Terintegrasi secara berkesinambungan.

As an implementation of the transparency principle in the Good Governance implementation, Labour Social Security Administration Agency manages information channels that can be accessed by the public as well as all stakeholders. Until the end of the reporting period, there are several information channels managed by Labour Social Security Administration Agency.

PUBLICATION OF INTEGRATED ANNUAL REPORT

Since 2015, Labour Social Security Administration Agency has improved the preparation of Annual Reports that have been published since 2006 into the Integrated Annual Report. The year 2016 is the second year of publishing the Integrated Annual Report, which is based on best reporting practices with reference to Bapepam-LK Reference, Global Reporting Initiative (GRI) and IIRC. In addition, each year we will continually publish an integrated Annual Report.

Kami menyediakan mekanisme evaluasi maupun penyampaian informasi lain oleh pemangku kepentingan melalui Lembar Umpan Balik di bagian akhir Laporan Tahunan Terintegrasi 2016. Selanjutnya, segala hal yang disampaikan dalam Lembar Umpan Balik akan digunakan sebagai masukan demi peningkatan kualitas pelaporan.

[G4-49]

We provide other stakeholder evaluation and information delivery mechanisms through Feedback Form at the end of the Integrated Annual Report 2016. Every response that is conveyed in the Feedback Sheet will be used as input for reporting quality improvement. [G4-49]

PERNYATAAN FINANSIAL

Di dalam Laporan Tahunan Terintegrasi disampaikan informasi Pernyataan Finansial (Financial Statement) BPJS Ketenagakerjaan. Pernyataan Finansial disusun berdasarkan standar akuntansi yang berlaku di Indonesia serta mengungkapkan informasi secara lengkap dan akurat mengenai aktivitas keuangan selama tahun 2016.

FINANCIAL STATEMENT

The Integrated Annual Report has presented Financial Statement information of Labour Social Security Administration Agency. The financial statements were prepared under the accounting standards applicable in Indonesia and disclosed complete and accurate information about financial activities during 2016.

SALURAN INFORMASI LAIN

- Website: www.bpjsketenagakerjaan.go.id
- Facebook: BPJS Ketenagakerjaan
- Twiter: @BPJSTKinfo
- Youtube: BPJS Ketenagakerjaan
- Surat Elektronik: biro.humas@bpjsketenagakerjaan.go.id
- Telepon: 021-5207797
- Faksimili: 021-5202310
- Contact Center: 1500 910
- Majalah Internal: Bright
- Majalah Eksternal : Bridge

➔ Website

BPJS Ketenagakerjaan terus mengembangkan penampilan maupun isi dari website (situs). Dengan demikian keberadaan situs akan lebih menarik, lebih mudah diakses, lebih banyak aplikasi yang memudahkan peserta mendapatkan informasi produk maupun layanan.

➔ Media Sosial

Seiring dengan meningkatnya jumlah pemakai internet, BPJS Ketenagakerjaan juga menyediakan akses informasi dalam bentuk media sosial. Pengelolaan saluran media sosial dilakukan oleh Urusan Komunikasi Internal Divisi Komunikasi.

OTHER INFORMATION CHANNELS

- Website: www.bpjsketenagakerjaan.go.id
- Facebook: BPJS Ketenagakerjaan
- Twiter: @BPJSTKinfo
- Youtube: BPJS Ketenagakerjaan
- Email: biro.humas@bpjsketenagakerjaan.go.id
- Phone: 021-5207797
- Facsimile: 021-5202310
- Contact Center: 1500 910
- Internal Magazine: Bright
- External Magazine: Bridge

➔ Website

Labour Social Security Administration Agency continues to improve the appearance and content of the website. Thus the site will be more interesting, more accessible, have more applications that facilitate participants get information on products and services.

➔ Social Media

Along with the increasing number of Internet users, Labour Social Security Administration Agency also provides access to information in the form of social media. The social media channel is managed by the Communications Affairs of Internal Communication Division.

Media sosial menjadi media efektif untuk menyampaikan sosialisasi kepada masyarakat, mengenai berbagai hal berkaitan dengan BPJS Ketenagakerjaan. Kami terus mencatat penambahan jumlah orang yang mengakses media sosial BPJS Ketenagakerjaan.

Social media becomes an effective media for dissemination to the public, on various matters related to Labour Social Security Administration Agency. We continue to record the addition of the number of people accessing social media of Labour Social Security Administration Agency.

JUMLAH PENGAKSES MEDIA SOSIAL BPJS KETENAGAKERJAAN

Number of Social Media Visitors of Labour Social Security Administration Agency

Media Sosial Social Media	Pengakses Visitor	Jumlah Total	
		2016	2015
Facebook	Fan page	96.964	67.794
Twitter	Follower	42.339	25.737
Youtube	View	43.598	26.668



MAJALAH EKSTERNAL

BPJS Ketenagakerjaan menerbitkan majalah eksternal: Bridge, yang diterbitkan reguler setiap dua bulan sekali. Sasaran penerbitan majalah ini adalah segenap pemangku kepentingan BPJS Ketenagakerjaan. Tema-tema yang ditampilkan pada setiap edisi penerbitan pada tahun 2016 berisi informasi perkembangan dan kinerja BPJS Ketenagakerjaan pada kurun waktu periode pelaporan.

EXTERNAL MAGAZINE

Labour Social Security Administration Agency publishes an external magazine: Bridge, which is published regularly every two months. The magazine publishing target is all the stakeholders of Labour Social Security Administration Agency. The themes carried in each issue during 2016 contained information on the development and performance of Labour Social Security Administration Agency during the reporting period.

PEMBERITAAN DI MEDIA MASSA

Secara berkesinambungan kami menerbitkan publikasi dan pemberitaan di media massa, mengenai berbagai hal terkait kinerja BPJS Ketenagakerjaan serta pemenuhan tanggung jawab sosial dan lingkungan (TJSL). Publikasi dan pemberitaan di media massa tidak hanya disampaikan oleh Kantor Pusat BPJS Ketenagakerjaan, tetapi juga Kantor Wilayah maupun Kantor Cabang melalui media massa setempat. Dengan demikian informasi yang disampaikan menjangkau lebih banyak pemangku kepentingan.

BPJS Ketenagakerjaan juga memberikan akses kepada media massa untuk mendapatkan informasi terkait kinerja BPJS Ketenagakerjaan. Setiap tahun BPJS Ketenagakerjaan juga menyelenggarakan lomba penulisan karya jurnalistik tentang BPJS Ketenagakerjaan dan memberikan penghargaan Journalistic Award kepada karya jurnalistik terbaik.

MASS MEDIA COVERAGE

We continually publish and news coverage in the mass media on various matters related to the performance of Labour Social Security Administration Agency as well as the fulfillment of social and environmental responsibility (TJSL or SER). Publications and news in the mass media are not only made by the Head Office of Labour Social Security Administration Agency, but also the Regional Offices or Branch Offices through local mass media. Thus the information reaches more stakeholders.

Labour Social Security Administration Agency also provides access to mass media to gather information related to the performance of Labour Social Security Administration Agency. Every year Labour Social Security Administration Agency also holds a writing contest of journalistic work on Labour Social Security Administration Agency and present Journalistic Award to the best journalistic work.

PEMENANG JOURNALISTIC AWARD TAHUN 2016

Winners of Journalistic Award 2016

Kategori Category	Nama dan Media Massa Name and Mass Media	Judul Artikel Title of Article
Juara I 1 st Winner	Edi Hardum, Berita Satu	JHT Kembalikan ke Filosofinya, Pemerintah Jangan Tunduk Kepada Desakan Massa (Jakarta) JHT Returns to its Philosophy, Government Not to Give Out to Masses' Demand (Jakarta)
Juara II 2 nd Winner	Feril Nawali, Rakyat Merdeka Online (RMOL)	Pemerintah Mesti Perkuat Regulasi Jaminan Sosial, Biar Tak Ada Manula Terlantar (Jakarta) Government Must Strengthen Social Security Regulations to Prevent Neglected Elders (Jakarta)
Juara III 3 rd Winner	Dani Tri Wahyudi, Indopos	Pengambilan JHT Utang Budi ke BPJS Ketenagakerjaan (Jakarta) JHT Withdrawal and Indebtedness to Labour Social Security Administration Agency
Harapan I 1 st place of consolation prize	Erwan Maluyu, JobMedia Online	Revitalisasi & Solusi Pengelolaan Program Jaminan Sosial Revitalization & Social Security Management Program Solutions
Harapan II 2 nd place of consolation prize	Wahyu Atmaji, Suara Merdeka	Program Jaminan Hari Tua dan Realitas Pekerja Kita (Semarang) Old Age Security Program and Reality of Our Workers (Semarang)
Harapan III 3 rd place of consolation prize	Heru Prayitno, Radar Sampit	Menjaga Esensi Program Jaminan Hari Tua (Kalimantan Tengah) Maintaining the Essence of the Old Age Security Program (Central Kalimantan)

INFORMASI LAIN OTHER INFORMATION

Laporan ini tidak menyertakan informasi terkait penerapan atas Pedoman Tata Kelola Perusahaan Terbuka bagi perusahaan yang menerbitkan Efek Bersifat Ekuitas, mengingat sampai dengan akhir periode pelaporan BPJS Ketenagakerjaan tidak menerbitkan Efek Bersifat Ekuitas.

BPJS Ketenagakerjaan adalah badan hukum publik yang sepenuhnya dikendalikan oleh Pemerintah Indonesia. Dengan demikian Laporan ini tidak menyampaikan informasi tentang sanksi administratif yang dikenakan otoritas Pasar Modal kepada anggota Dewan Pengawas dan Direksi.

Kami juga memastikan, sampai dengan akhir periode pelaporan tidak ada sanksi administratif dari Otoritas Jasa Keuangan (OJK) terhadap anggota dewan Pengawas dan Direksi.

This report does not include information on the implementation of the Governance Guidelines for Public Company for companies that issue Equity Securities, given up to the end of the reporting period Labour Social Security Administration Agency did not issue Equity Securities.

Labour Social Security Administration Agency is a public legal entity fully controlled by the Government of Indonesia. Therefore, this Report does not present information about administrative sanctions imposed by the Capital Market authority to members of the Board of Commissioners and Board of Directors.

We also ensure that until the end of the reporting period, there has been no administrative sanction from the Financial Services Authority (OJK) on the members of the Board of Commissioners and the Board of Directors.





// TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN

SOCIAL AND ENVIRONMENTAL
RESPONSIBILITY



Badan Penyelenggara Jaminan Sosial (BPJS) Ketenagakerjaan berkomitmen dalam memenuhi tanggung jawab sosial dan lingkungan (TJSL). Kami mendefinisikan TJSL merupakan bentuk tanggung jawab BPJS Ketenagakerjaan untuk membangun kualitas kehidupan lebih baik; yang dilaksanakan secara transparan dan beretika, sebagai kontribusi terhadap pembangunan berkelanjutan dan peningkatan kesejahteraan masyarakat; dengan memperhatikan kebutuhan pemangku kepentingan, serta mematuhi regulasi dan norma-norma internasional yang berlaku.”

DASAR PELAKSANAAN

- Undang-Undang RI No.24 tahun 2011 tentang Badan Penyelenggara Jaminan Sosial
- Peraturan Pemerintah RI No.99 Tahun 2013 tentang Pengelolaan Aset Jaminan Sosial Ketenagakerjaan.
- ISO 26000 Guidance on Social Responsibility.
- Peraturan Direksi BPJS Ketenagakerjaan No.PERDIR/04/032015 Tentang Pedoman Tanggung Jawab Sosial dan Lingkungan.

UNSUR-UNSUR PROGRAM TJSL

Disusun menggunakan pendekatan terpadu holistik berdasarkan ISO 26000, dengan memperhatikan unsur-unsur yang berperan sebagai prinsip dasar pelaksanaan TJSL BPJS Ketenagakerjaan.

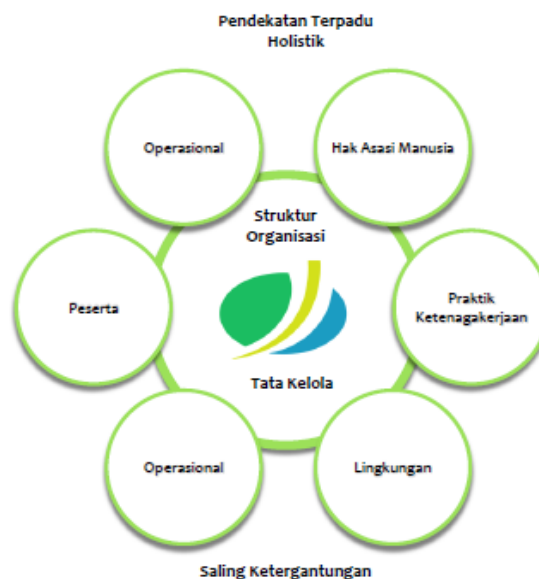
Labour Social Security Administration Agency (BPJS Ketenagakerjaan) is committed to fulfilling social and environmental responsibility (SER or TJSL). We define SER as a form of Labour Social Security Administration Agency’s responsibility to build a better quality of life; which is implemented in a transparent and ethical manner, as a contribution to sustainable development and the improvement of people’s welfare; taking into account the needs of stakeholders, as well as complying with applicable international regulations and norms.”

BASIS OF IMPLEMENTATION

- Law of the Republic of Indonesia No.24 of 2011 on Social Security Administering Body
- Government Regulation No.99 of 2013 on Management of Social Security for Employment’s Assets.
- ISO 26000 Guidance on Social Responsibility.
- Labour Social Security Administration Agency Board of Directors Regulation No. PERDIR/04/032015 Regulation on Social and Environmental Responsibility Guidelines.

