

» Pengelolaan Sumber Daya Manusia

Pada tahun 2023, dalam rangka menciptakan Global Healthcare Talent, Holding BUMN Farmasi melaksanakan tahapan *Fix the basics; Set up a strong foundation*. Dalam tahapan ini, pengelolaan Sumber Daya Manusia berfokus pada peningkatan Kepemimpinan (*leadership*) dan Kapabilitas Sumber Daya Manusia (*Human Capital Capabilities*), dimana fokus perbaikan pada tahap ini berada pada perbaikan aspek Kepemimpinan Teknologi, Pengembangan talenta, dan *Good Corporate Governance* (GCG).

Pada aspek Kepemimpinan Teknologi, Holding Farmasi mengembangkan platform yang terintegrasi yaitu Integrated Human Capital Management System (IHCMS) untuk Bio Farma Group. Platform ini bertujuan untuk mewujudkan integrasi pengelolaan data dan informasi Human Capital di lingkup Holding Farmasi secara *end to end*. Pada akhir tahun 2023, pencapaian pengembangan IHCMS telah mencapai progress pembentukan modul pada 80% dimana penyelesaiannya akan dilanjutkan pada tahun 2024. Implementasi seluruh modul platform dimulai pada Tahun 2023, dan dilakukan melalui *pilot project* di PT Bio Farma (Persero) selaku induk *holding* dan berjalan secara bertahap pada tiap entitas lainnya.

Pada aspek Pengembangan Talenta, dalam pemenuhan persentase talenta Perempuan dan Muda Holding Farmasi sebagai bentuk implementasi Program Transformasi Human Capital BUMN (Talent & Succession Management dan Human Capital Data Analytics), telah dilakukan pemetaan talenta BoD-1 secara tahunan oleh Klaster Kesehatan yang terdiri dari Bio Farma Group dan PT Pertamina Bina Medika IHC. Adapun pada tahun 2023, pencapaian jumlah Cluster Nominated Talent adalah 34 dari 174 BoD-1 Klaster Kesehatan. Pencapaian Cluster Nominated Talent inilah yang menjadi pemenuhan ketercapaian Holding BUMN Farmasi Tahun 2023, dimana persentase ketercapaian talenta perempuan pada 29,4% (10 dari 34 BoD-1) dan talenta muda pada 32,4% (11 dari 34 BoD-1). Hal ini menunjukkan bahwa pencapaian Klaster Kesehatan cukup tinggi dan telah melampaui target (target talenta perempuan 20% dan talenta muda 25%).

» Human Resources Management

In 2023, in order to create Global Healthcare Talent, the State-owned Pharmaceutical Holding is implementing the 'Fix the basics; Set up a strong foundation stage'. In this stage, the management of Human Resources focuses on improving Leadership and Human Capital Capabilities, where the focus of improvement at this stage is on improving aspects of Technology Leadership, Talent Development, and Good Corporate Governance (GCG).

In the Technology Leadership aspect, the Pharmaceutical Holding developed an integrated platform, namely the Integrated Human Capital Management System (IHCMS) for the Bio Farma Group. This platform aims to realize end-to-end integration of Human Capital data and information management within the Pharmaceutical Holding. By the end of 2023, the achievement of IHCMS development has reached 80% progress of module formation where the completion will continue in 2024. Implementation of all platform modules began in 2023, and was carried out through a pilot project at PT Bio Farma (Persero) as the holding company and gradually in each other entity.

In the aspect of Talent Development, in fulfilling the percentage of Female and Young talents of Pharmaceutical Holding as a form of implementation of the SOE Human Capital Transformation Program (Talent & Succession Management and Human Capital Data Analytics), an annual mapping of BoD-1 talents has been carried out by the Health Cluster consisting of Bio Farma Group and PT Pertamina Bina Medika IHC. As for 2023, the achievement of the number of Cluster Nominated Talent is 34 out of 174 BoD-1 Health Clusters. The achievement of the Nominated Talent Cluster is what fulfills the achievement of the Pharmaceutical BUMN Holding in 2023, where the percentage of female talent achievement is 29.4% (10 out of 34 BoD-1) and young talent is 32.4% (11 out of 34 BoD-1). This shows that the achievement of the Health Cluster is quite high and has exceeded the target (the target of 20% female talent and 25% young talent).



