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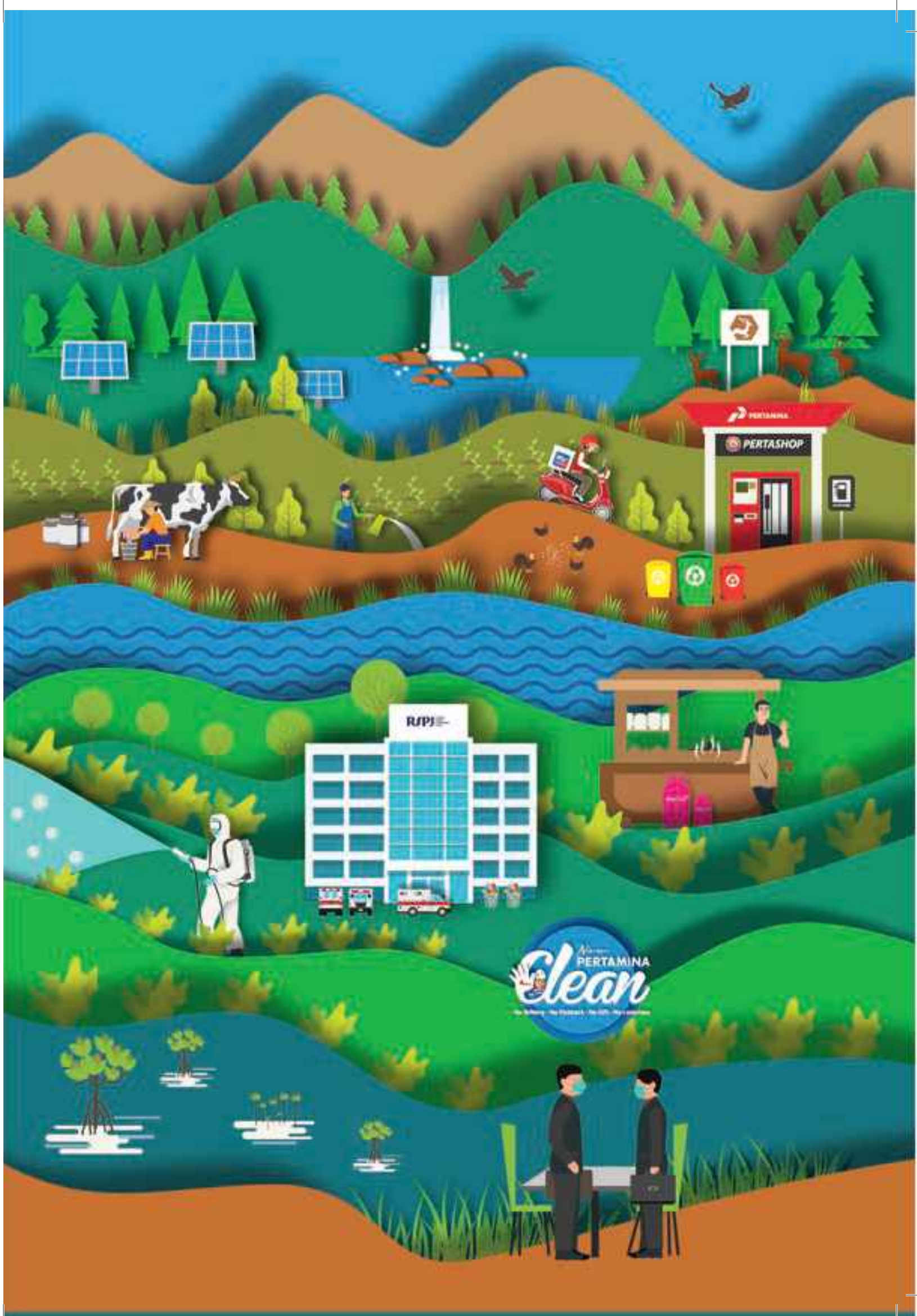
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Tabel dan grafik pada Laporan ini memaparkan data numerik dengan standar penulisan mengikuti kaidah bahasa Inggris. Pemaparan numerik dalam teks menggunakan standar kaidah bahasa Inggris dan Indonesia, sesuai konteksnya.

PT Pertamina (Persero) Sustainability Report, hereinafter referred to as "Report", contains material data and information for stakeholders. In general, the contents of this report come from internal analysis as well as reliable sources of documents and informant. The term "PERTAMINA" as used in the report emphasizes PT Pertamina (Persero). The use of the term "Pertamina Group" refers to PT Pertamina (Persero) and its Subsidiaries and affiliates. However, the use of the term "PERTAMINA" does not necessarily eliminate the involvement of a subsidiary or company affiliated with PERTAMINA.

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For all tables and graphs presenting numerical data, the English standard is used. Where numerical values are presented in text format, English and Indonesian standards are used respectively.



Tema dan Penjelasan Tema

Theme and Theme Explanation

“ADAPT” atau dalam Bahasa Indonesia “Adaptasi”, adalah cara penyesuaian diri menghadapi perubahan lingkungan yang terjadi. Menghadapi berbagai perubahan harus diiringi komitmen kuat agar dapat tercipta penyesuaian berkelanjutan. Kata inilah yang dipilih PERTAMINA untuk menceritakan perjalanannya selama tahun 2020: PERTAMINA terus beradaptasi atas perubahan yang terjadi. ADAPT menjadi satu kesatuan dengan CHANGE, tema yang diusung dalam Buku I: Laporan Tahunan 2020 PT Pertamina (Persero).

“ADAPT” memaknai PERTAMINA sebagai entitas besar yang senantiasa beradaptasi hingga di era keberlanjutan saat ini. Hal ini tercermin dari berbagai upaya untuk mengelola dampak usahanya terhadap lingkungan dan masyarakat. Terlebih, seiring meningkatnya kepedulian para pemangku kepentingan terhadap aspek lingkungan dan sosial, serta tata kelola (LST), PERTAMINA semakin mengedepankan ketiga aspek tersebut dalam setiap operasionalnya. Terjadinya pandemi COVID-19 disertai *“triple shock”*, membuat PERTAMINA harus beradaptasi melalui penyesuaian strategi bisnis dan pola kerja untuk mencapai target perusahaan yang telah ditentukan, dengan tetap mengutamakan aspek *health, safety, security and environment* (HSSE) dan kelancaran operasional. PERTAMINA terus melakukan upaya pengendalian emisi karbon sejalan dengan pengembangan energi baru dan terbarukan (EBT). Upaya ini berjalan seiring bersiapnya penggunaan energi yang berkelanjutan di masa depan: komitmen kami untuk tetap menyediakan energi bagi masyarakat Indonesia.

“ADAPT” describes the personal adjustment in dealing with the current environmental changes. A strong commitment is required to face these changes in order to create sustainable adaptation. This word is chosen to describe Pertamina’s journey throughout 2020 as PERTAMINA prolongs to adapt to the current changes. Thus, ADAPT is a continuation of CHANGE, the theme for Book I: PT Pertamina (Persero) Annual Report 2020.

“ADAPT” defines PERTAMINA as a major entity that continues to adapt in the current era of sustainability. It reflects in various efforts to manage the impact of its business, on the environment and community. It is also in line with the stakeholders’ growing concern on environmental, social and governance (ESG) aspects. PERTAMINA emphasizes these three aspects of each operation. The outbreak of COVID-19 pandemic followed by triple shocks urged PERTAMINA to adapt to business strategies and workplan to achieve company targets while prioritizing health, safety, security and environment (HSSE) aspect and constant operations. PERTAMINA commits to control carbon emissions and develop new and renewable energy (NRE). The efforts were made align with the preparation for the future of sustainable energy: Our responsibility to supply energy for the people across the nation.



2020
National Productivity Training Mission

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Merespon Isu Lingkungan**

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Aspek
Aspect

Inisiatif Kami
Our Initiatives

Kinerja 2020 Kami
Our 2020 Performance

LINGKUNGAN | ENVIRONMENTAL

Sistem manajemen lingkungan <i>Environmental management system</i>	SUPREME (Sustainability PERTAMINA Expectations for HSSE Management Excellence) dan SIAP (SUPREME Internal Audit Protocol) <i>SUPREME (Sustainability PERTAMINA Expectations for HSSE Management Excellence) and SIAP (SUPREME Internal Audit Protocol)</i>	Sertifikasi ISO 14001 di 42 anak perusahaan dan unit operasi dan Kantor Pusat <i>Forty two subsidiaries, operational units, and Head Office are ISO 14001-certified</i>
	Asesmen PROPER dari KLHK <i>PROPER assessment from Ministry of Environment & Forestry</i>	16 Emas, 64 Hijau, 90 Biru <i>16 Gold, 64 Green, 90 Blue</i>
Manfaat lingkungan dari produk dan layanan <i>Environmental benefits of products and services</i>	Pengembangan energi baru dan terbarukan EBT: gas, panas bumi, surya, bioenergi, air, angin, dan pengembangan baterai kendaraan listrik <i>Development of new and renewable energy (NRE): gas, geothermal, solar, bioenergy, water, wind, and electric vehicle battery development</i>	Realisasi total kapasitas terpasang proyek energi panas bumi sebesar 1.877 MW <i>Realization of installed geothermal project total capacity is 1,877 MW</i>
		Penggunaan <i>Diesel Dual Fuel</i> (DDF) pada kapal milik Perseroan <i>Use of Diesel Dual Fuel (DDF) for vessels owned by the Company</i>
		Uji coba produksi <i>Green Diesel</i> (D100) di Kilang Dumai <i>Green Diesel (D100) production trials at the Dumai Refinery</i>
		Penggunaan panel surya di Refinery Unit IV Cilacap dan 63 SPBU <i>The use of solar panels at the Refinery Unit IV Cilacap and 63 gas stations</i>
		Pelatihan <i>life-cycle assessment</i> <i>Life-cycle assessment training</i>
Efisiensi energi <i>Energy efficiency</i>	Program penghematan konsumsi energi <i>Energy consumption saving program</i>	Total efisiensi energi per 2020 sebesar 92,57 juta GJ <i>The total energy efficiency as of 2020 was 92.57 million GJ</i>
Emisi dan perubahan iklim <i>Emission and climate change</i>	<ul style="list-style-type: none"> • Pemanfaatan gas suar dan Program Langit Biru • Program TJSL: PERTAMINA Hijau • <i>Utilization of flare gas and the Blue Sky Program</i> • <i>CSR Program: Green PERTAMINA</i> 	<ul style="list-style-type: none"> • Penetapan <i>baseline</i> baru penurunan emisi di tahun 2020 dan target jangka panjang hingga 2030 • Penurunan emisi GRK sebesar 27,0% di 2020 • <i>Rebaselining for emission reduction in 2020 and new roadmap until 2030</i> • <i>GHG emission reduction of 27.0% in 2020</i>
Keanekaragaman hayati <i>Biodiversity</i>	Program <i>Coastal CleanUp</i> , pelestarian flora dan fauna darat dan laut <i>Coastal CleanUp Program, preservation of terrestrial and marine flora and fauna</i>	Pelestarian 87 jenis hewan endemis yang sebagian besar termasuk dalam status kritis serta konservasi 52 jenis tanaman endemis <i>Preservation of 87 endemic animal species, mostly those in critical status and conservation of 52 endemic plant species</i>

Aspirasi Kami
Our Aspiration

Kontribusi pada TPB
SDGs Contributions

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Pencapaian minimal BIRU
pada asesmen PROPER
*A minimum of Blue rating achievement
in the PROPER assessment*

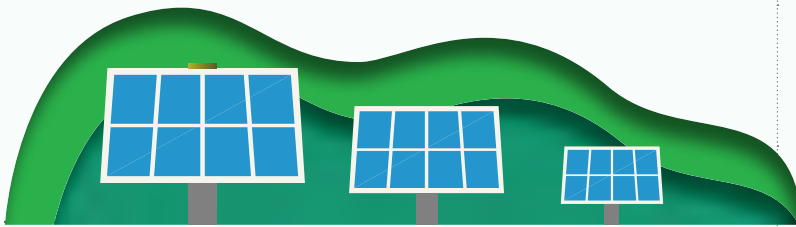


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Target Bauran Energi Indonesia 23% tahun 2025
Indonesia's Energy Mix Target 23% by 2025



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Mendukung target reduksi GRK yang disampaikan
Pemerintah, yaitu sebesar 29% pada tahun 2030.
*Supporting the GHG reduction target set by
the Government, which is 29% by 2030.*



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Melanjutkan program konservasi flora dan fauna
Continuing the flora and fauna conservation program



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IKHTISAR KINERJA KEBERLANJUTAN | SUSTAINABILITY PERFORMANCE HIGHLIGHTS

Aspek <i>Aspect</i>	Inisiatif Kami <i>Our Initiatives</i>	Kinerja 2020 Kami <i>Our 2020 Performance</i>
Air <i>Water</i>	Prinsip konservasi dalam penggunaan air bersih <i>The conservation principle in the use of clean water</i>	Program konservasi dan penghematan air di seluruh daerah operasi <i>Water conservation and saving programs in all operating areas</i>
Pengelolaan limbah <i>Waste management</i>	Penerapan prinsip 5RTD: <i>reduce, reuse, recycle, replace, return to supplier, treatment, dan disposal.</i> <i>Application of 5RTD principles: reduce, reuse, recycle, replace, return to suppliers, treatment and disposal.</i>	Kepatuhan penuh terhadap regulasi pengelolaan limbah <i>Full compliance with waste management regulations</i>
Pengelolaan tumpahan <i>Spill management</i>	Sistem Kontrol Penyelesaian program <i>restore & recovery</i> pasca tumpahan sumur YYA-1 <i>Completion Control System of YYA-1 well post-spill restore & recovery program</i>	<ul style="list-style-type: none"> • Penyaluran kompensasi kepada 22.600 warga terdampak senilai Rp41,57 miliar per akhir 2020 • Pemenuhan baku mutu air laut pascatumpahan minyak di Sumur YYA-1 • 9 Rencana Pemulihan Fungsi Lingkungan Hidup (RPFLH) telah disetujui oleh KLHK • <i>Distribution of compensation to 22,600 affected residents worth Rp41.57 billion by the end of 2020</i> • <i>Compliance of seawater quality standards after the YYA-1 Well oil spill</i> • <i>9 documents of Environmental Function Recovery Plan (RPFLH) has been approved by the Ministry of Environment and Forestry</i>

SOSIAL | SOCIAL

Ketenagakerjaan | Employment

Kebebasan berserikat & Perundingan Bersama <i>Freedom of Association & the right to Collective Bargaining</i>	Jaminan kebebasan berserikat melalui Perjanjian Kerja Bersama (PKB) <i>Guarantee of freedom of association through the Collective Labor Agreement (CLA)</i>	72% pekerja merupakan anggota serikat pekerja <i>72% of employees are members of trade unions</i>
Kesetaraan dan nondiskriminasi <i>Equality and non-discrimination</i>	<ul style="list-style-type: none"> • Kesetaraan, kesempatan yang sama sebagai pekerja dan manajemen • Kesempatan dan kesetaraan perempuan dalam manajemen • <i>Equality, equal opportunities as employees and management</i> • <i>Opportunity and equality for women in management</i> 	<ul style="list-style-type: none"> • Perekrutan 17 pekerja difabel • Perekrutan 15 pekerja dari Papua dan Papua Barat • 16% pekerja perempuan di tingkat manajemen • Penyediaan fasilitas menyusui dan penitipan anak di tempat kerja • <i>Recruitment of 17 disabled employees</i> • <i>Recruitment of 15 employees from Papua and West Papua</i> • <i>16% female employees at management level</i> • <i>Providing nursing rooms and day care at work</i>

Aspirasi Kami <i>Our Aspiration</i>	Kontribusi pada TPB <i>SDGs Contributions</i>	Halaman <i>Page</i>
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<p>Menjaga relasi yang baik antara Perseroan dan serikat pekerja <i>Maintaining good relations between the Company and trade unions</i></p>		83
<p>Menjaga lingkungan kerja yang setara dan inklusif <i>Maintain equal and inclusive work environment</i></p>		164-165

IKHTISAR KINERJA KEBERLANJUTAN | SUSTAINABILITY PERFORMANCE HIGHLIGHTS

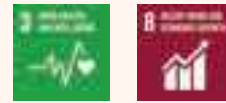
Aspek <i>Aspect</i>	Inisiatif Kami <i>Our Initiatives</i>	Kinerja 2020 Kami <i>Our 2020 Performance</i>
<p>Ketenagakerjaan <i>Employment</i></p> <p>Kesehatan dan keselamatan <i>Health and safety</i></p>	<ul style="list-style-type: none"> • Inisiatif "PERTAMINA Siaga COVID-19 • Implementasi OHSAS SUPREME HSSE Excellence • Implementasi <i>Contractor Safety Management System (CSMS)</i> bagi pemasok • "PERTAMINA Siaga COVID-19" Initiative • OHSAS implementation • SUPREME HSSE Excellence • Implementation of Contractor Safety Management System (CSMS) for suppliers 	<ul style="list-style-type: none"> • Program Penanggulangan COVID-19, Program "COVID Ranger" • Implementasi OHSAS 18001 dan ISO 50001 di 25 anak perusahaan, unit operasi, dan Kantor Pusat • LTIR 0,02, zero occupational disease • Implementasi <i>Fit to Work Level 2,91</i> • Realisasi pengukuran Survei Budaya HSSE = 4,06 (<i>Proactive level</i>) • Realisasi Audit SUPREME 59 unit operasi/anak perusahaan • Pelaksanaan Audit <i>PERTAMINA Security Risk Management (PSRM)</i> di 89 unit operasi/anak perusahaan • COVID-19 Handling Program, "COVID Ranger" Program • Implementation of OHSAS 18001 and ISO 50001 in 25 subsidiaries, operational units, and Head Office. • LTIR 0.02, Zero Occupational Disease • Implementation Fit to Work Level 2.91 • Realization of HSSE Culture Survey measurement = 4.06 (<i>Proactive level</i>) • Realization of SUPREME Audit in 59 operating units/subsidiaries • PERTAMINA Security Risk Management (PSRM) Audit in 89 operating units/subsidiaries
<p>Kesejahteraan pekerja <i>Employee welfare</i></p>	<ul style="list-style-type: none"> • Gaji/remunerasi di atas UMR • Pengelolaan Dana Pensiun • Salary/remuneration above the regional minimum wage • Pension Fund Management 	<p>Penyediaan jaminan hari tua melalui dana pensiun <i>Provision of pension plans</i></p>
<p>Pelatihan dan Pendidikan <i>Training and Education</i></p>	<ul style="list-style-type: none"> • Pelatihan komprehensif bagi pekerja: PERTAMINA Corporate University, HSE Training Center, Maritime Training Center • Program magang bagi mahasiswa dan pelajar • Program TJSL: PERTAMINA Cerdas • Comprehensive training for employees: PERTAMINA Corporate University, HSE Training Center, Maritime Training Center • Internship program for university students and high school students • CSR Program: Smart PERTAMINA 	<ul style="list-style-type: none"> • Program TJSL: PERTAMINA Cerdas Rp33,4 miliar rupiah di tahun 2020 • Pencapaian 2020 rata-rata 182 jam pelatihan per pekerja dengan total 2,5 juta jam kerja. • CSR Program: Smart PERTAMINA spending in 2020: Rp33.4 billion • 2020 Achievements in: average 182 training hours per employee with a total of 2.5 million man hours.

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Our Aspiration

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Nol kecelakaan
Zero accident



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Memprioritaskan kesejahteraan pekerja
Prioritizing employee welfare



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- Target 2021: 250 jam pelatihan per pekerja/tahun
- Pelaksanaan Program TJSL
- 2021 target: 250 training hours per employee/year
- Implementation of CSR Programs



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IKHTISAR KINERJA KEBERLANJUTAN | SUSTAINABILITY PERFORMANCE HIGHLIGHTS

Aspek <i>Aspect</i>	Inisiatif Kami <i>Our Initiatives</i>	Kinerja 2020 Kami <i>Our 2020 Performance</i>
Keseimbangan kehidupan kerja <i>Work-life balance</i>	Penentuan jam kerja yang seimbang, termasuk pengaturan <i>shift</i> <i>Work-life balance supporting program</i>	<i>Engagement Program</i> saat pandemi COVID-19: <i>Stay Fit During Distancing</i> , Doa Bersama, Inspirasi Pekerja, PERTAMINA Talks, Teens Go to PERTAMINA secara virtual, dan Program Ramadan. <i>Engagement Program during the COVID-19 pandemic: Stay Fit During Distancing program, Group Prayers, Inspiration for Employees, Pertamina Talks, virtual Teens Go to Pertamina, and the Ramadan Program.</i>
Pemasok Suppliers		
Konten domestik <i>Local content</i>	Memprioritaskan pemasok lokal/nasional <i>Prioritizing local/national suppliers</i>	Tingkat Komponen Dalam Negeri (TKDN) sebesar 55,60% pada akhir tahun 2020 <i>Local Content of 55.60% at the end of 2020</i>
Tanggung jawab dalam rantai nilai <i>Responsibility in value chain</i>	Penerapan persyaratan <i>Contractor Safety Management System</i> (CSMS) bagi pemasok <i>Application of Contractor Safety Management System (CSMS) requirements for suppliers</i>	4.863 jumlah pemasok yang mematuhi CSMS dibandingkan 2019 <i>4,863 in the number of suppliers that comply with CSMS compared to 2019</i>
Masyarakat Society		
Hak Asasi Manusia <i>Human Rights</i>	Hubungan ketenagakerjaan dibangun dengan menjunjung hak asasi manusia <i>Employment relations are built with respect to human rights</i>	<ul style="list-style-type: none"> • Remunerasi yang setara dan adil • Pemberian hak cuti melahirkan bagi pekerja perempuan dan jaminan bekerja kembali • Tidak ada pekerja paksa maupun pekerja di bawah umur • <i>Equal and fair remuneration</i> • <i>Providing the right to maternity leave for female employees and guarantee to return to work</i> • <i>No forced labor or underage employees</i>
Komunitas <i>Community</i>	<ul style="list-style-type: none"> • Program TJSL: Program PERTAMINA Cerdas, PERTAMINA Sehat, PERTAMINA Hijau, dan PERTAMINA Berdikari • Program Kemitraan dan Bina Lingkungan • <i>CSR Programs: Smart PERTAMINA, Healthy PERTAMINA, Green PERTAMINA, and Independent PERTAMINA</i> • <i>Partnerships and community development program</i> 	<ul style="list-style-type: none"> • Realisasi dana TJSL Rp144,19 miliar, Program Kemitraan Rp475,34 miliar, dan Bina Lingkungan Rp314,50 miliar • Pada tahun 2020, 3.073 UMKM menjadi Mitra Binaan baru • Realisasi 795 UMKM Mitra Binaan Naik Kelas didukung dengan berbagai program, yakni 209 kali pelatihan yang diikuti oleh 11.955 UMKM, 33 kali pameran, program sertifikasi dan perizinan • BBM Satu Harga Tahap 2: 243 lokasi pada akhir 2020 • <i>Realization of CSR funds of Rp144.19 billion, Rp475.34 billion for Partnership Program, and Rp314.50 billion for Community Development</i> • <i>In 2020, a number of 3,073 MSMEs became new partners</i> • <i>The realization of 795 MSME partners was supported by various programs, including 209 trainings attended by 11,955 MSMEs, 33 exhibitions, certification and licensing programs</i> • <i>One Price Fuel Policy Phase II: 243 locations per end of 2020</i>

Aspirasi Kami
Our Aspiration

Kontribusi pada TPB
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Menjaga keseimbangan kehidupan pribadi dan kerja untuk meningkatkan produktivitas pekerja
Maintain a balance of personal life and work to increase employee productivity



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Target 40% Tingkat Komponen Dalam Negeri (TKDN) pada tahun 2026
Target of 40% Local Content by 2026



110

Penerapan penilaian lingkungan dan sosial terhadap seluruh pemasok
Application of environmental and social assessment to all suppliers



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Perlindungan martabat pekerja dengan menciptakan lingkungan kerja yang adil
Protection of employees' dignity by creating a fair work environment



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Pencapaian *total value creation* melalui program pemberdayaan komunitas
Achievement of total value creation through community empowerment programs



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IKHTISAR KINERJA KEBERLANJUTAN | SUSTAINABILITY PERFORMANCE HIGHLIGHTS

Aspek <i>Aspect</i>	Inisiatif Kami <i>Our Initiatives</i>	Kinerja 2020 Kami <i>Our 2020 Performance</i>
Dialog dengan pemangku kepentingan <i>Stakeholder Dialogue</i>	Melibatkan pemangku kepentingan secara berkala <i>Engaging stakeholders regularly</i>	Pelaksanaan <i>stakeholder engagement</i> dengan seluruh perwakilan pemangku kepentingan Perseroan <i>Implementation of stakeholder engagement with all representatives of the Company's stakeholders</i>
Tanggung Jawab Produk Product Responsibility		
Keamanan produk <i>Product safety</i>	<ul style="list-style-type: none"> • Memastikan keamanan produk melalui sertifikasi • <i>Customer Service Center: Call Center 135</i> • <i>Loyalty Program: My Pertamina</i> • <i>Ensuring product safety through certification.</i> • <i>Customer Service Center: Call Center 135</i> • <i>Loyalty Program: My Pertamina</i> 	<ul style="list-style-type: none"> • Katup pengaman ganda (DSVS) pada produk Bright Gas, sertifikasi SNI • My Pertamina: 7,2 Juta pengguna terdaftar hingga akhir 2020 • PCC 135: 98,2% persentase penyelesaian keluhan • <i>Double safety valve system (DSVS) on Bright Gas products, SNI certification</i> • <i>My Pertamina: 7.2 Million registered users by the end of 2020</i> • <i>PCC 135: 98.2% of complaints resolved</i>
Tanggung Jawab Produk Product Responsibility		
Dampak lingkungan pada produk dan layanan <i>Environmental impact on product and services</i>	Produk ramah lingkungan <i>Environmentally friendly products</i>	<p>Produk BBM dan NBBM PERTAMINA telah memenuhi kriteria ramah lingkungan, dengan produk unggulan yaitu:</p> <ul style="list-style-type: none"> • Musicool (produk refrigeran hidrokarbon sebagai substitusi refrigeran jenis HCFC dan HFC yang memiliki efek GRK yang tinggi) • Biosolar B30 (kandungan minyak nabati dari kelapa sawit atau <i>Fatty Acid Methyl Ester /FAME</i> sebanyak 30%) • BBM Pertamina Turbo (Euro 4) • BBM Pertamina Dex • Implementasi ISO 9001 <p><i>PERTAMINA fuel and non-fuel products have met the environmentally friendly criteria, with flagship products namely:</i></p> <ul style="list-style-type: none"> • <i>Musicool (hydrocarbon refrigerant products as substitutes for HCFC and HFC refrigerants that have high GHG effect)</i> • <i>Biodiesel B30 (vegetable oil content from palm oil or 30% Fatty Acid Methyl Ester/FAME)</i> • <i>Pertamax Turbo (Euro 4) fuel</i> • <i>Pertamina Dex fuel</i> • <i>ISO 9001 implementation</i>

Aspirasi Kami <i>Our Aspiration</i>	Kontribusi pada TPB <i>SDGs Contributions</i>	Halaman <i>Page</i>
<p>Menjaga hubungan yang baik dan saling menghargai dengan seluruh pemangku kepentingan</p> <p><i>Maintaining good relations with mutual respect with all stakeholders</i></p>		60-65
<ul style="list-style-type: none"> • 100% katup pengaman Bright Gas termasuk model DSVS (<i>double spindle</i>) tersertifikasi SNI • Target 50 juta pengguna terdaftar My Pertamina s/d tahun 2021 • PERTAMINA Call Center (PCC) 135 menjadi <i>top of mind</i> di Indonesia • 100% Bright Gas safety valve including the DSVS (<i>double spindle</i>) model are SNI certified • Target of 50 million registered users of My Pertamina up to 2021 • Pertamina Call Center (PCC) 135 is the top of mind in Indonesia 	 	159, 172, 188
<ul style="list-style-type: none"> • Peningkatan penjualan Musicool 198 MT pada 2024 • Biodiesel B30 selama tahun 2021 • Pertamina Turbo dengan standar EURO 4 dengan kandungan sulfur maksimal 50 ppm • Pertamina DEX dengan kandungan sulfur maksimal 50 ppm setara dengan standar EURO 4 pada 2022 • Increase in sales of Musicool 198 MT by 2024 • Biodiesel B30 throughout 2021 • Pertamina Turbo with EURO 4 standard with a maximum sulfur content of 50 ppm. • Pertamina DEX with a maximum sulfur content of 50 ppm, equivalent to the EURO 4 standard in 2022 	  	189

IKHTISAR KINERJA KEBERLANJUTAN | SUSTAINABILITY PERFORMANCE HIGHLIGHTS

Aspek <i>Aspect</i>	Inisiatif Kami <i>Our Initiatives</i>	Kinerja 2020 Kami <i>Our 2020 Performance</i>
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TATA KELOLA | GOVERNANCE

<p>Etika bisnis <i>Business ethics</i></p>	<p>Penerbitan Pedoman Perilaku dan Etika Bisnis atau Code of Conduct (CoC) <i>Publishing the Code of Conduct (CoC)</i></p>	<ul style="list-style-type: none"> • Pengembangan pengelolaan <i>whistleblowing system</i> • Penguatan kerja sama penanganan pengaduan dengan lembaga audit Pemerintah • Penguatan kerja sama penanganan pengaduan dengan lembaga penegak hukum • <i>Fraud risk assessment</i> lingkup Holding • Implementasi <i>e-learning</i> dan pendidikan <i>anti-fraud</i> pekerja • Pelaksanaan <i>fraud awareness</i> secara langsung dan melalui media <i>broadcast</i> • Pelaksanaan <i>due diligence</i> pekerja melalui sistem <i>track record</i> • Seminar atau <i>sharing session anti-fraud</i> • <i>Whistleblowing system management development</i> • <i>Strengthening complaint handling cooperation with Government audit agency</i> • <i>Strengthening complaint handling cooperation with law enforcement agencies</i> • <i>Fraud risk assessment in the scope of Holding company</i> • <i>Implementation of e-learning and education on anti-fraud for employees</i> • <i>Implementation of fraud awareness campaign directly and through broadcast media</i> • <i>Implementing employee due diligence through a track record system</i> • <i>Anti-fraud seminars or sharing sessions</i> 	
<p>Hubungan dengan Pemerintah dan pengaruh pada kebijakan publik <i>Relations with Government and influence on public policy</i></p>	<p>Aktif melakukan advokasi publik dan menghindari segala bentuk keterlibatan dan kontribusi pada politik dalam bentuk apapun <i>Actively conducting public advocacy and avoiding all forms of involvement and contribution to politics</i></p>	<p><i>Stakeholder engagement</i> dengan pemangku kepentingan terkait <i>Stakeholder engagement with relevant stakeholders</i></p>	
<p>Tata Kelola <i>Corporate Governance</i></p>	<p>Kebijakan, program, sertifikasi yang mendukung praktik bisnis dan tata kelola yang bersih dan transparan <i>Policies, programs, certifications that support clean and transparent business practices and governance</i></p>	<ul style="list-style-type: none"> • <i>Anti-Fraud Program</i> dan <i>Roadmap</i> • Sertifikasi ISO 37001:2016 SMAP • <i>Whistleblowing system</i> • <i>New PERTAMINA Clean</i> • Pelaporan LHKPN • Kebijakan Gratifikasi • GCG Assessment • Transformasi digital untuk peningkatan tata kelola & tata kelola risiko • <i>Anti-Fraud Program and Roadmap</i> • <i>ISO 37001: 2016 SMAP certification</i> • <i>Whistleblowing system</i> • <i>New PERTAMINA Clean</i> • <i>LHKPN reporting</i> • <i>Gratification Policy</i> • <i>GCG Assessment</i> • <i>Digital Transformation for Improved governance & risk compliance</i> 	

Aspirasi Kami
Our Aspiration

Kontribusi pada TPB
SDGs Contributions

Halaman
Page

- 100% penanganan pengaduan
- Pengelolaan pengaduan yang profesional
- Hubungan yang baik dengan lembaga penegak hukum dan instansi terkait
- Implementasi sistem *monitoring* dan evaluasi hasil pelaksanaan *fraud risk assessment*
- *Fraud risk assessment* lingkup *Subholding*.
- *100% complaint handling.*
- *Professional complaint management.*
- *Good relations with law enforcement agencies and related agencies.*
- *Implementation of monitoring system and evaluation of the results of the Fraud Risk Assessment.*
- *Fraud Risk Assessment in the scope of Subholding companies.*



219-223

Menjaga amanat sebagai perpanjangan tangan Pemerintah kepada masyarakat melalui advokasi publik
Maintaining the mandate as the Government's arm to reach out to the community through public advocacy



60-65

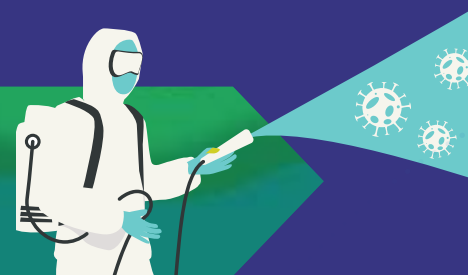
- 100% LHKPN
- Meningkatkan skor GCG
- Implementasi ISO 37001 di seluruh unit dan AP
- *Zero act corruption and gratuity*
- Pelatihan antikorupsi kepada 100% pekerja
- *100% LHKPN compliance*
- *Improved GCG score*
- *Implementation of ISO 37001 in all units and subsidiaries*
- *Zero act of corruption and gratuity*
- *Anti-corruption training for 100% of employees*



219-237

DEDIKASI PERTAMINA UNTUK RUMAH SAKIT PENANGANAN COVID-19
PERTAMINA DEDICATION TO COVID-19 REFERRAL HOSPITALS

PERTAMINA TERDEPAN DUKUNG PENANGANAN COVID-19
PERTAMINA LEADING IN SUPPORTING THE HANDLING OF COVID-19



Rumah Sakit Pertamina Jaya
Pertamina Jaya Hospital

- Kapasitas 70 tempat tidur
The capacity of 70 beds
- Dilengkapi ruangan bertekanan negatif
Equipped with negative pressure rooms
- Dilengkapi filter HEPA dan filter BIBO untuk penyaring udara
Equipped with BIBO HEPA filter for air filtration
- Dilengkapi perawatan ICU dan HCU
Equipped with ICU and HCU treatment

RS Modular di Halaman Hotel Patra Comfort
Modular Hospital at Patra Comfort Hotel Front Yard

- Kapasitas 90 tempat tidur
The capacity of 90 beds
- Dilengkapi ruangan bertekanan negatif
Equipped with negative pressure rooms
- Dilengkapi filter HEPA untuk penyaring udara
Equipped with HEPA filter for air filtration

RS Modular di Lapangan Sepak Bola Simprug
Modular Hospital at Simprug Soccer Field

- Kapasitas 300 tempat tidur
The capacity of 300 beds
- Dilengkapi ruangan bertekanan negatif
Equipped with negative pressure rooms
- Dilengkapi filter HEPA untuk penyaring udara
Equipped with HEPA filter for air filtration

▶ Ditargetkan beroperasi 1 Juni 2020
Targeted to be operational in 1 June 2020

Robot Amy dan Temi Perawat Pasien
Amy and Temi robots for Patient Care



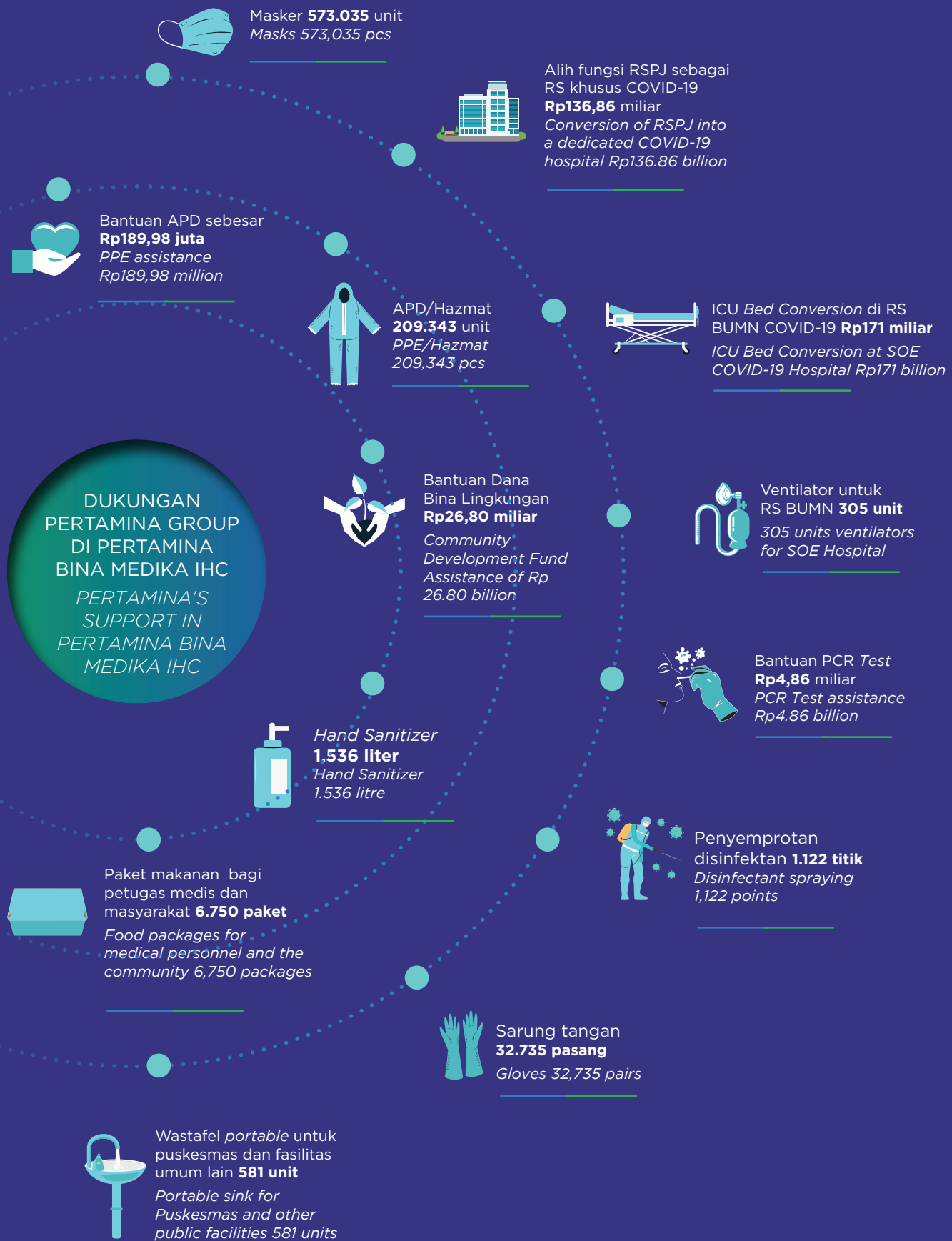
RS Pertamina Jaya juga dilengkapi dengan dua unit robot yang telah diprogram untuk merawat, melayani dan menghibur pasien karena bisa diajak komunikasi.

Pertamina Jaya Hospital is also equipped with two robot units that care and entertain the patients through their ability to communicate.

RS Pertamina yang Menjadi Rujukan COVID-19

Pertamina Hospitals which are appointed as COVID-19 referral hospitals

1. RS Pusat Pertamina DKI Jakarta
Pertamina Central Hospital of Jakarta
2. RS Pertamina Jaya DKI Jakarta
Pertamina Jaya Hospital of Jakarta
3. RS Pertamina Cirebon Jawa Barat
Pertamina Hospital of Cirebon, West Java
4. RS Pertamina Balikpapan Kalimantan Timur
Pertamina Hospital of Balikpapan, East Kalimantan
5. RS Pertamina Pangkalan Brandan Sumatera Utara
Pertamina Hospital of Pangkalan Brandan, North Sumatra
6. RS Pertamina Sorong Papua Barat
Pertamina Hospital of Sorong, West Papua
7. RS Pertamina Cilacap Jawa Tengah
Pertamina Hospital of Cilacap, Central Java



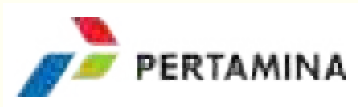
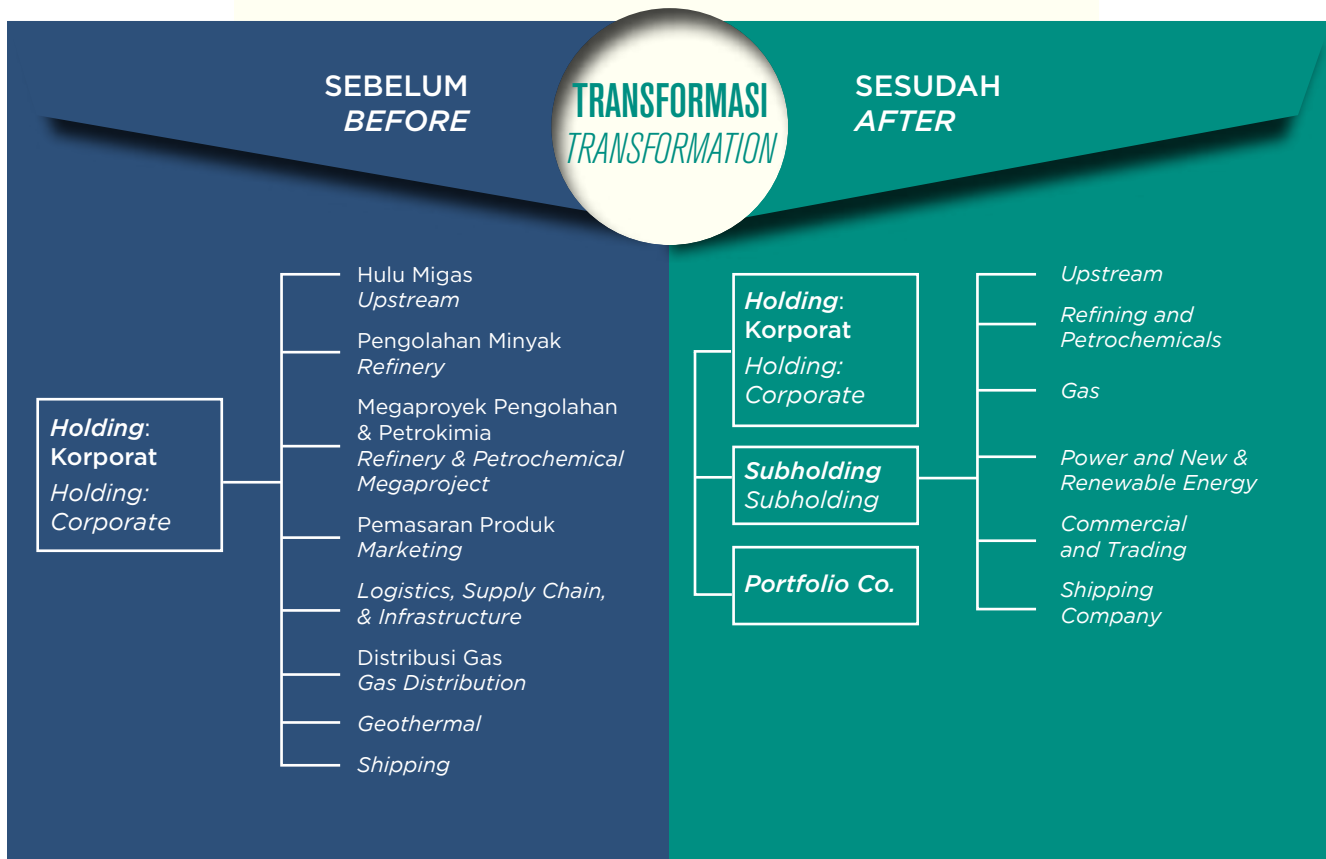
Ikhtisar Kinerja Tata Kelola

Governance Highlights

Penerapan tata kelola perusahaan yang Baik (*good corporate governance*/"GCG") menjadi dasar yang kuat dalam menunjang pencapaian tujuan Perseroan, memaksimalkan kinerja Perseroan, pengembangan budaya kerja, serta pemantauan dan penilaian risiko bisnis.

