

DEMOGRAFI KARYAWAN DAN PENGEMBANGAN KOMPETENSI DEMOGRAFI KARYAWAN

Employee Demographics and Employee Demographic Competency Development

Hingga akhir tahun 2020, jumlah sumber daya manusia PT Pupuk Indonesia termasuk Entitas Anak secara langsung mencapai 8.336 orang. Dibandingkan tahun 2019 yang 8.892 orang, menurun 6,25% alasan sentralisasi beberapa fungsi.

Until the end of 2020, the total human resources of PT Pupuk Indonesia and its direct Subsidiaries are 8,336 persons. Compared to 2019, which was 8,892 persons, a decrease of 6.25% due to the centralization of several functions.

Komposisi Karyawan Tetap berdasarkan Jenis Kelamin

(orang)

Entitas Entity	2020				2019			
	Laki-laki Male	Perempuan Female	Jumlah Total	Komposisi (%) Composition	Laki-laki Male	Perempuan Female	Jumlah Total	Komposisi (%) Composition
Holding								
Pupuk Indonesia	204	81	285	3,42%	160	66	226	2,54%
Entitas Anak Subsidiaries								
Petrokimia Gresik	2.155	115	2.270	27,23%	2.463	114	2577	28,98%
Pupuk Kujang	977	89	1.066	12,79%	994	90	1084	12,19%
Pupuk Kalimantan Timur	1.359	125	1.484	17,80%	1525	136	1661	18,68%
Pupuk Iskandar Muda	535	71	606	7,27%	592	74	666	7,49%
Pupuk Sriwidjaja Palembang	1.762	174	1.936	23,22%	1825	180	2005	22,55%
Rekayasa Industri	460	65	525	6,30%	445	65	510	5,74%
Mega Eltra	51	30	81	0,97%	55	29	84	0,94%
Pupuk Indonesia Logistik	28	5	33	0,40%	28	5	33	0,37%
Pupuk Indonesia Energi	33	8	41	0,49%	29	8	37	0,42%
Pupuk Indonesia Pangan	7	2	9	0,11%	7	2	9	0,10%
Sub Jumlah Entitas Anak Sub Total of Subsidiaries	7.367	684	2.270	96,58%	7963	703	8666	97,46%
Total	7.571	765	8.336	100%	8123	769	8.892	100%

Employee Composition based on Gender

(person)

Komposisi Karyawan Tetap berdasarkan Status Kepegawaian

(orang)

Entitas Entity	Karyawan Tetap Permanent Employee			Karyawan Kontrak Contract Employee		
	2020	2019	Kenaikan (Penurunan) 2019-2020 Increase (Decrease) 2019-2020	2020	2019	Kenaikan (Penurunan) 2019-2020 Increase (Decrease) 2019-2020
Holding						
Pupuk Indonesia	285	226	59	33	30	3
Entitas Anak Subsidiaries						
Petrokimia Gresik	2.270	2577	(307)	319	654	(335)
Pupuk Kujang	1.066	1084	(18)	3	722	(719)
Pupuk Kalimantan Timur	1.484	1661	(177)	35	1491	(1.456)
Pupuk Iskandar Muda	606	666	(60)	13	576	(563)
Pupuk Sriwidjaja Palembang	1.936	2005	(69)	5	560	(555)

Employee Composition based on Employment Status

(person)

(orang)

(person)

Entitas Entity	Karyawan Tetap Permanent Employee			Karyawan Kontrak Contract Employee		
	2020	2019	Kenaikan (Penurunan) 2019-2020 Increase (Decrease) 2019-2020	2020	2019	Kenaikan (Penurunan) 2019-2020 Increase (Decrease) 2019-2020
Rekayasa Industri	525	510	15	25	960	(935)
Mega Eltra	81	84	(3)	18	19	(1)
Pupuk Indonesia Logistik	33	33	-	7	18	(11)
Pupuk Indonesia Energi	41	37	4	16	31	(15)
Pupuk Indonesia Pangan	9	9	-	25	23	2
Sub Jumlah Entitas Anak Sub Total of Subsidiaries	2.270	8666	(6.369)	466	5054	(4.588)
Total	8.336	8.892	(556)	499	5084	(4.585)