Dalam pencapaian skor aspek *Good Corporate Governance (GCG) Holding Farmasi Tahun 2023*, diperoleh melalui asesmen yang dilakukan lembaga independen terhadap penerapan GCG *Holding BUMN Farmasi Tahun 2022* dimana tercapai angka sebagai berikut:

In achieving the score of the *Good Corporate Governance (GCG) aspect of Pharmaceutical Holding in 2023*, which was obtained through an assessment conducted by an independent institution on the implementation of GCG of the State-owned Pharmaceutical Holding in 2022, the following figures were achieved:

No.	Entitas Entity	Skor GCG 2023 GCG Score 2023
1	PT Bio Farma (Persero)	94,932%
2	PT Kimia Farma, Tbk	95,761%
3	PT Indofarma, Tbk	92,177%

Asesmen ini dilakukan terhadap 6 aspek yaitu; Komitmen terhadap penerapan tata kelola secara berkelanjutan; Pemegang saham dan RUPS/Pemilik modal; Dewan Komisaris/Dewan Pengawas; Direksi; Pengungkapan informasi dan transparansi; dan Aspek Lainnya. Berdasarkan skor GCG yang diperoleh oleh masing-masing Entitas dilakukan perhitungan rata rata sehingga skor akhir untuk GCG Holding Farmasi sebesar 94,29% yang menunjukkan penerapan GCG dengan predikat Sangat Baik pada *Holding BUMN Farmasi*.

This assessment is carried out on 6 aspects, namely; Commitment to the implementation of sustainable governance; Shareholders and GMS/Capital owners; Board of Commissioners/Supervisory Board; Board of Directors; Information disclosure and transparency; and Other Aspects. Based on the GCG score obtained by each Entity, the average calculation is carried out so that the final score for GCG Holding Pharmaceuticals is 94.29%, which indicates the implementation of GCG with a very good predicate in the State-owned Pharmaceutical Holding.



Demografi Karyawan dan Sekilas tentang Pengembangan Kompetensi

Employee Demographics and Overview of Competency Development

Per 31 Desember 2023, jumlah karyawan *Holding* BUMN Farmasi sebanyak 14.327 orang, berkurang 299 orang dibanding tahun sebelumnya sebanyak 14.626 orang. Sebanyak 59% merupakan karyawan tetap *Holding* BUMN Farmasi, sedangkan sisanya merupakan karyawan tidak tetap.

Dari jumlah karyawan *Holding* BUMN Farmasi tersebut, karyawan Bio Farma tercatat sebanyak 1.814 orang, bertambah 32 orang dibanding tahun sebelumnya sebanyak 1.782 orang yang terutama disebabkan oleh dibukanya rekrutmen karyawan baru. Berikut rincian demografi karyawan dalam 2 (dua) tahun terakhir.

As of December 31, 2023, the total number of employees in the State-Owned Pharmaceutical Holding was 14,327, a decrease of 299 individuals compared to the previous year, which amounted to 14,626 individuals. As many as 59% are permanent employees of the State-owned Pharmaceutical Holding, while the rest are non-permanent employees.

From the total number of employees of the State-owned Pharmaceutical Holding, Bio Farma employees were recorded at 1,814 people, an increase of 32 people compared to the previous year of 1,782 people which was mainly due to the opening of new employee recruitment. The following is a breakdown of employee demographics in the last 2 (two) years.

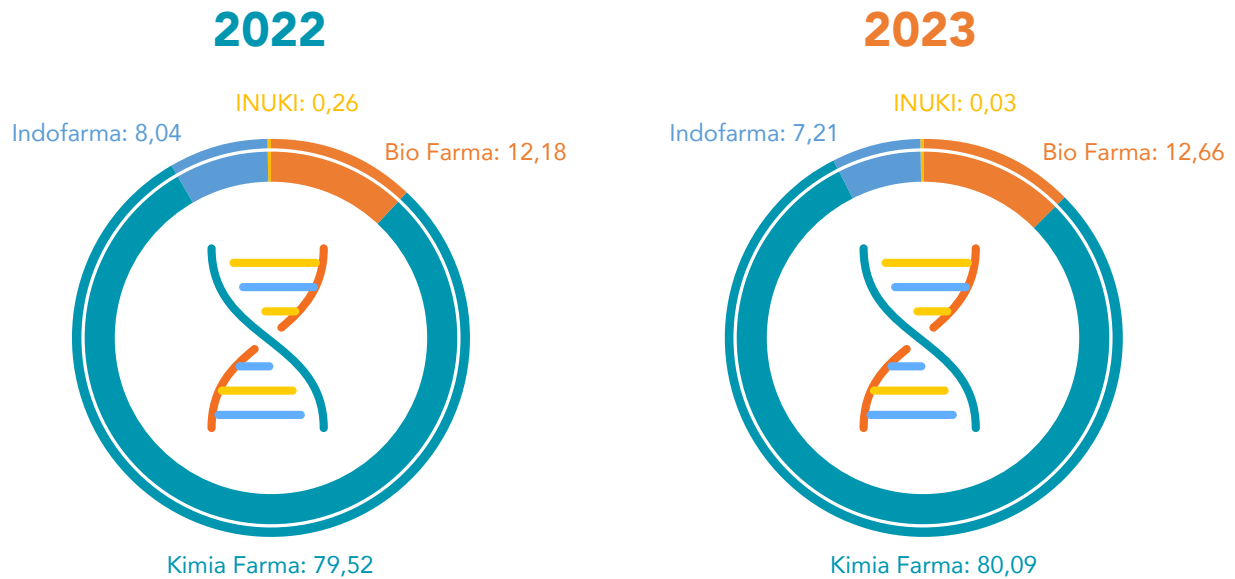
Demografi Karyawan Berdasarkan Entitas dan Jenis Kelamin dalam *Holding* BUMN Farmasi Employee Demographics Based on Entity and Gender in State-Owned Pharmaceutical Holding Company

