



PENGEMBANGAN SUMBER DAYA MANUSIA

Human Capital Development

Perseroan berkomitmen untuk senantiasa meningkatkan kualitas pengelolaan Sumber Daya Manusia (SDM) dan penggunaan Teknologi Informasi (TI) yang menjadi modal utama Perseroan dalam menghadapi persaingan industri yang semakin masif dan mewujudkan pertumbuhan bisnis yang berkelanjutan.

Perseroan memandang SDM sebagai aset penting yang harus selalu ditingkatkan dan dikembangkan kompetensinya dalam rangka mencetak SDM yang memiliki integritas dan kapabilitas tinggi dan mampu berkontribusi dalam mewujudkan Visi, Misi, dan strategi Bisnis Perseroan.

Perseroan memandang bahwa SDM merupakan komponen yang sangat penting dalam rangka mempertahankan keunggulan kompetitif dan mendukung strategi bisnis.

The Company recognizes the significance of strengthening the fundamental aspects of business support in order to attain success. Hence, we are committed to always improving the quality of human capital management and the use of Information Technology (IT) so as to become the main capital of the Company in addressing the increasingly massive industry competition and realizing sustainable business growth.

The Company regards the aspect of human capital as the key asset of which the competency must always be enhanced in order to create human capital with high integrity and capability, able to contribute to the realization of the Company's Vision, Mission, and Business Strategies.

The Company considers human capital as a valuable component in order to maintain its competitive advantage and support business strategies.

Hingga 31 Desember 2023, jumlah pegawai Perseroan mencapai 811 orang, sedangkan tahun 2022 sebanyak 812 orang. Kenaikan ini telah disesuaikan dengan kebutuhan bisnis Perseroan baik dari sisi kualitas maupun kuantitas. Berikut adalah komposisi pegawai berdasarkan tingkat pendidikan, level jabatan, tingkat usia, status kepegawaian dan jenis kelamin.

As of December 31, 2023, the number of employees within the Company reached 811 people and 2022 of 812 people. This decrease has been adjusted to the Company's business needs both in terms of quality and quantity. The following is the composition of employees based on education level, position level, age level, employment status, and gender.

Komposisi Pegawai Berdasarkan Status Kepegawaian

Employee Composition Based on Employment Status

Status Kepegawaian Employment Status	2023	2022	2021
Pegawai Tetap (PO & PKT) Permanent Employee (PO & PKT)	642	669	714
Pegawai Tidak Tetap (PK) Temporary Employees (PK)	169	143	127
Jumlah Total	811	812	841

Komposisi Pegawai Berdasarkan Level Jabatan

Employee Composition Based on Position Level

Level Jabatan Employment Level	2023	2022	2021
Senior Vice President	15	14	16
Vice President	66	62	64
Assistant Vice President	92	88	78
Project Supervisor	245	161	139
Staff	393	487	544
Jumlah Total	811	812	841

Komposisi Pegawai Berdasarkan Tingkat Pendidikan

Employee Composition Based on Education Level

Level Pendidikan Education Level	2023	2022	2021
S2/ S3 Masters	105	81	72
S1/ D4 Bachelor	542	546	542
Diploma	64	69	81
SMA High School	100	116	129
Jumlah Total	811	812	814

Komposisi Pegawai Berdasarkan Jenjang Usia

Employee Composition Based on Age

Usia Age	2023	2022	2021
≤ 30	244	288	339
31 - 34	218	188	177
35 - 38	108	96	78
39 - 42	61	50	52
43 - 46	49	47	43
47 - 50	46	54	61
≥ 51	85	89	91
Jumlah Total	811	812	841

Komposisi Pegawai Berdasarkan jenis Kelamin

Employee Composition Based on Gender

Jenis Kelamin Gender	2023	2022	2021
Pria Male	727	739	772
Wanita Female	84	73	69
Jumlah Total	811	812	841

**PENGEMBANGAN SUMBER DAYA
MANUSIA**

Perseroan terus berupaya untuk meningkatkan kualitas SDM karena Abipraya meyakini kualitas SDM sangat berperan dalam meningkatkan daya saing perseroan. Upaya tersebut salah satunya dilakukan melalui pelatihan profesional yang berkelanjutan maupun dengan merekrut SDM yang berkualitas.

