



Corporate Social Responsibility Based on Sustainable Development Goals (SDGs): A Case Study on the 4 Pillars Program at PT Kimia Farma TBK

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Abstract

This research aims to analyze the relationship between the implementation of corporate social responsibility (CSR) at PT Kimia Farma Tbk (KF) and the Sustainable Development Goals (SDGs). This study explores how KF Tbk's CSR program functions not only as a charitable initiative but also as a sustainable empowerment tool aligned with the SDGs. Strategically designed CSR programs not only provide social benefits but also create positive shared value for the company. The implementation of the CSR program by PT Kimia Farma Tbk adopts the ISO 26000 guideline on Guidance on Social Responsibility, which is aligned with the 17 goals and 169 SDGs targets ratified by the Government of Indonesia. The sustainability aspect of CSR programs is an important element to study, considering its relevance to achieving the SDGs targets. Data collection was conducted through interviews with Kimia Farma's CSR practitioners, observation, and documentation studies. The results show that the implementation of CSR by PT Kimia Farma Tbk has a strong relationship with achieving the SDGs and supports the sustainability of the company's core business. The findings indicate that KF's CSR programs effectively address social and environmental challenges while creating shared value for both the business and Indonesia's SDGs. This offers a replicable model for SOEs to align CSR with sustainability goals, highlighting the need for robust monitoring frameworks to ensure measurable, long-term impact.



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Introduction

The company, as a business entity operating within the community, is required to consistently pay attention to the environment and the surrounding community in relation to the impacts arising from its activities (Chu & Hoang, 2020; Kang et al., 2010; Lee & Rhee, 2023; Mubushar et al., 2021; Vasiljeva et al., 2023). It is hoped that the company can minimize negative impacts and maximize the positive effects of its operations. A company is no longer merely an entity concerned with self-interest or exclusivity from the community but serves as a legal entity obliged to make socio-cultural adaptations to the environment in which it operates and can be held

accountable like legal subjects in general (Fajrin & , 2019; Mariani, 2021; Mulyana et al., 2020; Pujianti, 2018; Rizal, 2020; Saputri et al., 2023).

The *Corporate Social Responsibility* (CSR) program represents a form of implementing corporate social responsibility towards the community. It is useful for preventing and addressing potential negative responses to problems arising around the company (Abuya, 2016; Singh & Misra, 2021; Susanto & Ardini, 2016; Van Der Merwe & Al Achkar, 2022; Velte, 2022). KF also strives to consistently create shared value with stakeholders by becoming a company that is able to provide better value for social development and environmental sustainability, which is certainly sustainable for the company's business. The Creating Shared Value (CSV) approach is a framework designed to create economic value while addressing the social needs and challenges of the community (Fernández-Gámez et al., 2019; Royo-Vela & Cuevas Lizama, 2022; Wójcik, 2016). This aligns with KF's commitment to continually increase the value or benefits of sustainability, notably contributing optimally to the country's development. Other commitments include increasing the positive impact on environmental sustainability towards realizing a Green Industry, enhancing contributions to society, improving employee welfare and safety, and providing the best service to customers. The World Business Council for Sustainable Development (WBCSD), through Lord Holme and Richard Watts, defines CSR or social responsibility as follows: "continuing commitment by businesses to be ethical and contribute to economic development while improving the quality of life of the workforce and their families as well as that of the local community and society at large." The company's responsibility to the surrounding environment extends beyond providing materials to also include economic empowerment aimed at improving the quality of life of the local community near the company and, ultimately, at a broader community scale (Michael et al., 2019).