Komposisi Karyawan Tetap berdasarkan Grade Employee Composition based on Position Grade Jabatan

(orang)

(person)

Entitas Entity	Grade 1		Grade 2		Grade 3		Grade 4		Grade 5-7	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
 Holding 										
Pupuk Indonesia	35	27	79	55	52	36	101	76	18	32
 Entitas Anak Subsidiaries 										
Petrokimia Gresik	20	22	76	79	225	214	473	583	1.476	1.679
Pupuk Kujang	11	12	59	63	170	170	311	319	515	520
Pupuk Kalimantan Timur	29	38	131	136	223	239	526	559	575	689
Pupuk Iskandar Muda	9	8	19	25	65	44	170	195	343	394
Pupuk Sriwidjaja Palembang	18	18	86	88	325	282	470	497	1037	1120
Rekayasa Industri	57	71	155	187	260	236	52	14	1	2
Mega Eltra	6	3	20	20	21	26	17	16	17	19
Pupuk Indonesia Logistik	2	2	10	8	6	6	10	9	5	8
Pupuk Indonesia Energi	1	-	9	5	1	1	11	8	19	23
Pupuk Indonesia Pangan	-	-	1	3	2	-	3	3	3	3
Sub Jumlah Entitas Anak Sub Total of Subsidiaries	153	174	566	614	1.298	1.218	2.043	2.203	3.991	4.457
Total	188	201	645	669	1.350	1.254	2.144	2.279	4.009	4.489

Jumlah Karyawan Tetap berdasarkan Usia

Employee Composition based on Age

(orang)

(person)

Entitas Entity	> 50		> 45 - 50		> 40 - 45		> 35 - 40		> 30 - 35		> 25 - 30		s/d 25	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
 Holding 														
Pupuk Indonesia	29	26	31	24	44	29	74	33	78	56	29	58	0	-
 Entitas Anak Subsidiaries 														
Petrokimia Gresik	378	722	21	40	13	6	49	38	536	398	917	758	356	615
Pupuk Kujang	73	65	61	65	102	80	353	235	308	381	168	211	1	47
Pupuk Kalimantan Timur	357	503	55	62	126	113	169	149	379	314	348	423	50	97
Pupuk Iskandar Muda	65	118	15	10	38	24	139	128	153	183	127	99	69	104
Pupuk Sriwidjaja Palembang	119	191	89	90	204	191	320	308	570	570	572	583	62	72
Rekayasa Industri	121	103	87	91	80	78	130	116	98	82	9	40	0	-
Mega Eltra	14	18	21	16	12	17	9	10	10	7	11	13	4	3
Pupuk Indonesia Logistik	3	2	6	6	8	6	4	3	5	7	4	8	3	1
Pupuk Indonesia Energi	0	13	1	-	2	2	5	3	11	9	13	8	9	2
Pupuk Indonesia Pangan	1	1	0	1	2	-	0	1	3	-	3	2	0	4
Sub Jumlah Entitas Anak Sub Total of Subsidiaries	1131	1736	356	464	587	517	1178	991	2073	1951	2172	2145	554	945
Total	1160	1762	387	485	631	546	1252	1024	2151	2007	2201	2203	554	945

Komposisi Karyawan Tetap berdasarkan Tingkat Pendidikan

Employee Composition based on Education

Entitas Entity	Pasca Sarjana Postgraduate		Sarjana Undergraduate		Diploma		SLTA High School	
	2020	2019	2020	2019	2020	2019	2020	2019
 Holding 								
Pupuk Indonesia	60	55	210	157	11	11	0	3
 Entitas Anak Subsidiaries 								
Petrokimia Gresik	106	87	438	480	161	179	1.565	1.831
Pupuk Kujang	32	30	250	252	122	126	662	676
Pupuk Kalimantan Timur	87	75	272	344	218	197	907	1.045
Pupuk Iskandar Muda	30	30	193	200	132	132	251	304
Pupuk Sriwidjaja Palembang	91	84	624	655	323	328	898	938
Rekayasa Industri	62	90	463	420	0	-	0	-
Mega Eltra	6	7	63	64	3	7	9	6
Pupuk Indonesia Logistik	4	2	23	25	6	5	0	1
Pupuk Indonesia Energi	8	1	22	19	4	2	7	6
Pupuk Indonesia Pangan	1	2	7	6	1	-	0	1
Sub Jumlah Entitas Anak Sub Total of Subsidiaries	427	417	2.355	2.465	970	928	4.299	4.808
Total	487	472	2.565	2.622	981	939	4.303	4.811