Perseroan merealisasikan program pengembangan kompetensi pegawai berdasarkan model kompetensi (*competency model*) dan kesempatannya terbuka bagi setiap pegawai. Setiap pegawai berhak mengajukan diri menjadi peserta pelatihan dengan mengajukan persyaratan administrasi tertentu, dan mendapatkan persetujuan dari atasannya. Pengajuan jenis pelatihan dan pengembangan yang hendak diikuti harus selaras dengan kebutuhan tugas, rencana pengembangan kompetensi dan pengembangan usaha.

HUMAN CAPITAL DEVELOPMENT

The Company continues to improve the quality of Human Capital. The company believes that the quality of Human Capital plays an important role in enhancing the company's competitiveness. The initiatives are carried out through continuous professional training and recruiting qualified Human Capital.

The Company realizes employee competency development programs based on the competency model and the opportunity is exposed to every employee. All personnel within the company have the right to apply to be a trainee by submitting certain administrative requirements and obtaining approval from their leaders. The submission of the type of training and development to be followed must be in line with the needs of the task, competency development plan, and business development.

PEMETAAN KEBUTUHAN PENGEMBANGAN KOMPETENSI

Dalam Pengembangan kompetensi, perusahaan memberikan kesempatan yang sama kepada seluruh karyawan dimana selama tahun 2023 diperoleh beragam sertifikasi untuk memenuhi kebutuhan keterampilan tertentu, sesuai kompetensi yang diperlukan masing – masing karyawan.

Adapun maksud dan tujuan penyelenggaraan Diklat, yaitu untuk:

1. Membentuk karyawan menjadi manusia yang profesional dan berkepribadian sesuai nilai-nilai perusahaan dengan wawasan/cara pandang yang luas dalam melaksanakan tugas pekerjaannya untuk mendukung pencapaian visi dan misi perusahaan;
2. Mengembangkan kompetensi, inovasi, kreativitas, kerja sama dan disiplin karyawan sehingga mampu mendayagunakan potensi diri secara optimal untuk kepentingan Perseroan;
3. Menumbuhkan dan mengembangkan suasana, metode kerja serta koordinasi antar unit secara lebih baik.

PENGEMBANGAN KOMPETENSI SDM

Perseroan berkomitmen penuh pada proses pengembangan karyawan melalui perencanaan program-program pendidikan dan pelatihan yang mampu meningkatkan kompetensi. Program pengembangan SDM yang tepat dan dibutuhkan oleh masing-masing karyawan dilakukan melalui Analisa kebutuhan Pembelajaran dengan memperhatikan target unit kerja dan visi misi perusahaan dalam pemenuhan gap kompetensi.

COMPETENCY DEVELOPMENT MAPPING

In terms of competency development, the company gives equal opportunity to all employees. During 2023, numerous certifications are gained to suit specific skill needs based on each employee's competencies.

The aims and objectives of the implementation of Training and Education initiatives are to:

1. Shaping employees into professional and personable people in accordance with company values with broad insight/perspective in carrying out their work duties to support the achievement of the company's vision and mission;
2. Developing employee competence, innovation, creativity, cooperation, and discipline in order to be able to utilize their potential optimally for the benefit of the company;
3. Encourage and develop a better atmosphere, working methods, and coordination between business units.

HC COMPETENCY DEVELOPMENT

The Company is fully committed to the employee development process through the planning of education and training programs that are able to improve competencies. The right HC development program needed by each employee is carried out through Learning needs analysis by taking into account the target work unit and the company's vision and mission in fulfilling the competency gap.

Program pelatihan untuk pengembangan SDM di Perseroan melalui :

1. In-House Training

Perseroan mengembangkan program pelatihan secara internal dengan melakukan kerja sama dengan pihak eksternal dalam pemberian materi pelatihan yang ditujukan untuk peningkatan kompetensi karyawan terkait bidang pekerjaan, yang disebut dengan *knowledge sharing session*, menghadirkan para pembicara sesuai dengan kompetensi di bidangnya.