The *Sustainable Development Goals* (SDGs) are a global action plan agreed upon by world leaders, including Indonesia, to end poverty, reduce inequality, and protect the environment. The SDGs consist of 17 Goals and 169 Targets that are expected to be achieved by 2030. To maintain balance across the three dimensions of development, the SDGs rest on five foundational pillars: people, planet, prosperity, peace, and partnerships. These aim to achieve three noble goals by 2030: ending poverty, achieving equality, and overcoming climate change. Poverty remains a primary and critical issue alongside these other objectives. To achieve these three noble goals, the 17 Global Goals—known collectively as the *Sustainable Development Goals* (SDGs)—were established, targeting societal prosperity through: (1) No Poverty; (2) Zero Hunger; (3) Good Health and Well-being; (4) Quality Education; (5) Gender Equality; (6) Clean Water and Sanitation; (7) Affordable and Clean Energy; (8) Decent Work and Economic Growth; (9) Industry, Innovation, and Infrastructure; (10) Reduced Inequalities; (11) Sustainable Cities and Communities; (12) Responsible Consumption and Production; (13) Climate Action; (14) Life Below Water; (15) Life on Land; (16) Peace, Justice, and Strong Institutions; and (17) Partnerships for the Goals (Gasali & Thaher, 2018).

The concept of *Corporate Social Responsibility* (CSR) has evolved from philanthropic activities to a strategic business imperative aligned with global sustainability agendas such as the

Sustainable Development Goals (SDGs). Previous studies have explored CSR practices across various industries, but gaps remain in understanding how CSR programs are systematically designed to contribute to SDGs, particularly within state-owned enterprises (SOEs) in the pharmaceutical sector.

A study by Gasali and Thaher (2018) analyzed CSR programs in Indragiri Hilir Regency, focusing on their alignment with the SDGs. While the study highlighted the importance of CSR-SDG integration, it lacked a critical examination of the mechanisms through which CSR programs create measurable impacts on specific SDG targets. Another study by Michael et al. (2019) on Unilever Indonesia's CSR initiatives applied the Triple Bottom Line framework but did not address how CSR programs could support national SDG commitments, particularly in health and education sectors. These studies underscore the need for deeper empirical analysis of CSR-SDG linkages, especially in SOEs like PT Kimia Farma Tbk, which operate at the intersection of public health and sustainable development.

The main motivation for this study is to understand how the *Corporate Social Responsibility* (CSR) practices carried out by PT Kimia Farma Tbk not only contribute to society and the environment but also align with the achievement of the *Sustainable Development Goals* (SDGs), which have become both a global and national agenda. As the demand for corporate social responsibility grows, CSR is no longer regarded as merely a philanthropic activity but as an integral part of the company's sustainable business strategy. As a state-owned company in the pharmaceutical sector, Kimia Farma has a strategic role in supporting national development, particularly in health, education, environment, and economic empowerment. By examining Kimia Farma's CSR program, this study seeks to explore how the company aligns its CSR efforts with the contribution toward SDG targets.

This research will analyze how the implementation of the *Corporate Social Responsibility* (CSR) program at PT Kimia Farma Tbk makes a tangible contribution to achieving the *Sustainable Development Goals* (SDGs), through identifying the CSR programs carried out and their relationship to sustainable development in health, education, environment, and community economic empowerment.

This research fills the gap by critically examining PT Kimia Farma's CSR programs through the lens of SDG achievement, employing qualitative case study methods to map how its four-pillar CSR model (Healthy KAEF, Creative KAEF, Great KAEF, and Green KAEF) addresses specific SDG targets. By analyzing primary data from CSR practitioners and secondary data from company reports, this study offers a structured evaluation of CSR-SDG synergies, providing insights into how SOEs can operationalize SDGs through targeted CSR initiatives. The findings aim to contribute to academic discourse on sustainable business practices and offer practical recommendations for enhancing CSR effectiveness in achieving SDGs—ultimately benefiting policymakers, CSR practitioners, and stakeholders committed to sustainable development.

Materials and Methods

The author used a qualitative descriptive research method with an interpretive paradigm. Secondary data were obtained from various sources, including CSR reports, newspaper articles about CSR, and company websites. Primary data were collected through interviews with CSR practitioners at PT Kimia Farma Tbk. The data were analyzed using interactive analysis based on Yin's case study approach (2013: 103–118), which involves three main steps: pattern matching, explanation building, and time series analysis.