(orang)
(people)

Entitas Entity	2023				2022				Kenaikan (Penurunan) Increase (Decrease)		
	L M	P F	Jumlah Total	Komposisi Composition (%)	L M	P F	Jumlah Total	Komposisi Composition (%)	Jumlah Total	Persentase Percentage (%)	
			(1)				(2)		(3=1-2)	(3/2)	
Entitas Induk Parent Entity											
Bio Farma	1.249	565	1.814	12,66	1.240	542	1.782	12,18	32	1,80	▲
Entitas Anak Subsidiary Entities											
Kimia Farma	5.270	6.205	11.475	80,09	5.364	6.266	11.630	79,52	(155)	(1,33)	▼
Indofarma	703	330	1.033	7,21	830	346	1.176	8,04	(143)	(12,16)	▼
INUKI	2	3	5	0,03	26	12	38	0,26	(33)	(86,84)	▼
Subjumlah Subtotal	5.975	6.538	12.513	87,34	6.220	6.624	12.844	87,82	(331)	(2,58)	▼
Jumlah Total	7.224	7.103	14.327	100,00	7.460	7.166	14.626	100,00	(299)	(2,04)	▼

L = Laki-laki | P = Perempuan

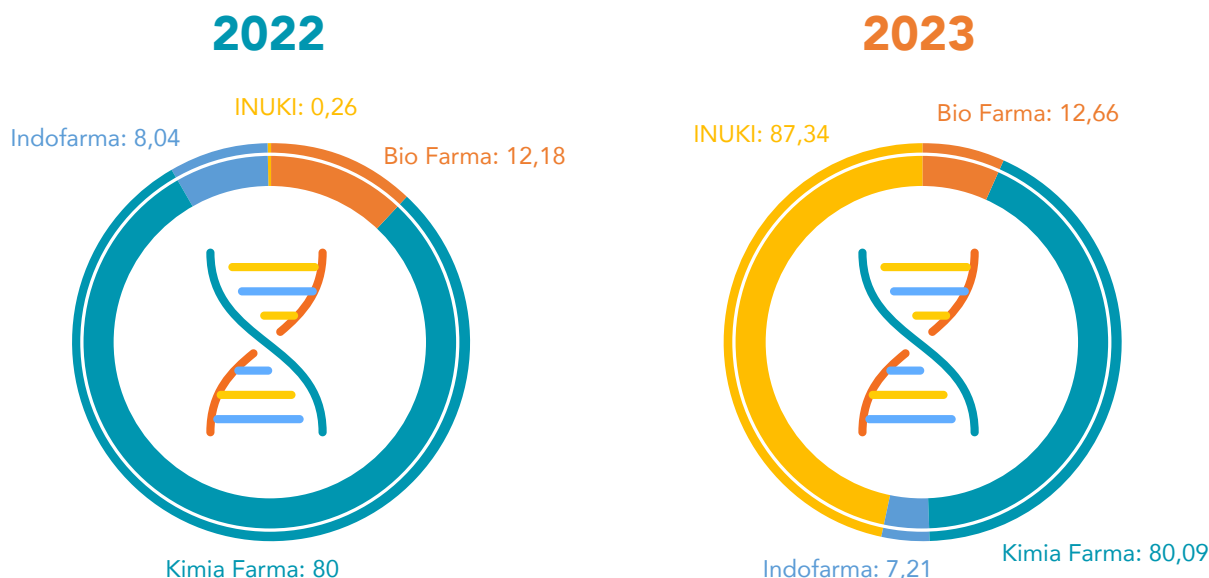
M = Male | F = Female



Demografi Karyawan Berdasarkan Status Kepegawaian dalam Holding BUMN Farmasi Employee Demographics Based on Employment Status in State-Owned Pharmaceutical Holding Company