The implementation of good corporate governance ("GCG") is a strong foundation in supporting the achievement of the Company's goals, maximizing the Company's performance, developing a work culture, as well as monitoring and assessing business risks.

Surat Keputusan Menteri BUMN, Nomor: SK 198/MBU/06/2020
 SOE Minister Decree No. SK 198/MBU/06/2020



Kerja sama PERTAMINA dengan Komisi Pemberantasan Korupsi (KPK) berhasil menyelamatkan potensi kerugian negara atas Aset Perseroan senilai Rp9,5 triliun.



PERTAMINA's cooperation with the Corruption Eradication Commission has successfully saved the potential state losses on the Company's assets worth Rp9.5 trillion.

Terus Bekerja Memulihkan Dampak Tumpahan Minyak Sumur YYA-1

Continue to Recover the Impact of YYA-1 Well Oil Spill [306-3] [413-2] [OG13]



Pada bulan Juli, Direktorat Jenderal Perhubungan Laut Kementerian Perhubungan, menutup status Darurat Penanggulangan Tumpahan Minyak pada Anjungan YYA-1 PT Pertamina Hulu Energi Offshore North West Java (PHE ONWJ). Berdasar laporan pelaksanaan penanggulangan tumpahan minyak PHE ONWJ dan survei lokasi, tidak ditemukan tumpahan minyak di sekitar Anjungan YYA-1.

PERTAMINA bersama PHE dan PHE ONWJ, terus bekerja memulihkan dampak tumpahan minyak Sumur YYA-1, sesuai Rencana Pemulihan Fungsi Lingkungan Hidup (RPFLH) yang telah disetujui Kementerian Lingkungan Hidup dan Kehutanan (KLHK). Komitmen memulihkan kondisi lingkungan pascatumpahan minyak Sumur YYA, telah dapat mengembalikan kondisi air laut bersih dari tumpahan minyak. Berdasar hasil kajian Kementerian LHK dan Institut Pertanian Bogor (IPB) diketahui, kualitas air laut sudah memenuhi baku mutu sesuai Kepmen LHK No.51 tahun 2004 tentang Baku Mutu Air Laut.

In July, the Ministry of Transportation's Directorate General of Sea Transportation closed the Oil Spill Emergency Status at YYA-1 Platform of PT Pertamina Hulu Energi Offshore North West Java (PHE ONWJ). Based on the report on the implementation of PHE ONWJ's oil spill response and location survey, no oil spills were found in the surrounding area of YYA-1 Platform.

PERTAMINA together with PHE and PHE ONWJ, has been continuing to restore the impact of YYA-1 well oil spill according to the Environmental Function Recovery Plan (RPFLH), which has been approved by the Ministry of Environment and Forestry. The commitment to restore the environment after the YYA Well oil spill has restored the clean condition of seawater after the oil spill. The Ministry of Environment and Forestry and IPB University's study results found that the quality of seawater has met the quality standards according to the Minister of Environment and Forestry Decree No.51 of 2004 regarding Seawater Quality Standards.

Realisasi Rencana Pemulihan Fungsi Lingkungan Hidup (RPFLH) [103-1, 103-2, 103-3]

Pascapenutupan sumur YYA-1 pada 21 September 2019 dan pencabutan keadaan darurat oleh Dirjen Perhubungan Laut pada tanggal 10 Juli 2020 dan merujuk pada Undang-Undang No. 32 tahun 2009 tentang perlindungan dan pengelolaan Lingkungan hidup, PHE ONWJ wajib melakukan pemulihan lahan dan ekosistem terkontaminasi setelah terjadinya insiden YYA-1. Kegiatan pemulihan diawali dengan melakukan penyusunan dokumen rencana pemulihan fungsi lingkungan hidup (RPFLH) sesuai dengan hasil delineasi atau pemetaan lahan sebagai dasar kegiatan pemulihan fungsi lingkungan hidup. Hasil dari delineasi menunjukkan bahwa PHE ONWJ berkewajiban untuk melakukan pemulihan lahan - substrat dan ekosistem mangrove sesuai dengan 9 (sembilan) RPFLH yang telah disetujui oleh KLHK.

Program pemulihan lingkungan hidup terbagi menjadi pemulihan lahan substrat dan pemulihan ekosistem mangrove. Berdasarkan hasil kajian delineasi, PHE ONWJ wajib memulihkan lahan, substrat mangrove, serta material terkontaminasi minyak lainnya dengan cakupan area 107.207 m² dan volume sebesar 35.442 m³ atau ekuivalen dengan massa 57.798 ton. Pengukuran data lapang dilakukan pada ekosistem mangrove di Kabupaten Bekasi, Kabupaten Karawang, Kabupaten Kepulauan Seribu, dan Provinsi Banten. Berdasarkan hasil delineasi mangrove, total luasan ekosistem mangrove terpapar adalah 65,42 ha. Selanjutnya sesuai dengan arahan KLHK yang dituangkan pada Surat No. S.123/PPKL/PPKPL/PKL-1/4/2020 Tanggal 16 April 2020, PHE ONWJ akan melakukan pengayaan mangrove pada masing-masing lokasi. PHE ONWJ telah melakukan penanaman bibit mangrove sebanyak 53.000 bibit untuk Kabupaten Karawang dan 10.500 bibit untuk Kabupaten Bekasi.

PHE ONWJ juga melakukan kegiatan sosialisasi dan koordinasi dengan pemangku kepentingan setempat. Dalam kegiatan pemulihan di Karawang dan Bekasi, PHE ONWJ juga melibatkan tenaga lokal sebanyak 4.531 orang dari tujuh desa yang berbeda.

Untuk mengevaluasi hasil kegiatan pemulihan fungsi lingkungan hidup dari enam belas pantai yang telah diverifikasi pada Oktober dan November 2020, PHE ONWJ telah mendapatkan Status Selesai

Realization of Environmental Function Recovery Plan (RPFLH) [103-1, 103-2, 103-3]

Following the closure of the YYA-1 well on 21 September 2019 and the lifting of the state of emergency by the Director General of Sea Transportation on 10 July 2020 as well as compliance with Law No. 32 of 2009 on the protection and management of the environment, PHE ONWJ was required to restore the contaminated land and ecosystems after the YYA-1 well incident. The recovery activities begin with preparing an environmental function restoration plan (RPFLH) based on the results of delineation or land mapping. The results of delineation showed that PHE ONWJ is obliged to carry out restoration of land-substrate and mangrove ecosystems in accordance with 9 (nine) documents of RPFLH that have been approved by the Ministry of Environment and Forestry.

The environmental restoration program is divided into restoration of land substrate and mangrove ecosystems. The results of the delineation study required PHE ONWJ to restore land, mangrove substrate, and other oil-contaminated material on an area of 107,207 m² and total volume of 35,442 m³ or equivalent to a mass of 57,798 tons. Field data measurements were carried out in the mangrove ecosystems of Bekasi, Karawang, and Thousand Islands regencies, as well as Banten province. Based on the results of mangrove delineation, the total area of the mangrove ecosystem exposed was 65.42 ha. Furthermore, in accordance with the direction of the Ministry of Environment and Forestry as outlined in Letter No. S.123/PPKL/PPKPL/PKL-1/4/2020 On 16 April, 2020, PHE ONWJ will enrich mangroves in each location. The area of the mangrove ecosystem survey was about 649.55 Ha with exposed area of 100.59 Ha. Due to this exposed area, the ministry then issued directives for mangrove enrichment at each location. PHE ONWJ has planted 53,000 mangrove seedlings in Karawang Regency and 10,500 seedlings in Bekasi Regency.

PHE ONWJ also conducted dissemination and coordination activities with local stakeholders. In the restoration activities in Karawang and Bekasi, PHE ONWJ also involved 4,531 local workers from seven different villages.

The evaluation results of environmental function restoration activities of the 16 beaches that have been verified in October and November 2020, PHE ONWJ has obtained Contaminated Land Restoration

Pemulihan Lahan Terkontaminasi (SSPLT) di delapan pantai di Kabupaten Karawang pada 14 Desember 2020, sedangkan delapan pantai lainnya dalam proses validasi oleh KLHK.

PHE ONWJ tetap melanjutkan upaya pemulihan di lokasi lainnya sebagai bentuk pertanggungjawaban lingkungan akibat dampak tumpahan minyak YYA-1. Seluruh proses pemulihan dilakukan dengan cepat, akurat dan diawasi oleh manajemen PHE ONWJ dengan kehati-hatian penuh dengan tantangan pandemi COVID-19.

PERTAMINA, melalui PHE dan PHE ONWJ menuntaskan pembayaran kompensasi bagi warga terdampak tumpahan minyak Sumur YYA-1. Total ada 22.600 warga terdampak, tersebar di Kabupaten Karawang, Bekasi, Kepulauan Seribu, Kabupaten Tangerang, Kota dan Kabupaten Serang, serta Kota Cilegon. Total nilai kompensasi yang dibayarkan hingga akhir 2020 mencapai Rp41,57 miliar. Proses verifikasi data dilakukan sesuai rekomendasi Kelompok Kerja Kabupaten/Kota Wilayah Terdampak, Badan Pengawasan Keuangan, dan Pembangunan (BPKP) dan Kejaksaan Agung.

Status on eight beaches in Karawang Regency on 14 December 2020, while the other eight were in the validation process by the ministry.

PHE ONWJ continued the restoration efforts to other locations as its environmental responsibility due to the impact of the YYA-1 oil spill. The entire recovery process has been carried out quickly, accurately and under the supervision of PHE ONWJ management while remained cautious due to the COVID-19 pandemic.

Through PHE and PHE ONWJ, PERTAMINA completed compensation payments for residents affected by the YYA-1 Well oil spill. A total of 22,600 affected residents, located in Karawang Regency, Bekasi, Thousand Islands, Tangerang Regency, Serang City and Regency, and Cilegon City. The total value of compensation paid was up to Rp41,57 billion. The data verification process was carried out according to the Regency/City Working Group for Affected Areas, Financial and Development Supervisory Agency's recommendations and the Attorney General's Office.

Pembayaran Kompensasi Warga Terdampak Tumpahan Minyak Sumur YYA-1 <i>Compensation Payment for Residents Affected by YYA-1 Well Oil Spill</i>		
Wilayah Terdampak <i>Affected Areas</i>	Jumlah Warga Terdampak <i>Number of Affected People</i>	Total Penyaluran Nilai Kompensasi per 31 Desember 2020 (Rp Juta) <i>Total Compensation Value Distributed as per 31 December 2020 (Million Rp)</i>
Kabupaten Karawang, Jawa Barat ¹⁾ <i>Karawang Regency, West Java</i>	15,988	17,920.80
Kabupaten Bekasi, Jawa Barat <i>Bekasi Regency, West Java</i>	2,069	15,122.08
Kabupaten Administrasi Kepulauan Seribu, DKI Jakarta <i>Thousand Islands Administrative Regency, Jakarta</i>	1,426	7,479.06
Kabupaten Tangerang, Banten <i>Tangerang Regency, Banten</i>	67	69.28
Kota Serang, Banten <i>Serang City, Banten</i>	791	948.93
Kabupaten Serang, Banten ²⁾ <i>Serang Regency, Banten</i>	2,162	-
Kota Cilegon, Banten <i>Cilegon City, Banten</i>	97	30.88
Jumlah Total	22,600	41,571.01

¹⁾ SK Bupati Karawang mengenai warga terdampak Tahap II belum ditetapkan, proses verifikasi data masih berlangsung. Jumlah warga terdampak masih dimungkinkan berubah.

²⁾ Belum terealisasi dan dalam proses pembahasan tim Pokja hingga 31 Desember 2020.

¹⁾ Decree of Karawang Regent regarding compensation payment Phase II for affected residents has not been determined, as data verification was still in process.

²⁾ The compensation payment has not been realized and was in the deliberation process by Working Group team until 31 December 2020.

PERTAMINA telah menetapkan langkah strategis sebagai respon atas kejadian di Sumur YYA-1, terkait dengan prosedur dan mitigasi penanggulangan tumpahan minyak.

PERTAMINA has set strategic measures in response to the YYA-1 Well incident, regarding procedures and mitigation of oil spill response.

Status Pelaksanaan Pemulihan Fungsi Lingkungan Hidup di Teluk Balikpapan

Pada periode pelaporan, PERTAMINA telah menuntaskan tindak lanjut penyelesaian status pemulihan fungsi lingkungan hidup yang terdampak tumpahan minyak RU V Balikpapan pada tahun 2018. Sampai dengan akhir Desember 2020, RU V Balikpapan telah menyelesaikan seluruh 7 sanksi administratif dari Kementerian Lingkungan Hidup dan Kehutanan (KLHK) sesuai SK.2631/Menlhk-PHLHK/PPSA/GKM.o/4/2018 tertanggal 03 Mei 2018. Selanjutnya berdasarkan verifikasi lapangan oleh KLHK pada 7-9 April 2021, telah diterbitkan Berita Acara Pengawasan Penaatan Pelaksanaan Sanksi Administratif. Dengan demikian status 7 Sanksi Administratif yang tertuang dalam SK.2631/Menlhk-PHLHK/PPSA/GKM.o/4/2018 telah dinyatakan selesai. [307-1]

Secara keseluruhan ada 12 titik lahan terkontaminasi. Sampai dengan akhir periode pelaporan, RU V Balikpapan telah menyelesaikan pemulihan fungsi lingkungan hidup pada seluruh titik.

- Tiga daerah yakni Pantai AURI, Pantai Melawai, dan Pantai Perumahan KBC Harent, dinyatakan tidak perlu dilakukan pemulihan, berdasarkan Surat Dir. PKTDLB3 KLHK No. S.103/PKTDLB3/PPEMG/PLB.4/6/2020 tertanggal 17 Juni 2020;
- Satu daerah yakni Pantai Banua Patra telah mendapatkan Surat Status Pemulihan Lahan Terkontaminasi (SSPLT) berdasar Kepmen LHK No.SK.4975/MENLHK-PSLB3/PLB.4/8/2020 tertanggal 28 Agustus 2020;
- Delapan daerah dalam tahap pemulihan, yakni Pantai Klandasan, Pantai Bandara Lama, Pantai Wisma Segara, Kelurahan Penajam, Pantai Nipah-Nipah, Kawasan Mangrove Kampung Baru, Margasari Kelurahan Baru Tengah & Kelurahan Kariangau.

Status of Environmental Function Restoration Implementation in Balikpapan Bay

In the reporting period, PERTAMINA has completed the follow-up on the restoration completion status of environmental functions affected by oil spill at RU V Balikpapan in 2018. As of the end of December 2020, RU V Balikpapan has completed all 7 administrative sanctions from the Ministry of Environment and Forestry according to Ministerial Decree No. SK.2631/Menlhk-PHLHK/PPSA/GKM.o/4/2018 dated 3 May 2018. Furthermore, an Official Report on the Supervision of the Administrative Sanctions Implementation has been issued based on field verification by the Ministry of Environment and Forestry on 7-9 April, 2021. Thus, the status of 7 Administrative Sanctions as stipulated in the Minister of Environment and Forestry Decree SK.2631/Menlhk-PHLHK/PPSA/GKM.o/4/2018 has been declared complete. [307-1]

There were a total of 12 areas of contaminated land. Until the end of the reporting period, RU V Balikpapan has completed restoration of environmental function at all areas.

- Three areas, namely AURI Beach, Melawai Beach, and KBC Harent Housing Beach, were declared to be in no need for restoration, based on the Letter of Director of PKTDLB3 of the Ministry of Environment and Forestry No. S.103/PKTDLB3/PPEMG/PLB.4/6/2020 dated 17 June 2020;
- One area, namely Banua Patra Beach, has received a Letter of Restored Contaminated Land Status (SSPLT) based on the Minister of Environment and Forestry Decree No. SK.4975/MENLHK-PSLB3/PLB.4/8/2020 dated 28 August 2020;
- Eight areas are in the recovery phase, namely Klandasan Beach, Bandara Lama (Old Airport) Beach, Wisma Segara Beach, Penajam Village, Nipah-Nipah Beach, Kampung Baru Mangrove Area, Margasari Baru Tengah Village & Kariangau Village.

Status Penyelesaian Sanksi Administratif Tumpahan Minyak RU V Balikpapan Status of Administrative Sanction Completion for Oil Spill of RU V Balikpapan

Sanksi Sanction	Status
Pemulihan Fungsi Lingkungan Hidup 12 Titik Lahan Terkontaminasi <i>Restoration of Environmental Function of 12 areas of Contaminated Land</i>	Selesai (Desember 2020) <i>Completed (December 2020)</i>
Perubahan Izin Lingkungan <i>Environmental Permit Amendment</i>	Selesai (16 April 2019) <i>Completed (16 April 2019)</i>
Pelaksanaan Audit Lingkungan Risiko Tinggi <i>Conducting a High-Risk Environmental Audit</i>	Selesai (27 Agustus 2019) <i>Completed (27 August 2019)</i>
Pembuatan Sistem Peringatan Dini Penanganan Tumpahan Minyak <i>Developing an Early Warning System for Oil Spill</i>	Selesai (15 Mei 2018) <i>Completed (15 May 2018)</i>
Pembuatan Sistem Pemantauan Otomatis <i>Developing an Automatic Monitoring System</i>	Selesai (15 Desember 2018) <i>Completed (15 December 2018)</i>
Pelaksanaan Inspeksi Pipa Berkala <i>Implementation of Regular Pipe Inspections</i>	Selesai <i>Completed</i>
Pembuatan Tata Kerja Penggunaan Alat Pengoperasian Pompa (transfer Crude Oil) dalam Keadaan Darurat <i>Establishing work procedures for the operation of crude oil transfer pump in an emergency situation</i>	Selesai <i>Completed</i>

Penghargaan Internasional

International Awards

Mei 2020 | *May 2020*

Program Catalyser yang dikembangkan PT Pertamina (Persero), memperoleh penghargaan internasional EFMD - Excellence in Practice (EIP) Golden Award untuk kategori *Talent Development*. EFMD (European Foundation for Management Development) berpusat di Belgia, merupakan badan akreditasi internasional untuk *business schools* dan *corporate learning* dengan lebih dari 900 anggota di 92 negara.

The Catalyser Program developed by PT Pertamina (Persero), received the EFMD international award - Excellence in Practice (EIP) Golden Award for the Talent Development category. EFMD (European Foundation for Management Development) based in Belgium, is an international accreditation body for business schools and corporate learning with more than 900 members in 92 countries.

Juni 2020 | *June 2020*

PT Pertamina (Persero) mendapat penghargaan Bronze International CSR Excellence Award dengan dua *Platinum* dan tiga *Gold* ISD Award. Penghargaan diberikan atas program sosial perusahaan, serta Program Kemitraan dan Bina Lingkungan (PKBL) "Pertamina Village", yang merupakan program membangun desa mandiri energi, siaga bencana dan tujuan wisata.

PT Pertamina (Persero) obtained the Bronze award at International CSR Excellence Awards with two Platinum and three Gold ISD Awards. The awards were given for the company's social programs, as well as the Partnership and Community Development Program (PKBL) "Pertamina Village", which is a program to build energy self-sufficiency village, disaster preparedness and tourist destination.

Agustus 2020 | *August 2020*

Program kemitraan Pinky Movement Pertamina berhasil meraih penghargaan dari International Council for Small Business (ICSB) Indonesia dalam agenda ICSB Indonesia Presidential Award 2020.

Pinky Movement Pertamina partnership program has successfully received International Council for Small Business (ICSB) Indonesia awards in ICSB Indonesia Presidential Award 2020.

September 2020 | *September 2020*

PERTAMINA meraih penghargaan Internasional The 12th Global CSR Awards 2020, atas berbagai program TJSL yang inovatif dan berkelanjutan. Penghargaan diberikan Global CSR untuk lima kategori yang mendukung pencapaian target Tujuan Pembangunan Berkelanjutan (TPB), yakni Pendidikan Bermutu; Konsumsi dan Produksi yang Bertanggung Jawab; serta Menjaga Ekosistem Darat.

PERTAMINA won several awards at the 12th Global CSR Awards 2020, for various innovative and sustainable CSR programs. Global CSR Awards were given for five categories that support the achievement of the Sustainable Development Goals (SDGs) targets, such as Quality Education; Responsible Consumption and Production; and Maintaining Land Ecosystem.

Penghargaan Internasional

International Awards

Oktober 2020 | October 2020

Media bisnis Fortune memasukkan Ibu Nicke Widyawati dalam 50 daftar Perempuan Paling Berpengaruh di Dunia 2020. Ibu Nicke Widyawati, Direktur Utama PERTAMINA berada pada urutan 16 dan dinilai memiliki kemampuan mengendalikan sebuah perusahaan milik negara dengan *revenue* tahunan lebih dari US\$54,6 miliar dan 32.000 pekerja di seluruh dunia.

Fortune's business media incorporated Nicke Widyawati in the list of World's 50 Most Influential Women 2020. Nicke Widyawati, the CEO and President Director of Pertamina is at 16th rank and is considered to have the ability to manage a state-owned company with annual revenue of more than USD54.6 billion and 32,000 employees worldwide.

November 2020 | November 2020

Global Corporate Sustainability Awards (GCSA) 2020 di Taiwan untuk Kategori *Best Practice* atas program CSR Ekowisata Mangrove Labuhan Pertamina Hulu Energi (PHE) WMO dengan pencapaian target Tujuan Pembangunan Berkelanjutan (TPB), yakni Menjaga Ekosistem Laut, Pekerjaan Layak & Pertumbuhan Ekonomi.

At the Global Corporate Sustainability Awards (GCSA) 2020 in Taiwan Pertamina Hulu Energi (PHE) received an award in Best Practice Category for the Mangrove Ecotourism Labuhan program with the achievement of the Sustainable Development Goals (SDGs) on Conserving Marine Ecosystems, and Decent Work & Economic Growth.

Pada ajang ASEAN Energy Award 2020 di Vietnam, Program Inovasi Geotato Pertamina Geothermal Energy (PGE) juga mendapat Penghargaan ASEAN *Energy Renewable Energy Best Practice Award* untuk Kategori *Special Submission* yaitu program penggunaan uap panas bumi yang ramah lingkungan dalam proses sterilisasi media tanam bibit kentang.

At the ASEAN Energy Award 2020 in Vietnam, Geothermal Innovation Program of Pertamina Geothermal Energy (PGE) also received the ASEAN Energy Renewable Energy Best Practice Award in Special Submission Category, which is a program to use environmentally friendly geothermal steam in the sterilization process of potato seed planting media.

Penghargaan lain yang diperoleh Perseroan selama periode pelaporan, disampaikan sesuai bahasan aspek ekonomi; serta lingkungan, sosial dan tata kelola (LST) dalam Laporan ini dan/atau lihat web <https://www.pertamina.com/id/Keberlanjutan>

Other awards received by the Company during the reporting period were presented according to the economic aspect; as well as environmental, social, and governance (ESG) factors in this Report and/or see the corporate web <https://www.pertamina.com/en/Sustainability>



Komitmen dan Strategi Keberlanjutan

Sustainability Commitment and Strategy



Komitmen pada keberlanjutan dilaksanakan melalui penerapan nilai-nilai dan prinsip keberlanjutan, yang dilandasi kode etik (*Code of Conduct*) Perseroan. Penerapan keberlanjutan mencakup sistem manajemen yang mendukung isu keberlanjutan, meliputi aspek lingkungan, sosial, dan tata kelola (LST) dalam seluruh kegiatan Perseroan yang juga mendukung Tujuan Pembangunan Berkelanjutan (TPB). Aspek lingkungan dikelola dengan memprioritaskan *health, safety, security and environment* (HSSE) dan pengelolaan risiko lingkungan. Pada aspek sosial, pengelolaan dilakukan dengan pendekatan pada konteks bisnis energi, sehingga dapat ditransformasi menjadi potensi dan peluang mengembangkan pangsa pasar Perseroan. Penerapan aspek tata kelola menjadi suatu keharusan melalui pengembangan sikap kepemimpinan dan profesionalisme sebagai landasan yang melekat pada setiap Insan PERTAMINA. Pencapaian keberlanjutan ditetapkan berdasarkan standar target dan pengukuran kinerja keberlanjutan.

The sustainability commitment is carried out by the implementation of the sustainability values and principles which are based on corporate Code of Conduct. It is imperative to note that sustainability performance follows environmental, social, and governance (ESG) aspects in all business activities, as well as Sustainable Development Goals (SDGs). The environmental aspect is managed by prioritizing health, safety, security and environment (HSSE) including environmental risk management. The social aspect is accomplished through the approach of energy business context, in order to be transformed into potential and opportunity to expand market share. Meanwhile, the implementation of governance aspects is essential by developing leadership and professionalism capability as the inherent foundation for every personnel of PERTAMINA. Sustainability achievement is determined based on target standards and measurement of sustainability performance.

Jejak Langkah Keberlanjutan PERTAMINA

PERTAMINA's Sustainability Milestones



Selain pembentukan *Holding* dan *Subholding* , pada tahun 2020 ada beberapa langkah strategis untuk menguatkan dan menjaga keberlanjutan PERTAMINA sebagai perusahaan global energi terdepan, serta penggerak pengembangan sosial. [102-5]

1. PERTAMINA memulai uji coba *Green Diesel* di Kilang RU II Dumai dan dilanjutkan dengan uji coba *Green Fuel* lainnya di Kilang RU lainnya. Pengembangan energi baru dan terbarukan memastikan ketersediaan alternatif pasokan energi bagi PERTAMINA. [203-2]
2. Di tengah pandemi COVID-19, PERTAMINA bersama mitra bisnis terus bekerja dengan penerapan ketat protokol kesehatan untuk perlindungan kepada pekerja, pelanggan, mitra dan pemasok. Hal tersebut sesuai arahan Menteri BUMN melalui surat No: S-336/MBU/05/2020 pada 15 Mei 2020 perihal Antisipasi Skenario *The New Normal* BUMN.

In addition to the establishment of Holding and Sub-holding, in 2020, there were several strategic actions to strengthen and maintain PERTAMINA's sustainability as a leading global energy company, as well as a social development driver. [102-5]

1. *PERTAMINA started testing Green Diesel at the Refinery Unit (RU) II Dumai and continued with other Green Fuel trials at other RUs. The development of new and renewable energy secured the availability of alternative energy supplies for PERTAMINA. [203-2]*
2. *Amid the COVID-19 pandemic, PERTAMINA and its business partners continued to work with strict health protocols to protect employees, customers, partners and suppliers. This policy was implemented in compliance with the minister of SOEs' instruction through letter No: S-336/MBU/05/2020 on 15 May 2020, regarding the Anticipation of the SOE New Normal Scenario.*

3. Bersamaan peringatan Hari Kemerdekaan Republik Indonesia, Direksi meluncurkan *core values* AKHLAK dan *Critical 5 Behaviors* (C5B) dalam kegiatan operasional perusahaan demi mendukung Indonesia maju.
4. *New PERTAMINA Clean Charter* ditandatangani bulan Juni 2020, sebagai salah satu implementasi ISO 37001:2016 tentang Sistem Manajemen Anti Penyuapan, dan sejalan dengan nilai-nilai dasar BUMN: Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif (AKHLAK).
5. Pembentukan *Kick-off ESG Management Traction* yang diluncurkan tanggal 2 Desember 2020, merupakan langkah PERTAMINA dalam menjalankan bisnisnya secara berkelanjutan. Penerapan *ESG Management* yang baik diharapkan dapat meningkatkan *positioning* Perseroan terhadap isu keberlanjutan sehingga lebih memiliki daya saing di kancah global.

Pengungkapan informasi lain tentang jejak langkah PERTAMINA sejak dibentuk hingga tahun 2020, lihat di <https://pertamina.com/id/Tonggak-Sejarah>

3. *In conjunction with the commemoration of the Independence Day of the Republic of Indonesia, the Board of Directors launched the core values of AKHLAK and Critical 5 Behaviors (C5B) in the Company's operations to support Indonesia Onward.*
4. *The New PERTAMINA Clean Charter was signed in June 2020, as one of the implementations of ISO 37001:2016 on the Anti-Bribery Management System, and in line with the core values of SOE, known by the acronym AKHLAK: Trustworthy (Amanah), Competent (Kompeten), Harmonious (Harmonis), Loyal, Adaptive, and Collaborative (Kolaboratif).*
5. *The formation of the ESG Management Traction Kick-off launched on 2 December 2020, is PERTAMINA's step in running its business sustainably. The implementation of good ESG Management is expected to improve the Company's positioning on sustainability issues in order to be more competitive in the global arena.*

Other information disclosure about PERTAMINA's milestone since its establishment until 2020, see <https://pertamina.com/en/the-milestone>



Dukungan PERTAMINA pada Tujuan Pembangunan Berkelanjutan (TPB) *PERTAMINA's Support for the Sustainable Development Goals (SDGs)*



PERTAMINA senantiasa melaksanakan Program berbasis Lingkungan - Sosial - Tata Kelola (LST) yang mencakup seluruh wilayah operasionalnya. Program-program tersebut bertujuan untuk mencapai Tujuan Pembangunan Berkelanjutan (TPB) sesuai arahan Peraturan Presiden No. 59 Tahun 2017 tentang Pelaksanaan Pencapaian Tujuan Pembangunan Berkelanjutan untuk menjadikan Indonesia dan dunia lebih baik.

Pada Laporan Keberlanjutan 2019, telah ditetapkan 7 Prioritas TPB oleh PERTAMINA. Ketujuh Prioritas ini dipertajam berdasarkan Surat No. 348 MBU DSI 11 2020 dari Kementerian BUMN tentang Penyusunan Program TJSL BUMN Tahun 2021, yang menetapkan sepuluh prioritas TPB bagi Klaster Energi, Minyak, dan Gas yaitu TPB 1, 4, 5, 7, 8, 12, 13, 14, 15, dan 16. Selain kesepuluh prioritas tersebut, PERTAMINA juga turut mendukung prioritas TPB lainnya melalui berbagai inisiatif dan program-program terkait peningkatan kualitas LST. Detail dari setiap program terkait TPB dijelaskan dalam setiap bab dalam Laporan Keberlanjutan ini. [102-12]

PERTAMINA continuously implements programs based on environment, social, and governance (ESG) aspects in its entire operating areas. These programs aim to achieve the Sustainable Development Goals (SDGs) as stipulated in the Presidential Regulation No. 59 Year 2017 regarding Implementation of the Achievement of Sustainable Development Goals (SDGs) for a better Indonesia and a better world.

In the Sustainability Report 2019, 7 SDG Priorities have been set and refined based on Letter No. 348 MBU DSI 11 2020 from the Ministry of SOEs concerning the Preparation of the SOEs' CSR Program in 2021, which sets out ten priority SDGs for the Energy, Oil and Gas Clusters, namely SDG 1, 4, 5, 7, 8, 12, 13, 14, 15, and 16. In addition to the ten priorities, PERTAMINA strives to achieve other SDGs aside from those that had been determined through various initiatives and programs in relation to ESG. Details of each program related to SDGs are described in each chapter in this Sustainability Report. [102-12]



**TANPA
KEMISKINAN
NO POVERTY**

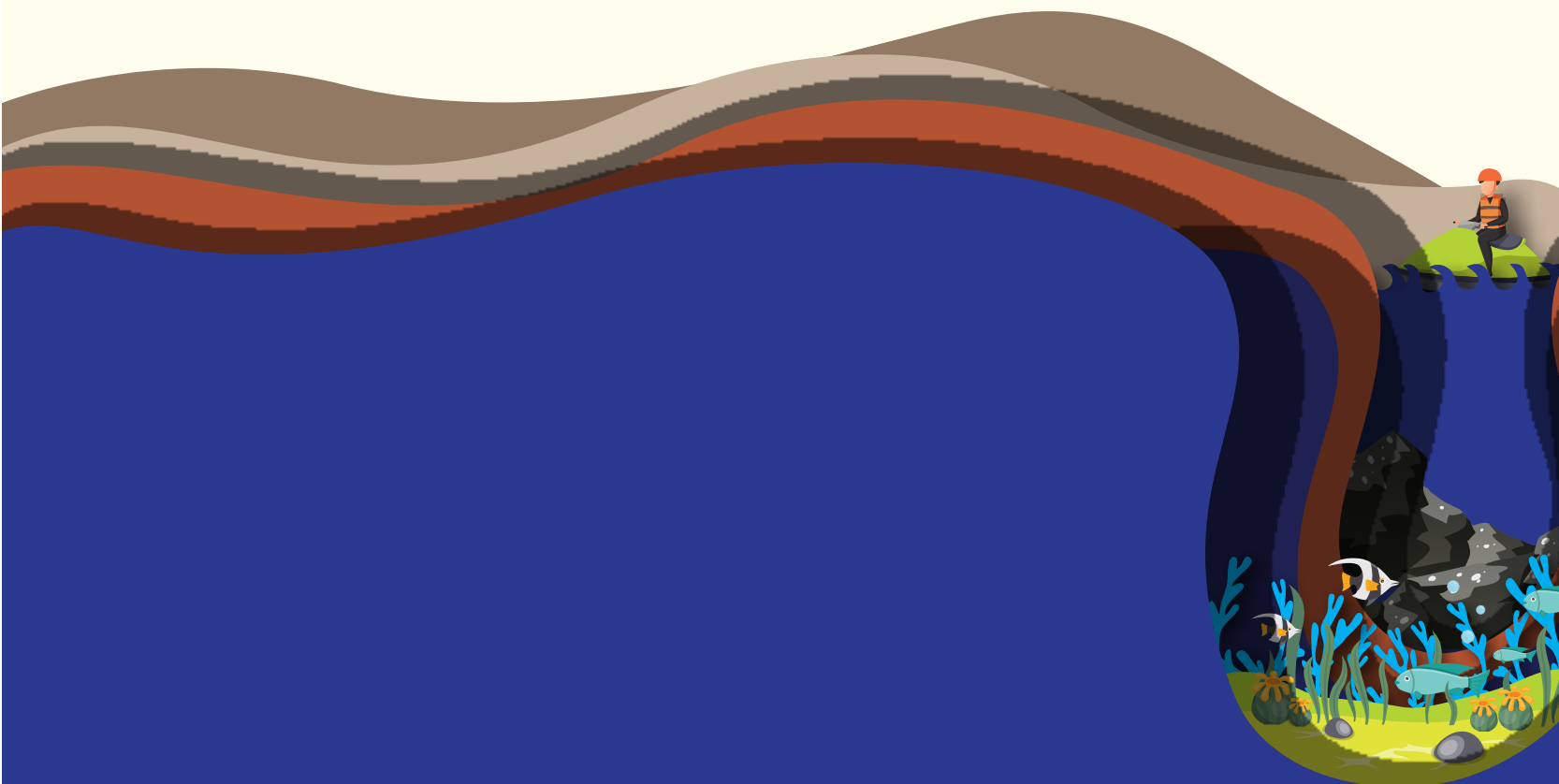
- BBM Satu Harga Tahap 2: 243 lokasi pada akhir 2020 dari target 490 lokasi di 2024
- *One Village One Outlet (OVVO): 192.478 pangkalan LPG di 57.828 desa di Indonesia (kumulatif)*
- *Pertashop: 1.088 outlet di seluruh Indonesia (kumulatif)*
- *Investasi infrastruktur: Jalan 60km di Kabupaten Barito Timur, Kalimantan Tengah*
- *Program Edukasi Wirausaha dan kemandirian pangan Rewulu dengan 2.221 m² Lahan Tidur menjadi Warung Hidup*
- *Program Nelayanku Hebat Mahakam dengan pemberdayaan kelompok rentan (nelayan miskin) pelatihan pembuatan & perawatan kapal bengkel mandiri dengan penghematan Rp8 juta/kelompok/tahun*

- *One Price Fuel Policy Phase II: 243 locations per end of 2020, from total of 490 locations in 2024*
- *One Village One Outlet (OVVO):192,478 LPG outlets in 57,828 villages in Indonesia (cumulative)*
- *Pertashop: 1,088 outlets all over Indonesia (cumulative)*
- *Infrastructure investments: 60km roads in East Barito Regency, Central Kalimantan*
- *Entrepreneurship Education Program and food self-sufficiency in Rewulu with 2,221 m² of land that has not been used for a certain period of time to become a Living Stalls*
- *The Nelayanku Hebat Mahakam program with empowerment of vulnerable groups (poor fishermen) training in ship building & maintenance independent workshop with savings of Rp8 million/group/year*

10 Prioritas TPB

10 SDGs Priorities

Pencapaian Program Unggulan hingga akhir tahun 2020
Flagship Program Achievement as per end of 2020





PENDIDIKAN YANG BERKUALITAS
QUALITY EDUCATION

- Pelatihan komprehensif bagi pekerja: PERTAMINA Corporate University, HSE Training Center, Maritime Training Center. Realisasi 2,5 juta jam pelatihan atau setara 182 jam per pekerja
- TJSL PERTAMINA Cerdas: Realisasi dana Rp33,4 miliar
- Kompetisi Sobat Bumi (Sains & Inovasi EBT), Sekolah Dreamable untuk Anak berkebutuhan Khusus, Sekolah Apung Pendidikan Suku Anak Dalam Jambi, Program CSV ENDURO Student Program, Beasiswa PERTAMINA Foundation Program magang bagi mahasiswa dan pelajar Top Talent Development Program dan Talent Development Acceleration
- *Comprehensive training programs for employees: PERTAMINA Corporate University, HSE Training Center, Maritime Training Center. Realization of 2,5 million training hours or equal to 182 hours per employee*
- *CSR Smart PERTAMINA: Realized funds of Rp33.4 billion*
- *Sobat Bumi Competition (Science and Innovation of New and Renewable Energy), Dreamable School for Children with Special Needs, Floating School for Tribal Education for Children in Jambi, Children in the 3T area, CSV ENDURO Student Program, PERTAMINA Scholarships Foundation Internship programs for college students and students Top Talent Development Program and Talent Development Acceleration*



KESETARAAN GENDER
GENDER EQUALITY

- Komposisi 33,3% direktur perempuan dalam jajaran Direksi PERTAMINA
- 16% komposisi perempuan dalam jajaran manajemen
- Program TJSL Pemberdayaan Perempuan melalui Peningkatan Ekonomi, Kesehatan, Pendidikan
- Kerja sama dengan IWAPI (Ikatan Wanita Pengusaha Indonesia) berupa pinjaman usaha senilai Rp8,5 miliar untuk 55 UMK perempuan
- Kelompok pemberdayaan Perempuan Ekowisata Laut Labuhan untuk 1.500 perempuan
- *33,3% women directors in PERTAMINA's Board of Directors composition*
- *16% female employees in management*
- *CSR Program: Empowering Women through Improving Economy, Health, Education*
- *Collaboration with IWAPI (Indonesian Entrepreneurs Association) in the form of business loans worth Rp8.5 billion for 55 women MSEs.*
- *Empowering women through CSR activities to improve the economy, health, education*
- *Women's Empowerment Group of Labuhan Marine Ecotourism for 1,500 women*



7 AFFORDABLE AND CLEAN ENERGY



ENERGI BERSIH DAN TERJANGKAU CLEAN AND AFFORDABLE ENERGY

- Target Bauran Energi Indonesia 23% tahun 2025
 - Target total kapasitas bauran EBT 10,2 GigaWatt di 2026.
 - Distribusi *converter kit* bagi nelayan dan petani untuk konversi BBM ke BBG sebanyak 25.000 paket ke nelayan dan 10.000 paket ke petani
 - Efisiensi energi 2020 sebesar 92,57 juta GJ
 - Implementasi PLTS di 63 SPBU PERTAMINA dengan total 385 kWp
 - Sistem listrik Mandiri Tenaga Surya dan Angin Cilacap daya 12.000 WP bagi 44 KK dengan optimalisasi 2 Ha Lahan Tambak Terpadu
 - Inovasi Pengolahan Limbah Organik Ternak 40 Instalasi biogas terintegrasi instalasi Hidroponik Desa Lampung
 - *Solar Home System* dengan 80% penurunan emisi dari genset bagi 500 KK Desa Tepian Tarakan
- Indonesia's Energy Mix 23% in 2025*
- Total capacity target for NRE is 10.2 GigaWatt in 2026*
- Distribution of converter kits for fishermen and farmers for the conversion of fuel to gas as many as 25,000 packages to fishermen and 10,000 packages to farmers*
- Energy efficiency 2020 of 92.57 million GJ*
- Implementation of solar power plants at 63 PERTAMINA gas stations with a total of 385 kWp*
- Independent solar and wind power system in Cilacap with a power of 12,000 WP for 44 households with the optimization of 2 hectares of integrated pond land*
- Innovation in Animal Organic Waste Management 40 Integrated biogas installation Hydroponics installation in Lampung Village*
- Solar Home System with 80% reduction in emissions from generators for 500 households in Tepian Tarakan Village*

8 DECENT WORK AND ECONOMIC GROWTH



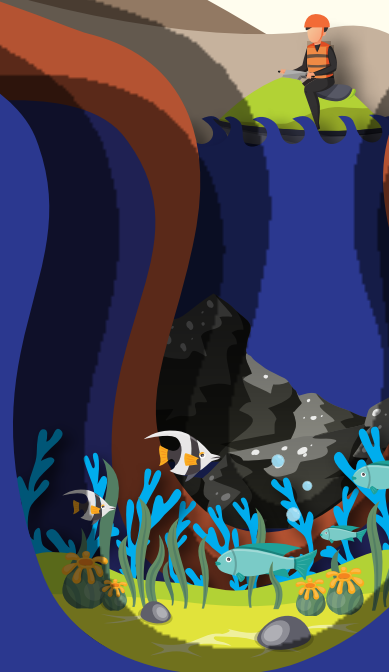
PEKERJAAN LAYAK DAN PERTUMBUHAN EKONOMI DECENT WORK AND ECONOMIC GROWTH

- TJSL PERTAMINA Berdikari: Realisasi dana Rp72,52 miliar pada 2020
 - Berbagai program pembinaan UMKM dengan total 3.073 mitra binaan baru di 2020, dengan realisasi penyaluran dana lebih dari Rp475 miliar.
 - Sebanyak 795 UMK 'naik kelas' melalui program pembinaan dan 621 UMKM mendapatkan sertifikat atau izin usaha
 - Program Pemberdayaan masyarakat untuk meningkatkan Perekonomian : Desa Siaga COVID-19, Desa Wisata, Desa Mandiri Pangan, Desa Binaan
 - Pinky Movement: Realisasi Rp48,38 miliar bagi 267 outlet dan 146 usaha kecil
 - Terdapat 96,69% pemasok lokal yang menjadi rantai pasok PERTAMINA sehingga berhasil mencapai target TKDN 25% di tahun 2020
 - Meningkatkan produksi dan menambah cadangan migas baru melalui *project* RDMP dan GRR.
 - Menjunjung tinggi HAM dalam hubungan ketenagakerjaan
- CSR Independent PERTAMINA: Rp72.52 billion CSR fund realization in 2020*
- Various SME assistance programs with 3,073 new partners in 2020, with more than Rp475 billion fund realization*
- MSEs Upgrading Program with a total of 795 MSEs and 621 MSMEs obtained certificates or business permits in 2020*
- Community empowerment programs that improve the economy through the potential of each region and involve the activeness of the community. COVID-19 Alert Village, Tourism Village, Independent Food Village, Assisted Village*
- Pinky Movement: Realization of Rp48.38 billion for 267 outlets and 146 small businesses*
- A total of 96.69% local suppliers in PERTAMINA's supply chain, supporting 25% local content target in 2020*
- Increase production and add new oil and gas reserves through the RDMP and GRR projects.*
- Upholding human rights in employment relations*