Results and Discussions

KF's Corporate Social Responsibility (CSR) program is a program that supports the Sustainable Development Goals (SDGs) and supports the company's core business. KF initiated the program based on the conditions of the Indonesian people by considering economic, social, and environmental aspects. The TJSL program was created to find a balance between improving company performance and community development, where these programs can provide positive returns or shared value to the company. The implementation of KF's Corporate Social Responsibility (CSR) program adopts the pattern developed in ISO 26000 on Guidance on Social Responsibility which is aligned with the 17 Sustainable Development Goals (SDGs) that have been ratified by the Government of Indonesia with 169 targets. Kimia Farma runs a Social and Environmental Responsibility (TJSL) program that supports the Sustainable Development Goals (SDGs) through 4 main pillars: Healthy KAEF, Creative KAEF, Great KAEF and Green KAEF. Here are 4 flagship CSR programs of Kimia Farma in each pillar:

1. GREAT KF

It is KF's commitment to produce the next generation of great nations. There are several programs in the Great KF pillar, including Great Generation, Teaching KF, and the Outstanding Student Appreciation Fund. KF Hebat focuses on SDGs point 4, namely Quality Education, SDG point 5, namely Gender Equality, and SDG point 16, namely Peace, Justice and Resilient Institutions.

GENERASI HEBAT - It is a 6-month mentoring program regarding the dangers of drugs, violence against women, and free sex aimed at high school children (SMA) or equivalent to create a healthy, courageous and strong Great Generation. The Great Generation Program is in line with SDGs points 3 (ensuring healthy lives and promoting well-being), 5 (Gender Equality) and 16 (Peace, Justice and Resilient Institutions).

Through the Great Generation, Kimia Farma is committed to forming healthy, resilient, and competitive youth, and is ready to become future leaders. The KAEF Hebat program is an initiative of Kimia Farma to create the next generation of the nation that is intelligent, healthy, and competitive. The program focuses on three main aspects: quality education (SDG 4), gender equality (SDG 5), and peace and justice (SDG 16).

KF MENGAJAR - Aims to provide knowledge and insight to students (elementary school equivalent) in schools with a reach throughout Indonesia regarding various professions and provide inspiration to achieve their goals. In its implementation, KF Group employees are involved as

Teaching Volunteers who convey various professions using various props to make it easier for students to understand what is conveyed. Through the KF Mengajar program, it can increase employee concern for the children of the nation's successors.

OUTSTANDING STUDENT APPRECIATION FUND - Is assistance provided to children from the families of permanent employees/employees with the executive class below the supervisor level in the Pharmaceutical SOE Holding environment throughout Indonesia. Assistance in 1 family can be for 2 students. Details of the region include North Sumatra, South Sumatra, Greater Jakarta and Banten, West Java, Central Java and Yogyakarta, East Java, Bali Nusra, Kalimantan, and Sulmapu (Sulawesi, Maluku and Jayapura). The subjects used as a consideration for the provision of appreciation funds are: Indonesian, Mathematics, SCIENCE, SOCIAL STUDIES, PKN, and English with an average score of 8.5.

This program is in line with the Sustainable Development Goals (SDGs), especially:

- a. SDG 4 (Quality Education) → Provide better access to education for children and students.
- b. SDG 5 (Gender Equality) → Promote equal opportunities and protection for women and children.
- c. SDG 16 (Peace, Justice, and Resilient Institutions) → Build awareness of the dangers of drugs, violence, and the importance of positive leadership.

"The Great Generation Program is part of the Kaef Hebat pillar designed by Kimia Farma as a form of commitment to creating a young generation who not only excel in formal education, but also have a high awareness of the importance of health." (Interview with Mr. Rafky, 2025).

The program focuses on three main aspects: quality education (SDG 4), gender equality (SDG 5), and peace and justice (SDG 16).

- 1) Kimia Farma Teaching → Increase the knowledge of elementary school students about various professions and inspire them to achieve their goals.
- 2) Outstanding Student Appreciation Fund → Providing educational assistance for the children of outstanding Kimia Farma employees, as a form of support for quality education.
- 3) The Great Generation → Helping high school/vocational high school youth understand the dangers of drugs, violence, and promiscuous sex, as well as developing leadership and social skills through Leadership Bootcamp and Change Project.

Through this program, Kimia Farma contributes to building superior human resources, has high integrity, and is ready to face future challenges.