ELEMENTS OF SER PROGRAM

Compiled using a holistic integrated approach based on ISO 26000, taking into account the elements that serve as the basic principles of the implementation of SER of Labour Social Security Administration Agency.



Pendekatan Terpadu Holistik antar Unsur-unsur Program TJSL

VISI Vision

Menjadi TJSL terpercaya dan profesional yang berkontribusi dalam mencapai tujuan pembangunan berkelanjutan.

To become a trusted and professional SER that contribute in achieving sustainable development goals.

MISI Mission

1. Memenuhi kebutuhan dasar bagi tenaga kerja.
2. Meningkatkan kesejahteraan masyarakat terutama peserta BPJS Ketenagakerjaan.
3. Berupaya secara aktif dalam pelestarian dan perbaikan lingkungan.
4. Menciptakan hubungan yang harmonis dengan pemangku kepentingan.

1. To fulfill basic needs of workers.
2. To increase the welfare of society, the members of Labour Social Security Administration Agency in particular.
3. To actively involve in preservation and improvement of the environment.
4. To create harmonious relationships with stakeholders.

Motto Motto

JEMBATAN BERSAMA
(Berkelanjutan, Tepat Sasaran, Bermanfaat)

BRIDGE OF TOGETHER (Sustainable, Right on Target, Beneficial)

KRITERIA PROGRAM TJSL

1. Tepat sasaran. Program dibuat sesuai dengan kebutuhan masyarakat.
2. Skala Luas. Hasil program bermanfaat signifikan bagi masyarakat luas.
3. Berkesinambungan. Program bukan bersifat ad hoc, tetapi sudah melalui proses perencanaan yang baik dan dilaksanakan secara berkesinambungan.

CRITERIA OF SER PROGRAM

1. Right on target. The programs are tailored to the community's needs.
2. Large Scale. The program results are significantly beneficial to the wider community.
3. Continuous. The programs are not ad hoc, but have been through good planning process and implemented continuously.

Kriteria Program/Kegiatan TJSL | Criteria of SER Program/Activities



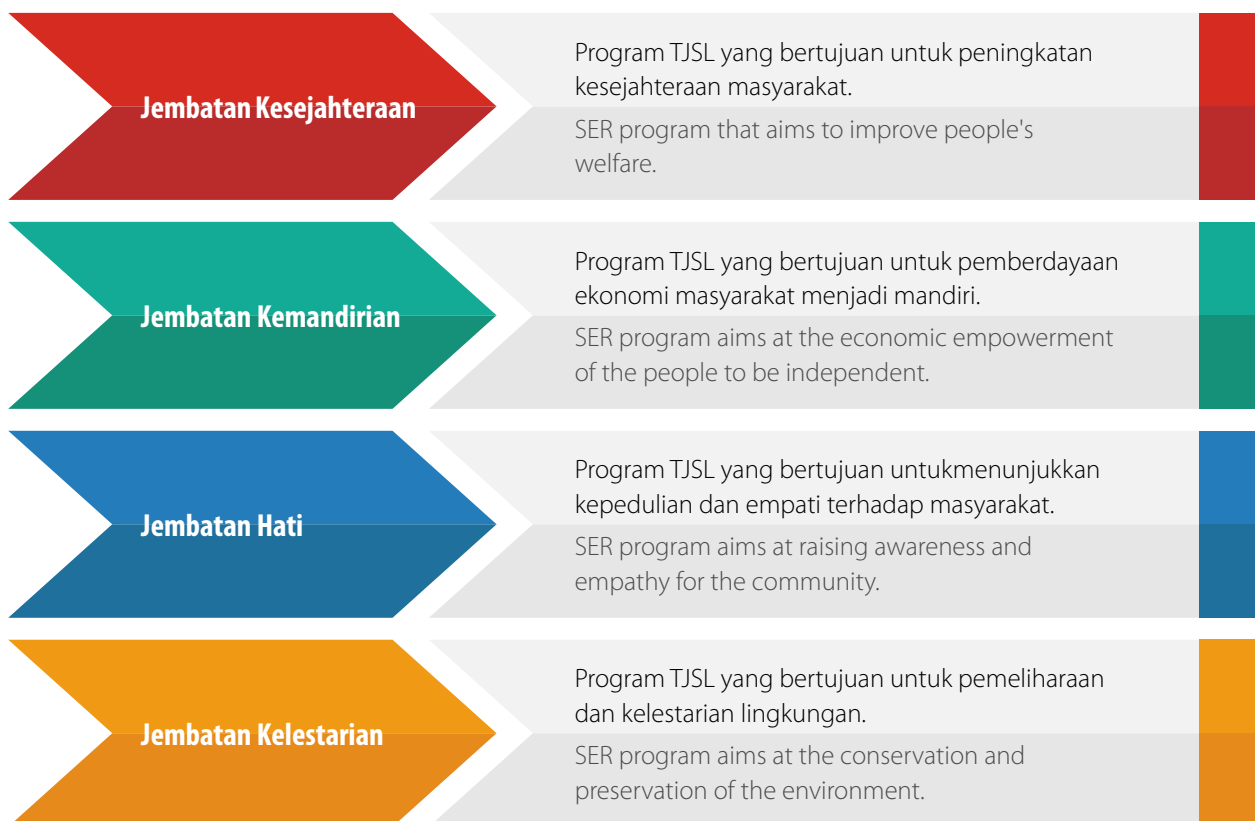
PILAR PELAKSANAAN PROGRAM

- Jembatan Kesejahteraan; yaitu program TJSL yang bertujuan untuk peningkatan kesejahteraan masyarakat.
- Jembatan Kemandirian, yaitu program TJSL yang bertujuan untuk pemberdayaan ekonomi masyarakat menjadi mandiri.
- Jembatan Hati, yaitu program TJSL yang bertujuan untuk menunjukkan kepedulian dan empati terhadap masyarakat.
- Jembatan Kelestarian, yaitu program TJSL yang bertujuan untuk pemeliharaan dan kelestarian lingkungan.

THE PILLARS OF PROGRAM IMPLEMENTATION

- The Bridge to Welfare: SER program aims to improve people's welfare.
- The Bridge to Independence: SER program aims at economic empowerment of the people to be independent.
- The Bridge to Heart: SER program aims at raising awareness and empathy for the community.
- The Bridge to Preservation: SER program aims at conservation and preservation of the environmental.

Pilar TJSL | SER Pillars



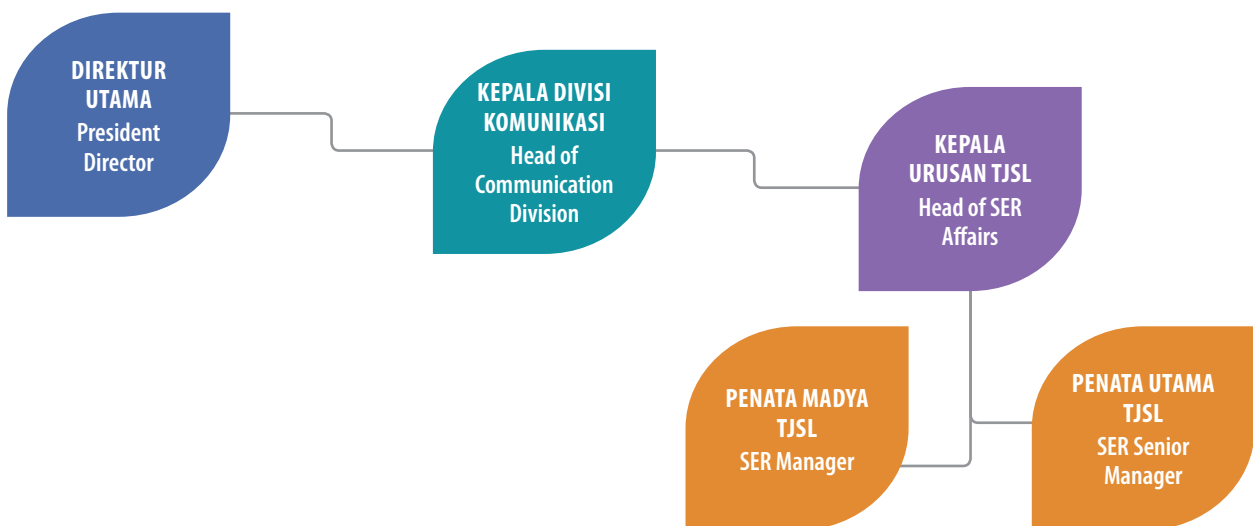
ORGANISASI TJSL

Pengelolaan TJSL menjadi tugas dan tanggung jawab Fungsi Urusan TJSL yang dipimpin oleh Kepala Divisi Komunikasi dan bertanggung jawab kepada Direktur Utama. Dalam mengelola pelaksanaan TJSL, Fungsi Urusan TJSL mewakili manajemen melakukan komunikasi dan dialog dengan para pemangku kepentingan. Komunikasi yang terbangun juga menjadi mekanisme dalam mengidentifikasi dan meminimalkan dampak dari kegiatan usaha yang dilakukan BPJS Ketenagakerjaan terhadap para pemangku kepentingan [G4-14, G4-35, G4-36, G4-37]

SER ORGANIZATION

The management of SER becomes the duty and responsibility of the SER Affairs Function led by the Head of Communications Division and responsible to the President Director. In managing the implementation of SER, the SER Affairs Function represents management communicating and dialogue with stakeholders. Communications built also become a mechanism in identifying and minimizing the impact of business activities undertaken Labour Social Security Administration Agency of stakeholders [G4-14, G4-35, G4-36, G4-37]

Struktur Organisasi Fungsi Urusan TJSL Sebagai Pengelola TJSL Organizational Structure of SER Affairs Function As SER Management



PEMBIAYAAN TJSL

Jumlah dana pembiayaan program TJSL yang ditempatkan pada tahun 2016 sebesar Rp13,26 miliar, turun Rp590 juta atau 4% dibanding tahun 2015 yang mencapai Rp13,85 miliar. Sumber dana untuk pemenuhan TJSL berasal dari surplus BPJS Ketenagakerjaan sehingga tidak memberikan dampak terhadap kinerja keuangan BPJS Ketenagakerjaan.

SER FINANCING

The amount of SER program financing disbursed in 2016 amounted to Rp13.26 billion, down Rp590 million or 4% compared to 2015 which reached Rp13.85 billion. The source of funding for the fulfillment of SER comes from the surplus Labour Social Security Administration Agency so as not to have an impact on the financial performance of Labour Social Security Administration Agency.

Pemanfaatan dana diprioritaskan untuk membiayai program pada bidang:

1. Jembatan Kesejahteraan
2. Jembatan Kemandirian
3. Jembatan Hati
4. Jembatan Kelestarian

Fund utilization is prioritized to finance the program in the areas of:

1. The Bridge to Welfare
2. The Bridge to Independence
3. The Bridge to Heart
4. The Bridge to Preservation

DANA TJSL
SER Fund

Uraian Description	2016		2015	
	Jumlah (Rp) Amount (Rp)	%	Jumlah (Rp) Amount (Rp)	%
Jembatan Kelestarian The Bridge to Preservation	267.518.350	2,06	10.000.000	0,08
Jembatan Hati The Bridge to Heart	8.829.496.982	67,85	5.398.124.797	45,79
Jembatan Kemandirian The Bridge to Independence	2.989.890.000	22,97	144.000.000	1,22
Jembatan Kesejahteraan The Bridge to Welfare	927.272.584	7,13	6.235.904.324	52,90
Jumlah Total	13.014.177.916	100	11.788.029.121	100



MENJADI UNGGUL BERSAMA PEMANGKU KEPENTINGAN ACHIEVING EXCELLENCE WITH STAKEHOLDERS

PARA PEMANGKU KEPENTINGAN [G4-24, G4-25, G4-26, G4-27]

Aspek utama pelaksanaan TJSJ adalah pemenuhan kebutuhan masing-masing pemangku kepentingan. Kami telah mengidentifikasi para pemangku kepentingan, yakni pihak-pihak yang secara langsung maupun tidak langsung mempengaruhi kesinambungan operasional serta kegiatan usaha BPJS Ketenagakerjaan.

Proses identifikasi para pemangku kepentingan dilakukan berdasarkan interaksi yang terjalin. Selanjutnya melalui pelibatan yang dilakukan, BPJS Ketenagakerjaan berupaya memenuhi kebutuhan yang menjadi isu utama masing-masing pemangku kepentingan.

THE STAKEHOLDERS [G4-24, G4-25, G4-26, G4-27]

The main aspect of SER implementation is the fulfillment of each stakeholder's needs. We have identified stakeholders, those who directly or indirectly affecting the operational sustainability and business activities of Labour Social Security Administration Agency.

The process of stakeholder identification was done based on the existing interactions. Through engagement, Labour Social Security Administration Agency attempted to meet each stakeholder's needs that became the main issues.