(orang)
(people)

Entitas Entity	2023				2022				Kenaikan (Penurunan) Increase (Decrease)	
	Tetap Permanent	Tidak Tetap Non Permanent	Jumlah Total	Komposisi Composition (%)	Tetap Permanent	Tidak Tetap Non Permanent	Jumlah Total	Komposisi Composition (%)	Jumlah Total	Persentase Percentage (%)
			(1)				(2)		(3=1-2)	(3/2)
Entitas Induk Parent Entity										
Bio Farma	1.292	522	1.814	12,66	1.249	533	1.782	12,18	32	1,80 ▲
Entitas Anak Subsidiary Entities										
Kimia Farma	6.255	5.220	11.475	80,09	6.141	5.489	11.630	79,52	(155)	(1,33) ▼
Indofarma	943	90	1.033	7,21	1.057	119	1.176	8,04	(143)	(12,16) ▼
INUKI	0	5	5	87,34	37	1	38	0,26	(33)	(86,84) ▼
Subjumlah Subtotal	7.198	5.315	12.513	87,34	7.235	5.609	12.844	87,82	(331)	(2,58) ▼
Jumlah Total	8.490	5.837	14.327	100,00	8.484	6.142	14.626	100,00	(299)	(2,04) ▼



Yang dimaksud karyawan tetap dan tidak tetap pada tabel dan bagan di atas adalah:

1. Karyawan Tetap: Orang yang bekerja di Bio Farma Group, berstatus sebagai Karyawan Tetap dan menerima gaji berdasarkan hubungan kerja.
2. Karyawan Tidak Tetap: Orang yang bekerja di Bio Farma Group untuk melakukan pekerjaan tertentu dalam jangka waktu tertentu dan menerima upah berdasarkan hubungan kerja.

The terms 'permanent' and 'non-permanent employees' in the table and chart above refer to

1. Permanent Employee: A person who works in the Bio Farma Group, has the status of a Permanent Employee and receives a salary based on the employment relationship.
2. Non-permanent Employee: A person who works at Bio Farma Group to perform a specific job for a certain period of time and receives a salary based on an employment contract.

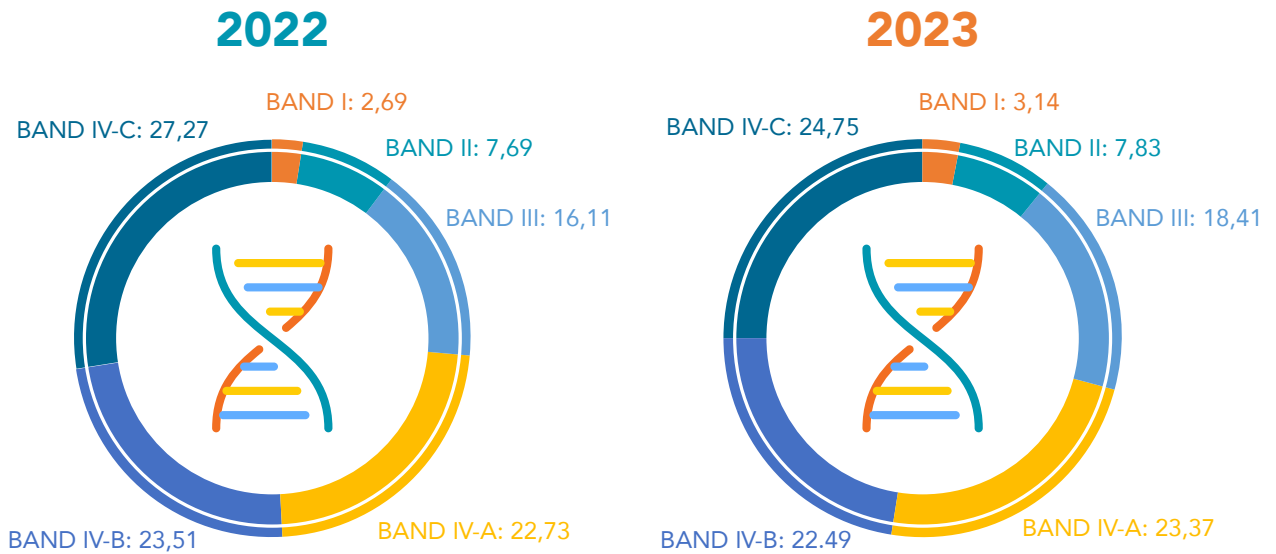
Demografi Karyawan Berdasarkan Status Kepegawaian dalam Holding BUMN Farmasi Employee Demographics Based on Employment Status in State-Owned Pharmaceutical Holding Company