2. KF GREEN

KAEF Hijau is an initiative of Kimia Farma in supporting environmental sustainability and sustainable development. This program focuses on the implementation of environmentally friendly principles and supports the achievement of the Sustainable Development Goals (SDGs), especially SDG 12 (Responsible Consumption and Production) and SDG 13 (Climate Change Management).

"As a company with factories that produce emissions and waste, we are committed to reducing emissions through greening, energy efficiency, and waste management programs" (Interview with Mr. Rafky, 2025).

Green Action Kimia Farma: Green Action Kimia Farma In creating a sustainability program in the environmental sector, Kimia Farma carries the Green Action Kimia Farma program where this program aims to preserve the environment in the form of a tree planting program which is also included in the Environmental Priority Program. The tree planting program is in line with Sustainable Development Goal (SDG) number 13, namely handling climate change so that it becomes an anticipation of climate change into national policies, strategies and planning. The achievement of this program is in line with SDGs number 13 on Climate Change Handling with the target indicator, namely integrating climate change anticipation actions into national policies, strategies and planning so that the potential to reduce greenhouse gas (GHG) emissions is achieved. Kimia Farma's Green Action program includes various initiatives to support environmental sustainability and reduce the impact of climate change. Here are some of the main activities in the program:

- 1) Tree Planting Program: Planting trees in various locations as an effort to reforestation the selection of tree types that are beneficial for carbon absorption and soil conservation. Collaborate with communities and related agencies to increase community participation.
- 2) Reduction of Greenhouse Gas (GHG) Emissions: Encourage environmentally friendly practices in the company's operations, Use of renewable energy and energy efficiency in production facilities, Reduction of the use of hazardous chemicals that have the potential to pollute the environment.
- 3) Waste and Recycling Management: Implementation of a more environmentally friendly waste management system, Packaging and raw material recycling programs to reduce industrial waste, Education to the public about the importance of waste management and recycling.
- 4) Environmental Awareness Campaign: Socialization to employees and the public about the importance of protecting the environment, Education and training activities related to environmental sustainability, Corporate social responsibility (CSR) programs that focus on green ecosystems.
- 5) Integration with National Policies

In line with SDGs No. 13: Handling Climate Change: Support national policies in reducing the environmental impact of the industry, Contribute to the planning of green strategies for the pharmaceutical sector.

Kimia Farma is committed to environmental sustainability through Kimia Farma's Green Action program, which focuses on environmental conservation, especially through the tree planting program. This program is part of the company's Environmental Priority Program in an effort to reduce the impact of climate change.

Program Objectives :

- a. Supporting environmental sustainability with greening.
- b. Contributing to the reduction of greenhouse gas (GHG) emissions.
- c. In line with Sustainable Development Goals (SDGs) number 13: Handling Climate Change.
- d. Integrate climate change anticipation actions into national policies, strategies, and planning.

With this program, Kimia Farma not only contributes to public health but also maintains the balance of the ecosystem for a greener and more sustainable future. Through these various activities, Kimia Farma plays an active role in creating a greener, healthier, and more sustainable environment. Overall, this program aims to create a cleaner, greener, and healthier environment for current and future generations.

3. KF CREATIVE

The main pillar of Kimia Farma's TJSL program which focuses on SDG point 8 is Increasing Inclusive and Sustainable Economic Growth, productive and comprehensive employment opportunities, and decent work for all. Showing Kimia Farma's commitment to always present an Increase in Sustainability Value for Country Development, both direct and indirect economic impacts.

"As a state-owned enterprise, we have a role as a development agent set by the government, so Kaef Kreatif is here to support the economic development of the community, especially MSMEs, through mentoring activities and community formation that are part of the company's supply chain." (Interview with Mr. Rafky, 2025).

Objectives of the CREATIVE KAEF Program

- a. Improving people's living standards through the formation of business groups.
- b. Empowering the community to be more productive by utilizing local potential.
- c. Increasing the capacity of MSMEs to be more resilient, independent, and upgrading.
- d. Creating jobs and improving the economy of the assisted villages.