2. Public Training Program

Pada *Public Training Program*, Perseroan mengikutsertakan para karyawan secara intens pada program pelatihan – pelatihan serta seminar Dalam dan Luar Negeri sesuai dengan kebutuhan untuk meningkatkan kompetensi karyawan. Pengembangan SDM melalui pendidikan bertujuan untuk meningkatkan kemampuan kerja, dalam arti pengembangan bersifat formal dan berkaitan dengan karir.

Selama tahun 2023, Perseroan telah merealisasikan kegiatan pelatihan karyawan, dengan rincian sebagai berikut:

Training programs for Human Capital development in the company, as follow:

1. In-House Training

The company develops training programs internally by collaborating with external parties in providing training materials aimed at improving employee competencies related to the field of work, called *knowledge sharing session*, presenting professional speakers in accordance with competencies within their field of operations;

2. Public Training Program

In the *Public Training Program*, the company engages employees intensely in domestic and foreign training programs and seminars in accordance with the need to improve employee competence. Human Capital development through education aims to improve employability, in the sense that development is formal and career-related.

During 2023, the company has realized employee training activities, with the following details:

No	Uraian Pelatihan Karyawan	Description of Employee Training
1	PMBOK Level Intermediate (SEM, SOM)	PMBOK Level Intermediate (SEM, SOM)
	- Batch 1	- Batch 1
	- Batch 2	- Batch 2
	- Batch 3	- Batch 3
	- Batch 4	- Batch 4
	- Batch 5	- Batch 5
2	PMBOK Level Professional (PM)	PMBOK Level Professional (PM)
	- Batch 1	- Batch 1
	- Batch 2	- Batch 2
	- Batch 3	- Batch 3
3	Pelatihan I2LI School of Dam & Water Resources Indonesia Infrastructure Learning Institute (I2LI) Batch 3	I2LI School of Dam & Water Resources training Indonesia Infrastructure Learning Institute (I2LI) Batch 3
4	Indonesia Infrastructure Learning Institute (I2LI): Talent & Knowledge Management	Indonesia Infrastructure Learning Institute (I2LI): Talent & Knowledge Management
	Indonesia Infrastructure Learning Institute (I2LI): Talent & Knowledge Management Certified Knowledge Manager (KM)	Indonesia Infrastructure Learning Institute (I2LI): Talent & Knowledge Management Certified Knowledge Manager (KM)