PENDEKATAN PEMANGKU KEPENTINGAN TAHUN 2016

Stakeholder Approach 2016

Pemangku Kepentingan Stakeholders	Isu Utama Main Issues	Respon BPJS Ketenagakerjaan Responses of Labour Social Security Administration Agency
Pemerintah <ul style="list-style-type: none"> Pemerintah Pusat Pemerintah Daerah Badan Pemerintahan Terkait 	<ol style="list-style-type: none"> Tata Kelola yang Baik. Kepatuhan pada peraturan perundang-undangan yang berlaku. Kontribusi pada kesejahteraan masyarakat. 	<ol style="list-style-type: none"> Penerapan Kode Etik dan penandatanganan Pakta Integritas. Komunikasi dan konsultasi dengan pemerintah dan badan pemerintahan terkait. Penyampaian berkala laporan kinerja. Pemenuhan kewajiban pembayaran pajak dan retribusi yang dikelola daerah.
Government <ul style="list-style-type: none"> Central Government Local Government Related Government Agencies 	<ol style="list-style-type: none"> Good Governance Compliance with applicable laws and regulations. Contribution to community's welfare 	<ol style="list-style-type: none"> Implementation of Code of Conduct and signing of Integrity Pact. Communication and consultation with government and relevant government agencies. Periodic performance reporting. Fulfillment of taxes and levies managed by regional governments.
Pekerja	<ol style="list-style-type: none"> Pemenuhan hak-hak normatif pekerja sesuai UU Ketenagakerjaan dan regulasi lain di bidang ketenagakerjaan. Menjamin kesetaraan kesempatan pengembangan karir dan kompetensi setiap pekerja. Kepatuhan dan Integritas. 	<ol style="list-style-type: none"> Pembentukan serikat pekerja. Pemberlakuan Perjanjian Kerja Bersama. Penghindaran praktik-praktik diskriminasi. Penerapan Human Capital Information System (HCIS). Penandatanganan Pakta Integritas Karyawan.
Employees	<ol style="list-style-type: none"> Fulfillment of the employees' basic rights of in accordance with Law on Manpower and other regulations. Guarantee equal opportunities for career and competence development of each employee. Compliance and integrity. 	<ol style="list-style-type: none"> Formation of workers union. Enforcement of Collective Labor Agreement (CLA). Avoidance of discriminatory practices Implementation of Human Capital Information System (HCIS). Employees' Integrity Pact.

PENDEKATAN PEMANGKU KEPENTINGAN TAHUN 2016

Stakeholder Approach 2016

Pemangku Kepentingan Stakeholders	Isu Utama Main Issues	Respon BPJS Ketenagakerjaan Responses of Labour Social Security Administration Agency
Peserta	<ol style="list-style-type: none"> Layanan mudah dan cepat. Jaminan pembayaran dan penerimaan manfaat program. 	<ol style="list-style-type: none"> Survei kepuasan pelanggan. Layanan pengaduan dan tindak lanjut setiap keluhan yang disampaikan. Pengembangan layanan berbasis aplikasi teknologi informasi. Perluasan jaringan layanan. Pembayaran manfaat program bagi yang berhak bila telah jatuh tempo. Kerja sama dengan merchant untuk mendapatkan manfaat lebih kepesertaan.
Participants	<ol style="list-style-type: none"> Easy and fast services. Guarantee of payment and receipt of program benefits. 	<ol style="list-style-type: none"> Customer satisfaction survey. Service for complaints and follow-up of any filed complaints. Development of information technology application based services. Service network expansion. Payment of program benefits for the rightful recipients when mature. Cooperate with merchants to gain more membership benefits.
Mitra Kerja (Vendor)	<ol style="list-style-type: none"> Tata laksana kontrak kerja yang transparan dan wajar. Kepatuhan pada UU dan ketentuan lain yang berlaku. 	<ol style="list-style-type: none"> Mekanisme lelang elektronik. Perumusan kontrak kerja yang beretika. Evaluasi pelaksanaan kerja sama. Komunikasi dan konsultasi. Penerapan Pakta Integritas Mitra Kerja.
Vendors	<ol style="list-style-type: none"> Management of transparent and fair work contract. Compliance with laws and other applicable provisions. 	<ol style="list-style-type: none"> Electronic auction mechanism. Formulation of ethical work contract. Evaluation of cooperation implementation. Communication and consultation. Implementation of Partner Integrity Pact.
Masyarakat	Peningkatan kesejahteraan masyarakat.	Kegiatan filantropis dan tanggung jawab sosial sesuai dengan kegiatan BPJS Ketenagakerjaan.
Community	Community welfare improvement.	Philanthropic and social responsibility activities according to Labour Social Security Administration Agency's activities.
Media	Keterbukaan dan kemudahan akses informasi.	<ol style="list-style-type: none"> Penyediaan informasi mengenai kinerja Perusahaan dalam bentuk press release maupun advetorial kepada media massa baik lokal, nasional maupun regional. Penyelenggaraan Journalistic Award.
Media	Disclosure and easy access to information.	<ol style="list-style-type: none"> Provision of information about the Company's performance in the form of press releases and advertorials to the local, national, and regional media. Organize Journalistic Awards event.

// **PENCAPAIAN KINERJA EKONOMI DAN TANGGUNG JAWAB PRODUK OPERASI UNGGUL UNTUK KESINAMBUNGAN USAHA**

ACHIEVEMENT OF ECONOMIC
PERFORMANCE AND PRODUCT
RESPONSIBILITY OF OPERATIONAL
EXCELLENCE FOR BUSINESS
CONTINUITY



KINERJA EKONOMI ECONOMIC PERFORMANCE

Sejalan dengan kebijakan untuk mewujudkan operasi unggul, BPJS Ketenagakerjaan menaikkan target pencapaian kinerja dalam Rencana Kerja dan Anggaran Tahunan (RKAT) 2016. Realisasi hingga akhir periode pelaporan memperlihatkan operasi unggul BPJS Ketenagakerjaan telah dapat mencapai target kinerja yang ditetapkan. Secara umum operasi unggul yang dijalankan telah dapat menambah jumlah kepesertaan dan peningkatan iuran kepesertaan. Dengan demikian manfaat perlindungan dan jaminan sosial ketenagakerjaan yang diselenggarakan BPJS Ketenagakerjaan, dapat dirasakan oleh semakin banyak pekerja di Indonesia. Termasuk pekerja bukan penerima upah yang selama ini belum tersentuh oleh perlindungan dan jaminan sosial ketenagakerjaan. [G4-DMA]

PENCAPAIAN NILAI EKONOMI

Penambahan jumlah kepesertaan selama tahun 2016 mencapai 16.177.218 pekerja. Penambahan jumlah kepesertaan menjadikan penerimaan iuran meningkat dan menambah jumlah Dana Jaminan Sosial (DJS) yang dikelola, sehingga turut mempengaruhi perolehan imbal hasil investasi yang dilakukan, sebagai sumber Pendapatan Usaha BPJS Ketenagakerjaan.

Sampai dengan akhir periode pelaporan, total Pendapatan Usaha BPJS Ketenagakerjaan yang diterima sebesar Rp5.556 miliar. Pencapaian tersebut meningkat Rp1.466 miliar atau 35,84% dibanding tahun 2015 sebesar Rp4.090 miliar. [G4-EC1]

Sebagian dari Pendapatan Usaha yang diperoleh, didistribusikan sesuai dengan kepentingan operasional dan kebutuhan pemangku kepentingan. Total nilai ekonomi yang didistribusikan pada tahun 2016 mencapai Rp4.482 miliar. Jumlah tersebut naik Rp1.010 miliar atau 29% dibanding tahun 2015 sebanyak Rp3.472 miliar. [G4-EC1]

In line with the policy to achieve operational excellence, Labour Social Security Administration Agency raised the target of performance achievement in the Annual Work Plan and Budget (RKAT) 2016. The realization until the end of the reporting period showed the operational excellence of Labour Social Security Administration Agency has been able to achieve the specified performance targets. In general, operational excellence carried out has been able to increase the number of membership and increase membership contributions. Thus the benefits of protection and social security for manpower that are managed by Labour Social Security Administration Agency, can be felt by more and more workers in Indonesia. This includes non-wage earner workers who have not been covered by the manpower protection and social security. [G4-DMA]

ECONOMIC VALUE ACHIEVEMENT

The increase in the number of membership during 2016 reached 16,177,218 workers. The additional number of participants increased the contribution revenues and increase the amount of Social Security Fund (DJS) managed, thus affected the investment returns as a source of Operating Revenues for Labour Social Security Administration Agency.

Up to the end of the reporting period, total operating revenues of Labour Social Security Administration Agency was Rp5,556 billion. This achievement increased Rp1,466 billion or 35.84% compared to 2015 amounted to Rp4,090 billion. [G4-EC1]

A portion of the operating revenues generated is distributed in accordance with the operational purposes and stakeholders' needs. Total economic value distributed in 2016 reached Rp4,482 billion. The amount increased by Rp1,010 billion or 29% compared to 2015 of Rp3,472 billion. [G4-EC1]

NILAI EKONOMI LANGSUNG DIDAPAT DAN DIDISTRIBUSIKAN (RP MILIAR)

Direct Economic Value Generated and Distributed (Rp Billion)

No	Uraian Description	2016	2015	2014
NILAI EKONOMI LANGSUNG Direct Economic Value				
1	Pendapatan Usaha Operating Revenues	5.556	4.090	3.732
NILAI EKONOMI DIDISTRIBUSIKAN Economic Value Distributed				
2	Beban Operasional Operating Expenses	3.557	3.020	2.482
3	Beban Non-operasional (Termasuk pengeluaran kepada masyarakat) Non-operating expenses (Including expenditure to the community)	555	249	184
4	Jumlah pembayaran kepada penyandang dana Payments to providers of capital	370	203	353
NILAI EKONOMI DITAHAN Economic Value Retained				
5	Penghasilan Setelah Pajak Income After Tax	1.072	618	713

Terwujudnya operasi unggul diyakini akan terus meningkatkan kinerja BPJS Ketenagakerjaan. Hal ini tidak hanya memperluas jangkauan kepesertaan dan penyelenggaraan jaminan sosial terhadap para pekerja. Kinerja yang meningkat juga menjamin kesinambungan usaha dan kegiatan BPJS Ketenagakerjaan pada masa mendatang.

The realization of operational excellence is believed to continue to improve the performance of Labour Social Security Administration Agency. This not only extends the coverage of membership and the provision of social security to workers. Improved performance also ensures Labour Social Security Administration Agency's business continuity and activities in the future.

PRAKTIK PENGADAAN DAN PELIBATAN MITRA KERJA

Keberhasilan BPJS Ketenagakerjaan mewujudkan operasi unggul, tidak terlepas dari dukungan mitra kerja/vendor yang menjadi bagian dari rantai pasok kebutuhan barang dan jasa. Sampai dengan akhir tahun 2016, terdapat 1.143 perusahaan sebagai mitra kerja/vendor yang memasok kebutuhan penunjang operasional dan kegiatan usaha BPJS Ketenagakerjaan. Keberadaan mitra kerja/vendor lokal juga menjadi bentuk manfaat tidak langsung yang dirasakan masyarakat dari keberadaan BPJS Ketenagakerjaan, karena dapat menyediakan lapangan kerja. [G4-EC8]

PROCUREMENT PRACTICES AND INVOLVEMENT OF PARTNERS

Labour Social Security Administration Agency's achievement to realize operational excellence, was partly due to support of partners/vendors as part of the supply chain of goods and services. Until the end of 2016, there have been 1,143 companies as partners/vendors that have been supplying the needs of operational support and business activities of Labour Social Security Administration Agency. The existence of local partners/vendors is also a form of indirect benefits that people get from Labour Social Security Administration Agency, as it can provide jobs. [G4-EC8]

PENGADAAN BARANG DAN JASA TAHUN 2016 MITRA KERJA NASIONAL

Procurement of Goods and Services 2016 National Partners

Jumlah Mitra Kerja/Vendor Number of Partners/Vendors	163
Nilai Kontrak Kerja Mitra Kerja/Vendor Contract Value of Partners/Vendors	Rp506.666.602.456



PROGRAM KEMITRAAN

BPJS Ketenagakerjaan terus mengembangkan pengelolaan investasi dengan paradigma baru (*new investment paradigm*). Pengelolaan dana investasi selain menjadi mitra kepesertaan untuk mengoptimalkan peranan mitra investasi juga mengembangkan konsep *total benefit* pelengkap program utama. Selama kurun waktu tahun 2016 ada beberapa program kemitraan yang telah direalisasikan.

PARTNERSHIP PROGRAM

Labour Social Security Administration Agency continues to develop investment management with a new investment paradigm. The management of investment funds in addition to being a membership partner to optimize the role of investment partners also develop the concept of total benefit complementary to the main program. During the period of 2016 there were several partnership programs that have been realized.

PROGRAM KEMITRAAN BPJS KETENAGAKERJAAN

Partnership Program of Labour Social Security Administration Agency

Nama Program Name of Program	Uraian Description	Realisasi Tahun 2016 Realization 2016
Program Food Benefit / Manfaat Sembako Food Benefit Program/Benefits of staple food	Penyediaan Program Food Benefit untuk peserta BPJS Ketenagakerjaan berupa Pembangunan Gerai BPJS Ketenagakerjaan yang bekerja sama dengan mitra bisnis selaku <i>supplier</i> dan pihak ketiga sebagai pemilik gerai di beberapa wilayah seluruh Indonesia Provision of Food Benefit Program for Participants of Labour Social Security Administration Agency in the form of Construction of Labour Social Security Administration Agency's outlets in cooperation with business partners as suppliers and third parties as the owner of outlets in several regions across Indonesia	<ul style="list-style-type: none"> • Penyediaan Food Benefit untuk peserta BPJS Ketenagakerjaan di Kota Mataram Nusa Tenggara Barat • Penyediaan Manfaat Sembako untuk Peserta BPJS Ketenagakerjaan di Rusunawa Kabil Batam • Provision of Food Benefit for Labour Social Security Administration Agency's Participants in Mataram City, West Nusa Tenggara • Provision of staple food benefits for Participants of Labour Social Security Administration Agency at Rusunawa Kabil, Batam



KINERJA TANGGUNG JAWAB PRODUK

PERFORMANCE OF PRODUCT RESPONSIBILITY

INFORMASI DAN KOMUNIKASI PRODUK

Sesuai Undang-Undang No.24 Tahun 2011 Tentang Badan Penyelenggara Jaminan Sosial, maka BPJS Ketenagakerjaan menjadi satu-satunya penyelenggara jaminan sosial Ketenagakerjaan di Indonesia. Namun demikian bukan berarti kami tidak dihadapkan pada persaingan usaha. Bila dilihat dari segi manfaat yang diberikan terutama terkait dengan JHT, saat ini telah ada perusahaan-perusahaan yang juga menawarkan manfaat perlindungan hari tua.