(orang)
(people)

Level Jabatan Position Level	2023				2022				Kenaikan (Penurunan) Increase (Decrease)		
	L M	P F	Jumlah Total	Komposisi Composition (%)	L M	P F	Jumlah Total	Komposisi Composition (%)	Jumlah Total	Persentase Percentage (%)	
			(1)				(2)		(3=1-2)	(3/2)	
Band I	41	16	57	3,14	30	18	48	2,69	9	18,75	▲
Band II	93	49	142	7,83	90	47	137	7,69	5	3,65	▲
Band III	223	111	334	18,41	198	89	287	16,11	47	16,38	▲
Band IV-A	211	213	424	23,37	211	194	405	22,73	19	4,69	▲
Band IV-B	260	148	408	22,49	260	159	419	23,51	(11)	(2,63)	▼
Band IV-C	421	28	449	24,75	451	35	486	27,27	(37)	(7,61)	▼
Jumlah Total	1.249	565	1.814	100,00	1.249	533	1.782	100,00	32	33,23	▲

L = Laki-laki | P = Perempuan

M = Male | F = Female



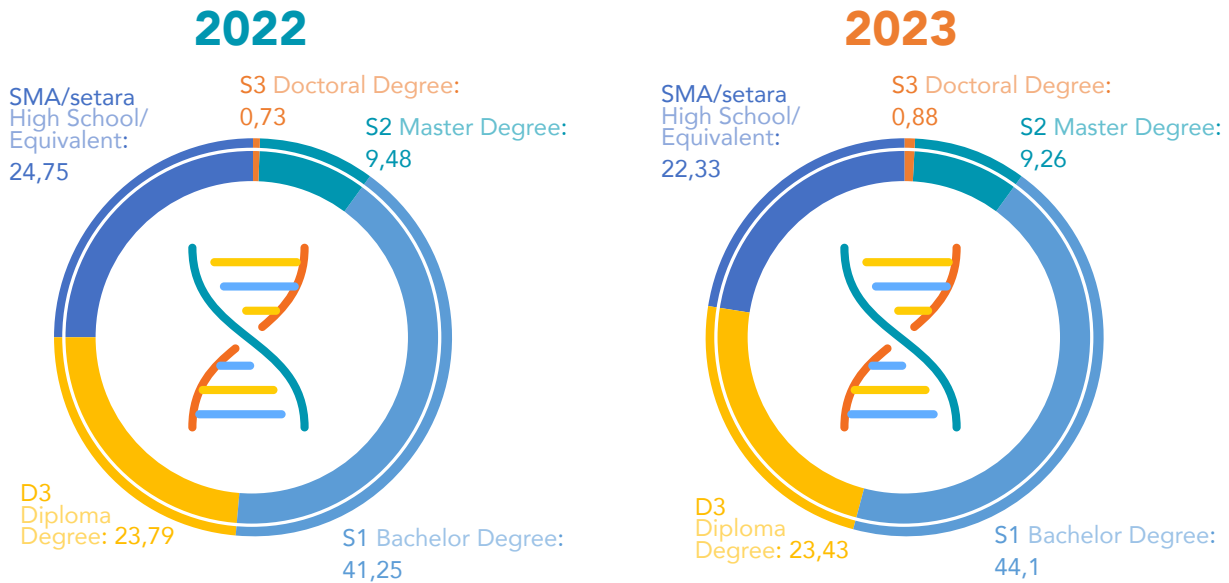
Demografi Karyawan Berdasarkan Jenjang Pendidikan dalam Organisasi Entitas Induk, Bio Farma
Employee Demographics Based on Educational Level in the Parent Organization, Bio Farma

(orang)
(people)

