



Pengelolaan Human Capital

Human Capital Management



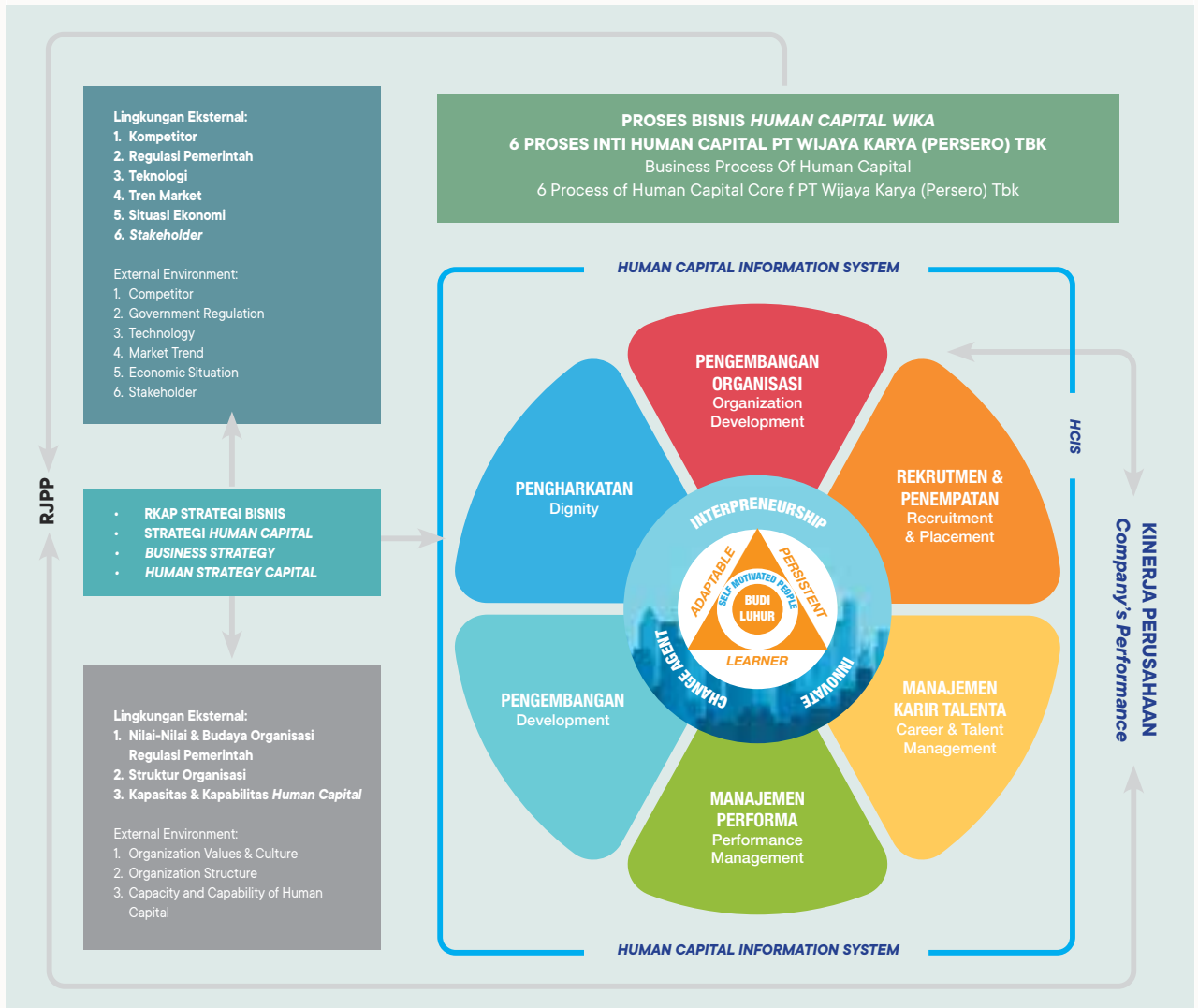
FILOSOFI PENGELOLAAN DAN PENGEMBANGAN HUMAN CAPITAL

Pengelolaan dan pengembangan *Human Capital* (HC) yang dilakukan WIKA dilandasi oleh keyakinan bahwa Sumber Daya Manusia (SDM) merupakan salah satu aspek penting yang berperan strategis dalam mewujudkan visi dan misi Perseroan. Seiring dengan dinamika bisnis yang semakin kompleks dan tantangan global yang kian menuntut adaptabilitas, WIKA berkomitmen untuk menciptakan SDM yang andal, loyal dan kompeten. Sebagai upaya dalam mewujudkan visi dan misi tersebut, WIKA telah menyusun strategi dalam melakukan pengelolaan SDM sehingga dapat menciptakan insan yang tidak hanya memiliki keterampilan dan pengetahuan yang sesuai, tetapi juga mampu beradaptasi dengan perkembangan industri.

PHILOSOPHY OF HUMAN CAPITAL MANAGEMENT AND DEVELOPMENT

The management and development of Human Capital (HC) carried out by WIKA is based on the belief that Human Capital (HC) is one of the crucial aspects that plays a strategic role in realizing the Company's vision and mission. In line with the increasingly complex business dynamics and global challenges that demand greater adaptability, WIKA is committed to creating reliable, loyal, and competent HR. As an effort to achieve this vision and mission, WIKA has developed a strategy for managing HC to create individuals who not only have the necessary skills and knowledge but are also capable of adapting to industry developments.

Struktur Pengelolaan SDM WIKA WIKA's HC Management Structure



Departemen Pengembangan Organisasi Organizational Development Department	Departemen Manajemen Talenta Talent Management Department	Departemen Pusat Keunggulan WIKA WIKA's Center of Excellence Department	Departemen Rekrutmen & Pengharkatan Recruitment & Dignity Department
Human Capital Strategy & Planning System	Career Management	Wikapratama	Total Reward
Organization Design	Succession Planning	Wikasatrian	Outsource/ Internship
Job Analysis	Talent Sourcing & Development	Training Need Analysis	Industrial Relation
Culture (AKHLAK)	Coaching & Mentoring for Talent	Lembaga Sertifikasi Profesi	Non-Employee Data Management
Engagement & Employee Value Proposition	Advance Education	Certification (Internal & External	Health Insurance
Respectfull Workplace Policy	Talent Management	Knowledge Management	Retirement
Wellbeing & Employee Assistance Program	Recruitment, Placement and Transfer	-	-
Human Capital Management System	Employee Data Management	-	-

HUMAN CAPITAL DIVISION

Sebagai penggerak utama dalam pengelolaan dan pengembangan SDM, *Human Capital Division* berperan strategis dalam membentuk, mengembangkan dan mempertahankan talenta unggul yang menjadi kekuatan utama Perseroan. *Human Capital Division* memiliki tanggung jawab utama dalam memastikan bahwa seluruh aspek manajemen SDM, mulai dari proses perencanaan, implementasi hingga evaluasi program kerja dilaksanakan secara optimal dan terintegrasi dengan tujuan jangka panjang WIKA. Demi mempertahankan relevansi dari program kerja yang dilaksanakan, *Human Capital Division* juga senantiasa melakukan penyesuaian antara sistem pengelolaan dengan strategi Perseroan sehingga dapat mendorong daya saing dan kinerja Perseroan.

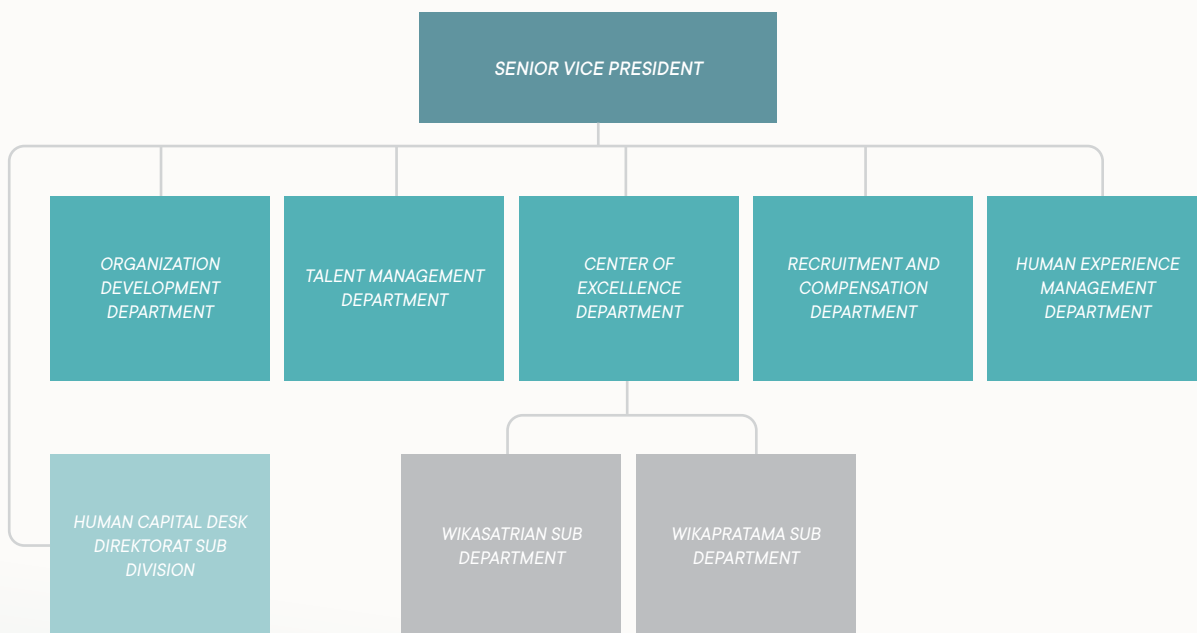
Adapun organisasi *Human Capital Division* tahun 2024 tertuang dalam Surat Keputusan Direksi No. SK.01.01/A.DIR.00009.Q/2024 tanggal 16 Mei 2024 tentang Surat Keputusan Susunan Organisasi *Human Capital Division* PT WIJAYA KARYA (Persero) Tbk. Berikut susunan dari Struktur Organisasi *Human Capital Division*:

HUMAN CAPITAL DIVISION

As the main driver in the management and development of HC, the Human Capital Division plays a strategic role in shaping, developing, and retaining exceptional talent that serves as the main strength of the Company. The Human Capital Division has the primary responsibility to ensure that all aspects of talent management, from the planning process, implementation, to the evaluation of work programs, are carried out optimally and integrated with WIKA's long-term objectives. In order to maintain the relevance of the work programs being implemented, the Human Capital Division also continuously adjusts the management system to align with the Company's strategy, thereby driving the Company's competitiveness and performance.

The Human Capital Division organization for 2024 is outlined in the Board of Directors Decree No. SK.01.01/A.DIR.00009.Q/2024 dated May 16, 2024 concerning the Decree on Organizational Structure of Human Capital Division of PT WIJAYA KARYA (Persero) Tbk. Below is the Human Capital Division's Organizational Structure:

Struktur Organisasi Human Capital Division Human Capital Division Organizational Structure



Tugas dan Tanggung Jawab Divisi Human Capital

Seiring bertumbuhnya bisnis WIKA, terdapat tuntutan dan tanggung jawab yang lebih besar baik dari segi persaingan yang lebih ketat dan citra perusahaan yang harus dipertahankan. Salah satu strategi WIKA dalam mempertahankan momentum tersebut ialah pengelolaan aset seperti Sumber Daya Manusia (SDM) agar dapat mewujudkan visi Perseroan menjadi perusahaan terbaik di bidang *engineering* (rekayasa), *procurement* (pengadaan) and *construction* (konstruksi) atau EPC serta investasi di kawasan Asia Tenggara. Oleh karena itu, *Human Capital Division* memiliki tugas dan tanggung jawab yang besar dalam mengelola fungsi perencanaan, pengembangan dan pemenuhan SDM.