10 Prioritas TPB

10 SDGs Priorities

Pencapaian Program Unggulan hingga akhir tahun 2020
Flagship Program Achievement as per end of 2020



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



**KONSUMSI DAN PRODUKSI
YANG BERTANGGUNG JAWAB**
*RESPONSIBLE CONSUMPTION
AND PRODUCTION*

- Penerapan prinsip 5RTD: *reduce, reuse, recycle, replace, return to supplier, treatment, dan disposal*
- Program Buah Bintaro untuk penyerapan minyak di PEP Field Tambun, mengurangi penggunaan *chemical* 32%/365 juta setahun.
- Program Pengembangan padi bibit unggul FT Maos Penurunan penggunaan pupuk kimia hingga 30%
- Pengolahan minyak jelantah menjadi Biodiesel
- Program Pengembangan padi bibit unggul hasil panen meningkat 25% dan Penurunan penggunaan pupuk kimia hingga 30% di Wilayah Maos
- Pengolahan minyak jelantah menjadi Biodiesel B80 dan B100
- *Implementation of 5RTD principals: reduce, reuse, recycle, replace, return to supplier, treatment, and disposal*
- *Bintaro fruit utilization program to absorb oil in PEP Tambun Field, to reduce chemicals by 32%/365 million per year*
- *FT Maos superior seed rice development program with a reduction in the use of chemical fertilizers by up to 30%*
- *Processing of used cooking oil into biodiesel*
- *Development Program for superior seed rice yields increased by 25% and Decreased use of chemical fertilizers by 30% in the Maos area*
- *Processing of used cooking oil into Biodiesel B80 and B100*

13 CLIMATE
ACTION



**PENANGANAN
PERUBAHAN IKLIM**
CLIMATE ACTION

- Penetapan *baseline* baru penurunan emisi pada 2020 serta penyusunan *roadmap* 2021-2030
- Pencapaian reduksi emisi sebesar 27,0% di 2020, target 30% pada 2030
- Berbagai Program TJSL dengan serapan karbon CO₂ lebih dari 6.000 Ton CO₂ eq /tahun
- TJSL PERTAMINA Hijau: Realisasi dana Rp42,24 miliar
- Pengelolaan Sampah TPA Manggar Tarakan dengan pemanfaatan gas methane 4.320 m³ ton/tahun untuk gas rumah tangga/UMK bagi 390 warga
- Program Penanaman Mangrove, pemanfaatan embung desa sebagai mitigasi Kebakaran Hutan dan lahan
- *Establishment of new baseline for emission reduction in 2020 and compilation of the 2021-2030 roadmap*
- *Achievement of emission reduction of 27.0% in 2020, target of 30% by 2030*
- *Various CSR Programs with CO₂ carbon uptake of more than 6,000 Tons CO₂ eq/year*
- *CSR Green PERTAMINA: Realization of funds Rp42.24 billion*
- *Manggar Tarakan TPA Waste Management using methane gas 4,320 m³ tons/year for household/SME gas for 390 residents*
- *Mangrove Planting Program, Utilization of village reservoir (embung) as mitigation of forest and land fires*





EKOSISTEM LAUTAN
LIFE BELOW WATER

- Program Coastal CleanUp
- Pelestarian terumbu karang dan Budidaya Rumput Laut
- Program Edukasi kolaborasi dengan nelayan dan NGO
- Pencapaian penanaman mangrove sekitar 600.000 bibit pohon selama tahun 2020 hingga menjadi Ekowisata Laut
- Program Edukasi Kolaborasi dengan nelayan dan NGO
- *Coastal CleanUp Program*
- *Reef conservation and Seaweed Cultivation*
- *Educational collaboration program with fishermen and NGOs*
- *600,000 mangrove seedlings program in 2020 and continues to become Marine Ecotourism*
- *Educational collaboration program with fishermen and NGOs*



EKOSISTEM DARATAN
LIFE ON LAND

- 35 program konservasi keanekaragaman hayati untuk flora dan fauna berstatus terancam punah, terancam dan rentan
- Konservasi satwa hampir terancam/endemik (elang jawa, merak hijau, jalak bali, kakatua maluku, elang bondol)
- Konservasi satwa endemik non avifauna (tuntong, bekantan, owa jawa, rusa timor, rusa sambar, gajah sumatera)
- *35 biodiversity conservation programs for flora and fauna with endangered, threatened, and vulnerable status*
- *Conservation of near threatened/ endemic animal species (javanese eagle, green peacock, bali starling, maluku cockatoo, brahminy kite)*
- *Conservation of non-avifauna endemic animals (painted terrapin, proboscis monkey, javan gibbon, timor deer, sambar deer, sumatran elephant)*



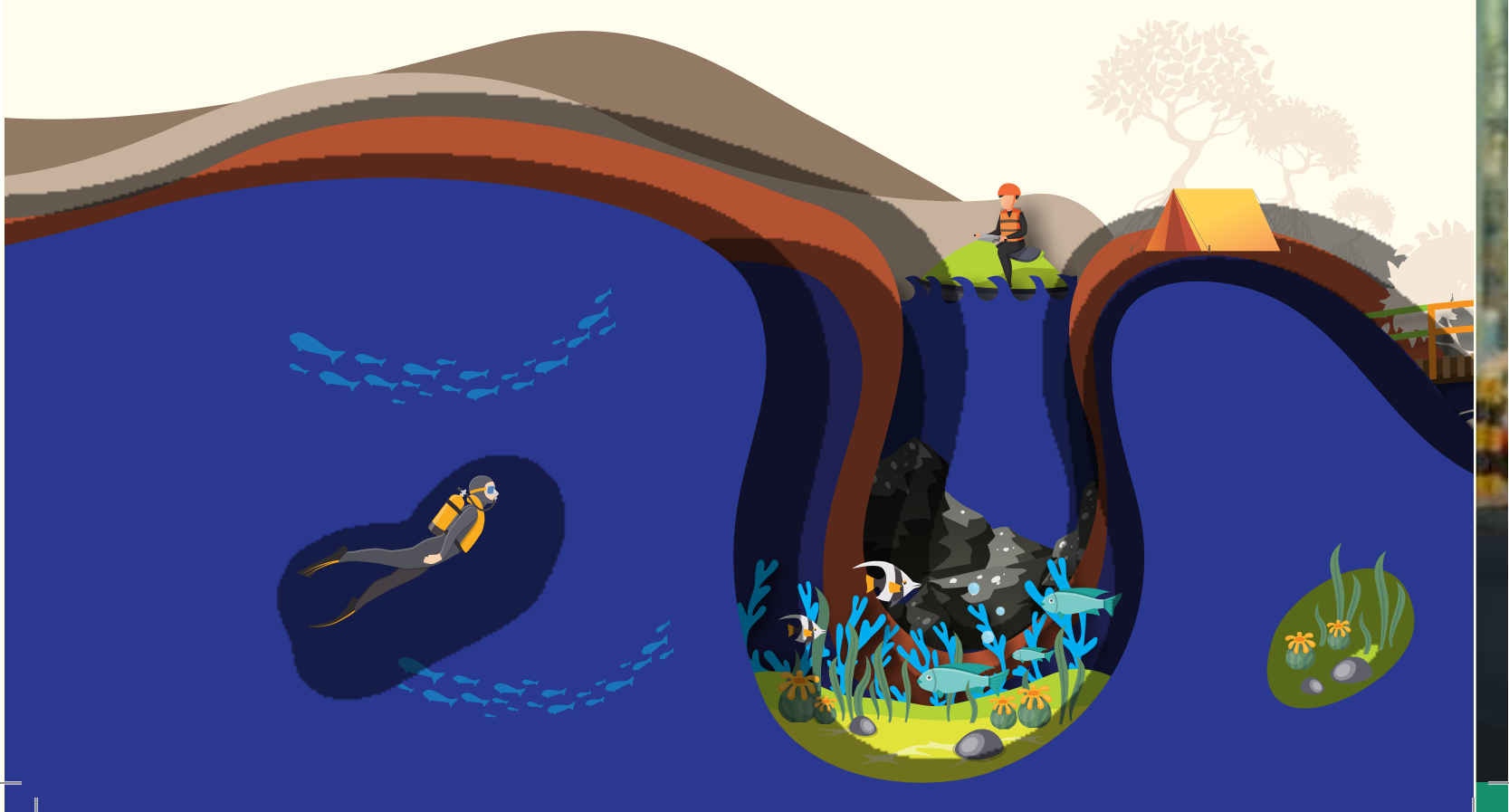
PERDAMAIAN, Keadilan, dan Kelembagaan yang Tangguh
PEACE, JUSTICE, AND STRONG INSTITUTIONS

- *Anti-Fraud Program dan Kebijakan Gratifikasi*
- *Sertifikasi ISO 37001:2016 SMAP*
- *Whistleblowing system*
- *New PERTAMINA Clean*
- *Pelaporan LHKPN*
- *GCG Assessment*
- *Transformasi Digital untuk peningkatan governance & risk compliance*
- *Anti-Fraud Program and Gratuity Policy*
- *ISO 37001:2016 SMAP Certification*
- *Whistleblowing system*
- *New PERTAMINA Clean*
- *State Official Asset Report Obligation*
- *GCG Assessment*
- *Digital Transformation to improve governance and risk compliance*



10 Prioritas TPB
10 SDGs Priorities

Pencapaian Program Unggulan hingga akhir tahun 2020
Flagship Program Achievement as per end of 2020



Pertumbuhan yang berkelanjutan merupakan komitmen PERTAMINA menuju *world-class energy company* dengan kapitalisasi pasar sebesar USD100 miliar di tahun 2026. Selain aspek ekonomi, dalam pencapaian kinerja keberlanjutan PERTAMINA mengelola aspek lingkungan, sosial, dan tata kelola ("LST").

Sustainable growth is PERTAMINA's commitment to becoming a world-class energy company with USD100 billion market capitalization in 2026. Aside from the economic aspect, PERTAMINA manages environmental, social, and governance ("ESG") aspects to achieve sustainability performance.





Nicke Widyawati

Direktur Utama
President Director & CEO

Penjelasan Direksi

Board of Directors' Report

[102-14, 102-15]



PERTAMINA memegang teguh komitmen untuk menjaga prospek bisnis berkelanjutan dengan memprioritaskan keseimbangan dan kelestarian alam, perlindungan terhadap lingkungan hidup, serta berkontribusi terhadap kemandirian masyarakat."

"PERTAMINA upheld its commitment to maintaining sustainable business prospects by emphasizing balance and preservation of nature, protecting the environment, and contributing to community independence."

Para pemangku kepentingan yang terhormat.

Selamat datang di Laporan Keberlanjutan 2020.

Izinkan kami mengucapkan terima kasih atas dukungan dan kerja sama para pemangku kepentingan, sehingga PT Pertamina (Persero) dapat melewati tahun 2020 yang penuh tantangan.

Pandemi COVID-19 memberikan tiga efek kejut, yakni turunnya harga minyak dunia, berkurangnya permintaan migas nasional dan pergerakan nilai tukar dolar Amerika yang memberikan pengaruh signifikan terhadap Perseroan. Kondisi ini menuntut kami untuk beradaptasi demi keberlanjutan usaha dan operasi, sehingga menjadi tema Laporan Keberlanjutan, yakni "ADAPT", atau "ADAPTASI" dalam bahasa Indonesia.

Kami mengungkapkan informasi kinerja keberlanjutan selama tahun 2020 melalui Laporan ini. PERTAMINA memegang teguh komitmen untuk menjaga prospek bisnis berkelanjutan dengan memprioritaskan keseimbangan dan kelestarian alam, perlindungan terhadap lingkungan hidup serta berkontribusi terhadap kemandirian masyarakat. Penerapan keberlanjutan mencakup sistem manajemen yang mendukung isu keberlanjutan, meliputi aspek lingkungan, sosial dan tata kelola (LST/ESG) dalam seluruh kegiatan, yang mendukung Tujuan Pembangunan Berkelanjutan (TPB).

Pencapaian Kinerja Keberlanjutan Tahun 2020

Para pemangku kepentingan yang terhormat.

Tahun 2020 menjadi babak baru PERTAMINA. Pemerintah melalui Menteri Badan Usaha Milik Negara (BUMN) selaku Rapat Umum Pemegang Saham (RUPS) PT Pertamina (Persero), memutuskan perubahan organisasi sekaligus susunan Direksi sebagai tindak lanjut dari rencana pembentukan *Holding Migas* yang telah dimulai oleh *Subholding Gas* di tahun 2019. Putusan tertuang dalam Surat Keputusan Menteri BUMN, Nomor: SK 198/MBU/06/2020 tentang Pemberhentian, Perubahan Nomenklatur Jabatan, Pengalihan Tugas, dan

Dear distinguished stakeholders,

Welcome to the Sustainability Report 2020.

Allow us to express our gratitude for the stakeholders' support and cooperation, that make it possible for PT Pertamina (Persero) to pass through the challenging year of 2020.

The COVID-19 pandemic has caused us triple shocks effects, such as the decline in world oil prices, lower demand for national oil and gas, and the volatility of the US dollar exchange rate, which significantly affected the Company. These conditions required us to make some adjustments to the sustainability of our business and operations. Therefore, we chose "ADAPT" as the theme for this Sustainability Report.

We disclosed information on our sustainability performance in 2020 through this report. PERTAMINA upheld its commitment to maintaining sustainable business prospects by emphasizing balance and preservation of nature, protecting the environment and contributing to community independence. The sustainability principles have been implemented through management systems which take into account the environmental, social and governance (ESG) issues in all activities, in order to support the Sustainable Development Goals (SDGs).

2020 Sustainability Performance

Dear stakeholders.

2020 has become the new chapter for PERTAMINA. The government, through the Minister of State-Owned Enterprises (SOEs) as the General Meeting of Shareholders (GMS) of PT Pertamina (Persero), decided to change the organization as well as the composition of the Board of Directors, following up with the plan of Oil and Gas Holding Company formation, starting with Gas Subholding in 2019. The decision was stipulated in the Decree of the Minister of SOEs, Number: SK 198/MBU/06/2020 concerning Dismissal, Changes in Position Nomenclature, Transfer of Tasks, and

Pengangkatan Anggota-anggota Direksi Perusahaan Perseroan (Persero) PT Pertamina.

Sesuai putusan tersebut, PERTAMINA melakukan transformasi sebagai *Holding* BUMN migas yang didukung *Subholding: Subholding Upstream, Subholding Refining & Petrochemicals, Subholding Commercial & Trading, Subholding Gas, Subholding Power & New & Renewable Energy (NRE),* serta *Shipping Company* . Transformasi bertujuan menciptakan organisasi adaptif dan tangguh menghadapi tantangan ke depan, cepat dalam mengambil keputusan, serta lincah dalam pengembangan bisnis yang ada maupun bisnis baru. Tak kalah penting adalah, perubahan ini menegaskan kesungguhan PERTAMINA untuk menjadi perusahaan energi dan menjamin pasokan energi nasional secara berkelanjutan pada masa depan yang akan didominasi energi hijau ramah lingkungan.

Para pemangku kepentingan yang terhormat.

Secara umum, PERTAMINA mampu menjaga kinerja pada tahun 2020 termasuk kinerja keuangan yang positif. Realisasi perolehan Pendapatan Usaha tahun 2020 mencapai USD41.469 juta atau 109,38% dari target USD37.915 juta. Sebagian dari nilai ekonomi yang didapat, telah didistribusikan kepada pemangku kepentingan sesuai kebutuhan masing-masing, termasuk untuk pemenuhan tanggung jawab sosial perusahaan (TJSL) sebesar Rp144,19 miliar dan Program Bina Lingkungan sebesar Rp314,50 miliar.

Pada aspek tata kelola, PERTAMINA memberlakukan Piagam *New PERTAMINA Clean* di seluruh lini PERTAMINA Grup. Salah satu poin *New PERTAMINA Clean* adalah 4 NOs, yaitu *No Bribery, No Kickback, No Gift,* dan *No Luxurious* . Selain itu sejak akhir tahun 2019, Kami telah melaksanakan proyek percontohan penerapan ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP) pada fungsi Procurement Excellence Center (PEC) dengan lingkup PEC Kantor Pusat, Refinery Unit (RU) VI, Marketing Operation Region (MOR) III, dan pada kegiatan hulu. Pencapaian tersebut menegaskan komitmen PERTAMINA untuk menjalankan bisnis yang berkelanjutan secara bersih dan berintegritas.

Appointment of Members of the Board of Directors of a Limited Liability Company of PT Pertamina (Persero).

Under this decree, PERTAMINA has transformed into an oil and gas SOE Holding, supported by several subholdings, comprising of Upstream Subholding, Refining and Petrochemicals Subholding, Commercial and Trading Subholding, Gas Subholding, Power and New & Renewable Energy (NRE) Subholding, and Shipping Company. The transformation aimed to create an adaptive and resilient organization to deal with future challenges, be quick in making decisions, and agile in developing existing and new businesses. These changes also confirmed PERTAMINA's resoluteness to become an energy company and to ensure a sustainable national energy supply dominated by green energy in the future.

Dear stakeholders.

PERTAMINA generally managed to maintain its performance in 2020 including positive financial performance. Realization of 2020 Operating Revenues reached USD41,469 million or 109.38% of the target USD37,915 million. A portion of the economic value generated was distributed to stakeholders according to their respective needs, including Rp144.19 billion for the corporate social responsibility (CSR) implementation and Rp314.50 billion for Community Development Fund.

In the governance aspect, PERTAMINA has enforced the New PERTAMINA Clean Charter in the entire PERTAMINA Group. One of the New PERTAMINA Clean values are 4 NOs, which are No Bribery, No Kickback, No Gift, and No Luxurious. In addition, since the end of 2019, we have carried out a pilot project for ISO 37001:2016 Anti-Bribery Management System (SMAP) in the Procurement Excellence Center (PEC) function at the Head Office, Refinery Unit (RU) VI, Marketing Operation Region (MOR) III, and in upstream activities. This achievement confirmed PERTAMINA's commitment to conducting a clean, sustainable business with integrity.

Para pemangku kepentingan yang terhormat.

Untuk terus memberi energi pada Indonesia, PERTAMINA melanjutkan pembangunan infrastruktur penyaluran BBM Satu Harga tahap dua, di wilayah terdepan, terluar, dan terpencil (3T). Kami juga memperkuat Program *One Village One Outlet* (OVOO) serta memperkenalkan *Pertashop*.

Tahun 2020 PERTAMINA menyelesaikan pembangunan 83 lokasi baru BBM Satu Harga, meliputi Sumatera (15), Kalimantan (10), Nusa Tenggara Barat dan Nusa Tenggara Timur (13), Sulawesi (5), serta di Maluku dan Papua (40). Program OVOO menargetkan minimal satu pangkalan LPG 3 kg di setiap desa dengan realisasi pada tahun 2020 mencakup 192.478 pangkalan LPG 3 Kg tersebar di 57.828 desa dan kelurahan seluruh Indonesia. Program OVOO akan memudahkan masyarakat mendapatkan energi bersih, hemat dan ramah lingkungan.

Pertashop merupakan layanan baru penyaluran BBM kepada masyarakat di daerah yang belum tersedia SPBU. *Pertashop* menyediakan layanan BBM *Pertamax*, LPG *Bright Gas* serta produk pelumas. *Pertashop* juga merangkul usaha mikro kecil menengah (UMKM) sekitar. Realisasi pembangunan *Pertashop* hingga akhir tahun 2020 mencapai 1.088 *outlet*. *Pertashop* juga mendorong ekonomi nasional karena melibatkan pabrikasi nasional dengan Tingkat Kandungan Dalam Negeri (TKDN) hingga 71%.

Tingkat komponen dalam negeri (TKDN) menjadi salah satu perhatian PERTAMINA, sebagai dukungan pada ekonomi nasional dengan melibatkan pemasok nasional sesuai Peraturan Presiden No. 16 Tahun 2018 tentang Pengadaan Barang/Jasa. TKDN mengatur pelibatan perusahaan nasional dalam rantai pasok, serta mendorong peningkatan TKDN dari 25% di tahun 2020 menjadi 40% pada tahun 2026 dengan target pada tahun 2021 adalah 30%.

Dear stakeholders.

PERTAMINA continues to supply energy to Indonesia by continuing the infrastructure construction for One Price Fuel Policy distribution phase two, in the frontier, outermost, and remote (3T) areas. We also strengthened the One Village One Outlet (OVOO) program and introduced Pertashop.

In 2020 PERTAMINA completed the construction of 83 new One Price Fuel Policy locations in Sumatra (15), Kalimantan (10), West Nusa Tenggara and East Nusa Tenggara (13), Sulawesi (5), as well as in Maluku and Papua (40). The OVOO program set the target to have at least one 3-kg LPG outlet in each village, realizing 192,478 3-kg LPG outlets in 2020 in 57,828 villages subdistricts across Indonesia. The OVOO program will make it easier for people to get clean, efficient and environmentally friendly energy.

Pertashop is a new fuel distribution service for those living in areas where gas stations are not yet available. Pertashop provides Pertamax fuel, LPG Bright Gas and lubricant products. Pertashop also engages the micro, small and medium enterprises (MSMEs) in surrounding areas. The realization of Pertashop establishment until the end of 2020 reached 1,088 outlets. Pertashop also boosted the national economy for national manufacturers' involvement with a local content level of up to 71%.

The local content level is one of PERTAMINA's concerns to support the national economy by requiring national suppliers to fulfil local content following Presidential Regulation No. 16 of 2018 on the Procurement of Goods/Services. Local content requires the national companies involved in the supply chain to increase their local content from 25% in 2020 to 40% by 2026 with 30% target in 2021.

Pencapaian tahun 2020 menegaskan komitmen PERTAMINA untuk menjalankan bisnis yang berkelanjutan secara bersih dan berintegritas.

PERTAMINA's achievements in 2020 confirm PERTAMINA's commitment to conducting a clean, sustainable business with integrity.

Berdasarkan data hasil evaluasi badan Pengawas Keuangan dan Pembangunan (BPKP), pada tahun 2020 TKDN PERTAMINA mencapai rata-rata 55,60% dengan nilai kontrak dalam negeri mencapai Rp4,26 triliun.

Para pemangku kepentingan yang terhormat.

Seluruh pencapaian didukung komitmen pada keselamatan dan kesehatan, dan lingkungan segenap pekerja. Pada tahun 2020, ada 47 perusahaan PERTAMINA Grup yang menerima Penghargaan Keselamatan Migas yang meliputi 36 Patra Nirbhaya dan 11 Patra Karya (terdiri dari Penghargaan Patra Nirbhaya Karya Utama Adinugraha, Patra Nirbhaya Karya Utama, Patra Nirbhaya Karya Madya, dan Patra Nirbhaya Karya Pratama, Patra Karya Raksa Tama, Patra Karya Raksa Madya, Patra Karya Raksa Pratama). Penghargaan tersebut diserahkan pada 3 November 2020.

Upaya PERTAMINA melindungi pekerja dan segenap pemangku kepentingan juga diwujudkan dalam bentuk kontribusi pada penanganan COVID-19 dalam kegiatan operasional perusahaan. Untuk menjaga tingkat pelayanan kepada para pemangku kepentingan, PERTAMINA meluncurkan Program PERTAMINA Siaga COVID-19 yang berisi rangkaian protokol pencegahan penularan, alur pengelolaan jika terjangkit COVID-19, serta rangkaian kampanye pencegahan penularan COVID-19.

Program Pertamina Siaga COVID-19 ini juga selaras dengan arahan Menteri BUMN melalui surat No. S-36/MBU/05/2020 tanggal 15 Mei 2020 tentang antisipasi *New Normal Scenario* BUMN, agar Pertamina beserta jajarannya. Mitra bisnis dapat terus bekerja dengan penerapan protokol kesehatan yang ketat untuk perlindungan pekerja, pelanggan, mitra, dan pemasok.

Untuk memastikan implementasi PERTAMINA Siaga COVID-19, PERTAMINA membentuk Tim Crisis Management COVID-19 (CMT). Anggota tim terdiri dari lintas fungsi sebagaimana tertuang dalam surat penugasan No. Print 11/C00000/2020-SO tentang Tim Task Force Penanggulangan Dampak Infeksi

The evaluation results of the Financial and Development Supervisory Agency (BPKP), showed that in 2020 PERTAMINA's local content reached an average of 55.60% with local content value of Rp4.26 trillion.

Dear stakeholders.

All achievements are supported by a commitment to the safety and health of all employees. In 2020, there were 47 companies in Pertamina Group that received the Oil and Gas Safety Award (36 Patra Nirbhaya and 11 Patra Karya) which were presented on 3 November 2020, consisting of the Patra Nirbhaya Karya Utama Adinugraha Award, Patra Nirbhaya Karya Utama, Patra Nirbhaya Karya Madya, and Patra Nirbhaya Karya Pratama, Patra Karya Raksa Tama, Patra Karya Raksa Madya, Patra Karya Raksa Pratama.

PERTAMINA's efforts to protect employees and all stakeholders are also manifested in the form of contributions to the handling of COVID-19 in the company's operational activities and to maintain the level of service to stakeholders, Pertamina launched the the COVID-19 preparedness program called PERTAMINA Siaga COVID-19 program which contains a series of transmission prevention protocols, management flow if contracted by COVID, as well as a series of campaigns to prevent the transmission of COVID-19.

PERTAMINA Siaga COVID-19 Program also aligns with the direction of the Minister of SOEs through letter No. S- 36/MBU/05/2020 on 15 May 2020 on the anticipation of the BUMN New Normal Scenario, so that PERTAMINA and its business partners are able to continue to work with strict implementation of health protocols for workers, customers, partners, and suppliers protection.

To ensure the implementation of PERTAMINA Siaga COVID-19, PERTAMINA formed the COVID-19 Crisis Management Team (CMT). Members of the team consist not only from HSSE but also from cross function divisions as stated in the assignment letter No. Print 11/C00000/2020-SO regarding the

COVID-19 di PERTAMINA. CMT bertanggung jawab untuk memastikan pengelolaan risiko yang terkait dengan potensi penyebaran infeksi COVID-19 dilaksanakan secara efektif melalui penerapan sistem tanggap darurat, krisis, dan gangguan bisnis, sehingga risiko dapat dikendalikan serendah mungkin, dengan tetap menjaga keberlangsungan aktivitas operasional perusahaan. Kinerja penanganan COVID-19 dimonitor dan dievaluasi oleh Direksi secara berkala.

COVID-19 infection Impact Management Task Force Team in PERTAMINA. CMT is responsible for ensuring that risk management associated with the potential transmission of COVID-19 is carried out effectively through the implementation of an emergency, crisis and business disruption response system, to control the risks to be as low as possible, while maintaining the continuity of the company's operations. The performance of handling COVID-19 is evaluated by the Board of Directors on a regular basis.

Kami melakukan segala daya untuk mencegah risiko penularan COVID-19 di semua lini aktivitas Perusahaan.

We do everything in our power to prevent the risk of COVID-19 transmission in all lines of the Company's activities.

Kami melakukan segala daya untuk mencegah risiko penularan COVID-19 di semua lini aktivitas Perusahaan. Langkah strategis yang diambil adalah dengan mengimplementasikan "PERTAMINA Siaga COVID-19", dilanjutkan dengan pembentukan COVID-19 Crisis Management Team (CMT) pada awal Maret 2020, pembentukan CMT merupakan langkah antisipatif setelah penilaian COVID-19. Selain penanganan pandemi COVID-19 yang terintegrasi, CMT juga memastikan aktivitas bisnis dan layanan kepada pelanggan dan masyarakat terus berjalan dengan baik dan aman melalui penerapan protokol kesehatan.

We do everything in our power to prevent the risk of COVID-19 transmission in all lines of the Company's activities. The strategic step taken was to implement "PERTAMINA Siaga COVID-19", followed by the formation of the COVID-19 Task Force (CMT) in early March 2020, the establishment of CMT is the anticipatory step after an assessment of the COVID-19 potential risks. In addition to the integrated handling of the COVID-19 pandemic, the CMT also ensures business activities and services to customers and the public continue to run well and safely through the implementation of health protocols.

Tugas CMT termasuk tetapi tidak terbatas pada:

The tasks of the CMT include but are not limited to:

- Mensinergikan dan menyelaraskan upaya pencegahan penularan COVID-19 lintas direktorat serta merumuskan program kerja dan anggaran yang dibutuhkan untuk mengantisipasi penyebaran infeksi COVID-19 di seluruh wilayah operasional PERTAMINA dan anak perusahaan, serta memastikan keberlangsungan bisnis Perseroan.
- Mengoordinasikan peran dan tanggung jawab masing-masing anggota CMT di tingkat korporasi (lintas direktorat/pihak eksternal) dan juga membantu Unit Operasi dan Anak Perusahaan
- *Synergize and harmonize the prevention of COVID-19 transmission efforts across directorates and to formulate work program and budget needed to anticipate the spread of COVID-19 infection in all operational areas of PERTAMINA and its subsidiaries, and to ensure the sustainability of the Company's business.*
- *Coordinate each of the CMT member roles and responsibility at the corporate level (across directorates/external parties) and also assisting the Operations Unit and Subsidiaries (in certain*

(dalam hal tertentu berdasarkan evaluasi kinerja dan potensi risiko) untuk mengantisipasi, mencegah dan mengendalikan transmisi COVID-19.

- Mengidentifikasi dan mengantisipasi dampak keadaan darurat jika terjadi perluasan infeksi COVID-19 di lingkungan PERTAMINA terhadap bisnis perusahaan.
- Mengkomunikasikan, mengkoordinasikan, dan melaporkan upaya pengendalian yang dilakukan kepada pemangku kepentingan di tingkat perusahaan.
- Memastikan bahwa proses pengendalian transmisi COVID-19 di Unit Operasi dan Anak Perusahaan telah dilaksanakan secara efektif melalui pelaporan dan evaluasi kinerja.

Upaya yang dilakukan Satgas COVID-19 antara lain *testing, tracing, dan treatment (3T)*. Pengujian, dilakukan melalui metode tes kesehatan yang meliputi tes cepat dan tes *polymer chain reaction (PCR)*, termasuk *pool PCR*.

PERTAMINA membuka jalur komunikasi bagi pekerja dan keluarga pekerja yang membutuhkan konsultasi dan informasi terkait COVID-19 melalui *Call Center 135*. *Call Center 135* juga menyediakan informasi layanan pengiriman produk untuk publik.

Satgas COVID-19 juga membentuk Program COVID Ranger, untuk menjaga implementasi protokol kesehatan di dalam Perusahaan. COVID Ranger terdiri dari petugas keamanan yang sebelumnya telah mendapatkan pelatihan agar dapat menjalankan tugasnya dengan baik, sekaligus melindungi diri dari penularan COVID-19. Dalam perkembangannya, terdapat keluarga karyawan dan kontraktor/mitra kerja yang mengajukan diri untuk bergabung, sehingga terbentuklah Keluarga COVID Ranger. Mereka juga diharapkan dapat mensosialisasikan protokol kesehatan di sekitar komunitasnya.

Upaya lain untuk mencegah penularan COVID-19 adalah melalui penerapan Paspor COVID-19. Pemegang paspor secara rutin akan mendapatkan tes pemahaman protokol kesehatan setiap kali bertugas.

cases, based on performance evaluation and potential risks) to anticipate, prevent and control the COVID-19 transmission.

- *Identify and anticipate the impact of an emergency situation if there is an expansion of COVID-19 infection within PERTAMINA on the company's business.*
- *Communicating, coordinating and reporting control efforts made to stakeholders at the corporate level.*
- *Ensure that the COVID-19 transmission control process in the Operations Unit and Subsidiaries has been carried out effectively through performance reporting and evaluation.*

The efforts made by the COVID-19 Task Force include testing, tracing, and treatment (3T). Testing is done through a medical test method including a rapid test and a polymer chain reaction (PCR) test, including the PCR pool.

PERTAMINA opens communication channels for employees and their families who need consultation and information related to COVID-19, through 135 call center. The 135 call center also provides product delivery service information for the public.

The COVID-19 Task Force also formed the COVID Ranger Program, to maintain the health protocols implementation within the Company. The COVID Rangers consists of security officers who have previously received training in order to carry out their duties, while at the same time protecting themselves against COVID-19. During its development, there were families of employees and contractors/work partners who volunteered to join, so the COVID Ranger Family was formed. They were expected to also familiarize the health protocols within their communities.

Another effort to prevent COVID transmission is through the implementation of the COVID-19 Passport, where passport holders will routinely get tests on understanding health protocols each time they are on duty.

PERTAMINA juga menerapkan protokol kesehatan kepada pelanggan dan masyarakat di fasilitas pelayanan, termasuk SPBU. Kami melakukan sosialisasi kepada petugas SPBU, dan pelanggan yang datang ke SPBU. Sosialisasi juga dilakukan melalui *health talk* di unit operasi dan anak perusahaan, serta aplikasi digital MyDoctor yang menampilkan konsultasi kesehatan dan layanan kesehatan darurat, serta fitur lainnya seperti informasi dan tips seputar kesehatan secara daring.

Selain itu, upaya PERTAMINA melindungi pekerja dan segenap pemangku kepentingan juga diwujudkan dalam bentuk kontribusi pada penanganan COVID-19. Kami termasuk pihak pertama yang mengadopsi metode Gajah Mada Electronic Nose atau GeNose untuk tes COVID-19. GeNose dikembangkan Universitas Gajah Mada dan dipilih karena prosesnya cepat, dan lebih terjangkau harganya. Sampai dengan akhir tahun 2020, realisasi pelaksanaan tes kesehatan mencapai 36% dari total karyawan PERTAMINA dan pekerja kontraktor/mitra kerja, serta 100% di unit operasi tertutup termasuk *offshore*.

Pada lingkup eksternal, PERTAMINA memberikan bantuan kepada berbagai pihak untuk membantu penanganan dan penanggulangan COVID-19. Total nilai bantuan yang telah disalurkan pada tahun 2020 mencapai lebih dari Rp1,5 triliun. Salah satu yang signifikan adalah mendedikasikan RS Pertamina Jaya di Jakarta, sebagai rumah sakit khusus COVID-19. Kami juga menjadikan aset Lapangan Bola Simprug di Jakarta Selatan, sebagai Rumah Sakit Modular (RSPP Extension) untuk penanganan pandemi COVID-19, dan dilengkapi 300 tempat tidur untuk isolasi.

Dalam bentuk lain, perlindungan kepada pekerja juga diwujudkan dengan kebijakan untuk tidak melakukan pemutusan hubungan kerja (PHK). PERTAMINA memastikan seluruh pekerja organik dan anorganik PERTAMINA Grup hingga akhir periode pelaporan yang mencapai lebih dari 13 ribu pekerja tetap bekerja dan mendapatkan imbal jasa pekerjaan untuk membiayai kebutuhannya. Mereka bekerja di sektor hulu hingga hilir, pendukung, proyek, internasional, internship/magang/PKL, Universitas PERTAMINA hingga mitra bisnis.

PERTAMINA also applies health protocols to customers and the public in service facilities, including gas stations. We familiarize the gas station officers and customers visiting the gas stations with the health protocols. Dissemination is also carried out through health talks at the operating unit and subsidiaries, as well as the MyDoctor application, which features health consultation and emergency health services, as well as other features such as information and tips about health.

PERTAMINA's efforts to protect employees and all stakeholders have also been realized through its contributions in handling COVID-19. We were among the first to adopt the Gajah Mada Electronic Nose or GeNose method for the COVID-19 test. GeNose was developed by Gajah Mada University and has been selected for its quick process and is more affordable. Until the end of 2020, the medical tests' realization reached 36% of PERTAMINA's total employees and contractors/partners' employees and 100% in closed operating units, including offshore units.

PERTAMINA also has been providing assistance to various external parties in handling and responding to COVID-19. The total value of the aid that has been disbursed in 2020 reached Rp1.5 trillion. One of the most significant assistance was making Pertamina Jaya Hospital in Jakarta a dedicated COVID-19 hospital. We have also turned the Simprug Soccer Field asset in South Jakarta into a Modular Hospital (RSPP Extension) for COVID-19 pandemic handling, which was equipped with 300 beds for patients in isolation.

Protection for employees is also realized through the non-termination of employment policy. PERTAMINA ensured that more than 13 thousand employees of PERTAMINA Group would remain employed and receive their remuneration by the end of the reporting period. These employees are those who work in the upstream to downstream sectors, supporting services, projects, overseas, internships, Pertamina University, as well as business partners.

Tantangan dan Peluang

Pemangku kepentingan yang terhormat.

Salah satu tantangan yang dihadapi PERTAMINA sebagai perusahaan energi adalah isu perubahan iklim. Kami mengelola isu tersebut dengan strategi dan perencanaan, baik secara operasional (infrastruktur) maupun lingkungan fisik. Upaya yang dilakukan adalah menurunkan emisi GRK, pengembangan energi terbarukan, serta produksi bersih.

PERTAMINA mendukung pengembangan energi baru terbarukan dan konservasi energi (EBTKE) melalui pembentukan *Subholding* Power & NRE. Transisi ke energi hijau pada masa mendatang mendukung transformasi sebagai perusahaan energi. PERTAMINA menyiapkan investasi USD6,96 miliar untuk pengembangan EBT sampai dengan tahun 2026, guna realisasi target bauran energi Indonesia 23 persen pada tahun 2025.

Secara bertahap PERTAMINA berupaya merealisasikan program pengembangan EBTKE. Pada tahun 2020, PERTAMINA berhasil melakukan uji coba produksi *Green Diesel* (D100) di Kilang Dumai sebesar 1.000 barel. Produk *Green Diesel* D100, diproduksi dari proses CPO menjadi *refined, bleached and deodorized palm oil* (RBDPO), yang kemudian direaksikan menggunakan katalis Merah Putih produksi Research & Technology Innovation (RTI) PERTAMINA bekerja sama dengan Institut Teknologi Bandung (ITB).

PERTAMINA juga melanjutkan proyek *independent power plant* (IPP) Jawa-1, yang mengintegrasikan unit penyimpanan dan regasifikasi terapung (FSRU) dengan pembangkit listrik tenaga gas uap (PLTGU) 1.760 MW. Listrik yang dibangkitkan akan dikirimkan melalui saluran transmisi 500 kV, dan mampu menambah pasokan listrik bagi 11 juta pelanggan.

Challenges and Opportunities

Dear stakeholders.

One of the challenges faced by PERTAMINA as an energy company is the issue of climate change. We manage these issues with strategy and planning, both operationally (infrastructure) and the physical environment, through efforts in GHG emissions reduction, renewable energy development, and clean production.

PERTAMINA supports the development of new renewable energy and energy conservation (NREEC) through Power & NRE Subholding. The transition to green energy in the future supports the transformation as an energy company. PERTAMINA has earmarked an investment of USD6.96 billion for the development of NRE by 2026 to realize the 23 percent Indonesia's energy mix target by 2025.

PERTAMINA has been gradually realizing the New, Renewable Energy and Energy Conservation (NREEC) development program. In 2020, PERTAMINA successfully tested 1,000 barrels of Green Diesel (D100) production at the Dumai Refinery. The Green Diesel D100 is a product from the CPO processed into refined, bleached and deodorized palm oil (RBDPO), which is then reacted using the Red and White catalyst produced by PERTAMINA Research & Technology Innovation (RTI) in collaboration with Bandung Institute of Technology (ITB).

PERTAMINA also carries on with the Java-1 independent power plant (IPP) project, which integrates floating storage and regasification unit (FSRU) with a 1,760 MW gas and steam power plant (PLTGU). The electricity generated will be transmitted through a 500 kV transmission line, which will increase the electricity supply for 11 million customers.

PERTAMINA mendukung pengembangan energi baru terbarukan dan konservasi energi (EBTKE) melalui pembentukan *Subholding Power & NRE*.

*PERTAMINA supports the development of new renewable energy and energy conservation (NREEC) through *Power & NRE sub-holding*.*

Faktor Eksternal dan Penerapan Keberlanjutan

Para pemangku kepentingan yang terhormat.

Kinerja PERTAMINA tidak bisa dilepaskan dari berbagai faktor eksternal. Sebagai BUMN, PERTAMINA tunduk pada regulasi yang ditetapkan Pemerintah Indonesia sebagai Pemegang Saham melalui Menteri BUMN. Dalam hal transformasi sebagai *holding* BUMN energi dan terbentuknya *subholding*, PERTAMINA terus berkoordinasi dengan Pemerintah, termasuk dalam hal pemenuhan tanggung jawab sosial dan lingkungan (TJSL).

Faktor eksternal lain yang memengaruhi kinerja PERTAMINA adalah harga minyak dunia. Memasuki tahun 2021 dengan membaiknya kondisi ekonomi global, Kami berharap akan mendorong harga minyak dunia sehingga kinerja keuangan menjadi lebih baik. Namun PERTAMINA tetap mempertahankan kebijakan kinerja operasional yang efisien, dengan tetap memenuhi prinsip-prinsip keberlanjutan, serta pemenuhan tanggung jawab sosial dan lingkungan (TJSL), termasuk mutu, kesehatan, keselamatan, keamanan dan lingkungan (QHSSE), serta pemberdayaan masyarakat melalui TJSL.

Sejalan dengan transformasi menjadi perusahaan energi, PERTAMINA juga dihadapkan pada dinamika global terkait isu lingkungan, sosial dan tata kelola (LST). Kami mengelola isu-isu tersebut melalui penerapan keberlanjutan, sesuai standar nasional maupun internasional termasuk dalam hal pelaporan. Pada Laporan Keberlanjutan ini, Kami menyesuaikan kriteria penyampaian informasi

External Factors and Implementation of Sustainability

Dear stakeholders.

PERTAMINA's performance is closely related to various external factors. As an SOE, PERTAMINA is subject to the Government of Indonesia's regulations as the Shareholder through the Minister of SOEs. In transforming into an energy SOE holding and the establishment of sub holdings, PERTAMINA closely coordinates with the Government, including in fulfilling corporate social responsibility (CSR).

Another external factor affecting PERTAMINA's performance is the global oil prices. The recovering global economic conditions in early 2021 is expected to drive world oil prices and improve our financial performance. However, PERTAMINA maintains a policy of efficient operational performance while still complying with the sustainability principles and fulfilling corporate social responsibility (CSR), including quality, health, safety, security, and environment (QHSSE), as well as community empowerment through CSR.

As PERTAMINA transforms into an energy company, it is also faced with global dynamics related to environmental, social and governance (ESG) issues. We manage these issues through the implementation of sustainability according to national and international standards, including in reporting. In this Sustainability Report, we adjusted the criteria for information disclosure of

pelaporan kinerja keberlanjutan dengan beberapa standar, di antaranya GRI Standards, Sustainability Accounting Standards Board (SASB), serta International Petroleum Industry Environmental Conservation Association (IPIECA).