Kondisi ini pada akhirnya memunculkan persaingan usaha atau kompetisi. BPJS Ketenagakerjaan dituntut untuk meningkatkan kualitas pelayanan yang diberikan kepada para pekerja. Selain itu kami juga dituntut melakukan komunikasi pemasaran dengan lebih baik, termasuk menyampaikan informasi produk dengan sebenar-benarnya.

Sampai dengan akhir periode pelaporan, kami telah melaksanakan penyampaian informasi produk dengan benar. Hal ini dibuktikan dari bertambahnya jumlah peserta. Selain itu hingga akhir periode pelaporan tidak ada produk perlindungan jaminan sosial ketenagakerjaan yang dihentikan atau dilarang penyelenggaraannya oleh pihak berwenang. [G4-PR4, G4-PR6]

Sesuai dengan UU No.24 Tahun 2011 Tentang BPJS, program jaminan sosial bagi tenaga kerja yang diselenggarakan BPJS Ketenagakerjaan meliputi:

- Program Jaminan Kecelakaan Kerja (JKK)
- Program Jaminan Hari Tua (JHT)
- Program Jaminan Pensiun (JP)
- Program Jaminan Kematian (JK)

Sepanjang tahun 2016, kami juga terus melakukan sosialisasi dan edukasi secara masif terhadap masyarakat, mengenai pentingnya jaminan sosial. Selain untuk memberikan pemahaman karena masih banyak masyarakat yang belum mengenal jaminan sosial, upaya yang kami lakukan juga menjadi strategi pemasaran dan promosi untuk menambah jumlah kepesertaan aktif.

PRODUCT INFORMATION AND COMMUNICATION

In accordance with Law No.24 of 2011 on the Social Security Administering Body, Labour Social Security Administration Agency has become the only provider of social security for employment in Indonesia. However that does not mean we are not faced with business competition. In terms of benefits provided primarily related to JHT, there are companies that also offer the benefits of old age protection.

This condition led to business competition. Labour Social Security Administration Agency is required to improve the quality of services provided to workers. In addition we are also required to make better marketing communications, including delivering product information truthfully.

Up to the end of the reporting period, we have implemented proper delivery of product information. This was evidenced by the increasing number of participants. In addition, until the end of the reporting period there was no social security protection products that were discontinued or prohibited by the authorities. [G4-PR4, G4-PR6]

In accordance with Law No.24 Year 2011 About BPJS, social security programs for manpower organized by Labour Social Security Administration Agency includes:

- Work Accident Benefit Program (JKK)
- Provident Fund Benefit Program (JHT)
- Pension Benefit Program (JP)
- Death Benefit Program (JK)

Throughout 2016, we also continued to disseminate and educate massively to the public, on the importance of social security. In addition, we also provided understanding because there were still many people who were unfamiliar with social security, our efforts also included marketing and promotion strategy to increase the number of active participation.

Dalam melakukan pemasaran dan promosi, BPJS Ketenagakerjaan tetap memperhatikan ketentuan yang berlaku. Selama kurun waktu periode pelaporan kami tidak pernah mendapatkan sanksi dari pihak berwenang, terkait dugaan pelanggaran maupun ketidakpatuhan terhadap ketentuan yang mengatur bentuk-bentuk komunikasi pemasaran maupun penyampaian informasi produk. [G4-PR7]

In conducting marketing and promotion, Labour Social Security Administration Agency still paid attention to the applicable provisions. During the reporting period we never received any sanctions from the authorities, over alleged violation or non-compliance with the provisions on marketing communications as well as the delivery of product information. [G4-PR7]

PEMUTAKHIRAN DATA DAN KETIDAKPATUHAN LAYANAN

Sesuai ketentuan yang berlaku, peserta BPJS Ketenagakerjaan berkewajiban menyampaikan data dengan benar saat proses pendaftaran berlangsung. Selama tahun 2016 kami melakukan pengawasan dan pemeriksaan terkait kepatuhan peserta dalam memberikan informasi data kepesertaan. Hingga akhir periode pelaporan terdapat 40.324 kasus ketidakpatuhan layanan terhadap peraturan. Sebanyak 29.604 kasus merupakan ketidakpatuhan yang mengakibatkan denda dan 321 kasus hanya mengakibatkan peringatan. [G4-PR4]

DATA UPDATE AND SERVICE NON-COMPLIANCE

In accordance with applicable provisions, Labour Social Security Administration Agency's participants are required to submit data correctly during the registration process. During 2016 we conducted supervision and examination related to the compliance of participants in providing membership data. By the end of the reporting period there were 40,324 cases of service non-compliance with regulations. A total of 29,604 cases were non-compliance resulting in fines and 321 cases resulted in warnings. [G4-PR4]

KASUS KETIDAKPATUHAN LAYANAN TERHADAP PERATURAN Cases of Service Non-Compliance with Regulations

No	Kantor Wilayah Regional Office	Perusahaan Diproses Companies in process	Perusahaan Baru New Companies	Perusahaan Patuh Compliant Companies
1	Kanwil Sumatera Bagian Utara Northern Sumatra Regional Office	1.523	395	665
2	Kanwil Sumatera Barat dan Riau West Sumatra and Riau Regional Office	3.071	67	2.212
3	Kanwil Sumatera Bagian Selatan Southern Sumatra Regional Office	2.946	85	1.394
4	Kanwil DKI Jakarta Jakarta Regional Office	15.872	1.021	6.834
5	Kanwil Banten Banten Regional Office	2.558	98	1.381
6	Kanwil Jawa barat West Java Regional Office	3.497	348	2.232
7	Kanwil Jawa Tengah dan DI Yogyakarta Central Java and Yogyakarta Regional Office	3.112	542	1.296
8	Kanwil Jawa Timur East Java Regional Office	3.558	499	2.281
9	Kanwil Kalimantan Kalimantan Regional Office	1.317	395	665
10	Kanwil Sulawesi dan Maluku Sulawesi and Maluku Regional Office	1.937	111	1.301
11	Kanwil Bali, Nusa Tenggara dan Papua Bali, Nusa Tenggara and Papua Regional Office	933	116	736
12	Jumlah Total	40.324	3.382	21.004

TINDAK LANJUT KASUS KETIDAKPATUHAN LAYANAN TERHADAP PERATURAN

Follow Up of Service Non-Compliance with Regulation Cases

No	Kanwil Regional Office	THP	Surat Teguran 1 Reprimand 1	Surat Teguran 2 Reprimand 2	Denda Fine	Tidak Mendapat Pelayanan Publik Tertentu Do Not Receive Particular Public Services	
						Permintaan Request	Pencabutan Revocation
1	Kanwil Sumatera Bagian Utara Northern Sumatra Regional Office	37	3	3	2	0	0
2	Kanwil Sumatera Barat dan Riau West Sumatra and Riau Regional Office	201	10	6	0	0	0
3	Kanwil Sumatera Bagian Selatan Southern Sumatra Regional Office	244	3	2	0	0	0
4	Kanwil DKI Jakarta Jakarta Regional Office	234	5	2	0	0	0
5	Kanwil Banten Banten Regional Office	37	14	1	0	0	0
6	Kanwil Jawa barat West Java Regional Office	11	13	6	0	0	0
7	Kanwil Jawa Tengah dan DI Yogyakarta Central Java and Yogyakarta Regional Office	359	197	139	7	0	0
8	Kanwil Jawa Timur East Java Regional Office	47	12	5	2	0	0
9	Kanwil Kalimantan Kalimantan Regional Office	58	29	20	0	0	0
10	Kanwil Sulawesi dan Maluku Sulawesi and Maluku Regional Office	126	33	25	11	5	0
11	Kanwil Bali, Nusa Tenggara dan Papua Bali, Nusa Tenggara and Papua Regional Office	112	13	6	0	0	0
12	Jumlah Total	1.481	321	209	22	5	0

PENANGANAN PENGADUAN

BPJS Ketenagakerjaan memiliki mekanisme untuk menerima dan menangani keluhan yang disampaikan peserta. Layanan keluhan di Kantor Pusat dilaksanakan oleh unit kerja BPJS Ketenagakerjaan sesuai dengan kanal layanan pengaduan.

COMPLAINT HANDLING

Labour Social Security Administration Agency has a mechanism to receive and handle complaints filed by participants. The complaint handling service at the Head Office is implemented by Labour Social Security Administration Agency's work unit in accordance with the complaint service channel.

UNIT KERJA LAYANAN KELUHAN

Complaint Handling Work Unit

Information Service Officer	Kantor Cabang Branch Office
Kotak Saran Suggestion Box	Kantor Wilayah dan Kantor Cabang Regional Office and Branch Office
Call Center	Kantor Pusat Head Office
Media Sosial Social Media	Kantor Pusat Head Office
Email	Kantor Pusat Head Office
SMS/Surat Direksi SMS/BOD Letter	Kantor Pusat Head Office
Surat Kabar Newspaper	Seluruh Unit Kerja All Work Units
Rekomendasi Pihak ke 3 3rd Party Recommendation	Kantor Pusat dan Kantor Cabang Head Office and Branch Office

ALUR PENYELESAIAN KELUHAN

Flow of Complaint Resolution



Sepanjang tahun 2016, kami telah menerima 79.565 pengaduan yang disampaikan peserta melalui berbagai kanal. Selain itu BPJS Ketenagakerjaan juga membuka layanan pengaduan melalui media sosial Facebook dan Twitter. [G4-PR8]

Throughout 2016, we have received 79,565 complaints filed by participants through various channels. In addition, Labour Social Security Administration Agency also has opened complaint service through social media Facebook and Twitter. [G4-PR8]

JUMLAH PENGADUAN TAHUN 2016

Number of Complaints 2016

Kanal Channel	Jumlah Pengaduan Number of Complaints
Call Center	59.904
Facebook	6.457
Twitter	6.602
Lapor Go.Id	6.602
Total	79.565



INDEKS KEPUASAN PESERTA DAN BRAND EQUITY

Komitmen pada operasi unggul telah mendorong BPJS Ketenagakerjaan untuk terus meningkatkan layanan kepada peserta. Secara berkesinambungan kami melakukan survei untuk mengetahui dan mengukur Indeks Kepuasan Pelanggan. Survei melibatkan pihak ketiga sebagai pelaksana untuk mendapatkan hasil yang objektif, dan dilaksanakan dengan metode *face to face interview* dengan menggunakan kuesioner sebagai instrumen survei.

Dari survei yang dilakukan pada tahun 2016, diperoleh hasil Indeks Kepuasan Pelanggan pada tahun 2016 mencapai 88,2%. Indeks Kepuasan Pelanggan tahun 2016 lebih rendah dibanding Indeks Kepuasan Pelanggan tahun 2015 yang mencapai hasil 90,2%. [G4-PR5]

Selain Indeks Kepuasan Pelanggan, kami juga melakukan survei untuk mengetahui seberapa besar nama BPJS Ketenagakerjaan untuk dikenal atau Brand Equity. Melalui survei ini akan diketahui sejauh mana masyarakat menilai BPJS Ketenagakerjaan sebagai badan yang baik, dipersepsikan memiliki kualitas yang baik, diinginkan oleh pekerja dicitrakan sebagai badan yang kuat.

Pengukuran brand equity dilakukan berdasarkan seberapa baik responden (pekerja dan calon pekerja) merespon komponen ukuran brand equity tersebut. Pada tahun 2016 kami menargetkan nilai brand equity adalah 70%, yang berarti 7 dari 10 responden memiliki pandangan positif terhadap BPJS Ketenagakerjaan.

Dari hasil survei yang dilakukan, nilai brand equity BPJS Ketenagakerjaan adalah 75,8%. Hasil tersebut lebih tinggi dari target dan mengindikasikan menunjukkan bahwa promosi dan publikasi yang dilakukan oleh BPJS Ketenagakerjaan dinilai cukup efektif melalui media konvensional dan digital.

PARTICIPANT SATISFACTION INDEX AND BRAND EQUITY

Commitment to operational excellence has driven Labour Social Security Administration Agency to continue to improve services to participants. We continually conduct surveys to find out and measure the Customer Satisfaction Index. The surveys involve a third party as the operator to obtain objective results, and implemented by face to face interview method using questionnaire as survey instrument.

From the survey conducted in 2016, the results of Customer Satisfaction Index in 2016 reached 88.2%. The index was lower than the Customer Satisfaction Index in 2015 that reached 90.2%. [G4-PR5]

In addition to the Customer Satisfaction Index, we also conducted survey to find out how well-known the name of Labour Social Security Administration Agency or Brand Equity. This survey will identify public perception towards Labour Social Security Administration Agency as a good agency, having good quality, desired by workers, having an image as a strong agency.

Brand equity measurements are based on how well respondents (workers and candidate workers) respond to components of the brand equity. In 2016 we set target of the brand equity value at 70%, which indicated 7 out of 10 respondents to have a positive outlook on Labour Social Security Administration Agency.

From the results of the survey, the brand equity value of Labour Social Security Administration Agency was 75.8%. The results were higher than the target and indicated that promotion and publication conducted by Labour Social Security Administration Agency was considered quite effective through conventional and digital media.

PENCAPAIAN KINERJA LINGKUNGAN
Environmental Performance Achievement

// OPERASI UNGGUL UNTUK LINGKUNGAN LESTARI

OPERATIONAL EXCELLENCE
FOR SUSTAINABLE
ENVIRONMENT







TEKNOLOGI INFORMASI DAN LAYANAN DIGITAL

Kegiatan operasional BPJS Ketenagakerjaan, tidak secara langsung memberikan dampak terhadap lingkungan. Kontribusi kami pada upaya bersama untuk melestarikan lingkungan, diwujudkan antara lain melalui pengembangan teknologi informasi dan layanan digital kepada peserta.