Human Capital Division Duties and Responsibilities

As WIKA's business grows, there are greater demands and responsibilities, including increased competition and the need to maintain the company's image. One of WIKA's strategies in sustaining this momentum is the management of assets such as Human Capital (HC) to realize the Company's vision of becoming the best company in the fields of engineering, procurement, and construction (EPC), as well as investment in the Southeast Asia region. Therefore, the Human Capital Division has significant tasks and responsibilities in managing the functions of planning, development, and HR fulfilment.

Fungsi utama dari *Human Capital Division* meliputi peran sebagai mitra bisnis strategis yang membantu Perseroan dalam memenuhi dan mengidentifikasi kebutuhan untuk menunjang kegiatan operasional. Selain itu, *Human Capital Division* juga bertanggung jawab dalam menyusun berbagai strategi seperti perencanaan karier, optimalisasi penempatan, pembinaan dan pengembangan kompetensi, penentuan strategi remunerasi, hubungan industrial serta pengendalian biaya usaha tingkat Divisi.

Demi mengoptimalkan tugas dan tanggung jawabnya, *Human Capital Division* didukung oleh 4 (empat) Departemen *Human Capital* Korporasi, yakni *Organization and Human Experience Department*, *Talent Management Department*, *Center of Excellence Department* dan *Compensation & Benefit Department*. Selain itu juga terdapat dukungan dari 4 (empat) *Human Capital Desk* Direktorat Sub-Division. Setiap Departemen tentu memegang tugas dan fungsinya masing-masing, yang antara lain adalah:

1. *Organization and Human Experience Department*
Memiliki fungsi utama dalam pengelolaan dan pengendalian *Human Capital* melalui penyusunan rencana jangka panjang dan tahunan terkait fungsi *Human Capital*, meliputi strategi pengembangan organisasi, perencanaan pemenuhan kebutuhan *Human Capital*, pembentukan dan implementasi budaya perusahaan, penyusunan sistem dan prosedur lingkup *Human Capital*, peningkatan *engagement human capital*, *Employee Value Proposition*, perencanaan dan pengawasan *Respectful Workplace Policy*, pengawasan atas rancangan dan penerapan sistem manajemen anti penyuapan untuk lingkup *Human Capital* di tingkat perusahaan, serta *Human Capital Management System* dalam rangka menunjang keberlanjutan perusahaan.
2. *Talent Management Department*
Memiliki fungsi utama dalam pengelolaan dan pengendalian *Human Capital* melalui pemenuhan kebutuhan *Human Capital*, penempatan pegawai, identifikasi *key position* organisasi, seleksi *talent*, rencana pengembangan dan rencana karir *talent* dalam rangka penyiapan kandidat untuk proses suksesor, termasuk juga pengelolaan manajemen karir, program pendidikan lanjutan serta perencanaan dan pembinaan kompetensi *Human Capital* dalam rangka menunjang optimalisasi proses kaderisasi *human capital* serta pengelolaan data pegawai guna menjaga keberlangsungan perusahaan.
3. *Center of Excellence Department*
Memiliki fungsi utama dalam pengelolaan dan pengendalian *Human Capital* melalui pengembangan kompetensi (baik *soft competency* maupun *hard competency*) *Human Capital* WIKA, melalui penyelenggaraan program pengembangan yang sistematis dan terintegrasi, serta penanggung jawab dalam pengembangan dan penerapan *Knowledge Management (KM)*.
4. *Compensation & Benefit Department*
Memiliki fungsi utama dalam, implementasi manajemen kinerja, pemeliharaan data *Human Capital* untuk non pegawai, dan pembinaan pencapaian sasaran karya, penyelenggaraan administrasi dan penggajian, hubungan dengan dana pensiun dan hubungan dengan purna bakti lingkup *human capital*, hubungan industrial yang harmonis, *compensation* dan *benefit* melalui pengharkatan *Human Capital* untuk pengendalian produktivitas *Human Capital* tingkat perusahaan.

The main function of the Human Capital Division includes acting as a strategic business partner that helps the Company meet and identify its needs to support operational activities. Additionally, the Human Capital Division is responsible for developing various strategies such as career planning, optimization of placement, coaching and competency development, determination of remuneration strategy, industrial relations and control of business costs at the Division level.

To optimize its tasks and responsibilities, the Human Capital Division is supported by 4 (four) Corporate Human Capital Departments: the Organization and Human Experience Department, Talent Management Department, Center of Excellence Department, and Compensation & Benefit Department. Additionally, there is support from 4 (four) Human Capital Desks within the Directorate Sub-Divisions. Each Department has its own specific duties and functions, which include the following:

1. Organization and Human Experience Department
Has the main function of managing and controlling Human Capital through preparing long-term and annual plans related to Human Capital functions, including organizational development strategies, planning to fulfil human capital needs, establishing and implementing corporate culture, preparing systems and procedures in human capital, increasing human capital engagement, Employee Value Proposition, planning and supervision of the Respectful Workplace Policy, supervision of the design and implementation of anti-bribery management system for Human Capital scope at corporate level, as well as Human Capital Management System in order to support the company's sustainability.
2. Talent Management Department
Has the main function of managing and controlling Human Capital through fulfilling human capital needs, employee placement, identifying key organizational positions, talent selection, development plans and talent career plans in order to prepare candidates for the successor process, including managing career management, continuing education programs and planning and developing Human Capital competencies in order to support the optimization of human capital cadre process and employee data management in order to maintain the Company's sustainability.
3. Center of Excellence Department
Has the main function in managing and controlling Human Capital through competency development (both soft competency and hard competency) of WIKA's Human Capital, through implementing systematic and integrated development programs, and is responsible for developing and implementing Knowledge Management (KM).
4. Compensation & Benefit Department
Has the main function of implementing performance management, maintaining Human Capital data for non-employees, and fostering the achievement of work targets, administering administration and payroll, relations with pension funds and relations with retired human capital, harmonious industrial relations, compensation and benefits through Human Capital appreciation for controlling human capital productivity at corporate level.

5. Human Capital Desk Direktorat Sub-Division

Merupakan *Human Capital Business Partner* dalam melakukan pengelolaan dan pengendalian *Human Capital* melalui penyusunan pengembangan organisasi (di tingkat Divisi dan proyek sesuai area tanggung jawabnya), penyusunan rencana kebutuhan sumber daya manusia, melaksanakan proses rekrut dan seleksi (*outsourcing* dan tenaga proyek), mengelola dan mengoptimalkan penempatan pegawai, pengembangan dan pembinaan pegawai, evaluasi pegawai (performa kinerja dan kompetensi), pengharkatan pegawai, hubungan industrial, menyiapkan kaderisasi guna menunjang usaha di masing-masing unit kerja.

Program Kerja Human Capital Division 2024

Human Capital Division menyusun program kerja yang bertujuan untuk mempersiapkan SDM yang unggul, kompeten dan berdaya saing tinggi melalui berbagai program pelatihan atau pendidikan. *Human Capital Division* senantiasa memastikan, bahwa program kerja yang disusun telah sesuai dengan kebutuhan Perseroan untuk mendorong pertumbuhan bisnis seiring dengan strategi yang diterapkan oleh Perseroan. Berdasarkan landasan tersebut, berikut program kerja *Human Capital Division* pada tahun 2024:

1. *Workforce Analysis*
2. *Well-being Program*
3. *Employee Engagement Survey*
4. *Cross Learning Visit*
5. *Project Visit*
6. *Respectful Workplace Policy Program*
7. AKHLAK Survey
8. *Customer Satisfaction Survey*
9. *Mapping Rotasi BOD-2*
10. *Pendampingan Project Manager*
11. *Coaching Individual Development Plan*
12. Program Transformasi Pengembangan Tersistem
13. Turun ke Bawah (Turba)
14. Satria Muda
15. Wikademy
16. *Community of Practices*
17. Medical Check Up
18. Perundingan Perjanjian Kerja Bersama
19. Implementasi SAP HCM (Digitalisasi)
20. Panduan Perilaku Spesifik AKHLAK
21. HC Menyapa

Target dan Rencana Human Capital Division

Berdasarkan penentuan Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2024, telah ditetapkan sejumlah target dan rencana kegiatan *Human Capital Division*. Berikut uraian terkait target dan rencana kegiatan yang akan dilaksanakan sepanjang tahun 2024 beserta realisasi dan pencapaian targetnya:

Uraian Description	Target 2024 2024 Target	Realisasi Realization	Pencapaian Target Target Achievement
Pelatihan WIKASATRIAN WIKASATRIAN training	543	716	132%
Sertifikasi Internal Internal Certification	175	183	105%

5. Human Capital Desk Directorate Sub Division

Is a *Human Capital Business Partner* in managing and controlling *Human Capital* through organizing organizational development (at Division and project level according to area of responsibility), preparing plans for human capital needs, carrying out recruitment and selection processes (*outsourcing* and project staff), managing and optimizing employee placement, employee development and coaching, employee evaluation (performance and competency), employee appreciation, industrial relations, preparing cadres to support businesses in each work unit.

Human Capital Division 2024 Work Program

The *Human Capital Division* develops work programs aimed at preparing superior, competent, and highly competitive HR through various training or educational programs. The *Human Capital Division* consistently ensures that the work programs developed align with the Company's needs to drive business growth in accordance with the strategies implemented by the Company. Based on this foundation, the following are the work programs of the *Human Capital Division* for 2024:

1. *Workforce Analysis*
2. *Well-being Program*
3. *Employee Engagement Survey*
4. *Cross Learning Visit*
5. *Project Visit*
6. *Respectful Workplace Policy Program*
7. AKHLAK Survey
8. *Customer Satisfaction Survey*
9. *BOD-2 Rotation Mapping*
10. *Project Manager Mentoring*
11. *Individual Development Plan Coaching*
12. *Systematic Development Transformation Program*
13. *Going Down (Turba)*
14. *Satria Muda*
15. *Wikademy*
16. *Community of Practices*
17. *Medical Check Up*
18. *Collective Labor Agreement Negotiation*
19. *SAP HCM Implementation (Digitization)*
20. *AKHLAK Specific Behavior Guidelines*
21. *HC Greetings*

Human Capital Division Target and Activity Plan

Based on the determination of the Company's Work Plan and Budget (RKAP) for 2024, a number of targets and activities have been set for the *Human Capital Division*. Below is an outline of the targets and planned activities to be carried out throughout 2024, along with their realization and target achievements:

Uraian Description	Target 2024 2024 Target	Realisasi Realization	Pencapaian Target Target Achievement
Sertifikasi Eksternal External Certification	180	185	103%
Pelatihan di Luar Rencana Non-Planned Training	-	1751	-
Pendidikan Lanjutan Advanced Education	-	-	-
Asesmen Assessment	300	365	122%
Feed-forward	215	182	85%

Program Strategis 2024

Human Capital Division telah menyusun program strategis tahun 2024 berdasarkan pertimbangan atas kebutuhan Perseroan dalam mencapai tujuan jangka pendek hingga jangka panjangnya. Berikut program-program yang akan dijalankan sepanjang tahun 2024:

1. Kajian dan review atas efektivitas Organisasi WIKA Induk
2. Update Prosedur & Instruksi Kerja
3. *Change Leader*
4. Pengembangan Tersistem
5. *Talent Muda & Talent Perempuan*
6. *Knowledge Management*
7. Kapabilitas Talenta BOD-1 & BOD-2
8. Review Struktur Pendapatan
9. Penyehatan Dapen

Manajemen Sumber Daya Manusia

Pengelolaan Sumber Daya Manusia (SDM) di lingkup Perseroan mencakup proses rekrutmen, penghargaan kerja, pengembangan karyawan, hubungan industrial hingga program pensiun. Sebagai upaya memastikan pengelolaan berjalan sesuai rencana, Manajemen SDM bertanggung jawab untuk memastikan kesiapan, kesediaan dan kemampuan organisasi untuk mengakomodasi kebutuhan WIKA dalam menghadapi tantangan serta perubahan dalam industri.