No	Uraian Pelatihan Karyawan	Description of Employee Training
5	Indonesia Infrastructure Learning Institute (I2LI): Claim & Change Management Certified Contract Drafter (CCD)	Indonesia Infrastructure Learning Institute (I2LI): Claim & Change Management Certified Contract Drafter (CCD)
	Indonesia Infrastructure Learning Institute (I2LI): Claim & Change Management	Indonesia Infrastructure Learning Institute (I2LI): Claim & Change Management
	Indonesia Infrastructure Learning Institute (I2LI): Claim & Change Management FIDIC Contract Manager Certification (FIDIC Int.)	Indonesia Infrastructure Learning Institute (I2LI): Claim & Change Management FIDIC Contract Manager Certification (FIDIC Int.)
6	Indonesia Infrastructure Learning Institute (I2LI): Procurement & SCM Certified Supply Chain and Logistics Analyst in Construction (CSLC)	Indonesia Infrastructure Learning Institute (I2LI): Procurement & SCM Certified Supply Chain and Logistics Analyst in Construction (CSLC)
	Indonesia Infrastructure Learning Institute (I2LI): Procurement & SCM Certified Professional in Supply Chain and Logistics in Construction (CPSC)	Indonesia Infrastructure Learning Institute (I2LI): Procurement & SCM Certified Professional in Supply Chain and Logistics in Construction (CPSC)
7	Pelatihan & Sertifikasi Praktisi Hukum Perusahaan & HI	Corporate Law & HI Practitioner Training & Certification
8	Pelatihan Tingkat Komponen Dalam Negeri (TKDN) Surabaya	Domestic Component Level Training (TKDN) Surabaya
9	Pelatihan Sistem Manajemen Anti Penyuapan: 1. Awareness SMAP (43 Pegawai) 2. Auditor Internal SMAP(20 Pegawai)	Anti-Bribery Management System Training: 1. Awareness SMAP (43 Employees) 2. SMAP Internal Auditor (20 Employees)
10	Pelatihan & Sertifikasi K3 Confined Space (Kemnaker & BNSP)	K3 Confined Space Training & Certification (Ministry of Manpower & BNSP)
11	1. Pelatihan & Sertifikasi Pengendalian Pencemaran Udara (PPPU); 2. Pelatihan & Sertifikasi Pengendalian Pencemaran Air (PPPA); 3. Pelatihan & Sertifikasi Pengelolaan Limbah B3 (PLB3)	1. Air Pollution Control Training & Certification (PPPU); 2. Water Pollution Control Training & Certification (PPPA); 3. B3 Waste Management Training & Certification (PLB3)
12	Usulan Pelatihan & Sertifikasi Manajemen Risiko Batch 2	Proposed Batch 2 Risk Management Training & Certification
13	Usulan Pelatihan & Sertifikasi Manajemen Risiko Batch 1	Proposed Batch 1 Risk Management Training & Certification
14	Pelatihan Ka SPI + Asesment Sertifikasi BNSP - Workshop Standar dan kode Etik Profesional - Pra Manajerial - Manajerial	Head of SPI Training + BNSP Certification Assessment - Professional Standards and Code of Ethics Workshop - Pre Managerial - Managerial
15	Pelatihan Pimpinan Unit Kerja Sekper	Training for Corporate Secretary Work Unit Leaders
16	Pelatihan Leadership Development Program	Leadership Development Training Program
17	Pelatihan dan Ujian Sertifikasi Kurator dan Pengurus Angkatan IX Tahun 2023	Training and Certification Examination for Curators and Administrators Batch IX in 2023
18	Training & Workshop terkait Introduction to Control Objective for Information and Related Technology (COBIT)	Training & Workshop terkait Introduction to Control Objective for Information and Related Technology (COBIT)
19	Pelatihan Accounting for Consolidation Reporting	Accounting for Consolidation Reporting Training
20	Pelatihan dan Sertifikasi QIA (Qualified Internal Auditor) Tingkat Manajerial	Managerial Level QIA (Qualified Internal Auditor) Training and Certification
21	Pelatihan Lifting Engineer & Scaffolding Planner	Lifting Engineer & Scaffolding Planner Training
22	Pelatihan dan sertifikasi ahli Muda K3	Training and certification of young OHS experts
23	Valuation on Merger & Acquisition	Valuation on Merger & Acquisition
24	Program Pelatihan & Sertifikasi SMK3	SMK3 Training & Certification Program
25	Pelatihan Business Continuity Management (BCM)	Business Continuity Management (BCM) Training
26	Pelatihan dan sertifikasi Damkar Kelas C	Class C Firefighter training and certification

No	Uraian Pelatihan Karyawan	Description of Employee Training
27	Awareness Management System ISO Intergrated	Awareness Management System ISO Intergrated
28	Pelatihan Damkar Internal	Internal Firefighter Training
29	Pelatihan dan Sertifikasi QIA (Qualified Internal Auditor) Tingkat Dasar	Basic Level QIA (Qualified Internal Auditor) Training and Certification
30	Program Pelatihan & Sertifikasi Damkar D	D Firefighters Training & Certification Program
31	Pelatihan Manajemen Investasi Dana Pensiun (MIDP) an. Unggul Alvianto	Pension Fund Investment Management Training (MIDP)
32	Program Pelatihan & Sertifikasi P3K	First Aid Training & Certification Program
33	Program Pelatihan & Sertifikasi K3 Konstruksi	Construction OHS Training & Certification Program
34	Program Pelatihan & Sertifikasi Ahli Lingkungan Kerja	Work Environment Expert Training & Certification Program
35	Pelatihan Modul Akuntansi	Accounting Module Training
36	Sharing CPO - Tema: Unforeseen condition	Sharing CPO - Tema: Unforeseen condition
37	Pelatihan Applied Financial Project Model	Applied Financial Project Model Training
38	Pelatihan Modul Digital Talent	Digital Talent Module Training