Penerapan teknologi informasi dan layanan digital secara signifikan akan mengurangi pemakaian kertas. Berkurangnya pemakaian kertas secara langsung akan mengurangi volume limbah yang dihasilkan dan mengurangi potensi pencemaran lingkungan. Secara tidak langsung, berkurangnya pemakaian kertas akan mengurangi jumlah pohon yang ditebang untuk pembuatan bubuk kertas, bahan baku produksi kertas.

[G4-EN27]

INFORMATION TECHNOLOGY AND DIGITAL SERVICES

Operational activities Labour Social Security Administration Agency, do not directly have an impact on the environment. Our contribution to the joint effort to preserve the environment is realized through the development of information technology and digital services to participants.

The application of information technology and digital services will significantly reduce paper usage. The reduced use of paper will directly reduce the volume of waste generated and reduce the potential environmental pollution. Indirectly, the reduced use of paper will reduce the number of trees cut down for the production of pulp, raw material for paper production. [G4-EN27]

Selama tahun 2016, total pemakaian kertas di Kantor Pusat Jakarta mencapai 7.264 rim. Jumlah tersebut turun 1.002 rim atau 12% dibanding tahun 2015 sebanyak 8.266 rim. Hal ini disebabkan oleh diterapkannya kebijakan penghematan kertas, antara lain penggunaan kembali kertas, e-dokumen, dan tidak menyetok kertas di unit kerja.

Penerapan teknologi informasi dan layanan digital, secara signifikan juga mengurangi biaya yang harus dikeluarkan peserta saat melakukan transaksi. Dari penelitian internal yang pernah dilakukan BPJS Ketenagakerjaan, biaya yang dibutuhkan peserta untuk sekali transaksi dengan datang langsung ke kantor cabang adalah Rp50.000, lebih tinggi jika menggunakan layanan *call center* sebesar Rp15.000 untuk satu kali transaksi. Dengan demikian biaya yang dihemat mencapai Rp35.000 untuk satu kali transaksi, atau setara dengan 5,34 liter bahan bakar minyak jenis premium seharga Rp6.550 per liter. [G4-EN6, G4-EN7]

Kondisi ini menjadikan BPJS Ketenagakerjaan terus berupaya mengembangkan teknologi informasi dan layanan digital, di antaranya dengan penambahan layanan *call center*. Sampai dengan akhir periode pelaporan, kami memiliki 14 *call center* sementara kebutuhan mencapai 950 *call center*. Penambahan *call center* diyakini akan menambah jumlah peserta yang membutuhkan layanan melalui *call center* yang kini baru mencapai tiga persen.

Penerapan teknologi informasi memungkinkan integrasi antara Kantor Pusat, Kantor Wilayah dan Kantor Cabang, sehingga koordinasi dapat dilakukan seketika dan mengurangi perjalanan dinas. Selain menghemat anggaran, pengurangan perjalanan dinas juga berpengaruh pada penghematan bahan bakar. [G4-EN6, G4-EN7]

KONSUMSI ENERGI [G4-EN3]

Kami juga melanjutkan komitmen untuk terus melakukan penghematan pemakaian energi. Upaya strategis yang dilakukan BPJS Ketenagakerjaan selama tahun 2016 dalam upaya mengurangi pemakaian energi meliputi:

During 2016, total paper use at the Jakarta Head Office reached 7,264 reams. The number was down 1,002 reams or 12% compared to 2015 of 8,266 reams. This was due to the implementation of paper-saving policy, such as reuse of paper, e-document, and no stocking up of paper at the work unit.

The application of information technology and digital services significantly reduced the cost to participants when making transactions. From internal research conducted by Labour Social Security Administration Agency, the cost required by participants for one transaction by coming directly to the branch office was Rp50,000, higher than using call center service for only Rp15,000 per one transaction. Thus the cost savings reached Rp35,000 for a single transaction, or equivalent to 5.34 liters of premium fuel of Rp6,550 per liter. [G4-EN6, G4-EN7]

Labour Social Security Administration Agency continues to develop information technology and digital services, including with the addition of call center services. As of the end of the reporting period, we have had 14 call centers, while the requirement reached 950 call centers. The addition of call centers is believed will increase the number of participants who need call center service which currently only reached 3 percent.

Information technology application allows the integration between Head Office, Regional Office and Branch Office, that can coordinate immediately and reduce the number of business trips. In addition to saving the budget, the reduction of business trips also saved fuel consumption. [G4-EN6, G4-EN7]

ENERGY CONSUMPTION [G4-EN3]

We also continue our commitment to keep saving the energy. Strategic efforts undertaken by Labour Social Security Administration Agency during 2016 in efforts to reduce energy use include:

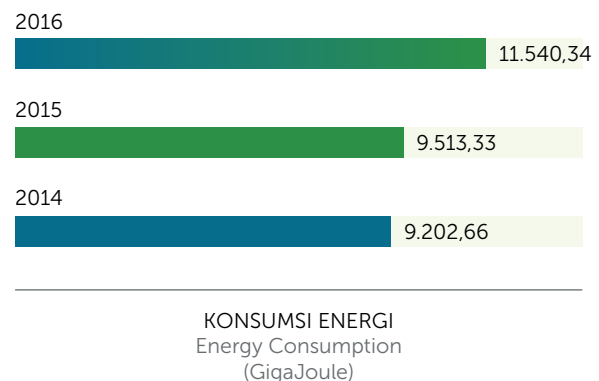
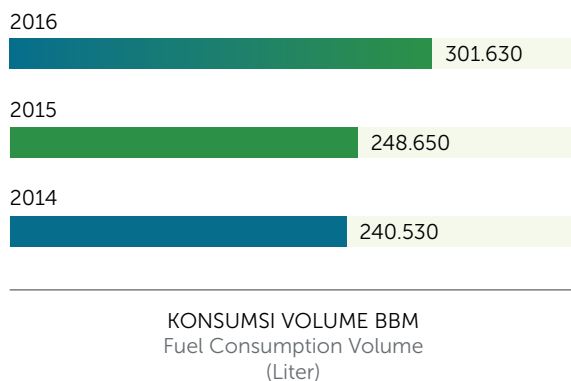
➤ **Penyediaan fasilitas antarjemput bagi karyawan di Kantor Pusat Jakarta**

Sampai dengan akhir periode pelaporan jumlah kendaraan antarjemput mencapai 75 unit, dengan volume pemakaian bahan bakar minyak (BBM) sebanyak 301.630 liter atau setara dengan konsumsi energi sebesar 11.540,34 GigaJoule (GJ). Volume BBM yang digunakan pada tahun 2016 bertambah dibanding tahun 2015 yang mencapai 248.650 Liter atau setara 9.513,33 GJ. Hal ini disebabkan oleh naiknya jumlah kendaraan operasional dan peningkatan pemberian fasilitas bahan bakar untuk Direksi dan Dewan Pengawas. Untuk memastikan penggunaan BBM sesuai dengan peruntukannya, pengisian BBM dilakukan dengan menggunakan sistem kupon sehingga anggaran dapat dimonitor.

➤ **Provision of shuttle facility for employees at Jakarta Head Office**

Until the end of the reporting period, the number of shuttle vehicles reached 75 units, with the volume of fuel consumption as much as 301,630 liters or equivalent with the energy consumption of 11,540.34 GigaJoule (GJ). Volume of fuel used in 2016 increased compared to 2015 reached 248,650 liters or equivalent 9,513.33 GJ. This was due to the increasing number of operational vehicles and the increase of fuel facilities for the Board of Directors and Board of Commissioners. To ensure the use of fuel in accordance with its designation, fuel filling uses a voucher system so that the budget can be monitored.

JUMLAH KENDARAAN OPERASIONAL DAN VOLUME PENGGUNAAN BBM KENDARAAN OPERASIONAL DI KANTOR PUSAT JAKARTA
Number of Operational Vehicles and Fuel Consumption Volume of Operational Vehicles at Jakarta Head Office



➤ **Penghematan konsumsi listrik**

Penghematan listrik dilaksanakan sebagai tindak lanjut dari Surat Edaran Direksi No.SE/05/042016 Tentang Penghematan Energi di Kantor Pusat. Kami memberlakukan kebijakan pembatasan waktu operasional peralatan kantor di Kantor Pusat Jakarta untuk mengurangi pemakaian listrik. Langkah ini telah dapat mengurangi pemakaian listrik, yang diindikasikan dari turunnya biaya pemakaian listrik menjadi Rp3,79 miliar pada tahun 2016 dari tahun sebelumnya sebesar Rp3,99 miliar.

➤ **Power consumption savings**

Power consumption saving is carried out as a follow up of Circular Letter of the Board of Directors No.SE/05/042016 on Energy Saving at Head Office. We applied a policy of limited operating time of office equipment at the Jakarta Head Office to reduce power consumption. This measure managed to reduce power consumption, as indicated by the decline in power consumption costs to Rp3.79 billion in 2016 from the previous year of Rp3.99 billion.

BIAYA KONSUMSI LISTRIK KANTOR JAKARTA* (RP MILIAR)

Power Consumption Cost of Jakarta Office* (Rp billion)



* Data termasuk Kantor Pusat BPJS Ketenagakerjaan, Wisma Menteng, dan Gedung Pusdiklat

* Data includes Head Office of Labour Social Security Administration Agency, Wisma Menteng, and Education & Training Center Building

PENGHEMATAN AIR

Penghematan air di kantor-kantor BPJS Ketenagakerjaan juga turut menjadi perhatian kami dalam rangka turut menjaga kelestarian lingkungan. Beberapa upaya kami dalam mengkampanyekan penghematan air antara lain dengan membuat *safety sign* tentang penghematan pemakaian air di toilet, membatasi penggunaan air untuk membersihkan kendaraan dinas, dan pengaturan *overflow* pada *cooling tower* sehingga air tidak meluber. Upaya ini menghasilkan penghematan biaya penggunaan dan pengelolaan air yang mengindikasikan penghematan air.

WATER SAVING

Water saving at Labour Social Security Administration Agency offices is also a concern for us in preserving the environment. Some of our efforts in campaigning for water saving include creating safety signs on water saving in restrooms, limiting the use of water for washing official vehicles, and overflow setting for cooling towers to prevent water overflow. These efforts resulted in cost saving in water consumption and management that indicated water saving.

BIAYA KONSUMSI AIR KANTOR JAKARTA* (RP JUTA)

Water Consumption Cost of Jakarta Office* (Rp million)



* Data termasuk Kantor Pusat BPJS Ketenagakerjaan, Wisma Menteng, dan Gedung Pusdiklat

* Data includes Head Office of Labour Social Security Administration Agency, Wisma Menteng, and Education & Training Center Building

PENCAPAIAN KINERJA SOSIAL
Social Performance Achievement

// OPERASI UNGGUL UNTUK KESEJAHTERAAN BERSAMA

OPERATIONAL EXCELLENCE
FOR COMMON WELFARE



Keberadaan BPJS Ketenagakerjaan tak hanya mendatangkan manfaat bagi peserta jaminan sosial. Manfaat langsung maupun tidak langsung juga diterima para pemangku kepentingan lain. Melalui penerapan operasi unggul, kami berharap manfaat BPJS Ketenagakerjaan kian dirasakan bersama oleh segenap pemangku kepentingan.

KETENAGAKERJAAN EMPLOYMENT

Pada tahun 2016 BPJS Ketenagakerjaan menerapkan pengelolaan karyawan melalui Human Capital Information System (HCIS). Dengan penerapan HCIS maka ribuan karyawan BPJS Ketenagakerjaan di seluruh unit kerja dikelola dengan sistem human capital yang terintegrasi dan berbasis kompetensi. Penerapan HCIS meliputi proses rekrutmen, *assessment center*, penilaian kinerja dan *talent management*.

HCIS adalah suatu aplikasi yang terintegrasi untuk mendukung dalam menerapkan penyelarasan pengelolaan sistem human capital di dalam suatu organisasi. Penggunaan teknologi informasi dalam pengelolaan human capital dimaksudkan untuk mendukung implementasi penyelarasan pengelolaan sumber daya manusia.

Penerapan dan pengembangan HCIS berada di bawah tanggung jawab Direktorat Umum dan SDM serta bertanggung jawab kepada Direktur Umum dan SDM. Penerapan HCIS telah mendapatkan apresiasi melalui penghargaan yang diberikan berbagai pihak kepada BPJS Ketenagakerjaan.

Bagi kami, penerapan HCIS merupakan bagian dari strategi mewujudkan operasi unggul. Dengan sistem yang telah dibangun, BPJS Ketenagakerjaan dapat mempersiapkan sumber daya manusia (SDM) andal dan memenuhi kriteria yang dibutuhkan, dalam memenuhi kebutuhan strategis jangka panjang sesuai sasaran institusi dan ukuran produktivitas yang diharapkan serta kebutuhan di masa mendatang.

Labour Social Security Administration Agency does not only bring benefits for social security participants. Direct and indirect benefits are also received by other stakeholders. Through the operational excellence application, we hope that the benefits of Labour Social Security Administration Agency will be shared with all stakeholders.

In 2016, Labour Social Security Administration Agency applied employee management through the Human Capital Information System (HCIS). With the implementation of HCIS, thousands of Labour Social Security Administration Agency's employees at all work units are managed with an integrated and competency-based human capital system. HCIS implementation includes recruitment process, assessment center, performance assessment and talent management.

HCIS is an integrated application to support in implementing alignment of human capital management system within an organization. The use of information technology in human capital management is intended to support the implementation of alignment of human resource management.

The implementation and development of HCIS is under the responsibility of the Directorate General Affairs and Human Resources and reports to the Director of General Affairs and Human Resources. HCIS implementation has received appreciation through awards to Labour Social Security Administration Agency from various parties.