Komitmen untuk Terus “Energizing You”

Para pemangku kepentingan yang terhormat.

Bersamaan dengan perayaan Hari Ulang Tahun ke-63 tahun dan memasuki tahun 2021, Kami meluncurkan moto “Energizing You”. Moto ini memiliki makna PERTAMINA selalu berusaha melayani masyarakat dan memberikan energinya untuk kepentingan bangsa Indonesia. Selain energi dalam arti produk, PERTAMINA juga memberikan energi berupa harapan, semangat, masa depan, kerja sama, hingga berbagi dalam bentuk tanggung jawab sosial dan lingkungan.

Kami berharap moto ini semakin menguatkan dukungan, kerjasama dan kolaborasi dengan para pemangku kepentingan. Dengan demikian PERTAMINA dapat mewujudkan visi sebagai perusahaan energi nasional kelas dunia.

sustainability performance reporting with several standards, including the Sustainability Accounting Standards Board (SASB), and the International Petroleum Industry Environmental Conservation Association (IPIECA).

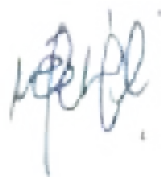
Commitment to Continue “Energizing You”

Dear stakeholders.

In celebrating our 63rd Anniversary and entering the year 2021, we launched the motto “Energizing You”. This motto means that PERTAMINA always strives to serve the people and supply energy for the interest of the Indonesian nation. Apart from energy as products, PERTAMINA also provides energy of hope, spirit, future, cooperation, and sharing in the form of corporate social responsibility.

We hope that this motto will further strengthen our support, cooperation and collaboration with all stakeholders. Thus PERTAMINA can genuinely realize its vision as a world-class national energy company.

Jakarta, Mei 2021 | Jakarta, May 2021



Nicke Widyawati

Direktur Utama | *President Director & CEO*



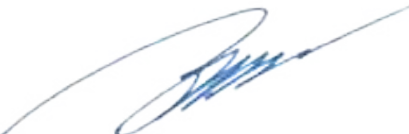
Pernyataan Dewan Komisaris dan Direksi tentang Tanggung Jawab atas Laporan Keberlanjutan 2020 PT Pertamina (Persero)

*Statement of the Board of Commissioners and Board of Directors Regarding
Responsibility for PT Pertamina (Persero)'s Sustainability Report 2020*

Kami yang bertanda tangan di bawah ini menyatakan seluruh informasi yang disampaikan dalam Laporan Keberlanjutan 2020 PT Pertamina (Persero) telah sesuai dengan Peraturan OJK No. 51/POJK.03/2017 tentang Keuangan Berkelanjutan. Kami secara penuh bertanggung jawab atas kebenaran isi Laporan ini.

We, the undersigned, declare that all information delivered in PT Pertamina (Persero) Sustainability Report 2020 is in accordance with OJK Regulation No. 51/POJK.03/2017 concerning Sustainable Finance. We are fully responsible for the accuracy of the contents of this Report.

Dewan Komisaris PT Pertamina (Persero) *The Board of Commissioners of PT Pertamina (Persero)*



Basuki Tjahaja Purnama

Komisaris Utama/Komisaris Independen
President Commissioner/Independent Commissioner



Budi Gunadi Sadikin

Wakil Komisaris Utama
(Periode 1 Januari - 22 Desember 2020)
*Vice President Commissioner
(Period of 1 January - 22 December 2020)*



Alexander Lay

Komisaris Independen
Independent Commissioner



Ego Syahril

Komisaris
Commissioner



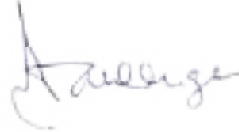
Condro Kirono

Komisaris
Commissioner



Isa Rachmatarwata

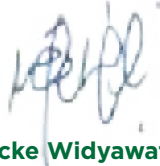
Komisaris
Commissioner



David Bingei

Komisaris Independen
Independent Commissioner

Direksi PT Pertamina (Persero)
Board of Directors of PT Pertamina (Persero)



Nicke Widyawati

Direktur Utama
President Director & CEO



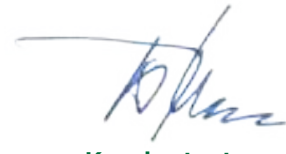
Iman Rachman

Direktur Strategi, Portofolio,
dan Pengembangan Usaha
*Director of Strategy, Portfolio
& New Ventures*



Emma Sri Martini

Direktur Keuangan
Director of Finance



Koeshartanto

Direktur Sumber Daya Manusia
Director of Human Capital



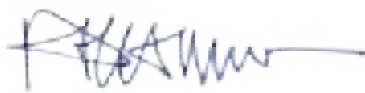
Mulyono

Direktur Logistik & Infrastruktur
Director of Integrated Logistics & Infrastructure



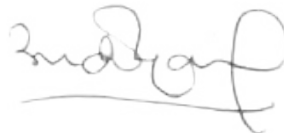
M. Haryo Yudianto

Direktur Penunjang Bisnis
Director of Corporate Services



Dharmawan H. Samsu

Direktur Hulu
(Periode 1 Januari - 12 Juni 2020)
*Upstream Director
(Period of 1 January - 12 June 2020)*



Budi Santoso Syarif

Direktur Pengolahan
(Periode 1 Januari - 12 Juni 2020)
*Refinery Director
(Period of 1 January - 12 June 2020)*



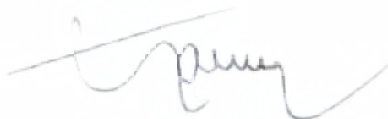
Basuki Trikora Putra

Direktur Pemasaran Korporat
(Periode 1 Januari - 12 Juni 2020)
*Corporate Marketing Director
(Period of 1 January - 12 June 2020)*



Mas'ud Khamid

Direktur Pemasaran Retail
(Periode 1 Januari - 12 Juni 2020)
*Retail Marketing Director
(Period of 1 January - 12 June 2020)*



Ignatius Tallulembang

Direktur Megaprojek Pengolahan
dan Petrokimia
(Periode 1 Januari - 12 Juni 2020)
*Mega Project Refining and
Petrochemicals Director
(Period of 1 January - 12 June 2020)*



Heru Setiawan

Direktur Perencanaan Investasi
dan Manajemen Risiko
(Periode 1 Januari - 12 Juni 2020)
*Planning, Investment, and
Risk Management Director
(Period of 1 January - 12 June 2020)*

Tentang Laporan Keberlanjutan 2020

About Sustainability Report 2020

Kebijakan Terkait Laporan Keberlanjutan

Laporan Keberlanjutan diterbitkan setiap tahun bersamaan dengan Laporan Tahunan, berdasarkan kebijakan Perseroan - Pedoman Pengelolaan Corporate Secretary No A14-001/N00000/2020-S9. Laporan Keberlanjutan 2020 memuat informasi periode 1 Januari - 31 Desember 2020. Laporan sebelumnya diterbitkan pada Juni 2020. Terdapat pernyataan kembali data nilai ekonomi dihasilkan dan didistribusikan serta dan lingkungan berkenaan dengan perubahan organisasi, yaitu terkait energi, limbah, efluen, dan emisi. Khusus untuk emisi, pernyataan kembali juga disebabkan oleh perubahan tahun *baseline*. Cakupan pelaporan meliputi *Holding*, *Direktorat/Subholding* dan anak Perusahaan (AP). Informasi lain terkait AP dapat merujuk pada laporan keberlanjutan yang diterbitkan oleh masing-masing entitas Anak Perusahaan. [102-45; 102-46; 102-48; 102-49; 102-50; 102-51; 102-52; 102-56]

Untuk bagian informasi keuangan, data disajikan secara konsolidasi sebagai hasil audit Kantor Akuntan Publik Purwantono, Sungkoro & Surja (EY). Laporan ini telah diverifikasi oleh pihak penjamin independen dan eksternal, yakni SGS Indonesia. Proses pemilihan penjamin dilaksanakan secara independen dan dipastikan tidak ada benturan kepentingan dengan pihak manapun yang berada dalam Perseroan. [102-45; 102-46; 102-48; 102-49; 102-50; 102-51; 102-52; 102-56]

Untuk memenuhi permintaan kebutuhan informasi pemangku kepentingan yang luas, laporan ini mengacu pada berbagai standar: [102-54]

- Peraturan Otoritas Jasa Keuangan (POJK) No.51/POJK.03/2017 sebagai pemenuhan regulasi di Indonesia;
- SGXST Listing Rules, Practice Note 7.6 - Sustainability Reporting Guideline sebagai regulasi di Singapura;
- Standar Global Reporting Initiatives (GRI) beserta indikator Oil and Gas Sector Specific Disclosure

Policy Regarding Sustainability Report

The Sustainability Report is published annually along with the Annual Report, following the Company Policy - Corporate Secretary Policy No A14-001/N00000/2020-S9. The Sustainability Report 2020 presents information for the period 1 January - 31 December, 2020. The previous report was published in June 2020. There are several restatements in relation to organizational changes regarding economic value generated and distributed, as well as environmental disclosures restatements, including energy, waste, effluent and emissions. Specifically for emissions, restatements are also related to changes in the baseline year. The scope of reporting consists of Holding, Directorates/Sub-holdings and Subsidiaries. Other information regarding Subsidiaries can refer to the sustainability reports published by each of the Subsidiaries. [102-45; 102-46; 102-48; 102-49; 102-50; 102-51; 102-52; 102-56]

Data in financial information section is presented on a consolidated basis as the audit by the Public Accountant Firm Purwantono, Sungkoro & Surja (EY). An independent and external assesor has verified this report, SGS Indonesia. The process of selecting an assesor was conducted independently and was ensured to have no conflict of interest with any parties in the Company. [102-45; 102-46; 102-48; 102-49; 102-50; 102-51; 102-52; 102-56]

In order to meet a wide range of stakeholder inquiries, this report draws on various standards: [102-54]

- *Financial Services Authority Regulation (POJK) No.51/POJK.03/2017 as compliance with regulations in Indonesia;*
- *SGXST Listing Rules, Practice Note 7.6 - Sustainability Reporting Guideline as regulation in Singapore;*
- *Global Reporting Initiatives (GRI) Standards along with Oil and Gas Sector Specific Disclosure (OGSS)*

(OGSS). Laporan ini disusun sesuai dengan Standar GRI: 'Opsi Inti';

- Sustainability Accounting Standard Board (SASB) Oil & Gas (Exploration & production, Midstream, Refining & Marketing, Services) Standard;
- The Oil and Gas Industry Guidance on Voluntary Sustainability Reporting edisi ke-4 2020, dari International Petroleum Industry Environmental Conservation Association (IPIECA), serta American Petroleum Institute (API) and the International Association of Oil & Gas Producers (IOGP).

Penyajian standar dan indeks disampaikan pada bagian belakang laporan melalui referensi silang. [102-55]

Topik Material

Topik material dalam laporan ini sama dengan laporan periode sebelumnya. Perusahaan menilai topik material sebelumnya masih relevan dengan proses bisnis PERTAMINA. Pada tahun 2020, kami menyampaikan informasi yang komprehensif atas penanggulangan pandemi COVID-19 yang dihadapi oleh seluruh perusahaan global, termasuk Perseroan. Penetapan topik material telah dilakukan pada tanggal 13-14 November 2019 di Semarang melalui tahapan identifikasi, prioritas, validasi, dan tinjauan berdasarkan umpan balik, maupun penilaian pemangku kepentingan yang independen. Dalam rangka evaluasi pemilihan topik material tersebut, diselenggarakan pendalaman topik material bersama manajemen dan seluruh tim penyusun Laporan Keberlanjutan pada 1 Desember 2020 secara virtual. Dalam pembahasan tersebut diputuskan topik material pada periode sebelumnya masih relevan dengan kondisi pada periode pelaporan, dengan pembahasan lebih mendalam mengenai konten LST, serta kontribusi PERTAMINA pada penanganan pandemi COVID-19.

Prioritas topik-topik material berdasarkan kriteria tingkat kepentingan bagi keberlanjutan PERTAMINA, dan pengaruhnya terhadap pemangku kepentingan. Setiap topik relevan diuji materialitasnya dan diberikan penilaian 4-5 ("Penting"); 3-4 ("Menengah"); dan 1-3 ("Kurang Penting"). [102-47]

indicators. This report has been prepared in accordance with the GRI Standards: 'Core Option';

- *Sustainability Accounting Standard Board (SASB) for Oil & Gas (Exploration & Production, Midstream, Refining & Marketing, Services) Standard;*
- *The Oil and Gas Industry Guidance and Voluntary Sustainability Reporting 4th edition 2020, from the International Petroleum Industry Environmental Conservation Association (IPIECA), also the American Petroleum Institute (API) and the International Association of Oil & Gas Producers (IOGP).*

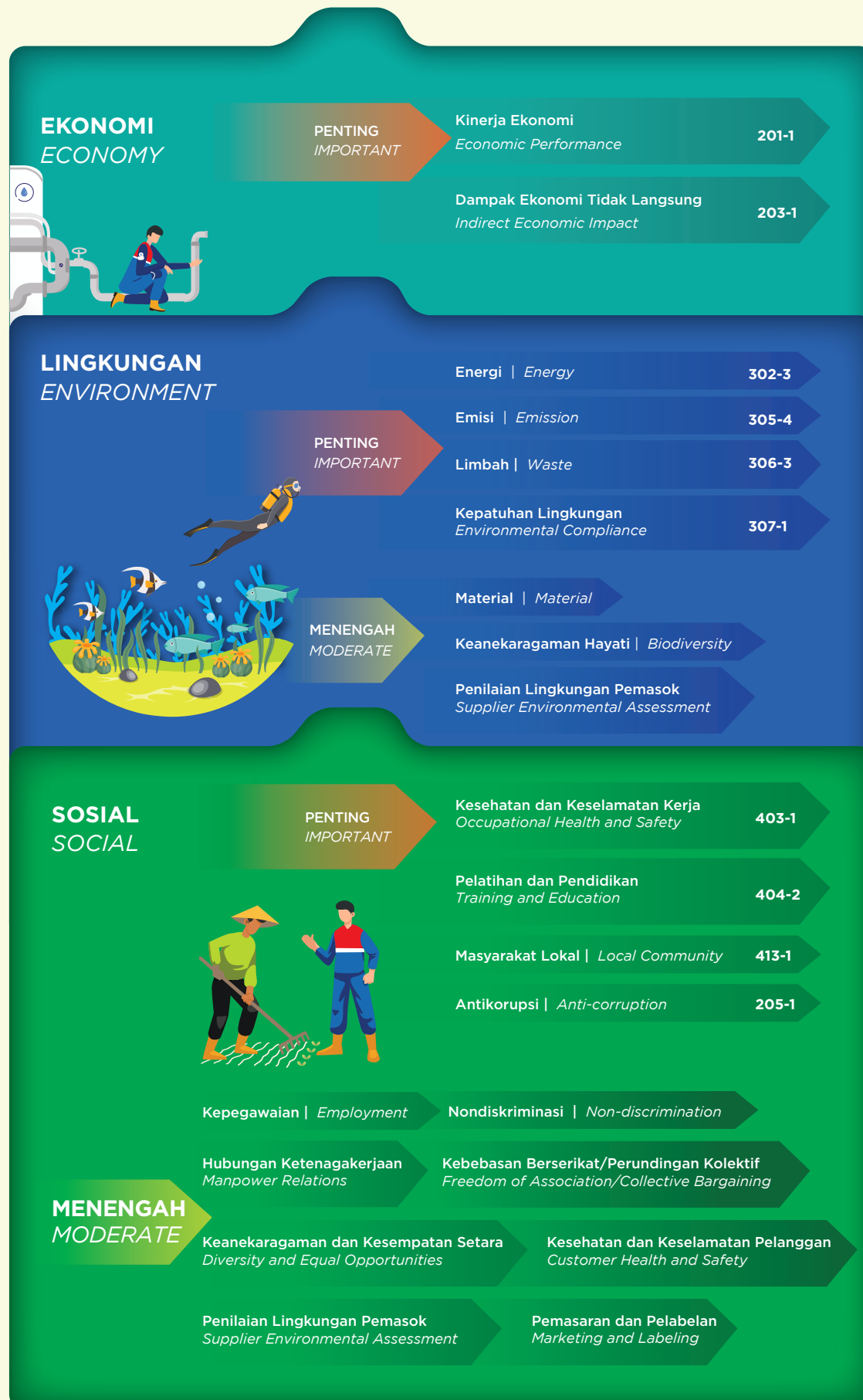
The disclosure of standard and index is presented in the later part of this report through cross references. [102-55]

Material Topics

There were no changes to material topics in this report compared to the previous report. The company considered the preceding material topics are still relevant to PERTAMINA's business processes. In 2020, we provided comprehensive information on the response to the COVID-19 pandemic which was faced by the entire global companies, including PERTAMINA. The determination of material topics was carried out on 13-14 November 2019 in Semarang following several stages, such as identification, prioritization, validation, and feedback review, as well as independent stakeholder assessments. The material topic selection was evaluated through in-depth study of material topics with management and the entire sustainability report drafting team on December 1, 2020, which was held virtually. The discussion concluded that previous period's material topics were still relevant to the conditions in the current reporting period, with a more in-depth discussion of ESG content, including discussion about PERTAMINA in handling the COVID-19 pandemic and its contribution.

Material topics prioritization is based on the level of importance for sustainability of PERTAMINA, and their impact on stakeholders. Materiality test is conducted on each relevant topic and given a rating of 4-5 ("Important"); 3-4 ("Moderate"); and 1-3 ("Less Important"). [102-47]

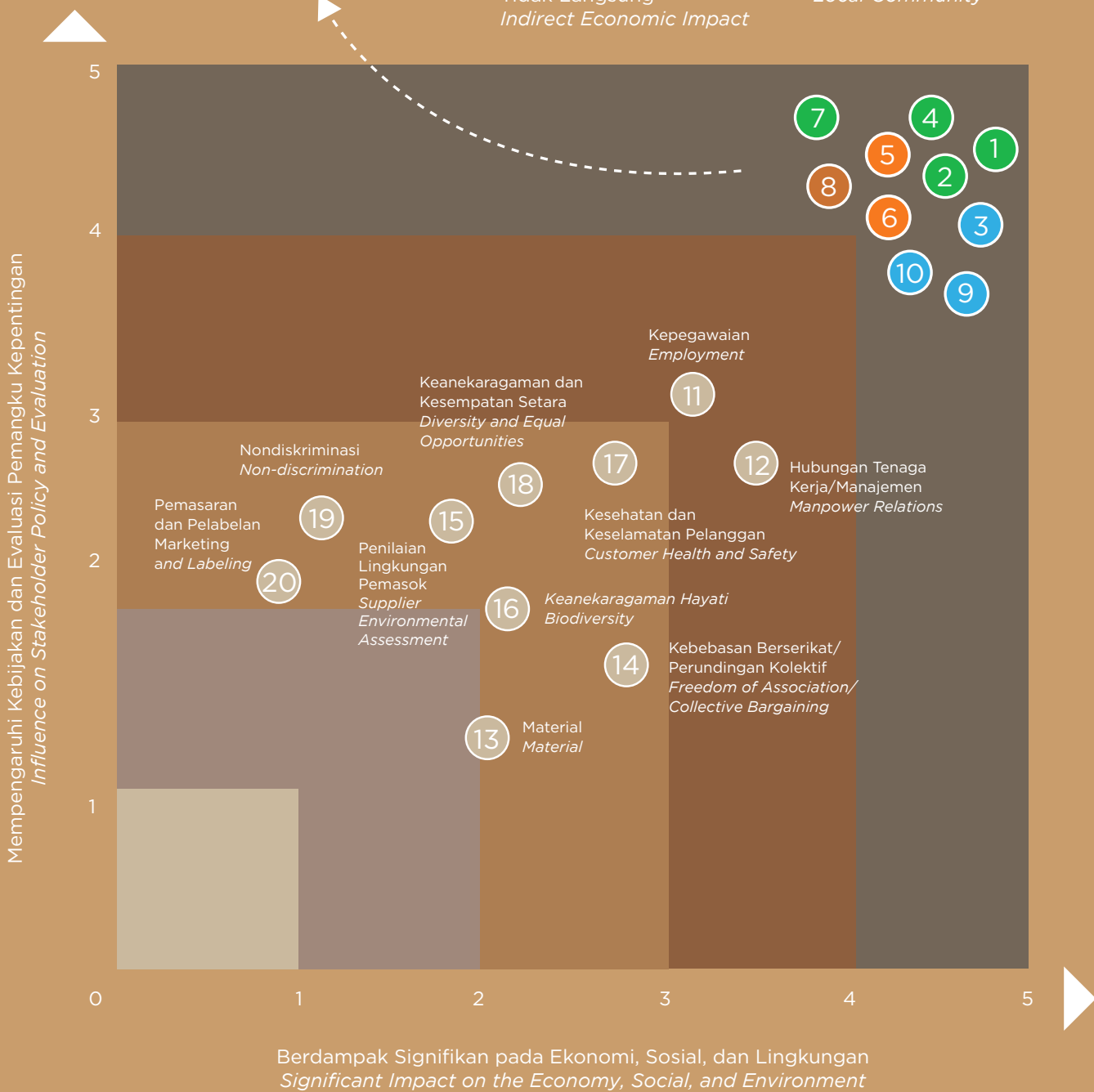
Daftar Topik Material
List of Material Topics [102-47]



Matriks Topik Material Matrix of Material Topics



- | | | | |
|---|---|----|---|
| 1 | Effluen dan Limbah
<i>Effluents and Waste</i> | 6 | Kinerja Ekonomi
<i>Economic Performance</i> |
| 2 | Energi
<i>Energy</i> | 7 | Emisi
<i>Emission</i> |
| 3 | Kesehatan dan
Keselamatan Kerja
<i>Occupational Health
and Safety</i> | 8 | Antikorupsi
<i>Anti-corruption</i> |
| 4 | Kepatuhan Lingkungan
<i>Environmental Compliance</i> | 9 | Pelatihan dan Pendidikan
<i>Training and Education</i> |
| 5 | Dampak Ekonomi
Tidak Langsung
<i>Indirect Economic Impact</i> | 10 | Masyarakat Lokal
<i>Local Community</i> |



Topik Material Material Topics [102-44; 102-46; 102-47; 103-1]				
Batasan dan Dampak pada Pemangku Kepentingan Boundaries and Impact on Stakeholders				
Topik Material Material Topics	Mengapa Topik Ini Penting? Why are These Topics Important?	Perusahaan dan Anak Perusahaan Company and Subsidiaries	Pemangku Kepentingan Terdampak Affected Stakeholders	
			Di Dalam Perusahaan Internal	Di Luar Perusahaan External
Kinerja Ekonomi <i>Economic Performance</i>	Menggambarkan pencapaian pengelolaan Perseroan dan manfaatnya bagi pemangku kepentingan.	✓	<ul style="list-style-type: none"> • Pemegang Saham • Investor • Pekerja 	<ul style="list-style-type: none"> • Regulator dan Legislatif • Pelanggan • Masyarakat • Kontraktor • Media Massa • LSM
Dampak Ekonomi Tidak Langsung <i>Indirect Economic Impacts</i>	<i>Describe the achievement of management of the Company and the benefits for stakeholders.</i>	✓	<ul style="list-style-type: none"> • Shareholders • Investors • Employees 	<ul style="list-style-type: none"> • Regulator and Legislative • Customers • Community • Contractor • Mass Media • Non-Governmental Organizations (NGOs)
Energi <i>Energy</i>	Menggambarkan pengelolaan produksi dan pelestarian lingkungan, serta upaya pengembangan energi baru dan terbarukan (EBT).	✓	<ul style="list-style-type: none"> • Pemegang Saham • Investor • Pekerja 	<ul style="list-style-type: none"> • Regulator dan Legislatif • Masyarakat • Kontraktor • Media Massa • Lembaga Penelitian dan Perguruan Tinggi • LSM
Emisi <i>Emission</i>		✓	<ul style="list-style-type: none"> • Shareholders • Investors • Employees 	<ul style="list-style-type: none"> • Masyarakat • Kontraktor • Media Massa • Lembaga Penelitian dan Perguruan Tinggi • LSM
Efluen dan Limbah <i>Effluents and Waste</i>	<i>Describe the production management and preservation of the environment, as well as development of new and renewable energy (NRE).</i>	✓	<ul style="list-style-type: none"> • Shareholders • Investors • Employees 	<ul style="list-style-type: none"> • Lembaga Penelitian dan Perguruan Tinggi • LSM
Kepatuhan Lingkungan <i>Environmental Compliance</i>		✓		<ul style="list-style-type: none"> • Regulator and Legislative • Customers • Community • Contractor • Mass Media • Non-Governmental Organizations (NGOs)
Antikorupsi <i>Anti-corruption</i>	Menggambarkan komitmen Perseroan dalam memenuhi kebutuhan pemegang saham, pekerja, masyarakat, pelanggan, pemasok/mitra kerja dengan mengutamakan kepatuhan hukum dan penghormatan kepada hak asasi manusia (HAM).	✓	<ul style="list-style-type: none"> • Pemegang Saham • Investor • Pekerja 	<ul style="list-style-type: none"> • Regulator dan Legislatif • Masyarakat • Kontraktor • Media Massa • Lembaga Penelitian dan Perguruan Tinggi • LSM
Kesehatan dan Keselamatan Kerja <i>Occupational Health and Safety</i>		✓	<ul style="list-style-type: none"> • Shareholders • Investors • Employees 	<ul style="list-style-type: none"> • Masyarakat • Kontraktor • Media Massa • Lembaga Penelitian dan Perguruan Tinggi • LSM
Pelatihan dan Pendidikan <i>Training and Education</i>	<i>Describe the Company's commitment to fulfill the needs of shareholders, employees, the community, customers, suppliers/partners by prioritizing legal compliance and respect for human rights.</i>	✓		<ul style="list-style-type: none"> • Regulator and Legislative • Customers • Community • Contractor • Mass Media • Non-Governmental Organizations (NGOs)
Masyarakat Lokal <i>Local Community</i>		✓		<ul style="list-style-type: none"> • Masyarakat • Kontraktor • Media Massa • Lembaga Penelitian dan Perguruan Tinggi • LSM

Kontak Terkait Laporan [102-53]

Corporate Communication and Investor Relations

PT Pertamina (Persero)
Jl. Medan Merdeka Timur 1A, Jakarta 10110
PERTAMINA Contact Center 135
Telepon: (021) 3815111, 3816111
Email: Pertamina_IR@pertamina.com
Website: www.pertamina.com

Contact Regarding the Report [102-53]

Corporate Communication and Investor Relations

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Keterlibatan Pemangku Kepentingan *Stakeholder Engagement*

PERTAMINA mendefinisikan pemangku kepentingan sebagai kelompok atau individu yang: 1) terdampak dari kegiatan operasional Perusahaan, 2) memiliki dampak secara langsung atau pengaruh yang besar terhadap keberlanjutan Perseroan saat ini maupun di masa mendatang. Pengelolaan pemangku kepentingan menjadi bagian dari tugas dan tanggung jawab Fungsi Stakeholder Relations & Management-Corporate Secretary beserta jajarannya di Corporate Secretary-Subholding PERTAMINA.

Pelibatan pemangku kepentingan diawali dengan pemetaan secara eksternal oleh Divisi Stakeholder Relations. Pemetaan dilakukan berdasarkan Standar AA1000 Stakeholder Engagement Standard (SES) 2015 dari Accountability. Proses yang dijalankan terbagi dalam lima atribut, yaitu, *Dependency, Responsibility, Tension, Influence, dan Diverse Perspective*. [102-42]

Pemetaan pemangku kepentingan secara internal dilakukan dalam diskusi grup terarah (FGD) bersama 24 anak perusahaan (AP) PERTAMINA pada 17-18 Oktober 2019 di Bogor, Jawa Barat. Berdasarkan hasil FGD, PERTAMINA Grup memiliki sepuluh pemangku kepentingan utama.

Pada Desember 2020, PERTAMINA melakukan proses identifikasi pemangku kepentingan dengan mengacu pada AA1000 Stakeholder Engagement Standard. Identifikasi dilakukan melalui *focused group discussion* (FGD) dan wawancara daring. Identifikasi pemangku kepentingan merupakan salah satu tahap dalam *stakeholder engagement*.

PERTAMINA defines stakeholders as groups or individuals who: 1) are affected by the Company's operational activities, 2) have a direct or significant impact on the Company's current and future sustainability. Stakeholder management is part of the duties and responsibilities of the Stakeholder Relations & Management-Corporate Secretary Function and staff in the Operations Unit/Area/Subsidiaries.

Stakeholder engagement begins with external mapping by the Stakeholder Relations Division. Mapping was carried out based on the AA1000 Stakeholder Engagement Standard (SES) 2015 of Accountability. The process consists of five attributes, specifically Dependency, Responsibility, Tension, Influence, and Diverse Perspective. [102-42]

Internal stakeholder mapping was accomplished through a focused group discussion (FGD) with 24 Pertamina's subsidiaries on 17-18 October 2019 in Bogor, West Java. The FGD results identified that PERTAMINA Group has ten main stakeholders.

In December 2020, PERTAMINA conducted a stakeholder identification process based on the AA1000 Stakeholder Engagement Standard. Identification was carried out through focused group discussions (FGD) and online interviews. Stakeholder identification is one of the stages in stakeholder engagement.

Pelibatan Pemangku Kepentingan, Topik Utama, dan Respon Stakeholder Engagement, Main Topics, and Response

[102-40] [102-43][102-44]

Pemegang Saham Shareholders

Topik Utama Key Topics and Concern

1. Kinerja Perusahaan
Company Performance
2. Penerapan Tata Kelola Perusahaan
Implementation of Corporate Governance
3. Keberlanjutan Perusahaan
Company Sustainability
4. Efisiensi
Efficiency
5. Memastikan ketahanan energi, termasuk di wilayah 3T
Ensure energy security, including in the frontier, outermost, and remote region

Penyelenggaraan RUPS, RUPS Luar Biasa dan Putusannya.
Lihat Laporan Tahunan 2020 PT Pertamina (Persero).

GMS, Extraordinary GMS and their resolutions.
See Annual Report 2020 of PT Pertamina (Persero).

Respon dan Frekuensi Pelibatan di 2020 Response and Frequency of Engagement in 2020

1. Menyampaikan laporan kinerja, tata kelola, dan keberlanjutan sesuai kebutuhan
Deliver performance, governance and sustainability reports as needed
2. Menerapkan program *continuous improvement* sesuai kebutuhan
Implementing continuous improvement program as needed
3. Rapat Umum Pemegang Saham (RUPS) tahunan, dua kali di tahun 2020.
Annual General Meeting of Shareholders (AGMS), two times in 2020.
4. RUPS Luar Biasa sesuai kebutuhan
Extraordinary GMS as needed.
5. Pertemuan BoD dan BoC, sesuai Rencana Kerja
BoD and BoC Meetings according to Work Plan
6. Kunjungan kerja sesuai kebutuhan
Site visit as needed
7. Komunikasi melalui surat resmi, audiensi, *courtesy call*, dan *digital platform* sesuai kebutuhan
Communication via official letters, hearings, courtesy calls, and digital platforms as needed

Pelanggan Customers

Topik Utama Key Topics and Concern

1. Informasi produk dan jasa
Information on products and services
2. Mutu dan ketersediaan produk dan jasa
Quality of products and services accessibility
3. Layanan Pelanggan
Customer Service
4. Keselamatan dan kesehatan pelanggan
Customer safety and health
5. Kecepatan dan ketepatan respon terhadap pengaduan
Promptness and accuracy of responses to complaints

Respon dan Frekuensi Pelibatan di 2020 Response and Frequency of Engagement in 2020

1. Menyediakan layanan pelanggan Call Center 135 yang terbuka selama 24 jam
Providing customer service for Call Center 135 available for 24 hours
2. Survei pelanggan mencapai 26.000 responden, 1-2 kali per tahun
Customer Survey involving 26,000 respondents, 1-2 times a year
3. Interaksi dengan pelanggan melalui acara tertentu sesuai kebutuhan
Interaction with customer through certain events as needed
4. Komunikasi melalui berbagai media (*e-mail*, Ms Teams, pertemuan langsung, webinar, dan media elektronik lain) sesuai kebutuhan.
Communications through various media (e-mails, Ms Teams, in-person meetings, webinars, other electronic media) as needed.

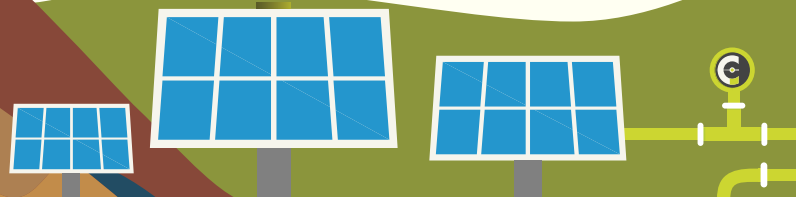
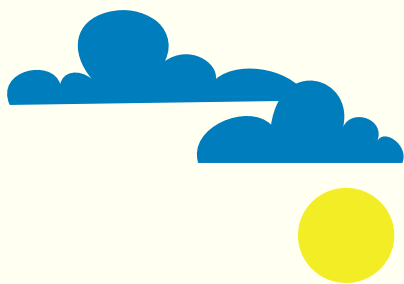
Pekerja Employee

Topik Utama Key Topics and Concern

1. Perjanjian Kerja Bersama (PKB)
Collective Labor Agreement (CLA)
2. Pengembangan karir
Career development
3. Keselamatan dan Kesehatan Kerja (K3)
Occupational Health and Safety (OHS)
4. Pendidikan dan pelatihan
Education and training
5. Kesejahteraan pekerja
Employee welfare
6. Komunikasi yang jelas dan efektif
Clear and effective communication

Respon dan Frekuensi Pelibatan di 2020 Response and Frequency of Engagement in 2020

1. Melakukan komunikasi dengan Serikat Pekerja melalui inisiatif Top Management (*town hall meeting, management walk through/MWT, Direksi Menyapa Pekerja*) atau yang berasal dari inisiatif pekerja, seperti audiensi
Communications with the Workers Union, either through Top Management initiatives (town hall meeting, management walk through (MWT), Directors Greet Workers, and others) as well as those from Workers' initiatives, such as audiences
2. Mengadakan pelatihan secara reguler dan pengembangan karir (penilaian kepemimpinan pekerja)
Provide regular training and career development (employee leadership assessment)
3. Program K3 setiap waktu
OHS program anytime
4. Meningkatkan saluran komunikasi dengan pekerja melalui pertemuan reguler, *email broadcast, gathering*, hubungan pekerja melalui Departemen HR, WBS, *Call Center 135*.
Improve communication channels through regular meetings, email broadcast, gatherings, engagement through HR Department, WBS, Call Center 135.
5. Frekuensi pelibatan intens kepada pekerja mencapai 144 kali selama tahun 2020 melalui pertemuan formal, *email*, saluran komunikasi personal, webinar, dan telepon.
Intense engagement frequency reached 144 times during 2020 through formal meetings, emails, personal communications, webinars, and telephone.
6. Survei pekerja yang biasanya dilakukan 1-2 kali per tahun
Employee survey commonly conducted 1-2 times per year
7. *Town Hall Meeting 1-3 kali per tahun*
Town Hall Meeting 1-3 times per year
8. Kegiatan sosial karyawan sesuai kebutuhan
Employee social activities according to the needs
9. Program keterlibatan internal sepanjang tahun
All-year internal engagement program



Investor

Topik Utama *Key Topics and Concern*

1. Kinerja finansial dan operasional Perusahaan
Financial & operational Company's performance
2. Penerapan Tata Kelola Perusahaan
Implementation of corporate governance
3. Keberlanjutan Perusahaan
Company sustainability

Respon dan Frekuensi Pelibatan di 2020 *Response and Frequency of Engagement in 2020*

1. Melakukan korespondensi surel dan pertemuan dengan investor secara langsung maupun daring
Undertaking email correspondence, direct and online meetings
2. *Earning calls* 3-4 kali setahun
Earning calls 3-4 times per year
3. Menyampaikan Laporan Keuangan dalam Laporan Tahunan dan Laporan Keberlanjutan
Financial report presented in the Annual Report and Sustainability Report

Regulator, Legislatif, dan Lembaga Pengawas *Regulator, Legislative, and Supervisory Bodies*

Topik Utama *Key Topics and Concern*

1. Kepatuhan Regulasi
Regulatory compliance
2. Pelaksanaan GCG
Corporate governance
3. Kinerja dan Pelaporan Keberlanjutan Perusahaan
Company sustainability performance and reporting
4. Komunikasi yang cepat dan efektif
Prompt and effective communication
5. Transparansi dan Tata Kelola Aset
Transparency and Asset Governance
6. Peningkatan Komunikasi Kegiatan Pemberdayaan Masyarakat
Improved Communication for Community Empowerment Activities

Respon dan Frekuensi Pelibatan di 2020 *Response and Frequency of Engagement in 2020*

1. Melakukan Rapat Dengar Pendapat (RDP), kunjungan kerja, *focused-group discussion* (FGD), audiensi, *courtesy call*, dan forum lainnya sesuai kebutuhan.
Hearings, field visits, FGDs, audience, courtesy call, and other forums as needed
2. Memberikan pelaporan pelaksanaan GCG serta kinerja dan pelaporan keberlanjutan Perusahaan kepada regulator dan legislatif sesuai kebutuhan
Providing reports on the implementation of GCG as well as the performance and sustainability reporting of the Company to regulators and legislators as needed
3. Pelibatan dengan intensitas >100 kali selama tahun 2020 dengan Kementerian Keuangan, Kementerian ESDM, Kementerian BUMN, SKK Migas, BPH Migas, Kementerian Luar Negeri, DPR, DPRD, pemerintah daerah, dan Audit Eksekutif dalam bentuk konsultasi, kunjungan kerja, dan dengar pendapat.
Engagement with more than 100 times in 2020 with the Ministry of Finance, Ministry of Energy and Mineral Resources, Ministry of SOEs, SKK Migas, BPH Migas, Ministry of Foreign Affairs, DPR, DPRD, local government, and Executive Audit by consultations, work visits, and hearings.
4. Pencapaian dalam tata kelola dan perlindungan aset pada tahun 2020
Achievements in governance and asset protection in 2020
5. Komunikasi kegiatan pemberdayaan melalui berbagai saluran dan media
Communication of empowerment activities through various channels and media

Masyarakat di Sekitar Wilayah Usaha Perusahaan
Communities Around the Company's Business Area

Topik Utama
Key Topics and Concern

1. Kepatuhan dalam pengelolaan dampak usaha
Compliance in impact management
2. Manfaat kepada masyarakat
Value to community
3. Pelaksanaan program tanggung jawab sosial dan lingkungan
Implementation of CSR Programs
4. Komunikasi yang efektif dan transparan
Effective and transparent communication

Respon dan Frekuensi Pelibatan di 2020
Response and Frequency of Engagement in 2020

1. Melaksanakan program TJSL di seluruh wilayah operasi Perseroan
Carry out the CSR program in all Company's working areas
2. Memenuhi ketahanan energi bagi masyarakat, termasuk di wilayah 3T (terdepan, terpencil, tertinggal)
Fulfilling the energy resilience for the community, including in the 3T area (boarder, remote, left behind)
3. Konsultasi publik dan Musrenbang (Musyawarah Perencanaan Pembangunan) pada awal kegiatan di masing-masing wilayah usaha
Public consultation and discussion at the beginning of activities in each operational areas
4. Program tanggung jawab sosial perusahaan (TJSL) dan Program Kemitraan.
Corporate social responsibility (CSR) and SMEPP program

Media Massa
Mass Media

Topik Utama
Key Topics and Concern

1. Penyampaian informasi Perusahaan
Delivery of Company information
2. Keterlibatan PERTAMINA dalam forum media
PERTAMINA's engagement in media forum

Respon dan Frekuensi Pelibatan di 2020
Response and Frequency of Engagement in 2020

1. Mengelola informasi perusahaan secara tepat sesuai kebutuhan
Delivery of information about Company Performance as needed
2. Melakukan komunikasi dengan media melalui *press release, press conference*, wawancara, dan lainnya dengan frekuensi >365 kali.
Communicating with the media through press releases, press conferences, interviews, and others with a frequency of >365 times.
3. Menyelenggarakan Penghargaan Anugerah Jurnalistik PERTAMINA untuk media setahun sekali
Organizing Pertamina Journalism Award for media once a year

Kontraktor
Contractor

Topik Utama Key
Topics and Concern

1. Memastikan aspek pemenuhan K3
OHS fulfilment
2. Pelaksanaan tata kelola GCG
GCG Implementation
3. Kerja sama berkesinambungan
Continuous collaboration

Respon dan Frekuensi Pelibatan di 2020
Response and Frequency of Engagement in 2020

1. Sosialisasi K3 sesuai kebutuhan
OHS program as needed
2. Melaksanakan kerja sama dalam pemenuhan barang dan jasa sesuai kebutuhan
Collaborating in providing mutual benefits as needed
3. Melaksanakan komunikasi secara reguler (pertemuan formal, FGD, dan *digital platform* seperti *email, WhatsApp, Ms Teams*)
Carry out regular communication (formal meetings, FGD, and digital platforms such as email, WhatsApp, Ms Teams)

Lembaga Swadaya Masyarakat (LSM)
Non-governmental Organizations (NGOs)

Topik Utama
Key Topics and Concern

1. Kinerja Perseroan
Company Performance
2. Pelaksanaan Tata Kelola GCG
GCG Implementation
3. Keterbukaan Informasi
Information Disclosure

Respon dan Frekuensi Pelibatan di 2020
Response and Frequency of Engagement in 2020

1. Menyampaikan kinerja Perusahaan melalui media dan saluran informasi lainnya sesuai kebutuhan.
Delivering the Company's performance through the media and other information channels as needed
2. Melakukan komunikasi melalui pertemuan secara langsung maupun daring, dengan frekuensi 24 kali.
Communicating through in-person and online meetings, with a frequency of 24 times.
3. Koordinasi dan kerja sama dengan MoU berbagai kegiatan, sesuai bidang keahlian dan kompetensi masing-masing LSM
Coordination and cooperation with MoU on various activities, according to each NGO's field of expertise and competence

Lembaga Penelitian dan Perguruan Tinggi
Research Institute and Universities

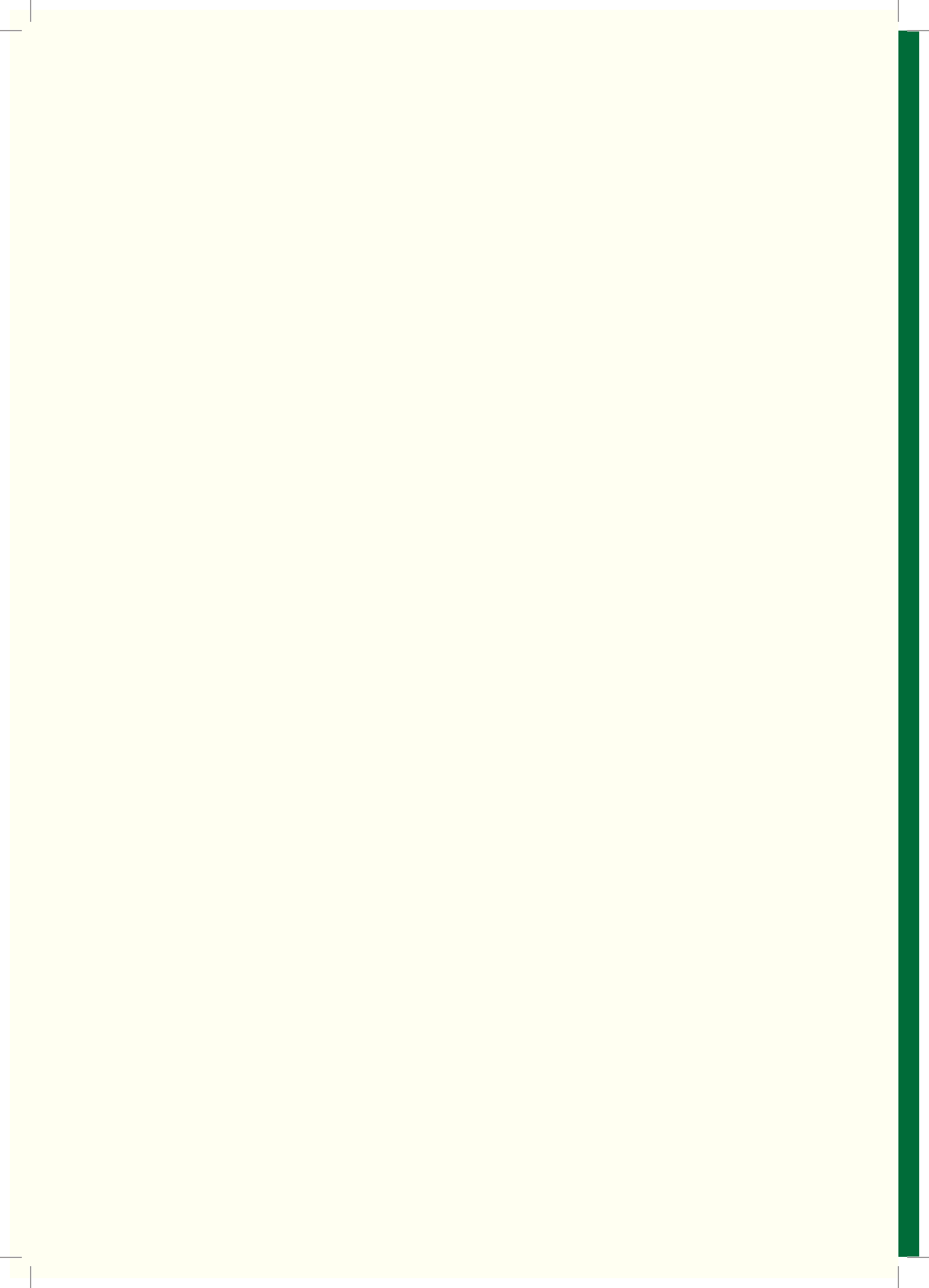
Topik Utama
Key Topics and Concern

1. Riset dan pengembangan yang mendukung kegiatan dan pengembangan usaha Perusahaan
Research and development that supports the Company's business activities and development
2. Pengembangan dan penggunaan teknologi
Use and development of technology

Respon dan Frekuensi Pelibatan di 2020
Response and Frequency of Engagement in 2020

1. Melakukan kerja sama riset dan publikasi sesuai kebutuhan
Collaboration in research and publication as needed
2. Melakukan komunikasi melalui pertemuan formal dan informal sesuai kebutuhan
Intense communication through formal and informal meetings as needed







Kinerja Positif PERTAMINA di Masa Pandemi

PERTAMINA's Performance During the Pandemic

Menghadapi pandemi COVID-19 sejak kuartal pertama 2020, Perseroan melakukan berbagai inisiatif untuk tetap dapat beradaptasi dalam situasi tersebut, antara lain dengan melakukan efisiensi, inovasi, dan perbaikan berkelanjutan, sehingga mampu mempertahankan kinerja positifnya di tahun 2020. Sejalan dengan rencana pembentukan *holding* migas, pada pertengahan tahun 2020, PERTAMINA melanjutkan proses pembentukan *Holding* dan *Subholding* untuk pelaksanaan operasional perusahaan.