Manpower Planning

WIKA menyusun *manpower planning* sebagai bentuk antisipasi dalam memenuhi kebutuhan SDM yang menunjang kegiatan operasional. Pelaksanaan *manpower planning* meliputi identifikasi, perencanaan dan evaluasi, yang kemudian ditentukan sesuai dengan perkembangan bisnis. Lebih lanjut, Perseroan senantiasa melakukan pengawasan serta revaluasi secara berkala terhadap pemenuhan kebutuhan SDM.

Rekrutmen

Proses rekrutmen merupakan kesempatan bagi WIKA dalam menciptakan tim yang kompeten dan berintegritas. Seiring dengan berkembangnya bisnis dan semakin pesatnya persaingan, Perseroan menyadari pentingnya regenerasi untuk mendapatkan SDM yang berpotensi. Sepanjang tahun 2024, WIKA melaksanakan proses rekrutmen baik untuk *fresh graduate* hingga tenaga kerja berpengalaman dengan menerapkan beberapa metode. Adapun metode yang dimaksud yaitu kerja sama dengan perguruan tinggi (*University Career Center*) di seluruh Indonesia, iklan, *job fair*, lamaran umum dan kolaborasi dengan lembaga rekrutmen. Selain itu, WIKA juga memberikan beasiswa kepada mahasiswa berprestasi, yang kemudian setelah lulus akan diberikan kesempatan bekerja di WIKA.

2024 Strategic Programs

The Human Capital Division has developed strategic programs for 2024 based on considerations of the Company's needs to achieve its short-term and long-term goals. Below are the programs to be implemented throughout 2024:

1. Study and review of the effectiveness of WIKA Parent Organization
2. Update of Work Procedures & Instructions
3. Change Leader
4. Systematic Development
5. Young Talent & Female Talent
6. Knowledge Management
7. BOD-1 & BOD-2 Talent Capabilities
8. Revenue Structure Review
9. Dapen Revitalization

Human Capital Management

The management of Human Capital (HC) within the Company encompasses recruitment processes, work rewards, employee development, industrial relations, and retirement programs. In an effort to ensure that management runs according to plan, HC Management is responsible for ensuring the readiness, willingness, and capability of the organization to accommodate WIKA's needs in facing challenges and changes in the industry.

Manpower Planning

WIKA develops a manpower planning strategy as a form of anticipation to meet the HC needs that support operational activities. The implementation of manpower planning includes identification, planning, and evaluation, which are then determined based on business developments. Furthermore, the Company continuously monitors and periodically reviews the fulfilment of HC needs.

Recruitment

The recruitment process is an opportunity for WIKA to create a competent and integrity-driven team. As the business grows and competition intensifies, the Company recognizes the importance of regeneration to acquire potential talents. Throughout 2024, WIKA will carry out recruitment processes for both fresh graduates and experienced workers by applying several methods. These methods include cooperation with universities (*University Career Centers*) across Indonesia, advertisements, job fairs, open applications, and collaboration with recruitment agencies. Additionally, WIKA offers scholarships to high-achieving students, who will then have the opportunity to work at WIKA after graduation.

WIKA berkomitmen untuk menciptakan lingkungan kerja yang inklusif, di mana setiap individu merasa dihargai dan memiliki kesempatan yang sama untuk berkembang. Perseroan meyakini, upaya ini tidak hanya meningkatkan loyalitas, tetapi juga mendorong kreativitas dan inovasi. Maka, WIKA menerapkan kebijakan dalam proses rekrutmen, di mana setiap individu diperlakukan secara merata tanpa membedakan suku, agama, ras, golongan maupun gender.

Proses Seleksi

Proses seleksi pegawai WIKA telah diatur dalam Prosedur *Human Capital* Nomor WIKA-HCE-PM-01.01 dengan melibatkan lembaga independen dan tim rekrutmen yang terdiri dari perwakilan dari seluruh unit kerja. Pedoman ini bertujuan untuk memastikan evaluasi proses seleksi tetap bersifat objektif dan menghormati prinsip-prinsip *Good Corporate Governance* (GCG).

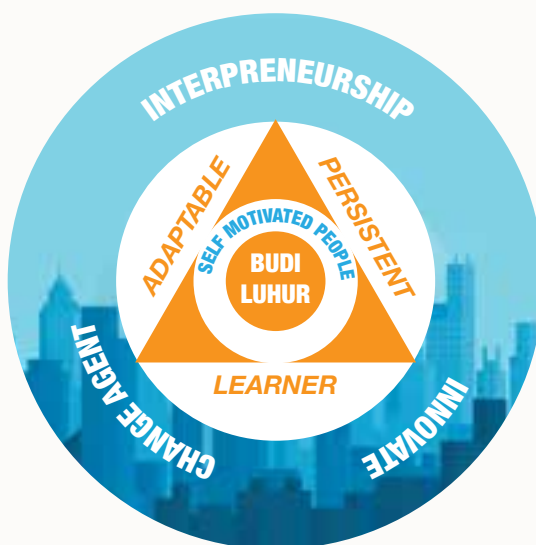
WIKA menerapkan proses seleksi yang berlangsung melalui beberapa tahap, dengan tujuan untuk memilih kandidat yang sesuai dengan budaya perusahaan. Dalam proses seleksi, setiap kandidat wajib memenuhi kriteria sebagai “*Self-Motivated People*”, yang berarti bahwa insan tersebut memiliki ketekunan, kemampuan beradaptasi dan kemampuan belajar. Pertimbangan dalam memilih kandidat tidak hanya memperhatikan wawasan dan kecerdasan yang dimiliki (IQ), namun juga memperhatikan kecerdasan emosional (EQ).

WIKA is committed to creating an inclusive work environment, where every individual feels valued and has equal opportunities for growth. The Company believes that this effort not only increases loyalty but also fosters creativity and innovation. Therefore, WIKA implements a policy in the recruitment process where every individual is treated equally, without discrimination based on ethnicity, religion, race, class, or gender.

Selection Process

The employee selection process at WIKA is regulated in the *Human Capital Procedure* No. WIKA-HCE-PM-01.01, which involves independent agencies and a recruitment team consisting of representatives from all work units. This guideline aims to ensure that the selection process remains objective and adheres to the principles of *Good Corporate Governance* (GCG).

WIKA applies a selection process that takes place in several stages, with the goal of choosing candidates who align with the company's culture. In the selection process, every candidate is required to meet the criteria as “*Self-Motivated People*,” meaning that the individual must have perseverance, adaptability, and a capacity for learning. The consideration in selecting candidates not only takes into account the knowledge and intelligence they possess (IQ) but also emotional intelligence (EQ).



Sepanjang tahun 2024, WIKA telah merekrut karyawan baru sebanyak 5 orang, dengan rincian sebagai berikut:

Throughout 2024, WIKA has recruited as many as 5 new employees, with the following details:

Jenis Rekrutmen Type of Recruitment	2024	2023	2022	2021	2020
Lulusan Baru Fresh Graduates	-	12	37	0	79
Tingkat Berpengalaman Professional Hire	5	1	1	0	4
Jumlah Total	5	13	38	0	83

Penilaian Kinerja

WIKA mengimplementasikan sistem penilaian kinerja berbasis *Key Performance Indicators* (KPI) yang terintegrasi dengan visi, misi dan tujuan strategis perusahaan. Penilaian KPI dilakukan dengan prinsip “*More for More*”, di mana kinerja karyawan diukur secara objektif, dengan indikator yang mencerminkan tanggung jawab yang dimiliki. Target setiap karyawan telah tertuang dalam bentuk Kesepakatan Karya (KK) yang ditinjau setiap 6 (enam) bulan sekali, untuk kemudian diberi penilaian dalam Penilaian Karya (PK) setiap akhir tahun sebagai bahan pertimbangan remunerasi.

Penilaian kinerja tidak hanya diberikan berdasarkan capaian hasil/kinerja, melainkan juga mempertimbangkan hasil Evaluasi Kompetensi (EK) dan *assessment* psikologis yang dilakukan terhadap setiap pegawai. Porsi bobot daripada penilaian PK dan EK akan disesuaikan dengan kebutuhan, karena PK mencerminkan hasil/kinerja karyawan, sedangkan EK merepresentasikan kemampuan *hard competency*.

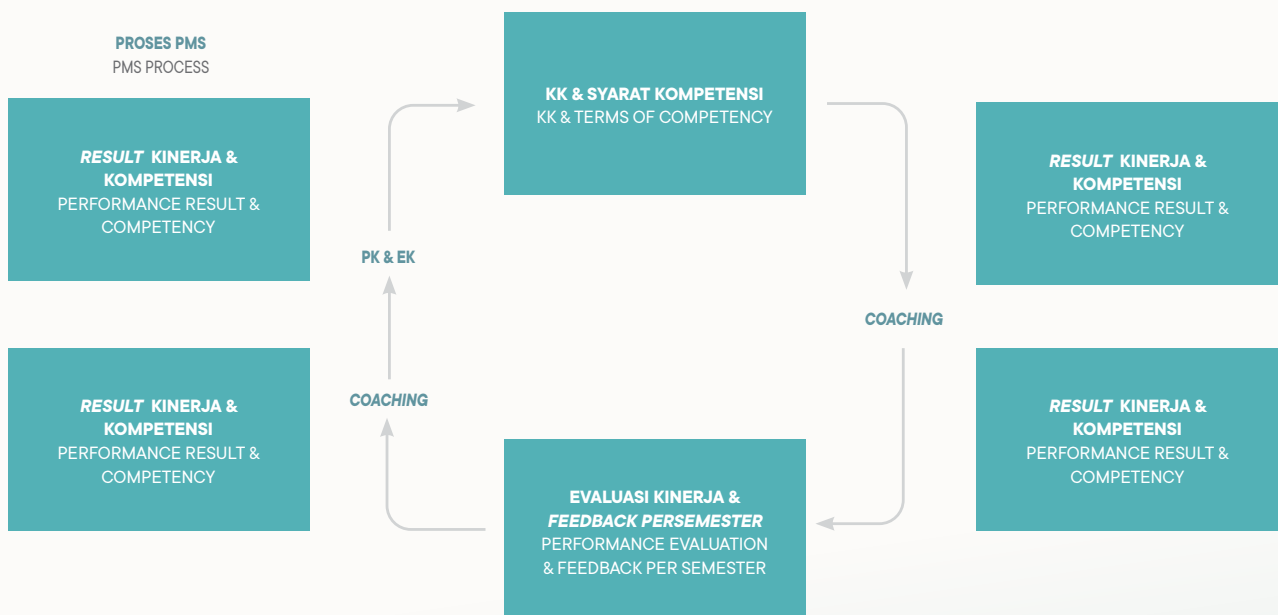
Sistem penggajian yang diterapkan WIKA mengadopsi pola *Global Grading System*, di mana Perseroan dapat mengukur tingkat pendapatan karyawan dengan mempertimbangkan aspek ekuitas internal dan eksternal sesuai dengan tingkatannya. Kemudian, hasil dari pertimbangan akan disampaikan kepada karyawan yang bersangkutan sebagai bentuk umpan balik serta untuk menyepakati perbaikan.