PENGEMBANGAN KOMPETENSI

Sepanjang tahun 2020, Perusahaan telah merealisasikan biaya pengembangan kompetensi sebesar Rp83.392 miliar, lebih rendah dibandingkan dengan tahun 2019 yang Rp142,93 miliar.

COMPETENCY DEVELOPMENT

Throughout 2020, the Company has realized competency development costs of Rp83,392 billion, lower than in 2019 which was Rp142.93 billion.

Realisasi Anggaran Pengembangan Kompetensi

Realization of Competency Development Budget

(Rp Miliar)

(Rp Billion)

	2020	2019	2018	
Realisasi Anggaran	83,392	142,93	103,12	Budget Realization

Realisasi Pengembangan Kompetensi Karyawan

Realization of Employee Competency Development

Jenis Pelatihan Type of Training	Tujuan Pelatihan Training Objectives	Peserta berdasarkan Level Jabatan Participants based on Position Level	Jumlah Total
Leadership Development Program Grade 1-5	Menyiapkan kandidat pemimpin/Leader masa depan Perusahaan Preparing future Leaders of the Company	Grade 1-5	337
Coaching & Mentoring	Proses ini berguna untuk memberikan solusi yang tepat agar dapat meningkatkan performa kerja serta kenyamanan karyawan di lingkungan kerja This process is useful for providing the correct solution in order to improve the work performance and employee comfort in the work environment	Grade 1-5	337
Knowledge Management	Memberikan kemampuan untuk menangkap pengetahuan dalam sistem terpusat dan membuatnya tersedia di kemudian hari Provides the ability to capture knowledge in a centralized system and make it available in the future	Direksi, Grade 1-5 Board of Directors, Grade 1-5	300
Budaya AKHLAK AKHLAK Culture	Memberikan pemahaman tentang Budaya Perusahaan AKHLAK Provide an understanding of AKHLAK Corporate Culture	Direksi, Grade 1-5 Board of Directors, Grade 1-5	250
Manajemen Risiko Risk Management	Meningkatkan kompetensi untuk memahami prinsip-prinsip manajemen risiko. Peserta pelatihan mampu mengenali dan mengidentifikasi sumber bahaya (Hazard) di tempat kerja. Peserta pelatihan mampu menganalisa/menilai risiko yang ada serta menentukan pengendaliannya. Improve competence to understand the principles of risk management. Trainees are able to recognize and identify hazards in the workplace. Training participants are able to analyze/assess existing risks and determine their controls.	Grade 1-5	100

Realisasi Pengembangan Kompetensi Dewan Komisaris, Direksi, Sekretaris Dewan Komisaris, Komite di Bawah Dewan Komisaris, , Sekretaris Perusahaan, Audit Internal, Tata Kelola Korporat, Manajemen Risiko serta Tata Kelola & Kepatuhan

Realization of Competency Development of the Board of Commissioners, Board of Directors, Secretary to the Board of Commissioners, Committees Under the Board of Commissioners, Corporate Secretary, Internal Audit, Corporate Governance, Risk Management and Governance & Compliance