In responding to the COVID-19 pandemic, the company carried out several initiatives to adapt to this situation, such as efficiency, innovation, and continuous improvement to maintain its positive performance in 2020. In line with the oil and gas holding company establishment, PERTAMINA continues Holding and Subholding establishment to carry on Company operations.



Profil PT Pertamina (Persero)

PT Pertamina (Persero)'s Profile

Perubahan organisasi merupakan langkah strategis yang menjadikan PERTAMINA melangkah menuju perusahaan global energi, serta menjadi penggerak pengembangan sosial.

The organizational change was a strategic move that marked PERTAMINA attempts towards a global energy company, as well as a driver for social development.

Perubahan Signifikan pada Organisasi

Significant Changes in Organization [102-10]

Tahun 2020 menjadi babak baru PERTAMINA. Pemerintah melalui Menteri Badan Usaha Milik Negara (BUMN) selaku Rapat Umum Pemegang Saham (RUPS) PT Pertamina (Persero), memutuskan perubahan organisasi sekaligus susunan Direksi. Putusan tersebut tertuang dalam Surat Keputusan Menteri BUMN, Nomor: SK 198/MBU/06/2020 tentang Pemberhentian, Perubahan Nomenklatur Jabatan, Pengalihan Tugas, dan Pengangkatan Anggota-anggota Direksi Perusahaan Perseroan (Persero) PT Pertamina.

Sesuai putusan tersebut, PERTAMINA melakukan transformasi sebagai *Holding* BUMN migas yang didukung *Subholding*: *Subholding Upstream, Subholding Refining & Petrochemicals, Subholding Commercial & Trading, Subholding Gas, Subholding Power & New & Renewable Energy (NRE),* serta *Shipping Company*. Transformasi ini bertujuan menciptakan organisasi yang adaptif dan tangguh menghadapi tantangan ke depan, cepat dalam mengambil keputusan, serta lincah dalam pengembangan bisnis yang ada maupun bisnis baru.

The year 2020 was a new chapter for PERTAMINA. The Government, through the Minister of State-Owned Enterprises (SOEs) acting as the General Meeting of Shareholders (GMS) of PT Pertamina (Persero), has decided to change the organization as well as the composition of the Board of Directors. The decision was stipulated in the Decree of the Minister of SOEs, Number: SK 198/MBU/06/2020 concerning Dismissal, Changes in Position Nomenclature, Transfer of Duties, and Appointment of Members of the Board of Directors of Limited Liability Company PT Pertamina (Persero).

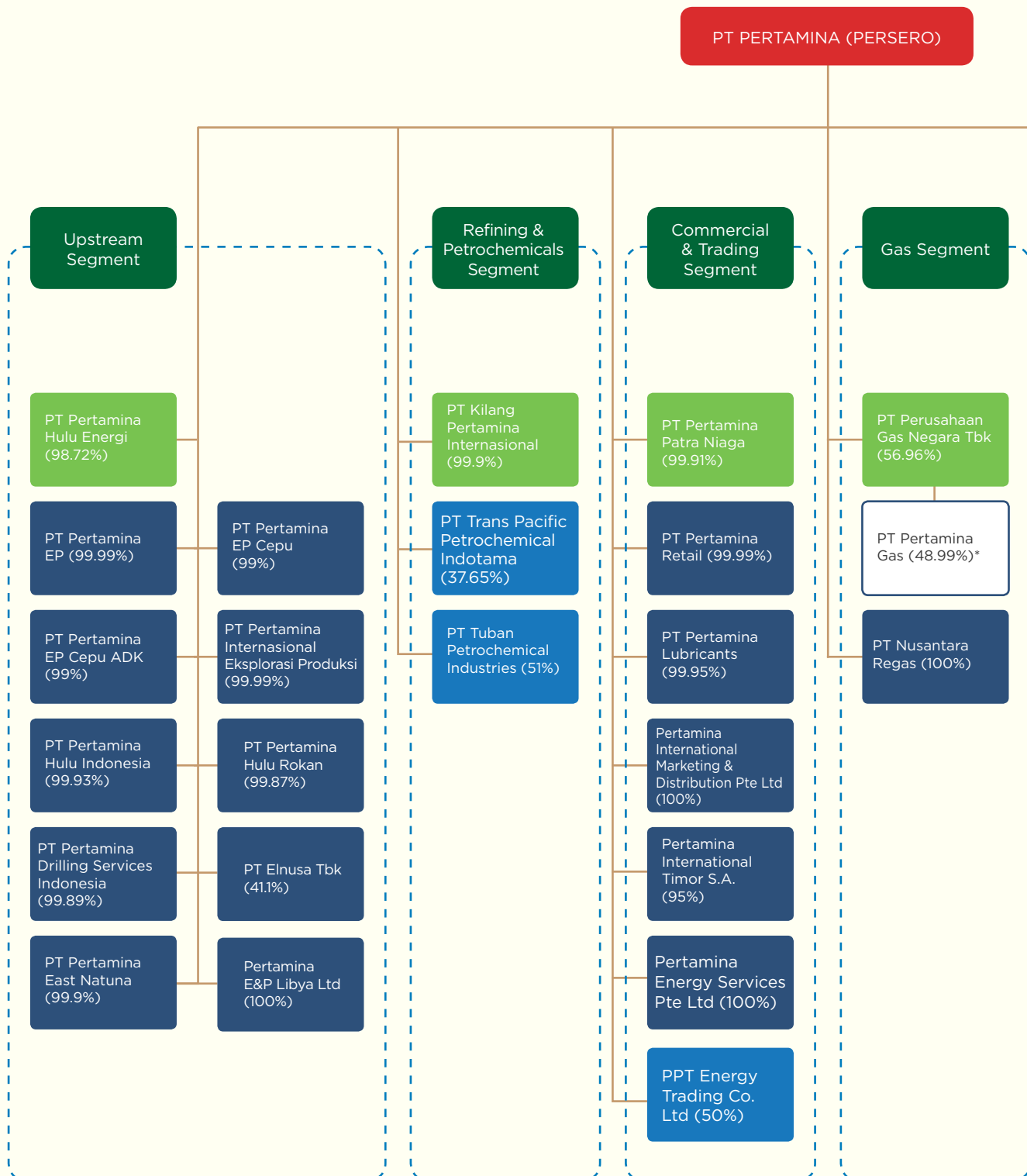
In accordance with the decision, PERTAMINA transformed into an oil and gas SOE Holding Company supported by Subholdings: Upstream, Gas, Refining and Petrochemicals, Power & NRE, Commercial and Trading, and Shipping Company. This transformation aims to create an organization that is adaptive and resilient in facing future challenges, quick in making decisions, and agile in developing existing and new businesses.





Struktur Grup Perusahaan

Company Group Structure [102-45]

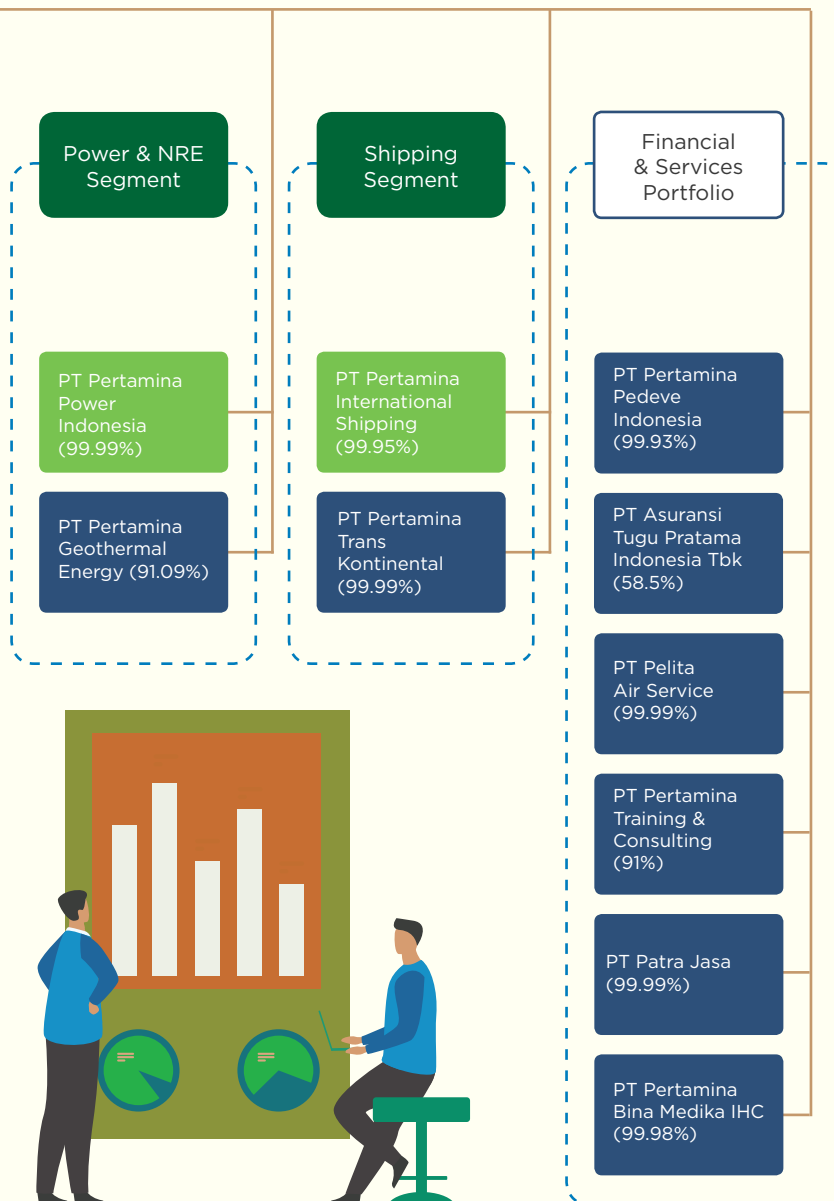




Entitas Anak sebagai Subholding Co
Subsidiaries as Subholding Co

Entitas Anak Subsidiaries

Entitas Asosiasi
Associates



Informasi detail mengenai struktur organisasi mengacu pada Buku 1: Laporan Tahunan 2020 PT Pertamina (Persero) Bab Profil.

Detailed information regarding organizational structure can be referred to Book 1: PT Pertamina (Persero) 2020 Annual Report in Profile Chapter.

Berdasarkan Surat Keputusan Direktur Utama Nomor SK-18/C00000/2020-SO tanggal 12 Juni 2020 tentang Struktur Organisasi Dasar PT Pertamina (Persero), Perseroan membentuk dan menetapkan *subholding* dan entitas anak:

1. *Subholding Upstream*
2. *Subholding Refining & Petrochemicals*
3. *Subholding Commercial & Trading*
4. *Subholding Gas*
5. *Subholding Power & NRE*
6. *Shipping Co*

Pertamina secara langsung mengendalikan perusahaan *Subholding*, sedangkan perusahaan *Subholding* mengendalikan dan mengkoordinasikan anak perusahaan di bawah masing-masing *Subholding*.

Based on the President Director's Decree Number SK-18/C00000/2020-SO dated June 12, 2020 concerning the Organizational Structure of PT Pertamina (Persero), the Company formed and determined subholding and its subsidiaries:

1. *Subholding Upstream*
2. *Subholding Refining & Petrochemicals*
3. *Subholding Commercial & Trading*
4. *Subholding Gas*
5. *Subholding Power & NRE*
6. *Shipping Co*

Pertamina directly control the Subholding companies, while the Subholding companies control and coordinate subsidiaries under each Subholding.

* PT Perusahaan Gas Negara Tbk. (PGN) dan PT Pertamina memiliki PT Pertamina Gas (masing-masing memiliki 51% dan 48,99%), sebuah perusahaan yang beroperasi di industri gas *downstream* dan *midstream* di Indonesia. PT Pertamina Gas dikonsolidasikan di bawah PGN.

* *PT Perusahaan Gas Negara Tbk. (PGN) and PT Pertamina own PT Pertamina Gas (respectively owned 51% and 48.99%), a company that operates in Indonesia's gas midstream and downstream industry. PT Pertamina Gas is consolidated under PGN.*



Skala Perusahaan Scale of Company [102-7]



Pencapaian Kinerja Sosial Social Performance Achievement

Indikator Indicator	Satuan Unit	2020	2019**	2018**
Jumlah Pekerja* Total Employees*	Orang People	15,351	15,297	15,296
Pendapatan Revenue	USD Juta USD Million	41,469	54,793	58,111
Total Aset Total Assets				
Total Liabilitas Total Liabilities	USD Juta USD Million	37,889	35,991	35,185
Total Ekuitas Total Equity		31,254	31,307	29,688
Total Kepemilikan Saham oleh Pemerintah Total Shares Owned by Government	%	100	100	100
Produksi Harian Daily Production				
Minyak Oil	MBOPD	408.47	413.68	393.00
Gas	MMSCFD	2,634.48	2,822.46	3,059.00
Pembangkit Listrik Tenaga Panas Bumi (PLTP) Geothermal Power Plant	GWh	4,618.27	4,292.16	4,182.15

Keterangan | Note:

* Pekerja PWTT dan PWT di Holding.
Permanent and Non-permanent Employees of Holding Company.

** Disajikan kembali sebagai dampak akuisisi 8 RS milik BUMN oleh PT Pertamina Bina Medika IHC dalam rangka pembentukan holding Rumah Sakit.
Restated as a result of the acquisition of 8 state-owned hospitals by PT Pertamina Bina Medika IHC related to the establishment of a hospital holding.



Identitas Perusahaan Corporate Identity



Nama Perusahaan [102-1]

Name of Company

PT Pertamina (Persero)

Tidak ada perubahan nama selama periode pelaporan.

There were no name changes during the reporting period.



Bidang Usaha [102-2]

Line of Business

Energi dan produk terkait

Energy and related products



Modal Disetor

Paid-up Capital

USD16.336.421 ribu
USD16,336,421 thousand



Modal Dasar

Authorized Capital

Rp600.000.000.000.000,- (enam ratus triliun rupiah), terdiri dari 600.000.000,- (enam ratus juta) lembar saham dengan nilai nominal Rp1.000.000,- (satu juta rupiah) per lembar saham.

Rp600,000,000,000,000 (six hundred trillion Rupiah), consisting of 600,000,000 (six hundred million) shares with a nominal value of Rp1,000,000 (one million Rupiah) per share.

Akta Pendirian Perusahaan

Notarial Deed of Establishment

- Akta No.22 tanggal 10 Desember 1957, Meester Raden Pranowo Soewandi, Notaris Pengganti Raden Meester Soewandi
- Peraturan Pemerintah No.198 Tahun 1961 tentang Pendirian Perusahaan Negara Pertambangan Minyak Nasional (PN Permina)
- Peraturan Pemerintah No.27 Tahun 1968 tentang Pendirian Perusahaan
- Negara Pertambangan Minyak dan Gas Bumi Negara
- Undang-Undang No.8 Tahun 1971 tentang Perusahaan Pertambangan Minyak dan Gas Bumi Negara
- Peraturan Pemerintah No.31 Tahun 2003 tentang Pengalihan Bentuk Perusahaan Pertambangan Minyak dan Gas Bumi Negara (Pertamina) menjadi Perusahaan Perseroan (Persero)
- Undang-Undang No.19 Tahun 2003 tentang Badan Usaha Milik Negara
- Akta No.20 tanggal 17 September 2003, Notaris Lenny Janis Ishak, S.H.
- Berita Negara Republik Indonesia tertanggal 21 November 2003 No.93 Tambahan No. 11620

- *Notarial Deed No.22 dated 10 December 1957, Meester Raden Pranowo Soewandy, Substitute Notary of Raden Meester Soewandy*
- *Government Regulation No. 198 Year 1961 on the Establishment of the State Company in the National Oil Mining or Perusahaan Negara Pertambangan Minyak Nasional (PN Permina)*
- *Government Regulation No. 27 Year 1968 on the Establishment of the State Company in the State Oil and Natural Gas Mining*
- *Law No. 8 Year 1971 on the State Company in Oil and Natural Gas Mining Company*
- *Government Regulation No. 19 Year 2003 on the Change of Status of the Perusahaan Pertambangan Minyak dan Gas Bumi Negara (Pertamina) to a Limited Liability Company (Persero)*
- *Law No. 19 Year 2003 on State-Owned Enterprises*
- *Notarial Deed No. 20, dated 17 September 2003, passed before Notary Lenny Janis Ishak, SH*
- *State Gazette of the Republic of Indonesia dated 21 November 2003, No. 93 Supplement No. 11620*



Akta Perubahan Terakhir

Most Recent Amendment to Notarial Deed

Akta Pernyataan Keputusan Pemegang Saham Perubahan Anggaran Dasar Perusahaan Perseroan (Persero) PT Pertamina No.29 Tanggal 13 April 2018, Notaris Aulia Taufani, S.H. Berdasarkan Surat Keputusan Menteri Hukum dan Hak Asasi Manusia Nomor AHU-0008395. AH.01.02. Tahun 2018 Tentang Persetujuan Perubahan Anggaran Dasar Perseroan Terbatas Perusahaan Perseroan (Persero) PT Pertamina tanggal 13 April 2018.

Deed of Statement of Shareholders' Resolutions on the Amendment to PT Pertamina (Persero) Articles of Association No. 29 dated 13 April 2018, passed before Notary Aulia Taufani, SH. In accordance with the Justice and Human Rights Ministerial Decree Number AHU-0008395. AH.01.02. Year 2018 on the Approval of Amendments to PT Pertamina (Persero)'s Articles of Association dated 13 April 2018.



Total Aset

Total Assets

USD69.143.769 ribu
USD69,143,769 thousand



Visi, Misi, dan Tata Nilai Perusahaan *Vision, Mission, and Corporate Values* [102-16]

Visi dan Misi Perusahaan disetujui pada Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) tanggal 17 Desember 2020. Tujuan Perusahaan diperbaharui bersamaan pengesahan Rencana Jangka Panjang Perusahaan (RJPP) 2020 - 2024.

Direksi bersama Dewan Komisaris secara berkala melakukan evaluasi atas visi, misi, dan nilai-nilai perusahaan. Evaluasi dilakukan untuk memastikan kesesuaian dengan dinamika yang berkembang di tataran nasional maupun global. Selama tahun 2020, tidak ada penyesuaian atas visi, misi, dan nilai-nilai perseroan karena masih relevan. [102-26]

The Company's Vision and Mission were approved at the Extraordinary General Meeting of Shareholders (EGMS) on 17 December 2020. The Company's objectives were updated in conjunction with the corporate Long Term Plan's ratification for 2020-2024.

The Board of Directors and the Board of Commissioners periodically evaluate its vision, mission, and values. The evaluation aims to adapt to national and global dynamics. During 2020, there were no adjustments to the company's vision, mission, and values because they were still relevant. [102-26]



VISI	MENJADI PERUSAHAAN ENERGI NASIONAL KELAS DUNIA	VISION	<i>To be World Class National Energy Company</i>
MISI	MENJALANKAN USAHA MINYAK, GAS, SERTA ENERGI BARU DAN TERBARUKAN SECARA TERINTEGRASI, BERDASARKAN PRINSIP-PRINSIP KOMERSIAL YANG KUAT	MISSION	<i>To Carry Out Integrated Core Business in Oil, Gas, New and Renewable Energy Based on Strong Commercial Principles</i>





Tujuan Perusahaan

Melaksanakan dan menunjang kebijakan dan program Pemerintah di bidang ekonomi dan pembangunan nasional pada umumnya, terutama di bidang penyelenggaraan usaha minyak dan gas bumi, baik di dalam maupun luar negeri, serta kegiatan lain yang terkait atau menunjang kegiatan usaha di bidang minyak dan gas bumi tersebut, serta pengembangan optimalisasi sumber daya yang dimiliki Perseroan untuk menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat serta mengejar keuntungan guna meningkatkan nilai Perseroan dengan menerapkan prinsip-prinsip Perseroan Terbatas.

Nilai Utama Perusahaan **AKHLAK**

- A AMANAH:** Memegang teguh kepercayaan yang diberikan
- K KOMPETEN:** Terus belajar & mengembangkan kapabilitas
- H HARMONIS:** Saling membantu dan menghargai perbedaan
- L LOYAL:** Berdedikasi dan mengutamakan kepentingan bangsa dan negara
- A ADAPTIF:** Terus berinovasi dan antusias dalam menggerakkan perubahan
- K KOLABORATIF:** Membangun semangat kerja yang sinergis

Company Goal

We aim to implement and support the Government's policies and programs in the economic sector and national development in general, particularly in operating oil and gas business, both domestic and overseas, as well as other related activities in the oil and gas sectors. Moreover, the company aspires to develop and optimize the internal resources to produce high-quality and strongly competitive goods and/or services as well as obtain profit to improve the company's value by applying the Limited Liability Company principles.

Core Values of the Company **AKHLAK (MORALS)**

- A AMANAH (TRUSTWORTHY):**
Uphold the trust
- K KOMPETEN (COMPETENT):**
Continue to learn & develop capabilities
- H HARMONIS (HARMONIOUS):**
Help each other and respect diversity
- L LOYAL:** *Dedicated and prioritizing the interests of the nation and state*
- A ADAPTIVE:** *Continuously innovating and enthusiastic about driving change*
- K KOLABORATIF (COLLABORATIVE):**
Building a spirit of synergy





Nilai-nilai Keberlanjutan

PERTAMINA berkomitmen membangun budaya keberlanjutan dengan memprioritaskan keseimbangan dan kelestarian alam, lingkungan dan masyarakat untuk mencapai pertumbuhan bisnis yang berkelanjutan. Pertamina menetapkan beberapa inisiatif strategis sebagai wujud komitmen membangun budaya keberlanjutan:

- Pemberdayaan masyarakat secara berkelanjutan (melalui pendidikan perubahan perilaku, pola pikir, serta pelatihan keterampilan dan kesehatan);
- Berwawasan pelestarian lingkungan;
- Terkait strategi bisnis;
- Dilaksanakan secara tuntas (termasuk penyediaan prasarana, perubahan pola pikir, perilaku, tata nilai, dan membekali dengan pengetahuan/keterampilan).

Bidang Usaha [102-2]

Sesuai dengan Keputusan Menteri BUMN selaku Rapat Umum Pemegang Saham (RUPS) tanggal 24 November 2016 tentang Perubahan Anggaran Dasar Perusahaan (Persero) yang dinyatakan dalam akta No. 29 tanggal 13 April 2018, PERTAMINA memiliki serangkaian kegiatan usaha utama di sektor industri energi.

Ruang lingkup kegiatan usaha PERTAMINA di bidang penyelenggaraan usaha energi berdasarkan akta tersebut, yaitu:

- minyak dan gas bumi;
- energi baru dan terbarukan;
- kegiatan lain yang terkait atau menunjang kegiatan usaha di bidang energi, yaitu minyak dan gas bumi, energi baru dan terbarukan tersebut;
- pengembangan optimalisasi sumber daya yang dimiliki perusahaan.

Sustainability Values

PERTAMINA is committed to build a sustainability culture by prioritizing balance and preservation of nature, the environment and community to achieve sustainable business growth. Pertamina established several strategic initiatives in its commitment to create a sustainability culture:

- *Sustainable community empowerment (through education on changes in behavior, mindset, as well as health and skills training)*
- *Environmental preservation oriented.*
- *Business strategy related.*
- *Implement thoroughly (including the provision of infrastructure, changes in mindset, behavior, values, and equipping with knowledge/skills).*

Line of Business [102-2]

Under the Decree of the Minister of SOEs as the General Meeting of Shareholders (GMS) dated 24 November 2016, concerning Amendments to the company's (Persero) Articles of Association as stated in the deed No. 29 dated 13 April 2018, PERTAMINA has a series of core business activities in the energy industry.

The scope of PERTAMINA's business activities in the energy business operation based on the deed are:

- *oil and gas;*
- *new and renewable energy;*
- *other activities related to or support business activities in the energy sector, namely oil and gas, new and renewable energy;*
- *optimization of resources owned by the company.*



PERTAMINA juga melakukan kegiatan usaha dalam rangka optimalisasi pemanfaatan sumber daya yang dimiliki untuk:

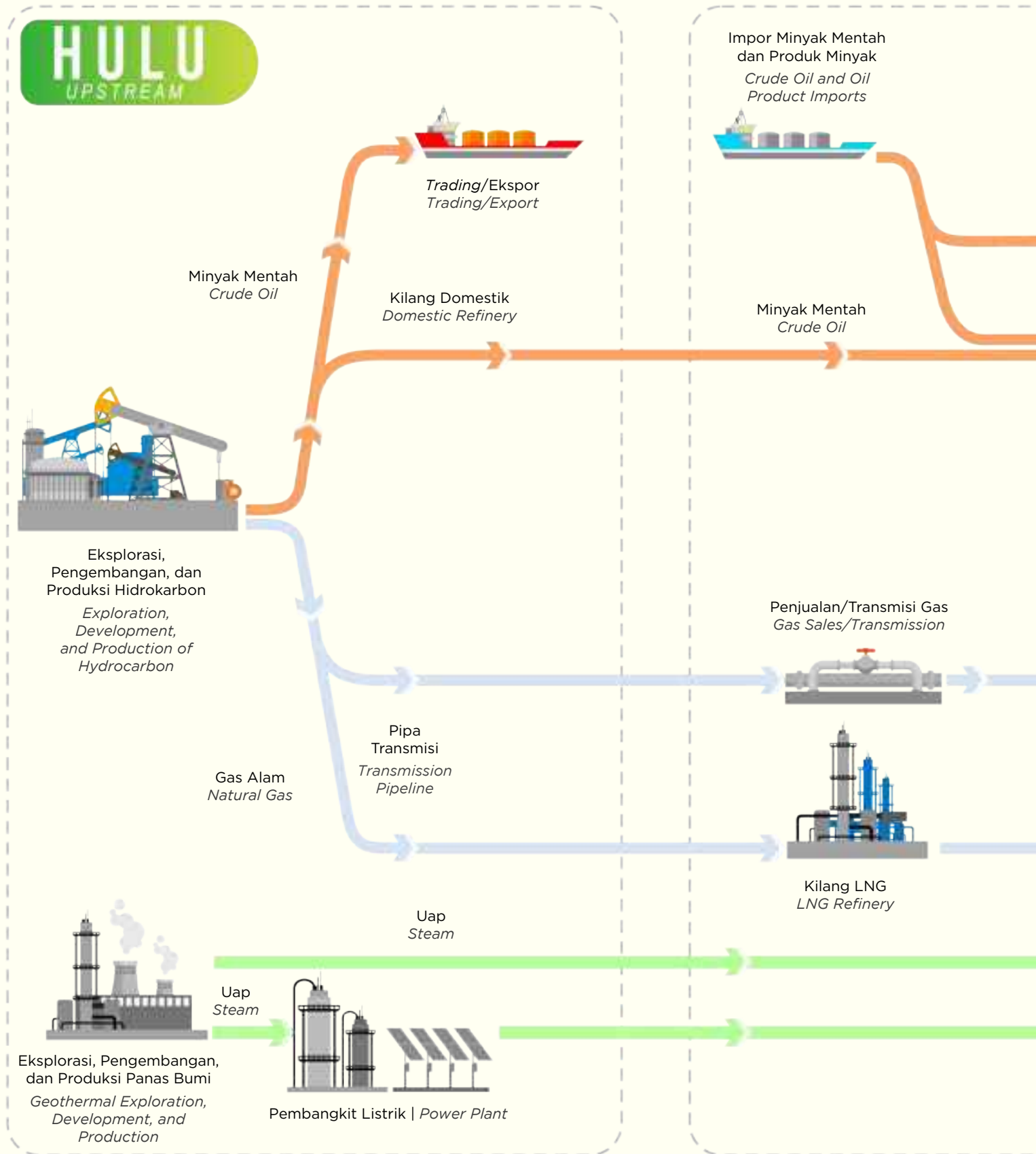
- *trading house, real estate*, pergudangan, pariwisata, *resort*, olahraga dan rekreasi, *rest area*, rumah sakit, pendidikan, penelitian, prasarana telekomunikasi, jasa penyewaan dan perusahaan sarana dan prasarana yang dimiliki Perusahaan, jalan tol dan pusat perbelanjaan;
- pengelolaan kawasan ekonomi khusus;
- pengelolaan kawasan industri;
- kegiatan usaha dalam rangka melaksanakan kegiatan usaha lainnya yang menunjang dan terkait dengan kegiatan usaha utama.

In addition to these core business activities, PERTAMINA may carry out business activities for optimization of the company's resources, including:

- *trading houses, real estates, warehousing, tourism, resort, sports and recreation, rest areas, hospitals, education, research, telecommunication infrastructure, rental services and operation of facilities and infrastructures owned by the company, toll roads, and malls;*
- *management of special economic zones;*
- *management of industrial estates;*
- *business activities to carry out other business activities that support and are related to the core business activities.*

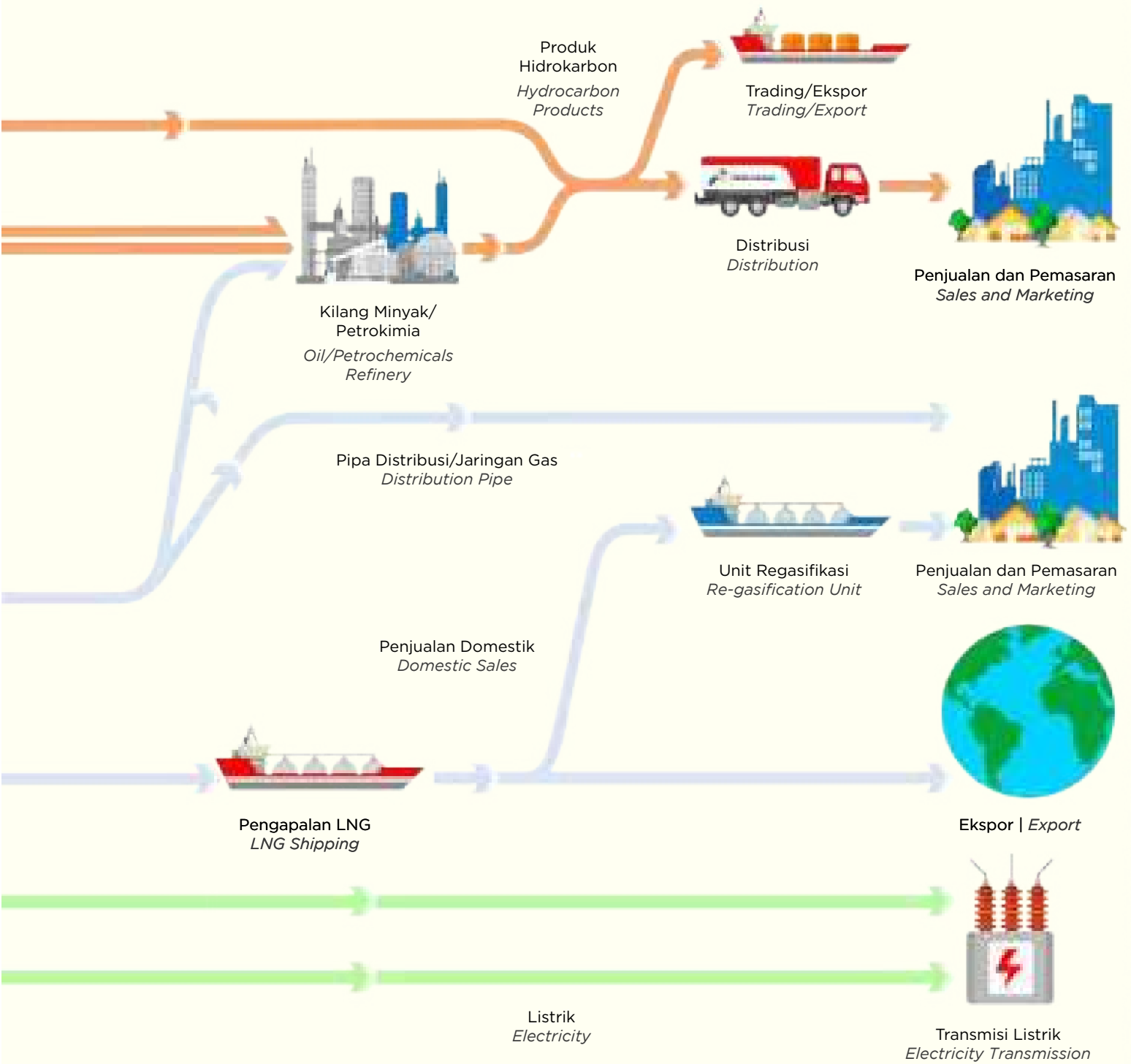


Proses Bisnis Terintegrasi *Integrated Business Process*





HILIR DOWNSTREAM





● Produk BBM Bersubsidi untuk Rumah Tangga

Subsidized Fuel Products for Households Premium

- **KEROSENE**

● Produk Bahan Bakar Minyak untuk Marine/ Kapal

Fuel Products for Marine/Ship

- **MARINE FUEL OIL (MFO)**
- **MARINE GAS OIL-5**
- **FUEL OIL 180cSt**
- **FUEL OIL 380cSt**

● Produk Bahan Bakar untuk Penerbangan

Fuel Products for Aviation

- **AVTUR**
- **AVGAS**

● Produk Bahan Bakar Gas

Gas Fuel

- **ELPIJI 3 KG (Bersubsidi/Subsidized)**
- **ELPIJI 12 KG**
- **ELPIJI 50 KG**
- **EPLIJI BULK**
- **BRIGHT GAS 220 GR**
- **BRIGHT GAS 5.5 KG**
- **BRIGHT GAS 12 KG**
- **MUSICOOL (REFRIGERANT)**

● Produk Pelumas untuk Kendaraan Bermotor dan Small Engine

Lubricants for Motor Vehicles and Small Engines

- **MESRAN DAN MESRAN SUPER**
- **ENDURO**
- **2T ENVIRO**
- **MESRANIA**
- **FASTRON**
- **PRIMA XP**

● Produk BBM Bersubsidi/ Penugasan untuk Kendaraan Bermotor

Subsidized/Public Service Obligation (PSO) Fuel Products for Motor Vehicles

- **SOLAR | DIESEL FUEL**
- **BIOSOLAR | BIODIESEL**
- **PREMIUM**

● Produk BBM Non-subsidi untuk Kendaraan Bermotor

Non-subsidized/General Fuel Products for Motor Vehicles

- **PERTALITE**
- **PERTAMAX**
- **PERTAMAX TURBO**
- **PERTAMAX RACING**
- **DEXLITE**
- **PERTAMINA DEX**

● Produk Bahan Bakar Gas Non-subsidi untuk Kendaraan Bermotor

Non-subsidized/General Fuel Products for Motor Vehicles

- **VI-GAS**
- **ENVOGAS**

● Produk Bahan Bakar Minyak untuk Industri

Fuel Products for Industry

- **MINYAK SOLAR | DIESEL FUEL**
- **KEROSENE**

● Produk Petrokimia

Petrochemical Products

- **BITUMEN/ASPHALT**
- **GREEN COKE**
- **PARAFFINIC OIL**
- **AROMATIC OIL**
- **LOW AROMATIC WHITE SPIRIT (LAWS)**
- **SPECIAL BOILING POINT (SBP-XX)**
- **PERTASOL**
- **SOLPHY-2**
- **PETROLEUM RUBBER DISINFECTANT (TB 192)**
- **PESTICIDE WETTING AGENT (TENAC STICKER)**
- **SMOOTH FLUIDS**
- **SULPHUR**

● Produk Lainnya/ Specialties

Other Products/ Specialties

- **BRAKE FLUID**
- **RADIATOR COOLANT**



● Produk untuk Kendaraan Berat, Industri, dan Marine

Products for Heavy Vehicles, Industrial, and Marine

- **MEDITRAN**
- **FASTRON**
- **MESRAN B**
- **TRANSLIK HD SERIES**
- **MASRI GR**
- **TURALIK**
- **TURBOLUBE**
- **KOMPEN**
- **NG LUBE**
- **GANDAR**
- **SEBANA**
- **SEBANA P**
- **SILINAP**
- **MEDRIPAL**
- **SALYX**
- **MEDITRAN P**
- **MEDITRAN SMX**
- **DILOKA 448X**



Lokasi dan Jaringan Wilayah Usaha *Location and Network of Business Areas* [102-4]

Wilayah kerja (WK) hulu PERTAMINA meliputi seluruh Indonesia dan mancanegara. Jumlah WK blok migas domestik yang dikelola Perseroan pada tahun 2020 mencapai 57 WK, termasuk WK blok terminasi yakni WK Salawati dan WK Kepala Burung dengan total produksi 408,47 juta barel minyak per hari (MBOPD) dan 2.634,48 meter standar kaki kubik gas per hari (MSCFD). PERTAMINA mengoperasikan enam kilang dengan kapasitas 1,1 ribu barel minyak per hari (MBOPD). Untuk menunjang kegiatan usaha, distribusi maupun komersial, PERTAMINA juga didukung berbagai fasilitas.

PERTAMINA's upstream working areas cover all regions of Indonesia and several regions overseas. The number of domestic oil and gas blocks managed by the company in 2020 reached 57 working areas - including terminated blocks of Salawati and Kepala Burung - with a total production of 408.47 million barrels of oil per day (MBOPD) and 2,634.48 thousand standard cubic feet of gas per day (MSCFD). PERTAMINA operates six refineries with a capacity of 1.1 thousand barrels of oil per day (MBOPD). PERTAMINA is supported by various facilities to carry out business activities, both for distribution and commercial activities.

Spesifikasi Kilang PERTAMINA <i>Specification of PERTAMINA Refineries</i>						
Spesifikasi <i>Specification</i>	RU II	RU III	RU IV	RU V	RU VI	RU VII
	Dumai	Plaju	Cilacap	Balikpapan	Balongan	Kasim
Kapasitas Saat Ini (MBPOD) <i>Current Capacity (MBPOD)</i>	170	118	348	260	125	10
NCI	7.6	3.0	6.8	4.2	11.5	2.4

Proyeksi Pengembangan Kilang dan Pembangunan Kilang Baru <i>Refinery Development and New Refinery Development Projection</i>					
Spesifikasi <i>Specification</i>	RDMP RU II	RDMP RU IV	RDMP RU V	RDMP RU VI	NGRR
	Dumai	Cilacap	Balikpapan	Balongan	Tuban
Kapasitas Akhir (MBPOD) <i>Final Capacity (MBPOD)</i>	300	400	360	269	300
NCI	9	9	9	11.9	9

PERTAMINA juga memiliki WK blok migas di luar negeri, baik yang dikelola sendiri maupun bekerjasama dengan pihak lain. Sampai dengan akhir tahun 2020, terdapat 29 lapangan WK blok migas di tiga belas negara, dengan total produksi minyak 98,40 MBOPD dan gas 255,75 MMSCFD.

PERTAMINA also has working areas of oil and gas block overseas, both own operation or jointly operated with other parties. Until the end of 2020, there were 29 areas of oil and gas blocks in thirteen countries, with total oil production 98.40 MBOPD and gas 255.75 MMSCFD.



Pengungkapan informasi tentang WK blok migas, fasilitas kilang, dan fasilitas pendukung lain di Indonesia maupun di luar negeri, dapat dilihat pada Buku I: Laporan Tahunan 2020 PT Pertamina (Persero).

Disclosure of information about oil and gas working areas, refinery facilities, and other supporting facilities in Indonesia and abroad, can be seen in the Book 1: 2020 Annual Report of PT Pertamina (Persero).

