

Elevating
Member
Experience for
**Sustainable
Growth**

Disclaimer and Limitations

The Integrated Annual Report of BPJS Ketenagakerjaan contains information on projections, plans, strategies, and objectives that are not statements of historical data. It generally uses words that can be categorized as forward-looking statements according to the definition in the applicable provisions. Forward-looking statements involve risks and uncertainties about results and events that may differ materially from those anticipated and described in such statements, including those caused by changes in Indonesia's economic, political and social environment.

This report also contains the word "We", which is defined as BPJS Ketenagakerjaan. All tables and graphs are written using Indonesian notation unless otherwise stated.



Elevating Member Experience for Sustainable Growth

During 2023, BPJS Ketenagakerjaan continuously made its best efforts to provide and elevate positive and memorable experiences for members, in line with the commitment to continuous transformation to improve service quality according to the characteristics of each member. By elevating each member's experience continuously, BPJS Ketenagakerjaan aims to be able to maintain a positive image of the social employment security implementation, thus encouraging other workers who are still hesitant to register as members of BPJS Ketenagakerjaan. Eventually, this will help support BPJS Ketenagakerjaan in ensuring membership growth and protecting more workers in Indonesia.

Vision, Mission, and Values [C.1]

Vision

Creating trusted, sustainable Social Security and increasing All Indonesian Workers welfare.

Mission

1. Protecting, Serving, and Prospering Workers and Families
2. Providing a sense of secure, convenience, and comfort to increase productivity and competitiveness
3. Contributing in the development and economy of the nation with Good Governance

3 Main Strategies

Increase Participant Penetration (Coverage)

1. **Optimization** of Existing Employer **Ecosystems**
2. **Simplification of Registration Process** (Onboarding)
3. **Partnership and Collaboration** with Strategic Partners

Improving Service Quality (Trust)

1. **Simplification and Standardization of Claims and Service Processes**
2. **Increase Engagement and Retention**
3. Data **Collaboration** and System Integration

Yield Optimization (Benefit)

1. **Risk Adjusted Return Optimization**
2. Implement **Dynamic Asset Allocation** in accordance with the Program's Liability Profile
3. Improving the **Competence and Capability of Investment Management**

4 Basic Foundations

1. Governance Risk Compliance and Culture

2. Social Security Digitalization

3. Effective and Efficient Financial Management

4. Increased Awareness & Importance of Social Security

Key Highlight



Economic Performance



Rp6,204.07 Billion
Operating Revenue



Rp16,787 Billion
Total Assets



Rp4,347 Billion
Total Liabilities



Rp12,440 Billion
Total Equity



Total Active Membership



901,912
Employers/Business Entity (PK/BU)



41,560,938
Workers (People)



Fund Management



Rp97,144 Billion
Membership Contribution



Rp712,300 Billion
Investment Fund



Customer Satisfaction Based on Survey



85.91%

Six Value Creation Models of BPJS Ketenagakerjaan

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

Value Creation

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



Input	Business Process
<p>Financial Capital BPJS Ketenagakerjaan manages membership contributions to provide sustainable social protection benefits to workers. [IR-2C]</p>	<ul style="list-style-type: none"> Strategic Asset Allocation (SAA) environmental, social, and governance (ESG) management principles Effective and efficient management of operational funds End-to-end customer journey
<p>Human Resource Capital BPJS Ketenagakerjaan is supported by employees and leadership with dedication, competence, and high integrity.</p>	<ul style="list-style-type: none"> In accordance with the Board of Directors Regulation No. PERDIR 47/122017 concerning Procedures for Recruitment and Selection of Prospective Employees, BPJS Ketenagakerjaan prioritizes equal opportunities for every Indonesian citizen The appointment of structural officers through performance assessment and fulfillment of KPIs, and disregarding discriminatory factors Committed to implementing 'Work Ethics and Anti-Corruption' in the BPJS Ketenagakerjaan Code of Ethics according to the Board of Directors Regulation Number: PERDIR/103/092015 on BPJS Ketenagakerjaan Code of Ethics
<p>Manufacturing Capital BPJS Ketenagakerjaan operations supported by branch offices throughout Indonesia.</p>	<ul style="list-style-type: none"> Services across Indonesia with 11 Regional Offices and 324 Branch Offices Expansion of Work Accident Service Centers and Return to Work Service Centers
<p>Natural Capital BPJS Ketenagakerjaan's operations are supported by efficient energy management and water use, along with a commitment to minimizing waste.</p>	<ul style="list-style-type: none"> Reduction of paper usage with SIDIA application and printer point system Implementation of a policy to limit the operating time of office equipment at the Head Office, Wisma Menteng, and Pusdiklat Building Grab for Business for employee mobility Green Building Certificate in Gold Category from Green Building Council Indonesia (GBCI) valid until October 2023 for Plaza BPJAMSOSTEK Head Office Building Tree planting through Employee Volunteering Go Green activities
<p>Intellectual Capital BPJS Ketenagakerjaan develops technological innovations to support operations and member services.</p>	<ul style="list-style-type: none"> Digital "know your customer" (e-KYC) services with biometric features in JMOs Physical Contactless Service (Lapak Asik) Collaboration with financial technology (fintech) services and access to digital payment services Collaboration with the National Cyber and Crypto Agency (BSSN) for data security
<p>Social Capital The growing workforce is the target of social protection participation carried out by BPJS Ketenagakerjaan, by involving PERISAI Agents, Underprivileged Workers, and institutional cooperation.</p>	<ul style="list-style-type: none"> Implementation of Regulations and Compliance Strengthening Paritran Awards and Relationships Strengthening Active Members Collaborating with various Ministries/Institutions/Regional Government



External: National and Global Economic Situation |

Value Creation

Good Governance | Human Resources | Stakeholders Support

Output	Outcome	SDGs
<ul style="list-style-type: none"> Contribution receipts: Rp97,144,014 million Total managed funds: Rp712,300,727 million Return value: Rp47,199,730 million Value of social security benefits: Rp53,513,116 million 	<ul style="list-style-type: none"> Public and stakeholder trust that has been built for continuous benefit delivery Continuously providing benefits to workers and their families, and keep them from falling into poverty when risks occur As a safety net for economic stability, so that workers can focus on finding a decent job Provide security for underprivileged workers, thereby reducing disparities in accessing basic needs Mitigate social jealousy to maintain a sense of security in society Facilitate collaboration between government institutions, businesses, and other stakeholders 	 
<ul style="list-style-type: none"> Number of permanent employees: 5,530 Number of prohire workers: 7 people Number of hours employee training: 137,552 hours Good Governance Index: 96.67 The compliance rate of LHKPN reporting of BPJS Ketenagakerjaan officers reached 100% Submitting 141 reports and handed over money to KPK amounting to Rp103,815,393 	<ul style="list-style-type: none"> Become a regional best practice in HR management and a hub for social security learning centers in Southeast Asia Contribute to the well-being of workers and their families by providing financial and non-financial benefits in the event of risk, facilitating training and access to education Empowering all groups of workers to create equality in social participation 	 
<ul style="list-style-type: none"> Number of regional offices: 11 Number of branch offices: 324 Member Satisfaction Index: 85.91% Brand Equity: 88.6% 7,094 Work Accident Service Centers (PLKK) 12 Return to Work Service Centers 	<ul style="list-style-type: none"> Established stakeholder trust and credibility through infrastructure modernization Improved service quality, process speed, and efficiency, thereby supporting the pace of economic growth Building strong, effective and modern institutions that facilitate cooperation and collaboration between government institutions, businesses, and other organizations 	 
<ul style="list-style-type: none"> Total energy consumption of Head Office operations: 30,572 GJ Total emissions generated: 4,740 ton CO₂ eq Total paper waste generated: 400 reams Total water consumption at Head Office: 0.201 Megaliter 	<ul style="list-style-type: none"> Supporting operational activities that are efficient in energy consumption as well as reducing waste and emissions from the results of operational activities Creating a more environmentally friendly working and operational environment to support the handling of climate change impacts 	 
<ul style="list-style-type: none"> Jamsostek Mobile Application (JMO): 21,523,103 registered users Total self-developed app development projects: JMO, Lapak Asik, and SIDIA Information technology-based services and digitalization using JMO and Lapak Asik Collaborated with various e-commerce and online applications for payment 	<ul style="list-style-type: none"> Establishment of trust, credibility, and transparency for stakeholders through investment in various intellectual assets, such as adequate applications and information systems to provide more effective social security services More efficient service systems and processes through various technological innovations Creation of collaborative relationships between institutions by sharing best practices in innovation with all Ministries 	 
<ul style="list-style-type: none"> Acquisition of new members: 30,755,593 Total manpower members: 61,077,951 Business entity/employer participation: 901,912 Total active members: 41,560,938 Number of new PERISAI members: 4,079,498 Number of Informal Workers (BPU) who received donations of membership fees (Underprivileged Workers): 481,598 	<ul style="list-style-type: none"> Establishment of trust, credibility, and transparency through building strong relationships with members, communities, and stakeholders Reduction of poverty risk through identification and fulfillment of the needs of underprivileged workers Providing equal opportunities in accessing labor social security programs and benefits Community development that strengthens people's welfare through collaboration with local governments and communities Strengthening the effectiveness and reach of manpower social security participation through relationships between institutions and communities 	

Policy and Regulation | Stakeholders Support

Table of Contents



Elevating Member Experience for Sustainable Growth

This section discloses information about BPJS Ketenagakerjaan and its Integrated Annual Report.

Disclaimer and Limitations	2
Theme Explanation	3
Vision and Mission BPJS Ketenagakerjaan	4
Key Highlight	5
Six Value Creation Models of BPJS Ketenagakerjaan	6
Performance Overview 2023	10
Management Report	12
Statement of Responsibility of the Board of Supervisors and Directors for the 2023 Integrated Annual Report of BPJS Ketenagakerjaan	20
About the Integrated Report	22
About BPJS Ketenagakerjaan	27

01

Economic Management Performance: Growing and Serving More Workers

This section reveals how BPJS Ketenagakerjaan manages membership contributions and managed funds, which are financial capital, as well as regional offices and branch offices, which are manufacturing capital.

How We Manage Financial and Manufacturing Capital	37
Review of External Influences and Development Prospects	38
Operational Overview	39
Comprehensive Financial Review	54
Disclosure of Sustainability-related Financial Information	69

02

Social Management Performance: Protecting Workers, Empowering People

This section reveals how BPJS Ketenagakerjaan manages employees and leadership as human capital, technological innovation as intellectual capital, and labor as social capital.

How We Manage Human, Intellectual, and Social Capital	71
Expanding Participation, Protects More Workers	72
Sustainable Innovation for Complete Protection	88
Service Excellence for Complete Protection and Benefits	92
Empowering the Community Together	103



03

Environmental Management Performance: Protecting Workers, Preserving the Environment

This section reveals how BPJS Ketenagakerjaan manages energy, water, and waste as natural capital as a contribution to joint efforts to prevent climate change.

How We Manage Natural Capital	107
Contributing to Preventing Climate Change	108
Disclosure of Other Information on Environmental Management	113



04

Corporate Governance: Good Governance Implementation

This section discloses information on how BPJS Ketenagakerjaan implements good governance (GG) and supports anti-corruption.

How We Implement Good Governance and Support Anti-corruption	115
Implementation of Good Governance	116
BPJS Ketenagakerjaan Governance Structure	118
Board of Supervisors	120
Board of Directors	127
Sharia Advisors	134
Prevention of Conflict of Interest, Affiliation Relationship, and Dual Position	135
Performance Assessment of Board of Supervisors and Board of Directors	136
Process for Determining the Remuneration of the Board of Supervisors and Board of Directors	137
Board of Supervisors and Board of Directors Meetings	138
Agency Secretariat	139
Training and Competence Improvement	139
Risk Management	141
Compliance	147
Support for Anti-corruption	149
Surveillance	155
Legal Cases and Administrative Sanctions	159



Appendix

This section discloses information related to standard references/indexes used in the Report, including assurance statements, feedback form, and consolidated financial statements.

POJK No. 51/POJK.03/2017 and SEOJK No. 16/SEOJK.04/2021 References	161
Global Reporting Initiatives (GRI) Standards Content Index	162
IIRC Framework	170
Independent Assurance Statement	171
Feedback Form	176
Consolidated Financial Statement	177

Performance Overview 2023

Summary of Financial Highlights [B.1][F.2]

Description	Unit	Difference (%) 2023:2022	2023	2022	2021
Profit and Loss Statement					
Operating Revenue					
· Operating Income		5,80	4.782	4.520	4.668
· Non-operating Income		13,85	1.422	1.249	788
Operating Expense					
· Operational Expenses		0,76	4.842	4.806*	4.547
· Non-operational Expenses	Billion Rp	(9,79)	765	848	622
Surplus Distribution		70,43	0,31	0,18	0,15
Income Before Tax		417,49	596	115*	287
Income Tax Expense		18,27	129	109*	178
Net Income of Current Year		7.042,35	468	7*	109
Total Comprehensive Profit (Loss)		(123,45)	(56)	240*	(0,77)
Consolidated Financial Statement					
Total Assets		1,37	16.787	16.560*	16.200*
Total Liabilities	Billion Rp	6,90	4.347	4.066*	3.977*
Total Equity		(0,43)	12.440	12.494*	12.223*
Financial Ratio					
Liquidity					
· Employment Injury Security (JKK)	Bulan	(10,63)	227	254	296
· Death Security (JKM)		(20,83)	38	48	41
· Job Loss Security (JKP)		(84,65)	431	2.807	-
· BPJS Ketenagakerjaan (%)		18,73	576,77	485,79	529,27
Solvability					
· Old-Age Security (JHT)	%	0,26	>100,00	99,74	97,68
· Pension Security (JP)		-	>100,00	>100,00	>100,00
Equity to Liability Ratio		(6,86)	286,22	307,29*	307,33*

*Restatements of information due to changes in assumptions and policies. [2-4]

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

Total Employees	Unit	Difference (%) 2023:2022	2023	2022	2021
Permanent Employees		(2,97)	5,530	5,699	5,886
Prospective Employees	People	(100,00)	0	1	0
Professional Hire (Prohire) Employee		(46,15)	7	13	2

Total Active Membership	Unit	Difference (%) 2023:2022	2023	2022	2021
Employers/Business Entity	PK/BU	22,66	901,912	735,295	725,356
Workers	People	15,88	41,560,938	35,864,017	30,660,901

Fund Management**	Unit	Difference (%) 2023:2022	2023	2022	2021
Membership Contribution	Billion Rp	9,99	97,144	88,313	80,253
Investment Fund		13,47	712,300	627,695	554,214

Claim Payment	Unit	Difference (%) 2023:2022	2023	2022	2021
Employment Injury Security		27,18	3.041	2.391	1.790
Death Security		18,66	3.210	2.705	3.164
Old-Age Security	Billion Rp	5,51	45.634	43.248	37.088
Pension Security		93,99	1.259	649	736
Job Loss Security		715,55	367	45	-

Customer Satisfaction Based on Survey by Independent Consultant	Unit	Difference (%) 2023:2022	2023	2022	2021
Customer Satisfaction Index		2,18	85,91	84,08*	83,83*
Net Promoter Score	%	25,38	48,9	39,0	37,5

JKK-RTW Program Realization	Unit	Difference (%) 2023:2022	2023	2022	2021
Total Work Accident	Case	24,53	370.747	297.725	234.370
Total JKK-RTW Members		19,35	1.838	1.540	1.120
Total JKK-RTW Members Returning to Work	People	31,16	1.675	1.277	985

Realization of Vulnerable Worker Protection Program	Unit	Difference (%) 2023:2022	2023	2022	2021
Donor Business Entities	Business Entity	112,37	10.164	4.786	2
Amount of Dues Donation	Million Rp	(66,41)	48.497	144.377	1.999
Donation Recipients	People	(79,36)	481.598	2.333.314	39.681

Realization of PERISAI Program	Unit	Difference (%) 2023:2022	2023	2022	2021
Total PERISAI	People	44,73	16.901	11.677	5.052
Total Fees Paid by BPJS Ketenagakerjaan	Billion Rp	98,48	94,42	47,57	25,46

Vendors/Local Suppliers	Unit	Difference (%) 2023:2022	2023	2022	2021
Number of Vendors/Local Suppliers	Business Entity	(6,04)	311	331	376
Proportion of Local Vendors/Suppliers	%	-	100,00	100,00	100,00

Environmental Management Performance	Unit	Difference (%) 2023:2022	2023	2022	2021
Electricity Consumption	GJ	(12,26)	15.042	17.143	15.392
Emissions Generated	Tons of CO ₂ eq	(9,30)	4.740	5.226*	4.386*
Paper Usage	Metric Tons	10,93	6,52	7,32	8,5
Water Consumption	Megaliter	13,56	0,201	0,177*	0,178*
Tree Seedling Planting	Seeds	(41,66)	8.016	13.741	-

Note:

The calculation of electrical energy, emissions, and paper usage covers 2 Head Offices, namely Grha BPJAMSOSTEK and Plaza BPJAMSOSTEK.

*Restatement of information due to changes in assumptions and policies. [2-4]



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

Management Report

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



Anggoro Eko Cahyo
President Director

As of December 31, 2023, BPJS Ketenagakerjaan membership reached 61,077,951 workers with 41,560,938 active members and an increase in investment funds of Rp712.30 trillion from Rp627.69 trillion in 2022. This achievement strengthens the commitment to reach the membership of 70 million workers in Indonesia and investment funds of Rp1,001 trillion by 2026.

Dear respected stakeholders.

As stated in PERDIR No. PERDIR/37/102020, the 2023 Integrated Annual Report has been published as a form of BPJS Ketenagakerjaan's commitment to comply with regulations concerning public disclosure and fulfillment of obligations to the Government and the National Social Security Council (DJSN). Through this Report, we disclose the operational performance and sustainability during 2023 to realize the vision, mission, and values of BPJS Ketenagakerjaan to provide reliable, sustainable, and prosperous employment social security for all Indonesian workers. In preparing this Report, we adopted several guidelines, including the Financial Services Authority Regulation (POJK) Number 51/POJK.03/2017, the International Integrated Report Council (IIRC) Framework, and the Global Reporting Initiative (GRI) 2021 Standards.

Realization of Performance and Target in 2023

In the reporting period, we endeavored to prioritize a balance in economic achievement with environmental, social, and governance (ESG) management. In line with the recovery of world economic conditions in 2023 after the COVID-19 pandemic, BPJS Ketenagakerjaan observed that the national economy managed to maintain resilience amid the world economic slowdown. According to a publication of the Indonesian Ministry of Finance, Indonesia recorded an economic growth of 5.05% with positive growth in all business sectors. This condition encourages BPJS Ketenagakerjaan to optimize membership acquisition, by elevating member experience in obtaining complete protection and other benefits from employment social security. This is the background for the theme of the Report, namely Elevating Member Experience for Sustainable Growth.

As of December 31, 2023, membership coverage as social capital for value creation in complete protection and other benefits to workers reached **61,077,951 workers, an increase of 10.28%** from 55,379,720 workers in 2022, or **61.68%** of the set target. The number of active members in 2023 reached **41,560,938 workers** or **94.63%** of the set target, and **increased by 15.88%** from 35,864,017 workers in 2022. This accomplishment is part of BPJS Ketenagakerjaan's commitment to expand employment social security protection to reach 70 million workers according to the 2022-2026 Strategic Plan.

In terms of financial capital, BPJS Ketenagakerjaan recorded the target realization of membership contribution revenue by **101.10% to Rp97,144 billion** in 2023, **an increase of 9.99%** from Rp88,313 billion in 2022. We paid social security benefits worth **Rp53.51 trillion** for **4,575,307 claims** during 2023, an increase of 9.12% from 2022 which reached Rp49.04 trillion for 3,937,699 claims. In terms of natural capital, we managed to reduce energy usage by **12.26%** and reduce emissions by **9.30%**.

The performance in 2023 was influenced by various factors, both external and internal. One of the external factors was the implementation of Government regulations, including Presidential Instruction No. 4 of 2022 on Accelerating the Elimination of Extreme Poverty; Presidential Instruction No. 2 of 2021 on Optimizing the Implementation of the Employment Social Security Program; and Minister of Manpower Regulation No. 4 of 2023 on Social Security for Indonesian Migrant Workers. In accordance with these provisions, BPJS Ketenagakerjaan finalizes the focus of membership acquisition on informal workers/Non-Wage Recipients (BPU), non-public servant (ASN) government employees, village government officials, and Indonesian migrant workers (PMI).

Meanwhile, internal factors included the optimization of strategic resources in supporting sustainable protection for workers. BPJS Ketenagakerjaan continued to change the physical

appearance of branch offices with a new face with an environmentally friendly and customer-friendly housewarming concept, including people with disabilities. We also improved employee competence through education and training, with a total realized number of participants of **6,150 employees**, and education and training hours reaching **137,552 hours**. In addition, we held online sharing sessions through Digital Library (DILA) applications that can access **331 e-book titles and 5 e-magazines**.

We also continued our digital transformation and Information Technology Roadmap for 2020-2024 by developing the Jamsostek Mobile (JMO) application as a super application and one access to the digital ecosystem, as well as inclusive and efficient digital finance. The digitalization of services, including through the JMO application, has sped up the claim submission process from **5 working days to only 1**, which will **quadruple service capacity from 2.5 million claims in the future**. BPJS Ketenagakerjaan supports digital transformation with its commitment to protecting the personal data of members and the Agency to ensure no data leakage.

The entire process is expected to elevate member experience in obtaining complete protection and other benefits from employment social security. Thus, participants can share stories to other workers who have doubts about joining BPJS Ketenagakerjaan membership, and encourage them to register.

On environmental management, during 2023, we were able to manage the use of energy as a resource efficiently, thus indirectly supporting greenhouse gas (GHG) emission control. The total volume of energy consumption at the Head Office increased compared to 2022, however the calculation of Energy Consumption Intensity showed that the increase was in line with an increase in the number of members and services to them. Similarly, in controlling GHG emissions, the calculation of Emission Intensity was not much different from the previous period. We also made

other indirect efforts to control GHG emissions, by building an environmentally friendly building for the head office in the Nusantara Capital City (IKN) in East Kalimantan, and planting a total of **8,016 trees** across Indonesia.

In the governance aspect, we continue implementing best practices and standards, both national and international. Periodically, we conduct an assessment of the Good Governance (GG) implementation, with the results of the assessment in 2023 reaching a score of **96.67** and a qualification of **'Very Good'**. BPJS Ketenagakerjaan has a strong commitment to promoting anti-corruption practices as stated in the BPJS Ketenagakerjaan Code of Ethics and implemented, among others, with a 100% compliance rate in the submission of the State Official Asset Report (LHKPN), obtaining ISO 37001:2016 (Anti-Bribery Management System) and ISO 31000:2018 (Risk Management) certifications. Our seriousness in managing BPJS Ketenagakerjaan reflected in our achievement in maintaining an unmodified opinion from the Public Accounting Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan.

In addition, based on the Audit Report with Specific Purposes (LHP DTT) on Operational Expenses and Procurement of Goods and Services at BPJS Ketenagakerjaan for the Year 2022 until the Third Quarter of 2023 in DKI Jakarta, West Java, Central Java, and Riau Islands, the Supreme Audit Agency (BPK) concluded that the management of operational expenses and procurement of goods and services for the year 2022 until the Third Quarter of 2023 at BPJS Ketenagakerjaan had been carried out in accordance with regulations on the management of operational expenses and procurement of goods and services applicable to BPJS Ketenagakerjaan, and its derivative regulations in all material respects.

Obstacles and Challenges

One of the challenges as well as opportunities for BPJS Ketenagakerjaan in ensuring the sustainability of the employment social security

implementation is the investment of managed funds, which is faced with high market volatility; as well as global uncertainty regarding issues of globalization, geopolitics, and climate change. We address these conditions by applying the principles of liability driven investing and dynamic asset allocation. During 2023, the Institution focused on the placement of long-term and some short-term instruments while maintaining the liquidity and solvency of the program; as well as applying prudential principles and measurable and effective risk management. Through this strategy, we managed to record investment fund growth of **13.47% to Rp712.30 trillion** in 2023 from Rp627.69 trillion in 2022, with realized investment returns in 2023 growing by **17.33% to Rp47.20 trillion** from Rp40.23 trillion in 2022.

Other challenges related to the membership expansion include brand awareness that must be improved; the employers/business entities' incompliance with providing employment social security protection to their workers; and the low ability to pay contributions from informal workers. We address these challenges by enriching forms of dissemination and education through the **'Kerja Keras Bebas Cemas' (KKBC) or Work Hard Worry Free campaign** which began in October 2022, and continued in mid-2023 with the 'KKBC Masuk Desa' campaign targeting informal workers in the village ecosystem. We have been enhancing supervision and inspection, in collaboration with law enforcement officers, to improve employer/business entity compliance.

Another challenge and also an opportunity is the characteristics of the Gen-Z-dominated workforce who are digital natives, giving rise to new patterns in the world of work. BPJS Ketenagakerjaan followed up by implementing a strategy to increase digital cooperation and collaboration with various parties, especially in developing the JMO application. The ease and speed of digital services is the key to attracting workforce participation from Gen-Z while elevating the experience of employment social security protection for members.

Prospects for the Sustainability of BPJS Ketenagakerjaan Activities and Achievement Strategies

In 2024, the Government believes the national economy is increasingly solid with economic growth estimated to reach 5.2%, and is projected to be 5.3%-5.6% in 2025. Along with this, the number of the workforce is also increasing, providing bright prospects as well as greater responsibility for BPJS Ketenagakerjaan to optimize membership acquisition. In 2024, we target the number of active members to increase by 12.40 million to 53.86 million active members.

To achieve this target, the Agency focuses on increasing membership in the informal worker sector through retention, intensification, and extensification strategies that cover five ecosystems, namely villages, markets, e-commerce & Small and Micro Enterprises (SMEs), and vulnerable workers. We also strengthen the agency system, collaborate with community leaders, encourage large companies to include the entire ecosystem of their companies, provide various facilities for payment of contributions, and collaborate with various parties to conduct supervision and inspection to improve member compliance. BPJS Ketenagakerjaan attempts to approach members through e-surveys in each region to determine the level of member satisfaction as a basis for improving and enhancing its operations in the future.

Meanwhile, in investment fund management, BPJS Ketenagakerjaan optimizes investment yield by implementing Strategic Asset Allocation (SAA) and Tactical Asset Allocation (TAA). In 2023, BPJS Ketenagakerjaan reduced the proportion of assets invested in equity instruments to minimize the risk of impairment due to capital market volatility. BPJS Ketenagakerjaan has realized investment returns of **Rp47.20 trillion (equivalent to a yield of 7.08%)** as of December 31, 2023, an increase of 17.33% (yoy) from Rp40.23 trillion in the previous period.

We ensure that the development of BPJS Ketenagakerjaan's activities and businesses is carried out by focusing on compliance and the good

governance implementation. During 2023, BPJS Ketenagakerjaan ensured that the **Governance, Risk, Compliance, and Control (GRCC) Integration Acceleration Team** was running well. The team was formed in accordance with Board of Directors Order Number SPRIN/675/102023. The evaluation results showed the team has served properly and GRCC integration has been well implemented in BPJS Ketenagakerjaan.

Closing

We would like to express our appreciation and gratitude to the Board of Supervisors and other stakeholders, especially the members, for their contributions and support for the optimized performance of BPJS Ketenagakerjaan. We hope that the cooperation that has been built so far will continue to improve BPJS Ketenagakerjaan's performance and the elevated member experience in the future.

Jakarta, September 2024



Anggoro Eko Cahyo
President Director

Board of Supervisors' Report [2-12][2-14][2-22]



Muhammad Zuhri
Chairman of the Board of Supervisors

During 2023, the Board of Supervisors performed its supervisory function by conducting working visits and inspections to 98 regions, including meetings with regional heads, and holding 36 Board of Supervisors Meetings and 12 Joint Meetings of the Board of Supervisors and the Board of Directors. From 2021 to December 31, 2023, the Board of Supervisors provided 206 Suggestions, Advices, and Considerations (SNP) to the Board of Directors.

Dear respected stakeholders.

Through this Report, which is part of the Integrated Annual Report of BPJS Ketenagakerjaan 2023, the Board of Supervisors briefly discloses the implementation of supervisory duties during 2023. We also present several matters that require the attention of the Board of Directors to improve the performance of social security implementation in the future.

Implementation of Supervisory Duties

In performing its duties, the Board of Supervisors is assisted by Committees in accordance with their duties and responsibilities. In 2023, to optimize the implementation of the Committees' duties and responsibilities, the Board of Supervisors has recruited Non-Board of Supervisors Committee Members for the Budget, Audit, and Actuarial Committee, Risk Management, Investment and Service Committee, and Program and Agency Performance Committee.

During 2023, the Board of Supervisors in general has performed its supervisory duties well, enabling the Board of Directors to properly manage the programs and Agency, and can meet the targets set in the Annual Work Plan and Budget (RKAT). In the reporting period, the Board of Supervisors implemented various activities to support the implementation of the supervisory function, such as working visits and inspections to 98 regions, including meeting with regional heads, holding 36 internal meetings of the Board of Supervisors and 12 joint meetings with the Board of Directors.

The Board of Supervisors has conducted supervision from various aspects, including membership, service, investment, financial and actuarial aspects, as well as organizational and governance aspects. The Board of Supervisors always encourages improvement efforts by management through the provision of Suggestion, Advice and Consideration (SNP) to the Board of Directors as a result of the supervision implementation. From 2021 to

December 31, 2023, the Board of Supervisors has provided a total of **206 Suggestions, Advices, and Considerations (SNP)** to the Board of Directors, consisting of 48 SNP items in 2021, 65 SNP items in 2022, and 93 SNP items in 2023.

During the reporting period, the Board of Supervisors carried out various activities that supported the implementation of the supervisory function, including attending a Hearing (RDP) with Commission IX of the House of Representatives (DPR-RI) together with the Ministry of Manpower, the National Social Security Board (DJSN), and the Board of Directors of BPJS Ketenagakerjaan to discuss Presidential Regulation Number 36 of 2023 concerning the National Social Security Roadmap for 2023-2024, which was held in September 2023. The Board of Supervisors also assisted the DPR-RI Working Visit with various themes. To improve coordination and collaboration with relevant ministries/institutions that can support supervisory activities, the Board of Supervisors also carried out activities involving DJSN to hold discussions on various strategic issues.

Board of Supervisors' Strategic Supervisory Program

Dear respected stakeholders.

The strategic basis to carry out the Board of Supervisors' duties and responsibilities includes the three pillars of supervision strengthening, six supervisory focus leaps, five commitments, and five accelerations in the implementation of the Board of Supervisors' duties. The three pillars of supervision strengthening are overseeing more beneficial institutions, encouraging the good governance implementation in the organization, and overseeing financial health through growth and asset quality. Meanwhile the focus of supervision includes increasing membership, improving integrated services, institutional governance, harmonization of regulations, following up on recommendations from stakeholders and external supervisors, and financial health.

The Five Commitments of the Board of Supervisors are **integrated supervision, collaboration of the Board of Supervisors-Board of Directors, coordination with stakeholders, human resources, and regulation impact analysis.** The five accelerations of implementation are hassle-free registration and payment, JMO application, preparation of IT infrastructure and human resources, job loss security program, and improvement of data quality and integrity.

Board of Supervisors' Views on the Realization of Performance and Targets for 2023

The Board of Supervisors considered the Board of Directors has generally carried out its duties and responsibilities properly in managing BPJS Ketenagakerjaan. In terms of policies on managed funds, the Board of Supervisors ensures that the Board of Directors has implemented policies in accordance with the BPJS Ketenagakerjaan Strategic Plan 2022-2026. The investment return of managed funds in 2023 amounted to Rp47.20 trillion, growing 17.33% from Rp40.23 trillion in 2022. The debt securities or bonds remained the instrument with the largest placement allocation of Rp36.08 trillion or 76.45% of the total investment funds.

The Board of Supervisors gave appreciation to the Board of Directors and management who have worked hard, and managed to maintain an unmodified opinion from the Public Accounting Firm in 2023. Similarly, the Program Management Report (LPP) has been declared in accordance with the criteria stipulated in the Presidential Regulation Number 108 of 2013, and met the Performance Achievement Index (ICK) target set by the Government through the National Social Security Council (DJSN). In addition, the Audit Report with Specific Purposes of the Supreme Audit Agency concluded that the management of the Job Loss Security Program (JKP) as well as the management of investment and participation in BPJS Ketenagakerjaan had been carried out in accordance with applicable regulations.

However, the Board of Supervisors reminded the Board of Directors to implement the BPK recommendations, namely PDTT on the JKP Program management and PDTT on investment and membership management for the fiscal year 2021 until the First Half 2022. In accordance with the recommendations, the Board of Directors needs to improve the Board of Directors Regulation on investment management guidelines, especially related to stock investment management. The guidelines are expected to regulate in more detail and prioritize the principles of prudence, security of funds and adequate results.

The Board of Supervisors deemed the Board of Directors' efforts positive to optimize the expansion of the employment social security program during 2023, which resulted in the growing number of BPJS Ketenagakerjaan members by **15.89%** from 2022. However, the Board of Supervisors also noted that this growth has not yet reached all informal workers, who constitute the largest number of workers in Indonesia. We, the Board of Supervisors, considered the Board of Directors should strengthen the focus on the acquisition of membership of informal workers as well as support the Presidential Instruction (Inpres) Number 4 of 2022 concerning the Acceleration of the Elimination of Extreme Poverty; as well as Ministry of Manpower Regulation Number 4 of 2023 concerning Social Security for Indonesian Migrant Workers (PMI).

The Board of Supervisors welcomed the Board of Directors' moves in developing forms of dissemination and education through the '**Kerja Keras Bebas Cemas** (Work Hard Worry-Free)/ KKBC Masuk Desa' campaign targeting informal workers in the village ecosystem, as well as BPJS Ketenagakerjaan's cooperation with the Ministry of Foreign Affairs to adopt the interests of PMI in getting employment social protection. In terms of environmental performance, the Agency also managed to reduce energy use by **1,804 GJ** and reduce emissions generated by **486 tons of CO₂eq**.

In the governance implementation, the Board of Supervisors perceived the Board of Directors and management of BPJS Ketenagakerjaan have

demonstrated aspects of compliance in all respects. The results of the performance assessment reflected compliance with DJSN Regulation Number 1 of 2020 concerning Determination and Assessment of Performance Achievement Indicators of the Social Security Administering Agency. The assessment results also showed the Agency Performance Achievement Indicator Index reached **107.55 with a Very Good category**.

Obstacles and Challenges

BPJS Ketenagakerjaan has a 2022-2026 Strategic Plan, encompassing a target to expand employment social security protection to 70 million workers with 65% coverage by 2026. As the national economy is recovering post the COVID-19 pandemic and the increase in the workforce, one of the challenges in the coming years is the Generation-Z who dominates the Indonesian workforce. Generation-Z has a tendency to be digital natives who depend on information technology (IT) in every activity, including their choice of job sector.

The digital transformation and IT development that are currently underway are appropriate, especially as it can also improve services to members including speeding up the claims process. Moreover, the development of the JMO application will quadruple service capacity from the current 2.5 million claims in the future. The Board of Supervisors encourages the Board of Directors to take strategic steps to prepare resources to anticipate an increase in service capacity such as claim submissions in the future, to continuously fulfill protection payments and program benefits.

Prospects for Continuity of BPJS Ketenagakerjaan Activities and Achievement Strategies

The Board of Supervisors supports the Board of Directors' target to increase the number of active participants by 12.40 million by 2024, bringing the total number of active participants to **53.86 million**. The Board of Supervisors welcomes the Board of Directors' focus on increasing membership from the informal worker sector through retention, intensification and extensification strategies, which cover five ecosystems, namely villages, markets,

e-commerce & Small and Micro Enterprises (SMEs), and vulnerable workers.

One of the strategic efforts that should be continued is the development and utilization of IT in the digital transformation of BPJS Ketenagakerjaan. The Board of Supervisors considered IT can be an alternative solution to workforce acquisition in the coming years, which is dominated by Generation-Z. However, the Board of Supervisors reminded the Board of Directors that the IT development and utilization should be accompanied by education to members to be careful in protecting and using their personal data. On the other hand, BPJS Ketenagakerjaan must improve the security of membership data to prevent being misused by irresponsible parties.

Closing

The Board of Supervisors would like to thank the Board of Directors, management, all personnel of BPJS Ketenagakerjaan and other stakeholders for their dedication during 2023. We hope the support and cooperation that has been built can continue to improve, and become an important capital to face increasingly complex challenges in conducting supervisory functions in the future.

Jakarta, September 2024



Muhammad Zuhri

Chairman of the Board of Supervisors



Statement of Responsibility of the Board of Supervisors and Directors for the 2023 Integrated Annual Report of BPJS Ketenagakerjaan

We, the undersigned, declare that all information in the Integrated Annual Report of BPJS Ketenagakerjaan Year 2023 has been contained in full, and are responsible for the correctness of the contents of this Integrated Annual Report.

Thus this statement is made truthfully.

2021-2026 Board of Supervisors



Muhammad Zuhri

Chairman of Board Supervisors
Government Element



Kushari Suprianto

Member of Board Supervisors
Government Element



H. Yayat Syariful Hidayat

Member of Board Supervisors
Workers' Elements



Agung Nugroho

Member of Board Supervisors
Workers' Elements



Subchan Gatot

Member of Board Supervisors
Employers' Elements



M. Aditya Warman

Member of Board Supervisors
Employers' Elements



M. Iman N. H. B. Pinuji

Member of Board Supervisors
Community Element

2021-2026 Board of Directors



Anggoro Eko Cahyo
President Director



Asep Rahmat Suwandha
Director of Finance



Roswita Nilakurnia
Director of Service



Zainudin
Director of Participation



Edwin Ridwan, CFA, FRM
Director of Investment
Development



Pramudya Iriawan Buntoro
Director of Strategic Planning and
Information Technology



Abdur Rahman Irsyadi
Director of Human Capital and
General Affairs



About the Integrated Report [\[IR-1A\]](#)[\[IR-1G\]](#)

The Integrated Annual Report of BPJS Ketenagakerjaan contains information on the Company's strategies, performance, opportunities, and sustainability in managing economic as well as environmental, social, and governance (ESG) issues during the period January 1 - December 31, 2023, including a comparison to the previous period. This report also discloses information on employment social protection organized by BPJS Ketenagakerjaan during the reporting period through sustainable value creation, and the audited consolidated financial performance by the Public Accounting Firm. In 2023, there was a significant change, which reduced the number of branches due to the merger of two branch offices (Bandung Soekarno Hatta and Bandung Lodaya) into one branch named Bandung Bojongsoang; and a change in the name of the Secretariat in the Agency's organizational structure. [\[C.6\]](#)[\[2-2\]](#)[\[2-3\]](#)

We also made restatements on some information and data related to the Sustainable Development Goals (SDGs). The restatements include the amount and intensity of energy and emissions due to changes in the calculation baseline; water consumption due to changes in calculation units; some financial data due to changes in

assumptions and policies; employee composition by position due to changes in the composition of positions; scholarship payments to JKK program beneficiaries due to changes in data presentation categories; Customer Satisfaction Index (CSI) results in 2021 and 2022; and the number of employees leaving due to changes in the category of employees leaving the Agency. [\[2-4\]](#)[\[IR-1C\]](#)[\[IR-3E\]](#)[\[IR-3F\]](#)[\[IR-3G\]](#)

The report was prepared based on the following standards, namely Financial Services Authority Regulation (POJK) No. 51/POJK.03/2017; Global Reporting Initiative (GRI) 2021 Standards with option: in accordance; Integrated Reporting Framework; and Sustainable Development Goals (SDGs) based on National Development Planning Agency (Bappenas) Metadata. The report has also undergone an assurance process by SR Asia Indonesia, as an independent external party. The assurance licensed provider is appointed by management, and is not involved in this report preparation. All functions in BPJS Ketenagakerjaan were involved in the assurance process to verify the data and information in the report. [\[IR-1B\]](#)[\[IR-1D\]](#)[\[IR-1F\]](#)[\[IR-4H\]](#)[\[G.1\]](#)[\[2-5\]](#)

Sustainability Commitment and Supports for Sustainable Development Goals (SDGs)



Commitment and Strategy to Sustainability [A.1][2-22] [IR-4E]

BPJS Ketenagakerjaan's commitment to sustainability is part of the Agency's Vision and Mission, which has been endorsed by the Board of Directors and Supervisory Board. The Agency's sustainability commitment is carried out based on sustainable practices which include social aspects, namely organizing employment social security to protect Indonesian workers from various risks and contribute to national development and economy; environmental aspects by supporting joint efforts to manage the impact of climate change, especially on workers; and strengthening governance aspects by implementing good governance in all operational activities.

Commitment to Responsible Business [2-23]

BPJS Ketenagakerjaan runs a responsible business by implementing good governance through the implementation of the Code of Ethics and Whistleblowing System (WBS). The Agency also implements the Board Manual, Integrity Pact, Code of Ethics, and Anti-Bribery Management System (<https://www.bpjsketenagakerjaan.go.id/penerapan-tata-kelola.html>), which among others include the working relationship between governance organs, prevention of conflict of interest, and respect for human rights. All of these provisions are determined by Decree of the Board of Directors with the approval of the Supervisory Board, and can be accessed through the Agency's website except for the Integrity Pact. Periodically, the Agency evaluates the implementation of governance through assessments, both independently and by third parties. The Agency also socializes the Code of Ethics and other provisions to employees through various internal communication channels and to third parties through periodic meetings.

Embedding Policy and Commitment [2-24]

The implementation of sustainability commitments and responsible business is embedded in the BPJS Ketenagakerjaan Strategic Plan 2022-2026, which is elaborated in the Agency's Annual Work Plan and Budget (RKAT) and Key Performance Indicators (KPIs) for each employee at all levels of positions and functions. Implementation in business processes is carried out through various initiatives to improve coverage, services and trust, benefits, and capabilities for social security transformation. The Agency also organizes various trainings for the Board of Directors, Supervisory Board, officials of other governance bodies, and employees. A description of the training activities conducted during 2023 is provided in a separate section of this Report.

Support for Sustainable Development Goals (SDGs)

BPJS Ketenagakerjaan plays an important role in maintaining the welfare of workers and their families when they face occupational or social risks. This role is in line with the SDGs set by the Ministry of National Development Planning. Based on this, BPJS Ketenagakerjaan prioritizes 11 SDGs.

Building a Sustainability Culture [F.1]

BPJS Ketenagakerjaan is committed to providing protection to workers in the present and in the future through employment social security. The welfare of workers and their families will be maintained even in unfavorable situations due to

work accidents, termination of employment, or other causes. Efforts to protect workers through employment social security are carried out through the use of all resources owned by the Agency based on the Agency's values and the 2022-2026 Strategic Plan established by the Board

of Supervisors through Decree Number KEP/15/Dewas/122021 concerning the Determination of the Strategic Plan for the Employment Social Security Program for 2022-2026.

We build a sustainability culture through environmentally friendly operations, thus supporting the achievement of efficiency targets and environmental preservation, as well as continuing to contribute to people's welfare. A sustainability culture will support the realization











of the focus of the 2022-2026 Strategic Plan, such as increasing member penetration, improving service quality, and optimizing investment yields. The determination of the three focuses has gone through data analysis and processing, including internal and external analysis on economic, environmental, social, and governance aspects, taking into account the weaknesses and strengths, threats, and opportunities of BPJS Ketenagakerjaan.

Material Topics [[R-3D][3-1][3-2]

In accordance with the focus group discussion (FGD) on April 19, 2024 in Jakarta, BPJS Ketenagakerjaan determines material topics based on performance results and review or feedback from stakeholders. All internal functions of the Agency attended the FGD, including the Director of Finance, as well as external parties as a team of experts. There are

differences in material topics from the previous period's report. These material topics determined in the FGD have received approval from the Director of Finance as the person in charge and align with support for the Sustainable Development Goals (SDGs). [2-14]

Material Topics, Support to SDGs, and Affected Stakeholders

Material Topics	Support to SDGs	Affected Stakeholders	
		Internal	External
Service Excellence , including: <ul style="list-style-type: none"> GRI 201: Economic Performance GRI 404: Training and Education 	 	Government, Employees	Members, Partners, Media
Member Health and Safety , including: <ul style="list-style-type: none"> GRI 403: Occupational Safety and Health GRI 405: Diversity and Equality GRI 416: Customer Safety and Health 	 	Employees	Members, Partners
Innovation and Data Security , including: <ul style="list-style-type: none"> Information Technology GRI 418: Member Confidentiality and Privacy 	 	Government, Employees	Members, Partners, Community
Sustainability Governance , including: <ul style="list-style-type: none"> Good Corporate Governance (GCG) GRI 205: Anti-corruption 	 	Government, Employees	Members, Partners
Climate Management , including: <ul style="list-style-type: none"> GRI 302: Energy GRI 305: Emissions 	 	Government	Partners, Community
Community Empowerment , including: <ul style="list-style-type: none"> GRI 203: Indirect Economic Impacts 		Government, Employees	Partners, Community



Stakeholder Identification and Engagement [IR-3C][E.4][2-29]

We identify stakeholders, whether individuals, groups or organizations, based on the capital that is an input to the business process at BPJS Ketenagakerjaan in creating and obtaining values from the implementation of employment social security. From the identification results, the

Agency determines the method of engagement, frequency of engagement, topics and expectations of stakeholders, so that the engagement and disclosure of information has fulfilled every aspiration of the stakeholders.

Stakeholders Engagement

Stakeholders	Engagement Method and Frequency	Key Issues	Stakeholder Expectations
Government	Monthly, Quarterly, Half-yearly, or Yearly: <ul style="list-style-type: none"> • Consultation and correspondence. • Multi-stakeholder forum. • Direct meetings, including dissemination as needed. In 2023, 708 dissemination activities were conducted with Commission IX of the House of Representatives. 	<ul style="list-style-type: none"> • Regulatory compliance. • Growth in membership to realize the target of employment social security protection for 70 million workers by 2026. 	<ul style="list-style-type: none"> • implementation of good governance. • Optimization of acquisition of informal/vulnerable workers. • Increased cooperation with Ministries, local governments and institutions.
Employees	Monthly, Quarterly, Semester, or Yearly: <ul style="list-style-type: none"> • Participation. • Regular meetings with workers and/or labor unions. • Personnel development. 	<ul style="list-style-type: none"> • Fulfillment of normative rights. • Improved services to participants. • Career development. • Involvement of workers union in decision-making related to labor and/or employees. 	<ul style="list-style-type: none"> • Welfare improvement. • Organization of education, training, and competency development. • Equal opportunity for promotion based on performance assessment and fulfillment of Key Performance Indicators/KPIs. • Labor Union participated in drafting and endorsing Board of Directors Regulation (PERDIR) Number 22/092021 on BPJS Ketenagakerjaan Personnel Management as an equivalent provision of the Collective Labor Agreement (CLA).

Stakeholders	Engagement Method and Frequency	Key Issues	Stakeholder Expectations
Members	As needed: <ul style="list-style-type: none"> Participatory. Informative. In-person meetings. 	<ul style="list-style-type: none"> Improved enrolment services, contribution payments, claims processing, and other additional service benefits. Protection of members' personal data. Complaint submission. Member engagement for vulnerable worker membership acquisition. 	<ul style="list-style-type: none"> Development of the JMO application to facilitate registration, payment of contributions, and accelerate the claims process from 5 working days to 1 working day, as well as submission of complaints by members. In 2023, BPJS Ketenagakerjaan added protection benefits for Indonesian migrant workers (PMI). Improvement of security attack detection monitoring system, optimization of application vulnerability assessment, and Agency information technology infrastructure.
Working Partners	Monthly, Quarterly, Half-yearly, or Yearly: <ul style="list-style-type: none"> Participatory. Informative. In-person meetings 	<ul style="list-style-type: none"> Engagement of local suppliers. Expansion of cooperation to increase the acquisition of membership of BPU workers including informal workers/vulnerable workers. Optimization and coaching of BPU/informal worker members by partners. 	<ul style="list-style-type: none"> All 311 new suppliers in 2023 were local suppliers. BPU membership acquisition cooperation with store, supply chain, agency partners such as PERISAI and Smart Agent, as well as auto-debet usage. Periodic monitoring and evaluation of partners for membership acquisition performance.
Community	As needed: <ul style="list-style-type: none"> Participatory. Informative. In-person meetings. 	<ul style="list-style-type: none"> Fulfillment of corporate social and environmental responsibility (CSER). Increased participation, especially of BPU workers/vulnerable workers. Complaint submission. 	<ul style="list-style-type: none"> The 2023 CSER cost budget reached Rp313,227,349, with a realization of Rp151,500,000. The number of BPJS Ketenagakerjaan members in 2023 for BPU workers was 10,172,341. Development of the JMO application, including submission of complaints by the public.
Media	As needed: <ul style="list-style-type: none"> Informative. In-person meetings. 	<ul style="list-style-type: none"> Publication of BPJS Ketenagakerjaan's performance and activities. Dissemination of labor social security protection programs. 	<ul style="list-style-type: none"> Submission of press conference material on BPJS Ketenagakerjaan's performance and activities. Media gatherings and media visits. Promotional and advertorial cooperation for JKK, JHT, JKM, JP, and JKP programs.

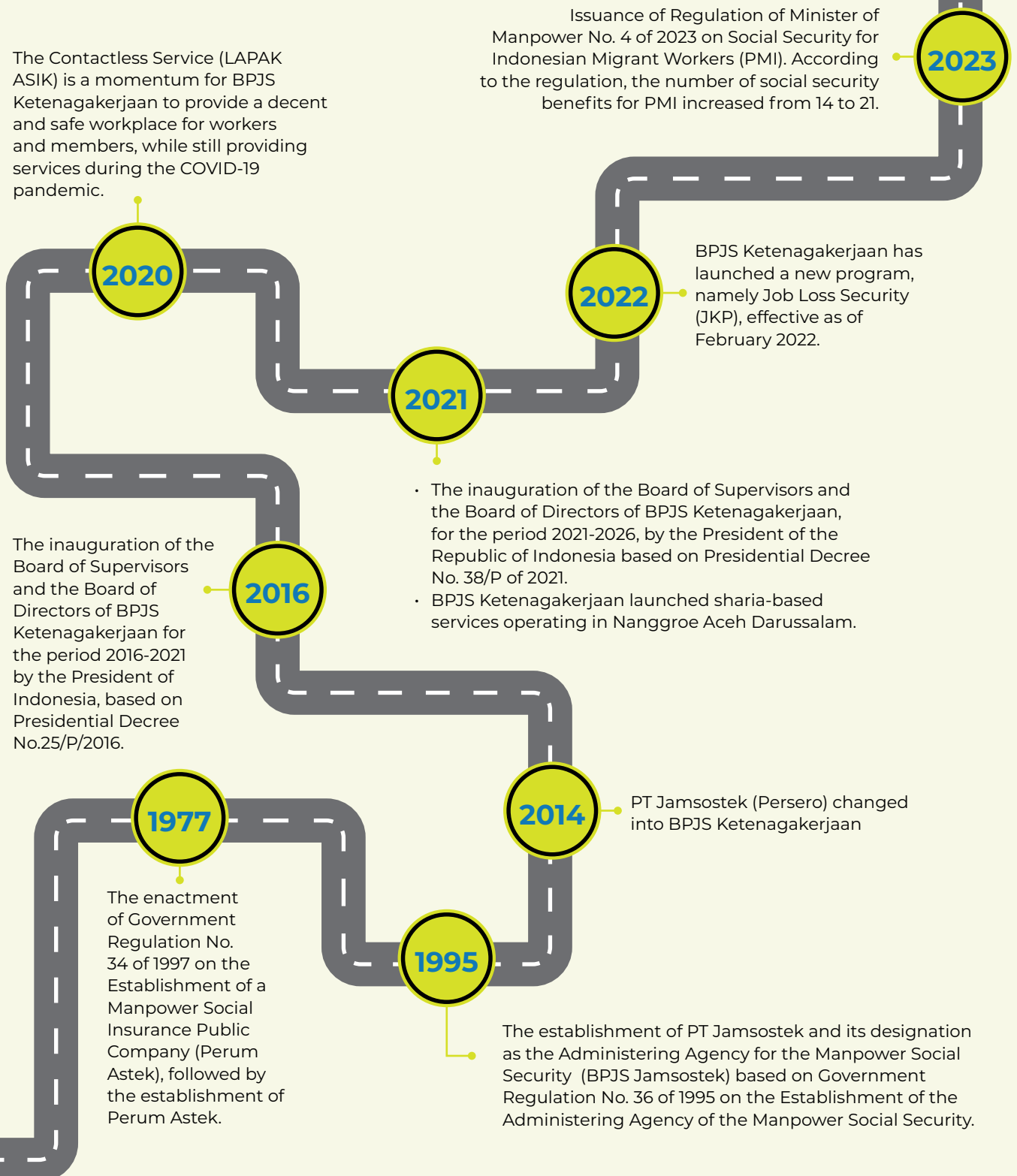
Response to Previous Year's Feedback [G.3]

This Report includes a Feedback Form at the end of the Report that stakeholders can use to give suggestions, criticisms or opinions on this Report. The feedback submitted by stakeholders on the previous Report, mainly related to the delivery of information on environmental and social performance that is more complete

and comprehensive. We have followed up by making adjustments to the material topics of the 2023 Integrated Annual Report as well as the addition of Goal 10: 'Reduced Inequality' and Goal 17: 'Partnerships for the Goals' in BPJS Ketenagakerjaan's Support to the Sustainable Development Goals (SDGs).

About BPJS Ketenagakerjaan [2-1]

Brief Timeline of BPJS Ketenagakerjaan



Nilai-nilai BPJS Ketenagakerjaan [C.1]

FAITH

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

ETHICS

Excellent

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

Role Model

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

Harmony

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

Integrity

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

Concern

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

Enthusiastic

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

Company Profile [IR-4A][C.2][2-1]

Name of Organization

BPJS Ketenagakerjaan

Year of Establishment and Operation

2014

Legal Basis of Establishment

Law No. 24 Year 2011 on the Social Security Agency (BPJS)

Line of Business and Programs [C.4][2-6]

Organizing protection and welfare programs for all workers and their families through the social security system.
Organized Programs:

1. Employment Injury Security (JKK)
2. Death Security (JKM)
3. Old-Age Security (JHT)
4. Pension Security (JP)
5. Job Loss Security (JKP)

Ownership and Legal Form [C.3]

BPJS Ketenagakerjaan is a public legal entity established by the Government of Indonesia and responsible to the President. There is no share ownership of BPJS Ketenagakerjaan, therefore information regarding the names of shareholders and percentage of share ownership is not relevant to be disclosed in this Report.

Issued and Fully Paid-up Capital [C.3]

In accordance with Article 62 of Law No. 24 Year 2011, BPJS Ketenagakerjaan does not have an authorized capital as well as issued and fully paid up capital. There is no share ownership of BPJS Ketenagakerjaan, therefore information regarding the names of shareholders and percentage of share ownership is not relevant to be disclosed in this Report.

Market Served [2-6]

1. Employers/Business Entities: 901,912 or 106.11% of the target set at 825,000 Employers/Business Entities in Indonesia.
2. Workers: 61,077,951 or 61.68% of total workers in Indonesia who are included in the BPJS Ketenagakerjaan Universe.

Operating Area [IR-4F][C.3][C.6][2-6]

BPJS Ketenagakerjaan operates across Indonesia. The Agency also provides complete protection for Indonesian migrant workers (PMI) overseas. Disclosure of information on the operating areas as manufacturing capital in the value creation process for complete protection of social security and other benefits for members, is presented on the page 38 of this report is under Economic Performance.

Subsidiaries

- PT Binajasa Abadikarya
- PT Sinergi Investasi Properti

BPJS Ketenagakerjaan Website

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

Kantor Pusat [C.2][2-3][IR-1E]

Plaza BPJAMSOSTEK 19th Floor
Jl. HR. Rasuna Said Kav. 112 Blok B, Kuningan, Setiabudi, South Jakarta – 12940
Phone: (021) 509 11333
Facsimile: (021) 520 2310

Grha BPJAMSOSTEK Office

Jl. Gatot Subroto No. 79 Karet Semanggi, Setiabudi, South Jakarta – 12930
Phone: (021) 520 7797
Facsimile: (021) 520 2310

Contact BPJS Ketenagakerjaan [C.2][2-3]

Deputy Director for Communications

Kantor Pusat BPJS Ketenagakerjaan
Phone: (021) 509 11333
Facsimile: (021) 520 2310
E-mail: depdir.hml@bpjsketenagakerjaan.go.id



Further information regarding the addresses of Regional Offices and Branch Offices can be accessed through the website: <https://www.bpjsketenagakerjaan.go.id/en/kontak.html>.

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

Keanggotaan Asosiasi



International Social Security Association



ASEAN Social Security Association



Asian Worker's Compensation Association

Mitra Strategis



International Labour Organization



Social Security Organisation (SOSCO)



National Pension Service



EPF Malaysia



Korean Worker's Compensation and Welfare



JICA



THE WORLD BANK

The World Bank

Dukungan pada Inisiatif Eksternal



Sustainable Development Goals (SDGs)



United Nations Global Compact

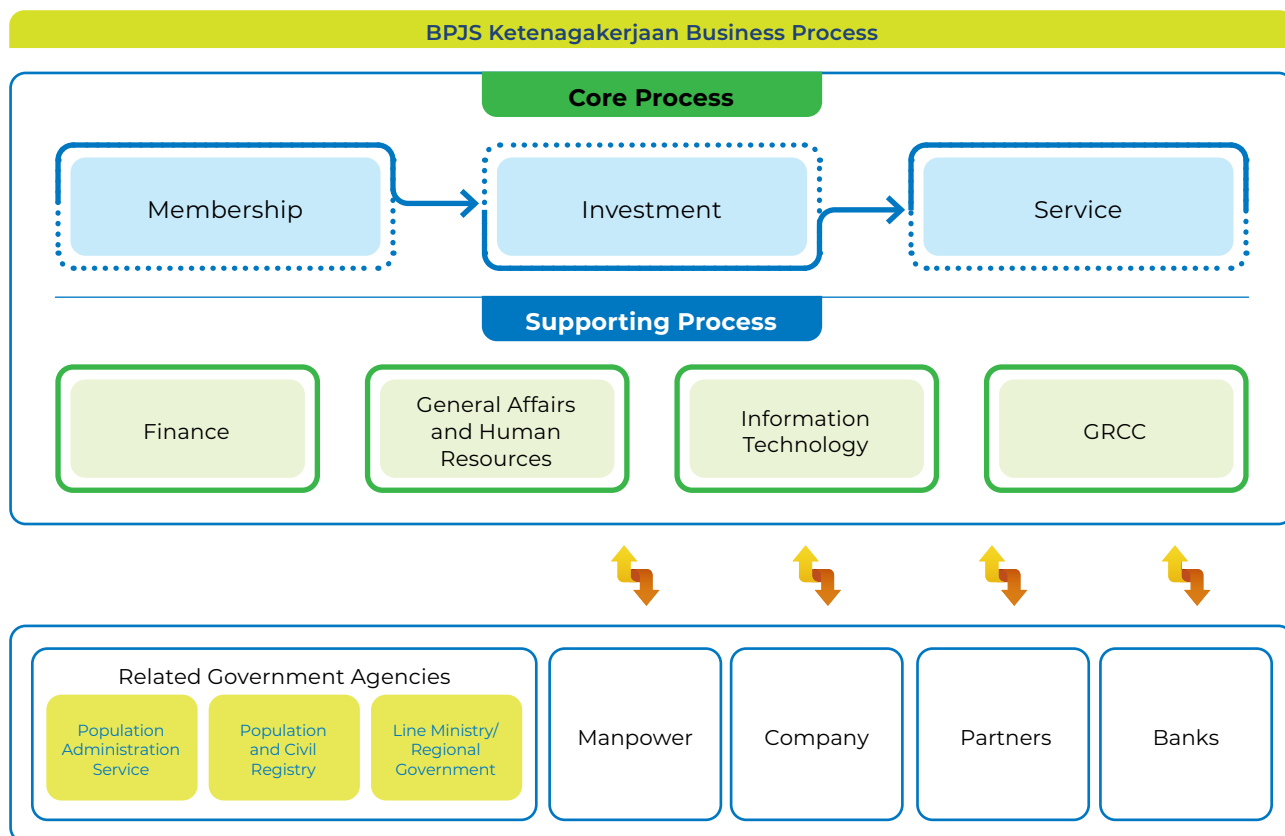
United Nations Global Compact (UNGC)

BPJS Ketenagakerjaan supports the 10 Principles of UNGC, and contributes through cooperation in organizing various UNGC activities in Indonesia.

Business Process and Model [IR-4C]

BPJS Ketenagakerjaan's business processes consist of core and supporting processes, as well as interactions with various parties. Core processes include the management of membership and inter-agency relations, investment of managed funds, as well as services and complaints. Supporting processes include financial management,

human resources and general affairs, information technology, and BPJS Ketenagakerjaan governance. Interaction is carried out by BPJS Ketenagakerjaan with interested parties, including related government agencies, labor, companies, banks, and partners to provide additional benefits.



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

Information and data on BPJS Ketenagakerjaan employees as of December 31, 2023 were collected from the Deputy Director for Human Capital. The number of employees in 2023 was 5,537 people, consisting of 5,530 permanent employees and 7 Prohire employees. The number decreased from 5,713 employees in 2022, because the Agency did not recruit any new employees, including

recruiting Prohire employees. All (100%) employees work on a full-time basis. In 2023 there were also other workers who were not employees of BPJS Ketenagakerjaan, consisting of 273 outsourced workers and 178 interns of the Merdeka Belajar Kampus Merdeka (MBKM) Program stationed at the Head Office.

Number and Percentage of BPJS Ketenagakerjaan Employees Based on Employment Status

Employment Status	2023		2022		2021	
	Total	%	Total	%	Total	%
Permanent Employees	5,530	99.87	5,699	99.75	5,886	99.97
Prohire Employees	7	0.13	13	0.23	0	0.00
Contract Employees (PKWT)*	0	0.00	0	0.00	2	0.03
Prospective Employees	0	0.00	1	0.02	0	0.00
Total	5,537	100.00	5,713	100.00	5,888	100.00

*The term Specified Time Employee (PKWT) only applies in 2021.

Number and Percentage of BPJS Ketenagakerjaan Employees Based on Gender

Gender	2023		2022		2021	
	Total	%	Total	%	Total	%
Male	3,322	60.00	3,422	59.90	3,516	59.71
Female	2,215	40.00	2,291	40.10	2,372	40.29
Total	5,537	100.00	5,713	100.00	5,888	100.00

Number and Percentage of BPJS Ketenagakerjaan Employees Based on Age Group

Age Group (Years)	2023		2022		2021	
	Total	%	Total	%	Total	%
> 50	420	7.59	406	7.11	414	7.03
41 – 50	1,052	19.00	1,053	18.43	1,044	17.73
31 – 40	2,679	48.38	2,260	39.56	1,831	31.10
21 – 30	1,386	25.03	1,994	34.90	2,599	44.14
< 21	0	0.00	0	0.00	0	0.00
Total	5,537	100.00	5,713	100.00	5,888	100.00

Number and Percentage of BPJS Ketenagakerjaan Employees Based on Placement Area

Placement Area	2023		2022		2021	
	Total	%	Total	%	Total	%
Head Office (Jakarta)	853	15.41	855	14.97	925	15.71
West Sumatra and Riau	397	7.17	407	7.12	401	6.81
Northern Sumatra	396	7.15	408	7.14	416	7.07
Southern Sumatra	329	5.94	342	5.99	337	5.72
Sulawesi and Maluku	404	7.30	419	7.33	383	6.50
Kalimantan	364	6.57	388	6.79	362	6.15
East Java	564	10.19	577	10.10	565	9.60
West Java	535	9.66	558	9.77	637	10.82
Central Java & DI Yogyakarta	527	9.52	544	9.52	560	9.51
DKI Jakarta	605	10.93	632	11.06	742	12.60
Bali, Nusa Tenggara, and Papua	302	5.45	313	5.48	267	4.53
Banten	261	4.71	270	4.74	293	4.98
Total	5,537	100.00	5,713	100.00	5,888	100.00



Number and Percentage of BPJS Ketenagakerjaan Employees Based on Education Level

Education Level	2023		2022		2021	
	Total	%	Total	%	Total	%
Master's (S2) and Doctoral Degrees (S3)	823	14.86	749	13.11	678	11.51
Bachelor's Degree (S1)	4,351	78.58	4,532	79.33	4,666	79.25
Diploma IV	28	0.51	27	0.47	27	0.46
Diploma III	273	4.93	326	5.71	411	6.98
Diploma I	3	0.05	4	0.07	4	0.07
High School and Equivalent	58	1.05	72	1.25	95	1.61
Middle School and Equivalent	1	0.02	3	0.05	7	0.12
Total	5,537	100.00	5,713	100.00	5,888	100.00

Number and Percentage of BPJS Ketenagakerjaan Employees Based on Position Level

Position Level	2023		2022*		2021*	
	Total	%	Total	%	Total	%
Analyst Superintendent	32	0.71	34	0.73	8	0.17
Senior Superintendent	76	1.69	193	4.16	226	4.70
Junior Superintendent	4,367	97.24	4,390	94.63	4,547	94.57
Staff	16	0.36	22	0.47	27	0.56
Total	4,491	100.00	4,639	100.00	4,808	100.00

Note:
Employee data includes non-structural employees but excludes data from the Board of Supervisors, Board of Directors, structural officers, and retiring structural officers.

*Restatement of information due to a change in position level. [2-4]

Number and Percentage of Outsourced Workers and Interns of MBKM Program [2-8]

Description	2023		2022		2021	
	Total	%	Total	%	Total	%
Outsourced Workers at Head Office	273	60.53	251	91.94	70	100.00
Interns (MBKM Program)	178	39.47	22	8.06	0	0.00
Total	451	100.00	273	100.00	70	100.00

Subsidiaries and Associates [C.3]

Subsidiaries	Share Ownership (%)	Line of Business	Total Assets	Operational Status
PT Binajasa Abadikarya	99.99	Overseas and Domestic Manpower Supply and Placement Services, and Other Services	Rp54,912,262,414	Operating
PT Sinergi Investasi Properti	99.65	Property, Building, and Trading Services	Rp583,548,671,656	Operating

Awards and Certifications

Awards

No	Name of the Award	Acceptance Date	Award Givers
1	Silver Award in the Public Sector Category at the 9 th Asia Integrated Reporting Awards (AIRA) 2023	March 19, 2024	CSRWorks Limited Singapore
2	Silver Medal at the 2023 Australasian Reporting Awards (ARA)	May 23, 2024	The Australasian Reporting Awards Limited
3	<ul style="list-style-type: none"> The Best HR Support on Business Transformation The Best in Workforce Flexibility & Mobility The Best Labor Relation The Most Resilience Company 2023 The Best Leadership Development Focus on HC 	July 5, 2023	Human Capital on Resilience Excellence Award (HCREA)
4	<ul style="list-style-type: none"> The Best Contact Center Indonesia (TBCCI) The Best Contact Center Manager The Best Digital Media-Gold The Best Quality Team-Silver The Best Employee Engagement -Silver The Best People Development-Silver The Best Contact Center Operation-Bronze. 	September 26, 2023	Indonesia Contact Center Association (ICCA)
5	Gold Rank Asia Sustainability Report Rating (ASRRAT) 2023	November 6, 2023	National Center for Sustainability Reporting (NCSR)
6	<ul style="list-style-type: none"> Platinum Award for The Best in Innovation & HR Services 2023 The Best Indonesia Human Capital Leader 2023 	November 8, 2023	Indonesia Human Capital Award (IHCA) oleh Economic Review
7	Asian Local Currency Bond Award, as Highly Commended "Top Investment House" category "Sovereign Wealth/Pension Funds" in Indonesia.	November 9, 2023	The Asset Benchmark Research and The Asset Magazine Hong Kong
8	Indonesia Customer Experience Champion (ICXC) 2023	November 17, 2023	SWA Magazine and Business Digest
9	ASSA Recognition Award 2023 Strategic Communication: A Grand Communication Campaign	November 22, 2023	ASEAN Social Security Association

Certification

No.	Certification Name	Validity Period	Certificate Issuer
1	The ISSA Guidelines on Service Quality	2021-2024	World Social Security Forum (WSSF)
2	The ISSA Guidelines on Communication by Social Security Administrations		
3	The ISSA Guidelines on Good Governance		
4	The ISSA Guidelines on Information and Communication Technology (ICT)		
5	The ISSA Guidelines on Return to Work and Reintegration		





01 ECONOMIC MANAGEMENT PERFORMANCE

Growing and Serving More Workers

How We Manage Financial and Manufacturing Capital [3-3]

This section reveals how BPJS Ketenagakerjaan manages membership contributions and managed funds, which are financial capital, as well as regional offices and branch offices, which are manufacturing capital. Through the ongoing business process, the Agency implements Asset Allocation Strategy (SAA), effective and efficient management of operational funds, and end-to-end customer journey. During 2023, BPJS Ketenagakerjaan recorded a positive performance as evidenced by the realization of contribution revenue of Rp97.14 trillion from the target of Rp96.08 trillion derived from the number of active members of 41.56 million workers or 94.63% of the target; total managed funds of Rp712.3 from the target of Rp717.07 trillion; investment return value of Rp46.29 trillion; and the value of employment social security benefits paid to participants reached Rp53.51 trillion for 4,575,307 claims. The entire value creation process involves 2 head offices, 11 regional offices, 324 branch offices, 7,094 Work Accident Service Centers (PLKK), and 12 Return to Work Service Centers (PLKB) to serve members across Indonesia.

This achievement strengthens BPJS Ketenagakerjaan's function in value creation which has continued since the establishment of the Agency in 2014. BPJS Ketenagakerjaan continues to build a strong, efficient, modern, and superior employment social security institution by realizing the new service blueprint (NSB) in all regional and branch offices. The employment social security and protection programs are aimed at strengthening the safety net of workers' economic stability and providing benefits for them and their families, to prevent them from falling into poverty when risks occur. In addition, the Agency also contributes to Sustainable Development Goals (SDGs) 17 and the fulfillment of corporate social and environmental responsibility (CSER) with a realization in 2023 of Rp151,500,000. Financial and manufacturing capital management performance and achievements are reported regularly to the National Social Security Board (DJSN) through monitoring and evaluation meetings with the Agency's Board of Directors and Supervisory Board. Comprehensive disclosure of information in this section is provided in the following discussion and description.

Review of External Influences and Development Prospects [IR-4A][IR-4G]

BPJS Ketenagakerjaan's performance in 2023 was influenced by national economic conditions that showed resilience amid the slowdown in world

economic growth. The national economic stability provides bright prospects for the development of BPJS Ketenagakerjaan in the future.

Influence of External Conditions

Global economic growth in 2023 has slowed down from 2022. The World Bank in its publication: World Bank "Global Economic Prospect" in January 2024, stated that world economic growth in 2023 decreased to 2.6% from 3.0% in 2022. This condition is influenced by various factors, including the geopolitical situation in Ukraine-Russia and the Israeli-Palestinian conflict which has an impact on global supply chains. Other factors include the high global inflation rate, the prolonged economic downturn in China and the United States, commodity price volatility, climate change, and the risk of high debt in various countries.

Despite these conditions, Indonesia's economy in 2023 showed resilience. The publication of the Ministry of Finance of the Republic of Indonesia states that Indonesia recorded economic growth of 5.05%. This condition was followed by a decline in the open unemployment rate from around 6% in August 2022 to 5.32% in August 2023, while the poverty rate fell from 9.54% (March 2022) to 9.36% in 2023. In terms of production, positive growth was recorded in all business sectors with the largest contributors being manufacturing, trade, agriculture, and mining. The steady national economic growth has a positive impact on BPJS Ketenagakerjaan's performance during 2023, which is described in another section of the report.

Development Prospects

Entering 2024, as stated by the Coordinating Ministry for the Economy of the Republic of Indonesia, the Government of Indonesia believes that the national economy will be even more solid and better in 2025. National economic growth in 2024 is estimated to reach 5.2%, and in 2025 it is projected to be between 5.3 and 5.6%. In addition, the number of the workforce is also increasing, providing bright prospects as well as greater responsibilities for BPJS Ketenagakerjaan. However, this situation is also faced with the challenge of workforce characteristics dominated by Gen-Z who are digital natives, thus creating new patterns in the world of work.

BPJS Ketenagakerjaan follows up by implementing a strategy to increase digital cooperation and collaboration with various parties, especially developing and increasing the capacity, capabilities and features of the Jamsostek Mobile (JMO) application. The ease and speed of digital services is key to attracting workforce participation from Gen-Z while strengthening the employment social security protection experience for all members.

Operational Overview

Operational Area and RKAT 2023

In accordance with the 2022-2026 Strategic Plan, BPJS Ketenagakerjaan will expand employment social security protection to 70 million Indonesian workers. Efforts to realize this are supported by head office, regional and branch offices across Indonesia as manufacturing capital in the process of creating value for complete protection and other benefits from employment social security, to workers as members of BPJS Ketenagakerjaan.

Until the end of 2023, BPJS Ketenagakerjaan has a Head Office in 2 locations, as well as 324 branch offices to reach workers in various regions in Indonesia and Indonesian Migrant Workers (PMI). We have also conducted a design scheme for the construction of a new building in the National Capital City (IKN) in East Kalimantan for the Head Office of BPJS Ketenagakerjaan. [IR-4F][C.3][C.6][2-6]



2

Head Offices

11

Regional
Offices

31

Branch Office
Class 1

38

Branch Office
Class 2

53

Branch Office
Class 3

202

Branch Office
Class 4



Information on the address of BPJS Ketenagakerjaan Regional and Branch Offices can be accessed on the website <https://www.bpjsketenagakerjaan.go.id/en/kontak.html>

Another effort made is to prepare an Annual Work Plan and Budget (RKAT) which annually carries the strategic theme of BPJS Ketenagakerjaan: AGILE (Adaptive, Growth, Innovate - Loyalty, Excellence). BPJS Ketenagakerjaan also focuses on creating member journeys and new engagement; launching future proof digital/IT; increasing contributions and enforcement; and strengthening risk management and governance. Therefore, in 2023, BPJS Ketenagakerjaan carried the theme "**Sustainable Growth**" which means that BPJS Ketenagakerjaan becomes an institution that has sustainable and quality growth through optimizing membership strategies, providing services, and increasing returns for member satisfaction.

To achieve this, BPJS Ketenagakerjaan formulates strategic policies as an elaboration of the theme above and in accordance with the destination statement of BPJS Ketenagakerjaan. The strategic policies include:

1 Membership

Increase membership with a focus on the Wage Recipients and Non-Wage Recipients segments through extensification, intensification, and retention strategies.

2 Service

Improve service quality through excellent program benefit, customer experience, and service governance strategies.

3 Investment

Improve investment performance through yield and fund stability optimization, risk adjusted return optimization, and investment property improvement.

4 Information Technology (IT)

Acceleration of digital transformation and improvement of data analytics capabilities to increase membership and services by strengthening IT development services, IT operational quality, operating systems and security, reliable IT and quality data, and IT governance.

5 Finance, Actuarial, and Risk Management

Strengthen finance, actuarial and risk management capabilities through expert function and management strategies, capability analytics, process optimization, and business finance.

6 Human Capital

Improve human capital capabilities through Employee Value Proposition, strengthening performance management, training and upskilling, Talent Management and Career Path, and adjust organizational culture to the new organizational strategy.

7 Communication and Partnership

Improve Employment Social Security Literacy and Stakeholder Collaboration by improving effective and integrated Agency communications, stakeholder engagement, and optimizing brand equity, as well as employment social security literacy.

Membership Target and Realization

Disclosure of information regarding the membership target and realization during 2023

as social capital in the value creation process is presented on the page 74 of this Report.

Membership Fee [IR-4F]

Membership fees are BPJS Ketenagakerjaan's financial capital in creating value to provide protection and other benefits for workers as the Agency's members. In accordance with Law No. 24 Year 2011 on Social Security Organization, membership contributions are paid monthly by

members, employers, and/or the government. Contribution payments are calculated based on a percentage of basic salary and fixed allowances in accordance with the applicable protection program.

BPJS Ketenagakerjaan Contribution Rates for Employment Injury Security Program (JKK)

Membership	Description	
Wage Recipients Workers (PU)	<ul style="list-style-type: none"> For a very low risk level, 0.24% of the monthly wage. For a low risk level, 0.54% of the monthly wage. For a medium risk level, 0.89% of the monthly wage. For a high risk level, 1.27% of the monthly wage. For a high risk level, 1.74% of the monthly wage. 	Paid by employer.
Non-Wage Recipients Workers (BPU)	1% of the monthly wage.	Paid by workers.
Indonesia Migrant Workers (PMI)	<ul style="list-style-type: none"> Pre-Employment Dues to the Country of Destination: Rp37,500 During & After Employment*) Rp32,500/24 months Rp189,000/12 months Rp108,000/6 months Renewal period contribution: Rp13,500 per month. 	Paid by workers, JKK contributions, and JKM merged.
Construction Services Workers (JK)	<ul style="list-style-type: none"> Based on worker wages (if wage component is listed and known): 1.74% Based on project value (if wage component is not listed and unknown): <ol style="list-style-type: none"> up to Rp100 million: 0.21% above Rp100 million to Rp500 million: 0.17% above Rp500 million to Rp1 billion: 0.13% above Rp1 billion to Rp5 billion: 0.11% above Rp5 billion: 0.09% 	Paid by employer.

BPJS Ketenagakerjaan Contribution Rates for Death Security Program (JKM)

Membership	Description	
Wage Recipients Workers (PU)	0.3% of the monthly wage	Paid by employer.
Non-Wage Recipients Workers (BPU)	Rp6,800	Paid by workers.
Indonesia Migrant Workers (PMI)	<ul style="list-style-type: none"> Pre-Employment Dues to the Country of Destination: Rp37,500 During & After Employment*) Rp32,500/24 months Rp189,000/12 months Rp108,000/6 months Renewal period contribution: Rp13,500 per month. 	Paid by workers, JKK contributions, and JKM merged.

Membership	Description
Construction Services Workers (JK)	<ul style="list-style-type: none"> Based on worker wages (if wage component is listed and known): 0.30% Based on project value (if wage component is not listed and unknown): <ol style="list-style-type: none"> up to Rp100 million: 0.03% above Rp100 million to Rp500 million: 0.02% above Rp500 million to Rp1 billion: 0.02% above Rp1 billion to Rp5 billion: 0.01% above Rp5 billion: 0.01% <p>Paid by employer.</p>

BPJS Ketenagakerjaan Contribution Rates for Old-Age Security (JHT)

Membership	Description
Wage Recipients Workers (PU)	<p>5.7% of the monthly wage.</p> <ul style="list-style-type: none"> 2% paid by workers. 3.7% paid by employer.
Non-Wage Recipients Workers (BPU)	<p>2% of the monthly wage.</p> <p>Paid by workers.</p>
Indonesia Migrant Workers (PMI)	<p>Rp50,000-Rp600,000 per month</p>

BPJS Ketenagakerjaan Contribution Rates for Pension Security (JP)

Membership	Description
Wage Recipients Workers (PU)	<p>3% of monthly wages (with a 2023 upper wage limit of Rp9,559,600 and BPJS Ketenagakerjaan annually adjusts the highest wage rate using a multiplier of 1 plus the previous year's annual gross domestic product growth rate)</p> <ul style="list-style-type: none"> 1% paid by workers. 2% paid by the employer.

BPJS Ketenagakerjaan Contribution Rates for Job Loss Security (JKP)

Membership	Description
Wage Recipients Workers (PU)	<p>0.46% of a month's wages (with an upper limit of wages in 2021 of Rp5 million and the amount of the wage limit is evaluated every 2 years and determined by Government Regulation)</p> <ul style="list-style-type: none"> 0.22% paid by the central government. 0.24% of JKP funding source. (a recomposition of JKK program contributions of 0.14% and JKM of 0.10%).



Target and Realization of Membership Fee

During 2023, the realization of membership contribution revenue showed positive results, reaching Rp97.14 trillion or 101.10% of the target, and increased by Rp8.83 trillion or 9.99% from 2022. The increase was in line with the increasing number of BPJS Ketenagakerjaan members. Based on the protection programs, the largest realization of contribution revenue was the JHT Program

at Rp60.98 trillion or 62.78% of the total revenue, while the smallest was the JKP Program at Rp2.72 trillion or 2.80% of the total revenue. For the worker segment, the largest realization of contribution revenue was from Wage Recipient Workers at Rp95.63 trillion or 98.44% of total revenues, and the lowest realization was from Construction Service Workers at Rp395.82 billion or 0.41% of total revenues.