Performance Appraisal

WIKA implements a performance appraisal system based on *Key Performance Indicators* (KPIs) that are integrated with the company's vision, mission, and strategic objectives. KPI assessments are carried out with the principle of “*More for More*,” where employee performance is measured objectively, using indicators that reflect the responsibilities held. Each employee's targets are outlined in a *Work Agreement* (KK), which is reviewed every 6 (six) months, followed by a *Performance Appraisal* (PK) at the end of each year, which serves as the basis for remuneration considerations.

Performance assessments are not only based on results/performance achievements but also take into account the results of *Competency Evaluations* (EK) and psychological assessments conducted on each employee. The weight distribution between the PK and EK assessments will be adjusted based on needs, as PK reflects the employee's results/performance, while EK represents their *hard competency* abilities.

The salary system applied by WIKA adopts the *Global Grading System* model, where the company can measure employee income levels while considering both internal and external equity aspects according to their grade. The results of this consideration are then communicated to the relevant employees as feedback and to agree on improvements.



Penghargaan Satya Karya

Penghargaan Satya Karya diselenggarakan setiap tahun pada perayaan ulang tahun WIKA, yang merupakan bentuk apresiasi Perseroan terhadap pegawai yang telah berdedikasi memberikan kinerja terbaiknya selama kurun waktu tertentu. Berikut rincian mengenai jumlah Penghargaan Satya Karya yang diberikan di tahun 2024:

Satya Karya Award

Every year in conjunction with the celebration of the Company's anniversary, WIKA grants an appreciation to employees who have committed to dedicating themselves for a certain period of time through Satya Karya Award. The Satya Karya Awards given in 2024 are:

Masa Kerja (Tahun) Working Period (Year)	Jumlah Penerima (Orang) Total Recipients (Persons)
15	98
20	31
25	5
30	20
35	4
Jumlah Total	158

Kesejahteraan dan Program Penghargaan Terhadap Karyawan

Bagi WIKA, karyawan merupakan aset paling berharga dalam mencapai kesuksesan jangka panjang, karena Perseroan menyadari bahwa pertumbuhan dan perkembangan bisnis yang dialami dapat dicapai berkat kinerja yang diberikan karyawan. Atas keyakinan tersebut, Perseroan berkomitmen untuk mempertahankan loyalitas karyawan dengan menjaga kesejahteraan serta memberikan apresiasi yang sepadan. Oleh karena itu, WIKA senantiasa memperhatikan aspek kesehatan karyawan, baik dari segi nutrisi, pola hidup hingga cara berpikir. Upaya tersebut dilakukan untuk meningkatkan motivasi karyawan, agar tetap dalam kondisi terbaik. Wujud komitmen yang ditunjukkan WIKA adalah melalui Program *Well-being*, yang dijelaskan sebagai berikut:

Employee Welfare and Reward Program

For WIKA, employees are the most valuable asset in achieving long-term success, as the Company recognizes that the growth and development of the business are achieved thanks to the performance provided by its employees. Based on this belief, the Company is committed to maintaining employee loyalty by ensuring their well-being and offering appropriate appreciation. Therefore, WIKA continuously pays attention to the health aspects of its employees, from nutrition and lifestyle to mindset. These efforts are made to enhance employee motivation and ensure they remain in optimal condition. The form of commitment shown by WIKA is through the *Well-being* Program, which is described as follows:

Pola Pikir Paradigm	Pola Hidup Lifestyle	Pola Makan Dietary Habit
Suatu proses kegiatan mental/cara berfikir yang melibatkan kinerja otak yang menjadi acuan utama seseorang untuk bertindak.	Gaya hidup yang diterapkan seseorang dalam kehidupan yang mengutamakan aspek keseimbangan waktu kinerja, pemenuhan kebutuhan jasmani, dan kesehatan dalam penerapannya.	Yaitu pola makan dengan menu makanan yang sehat dan seimbang. Sehat adalah makanan dari bahan yang semakin dekat dengan hasilnya dan melalui proses yang sederhana/ <i>simple</i> . Seimbang berarti terdiri dari unsur karbohidrat, protein, dan lemak.
A process of mental/way of thinking that involves brain performance becoming the main reference point for the person.	A lifestyle applied by a person in life to seek a balance between work, fulfilment of physical and health needs in its implementation.	A dietary habit with healthy and balanced diet. Healthy food mean food from ingredients that are closer to results and processed in a modest/simple way. Balanced mean consisting of carbohydrates, protein, and fat.

Aspek pola hidup yang sehat meliputi dimensi fisik, emosi dan pola pikir.

Aspects of a healthy lifestyle include physical, emotional and mindset dimensions.

Rekreasi/ <i>Gathering</i> dan <i>Hobby</i> Recreation/ <i>Gathering</i> and Hobby	Olahraga Sport	Keseimbangan Kerja dan Istirahat Balance of Working and Rest	Keselamatan/Kesehatan Kerja dan Lingkungan (K3L) Occupational Safety/Health and Environment (SHE)	Spiritual/Religiuitas/Keagamaan Spiritual/Religius/Religion
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Apresiasi yang diberikan kepada setiap karyawan mencakup tiga dimensi gaya hidup sehat, yaitu dimensi fisik, emosional dan pola pikir. WIKA memberikan fasilitas kepada para karyawan dengan ruang dan peralatan olahraga dan ruang laktasi. Selain itu, Perseroan juga memberikan kebebasan kepada karyawan untuk membentuk kelompok/grup sesuai dengan hobi (olahraga dan seni), kegiatan spiritual dan kegiatan *gathering* untuk mendorong gaya hidup *work-life balance*. Kemudian, Perseroan juga memfasilitasi karyawan dengan asuransi rawat jalan dan rawat inap di rumah sakit. Karyawan juga diikutsertakan dalam pemeriksaan rutin *general check up* setiap 2 (dua) tahun sekali.

The appreciation given to each employee encompasses three dimensions of a healthy lifestyle: physical, emotional, and mindset. WIKA provides facilities for employees, including sports rooms, equipment, and lactation rooms. In addition, the Company allows employees the freedom to form groups or clubs based on their hobbies (sports and arts), spiritual activities, and social gatherings to promote a work-life balance. Furthermore, the Company also provides employees with outpatient and inpatient insurance at hospitals. Employees are also included in routine general check-ups every two (2) years.

Sebagai upaya dalam menjaga pola makan karyawan, WIKA juga menawarkan makan siang dan makan malam bagi karyawan yang lembur. Pola makan yang diterapkan di lingkup Perseroan telah didasarkan oleh anjuran dan pendampingan dokter profesional, sehingga makanan yang diberikan sesuai dengan asupan yang dibutuhkan. Lebih lanjut, WIKA juga telah melakukan pembinaan pada vendor penyedia makanan untuk mengikuti standar-standar kesehatan, demi menjaga kesehatan dan kebugaran karyawan.

Selanjutnya, hasil pengharkatan yang telah dilakukan Perseroan dapat diikut melalui *Employee Engagement Survey*. Survei yang dilaksanakan Perseroan mencakup 3 (tiga) dimensi, yakni *Say*, *Stay* dan *Strive*. Secara rinci, dimensi *Say* menggambarkan sejauh mana pegawai mempersepsikan Perseroan secara positif, dan mampu mengatakan hal-hal positif terhadap Perseroan. Kedua, dimensi *Stay* menggambarkan sejauh mana pegawai ingin tetap tinggal atau bergabung dalam Perseroan. Terakhir, dimensi *Strive* mengukur kerelaan pegawai untuk berjuang demi perusahaan atau memperjuangkan kepentingan Perseroan.

Manajemen Karier

WIKA berkomitmen untuk menciptakan lingkungan kerja yang mendukung pengembangan karier setiap karyawan. Di tengah persaingan industri yang ketat, Perseroan memahami bahwa kesuksesan jangka panjang tidak hanya ditentukan oleh inovasi dan efisiensi operasional, tetapi juga oleh pengelolaan SDM yang unggul. Oleh karena itu, WIKA menerapkan manajemen karier yang strategis untuk memastikan bahwa setiap individu memiliki kesempatan untuk tumbuh, berkembang dan mencapai potensi terbaiknya.

Perseroan menentukan komposisi program pengembangan *hardskill* dan *softskill* sesuai dengan jenjang jabatan masing-masing. Pada tingkat staf, pengembangan *hard competency* lebih besar dibanding dengan *soft competency*. Semakin tinggi jabatan, maka tuntutan pengembangan *soft competency* dan *managerial competency* akan semakin tinggi. Perseroan telah menyusun silabus pengembangan berdasarkan visi, misi, rencana jangka panjang, percepatan pengembangan *Human Capital* WIKA, dinamika dunia usaha, persyaratan kompetensi jabatan serta tingkat pengalaman masing-masing.

As part of the efforts to maintain employees' diet, WIKA also offers lunch and dinner to employees who work overtime. The diet applied within the Company is based on recommendations and guidance from professional doctors, ensuring that the meals provided meet the required nutritional intake. Additionally, WIKA has trained food vendors to comply with health standards to maintain employees' health and fitness.

Next, the results of the appreciation given by the Company can be measured through the Employee Engagement Survey. The survey conducted by the Company includes three (3) dimensions: *Say*, *Stay*, and *Strive*. Specifically, the *Say* dimension measures the extent to which employees perceive the Company positively and are able to speak positively about the Company. The second dimension, *Stay*, measures the extent to which employees want to stay or continue working at the Company. Finally, the *Strive* dimension measures employees' willingness to fight for the company or to advocate for its interests.

Career Management

WIKA is committed to creating a work environment that supports the career development of every employee. In the face of intense industry competition, the Company understands that long-term success is not only determined by innovation and operational efficiency but also by the management of superior human resources. Therefore, WIKA implements strategic career management to ensure that every individual has the opportunity to grow, develop, and reach their full potential.

The Company determines the composition of hard skills and soft skills development programs based on each position level. At the staff level, the development of hard competencies is more significant than soft competencies. As employees move up the ranks, the demand for the development of soft competencies and managerial competencies increases. The Company has designed a development syllabus based on its vision, mission, long-term plans, the acceleration of WIKA's Human Capital development, business dynamics, job competency requirements, and the level of experience of each employee.