KF ASSISTED VILLAGE - It is a community empowerment program with the aim of improving people's living standards and economic development based on location potential through the formation of business groups. This program was formed for the community to improve the community's capabilities through training and increasing the use of surrounding natural resources, as well as providing solutions to increase the use of surrounding natural resources, as well as providing solutions to improve welfare through the provision of business capital and mentoring. Until 2022, KF has 3 assisted villages with different locations and categories. The categories of KF assisted villages include Healthy Villages, Tourism Villages, and Creative Villages.

- 1) Semen Village in Blitar Regency: KF empowers 17 residents in Semen Village to create a tourist village environment that can be independent in processing essential waste which will later be processed into dish soap, hand soap and liquid bath soap products. In addition, essential oils processed by KF Fostered Farmers are also used by PT Sinkona Indonesia Lestari (KF's Subsidiary) as raw materials for Selensia products (essential oil).
- 2) Katongan Village in Gunung Kidul Regency: KF provided training with a focus on the creative industry in the form of assistance and business capital to 19 residents in Katongan Village. The products produced are processed foods made from vegetables, namely aloe vera sticks, celery and mustard greens.
- 3) Gili Gede Indah Village in West Lombok Regency: KF provides training and community empowerment in Gili Indah Village to be able to improve the degree of health there, including

by holding a healthy latrine program, stunting elimination program with the establishment of a nutrition post for toddlers, assistance for breastfeeding mothers, and classes for pregnant women, etc.

UKMK ACADEMY - It is a training and business development program for KF-Fostered MSMEs that is carried out online which aims to increase business competitiveness to be more independent. Through this program, KF also helps provide legal ownership and business and product certification to MSMEs that have not yet obtained a business license.

MSME FUNDING - MSME Funding (Micro, Small and Medium Enterprises) is a program to improve the ability of micro and small businesses to become resilient and independent which is provided in the form of loan funds sourced from revolving funds. Through this program, KF helps MSME actors who have become KF Fostered Partners to become MSMEs Upgraded. KF has 7 (seven) criteria so that partners can be even better through increasing their business capacity, namely:

- a. Increase in the number of employees
- b. Increased loan value
- c. Increased production capacity
- d. Increased turnover
- e. Involvement of the surrounding community to produce products

4. KF SEHAT

The program focuses on improving access to health services, public health education, and supporting health infrastructure in the assisted areas. This is in line with Kimia Farma's commitment to contribute to creating a healthy society, in line with the company's values and supporting the achievement of the Sustainable Development Goals (SDGs).

FLOATING CLINIC - The provision of health services and various information about clean and healthy living behaviors (PHBS) is the focus of the Floating Clinic program which is a form of cooperation between KF and one of the zakat institutions to deal with health problems on the coast

Floating Clinic (Supporting SDG 3: Healthy and Prosperous Lives)

- a. Providing free health services for people in remote areas (West Lombok & Thousand Islands).
- b. Focus on stunting prevention, maternal and child health, and treatment of non-communicable diseases.

The Floating Clinic aims to improve the level of public health by reaching marginalized communities in coastal areas. One of them is in West Lombok, West Nusa Tenggara. Social Return On Investment (SROI) is a framework of intervals and measurements associated with social, economic, and environmental value to a program or activity of an organization or institution. To find out the success rate of the Floating Clinic program and its impact on the community, KF measured the Social Return on Investment (SROI) and Community Satisfaction Index (IKM). The results of these measurements can be used as evaluation material in the development of future programs. In its measurement, KF collaborated with Olahkarsa in the process of calculating the Social Return On Investment (SROI) and Community Satisfaction Index (IKM) of the Floating

Clinic program in Lombok, West Nusa Tenggara. Providing access to health services for remote communities with various programs in the form of free health services, healthy area programs, nutrition and stunting posts, healthy latrine programs, assistance for Non-Communicable Disease (NCD) patients, and the formation of healthy cadres. The KF Floating Clinic has existed since 2019 with 2 ships sailing in West Lombok, NTB and the Thousand Islands, DKI Jakarta. The coverage area of the Floating Clinic in West Lombok is 7, namely Teluk Gok, Cemare, Telaga Lupi, Geresak, Gedang Siang, Pegametan, and Labuan Cenik. Meanwhile, the Thousand Islands reach as many as 8 islands including Lancang Island, Untung Jawa Island, Tidung Island, Pari Island, Harapan Island (Kelapa), Rainbow Island, Panggang Island, and Pramuka Island. The achievements of the KF Floating Clinic program include reducing the stunting rate in babies, monitoring maternal and infant nutrition in the Islands, creating a free environment for Open Defecation (BABS), managing patients with Non-Communicable Diseases, and creating a productive green environment.