For us, HCIS implementation is part of a strategy to achieve operational excellence. With the established system, Labour Social Security Administration Agency can prepare reliable human resources (HR) and meet the criteria requirement, in meeting the long-term strategic requirement according to the target of institution and the expected productivity and future needs.

PENERIMAAN PEKERJA

Karyawan adalah pemangku kepentingan strategis yang ikut menentukan keberlanjutan BPJS Ketenagakerjaan pada masa mendatang. Seiring pengembangan kegiatan dan lingkup pekerjaan yang semakin luas, kami dituntut memiliki *talent-talent* yang memiliki integritas, kapabilitas dan profesionalitas tinggi. Dengan demikian keberadaan mereka akan menunjang operasi unggul melalui pelayanan yang lebih optimal.

Sebagai bagian dari penerapan HCIS, pada kurun waktu periode pelaporan BPJS Ketenagakerjaan telah menerapkan pula *man power planning*. Melalui penerapan *man power planning*, maka kami bisa mengukur kebutuhan personel secara akurat dengan tingkat produktivitas terukur sesuai sasaran strategis organisasi.

Dalam upaya memenuhi kebutuhan personel, pada tahun 2016 BPJS Ketenagakerjaan melakukan rekrutmen karyawan baru. Kami memberikan kesempatan setara kepada setiap anak bangsa untuk bekerja sebagai karyawan. Sebagai bagian dari operasi unggul, proses rekrutmen diawali pendaftaran secara daring (*online*) calon karyawan.

EMPLOYEE RECRUITMENT

Employees are strategic stakeholders who are involved in determining the sustainability of Labour Social Security Administration Agency in the future. As the development of activities and scope of work increasingly widespread, we are required to have talents who have high integrity, capabilities and professionalism. Thus their existence will support operational excellence through optimal services.

As part of HCIS implementation, during the reporting period Labour Social Security Administration Agency has also applied manpower planning. Through the implementation of manpower planning, we can accurately measure personnel needs with measurable productivity levels according to the organization's strategic goals.

In an effort to meet the personnel needs, in 2016 Labour Social Security Administration Agency recruited new employees. We provided equal opportunity to everyone to work as an employee. As part of operational excellence, the recruitment process begins with online registration of candidate employees.



Proses pendaftaran telah dapat menjaring lebih dari 151.000 pelamar calon karyawan. Jumlah ini berlipat-lipat dari kebutuhan karyawan baru pada tahun 2016 yang hanya sekitar 705 orang. Dengan demikian BPJS Ketenagakerjaan bisa mendapatkan calon karyawan yang merupakan putra-putri bangsa terbaik, melalui proses seleksi yang terbuka tanpa menghiraukan latar belakang suku, agama, ras, dan antar golongan calon karyawan.

Selama kurun waktu periode pelaporan, BPJS Ketenagakerjaan telah menerima 705 pekerja baru. Mereka terdiri dari 443 pekerja laki-laki dan 265 pekerja perempuan. Penempatan mereka tersebar meliputi Kantor Pusat, Kantor Wilayah, Kantor Cabang maupun Kantor Cabang Perintis. [G4-LA1]

Kami memastikan tidak ada karyawan baru yang merupakan pekerja anak. Sesuai aturan Perusahaan dan Perjanjian Kerja Bersama (PKB), usia minimal pekerja baru untuk Job Spec S1 adalah 27 tahun dan untuk Job Spec D3 adalah 25 tahun. [G4-HR5]

Rekrutmen pegawai baru didasari kebutuhan organisasi. Selain untuk menduduki berbagai jabatan, keberadaan pegawai baru juga dimaksudkan untuk menggantikan karyawan yang telah meninggalkan BPJS Ketenagakerjaan pada tahun 2016. Total ada 133 karyawan yang meninggalkan BPJS Ketenagakerjaan dengan berbagai alasan. Terbanyak yakni 96 orang atau 72% meninggalkan BPJS Ketenagakerjaan karena telah memasuki usia pensiun. [G4-LA1]

The registration process has netted more than 151,000 applicants. The number doubled from required new employees in 2016 which was only about 705 people. Thus Labour Social Security Administration Agency can get candidate employees who are the best sons and daughters of the nation, through an open selection process regardless of their ethnic, religious, racial, and group background.

During the reporting period, Labour Social Security Administration Agency has hired 705 new employees. They consist of 443 male employees and 265 female employees. They were placed in the Head Office, Regional Offices, Branch Offices or Pilot Branch Offices. [G4-LA1]

We make sure no new employees are child labors. According to the Agency's rules and Collective Labor Agreement (CLA), the minimum age of new employee for Job Spec of Bachelor's degree is 27 years old and for Job Spec Diploma 3 is 25 years old. [G4-HR5]

Recruitment of new employees is based on the needs of the organization. In addition to occupying various positions, the new employees are also intended to replace employees who have left Labour Social Security Administration Agency in 2016. A total of 133 employees left Labour Social Security Administration Agency for various reasons. The majority, which is 96 people or 72% left Labour Social Security Administration Agency due to retirement. [G4-LA1]

JUMLAH PEKERJA BARU TAHUN 2016 BERDASAR GENDER DAN PENEMPATAN KERJA [G4-LA1]

Number of New Employees 2016 By Gender and Work Placement

Penempatan Kerja Work Placement	Pria Male	Wanita Female	Jumlah Total
Kantor Pusat Jakarta Jakarta Head Office	37	13	50
Kantor Wilayah Regional Office	12	3	15
Kantor Cabang Branch Office	320	224	644
Kantor Cabang Perintis Pilot Branch Office	74	25	99
Jumlah Total	543	265	808

JUMLAH KARYAWAN MENINGGALKAN BPJS KETENAGAKERJAAN TAHUN 2016 BERDASARKAN GENDER & KELOMPOK USIA [G4-LA1]
 Number of Employees Leaving Labour Social Security Administration Agency 2016 By Gender and Age Group

Latar Belakang Reason	Pria Male			Wanita Female			Jumlah Total
	<30	31-50	>51	<30	31-50	>51	
Pensiun Retirement	-	-	60	-	-	36	96
Pensiun Dini Early Retirement	-	-	-	-	-	-	-
Mengundurkan Diri Resignation	5	3	-	11	7	-	26
Pemutusan Hubungan Kerja Termination of Employment	2	-	-	1	1	-	4
Meninggal Dunia Death	-	-	4	1	1	-	6
Lain-lain Others	-	1	-	-	-	-	1
Jumlah Total	7	4	64	14	9	36	133

TINGKAT PERPUTARAN KARYAWAN BPJS KETENAGAKERJAAN BERDASARKAN KELOMPOK USIA DAN GENDER [G4-LA1]
 Employee Turnover Rate of Labour Social Security Administration Agency By Age Group and Gender

Kelompok Usia Age Group	Karyawan Masuk Incoming Employees	Jumlah Karyawan Keluar (Resign, PHK, Pensiun, Meninggal) Number of Outgoing Employees (Resignation, Termination of Employment, Retirement, Death)
JENIS KELAMIN Gender		
Laki-laki Male	444	71
Perempuan Female	261	54
Total	705	125
PENDIDIKAN Education		
D3 Associate's Degree	219	12
S1 Bachelor's Degree	481	89
S2 Master's Degree	5	8
S3 Doctoral Degree	0	1
Lainnya (SD, SMP, SMA) Others (Elementary School, Junior High School, Senior High School)	0	15

Kami memberikan perhatian pada keberadaan putra daerah dalam proses rekrutmen, terutama untuk daerah-daerah khusus. Kebijakan ini dilakukan sebagai bentuk pendekatan dalam upaya memperluas layanan terhadap pekerja lokal yang ada di suatu daerah.

Proses rekrutmen khusus untuk mendapatkan putra daerah pada Kantor Wilayah tertentu, disesuaikan dengan karakteristik wilayah setempat. Sampai dengan akhir tahun 2016 tercatat ada 1.362 pekerja putra daerah yang telah direkrut, seiring dengan pengembangan pelayanan BPJS Ketenagakerjaan. Jumlah tersebut mencakup 27% dari total karyawan BPJS Ketenagakerjaan.

We pay attention to the existence of the local manpower during the recruitment process, especially for particular regions. This policy is carried out as a form of approach to expand services to local workers in a region.

A special recruitment process to recruit local manpower at certain Regional Offices, was adapted to the characteristics of the local area. Until the end of 2016, a total of 1,362 local manpower have been recruited, along with the development of Labour Social Security Administration Agency's services. The number accounted for 27% of total employees of Labour Social Security Administration Agency.

IMBAL JASA PEKERJAAN

Imbal jasa pekerjaan bagi karyawan BPJS Ketenagakerjaan diberikan tanpa membedakan gender maupun faktor keberagaman lain, yang dapat mengindikasikan adanya praktik diskriminasi. Namun demikian total besaran imbal jasa pekerjaan yang diterima pekerja pada jabatan yang sama, bisa saja berbeda. Hal ini antara lain disebabkan adanya faktor pembeda, di antaranya status kepegawaian, masa kerja dan kinerja masing-masing pekerja. [G4-LA13]

BPJS Ketenagakerjaan telah menaati semua aturan yang berlaku terkait imbal jasa. Secara umum besaran imbal jasa seluruh karyawan telah disesuaikan berada di atas standar Upah Minimum yang berlaku di wilayah operasional BPJS Ketenagakerjaan. Pada tahun 2016 Untuk karyawan baru bergabung untuk wilayah kantor pusat dan Jakarta mendapatkan gaji lebih tinggi 32% dibandingkan dengan upah minimum setempat.

BPJS Ketenagakerjaan senantiasa berupaya menjaga gap rasio gaji seluruh karyawan agar tidak terdapat perbedaan yang terlalu tinggi. rasio gaji tertinggi dan terendah BPJS Ketenagakerjaan selama 2016 adalah 1 : 11

Selain gaji, BPJS Ketenagakerjaan juga memberikan imbal jasa lain kepada karyawan sebagaimana dapat dilihat dalam tabel di bawah ini.

COMPENSATION

Compensation for employees of Labour Social Security Administration Agency is provided regardless of gender or other diversity factors, which may indicate discriminatory practices. However, total amount of compensation received by employees in the same position may vary. This is partly due to distinguishing factors, including employment status, working period and performance of each employee. [G4-LA13]

Labour Social Security Administration Agency has complied with all applicable regulations on remuneration. In general, the compensation has been adjusted to be above the standard of minimum wage applicable in the operational area of Labour Social Security Administration Agency. In 2016, newly hired employees for head office area and Jakarta received salary 32% higher than local minimum wage.

Labour Social Security Administration Agency continues to maintain the salary ratio gap of all employees so that the difference is not too high. The ratio between highest and lowest salaries of Labour Social Security Administration Agency during 2016 was 1: 11.

In addition to salaries, Labour Social Security Administration Agency also provides other rewards to employees as can be seen in the table below.

BENTUK TUNJANGAN DAN FASILITAS UNTUK KARYAWAN BPJS KETENAGAKERJAAN [G4-EC5, G4-LA2] Benefits and Facilities for Employees of Labour Social Security Administration Agency

Bentuk Tunjangan dan Fasilitas Benefits and Facilities	Status Kepegawaian Employment Status	
	Karyawan Employee	Calon Karyawan Candidate Employee
Manfaat Kesehatan Health Benefit	✓	✓
Manfaat Pensiun Pension Benefit	✓	✓
Manfaat Jaminan Hari Tua Old Age Security Benefit	✓	✓
Manfaat Jaminan Kecelakaan Kerja Work Accident Benefit	✓	✓
Manfaat Jaminan Kematian Death Benefit	✓	✓
Tunjangan Hari Raya Religious Holiday Allowance	✓	✓
Cuti Tahunan/Cuti Besar Annual Leave/ Sabbatical Leave	✓	X
Cuti Melahirkan Maternity Leave	✓	X
Cuti Ibadah Keagamaan (Ibadah Haji) Religious Worship Leave (Hajj Pilgrimage)	✓	X

Kami memberikan jaminan kerja kembali bagi karyawan yang menjalani cuti panjang karena melahirkan, menjalankan ibadah haji maupun mendapat tugas belajar. Selama tahun 2016 tercatat total ada 85 karyawan yang menjalani cuti panjang dan telah kembali bekerja seperti sedia kala. [G4-LA3]

We provide reemployment guarantee for employees who are on leave due to childbirth, performing the hajj pilgrimage and receiving study assignments. During 2016, a total of 85 employees who were on sabbatical leave and returned to work as usual. [G4-LA3]

JUMLAH KARYAWAN KEMBALI BEKERJA SETELAH CUTI PANJANG

Number of Employees Return to Work after Sabbatical Leave

Bentuk Cuti Type of Leave	Lama Waktu Cuti Period of Leave	Jumlah Pekerja Total Employees
Cuti Melahirkan Maternity Leave	3 Bulan 3 months	50 Orang 50 people
Ibadah Haji Hajj Pilgrimage	45 Hari Kalender 45 calendar days	35 Orang 35 people
Tugas Belajar Study Assignment	1 Tahun 1 year	-

PENGEMBANGAN KARIR DAN PELATIHAN

Penerapan HCIS menjadikan BPJS Ketenagakerjaan menempatkan karyawan sebagai aset yang dapat menentukan kesuksesan organisasi. Kami terus menyempurnakan sistem pengelolaan (manajemen) karir berbasis kompetensi. Penyusunan jenjang karir diharapkan dapat memberikan kejelasan kepada karyawan mengenai kemungkinan-kemungkinan pergerakan karir dari jabatannya, baik promosi maupun mutasi.

Sistem pengelolaan karir di BPJS Ketenagakerjaan mempertimbangkan faktor kinerja. Pencapaian kinerja dan kompetensi karyawan dihitung dalam *Career Score System* (CSS), yang merupakan sistem perhitungan poin yang dapat digunakan untuk mengelola karir individu.