BIAYA PENDIDIKAN & PELATIHAN

Untuk meningkatkan kualitas dan profesionalisme, perusahaan memberikan kesempatan yang sama kepada seluruh pekerja untuk mengikuti pendidikan dan pelatihan (diklat). Selama tahun 2023, Perseroan telah menyelenggarakan 38 program pelatihan pekerja, perseroan mengeluarkan total biaya sebesar Rp4.190.411.329, naik 44% dibandingkan biaya tahun sebelumnya, yang mencapai Rp2.910.835.443.

PENGLOLAAN SUMBER DAYA MANUSIA

Pengelola SDM dilakukan dengan berbasis pada strategi dan rencana bisnis perusahaan serta budaya kerja yang diinginkan. Untuk memastikan pengelolaan sumber daya manusia di Perseroan sejalan dengan visi perusahaan, Perseroan telah menyusun *Key Performance Indicator (KPI)* dan target kinerja sebagai dasar untuk pengukuran kinerja pegawai dan sistem *rewards & punishment*.

EDUCATION & TRAINING BUDGET

In order to improve quality and professionalism, Abipraya provides equal opportunities to all workers to attend education and training. In 2023, The company has organized 38 worker training programs, the company incurred a total cost of IDR4.190.411.329 increase 44% to the previous year's budget, which reached IDR 2.910.835.443.

HUMAN CAPITAL MANAGEMENT

Human capital management is performed based on Abipraya's strategy and business plan as well as the desired work culture. With the intention to ensure that the management of human capital is in line with the company's vision, the Company has developed Key Performance Indicators (KPIs) and performance targets as the basis for employee performance measurement and reward & punishment system.

UNIT PENGEMBANGAN SDM

Identifikasi fungsi dan penataan infrastruktur organisasi dilakukan dalam rangka penguatan sistem pengelolaan SDM Perseroan guna menjamin keteraturan struktur organisasi, ruang lingkup tanggung jawab dan kejelasan kompetensi setiap fungsi. Pengelolaan SDM yang baik menjadi dasar agar operasional perusahaan dapat berjalan melalui koordinasi dan komunikasi yang baik. Dalam pengelolaan SDM, Perseroan juga melaksanakan program peningkatan kinerja manajemen dan berbagai program lain yang mampu meningkatkan keahlian dan kemampuan masing-masing SDM yang dimiliki Perseroan.

Perseroan membentuk unit pengelola SDM sebagai bentuk komitmen Perseroan dalam pengelolaan SDM. Unit Pengembangan SDM dibentuk untuk tujuan menciptakan SDM tangguh, kompeten, profesional, dan berintegritas tinggi guna mendukung keberlanjutan bisnis.

TUGAS POKOK DEPARTEMEN HUMAN CAPITAL & GENERAL AFFAIRS

Dalam menjalankan tugasnya, Departemen Human Capital & General Affairs memiliki tugas pokok yaitu mengelola dan membina kegiatan yang terkait dengan pegawai sebagai *partner* usaha yang strategis. Tugas pokok Unit Pengembangan SDM dijabarkan dalam uraian berikut:

1. Perumusan kebijakan dan sistem manajemen sumber daya manusia.
Prosedur dan program kerja yang dirancang oleh Perseroan melalui Departemen Human Capital & General Affairs merupakan panduan untuk mempermudah kinerja pegawai Perseroan sebagai komponen

HUMAN CAPITAL DEVELOPMENT UNIT

Identification of functions and structuring of organizational infrastructure is carried out in order to strengthen the Company's human capital management system to ensure the regularity of the organizational structure, the scope of responsibility and the clarity of competence of each function. Good human capital management is the basis for company operations to run through good coordination and communication. In managing human capital, the Company performs management performance improvement programs and various other programs that are able to improve the expertise and ability of each Human Capital owned by the company.

As a demonstration of the company's dedication to HC management, the Company formed an HC management unit. In order to strengthen business sustainability, the HC Development Unit was established with the goal of developing strong, capable, professional, and high-integrity Human Capital.