"This Floating Clinic is targeted from minimal access to health services in remote areas of remote areas, people living in archipelagos do not get good access to health" (Interview with Mr. Rafky, 2025).

INSPIRATIONAL MIDWIVES FOR THE COUNTRY - It is a health program to support the prevention of stunting or malnourished babies. This program is also a success of the government's program in improving the quality of maternal and child health services in various parts of the country through strengthening the competence of midwives. In its implementation, Kimia Farma provides guidance and financing to realize the inspiring ideas of the selected Midwives who have passed the selection. The outcome that will be achieved is the creation of healthy mothers and strong babies, so that it can help the government in reducing the problem of stunting and increasing maternal and infant mortality. The Inspirational Midwives for the Country program is in line with several points in the Sustainable Development Goals launched by the United Nations, especially in the fields of health, welfare, and women's empowerment. Here are the SDGs points that are the main targets of this program:

- 1) SDG 2: Zero Hunger: Reduce stunting and malnutrition in children under 5 years old, Improve the nutritional status of pregnant women and toddlers through nutrition education and interventions.
- 2) SDG 3: Good Health and Well-being: Reduce maternal mortality (AKI) and infant mortality (AKB), Increase the coverage of immunization of toddlers and maternal and child health services, expand access to reproductive health services, including Family Planning (KB).
- 3) SDG 5: Gender Equality: Empower women midwives as agents of change in public health, Increase women's access to maternal and child health services.
- 4) SDG 6: Clean Water and Sanitation: Support sanitation and hygiene programs in remote areas. Raising public awareness about the importance of clean water and sanitation
- 5) SDG 10: Reduced Inequalities: Expand access to health services to remote and disadvantaged areas, Increase the equitable distribution of maternal and child health services in various regions of Indonesia.

- 6) SDG 17: Partnerships for the Goals: Collaborate with governments, social foundations, and the private sector to support improving public health.

Through this program, Kimia Farma and its strategic partners contribute to the achievement of the SDGs by ensuring better maternal and child health, reducing stunting rates, and empowering midwives in various regions in Indonesia. This program is a health initiative that aims to prevent stunting, improve the nutritional quality of toddlers, and strengthen maternal and child health services. Kimia Farma's SDGs-based CSR program not only has a direct impact on the community, but also strengthens the company's business position in the long term. This approach reflects the Creating Shared Value (CSV) model, where social and economic activities reinforce each other, rather than run apart. The company actively adjusts programs to national policies (SOEs & SDGs), strives to consistently evaluate, strengthen program sustainability, and build community independence. The challenges faced are responded to with collaborative and innovative solutions.

5. ANALYSIS APPROACH BASED ON YIN CASE STUDIES (2003)

Robert K. Yin (2003) in his book Case Study Research: Design and Methods, there are three main data analysis techniques in case studies that are used to strengthen the validity of research findings, namely:

a. Pattern Matching

PT Kimia Farma Tbk runs various corporate social responsibility (CSR) programs which are grouped into four main initiatives, namely:

KAEF HEBAT, focusing on education and health of the younger generation

KAEF HIJAU, oriented towards environmental preservation

KAEF KREATIF, supporting the economic empowerment of communities and MSMEs

KAEF SEHAT, provides access to health services for people in remote areas.

The programs are designed not only to provide short-term social benefits, but also to support the achievement of the Sustainable Development Goals (SDGs). The analysis in this study uses a case study approach based on the theory of Yin (2003) with pattern matchmaking techniques. Empirical patterns obtained from field data (in this case Kimia Farma's CSR program) are matched with predicted patterns based on the theory of CSR's contribution to the SDGs.