Jenjang Pendidikan Education Level	2023				2022				Kenaikan (Penurunan) Increase (Decrease)		
	L M	P F	Jumlah Total	Komposisi Composition (%)	L M	P F	Jumlah Total	Komposisi Composition (%)	Jumlah Total	Persentase Percentage (%)	
	(1)				(2)				(3=1-2)	(3/2)	
S3/Doktoral Doctoral Degree	10	6	16	0,88	5	8	13	0,74	3	23,08	▲
S2/Pasca Sarjana Master's Degree	157	11	168	9,26	109	60	169	9,56	(1)	(0,59)	▼
S1/Sarjana Bachelor's Degree	500	300	800	44,10	448	273	721	40,78	79	10,96	▲
D3 Diploma Degree	241	184	425	23,43	259	165	424	23,98	1	0,24	▲
SMA atau setara High School or equivalent	384	21	405	22,33	406	35	441	24,94	(36)	(8,16)	▼
Jumlah Total	1.292	522	1.814	100,00	1.227	541	1.768	100,00	46	25,51	▲

L = Laki-laki / P = Perempuan

M = Male | F = Female



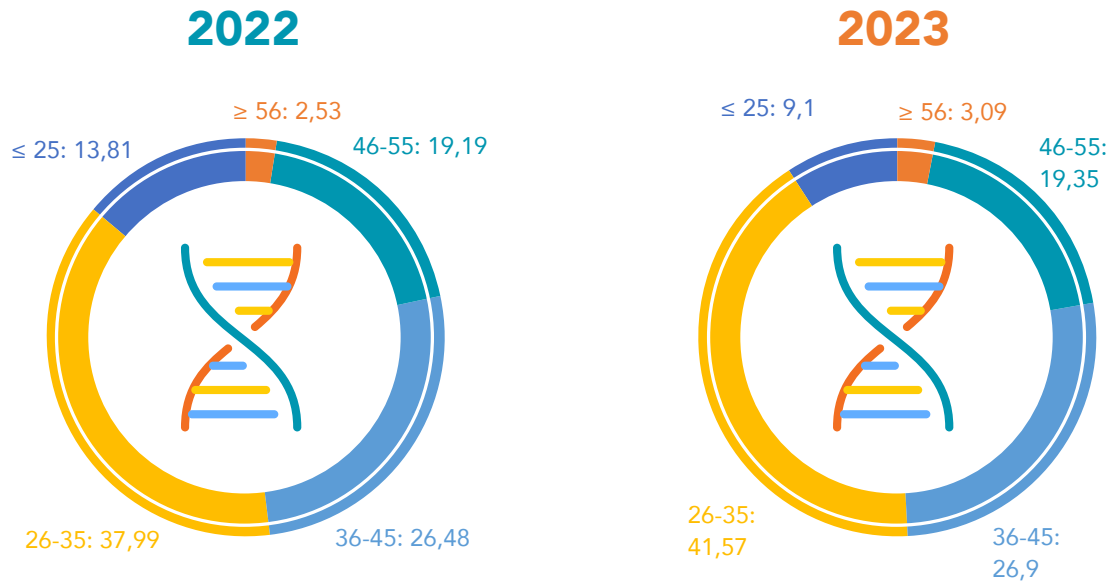
Demografi Karyawan Berdasarkan Usia dalam Organisasi Entitas Induk, Bio Farma
Employee Demographics by Age in the Parent Organization, Bio Farma

(orang)
(people)

Rentang Usia Age Range	2023				2022				Kenaikan (Penurunan) Increase (Decrease)		
	L M	P F	Jumlah Total	Komposisi Composition (%)	L M	P F	Jumlah Total	Komposisi Composition (%)	Jumlah Total	Persentase Percentage (%)	
			(1)				(2)		(3=1-2)	(3/2)	
≥ 56 tahun ≥ 56 years old	40	16	56	3,09	34	12	45	2,58	10	21,74	▲
46-55 tahun 46-55 years old	289	62	351	19,35	278	64	342	19,19	9	2,63	▲
36-45 tahun 36-45 years old	383	105	488	26,90	369	103	472	26,49	16	3,39	▲
26-35 tahun 26-35 years old	453	301	754	41,57	434	244	677	38,05	76	11,21	▲
≤ 25 tahun ≤ 25 years old	84	81	165	9,10	125	119	246	13,69	(79)	(32,38)	▼
Jumlah Total	1.249	565	1.814	100,00	1.240	542	1.782	100,00	32	1,80	▲

L = Laki-laki | P = Perempuan

M = Male | F = Female



Demografi Karyawan Berdasarkan Fungsi dalam Organisasi Entitas Induk, Bio Farma
Employee Demographics Based on Function in the Parent Entity Organization, Bio Farma

(orang)
(people)