Target and Realization of Collected Membership Contribution in 2023 Based on Protection Program

Protection Program	2023			% 2022-2023 Growth	2022	2021
	Target	Realization	% Composition		Realization	Realization
Employment Injury Security (JKK)	7,851,820	7,257,956	7.47	13.79	6,378,518	5,233,168
Death Security (JKM)	3,769,918	3,556,452	3.66	16.67	3,048,283	2,456,729
Old-Age Security (JHT)	57,961,473	60,988,997	62.78	9.44	55,727,676	51,459,077
Pension Security (JP)	23,729,680	22,620,368	23.29	9.20	20,714,341	19,150,126
Job Loss Security (JKP)	2,776,515	2,720,241	2.80	11.30	2,444,027	1,953,607
Total	96,089,406	97,144,014	100.00	9.99	88,312,845	80,252,707

Notes: in Million Rupiah, except %.

Target and Realization of Collected Membership Contribution in 2023 Based on Worker Segment

Worker Segment	2023			% 2022-2023 Growth	2022	2021
	Target	Realization	% Composition		Realization	Realization
Wage Recipients Workers*	94,936,937	95,633,891	98.44	9.46	87,368,018	79,624,858
Construction Services Workers	310,000	395,826	0.41	18.71	333,436	262,180
Sub Total	95,246,937	96,029,717	98.85	9.49	87,701,454	79,887,038
Non-Wage Recipients Workers	842,469	1,114,297	1.15	82.25	611,391	365,669
Total	96,089,406	97,144,014	100.00	9.99	88,312,845	80,252,707

Notes: in Million Rupiah, except %.

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

During 2023, BPJS Ketenagakerjaan maximized its various efforts in membership contribution payment, including:

- Developing payment channel cooperation with various partners, including banking partners; aggregator partners such as Alfamart, Indomaret, and Lawson; SOE partners such as Pos and Pegadaian; e-commerce and online applications such as Tokopedia, Bukalapak, Shopee, Gopay, OVO, Pospay, Link Aja; and e-wallets on the BPJS Ketenagakerjaan website and JMO application, including QRIS. BPJS Ketenagakerjaan also provides an auto-debit option for contribution payments.
- The signing of a joint agreement with the High Prosecutor's Office/District Attorney's Office regarding the Handling of Legal Issues in the Civil and State Administrative Laws Sector related to non-compliance with payment of BPJS Ketenagakerjaan membership contributions by employers. It was an implementation of Presidential Instruction Number 2 of 2021 concerning Optimizing the Implementation of the Employment Social Security Program. Several cases of arrears in payment of BPJS

Ketenagakerjaan membership fees have been resolved in court. During 2023, the AGO succeeded in recovering state finances of Rp191.31 billion from the payment of arrears of BPJS Ketenagakerjaan membership fees.

During 2023, BPJS Ketenagakerjaan was faced with various obstacles related to membership contributions, including technical constraints/banking downtime and delays in payment of contributions. To address these obstacles, BPJS Ketenagakerjaan used other available non-banking payment channels such as Indomaret, Alfamart, Lawson, Post Office, Pawnshop, and e-commerce. Meanwhile, to overcome late payments, we use a payment reminder system (PRS) or 3C and an auto-debit system. In the long term, we optimize efforts to gain contribution revenue by strengthening the agency system, cooperating with community leaders, encouraging large companies to include the entire ecosystem of their companies, providing ease of payment of contributions, and collaborating with various parties to conduct supervision to increase member compliance. [E.5]

Management of the Social Security Fund (DJS)

In accordance with BPJS Ketenagakerjaan's business process, value creation is carried out through the management of the Social Security Fund (DJS), as a trust fund owned by BPJS Ketenagakerjaan members, as well as a collection of membership contributions and the results of its development. DJS is used for benefit payments to members and operational financing of the implementation of the employment social security program. The DJS is managed under the Law Number 24 Year 2011, Government Regulation Number 99 Year 2013 on the Management of Employment Social Security Assets, Government Regulation Number 55 Year 2015 on the Amendment to Government Regulation Number 99 Year 2013, and Board of Directors Regulation Number: 18/PERDIR.05/072023 on Investment Management Policy.

DJS is managed based on investment instruments by taking into account aspects of liquidity, solvency, prudence, security of funds, and adequate returns. BPJS Ketenagakerjaan applies Strategic Asset Allocation (SAA) and Tactical Asset Allocation (TAA) in managing DJS, taking into account external and internal factors. The Agency applies dynamic investment management to deal with market situations, by rebalancing investment assets and equity-based instruments to money market and fixed income instruments. Thus, BPJS Ketenagakerjaan can protect workers' funds against increased risk of impairment arising from market instability and other external factors.

Asset Allocation Strategy		2023 Percentage Realization
Strategy Deposit Portfolio	<ul style="list-style-type: none"> Maintaining the allocation of deposits in accordance with the TAA target to maintain program and Agency liquidity, as well as support capital market and debt market activities to obtain optimal yields by considering market momentum. Selective placement in banks that provide optimal average deposit rates and still have room for placement for a 12-month breakable period, while taking into account the fundamental performance and risk of the bank. Repricing rates to get optimal interest rates and adding new partners to expand deposit placement channels. 	13.19% of funds under management were placed in deposits, down from 13.30% in 2022.
Strategy Stock Portfolio	<ul style="list-style-type: none"> Conducting active stock trading by paying attention to timing and momentum. Screening, both sectors and issuers of stocks that have the potential to outperform or have good prospects for stocks that are already on the market but not yet owned or from Initial Public Offering (IPO). Improving stock portfolio structure and unrealized loss value by cost averaging down on stocks with good fundamental performance criteria and have potential upside until the end of 2023. 	The share of investment in stocks decreased to 9.14% from 10.33% in 2022.
Bond Portfolio Strategy	<ul style="list-style-type: none"> Placing Government Securities (SUN) in long tenors in series that have attractive yields, and in short tenors in series that have yields close to long tenors or flat. Placement of bonds in stages based on priorities. Pay attention to the distribution of purchases by series, time and price variations (maintaining costs), to prevent concentration in several series. 	The placement of managed funds in debt securities investment instruments reached 72.07% of total managed funds, an increase compared to 2022 of 70.61% of total managed funds.
Strategy Mutual Fund Portfolio	<ul style="list-style-type: none"> Selling portfolios that have potential gains and subscribing after the market correction and optimizing PHI while paying attention to market momentum and market timing. Building and/or rebalancing to fixed income mutual funds or mixed type mutual funds with a flexible strategy, where the placement weight is emphasized on asset classes that are experiencing uptrend growth. Managing mutual funds by paying attention to analysis of past mutual fund growth, returns provided, scoring, contrarian investment analysis, and other factors such as macroeconomic outlook, geopolitical conditions, JCI movements, bond yields, and investment risk factors. 	Funds under management placed in mutual funds amounted to 5.24%, down from 5.38% in the previous year.
Portfolio Strategy Direct Investment	<ul style="list-style-type: none"> Focusing on investment opportunities in infrastructure sector stocks that support membership and service improvement in supporting the duties of BPJS Ketenagakerjaan through alternative investment instruments such as RDPT or private placement of shares outside the stock exchange. Development of subsidiary activities. 	0.36% of funds under management were placed through direct investment and property, down from 0.38% in 2022.
Portfolio Strategy Property Investment	Property investment development and asset optimization.	

Investment Realization and Return [F.3]

According to the audit results of the Financial Statements and Program Management Report (LK-LPP), it is known that DJS assets consisting of JKK, JKM, JHT, JP, and JKP Funds in 2023 grew by around 13.52%. The DJS asset investment fund grew 13.52% from Rp615,744.25 billion in 2022, with an investment return of Rp46,292.10 billion or grew by 17.35% from 2022. In 2023, BPJS Ketenagakerjaan's assets reached Rp13.33 trillion, bringing the total investment assets under management to Rp712.30 trillion or growing 13.47% from Rp627.72 trillion in 2022.

This achievement was influenced by an 18.60% increase in fresh funds or Rp39.25 trillion from Rp33.09 trillion in 2022; and the acquisition of investment returns of Rp47.20 trillion (equivalent to a yield of 7.08%) or grew 17.32% yoy from the previous period of Rp40.23 trillion in 2022. The yield rate of 10-year government bonds reached 6.56%, a decrease compared to 2022 which amounted to 7.01%.

Funds Managed and Invested by BPJS Ketenagakerjaan

Description	2023		% Growth	2022	2021
	Billion Rp	% Composition		Billion Rp	Billion Rp
Social Security Fund (DJS)	698,971.81	98.13	13.52	615,744.25	542,376.70
BPJS Ketenagakerjaan	13,328.91	1.87	(1.30)	11,982.93	11,837.28
Total	712,300.72	100.00	13.23	627,727.18	554,213.98

Social Security Fund (DJS) Managed and Invested by BPJS Ketenagakerjaan Based on Protection Program

Security Program	2023		% Growth	2022	2021
	Billion Rp	% Composition		Billion Rp	Billion Rp
JKK Program	59,710.91	8.38	14.12	52,320.92	45,960.74
JKM Program	16,508.87	2.32	6.61	15,485.38	14,527.94
JHT Program	452,196.24	63.48	10.20	410,324.27	372,500.23
JP Program	158,781.78	22.29	23.59	128,469.82	101,660.39
JKP Program	11,774.01	1.65	28.76	9,143.86	7,727.40
Total DJS	698,971.81	98.13	13.52	615,744.25	542,376.70
BPJS Ketenagakerjaan	13,328.91	1.87	11.23	11,982.93	11,837.28
Total	712,300.72	100.00	13.47	627,727.18	554,213.98

The largest realization of managed fund investment returns in 2023 came from the JHT Program at Rp30.36 trillion or 64.32% of the total managed fund investment returns. Based on the investment

portfolio, the largest realization of investment return in 2023 came from the bonds instrument portfolio of Rp36.08 trillion or 76.45% of the total managed fund investment return.

Investment Return Realization Based on Source of Fund

Source of Fund	2023		% Growth	2022	2021
	Billion Rp	% Composition		Billion Rp	Billion Rp
Social Security Fund (DJS)	46,292.10	98.08	17.35	39,446.31	34,603.05*
BPJS Ketenagakerjaan Fund	907.63	1.92	15.60	785.12	741.29
Total	47,199.73	100.00	17.32	40,231.43	35,344.34*

DJS Ketenagakerjaan Investment Return Realization Based on Protection Program

Protection Program	2023		% Growth	2022	2021
	Billion Rp	% Composition		Billion Rp	Billion Rp
JKK Program	3,971.85	8.41	15.57	3,436.72	2,976.42
JKM Program	1,162.05	2.46	7.08	1,085.18	1,078.63
JHT Program	30,357.22	64.32	13.21	26,815.79	24,440.22
JP Program	10,171.63	21.55	30.04	7,821.73	6,102.16
JKP Program	629.35	1.33	119.37	286.89	5.62
Total Social Security Fund (DJS)	46,292.10	98.08	17.35	39,446.31	34,603.05*
BPJS Ketenagakerjaan Fund	907.63	1.92	15.60	785.12	741.29
Total	47,199.73	100.00	17.32	40,231.43	35,344.34*

Investment Return Target and Realization in 2023 Based on Investment Portfolio

Investment Portfolio	Realization		Projections	
	Billion Rp	% Composition	Billion Rp	% Achievement of Projections
Deposit	5,260.87	11.15	4,097.64	128.39
Stocks	5,006.99	10.61	3,365.53	148.77
Securities (Bond)	36,083.32	76.45	35,245.51	102.38
Mutual Funds	766.58	1.62	1,206.86	63.52
Direct Investment	4.48	0.01	10.43	42.95
Properties	77.49	0.16	88.63	87.43
Total	47,199.73	100.00	44,014.60	107.2

*Restatement of information due to changes in assumptions and policies. [2-4]

Investment management of deposit instruments in JKK, JKM, and JKP programs aims to maintain liquidity. In contrast, in long-term programs such as JHT and JP programs, deposits are used as an alternative to ensure the availability of liquidity for payments of claims from members. BPJS Ketenagakerjaan's JKP program had the lowest investment return of 5.16% or a 2.28% difference from the average interest rate of government banks' counter rate for deposits in 2023 at 2.88%.

The cause was the relatively new JKP program, launched in 2022, where the investment placement is still limited to instruments such as deposit and debt securities, also unlike other DJS programs, the investment returns are not subject to tax (while the investment returns in the JKP program are subject to 20% program tax). Therefore, it has not been able to generate optimal returns like other short-term programs (JKK and JKM).

Interest Rate for Assets Under Management in 2023 and Comparison to Interest Rate of Deposits in Government Banks

No	Description	Investment Return Rate (Neto)	Deposit Interest Rate	Difference
I	BPJS Ketenagakerjaan Fund	6.84	2.88	3.96
	Social Security Fund (DJS)			
	JKK Program	7.10	2.88	4.22
	JKM Program	7.24	2.88	4.36
II	JHT Program	7.04	2.88	4.16
	JP Program	7.10	2.88	4.22
	JKP Program	5.16	2.88	2.28

BPJS Ketenagakerjaan's investment placement in stock and mutual fund portfolios refers to Government Regulation (PP) Number 99 of 2013 and PP Number 55 of 2015. In 2023, 86.64% of the funds managed by BPJS Ketenagakerjaan were placed in capital market-related instruments, consisting of debt securities, stocks, and mutual funds. The stock portfolio and mutual funds were placed in issuers that have the potential to grow in the future and have good fundamentals. Most are constituents of the LQ45 index which has a large market capitalization and is supported by a strong level of liquidity.

Investment placement in the stock portfolio was carried out by applying a dynamic asset allocation strategy or paying attention to market conditions (market momentum) and considering aspects of solvency and measurable risk management. BPJS Ketenagakerjaan plans to increase its asset

allocation to equity instruments if global interest rates experience a downward trend and if global economic conditions are expected to improve.

Commitment to Green Investment

BPJS Ketenagakerjaan is committed to making investments that support national economic growth along with the principles of environmental, social, and governance (ESG) management, which aim to have a positive impact on the Agency's performance and stakeholders. We recognize that the financial sector plays an important role and contribution in closing the funding gap for the government's climate mitigation financing needs. During 2023, BPJS Ketenagakerjaan placed 5.91% of the total investments in ESG-based capital market instruments (bonds, stocks, and mutual funds), with the largest portion of placement in stock instruments, which amounted to 52.65% of the total investments in the stock portfolio that

are constituents of the IDX ESG Leaders Index. In carrying out its commitment to green investment, BPJS Ketenagakerjaan prioritizes ESG principles.

The commitment to green investment is also realized by BPJS Ketenagakerjaan's participation as a non-bank financial institution (IKNB) in the membership of the Sustainable Finance Roadmap Task Force Phase II 2021-2025 formed by the Financial Services Authority (OJK). One of the main tasks of the Task Force is the preparation of

the Indonesian Green Taxonomy as a guideline in the development of innovative and/or sustainable financial products and sustainable financial disclosure, which later developed into the Taxonomy for Indonesian Sustainable Finance (TKBI). TKBI is a classification of economic activities that support SDGs in economic, environmental and social aspects, and is used as a guide to improve capital allocation and sustainable financing in achieving Indonesia's Net Zero Emissions (NZE) target by 2060 or earlier.

Benefit Payment

Benefits are the social security benefits and are the rights of members and/or their family members. In 2023, the benefits of BPJS Ketenagakerjaan's employment social security program, namely JKK, JKM, JHT, JP, and JKP, have been implemented in accordance with Law No. 24 of 2011. During 2023, BPJS Ketenagakerjaan's total value of social security benefits paid to participants amounted

to Rp53,513,116 billion for 4,575,307 claims. This amount increased by Rp4,474,733 billion or 9.12% from Rp49,038.38 billion for 3,937,699 claims in 2022. Disclosure of information on benefit payments for each of the employment social security programs and support for SDGs is available in Social Performance section of this Report, on page 85. [F.23][F.28]

Member Services

Service Transformation: New SBP and JMO

Participant services are an important factor in supporting BPJS Ketenagakerjaan operations, both to existing participants, prospective participants and workers and the community, so that they can improve their experience of getting full protection and other benefits from employment social security. BPJS Ketenagakerjaan continues to improve services to participants, both workers and employers, by continuing service transformation, among others by implementing the New Service Blueprint (New SBP) concept that focuses on customer centric, namely adjusting participants' needs for modern, informative, and easily accessible services. In 2023, BPJS Ketenagakerjaan realized changes in the appearance of 257 branch offices according to the New SBP concept which

is environmentally friendly (green design) and disability friendly. By the end of 2023, there will be 314 branch offices with a new look, or 97% of 324 branch offices across Indonesia. We are targeting the realization of the new look for all branch offices by 2026.

BPJS Ketenagakerjaan also continued the development of digital services through the Jamsostek Mobile (JMO) application, which is prepared to be a one access to digital ecosystem application. With the JMO Application, all participants are expected to get fast, easy, and complete services to fulfill their service needs through its various features. The development carried out on the JMO Application through the addition and renewal of various features was able


to increase JMO users to 21,523,103 users by the end of 2023, up 21.3% from 2022 as many as 17,741,279 users. Some JMO users are Gen-Z workers.

In 2023, BPJS Ketenagakerjaan added several JMO features, including:

- 1 **The PMI Segment Participant Registration Feature**, which can be used by all Indonesian Migrant Workers/PMI to register for participation;
- 2 **Automatic JMO Account Creation** for New Members which can provide convenience in creating a JMO account. New members will be blasted for account activation, making the account registration process easier and faster;
- 3 **The BPU Segment JHT Claim Feature**, which can be used by BPU segment participants to submit JHT claims using a biometric verification process with a faster payment process;
- 4 **The PMI Segment JKK/JKM Claim Feature**, which can be used by PMI segment participants to submit JKK/JKM claims for PMI/Heirs/Reporters in a one-access manner which will be scheduled for further verification processes with officers;
- 5 **Shopping Feature**, which can be used by all participants to make transactions for their daily needs such as purchasing credit, electricity vouchers, e-wallet top-ups, and so on. This feature is a collaboration between BPJS Ketenagakerjaan and PT MNC Teknologi Indonesia;
- 6 **Open Bank Account Feature**, which can be used by PMI segment participants to open a bank account. This feature is a collaboration between BPJS Ketenagakerjaan and PT Ayopop Teknologi Indonesia;
- 7 **The "Click To Call" Feature**, which can be used by all PMI to access information and complaints by calling the BPJS Ketenagakerjaan call center free of charge. In addition, there is also a feature to submit JKK and JKM claims, as well as a feature to open a bank account in collaboration with BRI to make it easier for PMI to receive payments for claims submitted;
- 8 **Investment Feature**, in collaboration with "Tanamduit" which is a digital financial platform to provide easy access for BPJS Ketenagakerjaan participants to invest in Government Securities (SBN);
- 9 The addition of cooperation partners for the **Promo Feature**, where in this feature, BPJS Ketenagakerjaan and PT Inti Corpora Teknologi work together to provide special promos/vouchers for BPJS Ketenagakerjaan participants;
- 10 **Ask 175 Feature**, which can be used by all participants to get education and information related to BPJS Ketenagakerjaan programs and benefits through educational videos and talk shows; and
- 11 Other **new features** and feature enhancements to the JMO app according to participant needs.



BPJS Ketenagakerjaan's Support for Sustainable Development Goals (SDGs)

Goals	2030 Indicators and Targets Based on Bappenas SDGs Metadata	Year 2023 Realization and Achievement and Year 2024 Target	Target Achievement Strategy
	Indicator 17.8.1* Percentage of internet users.	2023 Realization: BPJS Ketenagakerjaan developed an internet-based JMO application, with the number of users reaching 21,523,103 users or 9.71% of the total 221,563,479 internet users in Indonesia based on data from the Indonesian Internet Service Providers Association (APJII).	Developing the JMO application as a super application to strengthen the financial digital ecosystem in Indonesia, including the addition of features that make it easier for participants to obtain labor social security protection benefits.
	2030 Target Fully operationalize the technology and science bank, technology and innovation capacity-building mechanism for least developed countries by 2017 and increase the use of enabling technologies, particularly information and communication technologies.	2024 improvement target: Increase the number of JMO application users in line with the expansion of membership coverage and improved services to participants, especially in digital services.	

Member Satisfaction Level (F.30)

BPJS Ketenagakerjaan's efforts to improve services are accompanied by measuring the level of participant satisfaction through e-survey, which is carried out internally through a system in each branch office. In 2023, the survey implementation involved 2,013,919 members as respondents, with the result of 99.82% or 2,010,219 members were satisfied. In addition, BPJS Ketenagakerjaan also

appointed an independent party to conduct several satisfaction surveys with the following results:

- IPP/Customer Satisfaction Index (CSI): 85.91%, up from 84.08% in 2022;
- Net Promoter Score (NPS): 48.9%, up from 39.0% in 2022;
- Brand Equity Survey: 88.6% against a target of 85.0%, and up from 2022's 87.2%.

Member Satisfaction Level

Year	Description	Not Satisfied	Less Satisfied	Fairly Satisfied	Satisfied	Very Satisfied	Total
2023	Total	1,046	541	2,113	41,093	1,969,126	2,013,919
	%	0.05	0.03	0.10	2.04	97.78	100.00
2022	Total	2,149	1,043	7,394	100,109	1,869,904	1,980,599
	%	0.11	0.05	0.37	5.05	94.41	100.00
2021	Total	1,508	1,570	8,001	103,420	976,490	1,090,989
	%	0.14	0.14	0.73	9.48	89.51	100.00

Results of Customer Satisfaction Index (CSI) Provided by Independent Party Based on Protection Program (%)

Program	2023	2022	2021
JKK Program	84.9	84.5	85.7
JKM Program	89.4	92.7	89.5
JHT Program	89	86.9	92.8
JP Program	88.9	84.8	87.4
JKP Program	87.1	84.6	-
Membership Administration			86.2
Hospital Administration			84.5



Employee Training and Education [F.22]

BPJS Ketenagakerjaan's commitment to improving the experience of participants in obtaining full protection and other benefits from employment social security is supported by efforts to improve employee competence. We include employees in education and training activities that are carried out comprehensively, by optimizing our own resources and through collaboration with other institutions, including universities. The Agency provides equal opportunities for every employee to participate in education and training to develop their competencies. Periodically, BPJS Ketenagakerjaan conducts evaluations using

the Kirkpatrick Models Evaluation method, to measure the effectiveness and success rate of an education and training program, as well as input for improvement or adjustment.

During 2023, BPJS Ketenagakerjaan only organizes training and education for Agency employees. Training and education for outsourced workers and security guards are provided by the companies that house them. Overall, BPJS Ketenagakerjaan has incurred training and education costs of Rp29,406,412,500.70, a decrease from 2022 which reached Rp24,806,465,350. The number

of education and training hours in 2023 reached 137,552 hours, with an average of 24.84 training hours per total Agency employee. [404-1][410-1]

BPJS Ketenagakerjaan also purchases digital books, magazines, and newspapers that are placed in a digital library that can be accessed by employees through the Digital Library (DILA) application. Until the end of 2023, the Agency's

digital library collection consists of 331 e-book titles and 5 e-magazines. We require employees to read the digital books according to a predetermined target as part of the individual employee's Key Performance Indicator (KPI) assessment indicator. Through this policy, it is expected that employees' insights and knowledge will increase, which will support their performance, including in serving participants.

Number of Education and Training Hours and Number of Employees Participating [404-1]

Employee Competency Development Program	Total Hours of Training			Total Participants		
	2023	2022	2021	2023	2022	2021
Technical Development Program	31,422	246	296	871	814	1,654
Career Development Program	12,988	408	480	136	340	255
Refreshment Development Program (In-house)	14,330	483	376	658	1,409	4,743
Refreshment Development Program (Kirim)	13,299	724	436	412	405	60
Certification Development Program (In-house)	1,528	237	268	64	91	83
Certification Development Program (Kirim)	15,009	1,652	400	327	177	55
Webinar Refreshment Development Program	48,947	-	-	3,682	-	-
Total	137,552	3,768	2,252	6,150	3,236	6,850

Average Training Hours per Employee Based on Gender and Position Level

Description	2023		2022		2021	
	Male	Female	Male	Female	Male	Female
Total Participants (People)	2,898	1,971	2,078	1,158	1,843	1,171
Total Hours of Training (Hours)	6,150		3,236		3,014	
Total BPJS Ketenagakerjaan Employees (People)	5,537		5,713		5,888	
Average Training Hours per Employee (Hours/People)	24.84		0.66**		0.38**	

*Changes in the title of position levels in accordance with the BPJS Ketenagakerjaan Board of Directors Regulation Number: 8/PERDIR.04/042023 concerning the BPJS Ketenagakerjaan Organizational Structure.

**Restatement of information due to change in calculation method. [2-4]

BPJS Ketenagakerjaan also organizes training for employees who are about to retire. Disclosure of information regarding this is provided on the

page 98 under Human Resources along with a description of employee performance appraisal. [404-2][404-3]

Comprehensive Financial Review

BPJS Ketenagakerjaan already has BPJS Ketenagakerjaan Accounting Guidelines as stipulated in the Board of Directors Decree No. PERDIR/20/072021 on Accounting Guidelines for the Employment Social Security Agency. The Financial Statements for the financial year ended 31 December 2023 have been audited by the Public

Accounting Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan with a Reasonable Without Modification (WTM) opinion. Information on the BPJS Ketenagakerjaan Financial Report for the fiscal year 2023 can be accessed via the web at the following link: <https://www.bpjsketenagakerjaan.go.id/en/laporan-pengelolaan-program.html>. [IR-1E]

Consolidated Financial Position

Asset [C.3]

The total value of BPJS Ketenagakerjaan assets in 2023 reached Rp16,787.07 billion, an increase of Rp226.85 billion or 1.36% from 2022 with a total of Rp16,560.22 billion. The Agency's assets consist of:

1 Current Assets

The value of Current Assets in 2023 reached Rp7,703.20 billion, an increase of Rp182.94 billion or 2.43% from 2022 of Rp7,520.26 billion. This occurred due to the placement in short-term investments and several significant

current asset items, such as trade receivables, other receivables, prepaid expenses, and office supplies.

2 Non-current Assets

The value of non-current assets in 2023 reached Rp9,083.87 billion, an increase of Rp43.91 billion or 0.48% from 2022 of Rp9,039.96 billion. This occurred due to a significant increase in fixed assets and several non-current asset items, such as deferred tax assets and tax refund claims.

Asset Value of BPJS Ketenagakerjaan (Rp Million)

Description	2023	2022	2021
Current Assets			
Cash and Cash Equivalents	90,444.01	1,528,819.69	1,711,811.14
Operational Fund Receivables	12,100.00	-	26,293.77
Investment Return Receivables	127,718.45	126,985.43	99,219.76
Accounts Receivable – Net of Allowance for Impairment Losses	23,651.81	17,501.17	13,712.20
SKP Receivables	97,153.20	126,970.91	192,966.87
Other Receivables	50,679.44	29,074.28	13,175.20
Advance Payments	10,935.04	12,449.76	21,733.83

Description	2023	2022	2021
Prepaid Tax Prepaid Tax	1,875.50	135,892.70	42,250.08
Prepaid Expenses	46,977.98	33,611.30	20,717.15
Short-Term Investment	7,229,884.49	5,496,074.36	6,454,265.44
Office Supplies Assets	11,430.79	11,184.81	13,195.61
Assets Held for Sale	347.61	1,646.84	2,639.27
Other Current Assets	-	50.96	180.28
Total Current Assets	7,703,198.33	7,520,262.21	8,612,160.59
Non-Current Assets			
Long-Term Investment	6,015,133.24	6,373,179.18	4,995,928.07
Direct Investment – Net of Allowance for Impairment	-	-	44,555.07
Property Investment – Net of Accumulated Depreciation	83,893.03	81,091.08	80,529.35
Fixed Assets – Net of Accumulated Depreciation	1,664,679.02	1,502,041.21	1,349,573.47
Right of Use of Asset	211,041.88	250,347.26	332,414.61
Intangible Assets – Net of Accumulated Amortization	159,189.99	85,532.50	57,761.28
Deferred Tax Asset	764,811.89	665,487.31*	640,498.89*
Tax Restitution Claims	92,653.71	-	572.92
Other Non-Current Assets	92,469.62	82,278.84	86,158.70
Total Non-Current Assets	9,083,872.37	9,039,957.38*	7,587,992.37*
Total Assets	16,787,070.71	16,560,219.59*	16,200,152.96*

*Restatement of information due to changes in assumptions and policies. [2-4]

Liabilities [C.3]

The total value of BPJS Ketenagakerjaan liabilities in 2023 increased by Rp280.61 billion or 6.90% from 2022 amounting to Rp4,065.92 billion, bringing it to Rp4,346.53 billion. BPJS Ketenagakerjaan liabilities consist of:

1 Short-term Liabilities

Total short-term liabilities in 2023 reached Rp1,335.58 billion, a decrease of Rp212.47 billion or 13.72% from 2022 with a total of Rp1,548.05

billion. This was due to a decrease in accrued expenses, unearned income, and other short-term lease liabilities.

2 Long-term Liabilities

Total long-term liabilities in 2023 reached Rp3,010.94 billion, an increase of Rp493.07 billion or 19.58% from the year 2022 of Rp2,517.87 billion. This was due to an increase in employment benefits liabilities recorded by BPJS Ketenagakerjaan.

Liability Value BPJS Ketenagakerjaan (Rp Million)

Description	2023	2022	2021
Short-Term Liability			
Payable to Other Parties	2,754.98	2,053.59	2,116.06
Bank Loan	7,000.00	-	-
Taxes Payable	215,145.41	59,081.75	63,042.01
Accrued Expenses	809,691.72	1,278,188.37	1,377,268.07
Unearned Revenue	1,258.69	1,291.35	1,779.81
Short-Term Lease Liabilities	66,138.85	91,147.76	60,426.65
Other Short-Term Liabilities	233,591.40	116,284.80	122,542.25
Total Short-Term Liabilities	1,335,581.06	1,548,047.62	1,627,174.85
Long-Term Liability			
Employee Benefits Liabilities	2,885,262.00	2,359,019.25*	2,111,394.38*
Long-term Lease Liabilities	125,682.26	158,852.29	238,567.69
Total Long-Term Liabilities	3,010,944.26	2,517,871.54*	2,349,962.06*
Total Liabilities	4,346,525.32	4,065,919.16*	3,977,136.92*

*Restatement of information due to changes in assumptions and policies. [2-4]

Equity

The total equity value of BPJS Ketenagakerjaan in 2023 reached Rp12,440.55 billion, a decrease of

Rp53.76 billion or 0.43% from 2022 of Rp12,494.30 billion. This was influenced by a decrease in other equity components during 2023.

Equity of BPJS Ketenagakerjaan (Rp Million)

Description	2023	2022	2021
Paid-in Capital	9,459,295.26	9,459,295.26	9,459,295.26
Additional Paid-in Capital	1,408,126.72	1,408,126.72	1,408,126.72
Surplus Balance	2,716,728.96	2,245,651.43*	2,166,467.29*
Other Equity Components	(1,143,609.66)	(618,777.13)*	(810,877.33)*
Non-Controlling Interests	4.12	4.14	4.12
Total Equity	12,440,545.39	12,494,300.42*	12,223,016.04*

*Restatement of information due to changes in assumptions and policies. [2-4]

Consolidated Financial Performance

Consolidated Financial Performance (Rp Million)

No	Description	2023	2022	2021
	Operating Program			
	Operating Fund from JKK Program	783,584.98	611,863.44	533,245.88
1	Operating Fund from JKM Program	400,966.31	306,363.47	263,304.50
	Operating Fund from JHT Program	2,625,456.22	2,672,935.54	2,906,362.01
	Operating Fund from JP Program	971,936.49	928,837.55	965,109.61
	Total Operating Revenue	4,781,944.00	4,520,000.00	4,668,022.00
	Operating Expense			
	Operating and Support Expenses	676,874.96	552,297.93	464,849.99
2	Personnel and Management Expenses	3,368,018.46	3,569,091.90*	3,276,432.18
	General and Other Expenses	797,284.46	684,379.39	805,514.20*
	Total Operating Expenses	4,842,177.88	4,805,769.22*	4,546,797.37*
	Surplus (Deficit) of Operating & Program Management	(60,233.88)	(285,769.22)*	121,225.63
	Non-Operating Income (Expense) Program Management			
	Investment Income	919,532.72	820,410.50	698,414.29
	Investment Expenses	(95,784.31)	(87,684.34)	(107,754.61)
3	Incentive Expenses	(367,218.38)	(402,036.27)	(434,540.01)
	Corporate Social and Environmental Responsibility (CSER) Expense	(151.43)	(181.93)	(152.09)
	Total Non-program Management Operating Revenue (Expense)	456,378.60	330,507.95	155,967.57
	Operating Surplus (Deficit)	396,144.72	44,738.73*	277,193.30
	Non-Operating Income (Expense)			
	Non-Operating Income	134,407.98	181,160.90	48,375.50
4	Non-Operating Expenses	(302,022.86)	(358,030.41)	(79,860.56)
	Net Other Income	308,495.69	227,047.16	27,971.38
	Surplus (Deficit) Before Tax and Distribution	537,025.53	94,916.39*	273,679.52
	Expense of BPJS Ketenagakerjaan Surplus Distribution			
	Implementation of the JKK Program	42.41	20.98	8.50
5	Implementation of the JKM Program	21.24	10.37	4.09*
	Implementation of JHT Program	185.21	114.43	116.67*
	Implementation of JP Program	64.37	38.00	23.05
	Total Expenses BPJS Ketenagakerjaan Surplus Distribution	313.23	183.78	152.31

No	Description	2023	2022	2021
	Limitation from Resource Providers			
	Member Welfare Facilities (Sarana Kesejahteraan Peserta/SKP) Income	95,429.72	58,510.23	46,144.27
6	SKP Expenses	(35,744.27)	(37,994.03)	(32,949.76)
	Surplus (Deficit) SKP	59,685.45	20,516.20	13,194.51
	Surplus Before Tax	596,397.76	115,248.81*	286,721.72
	Tax Income (Expenses)			
	Current Tax	121,933.52	164,764.06	179,380.12
7	Prior Year BPJS Ketenagakerjaan Tax	4,906.38	32.52	22,842.51
	Deferred Tax Expense (Income)	1,719.31	(56,097.98)*	(24,015.21)
	Total	(128,559.21)	(108,698.60)*	178,207.42
	Current Year Surplus	467,838.55	6,550.21*	108,514.30
	Other Comprehensive Income			
	Items not Recognized in Surplus Deficit			
	Unrealized Increase (Decrease) in Fair Value of Investments (FVOCI)	(165,766.36)	167,230.01	(40,159.97)
	Remeasurement of Post-employment Benefit Liability	(459,290.44)	96,852.07*	(97,244.80)
	Income Tax Related	101,043.90	(31,109.57)*	28,121.47
8	Total	(524,012.90)	232,972.51*	(109,283.31)
	Items Reclassified in Surplus Deficit			
	Unrealized Gains (Losses) on Fair Value of Available-for-Sale - Investments	-	-	-
	Realized Gains (Losses) on Fair Value of Available-for-Sale - Investments and Reclassified in Surplus Deficit	-	-	-
	Total	-	-	-
9	Comprehensive Surplus (Deficit)	(56,174.35)	239,522.72*	(769.01)
	Amount of Surplus Attributable to			
10	Parent Entity Owner	467,838.48	6,550.15*	108,513.82
	Non-Controlling Interest	0.07	0.06	0.48
	Total	467,838.55	6,550.21*	108,514.30
	Amount of Other Comprehensive Income Attributable to			
11	Parent Entity Owner	(56,174.37)	239,522.70*	(769.49)
	Non-Controlling Interest	0.03	0.02	0.48
	Total	(56,174.35)	125,834.84	(769.01)
12	Comprehensive Income for the Current Year			
	Total	(56,174.35)	125,834.84	(769.01)

*Restatement of information due to changes in assumptions and policies. [2-4]

Business Income

BPJS Ketenagakerjaan's Business Income in 2023 consists of Operating Income and Non-Operating Income, and has never received financial assistance from the Government in the form of subsidies, tax

breaks, or others. BPJS Ketenagakerjaan's total operating revenue in 2023 reached Rp6,204.07 billion, an increase of Rp434.93 billion or 7.54% from 2022 of Rp5,769.13 billion. [201-4]

Business Revenues of BPJS Ketenagakerjaan (Rp Million)

Description	2023	2022	2021
Operating Revenue			
DJS Management - JKK Program	783,584.98	611,863.44	533,245.88
DJS Management - JKM Program	400,966.31	306,363.47	263,304.50
DJS Management - JHT Program	2,625,456.22	2,672,935.54	2,906,362.01
DJS Management - JP Program	971,936.49	928,837.55	965,109.61
Total Operating Revenue	4,781,944.00	4,520,000.00	4,668,022.00
Non-Operating Revenue			
Investment Revenue	919,532.73	820,410.50	698,414.29
Subsidiary Revenue	134,407.98	181,160.91	48,375.50
Other Revenue	308,495.69	227,047.16	27,971.38
Revenue from SKP Service Improvement	59,685.45	20,516.20	13,194.52
Non-Operating Revenue	1,422,121.85	1,249,134.77	787,955.69
Business Revenue			
Total	6,204,065.85	5,769,134.77	5,455,977.69

Social Security Fund (DJS) Operating Income

DJS coverage includes contribution income, guarantee expenses, investment returns, operating expenses, other income and expenses, DJS surplus per program, and program funding position report. BPJS Ketenagakerjaan's operating revenue

in 2023 reached Rp143,268.31 billion, an increase of Rp12,898.67 billion or 9.89% from 2022 which amounted to Rp130,369.64 billion. This increase was mainly due to an increase in contribution income and investment income compared to the previous year.

Business Revenues of Social Security Fund (Rp Million)

No	Description	2023	2022	2021
Revenue of Employment Injury Security Program (JKK)				
	Contribution Income	7,257,956	6,378,518	5,233,168
1	Investment Income	4,069,093	3,327,015	2,627,381
	BPJS Contribution	42	21	9
	Other Revenues	25,581	6,143	820
	Total Revenue	11,352,672	9,711,697	7,861,378

No	Description	2023	2022	2021
Revenue of Death Security Program (JKM)				
	Monthly Contributions	3,556,452	3,048,283	2,456,729
2	Investment Revenue	1,152,945	1,022,942	900,858
	BPJS Contribution	21	10	4
	Other Revenues	17,485	3,710	456
	Total Revenue	4,726,903	4,074,945	3,358,047
Revenue of Old-Age Security Program (JHT)				
	Monthly Contributions	60,988,997	55,727,676	51,459,077
3	Investment Revenue	29,707,526	28,953,508	20,839,287
	BPJS Contribution	185	114	117
	Other Revenues	146,570	10,324	18,209
	Total Revenue	90,843,278	84,691,622	72,316,690
Revenue of Pension Security Program (JP)				
	Monthly Contributions	22,620,368	20,714,341	19,150,126
4	Investment Revenue	10,324,159	8,439,866	5,350,056
	BPJS Contribution	64	38	23
	Other Revenues	49,965	6,167	18,727
	Total Revenue	32,994,556	29,160,412	24,518,932
Revenue of Job Loss Security Program (JKP)				
	Monthly Contributions	2,720,241	2,444,027	1,953,607
5	Investment Revenue	630,521	286,885	5,622
	Other Revenues	134	49	53
	Total Revenue	3,350,896	2,730,961	1,959,282
6	Total Business Revenue of DJS			
	Total	143,268,305	130,369,637	110,014,329



Operating Expenses

Operating Expenses are calculated based on Operating Expenses and Non-Operating Expenses. Total Operating Expenses of BPJS Ketenagakerjaan in 2023 reached Rp5,607.35 billion, a decrease of

Rp46.35 billion or 0.82% from 2022 of Rp5,653.70 billion. The decrease occurred due to a decrease in the realization of non-operating expenses and personnel and management expenses compared to the previous year.

Business Expenses of BPJS Ketenagakerjaan (Rp Million)

Description	2023	2022	2021
Operating Expense			
Operating and Additional Expense	676,874.96	552,297.93	464,849.99
Personnel and Management Expense	3,368,018.46	3,569,091.90*	3,276,432.18
General and Other Expense	797,284.46	684,379.39	805,514.20
Total Operating Expense	4,842,177.88	4,805,769.22*	4,546,796.37
Non-Operating Expense			
Investment Expense	95,784.31	87,684.35	107,754.61
Subsidiary Expense	302,022.86	358,030.41	79,860.56
Corporate Social and Environmental Responsibility (CSER) Expense	151.43	181.93	152.09
Incentive Expenses	367,218.38	402,036.27	434,540.01
Total Non-Operating Expense	765,176.98	847,932.96	622,307.27
Total Business Expense			
Total	5,607,354.86	5,653,702.18*	5,169,103.64

*Restatement of information due to changes in assumptions and policies. [2-4]

DJS Operating Expenses

DJS Operating Expenses are calculated based on Program Guarantee Expenses, Technical Reserve Expenses, BPJS Operational Fund Expenses, Investment Expenses, Establishment/Recovery of Impairment Losses on Receivables, and Other Expenses. DJS Operating Expenses

in 2023 reached Rp60,785.21 billion, an increase of Rp5,598.92 billion or 10.15% from 2022 which amounted to Rp55,186.29 billion. This was mainly due to the increase in guarantee expenses in all DJS programs and technical reserve expenses in JKK and JKM programs.

Business Expenses of Social Security Fund (Rp Million)

No	Description	2023	2022	2021
Business Expenses of Employment Injury Security Program (JKK)				
	Employment Injury Security Expense	3,041,603	2,391,237	1,790,006
	Technical Reserve Expense	622,865	283,568	221,777
	Operating Fund Expense of BPJS	783,585	611,863	533,246
1	Investment Expense	15,894	9,495	15,382
	Expense (Recovery) for Impairment Loss on Contribution Receivables	(24,836)	10,067	3,056
	Other Expense	300	270	194
	Total Expenses	4,439,411	3,306,500	2,563,661

No	Description	2023	2022	2021
Business Expenses of Death Security Program (JKM)				
	Death Security Expense	3,210,437	2,704,951	3,164,041
	Technical Reserve Expense	1,759,966	1,091,295	1,759,620
	Operating Fund Expense of BPJS	400,966	306,363	263,304
2	Investment Expense	12,568	3,714	6,938
	Expense (Recovery) for Impairment Loss on Contribution Receivables	(3,912)	823	478
	Other Expense	194	167	116
	Total Expenses	5,380,219	4,107,313	5,194,497
Business Expenses of Old-Age Security Program (JHT)				
	Old-Age Security Expense	45,634,637	43,248,261	37,088,364
	Operating Fund Expense of BPJS	2,625,456	2,672,936	2,906,362
3	Investment Expense	101,231	118,443	132,064
	Expense (Recovery) for Impairment Loss on Contribution Receivables	(204,711)	(119,654)	70,533
	Other Expense	943	1,326	1,030
	Total Expenses	48,157,556	45,921,312	40,198,353
Business Expenses of Pension Security Program (JP)				
	Pension Security Expense	1,259,234	649,418	735,950
	Operating Fund Expense of BPJS	971,937	928,838	965,110
4	Investment Expense	25,008	35,051	34,424
	Expense (Recovery) for Impairment Loss on Contribution Receivables	(30,866)	(38,541)	75,704
	Other Expense	505	554	384
	Total Expenses	2,225,818	1,575,320	1,811,572
Business Expenses of Job Loss Security Program (JKP)				
	Job Loss Security Expense	367,205	44,516	-
5	Technical Reserve Expense	100,820	177,272	-
	Investment Expense	114,152	53,979	1,132
	Other Expense	24	74	3
	Total Expenses	582,201	275,841	1,135
6	Total Business Expenses of Social Security Fund			
	Total	60,785,205	55,186,286	49,769,218

Operating Income (Increase in Net Assets)

DJS Operating Income is seen through the increase in net assets of the program, which is the result of reducing Operating Income by Operating Expenses of each program. DJS Operating Income

in 2023 reached Rp82,483.10 billion, an increase of Rp7,299.75 billion or 9.71% from 2022 of Rp75,183.35 billion. This was due to an increase in total revenue in all programs compared to the previous year.

Increase/Decrease in Net Assets of Programs (Rp Million)

Description	2023	2022	2021
Increase in Net Assets of the JKK Program	6,913,261	6,405,198	5,297,717
Increase (Decrease) in Net Assets of the JKM Program	(653,316)	(32,367)	(1,836,450)
Increase in Net Assets of the JHT Program	42,685,722	38,770,310	32,118,337
Increase in Net Assets of the JP Program	30,768,738	27,585,092	22,707,360
Increase in Net Assets of the JKP Program	2,768,695	2,455,120	1,958,147
Total Net Assets of Programs	82,483,100	75,183,353	60,245,111

Earnings for the Year

Income Before Tax is the result of reducing Operating Income with Operating Expenses. BPJS Ketenagakerjaan's Income Before Tax in 2023 reached Rp596.40 billion, an increase of Rp481.15 billion or 417.49% from 2022 which reached Rp115.25

billion. The value of Tax Expenses in 2023 reached minus Rp128.56 billion, an increase of Rp19.86 billion or 18.27% from 2022 of minus Rp108.70 billion. Thus, the current year's income reached Rp467.84 billion, an increase of Rp461.29 billion or 7,042.35% from 2022 of Rp6.55 billion.

Current Year Earnings (Rp Million)

Description	2023	2022	2021
Earnings Before Tax	596,397.76	115,248.81*	286,721.72
Income Tax Expense	(128,559.21)	(108,698.60)*	(178,207.42)
Net Revenue (Expense) of Current Year	467,838.55	6,550.21*	108,514.30

*Restatement of information due to changes in assumptions and policies. [2-4]

Comprehensive Income for the Year

Comprehensive Income for the Year in the reporting period reached minus Rp56.17 billion, a decrease of Rp295.69 billion or 123.45% from Rp239.52 billion in 2022. The decrease was due to a decrease in the value of unrealized adjustments to the fair value of FVOCI investments influenced by investment market prices and an increase in post-employment benefit liabilities.

Attributable Comprehensive Income

Until the end of the reporting period, Comprehensive Income for the Year attributable to owners of the Parent Entity reached minus Rp56.17 billion, and to Non-Controlling Interests of Rp0.00 billion.

Comprehensive Earnings of Current Year (Rp Million)

Description	2023	2022	2021
Net Revenue (Expense) of Current Year	467,838.55	6,550.21*	108,514.30
Other After-Tax Comprehensive Earnings of Current Year	(524,012.90)	232,972.51*	(109,283.31)
Comprehensive Earnings of Current Year	(56,174.35)	239,522.72*	(769.01)

Consolidated Cash Flow

- Cash Flow from Operating Activities in 2023 reached minus Rp264.45 billion, an increase of Rp62.61 billion or 19.14% from 2022 of minus Rp327.06 billion. This occurred due to an increase in the nominal limit of operational fund receipts from the program in accordance with PMK235/PMK.02/2022 as well as tax refunds and other revenue increases.
- Cash Flow from Investing Activities in 2023 reached minus Rp1,105.28 billion, down Rp1,295.34 billion or 681.55% from 2022 of Rp190.06 billion. This was due to cash outflows from investment placements and the acquisition of fixed assets and intangible assets.
- Cash Flow from Financing Activities in 2023 reached minus Rp68.93 billion, a decrease of Rp22.97 billion or 50.00% from 2022 of minus Rp45.95 billion. This occurred due to an increase in payment of lease liabilities.

Consolidated Cash Flow (in Rp Million, unless %)

Description	2023	2022	2022-2023 Increase (Decrease)		2021
			Difference	%	
Cash Flow from Operating Activities	(264,446.84)	(327,061.03)	62,614.19	(19.14)	(71,056.99)
Cash Flow from Investment Activities	(1,105,284.77)	190,059.81	(1,295,344.58)	(681.55)	558,849.49
Cash Flow from Financing Activities	(68,925.47)	(45,950.81)	(22,974.66)	50.00	(13,761.07)
Increase (Decrease) of Cash and Cash Equivalent	(1,438,657.08)	(182,952.03)	(1,255,705.05)	686.36	474,031.43
Balance of Cash and Cash Equivalents in the Beginning of the Year	1,529,101.09	1,712,053.12	(182,952.03)	(10.69)	1,238,021.69
Balance of Cash and Cash Equivalents in the End of the Year	90,444.01	1,529,101.09	(1,438,657.08)	(94.09)	1,712,053.12
Expected Loss Reserve	-	(281.40)	281.40	(100.00)	(241.98)
Balance of Cash and Cash Equivalents in the End of the Year After Expected Loss Reserve	90,444.01	1,528,819.69	(1,438,375.68)	(94.08)	1,711,811.14

Ability to Pay Debt

The financial soundness of the JHT and JP programs is measured by the Solvency Ratio, which compares the Total Assets of the DJS with the Total Liabilities of the respective funds. The financial soundness is measured based on the ability of the DJS Old Age and Pension assets to pay all liabilities of the security programs to the participants. Solvency Ratio at 2023 financial condition:

- The Solvency Ratio of the JHT Program is >100% in the healthy category, reflected in the value

of total assets of DJS Hari Tua which is greater than the total liabilities to participants. This indicates the ability of DJS Hari Tua's assets to pay all liabilities of the old-age security program to participants;

- The Solvency Ratio of the JP Program is >100%, still in a healthy condition. This is reflected in the DJS Pension Net Asset value which is positive and greater than the actuarial liabilities in accordance with PP 55/2015.

The Total Liability of the JHT Program to participants is calculated based on the JHT Liability Ready to Pay, JHT Liability Due, and Net Assets that can be utilized for JHT. The calculation of the

Total Liability of the JP Program to participants is derived from the Ready to Pay Guarantee Payable, Matured Pension Liability, and Net Assets that can be utilized for JP.

Solvency in 2023 (in Rp Million, unless %)

Program	Total Assets	Total Liabilities to Members	Liquidity
	(a)	(b)	(c) = a/b
Old-Age Security (JHT)	460,635,244	456,999,081	100.80%
Pension Security (JP) (Neto Asset)	161,748,344	-	>100.00%

Fee Collectibility Rate

Collectibility of contributions describes the proportion of contributions received that would have been received if all receivables were collectible. In 2023, the total contribution of the Wage Recipient segment received up to the

reporting month period reached Rp97.14 trillion. The collectibility rate in 2023 showed an increase of 0.63% from 2022 of 97.68%. This shows a greater proportion of dues received to the total potential dues that should be received.

Contribution Collectability (%)

2023	2022	2021	Increase (Decrease)	
1	2	3	1:2	2:3
98.31	97.68	96.31	0.63	1.37

Capital Structure of BPJS Ketenagakerjaan

Throughout the reporting period, BPJS Ketenagakerjaan was able to maximize its capital structure and generate efficient funding. In 2023, BPJS Ketenagakerjaan's capital structure consists

of:

- **Debt/Liabilities:** Rp4,346.52 billion or 25.89%;
- **Own Capital/Equity:** Rp12,440.55 billion or 74.11%.

BPJS Ketenagakerjaan Capital Structure

Description	2023		2022*		2023-2022 Increase (Decrease)	2021*	
	Billion Rp	%	Billion Rp	%		Billion Rp	%
Liabilities	4,346.52	25.89	4,065.92	24.55	6.90	3,977.14	24.55
Equity	12,440.55	74.11	12,494.30	75.45	(0.43)	12,223.01	75.45
Assets	16,787.07	100.00	16,560.22	100.00	1.37	16,200.15	100.00

*Restatement of information due to changes in assumptions and policies. [2-4]

Capital Structure of Social Security Fund

Uraian	2023		2022		2023-2022 Increase (Decrease)	2021	
	Billion Rp	%	Billion Rp	%		%	Billion Rp
Employment Injury Security Program (JKK)							
Liabilities	3,440.21	5.65	2,793.95	5.24	23.13	2,510.03	5.38
Equity	57,484.41	94.35	50,571.15	94.76	13.67	44,165.95	94.62
Assets	60,924.62	100.00	53,365.09	100.00	14.17	46,675.98	100.00
Death Security Program (JKM)							
Liabilities	6,869.47	40.42	5,093.57	32.09	34.87	3,999.83	27.00
Equity	10,126.76	59.58	10,780.08	67.91	(6.06)	10,812.45	73.00
Assets	16,996.23	100.00	15,873.65	100.00	7.07	14,812.28	100.00
Old-Age Security Program (JHT)							
Liabilities	132.46	0.03	137.83	0.03	(3.90)	146.36	0.04
Equity	460,502.79	99.97	417,817.06	99.97	10.22	379,046.75	99.96
Assets	460,635.24	100.00	417,954.89	100.00	10.21	379,193.11	100.00
Pension Security Program (JP)							
Liabilities	14.14	0.01	5.11	0.00	176.71	50.01	0.05
Equity	161,748.35	99.99	130,979.61	100.00	23.49	103,394.52	99.95
Assets	161,762.48	100.00	130,984.72	100.00	23.50	103,444.53	100.00
Job Loss Security Program (JKP)							
Liabilities	278.87	2.07	177.69	1.68	56.94	-	-
Equity	13,181.96	97.93	10,413.27	98.32	26.59	7,958.15	100.00
Assets	13,460.83	100.00	10,590.95	100.00	27.10	7,958.15	100.00

Material Bonds for Investment and Capital Goods

During 2023, BPJS Ketenagakerjaan entered into material ties with a number of parties. The funds used came from state capital participation (PMN) with Rupiah (Rp/IDR) as the denomination currency. Material bond commitments for capital

expenditure in 2023 reached Rp607.72 billion with realization reaching Rp485.00 billion or 79.81%. The amount increased from 2022 of Rp155.86 billion with realization of Rp329.1 billion or 30.68%.

Budget and Realization of Capital Expenditure (Billion Rp)

Description	2023			2022	2021
	Budget	Realization	%	Realization	Realization
Buildings	84.00	55.90	66.55	81.23	64.22
Vehicles	22.72	22.69	99.86	18.75	51.30
Apps License and Development	183.17	103.24	53.36	33.82	54.27

Description	2023			2022	2021
	Budget	Realization	%	Realization	Realization
Office Supplies	46.20	42.49	91.97	6.98	5.04
Computer and Peripherals	171.52	168.03	97.96	145.77	65.66
Other Equipment	100.08	92.63	92.55	42.55	11.33
Land	0.00	0.00	0.00	0.00	0.00
Total	607.72	485.00	79.81	329.14	251.82

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

Total Economic Value Generated in 2023 consists of Total Operating Income of Rp4,781.94 billion, an increase of Rp261.94 billion or 5.80% from 2022 of Rp4,520.00 billion. Half of the economic value generated has been distributed to stakeholders

according to their respective needs, including the need to finance workers, social investment in the form of corporate social and environmental responsibility (CSER) financing, and payments to taxes or non-tax state revenue (PNBP).

Economic Values and Generated and Distributed (Rp Million)

No	Uraian	2023	2022*	2021
Economic Values Generated				
1	Operating Revenue	4,781,944	4,520,000	4,668,022
2	Investing Revenue	919,533	820,411	698,414
3	Subsidiary Revenue	134,408	181,161	48,375
4	Other Revenue	308,496	227,047	27,971
5	SKP Service Capacity Improvement Revenue	59,685	20,516	13,195
6	Total Economic Values Generated	6,204,066	5,769,135	5,455,977
Economic Values Distributed				
7	Operating and Overhead Cost	676,875	552,298	464,850
8	Salary Cost	3,097,137	3,298,139*	3,095,948
9	CSER Practices Cost	152	183	152
10	Tax Payments	128,559	108,699*	178,207
11	Total Economic Values Distributed	3,902,723	3,959,319*	3,739,157
Economic Values Retained				
12	Total Economic Values Retained	2,301,343	1,809,816*	1,716,820

* Restatement of information due to changes in assumptions and policies [2-4]

Notes:

• Payment of program benefits for members is presented separately.

• The tax calculation in this table is the tax expense only, while the BPJS Ketenagakerjaan Total Tax Payment table on page 70 includes expenses as well as balance sheet elements. Thus, there is a difference between the tax figures in the Economic Value Generated and Distributed Table and the BPJS Ketenagakerjaan Total Tax Payment table.

Cost of implementing CSER [F.25]

BPJS Ketenagakerjaan implements corporate social and environmental responsibility (CSER) through four Program Pillars, namely Bridge of Community, Bridge of Empowerment, Bridge of Care, and Bridge of Sustainability. The determination of the allocation of CSER program funds refers to the Minister of Finance Regulation (PMK) Number 242 of 2016, amounting to a maximum of 1% of the Agency's operating cost surplus in accordance with the Decree of the Supervisory Board of BPJS Ketenagakerjaan Number: KEP/11/DEWAS/082023 concerning the Determination of the Annual Budget Work Plan for Social and Environmental Responsibility of BPJS Ketenagakerjaan in 2023. The budget allocation for CSER in 2023 was Rp313,227,349 with realization reaching Rp151,500,000. A maximum of 20% of the budget is CSER Operational Expenses. Further disclosure of information regarding CSER is presented on the page 105 Social Performance section of this Report.

Taxes [207-1][207-2][207-3][207-4]

The distribution of economic value obtained by BPJS Ketenagakerjaan is also carried out through tax payments to the government. BPJS Ketenagakerjaan is committed to complying with

all regulations imposed by the Government. BPJS Ketenagakerjaan carries out a routine agenda to evaluate compliance with tax governance and control, which is part of the responsibility of the Deputy and Assistant Deputy. If in the evaluation results there are findings indicating violations, BPJS Ketenagakerjaan will consult with the Account Representative of the Tax Service Office (KPP). The assurance process for tax disclosure is carried out after the audit warrant within one year is issued. BPJS Ketenagakerjaan provides related data requests from the Tax Office until the issuance of a tax assessment letter (SKP).

The total tax paid by BPJS Ketenagakerjaan in 2023 reached Rp848.45 billion, an increase of Rp75.96 billion or 9.83% from 2022 of Rp772.49 billion. BPJS Ketenagakerjaan only operates in the Republic of Indonesia, so it does not pay taxes to other countries. BPJS Ketenagakerjaan also openly receives tax-related feedback through aspirations from workers/unions submitted through the Ministry of Manpower. Based on the feedback, BPJS Ketenagakerjaan conducts taxation studies, such as the Study of Tax Treatment of Old Age Security Claims: Towards Economic Efficiency and Equitable Income Distribution.

Total Tax Paid by BPJS Ketenagakerjaan (Rp Million)

Description	2023		2022	2021
	Total	%		
Tax Income (PPh 21) paid by Employees	63,303.63	7.46	91,962.60	85,829.70
PPh 21 on Permanent Employees paid by Company	621,461.89	73.26	344,661.84	315,866.22
Final PPh on Permanent Employees paid by Company	19,170.75	2.26	30,637.54	33,040.59
Final PPh 21 on Personal Income	590.31	0.07	1,899.47	1,030.34
PPh 23 on Technical Professional Services	7,796.46	0.92	9,474.22	5,032.21
PPh 23 on Competition Prizes	133.78	0.02	75.22	243.72
Final PPh on Land and Building Rent	16,634.51	1.96	13,516.18	115,676.38
Final PPh on Construction Services	3,598.05	0.42	2,117.93	2,119.78
PPh 23 on Other Rents	334.62	0.04	353.60	315.44
PPh 23 on Broker Fee Income	3.23	0.00	1,052.82	805.36
PPh 26 on Foreign Taxpayers Income	450.07	0.05	435.83	325.11
Value Added Tax (VAT/PPn) on Goods & Services	95.49	0.01	325.12	195.81

Description	2023		2022	2021
	Total	%		
VAT on Outputs of Building for Investment	196.92	0.02	9,002.63	11,748.74
VAT on Capital Building Rent	1,761.50	0.21	2,242.17	255.43
Land and Building Tax (PBB) Expense on Shop-houses	116.72	0.01	104.15	102.88
Land and Building Tax (PBB) on Office Buildings	5,691.67	0.67	4,968.16	4,778.19
Land and Building Tax (PBB) on Rental Flats	318.29	0.04	321.13	302.21
Land and Building Tax (PBB) Expense on Land & Building for Investment	1,225.28	0.14	1,249.66	7,305.53
Advance Tax & Underpayment of Previous Year	105,392.54	12.42	257,417.78	254,346.63
PPh Expense on Service Charge of Building of Investment	0.00	0.00	0.00	37.93
PPh Expense on Rent of Building for Investment	179.01	0.02	170.49	231.15
PPh Expense on Other Income for Investment	0.00	0.00	500.00	602.51
Total Tax Payment	848,454.72	100.00	772,488.54	840,190.86

Service Fees and Pension Funds [201-3]

Payments to workers are given in the form of employment fees, which is a form of distribution of Economic Value Gained by the Agency, to each individual who works at BPJS Ketenagakerjaan. We also include workers in employee pension plans, through defined benefit and defined contribution pension plans managed by the BPJS Ketenagakerjaan Employee Pension Fund. The defined benefit pension plan is paid by BPJS Ketenagakerjaan as much as 26.21% and paid by the

employee as much as 5% of the employee's salary. The defined contribution plan has a premium of 15.75% paid by BPJS Ketenagakerjaan and 5% paid by employees.

The total pension plan payment in 2023 was Rp158,570,244,262 and was distributed to 2,034 employees who had retired. The fund adequacy ratio (RKD) of the managed pension fund reached 89.36%, thus fulfilling obligations to all participants and entitled parties.

Disclosure of Sustainability-related Financial Information

Until the end of 2023, BPJS Ketenagakerjaan has not conducted a study on the impact of climate change on its activities, including financial risks and opportunities due to climate change. However, in line with the commitment to support the implementation of sustainable finance, BPJS Ketenagakerjaan is gradually trying to adjust

its governance, strategy, and risk management to then create a matrix and target in carrying out climate-related financial risk mitigation. Furthermore, the Agency will submit it in sustainable reporting that is adjusted to the global standards developed by the International Financial Reporting Sustainability/IFRS. [201-2]



02 SOCIAL MANAGEMENT PERFORMANCE

Protecting Workers, Empowering People



How We Manage Human, Intellectual, and Social Capital ^[3-3]

This section reveals how BPJS Ketenagakerjaan manages employees and leadership as human capital, technological innovation as intellectual capital, and labor as social capital. The business processes that take place prioritize equal opportunities for every Indonesian citizen (WNI) to work and build a career by prioritizing performance assessment and ignoring discriminatory factors based on Work Ethics and Anti-Corruption. BPJS Ketenagakerjaan continues to develop technological innovations to support operations and services including digital payments while ensuring the security of Agency and participant data. All ongoing activities are aimed at optimizing the protection of workers by involving agencies, vulnerable worker donations, and institutional cooperation.

Business processes in human capital during 2023 were supported by 5,537 employees with 137,552 hours of training and the achievement of a Good Governance Index of 96.67; while intellectual capital has been able to develop the JMO application to be used by more than 21.5 million registered users; while social capital has been able to acquire 30,755,593 new participants, bringing the total participants to 41,560,938 workers and 901,912 employers with more than 4 million new PERISAI members. The performance results are evaluated through the assessment of Work Unit Key Performance Indicators (KPI) for each function in BPJS Ketenagakerjaan and reported to the Board of Directors and Supervisory Board. The evaluation is expected to build trust, credibility, and transparency in the management of BPJS Ketenagakerjaan, thus supporting poverty risk reduction and the achievement of SDGs 1, 3, 4, 5, 8, 9, 10, and 17. Comprehensive disclosure of information in this section is presented in the following discussion and description.

Expanding Participation, Protects More Workers

The existence of participants is social capital for BPJS Ketenagakerjaan in the process of creating value to provide protection and other benefits to workers. Until the end of 2023, the number of BPJS Ketenagakerjaan participants was recorded at 61.08 million people consisting of 68.05% active

participants and 31.95% non-active participants, an increase of 10.29% from the January 2023 period. For 2024, BPJS Ketenagakerjaan targets the number of active participants to increase by 12.40 million to 53.86 million workers, so that more workers can get social security protection.

Membership Target and Realization (IR-4F)(F.17)

BPJS Ketenagakerjaan members consist of Wage Recipients, Non-Wage Recipients (BPU), and Construction Service Workers across Indonesia. We implement equal services and provide them through applications and branch offices that can be accessed by all members; and pay social security benefits to all members in accordance with the applicable laws and regulations. In accordance with the revision of the potential membership in the 2022-2026 Strategic Plan, the target universe/potential membership of BPJS Ketenagakerjaan in 2023 reached 99,029,946 people with the realization of 61,077,951 people or 61.68% of the universe/potential membership. BPJS Ketenagakerjaan participants in 2023 consist of:

1. Wage Recipient (PU) participants are 43,541,810 people or 95.85% of the total PU worker universe of 45,428,404 people based on projections by the Ministry of National Development Planning (Bappenas);
2. Non-wage Recipient (BPU) participants as many as 10,172,341 people or 22.50% of the total universe of BPU workers reaching 45,219,106 based on projections by the Ministry of Bappenas; and
3. Construction Services (JK) participants totalled 7,363,800 people or 87.85% of the total Construction Services universe of 8,382,436 based on projections by the Ministry of Bappenas.

Membership Segment/Potential in 2022-2026

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

Target of BPJS Ketenagakerjaan Active Membership in 2022-2026

Worker Segment	2022	2023*	2024	2025	2026
Wage Recipients					
Sub-Total	24,932,720	28,160,000	33,000,000	36,500,000	40,800,000
Other Segment					
Construction Services	7,000,000	8,110,000	7,650,000	8,000,000	8,500,000
Non-Wage Recipients	6,000,000	7,650,000	12,870,000	16,500,000	20,700,000
Sub-Total	13,000,000	15,760,000	20,520,000	24,500,000	29,200,000
Total	37,932,720	43,920,000	53,520,000	61,000,000	70,000,000

*Restatement due to change in 2023 target from 46,349,942 to 43,920,000. [2-4]

In 2023, BPJS Ketenagakerjaan realized Employer/
Business Entity membership of 901,912 or 106.11%
of the target of 850,000; while the realization of

active membership for workers in 2023 reached
41,560,938 or 94.63% of the target of 43,920,000.

Target and Realization of Membership of BPJS Ketenagakerjaan in 2023 Based on Segmentation

No.	Worker Segment	2023			2022	2021
		Target	Realization	% Achievement	Realization	Realization
1	Employer/Business Entity	850,000	901,912	106.11	735,295	725,356
Members						
	Wage Recipients Members	45,428,404	43,541,810	95.85	41,582,178	40,453,500
2	Non-Wage Recipients Members	45,219,106	10,172,341	22.50	6,777,009	4,189,212
	Construction Services Members	8,382,436	7,363,800	87.85	7,020,533	6,276,788
	Total Members	99,029,946	61,077,951	61.68	55,379,720	50,919,500
Active Members						
	Wage Recipients Members	28,160,000	25,004,383	88.79	22,839,463	20,832,255
3	Non-Wage Recipients Members	7,650,000	9,192,755	120.17	6,004,021	3,551,858
	Construction Services Members	8,110,000	7,363,800	90.80	7,020,533	6,276,788
	Total Active Members	43,920,000	41,560,938	94.63	35,864,017	30,660,901
Inactive Members						
	Wage Recipients Members	N/A	18,537,426	N/A	18,742,715	19,621,245
4	Non-Wage Recipients Members	N/A	979,586	N/A	772,988	637,354
	Total Inactive Members	N/A	19,517,012	N/A	19,515,703	20,258,599

During 2023, there was an increase in the
membership of the Employer/Business Entity
segment from 2022 with the realization reaching
279,753 or 111.90% of the target of 250,000, while

the participant segment increased from 2022 with
the realization reaching 19,894,563 or 107.54% of
the target of 18,500,000.

Target and Realization of BPJS Ketenagakerjaan Membership Addition in 2023

No.	Worker Segment	Target (RKAT)	Realization	%
1	Employer/Business Entity	250,000	279,753	111.90
Increase in Wage Recipients Workers				
	a. Employment Injury Security (JKK)	11,000,000	10,249,700	93.18
	b. Death Security (JKM)	11,000,000	10,249,700	93.18
2	c. Old-Age Security (JHT)	N/A	5,738,495	N/A
	d. Pension Security (JP)	N/A	4,484,130	N/A
	e. Job Loss Security (JKP)	N/A	5,721,554	N/A
	f. Construction Services	7,500,000	9,644,863	128.60
Total Increase in Wage Recipients Workers		18,500,000	19,894,563	107.54
Increase in Non-Wage Recipients Workers				
	a. Employment Injury Security (JKK)	11,929,942	10,861,030	91.04
3	b. Death Security (JKM)	11,929,942	10,861,030	91.04
	c. Old-Age Security (JHT)	N/A	588,941	N/A
Total Increase in Non-Wage Recipients Workers		11,929,942	10,861,030	91.04
4	Total Increases in Worker Segment (PU + BPU Workers)	30,429,942	30,755,593	101.07

We continue to strive to maintain the growth of BPJS Ketenagakerjaan membership. During 2023, there are several strategic steps taken, both for the PU worker segment and BPU workers.

Public Worker Segment**Non-ASN Government Employees**

As a follow-up to the implementation of Presidential Instruction (Inpres) No. 2 of 2021 on Optimizing the Implementation of the Employment Social Security Program, the Directorate General of Regional Financial Development of the Ministry of Home Affairs (Kemendagri) together with BPJS Ketenagakerjaan conducted a Monitoring and Evaluation of Jamsostek Budgeting for Non-State Civil Apparatus (ASN). In addition, together with the Directorate General of Village Administration of the Ministry of Home Affairs, BPJS Ketenagakerjaan launched the 'Technical Guidelines for Facilitating the Implementation of the Jamsostek Protection Program for Village Governments', so that village governments can realize BPJS Ketenagakerjaan program participation in accordance with Law

Number 6 of 2014 concerning Villages and Presidential Instruction No. 2 of 2021. Thus, non-ASN government employees consist of local government officials and village government officials.

By the end of 2023, the number of BPJS Ketenagakerjaan Local Government Apparatus will reach 3,613,922 people, while the number of Village Government Apparatus will reach 1,695,856 people, bringing the total number of Non-ASN Government Employees to 5,309,778 people.

In addition, there are several things that are of concern to the local government, including:

1. Ensure that all employees, including non-ASN employees, are active participants in the employment social security program to provide protection and welfare for all employees and their families;
2. Ensure that social security programs are included in the Regional Government Work Plan (RKPD) policy and become a reference for

the preparation of Regional Regulations (Perda) on the APBD every year. Particularly for local governments that already have a labor social security budget in the APBD-P (Amendment) for fiscal year 2023 and the coming year, they are required to register membership and adjust payment of labor social security contributions to BPJS Ketenagakerjaan; and

3. The Governor as the representative of the central government in the region facilitates the implementation of the employment social security program.

Foreign Workers

During 2023, BPJS Ketenagakerjaan also put in some efforts to increase membership from foreign workers (TKA) in Indonesia. The Ministry of Manpower's publication revealed that in 2023 there were approximately 168,000 foreign workers in Indonesia, an increase of 50.66% from 111,000 people in 2022. The realization of BPJS Ketenagakerjaan membership from foreign workers in 2023 reached 96,019 people or around 57.15% of the total number of foreign workers in Indonesia, an increase of 19.14% from 80,593 people in 2022.

Total Member of Foreign Workers of BPJS Ketenagakerjaan (People)

2023	2022	2021
96,019	80,593	66,558

Non-Wage Recipient Worker Segment

Non-wage Recipient (BPU) workers are those who work in the informal sector. The publication of the Central Statistics Agency (BPS) revealed that in February 2024, the number of Indonesians working in the informal sector reached more than 84 million people. Until the end of 2023, the number of BPU workers who have become BPJS Ketenagakerjaan members reached 10.17 million people or increased by 50.10% from 2022. It was still a low number compared to the total informal workers, thus it is a priority for the Agency to expand membership coverage.

Indonesian Migrant Workers

One of the BPU workers targeted for the expansion of BPJS Ketenagakerjaan membership is Indonesian migrant workers (PMI). The publication of the Indonesian Migrant Workers Protection Agency (BP2MI) states that the number of registered PMI in formal sector placements reached 4.8 million people, of which 274,965 people were placed in 2023. The realization of PMI who became active members in BPJS Ketenagakerjaan in 2023 reached 472,934 people, an increase of 41.95% from 333,163 people in 2022. The low membership of PMI is caused by various factors, including undocumented PMI and non-compliance with procedures.

Total Member of Indonesian Migrant Workers of BPJS Ketenagakerjaan

Year	Membership Expansion	Total Active Members
2023	319,952	472,934
2022	290,029	333,163
2021	43,116	235,657

BPJS Ketenagakerjaan has made various efforts to increase membership and protect more migrant workers, among others:

- Dissemination of the Minister of Manpower Regulation (Permenaker) Number 4 of 2023 concerning Social Security for Indonesian Migrant Workers. In accordance with these provisions, the registration and claim submission process is more simplified. In addition, PMIs participating in BPJS Ketenagakerjaan get seven new benefits without an increase in contributions, so that a total of 21 benefits are obtained. Disclosure of information regarding additional benefits for PMI is presented on page 103 of this Report;
- BPJS Ketenagakerjaan and the Ministry of Foreign Affairs (MoFA) signed a Memorandum of Understanding on November 11, 2023 at the Embassy of the Republic of Indonesia in Singapore, as a follow-up to Presidential Instruction No. 2 of 2021. Under the Presidential Instruction, the Ministry of Foreign Affairs provides support for facilities and infrastructure to optimize the employment social security program for migrant workers abroad; and
- At the commemoration of International Migrants Day on December 18, 2023, BPJS

Ketenagakerjaan launched a new feature, called Click to Call in the JMO application. Through this feature, PMI can access information and means of complaint by directly contacting the BPJS Ketenagakerjaan call center anytime and anywhere, free of charge. The feature can also be used to submit JKK and JKM claims through JMO.

Vulnerable Workers

BPJS Ketenagakerjaan also encourages an increase in membership for female workers, the majority of whom work in the informal sector, including domestic work, making them vulnerable to potential poverty. The Vulnerable Worker Protection Program continues in order to help protect vulnerable workers through donations for payment of employment social security contributions from donors' corporate social and environment responsibility (CSER) funds. During 2023, BPJS Ketenagakerjaan recorded 10,164 donor business entities with a donation value of Rp48,497 million, an increase compared to the number in 2022. The number of informal workers (BPU) who received donations of membership fees in 2023 reached 481,598 people, a decrease compared to 2022.

Realization of Vulnerable Worker Protection Program

Description	Unit	2023	2022	2021
Number of Donors	Entity	10,164	4,786	2
Total Donation for Membership Contribution	Million Rp	48,497	144,377	1,999
Number of Informal Workers Receiving Donation	People	481,598	2,333,314	39,681

Number of Outgoing Members

In 2023, BPJS Ketenagakerjaan recorded the number of workers ending their membership at 15,771,099 people, with 50.71% of them in the Wage Recipient segment. The reasons for

ending membership include expiration of the employment contract, resignation, retirement, leaving Indonesia, permanent total disability, death, inability to pay contributions, or termination of employment (PHK).

Number of Deactivated Membership of BPJS Ketenagakerjaan in 2023

Membership Segment	2023		2022		2021	
	Total	%	Total	%	Total	%
Wage Recipients Workers	7,998,099	50.71	7,594,775	39.99	6,751,437	35.45
Non-Wage Recipients Workers	7,773,000	49.29	5,161,151	27.17	3,128,014	16.43
Construction Services Workers	N/A	N/A	6,236,473	32.84	9,163,423	48.12
Total	15,771,099	100.00	18,992,399	100.00	19,042,874	100.00

BPJS Ketenagakerjaan's Support for Sustainable Development Goals (SDGs)

Goals	2030 Indicators and Targets Based on Bappenas SDGs Metadata	Year 2023 Realization and Achievement and Year 2024 Target	Target Achievement Strategy
 <p>Indicator 17.18.1.(a) Percentage of data users who use BPS data as the basis for national development planning, monitoring and evaluation.</p> <p>2030 Target Increase capacity-building support for developing countries, including least developed countries and small island developing states to significantly increase the availability of high-quality, timely and reliable data, disaggregated by income, gender, age, race, ethnicity, migration status, disability, geographic location and other characteristics relevant to the national context.</p>	<p>2023 Realization: BPJS Ketenagakerjaan uses data related to employment from the Central Statistics Agency (BPS) as a data source in planning (targets), monitoring and evaluating membership acquisition and other matters in the implementation of employment social security.</p> <p>2024 improvement target: Continue cooperation with BPS both at the central and regional levels in the provision of high-quality, timely, and reliable employment data and the implementation of employment social security.</p>	<ul style="list-style-type: none"> Coordinate and collaborate on data needs. Cooperation on BPJS Ketenagakerjaan membership and labor social security protection for BPS census officers in carrying out census and data collection tasks. 	



Marketing and Labeling Aspects [IR-1E]

The expansion of membership coverage is supported by a marketing strategy carried out through dissemination and education activities on employment social security to employers/business entities, workers, communities and other stakeholders. The implementation of dissemination and education is guided by the

Social Security Agency Law, Law No. 8 of 1999 on Consumer Protection, Law No. 25 of 2009 on Public Services, and Law No. 19 of 2016 on Electronic Information and Transactions. To support dissemination and education activities, BPJS Ketenagakerjaan provides access to stakeholders to interact regarding employment social security:



- Website <https://www.bpjsketenagakerjaan.go.id/en>;
- Contact Center 175 Tanya BPJAMSOSTEK;
- Social Media and Auto Answer (Chatbot) Based Services;
- JMO Application;
- Applications managed by government agencies such as: <https://www.lapor.go.id/> and JKP Hello Service: <https://halo.jkp.go.id>.

Overall, BPJS Ketenagakerjaan received 6,194,925 interactions from members and the public, both in the form of inquiries, submission of complaints, and other interactions through various official channels. In addition, the Agency has also handled and resolved 1,733,330 complaints, of which 7.07% or 122,480 complaints were program-related. The Agency has followed up and resolved each interaction matter submitted, and the response was sent back to the members.

All (100%) BPJS Ketenagakerjaan products and services have complied with applicable regulations,

so that during 2023, BPJS Ketenagakerjaan never received any sanctions from the authorities for alleged violations related to the management of all its programs. We have never been sanctioned by the authorities for alleged violations of regulations related to dissemination, education, and information delivery activities regarding employment social security programs, product and service labeling, as well as other marketing communication activities that may interfere with the rights of indigenous peoples in BPJS Ketenagakerjaan's operational areas. [F.24][411-1][417-1][417-2][417-3]

BPJS Ketenagakerjaan Interaction Handling Recapitulation

2023	2022	2021
6,194,925	4,100,425	3,506,477

Number and Percentage of Member Complaints

Description	Total	%
Program	122,480	7.07
General	1,610,850	92.93
Total	1,733,330	100.00



Number and Percentage of Member Complaints through the Grievance Channel by Program

Total Complaints	JKK		JKM		JHT		JP		JKP	
	Total	%	Total	%	Total	%	Total	%	Total	%
122,480	1,333	1.09	2,430	1.98	75,070	61.29	2,033	1.66	41,614	33.98

Work Hard Worry Free (*Kampanye Kerja Keras Bebas Cemas*) Campaign

Results of BPJS Ketenagakerjaan research revealed that workers in the informal sector work hard for their families and lives, so they need protection that can free them from anxiety. In addition to the lack of understanding of the importance of social security protection, the majority of people think that BPJS Ketenagakerjaan is only intended for formal workers such as office workers. BPJS Ketenagakerjaan overcame this issue and focused on the BPU worker segment, by conducting dissemination and education in the form of the 'Kerja Keras Bebas Cemas' (KKBC) or Work Hard Worry Free campaign launched in October 2022. The campaign, using the hashtag #KerjaKerasBebasCemas in digital media, has sustainable work programs that align with the BPJS Ketenagakerjaan roadmap for 2021-2026 that has been established.

In mid-2023, the KKBC campaign had a more specific focus in line with the target of membership expansion, namely the village ecosystem. In accordance with this focus, BPJS Ketenagakerjaan strengthened dissemination, education, and communication for BPU workers in villages through various above the line and below the line channels, hereinafter referred to as the 'KKBC Masuk Desa'

campaign. The results of an independent survey showed that this KKBC campaign contributed to the increase in BPJS Ketenagakerjaan brand equity in 2023 to 88.6 from 87.2 in 2022.

Partnership and Agency Cooperation

Expansion of membership coverage is also carried out through cooperation with various parties. During 2023, there were several collaborations between BPJS Ketenagakerjaan and a number of parties, including:

- BPJS Ketenagakerjaan together with Bank Rakyat Indonesia (BRI) and Bank Tabungan Negara (BTN) signed the Management of the Employment Social Security Program for KUR Recipients and Custodial Services cooperation, as a follow-up to the implementation of the Coordinating Minister for Economic Affairs Regulation Number 1 of 2023 which states that MSME actors, especially KUR recipients, can be included in the employment social security program. In this cooperation, BRI acts as the Custodian Bank entrusted with managing, administering, and recording BPJS Ketenagakerjaan's investment asset portfolio, both debt and money market instruments (deposits) for all BPJS Ketenagakerjaan social security programs.