BPJS Ketenagakerjaan juga menerapkan dua jalur karir atau dual *career path* (dua jalur karir), yaitu jalur karir struktural dan jalur karir profesi (fungsional). Kami juga telah menerapkan lelang jabatan atau job tender untuk mengisi kekosongan atau kebutuhan karyawan, dan memastikan mereka yang menduduki jabatan tersebut adalah karyawan dengan kemampuan terbaik.

Proses lelang jabatan yang dilaksanakan pada tahun 2016 meliputi 15 jabatan dengan jumlah 45 karyawan yang lolos. Proses lelang jabatan yang berlangsung dilakukan untuk mendapatkan personel terbaik untuk jabatan tersebut.

CAREER DEVELOPMENT AND TRAINING

With the application of HCIS, Labour Social Security Administration Agency places employees as an asset that can determine the success of the organization. We continue to improve our competency-based career management system. Career path is expected to provide clarity to the employees about the possibilities in career movement from their positions, both promotion and transfer.

Career management system at Labour Social Security Administration Agency considers the performance factor. Achievement of employee performance and competence is calculated in the Career Score System (CSS), which is a calculation of points system that can be used to manage the career of an individual.

Labour Social Security Administration Agency also implements dual career path, namely structural career path and professional career path (functional). We have also implemented job tender to fill the vacancies or employee requirement, and ensure that those occupying the positions are the best performers.

The tender process held in 2016 covered 15 positions with 45 employees who qualified. The job tender was implemented to acquire the best personnel for the job.



PELATIHAN KARYAWAN

Hal penting untuk mendukung peningkatan kompetensi karyawan adalah pelatihan. Selama tahun 2016 BPJS Ketenagakerjaan telah melaksanakan kegiatan pelatihan sebanyak 456 hari pelatihan, dan diikuti oleh 3.916 peserta. Dengan demikian rerata hari pelatihan per karyawan pada kurun waktu periode pelaporan adalah 0,17 hari. [G4-LA9]

EMPLOYEE TRAINING

The key factor to support the employee competence improvement is training. During 2016 Labour Social Security Administration Agency has conducted 456 training days, attended by 3,916 participants. Thus the average training days per employee during the reporting period was 0.17 days. [G4-LA9]

PELAKSANAAN PELATIHAN UNTUK KARYAWAN DAN RERATA HARI PELATIHAN PER KARYAWAN [G4-LA9]

Training for Employees and Average Training Days per Employee

Uraian Description	2016	2015
Total Hari Pelatihan Total Training Days	456	2.432
Jumlah Karyawan Peserta Pelatihan Number of Employees Participating in Training	3.916	6.966
Rerata Hari Pelatihan Per Karyawan Average Training Days per Employee	0,17	0,35



Untuk mendukung pelaksanaan kegiatan pelatihan, kami menyediakan anggaran sebesar Rp51.754.000.000, atau naik 4,5% dibanding anggaran tahun 2015 sebesar Rp49.509.603.037. Hal ini disebabkan implementasi penuh konsep corporate university di BPJS Ketenagakerjaan yang berdampak pada peningkatan jumlah penyelenggaraan program pengembangan dan pelaksanaan *assessment center*, pembentukan Lembaga Sertifikasi Profesi (LSP) BPJS Ketenagakerjaan, penyelenggaraan Corpu Summit tingkat asia (sebagai host), dan pelaksanaan kerja sama/kemitraan dengan institusi pendidikan dan kelembagaan di dalam dan luar negeri.

In order to support the implementation of training activities, we provided a budget of Rp51,754,000,000, up 4.5% from budget in 2015 of Rp49,509,603,037. This was due to the full implementation of the corporate university concept at Labour Social Security Administration Agency, which increased the number of development programs and implementation of assessment center, establishment of Profession Certification Institution (LSP) of Labour Social Security Administration Agency, the implementation of the Asian Corpu Summit (as host), and implementation of cooperation/partnership with educational and institutional institutions in the country and abroad.

PENGADUAN TERKAIT KETENAGAKERJAAN

BPJS Ketenagakerjaan menyediakan mekanisme saluran pengaduan terkait ketenagakerjaan dan hubungan karyawan melalui sebagai berikut :

1. Website dengan alamat : <https://wbs.bpjsketenagakerjaan.go.id>
2. Telpon Nomor 08001392392
3. SMS Nomor 08121292392
4. Fax Nomor 02152903
5. PO BOX 392/JKTM 12700

EMPLOYMENT RELATED COMPLAINT

Labour Social Security Administration Agency provides grievance channel mechanism related to employment and employee relations through the following:

1. Website address: <https://wbs.bpjsketenagakerjaan.go.id>
2. Phone Number 08001392392
3. SMS Number 08121292392
4. Fax Number 02152903
5. PO BOX 392 / JKTM 12700

ALUR PELAPORAN



Pada tahun 2016, terdapat 524 keluhan yang diterima, dengan rincian keluhan diantaranya telah ditindaklanjuti sebagai berikut :

1. 5 laporan pelanggaran (4 laporan telah selesai ditindaklanjuti dan 1 laporan yang sedang dalam proses pengkajian dan pemenuhan data).
2. 337 laporan klasifikasi layanan telah diserahkan kepada Divisi Pelayanan dan Jaminan untuk ditindaklanjuti.
3. 182 laporan dalam bentuk sampah (*garbage*).

Keluhan yang disampaikan antara lain mengenai pelanggaran terkait masalah etika kepegawaian dan masalah conflict of interest serta pertanyaan peserta perihal operasional pelayanan.

In 2016, there were 524 complaints received, with some of the complaints have been followed up, as follows:

1. Five violation reports (4 reports have been settled and 1 report is in the process of assessment and data completion).
2. A total of 337 reports of service classification have been filed to the Services and Complaints Division for follow-up.
3. A total of 182 reports classified as garbage.

The submitted complaints, among others, concerning violations related to ethical issues of personnel and conflict of interest issues as well as participants' inquiries regarding service operations.

KESEHATAN DAN KESELAMATAN KERJA (K3) OCCUPATIONAL HEALTH AND SAFETY (OHS)

Kegiatan usaha BPJS Ketenagakerjaan menjadikan kegiatan yang dilaksanakan karyawan, relatif aman dari potensi ancaman gangguan kesehatan dan keselamatan kerja (K3). Namun demikian kami tetap mematuhi ketentuan peraturan perundang-undangan tentang K3 dan Lindung Lingkungan (K3LL). Hingga akhir periode pelaporan tidak ada peristiwa kecelakaan kerja yang bersifat fatal dan menimbulkan korban jiwa. [G4-LA6]

PENERAPAN K3LL UNTUK PEKERJA BERISIKO TINGGI

Kami memastikan setiap unit kerja mematuhi dan melaksanakan setiap aspek K3LL. Terutama pada lingkungan Kantor Pusat di Jakarta, mengingat berada di gedung bertingkat tinggi sehingga memiliki risiko tinggi K3 bagi karyawan yang bekerja di sana. [G4-LA7]

Kami terus meningkatkan penerapan K3 melalui berbagai kebijakan, meliputi:

- Prosedur standar operasional penanganan situasi darurat di Kantor Pusat.
- Penyediaan alat perlindungan diri (APD).
- Sosialisasi *video safety induction* untuk karyawan.

The business activities of Labour Social Security Administration Agency carried out by employees are relatively safe from potential threats to occupational health and safety (OHS). However, we continue to comply with the laws and regulations on OHS and Environmental Protection (HSE). Until the end of the reporting period, there were no workplace accidents that caused fatalities. [G4-LA6]

HSE APPLICATION FOR HIGH RISK EMPLOYEES

We ensure every work unit complies with and applies every aspect of HSE. Especially the environment of Head Office in Jakarta, which is in high-rise building so that has high risk of OHS for employees who work there. [G4-LA7]

We continue to improve OHS implementation through various policies, including:

- Standard operational procedures for emergency handling at the Head Office.
- Provision of personal protection equipment (PPE).
- Dissemination of safety induction video for employees.

- Pemberlakuan Pedoman SMK3 oleh Direktur Utama KEP/98/032015 menjadi PERDIR/95/092015 Tentang Pedoman Keselamatan dan Kesehatan Kerja di Lingkungan BPJS Ketenagakerjaan.
- Pemeriksaan berkala perizinan/sertifikasi peralatan keselamatan serta instalasi utilitas yang berada di Gedung Kantor Pusat BPJS Ketenagakerjaan.
- Application of OHSMS Guidelines by President Director through Decree No. KEP/98/032015 into PERDIR/95/092015 on Guidelines on Occupational Health and Safety in the Environment of Labour Social Security Administration Agency.
- Periodic inspection of licensing/certification of safety equipment and utility installations located at Labour Social Security Administration Agency's Head Office Building.

Kami juga telah membentuk P2K3 di lingkungan Kantor Pusat Pembentukan P2K3 sesuai dengan No.KEP/386/112015 Tentang Pembentukan Panitia Pembina Keselamatan dan Kesehatan Kerja BPJS Ketenagakerjaan. Keanggotaan P2K3 merupakan perwakilan dari manajemen dan perwakilan pekerja. Pada kurun waktu periode pelaporan, jumlah anggota P2K3 ada 31 orang, terdiri dari 9 orang atau sekitar 1,8% perwakilan manajemen dan 22 orang atau 4,4% merupakan perwakilan karyawan. [G4-LA5]

We have also established P2K3 at the Head Office. The P2K3 was formed in accordance with Decree No.KEP/386/112015 on the Establishment of Occupational Health and Safety Committee of Labour Social Security Administration Agency. P2K3 members consist of management and employees' representatives. During the reporting period, the number of P2K3 members was 31 people, consisting of 9 management representatives or about 1.8% and 22 employees' representatives or 4.4% of total members. [G4-LA5]

PANITIA PEMBINA K3 TAHUN 2016
OHS Advisory Committee (P2K3)

Unit Kerja Work Unit	Jumlah Anggota Total Members	Perwakilan Manajemen Management Representatives		Perwakilan Pekerja Employees' Representatives	
		Jumlah Total	%	Jumlah Total	%
Kantor Pusat Jakarta Jakarta Head Office	31	9	1,8%	22	4,4%

TOPIK K3LL DALAM PKB

Komitmen BPJS Ketenagakerjaan untuk mematuhi dan melaksanakan K3LL, juga diwujudkan dengan mencantumkan topik-topik K3LL dalam Perjanjian Kerja Bersama (PKB). Topik tersebut meliputi perlindungan keselamatan kerja dan ketersediaan alat pelindung diri (APD), perlengkapan kerja, pemberian jaminan pengobatan bagi pekerja korban kecelakaan kerja, serta penjaminan pemeliharaan kesehatan pekerja. Ketentuan mengenai K3LL juga tercantum dalam aturan Pedoman Perusahaan PERDIR/95/092015 Tentang Pedoman Keselamatan dan Kesehatan Kerja di Lingkungan BPJS Ketenagakerjaan. [G4-11] [G4-LA8]

HSE TOPICS IN CLA

Labour Social Security Administration Agency's commitment to comply with and implement HSE, also realized by listing HSE topics in the Collective Labor Agreement (CLA). These topics include occupational safety protection and the availability of personal protective equipment (PPE), work equipment, provision of medical treatment security for employees who become victims of workplace accidents, as well as health care for employees. The provisions on HSE are also contained in the Corporate Guidelines through Regulation No. PERDIR/95/092015 on the Occupational Safety and Health Guidelines in the environment of Labour Social Security Administration Agency. [G4-11] [G4-LA8]

KEPATUHAN K3 OLEH PIHAK EKSTERNAL

BPJS Ketenagakerjaan juga mendorong pemangku kepentingan, terutama peserta untuk lebih memperhatikan penerapan K3, baik pekerja maupun perusahaan/pemberi kerja. Secara berkesinambungan pada setiap tahun kami memberikan penghargaan kepada perusahaan/pemberi kerja yang menjadi peserta aktif jaminan sosial dan telah mampu mencapai kinerja K3 terbaik.

Seiring perkembangan pemberian manfaat bagi peserta, kami juga mengembangkan manfaat dari Program Jaminan Kecelakaan Kerja, melalui Program Jaminan Kecelakaan Kerja - *Return to Work* (JKK-RTW). Program JKK-RTW merupakan bentuk pelayanan kepada pekerja yang mengalami cacat akibat kecelakaan kerja. Melalui program ini peserta yang mengalami cacat karena kecelakaan bekerja akan mendapatkan perlindungan, berupa biaya rehabilitasi medis serta pelatihan kejuruan sehingga diharapkan pekerja tersebut mampu bekerja kembali.

Pelaksanaan Program JKK-RTW melibatkan Trauma Center (TC) yang ada di fasilitas kesehatan di seluruh Indonesia. Sampai dengan akhir periode pelaporan telah ada 6.717 fasilitas kesehatan di seluruh Indonesia, dengan 515 kasus kecelakaan kerja telah disertakan pada Program JKK-RTW sehingga terdapat 390 peserta telah dapat bekerja kembali dan 125 peserta yang belum bekerja kembali.

OHS COMPLIANCE BY EXTERNAL PARTIES

Labour Social Security Administration Agency also encourages stakeholders, especially participants to pay more attention to the implementation of OHS, both workers and companies/employers. Each year we reward companies/employers who are active participants of social security and have been able to achieve the best OHS performance.

Along with the benefit development for participants, we also developed benefits from the Work Accident Benefit Program, through the Work Accident Benefit Program - *Return to Work* (JKK-RTW). The JKK-RTW program is a form of service to workers experiencing disability due to workplace accident. Through this program, participants who are disabled by accident will receive protection, in the form of medical rehabilitation cost and vocational training so that the worker is expected to be able to work again.