THE HUMAN CAPITAL & GENERAL AFFAIRS DEPARTMENT'S PRIMARY RESPONSIBILITIES

In carrying out its duties, the Human Capital & General Affairs Department has the main task of managing and fostering activities related to employees as strategic business partners. The main tasks of the HC Development Unit are described in the following description:

1. Formulation of human capital management policies and systems.
The procedures and work programs designed by the Company through the Human Capital & General Affairs Department are a guide to facilitate the performance of the Company employees as the most important component

terpenting penggerak roda bisnis. Kebijakan-kebijakan yang disusun meliputi sistem pola karir, sistem kompensasi & benefit, sistem penilaian kinerja, sistem talent management, dan program strategis lainnya.

2. Perencanaan organisasi dan kebutuhan sumber daya manusia.

Komposisi struktur organisasi dihitung menggunakan metode analisa beban kerja. Hasil dari analisis beban kerja menjadi gambaran kebutuhan pegawai yang bisa diterapkan dalam pola rekrutmen. Departemen Human Capital & General Affairs juga menyusun fungsi jabatan dan *job description* sebagai pedoman setiap unit dalam menjalankan fungsinya. Analisa jabatan adalah metode yang digunakan dalam penyusunan *job description*.

3. Manajemen kinerja individu.

Abipraya dinilai dengan KPI, yang hasilnya berhubungan dengan indeks prestasi. Saat ini penilaian kinerja menggunakan sistem online sehingga efisien dalam waktu dan biaya. Departemen Human Capital & General Affairs memfasilitasi penyelesaian masalah terkait penilaian kinerja dan membina pegawai melalui konseling, mentoring, dan evaluasi.

4. Perencanaan organisasi dan sumber daya manusia.

Perubahan struktur organisasi adalah menggunakan metode analisis beban kerja. Hasil analisa tersebut menjadi preferensi kebutuhan, jumlah karyawan dan diterapkan sebagai pedoman perekrutan. Departemen Human Capital & General Affairs juga mengatur pekerjaan deskripsi sebagai pedoman untuk setiap pekerjaan satuan. Analisis posisi adalah metode yang digunakan dalam pengaturan deskripsi pekerjaan.

driving the wheels of business. The policies prepared include a career pattern system, compensation & benefits system, performance appraisal system, talent management system, and other strategic programs.

2. Organizational planning and human capital needs.

The composition of the organizational structure is calculated using the workload analysis method. The results of the workload analysis provide an illustration of employee needs that can be applied to recruitment patterns. The Human Capital and General Affairs Department also prepares position functions and job descriptions as guidelines for each unit in carrying out its functions. Job analysis is a method used in preparing job descriptions.

3. Personal Performance Oversight.

KPIs are used to evaluate Abipraya, and the outcomes are connected to the achievement index. Currently, an online method is used for performance reviews. It is therefore economical and time-efficient. The HC Development Unit supports staff members through evaluation, coaching, and mentoring while facilitating problem-solving linked to performance reviews;

4. Organizational planning and human capitals.

Changes in organizational structure are using workload analysis methods. The results of this analysis become preferences for needs and the number of employees and are applied as recruitment guidelines. The Human Capital and General Affairs Department also regulates job descriptions as a guide for each unit's work. Position analysis is a method used in setting job descriptions.



REKRUTMEN

Rekrutmen pegawai baru berfungsi untuk melakukan regenerasi serta memberikan keseimbangan komposisi pegawai. Perseroan menyusun program rekrutmen yang komprehensif serta memerhatikan faktor lainnya agar jumlah pegawai yang ada dapat meningkatkan efisiensi kinerja Perseroan.

Perseroan menjunjung tinggi asas kesetaraan kesempatan dalam proses rekrutmen tanpa adanya unsur diskriminasi. Oleh karenanya, rekrutmen pegawai Perseroan dilakukan secara terbuka bagi siapapun. Untuk mendapatkan calon karyawan yang berkualitas terbaik, Perseroan melakukan rekrutmen secara internal dan eksternal.

a. Rekrutmen internal

Rekrutmen internal dilakukan dengan mengoptimalkan sumber daya yang telah dimiliki sebagai bentuk percepatan pergerakan karir pegawai.