Table 1. Pattern Matching Framework

No.	Program	"Why & How" Questions	Related SDGs	Causal Explanation
1	KAEF HEBAT	Why education is important for the younger generation	SDG 4 & SDG 3	Education → Health Awareness → Long-term Productivity
2	KAEF HIJAU	How environmental action contributes	SDG 13 & SDG 15	Greening → Environmental quality improved → Climate crisis mitigation
3	KAEF KREATIF	Why MSME empowerment is needed	SDG 8	MSMEs → Economic Independence → Reducing Disparities
4	KAEF SEHAT	How to reach remote areas	SDG 3 & SDG 10	Floating clinic → Health access → Reduction of inequality

Source: Processed by researchers based on Yin's case study analysis (2003) and PT Kimia Farma's CSR reports (2025)

b. Explanation Building Techniques

The Explanation Building technique is an approach used to logically explain how and why Kimia Farma's CSR program contributes to the Sustainable Development Goals (SDGs). In this study, this approach was carried out by identifying the cause-and-effect relationship between specific CSR programs and SDGs indicators.

Table 2. Results of Kimia Farma's CSR Explanation Building on the SDGs

No.	Program	"Why & How" Questions	Related SDGs	Causal Explanation
1	KAEF HEBAT	Why education is important for the younger generation	SDG 4 & SDG 3	Education → Health Awareness → Long-term Productivity
2	KAEF HIJAU	How environmental action contributes	SDG 13 & SDG 15	Greening → Environmental quality improved → Climate crisis mitigation
3	KAEF KREATIF	Why MSME empowerment is needed	SDG 8	MSMEs → Economic Independence → Reducing Disparities
4	KAEF SEHAT	How to reach remote areas	SDG 3 & SDG 10	Floating clinic → Health access → Reduction of inequality

Source: Primary data analysis from interviews with CSR practitioners (2025) and SDGs targets (UN, 2015)

c. Time series analysis

Time series analysis in a case study refers to the approach used to observe changes that occur in a case over time. This analysis is useful to understand the dynamics that occur in the context of Kimia Farma's CSR program in a certain period of time, the long-term influence of various CSR programs on the achievement of the SDGs or socio-economic changes in society.

Table 3. Time Series Analysis of Kimia Farma's CSR Program

Program	Types of Time Series	Observation Focus	Indicators of Change	Related SDGs
KAEF HEBAT	Simple	Health education & literacy	Increased adolescent understanding of health, Increased school attendance	SDGs 3 & 4
KAEF HIJAU	Simple	Greening & environmental education	Number of trees planted, Local air quality (PM2.5 decreases)	SDGs 13 & 15
KAEF KREATIF	Chronological	MSME Empowerment	Number of active assisted MSMEs, Average income of MSMEs increases	SDG 8
KAEF SEHAT	Complex	Remote health access & stunting	Reduction of stunting rate, Number of mobile health services, Increased maternal nutrition awareness	SDG 3 & 10

Source: PT Kimia Farma's annual CSR reports (2019–2025) and field observations





Overall, through pattern matching, explanation making, and time series analysis, Kimia Farma's KAEF CSR program shows high effectiveness in achieving its goals to support the SDGs

and have a positive impact on society. Each program can be thoroughly analyzed and provides a robust explanation of the changes taking place in society, measured against the available data.

Based on the results of research that has been conducted on the implementation of Kimia Farma's Corporate Social Responsibility (CSR) program which is oriented towards the Sustainable Development Goals (SDGs), it can be concluded that the CSR program initiated by Kimia Farma has shown a real commitment to supporting the achievement of sustainable development goals, both in economic, social, and environmental aspects. Kimia Farma through its various CSR programs such as Green Kaef, Creative Kaef, Healthy Kaef, and Great Kaef, has strategically integrated the principles of the SDGs in the implementation of its social responsibility. These programs are designed not only as a form of compliance with government regulations, but also as a company's sustainability strategy to create harmonious relationships with stakeholders, especially the community around the company's operational area. The Green Kaef program focuses on environmental management, in accordance with SDG 13 on Climate Change Management, through efforts to reforestation and reduce carbon footprints in the surrounding area. Meanwhile, Kaef Kreatif, which supports the economic growth of local communities, in line with SDG 8, has helped encourage the strengthening of the micro-economy through skills training and MSME coaching. In addition, in the health aspect, Kaef Sehat contributes to SDG 3, where this program focuses on improving access and public health education. Kimia Farma also does not neglect the aspect of education through Kaef Hebat, which supports SDG 4 by providing educational assistance to underprivileged communities, providing learning facilities, and developing human resource capacity through training programs.