Nama Name	Jenis Pendidikan dan Pelatihan Type of Trainings	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizer
Dewan Komisaris Board of Commissioners				
Bungaran Saragih			New York – 4 Februari 2021	IFA
Sukriansyah	Conference	IFA Global Stewardship Conference 2020	New York – 4 February 2021	IFA
Widharma Raya Dipodiputro	Workshop	Executive workshop PSAK 71,72,73	Bandung – 6-7 Februari 2020 Bandung – 6-7 February 2020	PPA FEB UI
Direksi Board of Directors				
Imam Apriyanto Putro		Great Business through Great People	Jakarta, 5 Februari 2021 Jakarta, 5 February 2021	CLDI
M. Djohan Safri		Seminar Online "Financial Planning 911"	Jakarta, 19 Mei 2020	ZAP Finance
Imam Apriyanto Putro	Seminar	Webinar "Work as Plant Engineer"	Jakarta, 19 Mei 2020	Pupuk Indonesia
M. Djohan Safri		Webinar Sosialisasi Kemenkes		
Winardi		Webinar on Ministry of Health Socialization		

Nama Name	Jenis Pendidikan dan Pelatihan Type of Trainings	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizer
Bob Indarto A. Susatyo Indarto Pamoengkas Bakir Pasaman Gusrizal Panji Winanteya Ruky	Seminar	Seminar AKHLAK "Menjadi CEO Ber-AKHLAK" AKHLAK Seminar "Menjadi CEO Ber-AKHLAK"	Jakarta, 17 November 2020 Jakarta, 17 November 2020	ACT Consulting
Bob Indarto A. Susatyo Eko Taufik Wibowo Bakir Pasaman Gusrizal Panji Winanteya Ruky Winardi	Sharing Session	Sharing Session "CEO-Talk" Direktur Utama PT Pupuk Indonesia (Persero) Sharing Session "CEO-Talk" President Director of PT Pupuk Indonesia (Persero)	Jakarta, 24 November 2020 Jakarta, 24 November 2020	Pupuk Indonesia
Sekretaris Dewan Komisaris Secretary to the Board of Commissioners				
Selama tahun 2020 tidak mengikuti program pengembangan kompetensi During 2020 did not participate in any competency development program				
Komite Audit Audit Committee				
Selama tahun 2020 tidak mengikuti program pengembangan kompetensi During 2020 did not participate in any competency development program				
Komite GCG dan Pemantau Manajemen Risiko GCG and Risk Management Monitoring Committee				
Selama tahun 2020 tidak mengikuti program pengembangan kompetensi During 2020 did not participate in any competency development program				
Sekretaris Perusahaan Corporate Secretary				
Saifullah Lasindrang ¹⁾	Seminar	Webinar Session "Makna Dalam Bekerja" Webinar Session "Meaning in Working"	Jakarta, 27 April 2020 Jakarta, 27 April 2020	ACT Consulting
		Webinar Session "Siasat Marketing dalam Era Resesi" Webinar Session "Marketing Strategy in Recession Time"	Jakarta, 30 April 2020 Jakarta, 30 April 2020	Learninc
		Webinar Session "Perspektif & Peningkatan Kompetensi Change Leadership" Webinar Session "Marketing Strategy in Recession Time"	Jakarta, 05 Mei 2020 Jakarta, 05 May 2020	Daya Dimensi Indonesia
		Facing Post Covid-19 Business World	Jakarta, 30 mei 2020 Jakarta, 30 may 2020	Mahir Academy
Budi Wahyu Soesilo ²⁾	Seminar	Seminar AKHLAK "Menjadi CEO Ber-AKHLAK" AKHLAK Seminar "Being a CEO with AKHLAK"	Jakarta, 17 September 2020 Jakarta, 17 September 2020	ACT Consulting
Audit Internal/Satuan Pengawasan Intern Internal Audit/Internal Control Unit				
Yulius Sudaryoko ³⁾	Seminar	Webinar "Tantangan Terhadap Peran Profesi Internal Auditor di Masa Krisis" Webinar "Challenges to the Role of the Internal Auditor Profession in Crisis Times"	Jakarta, 5 September 2020 Jakarta, 5 September 2020	Asosiasi Auditor Internal
	Training	Induksi Karyawan Employee Induction	Jakarta, 18 September 2020 Jakarta, 18 September 2020	DIKLAT
	Seminar	Seminar AKHLAK "Menjadi CEO Ber-AKHLAK" AKHLAK Seminar "Being a CEO with AKHLAK"	17 November 2020 di Jakarta 17 November 2020 di Jakarta	ACT Consulting
Budi Rahayu ⁴⁾	Training	Managing Anti - Bribery Compliance your Implementation Journey	Jakarta, 3 Juni 2020 Jakarta, 3 June 2020	ACFE - Indonesia Chapter
	Workshop	Workshop SMART Knowledge Management for Leader	Jakarta, 4 Februari 2020 Jakarta, 4 February 2020	KM Plus
	Workshop	Workshop IC COSO Framework	Jakarta, 5 Februari 2020 Jakarta, 5 February 2020	Learninc
Manajemen Risiko Risk Management				
Doni Muhandiansyah ⁵⁾	Training	Risk Talk-1 "Business Continuity Management System during COVID-19"	25 April 2020 melalui zoom 25 April 2020 by zoom	Forum Manajemen Risiko BUMN (FMR BUMN)
		Risk Talk-2 "Mitigasi Risiko dan Navigasi Bisnis secara Agile saat Pandemi COVID-19"	2 Mei 2020 melalui zoom 2 Mei 2020 by zoom	Forum Manajemen Risiko BUMN (FMR BUMN)
		Risk Talk-3 "Implementing Financial Risk Management to Minimize the Impact of Foreign Exchange Risk"	9 Mei 2020 melalui zoom 9 Mei 2020 by zoom	Forum Manajemen Risiko BUMN (FMR BUMN)
		Workshop Preparing During Crisis: More Quality Less Cost	13 Mei 2020 13 May 2020	Markplus
		Workshop Preparing During Crisis: Omny Delivery and Service	15 Mei 2020 15 May 2020	Markplus
	Risk Talk-4 "Black Swan to New Normal, Key Risk Indicator Adaptation"	16 Mei 2020 melalui zoom 16 May 2020 by zoom	Forum Manajemen Risiko BUMN (FMR BUMN)	