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Pasar Dilayani [102-6]

PERTAMINA melayani pasar domestik dan mancanegara. Sampai dengan akhir tahun 2020, Perseroan memiliki kontribusi terbesar pasokan migas nasional, serta melayani pangsa pasar terbesar di dalam negeri untuk produk BBM, pelumas, dan petrokimia.

Markets Served [102-6]

PERTAMINA serves domestic and foreign markets. As of the end of 2020, the company had an enormous contribution to the national oil and gas supply, as well as controlled the largest domestic market share for fuel, lubricants and petrochemical products.



**Pangsa Pasar
Domestik**
*Domestic
Market Share*

Kontribusi *Lifting* Migas Nasional

Lifting Minyak PERTAMINA: 310 BOEPD
Lifting Minyak Nasional: 705 BOEPD
Persentase: 44%

National Oil and Gas Lifting Contribution

PERTAMINA Oil Lifting: 310 BOEPD
National Oil Lifting: 705 BOEPD
Percentage: 44%

Kontribusi *Lifting* Migas Nasional

Lifting Gas PERTAMINA: 410 BOEPD
Lifting Gas Nasional: 992 BOEPD
Persentase: 41%

National Oil and Gas Lifting Contribution

PERTAMINA Gas Lifting: 410 BOEPD
National Gas Lifting: 992 BOEPD
Percentage: 41%

Produk Pelumas

Pangsa Pasar 59,31%
Lubricants Product
Market Share 59.31%

Produk Petrokimia

Pangsa Pasar 33%
Petrochemical Products
Market Share 33%



Pangsa Pasar Global
Global Market Share

**Produk Bahan Bakar
Penerbangan**

Ekspor ke 12 negara
Aviation Fuel Products
Exports to 12 countries

Produk Pelumas

- ↳ Pelumas PERTAMINA 15 Besar Dunia
 - ↳ Ekspor ke 16 Negara
- Lubricant Products***
- ↳ *PERTAMINA Lubricants World's Top 15*
 - ↳ *Exports to 16 Countries*

Informasi Pekerja
Employee Information [102-8]

Data jumlah pekerja dalam laporan ini hanya mencakup *Holding* PERTAMINA. Metode pengumpulan data kepegawaian diambil dari data di *enterprise resource planning* (ERP) menggunakan SAP dengan mekanisme *Ad Hoc Query*, digabungkan dengan *lookup* data dari pelaporan standar SAP. Sampai dengan akhir tahun 2020, jumlah pekerja PERTAMINA ada 15.351 orang, dan 10.001 orang di antaranya atau 65% merupakan anggota serikat pekerja. Ada sembilan belas serikat pekerja yang tergabung dalam Federasi Serikat Pekerja Pertamina Bersatu (FSPPB). Seluruh (100%) pekerja PERTAMINA dilindungi Perjanjian Kerja Bersama (PKB) 2019-2021. [102-41]

Seluruh pekerja PERTAMINA di wilayah kerja di Indonesia merupakan warga negara Indonesia (WNI), tidak ada ekspatriat (warga negara asing/WNA).

Number of employees data in this report covers PERTAMINA Holding. The personnel data is collected from enterprise resource planning (ERP) data using SAP with the Ad Hoc Query mechanism, collaborated with lookup data from SAP standard reporting. As of the end of 2020, the number of PERTAMINA employees was 15,351, and 10,001 of them or 65%, were members of trade unions. There are nineteen trade unions under the Federation of Pertamina United Trade Unions (FSPPB). All PERTAMINA employees (100%) are protected by the Collective Labor Agreement (CLA) 2019-2021. [102-41]

All employees of PERTAMINA in the domestic working areas are Indonesian citizens, and none are expatriates. Meanwhile, for overseas working area,



Untuk wilayah kerja di luar negeri, PERTAMINA memiliki kebijakan terkait kompensasi dan *benefit* sesuai perundangan dan peraturan setempat.

Karyawan PERTAMINA adalah pekerja penuh waktu, terdiri atas Pekerja Waktu Tidak Tertentu (PWTT) 13.526 orang atau 88% dari seluruh pekerja, dan Pekerja Waktu Tertentu (PWT) 1.825 orang atau 13%. Selain itu ada pekerja lain, yakni tenaga kerja jasa penunjang (TKJP) berjumlah 18.200 orang. TKJP adalah pekerja dari perusahaan jasa penunjang yang ditempatkan di lokasi kerja PERTAMINA.

Hingga akhir tahun 2020, ada 131 pekerja perempuan menduduki jabatan di tingkat manajemen, atau 16% dari total pekerja di tingkat manajemen. Angka ini meningkat 5% dari tahun sebelumnya. Pada tahun 2020, terdapat 2 direktur perempuan di antara 6 orang BoD, atau sekitar 33,33% dari total BoD.

PERTAMINA has a policy regarding compensation and benefit according to relevant laws and regulations.

PERTAMINA's employees work as full-timers, consisting of 13,526 permanent employees or 88% of total employees, and 1,825 non-permanent employees or 13%. In addition, there were 18,200 supporting service workers. These workers were from supporting service companies and were placed in PERTAMINA's worksites.

By the end of 2020, 131 female employees held managerial positions or 16% of total employees at the management level. This figure was an increase of 5% from the previous year. In 2020, there were 2 women out of 6 members of Board of Directors, or around 33.33% of the Board members.



Kebijakan melibatkan pekerja perempuan pada manajemen, menjadi dukungan pada Tujuan ke-5 dari Tujuan Pembangunan Berkelanjutan (TPB).

The policy of involving women employees in management supports Goal 5 of the Sustainable Development Goals (SDGs).

Komposisi Pekerja Berdasarkan Status Kepegawaian dan Jenis Kelamin
Employee Composition by Status and Gender

Tahun Year	Pekerja Waktu Tidak Tentu (Pekerja Tetap) <i>Permanent Employee</i>			Pekerja Waktu Tertentu (Pekerja Tidak Tetap) <i>Non-permanent Employee</i>			Tenaga Kerja Jasa Penunjang <i>Supporting Service Workers</i>
	Laki-Laki <i>Male</i>	Perempuan <i>Female</i>	Jumlah <i>Total</i>	Laki-Laki <i>Male</i>	Perempuan <i>Female</i>	Jumlah <i>Total</i>	Laki-Laki & Perempuan <i>Male & Female</i>
2020	11,941	1,585	13,526	1,795	30	1,825	18,200
	88.28%	11.72%	100.00%	98.36%	1.64%	100.00%	100.00%
2019	12,149	1,589	13,738	1,489	70	1,559	18,229
	88.43%	11.57%	100.00%	95.51%	4.49%	100.00%	100.00%
2018	12,021	1,639	13,660	1,542	94	1,836	19,291
	88.00%	12.00%	100.00%	83.97%	5.12%	100.00%	100.00%



Jumlah Perempuan di Jajaran Manajemen dan Manajemen Senior Number of Female in Managerial and Senior Management Positions									
Jabatan Position	2020			2019			2018		
	Laki-Laki Male	Perempuan Female	Proporsi Proportion	Laki-Laki Male	Perempuan Female	Proporsi Proportion	Laki-Laki Male	Perempuan Female	Proporsi Proportion
Manajerial Managerial	115	665	17.29%	116	836	13.88%	108	846	12.77%
Manajemen Senior Senior Management	16	153	10.46%	19	207	9.18%	19	226	8.41%
Direksi Board of Directors	2	6	33.33%	1	12	8.3%	1	11	9%
Jumlah Total	133	824	16.14%	136	1,055	12.89%	128	1,083	11.82%

Keterangan: Manajerial setingkat jabatan SVP/setara | Manajemen Senior setingkat VP/setara dan Manager/setara
Note: Managerial at SVP level/equivalent | Senior Management at VP level/equivalent and Manager/equivalent

Komposisi Pekerja Berdasarkan Status Kepegawaian dan Penempatan Wilayah Kerja Employee Composition by Employment Status and Working Area Placement						
Wilayah Kerja Working Area	PWTT (Pekerja Tetap) Permanent Employee			Pekerja Waktu Tertentu (Pekerja Tidak Tetap) Non-permanent Employee		
	2020	2019	2018	2020	2019	2018
Kantor Pusat Head Office	4,891	3,078	3,128	1,754	1,480	1,436
Unit Operasi, Subholding, & AP Operating Unit, Subholding, & Subsidiaries	8,635	10,660	10,278	71	79	200
Jumlah Total	13,526	13,738	13,406	1,825	1,559	1,636

Komposisi Pemimpin Muda Young Leaders Composition			
Jabatan Position	Young Leaders (<40 tahun) Young Leaders (<40 years old)		
	Laki-laki Male	Perempuan Female	Jumlah Total
Manajer < 40 tahun Manager <40 years old	124	18	142
Total Manajer Total Managers	550	115	665
% Pemimpin Muda Level Manajer % Young Leader Manager Level	22.50%	16%	21.35%
VP & SVP < 40 tahun VP & SVP <40 years old	0	0	1
Total VP Total VPs	137	16	153
% Pemimpin Muda Level VP & SVP % Young Leaders Level VPs & SVPs	0%	6.25%	0.65%
Jumlah Manajemen < 40 tahun Total Management <40 years old	124	19	143
Jumlah Jajaran Manajemen Total Management Position	687	131	818
% Pemimpin Muda di Manajemen % Young Leaders in Management	18.05%	14.50%	17.48%



Komposisi PWTT Berdasarkan Tingkat Pendidikan
Permanent Employee Composition by Level of Education

Tingkat Pendidikan <i>Level of Education</i>	2020		2019		2018	
	Laki-Laki <i>Male</i>	Perempuan <i>Female</i>	Laki-Laki <i>Male</i>	Perempuan <i>Female</i>	Laki-Laki <i>Male</i>	Perempuan <i>Female</i>
Pascasarjana <i>Master's Degree</i>	1,033	238	958	203	1,048	213
Sarjana <i>Bachelor's Degree</i>	4,396	1,110	4,513	1,136	4,507	1,159
SMA dan Sederajat <i>Senior High School and Equivalent</i>	3,953	207	4,076	211	3,999	213
SMP dan Sederajat <i>Junior High School and Equivalent</i>	2,553	25	2,593	32	2,454	6
SD dan Sederajat <i>Elementary School and Equivalent</i>	6	5	9	6	13	7
Jumlah <i>Total</i>	0	0	0	1	0	1
	13,526		13,738		13,660	

Komposisi PWTT Berdasarkan Direktorat dan Jenis Kelamin
Permanent Employee Composition by Directorate and Gender

Direktorat <i>Directorate</i>	2020		2019		2018	
	Laki-Laki <i>Male</i>	Perempuan <i>Female</i>	Laki-Laki <i>Male</i>	Perempuan <i>Female</i>	Laki-Laki <i>Male</i>	Perempuan <i>Female</i>
Logistik & Infrastruktur <i>Logistics & Infrastructure</i>	76	35				
Penunjang Bisnis <i>Business Support</i>	392	212				
Hulu <i>Upstream</i>			130	37	170	50
Pengolahan <i>Refinery</i>			5,070	136	4,878	140
Megaproyek Pengolahan dan Petrokimia <i>Refining and Petrochemicals Megaprojects</i>			230	30	162	12
Pemasaran Korporat <i>Corporate Marketing</i>			118	40	145	47
Pemasaran Ritel <i>Retail Marketing</i>			2,771	180	2,563	165
Logistik, Supply Chain & Infrastruktur <i>Logistics, Supply Chain & Infrastructure</i>			734	90	885	107
Subtotal Persero <i>Subtotal Holding Company</i>	468	247	9,053	513	8,803	521
AP (Perbantuan) <i>Subsidiaries (Secondees)</i>	1,464	272	1,507	272	1,532	260
Lainnya <i>Others</i>	10,009	1,066	1,589	804	1,686	858
Subtotal AP <i>Subtotal Subsidiaries</i>	11,473	1,338	3,096	1,076	3,218	1,118
Jumlah <i>Total</i>	11,941	1,585	12,149	1,589	12,021	1,639
	13,526		13,738		13,660	

Keterangan: Pengungkapan informasi belum berdasarkan *subholding* karena proses berlangsung saat Laporan disusun.

Note: Disclosure of information was not based on *subholding* because the process was ongoing when the Report was prepared.



Komposisi PWTB Berdasarkan Kelompok Usia dan Jenis Kelamin
Permanent Employee Composition by Age Group and Gender

Kelompok Usia Age Group	2020		2019		2018	
	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female
< 20 Tahun <20 Years	41	1	97	1	177	2
20 - 25 Tahun 20 - 25 Years	1,976	79	2,194	100	1,747	108
26 - 30 Tahun 26 - 30 Years	2,099	313	2,051	351	2,069	400
31 - 35 Tahun 31 - 35 Years	2,966	462	2,907	351	2,069	400
36 - 40 Tahun 36 - 40 Years	1,684	381	1,439	354	1,228	294
41 - 45 Tahun 41 - 45 Years	965	159	908	120	899	97
46 - 50 Tahun 46 - 50 Years	889	51	950	43	1,111	74
51 - 55 Tahun 51 - 55 Years	1,277	132	1,559	165	1,903	182
> 55 Tahun > 55 Years	44	7	44	2	31	3
Jumlah Total	11,941	1,585	12,149	1,589	12,021	1,639
	13,526		13,738		13,660	

Keterangan:

Usia minimal pekerja PERTAMINA sesuai Peraturan Perusahaan adalah 15 tahun, dengan demikian tidak ada kegiatan usaha Perseroan yang berisiko mempekerjakan pekerja anak di bawah umur. [408-1]

Note:

The minimum age for PERTAMINA employees based on Company Regulations is 15 years old; thus, no Company's business activities are at risk of employing underage child labor. [408-1]

Keanggotaan Asosiasi Association Membership [102-13]





Komitmen Menyediakan Energi di Masa Pandemi

Commitment to Supply Energy during the Pandemic

Melalui penerapan ketat protokol pencegahan COVID-19 di semua lini bisnis, PERTAMINA tetap melaksanakan kegiatan menyediakan energi bagi masyarakat Indonesia.

Kinerja Operasional Segmen Hulu

Komitmen menyediakan energi dimulai sejak dari hulu. Pascatransformasi, operasional hulu dikelola *Subholding Upstream*. Kinerja operasional hulu tahun 2020 cukup baik, dengan total *lifting* minyak domestik tahun 2020 sebesar 310 MBOEPD. Jumlah tersebut mencapai 44% dari realisasi *lifting* minyak nasional tahun 2020 sebesar 705 MBOEPD. Total *lifting* gas tahun 2020 mencapai 410 MBOEPD, atau 41% dari realisasi *lifting* gas nasional sebesar 992 MBOEPD. Realisasi *lifting* migas PERTAMINA tahun 2020 mencapai 720 MBOEPD, atau 42% dari realisasi nasional tahun 2020 sebesar 1.697 MBOEPD dan 96,5% dari realisasi tahun 2019 sebesar 746 MBOEPD.

Total produksi migas PERTAMINA pada periode pelaporan terdiri atas produksi minyak 408,47 MBOPD, atau 99% dari realisasi produksi tahun 2019 sebesar 413,68 MBOPD, dan 97% dari target 420,54 MBOPD. Produksi gas pada periode pelaporan tercatat 2.634,48 MMSCFD, atau 93% dari realisasi produksi tahun 2019 sebesar 2.822,46 MMSCFD, dan 96% dari target 2.741,71 MMSCFD.

Pasokan migas PERTAMINA juga berasal dari wilayah kerja (WK) di luar negeri. Total produksi minyak dari WK luar negeri pada periode pelaporan mencapai 98,40 MBOPD, atau 95% dari realisasi produksi tahun 2019 sebesar 104,11 MBOPD, dan 96% dari target 102,25 MBOPD. Produksi gas dari WK di luar negeri pada tahun 2020 mencapai 255,75 MMSCFD, atau 94% dari produksi tahun 2019 sebesar 273,36 MMSCFD, dan 83% dari target 306,58 MMSCFD.

PERTAMINA continues to carry out activities to provide energy for the people of Indonesia through strict implementation of the COVID-19 prevention protocol in all lines of business.

Upstream Segment Operational Performance

The commitment to supply energy begins from the upstream. Upstream operational performance in 2020 was relatively stable, with the realization of total domestic oil lifting of 310 MBOEPD. This amount reached 44% of the realization of national oil and gas lifting in 2020 at 705 MBOEPD. Total gas lifting realization in 2020 reached 410 MBOEPD, or 41% of total national gas lifting realization amounting to 992 MBOEPD. PERTAMINA's realization of oil and gas lifting in 2020 reached 720 MBOEPD, or 42% of national realization of 1,697 MBOEPD and 96.5% of the realization of oil and gas lifting in 2019 at 746 MBOEPD.

PERTAMINA's total oil and gas lifting in the reporting period consisted of oil production of 408.47 MBOPD, or 99% of realized production in 2019 at 413.68 MBOPD, and 97% of target at 420.54 MBOPD. Gas production in the reporting period was recorded at 2,634.48 MMSCFD, or 93% of the realized production in 2019 of 2,822.46 MMSCFD, and 96% of target at 2,741.71 MMSCFD.

PERTAMINA's oil and gas supplies also come from overseas working areas. Total oil production from overseas working areas during the reporting period reached 98.40 MBOPD, or 95% of the realized production in 2019 at 104.11 MBOPD, and 96% of target at 102.25 MBOPD. Gas production from overseas working areas during 2020 reached 255.75 MMSCFD, or 94% of production in 2019 at 273.36 MMSCFD, and 83% of target at 306.58 MMSCFD.



Kinerja Operasional Segmen Pengolahan dan Petrokimia

Refining & Petrochemicals Segment Operational Performance

Sampai dengan akhir tahun 2020, PERTAMINA memiliki enam kilang, dengan total kapasitas olah terpasang 1.033 MBOPD. Operasi kilang terdiri atas kilang bahan bakar minyak (BBM), kilang petrokimia dan kilang *lube-base*. Realisasi pengolahan (*total intake*) konsolidasi pada tahun 2020 mencapai 88,68% dibanding realisasi tahun 2019. *Yield* total *output* kilang (perbandingan total *output* terhadap *total intake*) tahun 2020 mencapai 94,40%, turun 0,05% dibanding 2019 sebesar 94,45%.

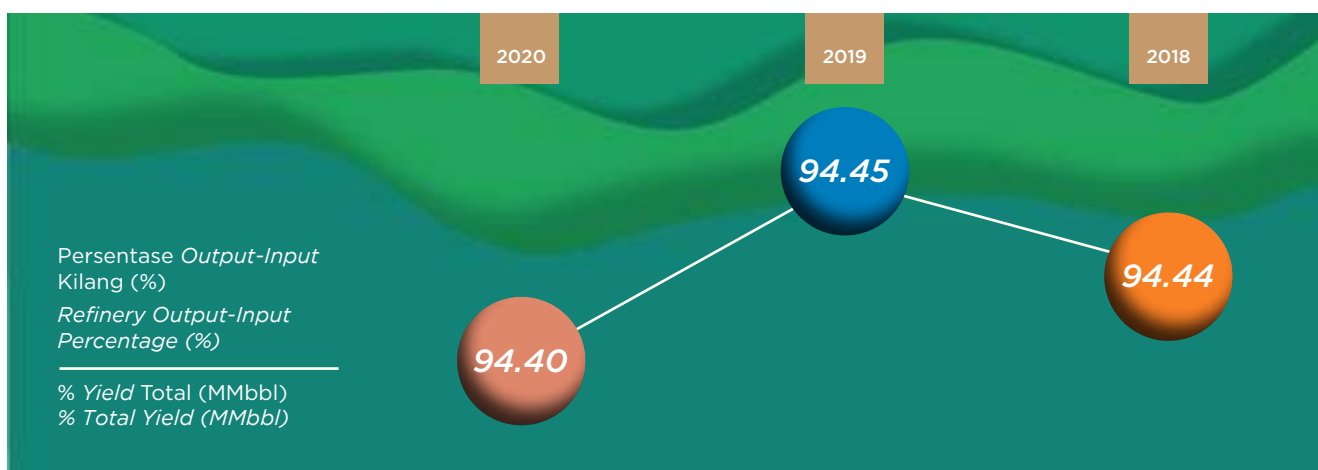
As of the end of 2020, PERTAMINA has six refineries, with a total installed refining capacity of 1,033 MBOPD. The refinery operation consists of a fuel oil refinery, a petrochemical refinery and a lube-base refinery. The consolidated refining realization (total intake) in 2020 reached 88.68% compared to the realization in 2019. The yield of total refinery output (comparison of total output to total intake) in 2020 reached 94.40%, down 0.05% compared to 94.45% in 2019.





Realisasi dan Target Kinerja Operasi Segmen Pengolahan & Petrokimia
Refining & Petrochemicals Segment Performance Target and Realization

Uraian <i>Description</i>	Satuan <i>Unit</i>	2020			2019	2018
		Realisasi <i>Realization</i>	Target	%		
Pengolahan mentah, gas, dan intermedia <i>Crude, gas and intermediate refining</i>	MMbbl	311.53	290.22	107.34	351.29	336.54
Total produksi <i>Total production</i>	MMbbl	294.07	273.38	107.57	331.79	317.82



Pada periode pelaporan, PERTAMINA melanjutkan proyek pengembangan kilang, baik *Refinery Development Master Plan (RDMP)* maupun *Grass Root Refinery (GRR)*. Proyek RDMP terdiri atas RDMP Balikpapan, RDMP Balongan, RDMP Cilacap, dan RDMP Dumai. Proyek GRR terdiri atas NGRR Tuban dan NGRR Bontang. Proyek RDMP dan GRR akan meningkatkan kapasitas kilang terpasang menjadi dua kali lipat dari 1 juta barel saat ini, menjadi 2 juta barel, sehingga seluruh kebutuhan BBM bisa dipenuhi oleh kilang sendiri.

During the reporting period, PERTAMINA continued with refinery development projects, both the Refinery Development Master Plan (RDMP) and the Grass Root Refinery (GRR). The RDMP project consisted of RDMP Balikpapan, RDMP Balongan, Balongan Cilacap, and RDMP Dumai. The GRR project consisted of NGRR Tuban and NGRR Bontang. The RDMP and GRR projects will double the refineries' installed capacity from the current 1 million to 2 million barrels, which is able to supply all fuel needs by own refineries.



RU V Balikpapan Ekspor HSD

Pada tahun 2020, PERTAMINA melalui Refinery Unit (RU) V Balikpapan, melakukan ekspor produk *high speed diesel* (HSD) 50 PPM Sulphur ke Malaysia. Total HSD yang diekspor 200.000 barel, setara 31.800 kiloliter. Ekspor bertujuan menjawab permintaan pasar akan bahan bakar diesel bermutu tinggi, serta menghindari *stop* operasi kilang karena keterbatasan daya tampung produksi akibat penurunan konsumsi di dalam negeri. Penjualan dilakukan berdasar harga pasar secara *Free on Board* (FoB).

RU V Balikpapan Exports HSD

In 2020, through the Refinery Unit (RU) V Balikpapan, PERTAMINA exported 50 PPM Sulfur high-speed diesel (HSD) products to Malaysia. Total HSD exported was 200,000 barrels, equivalent to 31,800 kiloliters. The export was to respond to market demand for high-quality diesel fuel and avoid halting refinery operations due to limited production capacity caused by declining domestic consumption. The sales were made based on free on board (FoB) market prices.



RU IV Cilacap Olah Bahan Baku Farmasi

PT Kilang Pertamina Internasional (KPI) bersinergi dengan PT Kimia Farma Tbk mengoptimalkan potensi nilai tambah dari pengolahan produk turunan petrokimia menjadi bahan baku farmasi, seperti parasetamol. PERTAMINA menyiapkan kilang Cilacap untuk pengolahan bahan baku farmasi.

RU IV Cilacap Processes Pharmaceutical Raw Materials

PT Kilang Pertamina Internasional (KPI) synergizes with PT Kimia Farma Tbk to optimize the potential added value from processing petrochemical derivative products into pharmaceutical raw materials, such as paracetamol. Pertamina has been preparing Cilacap refinery for pharmaceutical raw materials processing.



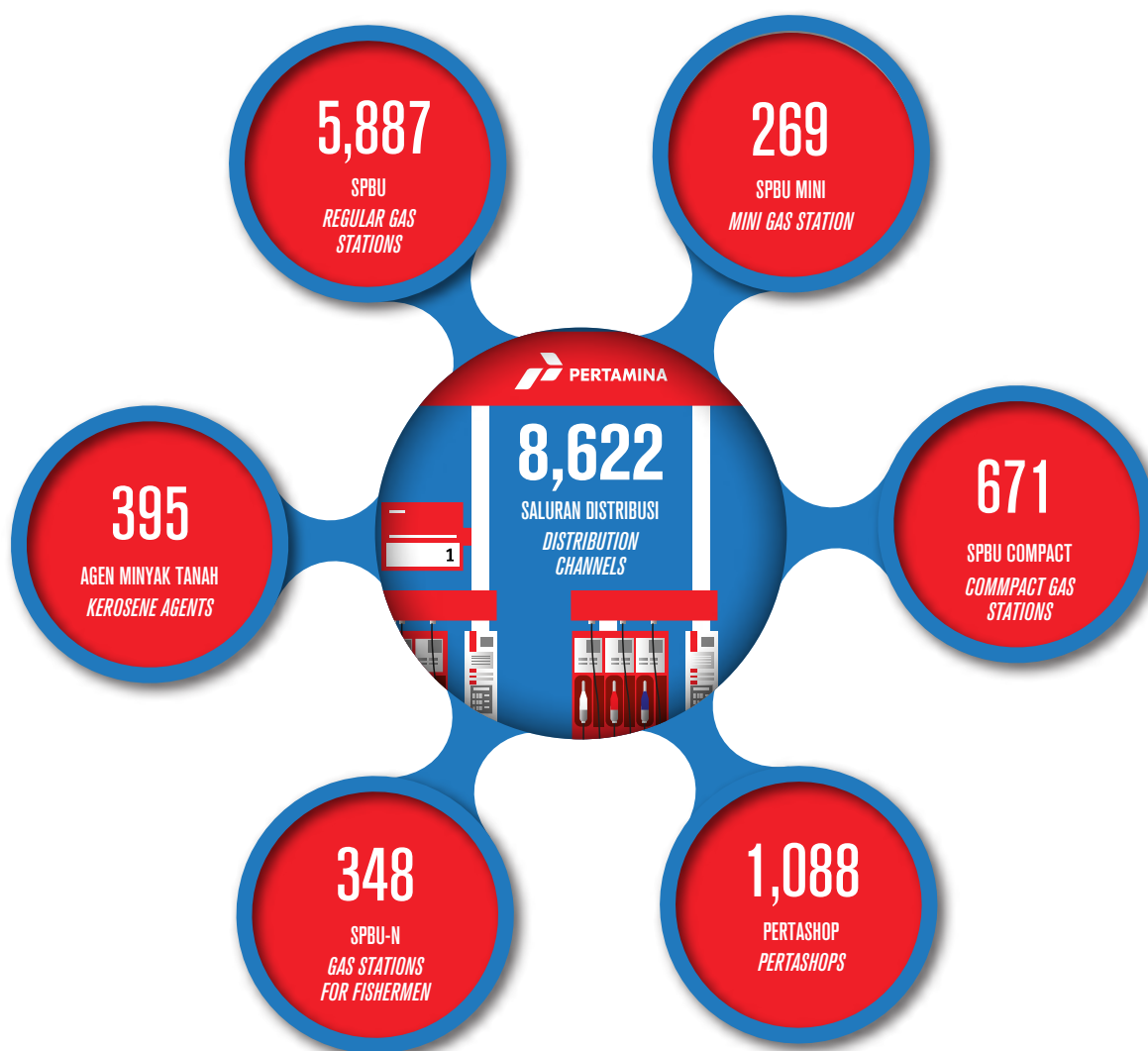
Kinerja Operasional Segmen Komersial dan Perdagangan

Kegiatan pemasaran di dalam negeri didukung 8 *Marketing Operation Region* (MOR). PERTAMINA memiliki rute distribusi, terminal bahan bakar, terminal transit dan fasilitas penyimpanan terapung yang menjangkau seluruh Indonesia. Untuk distribusi bahan bakar ritel, PERTAMINA memiliki 8.622 saluran distribusi. PERTAMINA juga memasarkan produk bahan bakar penerbangan dan pelumas ke mancanegara atau ekspor.

Commercial & Trading Segment Operational Performance

Domestic marketing activities are supported by 8 *Marketing Operation Regions* (MOR). PERTAMINA has distribution routes, fuel terminals, transit terminals and floating storage facilities, covering all parts of Indonesia. In retail fuel distribution, PERTAMINA has 8,622 distribution channels. PERTAMINA also markets aviation fuel and lubricants to foreign countries or exports.

Saluran Distribusi BBM Ritel *Retail Fuel Distribution Channel*







Realisasi dan Target Kinerja Segmen Komersial dan Perdagangan
Realization and Target of Commercial & Trading Segment Performance

Uraian <i>Description</i>	Satuan <i>Unit</i>	2020			2019	2018
		Realisasi <i>Realization</i>	Target	%		
Penjualan Produk BBM <i>Fuel product sales</i>	Juta KL <i>Million KL</i>	61.08	56.19	109%	71	70
Penjualan Produk Non-BBM <i>Non-fuel product sales</i>		19.24	20.55	94%	17	16
Penjualan Gas <i>Gas Sales</i>	BBTU	736	770	96%	916	1,223
Transportasi Gas <i>Gas Transportation</i>	BSCF	459	471	97%	952	777
Penjualan Pelumas <i>Lubricants Sales</i>	KL	560,851	640,990	86%	612,700	621,181
Penjualan Produk Petrokimia <i>Petrochemical Product Sales</i>	Juta KL <i>Million KL</i>	2.81	2.40	117%	3.15	2.93



Selain kepentingan komersial, PERTAMINA juga menjalankan fungsi keterjangkauan energi (energi inklusif) ke semua lapisan masyarakat di seluruh Indonesia. Melalui MOR I-VIII, PERTAMINA telah menyalurkan BBM bersubsidi PSO, yakni Premium dan Solar, termasuk Program BBM Satu Harga ke wilayah terdepan, terluar, dan terpencil (3T) Indonesia.

Aside from commercial interests, PERTAMINA also carries out inclusive energy for all parts of society across Indonesia. Through MOR I-VIII, PERTAMINA has distributed PSO subsidized fuel consisting of premium and diesel, including the One Price Fuel Policy Program to the frontier, outermost, and remote (3T) areas of Indonesia.



Kinerja Operasional Segmen Gas

Gas Segment Operational Performance

Sampai dengan akhir periode pelaporan, jaringan gas PERTAMINA mencakup 6% dari total infrastruktur gas di Indonesia. Total panjang pipa distribusi 9.667 kilometer, meliputi 14 provinsi dan 55 kabupaten/kota, serta didukung fasilitas *Floating Storage and Regasification Unit (FSRU)*. Pada periode pelaporan, PERTAMINA melakukan penyesuaian harga gas dengan 187 pelanggan di Bogor, Jakarta, Surabaya, Tangerang, dan Medan. Kesepakatan ini merupakan implementasi Kepmen ESDM No.89K Tahun 2020 tentang Pengguna dan Harga Gas Bumi di Bidang Industri dan berlaku hingga 2024.

PERTAMINA juga mendapat penugasan dari Pemerintah untuk mengelola jaringan pipa distribusi gas bumi untuk rumah tangga, atau gas kota (*city gas*). Jaringan gas kota dibangun Pemerintah melalui Direktorat Jenderal Minyak dan Gas Bumi di beberapa kota yang tersebar mulai dari Aceh sampai Papua. Sebagian besar pengelolaan *City Gas* per September 2020 sudah dialihkan ke PGN selaku *Subholding Gas*. Pengalihan bisnis *Compressed Natural Gas (CNG) transport* masih menunggu persetujuan novasi alokasi dari Menteri ESDM.

As of the end of the reporting period, PERTAMINA's gas network accounted for 6% of Indonesia's total gas infrastructure. The entire distribution pipeline length was 9,667 kilometers, covering 14 provinces and 55 regencies/cities, and is supported by the Floating Storage and Regasification Unit (FSRU) facility. During the reporting period, PERTAMINA adjusted gas prices with 187 customers in Bogor, Jakarta, Surabaya, Tangerang and Medan. This agreement, which is valid until 2024, was implementing Decree of the Minister of Energy and Mineral Resources No. 89K of 2020 concerning Users and Prices of Natural Gas in the Industrial Sector.

The Government has also appointed PERTAMINA to manage pipelines for natural gas distribution for households, or city gas. The Government builds the city gas network through the Directorate General of Oil and Gas in the designated cities from Aceh to Papua. As of September 2020, the most of city gas management are transferred to PGN as Gas Subholding. The transfer of compressed natural gas (CNG) transport is still waiting for the approval of novation allocation from the Ministry of MEMR.

Realisasi dan Target Kinerja Segmen Gas <i>Realization and Target of Gas Segment Performance</i>						
Uraian <i>Description</i>	Satuan <i>Unit</i>	2020			2019	2018
		Realisasi <i>Realization</i>	Target	%		
Penjualan Gas <i>Gas Sales</i>	BBTU	736	770	96%	916	1,223
Transportasi Gas <i>Gas Transportation</i>	BSCF	459	471	97%	952	777



Kinerja Operasional Segmen Power & NRE

Power & NRE Segment Operational Performance



Realisasi pengembangan energi baru dan terbarukan (EBT) selama tahun 2020 meliputi pengelola panas bumi. Produksi panas bumi pada tahun 2020 mencapai kapasitas terpasang 1.877 MW, terdiri atas 672 MW dari wilayah kerja perusahaan (WKP) sendiri dan 1.205 MW dari WKP kontrak usaha bersama (JOC). Selain itu, hingga tahun 2020 PERTAMINA sudah mengoperasikan PLTS dengan total kapasitas 4,35 MWp dan PLTBg dengan total kapasitas 4,4 MWp, dan total kapasitas 8,75 MWp.

The realization of new and renewable energy (NRE) development in 2020 included geothermal management. Geothermal production in 2020 reached an installed capacity of 1,877 MW, consisting of 672 MW from its geothermal working area (WKP) and 1,205 MW from the geothermal joint operations contract (JOC). In addition, until 2020, PERTAMINA has operated solar power plant with a total capacity of 4.35 MWp and biogas power plant (PLTBg) with a total capacity of 4.4 MWp, and overall capacity of 8.75 MWp.

Realisasi dan Target Produksi Panas Bumi
Realization and Target of Geothermal Production

Uraian <i>Description</i>	Satuan <i>Unit</i>	2020			2019	2018
		Realisasi <i>Realization</i>	Target	%		
Kapasitas Terpasang Produksi Panas Bumi <i>Geothermal Installed Production Capacity</i>	MW	1,877	1,877	100	1,822.00	1,822.00
Produksi Setara Listrik <i>Electrical Equivalent Production</i>	GWh	4,618.27	4,044.88	114	4,292.16	4,182.15



Nilai Ekonomi Dihasilkan dan Didistribusikan

Economic Value Generated and Distributed



PENDEKATAN
MANAJEMEN
*DISCLOSURE OF
MANAGEMENT
APPROACH (DMA)*

[103-1][103-2][103-3]



Kinerja ekonomi menjadi topik material karena berpengaruh langsung bagi kesinambungan operasi dan bisnis Perseroan. Selama periode pelaporan, kinerja ekonomi Perseroan dihadapkan pada tiga efek kejut akibat pandemi COVID-19. Namun dengan inisiatif efisiensi biaya operasi dan prioritas biaya investasi, PERTAMINA berhasil mencatat kinerja positif Perseroan di akhir periode pelaporan. Perseroan mencatatkan perolehan Pendapatan Usaha sebesar USD41.469 juta atau 109,38% dari target Rencana Kerja dan Anggaran Perusahaan (RKAP). Kinerja dan pencapaian Direksi mengelola Perseroan, dievaluasi Pemegang Saham melalui mekanisme pencapaian target *key performance indicators* (KPI).

Economic performance is a material topic due to its direct effect on the company's operations and business sustainability. During the reporting period, the company's economic performance was challenged with triple shocks due to the COVID-19 pandemic. However, with operating cost efficiency initiatives and investment cost priority, PERTAMINA managed to record positive performance at the end of the reporting period. The company recorded operating revenues of USD41,469 million or 109.38% of the Company Work Plan and Budget (WP&B) target. The Board of Directors' performance and achievement in managing the company, are evaluated by the Shareholders through the key performance indicators (KPI) target achievement mechanism.



Semester pertama 2020, kinerja PT Pertamina (Persero) dihadapkan pada tiga efek kejut dari dampak pandemi COVID-19, yakni penurunan penjualan, penurunan harga minyak dunia dan fluktuasi rupiah. Kondisi ini mendorong PERTAMINA melakukan berbagai upaya untuk mempertahankan kinerja, di antaranya efisiensi belanja operasional (*opex*) dan skala prioritas belanja modal (*capex*) sehingga berhasil menghemat USD4,7 miliar. Untuk mengatasi turunnya harga minyak, PERTAMINA fokus pada upaya menjaga tingkat produksi di sektor hulu. Sementara turunnya permintaan atas produk disiasati dengan memberikan relaksasi kepada konsumen dan pemangku kepentingan sehingga mampu menjaga permintaan bisa kembali meningkat.

Memasuki semester kedua periode pelaporan, Perseroan mampu mencapai target kinerja positif di akhir tahun yang ditandai perolehan Pendapatan Usaha dan Laba Usaha. Sebagian dari nilai ekonomi yang didapat Perseroan didistribusikan kepada pemangku kepentingan. Pengungkapan informasi terkait nilai ekonomi dihasilkan dan didistribusikan, tidak dibedakan berdasarkan negara, regional, wilayah pemasaran dan/atau kriteria lain. [201-1]

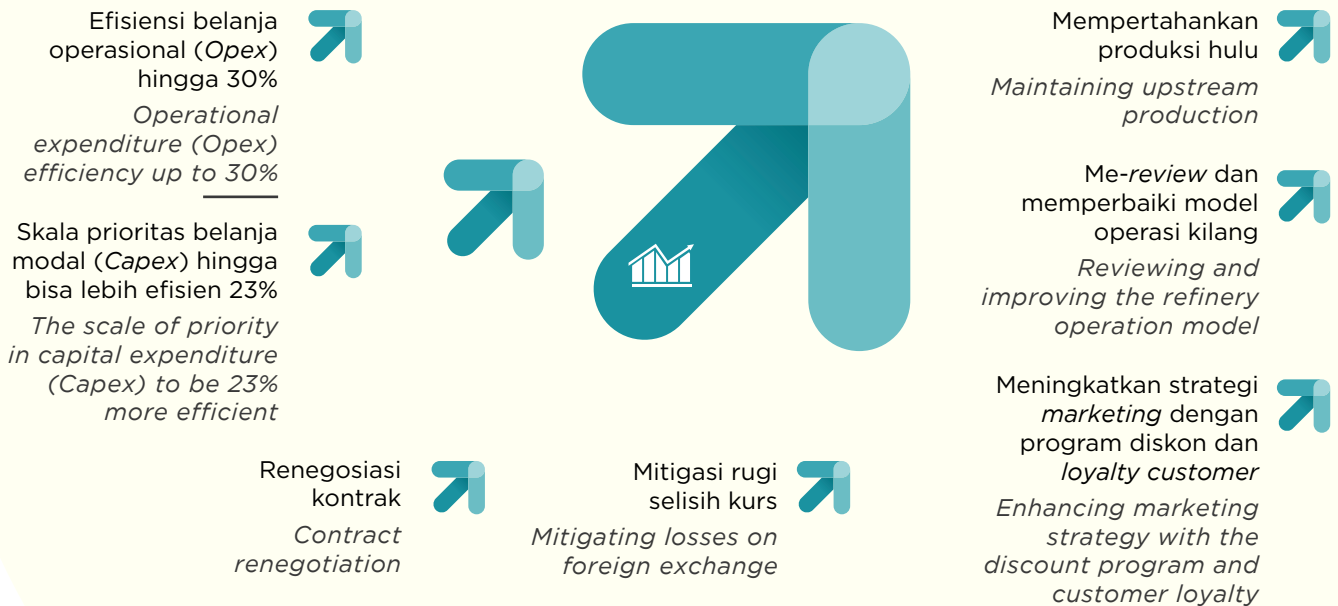
In the first semester of 2020, PT Pertamina's performance (Persero) was challenged with triple shock effects from the Covid-19 pandemic, such as decreased sales, declining world oil prices, and rupiah fluctuations. These situations prompted PERTAMINA to make various efforts to maintain performance, including the efficiency of operational expenditure (OPEX) and scale of priority in capital expenditure (CAPEX) to save USD4.7 billion. To overcome the declining oil prices, PERTAMINA focused on efforts to maintain production levels in the upstream sector. Meanwhile, the declining demand for products was mitigated by providing relaxation to consumers and stakeholders, thereby increasing demand.

In the second half of the reporting period, the company managed to achieve positive performance targets at the end of the year, indicated by the Operating Revenues and Operating Profits. The company distributed a portion of the economic value generated to stakeholders. Disclosure of information on economic value generated and distributed is not divided by country, region, marketing area and/or other criteria. [201-1]





Upaya PERTAMINA Mempertahankan Kinerja Operasional 2020
PERTAMINA's Effort To Maintain Operational Performance In 2020



Nilai Ekonomi Diperoleh dan Didistribusikan [201-1]
Economic Value Generated and Distributed

Uraian <i>Description</i>	Satuan <i>Unit</i>	2020	2019*	2018*
Nilai Ekonomi yang Dihasilkan <i>Economic Value Generated</i>				
Pendapatan <i>Revenues</i>	USD Juta <i>USD Million</i>	41,921	56,014	58,368
Penggantian Subsidi dari Pemerintah <i>Subsidy Reimbursement from the Government</i>		3,429	4,875	5,632
Nilai Ekonomi yang Didistribusikan <i>Economic Value Distributed</i>				
Biaya Operasi <i>Operating Costs</i>		31,104	44,279	46,621
Biaya Karyawan <i>Employee Wages and Benefits</i>		2,099	2,304	2,218
Pembayaran bagi Pemodal <i>Payments to Providers of Capital</i>	USD Juta <i>USD Million</i>	806	816	582
Pembayaran kepada Pemerintah <i>Payments to Government</i>		6,958	9,648	8,491
Investasi Sosial (TJSL + SMEPP) <i>Social Investment (CSR + SMEPP)</i>		31	19	31
Nilai Ekonomi yang Ditahan <i>Retained Economic Value</i>				
Jumlah <i>Total</i>	USD Juta <i>USD Million</i>	4,352	3,824	6,057

* Disajikan kembali sebagai dampak akuisisi 8 RS milik BUMN oleh PT Pertamina Bina Medika IHC dalam rangka pembentukan *holding* Rumah Sakit

* *Restated as a result of the acquisition of 8 state-owned hospitals by PT Pertamina Bina Medika IHC related to the establishment of a hospital holding*



Realisasi CDM

Selama periode pelaporan, Perseroan memperoleh keuntungan sebagai implikasi perubahan iklim. CDM adalah inisiatif yang mengatur pengurangan emisi dengan mekanisme *joint implementation* dan *emission trading*. [102-12] [201-2]

Realization of CDM

During the reporting period, the company benefited from climate change implication. CDM is an initiative on emission reduction with a joint implementation and emission trading mechanism. [102-12] [201-2]

Pengelolaan Dana Pensiun

Bentuk lain distribusi nilai ekonomi yang dihasilkan adalah pembayaran imbal jasa pekerjaan kepada karyawan dan iuran dana pensiun. Pengelolaan iuran dana pensiun dilaksanakan Dana Pensiun PERTAMINA, selaku penyelenggara Program Pensiun Manfaat Pasti (PPMP) untuk karyawan Perseroan. Jumlah dana pensiun yang dikelola per 31 Desember 2020 mencapai Rp9,7 triliun, dengan jumlah kewajiban pembayaran pensiun Rp967 miliar, dan Rasio Kecukupan Dana 96,1%. Informasi lebih lengkap mengenai pengelolaan dana pensiun dapat diakses di <https://dp-pertamina.com/>. Selain itu, Perseroan juga menyertakan pekerja pada program dana pensiun lembaga keuangan (DPLK) lain. [201-3]

Bantuan Keuangan dari Pemerintah [201-4]

Bantuan finansial dari Pemerintah selama periode pelaporan berupa penggantian beban biaya atas penyaluran BBM bersubsidi (solar), BBM Penugasan (Premium), dan kebijakan BBM Satu Harga. Hal tersebut sesuai Peraturan Presiden Nomor 43 Tahun 2018 tentang Perubahan atas Peraturan Presiden Nomor 191 Tahun 2014 tentang Penyediaan Pendistribusian dan Harga Jual Eceran.