The implementation of the JKK-RTW Program involves the Trauma Center (TC) at health facilities across Indonesia. Up to the end of the reporting period there have been 6,717 health facilities throughout Indonesia, with 515 cases of workplace accidents already included in the JKK-RTW Program, which saw 390 participants have been able to return to work and 125 participants have not returned to work.

PELAKSANAAN MANFAAT PROGRAM JKK-RTW

Implementation of JKK-RTW Benefit Program

Uraian Description	2016	2015
Jumlah Fasilitas Kesehatan Sebagai Trauma Center Number of Health Facilities as Trauma Centers	3.492	2.669
Jumlah Kasus Kecelakaan Kerja Number of Workplace Accidents	110.272	1.981
Jumlah Kasus Peserta Program JKK-RTW Number of JKK-RTW Program Participants' Cases	304	125



» KEMASYARAKATAN COMMUNITY

PENGENDALIAN DAMPAK SOSIAL [G4-SO1, G4-SO2]

Sampai dengan akhir tahun 2016, kami belum melakukan kajian mengenai dampak sosial dari keberadaan BPJS Ketenagakerjaan terhadap masyarakat di sekitar lokasi berkegiatan, baik di lingkungan Kantor Pusat Jakarta, Kantor Wilayah maupun Kantor Cabang. Kami mengendalikan dampak sosial dengan mempertimbangkan dinamika yang berlangsung sepanjang kurun waktu periode pelaporan. Selama tahun 2016 tidak ada peristiwa yang diindikasikan sebagai akibat dari dampak sosial yang ditimbulkan dari kegiatan usaha maupun keberadaan kantor-kantor BPJS Ketenagakerjaan.

SOCIAL IMPACT CONTROL [G4-SO1, G4-SO2]

Until the end of 2016, we have not conducted any studies of the social impact of Labour Social Security Administration Agency on communities around the activity sites, both at the Jakarta Head Office, Regional Offices and Branch Offices. We control social impacts by considering the dynamics that take place over the reporting period. During 2016 no events were indicated as a result of social impacts arising from business activities or the presence of Labour Social Security Administration Agency's offices.

PENINGKATAN KESEJAHTERAAN MASYARAKAT

Melalui pemenuhan TJSJ, BPJS Ketenagakerjaan juga memberikan kontribusi pada upaya bersama meningkatkan kesejahteraan masyarakat, dengan pengembangan manfaat program dan pengelolaan dana jaminan sosial (DJS) maupun dana BPJS. Dengan demikian peserta maupun masyarakat lain merasakan manfaat langsung maupun tidak langsung dari keberadaan BPJS Ketenagakerjaan. [G4-EC7, G4-EC8]

Sampai dengan akhir tahun 2016 ada beberapa program yang telah dilaksanakan, sebagai bentuk pengembangan manfaat program maupun pengelolaan DJS dan dana BPJS. Di antaranya pembangunan rumah susun sederhana sewa (rusunawa) untuk pekerja. Pembangunan rusunawa dipusatkan pada kota-kota yang selama ini diketahui menjadi kantong-kantong pekerja, yakni Makassar (Sulawesi Selatan), Cirebon (Jawa Barat), Pasuruan (Jawa Timur) dan Batam (Kepulauan Riau).

IMPROVEMENT OF PEOPLE'S WELFARE

Through the fulfillment of SER, Labour Social Security Administration Agency also contributes to joint efforts to improve people's welfare, with the development of program benefits and management of social security funds (DJS) and BPJS funds. Thus the participants and other members of communities feel the benefits directly or indirectly from the existence of Labour Social Security Administration Agency. [G4-EC7, G4-EC8]

Until the end of 2016 there have been several programs that have been implemented, as development of program benefits and management of DJS and BPJS funds. The programs included the construction of rental flats (rusunawa) for workers. The development of rusunawa has been concentrated in the cities that are known to be centers of workers, namely Makassar (South Sulawesi), Cirebon (West Java), Pasuruan (East Java) and Batam (Riau Islands).

PEMBANGUNAN RUSUNAWA

Construction of Rental Flats

Kota dan Provinsi City and Province	Jumlah Unit Bangunan Number of Building Units	Jumlah Unit Kamar Number of Room Units	Perkembangan Pembangunan Construction Progress
Makassar, Sulawesi Selatan Makassar, South Sulawesi	2 Twin-blocks (4 Towers)	200 kamar rooms	Dalam proses negosiasi pembelian lahan In the negotiation process of land purchase
Cirebon, Jawa Barat Cirebon, West Java	2 Twin-blocks (4 Towers)	200 kamar rooms	Survei Lahan dan audiensi dengan Pemerintah Kota Cirebon Land Surveys and hearings with the Cirebon City Government
Pasuruan, Jawa Timur Pasuruan, East Java	2 Twin-blocks (4 Towers)	200 kamar rooms	Proses pencarian lahan baru, lahan sebelumnya tidak memenuhi persyaratan New land search process, the previous land did not meet the requirements
Batam, Kepulauan Riau Batam, Riau Islands	17 Twin-blocks (34 Towers)	1.642 kamar rooms	Tingkat Hunian Rusunawa Batam Occupancy Rate of Batam Rental Flats <ul style="list-style-type: none"> Kabil : 83 % Muka Kuning : 99 % Lancang Kuning : 97 %
Jababeka Cikarang, Bekasi	2 Twin-blocks (4 Towers)	245 kamar rooms	Tingkat Hunian Rusunawa Batam Occupancy Rate of Bekasi Rental Flats <ul style="list-style-type: none"> Cikarang : 66 %

Selama tahun 2016 BPJS Ketenagakerjaan juga melakukan berbagai kegiatan, yang ditujukan untuk meningkatkan kesejahteraan peserta maupun masyarakat yang lain.

During 2016, Labour Social Security Administration Agency also conducted various activities, aimed at improving the welfare of participants and other members of community.

PROGRAM/KEGIATAN PENINGKATAN KESEJAHTERAAN MASYARAKAT

Community Welfare Improvement Program/Activity

Program/Kegiatan Program/Activity	Biaya Cost	Penerima Manfaat/Bentuk Bantuan Recipients of Benefit/Assistance
BANTUAN TERKAIT PENINGKATAN USAHA BUSINESS IMPROVEMENT RELATED ASSISTANCE		
pelatihan Keselamatan dan Kesehatan Kerja Occupational Safety and Health Training	600.000.000	200 tenaga kerja 200 workers
Pelatihan dan Sertifikasi tukang konstruksi Training and Certification for construction workers	548.450.000	611 pekerja konstruksi 611 construction workers
Peralatan kerja bagi disabilitas work equipment for disabled	442.000.000	52 tenaga kerja 52 workers
stimulus iuran contribution stimulus	205.571.745	5.500 orang 5,500 People
BANTUAN TERKAIT LINGKUNGAN ENVIRONMENTAL ASSISTANCE		
Bibit tanaman Plant seeds	492.661.550	21.420 bibit tanaman 21,420 plant seeds
Pelatihan dan peralatan usaha Training and business equipment	104.841.800	120 orang 120 People
Peralatan kebersihan Cleaning equipment	57.500.000	105 tong sampah dan 25 pot bunga 105 trash bins and 25 flower pots
Bencana alam Natural disasters	445.690.000	7 daerah bencana 7 areas of disaster
BANTUAN TERKAIT KEMANUSIAAN HUMANITARIAN RELIEF		
Santunan anak yatim Donations for orphans	237.000.000	1.160 anak 1,160 children
Bantuan tempat ibadah Assistance for places of worship	52.300.000	5 masjid 5 mosques
Mudik bersama Group homebound trip	3.198.896.700	7.000 penduduk 7,000 residents
Takjil gratis dan sahur on the road Free takjil (snacks for iftar) and suhoor on the road	75.400.000	4.550 paket 4,550 sets
Pasar murah Bazaar	5.805.160.000	70.545 paket sembako 70,545 packages of staple food
Bantuan lainnya Other assistance	245.090.000	15 bantuan 15 assistance

Tahun 2016 BPJS Ketenagakerjaan menggagas proyek percontohan Desa Pelopor BPJS Ketenagakerjaan, di Desa Tamanan, Kecamatan Banguntapan, Kabupaten Bantul, Daerah Istimewa Yogyakarta. Program Desa Pelopor BPJS Ketenagakerjaan adalah upaya strategis BPJS Ketenagakerjaan untuk memperluas jangkauan jaminan sosial dan perlindungan tenaga kerja bagi pekerja bukan penerima upah (BPU) di pedesaan.

Melalui program jaminan sosial bagi masyarakat pekerja diharapkan mampu mengurangi masalah sosial yang terjadi di masyarakat. Kehadiran BPJS Ketenagakerjaan masuk desa akan membantu pemerintah desa dalam hal pelayanan sosial masyarakat, serta lebih memudahkan pemantauan warga yang mengalami risiko sosial.

Pembayaran iuran BPJS Ketenagakerjaan mandiri dilakukan melalui Badan Keswadayaan Masyarakat (BKM) maupun Badan Usaha Milik Desa (BUMDes), dengan maksud untuk memaksimalkan kemudahan layanan bagi masyarakat pekerja informal atau mandiri yang ada di pedesaan.

BPJS Ketenagakerjaan akan disinergikan dengan pemerintah desa untuk lebih mengoptimalkan pelayanan kepada masyarakat. Ketika warga desa yang merupakan pekerja mandiri mengalami risiko sosial atau musibah, maka bisa langsung menginformasikan kepada pemerintah desa untuk dilakukan mitigasi terkait hak jaminan sosial pekerjanya untuk mendapatkan santunan kematian maupun penyakit akibat kecelakaan kerja.

In 2016, Labour Social Security Administration Agency initiated a pilot project of the Pioneer Village of Labour Social Security Administration Agency, in Tamanan Village, Banguntapan District, Bantul Regency, Yogyakarta Special Region. The program is Labour Social Security Administration Agency's strategic effort to expand the coverage of social security and manpower protection for non-wage earner workers (BPU) in rural areas.

The social security program for the working community is expected to reduce social problems that may occur in the community. The presence of Labour Social Security Administration Agency in villages will support village government in community social services, and facilitate the monitoring of people with social risks.

Contribution payments of Labour Social Security Administration Agency is conducted through the Community Self-Help Agency (BKM) as well as the Village Owned Enterprise (BUMDes), which aims to maximize the ease of service for the informal workers or self-employed community in rural areas.

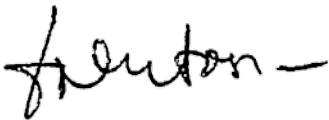
Labour Social Security Administration Agency will be synergized with the village administration to further optimize services to the community. When villagers who are self-employed experience social or disaster risks, they can directly inform the village administration for mitigation related to the social security rights of their workers to receive benefit payment for death or illness due to work accident.

// PERNYATAAN TANGGUNG JAWAB DIREKSI DAN DEWAN PENGAWAS ATAS LAPORAN TAHUNAN TERINTEGRASI TAHUN BUKU 2016 BPJS KETENAGAKERJAAN

Responsibility Statement of the Board of Directors and Board of Commissioners on the Integrated Annual Report for Fiscal Year 2016 of BPJS Ketenagakerjaan

Kami yang bertanda tangan di bawah ini, menyatakan bahwa semua informasi dalam Laporan Tahunan Terintegrasi BPJS Ketenagakerjaan Tahun 2016 telah dimuat secara lengkap, dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan ini. Demikian pernyataan ini dibuat dengan sebenarnya.

» DEWAN PENGAWAS Board of Commissioners



GUNTUR WITJAKSONO

Ketua Dewan Pengawas
Chairman of Board of Commissioners



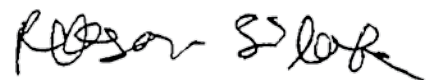
SYAFRI ADNAN BAHARUDDIN

Anggota Dewan Pengawas
Member of Board of Commissioners



EKO DARWANTO

Anggota Dewan Pengawas
Member of Board of Commissioners



REKSON SILABAN

Anggota Dewan Pengawas
Member of Board of Commissioners



M. ADITYA WARMAN

Anggota Dewan Pengawas
Member of Board of Commissioners



INDA D. HASMAN

Anggota Dewan Pengawas
Member of Board of Commissioners

POEMPIDA HIDAYATULLOH

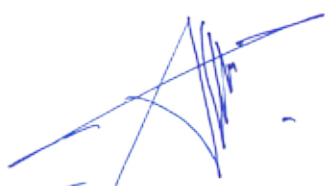
Anggota Dewan Pengawas
Member of Board of Commissioners

We the undersigned, certify that all information in the Integrated Annual Report 2016 of BPJS Ketenagakerjaan has been presented completely, and are fully responsible for the accuracy of the content of this Annual Report. This statement is made truthfully.

DIREKSI
Board of Directors



AGUS SUSANTO
Direktur Utama
President Director



NAUFAL MAHFUDZ
Direktur Umum dan Sumber Daya
Manusia
Director of General Affairs and
Human Resources



SUMARJONO
Direktur Perencanaan Strategis
dan Teknologi Informasi
Director of Strategic Planning and
Information Technology



E. ILYAS LUBIS
Direktur Perluasan Kepesertaan dan
Hubungan Antar Lembaga
Director of Membership Expansion
and Inter-Agency Relations



EVI AFIATIN
Direktur Pelayanan
Director of Services



KRISHNA SYARIF
Direktur Pengembangan Investasi
Director of Investment
Development



AMRAN NASUTION
Direktur Keuangan
Director of Finance

// REFERENSI SILANG PERATURAN OTORITAS JASA KEUANGAN (POJK) NOMOR 29/POJK.04/2016, INDEKS ISI GRI G4, DAN KERANGKA LAPORAN TERINTEGRASI (IR) (G4-32)

Regulation of Financial Services Authority (POJK) Number 29/POJK.04/2016, GRI G4 Content Index, and Integrated Reporting Framework (IR) Cross Reference

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