Program Pengembangan Karier Career Development Program

Jenjang Level	Sasaran Pengembangan Development Goals	Peserta Participants
BOD-1	WSMDP (Senior Mgt) Fostering Transformation	3
BOD-2	WMMDP (Middle Mgt) Integrating Value Chain	38
BOD-3	WJMDP (Junior Mgt) Aligning Execution	249
BOD-4	WELDP (Supervisor) Optimizing Business	455
BOD-5	WODP (Staff) Excellence Performance	45

Proses Pengembangan Karier Career Development Process



Hubungan Industrial

WIKA senantiasa menjaga hubungan industrial yang harmonis dan konstruktif. Sebagai perusahaan yang mengedepankan integritas dan profesionalisme, WIKA memahami bahwa hubungan industrial yang baik merupakan pondasi penting dalam menciptakan lingkungan kerja yang kondusif, produktif dan sejalan dengan regulasi ketenagakerjaan yang berlaku. Upaya tersebut dilakukan melalui dialog intensif WIKA dengan karyawan demi menciptakan keseimbangan antara pemenuhan hak dan pelaksanaan kewajiban.

Sebagai upaya dalam membuka komunikasi yang terbuka dan transparan, WIKA secara rutin mengadakan forum komunikasi antara serikat pekerja dan perwakilan WIKA untuk mendiskusikan isu-isu ketenagakerjaan, aspirasi karyawan serta berbagai kebijakan perusahaan. WIKA juga telah menyusun Perjanjian Kerja Bersama (PKB) untuk menjamin keamanan antara hak dan kewajiban kedua belah pihak. PKB ini juga berfungsi untuk membantu kedua belah pihak menyelesaikan masalah atau perselisihan yang terjadi di tempat kerja.

Program Pensiun

Komitmen WIKA terhadap karyawan tidak hanya sebatas masa kerja saja, namun WIKA juga memperhatikan pengharkatan seluruh karyawan termasuk pada saat memasuki usia pensiun. Oleh karena itu, WIKA memberikan fasilitas perlindungan pasca-bekerja berupa:

1. Program Pensiun Manfaat Pasti (PPMP) dikelola oleh Dana Pensiun Wijaya Karya yang merupakan penyesuaian dari Yayasan Dana Pensiun Wijaya Karya untuk mengelola Program Pensiun Manfaat Pasti berdasarkan Undang-Undang Nomor 11 tahun 1992 berikut perubahan-perubahannya. Dana Pensiun Wijaya Karya Program Pensiun Manfaat Pasti (DAPEN WIKA PPMP) ditetapkan berdasarkan Surat Keputusan PT Wijaya Karya (Persero) nomor SK.01.01/A.DIR.0053/1998 tanggal 18 Februari 1998 yang telah memperoleh pengesahan dari Menteri Keuangan Republik Indonesia melalui Keputusan Menteri Keuangan Republik Indonesia Nomor KEP-207/KM.17/1998 tanggal 9 Juni 1998 tentang Pengesahan atas Peraturan Dana Pensiun dari Dana Pensiun Wijaya Karya dan telah diumumkan dalam pada Berita Negara Republik Indonesia Nomor 60 tanggal 28 Juli 1998 dan Tambahan Berita Negara Republik Indonesia Nomor 53 Tahun 1998. Peserta DAPEN WIKA PPMP adalah pegawai tetap Perseroan yang diangkat sebelum 1 Januari 2007. Iuran atas program tersebut dibebankan kepada karyawan sebesar 5% dari PhDP (Penghasilan Dasar Pensiun) dan kepada perusahaan sebesar 24,71% dari PhDP. Sedangkan iuran PSL menjadi beban Perseroan;

Industrial Relations

WIKA consistently maintains harmonious and constructive industrial relations. As a company that prioritizes integrity and professionalism, WIKA understands that good industrial relations are a crucial foundation in creating a conducive and productive work environment that aligns with applicable labor regulations. This effort is carried out through intensive dialogue between WIKA and employees to create a balance between fulfilling rights and performing obligations.

As part of its effort to promote open and transparent communication, WIKA regularly holds forums for communication between labor union and WIKA representatives to discuss labor issues, employee aspirations, and various company policies. WIKA has also developed a Collective Labor Agreement (PKB) to ensure the security of both parties' rights and obligations. This agreement also serves to help both parties resolve problems or disputes that may arise in the workplace.

Pension Program

WIKA's commitment to employees extends beyond their working years, as WIKA also pays attention to the recognition of all employees, including when they reach retirement age. Therefore, WIKA provides post-employment protection facilities in the form of:

1. Defined Benefit Pension Program (PPMP) is managed by Wijaya Karya Pension Fund, which is an adjustment from Wijaya Karya Pension Fund Foundation to manage the Defined Benefit Pension Program based on Law Number 11 of 1992 and its amendments. Wijaya Karya Pension Fund Defined Benefit Pension Program (DAPEN WIKA PPMP) was established based on the Decree of PT Wijaya Karya (Persero) number SK.01.01/A.DIR.0053/1998 dated February 18, 1998 which has been approved by the Minister of Finance of the Republic of Indonesia through Decree of the Minister of Finance of the Republic of Indonesia Number KEP-207/KM.17/1998 dated June 9, 1998 concerning Ratification of Pension Fund Regulation of Wijaya Karya Pension Fund and has been announced in the State Gazette of the Republic of Indonesia Number 60 dated July 28, 1998 and Supplement to the State Gazette of the Republic of Indonesia Number 53 of 1998. DAPEN WIKA PPMP participants are permanent employees of the Company who were appointed before January 1, 2007. Contributions to the program are charged to employees at 5% of PhDP (Basic Pension Income) and to the company at 24.71% of PhDP. While PSL contributions are borne by the Company;

2. Dana Pensiun Wijaya Karya Program Pensiun Iuran Pasti (DAPEN WIKA PPIP) ditetapkan berdasarkan Surat Keputusan Nomor SK.01.01/A.DIR.2524/2014 tanggal 25 Maret 2014 yang telah memperoleh pengesahan dari Otoritas Jasa Keuangan sebagaimana dalam Keputusan Dewan Komisiner Otoritas Jasa Keuangan Nomor KEP-146/D.05/2014 tanggal 8 Desember 2014 tentang Pengesahan atas Peraturan Dana Pensiun dari DAPEN WIKA PPIP dan telah diumumkan dalam pada Berita Negara Republik Indonesia Nomor 7 tanggal 23 Januari 2015 dan Tambahan Berita Negara Republik Indonesia No. 5/DP Tahun 2015. Peserta DAPEN WIKA PPIP adalah setiap pegawai yang bekerja pada Pendiri yang telah diangkat sebagai Pegawai Organik sejak 1 Januari 2007 dan setelahnya maupun Pegawai Terampil sesuai dengan Perjanjian Kerja Bersama yang berlaku pada Pendiri dan Pegawai Mitra Pendiri yang statusnya sesuai dengan peraturan yang ada di masing-masing perusahaan yang menjadi Mitra Pendiri. Iuran atas program tersebut dibebankan kepada pegawai sebesar 5% dari PhDP dan kepada perusahaan sebesar 12,5% dari PhDP.
 - a. Program Jaminan Sosial BPJS Ketenagakerjaan Seluruh pegawai perseroan diikutsertakan dalam Program Jaminan Sosial Ketenagakerjaan (BPJS Ketenagakerjaan), yang terdiri dari Jaminan Hari Tua (JHT), Jaminan Pensiun (JP), Jaminan Kecelakaan Kerja (JKK), dan Jaminan Kematian (JKM). Iuran sebesar 3% menjadi beban pegawai dan sebesar 6,24% menjadi beban Perseroan sesuai dengan peraturan presiden dan peraturan menteri ketenagakerjaan.
 - b. Program Imbalan Pasca Bekerja Program Imbalan Pasca Bekerja diberikan kepada pegawai yang diterima sebelum 1 Januari 2014, sesuai dengan kesepakatan dengan Serikat Pekerja yang tertuang dalam PKB tahun 2018-2020, program ini hanya diberikan kepada pegawai yang masuk sebelum 1 Januari 2014 dengan perhitungan yang dilakukan dengan posisi saat itu dan dilakukan pengembangan setiap tahunnya, sedangkan untuk pegawai yang masuk setelah itu hanya diberikan program pensiun, dengan catatan manfaat dari program pensiun yang diterima tidak boleh kurang dari Peraturan Perundangan yang berlaku.
2. b. Dana Pensiun Wijaya Karya Fixed Contribution Pension Program (DAPEN WIKA PPIP) is determined based on Decree Number SK.01.01/A.DIR.2524/2014 dated March 25, 2014 which has been approved by the Financial Services Authority as stated in the Decree of Board of Commissioners of the Financial Services Authority Number KEP-146/D.05/2014 dated December 8, 2014 concerning the Approval of Pension Fund Regulation from DAPEN WIKA PPIP and has been announced in the State Gazette of the Republic of Indonesia Number 7 dated January 23, 2015 and Supplement to the State Gazette of the Republic of Indonesia No. 5/DP of 2015. Participants of DAPEN WIKA PPIP are every employee working for the Founder who has been appointed as an Organic Employee since January 1, 2007 and thereafter or Skilled Employees in accordance with the Joint Working Agreement applicable to the Founder and Employees of Founding Partners whose status is in accordance with the regulations in each company that is a Founding Partner. Contributions for the program are charged to employees at 5% of PhDP and to the company at 12.5% of PhDP.
 - a. BPJS Ketenagakerjaan Social Security Program All employees of the company are included in the Employment Social Security Program (BPJS Ketenagakerjaan), which consists of Old Age Security (JHT), Pension Security (JP), Work Accident Security (JKK), and Death Security (JKM). Contributions of 3% are borne by employees and 6.24% are borne by the Company in accordance with presidential regulations and regulations of the Minister of Manpower.
 - b. 2. Post-Employment Benefit Program The Post-Employment Benefit Program is provided to employees who were hired before January 1, 2014, in accordance with the agreement with the Labor Union as stated in the 2018-2020 PKB, this program is only provided to employees who entered before January 1, 2014 with calculations made with the position at that time and development carried out annually, while for employees who entered after that, only a pension program is provided, with the note that the benefits from the pension program received must not be less than the applicable Laws and Regulations.

Penerima Imbalan Pasca Kerja Tahun 2024 Post-Employment Beneficiaries in 2024

Penerima Recipient	Penempatan WIKA Induk (orang) WIKI Parent Placement (person)	Penempatan AP/Asosiasi (orang) AP/Association Placement (person)
Pensiun Pension	64	51
Meninggal Passed Away	1	0
Resign	73	12

- c. Jaminan Pemeliharaan Kesehatan
Perseroan juga memberikan bantuan kesehatan dalam bentuk kepesertaan di asuransi komersial / BPJS Kesehatan untuk pensiunan pegawai dan pasangannya sampai dengan usia 70 tahun.
- c. Health Insurance
The Company also provides health assistance in the form of participation in commercial insurance / BPJS Health for retired employees and their spouses up to the age of 70 years.

WIKA Talent Development Process

Sebagai upaya memaksimalkan potensi karyawan, WIKA mendirikan *Talent Management Department* sejak tahun 2015. Program ini dibentuk dengan tujuan untuk membangun manajemen karier yang baik. Adapun alur pengembangan talenta WIKA adalah sebagai berikut:

1. *Critical Position Identification*: WIKA mengidentifikasi posisi mana yang berdampak langsung terhadap keberlangsungan perusahaan.
2. *Talent Identification & Selection*: WIKA memiliki proses identifikasi Talenta karyawan WIKA dengan mempertimbangkan *performance* dan kompetensi ;
3. *Talent Development*: WIKA memiliki proses pengembangan yang sistematis dan berkelanjutan terhadap karyawan yang diikutsertakan dalam suatu program Talenta.