- BPJS Ketenagakerjaan has established partnership with PT SRC Indonesia Sembilan (SRC), to provide social security protection for the owners and employees of SRC Stores across Indonesia. The cooperation includes registration up to payment of BPJS Ketenagakerjaan contributions, which can be done through SRC Stores or through the 'Profit Corner' feature in the AYO Toko by SRC application as part of the AYO by SRC digital ecosystem. Until the end of 2023, there were an additional 25,432 BPJS Ketenagakerjaan members registered through this partnership.

In addition, collaborations that have been running in 2023 include:

- Service Point Office (SPO) operations are active through cooperation with 3 national banks, namely Bank BJB, Bank Negara Indonesia (BNI), and Bank Tabungan Negara (BTN);
- It has owned 220 PMI Service Units in the country and abroad;
- Operation of PERISAI Offices and PERISAI Agents. Disclosure of information regarding PERISAI is available on page 107 of this Report;
- Dissemination on BPJS Ketenagakerjaan's cooperation with Regional Public Company (Perumda) Pasar Tohaga regarding agency system to acquire members. Through this dissemination, a total of 1,950 new members were acquired.

Paritrana Awards and Local Government Support

In 2023, BPJS Ketenagakerjaan continued to hold Paritrana Awards at the Provincial and National levels for appreciation to local governments and businesses that have fully supported the employment social security program. The 2023 Paritrana Award was attended by 38 provinces, 514 Regencies/Cities, more than 80,000 business entities, 600,000 small and micro enterprises, and 74,000 villages.

At the provincial level, all candidates were selected and the winners were determined by the Provincial Level Committee which resulted in 36 provincial candidates, 37 regencies/cities, 165 business

entities representing 5 business sectors, 38 small and micro businesses, and 38 villages/sub-districts. The nominees who passed the national level have undergone the interview stage, where the panel of judges/assessment team comprising elements of the Government, experts in public policy, economy, legal, and social security, as well as employer representatives, and labor union representatives. After the interview process and recapitulation of the assessment, the next session is the awarding by the Government to the awardees which will be presented by the President/Vice President.

Implementation of Sharia Employment Social Security

In line with the Government's policy to develop sharia economy and finance based on the Master Plan for Sharia Economy and Finance (MEKSI) 2019-2024, BPJS Ketenagakerjaan has the mandate to expand sharia-based employment social security products. Thus, in the future, BPJS Ketenagakerjaan is expected to be able to play a role in increasing the business scale of the Islamic financial industry. BPJS Ketenagakerjaan began to realize the mandate by applying sharia principles in the implementation of employment social security in Nanggroe Aceh Darussalam Province (NAD) in 2021, under the Regulation of the Employment Social Security Agency Number 2 of 2021 concerning Sharia Services for the Employment Social Security Program in Aceh Province.

In 2023, BPJS Ketenagakerjaan carried on the preparation to provide the sharia services for all members on the next scale of implementation by adopting and adjusting a different scheme with an optional application outside Aceh Province. Preparations made by BPJS Ketenagakerjaan include:

- Initiate the preparation of options for adjusting some laws and regulations.
- Active discussion with stakeholders on the potential availability of instruments if further stage is undertaken.
- Setting up data presentation infrastructure and IT.

Complete Protection and Other Additional Benefits for Members

Until the end of 2023, BPJS Ketenagakerjaan organizes five employment social security programs, consisting of JKK, JHT, JKM, JP, and JKP in accordance with Law No.40 of 2004 on the National Social Security System and Government Regulation (PP) Number 37 of 2021 on the Implementation of the Job Loss Security Program. All employment social security programs have been legally guaranteed, and are aimed at providing security for the fulfillment of the basic

needs of a decent life for each member and their family. During the reporting period, there were no employment social security programs that were discontinued due to negative impacts on members and caused them harm or alleged non-compliance with regulations. The existence of employment social security programs also has other positive impacts, including creating jobs and career development for members and employees.

[B.3][416-1][416-2]

Employment Injury Security (JKK)

Aims to guarantee participants health care benefits and cash compensation if a worker suffers a work accident or occupational disease.

Form of Benefit	Implementation
Health services	Provided to participants according to medical needs: <ul style="list-style-type: none"> • At health facilities that cooperate with BPJS Ketenagakerjaan. • Homecare for participants who are unable to continue treatment at the hospital.
Wage benefits	Provided while not working, with the following provisions: first six months 100%, second six months 100%, and so on 50% until recovery.
Education scholarship	Given to two children for each participant who dies or is totally disabled due to a work accident with the condition that the participant has reached 36 months of contributions.
Ortheses and/or prostheses	Provided to participants if they are unable to work without orthese, prothese, and/or other health aids as evidenced by a doctor's certificate.
Compensation for death due to work accident	Provided to participants who die due to work accidents or PAK at 60% x 80 x monthly wages.



Death Security (JKM)

Aims to guarantee participants health care benefits and cash compensation if a worker suffers a work accident or occupational disease.

Form of Benefit	Implementation
Wage benefits	Given to the heirs of participants who die not due to work accidents, in the form of: <ul style="list-style-type: none"> • A lump sum compensation of Rp20 million; • Periodic compensation paid at once amounting to Rp12 million; • Assistance with funeral expenses of Rp10 million.
Education scholarship	Education scholarships from Participants who have had a minimum contribution period of three years and died not due to work accidents. <ul style="list-style-type: none"> • Kindergarten to elementary school education in the amount of Rp1.5 million per person per year, with a maximum of eight years of education; • Junior high school education / equivalent amounted to Rp2 million per person per year, by completing a maximum of three years of education; • High school education/equivalent of Rp3 million per person per year, with a maximum of three years of education; • Higher education with a maximum of S1 or training of Rp12 million per person per year, by completing a maximum of five years of education; • The scholarship ends when the participant's child reaches the age of 23 (twenty-three) or marries or works.

Old-Age Security (JHT)

Aims to support participants financially when facing three conditions: retirement, permanent total disability, or death.

Form of Benefit	Implementation
Cash	The lump sum payment is equal to the accumulation of all contributions that have been paid plus the development results. Payment is made at once if the participant reaches the age of 56, resigns, is affected by layoffs, leaves the territory of Indonesia, dies, or is permanently totally disabled.

Pension Security (JP)

Aims to ensure a decent standard of living when participants retire or become permanently and totally disabled.

Form of Benefit	Implementation
Cash	Form of benefit: cash paid monthly and/or in a lump sum. Provided to participants/heirs by providing income when participants lose or reduce their income due to retirement age, permanent total disability, or death.

Job Loss Security (JKP)

Aims to ensure a decent standard of living in the event of job loss. Workers can meet the basic needs of a decent life when there is a risk due to termination of employment while trying to get a job again.

Form of Benefit	Implementation
Cash	Provided monthly by BPJS Ketenagakerjaan, for a maximum of 6 months with a benefit amount of 45% of a month's wage for the first 3 months, and 25% of a month's wage for the next 3 months. The basis of wage payment used is the last wage reported to BPJS Ketenagakerjaan with a maximum wage limit of Rp5 million.
Work information access	Provided in the form of job market information services and/or job guidance in the form of self-assessment and career counseling.
Job training	Job competency-based job training is carried out through Job Training Institutions owned by the government, private sector, or companies (can be held online and/or offline).

Realization of Benefit Payments

During 2023, BPJS Ketenagakerjaan paid benefits of Rp53,513.11 billion for 4,575,307 claims, an increase

of Rp4,474,733 billion or 9.12% from Rp49,038.38 billion in 2022. For 2024, the amount of benefits paid is projected to increase to Rp63.46 trillion.

Benefit Payment of Employment Social Security Program

Program	2023		2022		2021	
	Billion Rp	%	Billion Rp	%	Billion Rp	%
JKK	3,041.60	5.68	2,391.24	4.88	1,790.01	4.18
JKM	3,210.44	6.00	2,704.95	5.52	3,164.04	7.40
JHT	45,634.64	85.28	43,248.26	88.19	37,088.36	86.70
JP	1,259.23	2.35	649.42	1.32	735.95	1.72
JKP	367.20	0.69	44.52	0.09	-	-
Total	53,513.11	100.00	49,038.38	100.00	42,778.36	100.00

Number of Claims for Benefit Payment of Social Security Program

Program	2023		2022		2021	
	Total	%	Total	%	Total	%
JKK	370,747	8.10	297,725	7.56	234,370	7.71
JKM	152,246	3.33	103,349	2.62	104,769	3.45
JHT	3,619,708	79.11	3,395,961	86.24	2,556,757	84.14
JP	195,056	4.26	130,870	3.32	142,788	4.70
JKP	237,550	5.19	9,794	0.25	-	-
Total	4,575,307	100.00	3,937,699	100.00	3,038,684	100.00

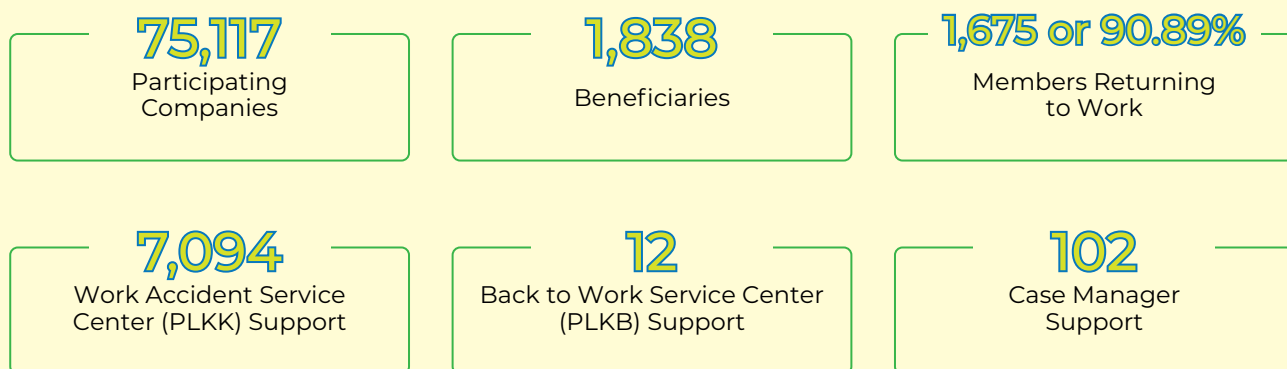
Claim Ratio of Employment Social Security Based on Program

Program	2023			2022	2021
	Collected Contribution (Billion Rp)	Paid Benefit (Billion Rp)	Claim Ratio (%)	Claim Ratio (%)	Claim Ratio (%)
JKK	7,257.95	3,041.60	41.91	37.49	34.07
JKM	3,556.45	3,210.44	90.27	88.74	128.15
JHT	60,988.98	45,634.64	74.82	77.61	72.17
JP	22,620.37	1,259.23	5.57	3.14	3.86
JKP	2,720.24	367.20	13.50	1.82	-

Return To Work Program

The Return To Work (RTW) program is an additional benefit of the JKK program to help workers who experience work accidents and/or occupational diseases, so that they are ready to return to work. The preparation program includes assistance to members from undergoing treatment in the hospital until they can return to work. In its implementation, BPJS Ketenagakerjaan

cooperates with the Work Accident Service Centre (PLKK) as well as a number of member companies that are committed to continuing to employ their employees who experience disability due to work accidents. Since its introduction in 2015, the number of RTW beneficiaries has continued to grow. During 2023, there were 1,838 RTW beneficiaries, and 1,675 of them or 90.89% have returned to work.



Benefits of Additional Services

New Additional Benefits for PMI

Based on Minister of Manpower Regulation Number 4 of 2023 concerning Social Security for Indonesian Migrant Workers, BPJS Ketenagakerjaan provides seven new benefits for migrant workers participating in employment social security:

1. Reimbursement of medical treatment due to work accidents in the placement country is at a maximum of Rp50 million;
2. Homecare for one year with a maximum cost of Rp20 million;
3. Hearing aid reimbursement is at a maximum of Rp2.5 million;
4. Glasses reimbursement is at a maximum of Rp1 million;

5. Unilateral termination of employment (PHK) assistance of Rp1.5 million;
6. Assistance for PMI who are not placed according to the work agreement is Rp25 million and reimbursement of transportation costs is at a maximum of Rp15 million;
7. Monetary assistance for PMI who was raped in the amount of Rp50 million.

In addition, there are also nine benefits that have increased in value, namely death benefits, periodic benefits due to permanent total disability, benefits due to failure to depart, benefits due to failure to be placed, repatriation costs for PMI with problems, repatriation costs for PMI who have suffered work accidents, reimbursement for dentures, and scholarships for PMI children.

Workers' Housing Financing [203-2]

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

Requirements, and Types of Additional Service Benefits in the Old Age Security Program. Through the implementation of this MLT, BPJS Ketenagakerjaan aims to provide indirect benefits in the form of employment for the local community because of its labor-intensive works. In 2023, BPJS Ketenagakerjaan provided MLT with a total of Rp197,329 million.

Realization of MLT Housing Financing for Workers Based on Beneficiaries

Type	2023		2022	2021
	Total	%	Total	Total
Home Loan	392	69.14	890	153
House Renovation Loan	163	28.75	230	45
House Down Payment Loan	8	1.41	25	1
Asset-Backed Securities	4	0.71	1	0
Total	567	100.00	1,146	199

Payment of Education Scholarship to Beneficiaries

Since April 1, 2021, BPJS Ketenagakerjaan has realized the Minister of Manpower Regulation Number 5 of 2021 on technical guidelines for the implementation of the expansion of JKK, JKM, and JHT benefits, including the payment of educational

scholarships for the children of members as their beneficiaries. During 2023, BPJS Ketenagakerjaan has paid a total value of Rp25 billion from the JKK Program for 7,877 scholarship recipients; and Rp321 billion from the JKM Program for 83,173 scholarship recipients.

Realization of Education Scholarship Payment to the Beneficiaries of JKK Program

Description	2023	2022	2021
Number of Beneficiaries*	7,877	3,567	3,354
Total Value (Rp)	25,178,000,000	8,688,000,000	13,078,200,000

*Restatement of information due to changes in the category of data presentation. [2-4]

Realization of Education Scholarship Payment to the Beneficiaries of JKM Program

Description	2023	2022	2021
Number of Beneficiaries*	83,173	38,557	46,726
Total Value (Rp)	321,087,000,000	104,656,000,000	204,093,500,000


*Restatement of information due to changes in the category of data presentation. [2-4]

Support for Sustainability and Sustainable Development Goals (SDGs)

We continue to encourage more workers in Indonesia to become BPJS Ketenagakerjaan members to get social security protection, in line with Presidential Instruction Number 4 of 2022

concerning the Acceleration of the Elimination of Extreme Poverty. We encourage and cooperate with the central and local governments, as well as other policy makers to assist the membership contributions of poor vulnerable workers, thus jointly supporting the achievement of the SDGs.

Goals	2030 Indicators and Targets Based on Bappenas SDGs Metadata	Year 2023 Realization and Achievement and Year 2024	Target Achievement Strategy
	<p>Indicator 1.3.1.(b) Proportion of members in the Social Security Program for Employment.</p> <p>2030 Target: Implement the right social protection systems and measures for all, including the poorest and by 2030 achieve substantial coverage of the poor and underprivileged.</p>	<p>2023 Realization:</p> <ol style="list-style-type: none"> The number of BPJS Ketenagakerjaan membership in 2023 for the worker segment increased by 5,698,231 people to a total of 61,077,951, consisting of 10,172,341 non-wage earner workers (BPU) 43,541,810 wage earner workers and 7,363,800 Construction Services workers. The total BPJS Ketenagakerjaan membership in 2023 covers 61.68% of the total workers in Indonesia based on data in the BPJS Ketenagakerjaan Universe. The number of BPJS Ketenagakerjaan memberships in 2023 for the Employer segment increased by 166,617 to a total of 901,912. 	<p>Regulations and Compliance Strategies</p> <ul style="list-style-type: none"> Socialization and implementation of Presidential Instruction No. 2 of 2021 concerning Optimizing the Implementation of the Employment Social Security Program BPJS Ketenagakerjaan membership. Collaborate with the Regional Government in the issuance of labor manpower social security regulations. Socialization and collaboration with local governments, agencies, and associations regarding the implementation of community-based compliance. Collaboration with the Attorney General's Office and the Ministry of Manpower to improve employer compliance in the employment social security program. Improve communication with relevant authorities/agencies in terms of strengthening the imposition of sanctions for not receiving certain public services (TMP2T). <p>Paritrana Award and Relationship Strengthening</p> <ul style="list-style-type: none"> Dissemination of the "Paritrana Award" by streamlining the role of the Regional Committee. Strengthening CRM with Ministries/ Institutions/Local Governments, employer/ employee associations, Trade/Labor Unions, and other associations/communities. Improve liaison with PK/BU to maximize the recovery of JP contributions postponed during the relaxation period.
	<p>Indicator 10.4.1.(b) Proportion of participants in the Social Security Program for Employment.</p> <p>2030 Target: Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.</p>	<p>2024 improvement target:</p> <ol style="list-style-type: none"> Acquisition or addition of 30 million new participants. Acquisition and increase of new BPJS Ketenagakerjaan membership in the worker segment by 33.2%. Acquisition and increase of new BPJS Ketenagakerjaan membership in the employer segment by 22.85%. 	<p>Strengthening Active Membership Retention</p> <ul style="list-style-type: none"> Increase acquisition and maintain sustainability of non-public servant (ASN) membership. Collaborate with public service providers and digital economy/e-commerce for member acquisition. Optimizing acquisition through PERISAI, OSS/PTSP, SPO/aggregators, and Indonesian Migrant Workers. Collaboration with public market and modern market management. Increase in the number of vulnerable workers. Increase co-marketing cooperation as an additional benefit for members.

Goals	2030 Indicators and Targets Based on Bappenas SDGs Metadata	Year 2023 Realization and Achievement and Year 2024	Target Achievement Strategy
	<p>Indicator 4.6.1.(a) Percentage of population aged ≥15 years.</p> <p>2030 Target: Ensure that all adolescents and a certain proportion of adults, both male and female, have literacy and numeracy skills.</p>	<p>2023 Realization:</p> <ol style="list-style-type: none"> Scholarship beneficiaries of the JKK Program: 7,877 children. Scholarship beneficiaries of the JKM Program: 83,137 children. The realization of scholarship payments for the JKK Program amounted to Rp25,000,000,000 and the JKM Program amounted to Rp321,000,000,000. Sponsorship assistance for the Indonesian Doctors Association (IDI) Profile and Directory Book 2023 Edition with a value of Rp10,000,000. Published by PT Media Matari Tio. <p>2024 improvement target:</p> <ul style="list-style-type: none"> Committed to always sponsoring books throughout Indonesia. Accelerate the process of JKK and JKM Program claims and scholarship payments to participants and beneficiaries. 	<ul style="list-style-type: none"> Improve digital-based services through the JMO application, making it easily accessible to members and beneficiaries Cooperate with competent parties for sponsorship of book publishing in accordance with predetermined materials. Expanding the book circulation and distribution.



Sustainable Innovation for Complete Protection [F.26]

BPJS Ketenagakerjaan continues to make sustainable innovations as intellectual capital in the process of value creation and enhance the

experience of workers who become members to get complete protection and benefits of employment social security.

Digital Transformation and Information Technology [IR-4F]

In supporting the realization of digital transformation, BPJS Ketenagakerjaan has an Information Technology Roadmap 2020-2024. According to the roadmap, the target in 2024 is Digital Service Excellence, which is realized, among others, by continuing to develop the JMO application as a super application to become a single access to the digital ecosystem. Thus, JMO not only supports operations and social security services for BPJS Ketenagakerjaan members, but also becomes an inclusive and efficient digital economic and financial ecosystem.

In accordance with the Roadmap, 2023 is the stage to make BPJS Ketenagakerjaan a leader in digital innovation. We have digitized our services, including the electronic "know your customer" (e-KYC) technology innovation in the JMO application, to increase the speed of the claim submission process which originally took five days to only one working day. This innovation aims to quadruple service capacity from 2.5 million claims going forward. In addition, participants can enjoy information services, membership services, reporting and complaints media, and value-added services (VAS).

IT Roadmap of BPJS Ketenagakerjaan

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

The 2023 IT development roadmap shows a digital upgrade this year. Therefore, BPJS Ketenagakerjaan is implementing strategic programs to achieve its goals, including:

- Optimizing the security of member data through the implementation of a security operation center that operates 24/7, implementation of cyber threat intelligence, implementation of database security, formation of the Cyber Incident Response Team (TTIS), improvement of the security attack detection monitoring system, optimization of application vulnerability assessment, and IT infrastructure.
- Updating database infrastructure, implementing high availability IT infrastructure, automating monitoring of IT infrastructure

disruptions, and periodically load testing digital services.

- Realizing integrated digital services with Ministries and Agencies through the implementation of an interface system (API gateway) and the provision of closed communication infrastructure (host-to-host).
- The JKP information system has enabled host-to-host integration between BPJS Ketenagakerjaan and the Ministry of Manpower regarding JKP service cooperation.
- Implementing the Archive Digitization Information System (SIDIA) for digital document management by applying certified digital signature technology.

Innovation and Application Development

In addition to the development of the JMO application, BPJS Ketenagakerjaan also developed various other applications, both core operation system and core support system applications. Throughout 2023, there have been 4 new applications that support BPJS Ketenagakerjaan's business activities, consisting of 3 applications

for internal use and 1 application/IT product for external use. In 2023, a total of 71 applications have been released by BPJS Ketenagakerjaan with 35 applications used by external parties of BPJS Ketenagakerjaan and 36 applications used internally.

IT Products and Apps of BPJS Ketenagakerjaan Launched in 2023

External Application	Internal Application
<ul style="list-style-type: none"> • LAPAK ASIK • BPJS PORTAL • BSU • BPJSTK CHECKING • COMARKETING • DASHBOARD BUMN • EFORM • EJAKON • EKLAIM PMI • E-PAYMENT SYSTEM • EPROCUREMENT • FAQ EKSTERNAL • JMO • KARTU DIGITAL • KIOSK • LAYANAN24JAM • OSS • PD PASAR JAYA • PENGELOLAAN INVESTASI PROPERTI (PIP) • PERISAI • PLKK • POM PU • POM BPU • POM PMI • POM GOJEK • POM GRAB • REKRUTMEN • SINGLE SIGN ON • SIPP ONLINE • SPO • SURVEY PELANGGAN • TRACKING KLAIM • UNIT LAYANAN PMI • WEBSITE • WHISTLEBLOWING SYSTEM 	<ul style="list-style-type: none"> • ABSENSI • BCMS • CMS WEBSITE • CONTACT CENTER • DAMON • DASHBOARD INVESTASI • DASHAKU • E-LEARNING • ELSP • E-MEETING • E-PERPUS • EPPT (E-PAJAK) • E-SCHEDULING • E-SURVEY • ETO (E-TRAVEL ORDER) • EXSIST • FAQ INTERNAL • HCIS • LAPAK ASIK ONSITE • LCMS • M-POWER PLAN • PORTAL LEARNING (INSTITUT) • RUSUNAWA • SCRAPPING ADMIN WEBSITE • SIDIA • SIHANDAL • SIMFONI • SIMRK • SIPATUH • SIDIKLAT • SISTEM ANTRIAN (SISLA) • SMILE • SMILE INVESTMENT • WEBPRIMA • E-PPID • ESM (Enterprise Service Management)
Total Apps by the End of 2023	
35	36

Product Safety Evaluation [F.27][F.29]

Throughout 2023, BPJS Ketenagakerjaan has also conducted security evaluations on 54 applications used by the public and 12 applications used by BPJS Ketenagakerjaan internally. BPJS Ketenagakerjaan also collaborated with parties who have expertise in improving data security, including: [416-1]

- The National Cyber and Crypto Agency (BSSN) of the Republic of Indonesia related to the assessment and improvement of information security and implementation of the honeypot

system in the BPJS Ketenagakerjaan environment.

- The Electronic Certification Center (BSrE) of BSSN of the Republic of Indonesia regarding the implementation of electronic signatures in digital transformation efforts within BPJS Ketenagakerjaan.
- ISO 27001:2013 certification related to information security awareness training and assessment of BPJS Ketenagakerjaan information security management.

Security of Membership Data

3 Pillars of Member Data Protection

Governance & Awareness	Protection	Operations
<p>1. Security Awareness</p> <p>a. Internal Awareness</p> <ul style="list-style-type: none"> • Security Test • About Digital Literacy • Data Governance Awareness <p>b. External Awareness</p> <ul style="list-style-type: none"> • Use of BPJS Ketenagakerjaan Official Channel • Anti-Fraud Awareness • Campaign on Maintaining JMO Account Safety 	<p>1. Defense Mechanism</p> <p>Implementation of multi-layered tools (application, network, endpoint, server level) for member data protection, including: DLP Tools, Removable Media Blocking, SFTP, HTTPS, Firewall, Virtual Private Network (VPN), Multi-factor Authentication, and Disk Encryption.</p>	<p>1. Security Operation Centre (SOC) 24/7</p> <ul style="list-style-type: none"> • Monitor and detect cyber threats that cause data leakage. • Cyber Incident Response Team for post-incident mitigation and recovery.
<p>2. Data Security Policy</p> <ul style="list-style-type: none"> • Data Loss Prevention (DLP) • User Acces Matrix • Data Sharing Policy • Data Encryption Policy 	<p>2. Penetration Testing</p> <p>Regular and adhoc testing (before deployment) to identify vulnerabilities and prevent data leakage.</p>	<p>2. Threat Intelligence</p> <p>Collection of Tactics, Techniques, and Procedures (TTP) information to anticipate and mitigate a data breach.</p>
<p>3. Organizational Structure and Personnel</p> <ul style="list-style-type: none"> • Dedicated Team in handling Data Security Operation • Personnel capability development in the form of training & certification 	<p>3. User Access Management</p> <p>a. Periodic review of user access and need to know the principle (authentication & authorization).</p> <p>b. Supporting Tools:</p> <ul style="list-style-type: none"> • Identity Access Management (IAM) • Privilege Access Management (PAM) 	<p>3. Vendor Security Assessment</p> <p>Conduct assessments and audits of third parties to ensure the confidentiality of member data is managed properly and securely.</p> <p>4. Data Center</p> <p>Located at 2 different locations in Indonesia to minimize the impact of force majeure.</p>

Enabler

Supervisory Committee	Regulation	International Standards	International Best Practice
<p>Member Data Protection is monitored periodically by the IT Steering Committee.</p>	 <ul style="list-style-type: none"> - Law Number 27 Year 2022 on Personal Data Protection - Law Number 11 of 2008 concerning Electronic Information and Transactions <hr/>  <ul style="list-style-type: none"> - POJK No. 6/POJK.07/2022 - SEOJK 14/SEOJK.07/2014 	 <p>ISO 27001:2022 ISO 9001:2015 ISO 20000-1:2018</p>	

Digital transformation and information technology are supported by BPJS Ketenagakerjaan's commitment to maintain customer data security. In line with the development of the JMO application and its use by members, BPJS Ketenagakerjaan implements the provisions of the Customer Privacy Policy to protect all information provided by users when registering, accessing, and using all JMO services. The Customer Privacy Policy can be accessed through the website <https://www.bpjsketenagakerjaan.go.id/jmo/kebijakan-privasi.html>.

Customer data security is one of BPJS Ketenagakerjaan's focuses in managing information technology security systems, including preventing data leakage. We take a strategic move by collaborating with parties who have competence in data security, such as the National Cyber and Crypto Agency (BSSN). We also conducted ISO 20000-1:2018 IT Service Management System certification and ISO 27001:2013 Information Security Management System certification. By the end of 2023, BPJS Ketenagakerjaan has had four service groups certified by ISO 20000-1:2018 and ISO 27001:2013, namely core system services, mobile services for employment social security (JMO), integrated electronic channel services, and Agency operational support services.

In 2023, we held information security awareness building for all employees. In addition, BPJS Ketenagakerjaan also carried out personnel competence development in the IT area with training and certification of ISO 27001: 2022 of lead implementers for 11 IT personnel and GIAC Penetration (GPEN) Tester for 1 IT personnel to increase their competencies in the implementation of information security standards, especially at the information system level.

Periodically, BPJS Ketenagakerjaan also conducts audits to determine the IT Maturity Level. Based on the audit conducted in 2023, the IT Maturity Level value reached 3.94, an increase from 2022 of 3.86, and exceeded the target set by the National Social Security Council (DJSN) of 3.6.

We have also followed up on the suspected leakage of membership data due to Bjorka's claim to have hacked the data. The results of the investigation jointly conducted with the National Cyber and Crypto Agency (BSSN), confirmed that the data leak claim was not from BPJS Ketenagakerjaan channel. All membership data in the BPJS Ketenagakerjaan channel is stored and maintained properly, without ever experiencing leaks or being misused by other parties. [418-1]

Service Excellence for Complete Protection and Benefits

We implement service excellence supported by a safe working environment and competent human capital in providing complete protection and benefits of employment social security for BPJS Ketenagakerjaan members.



Employee Occupational Health and Safety (OHS) [F.21]

One aspect of service excellence is support for a safe and healthy work environment for employees, members, the community, and other stakeholders who are located or have activities at BPJS Ketenagakerjaan office. Although BPJS Ketenagakerjaan's operational activities are not directly related to types of work that have high accident and health risks, we implement occupational health and safety (OHS), as well as risk management and mitigation in accordance with applicable regulations, including Law Number 1 Year 1970 on Occupational Safety and Law Number 36 Year 2009 on Health and its amendments. The implementation of OHS applies to all (100%) employees and other parties who are and/or have activities at the BPJS Ketenagakerjaan office. The commitment to implementing OHS has resulted in the achievement of zero fatalities and minor accidents due to work accidents or occupational diseases (PAK) during 2023. [403-1][403-2][403-3][403-8][403-9][403-10]

The implementation of OHS, particularly for the Head Office and Branch Offices at Plaza BPJAMSOSTEK and Grha BPJAMSOSTEK, is carried out in an integrated manner with the building manager, including risk management and mitigation, as well as investigation in the event of an incident. Periodically, BPJS Ketenagakerjaan conducts fire evacuation and natural disaster drills and simulations at least once a year. The training involves employees and other parties, which is aimed at ensuring preparedness for emergency situations. [403-2][403-5]

BPJS Ketenagakerjaan also has formed an OHS Team on each floor by involving the person in charge of each work unit. Based on the BPJS Ketenagakerjaan Board of Directors Regulation Number: PERDIR 37/102020 on Job Title, Job Description, and Job Requirements of BPJS Ketenagakerjaan, the OHS Team is tasked and responsible for monitoring, inspecting, and administering personnel and Work Unit compliance with discipline, health, and safety. [403-4]

We enrolled employees and their families in BPJS Kesehatan (Social Security Agency for Health) and other health insurance services, to enable them to access health services for both occupational disease and non-occupational diseases. BPJS Ketenagakerjaan provides health services at clinics across Indonesia, which can be accessed

by employees according to their operating hours. Health clinics are supported by general practitioners, dentists, and health workers, to provide first aid to employees and non-employee workers. We also cooperate with Health Service Providers (PPK) level 1 (clinics) and PPK level 2 (hospitals) for employee referral services. [403-6]

Member Health and Safety [403-7]

We are committed to providing dissemination of OHS management to workers and employers/companies. Every year, BPJS Ketenagakerjaan supports and is actively involved in the implementation of the National OHS Month held on January 12 to February 12. Since 2019, BPJS Ketenagakerjaan has also conducted promotional and preventive activities for members in accordance with Board of Directors Regulation No. 34/PERDIR.03/122022 concerning Amendments to BPJS Ketenagakerjaan Board of Directors Regulation No. PERDIR/3/022019 concerning Procedures for Providing Promotive and Preventive Activities from BPJS Ketenagakerjaan. In 2023, we carried out the activities simultaneously in all BPJS Ketenagakerjaan regional offices, including safety riding and safety driving training, OHS certification training and KNK training, providing multivitamin assistance for female workers, masterclass of

the Nutrition program in the workplace, and providing personal protective equipment (PPE) for plantations.

We also paid JKK benefits amounting to Rp3,025 trillion for 370,747 claims from members experiencing work accidents in 2023. In addition, BPJS Ketenagakerjaan also paid claims amounting to Rp4.3 billion for 1,065 cases caused by PAK. BPJS Ketenagakerjaan also provides 7,094 Work Accident Service Centers (PLKK)/Trauma Centers and collaborates with various health facilities across Indonesia. The existence of PLKK/Trauma Centers makes it easier for workers who experience work accidents to get medical treatment quickly and comprehensively. To support the performance of each PLKK/Trauma Center, every year BPJS Ketenagakerjaan through the Regional Office holds awards for the best PLKK/Trauma Center.


Numbers of Claim for Employment Injury Security Program

Type of Claim	2023		2022	2021
	Total	%	Total	Total
Partially Disabled	3,495	0.94	4,565	3,804
Functional Disability	3,029	0.82	4,371	4,362
Permanent Total Disability	32	0.01	44	28
Death	8,105	2.19	8,272	6,552
Recovery	61,161	16.50	74,590	219,624
On Treatment*	294,925	79.55	205,883	-
Total	370,747	100.00	297,725	234,370

*The "On Treatment" claim type is effective from 2022.

Trauma Center


Regional Office	2023	2022	2021
West Sumatra and Riau	531	598	456
Northern Sumatra	800	758	537
Southern Sumatra	501	491	412
Sulawesi and Maluku	632	535	325
Kalimantan	623	398	170
East Java	1,273	1,086	711
West Java	578	579	333
Central Java & DI Yogyakarta	516	509	342
DKI Jakarta	613	482	300
Bali, Nusa Tenggara, Papua	700	454	266
Banten	327	348	248
Total	7,094	6,238	4,100



Information for other activities can be accessed on the website <https://www.bpjsketenagakerjaan.go.id/en>. [\[P-16\]](#)

BPJS Ketenagakerjaan's Support for Sustainable Development Goals (SDGs)

Goal	2030 Indicators and Targets Based on Bappenas SDGs Metadata	Year 2023 Realization and Achievement and Year 2024 Target	Target Achievement Strategy
	<p>Indicator 3.8.1* Coverage of essential health services.</p> <p>2030 Target: Achieve universal health coverage, including financial risk protection, access to good basic health services, and access to safe, effective, quality and affordable essential medicines and vaccines for all.</p>	<p>2023 Realization:</p> <ol style="list-style-type: none"> BPJS Ketenagakerjaan collaborates with 7,094 Work Accident Service Centres (PLKK)/Trauma Centers. Developed the e-PLKK feature of the JMO application to facilitate work accident protection services. <p>2024 improvement target:</p> <ol style="list-style-type: none"> Increase the number of PLKK/ Trauma Centres by expanding cooperation with health facilities throughout Indonesia. Increase the number of work accident protection services through the e-PLKK feature. 	<p>Strategies:</p> <ul style="list-style-type: none"> Socializing, monitoring, evaluating, and coordinating the performance of PLKK services and providing information related to the JKK Program, as well as other workers' social security protection. Improving the synergy between BPJS Ketenagakerjaan regional offices/branch offices and PLKK in each region, including by giving appreciation to PLKK with the best performance, with the category of the Most Administrative PLKK and the Most Communicative PLKK.

Goal	2030 Indicators and Targets Based on Bappenas SDGs Metadata	Year 2023 Realization and Achievement and Year 2024 Target	Target Achievement Strategy
	<p>Indicator 8.8.1.(a) Number of companies that implement OHS norms.</p> <p>2030 Target: Protect labor rights and promote a safe and secure working environment for all workers, including migrant workers, in particular women migrant workers and those working in hazardous occupations.</p>	<p>2023 Realization:</p> <ol style="list-style-type: none"> BPJS Ketenagakerjaan implements OHS to support superior service. BPJS Ketenagakerjaan ensures that every Company/ Employer participating in BPJS Ketenagakerjaan has and implements OHS compliance. <p>2024 improvement target: Engage more participants in promotive and preventive activities for OHS prevention.</p>	<ul style="list-style-type: none"> Organizing promotional and preventive activities for occupational accidents throughout Indonesia. Conduct OHS webinars in each region. Distribution of OHS banners to various companies. Support the commemoration of National OHS Month.

Human Capital (HC) Management [IR-4F]

Employees are human capital that must be managed properly to support the value creation process for full protection and benefits to workers through the employment social security program. Employee management as human capital (HC) is carried out through various strategic initiatives,

especially since the COVID-19 pandemic, thus fostering a culture of resilience. HC management is structured in the HC Management Roadmap 2022-2026 to achieve the Vision, Mission, and Objectives of HC Management of BPJS Ketenagakerjaan.

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

HC management is carried out by implementing the Human Capital Information System (HCIS) and in a planned, systematic, integrated, and productive system. In accordance with the Roadmap, the target of HC management in 2023 is High Performing & Automated Human Capital. To achieve this goal, BPJS Ketenagakerjaan has made various efforts, among others:

- **Performance assessment:** The implementation uses HCIS, so that the employee performance evaluation process can be carried out effectively and accurately in knowing the results of

employee work and the performance of BPJS Ketenagakerjaan;

- **Talent management,** its implementation has been supported by career and performance data in HCIS, so that BPJS Ketenagakerjaan can see employee potential and map potential careers as needed;
- **Employee administration,** implementation using HCIS through the "self-service" feature or employees can perform data independently, so that employee data management is carried out effectively and efficiently.

Equal Opportunity and Diversity [F.18]

The implementation of the BPJS Ketenagakerjaan employee recruitment process is guided by the Board of Directors Regulation Number PERDIR/47/122017 concerning Procedures and Selection of BPJS Ketenagakerjaan Employee Candidates, and by promoting equality of opportunity for every Indonesian citizen (WNI). In 2023, BPJS Ketenagakerjaan did not recruit employees, including from Scholarship and Prohire sources, so this Report does not show the number of new employees recruited during the reporting period. [401-1]

concerning BPJS Ketenagakerjaan Personnel Management, every employee gets the same opportunity to build their career. Promotion is carried out based on the results of performance appraisals conducted on all or 100% of employees, by considering the principles of diversity, equality, and inclusiveness, as well as affirmative policies for persons with disabilities. During the year, 46 employees received promotions or 0.83% of total employees, consisting of 30 male employees (65.22%) and 16 female employees (34.78%). In the reporting period, BPJS Ketenagakerjaan was never faced with allegations of discriminatory practices against workers and at work. [404-3][406-1]

In accordance with the BPJS Ketenagakerjaan Board of Directors Regulation Number: PERDIR/22/092021

Total Employees Receiving Official Promotion

Year	Male		Female		Total	Percentage on Total Employees (%)
	Total	%	Total	%		
2023	30	65.22	16	34.78	46	0.83
2022	65	67.01	32	32.99	97	1.68
2021	46	54.76	38	45.24	84	1.42

In 2023, BPJS Ketenagakerjaan also organized various other programs to support employee career development, among others:

- BPJS Ketenagakerjaan provided 2 types of scholarships to 9 employees, consisting of independent scholarships for 8 employees and sponsored overseas scholarships for 1 employee.

Through the scholarship program, we are increasing the number of employees who have master's and doctoral degrees to strengthen the management of BPJS Ketenagakerjaan in the future;

- The Agency enrolled 20 employees on short courses overseas, both offline and online;

- BPJS Ketenagakerjaan has a corporate university, the BPJS Ketenagakerjaan Institute, which provides learning and development for employees, and manages the Professional Certification Agency (LSP) to maximize the competency measurement function. Until the end of 2023, the LSP has six certification schemes in the field of employment social security administration from the National Professional Certification Agency (BNSP), namely the Marketing Officer scheme, Customer Service Officer, Senior Officer of Finance, Senior Officer of Human Capital, Senior Officer of Information Technology (IT), and PERISAI Agent.

Until the end of 2023, the number of BPJS Ketenagakerjaan employees in the management ranks reached 1,051 people, consisting of 7 members of Supervisory Board, 7 members of Board of Directors, and 1,037 officers from internal employees who all come from Indonesian local communities. This figure consisted of 701 male (67.60%) and 336 female (32.40%), and 687 of them or 66.18% have a level of education of Bachelor's degree. Meanwhile, based on age, the largest age group, 802 employees or 77.34%, is between 31 and 50 years old. The low number of women in the management ranks was not caused by discriminatory factors, but as a result of selection in fulfillment of management ranks. [202-2][405-1]

Percentage of Board of Supervisors and Board of Directors Based on Position Level and Gender in 2023 [405-1]

Gender				Age Group (Years Old)					
Male		Female		<30		31-50		>51	
Total	%	Total	%	Total	%	Total	%	Total	%
13	92.86	1	7.14	0	0.00	4	28.58	10	71.42

Percentage of Officials Based on Position Level and Gender in 2023 [405-1]

Position Level	Total	Male		Female	
		Total	%	Total	%
Deputy Division Director	25	21	84.00	4	16.00
Head of Regional Office	11	9	81.82	2	18.18
Affiliated President Director	2	2	100.00	0	0.00
President Director of Subsidiary	0	0	0.00	0	0.00
Assistant to Deputy of Division	83	62	74.70	21	25.30
Branch Manager	62	45	72.58	17	27.42
Head of Branch Office	124	103	83.06	21	16.94
Level 2 Equivalent Secondment Employee	5	4	80.00	1	20.00
Head of Division	514	296	57.59	218	42.41
Head of Pioneer Branch	201	150	74.63	51	25.37
Level 3 Equivalent Secondment Employee	2	1	50.00	1	50.00
Management Senior Staff	8	8	100.00	0	0
Total	1,037	701	67.60	336	32.40

Percentage of Officials Based on Position Level and Age Group in 2023 [405-1]

Position Level	Total	<30 Years Old		31-50 Years Old		>51 Years Old	
		Total	%	Total	%	Total	%
Deputy Division Director	25	0	0.00	19	76.00	6	24.00
Head of Regional Office	11	0	0.00	8	72.73	3	27.27
Affiliated President Director	2	0	0.00	0	0.00	2	100.00
President Director of Subsidiary	0	0	0.00	0	0.00	0	0.00
Assistant to Deputy of Division	83	0	0.00	70	84.34	13	15.66
Branch Manager	62	0	0.00	33	53.23	29	46.77
Head of Branch Office	124	0	0.00	68	54.84	56	45.16
Level 2 Equivalent Secondment Employee	5	0	0.00	2	40.00	3	60.00
Head of Division	514	0	0.00	424	82.49	90	17.51
Head of Pioneer Branch	201	0	0.00	173	86.07	28	13.93
Level 3 Equivalent Secondment Employee	2	0	0.00	2	100.00	0	0.00
Management Senior Staff	8	0	0.00	3	37.50	5	62.50
Total	1,037	0	0.00	802	77.34	235	22.66

Percentage of Officials Based on Position Level and Education Background in 2023 [405-1]

Position Level	Total	High School and Equivalent		Diploma		Bachelor's Degree (S1)		Postgraduate and Doctoral (S2, S3)	
		Total	%	Total	%	Total	%	Total	%
Deputy Division Director	25	0	0.00	3	12.00	4	16.00	18	72.00
Head of Regional Office	11	0	0.00	1	9.09	2	18.18	8	72.73
Affiliated President Director	2	0	0.00	0	0.00	0	0.00	2	100.00
President Director of Subsidiary	0	0	0.00	0	0.00	0	0.00	0	0.00
Assistant to Deputy of Division	83	0	0.00	1	1.21	32	38.55	50	60.24
Branch Manager	62	0	0.00	0	0.00	33	53.23	29	46.77
Head of Branch Office	124	0	0.00	0	0.00	75	60.48	49	39.52
Level 2 Equivalent Secondment Employee	5	0	0.00	0	0.00	2	40.00	3	60.00
Head of Division	514	1	0.19	5	0.97	382	74.32	126	24.51
Head of Pioneer Branch	201	0	0.00	2	0.99	156	77.61	43	21.40
Level 3 Equivalent Secondment Employee	2	0	0.00	0	0.00	1	50.00	1	50.00
Management Senior Staff	8	0	0.00	0	0.00	0	0.00	8	100.00
Total	1,037	1	0.19	12	1.16	687	66.25	337	32.50

BPJS Ketenagakerjaan's Support for Sustainable Development Goals (SDGs)

Goals	2030 Indicators and Targets Based on Bappenas SDGs Metadata	Year 2023 Realization and Achievement and Year 2024 Target	Target Achievement Strategy
	<p>Indicator 5.1.1* Availability of a legal framework that promotes, establishes and monitors gender equality and the elimination of discrimination based on gender.</p> <p>2030 Target End all forms of discrimination against women.</p> <p>Indicator 5.5.2* Proportion of women in managerial positions.</p> <p>2030 Target Ensure full and effective participation and equal opportunities for women to lead at all levels of decision-making in political, economic and community life.</p>	<p>2023 Realization:</p> <ol style="list-style-type: none"> BPJS Ketenagakerjaan provided equal opportunities in employee recruitment and career development in accordance with the Board of Directors Regulation No. PERDIR 47/122017 concerning Procedures for Recruitment and Selection of BPJS Ketenagakerjaan Employee Candidates. The number of female employees in structural officer positions was 336 people or 6.07% of total employees, and 32.27% of total Agency structural officers. <p>2024 improvement target: Provide the widest possible opportunity for female employees to occupy the position of structural officers of BPJS Ketenagakerjaan.</p>	<ul style="list-style-type: none"> Implement a fair and transparent recruitment process from recruitment announcement to job placement. The appointment of structural officials is determined through a process of performance assessment and fulfillment of KPIs, by ignoring discriminatory factors.
	<p>Indicator 9.5.2.(a) Proportion of human resources in science and technology with a Doctoral degree (S3).</p> <p>2030 Target Strengthen scientific research, improve the technological capabilities of the industrial sector in all countries, especially developing countries, including to encourage innovation and substantially increase the number of research and development workers per 1 million people and increase public and private spending on research and development by 2030.</p>	<p>2023 Realization: Number of BPJS Ketenagakerjaan employees with Master's and Doctoral/Ph.D degrees was 823 people or 14.86% of the total employees.</p> <p>2024 improvement target: Increase the number of employees with Master's and Doctoral Degrees.</p>	<p>Supporting employees to continue their education at S2 and S3 levels, both at home and abroad through the provision of tuition assistance and leave during education.</p>





Application of Human Rights in Labor Relations

Child Labor and Forced Labor [F.19][408-1][409-1]

BPJS Ketenagakerjaan guaranteed that there were no operational activities of the Agency that were prone to child labor and forced labor during 2023. We apply a minimum age limit of 20 years for prospective employees, and do not accept registration for BPJS Ketenagakerjaan membership for workers less than 18 years of age in accordance with Law No. 13 Year 2003 on Manpower and its amendments, while the minimum age for PERISAI agents is 18 years old. Especially for the Non-Recipient of Wages (BPU) segment, the age of membership is stipulated in the Minister of Manpower Regulation Number 21 of 2017, with a maximum age of 60 years. Meanwhile, the minimum age of six years for talent and interest development education members, such as athletes, actors, and artists is regulated under the Regulation of Minister of Manpower No. 5 of 2021 on Procedures for Administering Employment Injury Security, Death Security, and Old Age Security Programs and BPJS Ketenagakerjaan Board of Directors Regulation Number: 22/PERDIR.02/072022 on Membership Guidelines.

BPJS Ketenagakerjaan's work practices have also screened membership through the National Social Security Number (NPP) of the supplier's workforce. Employee working hours are regulated in Board of Directors Regulation No. 22/092021 on Personnel Management, which has been agreed by employees through representatives in the Labor Union, by requiring BPJS Ketenagakerjaan to provide compensation for any excess working hours/overtime of employees and the right of employees to refuse to work in conditions that may endanger safety/health.

Maternity Leave Entitlement

In accordance with Board of Directors Regulation No.22/092021 on Personnel Management of BPJS Ketenagakerjaan, BPJS Ketenagakerjaan provides maternity leave rights for both female and male employees, and guarantees them to return to their original positions after the leave. Female employees who will give birth are entitled to three months of leave, one month before the estimated due date (EDD) and two months after. Male employees

whose wives are going into labor are entitled to three days' leave. In 2023, there were 209 female employees and 311 male employees on maternity and paternity leave. All (100%) employees who completed their maternity leave have returned to work in their original positions. [401-3]

Employee Remuneration and Benefits

The ratio of remuneration between male and female employees for the same level of position at BPJS Ketenagakerjaan is 1:1. In 2023, the lowest remuneration received by the Agency's employees was higher than the minimum wage in each region. The lowest remuneration of BPJS Ketenagakerjaan employees at the Head Office was 89.67% higher than the provincial minimum wage of Jakarta. [F.20] [202-1][405-2]

BPJS Ketenagakerjaan provides benefits based on the employee's employment status, including: [401-2]

- Permanent employees receive basic salary, level/grade allowance, local hardship allowance, life insurance allowance through BPJS Ketenagakerjaan program, healthcare benefit through BPJS Kesehatan program, health insurance from BPJS Ketenagakerjaan, maternity leave, and pre-retirement period.

- Provision of structural allowances as well as emoluments and subscriptions for structural officers.
- Prohire employees receive honorarium, life insurance benefits through BPJS Ketenagakerjaan program, healthcare benefits through BPJS Kesehatan program, health insurance from BPJS Ketenagakerjaan, and maternity leave.

Building Employee Engagement

Every year, BPJS Ketenagakerjaan conducts an employee engagement survey to measure their commitment to BPJS Ketenagakerjaan. The 2023 survey was conducted by Korn Ferry, with the result of the Employee Engagement Index reaching 85%, indicating a Highly Engaged Organization. The result was the same as the 2022 result of 85% (Highly Engaged Organization). The survey results showed that employee engagement to BPJS Ketenagakerjaan remained steady, which was also confirmed by the employee turnover rate. In 2023, employee turnover at BPJS Ketenagakerjaan was 162 people or 2.92% of the average number of employees. The BPJS Ketenagakerjaan employee turnover were employees who resigned, early retirement, retirement, and layoff (PHK), or death. [401-1]

Number and Percentage of BPJS Ketenagakerjaan Employee Turnover [401-1]

Year	Total Employee Turnover	Total Employees	Turnover Rate (%)
2023	162	5,537	2.92
2022*	166	5,713	2.90
2021*	153	5,888	2.60

Number and Percentage of BPJS Ketenagakerjaan Employee Turnover Based on Gender [401-1]

Year	Male		Female		Total	
	Total	%	Total	%	Total	%
2023	97	59.88	65	40.12	162	100.00
2022*	97	58.43	69	41.57	166	100.00
2021*	73	47.71	80	52.29	153	100.00

*Restatement of information due to the addition of the category of employees who left BPJS Ketenagakerjaan. [2-4]

Workers Union and Employee Protection [2-30]

[407-1]

BPJS Ketenagakerjaan (BPJSTK) supports the BPJSTK Workers Union formed by employees. Membership of the BPJSTK Workers Union as of December 31, 2023, reached 5,521 employees or 99.71% of the Agency's total employees. Together with BPJS Ketenagakerjaan management, the BPJSTK Workers Union also drafted and agreed on Board of Directors Regulation Number 22/092021 concerning BPJS Ketenagakerjaan Personnel Management, as a provision equivalent to the Collective Labor Agreement (CLA) and protects all or 100% of employees. In accordance with applicable regulations, every two years the Board of Directors Regulation is reviewed to maintain its relevance with applicable laws, including the Law of the Republic of Indonesia Number 13 of 2003 concerning Manpower and its amendments.

The current Regulation of the Board of Directors does not specify a minimum period of notice to employees regarding significant changes in the Agency's operations, including termination of employment (layoffs). The only provision stipulated is related to employee resignations, which must be

submitted to management at least one month in advance and the Agency may delay up to three months if necessary. [402-1]

Employee Pension Plan [404-2]

The retirement age for BPJS Ketenagakerjaan employees is 57 years old. We have a training program for employees who are entering retirement age, namely Pre-retirement Training to prepare them to remain productive even after they are no longer working. In 2023, a total of 45 retiring employees and their spouses attended the training, with a cost realization of Rp1,091,696,111.72. The materials include:

- Perception of retirement and mind setting (conex setting, meaning of retirement, mind setting, and psychological aspects);
- Managing a healthy life;
- Family happiness and harmony;
- The science of happiness;
- Financial Planning (budgeting, investment, and portfolio);
- Entrepreneurship (smart entrepreneurs, business opportunities, and risks); and
- Big picture planning for a second career.



Empowering the Community Together

BPJS Ketenagakerjaan's line of business is the implementation of employment social security, therefore its activities do not have a significant negative impact on the community. However, we contribute to improving quality of life for the

community, through the fulfillment of corporate social and environmental responsibility (CSER) and the involvement of local companies in the supply chain. [413-2]

Fulfillment of CSER [F.25]

The fulfillment of CSER is guided by the Board of Directors Regulation Number PERDIR/17/082018 concerning Guidelines for Social and Environmental Responsibility of BPJS Ketenagakerjaan. The fulfillment of CSER is carried out by regional and/or branch offices with the target beneficiaries being the community in each operating area, which is realized through 4 pillars, namely: [413-1]

1. **Bridge of Community**, a CSER program to meet the needs of the general public.
2. **Bridge of Empowerment**, a CSER program to improve the ability of beneficiaries to do business to be more productive;
3. **Bridge of Care**, a CSER program to help communities that are experiencing difficulties and in need; and
4. **Bridge of Preservation**, a CSER program to support environmental preservation.

In accordance with PERDIR/17/082018 concerning Guidelines for Social and Environmental Responsibility of BPJS Ketenagakerjaan, 20% of the total CSER budget in the current year is CSER operational expenses. Based on these provisions, the 2023 budget for CSER reached Rp313,227,349, with the realization of CSER costs in 2023 amounted to Rp151,500,000, a 17.54% decrease from Rp183,732,500 in 2022. After providing support, BPJS Ketenagakerjaan conducts an internal survey to see and monitor the impact of the activities. The realization of CSER programs is targeted the community around the branch office and elsewhere as beneficiaries, including for: [413-2]

- Bridge of Community: construction of latrines and purchase of carpets for houses of worship;
- Bridge of Care: relief for victims of natural disasters in Aceh, Northern Sumatra, and Demak;
- Bridge of Empowerment: training assistance for MSMEs in Sulama.

Realization of CSER Cost (Rp)

Realization	2023		2022	2021
	Realization	%	Realization	Realization
Bridge of Community	40,000,000	26.40	30,000,000	108,360,000
Bridge of Empowerment	35,300,000	23.30	0	0
Bridge of Care	76,200,000	50.30	148,750,000	43,738,436
Bridge of Preservation	0	0.00	1,200,000	0
Operational Expense*	-	-	3,782,500	-
Total	151,500,000	100.00	183,732,500	152,098,436

*In 2021 and 2022, most of the official travel operational activities use the related activity budget line.

Economic Effects and Indirect Benefits

Planning BPJS Ketenagakerjaan Office in the Nusantara Capital (IKN) [203-1]

In 2023, BPJS Ketenagakerjaan started planning the construction of BPJS Ketenagakerjaan Office in the Nusantara Capital (IKN) in East Kalimantan. President Joko Widodo alongside the Board of Directors of BPJS Ketenagakerjaan held the groundbreaking ceremony of the project. The presence of BPJS Ketenagakerjaan in IKN is mainly to comply with regulations related to the position of the BPJS Ketenagakerjaan Head Office in IKN. It aligns with BPJS Ketenagakerjaan's mission to contribute to the national development and economy with good governance.

The BPJS Ketenagakerjaan office at IKN occupies an area of 1.19 hectares, and will bring other benefits to the local community, including employees in IKN. The building is equipped with several supporting facilities such as a jogging track, open field, amphitheater arena and covered sports field. Apart from employees, these facilities can also be used by the community and other IKN employees to support their activities.

Pembangunan Jamban [203-1]

During 2023, BPJS Ketenagakerjaan also built basic sanitation infrastructure, toilets, which were carried out in Blora, Central Java. The construction of latrines has an impact on improving public health. The latrine construction and utilization process is probono.

Procurement Practices and Local Supplier Involvement [203-2][204-1]

BPJS Ketenagakerjaan works with local companies/business entities to fulfill the supply chain needs of goods and services at the Head Office, including in the construction of head office in IKN, regional offices, and branch offices. Local suppliers are vendors/suppliers that have a business license and are domiciled in Indonesia. The involvement of local suppliers has economic impact and indirect benefits to the availability of jobs. In 2023, there were 311 new suppliers in BPJS Ketenagakerjaan's supply chain, all of which (100%) were local suppliers, with a procurement contract value of Rp400.277.892.647.

Although a specific ESG assessment of prospective vendors has not been conducted, BPJS Ketenagakerjaan has also selected all prospective vendors (100%) using a checklist on social aspects and compliance with the Laws. The involvement of local suppliers is accompanied by supervision, including the fulfillment of social aspect requirements, especially employment. We also require each supplier to sign an Integrity Pact and Declaration Letter, and comply with the good governance implementation by BPJS Ketenagakerjaan. During 2023, there were no supply chain activities that caused negative social impacts. [F.28][2-25][308-1][308-2][414-1][414-2]

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

Working Unit	2023*		2022	2021
	Total	%	Total	Total
Head Office	311	100.00	188	127
Regional Offices	-	-	1	16
Branch Offices	-	-	142	233
Total	311	100.00	331	376

*New vendors/suppliers in 2023 are all recorded at the head office because in 2023 the vendor registration process and vendor management are done at the head office.

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

Working Unit	2023		2022	2021
	Total (Rp)	%	Total (Rp)	Total (Rp)
Head Office	275,762,495,280	68.89	586,563,388,288	193,547,120,515
Regional Offices	13,625,364,661	3.40	19,062,053,862	10,522,154,078
Branch Offices	110,890,032,705	27.70	135,497,611,923	94,335,140,663
Total	400,277,892,647	100.00	741,123,054,073	298,404,415,256

Indonesian Social Security Activator Program (PERISAI) [413-2]

In accordance with BPJS Ketenagakerjaan Regulation Number 1 Year 2023 on Cooperation between the Employment Social Security Agency and Organization, we implement a social security agency system through the Indonesian Social Security Activator (PERISAI) program. The establishment of PERISAI is based on Board of Directors Regulation Number 13/PERDIR.02/042022 dated April 21, 2022, and is implemented through a cooperation agreement with the PERISAI Office to assist in the expansion of new membership, especially informal workers/Non-Wage Recipient (BPU) and small and micro enterprises (SMEs). The existence of PERISAI makes the community get indirect benefits from BPJS Ketenagakerjaan by becoming a PERISAI Agent, thus earning income from commissions and membership fees.

PERISAI agents are people in their respective regions who are recruited by the PERISAI Office. BPJS Ketenagakerjaan assesses the performance of the PERISAI Office and PERISAI based on the results of the acquisition and contribution revenue generated, then will be given incentives for the performance. Periodically, the PERISAI Office together with the Branch Office conducts monitoring and evaluation of PERISAI productivity, while the performance of PERISAI Agents is periodically evaluated through the SMILE digital system that can be accessed in real time and daily. By the end of 2023, there were 16,901 PERISAI Agents and 2,871 PERISAI Offices, with new membership coverage reaching 4,079,498 people and total membership contributions reaching Rp473 billion.

Realization of the Number of PERISAI Offices and PERISAI Agents

Description	Unit	2023	2022	2021
Total PERISAI Offices	Units	2,871	1,685	1,825
Total PERISAI Agents	Agents	16,901	11,677	5,052
Membership Fee Realization	Billion Rp	473.30	373.22	308

Realization of New Membership Acquisition by PERISAI

Description	2023		2022	2021
	Total	%	Total	Total
Non-Wage Recipient Workers	4,065,027	99.65	1,545,275	347,142
Micro, Small, and Medium Enterprise (MSME)	14,471	0.35	87,961	151,405
Total	4,079,498	100.00	1,633,236	498,547



03 ENVIRONMENTAL MANAGEMENT PERFORMANCE

Protecting Workers, Preserving the Environment

How We Manage Natural Capital ^[3-3]

This section reveals how BPJS Ketenagakerjaan manages energy, water, and waste as natural capital as a contribution to joint efforts to prevent climate change. The ongoing business process has been able to optimize the use of energy and water, as well as waste management which directly or indirectly affects the control of greenhouse gas (GHG) emissions. Energy management is carried out by implementing energy saving policies in accordance with the Circular Letter of the Board of Directors No. SE/8/042023 on Asset Security and Energy Saving. During 2023, BPJS Ketenagakerjaan made several innovations to support the reduction of GHG emissions, including energy efficiency, digital transformation, the operation of the Plaza BPJAMSOSTEK green building, and the construction of the head office in the Nusantara Capital (IKN).

During 2023, the total electricity consumption at both Head Offices reached 4,178,340 kWh or equivalent to 15,042 GJ, decreased from 4,761,838 kWh (17,143 GJ) in 2022, while the volume of GHG emissions reached 4,740 tons CO₂eq or decreased from 5,226 tons CO₂eq in 2022. Commitment to GHG emission reduction efforts was realized, among others, by planting a total of 8,016 trees by 2023, and paper usage reduction by 0.8 metric tons (equivalent to 400 reams). All performance during the business process is reported to the Board of Directors. Through its environmental management, BPJS Ketenagakerjaan supports the achievement of SDGs 7 and 13.

Contributing to Preventing Climate Change

Emission Management [F.11][305-1][305-2][305-4]

GHG emission monitoring and measurement was conducted at two Head Offices in Grha BPJAMSOSTEK and Plaza BPJAMSOSTEK, Jakarta. Emission source factors and calculation methodology refer to the provisions of the Ministry of Energy and Mineral Resources (ESDM) for the office sector. Emission sources include electricity and fuel oil (BBM) usage. We have not conducted monitoring and calculation of GHG emissions in branch offices, regional offices, or subsidiaries. The Agency also does not monitor and calculate indirect GHG emissions from sources outside BPJS Ketenagakerjaan (scope 3), emissions containing ozone depleting substances (ODS), and other significant emissions that affect ambient air quality such as NOx and SOx. [305-3][305-6][305-7]

Results of monitoring and measurement of GHG emissions in 2023 showed that the total volume of GHG emissions for scope 1 and 2 reached 4,740 tons of CO₂eq, an decrease from 5,226 tons of CO₂eq in 2022. Meanwhile, we made a restatement on the Emission Intensity value. The Emission Intensity value is calculated from the ratio of total emissions to total members and employees at the Head Office, where previously the Emission Intensity value was calculated from the ratio of total emissions to the area of space used. Based on this calculation method, the Emission Intensity value in 2023 has decreased from 2022.

Total Emission Generated (Ton CO₂eq)

Emission Type	2023	2022*	2021*
Emission Scope 1 (Fuel)	1,105	1,083	666
Emission Scope 2 (Electricity)	3,635	4,143	3,720
Total Emission Generated (Scope 1 and 2)	4,740	5,226	4,386

Emission Intensity (Ton CO₂eq/Person)

Emission Type	2023	2022*	2021*
Employee on Head Office Area	853	855	925
Total Emission Generated (Scope 1 and 2)	4,740	5,226	4,386
Emission Intensity	5.56	6.11	4.74

Description: BPJS Ketenagakerjaan's emission calculation baseline refers to the Regulation of the State Minister of Environment of the Republic of Indonesia of 2012 on the Implementation of the National Greenhouse Gas Inventory.
 *Restatement due to changes in emission intensity calculation method. [2-4]

GHG Emissions Reduction [F.12][305-5]

Although BPJS Ketenagakerjaan has not set an emission reduction target, however BPJS Ketenagakerjaan managed to reduce scope 2 GHG emissions by 508 tons CO₂eq in 2023. The achievement was inseparable from various efforts to support GHG emission reduction, including:

- Controlling the use of high octane/RON fuel for operational/office vehicles because it is more environmentally friendly, in accordance with Agency Decree Number KEP/193/092022 and KEP/1/012020;
- Implementing energy efficiency with a policy of limiting the operating time of office equipment in accordance with the Circular Letter of the Board of Directors No. SE/11/042022;

- Initiating the use of 2 electric vehicles for mobility of the Supervisory Board and Board of Directors;
- Building an environmentally friendly office in the Nusantara Capital (IKN) as the Head Office;
- Developing the JMO application and encouraging its use by members to obtain employment social security services, thus reducing mobility by motor vehicles to visit the nearest BPJS Ketenagakerjaan offices.
- Campaigning and using partner online transport.
- Regular maintenance and care of company vehicles and generators or four times a year for each vehicle.
- Age control of operational service vehicles; and
- Switching off lights, air conditioning, and electronics when the workspace is empty and/or has been used.

Tree Planting and Habitat Restoration [304-3]

We also make indirect efforts to reduce GHG emissions by planting trees through the Employee Volunteering Go Green program, which is implemented nationwide in all BPJS Ketenagakerjaan operational areas. The activities are carried out together with other stakeholders and aimed at supporting environmental rehabilitation and habitat restoration. In 2023, the Agency planted 8,016 trees, almost all of which

grew well. The types of trees planted consist of shade trees and mangroves that have the ability to absorb carbon, fruit trees that can help the community's economy, and other types of trees that support environmental restoration, including city aesthetics. Tree planting performance is disclosed in the Internal Governance Indicator (IGI) Report and reported to the Board of Directors.

Number of Trees Planted

Type of Tree	2023	2022	2021*
Mangrove Trees	4,211	11,291	-
Shade Trees	672	823	-
Fruit Trees	2,041	1,108	-
Other Trees	1,092	719	-
Total	8,016	13,941	-

*Tree planting activities began in 2022.

Energy Management [F.1][F.6][302-1][302-2]

Energy management is carried out through measuring the volume of energy usage at both Head Offices in Jakarta and various energy efficiency programs in all BPJS Ketenagakerjaan offices. The energy used comes from the use of electricity supplied by PT PLN (Persero) and the use of fuel oil (BBM) for generator operations and company vehicles. The energy consumption measurement and calculation is carried out by

comparing the volume of electricity and fuel usage, then converted to Gigajoules (GJ) energy units.

During 2023, the total electricity consumption in both Head Offices reached 4,178,340 kWh or equivalent to 15,042 GJ, decreased from 4,761,838 kWh (17,143 GJ) in 2022. The fuel usage in 2023 reached 470,004 liters consisting of 6,501 liters (234 GJ) for generator operations and 463,503 liters

(15,296 GJ) for company vehicles, an increase from 461,067 liters in 2022. Until the end of 2023, BPJS Ketenagakerjaan had not set a baseline for energy calculation, however, the calculation results

showed total energy use in 2023 was 30,572 GJ, decreased from 32,376 GJ in 2022. This decrease in energy use was a result of the Agency's energy reduction efforts.

Total Energy Consumption within the Company

Energy Source	Unit	2023	2022*	2021*
Electricity	kWh	4,178,340	4,761,838	4,275,435
	GJ	15,042	17,143	15,392
Fuel for Operational and Company Vehicles	Liter	463,503	455,290	279,198
	GJ	15,296	15,025	9,214
Fuel for Genset	Liter	6,501	5,777	4,145
	GJ	234	208	149
Total Energy Consumption	GJ	30,572	32,376	24,755

Description:

BPJS Ketenagakerjaan's energy calculation method refers to the 2012 Regulation of the Minister of State of the Republic of Indonesia on the Implementation of the National Greenhouse Gas Inventory.

*Restatement due to changes in the emission calculation method. [2-4]

Energy Consumption Intensity and Energy Efficiency [302-3]

The level of efficiency of electricity use at both Head Offices is known through the calculation of the Energy Consumption Intensity (IKE) value, as the result of the comparison between the volume of energy use with the number of employees and the number of members at the head office in 2023, expressed in units of GJ/person/year. The

calculation method and results are a restatement of the information disclosed in the previous period, which was calculated as the ratio of the volume of energy use to the area of space used and expressed in GJ/m²/year. The calculation results showed energy consumption increased, however energy use during 2023 remained efficient because it is used to serve more members.

Energy Intensity at BPJS Ketenagakerjaan Head Office



Description	Unit	2023	2022*	2021*
Total Energy Consumption	GJ	30,572	34,412	24,769
Employee on Head Office Area	People	853	855	925
Energy Intensity	GJ/Person	35.84	37.87	26.76

Energy Consumption Reduction [F.7][302-4][302-5]

During 2023, BPJS Ketenagakerjaan succeeded in reducing energy use by 3,840 GJ. This is the result of various activities to improve energy efficiency, including:

- In accordance with the Circular Letter of the Board of Directors No. SE/11/042022, the Agency enforces a policy of limiting the operating time of office equipment at the Head Office, Wisma Menteng, and Pusdiklat Building, including turning off air conditioning (AC) and electricity on holidays, and above 07.00 p.m on weekdays;
- Operate seven units of shuttle vehicles with a carrying capacity of 154 employees, and 98 units of shuttle bus operational vehicles for employee operational activities from Grha BPJAMSOSTEK Office Building to Plaza BPJAMSOSTEK Office Building or vice versa;
- Grab for Business, which is a partnership program with online transportation service provider Grab for fuel efficiency; and
- Using energy-efficient LED lights.

BPJS Ketenagakerjaan's Support for Sustainable Development Goals (SDGs)

Goals	2030 Indicators and Targets Based on Bappenas SDGs Metadata	Year 2023 Realization and Achievement and Year 2024 Target	Target Achievement Strategy
	<p>Indicator 7.3.1* Primary energy intensity.</p> <p>2030 Target By 2030, double global energy efficiency improvements.</p>	<p>2023 Realization: The Energy Consumption Intensity (IKE) value in 2023 reached 35.84 GJ/person/year.</p> <p>2024 target improvement: Improve energy efficiency.</p>	Reducing energy consumption through various efforts to reduce electricity and fuel consumption.
	<p>Indicator 13.2.1* The realization of the implementation of greenhouse gas (GHG) inventory as well as monitoring, reporting, and verification of GHG emissions reported in the Biennial Update Report (BUR) and National Communications documents.</p> <p>2030 Target Integrate climate change action into national policies, strategies, and plans.</p>	<p>2023 Realization: The inventory of GHG emission sources from energy use and the calculation of GHG emissions in 2023 includes Scope 1 and 2, with a volume of 4,740 tons of CO₂eq, a decrease from 5,226 tons of CO₂eq in 2022.</p> <p>2024 target improvement:</p> <ol style="list-style-type: none"> 1. Continue inventorying, monitoring, and accounting of GHG emission releases. 2. Reduce emissions for next year and the future. 	Reducing the amount of emissions produced through various efforts to reduce electricity and fuel energy consumption.

Waste Management [F.5][306-1][306-2][306-3][306-4][306-5]

In general, waste generation from BPJS Ketenagakerjaan's operational activities does not have a significant impact on the environment. However, we continue to manage waste according to its type by taking into account applicable regulations, thus indirectly supporting the contribution to the reduction of GHG emissions.

- **Waste containing hazardous and toxic materials (B3)**, consisting of used electronic waste in the form of used information technology (IT) equipment/hardware. The waste is managed by storing it in a warehouse in accordance with regulations on inventory, to be destroyed after obtaining approval from authorized officers. Meanwhile, used printer

ink is specifically managed by collecting and then handed over to a third party for further processing.

- **Non-hazardous waste (Non-B3)**, mainly consisting of waste paper from administration and documentation activities. The waste is managed by shredding it in-house and collecting it in temporary storage, then handing it over to a third party for further processing. During 2023, total paper usage at both Head Offices reached 6.52 metric tons (equivalent to 3,259 reams), a decrease of 0.8 metric tons (equivalent to 400 reams) from 7.32 metric tons (equivalent to 3,659 reams) in 2022. [B.2]

Total Weight and Composition of Waste Generated

Type of Waste	Waste Form	Units	2023	2022	2021
Hazardous and Toxic Materials (B3)	Used Printer Ink	Unit	954	1,145	1,204
Non-hazardous Waste (Non-B3)	Paper Waste	Metric Tons	6.52	7.32	8.5

Although BPJS Ketenagakerjaan has not yet used environmentally friendly materials in its operations, we still make various efforts to reduce waste generation, among others:

- To reduce the use of paper, the Agency develops and implements digital-based information technology in every stage of its services;
- To reduce used printers, the Agency implemented a printer point system, which is

the placement of spot printers on several desks;

- Encourage employees to use tumblers instead of plastic bottles for drinking; and
- Distributing 555 eco-friendly tumblers, stainless straws, and 5,470 eco-friendly bags during Employee Volunteering Go Green activities in BPJS Ketenagakerjaan work units across Indonesia.

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

BPJS Ketenagakerjaan uses water supplied by a water company (Municipal Waterworks/PDAM) to meet domestic needs at both Head Offices, therefore no community shared water sources are affected. The amount of water taken is the same as

the amount of water consumed and then flowed to the wastewater treatment plant (WWTP). BPJS Ketenagakerjaan has not yet calculated the volume of effluent resulting from water use. Calculation of effluent volume and management of WWTP

facilities is carried out by the building management in an integrated manner for all building tenants. Total water usage in 2023 increased by 13.56% from

2022. In addition, during the reporting period, there were no spills of effluents or other hazardous liquids.

Total Water Consumption at Head Office (Megaliters)

2023	2022*	2021*
0.201	0.177	0.178

*Restatement of information due to changes in units of calculation. [2-4]

Disclosure of Other Information on Environmental Management

Until the end of 2023, BPJS Ketenagakerjaan has not allocated or calculated environmental management costs. Environmental management financing is part of operational activities. In general, environmental management activities during 2023 have been running well, thus BPJS Ketenagakerjaan has never received complaints, sanctions, or fines related to non-compliance with environmental management laws and regulations. [F.4][F.16]

In addition, as the organizer of the employment social security program, BPJS Ketenagakerjaan

does not carry out the production or packaging process of products and services. Thus, information related to the materials used is not relevant to be disclosed. [301-1][301-2][301-3]

All BPJS Ketenagakerjaan offices occupy land in urban areas, and none adjacent to and/or within protected areas. As such, the Agency's operational activities do not have a significant impact on biodiversity, including protected species on the IUCN Red List and/or national conservation lists. [F.9][F.10][304-1][304-2][304-3][304-4]

BPJAMSOSTEK Plaza Green Building Certification

Based on the Greenship New Building (NB) V.1.2 Certification No. 033/RP/NB/VII-2020 with Gold Rating/Level from the Green Building Council Indonesia (GCBI), which is valid until October 13, 2023, BPJAMSOSTEK Plaza Building has met the criteria as an environmentally friendly building. Until the end of 2023, we have not recertified. However, it remains committed to maintaining

the fulfillment of the criteria as a green building, such as the availability of green open space, indoor quality of air quality from the availability of ventilation, appropriate land use, energy efficiency and conservation, water conservation, material sources and cycles, indoor health and comfort, and building environmental management.



04 CORPORATE GOVERNANCE

Good Governance Implementation

How We Implement Good Governance and Support Anti-corruption ^[3-3]

This section discloses information on how BPJS Ketenagakerjaan implements good governance (GG) and supports anti-corruption. We have developed a Roadmap for Good Governance Implementation 2022-2026 encompassing all processes and activities for the implementation of social security and employment protection. The implementation of GG in 2023 was marked by the achievement of a Governance Index score of 96.67 (Very Good Category), a Work Unit Governance Index score (Internal Governance Indicators) of 95.43 (Very Good Category), and the percentage of submission of the State Official Wealth Report (LHKPN) reaching 100% of total mandatory reporters. Commitment to anti-corruption is realized by implementing 'Work Ethics and Anti-Corruption' in accordance with Board of Directors Regulation Number: 4/PERDIR.04/032024, supported by an Integrity Pact signed by each

member of the Board of Supervisors and Board of Directors, enactment of Conflict of Interest Guidelines, and implementing a Risk Management System that refers to ISO 31000:2018 Risk Management-Guidelines

In the reporting period, BPJS Ketenagakerjaan took the initiative to socialize anti-corruption through the campaign of the 4 FIGHTs Principle, namely fight bribery, fight gratification, fight fraud, and fight luxurious hospitality. Periodically, BPJS Ketenagakerjaan conducts an assessment as an evaluation of the GG implementation based on the Performance Achievement Indicator (ICK) using the Balanced Scorecard method with a score of 107.55 (Very Good) in 2023. The Agency also participated in the Integrity Assessment Survey (SPI) by the Corruption Eradication Commission (KPK) with a score in 2023 of 77.63% or above the average score of the Ministry/ Agency of 70.97%. The implementation of good governance and commitment to anti-corruption is BPJS Ketenagakerjaan's support to Sustainable Development Goal (SDG) 16: Peace, Justice, and Resilient Institutions.

Implementation of Good Governance

BPJS Ketenagakerjaan has developed a Roadmap for the Implementation of Good Governance 2022-2026. The scope of the good governance implementation is the entire process and activities of implementing employment social security and protection. In accordance with the Roadmap, BPJS Ketenagakerjaan has reached the consolidated stage in 2023 with the following achievements:

1. BPJS Ketenagakerjaan governance index reached an average score of 96.67 (Very Good Category).
2. The work unit governance index/Internal Governance Indicators reached an average score of 95.43 (Very Good Category).
3. The mandatory State Officials' Wealth Report (LHKPN) has achieved 100% timely reporting and compliance.

The 2022-2026 GG Roadmap of BPJS Ketenagakerjaan

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

BPJS Ketenagakerjaan implements good governance by optimizing the role of 4 pillars, namely Governance, Risk, Compliance, and Control, supported by internal guidelines: [IR-1E]

- Governance includes the Board Manual, Integrity Pact, Code of Ethics, and LHKPN;
- Risk includes Risk Management;
- Compliance:

- **Internal:** consists of Fraud Control, Gratification Control, Conflict of Interest Control, and Anti-Bribery Management System;
- **External:** Monitoring and Evaluation of compliance with the employment social security program;
- Supervision includes Internal Control and Whistleblowing System (WBS).

Information regarding the internal guidelines along with dissemination and internalization activities can be viewed on the Agency's website at <https://www.bpjsketenagakerjaan.go.id/en/good-governance.html>.

In addition, the Agency also applies the best practices of the International Social Security Association (ISSA) Guidelines as a practical guide for the Board of Supervisors and Board of Directors. The ISSA Guidelines are in the form of a checklist of essential elements. Further explanation of the ISSA Guidelines can be found at <https://www.bpjsketenagakerjaan.go.id/en/good-governance.html>. [IR-1E]

Assessment of Good Governance Implementation

BPJS Ketenagakerjaan periodically assesses the good governance implementation based on the Decree of the Board of Directors Number: KEP/189/082021 concerning Indicators/Parameters

for the Assessment of the Good Governance Implementation of BPJS Ketenagakerjaan. In 2023, the Agency received a score of 96.67 in the Very Good category. [2-18]

Good Governance Assessment Results

Assessment Year	Year of Assessment Implementation	Score	Qualification
2022	2023	96.67	Excellent
2021	2022	96.40	Excellent
2020	2021	94.31	Excellent

BPJS Ketenagakerjaan Governance Structure

Governance Structure of the Agency [C.6][2-9]

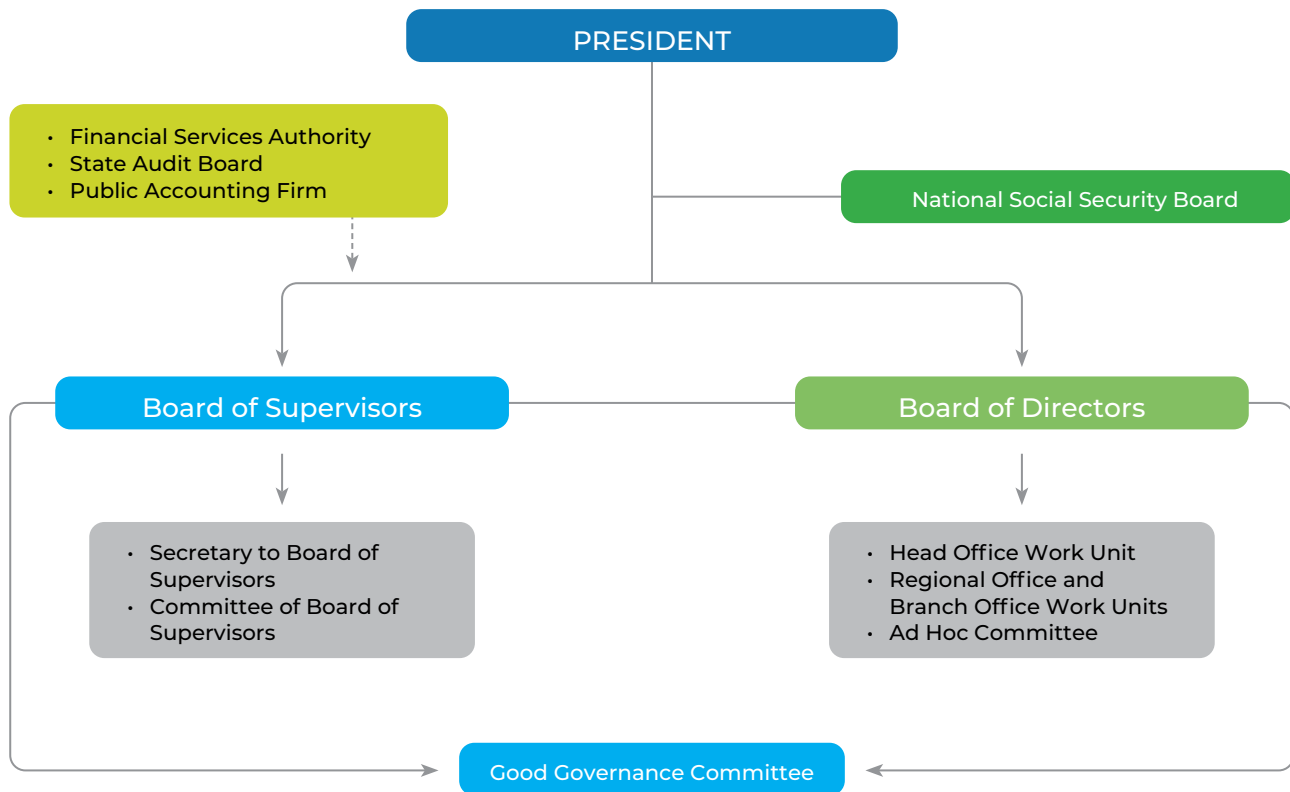
In accordance with Law No. 24 Year 2011 on Social Security Organization, the governance bodies of BPJS Ketenagakerjaan consists of:

1. The Board of Supervisors, which is tasked with supervising the management of the Agency by the Board of Directors and providing advice to the Board of Directors in the implementation of the employment social security program;
2. The Board of Directors, which is authorized and fully responsible for the management and interests of the Agency, in accordance with the foundation, objectives, and principles of BPJS Ketenagakerjaan, as well as representing the Agency in and out of court under laws and regulations.