Nama Name	Jenis Pendidikan dan Pelatihan Type of Trainings	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizer
	Training	Workshop Actualizing: Synergy in Organization	18 Mei 2020 18 May 2020	Markplus
		Facing Post Covid-19 Business World	30 Mei 2020 30 May 2020	Mahir Academy
		Risk Talk-5 "Bribery Risk Assessment and Due Diligence in Implementing ABMS ISO 37001 a Practical Approach"	6 Juni 2020 melalui zoom 6 June 2020 by zoom	Forum Manajemen Risiko BUMN (FMR BUMN) BUMN Risk Management Forum (FMR BUMN)
		Risk Talk-6 "Risk Intelligence, Bagaimana menghadapi perubahan lingkungan dengan pendekatan yang proaktif terhadap risiko?"	13 Juni 2020 melalui zoom 13 June 2020 by zoom	
		Risk Talk-7 "Risk based Performance Management, a Practical Concept Approach"	20 Juni 2020 melalui zoom 20 June 2020 by zoom	
		Certified Chief Governance Officer (CCGO)	2 September 2020 2 September 2020	CRMS
		Webinar Economic Dimension of COVID-19 in Indonesia : responding to the crisis	7 September 2020 7 September 2020	ANU (Australian Nation University)
		Corporate Culture Specialist Training & Certification Program	16 September 2020 16 September 2020	ACT Consulting
		KM Strategic Session: KM as Strategic Business Transformation Tools	11 Desember 2020 11 December 2020	KMPlus
		Pelatihan Risk Beyond Risk Beyond Training	7-10 Desember 2020 melalui zoom 7-10 December 2020 by zoom	ERMA
Tata Kelola & Kepatuhan Governance & Compliance				
Agus Purnomo	Training	Online Training HR for Non HR Batch 2	Jakarta, 7 Juli 2020 Jakarta, 7 July 2020	MSCO
		Induksi Karyawan Employee Induction	Jakarta, 18 September 2020 Jakarta, 18 September 2020	DIKLAT
		Building Smart Network Through "Stakeholder Satisfaction"	Jakarta, 19 November 2020 Jakarta, 19 November 2020	MarkPlus