RECRUITMENT

Recruitment of new employees functions as regeneration and provides balance in employee composition. The Company develop a comprehensive recruitment program and pay attention to other factors so that the number of existing employees can increase the efficiency of the company's performance.

The Company upholds the principle of equality of opportunity in the recruitment process without any element of discrimination. For this reason, the recruitment procedure of the Company employees is open to anyone. In order to obtain the best qualified employee candidates, the Company conducts recruitment internally and externally.

a. Internal recruitment

Internal recruitment is carried out by optimizing the resources already owned as a form of accelerating employee career movements;

b. Rekrutmen eksternal,
 Rekrutmen eksternal difokuskan pada perekrutan pegawai berpendidikan yang lebih tinggi dan pegawai dengan kompetensi yang belum dimiliki Perseroan.

b. Pro hire recruitment
 The goal of pro hire recruitment is to find applicants who are more educated and has skills that the Company does not already possess.

Jumlah Pegawai Yang Masuk dan Yang Keluar

Employees Turnover

Uraian Description	PO	PKT	PK	TOTAL
Pegawai Baru New Employees	-	-	57	57
Pensiun Pension	12	7	-	19
Mengundurkan Diri Resigned	9	1	12	22
Indisipliner Interdisciplinary	1	-	1	2
Kebijakan Perusahaan Company Policy	-	-	-	-
Meninggal Dunia Passed Away	-	-	-	-

PENILAIAN KINERJA

Fokus pengelolaan SDM Perseroan dilakukan dengan peningkatan kualitas dan profesi melalui program penilaian kinerja yang berkelanjutan. Program penilaian kinerja diterapkan pada semua level pegawai. Penilaian kinerja pegawai dilakukan dalam tiga tahap, yakni:

- Penetapan poin-poin penilaian. Target kinerja pegawai ditetapkan berdasarkan objektivitas organisasi yang diturunkan ke unit kerja masing-masing, hingga ke level individu.

PERFORMANCE ASSESSMENT

The focus of Abipraya's Human Capital management is performed by improving quality and profession through a continuous performance appraisal program. Performance appraisal programs are applied at all levels of employees. Employee performance appraisal is carried out in three stages, namely:

- Assignment of scoring points. Employee performance targets are based on organizational objectives that are derived from their respective work units, down to the individual level;

- Pengawasan dan penilaian kinerja karyawan dilakukan secara berkala terhadap target per periode, fase monitoring dilakukan melalui evaluasi setiap enam bulan. Penilaian ini bertujuan untuk memetakan kekuatan dan kelemahan kinerja setiap pegawai. Dengan begitu, poin-poin penilaian yang hasilnya belum memuaskan dapat diperbaiki sehingga target yang direncanakan bisa tercapai enam bulan sekali.
- Periodically, employees' performance is assessed and supervised in relation to predetermined goals; evaluations are conducted every six months to complete the monitoring phase. The purpose of this evaluation is to map each employee's performance strengths and shortcomings. In this manner, evaluation points with unsatisfactory outcomes might be adjusted to help reach the intended goals. every six months on average.

Tahap-tahap tersebut menjadi skema penilaian KPI untuk masing-masing pegawai, dan KPI ditetapkan setiap tahun berdasarkan konsep *balance scorecard*.

These stages become a KPI assessment scheme for each employee, and KPIs are determined every year based on the balanced scorecard concept.

Departemen Human Capital & General Affairs juga mengelola sistem *reward & punishment* serta mengelola manajemen karir pegawai melalui *assessment*, pemetaan kompetensi, serta mekanisme mutasi, magang, dan penugasan. Departemen Human Capital & General Affairs juga memiliki tanggung jawab untuk menyelesaikan masalah hubungan industrial antara manajemen dengan pegawai.

The Human Capital & General Affairs Department also manages the reward & punishment system and manages employee career management through assessment, competency mapping, as well as mechanisms for transfers, internships and assignments. The Human Capital & General Affairs Department also has responsibility for resolving industrial relations problems between management and employees.