During 2023, there was a change in the job title of "Deputy Director of Field" to "Deputy of Field" in accordance with the Board of Directors Regulation Number 8/PERDIR.04/042023 on the Organizational Structure of BPJS Ketenagakerjaan. The organizational structure of BPJS Ketenagakerjaan can be viewed on the website: <https://www.bpjsketenagakerjaan.go.id/en/tata-kelola.html>.



Governance Structure



Nomination and Appointment of Board of Supervisors and Board of Directors [2-10][2-11]

In accordance with Law No. 24/2011, the President's role as Head of State is also the Head of State Administration. The President has the prerogative to select and appoint members of the Board of Supervisors for BPJS Ketenagakerjaan. To select and appoint members of the Board of Supervisors and the Board of Directors, the President forms a selection committee. The members of the selection committee consists of two members from the Government elements and five members

from the public. The President selects and appoints the members of the Board of Supervisors from the Government element and the members of the Board of Directors based on the selection committee's nomination. The members of the Board of Supervisors from the elements of workers, employers, and community leaders are elected by the House of Representatives based on the names submitted by the President to be determined later by the President.

Board of Supervisors

In accordance with Presidential Regulation No. 81/2015 on the Procedures for the Election and Determination of Members of the Board of Supervisors and the Board of Directors, as well as Candidates for Interim Replacement Members of the Board of Supervisors and Board of Directors of the Social Security Provider Agency, members of the Board of Supervisors are appointed and dismissed

by the President. The Board of Supervisors consists of seven members, with a composition of two Government elements, two Worker elements, two Employer elements, and one community leader element. One of the members of the Board of Supervisors is appointed by the President as Chairman of the Board of Supervisors.

Board of Supervisors Membership [IR-1E]

There was no change in the membership of the Board of Supervisors during 2023. BPJS Ketenagakerjaan guarantees the independence and impartiality of the Board of Supervisors, based on the 5:2 ratio of members of the Board of Supervisors from non-government elements to the government elements, or five members. Information about the Board of Supervisors can be accessed through the website: <https://www.bpjsketenagakerjaan.go.id/en/tentang-kami.html>.

Composition of the Board of Supervisors of BPJS Ketenagakerjaan

Name	Position	Element
Muhammad Zuhri	Chairman of Board of Supervisors	Government
H. Yayat Syariful Hidayat	Member of Board of Supervisors	Worker
Agung Nugroho	Member of Board of Supervisors	Worker
Kushari Suprianto	Member of Board of Supervisors	Government
M. Aditya Warman	Member of Board of Supervisors	Employers'
Subchan Gatot	Member of Board of Supervisors	Employers'
M. Iman N. H. B. Pinuji	Member of Board of Supervisors	Community



M. Iman N. H. B. Pinuji

M. Aditya Warman

H. Yayat Syariful Hidayat

Muhammad Zuhri

Kushari Suprianto

Agung Nugroho

Subchan Gatot

Muhammad Zuhri
Chairman of Board of Supervisors

H. Yayat Syariful Hidayat
Member of Board of Supervisors

Agung Nugroho
Member of Board of Supervisors

Subchan Gatot
Member of Board of Supervisors

M. Aditya Warman
Member of Board of Supervisors

M. Iman N. H. B. Pinuji
Member of Board of Supervisors

Kushari Suprianto
Member of Board of Supervisors

Profile of the Board of Supervisors



Muhammad Zuhril
Chairman of Board of Supervisors
Government Element
Age 57 years old
Domicile: Bogor

Basis of Appointment

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

Education History

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

Work Experience

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



Kushari Suprianto
Member of Board of Supervisors
Government Element
Age: 57 years old
Domicile: Cibubur

Basis of Appointment

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

Education History

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

Work Experience

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



H. Yayat Syariful Hidayat
Member of Board of Supervisors
Worker Element
Age 46 years old
Domicile: Karawang

Basis of Appointment

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

Education History

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

Work Experience

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



Agung Nugroho
Member of Board of Supervisors
Worker Element
Age 49 years old
Domicile: South Tangerang

Basis of Appointment

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

Education History

1. S3 (Cand) Doctoral Program in Law (2006), Sebelas Maret University
2. Master of Laws (2006), Sebelas Maret University
3. Bachelor of Laws (1997), University of Jember

Work Experience

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



Subchan Gatot
Member of Board of Supervisors
Employers' Element
Age 52 years old
Domicile: Bekasi

Basis of Appointment

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

Education History

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

Work Experience

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



M. Aditya Warman
Member of Board of Supervisors
Employers' Element
Age 50 years old
Domicile: Bekasi

Basis of Appointment

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

Education History

1. S3 Doctor of Management and Business Doctoral Program (2020), IPB Business School
2. Master of Business Administration (2011), Master of Management, Faculty of Economics and Business, Gadjah Mada University
3. Bachelor of Psychology (1996), Muhammadiyah University of Surakarta

Work Experience

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



M. Iman N. H. B. Pinuji
Member of Board of Supervisors
Community Element
Age 58 years old
Domicile: South Tangerang

Basis of Appointment

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

Education History

1. S2 of Business (Accounting) (1999), Monash University, Australia
2. Postgraduate Diploma in Financial Management (1998), Monash University, Australia
3. Accountant, State College of Accountancy (STAN) (1993), Jakarta

Work Experience

1. Director of Accounting and Budgeting Group, Deposit Insurance Corporation (2015-2021)
2. Director of Bank Resolution Analysis Group, Deposit Insurance Corporation (2013-2015)
3. Director of General Services Group, Deposit Insurance Corporation (2010–2013)
4. Corporate Secretary, Deposit Insurance Corporation (2010-2011)
5. Head of Bank Liquidation Group Division, Deposit Insurance Corporation (2010-2010)
6. Senior Officer of Claims Handling Group, Deposit Insurance Corporation (2006-2010)
7. Auditor, Financial and Development Supervisory Agency (BPKP) (1987-2005)

Duties, Principles, Functions, and Authorities of the Board of Supervisors [2-18]

The Board of Supervisors has a supervisory function related to the preparation and implementation of the Agency's work plan and budget to achieve membership coverage, increase benefits and investment yields, as well as Agency compliance and implementation of good governance. During 2023, the Board of Supervisors has also provided 93 suggestions, advice, and considerations, as

well as 5 approvals to the Board of Directors. The implementation of the Board of Supervisors' supervisory duties and responsibilities is presented in the supervisory report as part of the BPJS Ketenagakerjaan report to the President, with a copy to DJSN. The Supervisory Report for 2023 was submitted by the Board of Supervisors to the President on June 30, 2023.

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

Duties of the Board of Supervisors

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

Authorities of the Board of Supervisors

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



Supervisory Function to the Operation of BPJS Ketenagakerjaan

Joint Meetings, at least once a month with meeting initiation based on invitations from the Board of Supervisors or the Board of Directors	The monthly meetings of the Board of Supervisors, are meetings held by the Board of Supervisors which are attended by members of the Board of Supervisors as well as other parties invited and chaired by the Chairman of the Board of Supervisors.	Committee meetings are held once a week to discuss certain monitoring objects in depth.	Work Visits to Regional Offices and/or Branch Offices to directly monitor the management of the employment social security program.
The number of Joint Meetings in 2023 was 12 times, with an average attendance rate of 93%.	The number of Board of Supervisors meetings in 2023 was 36 times, with an average attendance rate of 92%.	The number of Committee Meetings in 2023 was 201 times.	The number of visits to Regional Offices and Branch Offices in 2023 was 98 times.
During 2023, the Board of Supervisors has provided 93 suggestions, advice and considerations, as well as 5 approvals to the Board of Directors.			



Board of Supervisors Support Committee [2-12][2-13]

In carrying out the supervisory function of BPJS Ketenagakerjaan, including the impact of the Agency's activities, the Board of Supervisors has formed several committees. The Board of Supervisors may delegate the implementation of supervisory duties to the committees based on the established provisions. Until the end of 2023, BPJS Ketenagakerjaan did not form a Nomination and Remuneration Committee. Based on the Board of Supervisors Regulation Number: PER/26/DEWAS/092022 concerning Amendments to the Regulation of the Board of Supervisors of BPJS Ketenagakerjaan Number: PER/18/DEWAS/122020 concerning Procedures for Implementing the Functions, Duties, and Authority of the Board of Supervisors of the Employment Social Security

Agency, the Agency's Board of Supervisors has three committees, namely:

1. Budget, Audit, and Actuarial Committee;
2. Risk Management, Investment, and Service Committee; and
3. Performance, Programs, and BPJS Ketenagakerjaan Committee.

The membership of the committees consists of elements of the Board of Supervisors and Non-Board of Supervisors. Committee performance assessment is conducted by the Board of Supervisors. The assessment results in 2023 showed that each Committee has completed the entire work programs that have been set.

Membership of the Board of Supervisors Support Committee

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

Duties and Responsibilities of the Budget, Audit, and Actuarial Committee

Basis of Appointment	Duties and Responsibilities	Supervision in 2023
<ul style="list-style-type: none"> The Chairman and Members of the Committee are appointed based on the Board of Supervisors Decree Number KEP/14/DEWAS/102023 concerning the Inauguration of the Chairman and Committee Members of the BPJS Ketenagakerjaan Board of Supervisors. The structure of the Board of Supervisors Committee was established based on Board of Supervisors Decree Number KEP/14/DEWAS/102023 concerning the Inauguration of the Chair and Members of the BPJS Ketenagakerjaan Board of Supervisors Committee. The Committee Charter is established based on Board of Supervisors Decree Number KEP/9/DEWAS/082023 concerning the Budget, Audit and Actuarial Committee Charter. 	<ol style="list-style-type: none"> Conduct a review in order to: <ol style="list-style-type: none"> determination of RKAT, including changes to RKAT; approval of the proposed surplus allocation amount of the BPJS Ketenagakerjaan by the Board of Directors; approval of the determination of the form and content of the program management report and the Annual Financial Statements publication of; and BPJS Ketenagakerjaan fixed asset transfer plan proposed by the Board of Directors. Evaluate the implementation of the work of the Public Accounting Firm and Independent Actuary. Evaluate internal control and encourage the completion of recommendations on the results of internal and external audits. Prepare and submit RKAT KAAA before the current fiscal year to the Board of Supervisors for approval; and Carry out other Duties assigned by the Board of Supervisors. 	<ul style="list-style-type: none"> The Committee held 75 meetings with a percentage of 156% of the total obligation to meet 48 times a year. Average attendance percentage of Committee Meetings: 87%. In the reporting period, no skills development activities were carried out. [2-17]

Duties and Responsibilities Risk Management, Investment and Services Committee

Basis of Appointment	Duties and Responsibilities	Supervision in 2023
<ul style="list-style-type: none"> The Chairman and Members of the Committee are appointed based on the Board of Supervisors Decree Number KEP/14/DEWAS/102023 concerning the Inauguration of the Chairman and Committee Members of the BPJS Ketenagakerjaan Board of Supervisors. The structure of the Board of Supervisors Committee was established based on Board of Supervisors Decree Number KEP/14/DEWAS/102023 concerning the Inauguration of the Chair and Members of the BPJS Ketenagakerjaan Board of Supervisors Committee. The Committee Charter is established based on Board of Supervisors Decree Number KEP/8/DEWAS/082023 concerning the Risk Management, Investment and Services Committee. 	<ol style="list-style-type: none"> Review and/or prepare SNP regarding: <ol style="list-style-type: none"> governance of risk management in BPJS Ketenagakerjaan business processes; factors affecting the investment returns of the Employment Social Security Fund and BPJS Ketenagakerjaan and their mitigation recommendations; management and investment development of Employment Social Security Funds and BPJS Ketenagakerjaan; development and management of information technology; service performance; and BPJS Ketenagakerjaan fixed asset transfer plan proposed by the Board of Directors. Coordinating follow-up supervision through the BPJS Ketenagakerjaan Whistleblowing System Channel; Prepare and submit RKAT KMRIP before the current fiscal year to the Board of Supervisors for approval; and Carry out other Duties given by the Board of Supervisors. 	<ul style="list-style-type: none"> The Committee holds 67 meetings with a percentage of 140% of the total number of required meetings of 48 times a year Average attendance percentage of Committee Meetings: 97%. In the reporting period, no skills development activities were carried out. [2-17]

Duties and Responsibilities Performance, Program, and Agency Committee

Basis of Appointment	Duties and Responsibilities	Supervision in 2023
<ul style="list-style-type: none"> The Chairman and Members of the Committee are appointed based on the Board of Supervisors Decree Number KEP/14/DEWAS/102023 concerning the Inauguration of the Chairman and Committee Members of the BPJS Ketenagakerjaan Board of Supervisors. The structure of the Board of Supervisors Committee was established based on Board of Supervisors Decree Number KEP/14/DEWAS/102023 concerning the Inauguration of the Chair and Members of the BPJS Ketenagakerjaan Board of Supervisors Committee. The Committee Charter is established based on the Board of Supervisors Decree Number KEP/7/DEWAS/082023 concerning the Performance, Program, and Agency Committee. 	<ol style="list-style-type: none"> Review and/or prepare SNP regarding: <ol style="list-style-type: none"> BPJS Ketenagakerjaan performance achievements; performance of the JKK, JKM, JHT, JP and JKP Programs; Participation performance; HR management; And implementation of good governance in BPJS Ketenagakerjaan. Review the performance assessment of the Board of Directors as a recommendation for the Board of Supervisors to the President; Coordinate the assessment of the Agency's performance with the DJSN, the Ministry of Manpower and/or the Ministry of Finance; Prepare and submit RKAT KKPBB before the current fiscal year to the Board of Supervisors for approval; and Carry out other Duties assigned by the Board of Supervisors. 	<ul style="list-style-type: none"> The Committee held 59 meetings with a percentage of 123% of the total obligation to meet 48 times a year. Average attendance percentage of Committee Meetings: 90%. In the reporting period, no skills development activities were carried out. [2-17]

The Board of Supervisors has a Secretary of the Board of Supervisors to assist in the implementation of administrative and secretarial activities within the scope of its supervisory duties. In accordance with the Decree of the Board of Directors of

BPJS Ketenagakerjaan Number KEP/131/072022 concerning Officer Transfer, the Secretary of the Board of Supervisors position as of December 31, 2023 was held by Dian Agung Senoaji.

Board of Directors

Based on Presidential Regulation No. 81/2015 on the Procedures for the Selection and Determination of Members of the Board of Supervisors and Members of the Board of Directors, as well as Candidates for Interim Replacement Members of the Board of Supervisors and Board of Directors of the Social

Security Organization, members of the Board of Directors are appointed and dismissed by the President. The Board of Directors consists of five members who come from professional elements. The President appoints one of the members of the Board of Directors as President Director.

Board of Directors Membership [IR-1E]

There was no change in the membership of the Board of Directors during 2023. BPJS Ketenagakerjaan ensures the professionalism of the members of the Board of Directors through the fulfillment of competency requirements covering the fields of economics, finance, banking, actuarial,

insurance, pension funds, information technology, risk management, health management, work accidents, and occupational diseases, legal, and/or other fields. Information about the Board of Directors can be accessed through the website <https://www.bpjsketenagakerjaan.go.id/en/tentang-kami.html>.



Pramudya Iriawan Buntoro

Abdur Rahman Irsyadi

Roswita Nilakurnia

Anggoro Eko Cahyo

Zainudin

Asep Rahmat Suwandha

Edwin Ridwan, CFA, FRM

Anggoro Eko Cahyo

President Director

Abdur Rahman Irsyadi

Director of Human Capital and General Affairs

Pramudya Iriawan Buntoro

Director of Strategic Planning and Information Technology

Zainudin

Director of Participation

Roswita Nilakurnia

Director of Service

Edwin Ridwan, CFA, FRM

Director of Investment Development

Asep Rahmat Suwandha

Director of Finance

Composition of the Board of Directors

Name	Position
Anggoro Eko Cahyo	President Director
Abdur Rahman Irsyadi	Director of Human Capital and General Affairs
Pramudya Iriawan Buntoro	Director of Strategic Planning and Information Technology
Zainudin	Director of Participation
Roswita Nilakurnia SE, MSM, CRGP, CGP	Director of Service
Edwin Ridwan, CFA, FRM	Director of Investment Development
Asep Rahmat Suwandha	Director of Finance

Directors Profile



Anggoro Eko Cahyo

President Director

Age 54 years old
Domicile: South
Tangerang

Basis of Appointment

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

Education History

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

Work Experience

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



Abdur Rahman Irsyadi

Director of Human Capital and General Affairs

Age 53 years old
Domicile: Serang

Basis of Appointment

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

Education History

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

Work Experience

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



Pramudya Iriawan Buntoro

Director of Strategic Planning and Information Technology

Age 46 years old
Domicile: South Jakarta

Basis of Appointment

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

Education History

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

Work Experience

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



Zainudin

Director of Membership

Age 51 years old
Domicile: Bekasi

Basis of Appointment

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

Education History

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

Work Experience

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



Roswita Nilakurnia

Director of Service

Age 57 years old
Domicile: South Jakarta

Basis of Appointment

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

Education History

1. Master of Science Management in Finance (2009), University of Indonesia
2. Bachelor of Economics (Finance) (1992), University of Indonesia

Work Experience

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



**Edwin Ridwan, CFA,
FRM**

**Director of
Investment
Development**

Age 54 years old
Domicile: East
Jakarta

Basis of Appointment

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

Education History

1. Master of Management (2003), University of Indonesia
2. Bachelor of Economics (1996), University of Indonesia

Work Experience

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



**Asep Rahmat
Suwandha**

Director of Finance

Age 48 years old
Domicile: Bogor

Basis of Appointment

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

Education History

1. S2 Master of Business (2015), Bogor Agricultural Institute
2. Master of Islamic Economics (2004), Center for Middle East and Islamic Studies
3. Bachelor of Economics (2000), University of Indonesia

Work Experience

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

Duties and Responsibilities of the Board of Directors [E.1][2-11][2-12][2-14]

The Board of Directors refers to the Board of Directors Regulation No. PERDIR/17/062020 on Organizational Structure and Work Procedures for the division of duties in ensuring the sustainability of BPJS Ketenagakerjaan. As part of its duties, the Board of Directors is also responsible for

managing the economic, environmental, social, and governance impacts on members as well as other stakeholders and fulfilling their needs. The following are the duties and responsibilities of each Director in general according to their functions:

President Director

In charge of coordinating the duties of the Directors; planning, developing, and establishing general policies for BPJS Ketenagakerjaan based on prudential, effective, and efficient principles, in accordance with the vision, mission, and objectives of BPJS Ketenagakerjaan; developing secretarial, internal control, public and interagency relations, compliance, and legal policies; as well as having cross functions integration of work unit activities, to align operations with strategies.

Director of General Affairs and Human Resources (HR)

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

Director of Strategic Planning and Information Technology

In charge of planning, directing, coordinating, establishing, managing, and controlling strategic development policies, business processes, innovation, quality management, information technology, data management, and project management, to align operations with strategies.

Director of Participation

In charge of managing BPJS Ketenagakerjaan membership by planning operational strategies, directing, coordinating, managing membership administration, implementing, and controlling policies and operational strategies for membership in social security programs for workers.

Director of Investment Development

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

Director of Service

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

Director of Finance

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

Supporting Committee of the Board of Directors [2-12][2-13]

The Board of Directors has several ad hoc supporting committees established based on Board of Directors Regulation Number: PERDIR/17/062020. Through the supporting Committees, the Board of Directors monitors the management of BPJS Ketenagakerjaan, including the impact of activities carried out by the Agency. The Board of Directors may also delegate its authority in managing sustainability performance to the Committees.

Risk Management Committee

The Risk Management Committee was established based on Board of Directors Regulation No. PERDIR 17/062020. Membership of the Committee consists of all Directors in accordance with their fields and responsibilities, as well as the Deputy Director for Actuarial and Organizational Risk Management and the Deputy Director for Investment Risk Management. The function of the Committee is to provide consultation to the Board of Directors, especially the President Director, for strategic decision making, regarding risk management policies and risk considerations in making operational, financial and investment decisions, as well as matters related to business decisions that are not covered by normal procedures (irregularities).

Good Governance Committee

The Good Governance Committee was established based on Board of Directors Order No. SPRIN/35/012021 and followed by Instruction No. SPRIN/770/122022. The Committee is led by the President Director as Chairman. In carrying out its duties, the Committee is guided by the Board of Directors Regulation No. PERDIR/01/012021 on BPJS Ketenagakerjaan Good Governance Guidelines. The committee has the function of defining Good Governance (GG) assessment parameters,

developing GG infrastructure involving several work units, encouraging innovation on GG implementation, conducting GG dissemination and education to all work units, as well as Internal Governance Indicators (IGI).

Investment Committee

Based on the Board of Directors Regulation Number: PERDIR/31/122021, the Investment Committee has the function to review, give consideration, and make investment decisions that have special risks or non-routine or under (potential) crisis conditions that have a strategic impact on DJS Ketenagakerjaan or BPJS Ketenagakerjaan, or matters that have not been regulated in this policy, both in stable and volatile market conditions, in accordance with applicable laws and regulations.

The Investment Committee consists of four Directors as follows:

- President Director as chairman cum member;
- Director of Investment Development as member cum secretary;
- Director of Finance as member; and
- Director of Strategic Planning and Information Technology as member.

Information Technology Steering Committee

The Information Technology Steering Committee was established based on Board of Directors Regulation No. 15/PERDIR.06/042022 to support and provide recommendations that have been approved in committee meetings to the Board of Directors to be decided at Board of Directors meetings. The Chairman of the Committee is the Director of Strategic Planning and Information Technology with the Deputy Director of Information Technology Development as the Secretary of the Committee. Committee members consist of

the Deputy Director for IT Development, Deputy Director for IT Operations, Deputy Director for Data Management, Deputy Director for Actuarial and Organizational Management, and Deputy Director for Strategic Planning.

Committee Functions:

- Formulating Information Technology Policies and Procedures;
- Drafting IT Master Plan to ensure conformity with the Agency's strategic plan or strategic work program;
- Evaluating the IT Master Plan implementation review report to ensure effective information technology management;

- Ensuring conformity of the IT Master Plan and BPJS Ketenagakerjaan's information technology strategic work program;
- Ensuring effective mitigation implementation on technology risk in BPJS Ketenagakerjaan;
- Monitoring information technology performance and making efforts to improve information technology performance;
- Making efforts to resolve annual information technology work program problems that cannot be resolved by work units in the information technology group; and
- Maintaining adequacy and determining the allocation of information technology resources owned by BPJS Ketenagakerjaan.

Sharia Advisors

BPJS Ketenagakerjaan has Sharia Advisors which is designated as an infrastructure to supervise the implementation of sharia services in all branch offices in Nanggroe Aceh Darussalam (NAD) Province. The BPJS Ketenagakerjaan's Sharia Advisors work closely with the National Sharia Council-Majelis Ulama Indonesia (DSN-MUI) to carry out its duties, namely:

1. Providing recommendations and input in the implementation and operational activities of sharia services;
2. Supervising sharia service operations; and
3. Acting as a mediator between BPJS Ketenagakerjaan and DSN-MUI to ensure that sharia services are run in accordance with sharia provisions.

Until the end of 2023, the membership of the Sharia Advisory Council consists of four persons, one of whom is designated as the Chairman. The

establishment and appointment of the Shariah Advisory Council membership is based on the following provisions:

1. PER/508/122023, Employment Agreement between BPJS Ketenagakerjaan and Prof. Dr. H. Fathurrahman Djamil, MA. regarding BPJS Ketenagakerjaan Sharia Advisors;
2. PER/509/122023, Employment Agreement between BPJS Ketenagakerjaan and Ir. H. Agus Haryadi, AAIJ, FIIS, ASAI. regarding BPJS Ketenagakerjaan Sharia Advisors;
3. PER/510/122023, Employment Agreement between BPJS Ketenagakerjaan and Mohammad Bagus Teguh Perwira, LC, MA. regarding BPJS Ketenagakerjaan Sharia Advisors; and
4. PER/511/122023, Employment Agreement between BPJS Ketenagakerjaan and Dr. KH. M. Cholil Nafish, LC, MA. regarding BPJS Ketenagakerjaan Sharia Advisors.

Membership of BPJS Ketenagakerjaan's Sharia Advisory Board

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

Implementation of Sharia Advisor Duties

In conducting the Sharia Service of the Employment social security program, BPJS Ketenagakerjaan appoints a sharia advisor based on the recommendation of DSN MUI. The sharia advisor is tasked with providing advice and suggestions to the Board of Directors to carry

out employment social security activities in Aceh Province in accordance with Sharia Principles. The implementation of Sharia Services of the employment social security program must adhere to the sharia opinion of the sharia advisor.

Prevention of Conflict of Interest, Affiliation Relationship, and Dual Position ^[2-15]

BPJS Ketenagakerjaan has an Integrity Pact signed by each member of the Board of Supervisors and Board of Directors. The Integrity Pact stipulates the obligation to prevent conflicts of interest. Further information regarding the Integrity Pact of the Board of Supervisors and Directors can be accessed through the website <https://www.bpjsketenagakerjaan.go.id/en/good-governance.html>. In accordance with the Integrity Pact, the Board of Supervisors and Board of Directors of BPJS Ketenagakerjaan have provisions governing the prevention of conflicts of interest, including affiliation and concurrent positions.

Provisions regarding the prevention of conflicts of interest for the Board of Supervisors are regulated in Board of Supervisors Regulation Number: PER-03/DEWAS/092015 concerning Guidelines for Conflicts of Interest of the Board of Supervisors of BPJS Ketenagakerjaan, which stipulates that members of the Board of Supervisors are not allowed to:

1. Have a family relationship up to the third degree between members of the Board of Supervisors and members of the Board of Directors;

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

Provisions regarding the prevention of conflict of interest for the Board of Directors are regulated in the Board of Directors Regulation Number: 6/PERDIR.01/032022 concerning Guidelines for Controlling Conflict of Interest of BPJS Ketenagakerjaan. In accordance with these

provisions, members of the Board of Directors are required to:

1. Carry out the commitment to implement the Conflict of Interest policy, which includes:
 - a. ownership of personal investment instruments;
 - b. make a declaration of no conflict of interest; and
 - c. statement of having no family relationship up to the third degree with other members of the Board of Supervisors/Board of Directors.
2. Set an example in preventing conflicts of interest.

Until the end of 2023, no member of the Board of Supervisors and/or the Board of Directors was faced with a conflict of interest. BPJS Ketenagakerjaan imposes sanctions on members of the Board of Supervisors and the Board of Directors who are proven to be involved in conflicts of interest cases, under Government Regulation No. 88 of 2013 concerning Procedures for Handling Administrative Sanctions for Members of the Board of Supervisors and the Board of Directors of the Social Security Provider Agency.

Performance Assessment of Board of Supervisors and Board of Directors ^[2-18]

The performance of the Board of Supervisors and Board of Directors is assessed by the National Social Security Board (DJSN), in accordance with Law No. 4 Year 2004 on the National Social Security System. The assessment refers to DJSN Regulation No. 1 of 2020 on the Determination and Assessment of Performance Achievement Indicators of the Social Security Administering Body. The assessment is conducted based on the Key Performance Indicators (KPIs) using the

Balance Scorecard method. Periodically, DJSN monitors and evaluates the implementation of employment social security using an in-depth monitoring evaluation mechanism. In 2023, DJSN combined the assessment of financial health and performance, so that the format of the score in 2023 was different compared to 2021 and 2022. The assessment results are presented in the following table:

Performance Assessment Results of BPJS Ketenagakerjaan

Year	Financial Health		BPJS Ketenagakerjaan Performance	Performance Achievement Indicator	
	Score	Category	Score	Score	Category
2023				107.55	Very Good
2022	111.28	Baik	104.83	108.09	
2021	109.70	Baik	106.47	108.09	

The performance of the Board of Supervisors and the Board of Directors is also evaluated from the Program Management Report submitted annually to the President with a copy to DJSN, in accordance with Presidential Regulation No. 108 of 2013 on the

Form and Content of the Social Security Program Management Report. The Social Security Program Management Report for 2023 has been submitted by the Board of Directors to the President on June 25, 2024.

Process for Determining the Remuneration of the Board of Supervisors and the Board of Directors [IR-4B]

Provisions regarding the remuneration of the Board of Supervisors and Board of Directors are regulated under Presidential Regulation (Perpres) Number 110 of 2013 concerning Salaries or Wages and Other Additional Benefits and Incentives for Members of the Board of Supervisors and Members of the Board of Directors of BPJS; and Minister of Finance Regulation Number: 112/PMK.02/2019 concerning Amendments to Minister of Finance

Regulation Number: 134/PMK.02/2015 concerning Other Additional Benefits and Incentives for Members of the Board of Supervisors and Members of the Board of Directors of BPJS. The Government, as the authority, determines remuneration of the Board of Supervisors and Board of Directors based on these provisions. The remuneration consists of income, allowances, facilities, and tax components. [2-19][2-20]

Components in Remuneration of Supervisory Board and Board of Directors of BPJS Ketenagakerjaan

Components	Description
Income	Basic Salary x Inflation Adjustment Factor x Employment Position Factor
Allowances	Religious Holiday Allowance
	Retirement Benefit
	Annual Leave Allowance
Facilities	Official Vehicles
	Healthcare
	Legal Aid
Tax	Taxes shall be paid by BPJS Ketenagakerjaan

Remuneration of Board of Supervisors and Board of Directors of BPJS Ketenagakerjaan

Board of Supervisors Remuneration	Board of Directors Remuneration
<ul style="list-style-type: none"> Remuneration given to the Chairman of the Board of Supervisors is 60% of the President Director's salary. Remuneration given to the Board of Supervisors members is 54% of the President Director's salary. 	Salary for other members of Board of Directors is 90% of President Directors' salary.
Paid monthly.	Paid monthly.
The total remuneration paid in 2022 was Rp13,872,000,000 or 0.97% of the total remuneration for employees in 2023.	The total remuneration paid in 2022 was Rp7,752,000,000 or 0.54% of the total remuneration for employees in 2023.

The ratio of the highest individual annual total compensation (President Director) to the median annual total compensation of all BPJS Ketenagakerjaan employees (excluding the President Director) in 2023 was 10.12%. Thus, there was an increase in the percentage between

the highest total compensation (President Director) and the median total compensation of all employees (excluding the President Director) in 2022 by 9.02%, in line with the change in compensation for Directors. [2-21]

Board of Supervisors and Board of Directors Meetings

The Board of Supervisors and the Board of Directors regularly organize meetings as part of the performance evaluation mechanism. The implementation of the meeting refers to: [2-16]

1. Presidential Regulation Number 25 of 2020 on the Governance of the Employment Social Security Administering Body;
2. Board of Supervisors Regulation Number PER/26/DEWAS/092022 concerning Amendments to the Regulation of the Board of Supervisors of BPJS Ketenagakerjaan Number: PER-18/DEWAS/122020 concerning Procedures for Implementing the Functions, Duties and Authority of the Board of Supervisors of the Employment Social Security Agency;
3. Board of Directors Regulation Number: PERDIR/22/082016 on the Procedures for Implementing the Functions, Duties and Authority of the Board of Directors of the Employment Social Security Agency BPJS Ketenagakerjaan
4. Board of Directors Regulation Number: PERDIR/1/012021 on Good Governance of BPJS Ketenagakerjaan;
5. Board of Directors Regulation Number: PERDIR/17/072019 concerning Guidelines for Holding Meetings within BPJS Ketenagakerjaan; and
6. Board of Supervisors Regulation: PER/27/DEWAS/112023 on the Procedures for Holding the Board of Supervisors Meetings within BPJS Ketenagakerjaan.

Board of Supervisors Meetings

Internal Meeting	Joint Meeting	Committee Meeting
<ul style="list-style-type: none"> • Attended by all members of the Board of Supervisors. • Held at least once a month 	<ul style="list-style-type: none"> • Attended by members of the Board of Supervisors and the Board of Directors. • Held at least once a month. 	<ul style="list-style-type: none"> • Attended by members of the Board of Supervisors and Board of Supervisors Committee. • Held at least four times per month.

Board of Directors Meetings

Internal Meeting	Joint Meeting
<ul style="list-style-type: none"> • Attended by all members of the Board of Directors. • Held at least once a month. 	<ul style="list-style-type: none"> • Attended by members of the Board of Supervisors and the Board of Directors. • Held at least once a month.

Recapitulation of the Board of Supervisors Meetings for the Period 2021-2026 in 2023

Name of Board of Supervisors	Internal Meeting			Joint Meeting		
	Number of Meetings	Total Attendance	% Attendance	Number of Meetings	Total Attendance	% Attendance
Muhammad Zuhri	36	35	97	12	12	100
Kushari Suprianto	36	32	89	12	9	75
H. Yayat Syariful Hidayat	36	33	92	12	12	100
Agung Nugroho	36	34	94	12	12	100
Subchan Gatot	36	32	89	12	11	92
M. Aditya Warman	36	34	94	12	10	83
M. Iman N.H.B. Pinuji	36	33	92	12	11	92

Recapitulation of the Board of Directors Meetings for the Period 2021-2026 in 2023

Name of Board of Directors	Internal Meeting			Joint Meeting		
	Number of Meetings	Total Attendance	% Attendance	Number of Meetings	Total Attendance	% Attendance
Anggoro Eko Cahyo	52	43	84.31	12	12	100.00
Abdur Rahman Irsyadi	52	43	84.31	12	12	100.00
Pramudya Iriawan Buntoro	52	43	84.31	12	11	91.67
Zainudin	52	39	76.47	12	9	75.00
Roswita Nilakurnia	52	40	78.43	12	12	100.00
Edwin Ridwan	52	42	82.35	12	11	91.67
Asep Rahmat Suwanda	52	47	97.16	12	12	100.00

Agency Secretariat

The Agency Secretariat was established based on Board of Directors Decree Number KEP/151/052014. The Agency Secretariat is directly under the President Director, with its functions and responsibilities set out in the Appendix to the Decree of the Board of Directors of BPJS

Ketenagakerjaan Number KEP/158/052014. The Agency Secretariat is led by the Deputy Director of the Agency Secretariat Division, which in the reporting period was held by Irvansyah Utoh Banja based on the Decree of the Board of Directors Number KEP/237/102021.

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

During 2023, BPJS Ketenagakerjaan included members of the Board of Supervisors, members of the Board of Directors, and structural officers of the Agency in various training programs and activities to improve competencies, including those related to sustainability. For further information

on the training and activities of members of the Board of Supervisors and the Board of Directors, as well as structural officers, please contact the Deputy Director of the Agency Secretariat and the Secretariat of the Board of Supervisors.

Number of Training and Competence Improvement Activities

Year	Board of Supervisors	Board of Directors	BPJS Ketenagakerjaan's Official Levels
2023	3	26	116
2022	28	15	112
2021	29	10	42

Training Programs Attended by Board of Supervisors and Board of Directors in 2023

No.	Member Name	Competency Development Program Attended
Board of Supervisors		
1.	H. Yayat Syariful Hidayat	Certified Risk Professional (CRP)
2.	Agung Nugroho	<ul style="list-style-type: none"> • Certified Human Resources Manager (CHRM) • Arbitration Training (Batch XXII)
Board of Directors		
1.	Anggoro Eko Cahyo	Oxford Scenarios Programme
2.	Abdur Rahman Irsyadi	<ul style="list-style-type: none"> • Finance Associate Training • Qualified Wealth Planner (QWP) Certification Training • Global GRC Benchmarking Series 5: Eastern Europe • Exploring the UK's Social Security Landscape of London Program • Training and Certification on Governance, Risk, and Compliance Certified for Executive
3.	Pramudya Iriawan Buntoro	<ul style="list-style-type: none"> • ASEAN Global Leadership Program "Shaping the Future with Inspiring Leadership" • Asia-Pacific PAI-SOA Joint Symposium Program • Joint Regional Seminar organized by the Indonesian Actuary Association • Indonesian Actuaries Congress 2023 (Seminar and Congress PAI 2023 exclusively for FSAI and General)
4.	Zainudin	<ul style="list-style-type: none"> • Certified Risk Governance Professional (CRGP) Training and Certification • Exploring the UK Social Security Landscape Professional • Organizational Risk Aggregation Webinar • National Conference on Risk Management
5.	Roswita Nilakurnia	<ul style="list-style-type: none"> • Impact Investing World Forum Program • Masterclass Program Series XXII, Risk Capacity the Fundamental Missing Puzzle in Risk Management Practice • World Congress on Safety and Health at Work
6.	Edwin Ridwan	<ul style="list-style-type: none"> • Proxima EDP's Exploring the UK's Social Security Landscape London • Proxima EDP's London Financial Summit Program
7.	Asep Rahmat Suwandha	<ul style="list-style-type: none"> • Financial and Legal Aspects Training "Mergers, Acquisitions, and Business Valuation" • Global GRC Benchmarking Series 5 Central Europe • Governance in the Financial Sector • Governance, Risk, Compliance Impact • Policy Management for Compliance: The Opening Towards the East Policy • Strategic Risk: Contemporary Europe's Russia Policy • ASEAN Global Leadership Program "Shaping the Future with Inspiring Leadership"

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

BPJS Ketenagakerjaan has implemented risk management that refers to ISO 31000:2018 Risk Management-Guidelines, based on the understanding that the Agency has the mandate to manage social security funds. Risk management has aligned policies, strategies, and a comprehensive risk management system with

BPJS Ketenagakerjaan's objectives, regulations, and applicable laws and regulations in Indonesia to achieve BPJS Ketenagakerjaan's strategic work targets and objectives. Risk management includes three elements, namely Risk Management Principles, Risk Management Framework, and Risk Management Process.

Risk Management	
Objective	Create and protect value that is realized by improving performance, driving innovation, and supporting target achievement.
Risk Management Principles	<ol style="list-style-type: none"> 1. Risk management is an integrated part of the overall organizational process; 2. Risk management is structured and comprehensive; 3. Risk management is applied by adapting to the conditions of the organization 4. Risk management is inclusive; 5. Risk management is dynamic; 6. Risk management uses the best available information; 7. Risk management takes into account human and cultural factors; and 8. Risk management facilitates continuous improvement of the organization.
Risk Management Framework	<ol style="list-style-type: none"> 1. Leadership and Commitment 2. Integration 3. Design 4. Implementation 5. Evaluation of Effectiveness 6. Improvements
Risk Management Process	<ol style="list-style-type: none"> 1. Communication and Consultation 2. Scope, Context, and Criteria 3. Risk Assessment (Identification, Analysis, and Evaluation) 4. Risk Treatment 5. Monitoring and Review 6. Recording and Reporting

BPJS Ketenagakerjaan has a roadmap, containing the risk management target, which in 2023 has reached the Managed stage, namely:

Target

1. Integrated Risk Management is fully integrated with the Agency's planning and programs as reflected in the RKAT and Strategic Plan.
2. Risk management framework/architecture referring to the Social Risk Management Framework is the basis for developing the Agency's values and programs in accordance

with the Agency's integrity. The Risk Management Framework is used proactively for operational decision making and compliance, as well as adequate internal controls.

3. Key Risk Indicators (KRIs) and predictive risk analytics are used proactively to identify and monitor program and Agency risks.
4. Monitoring of investment risk management using advanced data analytics approaches to monitor financial markets to reduce fraud and defaults that impact the Agency's reputation.

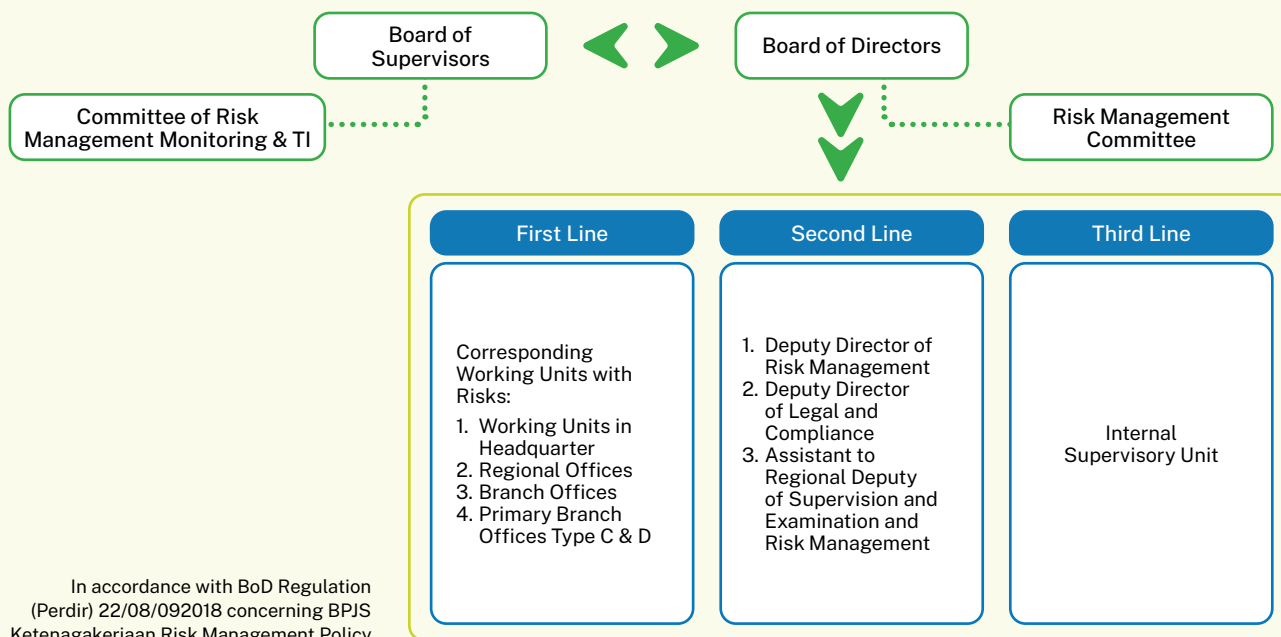
Realization

1. In preparing the RJPP and RKAT, the Agency conducted risk profile identification and assessment that refers to or is based on the Agency's objectives (risk-based).
2. The Agency's risk management is conducted in an integrated manner through business processes supported by the establishment of internal regulations, risk appetite policies, procedures, and Information Systems. All work units consistently perform risk management and reporting through the Risk Management Information System (SIMRK) application quarterly.
3. The completion of the Risk Register by all work units is monitored and aligned with the achievement of KPIs by fulfilling Specific, Measurable, Achievable, Realistic, and Time-Based (SMART) elements.
4. The application of Key Risk Indicator (KRI) on priority risk of work unit and agency risk

- management has been carried out. The risk owner monitors and updates the KRI regularly.
5. The Risk Management Unit always monitors and encourages the use of KRI in every priority risk owned by the work unit.
6. The implementation of Business Continuity Management is carried out from the Branch Office, Regional Office, and Head Office levels to maintain the Agency's business continuity.
7. The use of the Investment Risk Management Dashboard as big data analysis in monitoring the market and investment partners based on the issuers' performance compared to benchmarks.

BPJS Ketenagakerjaan manages risk with the support of the Risk Management Structure and involves the role of internal stakeholders in line with the Board of Directors Regulation No. 22/08/092018 on BPJS Ketenagakerjaan Risk Management Policy.

Risk Management Structure and the Roles of Internal Stakeholders



BPJS Ketenagakerjaan Risk Profile

There are nine categories of risk in the BPJS Ketenagakerjaan environment, namely:

1. Strategic Risk

Strategic risk is the risk arising due to inaccuracy in making and/or implementing a strategic decision, as well as failure to anticipate changes in the business environment and potentially hampering BPJS Ketenagakerjaan in achieving its strategic goals or objectives. In 2023, BPJS Ketenagakerjaan identified several strategic risks, including the realization of the acquisition of active workers from the PU, BPU, Jakon, and PMI segments, which was slightly below the target. Therefore, we have taken the following mitigation measures to minimize these risks:

1. Evaluating of member acquisition strategies;
2. Evaluating the effectiveness of the member acquisition engine;
3. Evaluating the carrying capacity, capability, and load for personnel conducting membership expansion;
4. Evaluating systems, applications, and features supporting the business process of recording

- and managing membership data and reports;
5. Conducting partnership collaboration with ministries/institutions to optimize the employment social security program;
6. Optimizing agencies and partnerships to increase member coverage; and
7. Conducting Brand Equity Survey.

2. Market Risk

Market risk is the risk that can affect the exposure of DJS and BPJS Ketenagakerjaan programs to price fluctuations in investment instruments that are traded and held to maturity. BPJS Ketenagakerjaan seeks to minimize the negative impact on the DJS and BPJS Ketenagakerjaan net asset statements by monitoring and analyzing price movements. During the fiscal year 2023, a sensitivity analysis was conducted, aiming at measuring the impact of price changes on the stock and mutual fund portfolios as of December 31, 2023. BPJS Ketenagakerjaan also conducted a sensitivity analysis of Government Debt Securities (SUN) recorded at fair value against changes in interest rates as of December 31, 2023.

Stock Portfolio Sensitivity Analysis in 2023

Description	DJS					BPJS Fund
	JKK	JKM	JHT	JHT Syariah	JP	
MTM Sensitivity Δ100 Point IHSC	1.11%	1.05%	1.05%	0.86%	1.04%	1.00%

Mutual Fund Portfolio Sensitivity Analysis in 2023

Description	DJS				BPJS Fund
	JKK	JKM	JHT	JP	
MTM Sensitivity Δ100 Point IHSC	0.98%	0.24%	0.94%	0.79%	1.03%

Note: MTM = Market to Market

SUN Sensitivity Analysis in 2023 (Fair Value Listed to Changes in Interest Rates)

Description	DJS				BPJS Fund
	JKK	JKM	JHT	JP	
Price Change (%)	0.232%	0.245%	0.112%	0.283%	0.025%

3. Liquidity Risk

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

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

4. Credit Risk

Credit risk is affected by the default of banks (deposits) or issuers, or issuers of bonds/securities owned by BPJS Ketenagakerjaan. The Agency took various mitigation measures during 2023, such as periodically reviewing exposure and level of credit risk to ensure that the investment funds for DJS and BPJS Ketenagakerjaan were placed according to the management's risk appetite and tolerance. In addition, the Agency also supervises and monitors the soundness level of the banks where the deposits were placed and the fundamentals of the bonds/securities issuers.

5. Operational Risk

Operational Risk includes risks that arise due to the inadequacy and/or dysfunction of an activity or series of activities in internal business processes, human error, system failure, and/or external events that affect the Agency's operations. BPJS Ketenagakerjaan has identified several internal and external operational risks and their mitigation

measures, including:

1. Obstacles in the payment of JKK claims, which occurs due to incomplete documents submitted by members and employers, as well as delays in submission of bills by the Work Accident Service Center (PLKK). Therefore, BPJS Ketenagakerjaan conducted dissemination and education to PLKK and Employers about the procedures for submitting and fulfilling the required documents for JKK Claim and advised PLKK to submit bills in a timely manner according to the Cooperation Agreement.
2. Fluctuations in the number of JHT underpayment claims, where the Branch Office has educated the Employer regarding the orderly payment of contributions and reporting problems with the application system that arise.
3. Fluctuations in the number of JMO claims, where the submission of claims requires the conformity of verification data against claim documents and workers.
4. Conducting education and coaching to Branch Office personnel related to the internalization of BPJS Ketenagakerjaan cultural values on a regular basis.

6. Reputational Risk

Reputational risk is a risk due to the damage or a decrease in the public's positive or negative perception/assessments of BPJS Ketenagakerjaan's image. In 2023, BPJS Ketenagakerjaan faced an identified reputational risk, with negative news through social media/influencers. The controls that have currently been carried out include:

1. The availability of internal regulations on handling complaints from BPJS Ketenagakerjaan members in all service channels.
2. Conducting massive dissemination to members and employers regarding information on BPJS Ketenagakerjaan programs and service procedures, through social media and other media.
3. Checking and improving access to the contact center 175 services.

4. Conducting regular coaching to Branch Office service personnel to provide excellent service and claim disbursement process in accordance with applicable regulations.
5. Accelerating improvements and enhancing the performance of the electronic claims service application system.

7. Information Technology Risk

Information technology (IT) risk is a risk that occurs due to the failure or not optimal use, ownership, operation, involvement, influence, and application of IT in BPJS Ketenagakerjaan. IT risks can originate from application development, information technology infrastructure, and information technology governance. BPJS Ketenagakerjaan seeks to improve IT services by implementing incident management and problem management procedures with the aim of recording, identifying, and analyzing the root causes of problems that occur. Efforts made by BPJS Ketenagakerjaan to resolve risk events that occur are by optimizing responsiveness to incidents that occur and actively coordinating with various partners. BPJS Ketenagakerjaan also seeks to maintain the security of participant data by implementing an information security management system according to ISO 27001:2013 standards.

BPJS Ketenagakerjaan has identified risks that have the potential to affect IT in BPJS Ketenagakerjaan and its mitigation efforts, including:

1. Periodic and comprehensive compromise assessment to detect external networks.
2. Periodic IT security assessment of internal applications.
3. Penetration tests on internal applications on a regular basis.
4. Conducting phishing tests regularly.
5. Security improvements to the JMO application.
6. Developing an implementation plan roadmap with controllable disruption impact.

8. Legal Risk

Legal risk is a risk affected by legal claims/sanctions due to uncertainties and/or differences in legal interpretation between BPJS Ketenagakerjaan

and other parties on their products/services or operational activities or actions taken by both parties. The Agency controls legal risk through legal studies and recommendations from the Deputy Director for Compliance and Legal Affairs to each Deputy. Accordingly, the Deputy Director for Compliance and Legal Affairs periodically reviews the Cooperation Agreement with counterparties, and proactively cooperates with legal consultants or lawyers in handling legal risks. During 2023, BPJS Ketenagakerjaan faced litigation cases and received legal assistance.

9. Compliance Risk

Compliance risk is a risk affected by non-compliance/violation and/or inability of BPJS Ketenagakerjaan/Agency personnel to comply with applicable rules, regulations, and laws, which may originate from the external or internal environment of BPJS Ketenagakerjaan. The Agency minimizes the impact of compliance risk through the Compliance and Legal Information System (SIPATUH) portal provided by the Deputy for Compliance and Legal Affairs, which aims to achieve the compliant level for work units. The Deputy for Compliance and Legal Affairs ensures the appropriateness of the compliance level in the application by conducting periodic compliance test sampling. During the 2023 reporting period, compliance test sampling was carried out on 20 Branch Offices by the Deputy Director of Compliance and Legal Affairs.

As a fulfillment of the obligation to comply with the government regulations, BPJS Ketenagakerjaan has drafted and finalized several derivative regulations on the implementation of employment social security. Meanwhile, in maintaining compliance with the settlement of external audit findings, BPJS Ketenagakerjaan always follows up on these findings in accordance with the recommendations and results of coordination of the Internal Supervisory Unit with the relevant units. As of December 31, 2023, BPJS Ketenagakerjaan still has several recommendations that are still in the settlement process.

Evaluation of the Risk Management System Effectiveness

BPJS Ketenagakerjaan's risk management system is evaluated periodically by an independent party based on various aspects of assessment. The results of the assessment for 2023 will only be

released at the end of 2024. The Agency involves all entities and/or organizes various training and dissemination to develop risk management competencies.

Risk Management Implementation Evaluation Results

Description		2023	2022	2021
Competency Development	Number of Activities	4 activities (CRMO, CRMP, CAFO, & BCMCP)	2 activities (CRMP & CRMO)	3 activities
	Number of Participants	CRMO: 30 people CRMP: 10 people CAFO: 2 people BCMCP: 1 person	CRMP: 10 people CRMO: 15 people	11 people
Socialization	Number of Activities	14 activities	3 activities	2 activities
	Number of Participants	610 people	57 people	291 people



Maintaining Business Continuity Management (BCM)

BPJS Ketenagakerjaan's readiness to continue operational activities and services in an emergency due to disaster is one of the important aspects of risk management implementation. BPJS Ketenagakerjaan has currently implemented business continuity management within the Agency with the issuance of the Board of Directors Regulation PERDIR/23/092021 concerning BPJS Ketenagakerjaan Business Continuity Management Guidelines. In its implementation, business continuity management requires organizational commitment and support, so that it can contribute optimally to the Agency's business continuity in the future.

During 2023, there were 10 disasters that occurred in the BPJS Ketenagakerjaan environment. Furthermore, BPJS Ketenagakerjaan focuses on updating the Business Continuity Plan (BC Plan) document, such as updating the BC Plan document template for the Branch Office and preparing the BC Plan document template for the Regional Office. Handling of disasters/disruptions

is carried out based on the impact of the events that occur. In 2023, the disaster/disruption handling that have been carried out include:

1. Conducting regular monitoring and evaluation of events that occur in the work units. The monitoring focused on the condition of personnel, assets/infrastructure, operational activities and the external environment around the work units.
2. Visiting affected locations to ensure operational continuity and provide education to affected personnel.
3. Coordinating with work units related to the fulfillment of needs in affected work units. In this case, the Deputy for Risk Management focused on aspects related to business continuity in the work units.
4. Holding Crisis Management Team (CMT) meetings when necessary to gather information quickly and comprehensively, to immediately determine a handling or follow-up plan or conditions.

Compliance [2-27]

The implementation of employment social security and the management of BPJS Ketenagakerjaan are carried out by consistently complying with applicable laws and regulations. In 2023, BPJS

Ketenagakerjaan never received fines or other legal sanctions related to alleged non-compliance with applicable regulations.

Changes in Laws and Regulations

During the reporting period, BPJS Ketenagakerjaan has implemented all changes in laws and

regulations related to employment social security issued by the Government.

Regulations	Description of Change
Law No. 4 of 2023 on the Development and Strengthening of the Financial Sector	Amendments to several provisions and articles in Law Number 40 Year 2004 on the National Social Security System.
Regulation of the Minister of Manpower of the Republic of Indonesia No. 4 of 2023 on Social Security for Indonesian Migrant Workers	It is a refinement to the Minister of Manpower Regulation Number 18 of 2018 concerning Social Security for Indonesian Migrant Workers which has been adjusted to legal developments and requirements.
Government Regulation of the Republic of Indonesia Number 49 of 2023 on the Second Amendment to Government Regulation Number 44 of 2015 concerning the Provider of the Employment Injury Security and Death Security Program	This regulation aims to support the implementation of the Job Loss Security program and the need to recompose the contributions for the Employment Injury Security and Death Security program.
Presidential Regulation No. 36 of 2023 on Social Security Roadmap 2023-2024	This regulation aims to provide guidelines for planning, implementation, monitoring, evaluation, and control: <ol style="list-style-type: none"> BPJS in the implementation of SJSN; and Ministries/Institutions, Local Governments and Stakeholders in the providing support and/or facilitation of the implementation of SJSN by BPJS, in accordance with their respective authorities based on the provisions of Laws and Regulations.
Regulation of the Employment Social Security Agency Number 1 of 2023 on Cooperation between the Employment Social Security Agency and Organizations	BPJS Ketenagakerjaan cooperates with certain organizations or groups to carry out its duties in improving the quality of services to members and expanding membership in the employment social security program. Cooperation with association is carried out based on a cooperation agreement.

Contributions to Politics and Public Policy ^[415-1]

BPJS Ketenagakerjaan avoids any form of assistance or support of political funds and/or other political contributions, either directly or indirectly to certain political groups. The Agency prohibits members of the Board of Supervisors, Board of Directors, and structural officers from becoming political party administrators.

During 2023, the Agency actively engaged in various forums to contribute to public policies related to the implementation of employment social security, including:

- The President Director and Board of Supervisors of BPJS Ketenagakerjaan attended a hearing with Commission IX of the House of Representatives on September 26, 2023, together with the Ministry of Manpower and the National Social Security Board (DJSN). The material of the hearing was related to Presidential Regulation Number 36 of 2023 concerning the Social Security Road Map 2023-2024;
- Attended the Discussion Meeting on Issues related to Social Security for PMI held by DJSN on October 10, 2023.

Support for Anti-corruption

BPJS Ketenagakerjaan's efforts to provide full protection and benefits from employment social security to workers are supported by an anti-corruption commitment. The Agency implements the 'Work Ethic and Anti-corruption' in accordance with the Board of Directors Regulation Number: 4/PERDIR.04/032024 on Cultural Values, Code of Ethics and Conduct of BPJS Ketenagakerjaan. In identifying corruption, BPJS Ketenagakerjaan has conducted a sampling test. The Agency continuously strengthens integrity and builds an anti-corruption culture through various activities involving all employees, Agency officers, and other stakeholders. All activities are reported to the Board of Directors of BPJS Ketenagakerjaan. [3-3]

BPJS Ketenagakerjaan implements anti-corruption in all aspects of its activities. We ensure that the management of workers' funds is carried

out in accordance with Presidential Regulation No. 25/2020 on the Governance of the Social Security Administering Agency. The Board of Directors prioritizes professionalism and considers other aspects, such as liquidity, solvency, prudence, fund safety, and adequate returns in making investment decisions and developing investment funds. The Board of Directors also analyzes investment risk and plans for handling it in the event of an increase in investment risk; and conducts adequate and documented studies in placing, maintaining, and releasing investments. During 2023, BPJS Ketenagakerjaan did not face any cases related to alleged corruption, either involving officers or employees of the Agency. In addition, there were no anti-competitive cases and violations of anti-trust and monopoly experienced by BPJS Ketenagakerjaan during 2023. [205-1][205-3][206-1]

Corruption Prevention

The Board of Supervisors and Board of Directors supported and built an integrity zone, and have designated BPJS Ketenagakerjaan as a corruption-free area by signing of an Integrity Pact that applies to employees and vendors. In 2023, we also took various strategic steps to support anti-corruption practices, including: [205-2]

- Dissemination of the 4 FIGHTs principle, namely fight bribery, fight gratification, fight fraud, and fight luxury hospitality;
- Participating in Hakordia's Integrity Expo at the Istora Senayan Building in Jakarta on December 12-13, 2023, which was opened by President Joko Widodo, by placing a booth and being selected as the Most Favorite Booth by visitors;
- Establishing personnel with integrity. As of 2023, the Agency has 524 personnel of Tunas

Integritas in all work units to support the control process of the Gratification Control unit;

- In collaboration with LSP KPK, BPJS Ketenagakerjaan has implemented competency standardization through the certification of Anti-corruption Instructor and Integrity Development Expert (API). By 2023, there were 122 Agency employees certified as Anti-corruption Instructors and 57 employees certified as APIs; and
- Conducting surveillance audits of ISO 37001:2016 Anti-Bribery Management System certification on business processes in work units. In 2023, surveillance audits were conducted at the Investment Directorate Head Office (BPJAMSOSTEK Plaza) and Jakarta Salemba Branch Office.

We also disseminate the information internally to employees of BPJS Ketenagakerjaan through: **[F.1]**

- Creating e-posters and distributing them via Agency's email to all employees and WhatsApp;
- Issuing Circular Letters on Gratification Control in the Work Activities and ahead of Religious Holidays;
- Questions regarding gratification material in the employee attendance application;
- Dissemination to employees on various occasions and organizing campaign activities through the Internal Governance Indicator (IGI);
- Increasing employee knowledge of gratification through KPK e-learning module;
- Evaluating the role of Tunas Integritas and Anti-corruption Counselors; and
- Organizing Anti-corruption discussion (Diksi) program at the forum of Anti-corruption Counselors and Integrity Development Expert of BPJS Ketenagakerjaan to be sent through the Agency's email to all BPJS personnel.

Dissemination to external parties of BPJS Ketenagakerjaan conducted through:

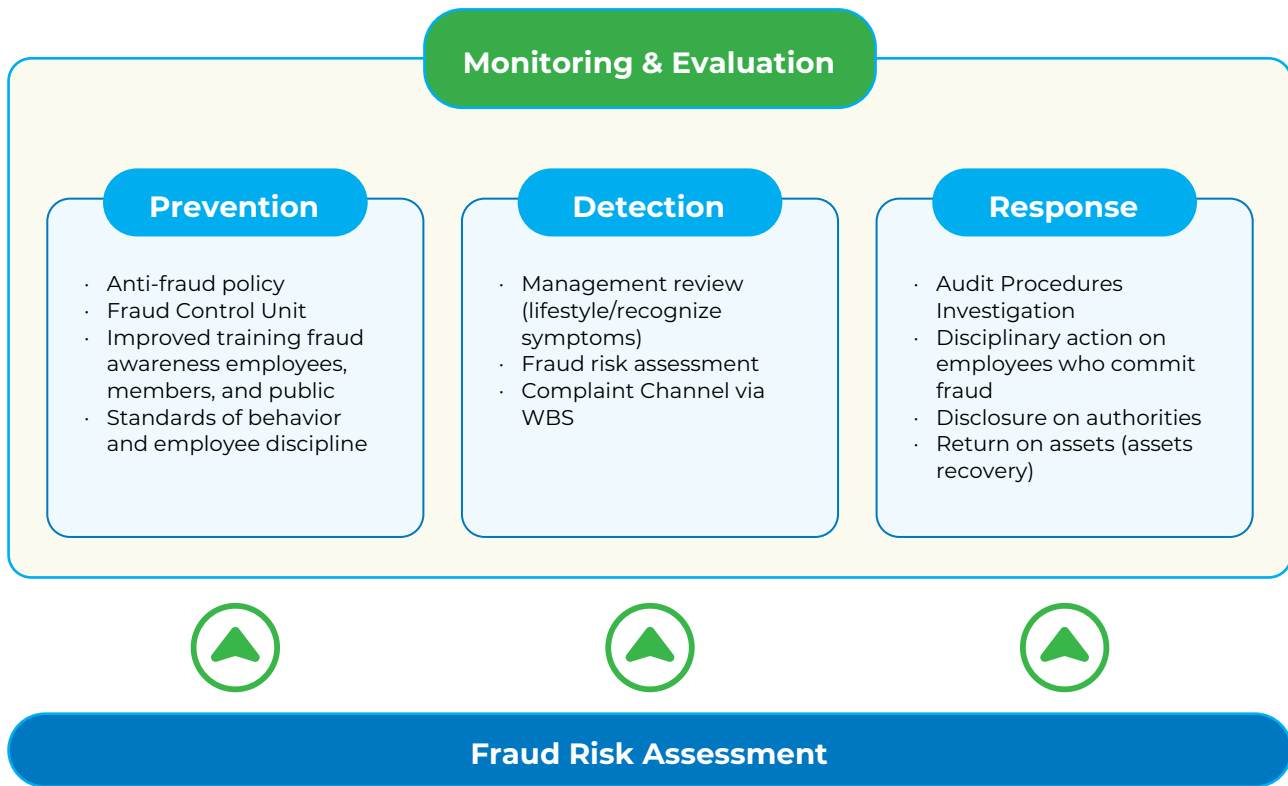
- Installation of anti-gratification posters in Branch Office service rooms;
- Placement of advertisements on the prohibition of giving gratuities on Religious Holidays through national print media and announcement letters in regional work units;
- Submission of a letter prohibiting gratuities to Investment and Securities Managers who work with BPJS Ketenagakerjaan; and
- Massive anti-corruption campaigns by all BPJS Ketenagakerjaan work units to external parties as a fulfillment of the Internal Governance Indicator 2023 parameters, which requires stakeholder involvement and media publication.

Fraud Control System (FCS)

BPJS Ketenagakerjaan has zero fraud tolerance and will impose sanctions on parties proven to have committed violations, in accordance with applicable laws and regulations. To support zero fraud tolerance, the Agency implements a Fraud Control System (FCS) in accordance with BPJS Ketenagakerjaan Board of Directors Regulation Number 23/PERDIR.01/122023 on Guidelines for Fraud Control in the Implementation of the Employment Social Security Program. FCS

implementation is based on 10 attributes contained in the control system, and is managed by the Fraud Control Unit led by the Director of Compliance and Legal Affairs. The FCS implementation is evaluated every year alternating between self-assessment and by the Finance and Development Audit Agency (BPKP) as an external party. Each evaluation results in development areas to be followed up by BPJS Ketenagakerjaan.

FRAUD CONTROL STRATEGY



Attributes in the FCS Implementation of BPJS Ketenagakerjaan as on PERDIR No. 23/PERDIR.01/122023

Attribute 1 Integrated Anti-fraud Policy	Attribute 2 Fraud Control Accountability Structure	Attribute 3 Fraud Risk Assessment	Attribute 4 Employee Concern for Fraud Incidents	Attribute 5 Concern of BPJS Ketenagakerjaan Members and the Community regarding Fraud Incidents
Fulfilled by the availability of Board of Directors' Regulation Number: PERDIR/10/032020 concerning Guidelines for Fraud Control.	Fulfilled by the establishment of a Fraud Control Unit, chaired by the Deputy Director for Compliance and Legal Affairs.	Fulfilled by identifying areas prone to fraud, formulating policies and mitigation proposals in managing fraud risk.	Conducting ongoing anti-corruption dissemination to all employees from the Pre-employment Training to the Advanced Level Training for employees who will occupy Level 1 positions.	Members and the public are encouraged to report fraud incidents at BPJS Ketenagakerjaan through the channels provided.

Attribute 6 Fraud Incident Reporting System	Attribute 7 Protection for Whistleblowers	Attribute 8 Investigation Procedures	Attribute 9 Enforcement and Disclosure to External Parties	Attribute 10 Employee Behavior and Discipline Standards
The application for reporting indications of fraud can be accessed via https://wbs.bpjsketenagakerjaan.go.id/[IR-IE]	Management protects all participation efforts of employees, members and the public who report fraud incidents.	Fulfilled by standard procedural guidelines for investigation of fraud by the Internal Supervisory Unit and inspection procedures by the Deputy Director for Human Capital.	Based on the results of the audit carried out by the Internal Supervisory Unit, the President Director instructed the Deputy Director for Compliance and Legal Affairs to disclose to Law Enforcement Officials.	Filled with the issuance of the BPJS Ketenagakerjaan Board of Directors Regulation regarding the Code of Ethics and Personnel Management Number: PERDIR/103/092015.

During 2023, BPJS Ketenagakerjaan realized the FCS implementation, including:

- Submission of LHKPN of all BPJS Ketenagakerjaan Officers who are required to report to the KPK;
- The Gratification Control Unit (UPG) submitted the Gratification Report to KPK; and
- Audit of the implementation of ISO 37001:2016 Anti-Bribery Management System certification on January 21, 2022, which is valid until January 20, 2025.

State Officials Wealth Report (LHKPN)

In accordance with the Board of Directors Regulation Number: PERDIR/24/092021, every BPJS Ketenagakerjaan officer at a certain level is required to submit LHKPN to the Corruption Eradication Commission (KPK) using a web-based

application at <https://elhkpn.kpk.go.id/> which is directly stored on the KPK server. In 2023, a total of 1,034 BPJS Ketenagakerjaan officers were required to submit to LHKPN. KPK has stated that all or 100% have submitted the LHKPN.

Compliance Level of LHKPN Compulsory Reporting of 2023

BPJS Ketenagakerjaan Officer	Number of LHKPN Compulsory Reporting	Number of LHKPN Submitted	Percentage (%)
Board of Supervisors	7	7	100
Board of Directors	7	7	100
Structural Officers	1,009	1,009	100
Subsidiaries	11	11	100
Total	1,034	1,034	100

Gratification Control

All BPJS Ketenagakerjaan personnel are required to report all forms of acceptance and rejection from parties who have a conflict of interest, in accordance with Board of Directors Regulation Number PERDIR/33/122019. Monitoring is carried out through the SIPATUH application and the Gratification Control Unit (UPG). In 2023, the Agency received 141 gratification reports worth Rp103,815,393 with status:

1. Gratuities rejected by the reporter: 11
2. Gratuities determined as State property: 59
3. Gratuities distributed to people in need: 58
4. Gratuities used by the reporter/work unit for performance support: 4
5. Gratuities destroyed because their validity period has expired: 1
6. Gratuities processed by the KPK: 4

Gratification Report of BPJS Ketenagakerjaan

Description	2023	2022	2021
Number of Reports	141	124	98
Total Value (Rp)	103,815,393	179,031,300	59,504,051

Supervision and Inspection

In accordance with Law Number 24 Year 2011 of the Social Security Administering Agency, BPJS Ketenagakerjaan has the responsibility and authority to conduct supervision and inspection of the compliance of members and employers in fulfilling their obligations under the National Social Security System Law. BPJS Ketenagakerjaan conducts the supervision and inspection process based on the Board of Directors Regulation Number PERDIR/35/102020, including:

- The inspection officer monitors and checks violation data, including Partially Registered Companies (PDS), Unregistered Companies (PWBD), and Companies with Contribution Arrears (PMI);
- The inspection officer hands over the Employer non-compliance cases for further processing by the authorities; and
- Administrative sanctions for PWBD and PDS non-compliance are warning letters, fines, and Exceptions to Certain Public Services (TMP2T). Meanwhile, PMI will receive criminal charges under the Law Number 24 Year 2011.

The results of supervision and inspection during 2023 on the settlement of contribution receivables managed to reduce contribution receivables amounted to Rp309.24 billion (-14.07%) or 70.33% from the target of Rp439.72 billion (-20%). The results of supervision and inspection of PWBD found PDS non-compliance of 2,718,407 unregistered workers, or 129.45% from the target of 2,100,000 workers, and the amount of Wage PDS of Rp789,270,616,687, or 157.85% from the target of Rp500,000,000,000.

BPJS Ketenagakerjaan has issued 1,820 recommendations for imposing sanctions in the form of "exceptions to certain public services (TMP2T)", or 158.67% from the target of 1,147 recommendations. In collaboration with the Indonesian Attorney General's Office, 64 sanctions, consisting of criminal and civil sanctions (simple lawsuits), have been imposed on PKBUs non-compliance in paying BPJS Ketenagakerjaan contributions, or 145.45% from the target of 44 sanctions.

Result of Supervision and Inspection Activities in 2023

Indicator	Target	Realization	Achievement
Settlement of Contribution Receivables	(20.00%)	(14.07%)	70.33%
Number of New Workers PDSTK PWBD	2,100,000	2,718,407	129.45%
PWBD PDS Dues Receipt	500,000,000,000	789,270,616,687	157.85%
Recommendations Not Receiving Certain Public Services (TMP2T)	1,147	1,820	158.67%
Implementation of Criminal/Civil Sanctions	44	64	145.45%

Whistleblowing System (WBS) [2-25][2-26]

The Whistleblowing System (WBS) is a means provided by BPJS Ketenagakerjaan for internal and external parties, to report alleged violations and other critical matters. The WBS is managed by the Integrity Committee based on Board of Directors Regulation Number: 22/PERDIR.01/112023. The objectives of the WBS implementation include:

- Detecting and preventing violations that may cause financial and non-financial losses to BPJS Ketenagakerjaan;
- Improving the effectiveness of governance, internal control, and employee performance as well as the performance of BPJS Ketenagakerjaan; and
- Enabling management to effectively handle whistleblowing reports and protecting the confidentiality of the whistleblower's identity.

Submission of complaint reports can be made through:

- Direct Mechanism to the Integrity Unit.


- Indirect Mechanism: Website at <https://wbs.bpjsketenagakerjaan.go.id/>
- Scope of reporting violations: corruption, collusion, bribery, nepotism, fraud, violation of Financial Accounting Standards Principles, immorality, conflict of interest, misuse of assets, violation of the code of ethics.

BPJS Ketenagakerjaan upholds the aspects of confidentiality, anonymity, and independence in the implementation of WBS by providing protection to the whistleblower, including the confidentiality of the whistleblower's identity and ensuring that there is no unfavorable treatment to the whistleblower. Awards are given to every report that is proven to be true, while those who are proven to be involved in violations will be subject to sanctions in accordance with applicable laws and regulations. During 2023, there were 180 reports submitted through WBS.

Classification and Number of Data/Reporting through WBS

Years	Violation	Services	Spam
2023	17	6	157
2022	35	22	239
2021	8	5	48

BPJS Ketenagakerjaan Supports the Sustainable Development Goals (SDGs)

Goals	2030 Indicators and Targets Based on Bappenas SDGs Metadata	Year 2023 Realization and Achievement and Year 2024 Target	Target Achievement Strategy
	<p>Indicator 16.5.1.(a) Anti-corruption Behaviour Index (ABI).</p> <p>2030 Target Substantially reduce corruption and bribery in all its forms.</p>	<p>2023 Realization:</p> <ol style="list-style-type: none"> The realization of the submission of the State Officials' Wealth Report (LHKPN) reached 100% of the mandatory reporters. BPJS Ketenagakerjaan received the Best Gratification Control Unit (UPG) award from the Corruption Eradication Commission (KPK) for the fourth time, for achieving the highest score in the Monitoring and Evaluation of the Gratification Control Program of 2023. The total number of gratification reports reached 141 reports with a nominal amount handed over to the KPK of Rp103,815,393. <p>2024 improvement target:</p> <ol style="list-style-type: none"> Achieve zero cases of bribery, gratification, collusion, corruption, and nepotism. Ensure that gratification reports are submitted no later than 7 working days. 	<ul style="list-style-type: none"> Carrying out surveillance audit on ISO 37001:2016 Anti-Bribery Management System certification on business processes at the Investment Directorate of the Head Office (BPJAMSOSTEK Plaza) and the membership business process of the Jakarta Salemba Branch Office. Organizing various anti-corruption campaigns for all work units. Carrying out various activities, both online and offline to prevent corruption cases in the work environment. Creating media to disseminate anti-gratification messages through various media.

Surveillance

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

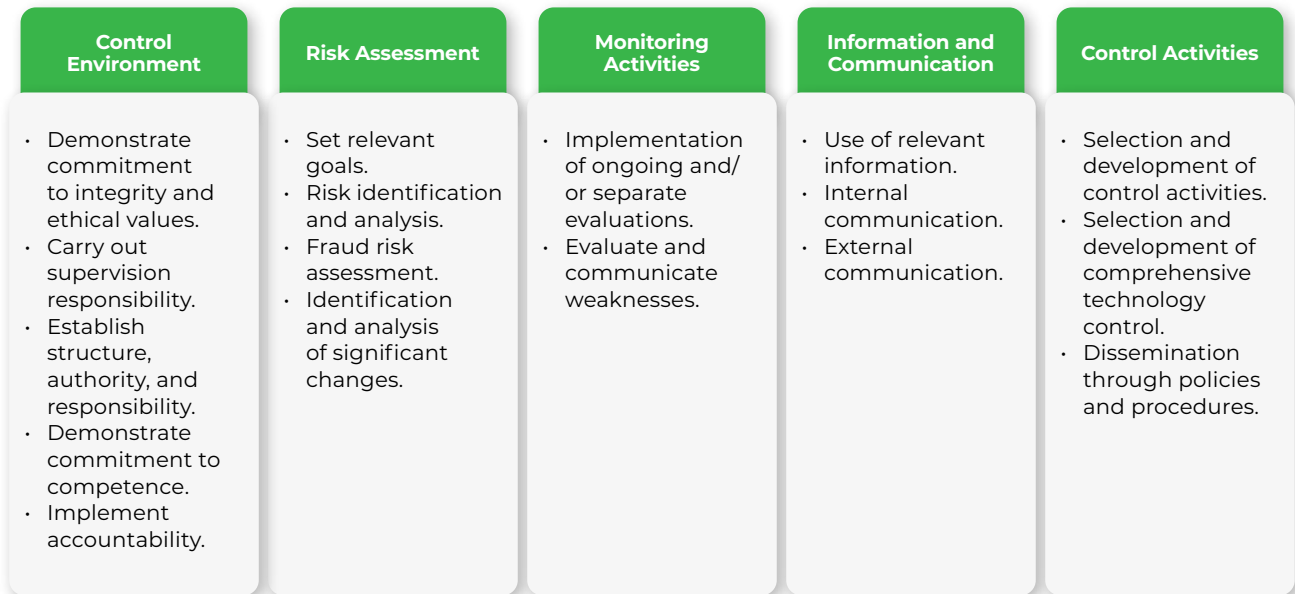
implementation of supervision to avoid fraud and/or deviation from the goals to be achieved.

Internal Control System (ICS)

The Internal Control System is implemented agency-wide at BPJS Ketenagakerjaan through the Internal Supervisory Unit (SPI), which directly reports to the President Director. SPI carries out internal control activities, including assurance and consultancy, in accordance with the Board of Directors Regulation Number: PERDIR/31/122018 and PERDIR/30/122021 on SPI Management. In

implementing the Internal Control System, BPJS Ketenagakerjaan has adopted the five components of the Committee of Sponsoring Organizations of the Treadway Commission (COSO) framework, namely control environment, risk assessment, control activities, information and communication, and monitoring/supervision.

Components of Internal Control System Implementation and Compliance with COSO



Internal Supervisory Unit



Review Result of Internal Control 2023

- Internal Audit Governance Generally Conform
- Internal Audit Staff Generally Conform
- Internal Audit Management Generally Conform
- Internal Audit Process Generally Conform

Internal Audit/Internal Supervisory Unit (SPI)

The duties and responsibilities of SPI are stipulated in the Audit Charter based on the Board of Directors Regulation Number: 24/PERDIR.01/082022 on the Internal Audit Charter. According to the Board of Directors Regulation Number: PERDIR/17/062020, the leader of SPI is the Unit Head who reports to the President Director. In 2023, SPI had a total of 44 personnel. We also included SPI personnel in several competency development activities, including:

- Qualified Internal Auditor (QIA)
- Certified Risk Management Officer (CRMO)
- Certified Information System Auditor (CISA)
- Governance, Risk, and Compliance Professionals (GRCP)/Governance, Risk, and Compliance Auditor (GRCA)
- Certified Forensic Auditor (CFrA)
- IT Auditor (SKKNI)

Number of Internal Audit Personnel by Position Level

Position Level	2023	2022	2021
Head of SPI	1	1	1
Assistant of SPI Head	3	4	5
Auditor	37	42	54
Non-Auditor Staff	3	3	5
Total	44	50	65

SPI works and acts independently and objectively without influence or pressure from all levels of Management in accordance with the Audit Charter. The scope of SPI is to ensure that the internal control process, risk management, and governance of BPJS Ketenagakerjaan and the Social Security Fund are adequate and functioning properly. The scope of SPI's supervision area is investment funds, assets, human resource development, capital

expenditure, and operational activities of BPJS Ketenagakerjaan, both at the central and regional levels. AS of 2023, there were 11 operational audits of business processes based on the Annual Audit Work Program (PKAT) with a total of 113 audit findings and 232 recommendations on the audit findings. The following table shows the Follow-up of Internal Audit Findings Recommendations as of December 31, 2023.

Audit Findings

Total	Completed		Ongoing	
	Total	%	Total	%
4,571	4,088	89.43	483	10.57

External Audit/Public Accountant

BPJS Ketenagakerjaan conducts supervision by involving Public Accountants, as external auditor, to provide opinions regarding the conformity of the presentation of financial statements with the Financial Accounting Standards (SAK) applicable in Indonesia. The Public Accounting Firm (KAP) is appointed by the Board of Supervisors

in accordance with the Board of Supervisors Regulation Number: PER/24/DEWAS/062021. The audit of the Financial Statements for the Fiscal Year 2023 was conducted by KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan based on the Work Order (PKS) Number: PER/452/112023 with an Unqualified opinion (WTM).