1) Menjabat hingga 24 Agustus 2020
2) Menjabat hingga 15 Februari 2021
3) Menjabat sejak 1 September 2020
4) Menjabat hingga 31 Agustus 2020
5) Menjabat hingga 14 November 2020

1) Serving until August 24, 2020
2) Serving until February 15, 2021
3) Serving since September 1, 2021
4) Serving until August 31, 2021
5) Serving until November 14, 2021

Dalam rangka meningkatkan kompetensi SDM, pada tahun 2020 Pupuk Indonesia Grup melaksanakan program-program peningkatan pengetahuan dan keterampilan Sumber Daya Manusia, meliputi *in house training*, *outplant training*, dan pelatihan sertifikasi. Mandays Pelatihan sampai dengan bulan Desember 2020 sejumlah 120.491 dengan rincian sebagai berikut.

In order to improve HR competencies, Pupuk Indonesia Group carried out several programs to increase the knowledge and skills of Human Resources, including *in-house training*, *outplant training*, and certification training in 2020. The training Mandays up to December 2020 amounted to 120,491, with the following details:

No.	Perusahaan Companies	Realisasi Mandays 2020 2020 Mandays Realization	Realisasi Mandays 2019 2019 Mandays Realization	Realisasi Mandays 2018 2018 Mandays Realization
1	PT Pupuk Indonesia (Persero)	3.303	2.840	3.908
2	PT Pupuk Sriwidjaja Palembang	19.761	38.225	33.881
3	PT Pupuk Kujang	11.399	12.498	12.304
4	PT Pupuk Kalimantan Timur	29.955	24.618	23.864
5	PT Petrokimia Gresik	33.964	26.507	34.990
6	PT Pupuk Iskandar Muda	7.932	14.189	10.592
7	PT Rekayasa Industri	11.531	8.868	4.794
8	PT Mega Eltra	1.119	1.199	329
9	PT Pupuk Indonesia Logistik	472	382	159
10	PT Pupuk Indonesia Energi	817	918	558
11	PT Pupuk Indonesia Pangan	238	165	35
Total		120.491	130.409	125.414

Tugas Belajar Dalam Negeri dan Luar Negeri
Domestic and Overseas Study Assignments

Perusahaan Companies	2020		2019	
	DN	LN	DN	LN
PT Pupuk Indonesia (Persero)	5	1	1	1
PT Pupuk Sriwidjaja Palembang	5	2	5	0
PT Pupuk Kalimantan Timur	6	2	4	3
PT Petrokimia Gresik	6	3	6	1
PT Pupuk Kujang	7	-	7	0
PT Pupuk Iskandar Muda	6	1	5	0
PT ReKayasa Industri	4	-	3	1
Total	38	8	32	6

Dalam rangka peningkatan daya saing SDM, Perusahaan merealisasikannya dengan pelaksanaan sertifikasi kompetensi di era global melalui Lembaga Sertifikasi Profesi Industri Pupuk Indonesia (LSP IPI). Sejak berdiri tahun 24 Desember 2013 hingga bulan Desember 2020, LSP IPI telah mensertifikasi karyawan internal, karyawan eksternal dan Tenaga Pengajar/Guru sebagai berikut:

In order to increase HR competitiveness, the Company realizes it by implementing competency certification in the global era through the Indonesian Fertilizer Industry Professional Certification Agency (LSP IPI). Since its establishment on December 24, 2013 until December 2020, LSP IPI has certified internal employees, external employees and teaching staff as follows:

Tabel Jumlah Sertifikasi Periode Agustus 2014 - Oktober 2020
Table of Certifications for the Period August 2014 - October 2020

No	TUK	2014	2015	2016	2017	2018	2019	2020
1	PT Pupuk Kalimantan Timur	24	26	65	276	138	191	21
2	PT Petrokimia Gresik	203	262	188	64	79	347	170
3	PT Pupuk Kujang Cikampek	-	-	129	-	-	109	24
4	PT Pupuk Sriwidjaja Palembang	42	187	288	381	241	73	24
5	PT Pupuk Iskandar Muda	-	-	63	-	138	179	-
Jumlah per tahun Total per year		269	475	733	721	800	899	239
TOTAL					4.136			