Pension Fund Management

Other forms of distributing economic value include remuneration payment to employees and pension fund contributions. Pension fund contribution is managed by PERTAMINA Pension Fund, as the organizer of the Defined Benefit Pension Program (PPMP) for the company's employees. The total pension funds managed as of 31 December 2020, reached Rp9.7 trillion, with a total pension payment liabilities of Rp967 billion, and Fund Adequacy Ratio of 96.1%. More details of information regarding pension fund management can be accessed at <https://dp-pertamina.com/>. In addition, the Company also includes employees in other financial institution pension fund programs (FIPF). [201-3]

Financial Assistance from the Government [201-4]

Financial assistance from the Government during the reporting period includes the cost reimbursement for distributing subsidized fuel (diesel), public service obligation fuel (premium), and the One Price Fuel Policy. This policy is in accordance with Presidential Regulation Number 43 of 2018 concerning Amendments to Presidential Regulation Number 191 of 2014 concerning Provision of Distribution and Retail Selling Prices.

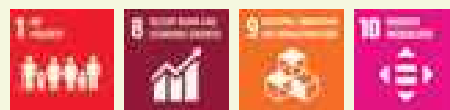


Bantuan Finansial dari Pemerintah [201-4] Financial Assistance from the Government				
Uraian Description	Satuan Unit	2020	2019	2018
<p><i>Tax Relief and Tax Credit</i> Surat Keterangan Bebas (SKB) Selama periode tahun pajak 2017 - 2019, perusahaan mendapatkan pembebasan pemungutan PPh Pasal 22 dan pemotongan PPh Pasal 23. Adapun untuk tahun pajak 2020 Perusahaan mendapatkan pembebasan pemungutan PPh 22 impor.</p> <p><i>Tax Relief Tax Exemption Certificate</i> During the 2017-2019 tax year, the Company was exempted from collecting income tax Article 22 and withholding income tax Article 23. As for the 2020 tax year, the Company received exemption from Income Tax (PPh) 22 on imports.</p>	<p>USD Juta USD Million</p>	<p>SKB Ps 22 Impor, Berdasarkan Surat Keterangan Bebas Pemungutan Pajak Penghasilan Pasal 22 Impor Nomor; Ket-36/22KLU/WPJ.19/KP.0303/2020 tanggal 11 Mei 2020</p> <p><i>Exemption Certificate (SKB) of Income Tax, based on Article 22 on Import Number Ket-36/22KLU/WPJ.19/KP.0303/2020 dated 11 May 2020</i></p>	<p>SKB Ps 22 Impor, Berdasarkan Surat KPP LTO3 No. KET-00006/IMPOR/WPJ.19/KP.03/2019 tanggal 26 Juni 2019</p> <p><i>Tax Exemption Certificate Article 22 on Import pursuant to Letter of Tax Service Office KPP LTO3 No. KET-00006/IMPOR/WPJ.19/KP.03/2019 dated 26 June 2019</i></p>	<p>SKB Ps 22 Impor, berdasarkan Surat KPP LTO3 No.KET-00004/IMPOR/WPJ.19/KP.03/2018 tanggal 25 Mei 2018</p> <p><i>Tax Exemption Certificate Article 22 on Import, pursuant to Letter of Tax Service Office (KPP) LTO3 No. KET-00004/IMPOR/WPJ.19/KP.03/2018 dated 25 May 2018</i></p>
		<p>Tidak ada SKB PPh 22 non Impor yang diterima selama tahun 2020.</p> <p><i>There was no Exemption Certificate of Income Tax based on Article 22 received in 2020.</i></p>	<p>SKB Ps 22 non Impor, Berdasarkan Surat KPP LTO3 No. KET-00018/POTPUT/WPJ.19/KP.03/2019 tanggal 12 Juli 2019</p> <p><i>Tax Exemption Certificate Article 22 on Non-import, pursuant to Letter of Tax Service Office (KPP) LTO3 No. KET-00018/POTPUT/WPJ.19/KP.03/2019 dated 12 July 2019</i></p>	<p>Surat KPP LTO3 No.KET-00011/POTPUT/WPJ.19/KP.03/2018 tanggal 22 Juni 2018</p> <p><i>Tax Exemption Certificate Article 22 on Non-import, pursuant to Letter of Tax Service Office (KPP) LTO3 No. KET-00011/POTPUT/WPJ.19/ KP.03/2018 dated 22 June 2018</i></p>
		<p>Tidak ada SKB Pasal 23 yang diterima selama tahun 2020.</p> <p><i>There was no Exemption Certificate Article 23 received in 2020.</i></p>	<p>SKB Ps 23, Berdasarkan Surat KPP LTO3 No. KET-00019/POTPUT/WPJ.19/KP.03/2019 tanggal 12 Juli 2019</p> <p><i>Tax Exemption Certificate Article 23, pursuant to Letter of Tax Service Office (KPP) LTO3 No. KET-00019/POTPUT/WPJ.19/KP.03/2019 dated 12 July 2019</i></p>	<p>SKB Ps 23, berdasarkan Surat KPP LTO3 No.KET-00012/POTPUT/WPJ.19/KP.03/2018 tanggal 22 Juni 2018</p> <p><i>Tax Exemption Certificate Article 23, pursuant to Letter of Tax Service Office (KPP) LTO3 No.KET-00012/POTPUT/WPJ.19/KP.03/2018 dated 22 June 2018</i></p>
<p><i>Tax Holiday</i></p>		<p>Selama periode tahun pajak 2020, tidak ada <i>Tax Holiday</i> yang diterima Perusahaan dalam lingkup Opsen.</p> <p><i>During the 2020 tax year, no Tax Holiday was received by the Company under Company's own operations.</i></p>	<p>Selama periode tahun pajak 2016-2019, tidak ada <i>Tax Holiday</i> yang diterima Perusahaan dalam lingkup Opsen.</p> <p><i>During the 2016-2019 tax year, no Tax Holiday was received by the Company under Company's own operations.</i></p>	
<p>Subsidi <i>Subsidy</i></p>		3,429	4,875	5,632



Dampak Ekonomi Tidak Langsung

Indirect Economic Impact



PENDEKATAN
MANAJEMEN
*DISCLOSURE OF
MANAGEMENT
APPROACH (DMA)*

[103-1][103-2][103-3]



Dampak ekonomi tidak langsung menjadi topik material karena PERTAMINA turut berkontribusi menggerakkan ekonomi masyarakat. Salah satu bentuk kontribusi adalah investasi infrastruktur penunjang operasi yang dapat digunakan masyarakat. Meningkatnya kesejahteraan masyarakat memberikan dampak tidak langsung bagi keberlanjutan Perseroan. Pelaksanaan dan realisasi kegiatan investasi dievaluasi Direksi melalui mekanisme pelaporan kegiatan dan pencapaian KPI. Pada tahun 2020, beberapa poin KPI Direksi antara lain Pendirian Lembaga Penyalur BBM Satu Harga dan rata-rata TKDN. Hasil evaluasi menunjukkan investasi infrastruktur dan program-program lain mampu memberikan dampak positif bagi masyarakat.

Indirect economic impact become a material topic because PERTAMINA also contributed to driving the community's economy. One of the contributions was the investment in operational support infrastructure that can also be used by the community. The community's welfare improvement has an indirect impact on the company's sustainability. The Board of Directors evaluates the implementation and realization of investment through reporting and KPI achievement. In 2020, several KPI points for the Board of Directors include the establishment of a One Price Fuel Distribution Agency and the average local content. The results of the evaluation show that infrastructure investment and other programs can have a positive impact on society.



Investasi Infrastruktur [203-1]

Infrastructure Investment



Sampai dengan akhir tahun 2020, Perseroan telah melaksanakan pembangunan dan pengelolaan berbagai aset untuk mendukung kegiatan operasi dan usaha. Sebagian dari aset tersebut digunakan oleh masyarakat untuk kegiatan ekonomi dan sosial mereka, sehingga menjadi bentuk manfaat tidak langsung dari keberadaan PERTAMINA. Bagi Perseroan, pemanfaatan aset oleh masyarakat memberikan pengaruh tidak langsung berupa dukungan bagi kegiatan operasi dan usaha yang berkelanjutan.

Beberapa aset Perseroan yang telah didayagunakan untuk kepentingan masyarakat, di antaranya:

- Aset berupa ruas jalan sepanjang 60 kilometer di Kabupaten Barito Timur, Kalimantan Tengah. Ruas jalan tersebut membentang dari Desa Bentot di Kecamatan Petangkep Tutui, sampai dengan Desa Telang Baru di Kecamatan Paju Epat. Infrastruktur lain adalah *landing site* berupa jalan di tepi Sungai Patai Telang Baru, Kabupaten Barito Timur. Kedua fasilitas infrastruktur tersebut telah didayagunakan secara *pro bono* oleh masyarakat setempat untuk menunjang mobilitas dan kegiatan ekonomi mereka.

Pendayagunaan aset PERTAMINA tersebut tertuang dalam Nota Kesepahaman antara PERTAMINA dan Pemerintah Provinsi Kalimantan Tengah. Nota Kesepahaman melibatkan Komisi Pemberantasan Korupsi (KPK) dan Kejaksaan Tinggi Kalimantan Tengah. Dengan kesepakatan ini maka aset PERTAMINA tersebut dapat dimanfaatkan Pemerintah Kabupaten Barito Timur untuk meningkatkan konektivitas antardaerah. Bagi PERTAMINA, sinergi pendayagunaan aset ini, memberikan dampak tidak langsung yakni dukungan keberlanjutan usaha dan bisnis di masa mendatang, terutama di Kalimantan.

As of the end of 2020, the Company has developed and managed various assets to support its operations and business activities. The community used some of these assets for their economic and social activities, thus becoming an indirect benefit from PERTAMINA's presence. On the other hand, the use of assets by the community has an indirect effect on the company in the form of support for sustainable operations and business activities.

Some of the company's assets that have been used for the benefit of the community, including:

- *The asset in the form of a 60 kilometer road in East Barito Regency, Central Kalimantan. The road stretches from Bentot Village in Petangkep Tutui District, to Telang Baru Village in Paju Epat District. Another infrastructure asset is a landing site in the form of a road on Patai Telang Baru River banks, East Barito Regency. The two infrastructure facilities have been used pro bono by the local community to support their mobility and economic activities.*

The utilization of PERTAMINA's assets was set out in the Memorandum of Understanding (MoU) between PERTAMINA and the Provincial Government of Central Kalimantan. The MoU also involved the Corruption Eradication Commission (KPK) and the Central Kalimantan High Prosecutor's Office. Under this MoU, PERTAMINA's assets can be utilized by the East Barito Regency Government to improve inter-regional connectivity. The synergy in the utilization of these assets will have an indirect impact for PERTAMINA in supporting the sustainability of operations and business in the future, especially in Kalimantan.



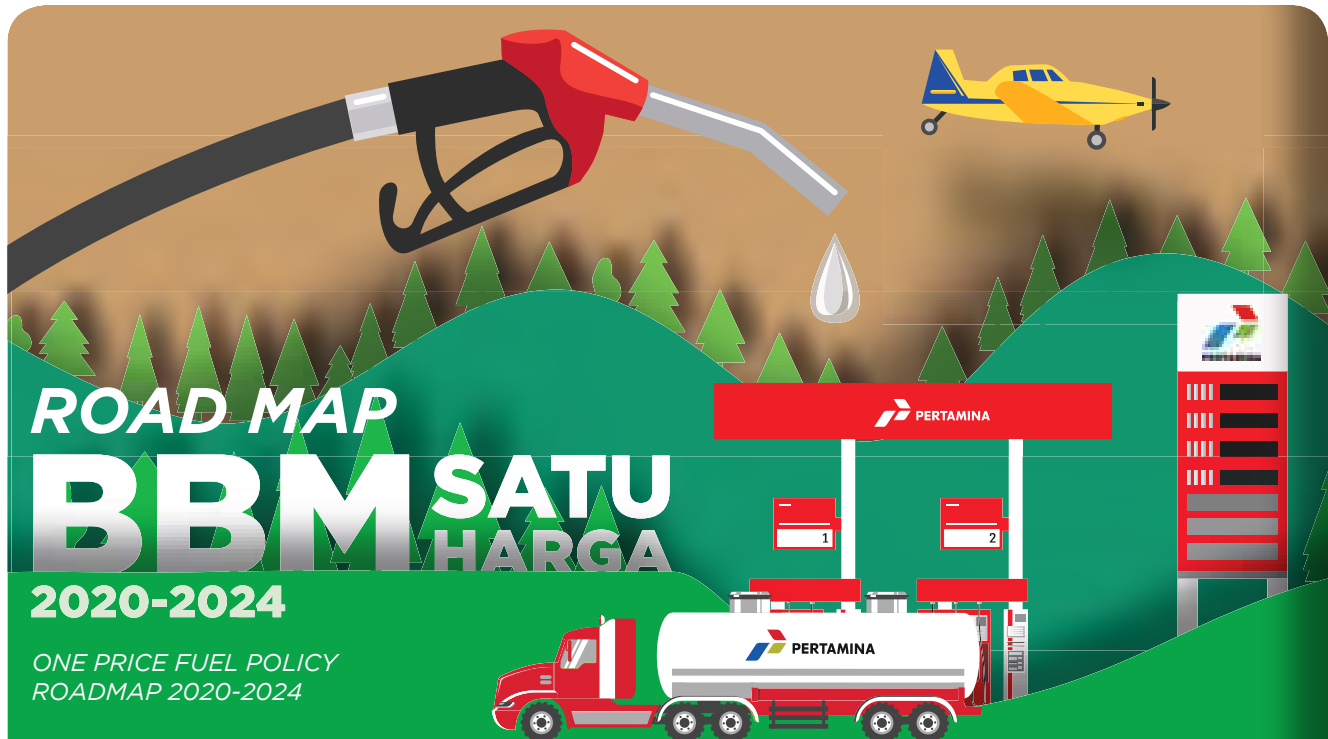
- Aset Lapangan Bola Simprug di Jakarta Selatan, telah dikembangkan menjadi Rumah Sakit Modular (RSPP Extension) untuk penanganan pandemi COVID-19 di wilayah DKI Jakarta. Pengembangan dilakukan melalui Patra Jasa untuk pembangunan ruang isolasi berupa sistem modular dan fasilitas pendukung lain. Pengoperasian rumah sakit dilakukan Pertamina Bina Medika - IHC. RS Modular Simprug dapat menampung sampai dengan 300 tempat tidur untuk isolasi dan perawatan pasien COVID-19, yang umumnya adalah masyarakat umum.
- Aset di kawasan Kenten, Palembang, Sumatera Selatan, yang akan dioptimalkan sebagai Kenten Cultural Park (KCP). Realisasi rencana tersebut tertuang dalam Nota Kesepakatan antara PERTAMINA dengan Pemerintah Kota Palembang dan Pemerintah Provinsi Sumatera Selatan. Di kawasan KCP akan dibangun area hijau perkotaan yang dapat digunakan untuk tempat rekreasi dan berolahraga yang dapat dinikmati seluruh lapisan masyarakat, serta mendukung pengembangan kawasan urban di sekitarnya.
- *Simprug Soccer Field asset in South Jakarta has been developed into a Modular Hospital (RSPP Extension) for the COVID-19 pandemic handling in the Jakarta area. Patra Jasa constructed the isolation rooms with a modular system and other supporting facilities, while Pertamina Bina Medika - IHC operates the hospital. Simprug Modular Hospital can accommodate up to 300 beds for isolation and treatment of COVID-19 patients, who are the general public.*
- *Assets in the Kenten area, Palembang, South Sumatra, will be optimized as Kenten Cultural Park (KCP). The plan's realization was stated in the Memorandum of Understanding between PERTAMINA and the Palembang City Government and the Provincial Government of South Sumatra. An urban green area will be built in the KCP area, become a recreation and sports area that can be enjoyed by the community, and support the surrounding urban development.*

• BBM Satu Harga

- Setelah menuntaskan program BBM Satu Harga tahap pertama di 2019 dengan pencapaian 160 titik, PERTAMINA melanjutkan pembangunan infrastruktur penyaluran BBM Satu Harga selanjutnya tahap dua di wilayah terdepan, terluar, dan terpencil (3T). Sesuai peta jalan, penyaluran BBM Satu Harga akan berlangsung sampai tahun 2024. Untuk tahun 2020, PERTAMINA menyelesaikan pembangunan 83 lokasi baru BBM Satu Harga. Lokasi baru meliputi Sumatera (15 penyalur), Kalimantan (10), Nusa Tenggara Barat dan Nusa Tenggara Timur (13), Sulawesi (5), serta di Maluku dan Papua (40). Hingga akhir tahun 2020, PERTAMINA telah menuntaskan 243 lokasi BBM Satu Harga. Jumlah tersebut mencapai 50% dari penugasan pembangunan 490 titik penyaluran BBM Satu Harga sampai dengan tahun 2024.

• One Price Fuel Policy

- *After completing the first phase of the One Price Fuel Policy program in 160 locations during 2019, PERTAMINA is constructing the next phase of One Price BBM distribution infrastructure in the frontier, outermost, and remote (3T) areas. According to the roadmap, the distribution of One Price Fuel Policy will be carried out until 2024. In 2020, PERTAMINA completed the construction of 83 new locations. The recent locations for One Price Fuel Policy implementation, including Sumatra (15 distributors), Kalimantan (10), West Nusa Tenggara and East Nusa Tenggara (13), Sulawesi (5), Maluku and Papua (40). By the end of 2020, PERTAMINA had completed 243 One Price Fuel Policy locations. This number reached 50% of the assignment to construct 490 One Price Fuel Policy distribution locations by 2024.*



ROAD MAP BBM SATU HARGA

2020-2024

ONE PRICE FUEL POLICY
ROADMAP 2020-2024

Sinkronisasi
Regulasi
Regulation
Synchronization

PENDIRIAN LEMBAGA PENYALUR WILAYAH 3T (330 TITIK LOKASI)
Establishment of Distribution Agency for 3T Regions (330 locations)



2020	2021	2022	2023	2024
<p>Di wilayah dengan infrastruktur darat & laut cukup baik</p> <p><i>In the areas with fairly good land & sea infrastructure</i></p>	<p>Di wilayah dengan infrastruktur darat & laut terbatas</p> <p><i>In areas with limited land & sea infrastructure</i></p>	<p>Di wilayah dengan infrastruktur darat & laut cukup sulit (belum ada)</p> <p><i>In areas with poor land & sea infrastructure (unavailable)</i></p>	<p>Di wilayah dengan infrastruktur darat & laut cukup sulit (belum ada)</p> <p><i>In areas with poor land & sea infrastructure (unavailable)</i></p>	<p>Di wilayah dengan infrastruktur darat & laut cukup sulit (belum ada)</p> <p><i>In areas with poor land & sea infrastructure (unavailable)</i></p>
TARGET: 83 lokasi 83 locations	TARGET: 76 lokasi 76 locations	TARGET: 72 lokasi 72 locations	TARGET: 56 lokasi 56 locations	TARGET: 43 lokasi 43 locations



OVOO dan Pertashop Mendorong Kemandirian Desa [203-2]

Tahun 2020 PERTAMINA memperkuat Program *One Village One Outlet* (OVOO), yang bertujuan memperluas distribusi dan layanan LPG 3 kg ke pelosok desa di seluruh Indonesia. Program OVOO menargetkan minimal satu pangkalan LPG 3 kg di setiap desa, sehingga memudahkan masyarakat mendapatkan energi bersih, hemat dan ramah lingkungan. Hal tersebut diharapkan mendorong kegiatan ekonomi lokal, sehingga meningkatkan kesejahteraan masyarakat setempat. Sampai dengan akhir periode pelaporan, realisasi Program OVOO mencakup 192.478 pangkalan LPG 3 kg, tersebar di 57.828 desa dan kelurahan di seluruh Indonesia.

PERTAMINA juga memperkuat Pertashop, layanan baru penyaluran BBM dari PERTAMINA kepada masyarakat di daerah yang belum tersedia SPBU. Pertashop menyediakan layanan BBM Pertamina, LPG Bright Gas serta produk pelumas. Pertashop juga merangkul usaha mikro kecil menengah (UMKM) sekitar, dengan memberikan kesempatan menjual produk di Pertashop. Untuk mendorong percepatan pembangunan Pertashop, PERTAMINA mendapatkan dukungan dari Kementerian Dalam Negeri dan pemerintah daerah berupa penyederhanaan izin. Realisasi pembangunan Pertashop hingga akhir tahun 2020 mencapai 1.088 outlet.

OVOO and Pertashop Boost Village Independence [203-2]

In 2020 PERTAMINA strengthened the One Village One Outlet (OVOO) Program, which aimed to expand the distribution and service of 3-kg LPG to remote villages across Indonesia. The OVOO program's target was to have at least one outlet for 3 kg LPG in each village, to make it easier for people to get clean, efficient and environmentally friendly energy. The program is expected to boost local economic activities, thus improving the local community's welfare. Until the end of the reporting period, the realization of the OVOO Program covered 192,478 outlets of 3 kg LPG, in 57,828 villages and sub-districts across Indonesia.

PERTAMINA also strengthened Pertashop, a new fuel distribution service from PERTAMINA to people in areas where gas stations are not available. Pertashop provides Pertamina fuel, Bright Gas LPG and lubricant products. Pertashop also involved local micro, small and medium enterprises (MSMEs), by providing the opportunity to sell products at Pertashop. The Ministry of Home Affairs and Local Government have supported PERTAMINA by simplifying the licensing process to accelerate the development of Pertashop. The realization of Pertashop development until the end of 2020 reached 1,088 outlets.





Program OVOO dan Pertashop menjadi bentuk manfaat tidak langsung signifikan bagi Perseroan. Keberadaan pangkalan LPG 3 kg dan Pertashop memudahkan masyarakat mendapatkan LPG dan BBM, sehingga meningkatkan volume penyaluran LPG dan BBM. Program OVOO dan Pertashop merupakan bukti komitmen PERTAMINA terhadap ketahanan energi yang mengutamakan ketersediaan, kemudahan akses, mudah diterima, terjangkau dan berkelanjutan. Pertashop juga mendorong ekonomi nasional karena melibatkan pabrikasi nasional dengan Tingkat Kandungan Dalam Negeri (TKDN) hingga 71%.

The OVOO program and Pertashop are forms of significant indirect benefits for the company. The 3-kg LPG outlets and Pertashops make it easier for people to get LPG and fuel, which resulted in an increased volume of LPG and fuel distribution. The OVOO program and Pertashop are the manifestations of PERTAMINA's commitment to energy security that prioritizes availability, accessibility, acceptability, affordability and sustainability. Pertashop also boosts the national economy due to involvement of national manufacturing with a Local Content Level of up to 71%.



KRITERIA PERSYARATAN MITRA PERTASHOP

1. Memiliki legalitas usaha berbentuk Badan Usaha dan atau Badan Hukum (UD, CV, Koperasi, PT)
2. Memiliki kelengkapan dokumen legalitas berupa KTP, NPWP, dan Akta Perusahaan
3. Memiliki atau menguasai lahan untuk pengoperasian Pertashop
4. Mendapatkan rekomendasi dari kepala desa

PERTASHOP PARTNER REQUIREMENTS CRITERIA

1. Own business legality in the form of a business entity and/or legal entity (UD, CV, Cooperative, PTI)
2. Own complete legality documents in the form of ID Card, Taxpayer Number, and Company Deed
3. Own or control land for the operation of Pertashop
4. Have a recommendation from the surrounding village officials

KRITERIA LOKASI PERTASHOP

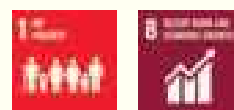
1. Aksesibilitas desa (akses mobil tanki, akses pengiriman modular)
2. Ketersediaan jaringan listrik
3. Kecamatan yang belum ada lembaga penyalur
4. Lokasi yang akan dibangun Pertashop memiliki potensi omzet yang baik serta keekonomian

PERTASHOP LOCATION CRITERIA

1. Village Accessibility (tanker access, modular delivery access)
2. Availability of power grid
3. No distributor in the district
4. The location for Pertashop has good turnover potential economically



PINKY MOVEMENT



Dukungan pada UMKM juga diwujudkan melalui program “Pinky Movement”. Program ini modifikasi Program Kemitraan, dengan mendorong UMKM pengguna LPG subsidi untuk menggunakan LPG nonsubsidi Bright Gas melalui pemberian pinjaman modal usaha. Program ini merupakan kolaborasi Fungsi SMEPP dengan LPG Sales. Program ini bertujuan menciptakan dampak dari 3 aspek sekaligus. Pertama adalah usaha kecil naik kelas. Kedua, memperluas *market share* produk Bright Gas. Dan ketiga menekan subsidi LPG.

Dampak pertama diwujudkan melalui pembinaan yang dilakukan melalui program ini. Dampak kedua diwujudkan dengan cara membuat paket *bundling*

Support for MSMEs is also manifested through the “Pinky Movement” program. This program is a modification of the Partnership Program, by encouraging MSME users of subsidized LPG to use non-subsidized Bright Gas LPG through the provision of business capital loans. This program is a collaboration between the SMEPP function and LPG Sales, which aims to create an impact from 3 aspects at once. The first aspect is the small business upgrade. Second, expanding the market share of Bright Gas products. And thirdly, reducing LPG subsidies.

The first impact is manifested through coaching through this program. The second impact is realized by creating a bundling package in which



di mana fasilitas pembiayaan ditujukan bagi outlet LPG yang bersedia menjual Bright Gas, dan UMKM yang bersedia beralih atau menambah penggunaan ke Bright Gas. Dampak ketiga secara tidak langsung dapat tercapai dalam apabila masyarakat semakin banyak yang beralih dari menggunakan LPG PSO ke Bright Gas. Sejak program ini bergulir, Pinky Movement telah menasar sekitar 2.000 gerai dan usaha kecil pengguna LPG subsidi, dengan target total penyaluran mencapai Rp102 miliar. Selain pembiayaan, UMKM binaan juga akan mendapatkan pembinaan berupa pelatihan dan asistensi sertifikasi untuk meningkatkan kesadaran dalam penggunaan LPG subsidi sesuai peruntukannya. Hingga akhir tahun 2020, realisasi program telah mencapai Rp48,38 miliar bagi 467 outlet dan 146 usaha kecil.

Rantai Pasok dan TKDN

[102-9]

Pengadaan di PERTAMINA menjadi tanggung jawab seluruh Fungsi Procurement yang terlibat dalam proses *Supply Chain Management* (SCM). Terdapat perubahan dalam sistem rantai pasok pada tahun 2020, yaitu perubahan jumlah pemasok barang dan jasa, menjadi 15.965 dari sebelumnya 15.916 pemasok. Perubahan terjadi karena adanya pemberian kesempatan kepada perusahaan penyedia barang jasa untuk mendaftar menjadi *vendor* PERTAMINA sebagai bagian dari pemenuhan tanggung jawab sosial dan lingkungan (TJSL) oleh PERTAMINA. [308-1][414-1]

Perseroan berkomitmen mengutamakan pelibatan perusahaan nasional, yakni perusahaan berbadan hukum Indonesia dan secara geografis berkedudukan di Indonesia. Hal tersebut sesuai Peraturan Presiden No. 16 Tahun 2018 tentang Pengadaan Barang/Jasa, yang mengatur tingkat komponen dalam negeri (TKDN). Pelibatan perusahaan dari luar negeri dilakukan apabila tidak ada perusahaan nasional yang mampu memenuhi barang dan jasa yang dibutuhkan PERTAMINA. Selama tahun 2020, ada 5.505 perusahaan nasional sebagai pemasok barang dan jasa, berdasarkan data *purchase order* (PO). Total nilai kontrak pengadaan untuk perusahaan nasional pada periode pelaporan mencapai Rp70,93 triliun, atau 96,15% dari total pengadaan Perseroan.

the financing facility for LPG outlets willing to sell Bright Gas, and MSMEs that plan to switch or add usage to Bright Gas. And the third impact can indirectly be achieved if more and more people switch from subsidized LPG PSO to Bright Gas. Since this program was launched, the Pinky Movement has targeted around 2,000 outlets and small businesses who use subsidized LPG, with a total distribution target of Rp102 billion. In addition to financing, the fostered MSMEs also receive training and certification assistance to raise awareness of the use of subsidized LPG according to their designated use. By the end of 2020, program realization had reached Rp48.38 billion for 467 outlets and 146 small businesses.

Supply Chain and Local Content

[102-9]

Procurement at PERTAMINA is carried out by all Procurement Functions involved in the Supply Chain Management Management (SCM). In 2020, there was a change in the number of suppliers of goods and services within the company's supply chain system from previously 15,916 to 15,965. The difference was due to the provision of opportunities for service providers to register as PERTAMINA's vendors as part of PERTAMINA's fulfilment of corporate social responsibility (CSR). [308-1] [414-1]

The Company is committed to prioritizing national companies' involvement, with Indonesian legal entity status and geographically domiciled in Indonesia. This commitment is in accordance with Presidential Regulation No. 16 of 2018 concerning the Procurement of Goods/Services, which stipulates the local content. Foreign companies are only involved if there are no national companies capable of supplying the goods and services needed by PERTAMINA. During 2020, there were 5,505 national companies as suppliers of goods and services, based on purchase order (PO) data. The total value of procurement contracts for national companies in the reporting period reached Rp70.93 trillion, or 96.15% of the Company's total procurement.



Pada tahun 2020, PERTAMINA semakin serius mendukung program peningkatan TKDN dengan ditandatanganinya nota kesepahaman antara PERTAMINA, BPPT (Badan Pengkajian dan Penerapan Teknologi), PT Sucofindo, dan PT Surveyor Indonesia pada 1 Desember 2020.

Pelibatan perusahaan nasional dalam rantai pasok mendorong peningkatan TKDN PERTAMINA, yang secara bertahap ditargetkan 25% di tahun 2020 menjadi 50% pada tahun 2026, dengan target 30% pada tahun 2021. Berdasarkan data hasil evaluasi Badan Pengawas Keuangan dan Pembangunan (BPKP), selama tahun 2017 – 2019, TKDN PERTAMINA mencapai rata-rata 49,04% dan nilai PDN mencapai Rp16,44 triliun (review dilakukan pada tahun 2018 dan 2019 untuk kontrak di atas Rp2 miliar). Untuk tahun 2020, realisasi TKDN PERTAMINA mencapai rata-rata 55,60% dengan jumlah kontrak sebanyak 62 dan nilai komponen dalam negeri Rp4,26 triliun.

In 2020, Pertamina supported the program to increase local content more seriously by signing a memorandum of understanding between PERTAMINA, BPPT (Agency for the Assessment and Application of Technology), PT Sucofindo and PT Surveyor Indonesia on 1 December 2020.

The involvement of national companies in the supply chain increased PERTAMINA's local content, which is gradually targeted at 25% in 2020 to 50% in 2026, with a target of 30% in 2021. The evaluation data from the Financial and Development Supervisory Agency (BPKP) showed that during 2017-2019, PERTAMINA's local content reached an average of 49.04%, and domestic procurement value of Rp16.44 trillion (the review was conducted in 2018 and 2019 for contracts above Rp2 billion). In 2020, the realization of PERTAMINA's local content reached an average of 55.60% from 62 contracts, with content value of Rp4.26 trillion.

Jumlah Pemasok Barang dan Jasa Number of Suppliers of Goods and Services			
Uraian Description	2020	2019	2018
Pemasok Barang Suppliers of Goods			
Perusahaan Nasional National Companies	1,441	1,385	1,543
Perusahaan Luar Negeri Foreign Companies	75	80	82
Jumlah Pemasok Barang Total Suppliers of Goods	1,516	1,465	1,625
Pemasok Jasa Suppliers of Services			
Perusahaan Nasional National Companies	4,064	4,447	4,652
Perusahaan Luar Negeri Foreign Companies	113	124	181
Jumlah Pemasok Jasa Total Suppliers of Services	4,177	4,571	4,833
Pemasok Barang dan Jasa Suppliers of Goods and Services			
Subtotal Pemasok Nasional Subtotal National Companies	5,505	5,832	6,195
Subtotal Pemasok Luar Negeri Subtotal Foreign Companies	188	204	263
Total Pemasok Barang dan Jasa Total Suppliers of Goods and Services	5,693	6,036	6,458

55.60%

Pencapaian realisasi rata-rata TKDN sesuai Surveyor Independen
Realization of average local content according to
Independent Surveyors





PERTAMINA Merespon Isu Lingkungan

PERTAMINA Responds to Environmental Issues

Isu lingkungan, sosial, dan tata kelola (LST) telah menjadi perhatian berbagai kalangan di lingkup nasional maupun global. PT PERTAMINA (Persero) berkomitmen mengelola isu LST melalui penerapan prinsip-prinsip keberlanjutan, dalam seluruh kegiatan operasional dan usaha yang dijalankan.

Environmental, social, and governance (ESG) issues have received substantial interest from national and global groups. Therefore PT PERTAMINA (Persero) is committed to managing ESG issues by applying sustainability principles to our operational and business activities.



Isu Perubahan Iklim dan Pengembangan EBTKE

Kami mengelola isu perubahan iklim dengan strategi dan perencanaan, baik secara operasional (infrastruktur) maupun lingkungan fisik. Upaya yang dilakukan adalah menurunkan emisi GRK, pengembangan energi terbarukan, serta produksi bersih dan ramah lingkungan. Pengelolaan isu perubahan iklim dijalankan terintegrasi dan melibatkan seluruh Direksi dan pejabat perusahaan di *Holding* dan *Subholding* , entitas anak dan unit operasi/unit bisnis. Pengelolaan isu perubahan iklim menjadi KPI Direksi.

Dalam hal menyikapi transisi energi dari energi fosil ke energi lain yang lebih ramah lingkungan (energi hijau), PERTAMINA mendukung pengembangan energi baru terbarukan dan konservasi energi (EBTKE) melalui pembentukan *Subholding* Power & NRE. Transisi ke energi hijau pada masa mendatang, akan mengurangi permintaan minyak dan gas (migas) yang menjadi bisnis inti PERTAMINA saat ini. Pada sisi lain, transisi ke energi hijau membuka peluang pengembangan bisnis PERTAMINA di masa depan dan mendukung transformasi sebagai perusahaan energi, dalam perjalanan menuju 10 GW.

Climate Change Issue and NREEC Development

We manage climate change issue with strategy and planning, both for operations (infrastructure) and the physical environment. The efforts include GHG emissions reduction, renewable energy development, as well as clean and environmentally friendly production. The management of climate change issues is integrated and involves all Directors and company officers in Holding and Subholding, subsidiaries and operating units/business units. The management of the climate change issue is included in the Board of Directors' KPI.

In addressing the energy transition from fossil energy to green energy, PERTAMINA supports the development of new, renewable energy and energy conservation (NREEC) through the establishment of Power and & NRE Subholding. Transition to green energy in the future will reduce the demand for oil and gas, which is Pertamina's current core business. On the other hand, the transition to green energy opens up future business development opportunities for PERTAMINA. It supports the transformation as an energy company on its journey to realize a 10 GW power project.

Upaya Berkelanjutan Pengembangan EBT dan Penggunaan Material Ramah Lingkungan



Sustainable Efforts to Develop NRE and Use of Environmentally Friendly Materials



PENDEKATAN
MANAJEMEN
*DISCLOSURE OF
MANAGEMENT
APPROACH (DMA)*

[103-1][103-2][103-3]



Sebagai respon atas isu perubahan iklim dan pembangunan rendah karbon, PERTAMINA mengembangkan EBT berbasis material ramah lingkungan yang melimpah di Indonesia. Material ramah lingkungan yang digunakan pada tahun 2020 terus meningkat volume dan jenisnya dibanding tahun 2019. Rencana pengembangan proyek energi baru dan terbarukan hingga tahun 2026 diproyeksikan meningkatkan total kapasitas pembangkit sekitar 10,2 GigaWatt (GW) dan *manufacture* sekitar 30,2 GWh untuk meningkatkan bauran energi Indonesia 23% pada tahun 2025. Proyek ini terdiri atas proyek gasifikasi pembangkit listrik sebesar 5,7 GW; panas bumi sebesar 1,1 GW; energi surya, bioenergi, air, angin sebesar 3,4 GW; baterai kendaraan listrik sebesar 30,2 GWh. Untuk proyek tersebut, PERTAMINA menyiapkan investasi sekitar USD6,96 miliar. Pengembangan EBT menjadi tanggung jawab *Subholding* Power & NRE dan pengembangan minyak kelapa sawit menjadi bahan bakar nabati saat ini diproses oleh *Subholding Refining & Petrochemicals*. Evaluasi dilakukan Direksi melalui mekanisme penilaian laporan dan pencapaian KPI. Berdasarkan evaluasi diketahui pengembangan EBT pada periode pelaporan telah sesuai peta jalan.

As a response to climate change issues and low carbon development, PERTAMINA has been developing NRE using environmentally friendly materials that are abundant in Indonesia. In 2020, the use of environmentally friendly materials increased in volume and type compared to 2019. The development plan for new and renewable energy projects until 2026 aims to increase the total generating capacity by approximately 10.2 GigaWatt (GW) and manufacture by around 30.2 GWh to increase the Indonesia energy mix to 23% by 2025. The projects consist of 5.7 GW gasification power plant; 1.1 GW of geothermal energy; 3.4 GW of solar energy, bioenergy, hydro and wind power plants; electric vehicle battery of 30.2 GWh. PERTAMINA has allocated investment of around USD6.96 billion. NRE development is the responsibility of Power & NRE Subholding, while the development of palm oil into biofuels is carried out by Refining & Petrochemicals Subholding. The evaluation is conducted by the Board of Directors through assessment of reports and KPI achievements. The evaluation results showed that NRE development in the reporting period has been in line with the roadmap.



Pengembangan EBT membuka peluang bisnis baru PERTAMINA sebagai perusahaan penyedia energi kelas dunia. Namun demikian, pengembangan EBT juga menghadapi tantangan, di antaranya kebijakan Pemerintah yang mengedepankan EBT untuk sektor kelistrikan. Tantangan lain adalah pengembangan EBT harus tetap relevan dalam 10-20 tahun ke depan, terutama dari segi teknologi agar tidak usang. PERTAMINA menyiapkan investasi USD6,96 miliar untuk pengembangan EBT sampai dengan tahun 2026, guna realisasi target bauran energi nasional 23 persen pada tahun 2025. [OG2]

NRE development opens new business opportunities for PERTAMINA as a world-class energy provider. However, it also faces challenges, including Government policies that prioritize NRE for the electricity sector. Another challenge is that NRE development must remain relevant in the next 10 to 20 years, especially in terms of technology, to prevent it from becoming outdated. PERTAMINA has allocated USD6.96 billion for the NRE development up to 2026 to realize the 23 percent of national energy mix target by 2025. [OG2]

Kapasitas, Investasi, dan Pendapatan EBT PERTAMINA Sampai Tahun 2026
PERTAMINA NRE Capacity, Investment, and Revenue up to 2026

Proyek EBT <i>NRE Project</i>	Tambahan Kapasitas <i>Additional Capacity</i>	Nilai Investasi (USD Miliar) <i>Investment Value (USD Billion)</i>	Potensi Pendapatan (USD Miliar) <i>Potential Revenue (USD Billion)</i>
Gasifikasi Pembangkit Listrik <i>Power Plant Gasification</i>	5.7 GW	1.9	1.6
Panas Bumi <i>Geothermal</i>	1.1 GW	2.0	4.9
Energi Surya, Bioenergi, Air, Angin <i>Solar Energy, Bioenergy, Water, Wind</i>	3.4 GW	2.0	0.3
Baterai Kendaraan Listrik <i>Electric Vehicle Batteries</i>	30.2 GWh	1.1	0.3

¹ Nilai Investasi asumsi Porsi PERTAMINA

² Pendapatan yang dicatat untuk proyek dengan 100% kepemilikan SH PNRE

¹ *The investment value assumption of PERTAMINA's Portion*

² *Recorded revenue for the projects with 100% ownership of PNRE SH*

Potensi Pengembangan EBT PERTAMINA Sesuai Peta Jalan *PERTAMINA's Potential for Renewable Energy Development According to the Roadmap*

Pengembangan pembangkit listrik tenaga biomassa (PLTBm), dengan potensi hingga 20 MW pada tahun 2026.

Development of a biomass power plant (PLTBm), with a potential of up to 20 MW by 2026.



Pengembangan baterai kendaraan listrik. Produksi baterai ditargetkan tahun 2022 dengan kapasitas 500 ribu Mwh, dan akan ditingkatkan hingga 1.300 ribu MWh pada tahun 2026.

Development of electric vehicle battery. Battery production in 2022 is targeted with a capacity of 500 thousand MWh, and will be increased to 1,300 thousand MWh by 2026.



Pengembangan listrik tenaga surya. PPI mengembangkan PLTS di internal PERTAMINA dengan potensi hingga 60 MW pada tahun 2021.

Development of solar power. PPI develops internal solar power plant at PERTAMINA with a potential of up to 60 MW in 2021.