List of Public Accountants 2021-2023

Description	2023	2022	2021
Public Accounting Firm	Amir Abadi Jusuf, Aryanto, Mawar & Rekan	Kanaka Puradiredja, Suhartono (Nexia International)	Amir Abadi Jusuf, Aryanto, Mawar & Rekan
Public Accountant	Rudy Hartono Purba	Drs Syamsudin Ak.CPA.CA	Rusli
Services	<ul style="list-style-type: none"> General Audit Regulatory Compliance Audit Program Management 	<ul style="list-style-type: none"> General Audit Regulatory Compliance Audit Program Management 	<ul style="list-style-type: none"> General Audit Regulatory Compliance Audit Program Management
Opinion	Unqualified	Unqualified	Unqualified

Other Institutions as External Auditors

Supreme Audit Agency (BPK)

Based on Law Number 15 of 2004 concerning the Supreme Audit Agency (BPK), the audit report on the financial statements of BPJS Ketenagakerjaan contains an opinion; while the results of the audit on performance contain findings, conclusions, and recommendations; and the results of special purpose audit that contain conclusions. The implementation of audit in 2023 include:

- Monitoring the Settlement of State Losses up to First Half of 2023 at the Employment Social Security Agency (BPJS) in Jakarta with Letter of Assignment Number: 75/ST/V-XVI.4/06/2023.
- Monitoring the Follow-up of BPK Audit Recommendations on the Employment Social Security Agency as of First Half of 2023 in Jakarta with Letter of Assignment Number: 76/ST/V-XVI.4/06/2023.
- Preliminary Audit with Specific Purpose on Operational Activities at the Employment Social Security Agency (BPJS) with Letter of Assignment Number: 154/ST/V-XVI.4/08/2023.

- Special Purpose Audit on Operational Expenses and Procurement of Goods and Services at the Employment Social Security Administration Agency (BPJS) for the Fiscal Year 2022 as of the Third Quarter of 2023 in Jakarta, West Java, Central Java and Riau Islands with Letter of Assignment Number: 212/ST/V-XVI.4/10/2023.
- Monitoring the Follow-up of BPK Audit Recommendations on the Employment Social Security Agency as of the First Half of 2023 in Jakarta with Letter of Assignment Number 291/ST/V-XVI.4/12/2023.
- Monitoring of the Settlement of State Losses at the Employment Social Security Administration Agency (BPJS) as of the Second Half of 2023 in Jakarta with Letter of Assignment Number: 292/ST/V-XVI.4/12/2022.

Financial Services Authority (OJK)

Financial Services Authority Regulation (POJK) Number: 5/POJK.05/2013 as amended in Financial Services Authority Regulation Number: 1/POJK.05/2023 stipulates the scope of supervision

of BPJS Ketenagakerjaan is compliance with regulations regarding the financial health of BPJS Ketenagakerjaan of state-owned legal entity and the provision of technical reserves for the employment social security program. The inspection in 2023 was implemented based on Letter of Assignment Number: S-46/NB.1/2023 concerning Notification of Direct Inspection of BPJS Ketenagakerjaan.

Corruption Eradication Commission (KPK)

In an effort to eradicate corruption, KPK conducts the Integrity Assessment Survey (SPI) which is an annual electronic-based national survey for all Ministries/Institutions/Regional Governments in Indonesia. The Integrity Assessment Survey is carried out to map corruption risks and specific prevention advice in Ministries/Institutions. Based on these activities, the SPI Implementation Report 2023 of BPJS Ketenagakerjaan has been submitted with an SPI index value above the average at 77.63% (the average SPI index value for Ministries/Institutions is 70.97%).

BPJS Ketenagakerjaan Supports the Sustainable Development Goals (SDGs)

Goals	2030 Indicators and Targets Based on Bappenas SDGs Metadata	Year 2023 Realization and Achievement and Year 2024 Target	Target Achievement Strategy
	<p>Indicator 16.6.1.(a) Percentage of government agencies that received an Unqualified opinion (WTM).</p> <p>2030 Target Develop effective, accountable, and transparent institutions at all levels.</p>	<p>2023 Realization: The Company's Financial Statements have been audited by the Public Accounting Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan with an Unqualified opinion (WTM).</p> <p>2024 improvement target: Maintain the Unqualified audit opinion (WTM) for the financial statements of following periods.</p>	<p>Ensure that all aspects have been recorded and booked in accordance with applicable accounting standards, to regain the Unqualified audit opinion every year.</p>

Legal Cases and Administrative Sanctions

The number of legal cases/proceedings faced by BPJS Ketenagakerjaan during 2023 was 19 cases, consisting of 15 civil cases/proceedings and 4 criminal cases/proceedings. Disclosure of further

information about legal cases/proceedings that have been completed and have permanent legal force decided in the reporting period may contact the Secretary of BPJS Ketenagakerjaan.

Number of Legal Cases in 2023

Description	Civil	Criminal	Total
Completed and having permanent legal force	9	1	10
Ongoing process of legal settlement	6	3	9
Total	15	4	19



POJK No. 51/POJK.03/2017 and SEOJK No. 16/POJK.04/2021 References ^[G.4]

No. Indicator	Indicators	Location (Pages)
Sustainability Strategy		
A.1	Elaboration on Sustainability Strategy	23
Summary of Sustainability Aspect Performance		
B.1	Economic Aspects	10
B.2	Environmental Aspects	10-11
B.3	Social Aspects	81-82
Company Profile		
C.1	Vision, Mission, and Values of Sustainability	4, 28
C.2	Company's Address	29
C.3	Enterprise Scale	29, 31-33, 34, 39, 54-56
C.4	Products, Services, and Business Activities	29
C.5	Membership in Association	30
C.6	Significant Changes in Issuers and Public Companies	22, 29, 39, 118
The Board of Directors' Explanation		
D.1	The Board of Directors' Explanation	12-15
Sustainability Governance		
E.1	Responsible for Implementing Sustainable Finance	131-132
E.2	Competency Development Related to Sustainable Finance	139-140
E.3	Risk Assessment of the Implementation of Sustainable Finance	141-146
E.4	Relations with Stakeholders	25-26
E.5	Problems with the Implementation of Sustainable Finance	44
Sustainability Performance		
F.1	Sustainable Culture Development Activities	23-24, 109-111, 150
Economic Performance		
F.2	Comparison of Targets to Performance of Production, Portfolio, Financing Targets, or Investments, Revenue as Well as Profit and Loss	10, 67

No. Indicator	Indicators	Location (Pages)
F.3	Comparison of Target to Performance of Portfolio, Financing Target, or Investments in Financial Instruments or Projects in Line with the Implementation of Sustainable Finance	46-48
Environmental Performance		
General Aspect		
F.4	Environmental Costs	113
Material Aspect		
F.5	Use of Environmentally Friendly Materials	112
Energy Aspect		
F.6	Amount and Intensity of Energy Used	109-110
F.7	Efforts and Achievements of Energy Efficiency and Use of Renewable Energy	111
Water Aspect		
F.8	Water Usage	112-113
Aspects of Biodiversity		
F.9	Impacts from Operational Areas that are Near or Located in Conservation Areas or Have Biodiversity	113
F.10	Biodiversity Conservation Efforts	113
Emission Aspect		
F.11	Total and Intensity of Emissions Generated by Type	108
F.12	Efforts and Achievements of Emission Reduction Made	108-109
Waste and Effluent Aspects		
F.13	Amount of Waste and Effluent Generated by Type	112-113
F.14	Waste and Effluent Management Mechanism	112-113
F.15	Occurring Spills (if any)	Not Relevant

No. Indicator	Indicators	Location (Pages)
Complaint Aspects Related to the Environment		
F.16	Number and Material of Environmental Complaints Received and Resolved	113
Social Performance		
F.17	Commitment to Provide Services on Equal Products and/or Services to Consumers	72
Employment Aspect		
F.18	Equal Employment Opportunity	96-98
F.19	Child Labor and Forced Labor	100
F.20	Regional Minimum Wage	101
F.21	Decent and Safe Work Environment	27, 92-93
F.22	Employee Capability Training and Development	52-53
Community Aspect		
F.23	Impact of Operations on Surrounding Communities	49
F.24	Community Complaints	78
F.25	Corporate Social Responsibility (CSR)	68, 103

No. Indicator	Indicators	Location (Pages)
Responsibility for Sustainable Product/Service Development		
F.26	Innovation and Development of Sustainable Financial Products/ Services	88-89
F.27	Products/Services that Have Been Evaluated for Safety for Customers	90
F.28	Product/Service Impact	49, 104
F.29	Number of Product Recalls	90
F.30	Customer Satisfaction Survey on Sustainable Financial Products and/or Services	51
Others		
G.1	Written Verification from Independent Party (if any)	22, 171-174
G.2	Feedback Sheet	176
G.3	Responses to Feedback on the Previous Year's Sustainability Report	26
G.4	List of Disclosures in Accordance with the Financial Services Authority (OJK) Regulation Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies	161-162

Global Reporting Initiatives (GRI) Standards Content Index

Statement of use	BPJS Ketenagakerjaan has reported in accordance with the GRI Standards for the period January 1 – December 31 2023.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	-

GRI Standards	Indicator	Disclosure	Page	Omission			GRI Sector Standard Ref. No
				Requirement(s) Omitted	Reason	Explanation	
General Disclosure							
GRI 2: General Disclosures 2021	2-1	Organizational details	27, 29				
	2-2	Entities within the organization's sustainability reporting	22				
	2-3	Reporting period, frequency and contact	22, 29				
	2-4	Restatements of information	10, 11, 22, 33, 47, 53, 55, 56, 58, 61, 63, 65, 67, 73, 85, 101, 108, 110, 113				

GRI Standards	Indicator	Disclosure	Page	Omission			GRI Sector Standard Ref. No
				Requirement(s) Omitted	Reason	Explanation	
	2-5	External assurance	22, 171-174				
	2-6	Activities, value chain and other business relationships	29, 39				
	2-7	Employees	31-33				
	2-8	Workers who are not employees	31, 33				
	2-9	Governance structure and composition	118-119				
	2-10	Nomination and selection of the highest governance body	120				
	2-11	Chair of the highest governance body	131-132				
	2-12	Role of the highest governance body in overseeing the management of impacts	12-15, 16-19, 125, 131-132, 133-134				
	2-13	Delegation of responsibility for managing impacts	125-127, 133-134				
	2-14	Role of the highest governance body in sustainability reporting	12-15, 16-19, 24, 131-132				
	2-15	Conflicts of interest	135-136				
	2-16	Communication of critical concerns	138-139				
GRI 2: General Disclosures 2021	2-17	Collective knowledge of the highest governance body	126-127, 139				
	2-18	Evaluation of the performance of the highest governance body	117, 124-125, 136				
	2-19	Remuneration policies	137				
	2-20	Process to determine remuneration	137				
	2-21	Annual total compensation ratio	137				
	2-22	Statement on sustainable development strategy	12-15, 16-19, 23				
	2-23	Policy commitments	23				
	2-24	Embedding policy commitments	23				
	2-25	Processes to remediate negative impacts	104-105, 154				
	2-26	Mechanisms for seeking advice and raising concerns	154, 176				
	2-27	Compliance with laws and regulations	147-149				
	2-28	Membership associations	30				
	2-29	Approach to stakeholder engagement	25-26				
	2-30	Collective bargaining agreements	102				

GRI Standards	Indicator	Disclosure	Page	Omission			GRI Sector Standard Ref. No
				Requirement(s) Omitted	Reason	Explanation	
Material Topics							
GRI 3: Material Topics 2021	3-1	Process to determine material topics	24				
	3-2	List of material topics	24				
Economic Performance							
GRI 3: Material Topics 2021	3-3	Management of material topics	37				
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	67				
	201-2	Financial implications due to climate change	69				
	201-3	Defined benefit plan obligations and other retirement plans	69				
	201-4	Financial assistance received from government	59				
Market Presence							
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	101				
	202-2	Proportion of senior management hired from the local community	97				
Indirect Economic Impacts							
GRI 3: Material Topics 2021	3-3	Management of material topics	37				
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investment and services supported	104				
	203-2	Significant indirect economic impact	85, 104				
Procurement Practices							
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	104				
Anti-corruption							
GRI 3: Material Topics 2021	3-3	Management of material topics	37, 149				
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	149				
	205-2	Communication and training about anti-corruption policies and procedures	149-150				
	205-3	Confirmed incidents of corruption and actions taken	149				

GRI Standards	Indicator	Disclosure	Page	Omission			GRI Sector Standard Ref. No
				Requirement(s) Omitted	Reason	Explanation	
Anti-competitive Behaviour							
GRI 206: Anti-competitive Behaviour 2016	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	149				
Tax							
	207-1	Approach to tax	68-69				
	207-2	Tax governance, control, and risk management	68-69				
GRI 207: Tax 2019	207-3	Stakeholder engagement and management of concerns related to tax	68-69				
	207-4	Country-by-country reporting	68-69				
Materials							
	301-1	Materials used by weight or volume	113				
GRI 301: Materials 2016	301-2	Recycled input materials used	113				
	301-3	Reclaimed products and their packaging materials	113				
Energy							
GRI 3: Material Topics 2021	3-3	Management of material topics	107				
	302-1	Energy consumption within the organization	109-110				
	302-2	Energy consumption outside of the organization	109-110				
GRI 302: Energy 2016	302-3	Energy intensity	110				
	302-4	Reduction of energy consumption	111				
	302-5	Reductions in energy requirements of products and services	111				
Water and Effluents							
	303-1	Interactions with water as a shared resource	112-113				
GRI 303: Water and Effluents 2018	303-2	Management of water discharge-related impacts	112-113				
	303-3	Water withdrawal	112-113				
	303-4	Water discharge	112-113				
	303-5	Water consumption	112-113				

GRI Standards	Indicator	Disclosure	Page	Omission			GRI Sector Standard Ref. No	
				Requirement(s) Omitted	Reason	Explanation		
Emission								
GRI 3: Material Topics 2021	3-3	Management of material topics	107					
	305-1	Direct (Scope 1) GHG emissions	108					
	305-2	Energy indirect (Scope 2) GHG emissions	108					
	305-3	Other indirect (Scope 3) GHG emissions	108					
	GRI 305: Emissions 2016	305-4	GHG emissions intensity	108				
		305-5	Reduction of GHG emissions	108-109				
		305-6	Emissions of ozone-depleting substances (ODS)	108				
305-7		Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	108					
Waste								
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	112					
	306-2	Management of significant waste-related impacts	112					
	306-3	Waste generated	112					
	306-4	Waste diverted from disposal	112					
	306-5	Waste directed to disposal	112					
Supplier Environmental Assessment								
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers using environmental criteria	104					
	308-2	Negative environmental impacts in the supply chain and actions taken	104					
Employment								
GRI 401: Employment 2016	401-1	Benefits provided to full-time employees that are not provided to temporary or part-time employees	96, 101					
	401-2	Minimum notice periods regarding operational changes	101					
	401-3	Parental leave	100-101					

GRI Standards	Indicator	Disclosure	Page	Omission			GRI Sector Standard Ref. No
				Requirement(s) Omitted	Reason	Explanation	
Labor/Management Relations							
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	102				
Occupational Health and Safety							
GRI 3: Material Topics 2021	3-3	Management of material topics	71				
	403-1	Occupational health and safety management system	92				
	403-2	Hazard identification, risk assessment, and incident investigation	92				
	403-3	Occupational health service	92				
	403-4	Worker participation, consultation, and communication on occupational health and safety	92				
GRI 403: Occupational Health and Safety 2018	403-5	Worker training on occupational health and safety	92				
	403-6	Promotion of worker health	93				
	403-7	Prevention and mitigation of occupational health and safety impacts linked by business relationships	93				
	403-8	Workers covered by an occupational health and safety management system	92				
	403-9	Work-related injuries	92				
	403-10	Work-related ill health	92				
Training and Education							
GRI 3: Material Topics 2021	3-3	Management of material topics	71				
	404-1	Average hours of training per year per employee	52-53				
GRI 404: Training and Education 2016	404-2	Programs for upgrading employee skills and transition assistance programs	53				
	404-3	Percentage of employees receiving regular performance and career development reviews	53				

GRI Standards	Indicator	Disclosure	Page	Omission			GRI Sector Standard Ref. No
				Requirement(s) Omitted	Reason	Explanation	
Diversity and Equal Opportunity							
GRI 3: Material Topics 2021	3-3	Management of material topics	71				
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	31, 97, 98				
	405-2	Ratio of basic salary and remuneration of women and men	101				
Non-discrimination							
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	96				
Freedom of Association and Collective Bargaining							
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Right to freedom of association and collective bargaining risks at operations and suppliers	102				
Child Labor							
GRI 408: Child Labor 2016	408-1	Significant risks related to child labour at operations and suppliers	100				
Forced or Compulsory Labor							
GRI 409: Forced or Compulsory Labor 2016	409-1	Forced or compulsory labour risks at operations and suppliers	100				
Security Practices							
GRI 410: Security Practices 2016	410-1	Human rights policy or procedure training for security officers	52-53				
Rights of Indigenous Peoples							
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	78				
Local Communities							
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	103, 105				
	413-2	Operations that have or potentially cause significant adverse impacts on the local community	103				

GRI Standards	Indicator	Disclosure	Page	Omission			GRI Sector Standard Ref. No
				Requirement(s) Omitted	Reason	Explanation	
Supplier Social Assessment							
GRI 414: Supplier Social Assessment 2016	414-1	Social criteria for new supplier screening	104				
	414-2	Negative social impacts in the supply chain and actions taken	104				
Public Policy							
GRI 415: Public Policy 2016	415-1	Political contributions	148-149				
Customer Health and Safety							
GRI 3: Material Topics 2021	3-3	Management of material topics	71				
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service	81,90				
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	81				
Marketing and Labelling							
GRI 417: Marketing and Labelling 2016	417-1	Requirements for product and service information and labelling	78				
	417-2	Incidents of non-compliance concerning product and service information and labelling	78				
	417-3	Incidents of non-compliance concerning marketing communications	78				
Customer Privacy							
GRI 3: Material Topics 2021	3-3	Management of material topics	71				
GRI 418: Customer Privacy 2016	418-1	Customer complaints related to customer privacy and loss of customer data	91				

The International Integrated Reporting Council (IIRC) Framework

Indicator	Description	Pages
1. Using the <IR> Framework		
IR-1A	Integrated report defined	22-24
IR-1B	Objective of the <IR> Framework	22
IR-1C	Purpose and users of an integrated report	22
IR-1D	A principles-based approach	22
IR-1E	Form of report and relationship with other information	29, 54, 78, 94, 117, 120, 127, 152
IR-1F	Application of the <IR> Framework	22
IR-1G	Responsibility for an integrated report	22
2. Fundamental Concepts		
IR-2A	Introduction	6-7
IR-2B	Value creation for the organization and for others	6-7
IR-2C	The capitals	6-7
IR-2D	Process through which value is created, preserved or eroded	6-7
3. Guiding Principles		
IR-3A	Strategic focus and future orientation	6-7
IR-3B	Connectivity of information	6-7
IR-3C	Stakeholder relationships	25-26
IR-3D	Materiality	24
IR-3E	Conciseness	22
IR-3F	Reliability and completeness	22
IR-3G	Consistency and comparability	22
4. Content Elements		
IR-4A	Organizational overview and external environment	29, 38
IR-4B	Governance	137
IR-4C	Business model	30
IR-4D	Risks and opportunities	141-142
IR-4E	Strategy and resource allocation	23
IR-4F	Performance	29, 39, 41-42, 67, 72-74, 88-89, 95-96
IR-4G	Outlook	38
IR-4H	Basis of preparation and presentation	22



Independent Assurance Statement [G.1][2-5] The 2023 Integrated Report of BPJS Ketenagakerjaan

Number	: 23/000-758/VIII/2024/SR-Asia/Indonesia
Assurance Type	: Type 1 and Type 2 for the specific topic of Innovation and Data Security, Excellence Services, and Sustainability Governance
Assurance Level	: Moderate
Reporting Standards	: GRI Universal Standard 2021 Consolidated
Reporting Framework	: The International Integrated Report Framework (IIRF)
Reporting Regulation	: Sustainable Finance Regulation POJK No. 51/POJK.03/2017 (Indonesia)

Dear stakeholders,

Social Responsibility Asia or “SR Asia” is issuing an **Independent Assurance Statement** (“the Statement”) of the **2023 Integrated Report** (“the Report”) of **Badan Penyelenggara Jaminan Sosial (BPJS) Ketenagakerjaan** (“the Company”). The Company is public legal entity that manages social security programs for Indonesian workers. The Report presents the commitment and efforts of the Company in managing its sustainability performance for the reporting period of **January 1st to December 31st, 2023**. As agreed with Management, SR Asia’s responsibility is to make an assessment based on the data and content of the Report for the year.

Intended User and Purpose

The purpose of the Statement is to present our opinion including the findings and recommendations based on the results of assurance work to the Company’s stakeholders. The assurator team in accordance with specific procedures and a specific scope of work carried out the assessment. Except for the areas covered in the scope of the assurance, we encourage all NOT to solely interpret the Statement as the basis to conclude the Company’s overall sustainability performance.

Responsibilities

Our obligations to the Management involve assessing the Report’s content, generating findings, and recommendations, and issuing a Statement. Additionally, we are tasked with establishing conclusions and recommendations according to agreed-upon standards, methods, and approaches. Consequently, SR Asia’s evaluation is solely based on the most recent editorial and data received as of August 6th, 2024, regarding the final draft. SR Asia’s responsibility lies solely in providing assurance work, distinct from an audit, in accordance with the Non-Disclosure Agreement, the Assurance Engagement Agreement, Representation Letter, and Subsequent Event Testing. Management bears the sole responsibility for presenting data, information, and disclosures within the Report. Therefore, any parties relying on the Report and Statement must assume and manage their own risk.

Independence, Impartiality, and Competency

SR Asia confirms NO relationships between the assurator team and the clients that can influence their independence and impartiality to conduct the assessment and generate the Statements. The assurator team is mandated to follow a particular assurance protocol and professional ethical code of conduct to ensure their objectivity and integrity. We carried out a pre-engagement assessment before the assurance work was taken to verify the risks of engagement as well as the independence and impartiality of the team. The assurator team members have knowledge of ISO 26000, AA1000 AccountAbility standards and principles, and also have experience in sustainability and integrated report assessment based on various reporting regulations such as Regulation of Otoritas Jasa Keuangan



No.51/POJK.03/2017 on Sustainable Finance, GRI Universal Standard, and The International Integrated Report Framework (IIRF) issued by The International Integrated Reporting Council

Type and Level of Assurance Service

1. **Type 1 assurance** on the Report content
2. **Type 2 assurance** on **Innovation and Data Security, Excellence Services, and Sustainability Governance.**
3. **A moderate level of assurance** to the procedure on the Report content and evidence, where the risks of information and conclusions of the Report being error is reduced, but not to very low, but not zero.

Scope and Limitation of Assurance Service

1. Data and information in the Report for the period of **January 1st to December 31st, 2023.**
2. Material topics presented in the Report: **Excellence Services, Participant Health and Safety, Innovation and Data Security, Sustainability Governance, Climate Management, and Community Empowerment**
3. Evaluation of publicly disclosed information, system, and process of the Company to ensure adherence of the Report content to the reporting principles.
4. SR Asia does NOT include financial data, information, and figures in the Report content. We assumed that the Company, independent parties, or other parties associated with the Company have verified and/or audited financial statements, data, and information.
5. Adherence to the following reporting principles, standards, and regulations:
 - a) Consolidated set of GRI Sustainability Reporting Standards 2021 (GRI Universal Standards) issued by the Global Reporting Initiative.
 - b) The International Integrated Report Framework (IIRF) issued by The International Integrated Reporting Council.
 - c) Regulation of Otoritas Jasa Keuangan (OJK) No.51/POJK.03/2017 regarding the Implementation of Sustainable Finance for Financial Service Institution, Listed, and Public Companies (POJK 51) with reference to OJK Circular Letter (SEOJK) 2022 No.16/SEOJK.04/2021.

Exclusion

1. The expression of opinion, belief, expectation, advertisement, and also forward-looking statements, including future planning of the Company as specified in the Report content.
2. Analysis or assessment against regulations, principles, standards, guidelines, and indicators other than those indicated in the Statement.
3. Topics, data, and information outside the reporting period, or in the public domain not covered in the reporting period.
4. Financial performance data and information as presented in the Company's financial statements and documents, other than those mentioned in the Report.

Methodology and Source Disclosure

1. Form an Assuror Team whose members are capable in sustainability and integrated report development and assurance.
2. Perform the pre-engagement phase to ensure the independence and impartiality of the Assuror Team.
3. Hold a kick-off meeting and initial analysis of the Report draft based on the SR Asia Protocol on Assurance Analysis refers to the standards, principles, and indicators of AA1000AS v3, AA1000APS (2018), and standards/regulations used in the Report.



4. Discuss online the results of the analysis with the Management and data contributors.
5. Verify evidence and trace data and information as covered in the Report.
6. The Company incorporated our recommendations in the draft Report and release the final Report content.
7. Prepare the Statement and send it to SR Asia International Director for review to get approval before submitting it to the Company.
8. Prepare a Management Letter detailing all aspects seen, recorded, and observed during the assurance work to the Management of the Company for further improvement of sustainability processes.

Adherence to AA1000AP (2018) and GRI Universal Standards

Inclusivity – The Company has explained and conducted stakeholder engagement activities. The Company has also identified important issues for each stakeholder. In addition, the Company also makes reviews from stakeholders as one of the references for improving the Company's system.

Materiality – In determining material topics, the Company has identified stakeholders affected by the selected topics. The Company has also conducted a Forum Group Discussion (FGD) as a forum to discuss the material topics to be determined. The determination of material topics makes the performance report and review or stakeholder feedback as the basis and material for discussion, involving internal and external parties as a team of experts, including the Finance Director who is responsible for approving the selection of material topics.

Responsiveness – The Company provides channels for complaints using applications, call centers, and social media that can be easily accessed by customers. The Company provides a whistleblowing system (WBS) service that can be accessed internally and externally using the website. Complaints and reports are submitted through official channels, the Company has provided responses and responses to customers. Meanwhile, there are 180 complaints submitted to whistleblowing system and have all been processed.

Impact – The Company showed improvement in its operational performance with an increase in active participants from the previous year. In seeing the achievements of the implementation of good governance by implementing applicable practices and standards both nationally and internationally, the Company conducts periodic 'Good Corporate' assessments and the results in 2023 showed a qualification of 'Very Good'. The Company strives to increase membership in the informal worker sector through retention, intensification, and extensification strategies covering five ecosystems, namely villages, markets, e-commerce & Small and Micro Enterprises (SMEs), and vulnerable workers. By strengthening the agency system, cooperating with community leaders, encouraging large companies to include the entire ecosystem of their companies, providing various facilities for paying contributions, and collaborating with various parties to conduct supervision and checks to improve participant compliance.

Statement of Use: "In Accordance to the GRI Standards" – We evaluated the Report content in adherence to the GRI Universal Standards principles, disclosures, and requirements for reporting. The Company has referred to the nine requirements: apply the reporting principles, report the disclosures in GRI 2: General Disclosures 2021, determine material topics, report the disclosures in GRI 3: Material Topics 2021, report disclosures from the GRI Topic Standards for each material topic, provide reasons for omission for disclosures and requirements that the organization cannot comply with, publish a GRI content index, provide a statement of use, and notify GRI.



GRI Standards Principles – As the assurance work was taken, the report content sufficiently indicates its adherence to the Reporting principles (accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability). The Management provided sufficient support during the assurance work by submitting evidence/documents as requested.

Type 2 Assurance – Regarding the movement towards supporting Environment, Governance, and Social (ESG) principles, the Company has shown efforts in moving on ESG activities. Furthermore, on the special topic of Excellence Services and Innovation & Data Security, the Company has provided its support by having adequate procedures and mechanisms in place. However, the Company needs to integrate the consideration of ESG aspects into the Company's operational investment policy, this may involve setting specific ESG targets for the investment portfolio, such as the percentage of assets invested in green companies or socially responsible companies. Periodically review and update the investment policy to reflect evolving ESG risks and opportunities.

Adherence to IIRF – Based on our review of this report, we appreciate that the Company has set values and strives to contribute to supporting the values of the SDGs. However, we suggest that in the next report the Company needs to provide information related to the line year basis of short, medium and long-term targets and realizations.

Recommendation

1. To support the assessment of target achievement, the Company can determine the baseline as a reference for the value achieved.
2. To develop an information management system that is based on short-term, medium-term, and long-term goals with attention to the value generated.
3. To expand the scope of reporting to include GHG emissions from all relevant sources, including branch offices, regional offices, subsidiaries, and Scope 3 emissions if necessary.
4. To develop and implement a formal ESG due diligence process, including ESG checklists or questionnaires for potential investees. This will help ensure that ESG factors are systematically considered in investment decisions.

The assurance provider,

Jakarta, August 6th 2024

Lim Hendra

Country Director for Indonesia
Social Responsibility Asia



PT Sejahtera Rambah Asia (SR Asia Indonesia)

PT Sejahtera Rambah Asia, Jl. Tebet Barat Dalam VIII A No. 25, Jakarta 12810, INDONESIA Landline: +62-21-5010 1504, E-mail: services@srasia-indo.com, Website: www.srasia-indo.com



Feedback Form [G.2]

Thank you for reading The Annual Integrated Report 2023 of BPJS Ketenagakerjaan. This report is an overview of the Agency's performance throughout 2023. To improve a better quality of the report, we look forward to receive any inputs, critiques, and suggestions from you in this form.

1. This report is easy to understand.

Agree Neutral Disagree

2. This report has described information of the Agency's material aspects, from positive and negative aspects.

Agree Neutral Disagree

3. Which material aspects is the most important to You:

(1 = most important up to 5 = least important)

- Service Excellence
- Member Health and Safety
- Innovation and Data Security
- Sustainability Governance
- Climate Management
- Community Empowerment

4. Please give your advice, suggestion, and/or comment regarding this report:

.....

.....

.....

Thank you for your participation.

Please kindly email your feedback form to:



Deputy Director of Communications

BPJS Ketenagakerjaan Head Office

Phone: (021) 509 11333

Facsimile: (021) 520 2310

Email: depdir.hml@bpjsketenagakerjaan.go.id

BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN AND ITS SUBSIDIARY

**Consolidated Financial Statements
As of December 31, 2023 and 2022 and
January 1, 2022/ December 31, 2021 and
For the Years Ended
December 31, 2023 and 2022**

BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN AND ITS SUBSIDIARY

Table of Contents	Page
Directors' Statement Letter	
Independent Auditor's Report	
Consolidated Financial Statements As of December 31, 2023 and 2022 and January 1, 2022/ December 31, 2021 and For the Years Ended December 31, 2023 and 2022	
Consolidated Statements of Financial Position	1
Consolidated Statements of Financial Performance	3
Consolidated Statements of Changes in Equity	5
Consolidated Statements of Cash Flows	6
Notes to the Consolidated Financial Statements	7
Supplementary Information:	
Separated Statements of Financial Position	Appendix I
Separated Statements of Financial Performance	Appendix II
Separated Statements of Changes in Equity	Appendix III
Separated Statements of Cash Flows	Appendix IV



**DIRECTOR'S STATEMENT LETTER
RELATING TO
THE RESPONSIBILITY ON THE CONSOLIDATED FINANCIAL STATEMENTS
BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN AND SUBSIDIARY
FOR THE YEAR ENDED DECEMBER 31, 2023**

We, the undersigned:

- | | | | |
|---|------------------------------------------|---|-----------------------------------------------------------------------------------------------|
| 1 | Name | : | Anggoro Eko Cahyo |
| | Office Address | : | Plaza BPJamsostek Lt. 30
Jl. H.R. Rasuna Said Kav. 112 Blok B, Jakarta Selatan, 12910 |
| | Domicile Address as
Stated in ID Card | : | Jl. Cimandiri V FF.3/22 Bintaro RT 001 RW 005, Pondok Jaya,
Pondok Aren, Tangerang Selatan |
| | Phone Number | : | 021-5207797 |
| | Position | : | President Director |
| | | | |
| 2 | Name | : | Asep Rahmat Suwandha |
| | Office Address | : | Plaza BPJamsostek Lt. 28
Jl. H.R. Rasuna Said Kav. 112 Blok B, Jakarta Selatan, 12910 |
| | Domicile Address as
Stated in ID Card | : | Taman Kenari Blok VI C/27 RT 002 RW 011, Puspasari,
Citeureup, Bogor |
| | Phone Number | : | 021-5207797 |
| | Position | : | Finance Director |

Declare that:

1. We are responsible for the preparation and presentation of the Consolidated Financial Statements of Badan Penyelenggara Jaminan Sosial Ketenagakerjaan and Subsidiary;
2. The Consolidated Financial Statements of Badan Penyelenggara Jaminan Sosial Ketenagakerjaan and Subsidiary have been prepared and presented in accordance with Indonesian Financial Accounting Standards;
3. a. All information in the Consolidated Financial Statements of Badan Penyelenggara Jaminan Sosial Ketenagakerjaan and Subsidiary have been disclosed in a complete and truthful manner;
b. The Consolidated Financial Statements of Badan Penyelenggara Jaminan Sosial Ketenagakerjaan and Subsidiary do not contain any incorrect information or material facts, nor do they omit information or material facts;
4. We are responsible for Badan Penyelenggara Jaminan Sosial Ketenagakerjaan and Subsidiary's internal control system.

This statement letter is made truthfully.

Jakarta, March 28th, 2024


Anggoro Eko Cahyo
President Director


Asep Rahmat Suwandha
Finance Director



Plaza BPJAMSOSTEK Lantai 19, Jl. H.R. Rasuna Said Kav. 112 Blok B, Kuningan, Kec. Setiabudi, Jakarta Selatan 12910
T (021) 509 11335 F (021) 520 2310 www.bpjsketenagakerjaan.go.id



Amir Abadi Jusuf, Aryanto, Mawar & Rekan

Registered Public Accountants

Number : 00313/2.1030/AU.1/08/0501-1/1/III/2024

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Independent Auditor's Report

The Capital Owner, Board of Supervisors and Directors
Badan Penyelenggara Jaminan Sosial Ketenagakerjaan

Opinion

We have audited the consolidated financial statements of the Badan Penyelenggara Jaminan Sosial Ketenagakerjaan ("BPJS Ketenagakerjaan") and its subsidiary, which comprise the consolidated statements of financial position as of December 31, 2023 and the consolidated statements of financial performance, consolidated statements of changes in equity, and the consolidated statements of cash flows for the year ended, and note to the consolidated financial statements including of material accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position as of December 31, 2023, and their consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountant. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements paragraph of our report. We are independent of the BPJS Ketenagakerjaan and its subsidiary in accordance with the ethical requirements that are relevant to our audit of financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter

We draw attention to Note 52 to the accompanying consolidated financial statements, BPJS Ketenagakerjaan and its subsidiary restated the consolidated statements of financial position as of December 31, 2022 and January 1, 2022/ December 31, 2021. Our opinion is not modified in respect of this matter.

Other Matters

The consolidated financial statements of the BPJS Ketenagakerjaan and its subsidiary as of December 31, 2022 before restated and for the year then ended, were audited by other independent auditor whose report number 0011/2.0752/AU.1/08/0209-1/1/III/2023 dated March 30, 2023 expresses an unmodified opinion on those consolidated financial statements.

THE POWER OF BEING UNDERSTOOD
ASSURANCE | TAX | CONSULTING

Amir Abadi Jusuf, Aryanto, Mawar & Rekan, Registered Public Accountants is a member of the RSM network and trades as RSM RSM is the trading name used by the members of the RSM network. Each member of the RSM network is an independent accounting and consulting firm which practices in its own right. The RSM network is not a self-organizing legal entity in any jurisdiction.

Lisensi AMK No. 477/AM/1/2015
Registered at the Indonesian Financial Services Authority (OJK)





Amir Abadi Jusuf, Aryanto, Mawar & Rekan
Registered Public Accountants

Our audit of the accompanying consolidated financial statements of BPJS Ketenagakerjaan and its subsidiary as December 31, 2023 and for the year then ended, is performed for the purpose of forming an opinion on such consolidated financial statements taken as a whole. The accompanying financial information of The Company (parent entity), which comprises the statements of financial position as of December 31, 2023, and the statements of finance performance, statement of changes in equity, and statements of cash flows for the year then ended, and a summary of material accounting policies and other explanatory information (collectively referred to "Parent Entity Financial Information"), which is presented as a supplementary information to the accompanying consolidated financial statements, is presented for the purposes of additional analysis and is not a required part of the accompanying consolidated financial statements, is presented for the purposes of additional analysis and is not a required part of the accompanying consolidated financial statement under Indonesian Financial Accounting Standards. The Parent Entity Financial Information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the accompanying consolidated statements. The Parent Entity Financial Information has been subjected to the auditing procedures applied in the audits of the accompanying consolidated financial statements in accordance with auditing standards established by the auditing standards established by the Indonesian Institute of Certified Public Accountants. In our opinion, the Parenty Entity Financial information is fairly stated, in all material respects, in relation to the accompanying consolidated financial statements taken as a whole.

Other Information

Management is responsible for the other information. The other information obtained at the date of this auditor's report is information included in 2023 Program Management Report.

Our opinion on the consolidation financial statements does not cover the other information, therefore, we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidation financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidation financial statements or our knowledge obtained in the audit, or otherwise appears to be materially mistated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Management is responsible for the other information. The other information obtained at the date of this auditor's report is information included in 2023 Program Management Report.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Indonesian Financial Accounting Standards applicable in Indonesia which, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing BPJS Ketenagakerjaan and its subsidiary ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate BPJS Ketenagakerjaan or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing BPJS Ketenagakerjaan and its subsidiary financial reporting process.



Amir Abadi Jusuf, Aryanto, Mawar & Rekan
Registered Public Accountants

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Standards on Auditing, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the BPJS Ketenagakerjaan and its subsidiary internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the BPJS Ketenagakerjaan and its subsidiary ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the BPJS Ketenagakerjaan and its subsidiary to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the BPJS Ketenagakerjaan and its subsidiary to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the BPJS Ketenagakerjaan and its subsidiary audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.





Amir Abadi Jusuf, Aryanto, Mawar & Rekan
Registered Public Accountants

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Amir Abadi Jusuf, Aryanto, Mawar & Rekan



Rudi Hartono Purba
Public Accountant License Number: AP.0501

Jakarta, March 28, 2024



These financial statements are originally issued in Indonesian language

BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN AND ITS SUBSIDIARY

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

As of December 31, 2023 and 2022 and

January 1, 2022/ December 31, 2021

(Expressed in Rupiah, unless Otherwise Stated)

	Note	December 31, 2023 Rp	December 31, 2022 *) Rp	January 1, 2022/ December 31, 2021 *) Rp
ASSETS				
CURRENT ASSETS				
Cash and Cash Equivalents	5, 46	90,444,013,910	1,528,819,692,644	1,711,811,140,983
Operational Fund Receivables	6	12,100,001,309	--	26,293,765,256
Investment Income Receivables	7	127,718,453,262	126,985,430,382	99,219,760,894
Account Receivables				
Net of Allowance for Impairment Losses Amounted to Rp14,623,588,071, Rp12,800,612,873, and Rp12,741,808,264 as of December 31, 2023, 2022 and 2021	8	23,651,810,358	17,501,172,021	13,712,200,819
Sarana Kesejahteraan Peserta (SKP) Receivables				
Net of Allowance for Impairment Losses Amounted to Rp84,856,291,758, Rp85,280,900,842 and Rp85,841,705,928 as of December 31, 2023, 2022 and 2021	9	97,153,200,394	126,970,914,492	192,966,873,219
Other Receivables				
Net of Allowance for Impairment Losses Amounted to Rp12,001,304,478, Rp2,431,356,974, and Rp2,047,822,717 as of December 31, 2023, 2022 and 2021	10	50,679,443,525	29,074,281,096	13,175,197,452
Short-term Investments				
Net of Allowance for Impairment Losses Amounted to Rp1,466,319,590 dan Rp790,742,821, and Rp870,869,622 as of December 31, 2023, 2022 and 2021	11, 46	7,229,884,490,397	5,496,074,359,827	6,454,265,436,407
Prepaid Taxes	24a	1,875,500,104	135,892,697,033	42,250,084,574
Advance	12	10,935,037,291	12,449,755,741	21,733,829,073
Prepaid Expenses	13	46,977,984,432	33,611,301,485	20,717,148,024
Office Supplies	14	11,430,785,752	11,184,808,361	13,195,609,371
Assets Held for Sale	15	347,612,159	1,646,835,061	2,639,267,505
Other Current Assets	16	--	50,959,509	180,282,179
TOTAL CURRENT ASSETS		7,703,198,332,893	7,520,262,207,652	8,612,160,595,756
NON-CURRENT ASSETS				
Long-term Investments	17, 46	6,015,133,242,843	6,373,179,179,567	4,995,928,065,302
Investment in Other Entity		--	--	44,555,065,390
Investment Property				
Net of Accumulated Depreciation Amounted to Rp12,814,524,124, Rp12,089,279,090, and Rp11,856,007,610 as of December 31, 2023, 2022 and 2021	18	83,893,030,176	81,091,084,588	80,529,351,113
Fixed Assets				
Net of Accumulated Depreciation Amounted to Rp1,462,782,686,464, Rp1,326,779,953,199, and Rp1,377,442,212,543 as of December 31, 2023, 2022 and 2021	19	1,664,679,015,575	1,502,041,210,164	1,349,573,473,988
Right of Use Assets				
Net of Accumulated Depreciation Amounted to Rp271,799,695,295, Rp222,191,211,113, and Rp130,642,381,063 as of December 31, 2023, 2022 and 2021	20	211,041,876,049	250,347,260,568	332,414,605,995
Intangible Assets				
Net of Accumulated Amortization Amounted to Rp139,407,104,072, Rp109,821,287,783, and Rp92,057,497,324 as of December 31, 2023, 2022 and 2021	21	159,189,985,150	85,532,501,970	57,761,288,183
Deferred Tax Assets	24d	764,811,891,249	665,487,305,333	640,498,894,504
Claim For Tax Refund	24e	92,653,713,240	--	572,921,218
Other Non-current Assets	22	92,469,620,005	82,278,837,262	86,158,701,463
TOTAL NON-CURRENT ASSETS		9,083,872,374,287	9,039,957,379,452	7,587,992,367,156
TOTAL ASSETS		16,787,070,707,180	16,560,219,587,104	16,200,152,962,912

*) Restated (Note 52)

The accompanying notes form an integral part of these consolidated financial statements taken as a whole

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION (Continued)**

As of December 31, 2023 and 2022 and

January 1, 2022/ December 31, 2021

(Expressed in Rupiah, unless Otherwise Stated)

	Note	December 31, 2023 Rp	December 31, 2022 *) Rp	January 1, 2022/ December 31, 2021 *) Rp
LIABILITIES AND EQUITY				
SHORT-TERM LIABILITIES				
Payable to Other Parties	23	2,754,982,922	2,053,589,792	2,116,056,226
Bank Loan	27	7,000,000,000	--	--
Taxes Payable	24b	215,145,408,927	59,081,747,647	63,042,015,303
Accrued Expenses	25	809,691,722,669	1,278,188,368,495	1,377,268,068,348
Unearned Revenue	26	1,258,689,201	1,291,350,991	1,779,809,791
Short-term Lease Liabilities	20	66,138,853,985	91,147,763,544	60,426,658,760
Other Short-term Liabilities	28	233,591,398,250	116,284,800,375	122,542,245,040
TOTAL SHORT-TERM LIABILITIES		1,335,581,055,954	1,548,047,620,844	1,627,174,853,468
LONG-TERM LIABILITIES				
Employee Benefits Liabilities	29	2,885,262,003,768	2,359,019,250,704	2,111,394,377,269
Long-term Lease Liabilities	20	125,682,256,555	158,852,292,270	238,567,687,271
TOTAL LONG-TERM LIABILITIES		3,010,944,260,323	2,517,871,542,974	2,349,962,064,540
TOTAL LIABILITIES		4,346,525,316,277	4,065,919,163,818	3,977,136,918,008
EQUITY				
Equity attributable to owner of parent equity				
Paid-in Capital	30	9,459,295,255,351	9,459,295,255,351	9,459,295,255,351
Additional Paid-in Capital	31	1,408,126,715,495	1,408,126,715,495	1,408,126,715,495
Surplus Balance		2,716,728,958,868	2,245,651,434,514	2,166,467,287,615
Other Equity Components		(1,143,609,657,988)	(618,777,127,275)	(810,877,331,064)
Total equity attributable to owner of parent equity		12,440,541,271,726	12,494,296,278,085	12,223,011,927,397
Non-controlling Interest	32	4,119,177	4,145,201	4,117,507
TOTAL EQUITY		12,440,545,390,903	12,494,300,423,286	12,223,016,044,904
TOTAL LIABILITIES AND EQUITY		16,787,070,707,180	16,560,219,587,104	16,200,152,962,912

*) Restated (Note 52)

The accompanying notes form an integral part of these consolidated financial statements taken as a whole

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**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
CONSOLIDATED STATEMENTS OF FINANCIAL PERFORMANCE**
For the Years Ended December 31, 2023 and 2022
(Expressed in Rupiah, unless Otherwise Stated)

	Note	2023 Rp	2022 *) Rp
WITHOUT RESTRICTIONS FROM RESOURCES PROVIDERS			
OPERATING INCOME			
PROGRAM MANAGEMENT			
	33, 46		
Operational fund from Jaminan Hari Tua Program		2,625,456,214,617	2,672,935,543,962
Operational fund from Jaminan Pensiun Program		971,936,492,171	928,837,550,339
Operational fund from Jaminan Kecelakaan Kerja Program		783,584,982,042	611,863,440,245
Operational fund from Jaminan Kematian Program		400,966,311,170	306,363,465,454
		4,781,944,000,000	4,520,000,000,000
OPERATING EXPENSES OF PROGRAM MANAGEMENT			
	34		
Operating and Support Expenses		(676,874,957,470)	(552,297,928,405)
Personnel and Management Expenses		(3,368,018,456,214)	(3,569,091,906,257)
General and Other Expenses		(797,284,465,655)	(684,379,387,090)
		(4,842,177,879,339)	(4,805,769,221,752)
OPERATING SURPLUS (DEFICIT) PROGRAM MANAGEMENT			
		(60,233,879,339)	(285,769,221,752)
NON-OPERATING INCOME (EXPENSE)			
PROGRAM MANAGEMENT			
Investment Income	35, 46	919,532,728,140	820,410,501,232
Investment Expenses	36, 46	(95,784,313,356)	(87,684,345,830)
Incentive Expenses	37	(367,218,379,500)	(402,036,267,900)
Social Responsibility and Environment Expenses	40	(151,431,000)	(181,934,893)
		456,378,604,284	330,507,952,609
OPERATING SURPLUS			
		396,144,724,945	44,738,730,857
NON-OPERATING INCOME (EXPENSES)			
Non - Operating Income	41	134,407,980,214	181,160,905,913
Non - Operating Expenses	42	(302,022,862,307)	(358,030,409,108)
Net Other Income and (Expenses)	43	308,495,690,320	227,047,160,891
		140,880,808,227	50,177,657,696
SURPLUS BEFORE TAX AND DISTRIBUTIONS			
		537,025,533,172	94,916,388,553
CORPORATE SURPLUS DISTRIBUTION EXPENSES			
	44		
Jaminan Hari Tua Program		(185,211,331)	(114,425,012)
Jaminan Kecelakaan Kerja Program		(42,410,983)	(20,994,173)
Jaminan Kematian Program		(21,236,814)	(10,366,438)
Jaminan Pensiun Program		(64,368,220)	(37,996,877)
		(313,227,348)	(183,782,500)
WITH RESTRICTIONS FROM THE RESOURCE PROVIDER			
Sarana Kesejahteraan Peserta (SKP) Incomes	38	95,429,720,779	58,510,236,624
Sarana Kesejahteraan Peserta (SKP) Expenses	39	(35,744,270,348)	(37,994,034,493)
		59,685,450,431	20,516,202,131
SURPLUS SKP			
		59,685,450,431	20,516,202,131
SURPLUS BEFORE TAX			
		596,397,756,255	115,248,808,184
TAX INCOME (EXPENSES)			
	24c		
Current Tax		(121,933,513,680)	(164,764,063,200)
Prior Year		(4,906,378,180)	(32,516,996)
Deferred Tax Income (Expense)		(1,719,310,721)	56,097,980,811
		(128,559,202,581)	(108,698,599,385)
SURPLUS FOR THE YEAR			
		467,838,553,674	6,550,208,799

*) Restated (Note 52)

The accompanying notes form an integral part of these consolidated financial statements taken as a whole

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
CONSOLIDATED STATEMENTS OF FINANCIAL PERFORMANCE (Continued)**
For the Years Ended December 31, 2023 and 2022
(Expressed in Rupiah, unless Otherwise Stated)

	<u>Note</u>	<u>2023 Rp</u>	<u>2022 *) Rp</u>
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified to surplus or deficit			
Adjustments to the Fair Value of Investments measured at Fair Value through Other Comprehensive Income		(165,766,357,285)	167,230,007,652
Remeasurement of Post-employment Benefits Liabilities		(459,290,439,263)	96,852,070,893
Related Income Tax		101,043,896,637	(31,109,569,982)
		(524,012,899,911)	232,972,508,563
SURPLUS (DEFICIT) COMPREHENSIVE FOR THE YEAR		(56,174,346,237)	239,522,717,362
NET SURPLUS FOR THE YEAR			
ATTRIBUTABLE TO:			
Parent Entity		467,838,482,956	6,550,144,872
Non-controlling Interest		70,718	63,927
		467,838,553,674	6,550,208,799
TOTAL SURPLUS (DEFICIT) COMPREHENSIVE FOR THE YEAR ATTRIBUTABLE TO:			
Parent Entity		(56,174,371,355)	239,522,697,600
Non-controlling Interest		25,118	19,762
		(56,174,346,237)	239,522,717,362

*) Restated (Note 52)

The accompanying notes form an integral part of these consolidated financial statements taken as a whole

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BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN AND ITS SUBSIDIARY

CONSOLIDATED STATEMENTS OF CHANGE IN EQUITY For the Years Ended December 31, 2023 and 2022 (Expressed in Rupiah, unless Otherwise Stated)

	Equity Attributable to Owner of Parent Equity						Non-controlling Interest	Total
	Paid-in Capital	Additional Paid-in Capital - SKP	Operational Surplus Balance	SKP	Other Equity Components	Total Equity		
Balance as of December 31, 2021	9,459,295,255,351	1,408,126,715,495	1,919,536,977,809	221,167,688,140	(344,514,601,540)	12,663,612,035,255	4,117,507	12,663,616,152,762
Adjustments for restatement *)	--	--	25,762,621,666	--	(466,362,729,524)	(440,600,107,858)	--	(440,600,107,858)
Balance as of January 1, 2022	9,459,295,255,351	1,408,126,715,495	1,945,299,599,475	221,167,688,140	(810,877,331,064)	12,223,011,927,397	4,117,507	12,223,016,044,904
Changes in Accounting Policies PSAK 24	--	--	81,288,080	--	--	81,288,080	7,931	81,296,011
Surplus for the Year	--	--	(13,966,057,259)	20,516,202,131	--	6,550,144,872	63,927	6,550,208,799
Other Comprehensive Income	--	--	--	--	96,852,070,893	96,852,070,893	--	96,852,070,893
Remeasurement of liabilities employee benefits	--	--	--	--	(31,109,525,818)	(31,109,525,818)	(44,164)	(31,109,569,982)
Deferred tax adjustment	--	--	--	--	--	--	--	--
Increase in value of financial assets measured at fair value through other comprehensive income	--	--	--	--	167,230,007,652	167,230,007,652	--	167,230,007,652
Reclassification of realized gains on financial assets measured at fair value through other comprehensive income to operational surplus	--	--	72,552,713,947	--	(40,872,348,938)	31,680,365,009	--	31,680,365,009
Balance as of December 31, 2022 *)	9,459,295,255,351	1,408,126,715,495	2,003,967,544,243	241,683,890,271	(618,777,127,275)	12,494,296,278,085	4,145,201	12,494,300,423,286
Surplus for the Year	--	--	408,153,032,525	59,685,450,431	--	467,838,482,956	70,718	467,838,553,674
Dividend Payment in Subsidiary	--	--	--	--	--	--	(51,142)	(51,142)
Other Comprehensive Income	--	--	--	--	(459,290,380,802)	(459,290,380,802)	(58,461)	(459,290,439,263)
Remeasurement of liabilities employee benefits	--	--	--	--	--	--	--	--
Adjustment of the value of the financial assets measured at fair value through other comprehensive income	--	--	--	--	(165,766,357,285)	(165,766,357,285)	--	(165,766,357,285)
Deferred tax adjustment	--	--	--	--	101,043,883,776	101,043,883,776	12,861	101,043,896,637
Reclassification of realized gains on financial assets measured at fair value through other comprehensive income to operational surplus	--	--	3,239,041,398	--	(819,676,402)	2,419,364,996	--	2,419,364,996
Balance as of December 31, 2023	9,459,295,255,351	1,408,126,715,495	2,415,359,618,166	301,369,340,702	(1,143,603,657,988)	12,440,541,271,726	4,119,177	12,440,545,390,903

*) Restated (Note 52)

The accompanying notes form an integral part of these consolidated financial statements taken as a whole

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**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
CONSOLIDATED STATEMENTS OF CASH FLOWS**
For the Years Ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

	2023	2022
	Rp	Rp
OPERATING ACTIVITIES		
Receipts of operational fund JHT Program	2,650,467,454,445	2,671,711,162,612
Receipts of operational fund JKK Program	774,997,662,732	626,469,236,353
Receipts of operational fund JKM Program	397,432,745,916	313,287,738,945
Receipts of operational fund JP Program	981,386,150,136	933,622,129,252
Tax restitution receipts	66,866,917,160	--
Other receipts	250,657,389,266	120,905,131,443
	5,121,808,319,655	4,665,995,398,605
Payments to employees, suppliers and others	(5,248,736,822,924)	(4,735,236,867,047)
Payment of corporate income tax	(137,518,333,573)	(257,819,562,552)
	(5,386,255,156,497)	(4,993,056,429,599)
NET CASH FLOW USED IN OPERATING ACTIVITIES	(264,446,836,842)	(327,061,030,994)
INVESTING ACTIVITIES		
Placement of Investment	(10,865,441,010,000)	(12,891,190,304,131)
Disposal of Investment	9,306,055,650,653	12,681,625,049,120
Receipts from Interest Deposits	129,856,072,801	122,039,768,816
Receipts from Interest Bonds	427,513,533,261	361,438,527,510
Stock Income	134,569,208,286	124,630,883,728
Sukuk Income	122,363,842,500	123,903,539,098
Investment Property	4,403,227,674	4,784,751,926
Mutual Fund Income	21,724,869,994	824,484,852
Proceeds from Sale of Fixed Assets	3,833,461,105	7,543,058,475
Acquisition of Fixed Assets	(390,163,630,490)	(345,539,948,824)
NET CASH FLOW PROVIDED BY (USED IN) INVESTING ACTIVITIES	(1,105,284,774,216)	190,059,810,570
FINANCING ACTIVITIES		
Receipts from Bank Loan	114,500,000,000	62,480,000,000
Payment of Bank Loan	(107,500,000,000)	(62,480,000,000)
Payment of Bank Guarantee	--	(1,500,000,000)
Payment of Dividen in Subsidiary	(51,142)	--
Payment of Interest	--	(524,459,321)
Contribution to JHT Program	(185,211,331)	(114,425,012)
Contribution to JKK Program	(42,410,983)	(20,994,173)
Contribution to JKM Program	(21,236,814)	(10,366,438)
Contribution to JP Program	(64,368,220)	(37,996,877)
Payment of Lease Liabilities	(75,612,187,560)	(43,742,570,504)
NET CASH FLOW USED IN FINANCING ACTIVITIES	(68,925,466,050)	(45,950,812,325)
DECREASE IN CASH FLOWS	(1,438,657,077,108)	(182,952,032,749)
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR	1,529,101,091,018	1,712,053,123,767
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	90,444,013,910	1,529,101,091,018
Allowance for Impairment Losses	--	(281,398,374)
CASH AND CASH EQUIVALENTS AT END OF THE YEAR NET OF ALLOWANCE FOR IMPAIRMENT LOSSES	90,444,013,910	1,528,819,692,644

*) Additional informations of cash flows activities are presented in Note 50

The accompanying notes form an integral part of these consolidated financial statements taken as a whole

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**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

1. General

A. Establishment

Badan Penyelenggara Jaminan Sosial Ketenagakerjaan (BPJS Ketenagakerjaan) previously established in the form of a Public Company (Perum) Asuransi Tenaga Kerja (ASTEK) on December 5, 1977, in accordance with Government Regulation of the Republic of Indonesia Number 34 of 1977. ASTEK's status as a Perum then changed to a Limited Liability Company (Persero) Asuransi Sosial Tenaga Kerja (PT ASTEK) through the Government Regulation of the Republic of Indonesia Number 19 of 1990. Under the Law of the Republic of Indonesia Number 3 of 1992, PT ASTEK changed its name to the Jaminan Sosial Tenaga Kerja (PT Jamsostek (Persero)). Furthermore, since January 1, 2014, based on the Law of Republic of Indonesia Number 24 of 2011 regarding Badan Penyelenggara Jaminan Sosial Article 62, PT Jamsostek (Persero) transform into Badan Penyelenggara Jaminan Sosial Ketenagakerjaan, hereinafter referred to as BPJS Ketenagakerjaan. The Law of the Republic of Indonesia Number 24 of 2011 is the implementation of the Law of the Republic of Indonesia Number 40 of 2004 on the National Social Security System.

On January 1, 2014, PT Jamsostek (Persero) was declared dissolved without liquidation, and all assets, liabilities, as well as rights and legal obligations of PT Jamsostek (Persero) were transferred to become the assets, liabilities, rights, and legal obligations of BPJS Ketenagakerjaan.

The purpose of the establishment of BPJS Ketenagakerjaan is to realize the implementation of the provision of social security to fulfill the basic needs of a decent life for each member and/or family member.

In accordance with the Law of the Republic of Indonesia Number 40 of 2004 and Law of the Republic of Indonesia Number 24 of 2011, BPJS Ketenagakerjaan's function is to organize the programs as follows:

- 1) Jaminan Hari Tua (JHT)
Aims to ensure that members receive cash if they enter retirement age, experience permanent total disability, or pass away.
- 2) Jaminan Kecelakaan Kerja (JKK)
Aims to ensure that members receive health care benefits and cash compensation if a worker has a work accident or suffers from an occupational disease.
- 3) Jaminan Pensiun (JP)
Aims to maintain a decent standard of living when members lose or reduce their income due to entering retirement age or experiencing permanent total disability. Jaminan Pensiun is provided on a defined benefit basis.
- 4) Jaminan Kematian (JKM)
Aims to provide death compensation paid to the heirs of members who passed away.

BPJS Ketenagakerjaan is officially fully operated by organizing programs that comply with the Law of Republic of Indonesia Number 40 of 2004 on the National Social Security System with the establishment of Government Regulation of the Republic of Indonesia Number 45 of 2015 on The Implementation of Jaminan Pensiun, Government Regulation of the Republic of Indonesia Number 44 of 2015 on The Implementation of Have beaminan Kecelakaan Kerja and Jaminan Kematian, and Government Regulations of the Republic of Indonesia Number 46 of 2015 on The Implementation of Jaminan Hari Tua Program on June 30, 2015.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Furthermore, based on Government Regulations in Laws of the Republic of Indonesia Number 2 of 2022 and based on the Law of Republic of Indonesia Number 11 of 2020 on Job Creation Article 83, the social security program organized by BPJS Ketenagakerjaan added Jaminan Kehilangan Pekerjaan (JKP) Program. The JKP program is held to maintain a decent standard of living when workers/laborers lose their jobs.

In accordance with Law of the Republic of Indonesia Number 24 of 2011 Article 10, the main duties of BPJS Ketenagakerjaan are as follows:

- 1) Conducting and/or accepting member registration;
- 2) Charging and collecting the contributions from members and employers;
- 3) Receiving contributions from the Government;
- 4) Managing the social security funds for the benefit of the members;
- 5) Collecting and manage data of the members of social security program;
- 6) Paying benefits and/or finances health services in accordance with the provisions of the social security program; and
- 7) Providing information regarding the implementation of social security programs to the members and to the public.

BPJS Ketenagakerjaan is located in Indonesia and headquartered at Plaza BP Jamsostek, Jalan HR. Rasuna Said Kav. 12B, Setiabudi, South Jakarta. BPJS Ketenagakerjaan has 11 Regional Offices and 324 Branch Offices located in various cities in Indonesia.

B. Asset Management

In accordance with the Government Regulations of the Republic of Indonesia Number 55 of 2015 on Amendments to Government regulation of the Republic of Indonesia Number 99 of 2013 on the Assets Management of Jaminan Sosial Ketenagakerjaan, the sources of BPJS Ketenagakerjaan assets come from:

- 1) Indonesian Government's initial capital which comprises of state's assets separated and undivided into shares;
- 2) Asset transferred from PT Jamsostek (Persero) which previously managed the social security program;
- 3) Investments yield from BPJS Ketenagakerjaan's assets;
- 4) Management fee from Dana Jaminan Sosial (DJS) Ketenagakerjaan; and/or
- 5) Other sources as legally permitted by prevailing law and regulations.

C. Management of Social Security Funds

BPJS Ketenagakerjaan is administratively responsible for the implementation of the social security programs, consists of Jaminan Hari Tua, Jaminan Kecelakaan Kerja, Jaminan Kematian, Jaminan Pensiun, and Jaminan Kehilangan Pekerjaan. The programs are controlled by the Government of the Republic of Indonesia based on the applicable laws and regulations. Each program manages funds of Dana Jaminan Sosial Ketenagakerjaan separately and cannot provide subsidies to each other. Organizing of these programs includes the receipt of contributions, investment activities to obtain investment returns, payment of claims, and allocation of management fee for the BPJS Ketenagakerjaan. For the Program of JKK, JKM, and JKP, management of Dana Jaminan Sosial includes the determination of technical reserves, the JHT Program covers the distribution of contributions and investment proceeds to member funds, and for JP Program includes the determination of the present value of actuarial obligations of pension benefits. The amount of management fees for each program for BPJS Ketenagakerjaan is determined by the Minister of Finance annually based on the applicable laws and regulations.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

D. Capital

The initial capital of BPJS Ketenagakerjaan amounting to Rp7,823,338,452,466 was derived from the transfer of PT Jamsostek (Persero) assets and liabilities as stated in the Closing Statement of Financial Position of PT Jamsostek (Persero) as of December 31, 2013, amounted to Rp7,323,338,452,466, and initial capital from the government which is State's assets separated and not divided into shares amounting to Rp500,000,000,000, in accordance with Government Regulation of the Republic of Indonesia Number 83 of 2013.

E. Board of Supervisors and Board of Directors

As of December 31, 2023 and 2022, the composition of Board of Supervisors and Board of Directors of BPJS Ketenagakerjaan are as follows:

Board of Supervisors

Chairman	: Muh. Zuhri Bahri
Members	: Kushari Suprianto
	: H. Yayat Syariful Hidayat
	: Agung Nugroho
	: Subchan Gatot
	: M. Aditya Warman
	: M. Iman Nuril Hidayat Budi Pinuji

Board of Directors

President Director	: Anggoro Eko Cahyo
Membership Director	: Zainudin
Service Director	: Roswita Nilakurnia
Investment Development Director	: Edwin Ridwan, CFA, FRM
Finance Director	: Asep Rahmat Suwandha
Strategic Planning and Information Technology Director	: Pramudya Iriawan Buntoro
General and Human Resources Director	: Abdur Rahman Irsyadi

The composition of Board of Supervisors and Board of Directors as of December 31, 2023 and 2022 was appointed based on the Decree of the President of the Republic of Indonesia Number 38/P Year 2021 dated on February 19, 2021 concerning Appointment of Membership of the Board of Supervisors and Membership of the Directors of the Badan Penyelenggara Jaminan Sosial Ketenagakerjaan for the 2021-2026 Term of Office.

F. The Committees Established by The Board of Supervisors

	2023	2022
1) Risk Management, Investment and Services Committee		
Chairman of the Board of Supervisors Committee	: Agung Nugroho	Agung Nugroho
Member of the Board of Supervisors Committee	: Subchan Gatot	Subchan Gatot
Members of the Non-Board of Supervisors Committee	: Fitzgerald Stevan Purba	Tonni Adhityo Nugroho
	: Titi Kusriani	Titi Kusriani
	: Tonni Adhityo Nugroho	Citra Ramdhana Prayitno
	: Citra Ramdhana Prayitno	

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

	2023	2022
2) Performance Program and Badan Committee		
Chairman of the Board of Supervisors Committee	: M. Aditya Warman	M. Aditya Warman
Member of the Board of Supervisors Committee	: H. Yayat Syariful Hidayat	H. Yayat Syariful Hidayat
Members of the Non-Board of Supervisors Committee	: Rasty Susanty Andre Liesha Frinandya Harun Tonny Irawan	Sri Surastono Rasty Susanty Andre Liesha Frinandya Harun Andi Hakim
3) Budget, Audit and Actuarial Committee		
Chairman of the Board of Supervisors Committee	: Kushari Suprianto	Kushari Suprianto
Member of the Board of Supervisors Committee	: M. Iman Nuril Hidayat Budi Pinuji	M. Iman Nuril Hidayat Budi Pinuji
Members of the Non-Board of Supervisors Committee	: Anton Fathoni Mudzakir Tedy Herdyanto Rizka Mukhlisa	Anton Fathoni Mudzakir Harsana Tedy Herdyanto

G. Employee

The number of BPJS Ketenagakerjaan employees (parent only) has a total number of 5,537 and 5,697 employees (unaudited) as of December 31, 2023 and 2022 respectively. The total number of employees of BPJS Ketenagakerjaan and its subsidiary were 5,607 and 5,711 employees as of December 31, 2023 and 2022, respectively.

H. Subsidiary

Subsidiary	Business Activities	Domicile	Operation Start	% Ownership
PT Binajasa Abadikarya (PT Bijak)	Manpower recruitment services and other services	Jakarta	1994	99.99%

PT Binajasa Abadikarya (PT Bijak) was established based on Notarial Deed Number 1 dated on April 6, 1994, of Harun Kamil, SH, a Notary in Jakarta which was approved by the Minister of Justice and Human Rights in his Decision Letter Number C2.11380.HT.01.01 of July 25, 1994.

Currently, PT Bijak is engaged in the placement of Indonesian workers (domestic and foreign), building management services, outsourcing services, management and flats rental services, parking management services, land asset management services, rental of office space and space other uses, aircraft cleaning services and foodcourt management services.

PT Bijak's head office is located at Jalan Raya Condet Number 27, East Jakarta.

BPJS Ketenagakerjaan has a direct investment in PT Bijak with an ownership percentage of 99.99%. Total assets of PT Bijak which were consolidated before elimination amounted to Rp54,912,262,414 and Rp51,539,326,672 as of December 31, 2023 and 2022, respectively and the comprehensive income of PT Bijak which was consolidated before elimination amounted to Rp257,461,437 and Rp202,563,902 as of December 31, 2023 and 2022, respectively.

2. Material Accounting Policies

A. Compliance Statement

The consolidated financial statements of BPJS Ketenagakerjaan and its subsidiary were prepared and presented in accordance with Indonesian Financial Accounting which include the Statement of Financial Accounting Standard (PSAK) and Interpretation of Financial Accounting Standards (ISAK) issued by the Financial Accounting Standards Board - Indonesian Institute of Accountants (DSAK - IAI), and the Sharia Accounting Standards Board (DSAS – IAI).

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

B. Basis of Preparation

These consolidated financial statements have been prepared based on going concern assumption and accrual basis, except for these consolidated statements of cash flows. These consolidated financial statements of cash flows are prepared by classifying cash flows into operating, investing and financing activities which are presented using the direct method.

Dana Jaminan Sosial Ketenagakerjaan JHT, JKK, JKM, JP, and JKP Program, prepare their own financial statements respectively. Consolidated financial statements of BPJS Ketenagakerjaan do not consolidate the financial statements of the Program because they do not meet the principles of consolidation based on Indonesian Financial Accounting Standards (Note 2C).

BPJS Ketenagakerjaan prepares a consolidated comprehensive income statement to present the income and expenses along with the surplus and deficit of BPJS Ketenagakerjaan and its subsidiary in managing Dana Jaminan Sosial Ketenagakerjaan. In this financial statement, the term of profit and loss are not used but uses the term of surplus and deficit, because BPJS Ketenagakerjaan is a nonprofit entity based on capital paid up from the government and the transfer of net assets from PT Jamsostek (Persero).

BPJS Ketenagakerjaan prepares a parent-only financial statements as an attachment to the consolidated financial statements, investments in subsidiary, presented using the equity method.

C. Consolidation Principles

The consolidated financial statements include the financial statements of BPJS Ketenagakerjaan and its subsidiary that has been controlled directly or indirectly by BPJS Ketenagakerjaan.

A subsidiary is an entity that is controlled by BPJS Ketenagakerjaan, which is exposed to, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its current ability to direct the entity's relevant activities (power over the investee).

BPJS Ketenagakerjaan's financial statements incorporate the results, cash flows, assets and liabilities of BPJS Ketenagakerjaan and all of its directly and indirectly controlled subsidiary. The subsidiary is consolidated from the effective date of acquisition, which is the date BPJS Ketenagakerjaan effectively obtains control of the acquired business until that control ceases.

BPJS Ketenagakerjaan prepares consolidated financial statements using the same accounting policies for transactions and other events in similar circumstances. All intragroup transactions, balances, surplus, expenses and cash flows are eliminated in full on consolidation. BPJS Ketenagakerjaan attributed the surplus or deficit and each component of other comprehensive income to the owners of the parent and non-controlling interest even though this results in non-controlling interest in the equity component of the consolidated statement of financial position, separately from the equity owner of the parent.

D. Transactions with Related Parties

Related party is a person or an entity that is related to BPJS Ketenagakerjaan and subsidiary (reporting entities):

- 1) Person or a close member of that person family is related to a reporting entity if that person:
 - a) Has control or joint control over the reporting entity;
 - b) Has significant influence over the reporting entity; or
 - c) Is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

- 2) An entity is related to the reporting entity if any of the following conditions apply:
 - a) The entity and the reporting entity are members of the same group (which means that parent, subsidiary, and other subsidiary are related to other);
 - b) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity are a member);
 - c) Both entities are joint ventures of the same third party;
 - d) One entity is a joint venture of a third entity, and the other entity is an associate of the third entity;
 - e) The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity. If the reporting entity in itself such a plan, the sponsoring employers are also related to the reporting entity;
 - f) The entity is controlled or jointly controlled by a person identified in (1);
 - g) A person identified in (1) (a) has significant influence over the entity or is a member of the key management personnel of the entity (or a parent of the entity); and
 - h) The entity or any members of a group of which it is a part provides key management personnel services to the reporting entity or to the parent entity of the reporting entity.

BPJS Ketenagakerjaan is controlled by the Government of the Republic of Indonesia. A government-related entity is an entity that is controlled, jointly controlled, or significantly influenced by a government. Government refers to government, government agencies, and similar bodies, whether local or national.

Significant transactions carried out with related parties, both carried out under conditions and the same requirements as third parties or not, are disclosed in the consolidated financial statements (Note 46).

E. Cash and Cash Equivalents

Cash and cash equivalents are cash on hand, cash in banks, and all investments that are short-term, and highly liquid investments that are readily convertible to known amounts of cash with maturity of three months or less from the date of placement, and which are not used as collateral and are not restricted.

For cash flow presentation purposes, cash on hand, cash in banks, and all investments with maturity of three months or less from the date of acquisition and are not used as collateral and are not restricted.

Cash and cash equivalents include cash on hand, cash in banks (current accounts), and time deposits with maturity of three months or less at the time of placement that are not used as collateral or are not restricted in use.

F. Investment Income Receivables

Investment Income receivables consist of:

- 1) Receivables arising from contractual interest income from various types of fixed-income investments, including time deposits and bonds;
- 2) Receivables arising from dividends, both from shares and mutual funds and profit sharing from Islamic banks; and
- 3) Receivables arising from rental income.

Recognition and measurement of investment income receivable are as follows:

- 1) Interest receivables are recognized at the contractual or coupon rate over time;
- 2) Receivables for profit sharing are recognized at the rate of return in line with the passage of time (ijarah) or specified yield (mudharabah);
- 3) Dividend receivables are recognized when determined at the amount due; and
- 4) Lease receivables are recognized at the contractual amount over time.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and January 1, 2022 / December 31, 2021 and for the years ended December 31, 2023 and 2022 (Expressed in Rupiah, unless otherwise stated)

G. Receivables from Dana Jaminan Sosial

Receivables from Dana Jaminan Sosial are receivables from operational funds for the implementation of Dana Jaminan Sosial (DJS) Ketenagakerjaan and reimbursement funds that have been provided by BPJS Ketenagakerjaan.

Receivables from DJS comes from:

- 1) Operational funds for the implementation of DJS Ketenagakerjaan which are paid periodically. Debt the operational funds are presented at nominal value, as fair value; and
- 2) The reimbursement fund provided by BPJS Ketenagakerjaan to DJS Ketenagakerjaan in a certain condition, for example, difficulties of liquidity, if any.

The formula and amount of operational funds for DJS Ketenagakerjaan and the conditions for providing reimbursement funds are regulated in the applicable laws and regulations. Operational fund receivables are recognized periodically based on a certain percentage of the accumulated contributions and funds resulting from the development of the DJS Ketenagakerjaan. Receivables from DJS Ketenagakerjaan are derecognized when paid or settled.

H. Sarana Kesejahteraan Peserta (SKP) Receivable

SKP receivables consist of:

- 1) Accrued SKP rent income
Rent Receivables of SKP is recognized and recorded at the reporting date.
- 2) Loan Interest Receivables
Interest receivables on loans are recognized when the rights to interest on the loan arise.
- 3) Loans
The loan provided is a claim to the member arising from the provision of the SKP Program loan which prior to being transferred was referred to as the Additional Service Benefit Program on a revolving basis to the specified parties either by executing or directly.

I. Time Deposits

Time deposits with maturities of more than 3 (three) months at the time of placement are presented as "short-term investments".

J. Financial Instruments

Initial Recognition and Measurement

BPJS Ketenagakerjaan and its subsidiary recognize a financial asset or financial liability in the statement of financial position when, and only when, BPJS Ketenagakerjaan and its subsidiary become a party to the contractual provision of the instrument. At initial recognition, BPJS Ketenagakerjaan and its subsidiary measures all financial assets and financial liabilities at its fair value. In the case of financial asset or financial liability not at fair value through profit or loss, fair value plus or minus with the transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

Transaction costs incurred on acquisition of a financial asset and issue of a financial liability classified at fair value through profit or loss are expense immediately

The liability component of compound financial instrument is recognized initially at the fair value of a similar liability that does not have an equity conversion option. The equity component is recognized initially as the difference between the fair value of the compound financial instrument as a whole and the fair value of the liability component. Any directly attributable transaction costs are allocated to the liability and equity components in proportion to their initial carrying amounts.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Further Measurement of Financial Assets

At initial recognition, financial assets are classified into the three categories as follows: financial assets measured at amortized cost, financial assets measured at fair value through other comprehensive income, and financial assets at fair value through profit or loss.

Financial assets are classified into these categories on the basis of both: BPJS Ketenagakerjaan and its subsidiary's business model in managing financial assets and the contractual cash flows characteristics of financial assets.

(i) **Financial Assets Measured at Amortized Cost**

A financial asset can be measured at amortized cost only if it meets both of following conditions:

- (i) The financial assets is held within a business model whose objective is to hold the asset to collect contractual cash flows (held to collect); and
- (ii) Its contractual terms of the financial assets give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

The financial assets is measured at the amount recognized at initial recognition minus principal repayments, plus or minus the cumulative amortization of any difference between that initial amount and the maturity amount, and any loss allowance.

Interest income is calculated using the effective interest method and is recognized in profit or loss. Changes in fair value are recognized in profit and loss when the assets is derecognized or reclassified.

Financial assets classified to amortized cost may be sold where there is an increase in credit risk. Disposals for other reasons are permitted but such sales should be insignificant in value or infrequent in nature

(ii) **Financial Assets Measured at Fair Value Through Other Comprehensive Income ("FVOCI")**

Financial assets are measured at FVOCI if both of the following conditions are met:

- (i) Financial assets are managed within a business model whose objectives will be met by obtaining contractual cash flows and selling financial assets; and
- (ii) The contractual terms of the financial asset provide rights at a specific date on cash flows solely payments of principal and interest (SPPI) on the principal amount outstanding.

These financial assets are measured at fair value, where gains or losses are recognized in other comprehensive income, except for losses due to impairment and gains or losses due to changes in exchange rates, which are recognized in profit or loss. When the financial asset is derecognized or reclassified, the cumulative gain or loss previously recognized in other comprehensive income is reclassified from equity to profit or loss as a reclassification adjustment

(iii) **Financial Assets Measured at Fair Value Through Profit and Loss ("FVPL")**

Financial assets measured at FVPL are financial assets that do not meet both criteria for neither amortized cost nor FVOCI.

After initial recognition, financial assets measured at FVPL are measured at fair value. The changes in the fair value are recognized in profit or loss.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Financial assets in form of derivatives and investment in equity instrument are not eligible to meet both criteria for amortized costs or FVOCI. Hence, these are measured at FVPL. Nonetheless, the Entity may irrevocably designated an investment in an equity instrument which is not held for trading in any time soon as FVOCI.

This designation result in gains and losses to be presented in other comprehensive income, except for dividend income on a qualifying investment which is recognized in profit or loss. Cumulative gains or losses previously recognized in other comprehensive income are reclassified to retained earnings, not to profit or loss

Subsequent Measurement of Financial Liabilities

BPJS Ketenagakerjaan and its subsidiary classify all financial liabilities so that after initial recognition the financial liabilities are measured at amortized cost.

Impairment of Financial Assets

Financial assets are assessed for indicators of impairment at the end of each reporting date. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset and the estimated future cash flows of the investment have been affected.

BPJS Ketenagakerjaan and its subsidiary recognize expected credit loss for its financial assets measured at amortized cost.

At the end of each reporting date, BPJS Ketenagakerjaan and its subsidiary calculates any impairment provision in financial instruments based on its lifetime expected credit loss if the credit risk of the financial instruments has increased significantly since its initial recognition.

However, if credit risk has not increased significantly since initial recognition, then a 12 months expected credit loss (stage 1) is recognized

For trade receivables and contract assets, BPJS Ketenagakerjaan and its subsidiary applies a simplified approach in calculating expected credit loss. Therefore, the Group does not track changes in credit risk, but instead recognizes a loss allowance based on lifetime expected credit loss at each reporting date. BPJS Ketenagakerjaan and its subsidiary has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment

BPJS Ketenagakerjaan and its subsidiary considers a financial assets default when contractual payments are 90 days past due. However, in certain cases, BPJS Ketenagakerjaan and its subsidiary may also consider a financial asset to be in default when internal or external information indicates that BPJS Ketenagakerjaan and its subsidiary is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by BPJS Ketenagakerjaan and its subsidiary. A financial assets written off when there is no reasonable expectation of recovering the contractual cash flows

Loss reserves are recognized as a reduction in the carrying amount of financial assets except for financial assets is measured at FVOCI, for which loss reserves are recognized in other comprehensive income.

Meanwhile, the amount of expected credit losses (or recovery of credit losses) are recognized in profit or loss as an impairment gain or loss.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

The expected credit loss of financial instruments are conducted by a means which reflect:

- (i) An unbiased and probability-weighted amount that reflects a range of possible outcomes;
- (ii) Time value of money; and
- (iii) Reasonable and supportable information that is available without undue cost or effort about past events, current conditions and forecasts of future conditions

Financial assets may be considered to not having significant increase in credit risk since initial recognition if the financial assets have a low credit risk at the reporting date. Credit risk on financial instrument may be considered be low if there is a low risk of default, the borrower has a strong capacity to meet its contractual cash flow obligations in the near term and adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfill its contractual cash flow obligations. To determine whether a financial asset has a low credit risk, the BPJS Ketenagakerjaan and its subsidiary may use internal credit risk rating or external assessment. For example, a financial asset with "investment grade" according to external assessment has a low credit risk rating, thus it does not experience an increase in significant credit risk since initial recognition

Derecognition of Financial Assets and Liabilities

Financial Assets

BPJS Ketenagakerjaan and its subsidiary derecognizes a financial asset, if and only if, the contractual rights to the cash flows from the financial asset expired or BPJS Ketenagakerjaan and its subsidiary transfers the contractual rights to receive the cash flows of the financial asset or retains the contractual rights to receive the cash flows but assumes a contractual obligation to pay the cash flows to one or more recipients in an arrangement. If BPJS Ketenagakerjaan and its subsidiary transfers substantially all the risks and benefits of ownership of the financial asset, BPJS Ketenagakerjaan and its subsidiary derecognizes the financial asset and recognize separately as asset or liabilities any rights and obligation created or retained in the transfer.