WIKA memiliki 5 (lima) kategori/*cluster* jabatan di dalam lingkup kerja, yakni *Senior Manager*, *Middle Manager*, *Junior Manager*, *Supervisor* dan *Staff*. Demi mempersiapkan karyawan untuk menduduki jabatan selanjutnya (promosi), Perseroan menerapkan metode “dik-duk” yang berarti bahwa karyawan akan dilatih sebelum naik jabatan. Pada level *Middle* dan *Senior Manager*, WIKA menyediakan program internasional sebagai tolak ukur pengetahuan dan wawasan global.

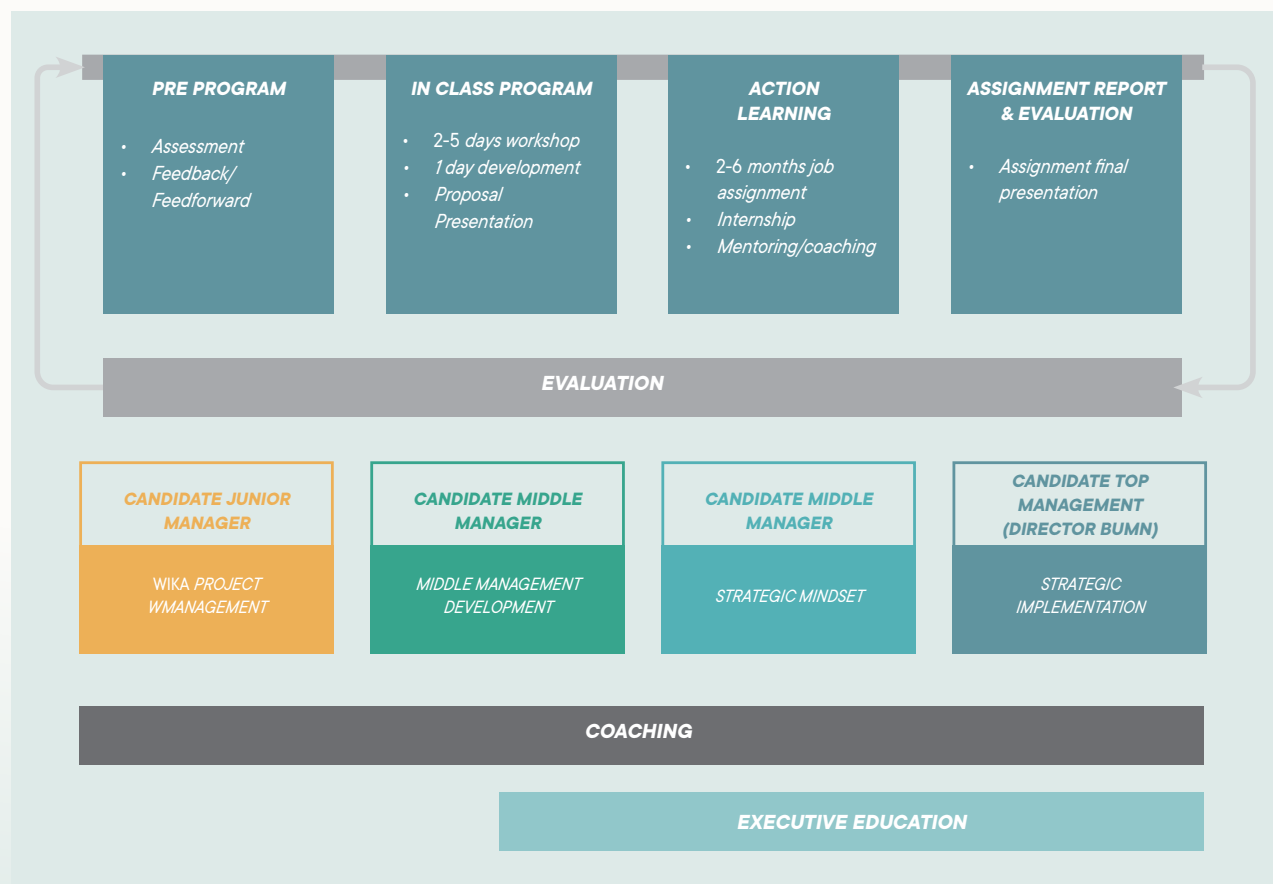
WIKA Talent Development Process

In an effort to maximize employee potential, WIKA established the Talent Management Department in 2015. This program was created with the goal of building a good career management system. The talent development process at WIKA is as follows:

1. *Critical Position Identification*: WIKA identifies which positions have a direct impact on the sustainability of the company.
2. *Talent Identification & Selection*: WIKA has a process of identifying WIKA employee Talents by considering performance and competence;
3. *Talent Development*: WIKA has a systematic and sustainable development process for employees who are included in a Talent program.

WIKA has 5 job clusters/categories, namely Senior Manager, Middle Manager, Junior Manager, Supervisor, and Staff. WIKA prepares a “dik-duk” method, meaning that employees are priorly trained before taking up next positions (promotion). At Middle level and Senior Manager, WIKA does not only prepare national program, but also international program as a benchmark for global knowledge and insight.

Program Talent Development Talent Development Program



Program Pelatihan Calon Pegawai

WIKA memberikan program pelatihan bagi calon karyawan. Berdasarkan Prosedur *Human Capital* Nomor WIKA-HCE-PM-01.01, karyawan yang dinyatakan lulus seleksi akan diikutsertakan dalam Program Pelatihan Calon Pegawai (PPCP). Pelatihan ini bertujuan agar setiap calon karyawan dapat menganut nilai-nilai budaya AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif) serta karakter manusia WIKA.

Selanjutnya, dalam pelatihan ini calon karyawan akan diberikan informasi dan pengenalan dasar-dasar sistem manajemen WIKA untuk mendukung calon karyawan dalam beradaptasi dengan ritme kerja dan budaya Perseroan. Pemberian materi pada PPCP dilakukan dengan beragam metode, seperti pelatihan di kelas, *outbond* dan *on the job training* yang didampingi oleh mentor, serta melakukan presentasi. Kemudian, pada tahap akhir PPCP calon karyawan diharuskan memenuhi nilai kualifikasi yang ditetapkan agar dapat ditentukan lulus dan diangkat menjadi pegawai tetap. Perseroan berkomitmen, untuk menjaga transparansi terhadap nilai hasil penilaian selama PPCP berlangsung.

Lebih lanjut, Perseroan akan melakukan pertimbangan penempatan kerja kepada karyawan berdasarkan kebutuhan unit kerja, latar belakang, hasil psikotes serta kompetensi yang dimiliki masing-masing individu. Sesuai dengan pola pengembangan profesional yang ditetapkan, Perseroan memberlakukan rotasi secara berkala, dengan memperhatikan kinerja dan kompetensi masing-masing karyawan.

Program Pelatihan dan Pengembangan Kompetensi Karyawan

WIKA menyusun program *Learning and Development* berdasarkan pendekatan strategis yang diselaraskan dengan kebutuhan dan tujuan bisnis, guna mendorong keoptimalan operasional serta kematangan organisasi. Program ini mencakup aspek kemanusiaan secara menyeluruh, seperti sistem manajemen, kebijakan, strategi, peraturan dan lainnya.

Prospective Employee Training Program

WIKA holds training program for prospective employees. Based on Human Capital Procedure Number WIKA-HCE-PM-01.01, employee who have passed selection will be included in a Prospective Employee Training Program (PPCP). The objective of this training is each prospective employee can possess a good personalization, namely having AKHLAK cultural values (Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative) and certainly WIKA's basic characters.

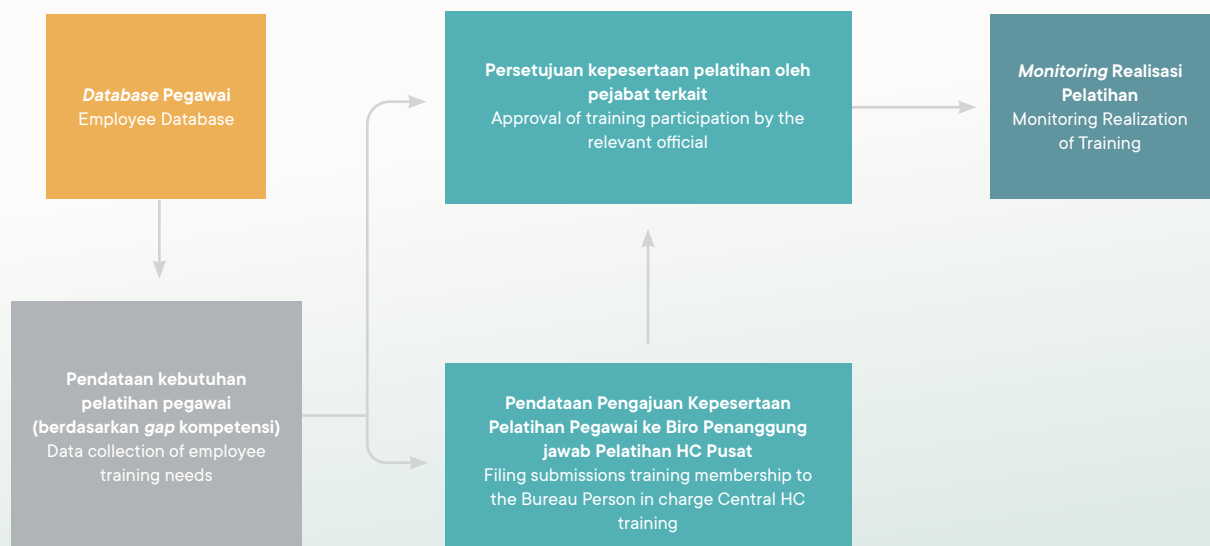
In addition, this program provides information and basic introduction regarding WIKA management system, aiming to help prospective employees to adapt with the Company's work rhythm and culture. In this program, the materials are delivered in class, in external and extra-work training courses, accompanied by mentors and presentations. At the end of PPCP, prospective employees must meet specified qualification scores in order to graduate and be appointed as permanent employees. The assessment results during PPCP is transparent and conveyed openly to prospective employees.

Afterward, the placement of prospective employees considers the needs of work unit and their background, psychological test results and competencies of each individual. Periodic rotation is also carried out in accordance with established pattern of professional development, taking into account the performance and competencies of each employee.

Employee Education and Competency Development Program

WIKA designs the Learning and Development program based on a strategic approach that is aligned with business needs and objectives, aiming to drive operational optimization and organizational maturity. This program covers all aspects of human resources, such as management systems, policies, strategies, regulations, and more.