Fungsi Function	2023				2022				Kenaikan (Penurunan) Increase (Decrease)	
	L M	P F	Jumlah Total	Komposisi Composition (%)	L M	P F	Jumlah Total	Komposisi Composition (%)	Jumlah Total	Persentase Percentage (%)
			(1)				(2)		(3=1-2)	(3/2)
Direktorat Utama President Directorate	54	75	129	7,11	54	63	117	6,40	12	10,26 ▲
Direktorat Wakil Utama Deputy President Directorate	291	184	475	26,19	314	208	522	28,54	(47)	(9,00) ▼
Direktorat Pengembangan Usaha Business Development Directorate	27	42	69	3,80	16	16	32	1,75	37	115,63 ▲

(orang)
(people)

Fungsi Function	2023				2022				Kenaikan (Penurunan) Increase (Decrease)		
	L M	P F	Jumlah Total	Komposisi Composition (%)	L M	P F	Jumlah Total	Komposisi Composition (%)	Jumlah Total	Persentase Percentage (%)	
			(1)				(2)		(3=1-2)	(3/2)	
Direktorat Keuangan dan Manajemen Risiko Finance and Risk Management Directorate	147	58	205	11,30	47	180	227	12,41	(22)	(9,69)	▼
Direktorat Medis dan Hubungan Kelembagaan Medical and Institutional Relations Directorate	53	45	98	5,40	46	42	88	4,81	10	11,36	▲
Direktorat Produksi dan Supply Chain Production and Supply Chain Directorate	579	110	689	37,98	584	100	684	37,40	5	0,73	▲
Direktorat Human Capital Human Capital Directorate	96	48	144	7,94	93	66	159	8,69	(15)	(9,43)	▼
Direktorat Pemasaran Marketing Directorate	2	3	5	0,28	-	-	-	-	5		
Jumlah Total	1.249	565	1.814	100,00	1.154	675	1.829	100,00	(15)	(0,82)	▼