If BPJS Ketenagakerjaan and its subsidiary neither transfers nor retains substantially all the risks and benefits of ownership of the financial asset and has retained control, BPJS Ketenagakerjaan and its subsidiary continues to recognizes the financial asset to the extent of its continuing involvement in the financial.

BPJS Ketenagakerjaan and its subsidiary own into transactions whereby it transfers assets recognised in its statement of financial position, but retains either all or substantially all of the risks and benefits of the transferred assets. In these cases, the transferred assets are not derecognised.

On derecognition of a financial assets its entirety, the difference between the assets carrying amount and the sum of the consideration received and receivable and the cumulative gain or loss that had been recognized in other comprehensive income and accumulated in equity is reclassified to profit or loss.

Financial Liabilities

BPJS Ketenagakerjaan and its subsidiary removes a financial liability if, and only if, financial liabilities is extinguished, i.e. when the obligation specified in the contract is discharged or cancelled or expired.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Effective Interest Rate Method

The effective interest method is a method of calculating the amortized cost of a financial asset or a financial liability (or group of financial assets or financial liabilities) and allocating of the interest income or interest expense over the relevant period. The effective interest rate is the rate that exactly discount estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability. When calculating the effective interest rate, the Group estimates cash flows considering all contractual terms of the financial instrument, for example, prepayment, call and similar option, but shall not consider future credit losses. The calculation includes all fees and points paid or received between parties to the contract that are an integral part of the effective interest rate, transaction costs, and all other premiums or discounts.

Offsetting of Financial Assets and Financial Liabilities

A financial asset and financial liability shall be offset, if and only if, BPJS Ketenagakerjaan and its subsidiary currently has a legally enforceable right to set off the recognized amount; and intends either to settle on a net basis, or to realize the asset and settle the liability simultaneously

K. Fair Value Measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market members at the measurement date.

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

Fair values are categorized into different levels in a fair value hierarchy based on the degree to which the inputs to the measurement are observable and the significance of the inputs to the fair value measurement in its entirety:

- (i) Quoted prices (unadjusted) in active markets for identical assets or liabilities that can be accessed at the measurement date (Level 1);
- (ii) Inputs other than quoted prices included in Level 1 observables for the asset or liabilities, either directly or indirectly (Level 2)
- (iii) Unobservable inputs for assets or liabilities (Level 3).

When measuring the fair value of an asset or a liability, BPJS Ketenagakerjaan and its subsidiary uses market observable data to the extent possible. If the fair value of an asset or a liability is not directly observable, BPJS Ketenagakerjaan and its subsidiary uses valuation techniques that appropriate in the circumstances and maximizes the use of relevant observable inputs and minimizes the use of unobservable inputs.

Transfers between levels of the fair value hierarchy are recognized by BPJS Ketenagakerjaan and its subsidiary at the end of the reporting period during which the change occurred.

For assets and liabilities that are recognized in the consolidated financial statements on a recurring basis, BPJS Ketenagakerjaan and its subsidiary determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

L. Advance

Advance is an amount of money paid for an activity that does not yet qualify to be recorded as an asset or expense. Advance is recognized when incurred in the amount incurred and derecognized when they become assets or expenses.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

M. Office supplies

Office equipment is inventory that will be used in operational activities. Office equipment is recognized at the amount that has not been used at the reporting date. Office equipment expenses are recognized at the cost paid at the time of purchase. Office equipment costs are recorded based on the weighted average method which is calculated periodically.

N. Prepaid Expenses

Prepaid expenses are expenses that have been paid but will be charged in future periods, such as prepaid insurance premium and prepaid rent. Prepaid expenses are amortized over their beneficial or contract periods using the straight-line method.

O. Investment Properties

Investment properties are properties (land or a building, along with the equipment and machinery which part of a building, or both) held by the owner or the lessee under a finance lease to earn rentals or for capital appreciation or both, rather than for use in the production or supply of goods or services or for administrative purposes; or sale in the daily business activities.

Investment property is recognized as an asset if, and only if, it is probable that the future economic benefits that are associated with the investment property will flow to the entity; and the cost of the investment property can be measured reliably.

An investment property shall be measured initially at its cost, comprises its purchase price and any directly attributable expenditure (professional fees for legal services, property transfer taxes and other transaction costs). Transaction costs are included in the initial measurement.

After initial recognition, BPJS Ketenagakerjaan and its subsidiary choose to use cost model and measure its investment property at acquisition cost less accumulated depreciation and accumulated impairment losses, if any.

Investment property other than land is depreciated using the straight-line method over its estimated useful life of 20 years.

P. Investment in Sukuk

Investment in sukuk are classified as amortized costs.

Investment in sukuk measured at amortized cost are initially recognized at cost, including transaction costs. The difference between the acquisition cost and the nominal value is amortized straight line over the term of the sukuk and recognized in surplus deficit.

Q. Fixed Assets

Fixed Assets are tangible assets owned to be used in the provision of services, leased to other parties, or administrative purposes and used for more than one period, including fixed assets of Sarana Kesejahteraan Peserta (SKP) originating from the transfer of assets and liabilities of Manfaat Layanan Tambahan (MLT).

Direct Acquisition

Fixed assets are initially recognized at cost, which comprises its purchase price and any cost directly attributable in bringing the assets to the location and condition necessary for it to be capable of operating in the manner intended by management.

BPJS Ketenagakerjaan chose to use the cost method to measure the fixed assets. In the cost method, fixed assets are stated at cost less accumulated depreciation.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Initial legal costs incurred to obtain legal rights are recognized as part of the acquisition cost of the land, and these costs are not depreciated. Costs related to the renewal of land rights are recognized as other assets - land rights and amortized during the period of the land rights.

Expenses incurred after fixed assets are used, such as repairs and maintenance costs, are charged to the surplus deficit as incurred. If these expenses meet the definition and criteria for recognition of fixed assets, these expenses are capitalized as additional costs of acquiring fixed assets.

Depreciation of fixed assets, computed on a straight-line basis over the fixed assets's useful lives are as follows:

	<u>Year</u>
Buildings	20 year
Vehicles	5 year
Office furniture and fixtures	4 year
Computer equipments	4 year
Other equipments	4 year

The remaining residual value of Fixed Assets are as follows:

	<u>Residual Value</u>
Buildings	20%
Vehicles:	
Sedan vehicles	25%
Non sedan vehicles	20%
Motorcycles	10%
Office furniture and fixtures	5%
Computer equipments	5%
Other equipment	5%

The carrying amount of a fixed asset is derecognized when it is disposed of or no future economic benefits are expected from its use or disposal. Gains or losses arising from the derecognition of fixed assets are recognized in surplus deficit in the year derecognition occurs.

Residual value, useful life, depreciation, and amortization methods are reviewed periodically and adjustments are made if the results of the review differ from previous estimates.

Maintenance and repair costs are recognized as expenses when incurred. Expenditures that meet the definition and criteria for recognition of fixed assets, these expenses are capitalized as additional costs of acquisition of fixed assets.

For fixed assets that are no longer used in operational activities, the carrying value is reclassified to other non-current assets and is not depreciated. Meanwhile, for fixed assets that meet the criteria for fixed assets held for sale, their carrying value is transferred to assets held for sale, and the profit or loss resulting from disposal is recognized in a surplus deficit.

Assets Under Construction

Assets under construction are assets in the construction stage that are stated at cost and are not depreciated. Accumulated costs will be reclassified to the relevant fixed asset account and will be depreciated when construction is substantially completed and the asset is ready to be used for its intended purpose.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

R. Intangible Assets

Separately acquired licenses are presented at historical cost less accumulated amortization and impairment. Licenses acquired in a business combination are recognized at fair value at the acquisition date. Licenses have a finite useful life. Amortization calculated using the straight-line method allocates the acquisition cost over the contract period.

S. Lease

At inception of a contract, BPJS Ketenagakerjaan and its subsidiary shall assess whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

To assess whether a contract conveys the right to control the use of an identified asset for a period of time, BPJS Ketenagakerjaan and its subsidiary shall assess whether, throughout the period of use, BPJS Ketenagakerjaan and its subsidiary has both of the following:

- a. The right to obtain substantially all economic benefits from the use of the identified asset; and
- b. The right to direct the use of the identified asset, only if either:
 - (i) BPJS Ketenagakerjaan and its subsidiary have the right to obtain substantially all the economic benefits from the use of the asset during the period of use; and
 - (ii) Relevant decisions about how and for what purposes assets are used have been made previously determined, and:
 - BPJS Ketenagakerjaan and its subsidiary has the right to operate the asset (or to direct others to operate the assets in a manner that it determines) throughout the period of use, without the supplier having the right to change those operating instructions; or
 - BPJS Ketenagakerjaan and its subsidiary designed the asset (or specific aspects of the asset) in a way that predetermines how and for what purpose the asset will be used throughout the period of use.

BPJS Ketenagakerjaan and its subsidiary as Lessee

BPJS Ketenagakerjaan and its subsidiary apply one approach to recognition and measurement for all leases, except for short-term leases and leases of low-value assets. BPJS Ketenagakerjaan and its subsidiary recognize lease liabilities to make rental payments and right-of-use assets which constitute the right to use the underlying assets.

Right of Use Assets

BPJS Ketenagakerjaan and its subsidiary recognizes right-of-use assets at the commencement date of the lease (i.e., the date underlying assets is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received.

If the ownership of the leased asset transfers to BPJS Ketenagakerjaan and its subsidiary at the end of the lease term or the acquisition cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Lease Liabilities

At the commencement date of the lease, BPJS Ketenagakerjaan and its subsidiary recognizes lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by BPJS Ketenagakerjaan and its subsidiary and payments of penalties for terminating the lease, if the lease term reflects BPJS Ketenagakerjaan and its subsidiary exercising the option to terminate. Variable lease

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

payments that do not depend on an index or a rate are recognized as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, BPJS Ketenagakerjaan and its subsidiary uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the assessment of an option to purchase the underlying asset. In calculating the present value of lease payments, BPJS Ketenagakerjaan and its subsidiary uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the assessment of an option to purchase the underlying asset.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use assets, or is recorded in surplus or deficit if the carrying amount of the right-of-use asset has been reduced to zero.

Short-term leases and leases of low-value assets

BPJS Ketenagakerjaan and its subsidiary applies the short-term lease recognition exemption to its short-term leases of buildings and infrastructures (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of buildings and infrastructures that are considered to be below value. Lease payments on short-term leases and leases of low-value assets are recognized as expense on a straight-line basis over the lease term.

BPJS Ketenagakerjaan and its subsidiary as lessors

Leases in which BPJS Ketenagakerjaan and its subsidiary do not transfer substantially all the risks and benefits associated with ownership of an asset are classified as operating leases. The resulting rental income is recorded using the straight-line method over the lease term and is included in income in the consolidated statement of surplus or deficit due to the nature of the operation. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying value of the leased asset and recognized over the lease term on the same basis as rental income.

The BOT contribution is a contribution from BPJS Ketenagakerjaan's collaboration with third parties using the build operate transfer scheme. BPJS Ketenagakerjaan records BOT contributions in the form of building assets and income recognized during the cooperation agreement period. BOT's contribution to income is recognized equally each reporting period using the straight-line method at the amount of the contribution stated in the agreement. Meanwhile, the BOT contribution to building assets is recognized each reporting period using the straight-line method at the fair value of the building assets. The building assets will be reclassified as fixed assets upon completion of the agreement at the carrying value of the assets.

T. Other Assets

Other assets are assets that cannot be classified into one of the existing asset headings and are immaterial to be presented in a separate post.

Other assets are recognized at acquisition cost and derecognized when they are discontinued.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

U. Other Liabilities

Other liabilities are liabilities that cannot be classified in one of the liability headings and are immaterial to be presented in a separate post. Other liabilities are recognized when incurred for the amount to be settled.

V. Impairment of Non-Financial Asset

At the end of each annual reporting period, BPJS Ketenagakerjaan and its subsidiary assess whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset is required, BPJS Ketenagakerjaan and its subsidiary make an estimate of the asset's recoverable amount.

Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired, and impairment losses are recognized in surplus or deficit. In assessing the value in use, the estimated net future cash flows are discounted to their present value using a surplus before tax rate that reflects current market assessments of the time value of money and the risks specific to the asset.

Assessment is made at the end of each annual reporting period as to whether there is any indication that previously recognized impairment losses for an asset may no longer exist or may have decreased. If such an indication exists, then BPJS Ketenagakerjaan and its subsidiary estimate the recoverable amount of the asset. Impairment losses for an asset that has been recognized in the prior period are reversed in profit or loss to the extent that the carrying amount of the assets does not exceed its recoverable amount nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior years. After such a reversal, the depreciation of the assets is adjusted in future periods to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.

W. Income and Expense Recognition

Income

Management fee income from social security funds is recognized when the rights to the income arise.

Investment income is income derived from investment activities.

The investment income consists of:

- 1) Interest income and profit sharing are income earned from an investment instrument in deposits and debt securities;
- 2) Dividend income is income earned on investments in equity securities;
- 3) The rental income is income earned on investment properties;
- 4) Gains on disposal of investment are profits realized from disposal of investment assets;
- 5) Difference in valuation of investment is the unrealized decrease/increase from the change in valuation of investment assets;
- 6) Gain (loss) foreign exchange related to investments in foreign currencies are presented as part of the investment income; and
- 7) Other investment income is investment income that cannot be classified in any of the existing investment income accounts.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

BPJS Ketenagakerjaan recognized investment income, for each respective type of investment are as follows:

- a. Interest income is recognized using the effective interest rate method;
- b. The profit sharing is recognized in accordance with profit-sharing (Ijarah) or upon determination of profit sharing (mudharabah);
- c. Dividend income is recognized when the right to receive dividend payment is defined which is during the general meeting of shareholders;
- d. Rental income is recognized on a straight-line basis over the lease term;
- e. Difference in fair value of financial assets in the FVPL category is recognized as equal to the difference between the fair value at the measurement date and the carrying amount; and
- f. Gain or loss on disposal is recognized upon disposal of investment amounting to the difference between the sales proceeds and the carrying amount of investment.

Expenses

Expenses are recognized when incurred (accrual basis).

Interest expense for all financial instruments is recognized in surplus or deficit in the statement of comprehensive income on an accrual basis using the effective interest rate method.

X. Operational Fund of BPJS Ketenagakerjaan

Based on Government Regulation of the Republic of Indonesia Number 55 of 2015 on Amendment of Government Regulation Number 99 of 2013, the percentage of management fee for BPJS Ketenagakerjaan has set out at the highest of 10% (ten percent) from the contributions received of each program (JHT, JKK, JKM, and JP), and the results of the investment of JHT and JP Program, effective January 1, 2016. In programs (JHT, JKK, JKM, and JP), the results of those management fee calculations are recorded as operating expenses and transferred to BPJS Ketenagakerjaan's bank account.

Year 2023

The percentage of operational funds for BPJS Ketenagakerjaan for 2023 is regulated in the Regulation of the Minister of Finance of the Republic of Indonesia Number 235/PMK.02/2022 dated on December 30, 2022 on Operational Funds of BPJS Ketenagakerjaan for 2023 which states that BPJS Ketenagakerjaan in administering the Employment Social Security Program/Program Jaminan Sosial Ketenagakerjaan obtains Operational Funds taken from Dana Jaminan Sosial Ketenagakerjaan every month in the amount of a certain percentage of:

- a. Jaminan Kecelakaan Kerja Program contributions that have been received every month.
- b. Jaminan Kematian Program contributions that have been received every month.
- c. Jaminan Hari Tua Program contributions that have been received every month.
- d. Jaminan Pensiun Program contributions that have been received every month.

The percentage of operational funds for 2023 is:

- a. 10% of Jaminan Kecelakaan Kerja Program Contributions.
- b. 10% of Jaminan Kematian Program Contributions.
- c. 4.43% of Jaminan Hari Tua Program Contributions.
- d. 4.43% of Jaminan Pensiun Program Contributions.

Based on the Regulation of the Minister of Finance of the Republic of Indonesia Number: 235/PMK.02/2022, the nominal amount of Operational Funds obtained from certain percentages as referred to above is a maximum of Rp4,781,944,000,000 (four trillion seven hundred eighty one billion nine hundred forty four million rupiah).

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Year 2022

The percentage of operational funds for BPJS Ketenagakerjaan for 2022 is regulated in the Regulation of the Minister of Finance of the Republic of Indonesia Number 218/PMK.02/2021 dated on December 31, 2021 on Operational Funds of BPJS Ketenagakerjaan for the 2022 that BPJS Ketenagakerjaan in implementing the Employment Social Security Program obtains Operational Funds taken from Dana Jaminan Sosial Ketenagakerjaan every month in the amount of a certain percentage of:

- a. Jaminan Kecelakaan Kerja Program contributions that have been received every month.
- b. Jaminan Kematian Program contributions that have been received every month.
- c. Jaminan Hari Tua Program contributions that have been received every month.
- d. Jaminan Pensiun Program contributions that have been received every month.
- e. Funds from Jaminan Hari Tua Program that have been received every month.
- f. Funds from Jaminan Pensiun Program that have been received every month.

Development proceeds funds as the basis for imposition of Operational Funds are Development proceeds funds after deducting development expenses. The percentage of Operational Funds for 2022 is:

- a. 10% of Jaminan Kecelakaan Kerja Program contribution.
- b. 10% of Jaminan Kematian Program contribution.
- c. 3.75% of Jaminan Hari Tua Program contribution.
- d. 3.75% of Jaminan Pensiun Program contribution.
- e. 3.36% of proceeds from Jaminan Hari Tua Program investment income.
- f. 3.36% of proceeds from Jaminan Pensiun Program investment income.

Based on the Regulation of the Minister of Finance of the Republic of Indonesia Number: 218/PMK.02/2021, the nominal amount of Operational Funds obtained from a certain percentage referred to above is a maximum of Rp4,520,000,000,000 (four trillion five hundred and twenty billion rupiah).

In accordance with the Regulation of the Directors of BPJS Ketenagakerjaan Number: PERDIR/2/012021 on the Mechanism for Calculating BPJS Ketenagakerjaan Operational Funds, a mechanism for calculating BPJS Ketenagakerjaan operational funds per each program is regulated on a daily basis. The calculation is then reconciled on a monthly basis. BPJS Ketenagakerjaan records operational fund income from the JHT, JKK, JKM, and JP programs as operational income in the BPJS Ketenagakerjaan comprehensive income report.

Excess operational funds will be adjusted from operational funds originating from DJS contributions and results from the development of JHT and JP investment funds. The mechanism for adjusting operational funds is to stop recognizing operational fund income when it reaches the nominal upper limit that has been determined in accordance with the Regulation of the Minister of Finance of the Republic of Indonesia Number: 235/PMK.02/2022.

Operational fund income originating from JHT Program investments yield is distributed entirely to all branch offices based on the proportion of each branch's JHT balance to the national JHT balance, while operational fund income originating from JP Program investments yield is distributed entirely to all offices. branches based on the proportion of each branch's JP net asset balance to the national JP net asset balance.

Y. Employee Benefits

Short-Term Employee Benefits

Short-term employment benefits, such as salaries, benefits, and other facilities, including paid annual leave, are recognized at an undiscounted amount as liabilities in the consolidated statement of financial position after deducting the amount paid and recorded as expenses in surplus or deficit

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

in the statement of comprehensive income. Including in the short-term employment benefits are benefits in the form of defined contributions for Jaminan Kecelakaan Kerja Program, Jaminan Kematian Program, Jaminan Kesehatan Program, and additional health and work accident benefits for employees.

Post-Employment Benefits

Post-employment benefits include defined contribution and defined benefit. The defined contribution is recognized as an expense in surplus or deficit in the statement of comprehensive income when it occurs in the amount of the outstanding contribution. Post-employment benefits are calculated using the Projected Unit Credit method. Remeasurement of defined benefit obligations are recognized immediately in the consolidated statement of financial position and other comprehensive income in the period in which they are incurred and will not be reclassified to surplus or deficit, but instead will be part of the retained earnings. Other defined benefit liability costs related to defined benefit plans are recognized in surplus or deficit.

BPJS Ketenagakerjaan also provides post-employment benefits to employees in the form of defined contribution benefits which include: Old Age Benefit (Tunjangan Hari Tua (THT)) benefit for all employees with contributions of employee and BPJS Ketenagakerjaan are respectively set at 4% of the monthly gross salary, contributions for Jaminan Hari Tua Program, and contributions for Jaminan Pensiun Program. BPJS Ketenagakerjaan also provides post-employment benefits in the form of defined contribution pension benefits for employees appointed after September 2011, the total defined contribution consists of employee contributions of 5% of monthly basic salary and BPJS Ketenagakerjaan contributions of 15.75%.

BPJS Ketenagakerjaan also provides post-employment benefits in the form of pension benefits, gratuity pay, and severance pay. Post-employment benefits in the form of defined benefit pension benefits are given to employees who were appointed before September 2011, these benefits are managed by the Jamsostek Defined Benefit Pension Fund. Defined benefit pension benefits in the form of periodic monthly payments to employees who stop working until they die and to their families. Long service pay and severance pay are formed without special funding and are based on years of service and the amount of employee income at retirement, these benefits are given to all employees who stop working. Total contributions consist of employee contributions of 5% of the basic salary per month and BPJS Ketenagakerjaan contributions of 26.21%.

Other Long-Term Employee Benefits

Other long-term employee benefits include paid long leave and service fees which are created without special funding and are based on the length of service and the employee's total income. These benefits are provided to all employees who meet the requirements. This benefit is calculated using the Projected Unit Credit method, remeasurement is immediately recognized in the consolidated statement of financial position and deficit surplus.

Severance for Termination of Employment Contract

Termination benefits are recognized as liabilities and expenses in the consolidated financial statements. If the severance pay is due more than 12 months after the statement of financial position date, the amount of the severance pay is presented at the discounted present value.

Z. Taxation

Current Tax

Current tax expense is determined based on the taxable income for the year computed using prevailing tax rates.

Article 21 income tax payable is recognized when payments are made to employees in the amount withheld and will be deposited into the state treasury no later than the 10th of the following month.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Deferred Tax

Deferred tax is provided using the liability method on temporary differences between the tax basis of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax assets are recognized for all temporarily deductible differences and the fiscal losses that can be compensated. Deferred tax assets are recognized and reviewed at every reporting date and reduced to the extent that it is probable that taxable profit will be available against which the temporarily deductible differences and the fiscal losses can be compensated.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply year when the asset is realized or the liability is settled, based on tax rates (or tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax assets and deferred tax liabilities are offset if, and only if, there is a legally enforceable right to set off current tax assets against the current tax liabilities and the deferred tax liabilities relate to the same taxable entity and are imposed by the same taxation authority.

AA. Provisions, Contingent Assets and Contingent Liabilities

Provisions, contingent assets, and contingent liabilities are recognized and measured when the condition is met and adequate information is disclosed in the notes to the consolidated financial statements.

Provisions are recognized if the following three conditions are met:

1. BPJS Ketenagakerjaan and its subsidiary have current liabilities (both legal and constructive) as a result of past events;
2. It is probable the settlement of the liability caused by an outflow of resources; and
3. Reliable estimates can be made for the liabilities.

If the above conditions are not met, then the provision is not recognized.

Contingent assets are potential assets arising from past events and their existence becomes certain with the occurrence or non-occurrence of one or more future events that are not fully within the entity's control.

Contingent liabilities are:

1. Potential liabilities arising from past events and their existence become certain with the occurrence or non-occurrence of one or more future events that are not entirely within the entity's control;
2. Current liabilities that arise as a result of past events which are not recognized because:
 - i. There is no possibility of an entity leading to an outflow of cash or other economic resources to settle its liabilities.
 - ii. The amount of the liability cannot be measured reliably.

3. Asset Development

Based on the Government Regulation of the Republic of Indonesia Number 55 of 2015 on the Amendments to Government Regulation of the Republic of Indonesia Number 99 of 2013 on the Assets Management of Jaminan Sosial Ketenagakerjaan and the Regulation of BPJS Ketenagakerjaan Directors Number: PERDIR/31/122021 on Investment Management Guidelines, the asset investment of BPJS Ketenagakerjaan is carried out in the form of investments placed in a domestic investment instrument, consist of:

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Types of Investment

- 1) Time deposits
Time deposits investment including deposits on call and deposits with maturity of less than or equal to 1 (one) month and non-negotiable certificate deposit at the bank, at the maximum of 15% (fifteen percent) of the total investments for each bank.
- 2) Debt securities issued by the Government of the Republic of Indonesia
 - a) Fund placement can be made up to 100% (one hundred percent) of the total emissions;
 - b) Investment in Government Securities of at least 30% (thirty percent) of the investment amount.
- 3) Debt securities issued by Bank Indonesia
There is no limit on the amount and percentage.
- 4) Listed corporate bonds and widely traded on the Stock Exchange
 - a) Investments of listed corporate bonds and widely traded in the Stock Exchange for every issuer shall be at the maximum of 5% (five percent) of the investments and the total shall be at the maximum of 50% (fifty percent) of the total investments;
 - b) Minimum has a rating of A- or equivalent rating from a securities rating company that has obtained a permit from a supervisory of BPJS Ketenagakerjaan in the capital market sector.
- 5) Shares listed on the Stock Exchange
Investment in the form of shares listed on the Stock Exchange, for each issuer is a maximum of 5% (five percent) of the total investment and a maximum of 50% (fifty percent) of the total investment.
- 6) Mutual funds
 - a) Investments on mutual funds for every investment manager shall be at the maximum of 15% (fifteen percent) of the investment and the total shall be at the maximum of 50% (fifty percent) of the total investments;
 - b) Investments comply with the law in the capital markets.
- 7) Asset-backed securities
 - a) Investments in asset-backed securities for each investment manager or issuer shall be at the maximum of 10% (ten percent) investment and the total shall be at the maximum of 20% (twenty percent) of the total Investments;
 - b) Investments have received effective notice from the supervisory of BPJS Ketenagakerjaan in the capital markets sector;
 - c) At least have an A- rating or equivalent from a securities rating company that has obtained a permit from a supervisory of BPJS Ketenagakerjaan in the capital market sector and is carried out through a public offering as stipulated in laws and regulations in the capital market sector.
- 8) Real estate investment funds
Real estate investment funds, for each investment manager a maximum of 10% (ten percent) of the total investment and a maximum of 20% (twenty percent) of the total investment.

Has received an effective statement from the BPJS Ketenagakerjaan's regulatory in the capital market sector. At least have an A- rating or equivalent from a securities rating company that has obtained a license from a supervisory of BPJS Ketenagakerjaan in the capital market sector.

Conducted through a public offering as stipulated in the laws and regulations in the capital market sector.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

- 9) Repurchase agreements
 - a) Investment on repurchase agreement for every counterpart shall be at the maximum of 2% (two percent) of investment and the total shall be at the maximum of 5% (five percent) of the total investments;
 - b) Using standard contract with the Global Master Repurchase Agreement (GMRA);
 - c) The type of collateral is limited to securities issued by the government Republic of Indonesia and/or Bank Indonesia;
 - d) Investments period, not more than 90 days;
 - e) The value of the repurchase agreement is not more than 80% of the market value of securities pledged as collateral.
- 10) Direct investments
 - a) Investments on direct investment for every party at the maximum of 1% (one percent) of investment and the total shall be at the maximum of 5% (five percent) of the total investments;
 - b) Business entities engaged in an area supporting the implementation of the tasks of BPJS Ketenagakerjaan in organizing social security programs;
 - c) Business entities that are not engaged in the financial services;
 - d) No potential conflict of interest in the cooperation.
- 11) Land, buildings, or land with buildings
 - a) Investments in the form of land, buildings or land with buildings, all of which are a maximum of 5% (five percent) of the total investment.
 - b) Equipped with proof of ownership in the name of BPJS Ketenagakerjaan.
 - c) Providing income to BPJS Ketenagakerjaan.
 - d) Not placed on land, buildings, or land with buildings that are being used as collateral, in dispute, or blocked by other parties.
- 12) Regional bonds issued by the Regional Government which are listed and widely traded on the stock exchange
 - a) Investments in the form of regional bonds issued by regional governments which are listed and widely traded on the Stock Exchange for each issuer are a maximum of 5% (five percent) of the total investment and a maximum of 50% (fifty percent) of the total investment.
 - b) Have at least an A- rating or equivalent from a securities rating company that has obtained a supervisory of BPJS Ketenagakerjaan license in the capital market sector.
 - c) Has received an effective statement from the guarantee institution in the capital market sector.

Custodians

The following are the list of custodians who manage investments in BPJS Ketenagakerjaan assets:

2023			
Custodian Name	No.SPK/Contract	Date of SPK/Contract	Type of Investment Management
Bank Rakyat Indonesia	PER/356/092023	September 27, 2023	Securities/security depository, transaction handling, corporate action management.
2022			
Custodian Name	No.SPK/Contract	Date of SPK/Contract	Type of Investment Management
Bank Negara Indonesia	PER/525/122022	December 16, 2022	Securities/security depository, transaction handling, corporate action management.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

4. Use of Estimates, Judgements and Assumptions

In the application of accounting policies, which are described in Note 2 to the consolidated financial statements, BPJS Ketenagakerjaan is required to make estimates, judgments, and assumptions about the carrying amounts of assets and liabilities that are not available apparent from other sources. The estimates and assumptions are based on historical experience and other factors that are considered to be relevant.

The Board of Directors of BPJS Ketenagakerjaan believes that the following disclosures represent a summary of the significant estimates, judgments, and assumptions made by the Board of Directors that affected certain reported amounts and disclosures in the consolidated financial statements.

Judgments

The following judgments are made by BPJS Ketenagakerjaan in the process of implementing the accounting policies of BPJS Ketenagakerjaan and its subsidiary which have the most significant impact on the amounts recognized in the consolidated financial statements:

- a. **Management's Use of Estimates, Judgments and Assumptions**
BPJS Ketenagakerjaan and its subsidiary determine the classification of certain assets and liabilities as financial assets and financial liabilities by assessing whether these assets and liabilities meet the definition set out in PSAK 71. Financial assets and financial liabilities are recorded in accordance with the accounting policies of BPJS Ketenagakerjaan and its subsidiary as disclosed in Note 2.
- b. **Sustainable Programs**
BPJS Ketenagakerjaan is implemented based on the Law of the Republic of Indonesia Number 40 of 2004 on the National Social Security System and Law of the Republic of Indonesia Number 24 of 2011 on Social Security Administering Bodies. One of the principles for implementing social security is the principle of portability, namely the principle that provides continuous guarantees even if members change jobs or residence within the territory of the Unitary State of the Republic of Indonesia. Funding for the BPJS Ketenagakerjaan Program comes from operational funds from program contributions and the development of BPJS Ketenagakerjaan assets. The Government has the authority to make various efforts so that the program can continue to be implemented in a sustainable manner. The Board of Directors has assessed the ability to continue the continuity of its program and believes that BPJS Ketenagakerjaan has the resources to continue its program in the future with the support of the Government and statutory regulations. Therefore, the financial reports have been prepared on the basis of a sustainable program.

Estimates and Assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial period are disclosed below. BPJS Ketenagakerjaan and its subsidiary based their assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments may change due to market changes in circumstances arising beyond the control of BPJS Ketenagakerjaan and its subsidiary. Such changes are reflected in the assumptions when they occur.

- a. **Fair Value of Financial Assets and Liabilities**
Indonesian Financial Accounting Standards require the measurement of certain financial assets and liabilities at fair value, and the disclosure requires the use of estimates. A significant component of fair value measurement is determined based on verifiable objective evidence (i.e. foreign exchange rate, interest rate), while timing and amount of changes in fair value might differ due to different valuation methods used.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

b. Reserve for Impairment Losses on Financial Assets

Allowance for impairment losses on financial assets measured at amortized cost is recognized at an amount that BPJS Ketenagakerjaan believes is adequate to cover the possibility of uncollectibility of the financial asset. At each consolidated statement of financial position date, BPJS Ketenagakerjaan and its subsidiary specifically review whether there has been a significant increase in credit risk or whether there is objective evidence that a financial asset has experienced an impairment (uncollectible).

The allowance for impairment losses established is based on past collectability experience and other factors that may influence it, including the possibility of significant liquidity or financial difficulties experienced by the issuer of the instrument or significant payment delays.

If there is objective evidence of impairment, then the timing and amount of the amount that can be collected is estimated based on past loss experience taking into account future conditions. Allowance for impairment losses is established on accounts that are specifically identified as experiencing impairment. Financial asset accounts are written off based on BPJS Ketenagakerjaan's decision in accordance with the provisions of applicable laws and regulations, namely that the financial assets cannot be collected or realized even though all methods and actions have been implemented. An evaluation of receivables, which aims to identify the amount of reserves that must be established, is carried out periodically throughout the year. Therefore, the timing and amount of allowance for impairment losses recorded in each period may differ depending on the considerations and estimates used by looking at future conditions (forward-looking).

c. Estimated Useful Life of Investment Properties and Fixed Assets

The useful life of every item of BPJS Ketenagakerjaan and its subsidiary's investment properties and fixed assets are estimated based on the period over which the asset is expected to be available for use. Such estimation is based on a collective assessment of similar business, internal technical evaluation, and experience with similar assets. The estimated useful life of each asset is reviewed periodically and updated if the estimate differs from the previous estimate due to usage, technically or commercially obsolete, and limitations on rights or other restrictions on the use of assets. Therefore, the results of future operations may be significantly affected by changes in the amount and timing of costs due to changes caused by the factors mentioned above. A decrease in the estimated useful life of each fixed asset will result in an increase in depreciation expense and a decrease in the carrying value of the fixed assets (Notes 18 and 19).

d. Impairment of Intangible Assets

Intangible assets, other than goodwill, are tested for impairment when an indication of impairment has occurred. For goodwill, an impairment test must be conducted at least once a year regardless of whether there has been an indication of impairment. Determining the value of intangible assets requires an estimation of cash flows that are expected to result from the continued use and final disposal of the asset as well as the appropriate discount rate to calculate the present value.

BPJS Ketenagakerjaan believes that the assumptions used in the estimated use values in the consolidated financial statements are appropriate and reasonable, however, significant changes in these assumptions can have a significant impact on the amount of recoverable value and the amount of impairment losses that may have a material impact on BPJS Ketenagakerjaan and its subsidiary operating results.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

- e. **Impairment of Non-Financial Assets**
An impairment review is performed when certain impairment indicators are present. Determining the fair value of assets requires the estimation of cash flows expected to be generated from the continued use and final disposal of such assets. Any significant changes in the assumptions used in determining the fair value may materially affect the assessment of recoverable values and any resulting impairment loss could have a material impact on the results of BPJS Ketenagakerjaan and its subsidiary's operations.
- f. **Post-Employee Benefits**
The determination of post-employment benefits obligations and other long-term benefits are influenced by certain assumptions used by actuaries in calculating such amounts. Those assumptions are described in Note 29 and include, among others, salary increase rates, and discount rates which are determined by reference to the market yields on interest on high-quality government bonds that are denominated in the currency in which the benefits are paid and have terms that are closer to the estimated term of the employee benefits obligation. Actual results that differ from BPJS Ketenagakerjaan and its subsidiary's assumptions are charged to comprehensive income and therefore, generally affect the recognized comprehensive income and recorded obligation in such future periods. BPJS Ketenagakerjaan believes that the assumptions used are appropriate and reasonable, however, significant differences in actual results, or significant changes in these assumptions can have a significant impact on the amount of the employment benefits liability (Note 29).
- g. **Deferred Tax Assets**
Deferred tax assets are recognized for all temporary differences between the carrying value of assets and liabilities in the financial statements and their respective tax basis to the extent that the taxable profit will be adequate against which the temporary differences can be utilized. Significant estimates are required to determine the amount of deferred tax assets that can be recognized, based upon the likelihood of the realization and the amount of future taxable profits as well as the future tax planning strategies (Note 24d).
- h. **Income Tax**
Significant judgment is required to determine the amount of income tax. There are a number of transactions and calculations that create uncertainty in determining the amount of income tax due to different interpretations of tax regulations. BPJS Ketenagakerjaan and its subsidiary have recorded liabilities to anticipate the results of tax audits based on estimates of additional taxes incurred. If the results of a tax audit differ from the amounts previously recorded, then the difference will have an impact on current and deferred tax assets and liabilities in the period in which the audit results occur.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

5. Cash and Cash Equivalents

	December 31, 2023		
	Amount	Allowance for Impairment Losses	Amount after Allowance for Impairment Losses
	Rp	Rp	Rp
Cash			
Cash	12,277,035	--	12,277,035
Bank			
Related Parties (Note 46)			
Entities Related to the Government			
PT Bank Rakyat Indonesia (Persero) Tbk	28,257,364,729	--	28,257,364,729
PT Bank Mandiri (Persero) Tbk	14,218,122,474	--	14,218,122,474
PT Bank Negara Indonesia (Persero) Tbk	12,389,221,025	--	12,389,221,025
PT Bank Syariah Indonesia Tbk	1,196,806,416	--	1,196,806,416
PT Bank Pembangunan Daerah Bali	767,967,592	--	767,967,592
PT Bank Pembangunan Daerah Bengkulu	368,070,467	--	368,070,467
PT Bank Raya Indonesia Tbk	359,076,619	--	359,076,619
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	190,550,104	--	190,550,104
PT Bank Pembangunan Daerah Jawa Timur Tbk	73,454,004	--	73,454,004
PT Bank Pembangunan Daerah Kalimantan Selatan	53,226,243	--	53,226,243
PT Bank Pembangunan Daerah Kalimantan Barat	31,164,218	--	31,164,218
PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat	30,290,740	--	30,290,740
PT Bank Tabungan Negara (Persero) Tbk	27,907,674	--	27,907,674
PT Bank Pembangunan Daerah Sulawesi Tengah	13,837,697	--	13,837,697
PT Bank Pembangunan Daerah Sumatera Utara	5,766,748	--	5,766,748
PT Bank Pembangunan Daerah Papua	3,570,737	--	3,570,737
PT Bank Pembangunan Daerah Kalimantan Timur dan Kalimantan Utara	1,935,824	--	1,935,824
PT Bank Pembangunan Daerah Sulawesi Tenggara	1,406,058	--	1,406,058
PT Bank Pembangunan Daerah Kalimantan Tengah	1,307,500	--	1,307,500
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung	1,250,396	--	1,250,396
PT Bank Aceh Syariah	1,000,000	--	1,000,000
PT Bank Muamalat Indonesia Tbk	975,000	--	975,000
PT Bank Pembangunan Daerah Riau Kepri Syariah	349,143	--	349,143
Subtotal	57,994,621,408	--	57,994,621,408
Third Parties			
PT Bank KB Bukopin Tbk	4,428,824,829	--	4,428,824,829
PT Bank CIMB Niaga Tbk	1,371,857,282	--	1,371,857,282
PT Bank Central Asia Tbk	99,042,843	--	99,042,843
PT Bank MNC Internasional Tbk	17,502,791	--	17,502,791
PT Bank Danamon Indonesia Tbk	3,521,727	--	3,521,727
PT Bank Nationalnobu Tbk	2,211,494	--	2,211,494
Subtotal	5,922,960,966	--	5,922,960,966
Investment Bank			
Related Parties (Note 46)			
Entities Related to the Government			
PT Bank Mandiri (Persero) Tbk	315,400	--	315,400
Subtotal	315,400	--	315,400
Total Cash and Bank	63,930,174,809	--	63,930,174,809
Cash Equivalents			
Deposits on Call ≤ 90 Days			
Related Parties (Note 46)			
Entities Related to the Government			
PT Bank Negara Indonesia (Persero) Tbk	25,884,982,205	--	25,884,982,205
PT Bank Rakyat Indonesia (Persero) Tbk	628,856,896	--	628,856,896
Total Cash Equivalents	26,513,839,101	--	26,513,839,101
Total Cash and Cash Equivalents	90,444,013,910	--	90,444,013,910

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

	December 31, 2022		
	Amount Rp	Allowance for Impairment Losses Rp	Amount after Allowance for Impairment Losses Rp
Cash			
Cash	35,275,300	--	35,275,300
Bank			
Related Parties (Note 46)			
Entities Related to the Government			
PT Bank Mandiri (Persero) Tbk	23,513,549,944	--	23,513,549,944
PT Bank Negara Indonesia (Persero) Tbk	17,502,893,780	--	17,502,893,780
PT Bank Rakyat Indonesia (Persero) Tbk	12,253,337,298	--	12,253,337,298
PT Bank Pembangunan Daerah Papua	868,394,290	--	868,394,290
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	783,552,138	--	783,552,138
PT Bank Raya Indonesia Tbk	358,488,596	--	358,488,596
PT Bank Pembangunan Daerah Maluku dan Maluku Utara	343,357,827	--	343,357,827
PT Bank Pembangunan Daerah Bali	306,690,761	--	306,690,761
PT Bank Pembangunan Daerah Kalimantan Tengah	233,296,006	--	233,296,006
PT Bank DKI	200,061,510	--	200,061,510
PT Bank Pembangunan Daerah Sulawesi Tenggara	173,555,169	--	173,555,169
PT Bank Pembangunan Daerah Kalimantan Timur	89,242,942	--	89,242,942
PT Bank Tabungan Negara (Persero) Tbk	80,349,706	--	80,349,706
PT Bank Pembangunan Daerah Riau Kepri Syariah	78,904,192	--	78,904,192
PT Bank Pembangunan Daerah Nusa Tenggara Timur	78,481,046	--	78,481,046
PT Bank Pembangunan Daerah Kalimantan Barat	44,135,312	--	44,135,312
PT Bank Aceh Syariah	21,416,105	--	21,416,105
PT Bank Pembangunan Daerah Sulawesi Utara Gorontalo	20,651,540	--	20,651,540
PT Bank Pembangunan Daerah Sulawesi Tengah	11,577,148	--	11,577,148
PT Bank Pembangunan Daerah NTB Syariah	6,955,230	--	6,955,230
PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat	6,706,840	--	6,706,840
PT Bank Pembangunan Daerah Jawa Timur Tbk	3,970,000	--	3,970,000
PT Bank Pembangunan Daerah Jawa Tengah	3,887,139	--	3,887,139
PT Bank Pembangunan Daerah Sumatera Utara	3,036,800	--	3,036,800
PT Bank Pembangunan Daerah Jambi	1,500,000	--	1,500,000
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung	1,491,300	--	1,491,300
PT Bank Pembangunan Daerah Lampung	1,166,960	--	1,166,960
PT Bank Nagari	908,079	--	908,079
Subtotal	56,991,557,658	--	56,991,557,658
Third Parties			
PT Bank KB Bukopin Tbk	3,039,999,722	--	3,039,999,722
PT Bank Syariah Indonesia Tbk	1,538,255,977	--	1,538,255,977
PT Bank MNC Internasional Tbk	695,299,172	--	695,299,172
PT Bank CIMB Niaga Tbk	591,692,891	--	591,692,891
PT Bank Central Asia Tbk	100,846,694	--	100,846,694
PT Bank Nationalnobu Tbk	2,336,853	--	2,336,853
PT Bank Muamalat Indonesia Tbk	1,215,000	--	1,215,000
Subtotal	5,969,646,309	--	5,969,646,309
Investment Bank			
Related Parties (Note 46)			
Entities Related to the Government			
PT Bank Mandiri (Persero) Tbk	1,102,225,703	--	1,102,225,703
PT Bank Negara Indonesia (Persero) Tbk	2,386,048	--	2,386,048
Subtotal	1,104,611,751	--	1,104,611,751
Total Cash and Bank	64,101,091,018	--	64,101,091,018
Cash Equivalents			
Deposits on Call ≤ 90 Days (Note 46)			
Related Parties (Note 46)			
Entities Related to the Government			
PT Bank Pembangunan Daerah Sumatera Utara	737,000,000,000	279,773,752	736,720,226,248
PT Bank Jabar Banten Tbk	693,000,000,000	--	693,000,000,000
PT Bank Pembangunan Daerah Riau Kepri Syariah	26,000,000,000	--	26,000,000,000
PT Bank Pembangunan Daerah Sulawesi Tenggara	9,000,000,000	1,624,622	8,998,375,378
Total Cash Equivalents	1,465,000,000,000	281,398,374	1,464,718,601,626
Total Cash and Cash Equivalents	1,529,101,091,018	281,398,374	1,528,819,692,644

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

	<u>2023</u>	<u>2022</u>
Maturity Period	1 - 2 Weeks	1 - 2 Weeks
Average Interest Rate	2.45%	2.31%

The following are the movements of allowance for impairment losses on cash and cash equivalents as of December 31, 2023 and 2022:

	<u>2023 Rp</u>	<u>2022 Rp</u>
Beginning Balance	281,398,374	241,982,784
Recovery (Notes 36 and 39)	(281,398,374)	--
Addition (Notes 36 and 39)	--	39,415,590
Ending Balance	--	281,398,374

The Board of Directors of BPJS Ketenagakerjaan believes that the amount of allowance for impairment losses formed is sufficient to cover possible losses from the value of deposits on call that cannot be disbursed.

6. Operational Fund Receivables

This account represents receivables from the operational fund income of BPJS Ketenagakerjaan. Until date of the financial statement that have not been paid from each programs are as follows:

	<u>2023 Rp</u>	<u>2022 Rp</u>
JKK Program	8,568,793,688	--
JKM Program	3,531,207,621	--
Total	12,100,001,309	--

In 2022 operational fund receivables is nil because Dana Jaminan Sosial (DJS) have been paid of operational funds to BPJS Ketenagakerjaan.

7. Investment Income Receivable

	<u>2023 Rp</u>	<u>2022 Rp</u>
Accrued Income		
Bond Interests	87,982,976,715	79,429,318,185
Investment Properties	14,285,588,889	13,392,750,553
Interest Deposits	13,356,829,745	6,256,757,851
Sukuk Profit Sharing	11,710,393,641	27,488,675,391
Due Receivables		
Receivable Income Deposits	382,664,272	417,928,402
Total	127,718,453,262	126,985,430,382

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Investment income receivables of investment properties is a contribution to collaboration between BPJS Ketenagakerjaan and PT Sinergi Investasi Properti in accordance with the agreement Number PER/109/052017 through the scheme Build Operate Transfer. The agreement was signed on May 22, 2017, for 30 years. The Scope of the agreement is PT Sinergi Investasi Properti constructed a commercial building, located on Jalan HR. Rasuna Said Kav.12-14, Setiabudi Village, South Jakarta.

The Board of Directors of BPJS Ketenagakerjaan believes that all investment income receivables are collectible, accordingly, no allowance is provided for impairment on such receivables.

8. Account Receivables

	2023	2022
	Rp	Rp
Account Receivables from Subsidiary	38,275,398,429	30,301,784,894
Allowance for Impairment Losses	(14,623,588,071)	(12,800,612,873)
Total	23,651,810,358	17,501,172,021

Account receivables based on aging are as follows:

	2023	2022
	Rp	Rp
Maturity Period		
1 to 30 days	15,791,216,724	15,102,447,012
31 days to 60 days	3,090,560,076	2,071,393,968
61 days to 90 days	2,624,281,426	397,354,100
91 days to 120 days	450,413,112	--
More than 120 days	3,588,337,277	90,000,000
Maturity and Decline in Value	12,730,589,814	12,640,589,814
Subtotal	38,275,398,429	30,301,784,894
<i>Less: Allowance for Impairment Losses</i>		
Impairment	(14,623,588,071)	(12,800,612,873)
Total	23,651,810,358	17,501,172,021

Allowance for impairment losses on account receivables as of December 31, 2023 and 2022 are as follows:

	2023	2022
Beginning Balance	12,800,612,873	12,741,808,264
Addition (Note 42)	1,822,975,198	58,804,609
Total	14,623,588,071	12,800,612,873

Based on an evaluation of the collectibility of the individual receivable accounts as of December 31, 2023 and 2022, the Board of Directors of BPJS Ketenagakerjaan believes that the allowance for impairment is adequate to cover possible losses from uncollectible account receivables.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

9. Sarana Kesejahteraan Peserta (SKP) Receivables

	2023	2022
	Rp	Rp
SKP receivables based on type of loan		
Direct Distribution	86,552,454,443	86,986,188,145
Distribution through Bank Cooperation	95,455,098,709	125,263,688,189
Rent Receivables Rusunawa	1,939,000	1,939,000
Subtotal	<u>182,009,492,152</u>	<u>212,251,815,334</u>
Allowance for Impairment Losses		
Direct Distribution	(84,856,219,452)	(85,280,820,507)
Distribution through Bank Cooperation	(72,306)	(80,335)
Subtotal	<u>(84,856,291,758)</u>	<u>(85,280,900,842)</u>
Total	<u>97,153,200,394</u>	<u>126,970,914,492</u>

The following are the movement of the allowance for impairment losses of receivables for sarana kesejahteraan peserta as of December 31, 2023 and 2022:

	2023	2022
	Rp	Rp
Beginning Balance	85,280,900,842	85,841,705,928
Recovery (Note 39)	(424,609,084)	(560,805,086)
Ending Balance	<u>84,856,291,758</u>	<u>85,280,900,842</u>

In accordance with Government Regulation of the Republic of Indonesia Number 99 of 2013 Article 62 which stated that the assets and liabilities of Manfaat Layanan Tambahan (MLT) ex Dana Peningkatan Kesejahteraan Peserta (DPKP) had been transferred to the assets and liabilities of BPJS Ketenagakerjaan as of June 30, 2015 and the name of MLT program changed into Sarana Kesejahteraan Peserta (SKP).

Based on an evaluation of the collectability of the balance of respective receivables as of December 31, 2023 and 2022, the Board of Directors of BPJS Ketenagakerjaan believes that the allowance for impairment losses is adequate to cover possible losses from uncollectible accounts.

10. Other Receivables

	2023	2022
	Rp	Rp
Other Receivables		
Vehicle Loans	10,062,130,952	9,781,591,270
Indemnity Claims	18,739,329,994	2,152,453,533
Other Receivables of the Subsidiary	9,629,354,025	--
Unearned Revenue by the Subsidiary	3,042,665,459	3,952,333,857
Other Receivables	<u>21,180,596,071</u>	<u>15,619,259,410</u>
Subtotal	<u>62,654,076,501</u>	<u>31,505,638,070</u>

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

	2023	2022
	Rp	Rp
BPJS Receivables		
BPJS Receivables - to JHT Program	26,671,502	--
Subtotal	26,671,502	--
Allowance for Impairment Losses	(12,001,304,478)	(2,431,356,974)
Total	50,679,443,525	29,074,281,096

The Following are the movement of allowance for impairment losses on other receivables as of December 31, 2023 and 2022:

	2023	2022
	Rp	Rp
Beginning Balance	2,431,356,974	2,047,822,717
Addition (Notes 42 and 43)	9,569,947,504	383,534,257
Ending Balance	12,001,304,478	2,431,356,974

Distribution of vehicle loans (car loans) to BPJS Ketenagakerjaan structural officers, according to Directors Decree Number: KEP/368/122011 dated December 29, 2011, on Provision of Loan Facilities for the Purchase of Four-wheeled Vehicles for Employees of Structural Officers. Disbursement of car loans with maturities of less than 12 (twelve) months.

Other receivables mainly represent excess transfer of funds for VA (Virtual Account) contributions to the DJS program, bills owed to employees or former employees as of December 31, 2023 and 2022 amounted to Rp17,220,159,896 and Rp11,424,570,785 respectively.

Based on an evaluation of the collectibility of the balances of respective other receivables as of December 31, 2023 and 2022, the Directors of BPJS Ketenagakerjaan are of the opinion that the allowance for impairment losses is adequate to cover possible losses from uncollectible other receivables.

11. Short-Term Investment

	2023	2022
	Rp	Rp
Time Deposits - the Entity	2,667,617,908,192	2,477,436,257,179
Time Deposits - SKP	1,507,560,310,251	--
Time Deposits - TJSL	52,979,461,967	--
Fair Value Through Profit or Loss (FVPL)		
Shares	133,806,035,000	121,614,981,000
Bonds	340,947,500,000	328,667,380,000
Fair Value Through Other		
Comprehensive Income (FVOCI)		
Shares	787,585,948,006	1,029,348,321,384
Mutual Funds	658,675,196,347	644,138,965,254
Amortized Cost		
Bonds	1,080,712,130,634	367,894,866,921
Sukuk	--	526,973,588,089
Total	7,229,884,490,397	5,496,074,359,827

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

a. Time deposits

Time Deposits – The Entity

	December 31, 2023		
	Amount	Allowance for Impairment Losses	Amount after Allowance for Impairment Losses
	Rp	Rp	Rp
Related Parties (Note 46)			
Entities Related to the Government			
PT Bank Pembangunan Daerah Jawa Timur Tbk*)	714,122,000,000	--	714,122,000,000
PT Bank Pembangunan Daerah Lampung	515,765,000,000	504,544,725	515,260,455,275
PT Bank Pembangunan Daerah Jawa Tengah dan Bangka Belitung	313,497,000,000	--	313,497,000,000
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	258,857,000,000	132,470,662	258,724,529,338
PT Bank Pembangunan Daerah Aceh	216,589,000,000	--	216,589,000,000
PT Bank Pembangunan Daerah Sulawesi Tengah	151,747,000,000	--	151,747,000,000
PT Bank Pembangunan Daerah Sulawesi Utara Gorontalo	129,474,000,000	117,700,942	129,356,299,058
PT Bank Pembangunan Daerah Kalimantan Barat	79,793,000,000	74,743,897	79,718,256,103
PT Bank Pembangunan Daerah Kalimantan Barat	70,275,000,000	67,807,167	70,207,192,833
PT Bank Pembangunan Daerah Bengkulu	56,563,000,000	45,163,991	56,517,836,009
PT Bank Nagari	44,175,000,000	36,072,306	44,138,927,694
PT Bank Pembangunan Daerah Riau Kepri Syariah	39,312,000,000	--	39,312,000,000
PT Bank Syariah Indonesia Tbk	28,296,000,000	--	28,296,000,000
PT Bank Pembangunan Daerah Sumatera Utara	20,942,000,000	20,279,676	20,921,720,324
PT Bank Negara Indonesia (Persero) Tbk	12,132,000,000	--	12,132,000,000
PT Bank Pembangunan Daerah NTB Syariah	7,262,000,000	--	7,262,000,000
PT Bank Pembangunan Daerah Nusa Tenggara Timur	7,010,000,000	4,690,233	7,005,309,767
PT Bank Pembangunan Daerah Kalimantan Tengah	2,813,000,000	2,618,209	2,810,381,791
Total	2,668,624,000,000	1,006,091,808	2,667,617,908,192

	December 31, 2022		
	Amount	Allowance for Impairment Losses	Amount after Allowance for Impairment Losses
	Rp	Rp	Rp
Related Parties (Note 46)			
Entities Related to the Government			
PT Bank Pembangunan Daerah Jawa Timur Tbk*)	621,000,000,000	--	621,000,000,000
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	413,413,000,000	--	413,413,000,000
PT Bank Pembangunan Daerah Nusa Tenggara Timur	373,000,000,000	378,983,919	372,621,016,081
PT Bank DKI	302,820,000,000	--	302,820,000,000
PT Bank Pembangunan Daerah Jawa Tengah	194,881,000,000	184,584,052	194,696,415,948
PT Bank Nagari	140,000,000,000	38,403,144	139,961,596,856
PT Bank Pembangunan Daerah Sulawesi Tengah	138,000,000,000	128,906,908	137,871,093,092
PT Bank Pembangunan Daerah Bali	72,000,000,000	44,730,480	71,955,269,520
PT Bank Pembangunan Daerah NTB Syariah	45,000,000,000	--	45,000,000,000
PT Bank Pembangunan Daerah Lampung	43,000,000,000	11,513,922	42,988,486,078
PT Bank Pembangunan Daerah Riau Kepri Syariah	21,000,000,000	--	21,000,000,000
PT Bank Pembangunan Daerah Sumatera Utara	4,000,000,000	3,620,396	3,996,379,604
PT Bank Tabungan Negara (Persero) Tbk	73,159,000,000	--	73,159,000,000
PT Bank Negara Indonesia (Persero) Tbk	36,954,000,000	--	36,954,000,000
Total	2,478,227,000,000	790,742,821	2,477,436,257,179

	2023	2022
Maturity Periods	1-12 months	1-12 months
Average Interest Rate	7.56%	5.81%

Movements of allowance for impairment losses on time deposits are as follows:

	2023 Rp	2022 Rp
Beginning Balance	790,742,821	870,869,622
Addition (Note 36)	215,348,987	--
Recovery (Note 36)	--	(80,126,801)
Ending Balance	1,006,091,808	790,742,821

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

*) Deposits amounting to Rp500,000,000,000 constitute initial capital from the Government in accordance with Government Regulation of the Republic of Indonesia Number 83 of 2013 dated December 12, 2013 concerning Initial Capital for BPJS Ketenagakerjaan, which is placed on December 31, 2023 and 2022 respectively with PT Bank Pembangunan Daerah Jawa Timur Tbk.

Time Deposits - SKP

	December 31, 2023		
	Amount Rp	Allowance for Impairment Losses Rp	Amount after Allowance for Impairment Losses Rp
Related Parties (Note 46)			
Entities Related to the Government			
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	710,000,000,000	--	710,000,000,000
PT Bank Pembangunan Daerah Kalimantan Barat	445,550,000,000	435,748,595	445,114,251,405
PT Bank Syariah Indonesia Tbk	330,450,000,000	--	330,450,000,000
PT Bank Tabungan Negara (Persero) Tbk	17,000,000,000	--	17,000,000,000
PT Bank Pembangunan Daerah Sulawesi Tenggara	5,000,000,000	3,941,154	4,996,058,846
Total	1,508,000,000,000	439,689,749	1,507,560,310,251

	2023	2022
Maturity Periods	1-12 months	1-12 months
Average Interest Rate	7.56%	5.81%

Movements of allowance for impairment losses on time deposits - SKP are as follows:

	2023 Rp	2022 Rp
Beginning Balance	--	--
Addition (Note 39)	439,689,749	--
Ending Balance	439,689,749	--

Time Deposits - TJSL

	December 31, 2023		
	Amount Rp	Allowance for Impairment Losses Rp	Amount after Allowance for Impairment Losses Rp
Related Parties (Note 46)			
Entities Related to the Government			
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	32,000,000,000	--	32,000,000,000
PT Bank Pembangunan Daerah Kalimantan Barat	21,000,000,000	20,538,033	20,979,461,967
Total	53,000,000,000	20,538,033	52,979,461,967

	2023	2022
Maturity Periods	1-12 months	1-12 months
Average Interest Rate	7.56%	5.81%

Movements of allowance for impairment losses on time deposits - TJSL are as follows:

	2023 Rp	2022 Rp
Beginning Balance	--	--
Addition (Note 36)	20,538,033	--
Ending Balance	20,538,033	--

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Deposit interest income as of December 31, 2023 and 2022 amounted to Rp157,432,212,885 and Rp137,300,762,527 respectively and deposit profit sharing income as of December 31, 2023 and 2022 amounted to Rp3,617,968,929 and Rp7,794,273,353 respectively (Note 35).

The Board of Directors believes that the amount of the reserve for impairment losses formed is sufficient to cover the possibility of losses arising from the value of deposits that cannot be withdrawn.

b. Shares - FVPL

December 31, 2023				
	Number of Shares	Cost Rp	Difference in Investment Valuation Rp	Fair Value Rp
Related Parties (Note 46)				
PT Perusahaan Gas Negara (Persero) Tbk	25,551,200	108,511,825,999	(79,766,725,999)	28,745,100,000
PT Telekomunikasi Indonesia (Persero) Tbk	20,472,700	91,988,515,000	(11,121,350,000)	80,867,165,000
PT Bank Negara Indonesia (Persero) Tbk	2,261,100	20,573,144,347	3,620,625,653	24,193,770,000
Total	48,285,000	221,073,485,346	(87,267,450,346)	133,806,035,000

December 31, 2022				
	Number of Shares	Cost Rp	Difference in Investment Valuation Rp	Fair Value Rp
Related Parties (Note 46)				
PT Perusahaan Gas Negara (Persero) Tbk	25,551,200	108,511,825,999	(63,669,469,999)	44,842,356,000
PT Telekomunikasi Indonesia (Persero) Tbk	20,472,700	91,988,515,000	(15,215,890,000)	76,772,625,000
Total	46,023,900	200,500,340,999	(78,885,359,999)	121,614,981,000

BPJS Ketenagakerjaan recognized an increase (decrease) in unrealized value as of December 31, 2023 and 2022 amounted to (Rp8,382,090,347) and Rp29,570,607,000, respectively (Note 35).

Profits from the disposal of share investments as of December 31, 2023 and 2022 amounted to Rp5,847,479,347 and Rp29,085,215,000, respectively, and recorded dividend income from share ownership amounted to Rp7,923,400,575 and Rp3,179,080,304 respectively (Note 35).

c. Bonds - FVPL

December 31, 2023						
	Rating	Interest Rate (%)	Maturity Date	Cost Rp	Difference in Investment Valuation Rp	Fair Value Rp
Related Parties (Note 46)						
Government Bonds						
Recap Bonds FR 0072	idAAA	8.25	15/05/2036	160,440,000,000	3,627,500,000	164,067,500,000
Recap Bonds FR 0075	idAAA	7.50	15/05/2038	168,590,000,000	8,290,000,000	176,880,000,000
Total				329,030,000,000	11,917,500,000	340,947,500,000

December 31, 2022						
	Rating	Interest Rate (%)	Maturity Date	Cost Rp	Difference in Investment Valuation Rp	Fair Value Rp
Related Parties (Note 46)						
Government Bonds						
Recap Bonds FR 0072	idAAA	8.25	15/05/2036	160,440,000,000	(1,520,000,000)	158,920,000,000
Recap Bonds FR 0075	idAAA	7.50	15/05/2038	168,590,000,000	1,157,380,000	169,747,380,000
Total				329,030,000,000	(362,620,000)	328,667,380,000

BPJS Ketenagakerjaan recognizes an increase (decrease) in unrealized value as of December 31, 2023 and 2022 amounted to Rp12,280,120,000 and (Rp1,627,620,000), respectively, then recognized interest income amounted to Rp24,337,500,000 each (Note 35).

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

d. Shares - FVOCI

	December 31, 2023			
	Number of Shares	Cost Rp	Difference in Investment Valuation Rp	Fair Value Rp
Related Parties (Note 46)				
PT Bank Tabungan Negara (Persero) Tbk	22,937,200	70,554,549,916	(41,997,735,916)	28,556,814,000
PT Jasa Marga (Persero) Tbk	7,061,582	40,844,503,623	(6,454,599,283)	34,389,904,340
PT Krakatau Steel (Persero) Tbk	43,255,211	34,471,591,798	(28,372,607,047)	6,098,984,751
PT Perusahaan Gas Negara (Persero) Tbk	86,938,700	465,870,378,365	(368,064,340,865)	97,806,037,500
PT Semen Indonesia (Persero) Tbk	8,500,200	126,481,316,921	(72,292,541,921)	54,188,775,000
PT Timah (Persero) Tbk	1,088,838	1,418,831,096	(716,530,586)	702,300,510
PT Wijaya Karya (Persero) Tbk *)	14,500,027	35,235,774,346	(31,755,767,866)	3,480,006,480
Subtotal	184,281,758	774,876,946,065	(549,654,123,484)	225,222,822,581
Third Parties				
PT Astra Agro Lestari Tbk	2,273,333	44,010,556,681	(28,040,392,356)	15,970,164,325
PT Astra International Tbk	26,308,800	201,298,159,338	(53,311,159,338)	147,987,000,000
PT Bumi Serpong Damai Tbk	3,500,000	5,693,146,350	(1,930,646,350)	3,762,500,000
PT Indo Tambang Raya Megah Tbk	5,040,200	199,638,733,917	(70,357,603,917)	129,281,130,000
PT Indofood Sukses Makmur Tbk	6,166,900	47,580,137,744	(7,957,805,244)	39,622,332,500
PT PP London Sumatera Indonesia Tbk	34,276,600	79,424,218,484	(49,089,427,484)	30,334,791,000
PT Salim Ivomas Pratama Tbk	25,174,900	28,798,989,477	(19,383,576,877)	9,415,412,600
PT Unilever Indonesia Tbk	23,231,500	240,606,856,173	(158,599,661,173)	82,007,195,000
PT United Tractors Tbk	4,601,000	156,158,908,598	(52,176,308,598)	103,982,600,000
Subtotal	130,573,233	1,003,209,706,762	(440,846,581,337)	562,363,125,425
Total	314,854,991	1,778,086,652,827	(990,500,704,821)	787,585,948,006

*) Suspended on December 18, 2023 at a price of Rp240 per share

	December 31, 2022			
	Number of Shares	Cost Rp	Difference in Investment Valuation Rp	Fair Value Rp
Related Parties (Note 46)				
PT Bank Tabungan Negara (Persero) Tbk	22,937,200	70,554,549,916	(39,589,329,916)	30,965,220,000
PT Jasa Marga (Persero) Tbk	7,061,582	40,844,503,623	(19,800,989,283)	21,043,514,360
PT Krakatau Steel (Persero) Tbk	43,255,211	34,471,591,798	(20,456,903,434)	14,014,688,364
PT Perusahaan Gas Negara (Persero) Tbk	86,938,700	465,870,378,365	(313,292,959,865)	152,577,418,500
PT Semen Indonesia Persero (Persero) Tbk	8,500,200	126,481,316,921	(70,592,501,921)	55,888,815,000
PT Timah Persero (Persero) Tbk	1,088,838	1,418,831,096	(150,334,826)	1,268,496,270
PT Wijaya Karya (Persero) Tbk	14,500,027	35,235,774,346	(23,708,252,881)	11,527,521,465
Subtotal	184,281,758	774,876,946,065	(487,591,272,106)	287,285,673,959
Third Parties				
PT Astra Agro Lestari Tbk	2,273,333	44,010,556,681	(25,767,059,356)	18,243,497,325
PT Astra International Tbk	26,308,800	201,298,159,338	(51,337,999,338)	149,960,160,000
PT Bumi Serpong Damai Tbk	3,500,000	5,693,146,350	(2,490,646,350)	3,202,500,000
PT Indo Tambang Raya Megah Tbk	5,040,200	199,638,733,917	(2,944,928,917)	196,693,805,000
PT Indofood Consumer Brand Product Tbk	5,811,800	60,640,108,598	(2,522,108,598)	58,118,000,000
PT Indofood Sukses Makmur Tbk	6,166,900	47,580,137,744	(6,107,735,244)	41,472,402,500
PT PP London Sumatera Indonesia Tbk	34,276,600	79,424,218,484	(44,633,469,484)	34,790,749,000
PT Salim Ivomas Pratama Tbk	25,174,900	28,798,989,477	(18,376,580,877)	10,422,408,600
PT Unilever Indonesia Tbk	23,231,500	240,606,856,173	(131,418,806,173)	109,188,050,000
PT United Tractors Tbk	4,601,000	156,158,908,598	(36,187,833,598)	119,971,075,000
Subtotal	136,385,033	1,063,849,815,360	(321,787,167,935)	742,062,647,425
Total	320,666,791	1,838,726,761,425	(809,378,440,041)	1,029,348,321,384

BPJS Ketenagakerjaan recorded dividend income from share ownership as of December 31, 2023 and 2022 amounted to Rp118,254,582,212 and Rp68,983,292,788, respectively (Note 35).

Movements of comprehensive income on shares measured at fair value through other comprehensive income are as follows:

	2023 Rp	2022 Rp
Beginning Balance	(809,378,440,041)	(927,294,195,305)
Fair value adjustment measured at fair value through other comprehensive income	(180,302,588,378)	114,883,038,811
Reclassification of realized gains on shares measured at fair value through other comprehensive income to surplus	(819,676,402)	3,032,716,453
Ending Balance	(990,500,704,821)	(809,378,440,041)

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

e. Mutual Funds — FVOCI

	December 31, 2023			
	Total Unit	Cost	Difference in Investment Valuation	Fair Value
Third Party				
Ashmore Saham Sejahtera Nusantara II	181,611,781	200,000,000,000	7,197,249,018	207,197,249,018
Batavia Saham Sejahtera	340,189,310	400,000,000,000	22,037,123,329	422,037,123,329
Insight Tunas Bangsa (I-Next G)	28,000,000	28,000,000,000	1,440,824,000	29,440,824,000
Total	549,801,091	628,000,000,000	30,675,196,347	658,675,196,347
	December 31, 2022			
	Total Unit	Cost	Difference in Investment Valuation	Fair Value
Third Party				
Ashmore Saham Sejahtera Nusantara II	181,611,781	200,000,000,000	5,580,904,164	205,580,904,164
Batavia Saham Sejahtera	340,189,310	400,000,000,000	10,202,413,490	410,202,413,490
Insight Tunas Bangsa (I-Next G)	28,000,000	28,000,000,000	355,647,600	28,355,647,600
Total	549,801,091	628,000,000,000	16,138,965,254	644,138,965,254

BPJS Ketenagakerjaan recognized an increase in value that has not been realized as of December 31, 2023 and 2022 amounted to Rp30,675,196,347 and Rp16,138,965,254, respectively, which were recorded as part of equity, as well as recording dividend income (sharing of mutual fund investment returns) on mutual fund ownership amounted to Rp22,209,233,624 and Rp1,306,666,667, respectively (Note 35).

Movement of comprehensive income of shares measured at fair value through other comprehensive income are as follows:

	2023 Rp	2022 Rp
Beginning Balance	16,138,965,254	(36,208,003,587)
Adjustments to the fair value of mutual funds measured at fair value through other comprehensive income	14,536,231,093	52,346,968,841
Ending Balance	30,675,196,347	16,138,965,254

f. Bonds - amortized cost

Bonds with maturities of less than 1 (one) year are presented as short-term investments.

	Rating	Interest Rate (%)	Maturity Date	December 31, 2023		
				Nominal Amount	Unamortized Premium/(Discount), Interest and Transaction Fee	Carrying Amount
Related Party (Note 46)						
Government Bonds						
Recap Bonds FR 0044	idAAA	10.00	15/09/2024	7,806,000,000	(303,423,148)	7,502,576,852
Recap Bonds FR 0070	idAAA	8.38	15/03/2024	355,000,000,000	1,299,841,351	356,299,841,351
Recap Bonds FR 0077	idAAA	8.13	15/05/2024	380,000,000,000	1,909,712,431	381,909,712,431
Subtotal				742,806,000,000	2,906,130,634	745,712,130,634
Corporate Bonds						
Obl. Berk. III Eximbank IV Th 2017 D	idAAA	9.20	23/02/2024	50,000,000,000	--	50,000,000,000
Obl. Bkl. I Semen Indo II 2019 A	idAA+	9.00	28/05/2024	160,000,000,000	--	160,000,000,000
Obl Bkl I Bank BJB I Tahun 2017 Seri C	idAA	8.85	06/12/2024	125,000,000,000	--	125,000,000,000
Subtotal				335,000,000,000	--	335,000,000,000
Total				1,077,806,000,000	2,906,130,634	1,080,712,130,634

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

December 31, 2022						
Rating	Interest Rate (%)	Maturity Date	Nominal Amount	Unamortized Premium/(Discount), Interest and Transaction Fee	Carrying Amount	
Related Party (Note 46)						
Government Bonds						
Recap Bonds FR 0046	idAAA	9.50	15/07/2023	18,277,000,000	(457,834,449)	17,819,165,551
Subtotal				18,277,000,000	(457,834,449)	17,819,165,551
Corporate Bonds						
Obl. Bkl. I Bank BJB Thp II 2018 B	idAA-	9.50	28/09/2023	105,000,000,000	–	105,000,000,000
BTN Berk I Tahap II 2013	AA(idn)	7.90	27/03/2023	245,172,000,000	(96,298,630)	245,075,701,370
Subtotal				350,172,000,000	(96,298,630)	350,075,701,370
Total				368,449,000,000	(554,133,079)	367,894,866,921

As of December 31, 2023 and 2022, BPJS Ketenagakerjaan recognized interest income amounted to Rp94,554,416,700 and Rp32,129,904,772, respectively (Note 35).

g. Sukuk - amortized cost

Sukuk that will mature in less than 1 (one) year are presented as short-term investments. The classification of sukuk is measured at the amortized cost as of December 31, 2023 and 2022 of nil and Rp526,973,588,089 respectively, with the following details:

December 31, 2022						
Rating	Profit Sharing (%)	Maturity Date	Nominal Amount Rp	Unamortized Premium/(Discount), Interest and Transaction Fee Rp	Carrying Amount Rp	
Related Party (Note 46)						
Corporate Sukuk						
PBS011	idAAA	8.75	15/08/2023	522,676,000,000	4,297,588,089	526,973,588,089
Total				522,676,000,000	4,297,588,089	526,973,588,089

As of December 31, 2023 and 2022, BPJS Ketenagakerjaan recognized profit sharing from sukuk amounted to Rp15,930,720,044 and Rp40,521,289,853, respectively (Note 35).

12. Advance

Advance for employees represent for the operational activities and advance for acquisition of assets BPJS Ketenagakerjaan. The subsidiary reimbursement funds are paid by the subsidiary to be billed to customers.

	2023 Rp	2022 Rp
Work Advance	3,764,147,816	4,187,806,025
Subsidiary Bailout Fund	7,170,889,475	7,840,649,716
Advance for Purchase of Equipments	--	421,300,000
Total	10,935,037,291	12,449,755,741
	2023 Rp	2022 Rp
Classification of Work Advance		
0 - 30 Days	3,514,522,679	3,725,933,525
31 - 60 Days	128,748,851	136,600,000
> 60 Hari	120,876,286	325,272,500
Total	3,764,147,816	4,187,806,025

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

13. Prepaid Expenses

	2023	2022
	Rp	Rp
Software License	33,273,046,674	24,343,906,535
Insurances	10,172,534,382	4,776,918,306
Office Building Rental	1,369,643,961	2,588,217,549
Office House Rental	1,099,992,084	792,584,121
Other Rental	657,932,014	834,711,668
Others - Subsidiary	404,835,317	274,963,306
Total	46,977,984,432	33,611,301,485

Prepaid expenses on software licenses in 2022 mainly come from additional Oracle ATS (Annual Technical Support) fees.

14. Office Supplies

	2023	2022
	Rp	Rp
Printed Goods	4,994,626,065	4,720,538,456
Disposable Computer Equipments	3,886,436,908	4,048,450,263
Stationeries	2,016,354,869	1,831,135,490
Stamp Duties	478,307,999	520,833,379
Others	55,059,911	63,850,773
Total	11,430,785,752	11,184,808,361

The Board of Directors believe that there is no indication of impairment in the value of office equipment and therefore it does not form an allowance for impairment losses.

15. Assets Held for Sale

	2023	2022
	Rp	Rp
Office Vehicles	116,742,512	877,459,583
Computers	135,370,731	395,115,762
Other Equipments	40,888,785	142,303,935
Building Interiors	32,624,488	94,812,163
Office Machines	21,985,643	126,769,861
Other Buildings	--	10,373,757
Total	347,612,159	1,646,835,061

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Movement of assets held for sale are as follows:

	2023	2022
	Rp	Rp
Beginning Balance	1,646,835,061	2,639,267,505
Addition (Notes 19 and 22)	36,753,105	2,459,064,238
Deduction (Note 22)	(1,335,976,007)	(3,451,496,682)
Ending Balance	347,612,159	1,646,835,061

Deductions during December 31, 2023 and 2022 are sales of assets held for sale with the following details:

	2023	2022
	Rp	Rp
Selling Price	3,826,758,402	7,485,777,480
Carrying Amount	(1,335,976,007)	(3,451,496,682)
Gain on Sales (Note 43)	2,490,782,395	4,034,280,798

The Board of Directors of BPJS Ketenagakerjaan believe that all assets held for sale are not impaired, so there is no allowance provided for impairment losses.

16. Other Current Assets

This account is the recognition of travel management fees refunds as of December 31, 2023 and 2022 amounted to nil and Rp50,959,509, respectively.

17. Long term investment

	2023	2022
	Rp	Rp
Sukuk	1,063,298,822,871	1,068,088,034,920
Bonds	4,951,834,419,972	5,305,091,144,647
Total	6,015,133,242,843	6,373,179,179,567

a. Sukuk - Amortized cost

December 31, 2023						
	Rating	Profit Sharing	Maturity Date	Nominal Amount	Unamortized Premium/(Discount), Interest and Transaction Fee	Carrying Amount
Related Party (Note 46)						
Government Sukuk						
PBS005	idAAA	6.75	15/04/2043	8,000,000,000	(699,613,707)	7,300,386,293
PBS012	idAAA	8.88	15/11/2031	822,615,000,000	32,280,408,287	854,895,408,287
PBS005	idAAA	8.63	15/04/2034	193,375,000,000	7,728,028,291	201,103,028,291
Total				1,023,990,000,000	39,308,822,871	1,063,298,822,871

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

December 31, 2022						
Rating	Profit Sharing	Maturity Date	Nominal Amount	Unamortized Premium/(Discount), Interest and Transaction Fee	Carrying Amount	
Related Party (Note 46)						
Government Sukuk						
PBS005	idAAA	6.75	15/04/2043	8,000,000,000	(735,800,623)	7,264,199,377
PBS012	idAAA	8.88	15/11/2031	822,615,000,000	36,357,933,547	858,972,933,547
PBS022	idAAA	8.63	15/04/2034	193,375,000,000	8,475,901,996	201,850,901,996
Total				1,023,990,000,000	44,098,034,920	1,068,088,034,920

The Board of Directors of BPJS Ketenagakerjaan believes that there is no indication of impairment of investment in sukuk, so it is not required to provide the allowance for impairment losses.