Perencanaan Program Pendidikan dan Pengembangan Kompetensi Education and Competency Development Program Planning



Program *Learning and Development* dilaksanakan melalui pihak internal serta program yang diselenggarakan oleh pihak ketiga. Sampai akhir tahun 2024, Perseroan telah melaksanakan 12 program Pendidikan dan pengembangan kompetensi, dengan jumlah peserta mencapai 1.814 orang. Adapun rincian mengenai program yang dilaksanakan di tahun 2024 adalah sebagai berikut:

The Learning and Development program is carried out through internal parties as well as programs organized by third parties. By the end of 2024, the Company has implemented 12 education and competency development programs, with a total of 1,814 participants. The details of the programs conducted in 2024 are as follows:

No	Jenis Program Pendidikan dan Pengembangan Kompetensi Types of Education and Competency Development Programs	Jumlah Peserta (Orang) Total Participants (person)	Penyelenggara Organizer
1	Pendidikan Lanjutan Higher Education	-	-
2	Pembekalan Komisaris Anak Perusahaan WIKA Debriefing of Commissioners of WIKA's Subsidiaries	-	-
3	Manajemen Bisnis Business management	532	Wikasatrian
4	<i>Soft & Hard (Self Mastery–Kepemimpinan)</i>	127	Wikasatrian
5	<i>WIKA Fundamental Project Management</i>	• (WPM) 57 • (WFPM) 108	• Wikasatrian • Wikapratama
6	Kontrak Manajemen Contract Management	163	Wikapratama
7	<i>Advance Practical</i>	188	Wikapratama
8	<i>Supervisory</i>	100	Wikapratama
9	QHSE Awareness	45	Wikapratama
10	<i>Practical Engineering Workshop</i>	-	-
11	<i>Practical Functional Workshop</i>	765	Wikapratama
12	<i>Practical Construction Workshop</i>	-	-

Pengembangan Kompetensi Berdasarkan Level Organisasi

Competency Development Based on Employee Group

Pengembangan Kompetensi Berdasarkan Level Organisasi Tahun 2024 Competency Development Based on Organizational Level in 2024

Level Organisasi Organizational Level	Jenis Pelatihan Type of Training	Jumlah Pelatihan Number of Trainings	Jumlah Peserta dari Golongan Karyawan yang Mengikuti Pelatihan Number of Participants from Employee Groups Who Attended Training	Persentase Golongan Karyawan yang Telah Mengikuti Pelatihan Percentage of Employee Groups Who Have Attended Trainin
BOD-1 Senior Management	Kapabilitas Talenta Talent Capability	1	3	13%
	<i>Finance For Executive</i>	1	19	83%
	<i>Safety Leadership</i>	1	2	9%
	MPP	1	4	14%
BOD – 2 Middle Management	Hard Kompetensi/Hard Competency			
	Kapabilitas Talenta/Talent Capability	1	16	16%
	<i>Corporate Finance</i>	2	15	15%
	PKMM	1	4	4%
	<i>Safety Leadership</i>	1	18	18%
	<i>Leader As Coach</i>	6	3	3%
	Merger & Akuisisi/Mergers & Acquisitions	1	4	4%
	MPP	1	8	8%
	Soft Kompetensi/Soft Competency			
	Satria Pratama	4	2	1%

Pengembangan Kompetensi Berdasarkan Level Organisasi Tahun 2024

Competency Development Based on Organizational Level in 2024

Level Organisasi Organizational Level	Jenis Pelatihan Type of Training	Jumlah Pelatihan Number of Trainings	Jumlah Peserta dari Golongan Karyawan yang Mengikuti Pelatihan Number of Participants from Employee Groups Who Attended Training	Persentase Golongan Karyawan yang Telah Mengikuti Pelatihan Percentage of Employee Groups Who Have Attended Trainin
BOD – 3 Junior Management	Hard Kompetensi/Hard Competency			
	Corporate Finance	2	32	16%
	PKMM	1	22	11%
	Managing Result	4	77	38%
	Leader As Coach	6	119	59%
	WIKI Project Management	2	6	3%
	Safety Leadership	1	7	3%
	Tim Tender Unggul	3	4	2%
	Merger & Akuisisi/Mergers & Acquisitions	1	8	4%
	MPP	1	13	6%
	Soft Kompetensi/Soft Competency			
	Satria Pratama	4	93	46%
BOD – 4 Supervisor	Hard Kompetensi/Hard Competency			
	Leader As Coach	6	13	2%
	Managing Result	4	21	2%
	WIKI project Management	2	51	6%
	Tim Tender Unggul	2	14	2%
	Merger & Akuisisi/Mergers & Acquisitions	1	11	1%
	WIKI Fundamentals of Project Management	3	108	13%
	Kontrak Manajemen Management Contract	4	163	19%
	Advance Practical	4	188	22%
	MPP	1	6	1%
	Soft Kompetensi/Soft Competency			
	Sehat Sehati	1	11	2%
	Pemimpin Muda	1	21	2%
BOD – 5 Staff	Hard Kompetensi/Hard Competency			
	Tim Tender Unggul	3	69	15%
	Merger & Akuisisi/Mergers & Acquisitions	1	3	1%
	QSHE Awareness	2	45	10%
	Program Pilihan (Practical Functional Workshop)	11	765	170%
	Soft Kompetensi/Soft Competency			
	Sehat Sehati	1	3	1%
	Pemimpin Muda	1	11	2%

INVESTASI PENGEMBANGAN SDM

WIKA meyakini bahwa salah satu faktor terpenting untuk mencapai keberhasilan jangka panjang adalah kualitas Sumber Daya Manusia (SDM) yang unggul. Oleh karena itu, WIKa berkomitmen untuk terus berinvestasi dalam pengembangan SDM melalui berbagai program yang dirancang untuk meningkatkan kompetensi, kapabilitas dan profesionalisme karyawan. Berdasarkan keyakinan tersebut, WIKa telah menyusun anggaran untuk pelaksanaan program pendidikan dan pengembangan kompetensi karyawan. Adapun realisasi anggaran untuk program pendidikan dan pengembangan kompetensi SDM di tahun 2024 sebesar Rp9.596.566.787, jumlah tersebut meningkat 98,96% dibandingkan tahun sebelumnya yang mencapai Rp4.823.362.867,-

Employee Engagement Survey (EES)

WIKa mengadakan *Employee Engagement Survey* (EES) untuk mengetahui kontribusi individual serta tingkat kepuasan karyawan dalam melakukan pekerjaan. Selain itu, EES juga berfungsi sebagai timbal balik terhadap program-program yang telah dilakukan, yang kemudian dapat menjadi evaluasi untuk penyusunan program-program selanjutnya. WIKa menetapkan target *engagement level* pegawai 10 % di atas rata-rata *engagement level* perusahaan di Indonesia.

HC DEVELOPMENT INVESTMENT

WIKa believes that one of the most important factors for achieving long-term success is the quality of Human Capital (HC). Therefore, WIKa is committed to continuously investing in HC development through various programs designed to enhance the competencies, capabilities, and professionalism of its employees. Based on this belief, WIKa has allocated a budget for the implementation of employee education and competency development programs. The actual budget for employee education and competency development in 2024 is Rp9,596,566,787, an increase of 98,96% compared to the previous year, which amounted to Rp4,823,362,867.

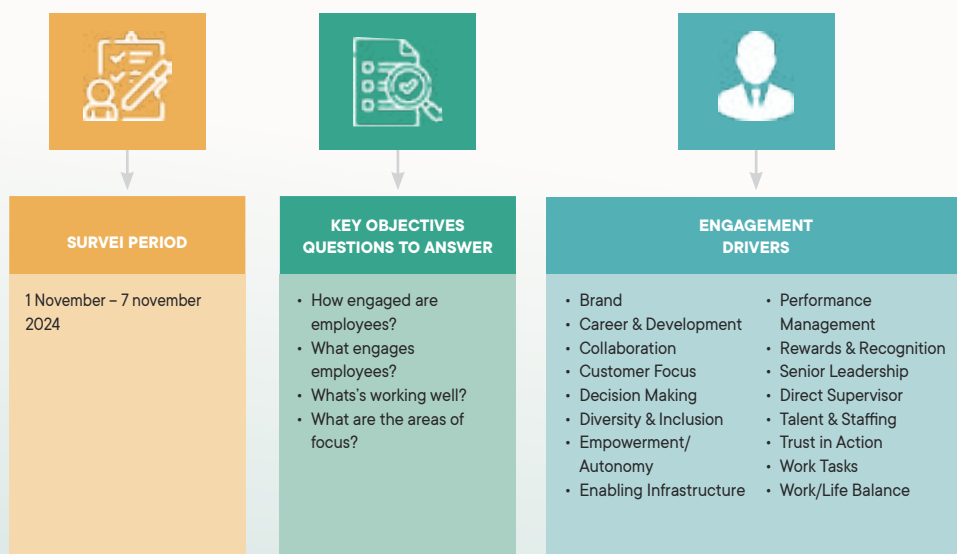
Employee Engagement Survey (EES)

WIKa conducts an *Employee Engagement Survey* (EES) to assess individual contributions and employee satisfaction in performing their work. In addition, the EES serves as feedback on the programs that have been implemented, which can then be used as an evaluation for developing future programs. WIKa sets a target engagement level for employees to be 10% above the average engagement level of companies in Indonesia.

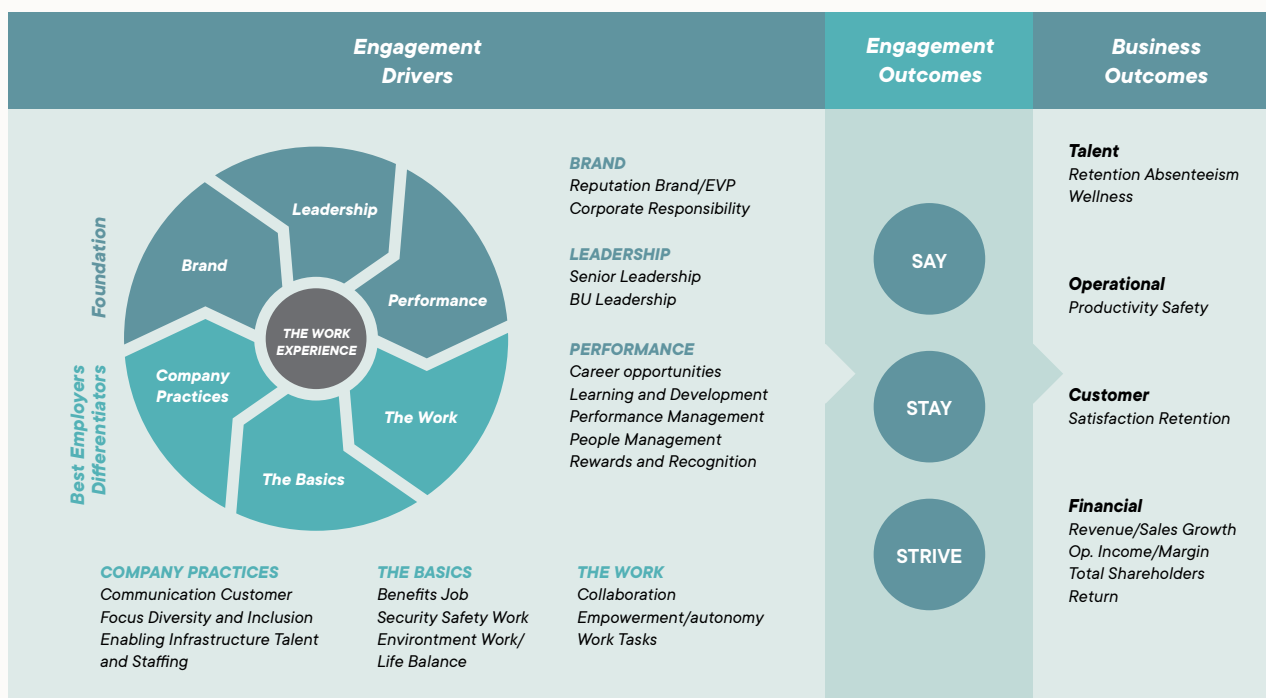
Berikut rincian mengenai hasil EES yang dilakukan di tahun 2024:

The following details are the results of the Company's EES program in 2024

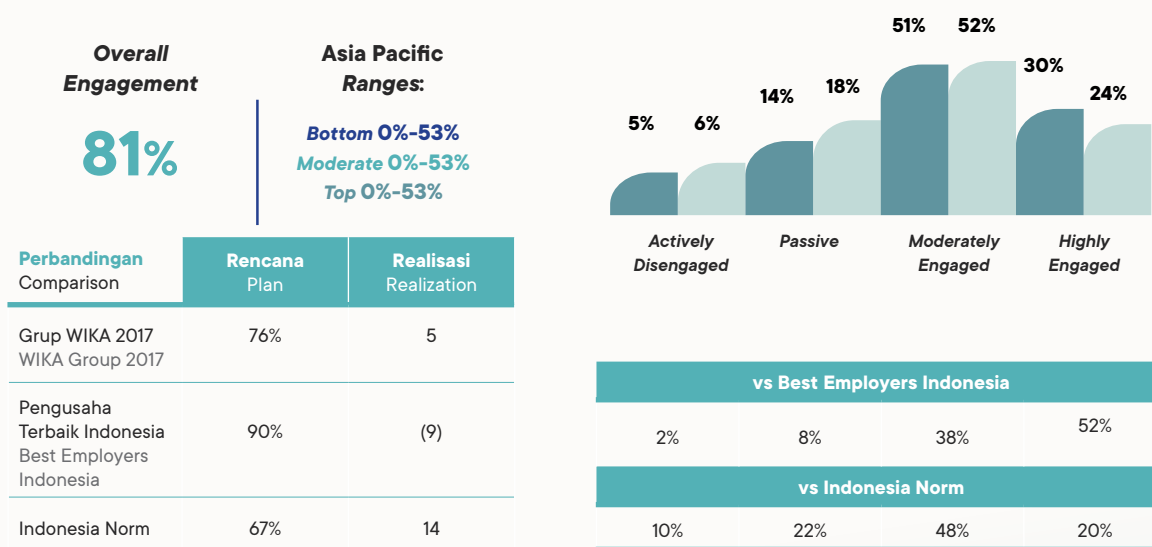
Tahun Year	WIKa		Rata-Rata Perusahaan di Indonesia Average of Indonesian Companies
	Rencana Plan	Realisasi Realization	
2017	75%	76%	65%
2019	77%	81%	67%
2021	82%	78%	78%
2022	85%	82%	80%
2023	79%	80%	77%
2024	80%	78%	75%



Kincentric Engagement Model



DENGAN PENINGKATAN SEBESAR 5% POIN, WIKA MASUK TOP QUARTILE OF APAC BENCHMARK 5%
WITH 5% POINTS IMPROVEMENT, WIKA ENTERS THE TOP QUARTILE OF APAC BENCHMARK 5%



Rencana Perkembangan SDM ke Depan

WIKI menyadari pentingnya pengembangan Sumber Daya Manusia (SDM) yang berkelanjutan untuk menghadapi tantangan bisnis di masa mendatang. Pada tahun 2025, program pengembangan SDM akan difokuskan pada peningkatan kompetensi *hard skills* di bidang digitalisasi, manajemen risiko, serta Kesehatan, Keselamatan, dan Lingkungan (K3/HSE). Selain itu, peningkatan *hard skills* juga akan mencakup manajemen bisnis, di mana karyawan akan dilatih untuk lebih memahami dinamika bisnis dan strategi perusahaan. Upaya ini bertujuan untuk memastikan bahwa setiap individu memiliki keterampilan teknis yang diperlukan untuk beradaptasi dengan perubahan teknologi dan regulasi industri.

Future Human Capital Development Plan

WIKI recognizes the importance of sustainable Human Capital (HC) development to face future business challenges. In 2025, the HC development program will focus on enhancing hard skills in digitalization, risk management, as well as Health, Safety, and Environment (HSE). Additionally, hard skills improvement will also cover business management, where employees will be trained to better understand business dynamics and company strategies. This effort aims to ensure that each individual has the technical skills required to adapt to technological changes and industry regulations.

Di samping itu, WIKA juga akan memperkuat *soft skills* karyawan melalui program kepemimpinan yang komprehensif. Program ini dirancang untuk mengembangkan kemampuan kepemimpinan yang efektif, komunikasi yang baik, dan pengambilan keputusan yang tepat. Sejalan dengan strategi Perseroan, program peningkatan *hard skills* terkait Engineering, Procurement, and Construction (EPC) serta keberlanjutan (*sustainability*) akan diperluas dan diintensifkan. Dengan fokus ini, WIKA berharap dapat menciptakan SDM yang tidak hanya kompeten secara teknis, tetapi juga memiliki kemampuan kepemimpinan yang kuat untuk mendorong pertumbuhan dan keberlanjutan perusahaan di masa depan.

Data Demografi Karyawan

Sumber Daya Manusia merupakan salah satu komponen penting untuk meningkatkan kinerja dan membantu Perseroan dalam mewujudkan tujuan. Untuk itu, WIKA secara berkesinambungan dalam mengembangkan dan mendukung upaya peningkatan kualitas SDM. Selain itu, Perseroan juga berusaha untuk menciptakan organisasi yang efektif, efisien, dan mampu menjawab setiap tantangan dalam dunia bisnis. Seiring perusahaan yang terus bertumbuh, peningkatan jumlah karyawan pun tidak dapat dihindari.

Per 31 Desember 2024, jumlah pegawai Perseroan mencapai 2.064 orang pegawai, mengalami penurunan 9,03% dari tahun sebelumnya yang berjumlah 2.269 orang pegawai.

Furthermore, WIKA will also strengthen employees' soft skills through a comprehensive leadership program. This program is designed to develop effective leadership abilities, good communication, and sound decision-making. In line with the company's strategy, the improvement programs for hard skills related to Engineering, Procurement, and Construction (EPC) and sustainability will be expanded and intensified. With this focus, WIKA hopes to create HC that is not only technically competent but also possesses strong leadership capabilities to drive the company's growth and sustainability in the future.

Employee Demographics Data

Human Capital (HC) is one of the most important elements to improve the performance and support the Company in achieving its goals. For this reason, WIKA continuously develops and supports the efforts made for its HC quality improvement. The Company also strives to create an effective and efficient organization that is able to properly respond to every challenge in business world. In line with the Company's growth, increasing number of employees is inevitable.

As of December 31, 2024, the number of employees reached 2,064 employees, experienced a decrease 9,03% from the previous year which amounted to 2,269 employees.

Pergerakan Jumlah Karyawan 2020-2024 Number of Employees in 2020-2024

Tahun Year	Jumlah Karyawan Number of Employees
2020	2.834
2021	2.735
2022	2.563
2023	2.269
2024	2.064

Komposisi Pegawai Berdasarkan Status Kepegawaian 2023-2024 (orang) Employee Composition Based on Employment Status in 2023-2024 (person)

Status Kepegawaian Employment Status	2024			2023		
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total
Organik Organic	1.546	171	1.717	1.708	182	1.890
Terampil Skilled	306	41	347	336	43	379
Jumlah Total	1.852	212	2.064	2.044	225	2.269

Komposisi Pegawai Berdasarkan Tingkat Pendidikan 2023-2024 (orang)

Employee Composition Based on Education Level in 2023-2024 (person)

Tingkat Pendidikan Level of education	2024			2023		
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total
Strata 2/Strata 3 Master/Doctorate degree	267	36	302	296	37	333
Strata 1 Bachelor degree	1.398	152	1.550	1.528	161	1.689
Diploma Diploma	115	23	138	132	24	156
Non Akademik Non Academic	72	1	73	88	3	91
Jumlah Total	1.852	212	2.064	2.044	225	2.269

Komposisi Pegawai Berdasarkan Usia 2023-2024 (orang)

Employee Composition Based on Age in 2023-2024 (person)

Rentang Usia Age Range	2024			2023		
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total
51-60 tahun/Year	202	9	211	262	14	276
41-50 tahun/Year	446	51	497	429	48	477
31-40 tahun/Year	952	96	1.048	974	92	1066
21-30 tahun/Year	252	56	308	379	71	450
Jumlah Total	1.852	212	2.064	2.044	225	2.269

Komposisi Pegawai Berdasarkan Level Organisasi 2023-2024 (orang)

Employee Composition Based on Organization Level in 2023-2024 (person)

Level Organisasi Organization Level	2024			2023		
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total
Entitas Induk Parent Entity						
Direksi/Board of Directors	6	0	6	6	1	7
Kepala Divisi/Division Head	13	2	15	20	2	22
Ahli Utama/Senior Expert 1	8	0	8	5	0	5
General Manager	49	10	59	49	6	55
Ahli Utama 2/Senior Expert 2	17	1	18	21	2	23
Manajer/Ahli Madya 1 Manager/Intermediate Expert 1	86	8	94	74	10	84
Manajer Proyek/Project Manager	77	2	79	94	2	96
Manajer Bidang/Manajer Konstruksi/Ahli Madya 2 Field Manager/Construction Manager/Associate Expert 2	131	16	147	124	17	141
Kepala Seksi/Pelaksana Utama/Ahli Muda/ Koordinator Section Chief/Main Implementer/Junior Expert/ Coordinator	725	70	795	782	63	845
Staf/Pelaksana/Staff/Implementers	369	60	429	442	80	522
Subtotal/Subtotal	1.481	169	1.650	1.536	174	1.688



Komposisi Pegawai Berdasarkan Level Organisasi 2023-2024 (orang)

Employee Composition Based on Organization Level in 2023-2024 (person)

Level Organisasi Organization Level	2024			2023		
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total
Entitas Anak Subsidiaries						
Subtotal/Subtotal	371	43	414	433	43	476
Jumlah Total	1.852	212	2.064	2.044	225	2.269

Komposisi Pegawai Berdasarkan Penempatan Kerja 2023-2024 (orang)

Employee Composition Based on Work Placement in 2023-2024 (person)

Penempatan Kerja Work Placement	2024			2023		
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total
Kantor Pusat Head Office	1.075	159	1.234	8.61	156	1.017
Kantor Divisi/Proyek Division/Project Office	777	53	830	1.183	69	1.252
Jumlah Total	1.852	212	2.064	2.044	225	2.269

Komposisi Pegawai Berdasarkan Masa Kerja 2023-2024 (orang)

Employee Composition Based on Years of Service in 2023-2024 (person)

Penempatan Kerja Years of Service	2024			2023		
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total
< 1 Tahun/Years	4	1	5	6	7	13
1 - 5 Tahun/Years	291	81	372	426	89	515
>5 - 10 Tahun/Years	708	62	770	807	61	868
>10 - 15 Tahun/Years	429	36	465	393	32	425
>15 - 20 Tahun/Years	214	20	234	138	19	157
>20 - 25 Tahun/Years	32	2	34	17	0	17
>25 - 30 Tahun/Years	147	6	153	212	10	222
>30 Tahun/Years	27	4	31	45	7	52
Jumlah Total	1.852	212	2.064	2.044	225	2.269