The results of this study also show that the success of Kimia Farma's CSR program in supporting the SDGs cannot be separated from the active involvement of the company's management, synergy with local governments, and community participation as beneficiaries. However, there are several aspects that can still be improved so that these programs have a broader and measurable impact, such as strengthening the monitoring and evaluation system based on SDGs indicators, expanding the scope of CSR programs to more assisted areas, and developing program innovations that are adaptive to the needs of the community and developing global issues. In general, Kimia Farma's CSR program has shown a positive contribution in supporting the SDGs, especially in terms of improving community welfare, strengthening education, health, and environmental conservation. However, the company is still expected to continue to update and improve its CSR strategy to be more inclusive, transparent, measurable, and oriented towards long-term impact in accordance with sustainability principles. With a strong commitment, it is hoped that Kimia Farma will not only become a superior company in business, but also become an agent of change in realizing sustainable development in Indonesia.

Table 4. Summary of Kimia Farma's CSR Program Analysis Based on SDGs

CSR Program Name	Relevance to the SDGs	ID SDGs	Program Objectives	Impact Analysis
Kaef Hijau (Lingkungan)	SDG 13: Tackling Climate Change		Realizing a healthy environment through greening, waste management and environmental education programs	This program has succeeded in fostering environmental awareness around the company and reducing the impact of waste through environmentally friendly management. However, it is necessary to increase the scope of the area and a more measurable environmental impact monitoring system.
Kaef Kreatif (UMKM)	SDG 8: Decent work and economic growth		Providing training and assistance for local MSMEs, encouraging community economic growth	This program has opened access to economic empowerment, created new jobs for the surrounding community, but needs to collaborate more widely with local governments to expand its reach.
Kaef Sehat (Kesehatan)	SDG 3: Healthy and Prosperous Lives		Provide access to health services such as free screenings, counseling and medication assistance	This program is effective in raising public awareness of the importance of health, especially in areas with limited medical access. In the future, it is necessary to integrate with government programs so that its reach and sustainability are more optimal.
Kaef Hebat (Pendidikan)	SDG 4: Quality Education		Provide scholarships, educational facilities, and training to students around the company's territory	The program has helped improve access to education for underprivileged students and supported the quality of local education. It is recommended to expand the type of assistance and include mentoring programs to be more impactful.

Source: Integrated analysis of PT Kimia Farma's CSR data (2025) and SDGs indicators (UN, 2015)

However, the results of the analysis also show that in its implementation, there is still room for improvement, such as the need to strengthen a more structured program impact evaluation system based on SDGs indicators. With a more systematic evaluation, companies can more easily measure the extent to which the CSR programs carried out really contribute to supporting the SDGs targets and providing sustainable benefits to the community. Overall, Kimia Farma's CSR program has succeeded in having a positive impact both socially, economically, and environmentally. This model is proof that the synergy between the business world and sustainable development goals can run effectively, as long as the company has a strong and consistent commitment in its implementation.

Conclusion

The analysis of PT Kimia Farma Tbk's Corporate Social Responsibility (CSR) program through the Sustainable Development Goals (SDGs) framework reveals that its structured approach—centered on health (KAEF Sehat), education (KAEF Hebat), environment (KAEF Green), and economy (KAEF Creative)—effectively supports several key SDGs, particularly SDG 3, 4, 8, and 13-15. The program transcends traditional philanthropy by integrating measurable and

impactful sustainability strategies aligned with national and global development agendas, contributing positively to community welfare, education, health, and environmental conservation. Nonetheless, there remains room for Kimia Farma to enhance its CSR efforts by making them more inclusive, transparent, measurable, and focused on long-term impact consistent with sustainability principles. Future research could explore the development and application of advanced metrics and stakeholder engagement frameworks to further optimize the company's CSR performance and long-term contributions to sustainable development in Indonesia.

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