The following table of maturity period of sukuk as of December 31, 2023 and 2022:

	2023 Rp	2022 Rp
> 5 - 10 Years	854,895,408,287	858,972,933,546
> 10 - 15 Years	208,403,414,584	201,850,901,997
> 20 - 25 Years	--	7,264,199,377
Total	1,063,298,822,871	1,068,088,034,920

For the years ended December 31, 2023 and 2022, BPJS Ketenagakerjaan recognized profit-sharing income amounted to Rp95,165,349,076 and Rp85,436,612,486, respectively (Note 35).

b. Bonds - amortized cost

December 31, 2023						
Rating	Interest Rate (%)	Maturity Date	Nominal Amount	Unamortized Premium/(Discount), Interest and Transaction Fee	Carrying Amount	
Related Party (Note 46)						
Government Bonds						
Recap Bonds FR 0040	idAAA	11.00	15/09/2025	20,105,000,000	77,642,054	20,182,642,054
Recap Bonds FR 0042	idAAA	10.25	15/07/2027	12,794,000,000	(816,502,052)	11,977,497,948
Recap Bonds FR 0045	idAAA	9.75	15/05/2037	18,277,000,000	(3,404,235,508)	14,872,764,492
Recap Bonds FR 0052	idAAA	10.50	15/08/2030	20,152,000,000	1,355,631,918	21,507,631,918
Recap Bonds FR 0054	idAAA	9.50	15/07/2031	60,868,000,000	1,783,121,873	62,651,121,873
Recap Bonds FR 0056	idAAA	8.38	15/09/2026	20,000,000,000	631,165,364	20,631,165,364
Recap Bonds FR 0058	idAAA	8.25	15/06/2032	79,758,000,000	1,323,059,320	81,081,059,320
Recap Bonds FR 0059	idAAA	7.00	15/05/2027	433,000,000,000	(4,148,211,417)	428,851,788,583
Recap Bonds FR 0064	idAAA	6.13	15/05/2028	50,000,000,000	(2,253,861,465)	47,746,138,535
Recap Bonds FR 0065	idAAA	6.63	15/05/2033	314,943,000,000	(28,416,597,672)	286,526,402,328
Recap Bonds FR 0067	idAAA	8.75	15/02/2044	642,851,000,000	76,821,524,900	719,672,524,900
Recap Bonds FR 0068	idAAA	8.38	15/03/2034	257,867,000,000	2,975,240,149	260,842,240,149
Recap Bonds FR 0071	idAAA	9.00	15/03/2029	208,145,000,000	13,672,472,578	221,817,472,578
Recap Bonds FR 0072	idAAA	8.25	15/05/2036	204,627,000,000	2,265,110,926	207,092,110,926
Recap Bonds FR 0073	idAAA	8.75	15/05/2028	20,000,000,000	536,866,928	20,536,866,928
Recap Bonds FR 0078	idAAA	8.25	15/05/2029	130,000,000,000	5,992,573,335	135,992,573,335
Recap Bonds FR 0086	idAAA	5.50	15/04/2026	125,086,000,000	(3,933,581,259)	121,152,418,741
Subtotal				2,618,673,000,000	64,461,419,972	2,683,134,419,972

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**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

December 31, 2023						
Rating	Interest Rate (%)	Maturity Date	Nominal Amount	Unamortized Premium/(Discount), Interest and Transaction Fee	Carrying Amount	
Corporate Bonds						
Obl Bkl III PLN Thp VI Thn 2020 E	idAAA	9.05	18/02/2040	100,000,000,000	--	100,000,000,000
PLN Sub Total				100,000,000,000	--	100,000,000,000
Obl. Bkl. II SMI II 2019 Seri D	idAAA	8.50	28/08/2026	150,000,000,000	--	150,000,000,000
Obl. Bkl. II SMI III 2019 Seri D	idAAA	8.30	30/10/2026	165,000,000,000	--	165,000,000,000
Obl Bkl I SMI Thp I Th 2016 Seri D	idAAA	8.90	18/11/2031	138,700,000,000	--	138,700,000,000
SMI Sub Total				453,700,000,000	--	453,700,000,000
Obl Bkl VI SMF Thp III 2022	idAAA	6.95	21/09/2027	110,000,000,000	--	110,000,000,000
SMF Sub Total				110,000,000,000	--	110,000,000,000
Obl. Bkl. Eximbank IV Thp II 2018 D	idAAA	8.75	05/09/2025	100,000,000,000	--	100,000,000,000
Obl. Berk. III Eximbank IV Th 2017 E	idAAA	9.40	23/02/2027	100,000,000,000	--	100,000,000,000
EXIMBank Sub Total				200,000,000,000	--	200,000,000,000
Obl. Bkl. I Semen Indo II 2019 B	idAA+	9.10	28/05/2026	120,000,000,000	--	120,000,000,000
SEMEN INDO Sub Total				120,000,000,000	--	120,000,000,000
Obl. I Pelindo IV 2018 B	idAAA	9.15	04/07/2025	150,000,000,000	--	150,000,000,000
PELINDO Sub Total				150,000,000,000	--	150,000,000,000
Obl Green Bond I BRI Thp I Seri B 2022	idAAA	5.75	20/07/2025	160,000,000,000	--	160,000,000,000
BRI Sub Total				160,000,000,000	--	160,000,000,000
Obligasi I Kereta Api Indonesia Thp I Thn 2022 Seri A	idAAA	7.10	05/08/2027	175,000,000,000	--	175,000,000,000
KAI Sub Total				175,000,000,000	--	175,000,000,000
Obl Bkl V PPGD Thp III 2023 Seri B	idAAA	6.20	16/06/2026	95,000,000,000	--	95,000,000,000
PEGADAIAN Sub Total				95,000,000,000	--	95,000,000,000
Obl Green Bond I Bank Mandiri Thp I Seri B 2023	idAAA	6.10	04/07/2028	450,000,000,000	--	450,000,000,000
BANK MANDIRI Sub Total				450,000,000,000	--	450,000,000,000
Subtotal				2,013,700,000,000	--	2,013,700,000,000
Third Party						
Corporate Bonds						
Obl Bkl IV Maybank I Seri B 2022	idAAA	6.25	08/07/2025	60,000,000,000	--	60,000,000,000
BANK MAYBANK Sub Total				60,000,000,000	--	60,000,000,000
Obl Bkl V Medco Energi Internasional I Thn 2023 Seri B	idAA-	7.30	07/07/2028	45,000,000,000	--	45,000,000,000
Obl Bkl V Medco Energi Internasional I Thn 2023 Seri C	idAA-	8.15	07/07/2030	150,000,000,000	--	150,000,000,000
MEDCO ENERGI INTERNASIONAL Sub Total				195,000,000,000	--	195,000,000,000
Third Party Subtotal				255,000,000,000	--	255,000,000,000
Total				4,887,373,000,000	64,461,419,972	4,951,834,419,972

December 31, 2022						
Rating	Interest Rate (%)	Maturity Date	Nominal Amount	Unamortized Premium/(Discount), Interest and Transaction Fee	Carrying Amount	
Related Party (Note 46)						
Government Bonds						
Recap Bonds FR 0040	idAAA	11.00	15/09/2025	20,105,000,000	115,955,023	20,220,955,023
Recap Bonds FR 0042	idAAA	10.25	15/07/2027	12,794,000,000	(981,499,355)	11,812,500,645
Recap Bonds FR 0044	idAAA	10.00	15/09/2024	7,806,000,000	(657,064,271)	7,148,935,729
Recap Bonds FR 0045	idAAA	9.75	15/05/2037	18,277,000,000	(3,472,898,136)	14,804,101,864
Recap Bonds FR 0052	idAAA	10.50	15/08/2030	20,152,000,000	1,496,912,329	21,648,912,329
Recap Bonds FR 0054	idAAA	9.50	15/07/2031	60,868,000,000	1,941,475,131	62,809,475,131
Recap Bonds FR 0056	idAAA	8.38	15/09/2026	20,000,000,000	831,844,627	20,831,844,627
Recap Bonds FR 0058	idAAA	8.25	15/06/2032	79,758,000,000	1,438,848,647	81,196,848,647
Recap Bonds FR 0059	idAAA	7.00	15/05/2027	433,000,000,000	(5,176,446,080)	427,823,553,920
Recap Bonds FR 0064	idAAA	6.13	15/05/2028	50,000,000,000	(2,670,904,985)	47,329,095,015
Recap Bonds FR 0065	idAAA	6.63	15/05/2033	314,943,000,000	(30,357,691,070)	284,585,308,930
Recap Bonds FR 0067	idAAA	8.75	15/02/2044	642,851,000,000	79,017,618,036	721,868,618,036
Recap Bonds FR 0068	idAAA	8.38	15/03/2034	257,867,000,000	3,162,159,229	261,029,159,229
Recap Bonds FR 0070	idAAA	8.38	15/03/2024	355,000,000,000	7,854,001,150	362,854,001,150
Recap Bonds FR 0071	idAAA	9.00	15/03/2029	208,145,000,000	16,456,679,431	224,601,679,431
Recap Bonds FR 0072	idAAA	8.25	15/05/2036	204,627,000,000	2,367,684,932	207,194,684,932
Recap Bonds FR 0073	idAAA	8.75	15/05/2031	20,000,000,000	587,276,973	20,587,276,973
Recap Bonds FR 0077	idAAA	8.13	15/05/2024	360,000,000,000	6,275,933,076	366,275,933,076
Recap Bonds FR 0078	idAAA	8.25	15/05/2029	130,000,000,000	6,865,899,197	136,865,899,197
Recap Bonds FR 0086	idAAA	5.50	15/04/2026	125,086,000,000	(5,183,839,237)	119,902,160,763
Subtotal				3,361,479,000,000	79,912,144,647	3,441,391,144,647

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**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

December 31, 2022						
Rating	Interest Rate (%)	Maturity Date	Nominal Amount	Unamortized Premium/(Discount), Interest and Transaction Fee	Carrying Amount	
Related Party (Note 46)						
Corporate Bonds						
Obl Bkl III PLN Thp VI Thn 2020 E	idAAA	9.05	18/02/2040	100,000,000,000	--	100,000,000,000
PLN Sub Total				100,000,000,000	--	100,000,000,000
Obl Bkl I Bank BJB I Tahun 2017 Seri C	idAA-	8.85	06/12/2024	125,000,000,000	--	125,000,000,000
Bank BJB Sub Total				125,000,000,000	--	125,000,000,000
Obl Bkl I SMI Thp I Th 2016 Seri D	idAAA	8.90	18/11/2031	138,700,000,000	--	138,700,000,000
Obl. Bkl. II SMI II 2019 Seri D	idAAA	8.50	28/08/2026	150,000,000,000	--	150,000,000,000
Obl. Bkl. II SMI III 2019 Seri D	idAAA	8.30	30/10/2026	165,000,000,000	--	165,000,000,000
SMI Sub Total				453,700,000,000	--	453,700,000,000
Obl Bkl VI SMF Thp III 2022	idAAA	6.95	21/09/2027	110,000,000,000	--	110,000,000,000
SMF Sub Total				110,000,000,000	--	110,000,000,000
Obl. Berk. III Eximbank IV Th 2017 D	idAAA	9.20	23/02/2024	50,000,000,000	--	50,000,000,000
Obl. Berk. III Eximbank IV Th 2017 E	idAAA	9.40	23/02/2027	100,000,000,000	--	100,000,000,000
Obl. Bkl. Eximbank IV Thp II 2018 D	idAAA	8.75	05/09/2025	100,000,000,000	--	100,000,000,000
EXIM Bank Sub Total				250,000,000,000	--	250,000,000,000
Obl. Bkl. I Semen Indo II 2019 A	idAA+	9.00	28/05/2024	160,000,000,000	--	160,000,000,000
Obl. Bkl. I Semen Indo II 2019 B	idAA+	9.10	28/05/2026	120,000,000,000	--	120,000,000,000
SEMEN INDO Sub Total				280,000,000,000	--	280,000,000,000
Obl. I Pelindo IV 2018 B	idAAA	9.15	04/07/2025	150,000,000,000	--	150,000,000,000
Pelindo Sub Total				150,000,000,000	--	150,000,000,000
Obl Green Bond I BRI Thp I Seri B 2022	idAAA	5.75	20/07/2025	160,000,000,000	--	160,000,000,000
BRI Sub Total				160,000,000,000	--	160,000,000,000
Obligasi I Kereta Api Indonesia Thp I Thn 2022 Seri A	idAA+	7.10	05/08/2027	175,000,000,000	--	175,000,000,000
KAI Sub Total				175,000,000,000	--	175,000,000,000
Subtotal				1,803,700,000,000	--	1,803,700,000,000
Third Party						
Corporate Bonds						
Obl Bkl IV Maybank I Seri B 2022	idAAA	6.25	08/07/2025	60,000,000,000	--	60,000,000,000
Subtotal				60,000,000,000	--	60,000,000,000
Total				5,225,179,000,000	79,912,144,647	5,305,091,144,647

The sources of the government bond rating are from Fitch Rating while the sources of the corporate bond rating are from PT Pemingkat Efek Indonesia (PEFINDO).

The Board of Directors of BPJS Ketenagakerjaan believed that the allowance for impairment losses provided are adequate to cover losses that may arise in the future.

The table of maturity periods of long-term bonds as of December 31, 2023 and 2022 are as follows:

Maturity Period	2023	2022
	Rp	Rp
> 1-5 Years	2,530,541,651,226	2,981,869,884,934
> 5-10 Years	1,118,813,128,280	733,739,186,724
> 10-15 Years	482,807,115,566	767,613,254,955
> 15-20 Years	100,000,000,000	100,000,000,000
> 20-25 Years	719,672,524,900	721,868,818,034
Total	4,951,834,419,972	5,305,091,144,647

For the years ended December 31, 2023 and 2022, BPJS Ketenagakerjaan recognized interest income amounted to Rp353,507,132,594 and Rp343,640,860,306, respectively (Note 35).

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

18. Investment Properties

This account represents the placement of BPJS Ketenagakerjaan investment funds as of December 31, 2023 and 2022 in the form of investment property in accordance with PERDIR/15/05/2020 dated on May 15, 2020 on Amendments to BPJS Ketenagakerjaan Board of Directors Regulations Number: PERDIR/37/122018 on Classification of BPJS Investment Property Employment are as follows:

	December 31, 2023				
	Beginning Balance	Addition	Deduction	Reclassification	Ending Balance
Acquisition Cost					
Land	74,707,994,683	--	--	--	74,707,994,683
Building	18,301,446,373	3,527,190,622	--	170,922,622	21,999,559,617
Assets Under Construction	170,922,622	--	--	(170,922,622)	--
	93,180,363,678	3,527,190,622	--	--	96,707,554,300
Accumulated Depreciation					
Building	(12,089,279,090)	(725,245,034)	--	--	(12,814,524,124)
	(12,089,279,090)	(725,245,034)	--	--	(12,814,524,124)
Total	81,091,084,588	2,801,945,588	--	--	83,893,030,176
	December 31, 2022				
	Beginning Balance	Addition	Deduction	Reclassification	Ending Balance
Acquisition Cost					
Land	74,707,994,683	--	--	--	74,707,994,683
Building	17,677,364,040	624,082,333	--	--	18,301,446,373
Assets Under Construction	--	170,922,622	--	--	170,922,622
	92,385,358,723	795,004,955	--	--	93,180,363,678
Accumulated Depreciation					
Building	(11,856,007,610)	(233,271,480)	--	--	(12,089,279,090)
	(11,856,007,610)	(233,271,480)	--	--	(12,089,279,090)
Total	80,529,351,113	561,733,475	--	--	81,091,084,588

Investment property income recognized in surplus or deficit for the years ended December 31, 2023 and 2022 amounted to Rp7,683,132,512 and Rp15,604,338,330, respectively, was recorded as part of "investment income - rent income" in the statement of financial performance (Note 35).

Depreciation expense of investment properties for the years ended December 31, 2023 and 2022 amounted to Rp725,245,034 and Rp233,271,480, respectively, recorded as part of "investment expense - depreciation of investment properties" in the statement of financial performance (Note 36).

All investment property assets are insured against the risk of fire and natural disasters to PT Asuransi Jasa Indonesia with a total sum insured of Rp7,990,000,000. The Board of Directors of BPJS Ketenagakerjaan believe that the insured is sufficient to cover potential losses risk of fire and natural disasters that occur.

BPJS Ketenagakerjaan disclosed the fair value of investment properties in its financial records as comparative information to the book value. The fair value of investment properties in the form of land as of December 31, 2023 and 2022 amounted to Rp1,551,558,500,000 determined based on an independent appraisal report with the following details:

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Land

NO	Location	Region	Acquisition Cost	Fair value	KJPP
1	Tanah Jln.Imam Bonjol no.1, Kecamatan Batam Timur, kelurahan Lubuk Baja Barat.	Batam	5,626,254,270	38,990,000,000	KJPP Muttaqin Bambang Purwanto rozak Usw atun & Rekan
2	Jl. Muhtar Raya, Kecamatan Pesanggrahan, Kelurahan Petukangan Utara, Petukangan Utara, Jakarta Selatan	Jakarta Selatan	1,257,104,018	271,850,500,000	KJPP Febriman Siregar dan Rekan
3	Jln.HR.Rasuna Said Kav No.12 Blok B, No.13 Blok B, No.14 Blok B, Kelurahan/Kecamatan Setiabudi, Jakarta Selatan	Jakarta Selatan	53,042,859,250	387,567,600,000	KJPP Zainal Efendi, M.T
4	Jln.Jend Sudirman, Desa Harapan Mulya, kecamatan Medan Satria, Kabupaten Bekasi. Jawa Barat	Bekasi	1,736,674,450	124,620,800,000	KJPP Muhammad Taufik dan Rekan
5	Desa Bugel, Kecamatan Tangerang,kotamadya tangerang Jl.Moch Toha, Kelurahan Bugel, Kecamatan Karawaci tangerang,banten	Tangerang	12,681,732,245	628,086,400,000	KJPP Febriman Siregar dan Rekan
6	Kelurahan Neglasari,kecamatan cibeunying Kaler Bandung, Jl. Penghulu Haji Hasan Mustopha no.45,kel Neglasari kec.Cibeunying Kaler, Bandung	Bandung	363,370,450	100,443,200,000	KJPP Muhammad Taufik dan Rekan
Total			74,707,994,683	1,551,558,500,000	

Building

NO	Information	Year of Acquisition	Acquisition Cost	Depreciation	Total Accumulated Depreciation	Net Book Value
1	Graha Nagoya Mas Batam					
	- Building of Batam Nagoya	2003	6,290,607,834	--	5,032,486,267	1,258,121,567
	- Canopy Construction - Branch of Batam	2010	122,557,000	--	98,045,600	24,511,400
	- Coridot Renovation	2011	82,300,000	--	65,840,000	16,460,000
	- Canopy Construction - PT Resindo Pratama	2012	16,200,000	--	12,960,000	3,240,000
	- Supervisory Consultant of Revitalization Planning	2015	185,000,000	--	148,000,000	37,000,000
	- Graha Nagoya Building Revitalization	2016	5,265,909,090	--	4,212,727,271	1,053,181,819
	- Mekanikal Elektrikal Gedung Graha Nagoya	2017	6,818,180	--	5,454,546	1,363,634
	- Extension of UWT	2018	1,150,863,518	--	920,690,816	230,172,702
	- Buiding Renovation :					
	1. Building Façade	2023	3,109,382,037	310,938,204	310,938,204	2,798,443,833
	2. 1st Floor Toilet	2022	72,916,719	16,038,247	21,875,015	51,041,704
	3. Toilet and Canopy	2023	502,226,814	100,445,364	100,445,364	401,781,450
	4. Rooftop of Building	2022	557,543,528	111,508,703	157,970,666	399,572,862
	5. Painting the Rear Area of GNM Batam	2023	80,126,480	5,341,766	5,341,765	74,784,715
2	Kuningan Security Guard Post Building	2009	32,189,400	--	32,189,400	--
3	Concrete Fence of Land in Petukangan & Bugel	2014	4,524,919,017	180,972,750	1,689,559,210	2,835,359,807
Total			21,999,559,617	725,245,034	12,814,524,124	9,185,035,493

Investment properties consist of lands and buildings located in several places, including Kecamatan Cibeunying Kaler Bandung, Kecamatan Pesanggrahan Jakarta Selatan, Kabupaten Bekasi, Kecamatan Karawaci, Kecamatan Setiabudi Jakarta Selatan, and Kecamatan Batam Timur.

Land assets at Jln. HR. Rasuna Said Kav No.112 Block B, Number 13 Block B, Number 14 Block B, Kelurahan / Kecamatan Setiabudi, Jakarta Selatan has been in strategic cooperation with PT Sinergi Investasi Properti (PT SIP), a related party, with a build operate transfer scheme that was signed for 30 years Since 2017. PT SIP built a building on the land and paid rent of the land to BPJS Ketenagakerjaan and part of it is used for the head office.

The assets of the Graha Nagoya Mas Batam Building are recorded as BPJS Ketenagakerjaan assets in the form of an office building intended for rental. Based on the appraisal carried out by the Public Appraisal Services Office - Muttaqin Bambang Purwanto Rozak Uswatun and Partners (KJPP-MBPRU & Partners) in accordance with KJPP Report Number: 03566/2.0027-00/PI/11/0196/1/XI/2023 dated on September 30, 2023 Regarding the assessment of assets belonging to BPJS Ketenagakerjaan, the fair value of land and building assets at Graha Nagoya Mas Batam is determined to be Rp48,075,000,000.

These financial statements are originally issued in Indonesian language

BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)

As of December 31, 2023 and 2022, and
 January 1, 2022 / December 31, 2021
 and for the years ended December 31, 2023 and 2022
 (Expressed in Rupiah, unless otherwise stated)

19. Fixed Assets

	December 31, 2023				
	Beginning Balance	Addition	Deduction	Reclassification	Ending Balance
Acquisition Cost					
Lands	440,372,533,364	--	--	--	440,372,533,364
Buildings	955,645,517,421	11,893,420,097	(132,666,396)	51,772,649,955	1,019,178,921,077
Office Vehicles	419,551,913,397	22,693,941,709	--	(1,794,223,200)	440,451,631,906
Office Equipments	134,120,997,999	22,367,937,077	(175,089,250)	72,999,571	156,386,845,397
Computer Equipments	550,391,521,591	139,850,970,144	(126,600,000)	4,169,620,138	694,285,511,873
Other Equipments	261,017,296,867	61,304,066,270	(178,151,540)	(2,805,962,943)	319,337,248,654
Subtotal	2,761,099,780,639	258,110,335,297	(612,507,186)	51,415,083,521	3,070,012,692,271
Assets Under Construction					
Office Buildings	54,690,720,558	44,561,183,294	(4,616,271,240)	(75,788,878,761)	18,846,753,851
Office Equipments	5,763,791,189	17,893,237,487	(842,376,731)	(4,921,414,460)	17,893,237,485
Computer Equipments	128,914,000	26,663,088,000	--	(26,792,002,000)	--
Other Equipments	7,137,956,977	20,747,949,432	(18,436,000)	(7,158,451,977)	20,709,018,432
Subtotal	67,721,382,724	109,865,458,213	(5,477,083,971)	(114,660,747,198)	57,449,009,768
Total Acquisition Cost	2,828,821,163,363	367,975,793,510	(6,089,591,157)	(63,245,663,677)	3,127,461,702,039
Accumulated Depreciation					
Buildings	405,928,256,044	43,647,227,202	(79,682,700)	(17,924,248,737)	431,571,551,809
Office Vehicles	267,753,905,572	30,458,637,313	--	(1,561,515,033)	296,651,027,852
Office Equipments	113,165,997,743	9,488,994,322	(97,004,566)	(4,593,866,046)	117,964,121,453
Computer Equipments	340,567,433,083	84,090,323,713	--	(21,490,021,244)	403,167,735,552
Other Equipments	199,364,360,757	25,245,199,607	--	(11,181,310,566)	213,428,249,798
Total Acquisition Cost	1,326,779,953,199	192,930,382,157	(176,687,266)	(56,750,961,626)	1,462,782,686,464
Total Fixed Assets	1,502,041,210,164				1,664,679,015,575

	December 31, 2022				
	Beginning Balance	Addition	Deduction	Reclassification	Ending Balance
Acquisition Cost					
Lands	438,106,956,388	51,200,000	--	2,214,376,976	440,372,533,364
Buildings	895,812,699,116	42,508,116,726	(16,121,668,010)	33,446,369,589	955,645,517,421
Office Vehicles	414,474,768,956	18,758,397,546	--	(13,681,253,105)	419,551,913,397
Office Equipments	156,967,802,481	10,706,721,818	(134,343,000)	(33,419,183,300)	134,120,997,999
Computer Equipments	529,348,070,071	145,845,976,292	(6,933,000)	(124,795,591,772)	550,391,521,591
Other Equipments	253,560,079,618	38,450,627,622	--	(30,993,410,373)	261,017,296,867
Subtotal	2,688,270,376,630	256,321,040,004	(16,262,944,010)	(167,228,691,985)	2,761,099,780,639
Assets Under Construction					
Office Buildings	33,674,323,794	41,525,513,114	(669,485,350)	(19,839,631,000)	54,690,720,558
Office Equipments	--	5,763,791,189	--	--	5,763,791,189
Computer Equipments	--	128,914,000	--	--	128,914,000
Other Equipments	5,070,986,107	8,702,413,685	--	(6,635,442,815)	7,137,956,977
Subtotal	38,745,309,901	56,120,631,988	(669,485,350)	(26,475,073,815)	67,721,382,724
Total Acquisition Cost	2,727,015,686,531	312,441,671,992	(16,932,429,360)	(193,703,765,800)	2,828,821,163,363
Accumulated Depreciation					
Buildings	373,828,024,533	34,154,233,250	--	(2,054,001,739)	405,928,256,044
Office Vehicles	247,508,666,086	32,275,840,810	--	(12,030,601,324)	267,753,905,572
Office Equipments	135,568,432,980	9,259,978,577	(120,670,000)	(31,541,743,814)	113,165,997,743
Computer Equipments	403,422,191,770	60,289,691,428	(3,430,391)	(123,141,019,724)	340,567,433,083
Other Equipments	217,114,897,174	33,211,091,940	--	(37,071,628,357)	199,364,360,757
Total Acquisition Cost	1,377,442,212,543	155,300,836,005	(124,100,391)	(205,838,994,958)	1,326,779,953,199
Total Fixed Assets	1,349,573,473,988				1,502,041,210,164

Reclassification in movement of fixed asset is the net amount of additions and reductions of fixed asset accounts, mainly consist of transfers of assets under construction to operational fixed assets, transfers of operational fixed assets to assets no longer in use, and assets held for sale, as well as reclassification between types of fixed assets.

Assets under construction are office buildings and equipment. As of December 31, 2023, assets under construction have reached 75% - 80% and the projected completion is around 2024. The Board of Directors believes that there is nothing that will prevent completion from being achieved.

Fixed asset depreciation expenses for the years ending December 31, 2023 and 2022 amounted to Rp192,930,382,157 and Rp155,300,836,005, respectively, presented as part of the program organizer's operational expenses amounting to Rp185,309,572,815 and Rp147,482,430,843, respectively (Note 34), Sarana Kesejahteraan Peserta expenses amounted to Rp6,723,276,982 and Rp6,770,338,236, respectively (Note 39) and The Subsidiary operating expenses amounted to Rp897,532,360 and Rp1,048,066,926, respectively (Note 42).

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

The fixed assets mentioned above include fixed assets that have been fully depreciated and are still in use as of December 31, 2023 and 2022 amounted to Rp100,835,990,062 and Rp85,454,889,905, respectively.

The decrease balance of the office building occurred due to damage to the BPJS Ketenagakerjaan office building, Mamuju West Sulawesi branch office due to the earthquake, so the office building underwent an appraisal by the Public Appraisal Services Office, Zainal Efendi, M.T. according to Report number: 00001/3.0005-00/PI/11/0003/1/II/2022 with a fair value of the building of Rp1,564,800,000 with details:

Office Buildings	1,564,800,000
- Supporting Buildings	
- Archives Building	--
- Mushollah building	--
- Guard Post Building	--
- Ground Water Tank & Pump House Building	--
Fair Value	1,564,800,000

BPJS Ketenagakerjaan has submitted a claim for building damage to the insurance company and has received payment for the insurance claim amounted to Rp9,409,036,170 from the insurance company.

All fixed assets are insured, so the directors believe that losses due to the risk of fire, accidents, loss, riots, terrorist attacks, and natural disasters that occur will be borne by the insurance company. As of December 31, 2023, fixed assets, except land, were insured, among others, by PT Asuransi Jasa Indonesia (Persero), PT Berdikari (Persero) and PT Asuransi Jasaraharja Putera (JP-Insurance) for Rp1,789,641,426,336.

The entity's fixed assets consist of fixed assets of the Parent Entity, fixed assets of Subsidiary, and assets of Sarana Kesejahteraan Peserta (SKP).

The BPJS Ketenagakerjaan Board of Directors is of the opinion that there is no impairment of fixed assets on December 31, 2023 and 2022.

Sarana Kesejahteraan Peserta (SKP)

Sarana Kesejahteraan Peserta (SKP) are Additional Service Benefit (MLT) funds that are used to improve the welfare of BPJS Ketenagakerjaan members by providing housing facilities, health service facilities, and other Sarana Kesejahteraan Peserta. SKP assets consist of land, buildings, and equipment.

All SKP acquired are initially recorded at cost on the date of acquisition. BPJS Ketenagakerjaan chooses to use a cost model for measuring its assets. In the cost model, SKP is stated at its acquisition cost after deducting accumulated depreciation and accumulated impairment losses, if any, and is presented in the consolidated financial statements separately. SKP assets, except land, are depreciated using the straight-line method at 5% and equipment at 25% per year. On December 31, 2023 and 2022, the fixed assets of the SKP entity had a value of Rp92,336,134,463 and Rp102,325,524,849, respectively.

BPJS Ketenagakerjaan Building Fixed Assets have been revalued periodically with the latest revaluation by the Public Appraisal Services Office Zainal Effendi, M.T. through Appraisal Report Number: 00001/3.0005- 00/PI/11/0003/1/III/2023 on March 6, 2023. The fair value of the fixed assets of the BPJS Ketenagakerjaan building is Rp1,513,052,284,000.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

20. Right of Use Assets

Right of use assets are balanced on the lease of fixed assets with period of the lease more than 12 months and have significant underlying assets.

	December 31, 2023			
	Beginning Balance	Addition	Deduction	Ending Balance
Right of Use Assets				
Office Buildings	451,825,454,555	60,738,849,843	(56,557,298,734)	456,007,005,664
Other Buildings	17,106,217,126	8,445,022,944	(4,645,911,102)	20,905,328,968
Office House	3,606,800,000	2,322,436,711	--	5,929,236,711
Total	472,538,471,681	71,506,309,498	(61,203,209,836)	482,841,571,343
Accumulated Depreciation				
Office Buildings	213,836,380,654	96,374,298,437	(50,060,283,987)	260,150,395,104
Other Buildings	7,485,372,122	5,196,890,554	(4,287,351,102)	8,394,911,574
Office House	869,458,337	2,384,930,279	--	3,254,388,616
Total	222,191,211,113	103,956,119,270	(54,347,635,089)	271,799,695,294
Total	250,347,260,568			211,041,876,049

	December 31, 2022			
	Beginning Balance	Addition	Deduction	Ending Balance
Right of Use Assets				
Office Buildings	445,173,158,046	20,216,073,422	(13,563,776,913)	451,825,454,555
Other Buildings	14,607,738,529	4,996,511,868	(2,498,033,271)	17,106,217,126
Office House	--	3,606,800,000	--	3,606,800,000
Parking lots	3,276,090,483	--	(3,276,090,483)	--
Total	463,056,987,058	28,819,385,290	(19,337,900,667)	472,538,471,681
Accumulated Depreciation				
Office Buildings	125,809,873,792	94,760,668,565	(6,734,161,703)	213,836,380,654
Other Buildings	4,177,289,174	4,551,344,074	(1,243,261,126)	7,485,372,122
Office House	--	869,458,337	--	869,458,337
Parking lots	655,218,097	--	(655,218,097)	--
Total	130,642,381,063	100,181,470,976	(8,632,640,926)	222,191,211,113
Total	332,414,605,995			250,347,260,568

	2023 Rp	2022 Rp
Rent Liabilities		
Short-term		
Office Buildings	62,658,509,506	89,886,938,088
Office House	178,201,827	--
Other Buildings	3,302,142,652	1,260,825,456
Subtotal	66,138,853,985	91,147,763,544
Long-term		
Office Buildings	121,142,463,554	153,682,447,492
Office House	219,534,884	--
Other Buildings	4,320,258,117	5,169,844,778
Subtotal	125,682,256,555	158,852,292,270
Total	191,821,110,540	250,000,055,814

Depreciation expenses, low-value or short-term rental expenses, and incremental expenses for the years ended December 31, 2023 and 2022 amounted to Rp103,956,119,270, Rp27,483,812,760, Rp26,750,601,192 and Rp100,181,470,976, Rp28,771,961,422, Rp19,317,407,023, respectively are presented as part of the operational expenses of program organizers (Note 34).

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

21. Intangible Assets

	December 31, 2023			
	Beginning Balance	Addition	Deduction	Ending Balance
Acquisition Cost				
Software License	173,884,237,800	75,227,255,484	--	249,111,493,284
Software Development	21,469,551,953	--	--	21,469,551,953
Assets Under Construction	--	28,016,043,985	--	28,016,043,985
	<u>195,353,789,753</u>	<u>103,243,299,469</u>	<u>--</u>	<u>298,597,089,222</u>
Accumulated Amortization				
Software License	88,351,735,831	29,585,816,289	--	117,937,552,120
Software Development	21,469,551,952	--	--	21,469,551,952
	<u>109,821,287,783</u>	<u>29,585,816,289</u>	<u>--</u>	<u>139,407,104,072</u>
Net Book Value	<u>85,532,501,970</u>			<u>159,189,985,150</u>
	December 31, 2022			
	Beginning Balance	Addition	Deduction	Ending Balance
Acquisition Cost				
Software License	128,349,233,554	45,546,965,151	(11,960,905)	173,884,237,800
Software Development	21,469,551,953	--	--	21,469,551,953
	<u>149,818,785,507</u>	<u>45,546,965,151</u>	<u>(11,960,905)</u>	<u>195,353,789,753</u>
Accumulated Amortization				
Software License	70,587,945,372	17,764,787,199	(996,740)	88,351,735,831
Software Development	21,469,551,952	--	--	21,469,551,952
	<u>92,057,497,324</u>	<u>17,764,787,199</u>	<u>(996,740)</u>	<u>109,821,287,783</u>
Net Book Value	<u>57,761,288,183</u>			<u>85,532,501,970</u>

Intangible asset amortization expenses for the years ended December 31, 2023 and 2022 amounted to Rp29,585,816,289 and Rp17,764,787,199, respectively (Note 34) are presented as part of the program administrator's operational expenses – depreciation and amortization.

The BPJS Ketenagakerjaan Board of Directors believes that there is no indication of impairment of intangible assets and therefore does not form an allowance for impairment losses.

22. Other Non-Current Assets

	2023 Rp	2022 Rp
Other Non-Current Assets		
Unproductive Investment Assets		
Lands ex MTN - PT. Sapta Prana Jaya	72,250,000,000	72,250,000,000
Subordinated Bonds - Bank Global	67,000,000,000	67,000,000,000
MTN - PT Volgreen Indonesia	30,534,672,000	30,534,672,000
Commercial Paper - PT Bank Pasific	21,600,000,000	21,600,000,000
MTN - Hati Prima Persada	12,800,000,000	12,800,000,000
Interest Receivable MTN - PT Volgreen Indonesia	5,931,430,556	5,931,430,556
Time Deposits non JHT - BPR Pilar Niaga	4,955,000,000	4,955,000,000
Shares - PT. Infoasia Teknologi Global	2,925,000,000	2,925,000,000
Deposits - Bank Republik Timor Leste	1,081,948,430	1,081,948,430
Rent Receivables - Menara Jamsostek	365,955,333	365,955,333
Subtotal	<u>219,444,006,319</u>	<u>219,444,006,319</u>

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

	2023	2022
	Rp	Rp
Building BOT Contribution	53,377,333,311	45,370,733,315
Unused Assets	14,355,577,484	7,834,179,957
Car Loans	11,336,360,323	15,672,474,213
Membership Golf Guarantee	3,107,810,580	3,107,810,580
Other Receivables	315,222,000	315,222,000
Others	13,084,348,887	13,085,449,777
Subtotal	<u>95,576,652,585</u>	<u>85,385,869,842</u>
Allowance for Impairment Losses		
Unproductive Investment Assets	(219,444,006,319)	(219,444,006,319)
Membership Golf Guarantee	(2,675,110,580)	(2,675,110,580)
Other Receivables	(315,222,000)	(315,222,000)
Car Loans	(116,700,000)	(116,700,000)
Subtotal	<u>(222,551,038,899)</u>	<u>(222,551,038,899)</u>
Total	<u>92,469,620,005</u>	<u>82,278,837,262</u>

Building BOT Contribution

The BOT contribution is a contribution from the collaboration between BPJS Ketenagakerjaan and PT Sinergi Investasi Properti in accordance with agreement Number PER/109/052017 through the build operate transfer scheme. The agreement runs from May 22, 2017 for 30 years. The scope of the agreement is that PT Sinergi Investasi Properti builds a commercial building located on Jalan HR. Rasuna Said Kav.12-14, Setiabudi Village, South Jakarta, where at the end of the agreement the building will be handed over to BPJS Ketenagakerjaan. Building BOT contributions on December 31, 2023 and 2022 are worth Rp53,377,333,311 and Rp45,370,733,315, respectively.

Vehicle Loans

The distribution of vehicle loans (car loans) is given to BPJS Ketenagakerjaan structural officials. Disbursement of vehicle loans (car loans) as of December 31, 2023 and 2022 with a maturity of more than 12 (twelve) months amounted to Rp11,336,360,323 and Rp15,672,474,213 respectively.

Membership Golf Guarantee

Membership Golf Guarantee (Transferable Membership) is an investment in the form of a membership that can be returned to the issuer of transferable membership or sold. Membership golf guarantee comes from the transfer of assets of PT ASTEK (Persero) amounted to Rp1,407,238,080 in 1991-1992 which is share participation in the form of membership transfer and transition assets of PT Jamsostek (Persero) amounted to Rp1,700,572,500 to BPJS Ketenagakerjaan for mutual fund debt repayment in 2004.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

The details of the golf membership guarantee (transferable membership) are as follows:

	Acquisition Year	Acquisition Year	2023 Rp	2022 Rp
Rancamaya, Bogor	2004	2004	1,485,000,000	1,485,000,000
Taman Dayu Golf Club	2004	2004	215,572,500	215,572,500
Cibodas Golf Park	1992	1992	180,000,000	180,000,000
Palm Hill Country	1992	1992	202,000,000	202,000,000
Pan Isi Development	1992	1992	177,238,080	177,238,080
PT Kokaba Diba	1991	1991	375,000,000	375,000,000
Damai Padang Indonesia Golf	1991	1991	473,000,000	473,000,000
Sub Total			3,107,810,580	3,107,810,580
Allowance for Impairment Losses				
Membership Golf Guarantee			(2,675,110,580)	(2,675,110,580)
Sub Total			(2,675,110,580)	(2,675,110,580)
Total			432,700,000	432,700,000

Unused Assets

Unused assets are assets that have been discontinued in BPJS Ketenagakerjaan operations due to certain reasons stipulated in BPJS Ketenagakerjaan Directors Regulation Number: PERDIR/28/112018 dated November 18, 2018 on Guidelines for Management of Fixed Assets and Intangible Assets within the BPJS environment Employment. The number of assets that are no longer used as of December 31, 2023 and 2022 comes from fixed asset reduction mutations (Note 19) with the following details:

Regional Office	2023						Total
	Lands	Buildings	Office Vehicles	Office Equipments	Computer Equipments	Other Equipments	
Kantor Pusat	--	4,634,178,097	355,548,750	365,406,090	286,831,230	467,224,648	6,109,188,815
Kanwil Sumbagut	--	--	2	153,549,431	175,373,191	136,816,697	465,739,321
Kanwil Sumbagsel	--	--	11,940,235	89,784,652	216,810,207	147,378,035	465,913,129
Kanwil DKI Jakarta	--	--	10,200,000	226,747,178	587,850,830	340,801,474	1,165,599,482
Kanwil Jawa Barat	--	--	11,780,001	169,527,920	270,921,393	166,189,531	618,418,845
Kanwil Jawa Tengah	--	--	74,645,333	131,756,640	289,365,946	146,311,118	642,079,037
Kanwil Jawa Timur	--	--	--	100,217,628	206,278,078	273,808,544	580,304,250
Kanwil Kalimantan	--	--	76,900,000	115,245,274	294,047,765	141,526,671	627,719,710
Kanwil Sumatera	--	--	--	152,774,874	232,380,713	480,674,925	865,830,512
Kanwil Sumbarriau	1,403,323,023	--	380,886,000	84,118,231	148,883,842	105,375,431	2,122,586,527
Kanwil Banten	--	--	5,862,830	96,696,248	211,814,973	81,965,527	396,339,578
Kanwil Banuspa	--	1	10,000,000	94,084,710	106,353,752	85,419,815	295,858,278
Total	1,403,323,023	4,634,178,098	937,763,151	1,779,908,876	3,026,911,920	2,573,492,416	14,355,577,484

Regional Office	2022						Total
	Lands	Buildings	Office Vehicles	Office Equipments	Computer Equipments	Other Equipments	
Kantor Pusat	--	117,450,004	355,548,750	365,406,090	286,831,232	428,955,553	1,554,191,629
Kanwil Sumbagut	--	--	2	136,597,994	95,694,108	94,607,818	326,899,922
Kanwil Sumbagsel	--	--	11,940,235	89,076,527	221,585,500	145,513,060	468,115,322
Kanwil DKI Jakarta	--	--	10,200,000	180,142,809	221,855,583	237,931,785	650,130,177
Kanwil Jawa Barat	--	--	11,780,001	152,453,587	157,379,165	142,179,707	463,792,460
Kanwil Jawa Tengah	--	--	--	124,657,098	228,065,425	114,651,872	467,374,395
Kanwil Jawa Timur	--	--	--	95,088,676	128,680,384	253,314,230	477,083,290
Kanwil Kalimantan	--	--	--	74,053,955	143,623,087	62,921,402	280,598,444
Kanwil Sumatera	--	--	--	139,260,300	185,380,771	425,222,581	749,863,652
Kanwil Sumbarriau	1,403,323,023	--	305,586,000	74,775,672	118,355,819	97,953,512	1,999,994,026
Kanwil Banten	--	--	--	59,742,495	84,495,051	24,954,243	169,191,789
Kanwil Banuspa	--	1	10,000,000	74,976,331	50,557,700	91,410,819	226,944,851
Total	1,403,323,023	117,450,005	705,054,988	1,566,231,534	1,922,503,825	2,119,616,582	7,834,179,957

There was a write-off of assets that are no longer in use as of December 31, 2023 and 2022 amounted to Rp227,579,712 and Rp312,562,437, respectively (Note 43).

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Unproductive Investment Assets

For these unproductive investment assets, an allowance has been made for impairment losses amounting to Rp219,444,006,319 or 100% of the asset value with the following explanations:

- 1) Unproductive investment assets in the form of land located in Pandeglang Regency, Lebak Banten, and Cikahuripan Village, Bogor Regency with an area of 3,077,791 m² worth Rp72,250,000,000 and all of this has been set aside, derived from the submission of guarantees for MTN principal replacement issued by PT Sapta Prana Jaya (PT SPJ) in the amount of Rp100,000,000,000 made through Deed No: 6 dated on June 11, 2003 Notary Syarifah Chozie, SH regarding the investment manager service contract termination agreement and settlement obligation. The land consists of a parcel of land with an area of 2,115,520 m² which has been certified a total of 149 (one hundred and forty-nine) certificates of ownership and an area of 962,271 m² with 132 girik. All proof of ownership of the land is still in the names of several people and not yet on behalf of BPJS Ketenagakerjaan because the administrative requirements for the process have not been fulfilled the transfer of rights. As of the issuance date of this financial report, BPJS Ketenagakerjaan is making efforts to fulfill the administrative requirements.
- 2) On September 6, 2003, PT Jamsostek (Persero), since 2014 has become BPJS Ketenagakerjaan, purchased subordinated bonds of PT Bank Global International Tbk (Bank Global) amounting to Rp100,000,000,000. These bonds matured on September 15, 2013. At the time of acquisition, Rp50,000,000,000 of these bonds were classified as trading, while the remaining Rp50,000,000,000 was classified as available for sale. On December 13, 2004, Bank Indonesia (BI) froze the business activities of this Bank Global. The General Meeting of Subordinated Bond I Holders (RUPO) of Bank Global on December 29, 2004, then decided that Bank Global had defaulted on the principal payment of debt securities. In 2004, there was a decrease in the market value of bonds categorized as Available for Sale (AFS) and Trading amounting to Rp16,500,000,000, respectively. Therefore, the fair value in 2004 of each bonds is Rp33,500,000,000. BPJS Ketenagakerjaan has charged the investment in this Bank Global subordinated bond entirely as a loss (full provision).
- 3) In 2015, BPJS Ketenagakerjaan received the transfer of land assets of the former Medium Term Notes (MTN) of PT Volgren from PT Jamsostek (Persero) worth Rp32,323,207,900. The MTN has been declared a default and an allowance has been made for PT Volgren's principal MTN amounting to Rp32,323,207,900 which is Rp24,370,000,000 was made in the 2002 financial year and Rp7,953,207,900 in the 2005 financial year. The latest provision is based on appraisal results by independent appraiser PT Sucofindo on its collateral land in Subang covering an area of 15,700 m² so the principal balance of PT Volgren's MTN becomes Rp926,792,100.

In the 2006 fiscal year, PT Jamsostek (now changed to BPJS Ketenagakerjaan) has written off the MTN and its provision amounting to Rp32,323,207,900. Then, in the 2011 financial year, the principal balance of the MTN and the allowance were reverted and recorded in the financial statements as Unproductive Investments Assets and Allowance for Impairment Losses amounting to Rp30,534,672,000. This is due to the fact that not all assets related to PT Volgren's MTN guarantee have been executed so the remaining value of the MTN remains recorded in the financial statements. The value of Rp30,534,672,000 is the difference between MTN principal at the time of acquisition amounted to Rp33,250,000,000 less the value of land and building in accordance with the appraisal report by an appraiser consultant amounting to Rp2,715,328,000. Land and the building in Subang have been recorded as Investment Property of JHT. The completion process of PT Volgren Indonesia's MTN principal is carried out after the execution of the former MTN collateral assets Another PT Volgren. Land and buildings have been auctioned three times but there were no interested parties have participated in the auction process. Until the issuance date of this financial report, efforts are being made to re-auction while looking for investors who want to buy the land. BPJS Ketenagakerjaan has sued Eddy Sofyan as the original owner related to the objection to the execution of the Subang land, and based on Subang District Court Decision No: 52/Pdt.Bth/2016/PN.Sng which has been upheld in Bandung High Court Decision and Supreme

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Court Cassation Decision, BPJS Ketenagakerjaan is entitled to land and buildings in Subang and has permanent legal force. Currently, BPJS Ketenagakerjaan is in the process of executing the property and will subsequently change the name to be in the name of BPJS Ketenagakerjaan.

- 4) Commercial Paper (CP) is an investment of BPJS Ketenagakerjaan funds worth Rp21,600,000,000, this investment has been impaired 100% and recorded as a loss. This investment initially consisted of 14 CPs from several issuers amounting to Rp36,000,000,000 and the issuance was guaranteed by PT Bank Pacific. However, at the maturity date of December 18, 1995, this CP could not be withdrawn. In 1998, some of CP's assets were exchanged for land assets covering an area of 187.5 hectares in Sirnasari Village, Kab. Bogor with an acquisition cost of Rp41,502,760,000 paid with 40% CP amounting to Rp14,400,000,000 and paid in cash amounting to Rp26,752,760,000 also notary fees of Rp350,000,000. Meanwhile, the CP of 60% equivalent to Rp21,600,000,000 remains as the property of BPJS Ketenagakerjaan. However, based on the Minutes of Physical Handover of CP between PT Jamsostek (Persero) and PT Nugra Santana dated July 23, 1998, 8 physical copies of CP were submitted with total amount of Rp14,500,000,000 or Rp100,000,000 greater than the CP that should have been submitted of Rp14,400,000,000. The difference of Rp100,000,000 is incorporated in the physical CP submitted because there is no fraction of the CP value of that amount and in 2012 BPJS Ketenagakerjaan has collected the excess of CP submission amounting to Rp100,000,000. However, no refund has been received and it is still recorded in the allowance for losses.
- 5) PT Hati Prima Perdana (HPP) MTN investment is managed by FM PT Panin Sekuritas Tbk, the recording is done on the basis of deal confirmation on November 1, 2001, with an interest rate of 13% per annum. In the 2002 financial year, all of PT HPP's MTN was impaired. PT HPP's MTN matured on November 8, 2003, however as of the reporting date, there has been no repayment of either principal or interest. On August 7, 2012, in accordance with the Supreme Court's Cassation Decision Number: 146K/Pdt/2009, it implicitly decided to inkracht the case, so in substance, BPJS Ketenagakerjaan does not have any control over the economic benefits of PT HPP's MTN. According to the letter from the Board of Directors of PT Jamsostek (Persero) to the Minister of SOE Number: B/7113/072013 dated July 18, 2013, a proposal for the abolition of PT HPP's MTN was submitted to achieve approval from the Extraordinary General Meeting of Shareholders.
- 6) In accordance with the letter of the Senior Deputy Governor of Bank Indonesia Number: 5/49/KEP.DGS/2003 dated November 17, 2003, BPR Pilar Niaga's business license has been revoked. PT Jamsostek has a Non-JHT time deposits in the Bank amounting to Rp4,955,000,000 and has been fully impaired in 2003. This amount represents time deposits at BPR Pilar Niaga Head Office amounting to Rp3,650,000,000 and Salemba Branch Office amounting to Rp1,305,000,000. According to the letter of the BPR Pilar Niaga Liquidation Team Number: BPR/12/092006 dated December 13, 2006, regarding PT Jamsostek (Persero) time deposits, it was stated that the liquidation team had difficulties in the collection process to debtors and asked PT Jamsostek (Persero) to write off the receivables and write off the obligations of PT BPR Pilar Niaga (DL).
- 7) In December 2009, the shares of PT Infoasia Teknologi Global Tbk (IATG) were impaired for IATG shares (100%) with an unrealized loss of Rp2,925,000,000, and the recording was reclassified from investment assets to other assets.
- 8) Deposits amounting to Rp1,081,948,430 with Bank Republik Timor Leste (formerly BPD Timor Timur) which cannot be withdrawn and in December 2003 has been fully impaired.
- 9) The balance of the Menara Jamsostek rent receivables amounting to Rp365,955,333 is rent from a tenant who is no longer renting but the tenant has not yet completed the obligations and has been fully impaired.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Other Receivables and Other Non-Current Assets

Other receivables represent receivables from employees for claims for compensation. Meanwhile, other balances represent land rights, building renovations, leases, and foreclosed other investment collateral.

23. Payable to Other Parties

	2023	2022
	Rp	Rp
Parking Lot Rent	1,726,903,898	1,541,243,018
Building Rent Deposit	896,079,024	380,346,774
Telephone Rent Deposit	132,000,000	132,000,000
Total	2,754,982,922	2,053,589,792

24. Taxes Payable

a. Prepaid Taxes

	2023	2022
	Rp	Rp
Prepaid Tax		
2021 Installments Corporate Income Tax	--	134,631,407,535
2022 Installments Subsidiary Tax	1,261,289,498	1,261,289,498
2023 Installments Subsidiary Tax	614,210,606	--
Total	1,875,500,104	135,892,697,033

b. Tax Payable

Outstanding tax payable filed based on calculations of the taxpayer self (self-assessment). Under Law Republic of Indonesia Number 28 of 2007 on the Third Amendment to General Provisions and Tax Procedures, the Tax Authorities may conduct a tax audit on such calculations within a period 5 years after the tax is due, with some exceptions, as determined in the Laws of General Provisions and Administration of Taxation.

	2023	2022
	Rp	Rp
Parent		
Income Tax Article 21	193,745,438,296	54,116,467,359
Income Tax Article 29	16,540,977,639	--
Income Tax Article 4 Paragraph (2)	1,823,943,340	1,647,406,192
Income Tax Article 23	1,375,568,089	1,460,014,702
Value-Added Tax	554,823,377	579,245,760
Subtotal	214,040,750,741	57,803,134,013
Subsidiary		
Local tax	457,597,857	385,500,906
Value-Added Tax	284,756,306	519,744,472
Income Tax Article 21	244,087,069	269,408,599
Income Tax Article 4 Paragraph (2)	112,543,292	79,229,648
Income Tax Article 25	--	12,800,307
Income Tax Article 23	5,673,662	11,929,702
Subtotal	1,104,658,186	1,278,613,634
Total	215,145,408,927	59,081,747,647

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

c. Corporate Tax

	2023	2022
	Rp	Rp
Current Tax		
BPJS Ketenagakerjaan	121,933,513,680	164,764,063,200
Previous Year of Corporate Tax	4,906,378,180	32,516,996
Deferred Tax		
BPJS Ketenagakerjaan	7,144,070,382	(56,208,255,746)
Subsidiary	(5,424,759,661)	110,274,935
Total	128,559,202,581	108,698,599,385

The reconciliation between the surplus before tax as presented in the consolidated statement of financial performance and taxable income are as follows:

	2023	2022
	Rp	Rp
Surplus before tax as reported in Consolidated Statement of Financial Performance	596,397,756,255	115,248,808,184
Loss (Profit) before tax of the subsidiary	4,699,902,562	(765,530,745)
Elimination	570,663,670	838,974,383
Surplus before tax BPJS Ketenagakerjaan	601,668,322,487	115,322,251,822
Temporary Differences:		
Depreciation & Amortization	(103,652,257,576)	(89,864,218,685)
Long Term Employee Benefits Liabilities	115,144,571,973	346,080,018,601
	11,492,314,397	256,215,799,916
Permanent Differences:		
Non-Deductable Expenses	787,948,637,638	1,155,173,244,792
Distribution to DJS	313,227,348	183,782,500
Income Subjected to Final Tax	(847,179,257,144)	(777,967,518,961)
	(58,917,392,158)	377,389,508,331
Taxable Income of BPJS Ketenagakerjaan	554,243,244,726	748,927,560,069
Taxable Income of BPJS Ketenagakerjaan - Rounded	554,243,244,726	748,927,560,069
Current Tax of BPJS Ketenagakerjaan	121,933,513,680	164,764,063,200
Less Payment of Prepaid Income Taxes:		
Income Tax Article 25	(105,392,536,041)	(257,417,776,440)
	(105,392,536,041)	(257,417,776,440)
Under (Over) Payment Current Tax	16,540,977,639	(92,653,713,240)

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

d. Deferred Tax Assets

	January 1, 2023	Credited (expense) to		December 31, 2023
		Surplus (deficit)	Other Comprehensive Income	
BPJS Ketenagakerjaan				
Long term employee benefits liabilities	518,186,147,452	15,659,426,285	100,912,067,091	634,757,640,828
Depreciation	146,563,621,211	(22,803,496,667)	--	123,760,124,544
	664,749,768,663	(7,144,070,382)	100,912,067,091	758,517,765,372
A Subsidiary				
Allowance for Impairment Loss	549,506,043	5,049,835,790	--	5,599,341,833
Long term employee benefits liabilities	883,974,874	(321,020,376)	131,829,546	694,784,044
Right of Use Assets	(92,386,520)	92,386,520	--	--
Unrecoverable deferred tax benefits	(603,557,727)	603,557,727	--	--
	737,536,670	5,424,759,661	131,829,546	6,294,125,877
Deferred Tax Assets - Net	665,487,305,333	(1,719,310,721)	101,043,896,637	764,811,891,249

	January 1, 2022	Credited (expense) to		December 31, 2022
		Surplus (deficit)	Other Comprehensive Income	
BPJS Ketenagakerjaan				
Long term employee benefits liabilities	463,642,901,524	75,978,383,857	(21,435,137,929)	518,186,147,452
Depreciation	166,333,749,322	(19,770,128,111)	--	146,563,621,211
Allowance of Direct Investment	9,802,114,386	--	(9,802,114,386)	--
	639,778,765,232	56,208,255,746	(31,237,252,315)	664,749,768,663
A Subsidiary				
Allowance for Impairment Loss	552,212,043	(2,706,000)	--	549,506,043
Long term employee benefits liabilities	863,861,476	(107,568,935)	127,682,333	883,974,874
Right of Use Assets	(92,386,520)	--	--	(92,386,520)
Unrecoverable deferred tax benefits	(603,557,727)	--	--	(603,557,727)
	720,129,272	(110,274,935)	127,682,333	737,536,670
Deferred Tax Assets - Net	640,498,894,504	56,097,980,811	(31,109,569,982)	665,487,305,333

e. Claim For Tax Refund

	2023 Rp	2022 Rp
Over payment tax year 2022 BPJS Ketenagakerjaan	92,653,713,240	--
Total	92,653,713,240	--

f. Tax Assessment

On April 11, 2023, the Entity received Surat Perintah Membayar Kelebihan Pajak (SPMKP) for the results of the 2021 Corporate Income Tax audit in the amount of Rp66,866,917,160. The difference between the amount received and the recorded is charged to surplus or deficit for the current year.

In 2022, PT Binajasa Abadikarya, a subsidiary received Surat Ketetapan Pajak Lebih Bayar (SKPLB) for 2020 Corporate Income Tax amounted to Rp120,634,266. The restitution amount received was Rp27,041,884. The difference between the amount received and the recorded is charged to surplus or deficit for the current year.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

25. Accrued Expenses

	2023	2022
	Rp	Rp
Accrued Expense	423,732,558,670	601,142,294,011
Employee Incentive	367,283,834,625	296,121,937,572
Management Incentive	8,360,750,000	372,167,928,540
Accrued Expense - Subsidiary	7,943,399,399	7,292,160,391
Accrued Expense - SKP	2,371,179,975	1,464,047,981
Total	809,691,722,669	1,278,188,368,495

Management Incentives are benefits other than salary and other additional benefits for the Board of Supervisor and Board of Director as regulated in Regulation of the President of the Republic of Indonesia Number 110 of 2013 on Presidential Regulations Concerning Salaries or Wages and Other Additional Benefits and Incentives for Members of the Board of Supervisors and Board of Directors of Badan Penyelenggara Jaminan Sosial Article 4 Paragraph 2, Regulation of the Minister of Finance Number: 34/PMK.02/2015 on Other Additional Benefits and Incentives for Members of the Board of Supervisor and Board of Director of Badan Penyelenggara Jaminan Sosial Chapter III Incentives Articles 30, 31, and 32 and Regulation of the Minister of Finance Number: 186/PMK.02/2020 on Procedures for Ratifying Program Management Reports and Financial Reports of Badan Penyelenggara Jaminan Sosial Part Six Recommendations for Incentive Amounts Article 10 Paragraph 3.

26. Unearned Revenue

This account represents the balance of unearned revenue of BPJS Ketenagakerjaan and its subsidiary of rental of building by other parties as of December 31, 2023 and 2022 are as follows:

	2023	2022
	Rp	Rp
BPJS Ketenagakerjaan	662,068,046	214,412,595
Subsidiary	596,621,155	1,076,938,396
Total	1,258,689,201	1,291,350,991

27. Bank Loan

	2023	2022
	Rp	Rp
PT Bank Mandiri (Persero) Tbk	7,000,000,000	--

Based on Working Capital Credit Agreement No. CRO.JSD/731/KMK/2011, Deed No. 26 dated on December 23, 2011 made before Helmy Panuh, S.H., Notary in Jakarta, as well as Working Capital Credit Agreement No. CRO.JSD/524/KMK/2013 dated on August 22, 2013, PT Binajasa Abadikarya, a subsidiary obtained a working capital credit facility from PT Bank Mandiri (Persero) Tbk. This agreement has been amended several times with the latest amendment being Addendum XII with agreement No. CRO.JTH/0558/KMK/2015, Deed No. 222 on April 28 2023 which was made in the presence of Notary Neilly Iralita Iswari, SH, M.Si, M.Kn.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Details of the loan facility are as follows:

a. Credit Limit	: Rp20,000,000,000
b. Type of Credit	: Working capital credit
c. Nature of Credit	: Revolving
d. Period	: 2 months, with a maturity date of 28 April 2024
e. Interest rate	: 9% per year
f. Provisions	: 0.10%

All loan facility received secured by:

- Fixed Asset Collateral:

- a. Land and office buildings with Building Use Rights Certificate (SHGB) No. 00101/Kampung Gedong, date of issue May 12, 2015, in the name of PT Binajasa Abadikarya located in Jln. Raya Condet No. 27, Gedong Village, Pasar Rebo District, East Jakarta Municipality, has been tied to Mortgage I amounting to Rp2,000,000,000, Mortgage II amounting to Rp5,000,000,000 and Mortgage Rights III amounting to Rp451,000,000.
- b. Land and Buildings located on Jln. HM. Ali, Tanah Baru Village, Beji District, Depok Municipality, West Java Province with proof of ownership:
 - i. SHGB No. 01032/Tanah Baru, date of issue March 11, 2002, covering an area of 1,510 m² in the name of PT Binajasa Abadikarya.
 - ii. SHGB No. 01033/Tanah Baru, date of issue March 11, 2002, covering an area of 541 m² in the name of PT Binajasa Abadikarya.
 - iii. SHGB No. 01034/Tanah Baru, date of issue March 11, 2002, covering an area of 693 m² in the name of PT Binajasa Abadikarya. The three certificates have been tied to Mortgage I of Rp4,000,000,000, Mortgage II of Rp2,000,000,000, Mortgage Rights III of Rp2,000,000,000, and Mortgage Rights IV of Rp4,999,000,000.

The total mortgage amount is Rp20,450,000,000.

- Non-Fixed Asset Collateral:

Certificate of Change in Fiduciary Guarantee with a guarantee value of Rp27,500,000,000.

This agreement also includes restrictions that are not permitted to be implemented by the Subsidiary without prior written concern from Bank Mandiri, including:

- changes to the Company's articles of association including shareholders and the Board of Directors composition;
- transferring collateral;
- pledging the Subsidiary's assets to other parties;
- withdraw more than 50% dividends or capital for the purpose outside the business;
- leasing and change of collateral object;
- transfer/hardover to another party some or all of the rights and obligations arises in connection with credit facilities;
- purchasing fixed assets (investments) which could disrupt the Subsidiary's cash flow;
- obtaining loans from other parties except in normal business transactions;
- creating an agreement, agreement or other document that is contrary to the credit agreement or collateral documents;
- carrying out transactions with other parties outside normal business practices;
- submitting an application to the court to declare bankruptcy or postpone of payments debt;
- moving business location/office location and changing telephone number without written notification previously;
- applying for restructuring of credit facilities at the bank.

During 2023, PT Binajasa Abadikarya made withdrawals of Rp114,500,000,000 and payments of Rp107,500,000,000.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Interest expense on loans as of December 31, 2023 and 2022 amounted to Rp723,381,776 and Rp453,575,000, respectively (Note 42).

28. Other Short Term Liabilities

	2023	2022
	Rp	Rp
Other Liabilities Fixed Assets	179,210,328,470	101,128,630,394
Transfer of Operating Expense Program Liabilities - JHT Program	25,011,239,828	--
Other Current Liabilities	17,020,539,123	9,214,552,595
Transfer of Operating Expense Program Liabilities - JP Program	9,449,657,966	--
Other Current Liabilities - Subsidiary	1,400,817,953	5,402,176,799
Other liabilities investment property	1,089,389,351	517,082,332
Contribution Liabilities - Wage Recipients	398,140,259	--
Contribution Liabilities - Non-wage Recipients	11,285,300	--
Contribution Program - JKK Program	--	18,525,621
Contribution Program - JKM Program	--	2,357,634
Contribution Program - JHT Program	--	1,475,000
Total	233,591,398,250	116,284,800,375

Program Contribution Payable

This is a BPJS payable to DJS which is formed from transactions for receiving PU Contributions (via the Virtual Account mechanism) and Construction Services.

Inter-Program Liabilities

This is a BPJS payable to DJS formed from BPJS income transactions with DJS.

Other Liabilities Fixed Assets

This account represents fixed asset purchase transactions that until reporting period have not been paid, with the following details:

	2023	2022
	Rp	Rp
Head Office	171,172,614,566	85,164,364,160
Regional Office	8,037,713,904	15,964,266,234
Total	179,210,328,470	101,128,630,394

Other Current Liabilities

As of December 31, 2023 and 2022, this account mostly represents virtual account contributions which are still in the process of identification and deductions for employee contributions.

29. Employee Benefits Liabilities

On April 2022, the Financial Accounting Standards Board of the Indonesian Institute of Accountants (DSAK IAI) issued a press release and clarified the distribution of benefits over the service period for pension programs based on Government Regulation in Lieu of Law Number 2 of 2022 on Job Creation and implementing regulations.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

This account is aggregate of post-employment benefit liabilities and other long-term benefit liabilities. These liabilities are long-term, while post-employment benefits consist of defined contribution benefits such as JHT contributions, JP contributions, and THT contributions for employees are recognized as short-term employee benefits. The following are detail of the long-term liabilities:

	<u>2023</u>	<u>2022</u>
	Rp	Rp
BPJS Ketenagakerjaan		
Post-Employment Benefits		
Defined Pension Benefit	578,668,990,945	264,446,069,110
Gratuity Benefits and Termination Benefits	1,443,974,461,922	1,268,419,472,435
Other Long-term Benefit		
Long-term Paid Leaves	521,718,021,394	492,612,195,786
Jubilee Benefits	337,742,420,218	329,913,841,995
Subtotal	2,882,103,894,479	2,355,391,579,326
Subsidiary	3,158,109,289	3,627,671,378
Total	2,885,262,003,768	2,359,019,250,704

Defined Benefit Pension

This benefit is given to employees who stop working, including enter the retirement age, death, permanent disability, or early retirement in accordance with BPJS Ketenagakerjaan provisions in the form of periodic monthly cash payments to the employee or his family until he dies or for children who reach a certain age. This benefit is given to employees who were appointed before September 2011. This reward program is managed by the BPJS Ketenagakerjaan Employee Pension Fund/Dana Pensiun Karyawan (DPK), the establishment of which has been approved in accordance with the provisions of the applicable laws and regulations. BPJS Ketenagakerjaan pays contributions to the Pension Fund with a contribution scheme of 26.21% from the entity and 5% from employees. Apart from pension benefits, members, namely employees who are still active and have retired, also get additional benefits in the form of Eid al-Fitr allowances. Employees appointed after September 2011 receive defined contribution pension benefits with a contribution scheme of 15.75% from the entity and 5% from employees. The pension benefits are managed by the BNI Financial Institution Pension Fund (DPLK).

Defined benefit pension post-employment benefit liabilities and expenses for 2023 and 2022 are calculated using the Projected Unit Credit method by the actuary of the Actuarial Consultant Office (KAA) Muh Imam Basuki and Partners according to Report Number: 127/PSA-MIB/LA/III/2024 dated on March 22, 2024. The following are movement of employee benefit liabilities and expenses for the current year, and the assumptions used for the calculations.

	<u>2023</u>	<u>2022</u>
Discount rate	6.74%	7.23%
PhDP increase rate	5.50%	4.00%
Mortality rate	100% GAM 1971	125% GAM 1971
Disability rate	0,20% Per Year	
Turnover rate	Age ≤ 45 years = 0.18% and Age ≥ 46 years = 0.25% per year	Age ≤ 45 years = 0.72% and Age ≥ 46 years = 1.00% per year

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Reconciliation of post-employment benefit assets and liabilities recognized in the statement of financial position:

	2023	2022
	Rp	Rp
Present value of the defined benefit obligation	2,708,277,361,129	2,308,647,045,484
Fair value of program assets	(2,129,608,370,184)	(2,044,200,976,374)
Liability recognized in statement of financial position	578,668,990,945	264,446,069,110

Movements of net liabilities in the statement of financial position are as follows:

	2023	2022
	Rp	Rp
Beginning balance of present value obligation	264,446,069,110	207,553,301,174
Total amount recognized in statement of surplus deficits	94,409,359,338	60,919,083,664
Total amount recognized in statement of other comprehensive income	320,062,612,702	29,011,614,745
Benefits payment	(100,249,050,205)	(33,037,930,473)
Ending balance of present value obligation	578,668,990,945	264,446,069,110

Expenses recognized in the surplus deficit report are as follows:

	2023	2022
	Rp	Rp
Total amount recognized in statement of surplus deficits		
Current service cost	47,294,468,529	27,197,491,787
Employees' contributions		
Net interest of liability (assets)	29,152,680,590	14,943,837,684
Actuarial (gains) loss	17,962,210,219	18,777,754,193
Total expense in surplus deficits	94,409,359,338	60,919,083,664
Remeasurement of defined benefits liability (assets):		
Actuarial (loss) gains	320,062,612,702	29,011,614,745
Total other comprehensive loss	320,062,612,702	29,011,614,745

Sensitivity analysis based on the effect of defined benefit obligation:

	2023	2022
	Rp	Rp
Discount rate		
Effect on present value defined benefit obligation		
Increase 1%	2,402,687,206,803	2,066,450,259,625
Decrease 1%	3,083,154,976,271	2,602,578,357,470
Effect on current service costs		
Increase 1%	46,002,672,215	29,437,353,731
Decrease 1%	66,903,927,300	42,061,564,424

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

	<u>2023</u> Rp	<u>2022</u> Rp
Rate of increased salary		
Effect on present value defined benefit obligation		
Increase 1%	2,793,804,388,413	2,367,789,259,467
Decrease 1%	2,630,810,106,819	2,255,055,941,000
Effect on current service costs		
Increase 1%	59,996,420,701	37,919,158,427
Decrease 1%	50,833,836,207	32,373,939,039

Gratuity Benefits and Termination Benefits

Long service benefits and separation pay are given to all employees who stop working, the amount of which is calculated based on a certain formula according to the length of service and the amount of salary at the time of leaving work as regulated in the regulations set by the BPJS Ketenagakerjaan Board of Directors. These rewards are not funded and are managed internally. Expenses and liabilities for these benefits for 2023 were calculated by KKA actuary Muh Imam Basuki and Partners according to Report Number: 126/PSA-MIB/LA/III/2024 dated on March 22, 2024. The basic assumptions used by the actuary are as follows:

	<u>2023</u>	<u>2022</u>
Interest rate	6.94%	7.31%
Salary increasing rate	5.90%	5.90%
Mortality rate	TMI IV - 2019	TMI IV - 2019
Turnover rate	1% at the age of 20 years and decreases linearly to 0% at the age of 57 years	1% at the age of 20 years and decreases linearly to 0% at the age of 57 years
Disability or illness rate	5,0% from mortality	5,0% from mortality
Retirement age	57	57
Calculation Method	<i>Project Unit Credit</i>	<i>Project Unit Credit</i>

Movements of net liabilities in the statement of financial position are as follows:

	<u>2023</u> Rp	<u>2022</u> Rp
Beginning balance of present value obligation	1,268,419,472,435	1,340,015,944,424
Total amount recognized in statement of surplus deficits	208,926,762,919	184,345,680,484
Total amount recognized in statement of other comprehensive income	69,998,827,105	(126,444,059,880)
Benefits payment	(103,370,600,537)	(129,498,092,593)
Ending balance of present value obligation	1,443,974,461,922	1,268,419,472,435

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Expenses recognized in the statement of comprehensive income are as follows:

	2023	2022
	Rp	Rp
Total amount recognized in statement of surplus deficits		
Current service cost	95,158,309,343	82,370,467,113
Impact of changes in benefits at the beginning of the period	19,613,260,778	--
Interest expense	94,155,192,798	101,975,213,371
Total expense in surplus deficits	208,926,762,919	184,345,680,484
Remeasurement of defined benefits liability (assets):		
Actuarial gains (loss)	69,998,827,105	(126,444,059,880)
Total other comprehensive loss	69,998,827,105	(126,444,059,880)

Sensitivity analysis based on the impact on defined benefit obligations:

	2023	2022
	Rp	Rp
Discount rate		
Increase 1%	1,302,183,915,632	1,144,289,804,109
Decrease 1%	1,612,362,989,592	1,415,635,764,694
Rate of increased salary		
Increase 1%	1,605,597,149,306	1,410,113,598,405
Decrease 1%	1,305,164,021,663	1,146,661,215,690

Long-term leaves

This reward is given to employees who have fulfilled the requirements set out in the regulations set by the Board of Directors. These benefits are not funded and are fully managed internally by BPJS Ketenagakerjaan. Liabilities and compensation costs recognized in the 2023 financial position report calculated by KKA actuary Muh Imam Basuki and Partners according to Report Number: 126/PSA-MIB/LA/III/2024 dated on March 22, 2024. Methods, assumptions, and number of employees used as the calculation basis is the same as the methods, assumptions, and employee data used in calculate long service pay and separation pay.

Movements of net liabilities in the statement of financial position are as follows:

	2023	2022
	Rp	Rp
Beginning balance of present value obligation	492,612,195,786	252,971,783,482
Total amount recognized in statement of surplus deficits	99,907,006,559	310,546,579,804
Benefits payment	(70,801,180,951)	(70,906,167,500)
Ending balance of present value obligation	521,718,021,394	492,612,195,786

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Expenses recognized in the surplus deficit report are as follows:

	2023	2022
	Rp	Rp
Total amount recognized in statement of surplus deficits		
Current service cost	49,388,710,534	50,232,483,297
Interest expense	36,256,257,610	19,251,152,723
Actuarial (gains) loss recognition	14,262,038,415	241,062,943,784
Total expenses in surplus deficit	99,907,006,559	310,546,579,804

Sensitivity analysis based on the impact on defined benefit obligations:

	2023	2022
	Rp	Rp
Discount rate		
Increase 1%	485,347,797,847	459,616,566,715
Decrease 1%	563,022,645,250	530,060,409,785
Rate of increased salary		
Increase 1%	563,030,887,529	530,232,283,131
Decrease 1%	484,690,776,709	458,890,582,974

Jubilee Benefits

These benefits are given to employees who have fulfilled the requirements stipulated in the internal regulations of BPJS Ketenagakerjaan, the amount of compensation depends on the length of service of the employee. These benefits are not funded and are fully managed internally by BPJS Ketenagakerjaan. Liabilities and compensation costs are recognized in the 2023 financial statements calculated by KKA actuary Muh Imam Basuki and Partners according to report Number: 126/PSA-MIB/LA/III/2024 dated on March 22, 2024. Methods, assumptions, and number of employees used as a basis for calculations are the same as the methods, assumptions, and employee data used in calculate long service pay and separation pay.

Movements of net liabilities in the statement of financial position are as follows:

	2023	2022
	Rp	Rp
Beginning balance of present value obligation	329,913,841,995	306,926,705,128
Total amount recognized in statement of surplus deficits	(29,510,217,324)	74,303,526,567
Remeasurement of Liabilities/ Current period assets - OCI	68,629,774,248	--
Benefits payment	(31,290,978,701)	(51,316,389,700)
Ending balance of present value obligation	337,742,420,218	329,913,841,995

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Expenses recognized in the surplus deficit report are as follows:

	2023	2022
	Rp	Rp
Total amount recognized in statement of surplus deficits		
Current service cost	28,701,164,869	29,386,339,827
Interest expense	24,182,684,618	23,357,122,260
Actuarial (gains) loss recognition	(82,394,066,811)	21,560,064,480
Total expenses in surplus deficit	(29,510,217,324)	74,303,526,567

Sensitivity analysis based on the impact on the defined benefit obligation of the Jubilee Benefits of periodic benefits:

	2023	2022
	Rp	Rp
Discount rate		
Increase 1%	243,944,801,772	302,544,702,069
Decrease 1%	288,142,970,808	361,793,755,338
Rate of increased salary		
Increase 1%	288,142,970,808	361,505,324,389
Decrease 1%	243,580,448,069	302,299,173,734

Sensitivity analysis based on the impact on the defined benefit obligation of the Jubilee Benefits of pension:

	2023	2022
	Rp	Rp
Discount rate		
Increase 1%	65,814,496,596	--
Decrease 1%	82,116,187,868	--
Rate of increased salary		
Increase 1%	81,763,468,685	--
Decrease 1%	65,969,258,092	--

Subsidiary's entities

The final actuarial calculation of the long-term employee benefits liabilities was carried out by KKA Herman Budi Purwanto, independent actuary No.003/LAP/KKA-HBP/I/2024 dated on January 30, 2024. The number of employees entitled to long-term post-employment benefits is 54 employees in 2023 and 55 employees in 2022.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

The amounts recognized in the statement of financial performance in relation to defined benefits are as follows:

	2023	2022
	Rp	Rp
Service cost:		
Current service cost	318,664,010	314,470,410
Interest cost - net	151,826,232	174,479,295
Component of defined benefit costs recognized in surplus or deficit	470,490,242	488,949,705
Remeasurement of defined benefit liability:		
Actuarial gain	599,225,208	580,374,242
Component of defined benefit costs recognized in other comprehensive income	599,225,208	580,374,242
Total	1,069,715,450	1,069,323,947

Movements of net liabilities in the statement of financial position are as follows:

	2023	2022
	Rp	Rp
Beginning balance	3,627,671,378	3,926,643,066
Impact of IFRIC	--	(81,296,011)
Current cost service	318,664,010	314,470,410
Net Interest cost	151,826,232	174,479,295
Gain of remeasurement		
Actuarial gain	599,225,208	580,374,242
Payment of benefits in the current year	(1,539,277,539)	(1,286,999,624)
Ending balance	3,158,109,289	3,627,671,378

The assumptions used to determine employee service expense liabilities as of December 31, 2023 and 2022 are as follows:

	2023	2022
Discount interest rate	6.66%	7.27%
Projected rate of salary increase	2.00%	2.00%
Normal retirement age	56 years	56 years
Disability rate	5% dari TMI IV	5% dari TMI IV
Actuarial method	<i>Project unit credit</i>	<i>Project unit credit</i>

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Significant actuarial assumptions in determining post-employment benefits liabilities are the discount rate and the expected rate of salary increase. The sensitivity analysis below is determined based on possible changes to these assumptions at the end of the reporting period, while other assumptions are held constant.

	2023	2022
	Rp	Rp
Discount rate		
Effect on present value defined benefit obligation		
Increase 1%	3,026,823,039	3,572,873,950
Decrease 1%	3,302,391,492	3,853,986,095
Rate of increased salary		
Effect on present value defined benefit obligation		
Increase 1%	3,206,332,953	3,810,743,821
Decrease 1%	3,110,329,988	3,652,248,877

The sensitivity analysis presented above does not represent actual changes in post-employment benefits liabilities because it is likely that changes in assumptions are not independent of each other, but rather several assumptions are closely related.

Furthermore, in presenting the sensitivity analysis above, the present value of the post-employment benefit obligation is calculated using the projected unit credit method at the end of the reporting period, in accordance with the calculation method used in determining the post-employment benefit obligation in the financial statements.

30. Paid-in Capital

	2023	2022
	Rp	Rp
Government initial capital	500,000,000,000	500,000,000,000
Transfer of net assets from PT Jamsostek (Persero)	7,323,338,452,466	7,323,338,452,466
Surplus distribution	1,635,956,802,885	1,635,956,802,885
Total	9,459,295,255,351	9,459,295,255,351

The initial capital of BPJS Ketenagakerjaan amounted to Rp7,823,338,452,466 was derived from the transfer of assets and liabilities as stated in the Closing Statement of Financial Position of PT Jamsostek (Persero) as of December 31, 2013, amounted to Rp7,323,338,452,466 and initial capital from the government which is separated state's assets and not divided into shares amounted to Rp500,000,000,000, in accordance with Government Regulation of the Republic of Indonesia Number 83 of 2013.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

31. Additional Paid-in Capital

BPJS Ketenagakerjaan also manages Additional Services Benefits called Manfaat Layanan Tambahan (MLT) with the objective of improving the welfare of members. Under Article 62 of the Government Regulation of the Republic of Indonesia Number 99 of 2013 stated that the assets and liabilities of MLT as of June 30, 2015, are transferred to BPJS Ketenagakerjaan assets and liabilities. MLT for operations and MLT that has been distributed, which is a net asset of the MLT program, when transferred to BPJS Ketenagakerjaan as of June 30, 2015, was presented as additional paid-in-capital amounted to Rp1,408,126,715,495.

Based on Government Regulation Number 55 of 2015 Article 64A on the Amendment to Government Regulation Number 99 of 2013 concerning Management of Employment Social Security Assets, MLT Program changed its name to Program Sarana Kesejahteraan Peserta (SKP) as of June 30, 2015.