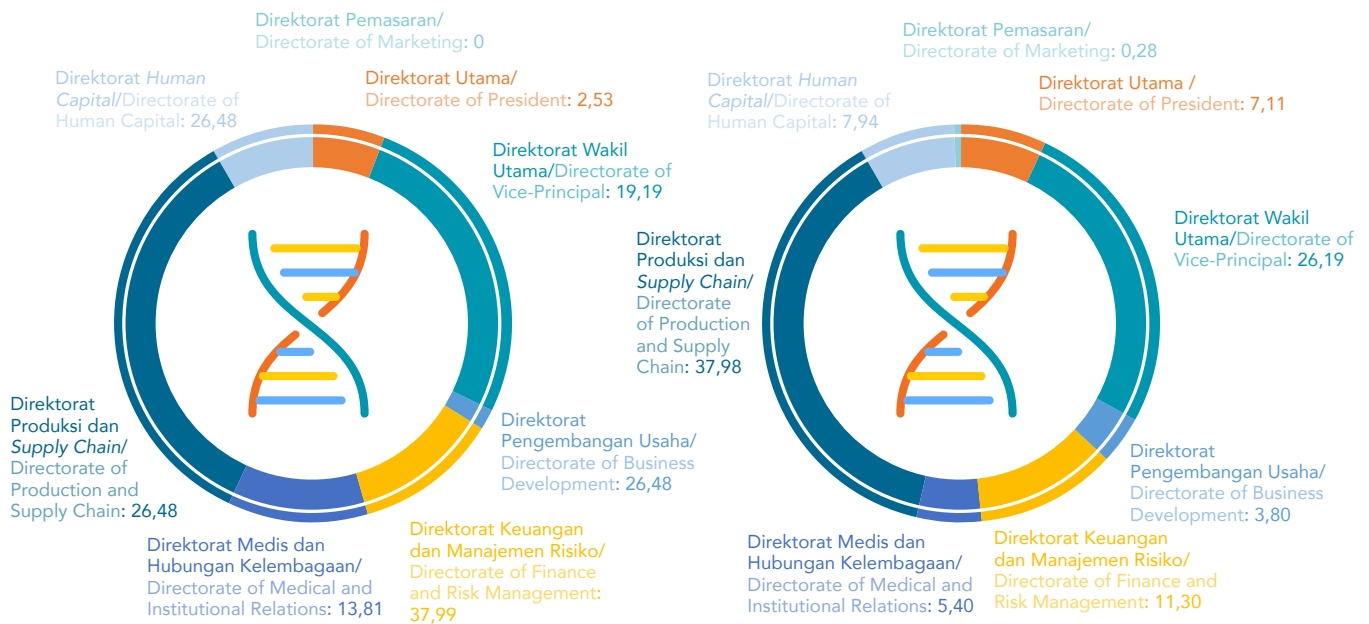
L = Laki-laki / P = Perempuan

M = Male | F = Female



2022

2023



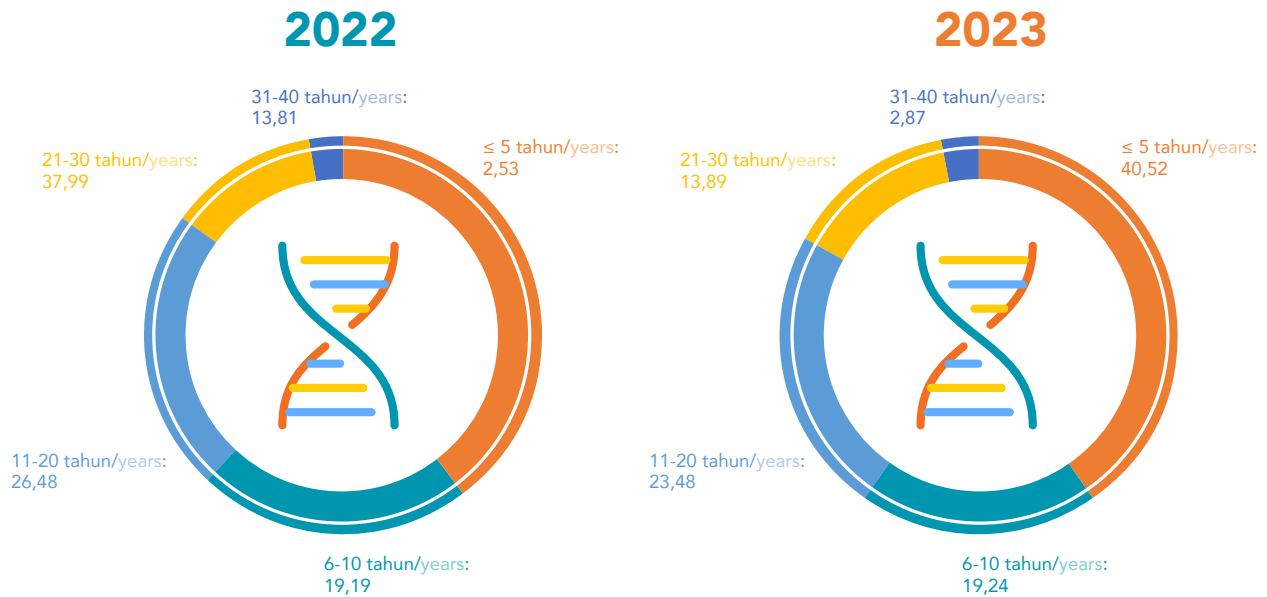
Demografi Karyawan Berdasarkan Lama Masa Kerja dalam Organisasi Entitas Induk, Bio Farma
Employee Demographics Based on Length of Employment in the Parent Organization, Bio Farma

(orang)
(people)

Rentang Masa Kerja Work Duration Range	2023				2022				Kenaikan (Penurunan) Increase (Decrease)		
	L M	P F	Jumlah Total	Komposisi Composition (%)	L M	P F	Jumlah Total	Komposisi Composition (%)	Jumlah Total	Persentase Percentage (%)	
			(1)				(2)		(3=1-2)	(3/2)	
≤ 5 tahun ≤ 5 years	415	320	735	40,52	410	298	708	39,73	27	3,81	▲
6-10 tahun 6-10 years	259	90	349	19,24	314	85	399	22,39	(50)	(12,53)	▼
11-20 tahun 11-20 years	327	99	426	23,48	306	106	412	23,12	14	3,40	▲
21-30 tahun 21-30 years	205	47	252	13,89	175	40	215	12,07	37	17,21	▲
31-40 tahun 31-40 years	43	9	52	2,87	35	13	48	2,69	4	8,33	▲
≥ 41 tahun ≥ 41 years	-	-	-	-	-	-	-	-	-	-	-
Jumlah Total	1.249	565	1.814	100,00	1.782	632	2.414	100,00	32	1,80	▲

L = Laki-laki / P = Perempuan

M = Male | F = Female



Lebih lanjut tentang pengembangan kompetensi karyawan serta pendekatan Bio Farma terhadap kepentingan karyawan sebagai pemangku kepentingan terdekat Perusahaan dapat dilihat pada Laporan Keberlanjutan sebagai dokumen yang tidak terpisahkan dari Laporan Tahunan ini.

Further information regarding employee competency development and Bio Farma's approach to employee interests as the closest stakeholders of the Company can be seen in the Sustainability Report as an integral document to this Annual Report.