32. Non-Controlling Interests

This account is part of non-controlling ownership on net assets of the subsidiary with details are as follows:

December 31, 2023						
Name of Subsidiary	Capital stock	Retained Earnings (Loss)	Dividend	Profit for the Current Period	Other Comprehensive Income	Amount
PT Binajasa Abadi Karya	1,000,000	3,145,201	(51,142)	70,718	(45,600)	4,119,177

December 31, 2022						
Name of Subsidiary	Capital stock	Retained Earnings (Loss)	IFRIC Adjustments	Profit for the Current Period	Other Comprehensive Income	Amount
PT Binajasa Abadikarya	1,000,000	3,117,507	7,931	63,927	(44,164)	4,145,201

33. Operating Income of Program Management

	2023 Rp	2022 Rp
Operational Fund from Jaminan Hari Tua (JHT) Program	2,625,456,214,617	2,672,935,543,962
Operational Fund from Jaminan Pensiun (JP) Program	971,936,492,171	928,837,550,339
Operational Fund from Jaminan Kecelakaan Kerja (JKK) Program	783,584,982,042	611,863,440,245
Operational Fund from Jaminan Kematian (JKM) Program	400,966,311,170	306,363,465,454
Total	4,781,944,000,000	4,520,000,000,000

34. Operating Expense of Program Management

	2023 Rp	2022 Rp
Operating and Support Expenses	676,874,957,470	552,297,928,405
Personnel and Management Expenses	3,368,018,456,214	3,569,091,906,257
General and Other Expenses	797,284,465,655	684,379,387,090
Total	4,842,177,879,339	4,805,769,221,752

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Details of Operational Expenses of Program Management:

a. Operating and Support Expenses:

	2023 Rp	2022 Rp
Educating and Training Expenses		
Member Development Expenses	215,813,626,229	231,710,743,637
Member Expansion Expenses	193,951,385,838	56,016,573,211
Public Relations Expenses	80,662,639,148	79,568,158,665
Business Travel Expenses	60,085,440,910	54,248,876,714
Representation Officer Expenses	13,255,545,029	13,375,621,829
Subtotal	563,768,637,154	434,919,974,056
Planning and Development Expenses		
Planning and Development Management Expenses	69,480,897,913	76,217,414,776
Planning and Development Program Expenses	2,757,882,140	1,823,320,696
Planning and Development of Institutional Cooperation Expenses	2,304,694,815	3,537,294,723
Planning and Development of International Cooperation Expenses	1,815,768,439	3,170,462,392
Subtotal	76,359,243,307	84,748,492,587
Human Resource Development Expenses		
Education and Training Development Expenses	28,227,833,707	13,964,266,372
Career Training Expenses	528,811,214	2,770,955,151
Technical Development Expenses	13,988,055	2,176,159,453
Refresher Training Expenses	--	6,092,189,115
Subtotal	28,770,632,976	25,003,570,091
Legal Issue Settlement Expenses		
Legal Issue Settlement Expenses	5,359,813,605	6,022,646,383
Legal Preparation Expenses	2,616,630,428	1,603,245,288
Subtotal	7,976,444,033	7,625,891,671
Total	676,874,957,470	552,297,928,405

b. Personnel and Management Expenses:

	2023 Rp	2022 Rp
Personnel Expenses		
Personnel Expenses	1,789,829,064,287	1,877,549,708,414
Additional Social Security/JPK/Employee Pension Expenses	410,124,426,649	428,520,007,797
Honorary Salary Expenses	312,859,248,609	305,900,219,458
Additional Allowance Expenses	289,504,353,575	282,060,891,400
Other Personnel Expenses	212,519,848,044	316,126,117,421
Employee Development Expenses	66,588,229,622	66,444,319,988
Recruitment and Placement Expenses	15,711,437,857	21,537,681,281
Subtotal	3,097,136,608,643	3,298,138,945,759
Management Expenses		
Director Expenses	39,375,567,125	40,664,107,463
Supervisory Board Expenses	32,381,271,073	29,324,295,737
Other Management Expenses	19,529,198,778	16,436,526,814
Subtotal	91,286,036,976	86,424,930,014

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

	2023	2022
	Rp	Rp
Post Employment Benefit Expenses		
Post Employment Benefit Expenses	179,595,810,595	184,528,030,484
Subtotal	179,595,810,595	184,528,030,484
Total	3,368,018,456,214	3,569,091,906,257

c. General and Other Expenses

	2023	2022
	Rp	Rp
General/Administration Expenses		
Data Processing Expenses	122,801,668,359	87,768,137,354
Assets Maintenance and Management Expenses	121,666,636,571	115,947,711,069
Household and Meeting Expenses	78,816,253,206	77,102,933,566
Rent Expenses (Note 20)	27,483,812,760	28,771,961,422
Office Supplies Expenses	24,645,641,089	26,677,674,172
Tax and Insurance Expenses for Fixed Assets	20,756,633,385	20,011,748,453
Secretariat Expenses	19,041,334,246	18,378,099,838
Financial Administration Expenses	21,628,181,034	18,031,088,130
Subscription Expenses	14,226,263,933	6,351,373,328
Other General Expenses	25,702,246	--
Subtotal	451,092,126,829	399,040,727,332
Depreciation and Amortization Expenses		
Depreciation Expenses for Fixed Assets (Note 19)	185,309,572,815	147,482,430,843
Leasehold Depreciation Expense (Note 20)	103,956,119,270	100,181,470,976
Intangible Asset Amortization Expense (Note 21)	29,585,816,289	17,764,787,199
Incremental Leasehold Expenses (Note 20)	26,750,601,192	19,317,407,023
Other Asset Amortization Expenses	590,229,260	592,563,717
Subtotal	346,192,338,826	285,338,659,758
Total	797,284,465,655	684,379,387,090

35. Investment Income

	2023	2022
	Rp	Rp
Interest Income	630,256,801,529	537,764,314,256
Dividend Income	148,387,216,411	75,991,494,759
Profit sharing	114,714,038,049	133,752,175,692
Gain on Disposal of Investment	5,847,479,347	29,085,215,000
Rental Income	7,683,132,512	15,604,338,330
Difference Gain on Revaluation of Investment	11,904,629,650	27,942,987,000
Other Investment Income	739,430,642	269,976,195
Total	919,532,728,140	820,410,501,232

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Detail of investment income are as follows:

	2023	2022
	Rp	Rp
Interest Income		
Bonds		
Measured at Acquisition Cost		
Long Term Amortized (Note 17)	353,507,132,594	343,640,860,306
Measured at Acquisition Cost		
Short Term Amortized (Note 11)	94,554,416,700	32,129,904,772
Measured at Fair Value through		
Profit and Loss (Note 11)	24,337,500,000	24,337,500,000
Time Deposits (Note 11)	157,432,212,885	137,300,762,527
Deposits On Call	425,539,350	355,286,651
Subtotal	630,256,801,529	537,764,314,256
Profit sharing		
Sukuk Profit Sharing Income		
Measured at Amortized Cost		
Short Term (Note 11)	15,930,720,044	40,521,289,853
Measured at Amortized Cost		
Long Term (Note 17)	95,165,349,076	85,436,612,486
Deposit Profit Sharing Income (Note 11)	3,617,968,929	7,794,273,353
Subtotal	114,714,038,049	133,752,175,692
Dividend Income		
Shares (Note 11)		
Measured at Fair Value through Profit and Loss	7,923,400,575	3,179,080,304
Measured at Fair Value through Other		
Comprehensive Income	118,254,582,212	68,983,292,788
Distribution of Mutual Fund Investment Yield (Note 11)	22,209,233,624	1,306,666,667
Membership	--	2,522,455,000
Subtotal	148,387,216,411	75,991,494,759
Rental Income		
Rental Income (Note 18)	7,683,132,512	15,604,338,330
Subtotal	7,683,132,512	15,604,338,330
Other Investment Income		
Other Investment Income	739,430,642	269,976,195
Subtotal	739,430,642	269,976,195
Gain on Disposal of Investment		
Shares (Note 11)	5,847,479,347	29,085,215,000
Subtotal	5,847,479,347	29,085,215,000
Difference Gain (Loss) Revaluation of Investment		
Properties (Note 18)	8,006,599,997	--
Bonds (Note 11)	12,280,120,000	(1,627,620,000)
Shares (Note 11)	(8,382,090,347)	29,570,607,000
Subtotal	11,904,629,650	27,942,987,000
Total	919,532,728,140	820,410,501,232

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

36. Investment Expenses

	2023	2022
	Rp	Rp
Tax on Investing Activities	91,411,592,279	82,967,163,531
Administration of Investment Activities	1,426,927,744	2,253,600,614
Investment Property Expenses	1,335,967,778	816,441,860
Other Investment Expenses	1,252,161,386	901,740,000
Investment Properties	349,462,831	737,350,000
Investment Asset Insurance	8,201,338	8,049,825
Total	95,784,313,356	87,684,345,830

Detail of Investment expenses:

	2023	2022
	Rp	Rp
Tax on Investing Activities		
Income Tax of Bond Interest Income	46,943,628,349	37,625,002,511
Income Tax of Time Deposit Interest	28,202,680,618	23,356,455,436
Income Tax of Sharia Investment Profit Sharing	14,220,030,402	19,253,752,239
Land and Building Tax	1,225,279,915	1,309,658,074
Income Tax of Investment Properties	679,014,500	670,490,000
Income Tax of Share Transactions	140,958,495	751,805,271
Subtotal	91,411,592,279	82,967,163,531
Administration on Investing Activities		
Custody of Securities	1,024,827,034	1,177,854,263
Investment Transactions	402,100,710	1,075,746,351
Subtotal	1,426,927,744	2,253,600,614
Investment Transactions		
Depreciation of Investment Properties (Note 18)	725,245,034	233,271,480
Land Maintenance	610,722,744	583,170,380
Subtotal	1,335,967,778	816,441,860
Other Investment Expenses		
Expenses of Other Investments	1,295,022,936	975,093,786
Recovery of Allowance for Impairment losses of Deposit (Notes 5 and 11)	(45,511,354)	(79,236,686)
Investment Bank Expenses	2,649,804	5,882,900
Subtotal	1,252,161,386	901,740,000
Investment Properties		
Expenses of Investment Management Consultants	349,462,831	737,350,000
Subtotal	349,462,831	737,350,000
Investment Asset Insurance		
Expenses for Investment Building Insurance	8,201,338	8,049,825
Subtotal	8,201,338	8,049,825
Total	95,784,313,356	87,684,345,830

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

37. Incentive Expenses

	<u>2023</u> <u>Rp</u>	<u>2022</u> <u>Rp</u>
Employee Expenses	367,218,379,500	372,084,267,900
Supervisory Board and Directors Expenses	--	29,952,000,000
Total	<u>367,218,379,500</u>	<u>402,036,267,900</u>

38. Sarana Kesejahteraan Peserta (SKP) Income

	<u>2023</u> <u>Rp</u>	<u>2022</u> <u>Rp</u>
Interest Income from Temporary Placing Current Account Services	91,503,618,434	51,957,320,040
Apartment Rental Income	2,361,800,000	2,326,800,000
Loan Interest Income	1,195,538,822	1,671,940
Other Income	368,763,523	4,224,444,644
Total	<u>95,429,720,779</u>	<u>58,510,236,624</u>

39. Sarana Kesejahteraan Peserta (SKP) Expenses

	<u>2023</u> <u>Rp</u>	<u>2022</u> <u>Rp</u>
Investment Expenses	17,828,021,948	10,406,006,911
Depreciation Expense (Note 19)	6,723,276,982	6,770,338,236
Loan Management Expenses	4,068,523,943	6,214,052,628
Apartment Management Expenses	3,263,043,472	4,751,423,637
General Administrative and Other Expenses	2,638,560,755	7,642,478,923
Survey Expenses	1,174,036,881	2,242,651,564
Coaching Expenses	473,415,451	527,887,680
Recovery of Allowance for Impairment Losses of Receivables (Note 9)	(424,609,084)	(560,805,086)
Total	<u>35,744,270,348</u>	<u>37,994,034,493</u>

40. Social Responsibility and Environment Expenses

This account represents the social responsibility and environmental expense incurred for the community-based members and environmental guidelines for the community for the years ended December 31, 2023 and 2022 amounted to Rp151,431,000 and Rp181,934,893, respectively.

41. Non - Operating Income

This account represents the Subsidiary's operating income, mainly employee outsourcing for the years ended December 31, 2023 and 2022 amounted to Rp134,407,980,214 and Rp181,160,905,913, respectively.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

42. Non - Operating Expenses

This account represents the Subsidiary's operating expenses, mainly income from employee outsourcing for the years ended December 31, 2023 and 2022 amounted to Rp302,022,862,307 and Rp358,030,409,108, respectively. This account is presented as part of the allowance for impairment losses on trade receivables (Note 8), allowance for impairment losses on other receivables (Note 10), depreciation expense on fixed assets (Note 19), and interest expense on bank loans (Note 27).

43. Other Income (Expenses)

	2023	2022
	Rp	Rp
Other Income		
Profit on Sale of Assets Held for Sale (Note 15)	2,490,782,395	3,962,502,377
Insurance Claims and Contract Fines	2,649,879,777	13,623,212,111
Current account service	1,143,944,121	5,896,159,678
Building Rental Capital Expenditure and others	1,019,668,511	1,311,219,769
Others	305,554,660,950	231,680,187,413
Subtotal	312,858,935,754	256,473,281,348
Other Expenses		
Income Tax Expenses and Fines	(714,974,534)	(24,599,178)
Allowance for Impairment Losses		
Other Receivables (Note 10)	(622,650,410)	(383,534,257)
Losses in Fixed Asset Reserves and Others	--	(16,555,831,622)
Other Expenses - Subsidiary	(803,898,137)	(806,725,799)
Others	(2,221,722,353)	(11,655,429,601)
Subtotal	(4,363,245,434)	(29,426,120,457)
Total	308,495,690,320	227,047,160,891

Other sub-other income is mostly the closing of accrued expenses and incentives for the Board of Supervisors and Board of Directors of the previous year, while other sub-other expenses are mostly the closing of office building use rights assets.

44. Surplus Distribution Expenses

	2023	2022
	Rp	Rp
Jaminan Hari Tua (JHT) Program	185,211,331	114,425,012
Jaminan Kecelakaan Kerja (JKK) Program	42,410,983	20,994,173
Jaminan Kematian (JKM) Program	21,236,814	10,366,438
Jaminan Pensiun (JPN) Program	64,368,220	37,996,877
Total	313,227,348	183,782,500

Based on the Decision of the Board of Supervisors Decree Number: KEP/10/DEWAS/082023 dated on August 29, 2023 on Approval of the Amount of BPJS Ketenagakerjaan Surplus Asset Allocation for 2022, approved the amount of allocation and surplus for BPJS Ketenagakerjaan asset management in 2022 with the following details:

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

- a. Corporate Social Responsibility of 1.00% or Rp313,227,348.
- b. Strengthening of BPJS Ketenagakerjaan assets by 98.00% or Rp30,696,280,135. This amount is recorded in the surplus balance.
- c. Strengthening DJS is 1.00% or Rp313,227,348 consisting of an allocation for JHT Program is 59.13% amounting to Rp185,211,331, for JKK Program is 13.54% or Rp42,410,983, for JKM program is 6.78% or Rp21,236,814 and for JP program is 20.55% or Rp64,368,220

Based on the Decision of the Board of Supervisors Number: KEP/09/DEWAS/072022 dated on July 20, 2022 on Approval of the Amount of BPJS Ketenagakerjaan Surplus Asset Allocation for 2021, approved the amount of allocation and surplus for BPJS Ketenagakerjaan asset management in 2021 with the following details:

- a. Social and Environmental Responsibility of 0.9997% or Rp183,782,500.
- b. Strengthening of BPJS Ketenagakerjaan assets by 98.0006% or Rp18,016,098,953. This amount is recorded in the surplus balance.
- c. Strengthening DJS by 0.9997% or Rp183,782,500 consisting of allocations for the JHT program is 62.27% amounting to Rp114,425,012, for the JKK program it is 11.42% or Rp20,994,173, for the JKM program it is 5.64% or Rp10,366,438 and for the JP program, it is 20.67% or Rp37,996,877.

45. Significant Agreement

- a. Bank Cooperation Worker Housing Agreement
The scope of the agreement includes that BPJS Ketenagakerjaan will provide funds in the form of deposits in the Jaminan Hari Tua Program account which are placed in stages according to the needs of Bank Cooperation Workers Housing financing to members, which are used to help build houses or buy houses. PT Bank Tabungan Negara (Persero) Tbk provides Bank Cooperation Worker Housing financing to members in the form of Construction Loans, Home Ownership Loans, and Down Payment Loans. Financing can also be provided based on Sharia Banking Principles by PT Bank Tabungan Negara (Persero) Tbk and in accordance with the provisions of the authority that regulates banking business with sharia principles.

Based on the Agreement Number: PER/204/102021 and Number: 43/PKS/DIR/2021 dated on October 28, 2021, BPJS Ketenagakerjaan entered into an agreement with PT Bank Tabungan Negara (Persero) Tbk regarding the Provision of Banking Services and Services in the Context of Providing Additional Service Benefits in the form of Facilities Housing Financing for BPJS Ketenagakerjaan Members. The term of the agreement is valid from October 28, 2021, to October 28, 2024.

- b. PT Sinergi Investasi Properti is a joint venture company with 80% shares owned by BPJS Ketenagakerjaan for the DJS JHT program in the amount of Rp363,200,000,000 which was fully paid on August 2, 2017, and the remaining 20% share ownership is owned by PT Pembangunan Perumahan (Persero) in the amount of Rp90,800,000,000.

On July 18, 2023, the DJS Ketenagakerjaan JHT program purchased 19.65% of the shares in PT Sinergi Investasi Properti which were previously owned by PT PP (Persero) Tbk for Rp104,075,158,398. So the total share ownership of PT Sinergi Investasi Properti owned by DJS Ketenagakerjaan for the JHT program becomes 99.65%.

PT Sinergi Investasi Properti and BPJS Ketenagakerjaan have a cooperation agreement regarding the optimization of land owned by BPJS Ketenagakerjaan for the construction of a rental office building with a build operate transfer scheme Number: PER/109/052017 dated on May 22, 2017. The scope of the cooperation includes Build Operate Transfer (BOT) in the form of construction and rent of an office building namely Social Security Tower (Plaza BPJamsostek) with the term of this agreement for 30 years since the agreement was signed. For this cooperation, BPJS Ketenagakerjaan will receive land rental income annually in the form of BOT contribution after the agreement period ends.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

- c. BPJS Ketenagakerjaan cooperation agreement with banks for receipt of contributions and payment of guarantees through the Host to Host scheme and management of Cash Management for Himbara Bank, National Private Bank, and Regional Bank.

Banks that have collaborated on a Host to Host basis are PT Bank Negara Indonesia (Persero) Tbk, PT Bank Mandiri (Persero) Tbk, PT Bank Rakyat Indonesia (Persero) Tbk, PT Bank Tabungan Negara (Persero) Tbk, PT Bank Central Asia Tbk, PT Bank Muamalat Indonesia Tbk, PT Bank Syariah Indonesia Tbk, PT Bank CIMB Niaga Tbk, PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk, PT Bank Pembangunan Daerah Jawa Tengah, PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat, PT Bank Pembangunan Daerah Nagari, PT Bank Pembangunan Daerah Lampung, PT Bank Pembangunan Daerah Sumatra Utara, PT Bank Pembangunan Daerah Kaltimara, PT Bank NTB Syariah, PT Bank Riau Kepri Syariah, PT Bank Aceh Syariah, PT Bank Sumatera Selatan dan Bangka Belitung, PT Bank Kalimantan Tengah, PT Bank Sulawesi Utara, PT Bank Pembangunan Daerah Papua, PT Bank Pembangunan Daerah Sulawesi Tengah, PT Bank Pembangunan Daerah Kalimantan Barat, PT Bank Pembangunan Daerah Kalimantan Selatan, PT Bank Pembangunan Daerah Bali, dan PT Bank Pembangunan Daerah Kalimantan Bengkulu

- d. The cooperation agreement between BPJS Ketenagakerjaan and PT Bank Negara Indonesia (Persero) Tbk, PT Bank Mandiri (Persero) Tbk, PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk, PT Bank Tabungan Negara Tbk which contains BPJS Ketenagakerjaan Service Point Office (SPO).

The scope of the cooperation agreement includes the use of service facilities in bank operational work units, namely providing registration forms, helping to fill out a checklist of completeness of files, recording member registration data, helping to receive JHT claim filing files, providing a network of implementing units that will be used as BPJS Ketenagakerjaan SPO, providing information, and expanding program membership.

46. Related Parties Transaction Information

BPJS Ketenagakerjaan is controlled by the Government of the Republic of Indonesia based on prevailing laws and regulations. BPJS Ketenagakerjaan performs transactions with related parties as explained in the following notes.

a. Nature and Relationship with Related Parties

Related Parties	Nature of Relationship	The Nature of Transaction
Government of Republic Indonesia	Controlling Party	Paid-in Capital, Investment-Bond
JHT Program Social Security Fund	Management	Operational Receivables, Contribution Payable, Operational Fund Income
JKK Program Social Security Fund	Management	Operational Receivables, Contribution Payable, Operational Fund Income
JKM Program Social Security Fund	Management	Operational Receivables, Contribution Payable, Operational Fund Income
JPN Program Social Security Fund	Management	Operational Receivables, Contribution Payable, Operational Fund Income
Dana Pensiun Manfaat Pasti Jamsostek	BPJS as Founder	Operating Expenses - Employees
PT Bank DKI	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Mandiri (Persero) Tbk	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Nagari	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Related Parties	Nature of Relationship	The Nature of Transaction
PT Bank Negara Indonesia (Persero) Tbk	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Pembangunan Daerah Bali	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Pembangunan Daerah Jambi	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Pembangunan Daerah Jawa Tengah	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Pembangunan Daerah Jawa Timur Tbk	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Pembangunan Daerah Kalimantan Tengah	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Pembangunan Daerah Lampung	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Pembangunan Daerah NTB Syariah	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Pembangunan Daerah Nusa Tenggara Timur	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Pembangunan Daerah Riau Kepri Syariah	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT. Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Pembangunan Daerah Sulawesi Tengah	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Pembangunan Daerah Nusa Tenggara Barat Syariah	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Pembangunan Daerah Sumatera Utara	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Rakyat Indonesia (Persero) Tbk	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Syariah Indonesia Tbk	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Tabungan Negara (Persero) Tbk	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
Indonesia Eximbank	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Pembangunan Daerah Aceh Syariah	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Jabar Banten Tbk	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Muamalat Indonesia Tbk	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Pembangunan Daerah Aceh	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Pembangunan Daerah Bengkulu	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Pembangunan Daerah Kalimantan Barat	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Pembangunan Daerah Kalimantan Selatan	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Pembangunan Daerah Kalimantan Timur	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Pembangunan Daerah Maluku dan Maluku Utara	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Pembangunan Daerah Papua	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Raya Indonesia Tbk	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Bank Pembangunan Daerah Kalimantan Timur dan Kalimantan Utara	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Jasa Marga (Persero) Tbk	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Kereta Api Indonesia (Persero)	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Krakatau Steel (Persero) Tbk	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Pegadaian	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Pelabuhan Indonesia (Persero)	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Perusahaan Gas Negara (Persero) Tbk	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Related Parties	Nature of Relationship	The Nature of Transaction
PT Perusahaan Listrik Negara (Persero)	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Sarana Multi Infrastruktur (Persero)	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Sarana Multigriya Finansial (Persero)	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Semen Indonesia (Persero) Tbk	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Telekomunikasi Indonesia (Persero) Tbk	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Timah (Persero) Tbk	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
PT Wijaya Karya (Persero) Tbk	Entity control by the government	Placement of Funds, Investments, Investment Income and Expenses
Key Management Personnel	The Board of Supervisors and Directors	Salary expenses, Allowances and Employee Benefits

b. Balance Placement of Funds

The following are the balance placements of funds with related parties who are the entity under common control as of December 31, 2023 and 2022 are as follows:

	2023 Rp	2022 Rp
Bonds (Notes 11 and 17)	6,118,494,050,606	5,941,653,391,568
Time Deposits (Note 11)	4,228,157,680,410	2,477,436,257,179
Sukuk (Notes 11 and 17)	1,063,298,822,871	1,595,061,623,009
Bank (Note 5)	84,508,775,909	1,522,814,771,035
Shares (Note 11)	359,028,857,581	408,900,654,959
Total	11,853,488,187,377	11,945,866,697,750

c. Transactions with Related Parties

BPJS Ketenagakerjaan obtains operational funds from each program of Dana Jaminan Sosial, as a related party, the amount of which is disclosed in the operational fund income account for program implementation (Note 33).

d. Investment Income

The following are investment income from related parties who are the entity under common control as of December 31, 2023 and 2022 are as follows:

	2023 Rp	2022 Rp
Interest income		
Bonds	461,475,674,293	395,998,801,966
Time deposit	157,432,212,885	137,484,390,005
Time Deposit ≤ 90 Days	306,597,248	171,599,519
	619,214,484,426	533,654,791,490
Sharia Investment Income		
Sukuk Profit Sharing Income	111,096,069,119	125,957,902,338
Deposit Profit Sharing Income	3,617,968,929	7,774,588,333
	114,714,038,048	133,732,490,671
Dividend Income		
Dividend Income from Shares	23,800,438,958	29,109,064,040
	23,800,438,958	29,109,064,040
Rental Income		
Rents	1,295,724,000	1,704,900,000
	1,295,724,000	1,704,900,000

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

	2023 Rp	2022 Rp
Investment Disposal Profit		
Profit on Sale of Shares	5,847,479,347	--
	<u>5,847,479,347</u>	<u>--</u>
Investment Valuation Differences		
Investment Valuation Differences - Disposal of Shares	(8,382,090,347)	(5,378,678,000)
Investment Valuation Difference - Disposal of Bonds	12,280,120,000	(1,627,620,000)
	<u>3,898,029,653</u>	<u>(7,006,298,000)</u>
Other Investment Income		
Receipt of Other Investments in Shares	682,025,474	--
Receipt of Other Investment Deposits	221,938	63,730
Receipt of Other Investments Current Account Services	57,183,235	269,972,039
	<u>739,430,647</u>	<u>270,035,769</u>
Total	<u>769,509,625,079</u>	<u>691,464,983,970</u>

e. Investment Expenses

The following are investment expenses for related parties who are the entity under common control as of December 31, 2023 and 2022 are as follows:

	2023 Rp	2022 Rp
Taxes on Investment Activities		
Income Tax of Bond Interest Income	46,943,628,349	37,625,002,511
Income Tax of Time Deposit Interest	22,658,815,002	27,188,690,260
Income Tax of Sharia Investment Profit Sharing - Sukuk	13,595,982,502	13,767,059,902
Land and Building Tax of Investment	1,225,279,915	1,249,658,074
Income Tax of Sharia Investment Profit Sharing - Deposits	624,047,900	1,620,136,778
Income Tax of Rental of Investment Buildings	179,014,500	170,490,000
Income Tax of Share Transactions	77,079,345	751,805,271
Income Tax of DOC Overnight Interest Income	61,305,755	34,319,904
Income Tax of Other Investment Income Time deposit	44,388	831
Subtotal	<u>85,365,197,656</u>	<u>82,407,163,531</u>
Administration of Investment Activities		
Bond Custody Expenses	899,024,939	993,687,725
Share Custody Expenses	125,802,095	184,166,538
Bond Purchase Transaction Expenses	120,640,071	61,279,571
Sharia Investment Purchase Transaction Expenses - Share	110,166,011	110,386,218
Sharia Investment Sales Transaction Expenses - Share	76,654,980	19,143,406
Share Sales Transaction Expenses	93,313,645	883,022,918
Sharia Investment Purchase Transaction Expenses - Sukuk	--	1,914,239
Subtotal	<u>1,425,601,741</u>	<u>2,253,600,615</u>

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

	2023 Rp	2022 Rp
Management Expenses		
Land Maintenance Expenses	610,722,744	583,170,380
Investment Bank Expenses	2,649,804	5,882,900
Subtotal	613,372,548	589,053,280
Depreciation Expense and Reserves		
Allowance for Impairment Losses in Deposit Value	144,931,653	(190,574,212)
Subtotal	144,931,653	(190,574,212)
Total Related Parties	87,549,103,598	85,059,243,214

f. Compensation For Key Management Personnels

The key management personnels of BPJS Ketenagakerjaan are the Board of Supervisors and the Board of Directors, as disclosed in Note 1. Key personnel receive compensation such as salaries and allowances for 2023 and 2022, amounting to Rp21,624,000,000, respectively.

47. Contingent and Litigation Cases

In carrying out its activities, BPJS Ketenagakerjaan faces several litigations cases and lawsuit related to compliance, contracts, agreements, government regulations, and asset ownership. Until the completion of the consolidated statements of financial position date, there are litigation case that still in the process of being settled in court and cases that have been settled, consist of:

a. Completion of assets of ex MTN of PT Volgren Indonesia

Based on Purchase and Sale Agreement of MTN between PT Jamsostek (Persero) and PT Volgren Indonesia Number: PER/44/072001 dated on July 26, 2001 with a value of Rp33,323,207,900, which default, BPJS Ketenagakerjaan has confiscated collateral for additional collateral in the form of 14 plots of land with land right certificate located in Cerucuk Village, Tanjung Pandan District, Belitung, but the execution cannot be carried out because there is no mortgage right on the 14 certificates. Badan Pertanahan Nasional ("BPN") Belitung has blocked this collateral asset based on a request submitted by the State Attorney as the proxy for BPJS Ketenagakerjaan on May 30, 2014. BPJS Ketenagakerjaan has collaborated with the Indonesian Attorney General's Office in efforts to resolve these assets and the Office of the Attorney General has appointed a team to assist in the settlement of assets of ex PT Volgren Indonesia MTN.

b. Completion of collateral assets of ex PT Sapta Prana Jaya Medium Term Notes (MTN)

In 2003 for MTN PT Sapta Prana Jaya, the default was settled with the Investment Manager Service Contract Termination Agreement and Liability Settlement in accordance with the Notarial Deed dated on June 11, 2013 Number 6 and Asset Transfer in accordance with Notarial Deed Syarifah Chozie., S.H concerning Minutes of Asset Delivery dated June 11, 2003 Number 7 and Collateral Delivery Agreement as Payer Debt according to Notarial Deed dated on May 19, 2003 Number 10.

However, in the further process, there are still legal issues related to the transfer of land ownership to BPJS Ketenagakerjaan. The land has been blocked by the state attorney and a name sign has been attached. BPJS Ketenagakerjaan has collaborated with the Indonesian Attorney General's Office in efforts to resolve these assets, and and the Office of the Attorney General has appointed assisstant to settle the colleterial assets of ex PT Sapta Prana Jaya MTN assets.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

c. PHI Lawsuit Number: 16/Pdt.Sus-PHI/PN Tjk regarding claims for JKK-JKM benefits

There is a PHI lawsuit regarding disputes over workers' rights due to non-payment of wages with case registration Number: 16/Pdt.Sus-PHI/PN Tjk at the Industrial Relations Court at the Tanjung Karang District Court with the parties namely:

Plaintiff : Agusni, heirs of Yogi Andrean (pass away)
Defendant I : PT Sutioso Bersaudara Bandar Lampung
Defendant II : BPJS Ketenagakerjaan Bandar Lampung

The PHI lawsuit registered by the Plaintiff is a legal effort taken after the issuance of the Tanjung Karang District Court Decision Number: 3/Pdt.G/2023/PN Tjk dated July 10, 2023 with the decision essentially stating that the Tanjung Karang District Court has no authority to on this case.

Subject of lawsuit is claim of JKK-JKM benefits from the heirs was not accepted by BPJS Ketenagakerjaan Bandar Lampung Branch because the membership of the deceased crew member PT Sutioso Bersaudara was not eligible, where the deceased crew member was only registered after information about the lost contact of the ship KM EMJ TUJUH was obtained. Regarding the dispute regarding the application for employment social security benefits, a Mediator's Recommendation from the Bandar Lampung City Manpower Service has been issued, which in essence recommends that PT Sutioso Bersaudara pay the rights of 20 (twenty) workers/ABK KM EMJ TUJUH to the Heirs in accordance with provisions of Government Regulation Number 44 of 2015 on the Implementation of the JKK and JKM Programs.

The material compensation submitted by the Plaintiff in his lawsuit relating to BPJS Ketenagakerjaan as Defendant II are basically: Punish Defendant I and Defendant II jointly and severally to pay JKK and JKM compensation totaling Rp126,160,000.00 (one hundred twenty-six million one hundred and sixty thousand rupiah).

The trial of the case began on September 20, 2023 and on December 22, 2023, the Industrial Relations Court Decision at the Tanjung Karang District Court was issued Number: 16/Pdt.Sus-PHI/2023/PN Tjk with the Decision in essence as follows: "Punish Defendant I and Defendant II to grant the right in the form of Death Compensation to the Plaintiff as the heir of Yogi Andrean (Worker) in cash and at the same time with the following details:

- a. The obligation of Defendant I (PT Sutioso Bersaudara Bandar Lampung) is to pay Rp10,000,000 (ten million rupiah).
- b. The obligation of Defendant II (BPJS Ketenagakerjaan Bandar Lampung) is to pay Rp116,160,000 (one hundred and sixteen million one hundred and sixty thousand rupiah).

Following the issuance of the Industrial Relations Court Decision at the Tanjung Karang District Court Number: 16/Pdt.Sus-PHI/2023/PN Tjk, BPJS Ketenagakerjaan declared a Cassation on January 9, 2024 and submitted a Memorandum of Cassation on January 22, 2024. Furthermore, waiting for the Cassation Decision of the Supreme Court of the Republic of Indonesia.

d. Legal action for Cassation regarding PHI lawsuit number: 17/Pdt.Sus-PHI/PN Tjk regarding claims for JKK-JKM benefits

There is a PHI lawsuit regarding disputes over workers' rights due to non-payment of wages with case registration Number: 17/Pdt.Sus-PHI/PN Tjk at the Industrial Relations Court at the Tanjung Karang District Court with the parties namely:

Plaintiff : Bariah, heirs of Bima Ananda Febriansyah (pass away)
Defendant I : PT Sutioso Bersaudara Bandar Lampung
Defendant II : BPJS Ketenagakerjaan Bandar Lampung

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

The PHI lawsuit registered by the Plaintiff is a legal effort taken after the issuance of the Tanjung Karang District Court Decision Number: 3/Pdt.G/2023/PN Tjk dated on July 10, 2023 with the decision essentially stating that the Tanjung Karang District Court has no authority to on this case.

Subject of lawsuit is claim of JKK-JKM benefits from the heirs was not accepted by BPJS Ketenagakerjaan Bandar Lampung Branch because the membership of the deceased crew member PT Sutioso Bersaudara was not eligible, where the deceased crew member was only registered after information about the lost contact of the ship KM EMJ TUJUH was obtained. Regarding the dispute regarding the application for employment social security benefits, a Mediator's Recommendation from the Bandar Lampung City Manpower Service has been issued, which in essence recommends that PT Sutioso Bersaudara pay the rights of 20 (twenty) workers/ABK KM EMJ TUJUH to the Heirs in accordance with provisions of Government Regulation Number 44 of 2015 on the Implementation of the JKK and JKM Programs.

The material compensation submitted by the Plaintiff in his lawsuit relating to BPJS Ketenagakerjaan as Defendant II are basically: Punish Defendant I and Defendant II jointly and severally to pay JKK and JKM compensation totaling Rp126,160,000 (one hundred twenty-six million one hundred and sixty thousand rupiah).

The examination of the case began on September 20, 2023 and on December 22, 2023, the Industrial Relations Court Decision was issued at the Tanjung Karang District Court Number: 17/Pdt.Sus-PHI/2023/PN Tjk with the Decision in essence as follows: "Punish Defendant I and Defendant II to grant the right in the form of Death Compensation to the Plaintiff as the heir of Bima Ananda Febriansyah (Worker) in cash and at the same time with the following details:

- a. Defendant I's obligation (PT Sutioso Bersaudara Bandar Lampung) is to pay Rp10,000,000 (ten million rupiah).
- b. The obligation of Defendant II (BPJS Ketenagakerjaan Bandar Lampung) is to pay Rp116,160,000 (one hundred and sixteen million one hundred and sixty thousand rupiah).

Following the issuance of the Industrial Relations Court Decision at the Tanjung Karang District Court Number: 17/Pdt.Sus-PHI/2023/PN Tjk, BPJS Ketenagakerjaan declared a Cassation on January 9, 2024 and submitted a Memorandum of Cassation on January 22, 2024. Furthermore, waiting for the Cassation Decision of the Supreme Court of the Republic of Indonesia.

- e. Legal action for Cassation regarding PHI lawsuit Number: 18/Pdt.Sus-PHI/PN Tjk regarding claims for JKK-JKM benefits

There is a PHI lawsuit regarding disputes over workers' rights due to non-payment of wages with case registration Number: 18/Pdt.Sus-PHI/PN Tjk at the Industrial Relations Court at the Tanjung Karang District Court with the parties, namely:

Plaintiff : Aida Yulyanti, heirs of Muhamad Kadafi (pass away)
Defendant I : PT Sutioso Bersaudara Bandar Lampung
Defendant II : BPJS Ketenagakerjaan Bandar Lampung

The PHI lawsuit registered by the Plaintiff is a legal effort taken after the issuance of the Tanjung Karang District Court Decision Number: 3/Pdt.G/2023/PN Tjk dated July 10, 2023 with the decision essentially stating that the Tanjung Karang District Court has no authority to on this case.

Subject of lawsuit is claim of JKK-JKM benefits from the heirs was not accepted by BPJS Ketenagakerjaan Bandar Lampung Branch because the membership of the deceased crew member PT Sutioso Bersaudara was not eligible, where the deceased crew member was only registered after information about the lost contact of the ship KM EMJ TUJUH was obtained. Regarding the dispute regarding the application for employment social security benefits, a Mediator's

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Recommendation from the Bandar Lampung City Manpower Service has been issued, which in essence recommends that PT Sutioso Bersaudara pay the rights of 20 (twenty) workers/ABK KM EMJ TUJUH to the Heirs in accordance with provisions of Government Regulation Number 44 of 2015 on the Implementation of the JKK and JKM Programs.

The material compensation submitted by the Plaintiff in his lawsuit relating to BPJS Ketenagakerjaan as Defendant II are basically: Punish Defendant I and Defendant II jointly and severally to pay JKK and JKM compensation totaling Rp126,160,000 (one hundred twenty-six million one hundred and sixty thousand rupiah).

The trial of the case began on September 20, 2023 and on December 22, 2023, the Industrial Relations Court Decision at the Tanjung Karang District Court was issued Number: 18/Pdt.Sus-PHI/2023/PN Tjk with the Decision in essence as follows: "Punish Defendant I and Defendant II to grant the right in the form of Death Compensation to the Plaintiff as the heir of Muhamad Kadafi (Worker) in cash and at the same time with the following details:

- a. The obligation of Defendant I (PT Sutioso Bersaudara Bandar Lampung) is to pay Rp10,000,000 (ten million rupiah).
- b. The obligation of Defendant II (BPJS Ketenagakerjaan Bandar Lampung) is to pay Rp116,160,000 (one hundred and sixteen million one hundred and sixty thousand rupiah).

Following the issuance of the Industrial Relations Court Decision at the Tanjung Karang District Court Number: 18/Pdt.Sus-PHI/2023/PN Tjk, BPJS Ketenagakerjaan declared a Cassation on January 9, 2024 and submitted a Memorandum of Cassation on January 22, 2024. Furthermore, waiting for the Cassation Decision of the Supreme Court of the Republic of Indonesia.

- f. Legal action for Cassation regarding PHI lawsuit number: 20/Pdt.Sus-PHI/PN Tjk regarding claims for JKK-JKM benefits

There is a PHI lawsuit regarding disputes over workers' rights due to non-payment of wages with case registration Number: 20/Pdt.Sus-PHI/PN Tjk at the Industrial Relations Court at the Tanjung Karang District Court with the parties namely:

Plaintiff : Saldiana, heirs of Reyhan Destiar (pass away)
Defendant I : PT Sutioso Bersaudara Bandar Lampung
Defendant II : BPJS Ketenagakerjaan Bandar Lampung

The PHI lawsuit registered by the Plaintiff is a legal action taken after the issuance of the Tanjung Karang District Court Decision Number: 3/Pdt.G/2023/PN Tjk dated July 10, 2023 with the ruling essentially stating that the Tanjung Karang District Court has no authority to on this case.

Subject of lawsuit is claim of JKK-JKM benefits from the heirs was not accepted by BPJS Ketenagakerjaan Bandar Lampung Branch because the membership of the deceased crew member PT Sutioso Bersaudara was not eligible, where the deceased crew member was only registered after information about the lost contact of the ship KM EMJ TUJUH was obtained. Regarding the dispute regarding the application for employment social security benefits, a Mediator's Recommendation from the Bandar Lampung City Manpower Service has been issued, which in essence recommends that PT Sutioso Bersaudara pay the rights of 20 (twenty) workers/ABK KM EMJ TUJUH to the heirs in accordance with provisions of Government Regulation Number 44 of 2015 on the Implementation of the JKK and JKM Programs.

The material compensation submitted by the Plaintiff in his lawsuit relating to BPJS Ketenagakerjaan as Defendant II are basically: Punish Defendant I and Defendant II jointly and severally to pay JKK and JKM compensation totaling Rp126,160,000 (one hundred twenty-six million one hundred and sixty thousand rupiah).

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

The examination of the case began on September 20, 2023 and on December 22, 2023, the Industrial Relations Court Decision at the Tanjung Karang District Court was issued Number: 20/Pdt.Sus-PHI/2023/PN Tjk with the Decision in essence as follows: "Punish Defendant I and Defendant II to grant the right in the form of Death Compensation to the Plaintiff as the heir of the late Reyhan Destiar (Worker) in cash and at the same time with the following details:

- a. The obligation of Defendant I (PT Sutioso Bersaudara Bandar Lampung) is to pay Rp10,000,000 (ten million rupiah).
- b. The obligation of Defendant II (BPJS Ketenagakerjaan Bandar Lampung) is to pay Rp116,160,000 (one hundred and sixteen million one hundred and sixty thousand rupiah).

Due to the issuance of the Industrial Relations Court Decision at the Tanjung Karang District Court Number: 20/Pdt.Sus-PHI/2023/PN Tjk, BPJS Ketenagakerjaan declared a Cassation on January 9, 2024 and submitted a Memorandum of Cassation on January 22, 2024. Furthermore, waiting for the Cassation Decision of the Supreme Court of the Republic of Indonesia.

- g. Legal action for Cassation regarding PHI lawsuit number: 21/Pdt.Sus-PHI/PN Tjk regarding claims for JKK-JKM benefits

There is a PHI lawsuit regarding disputes over workers' rights due to non-payment of wages with case registration number: 21/Pdt.Sus-PHI/PN Tjk at the Industrial Relations Court at the Tanjung Karang District Court with the parties, namely:

Plaintiff : Sukardi, heirs of Andika Saputra (pass away)
Defendant I : PT Sutioso Bersaudara Bandar Lampung
Defendant II : BPJS Ketenagakerjaan Bandar Lampung

The PHI lawsuit registered by the Plaintiff is a legal action taken after the issuance of the Tanjung Karang District Court Decision Number: 3/Pdt.G/2023/PN Tjk dated July 10, 2023 with the ruling essentially stating that the Tanjung Karang District Court has no authority to on this case.

Subject of lawsuit is claim of JKK-JKM benefits from the heirs was not accepted by BPJS Ketenagakerjaan Bandar Lampung Branch because the membership of the deceased crew member PT Sutioso Bersaudara was not eligible, where the deceased crew member was only registered after information about the lost contact of the ship KM EMJ TUJUH was obtained. Regarding the dispute regarding the application for employment social security benefits, a Mediator's Recommendation from the Bandar Lampung City Manpower Service has been issued, which in essence recommends that PT Sutioso Bersaudara pay the rights of 20 (twenty) workers/ABK KM EMJ TUJUH to the Heirs in accordance with provisions of Government Regulation Number 44 of 2015 on the Implementation of the JKK and JKM Programs.

The material compensation submitted by the Plaintiff in his lawsuit relating to BPJS Ketenagakerjaan as Defendant II are basically: Punish Defendant I and Defendant II jointly and severally to pay JKK and JKM compensation totaling Rp126,160,000 (one hundred twenty-six million one hundred and sixty thousand rupiah).

The examination of the case began on September 20, 2023 and on December 22, 2023, the Industrial Relations Court Decision at the Tanjung Karang District Court was issued Number: 21/Pdt.Sus-PHI/2023/PN Tjk with the Decision in essence as follows: "Punish Defendant I and Defendant II to grant the right in the form of Death Compensation to the Plaintiff as the heir of Andika Saputra (Worker) in cash and at the same time with the following details:

- a. The obligation of Defendant I (PT Sutioso Bersaudara Bandar Lampung) is to pay Rp10,000,000 (ten million rupiah).
- b. The obligation of Defendant II (BPJS Ketenagakerjaan Bandar Lampung) is to pay Rp116,160,000 (one hundred and sixteen million one hundred and sixty thousand rupiah).

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Due to the issuance of the Industrial Relations Court Decision at the Tanjung Karang District Court Number: 21/Pdt.Sus-PHI/2023/PN Tjk, BPJS Ketenagakerjaan declared a Cassation on January 9, 2024 and submitted a Memorandum of Cassation on January 22, 2024. Furthermore, waiting for the Cassation Decision of the Supreme Court of the Republic of Indonesia.

- h. PMH Lawsuit Number 104/Pdt.G/PN. GTO at the Gorontalo District Court from Br. Selpi Ibrahim as Heir of the Late. Umar Biki regarding demands for JKM benefits

There is a Civil Suit with case registration Number: 104/Pdt.G/PN GTO at the Gorontalo District Court with the parties namely:

Plaintiff : Selpi Ibrahim, heirs of Umar Biki (pass away)
Defendant : BPJS Ketenagakerjaan Branch Office Gorontalo
Defendant : Perisai Bone Bolango Unggul Cemerlang

Subject of lawsuit is claim of JKM benefits on September 11, 2023 from the heirs which could not be accepted by BPJS Ketenagakerjaan Gorontalo Branch, because the member of Umar Biki did not fulfill the formal requirements and was not eligible, where the late Umar Biki was registered by the family through an Agen Perisai Rusdin Ntoi from Perisai Bone Bolango on June 6, 2023 as a member with the job of pulling "bentor", while based on the facts found during case checking by BPJS Ketenagakerjaan Gorontalo Branch, it was discovered that the late Umar Biki had been experiencing chronic pain, namely a stroke where one side of the body had been weak Since 2020 and it was discovered from information from neighbors, the village head and his cousin that it was true that the deceased was no longer able to carry out work activities, so the membership deceased was formally disabled which did not fulfill the "work" requirement. The material demands submitted by the Plaintiff in his lawsuit relating to BPJS Ketenagakerjaan as the Defendant are basically: Sentencing the Defendant to pay material losses amounting to Rp99,624,000 and immaterial losses Rp500,000,000.

The case examination session began on October 17, 2023 and on February 29, 2024 the trial agenda was on the conclusions of the Parties, then waiting for the Gorontalo District Court's decision.

- i. Jakabaring Palembang Land Execution Lawsuit at the Palembang District Court

Starting from the Supreme Court Decision Number: 87K/Pdt/2017 dated on March 6, 2017 regarding the issue of default on the land reclamation cooperation agreement in the Jakabaring Palembang area between PT Amen Mulia and Ir. Ahmad Aman Astra Ramli, SE where from the land there is part of the land belonging to BPJS Ketenagakerjaan covering an area of 4,000 m² with HGB certificate Number: 5708, South Sumatra Province, Palembang City, Seberang Ulu District, Village 15 Ulu certificate issuance date March 16, 2012 with Letter Measure Number: 218/15 Ulu/2012 Field Identification Number (NIB) 04.01.05.10.07467 in the name of BPJS Ketenagakerjaan purchased from PT Amen Mulia. Under the Supreme Court Decision, the Palembang District Court issued Execution Order Number: 04/172/PDT.G/2015/EKS/2017.PLG dated on August 24, 2017 to carry out the execution of PT Amen Mulia's land and the land that had been sold by PT Amen Mulia includes land belonging to BPJS Ketenagakerjaan covering an area of 4,000 m².

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

BPJS Ketenagakerjaan took legal action in the form of a lawsuit against the Palembang District Court's execution order Number: 04/172/PDT.G/2015/EKS/2017.PLG, with the following results:

1. Palembang District Court Decision Number: 163/Pdt.Plw/2017/PN.Plg dated January 24, 2018 stated that BPJS Ketenagakerjaan Resistance was unacceptable (*Niet Onthvankelijk verklaard*).
2. Palembang High Court Decision Number: 38/PDT/2018/PT.Plg on July 13, 2018, strengthens the Palembang District Court Decision.
3. Supreme Court Decision Number: 741K/Pdt/2019 with a ruling rejecting the petition Cassation from the Petitioner of Cassation I, namely Ir. Ahmad Aman Astra and the Second Cassation Petitioner, namely BPJS Ketenagakerjaan.

Furthermore, BPJS Ketenagakerjaan again filed a legal action for a lawsuit against/Daden Verzet against the order of execution at the Palembang District Court Number: 04/172/PDT.G/2015/EKS/2017.PLG, with the following results:

1. Palembang District Court Decision Number: 30/Pdt.Bth/2020/PN.Plg dated on October 14, 2020 with the ruling "Declaring that PELAWAN (BPJS Ketenagakerjaan) is the Legal Rights Holder of land covering an area of 4,000 m² (four thousand square meters), as stated in the HGB certificate Number: 5,708, South Sumatra Province, Palembang City, Seberang Ulu District, Village 15 Ulu".
2. There is a legal appeal from Ir. Ahmad Aman Astra Ramli (Respondent) and the South Sumatra High Court Decision Number: 93/PDT/2020/PT.PLG dated February 8, 2021 was issued with the Decision in essence "Accepting the Appeal Request of Mr. Ir. Ahmad Aman Astra Ramli, SE and Cancel the Palembang District Court Decision Number: 30/Pdt.Bth/2020/PN.Plg dated October 14, 2020."
3. BPJS Ketenagakerjaan then carried out Cassation Efforts and issued Supreme Court Decision Number: 3070K/PDT/2021 dated on November 24, 2021 with the decision stating "Granting the Cassation I and II petitions", "Cancelling the Palembang High Court Decision", and "Strengthening the Court Decision Palembang State".
4. In connection with the issuance of Supreme Court Decision Number: 3070K/PDT/2021, there was a Judicial Review (PK) effort carried out by Ir. Ahmad Aman Astra Ramli and the Supreme Court's Judicial Review Decision Number: 14/Pdt/PK/2022/PN.Plg dated on October 16, 2023 was issued with the Decision, "Rejecting the Judicial Review Petition from the Judicial Review Petitioner Ir. Ahmad Aman Astra Ramli".

With the publication of Supreme Court Decision Number: 3070K/PDT/2021 dated on November 24, 2021 jo. Supreme Court Judicial Review Decision Number: 14/Pdt/PK/2022/PN.Plg dated on October 16, 2023, the Decision has permanent legal force (inkracht van gewijsde) and legally BPJS Ketenagakerjaan is declared as the Legal Rights Holder of 4,000 m² of land (four thousand square meters), as stated in the HGB certificate Number: 5,708, South Sumatra Province, Palembang City, Seberang Ulu District, Village 15 Ulu.

- j. There is a lawsuit against the law from the member's heirs. Ms. Linda Lilianingsih to:

Defendant I	: BPJSTK Jakarta Mangga Dua Branch Office
Defendant II	: BPJSTK DKI Jakarta Regional Office
Defendant III	: Minister of Manpower of the Republic of Indonesia
Co-Defendant I	: Agung Sedayu Group
Co-Defendant II	: North Jakarta Manpower and Transmigration Sub-dept. Rawamangun
Co-Defendant III	: DKI Jakarta Provincial Manpower and Transmigration Office

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

The case was registered at the Central Jakarta District Court with case Number: 156/Pdt.G/2022/PN.JKT/PST. The main point of the lawsuit is that the heirs are dissatisfied with the results of the determination by the Ministry of Manpower and BPJS Ketenagakerjaan which states that the member died. Alm. Hari Agung Pratama is not a work accident but rather an incident of sudden death, so the benefits received by the heirs are only benefits from the Jaminan Kematian (JKM).

The claims in the lawsuit related to BPJS Ketenagakerjaan are in the form of:

1. Pay JKK compensation amounting to Rp668,800,000.
2. Punish Defendants I, II, and III to pay immaterial losses amounting to Rp500,000,000.

The examination of the case began on April 7, 2022, then on May 16, 2023 an Interim Decision was issued by the Central Jakarta District Court with a ruling namely Accepting Defendant III's exception and declaring that the Central Jakarta District Court had no authority to try this case. Based on this decision, the Plaintiff did not submit an Appeal.

- k. There is a lawsuit over a rights dispute by a former employee, Mr. MM, with case Number: 32/PDT.SUS-PHI.G/2022/PN.JKT.PST at the Industrial Relations Court at the Central Jakarta District Court.

Previously, Mr. MM, through his attorney, submitted an application for recording an industrial relations dispute (PHI) case at the South Jakarta Manpower and Transmigration Sudinnakertrans, where in essence Mr. MM feels that there are rights that have not been paid by BPJS Ketenagakerjaan in relation to the final decision of the Supreme Court of the Republic of Indonesia Number: 120 K/Pdt.Sus-PHI/2020.

During the mediation process, the Mediator's recommendations were issued via letter Number: 7024/-1,835.3 dated on December 29, 2021 regarding Recommendations, where in his opinions and considerations it was stated in essence:

1. KEP/75/032017 dated March 6, 2017 concerning Severe Disciplinary Punishments, valid and legally binding and strengthened by the Decision of the Republic of Indonesia Court Number: 120K/Pdt.Sus.PHI/2020 dated on March 4, 2020. So that the calculation of normative rights and pay for long service awards adjusts with the position of Senior Regional Analyst Staff.
2. Considering that BPJS Ketenagakerjaan has fulfilled its obligation to pay the Normative Rights for 2019 and 2020 as well as the Rewards for Years of Service for Mr. MM, thus BPJS Ketenagakerjaan no longer has the obligation to pay your rights Mr. MM. So it is quite reasonable to consider a rights dispute between BPJS Ketenagakerjaan and Mr. MM is declared complete.

Mr. MM rejected the South Jakarta Manpower and Transmigration Sudinnakertrans Mediator's recommendation and filed an industrial relations dispute lawsuit at the Industrial Relations Court at the Central Jakarta District Court with case Number: 32/PDT.SUS-PHI.G/2022/PN.JKT.PST and demands:

1. Payment of rights in the form of:
 - a. TKS May 2019 to December 2020; Emoluments and subscription facilities May 2019 to December 2020; Annual leave money for 2019 and 2020 totals Rp405,731,438;
 - b. UPMK pension rights amount to Rp157,186,100.
2. Pay moratoria interest of 12% if you fail to implement the aquo decision that has been increaht.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

The case examination will begin on February 7, 2022. The mediation process at the Central Jakarta Industrial Relations Court is deadlocked. On August 1, 2022, the Decision of the Industrial Relations Court at the Central Jakarta District Court Number: 32/Pdt. Sus.PHI/2022/PN. JKT.PST with the verdict:

1. Partially grant the Plaintiff's (Mr. MM) lawsuit;
2. Punish the Defendant (BPJS Ketenagakerjaan) to pay the shortfall in leave and allowances holidays in 2019 and 2020 to the Plaintiff in the total amount of Rp9,580,000 (nine million five hundred and eighty thousand rupiah);
3. Punish the Defendant (BPJS Ketenagakerjaan) to pay the costs incurred in this case is a total of Rp1,145,000 (one million one hundred and forty five thousand rupiah);
4. Reject the Plaintiff's (Mr. MM) claim for other than that and the remainder.

In connection with this decision, BPJS Ketenagakerjaan made a legal cassation effort to the Supreme Court on September 28, 2022 by submitting a Counter-Memorial of Cassation through the Industrial Relations Court at the Central Jakarta District Court.

On February 7, 2023, the Republic of Indonesia Supreme Court Decision Number: 52K/Pdt.SusPHI/2023 was issued, the ruling was, "Rejecting the cassation petition from the cassation applicant, Mr. MM". Thus, Cassation is the final legal effort and has permanent legal force (incraht) with obligations that BPJS Ketenagakerjaan must pay to Mr. MM amounting to Rp9,580,000 for the shortage of leave money and holiday allowances for 2019 and 2020 in accordance with the ruling of the Industrial Relations Court at the Central Jakarta District Court Number: 32/Pdt. Sus.PHI/2022/PN. JKT. PST.

BPJS Ketenagakerjaan paid this obligation to Mr. MM on June 7, 2023 amounting to Rp9,580,000.

48. Financial Risk Management Objectives and Policies

In line with the reference to the best practice standards for implementing risk management adopted by BPJS Ketenagakerjaan, namely ISO 31000:2018 Risk Management-Guidelines, the following is a risk classification for BPJS Ketenagakerjaan Assets:

A. Risks Exposed by BPJS Ketenagakerjaan

1) Market Risk

Market risk consists of the potential event of a movement in the market value of one or some investment instruments (portfolio) as a result of price volatility and/or market supply-demand mechanisms.

BPJS Ketenagakerjaan assets that are exposed to market risk consist of investment instruments classified as traded. This risk is related to the adjustment of the price of investment instruments due to the impact of fluctuations in the fundamentals of the issuing company and/or fluctuations in macroeconomic conditions such as the level of economic activity, inflation rate, fluctuations in the exchange rate of the Rupiah to foreign currencies, trading volume and interest rates. BPJS Ketenagakerjaan as the person in charge of BPJS Ketenagakerjaan Assets supervises and analyzes price movements to minimize the negative impact on the BPJS Ketenagakerjaan net assets.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

The entity conducts a sensitivity analysis to measure the impact of price changes on the BPJS Ketenagakerjaan Asset portfolio. The following is a sensitivity analysis of stock portfolios as of December 31, 2023:

Description	December 2023
MTM Sensitivity; Δ 1% IHSG	1.00%
Δ SPI	-53.91%
Note: MTM = Marked to Market. A 1% change in the IHSG impact to the MTM share portfolio of BPJS assets on December 31, 2023 by an average of 1.00%.	

Based on a sensitivity analysis of changes in stock prices, a 1% change in the IHSG will impact to marked-to-market stock portfolio of BPJS Ketenagakerjaan Assets as of December 31, 2023, by an average of 1.00%. Meanwhile, the difference in valuation of investment in stock instruments as of December 31, 2023 was -53.91%.

The following is a sensitivity analysis of the Mutual Fund portfolio as of December 31, 2023:

Description	December 2023
MTM Sensitivity; Δ 1% IHSG	1.03%
Δ SPI	4.88%
Note: MTM = Marked to Market. A 1% change in IHSG will impact to MTM mutual fund portfolio of BPJS assets on December 31, 2023 by an average of 1.03%.	

Based on a sensitivity analysis of changes in mutual fund prices, a 1% change in the IHSG will impact to marked-to-market portfolio of BPJS Ketenagakerjaan Asset mutual funds as of December 31, 2023, by an average of 1.03%. Meanwhile, the difference in investment valuation of mutual fund instruments as of December 31, 2023, was 4.88%.

The following table describes the diversification of the BPJS Ketenagakerjaan Asset Share portfolio as of December 31, 2023 and 2022 by sector.

Sector (Rp Billion)	December 31, 2023		December 31, 2022	
	Portfolio	Weight	Portfolio	Weight
Raw goods	60.99	6.62	71.17	6.18
Primary Consumer Goods	177.35	19.25	272.24	23.65
Energy	255.83	27.77	394.11	34.24
Infrastructure	118.74	12.89	109.34	9.50
Finance	52.75	5.73	30.97	2.69
Industry	251.97	27.35	269.93	23.45
Property & Real estate	3.76	0.41	3.20	0.28
Total	921.39	100.00	1,150.96	100.00

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

The following table describes the diversification of the BPJS Ketenagakerjaan Asset Mutual Fund portfolio as of December 31, 2023 and 2022 by type of Mutual Fund:

Type of mutual fund (Rp Billion)	December 31, 2023		December 31, 2022	
	Portofolio	Weight	Portofolio	Weight
Shares	629.23	95.53	615.78	95.60
Mixed	29.44	4.47	28.36	4.40
Total	658.67	100.00	644.14	100.00

The entity conducted a sensitivity analysis of Government Securities (SUN) which were recorded as Fair Value to changes in interest rates as of December 31, 2023 and 2022:

Description	December 31, 2023	December 31, 2022
Portfolio SUN Fair Value (Rp Billion)	340.94	328.67
Price Changes (%)	0.053%	0.059%
Price Changes (Rp Billion)	7.07	7.05

The sensitivity of SUN fair value is assessed using the assumption that there will be an increase in interest rates of 0.25%. From this assessment, the result was that if there was an increase in interest rates of 0.25% for placements in SUNs with a fair value of Rp340.94 billion, it would have an impact to decrease in the fair value SUN portfolio by 0.053% or Rp7.07 billion of the total AUM (Asset Under Management) BPJS Ketenagakerjaan.

2) Credit Risk

Credit risk is a risk of loss that results from the potential for default on the bank (deposits) or the issuer (debt/securities) owned by the entity. It can be default on coupon (interest) or principal debt at maturity.

Parties related of the Entity in this context are investment partners and other parties that support the BPJS Ketenagakerjaan's operational activities for the management of BPJS Ketenagakerjaan Assets. These partners include investment fund management companies, transaction brokerage companies, and banking.

The entity regularly review and monitor the performance of related party companies to monitor the potential for default. Based on Directors' Regulation Number: 18/PERDIR.05/072023 on BPJS Ketenagakerjaan Investment Management Policy, it is stated that the selection of investment partners is carried out carefully, and through an assessment process of reputation, performance, and adherence to the principles of good governance.

BPJS Ketenagakerjaan regularly reviews the exposure and level of credit risk to ensure that the placement of BPJS investment funds is within management's risk appetite and tolerance.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

The following table describes the diversification of BPJS Ketenagakerjaan's corporate debt securities portfolio as of December 31, 2023 and 2022 based on sector:

Sector (Rp Billion)	December 31, 2023		December 31, 2022	
	Portofolio	Weight	Portofolio	Weight
Energy	100.00	3.84	100.00	4.52
Basic Chemical industry	280.00	10.75	280.00	12.65
Financing	908.70	34.90	813.70	36.76
Banking	795.00	30.53	695.08	31.40
Transportation	325.00	12.48	325.00	14.68
Oil and Gas	195.00	7.49	0.00	0.00
Total	2,603.70	100.00	2,213.78	100.00

Based on the Financial Statements as of December 31, 2023, investment placements that have considered allowance for doubtful (CKPN) in deposit instruments and corporate debt securities amounted to Rp6.83 trillion with a CKPN ratio for the deposit & corporate debt securities portfolio of BPJS Ketenagakerjaan assets at a low-risk level.

The table of credit risk exposure to financial assets in the statement of financial position for the periods ended December 31, 2023 and 2022 are as follows:

	December 31, 2023		
	Gross Amount Rp	Allowance for Impairment Losses	Net Amount Rp
		Rp	
Cash and Cash Equivalents	90,444,013,910	--	90,444,013,910
Time Deposits	4,229,624,000,000	(1,466,319,590)	4,228,157,680,410
Shares	921,391,983,006	--	921,391,983,006
Mutual Funds	658,675,196,347	--	658,675,196,347
Sarana Kesejahteraan Peserta Receivables	182,009,492,152	(84,856,291,758)	97,153,200,394
Sukuk	1,063,298,822,871	--	1,063,298,822,871
Bonds	6,373,494,050,606	--	6,373,494,050,606
Investment Income Receivables	127,718,453,262	--	127,718,453,262
Accounts Receivable	38,275,398,429	(14,623,588,071)	23,651,810,358
Other Receivables	62,680,748,003	(12,001,304,478)	50,679,443,525
Total	13,747,612,158,586	(112,947,503,897)	13,634,664,654,689
	December 31, 2022		
	Gross Amount Rp	Allowance for Impairment Losses	Net Amount Rp
		Rp	
Cash and Cash Equivalents	1,529,101,091,018	(281,398,374)	1,528,819,692,644
Time Deposits	2,478,227,000,000	(790,742,821)	2,477,436,257,179
Shares	1,150,963,302,384	--	1,150,963,302,384
Mutual Funds	644,138,965,254	--	644,138,965,254
Sarana Kesejahteraan Peserta Receivables	212,251,815,334	(85,280,900,842)	126,970,914,492
Sukuk	1,595,061,623,009	--	1,595,061,623,009
Bonds	6,001,653,391,568	--	6,001,653,391,568
Investment Income Receivables	126,985,430,382	--	126,985,430,382
Accounts Receivable	30,301,784,894	(12,800,612,873)	17,501,172,021
Other Receivables	31,505,638,070	(2,431,356,974)	29,074,281,096
Total	13,800,190,041,913	(101,585,011,884)	13,698,605,030,029

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

3) Liquidity Risk

Liquidity risk is a potential event where the investment instruments owned by BPJS Ketenagakerjaan are in an illiquid condition making it difficult to carry out sales transactions.

The table of the estimated remaining maturity of assets and liabilities that will resulting the cash inflows or outflows as of December 31, 2023 and 2022:

	December 31, 2023				
	Amount	≤ 1 month	1 - 6 months	6 - 12 months	≥ 12 months
Cash and Cash Equivalents	90,444,013,910	90,444,013,910	--	--	--
Time Deposits	4,229,624,000,000	--	704,896,000,000	3,524,728,000,000	--
Shares	921,391,983,006	921,391,983,006	--	--	--
Mutual Funds	658,675,196,347	658,675,196,347	--	--	--
Sukuk	1,063,298,822,871	--	--	--	1,063,298,822,871
Bonds	6,373,494,050,606	340,947,500,000	948,209,553,782	132,502,576,854	4,951,834,419,970
Total	13,336,928,066,740	2,011,458,693,263	1,653,105,553,782	3,657,230,576,854	6,015,133,242,841
Payable to Other Parties	2,754,982,922	2,754,982,922	--	--	--
Taxes Payable	215,145,408,927	215,145,408,927	--	--	--
Accrued Expense	809,691,722,669	809,691,722,669	--	--	--
Lease Liabilities	191,821,110,540	--	--	66,138,853,985	125,682,256,555
Short term Others Liabilities	233,591,398,250	233,591,398,250	--	--	--
Employee Benefits Liabilities	2,885,262,003,768	--	--	--	2,885,262,003,768
Bank Loan	7,000,000,000	7,000,000,000	--	--	--
Total	4,345,266,627,076	1,268,183,512,768	--	66,138,853,985	3,010,944,260,323
	December 31, 2022				
	Amount	≤ 1 month	1 - 6 months	6 - 12 months	≥ 12 months
Cash and Cash Equivalents	1,529,101,091,018	1,529,101,091,018	--	--	--
Time Deposits	2,478,227,000,000	--	--	2,478,227,000,000	--
Shares	1,150,963,302,384	1,150,963,302,384	--	--	--
Mutual Funds	644,138,965,254	644,138,965,254	--	--	--
Sukuk	1,595,061,623,009	--	--	526,973,588,089	1,068,088,034,920
Bonds	6,001,653,391,568	328,667,380,000	245,075,701,370	122,819,165,551	5,305,091,144,647
Total	13,399,145,373,233	3,652,870,738,656	245,075,701,370	3,128,019,753,640	6,373,179,179,567
Payable to Other Parties	2,053,589,792	2,053,589,792	--	--	--
Taxes Payable	59,081,747,647	59,081,747,647	--	--	--
Accrued Expense	1,278,188,368,495	1,278,188,368,495	--	--	--
Lease Liabilities	250,000,055,814	--	--	91,147,763,544	158,852,292,270
Short term Others Liabilities	116,284,800,375	116,284,800,375	--	--	--
Employee Benefits Liabilities	2,359,019,250,704	--	--	--	2,359,019,250,704
Total	4,064,627,812,827	1,455,608,506,309	--	91,147,763,544	2,517,871,542,974

4) Litigation Risk

Litigation risk is a risk that occurs as a result of potential incidents of litigation claims/sanctions borne by BPJS Ketenagakerjaan due to uncertainty and/or differences in litigation interpretation between BPJS Ketenagakerjaan and other parties regarding the products/services produced as well as operational activities or actions taken by both parties.

The BPJS Ketenagakerjaan litigation risk management organization is carried out by the Compliance and Litigation unit at the Head Office by carrying out the tasks of coordinating, planning, directing, drafting, harmonizing, reviewing legal products, handling the provision of legal assistance, as well as ensuring preventive steps to ensure that policies, provisions, systems and procedures as well as business activities carried out by BPJS Ketenagakerjaan are in accordance with applicable laws and regulations. This is to protect BPJS Ketenagakerjaan from litigation problems that have a negative impact on BPJS Ketenagakerjaan.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

The risk management mechanism includes identification, measurement, control, and monitoring processes referring to applicable provisions regarding risk management. So that in this case, all risk owners are expected to have litigation awareness in identifying legal risks inherent in the activities of implementing initiatives, programs, and management/use of assets so that the inherent legal risks do not have a broad impact and become triggers for the emergence of other risks including but not limited to risk reputation.

In order to reduce the level of litigation risk exposure, BPJS Ketenagakerjaan always carries out the following internal controls:

- a) Availability of Internal Regulations that regulate the organizational structure of litigation units, preparation of regulations, advisory, litigation, advocacy and legal assistance.
- b) Increased education to all lines regarding legal awareness and compliance with applicable regulations.
- c) Register all assets belonging to BPJS Ketenagakerjaan including rights to land and buildings to the authorized of BPJS Ketenagakerjaan.
- d) Providing assistance and litigation assistance for ongoing litigation or non-litigation cases.
- e) Availability of litigation review of the implementation of initiatives, regulations, and litigation cases.

5) Compliance Risks

Compliance risks are risk that occurs due to non-compliance/violations and/or the inability of the BPJS Ketenagakerjaan/BPJS Ketenagakerjaan's personnel to fulfill the provisions of applicable, rules, regulations, laws and regulations, which can originate from the external or internal environment of BPJS Ketenagakerjaan.

From the External aspect compliance risks can arise due to non-compliance (violation) of regulations from the external environment, for example: Laws and Government Regulations, Presidential Regulations, Ministry of Finance Regulations, Ministry of Manpower and Transmigration Regulations, DJSN (National Social Security Council) Regulations, OJK (Financial Services Authority) regulations or other Regulatory Authorities.

From the Internal aspect, compliance risks can arise due to non-compliance (violation) of regulations from the internal environment, for example: Board of Supervisor Regulations, Board of Directors Regulations, Policies and Guidelines, and/or Standard Operating Procedures (SOP).

The BPJS Ketenagakerjaan Compliance risk management organization is carried out by the Compliance and Legal unit at the Head Office by carrying out the tasks of carrying out harmonization, reviewing legal products, handling the provision of legal assistance, as well as ensuring preventive steps to ensure that policies, provisions, systems and procedures and activities the business carried out by BPJS Ketenagakerjaan is in accordance with applicable laws and regulations. This is to safeguard BPJS Ketenagakerjaan from legal problems that have a negative impact on BPJS Ketenagakerjaan.

The process of managing programs and business activities can be exposed to compliance risks. In this case, to carry out the compliance risk management process, each risk owner conduct risk identification, risk analysis, risk evaluation, risk treatment, recording and reporting, risk monitoring and continuous communication at each line. The compliance risk that may be exposed is a delay in completing the external auditor's recommendations. This will have an impact on reducing public trust in BPJS Ketenagakerjaan.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

In order to reduce the level of compliance risk exposure, BPJS Ketenagakerjaan always carries out the following internal controls:

- a. Availability of compliance and legal policies.
- b. Strengthening monitoring of the fulfillment of regulatory obligations by conducting outreach issuance of laws and regulations and other provisions by the regulator to all BPJS Ketenagakerjaan lines.
- c. Carrying out compliance risk awareness through webinars and compliance sampling test programs other compliance programs.
- d. Establishment of BPJS Ketenagakerjaan Integrity Buds who are expected to become role models in carrying out compliance and socializing the BPJS Ketenagakerjaan's compliance program.
- e. Having a fraud control system in order to manage BPJS Ketenagakerjaan's fraud risks.
- f. Establishment of the BPJS Ketenagakerjaan GRCC unit.
- g. Completion of follow-up audit results in a timely and quality manner.

6) Reputation Risks

Reputation risk includes the risk resulting from damage to BPJS Ketenagakerjaan's reputation or a decrease in the public's positive view/assessment of BPJS Ketenagakerjaan's image or the public's negative view/assessment of the BPJS Ketenagakerjaan's image. Reputation risk will have an impact on business continuity in the short-term, medium-term, and/or long-term.

BPJS Ketenagakerjaan's reputation risk is managed by the communications and customer care unit supported by the Information Technology Unit in accordance with applicable laws and regulations. Reputation risk is managed through positive publicity reporting on social media, print media and/or other media as well as the settlement complaints quickly, accurately, and solutively.

In reputation risk management, each risk owner carries out risk identification, risk analysis, risk evaluation, risk treatment, recording and reporting, risk monitoring, and continuous communication at every line.

In carrying out program service activities, the risk of service delays or service inconsistencies can be identified which can have an impact on the emergence of complaints, negative perceptions, negative sentiments and/or negative reporting in various media. This requires effective mitigation steps to reduce risk exposure.

In order to reduce reputation risk exposure, BPJS Ketenagakerjaan always carries out the following internal controls:

- Availability of complaint channels such as branch Offices, BPJS Ketenagakerjaan website, social media, and contact center 175;
- Increasing positive news/content on social media, print media and/or other media;
- Improving BPJS Ketenagakerjaan services, both physically and digitally;
- Having a business continuity plan and disaster recovery plan designed to minimize disruption and accelerate the recovery process in the event of a disaster; and
- Conducting education and socialization to members regarding the BPJS Ketenagakerjaan program.

7) Operational Risks

Operational risk includes risks that occur due to BPJS Ketenagakerjaan's inability/failure of BPJS Ketenagakerjaan to perform an activity or series of activities in a business process optimally due to BPJS Ketenagakerjaan's internal and/or external factors of BPJS Ketenagakerjaan. In general, operational risk is caused by inadequacy and/or non-functioning of internal processes, human error, system failure, and/or external influences.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

Operational risk is inherently inherent in every program, activity and/or operational process of the BPJS Ketenagakerjaan. Therefore, all risk owners in business units have an obligation to carry out their functions and responsibility in conducting risk management to ensure the mitigation of any risk exposure that may occur.

In carrying out the operational risk management process, each risk owner carries out risk identification, risk analysis, risk evaluation, risk treatment, recording and reporting, risk monitoring, and continuous communication at each line.

In order to reduce the level of operational risk exposure, BPJS Ketenagakerjaan always carries out the following internal controls:

- Availability of adequate operational risk analysis;
- Conducting effective operational risk mitigation measures;
- Strengthening system reliability, resilience, and security;
- Availability of adequate operational SOPs for carrying out business activities; and
- Periodic and ongoing operational risk monitoring.

8) Strategic Risks

Strategic risks are risks inherent in the BPJS Ketenagakerjaan's efforts to achieve its strategic targets or objectives. These risks include risks related to strategic targets stated in the BPJS Ketenagakerjaan's Strategic Planning/Annual Budget Work Plan (RKAT), institutional & regulatory relations, as well as macroeconomics.

Strategic risks can arise or be inherent in the establishment of BPJS Ketenagakerjaan's strategies, policies and long-term planning which are prepared in BPJS Ketenagakerjaan's strategic planning (Renstra) and Annual Budget Work Plan (RKAT). Strategic risk can be a potential event that could occur up to 5 years or more which could result in BPJS Ketenagakerjaan's inability to implement its strategies, policies and/or long-term planning optimally, or which could threaten the continuity of BPJS Ketenagakerjaan's business. Strategic risks can also arise due to the issuance of unexpected new regulations, or unexpected changes in regulations.

Apart from the sources of risk discussed above, other factors that influence strategic risk are unexpected changes in economic activity at the global, regional or local (Indonesian) level, which can have a negative impact on the performance of BPJS Ketenagakerjaan. These changes in economic activity can take the form of decreased economic growth, recession, liquidity crisis in the market, or economic crisis.

In order to reduce the level of strategic risk exposure, BPJS Ketenagakerjaan always carries out the following internal controls:

- Conducting performance reviews and evaluate policies for preparing business targets;
- Taking corrective steps in preparing strategic plans and business targets taking into account internal and external conditions;
- Increasing strategic partnerships and building effective communication with parties external; and
- Conduct evaluations and reviews of business processes and sustainability programs.

B. Macroeconomic Conditions

The world economy is slowing down with financial market uncertainty starting to subside. Bank Indonesia predicts global economic growth in 2023 at 3.0% and slowing to 2.8% in 2024. The economic growth of the United States (US) and India in 2023 is better than initial estimates, supported by household consumption and government expansion. Meanwhile, China's economy weakened as household consumption and investment grew limited. Inflation in developed countries, including in the US, is on a downward trend but the level is still above target. Monetary policy

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

interest rates, including the Fed Funds Rate (FFR), are predicted to have reached their peak but will remain high for a long time (high for longer). Likewise, government bond yields in developed countries, including the US Treasury, are predicted to be on a downward trend but the level will still be high in line with the long-term risk premium (term-premia) related to the size of fiscal financing and government debt.

The US Central Bank or The Federal Reserve (The Fed) on Wednesday, December 14, 2022 raised interest rates again. The increase in interest rates to the highest level in the last 15 years shows that the central bank's resistance to reducing inflation is still far from over. Even so, the increase of half a percentage point or 50 basis points is lower than the last four interest rate increases, namely an increase of 75 basis points. The market is also wondering whether in the future the Fed will continue to raise interest rates by a smaller amount. In this way, it is recorded that the Federal Open Market Committee (FOMC) has raised its benchmark interest rate to the target range of 4.25 percent and 4.5 percent. This move also stopped four consecutive three-quarter point increases or the most aggressive policy since the early 1980s.

The Rupiah exchange rate on December 20, 2023 strengthened on average by 0.44% compared to developments in November 2023. With these developments, the Rupiah exchange rate strengthened 0.37% compared to the level at the end of December 2022, better than the Philippine Peso, The Indian Rupee and Thai Baht were recorded to weaken by 0.05%, 0.53% and 0.85% respectively. In addition to Bank Indonesia's stabilization policy, the continued appreciation of the Rupiah exchange rate was driven by the inflow of foreign portfolio flows, attractive returns on domestic financial assets, and the continued positive economic outlook. Going forward, Bank Indonesia will continue to be alert to a number of risks that may arise and ensure that the stability of the Rupiah exchange rate is maintained. The pro-market monetary operations strategy through SRBI, SVBI and SUVBI instruments is optimized to improve the liquidity management of domestic financial institutions and attract foreign capital inflows from abroad. Bank Indonesia continues to strengthen coordination with the Government, banking and the business world to support the implementation of foreign exchange placement instruments from Natural Resources Exports (DHE SDA) in line with Government Regulation Number 36 of 2023.

The Bank Indonesia Board of Governors (RDG) meeting on December 20-21, 2023 decided to maintain the BI-Rate at 6.00%, the Deposit Facility interest rate at 5.25%, and the Lending Facility interest rate at 6.75%. Starting December 21, 2023, Bank Indonesia will use the name BI-Rate as the policy interest rate replacing the BI 7-Day (Reverse) Repo Rate to strengthen monetary policy communication. This name change does not change the meaning and objectives of BI-Rate as Bank Indonesia's monetary policy stance, and its operationalization continues to refer to Bank Indonesia's reverse repo transactions with a tenor of 7 (seven) days. The decision to maintain the BI-Rate at 6.00% remains consistent with the focus of pro-stability monetary policy, namely to strengthen the stabilization of the Rupiah exchange rate as well as pre-emptive and forward-looking steps to ensure inflation remains under control within the target of $2.5 \pm 1\%$ in 2024.

During the January-December 2023 period, the Indonesia Composite Index (ICI) touched its highest point of 7,303 on December 28, 2023, but decreased 10% to its lowest point of 6,565 on March 16, 2023.

Risks related to investment and financial targets are managed by conducting Tactical Assets Allocation (TAA) on a quarterly basis, reviewing each investment portfolio every quarter, and reviewing fundamental aspects and risk aspects related to plans for placing new investments.

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Continued)

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

49. New Financial Accounting Standards

New and Revised Statement and Interpretation of Accounting Standards Effective in the Current Year

The following amendments and revisions to the standards are effective for annual reporting periods beginning on or after January 1, 2023, with early implementation permitted, namely:

- Amendment PSAK 1: Presentation of Financial Reports regarding Disclosure of Accounting Policies;
- Amendment PSAK 16: Fixed Assets regarding Results Before Intended Use;
- Amendment PSAK 25: Accounting Policies, Changes in Accounting Estimates, and Errors regarding Definition of Accounting Estimates;
- Amendment PSAK 46: Income Tax regarding Deferred Taxes related to Assets and Liabilities arising from a Single Transaction; and
- Revised PSAK 107: Ijarah Accounting

The implementation of these standards did not have a material impact on the amounts reported for the current period or prior financial years.

Standards and Interpretation of Accounting Standards that Have Been Approved But Not Yet Effective

DSAK-IAI has several new standards, amendments and improvement to standards, and interpretations of the standards but not yet effective for the period beginning on or after January 1, 2024.

- Amendment PSAK 1: Presentation of Financial Statements related to Non- Current Liabilities with Covenants;
- Amendment PSAK 73: Lease Liability in a Sale and Leaseback;
- Amendment PSAK 2: Statement of Cash Flows and PSAK 60: Financial Instruments: Disclosures about supplier financing arrangements;
- Revised PSAK 101: Presentation of Sharia Financial Reports; and
- Revision 109: Accounting for Zakat, Infaq and Sedekah.

New and amendments to standards that are effective for the period beginning on or after January 1, 2025, with early implementation permitted, are as follows:

- PSAK 74: Insurance Contracts;
- Amendment to PSAK 74: Insurance Contracts regarding Initial Implementation of PSAK 74 and PSAK 71 – Comparative Information; and
- Amendment to PSAK 10: Effect of Changes in Foreign Exchange Rates regarding lack of convertibility.

Several PSAKs were also amended which were consequential amendments due to the enactment of PSAK 74: Insurance Contracts, are as follows:

- PSAK 1: Presentation of Financial Statements
- PSAK 2: Statement of Cash Flow
- PSAK 13: Investment Property
- PSAK 15: Investment in Associated Entities and Joint Ventures
- PSAK 16: Fixed Assets
- PSAK 19: Intangible Assets
- PSAK 22: Business Combinations
- PSAK 24: Employee Benefits
- PSAK 48: Impairment of Asset
- PSAK 50: Financial Instruments: Presentation
- PSAK 57: Provisions, Contingent Liabilities and Contingent Assets
- PSAK 58: Non-Current Assets Held for Sale and Discontinued Operations

These financial statements are originally issued in Indonesian language

**BADAN PENYELENGGARA JAMINAN SOSIAL KETENAGAKERJAAN
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Continued)**

As of December 31, 2023 and 2022, and
January 1, 2022 / December 31, 2021
and for the years ended December 31, 2023 and 2022
(Expressed in Rupiah, unless otherwise stated)

- PSAK 60: Financial Instruments: Disclosures
- PSAK 71: Financial Instruments
- PSAK 72: Income from Contracts with Customers

Until the date this financial report was authorized, BPJS Ketenagakerjaan and its subsidiary were still evaluating the potential impact of the implementation of new standards, amendments to standards and interpretations of these standards.

DSAK-IAI also ratified changes to the number of PSAK and ISAK which will be effective on January 1, 2024, where this change does not affect the substance of the requirement in each PSAK and ISAK.



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