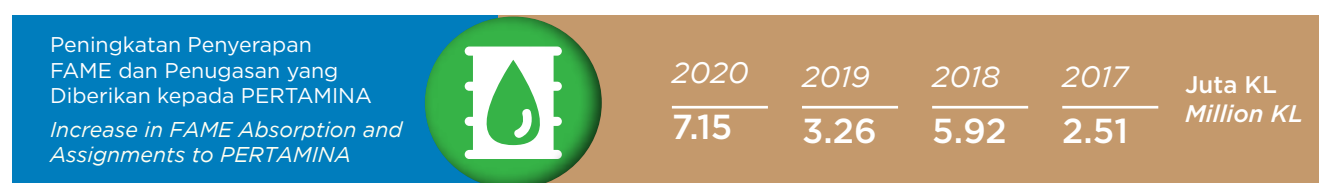
Selama tahun 2020, PERTAMINA mengembangkan beberapa bentuk EBT. Salah satunya panas bumi yang mencakup 14 wilayah kerja kuasa perusahaan dan 2 wilayah kerja izin panas bumi. Total kapasitas terpasang hingga tahun 2020 mencapai 1.877 MW, terdiri dari 672 MW operasi sendiri dan 1.205 MW kontrak operasi bersama (JOC). [OG3]

In 2020, PERTAMINA developed several forms of NRE. One of them was geothermal, which covered 14 working areas with concession rights and 2 working areas with geothermal permits. The total installed capacity as of 2020 reached 1,877 MW, consisting of 672 MW own operation and 1,205 MW joint operation contracts (JOC). [OG3]

Pengembangan Panas Bumi PERTAMINA PERTAMINA Geothermal Development [OG3]			
Wilayah Kerja Working Area	Kapasitas (GW) Capacity (GW)	Wilayah Kerja Working Area	Kapasitas (GW) Capacity (GW)
Area Kamojang, Jawa Barat <i>Kamojang Area, West Java</i>	235	JOC Sarulla, Sumatera Utara <i>JOC Sarulla, North Sumatra</i>	330
Area Lahendong, Sulawesi Utara <i>Lahendong Area, North Sulawesi</i>	120	JOC Cibereum Parabakti (Salak), Jawa Barat <i>JOC Cibereum Parabakti (Salak), West Java</i>	377
Area Karaha, Jawa Barat <i>Karaha Area, West Java</i>	30	JOC Darajat, Jawa Barat <i>JOC Darajat, West Java</i>	271
Area Ulubelu, Lampung <i>Ulubelu Area, Lampung</i>	220	JOC Pangalengan (Wayang Windu), Jawa Barat <i>JOC Pangalengan (Wayang Windu), West Java</i>	227
Area Sibayak, Sumatera Utara <i>Sibayak Area, North Sumatra</i>	12	JOC Tabanan, Bali	0
Proyek Lumut Balai, Sumatera Selatan <i>Lumut Balai Project, South Sumatra</i>	55		
Jumlah <i>Total</i>	672	Jumlah <i>Total</i>	1,205

Bentuk EBT lain adalah bioenergi berbasis dasar CPO, yang merupakan material terbarukan. Pada akhir tahun 2019, Perseroan mulai memproduksi biodiesel B30, dengan total peningkatan penyerapan FAME dan penugasan yang diberikan Pemerintah kepada PERTAMINA sebesar 7,15 juta Kiloliter (KL) pada tahun 2020. Sesuai data dari Kementerian ESDM, konsumsi biodiesel di Indonesia terus bertambah, sehingga peluangnya cukup menjanjikan di masa mendatang. [OG-14][301-1]

Another form of NRE is bioenergy based on CPO, which is a renewable material. At the end of 2019, the Company started producing biodiesel B30, with a total increase in FAME absorption and the assignment given by the Government to PERTAMINA of 7.15 million Kiloliters (KL) in 2020. According to data from the Ministry of Energy and Mineral Resources, biodiesel consumption in Indonesia continues to increase, so that the opportunities are quite promising in the future. [OG-14][301-1]



Sepanjang tahun 2020, PERTAMINA berhasil melakukan uji coba produksi *Green Diesel* (D100) di Kilang Dumai sebesar 1.000 barel. Sebelumnya, Perseroan juga melakukan uji coba *co-processing Green Gasoline* di Kilang Cilacap. Uji coba akan berlanjut untuk *co-processing Green Avtur* yang ditargetkan pada akhir 2020. Produk *Green Diesel D100*, diproduksi dari proses CPO menjadi *refined, bleached and deodorized palm oil* (RBDPO), yang kemudian direaksikan menggunakan katalis Merah Putih produksi Research & Technology Center (RTC) PERTAMINA bekerja sama dengan Institut Teknologi Bandung (ITB). [OG14]

In 2020, PERTAMINA successfully tested 1,000 barrels of *Green Diesel* (D100) production at Dumai Refinery. Previously, the Company also conducted a *co-processing trial of Green Gasoline* at the Cilacap Refinery. The trials continued for *Green Avtur co-processing*, which was targeted by the end of 2020. The *Green Diesel D100* is produced from processing CPO into *refined, bleached and deodorized palm oil* (RBDPO). Later on, the product is reacted using the Red and White catalyst produced by PERTAMINA in collaboration with the Bandung Institute of Technology (ITB). [OG14]



KOMITMEN PADA SAWIT BERKELANJUTAN

PERTAMINA berkomitmen mendapatkan CPO dari perkebunan dan pabrik kelapa sawit (PKS) yang menerapkan praktik-praktik sawit berkelanjutan. Pemanfaatan CPO memberikan efek berantai. Program biodiesel B30, menghemat devisa Rp63 triliun dari pengurangan impor BBM. Selain itu, turut meningkatkan kesejahteraan 17 juta petani sawit dan pekerja di perkebunan maupun PKS. Hal ini berdampak tidak langsung bagi Perseroan, yakni jaminan pasokan CPO. [203-2][301-2]

COMMITMENT TO SUSTAINABLE PALM OIL

PERTAMINA is committed to procuring CPO from oil palm plantations and palm oil mills with sustainable palm oil practices. The use of CPO has a chain effect. The B30 biodiesel program saved Rp63 trillion in foreign exchange from fuel import reduction. In addition, it also helps improve the welfare of 17 million oil palm farmers and workers in the plantations and mills. This has an indirect impact on the Company, particularly in the guarantee of CPO supply. [203-2][301-2]

PERTAMINA membangun dan mengoperasikan Pembangkit Listrik Tenaga Biogas (PLTBg) 2,4 MW di Kawasan Ekonomi Khusus (KEK) Sei Mangkei, Simalungun, Sumatera Utara. Pengembangan PLTBg merupakan hasil kerja sama dengan PT Perkebunan Nusantara (PTPN) III (Persero). PLTBg memasok kebutuhan listrik untuk KEK, sehingga diminati berbagai perusahaan yang ingin memanfaatkan sumber listrik EBT untuk keberlanjutan bisnis mereka. Kerja sama juga dilakukan PERTAMINA dengan PTPN II (Persero) untuk pengoperasian dan perawatan PLTBg Kwala Sawit berkapasitas 1 MW dan PLTBg Pagar Merbau berkapasitas 1 MW di Kabupaten Langkat, Sumatera Utara.

PERTAMINA has built and operated a 2.4 MW Biogas Power Plant (PLTBg) in the Sei Mangkei Special Economic Zone (SEZ), Simalungun, North Sumatra, in collaboration with PT Perkebunan Nusantara (PTPN) III (Persero). PLTBg supplies electricity to the SEZ, which raised the interests of various companies to use renewable energy sources for their business sustainability. Pertamina has also collaborated with PTPN II (Persero) for the operation and maintenance of 1 MW PLTBg Kwala Sawit and 1 MW PLTBg Pagar Merbau in Langkat Regency, North Sumatra.

Selama periode pelaporan, PERTAMINA melanjutkan proyek *independent power plant* (IPP) Jawa-1, yang mengintegrasikan unit penyimpanan dan regasifikasi terapung (FSRU) dengan pembangkit listrik tenaga gas uap (PLTGU) 1.760 MW. Gas dari FSRU dialirkan melalui pipa sepanjang 21 kilometer ke PLTGU Jawa-1. Listrik yang dibangkitkan akan dikirimkan melalui saluran transmisi 500 kV ke gardu induk PLN di Kecamatan Cibatu Dua, Kabupaten Bekasi, Jawa Barat. Operasional PLTGU Jawa-1 mampu menambah pasokan listrik bagi 11 juta pelanggan.

During the reporting period, PERTAMINA continued the Java-1 independent power plant (IPP) project, which integrated floating storage and regasification unit (FSRU) with a 1,760 MW combined cycle power plant (PLTGU). Gas from the FSRU flowed through a 21 kilometers pipeline to the PLTGU Jawa-1. The power generated will be sent via a 500 kV transmission line to the PLN substation in Cibatu Dua District, Bekasi Regency, West Java. The operation of PLTGU Jawa-1 has managed to increase the electricity supply for 11 million customers.



ENERGI BERSIH UNTUK MASYARAKAT

PERTAMINA mendistribusikan 35.000 paket konverter kit (konkit) kepada nelayan dan petani di seluruh Indonesia. Sebanyak 25.000 konkit untuk nelayan di 42 kabupaten/kota serta 10.000 paket konkit untuk petani di 24 kabupaten/kota. Penugasan kepada Pertamina sesuai Peraturan Presiden Nomor 38 Tahun 2019 tentang Penyediaan, Pendistribusian, dan Penetapan Harga LPG untuk Kapal Penangkap Ikan bagi Nelayan Sasaran dan Mesin Pompa Air bagi Petani Sasaran. Paket konkit akan membantu meringankan biaya operasional bagi nelayan serta petani. Pemakaian gas juga lebih efisien serta lebih ramah lingkungan.

CLEAN ENERGY FOR THE COMMUNITY

PERTAMINA has distributed 35,000 converter kit packages to fishermen and farmers across Indonesia. As many as 25,000 packages were distributed for fishermen in 42 regencies/cities and 10,000 packages for farmers in 24 regencies/cities. The assignment is based on Presidential Regulation Number 38 of 2019 on Provision, Distribution and Determination of LPG Prices for Fishing Boats to Target Fishermen and Water Pumping Machines to Target Farmers. The converter kit packages aimed to reduce operational costs for fishermen and farmers, as using gas is more efficient and more environmentally friendly.



Pengembangan EBT menjadi dukungan Perseroan pada pencapaian Tujuan ke-7 dari Tujuan Pembangunan Berkelanjutan (TPB).

Meski mulai mengembangkan EBT sebagai energi untuk masa depan, PERTAMINA tetap memenuhi pasokan migas nasional. Selama periode pelaporan, Kami terus mencari dan menambah cadangan hidrokarbon guna menjaga keberlanjutan produksi migas. Keberadaan cadangan hidrokarbon diperlukan karena merupakan material bersifat tidak terbarukan dan habis terpakai. Material tidak terbarukan lain dan habis terpakai dalam proses produksi migas adalah bahan kimia pembantu. [301-1]

NRE development is the Company's support in achieving Sustainable Development (SDG) Goal 7.

Although PERTAMINA has started to develop NRE as energy for the future, we still fulfill the national oil and gas supply. During the reporting period, we continued to seek and increase hydrocarbon reserves to maintain the sustainability of oil and gas production. The hydrocarbon reserves are needed because it is a non-renewable and consumable material. Other non-renewable materials that are consumable in the oil and gas production process are chemical auxiliaries. [301-1]



Material Utama Digunakan dalam Produksi Migas dan Panas Bumi
Main Materials Used in Oil and Gas and Geothermal Production [301-1, OG1]

Material Utama Main Material	Satuan Unit	2020	2019	2018
Cadangan P1 Migas (Awal Tahun) P1 Oil and Gas Reserves (Early Year)	MMBOE	2,164.62	2,141.71	2,442.98
Cadangan Panas Bumi P1 (Awal Tahun) Geothermal Reserves P1 (Early Year)	MW	845.00	885.00	835.00



Upaya Berkelanjutan Efisiensi Energi

Sustainable Energy Efficiency Efforts



PENDEKATAN
MANAJEMEN
*DISCLOSURE OF
MANAGEMENT
APPROACH (DMA)*

[103-1][103-2][103-3]



Pemanfaatan energi secara efisien menjadi salah satu upaya mendukung strategi efisiensi PERTAMINA dalam menghadapi tiga efek kejut pandemi COVID-19. Efisiensi energi dijalankan melalui berbagai kebijakan, inisiatif dan inovasi berkelanjutan, termasuk pemanfaatan EBT. PERTAMINA berhasil melakukan penghematan konsumsi energi selama periode pelaporan sebesar 92,57 juta GigaJoule (GJ). Pelaksanaan efisiensi energi menjadi tanggung jawab Fungsi Operasional dan Engineering sedangkan Fungsi HSSE berperan sebagai konsultan atau *advisor* terkait program efisiensi energi. Pelaksanaan dan pencapaian kinerja efisiensi energi dievaluasi melalui mekanisme penilaian hasil audit energi secara berkala dan laporan berkala.

Efficient use of energy is one of the efforts to support PERTAMINA'S efficiency strategy in dealing with the three shock effects of the COVID-19 pandemic. Energy efficiency is implemented through various policies, initiatives and sustainable innovations, including the use of NRE. PERTAMINA succeeded in making energy consumption savings during the reporting period of 92.57 million GigaJoule (GJ). The implementation of energy efficiency is the responsibility of the operational and engineering functions, while the HSSE function acts as a consultant or advisor regarding energy efficiency programs. The implementation and achievement of energy efficiency performance is evaluated through a mechanism for assessing the results of regular energy audits and periodic reports.



Total Konsumsi Energi dan Intensitas Energi Total Energy Consumption and Energy Intensity [302-1; 302-3]					
Segmen Segment	Kinerja Performance	Satuan Unit	2020	2019	2018
Upstream	Total Pemakaian Energi Total Energy Consumption	Juta GJ Million GJ	36.86	35.81	39.40
	Total Produksi Total Production	Juta TOE Million TOE	28.68	31.78	35.92
	Intensitas Intensity	GJ/TOE	1.29	1.13	1.10
	Penghematan/Efisiensi Energi Energy Efficiency	Juta GJ Million GJ	76.52	38.05	23.73
Pengolahan & Petrokimia <i>Refining & Petrochemicals</i>	Total Pemakaian Energi Total Energy Consumption	Juta GJ Million GJ	91.54	102.49	103.84
	Total Produksi Total Production	Juta TOE Million TOE	53.14	58.61	54.98
	Intensitas Intensity	GJ/TOE	1.72	1.75	1.89
	Penghematan/Efisiensi Energi Energy Efficiency	Juta GJ Million GJ	15.76	15.25	12.66
Komersial & Perdagangan <i>Commercial & Trading</i>	Total Pemakaian Energi Total Energy Consumption	Juta GJ Million GJ	0.65	0.66	0.67
	Total Produksi Total Production	Juta KL Million KL	582.75	627.05	608.13
	Intensitas Intensity	GJ/KL	0.0012	0.0011	0.0011
	Penghematan/Efisiensi Energi Energy Efficiency	Juta GJ Million GJ	0.18	0.15	0.13
Gas	Total Pemakaian Energi Total Energy Consumption	Juta GJ Million GJ	1.86	1.92	2.64
	Total Produksi Total Production	Juta TOE Million TOE	9.90	10.17	11.94
	Intensitas Intensity	GJ/TOE	0.19	0.19	0.22
	Penghematan/Efisiensi Energi Energy Efficiency	Juta GJ Million GJ	0.02	0.02	0.05
Power & NRE	Total Pemakaian Energi Total Energy Consumption	Juta GJ Million GJ	0.39	0.39	0.44
	Total Produksi Total Production	Juta GJ Million GJ	16.63	15.45	15.01
	Intensitas Intensity	GJ/GJ	0.02	0.03	0.03
	Penghematan/Efisiensi Energi Energy Efficiency	Juta GJ Million GJ	0.08	0.04	0.03



Penghitungan efisiensi energi mencakup setiap Direktorat/*Subholding*. Penghitungan bersifat umum dengan basis periode satu tahun berdasarkan selisih antara jumlah energi terpakai aktual dengan program penghematan energi dibandingkan estimasi energi terpakai tanpa program penghematan energi. Penghitungan belum dipilah untuk produk atau jasa tertentu. Nilai penghematan energi pada tahun 2020 mencapai 92,57 juta GJ. Beberapa inisiatif penghematan energi selama tahun 2020 antara lain: [302-4]

- Aplikasi SCALLER mengubah proses *lifting*/pengangkatan peralatan yang dimasukkan ke dalam sumur yang meningkatkan kontak alat dengan fluida dan membuat aliran fluida mengalami turbulensi.
- Efisiensi energi dari pengurangan pemakaian bahan bakar *rig* tahun 2020 sebesar 93,16 GJ.
- Metode USIAP (*Upgrading Sistem Integrasi via TCP/IP*) menghasilkan efisiensi energi sebesar 103,84 GJ/tahun dan penurunan beban pencemaran udara sebesar 6,44 ton CO₂eq/tahun.
- Pemanfaatan uap dari unit 3 & 4 ke unit 1 & 2 dengan menggunakan jalur interkoneksi menghasilkan penghematan energi sebesar 4.838,4 GJ.
- Optimalisasi produksi pembangkit PLTP unit 5 area Kamojang dengan menerapkan sistem *sand blasting* pada program *maintenance rotor blade turbine* menghemat energi sebesar 19.241 GJ pada tahun 2020.
- *Retrofit* lampu penerangan jalan dari HPL-N/*Mercury* 400 Watt mengurangi konsumsi energi sebesar 144,6 GJ.
- Eliminasi pola distribusi avtur dengan sistem *stop spatial pump* ke TNI AU berhasil menghemat energi sebesar 9.504 GJ.

*Energy efficiency calculations cover every Directorate/*Subholding* company. It was calculated in general on a one-year basis based on the difference in the amount of energy used. The calculations have not been sorted for certain products or services. The value of energy-saving in 2020 reached 92.57 million GJ. A number of efforts were made to save energy during the reporting period. Some examples of energy efficiency initiatives in 2020 were: [302-4]*

- *SCALLER application changes the process of lifting equipment that is inserted into the well, which increases the equipment contact with the fluid and makes the fluid flow turbulent.*
- *Energy efficiency from reducing rig fuel consumption reached 93.16 GJ.*
- *USIAP (Integration System Upgrading via TCP/IP) method, yields energy efficiency of 103.84 GJ/year and a decrease in air pollution load by 6.44 tons CO₂eq/year.*
- *Utilization of steam from units 3 & 4 to units 1 & 2 using interconnection lines, yields energy savings of 4,838.4 GJ.*
- *Optimizing the production of Geothermal Power Plant (PLTP) Unit 5 in Kamojang Area by applying the sandblasting system to the rotor blade turbine maintenance program. This innovation generated an absolute value of 19,241 GJ by 2020.*
- *Retrofit of street lighting from 400 Watt HPL-N/*Mercury*. The absolute value from energy consumption reduction by 144.6 GJ.*
- *Eliminate the avtur distribution pattern with the stop spatial pump system to the Indonesian Air Force. This program managed to save energy by 9,504 GJ.*

EARTH HOUR 2020

Realisasi *Earth Hour* PERTAMINA tanggal 29 Maret 2020
PERTAMINA's Earth Hour Realization in 29 March 2020

23,871.83 KWH

Energi yang dihemat saat pelaksanaan *Earth Hour* 2020

Energy saved in Earth Hour 2020

Rp35,026,665

Biaya pemakaian listrik yang dihemat dalam *Earth Hour* 2020

Energy cost saving in Earth Hour 2020

995

Jumlah pekerja yang terlibat dalam *Earth Hour* 2020

Number of participating employees in Earth Hour 2020

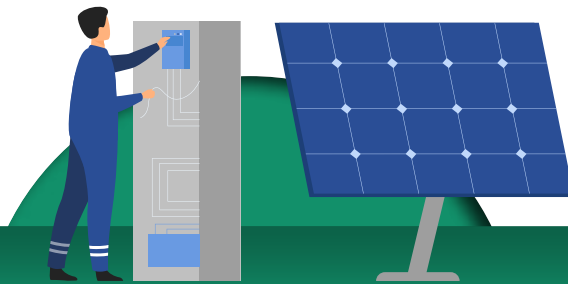
75

Jumlah lokasi kerja yang melaksanakan *Earth Hour* 2020

Number of participating operational areas in Earth Hour 2020

Pada Sabtu 29 Maret 2020, selama 1 jam dari jam 20.30-21.30, pekerja PERTAMINA di seluruh unit operasi, anak perusahaan dan Kantor Pusat berpartisipasi dalam kegiatan *Earth Hour*. *Earth Hour* adalah salah satu gerakan dasar peduli lingkungan berupa melakukan pemadaman lampu selama 1 jam yang melibatkan jutaan orang di lebih dari 180 negara dan wilayah di dunia. Kegiatan tersebut diikuti oleh 995 pekerja di 75 lokasi unit operasi dan anak perusahaan PERTAMINA. Kegiatan tersebut berhasil menghemat 23.871,83 KWH energi, ekuivalen dengan biaya pemakaian listrik sebesar Rp35,02 juta.

On Saturday 29 March 2020, for 1 hour from 20.30 - 21.30, PERTAMINA workers in all operations units, subsidiaries and Headquarter participated in Earth Hour. Earth Hour is one of the basic initiative to care for the environment, in the form of turning off lights for 1 hour involving millions of people in more than 180 countries and regions in the world. This activity was participated by 995 workers in 75 PERTAMINA operations units and subsidiaries locations. From the activity we achieved energy saving of 23,871.83 KWH, equivalent to Rp35.02 million in the cost of electricity



PENGUNAAN ENERGI BERSIH & EBT UNTUK EFISIENSI PERTAMINA

Strategi efisiensi energi juga dilakukan dengan pemanfaatan EBT pada aset-aset Perseroan. Salah satu bentuknya adalah konversi bahan bakar kapal milik Perseroan dengan metode bahan bakar ganda atau *Diesel Dual Fuel* (DDF), yang mengombinasikan *high speed diesel* (HSD) dan LNG. PERTAMINA juga telah menggunakan panel surya untuk sumber listrik kantor dan gedung, di antaranya pada *Refinery Unit IV Cilacap* dan 63 stasiun pengisian bahan bakar umum (SPBU) di beberapa daerah.

CLEAN & NRE USE FOR PERTAMINA'S EFFICIENCY

The energy efficiency strategy is also carried out by using NRE in the Company's assets. The conversion of fuel for the Company's vessels includes using Diesel Dual Fuel (DDF), which combines high speed diesel (HSD) and LNG. Pertamina has also used solar panels for power sources in the offices and buildings, including Cilacap Unit IV Refinery and 63 public gas stations (SPBU) in several areas.

PERTAMINA melalui salah satu *Subholdingnya* yaitu *Subholding Power & NRE*, PT Pertamina Power Indonesia (PPI), melakukan pengembangan PLTS di SPBU-SPBU PERTAMINA sebagai bagian dari optimalisasi bauran energi di wilayah operasi PERTAMINA. Hingga tahun 2020, telah berhasil diimplementasikan PLTS di 63 SPBU dengan kapasitas total mencapai 385 kWp dan ditargetkan akan terus bertambah di tahun-tahun mendatang.

PERTAMINA memiliki produk-produk yang mendukung penghematan energi: [302-5]

- Produk elektrikal *Bright Electricity*, mampu menghemat 60-70% pemakaian listrik. Telah digunakan untuk penerangan kilang di Balongan, Cilacap dan Plaju.
- MusiCool, merupakan *refrigerant* hidrokarbon dengan kemurnian tinggi, dapat menghemat 20% pemakaian listrik.

PERTAMINA through one of its subholding companies, Power & NRE Subholding, PT Pertamina Power Indonesia (PPI), is also developing solar power plants at PERTAMINA gas stations as part of optimizing the energy mix in PERTAMINA's operating areas. Until 2020, solar power plants has been successfully installed at 63 gas stations with a total capacity of 385 kWp and is targeted to continue to grow in the coming years.

PERTAMINA has products that support energy saving: [302-5]

- *Bright Electricity, an electrical product that is able to save 60-70% of electricity consumption. The products have been used for lighting in Balongan, Cilacap and Plaju refineries.*
- *MusiCool, a hydrocarbon refrigerant with high purity, can save 20% of electricity consumption.*

Mengurangi Emisi

Emission Reduction



PENDEKATAN
MANAJEMEN
*DISCLOSURE OF
MANAGEMENT
APPROACH (DMA)*

[103-1][103-2][103-3]



PERTAMINA mendukung upaya Pemerintah menurunkan emisi gas rumah kaca (GRK) dan emisi lain penyebab pemanasan global. Upaya yang dilakukan adalah mengurangi emisi dari kegiatan operasi dan produksi, termasuk inisiatif memanfaatkan gas suar dan Program Langit Biru untuk mendorong masyarakat menggunakan bahan bakar rendah emisi karbon. Total emisi GRK yang dapat diturunkan secara akumulasi sejak tahun 2010 pada periode pelaporan mencapai 6,79 juta ton CO₂eq. Kinerja pengendalian emisi GRK dievaluasi Direksi melalui mekanisme penilaian laporan berkala kepada pihak-pihak berwenang dan pencapaian KPI Fungsi HSSE di *holding*, *subholding*, maupun entitas anak. Dari hasil evaluasi, pencapaian penurunan emisi GRK telah memenuhi target yang ditetapkan.

PERTAMINA supports the Government's efforts to reduce greenhouse gas (GHG) emissions and other emissions that cause global warming. The attempts to reduce emissions from operations and production activities include initiatives to utilize gas flares and the Blue Sky Program to urge people to use low-carbon emission fuels. Total GHG emissions reduction in the reporting period reached 6.79 million ton CO₂eq. The Board of Directors assesses the performance of GHG emission control through periodic reports to the authorities and the achievement of KPIs for HSSE Function in holding company, subholding companies, and subsidiaries. The evaluation results showed that GHG emission reduction had met the set target.



Upaya PERTAMINA menurunkan emisi GRK menjadi bagian dari program nasional Pemerintah Indonesia, yang dilakukan sejak tahun 2010. Referensi Perhitungan adalah Metodologi Inventarisasi Sumber Emisi dan Perhitungan Beban Emisi Kegiatan Industri Minyak dan Gas, PT Pertamina (Persero) tahun 2010. Berdasarkan penghitungan yang dilakukan, pada tahun 2010 PERTAMINA menetapkan penghitungan total emisi GRK total adalah 25.078 juta ton CO₂eq, dan ditetapkan sebagai *baseline* pengukuran hasil reduksi emisi GRK. Jumlah tersebut berasal dari kegiatan hulu 9,22 juta ton CO₂eq, pengolahan 15,42 juta ton CO₂eq, pemasaran dan perdagangan 0,48 juta ton CO₂eq. Sampai dengan akhir tahun 2020, PERTAMINA telah berhasil menurunkan emisi GRK sebesar 6,7 juta ton CO₂eq dan telah mencapai persentase dari emisi yang direduksi sebesar 27,0% dari Emisi yang diukur pada tahun 2010. Beberapa inisiatif reduksi emisi yang dilakukan antara lain efisiensi energi pada segmen hulu, pengolahan, dan gas; pemanfaatan gas suar pada segmen hulu dan pengolahan; gasifikasi bahan bakar di segmen hulu, dan pemanfaatan panel surya.

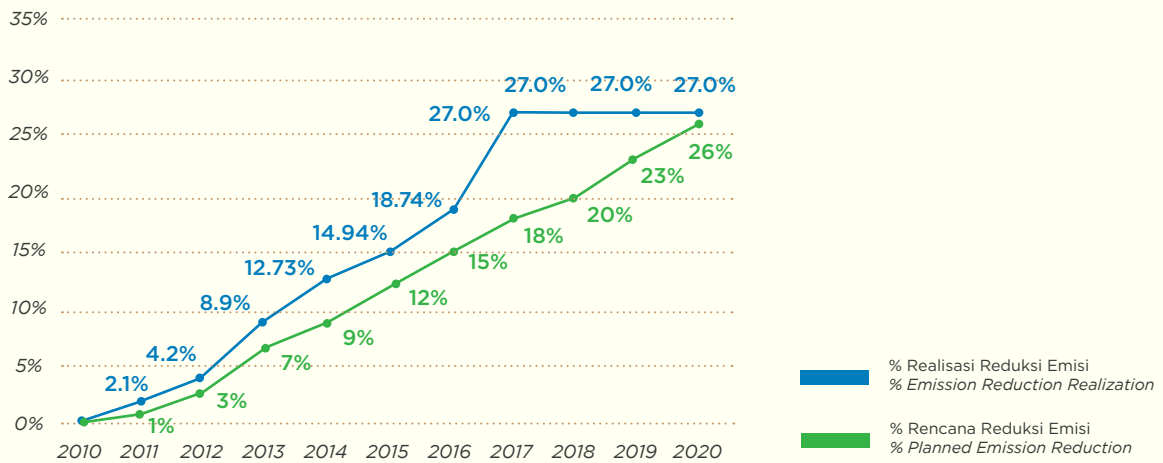
[305-5]

PERTAMINA's efforts to reduce GHG emissions have become part of the Indonesian Government's national program, which has been carried out since 2010. The calculations referred to the Methodology for Inventory of Emission Sources and the Calculation of Emission Load for Oil and Gas Industry Activities at PT Pertamina (Persero) in 2010. PERTAMINA recorded total GHG emissions of 25,078 million tons CO₂eq in 2010, which was determined as the baseline for the measurement of GHG emission reduction. The amount derived from upstream activities was 9.22 million tons of CO₂eq, refining 15.42 million tons of CO₂eq, marketing and trading of 0.48 million tons of CO₂eq. By the end of 2020, PERTAMINA managed to reduce GHG emissions by 6.7 million tons of CO₂eq, and the total decrease in emission reached 27.0% from emissions measured in 2010. Several emission reduction initiatives carried out include energy efficiency in the upstream, refining, and gas segments; utilization of gas flare in the upstream and refining segments; fuel gasification in the upstream segment, and utilization of solar panels. [305-5]

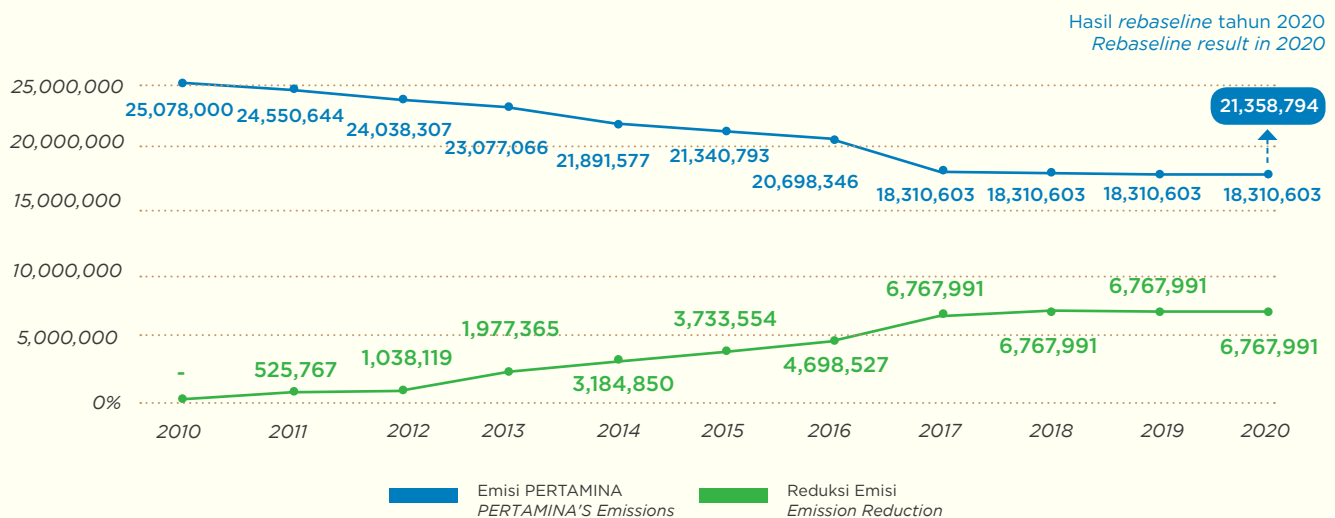
Realisasi Volume dan Persentase Penurunan Emisi GRK 2010-2015 Berdasarkan *Baseline* Tahun 2010 [305-5]
Realization of Volume and Percentage of GHG Emission Reduction 2010-2015 Based on the 2010 Baseline

Tahun Year	Satuan Unit	2010	2011	2012	2013	2014	2015
Volume	Ribu Ton CO ₂ eq Thousand Tons CO ₂ eq	25,078	24,553	24,040	23,101	21,894	21,354
% Reduksi % Reduction	%	0.00	2.10%	4.2%	8.86%	12.7%	14.9%
% Target		0.00	1%	3%	7%	9%	12%
Tahun Year	Satuan Unit	2015	2016	2017	2018	2019	2020
Volume	Ribu Ton CO ₂ eq Thousand Tons CO ₂ eq	21,340	20,698	18,309	18,309	18,309	18,309
% Reduksi % Reduction	%	14.9%	18.7%	27.0%	27.0%	27.0%	27.0%
% Target		12%	15%	18%	20%	23%	26%

Perbandingan Target dan Realisasi Persentase Penurunan Emisi GRK 2010-2020 Berdasarkan *Baseline* Tahun 2010
Comparison of Target and Realization of GHG Emission Reduction Percentage 2010-2020 Based on the 2010 Baseline



Perbandingan Target dan Realisasi Penurunan Emisi GRK 2010-2020 Berdasarkan *Baseline* Tahun 2010
Comparison of Target and Realization of GHG Emission Reduction 2010-2020 Based on the 2010 Baseline



Secara keseluruhan, target penurunan emisi GRK sebesar 26% berdasarkan *baseline* tahun 2010 telah tercapai sejak tahun 2017, lebih cepat 3 tahun dari target awal. Karena target telah tercapai sejak tahun 2017, PERTAMINA tidak melakukan *monitoring* timbulan emisi GRK lagi, namun upaya penurunan GRK tetap terus dilakukan dan dilaporkan ke KLHK melalui mekanisme PROPER. Selama periode pelaporan, PERTAMINA tetap melakukan upaya penurunan emisi GRK pada semua lini bisnis. Berdasarkan identifikasi sumber dan hasil

Overall GHG emission reduction target of 26% with the 2010 baseline was achieved in 2017, three years faster than the initial target. Due to the target has been achieved since 2017, PERTAMINA has not conducted any monitoring of GHG emissions, however efforts to reduce GHG still continue and is reported to the Ministry of Environment and Forestry through the PROPER mechanism. During the reporting period, PERTAMINA continued to carry out GHG emission reduction efforts in all business lines. Based on identified sources and calculation results,



penghitungan, Perseroan melaksanakan beberapa kegiatan untuk menurunkan emisi GRK.

Selama periode pelaporan, PERTAMINA juga tetap melakukan penghitungan emisi GRK yang ditimbulkan. Penghitungan menggunakan referensi Peraturan MENLH No 12 Tahun 2012 tentang Pedoman Penghitungan Beban Emisi Kegiatan Industri Minyak dan Gas Bumi. PERMEN tersebut juga mengatur dengan sumber-sumber emisi yang ada di dalam industri minyak dan gas bumi, antara lain emisi gas buang dari proses pembakaran dalam dan pembakaran luar (*internal and external combustion engine*) yang umumnya mencakup *engine, boiler, furnace*, turbin dan generator, proses pembakaran pada *flaring unit*, emisi yang berasal dari penggunaan *thermal oxidizer* dan *sulfur removal*, emisi dari kegiatan operasional *loading* dan *unloading* minyak pada saat pengiriman, emisi dari kegiatan penimbunan/penyimpanan minyak bumi, dan emisi *fugitive*.

Pengungkapan informasi dalam Laporan ini, mencakup hasil pengukuran emisi GRK dalam yang meliputi Scope 1 Standar GRI dari konsumsi energi di dalam perusahaan, dengan jenis emisi: CO₂, CH₄ dan N₂O. Selain itu juga dilakukan pengukuran beberapa parameter utama terkait lingkungan hidup seperti SOx, NOx, dan *particulate matter* (PM), dan *volatile organic compounds* (VOC). Pengukuran emisi GRK Scope 2 Standar GRI meliputi emisi GRK dari konsumsi energi di luar perusahaan. Perseroan belum melakukan pengukuran emisi GRK Scope 3 Standar GRI, dari pemakaian energi oleh pihak-pihak yang menjadi bagian dari rantai pasok PERTAMINA dan berada di luar kendali Perseroan. [305-1; 305-2; 305-3]

the Company has carried out several activities of GHG emissions reduction.

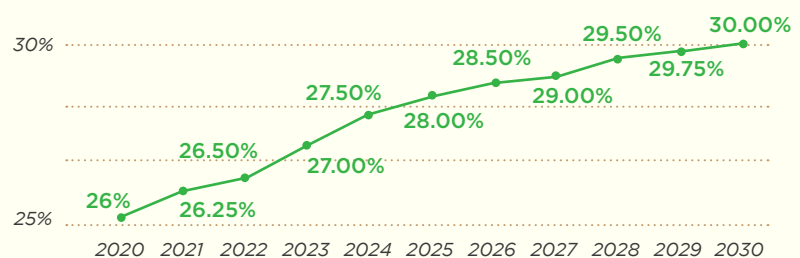
During the reporting period, PERTAMINA also continued to calculate the generated GHG emissions. The calculation refers to the Regulation of Minister of Environment No. 12 of 2012 on Guidelines for Calculating Emission Load for Oil and Gas Industry Activities. The regulation also stipulates emission sources in the oil and gas industry, including internal and external combustion engines, such as exhaust emissions from engines, boilers, furnaces, turbines and generators; the combustion process in the flaring unit, from the use of thermal oxidizer and sulfur removal; emissions from loading and unloading operations of oil during delivery; emissions from oil storage activities, and fugitive emissions.

This Report disclosed information on the results of GHG emission measurement of Scope 1 based on the GRI Standards of energy consumption within the company, with the emission of CO₂, CH₄ and N₂O as well as emissions of several key environmental parameters such as SOx, NOx and particulate matter (PM), and organic compounds (VOC). Measurement of GHG emissions Scope 2 of the GRI Standards covered GHG emissions from energy consumption outside the company. The Company has not measured GRI Standard Scope 3, which covered GHG emissions from energy use by parties that are part of Pertamina's supply chain and are beyond the Company's control. [305-1; 305-2; 305-3]

Target Persentase Penurunan Emisi GRK 2020-2030

Target of GHG Emission Reduction Percentage 2020-2030

 % Rencana Reduksi Emisi
% Planned Emission Reduction



*Roadmap ini dibuat berdasarkan perhitungan beban emisi yang teridentifikasi pada tahun 2020. Apabila terdapat sumber emisi tambahan sebagai akibat dari pengembangan bisnis, peta jalan tersebut akan ditinjau ulang dan dimungkinkan adanya penyesuaian kembali.

* This roadmap is based on the calculation of the emission identified in 2020. If there are additional emission sources as a result of business development, the roadmap will be reviewed and adjustments may be made.



Penetapan *Baseline* Baru

Tahun 2020, PERTAMINA melakukan penghitungan dan penetapan total emisi CO₂eq sebagai *baseline* baru. Hal ini dilakukan seiring perkembangan usaha dengan adanya penambahan wilayah kerja baru, unit operasi/anak perusahaan baru, serta reorganisasi *Holding* dan *Subholding*. Penghitungan juga menggunakan referensi Peraturan MENLH No 12 Tahun 2012 tentang Pedoman Penghitungan Beban Emisi Kegiatan Industri Minyak dan Gas Bumi untuk Cakupan 1 (Penggunaan Sendiri). Berdasarkan penghitungan yang dilakukan, total emisi GRK tahun 2020 sebagai *baseline* baru adalah 21,358 juta ton CO₂eq.

Penetapan *baseline* baru juga dimaksudkan untuk memenuhi kriteria penghitungan yang komprehensif, dalam memenuhi target nasional penurunan emisi GRK yakni 29% pada tahun 2030. Pemerintah menetapkan kontribusi PERTAMINA untuk mendukung pencapaian target penurunan emisi GRK sektor energi sebesar 29% pada tahun 2030. Untuk merealisasikan target tersebut, PERTAMINA telah menetapkan Peta Jalan Reduksi Emisi baru, mengacu pada hasil *baseline* 2020, RJPP PERTAMINA, kebijakan pemanfaatan energi nasional, Transisi Energi Nasional dan PERTAMINA, serta Pedoman Pelaksanaan Rencana Aksi Penurunan Emisi GRK. Perseroan juga mencantumkan target penurunan emisi GRK sebagai salah satu KPI Direktur Utama, SVP HSSE, para VP HSSE Holding dan Subholding.

Penghitungan emisi tahun 2020 sebagai *baseline* berlaku bagi semua *subholding*, anak perusahaan, dan unit operasional PERTAMINA. [305-4]

Setelah *rebaselining*, PERTAMINA melanjutkan peta jalan jangka panjang penurunan emisi yang pernah ditentukan pada tahun 2010, serta capaian sejak tahun 2011-2020. Peta jalan ini diperhitungkan dari mulai target 2020 sebesar 26% (referensi Konferensi Copenhagen tahun 2009) hingga tahun 2030 (referensi konferensi Paris tahun 2015).

Rebaselining

In 2020, PERTAMINA calculated and determined the total CO₂eq emission as the new baseline. The new baseline was set due to the business development with additional new working areas, new operating units/subsidiaries, and reorganization with Holding and Subholding companies' formation. The calculation also referred to Minister of Environment's Regulation No. 12/2012 on Guidelines for Calculating Emission Load for Oil and Gas Industry Activities for Scope 1 (Own Use). Based on the calculations, the total GHG emission in 2020 as the new baseline is 21.358 million tons of CO₂eq.

The new baseline is set to comply with comprehensive calculation criteria in meeting the national GHG emission reduction target of 29% by 2030. The Government has determined PERTAMINA's contribution to support the achievement of GHG emission reduction target in the energy sector at 29% by 2030. To meet this target, PERTAMINA has established a new Emission Reduction Roadmap, referring to several documents, such as the 2020 baseline, PERTAMINA's Corporate Long-term Plan, national energy utilization policy, National Energy Transition and PERTAMINA, as well as Guidelines for Implementation of GHG Emission Reduction Action Plan. The Company also included GHG emission reduction target as one of the KPIs for the President Director, SVP HSSE, VPs HSSE of Holding and Subholding companies.

The calculation of 2020 emissions as a baseline applies to all PERTAMINA's subholdings, subsidiaries, and operational units. [305-4]

After rebaselining, PERTAMINA continued the long-term roadmap for emission reduction that had been established in 2010, and the achievements since 2011 to 2020. The calculation used for the roadmap was from the 2020 target of 26% (Copenhagen Conference 2009 reference) until 2030 (Paris conference 2015 reference).



Sumber emisi yang berada di masing-masing kegiatan *subholding* dibedakan menjadi dua bagian, yaitu:

- Sumber emisi yang tidak bergerak dari sumber-sumber emisi posisi stasioner, misal tangki, *engine process*/operasional dan unit-unit yang terindikasi dalam posisi stasioner;
- Sumber emisi bergerak, dari sumber emisi dalam posisi bergerak (*mobile*), seperti kendaraan transportasi penunjang, kapal, yang dipergunakan untuk transportasi BBM ataupun minyak mentah. Hampir semua *subholding* memiliki sumber emisi bergerak.

Cakupan kegiatan operasional PERTAMINA yang dilakukan pengukuran emisi adalah lingkup 1 (*Scope 1*) dan lingkup 2 (*Scope 2*), mencakup segmen Upstream, Refining and Petrochemicals, Commercial & Trading, Power & NRE, Shipping, AP Services, Badak NGL dan Gas.

Metode Perhitungan Emisi yang digunakan adalah menggunakan metode Tier 1, Tier 2 (2a dan 2B), Tier 3 (3b), dan Tier 4.

The sources of emissions in each subholding activity is broken down into two:

- *Stationary sources such as tanks, engine processes/operations and units indicated in a stationary position;*
- *Mobile sources, such as support transport vehicles and ships, which are used for fuel or crude oil transportation. Nearly all subholdings have mobile emission sources.*

The emissions calculation for PERTAMINA's operating activities covered Scope 1 and Scope 2 emissions for Upstream, Refining and Petrochemicals, Commercial & Trading, Power & NRE, Shipping, AP Services, Badak NGL and Gas segment.

Method used for emission calculation are Tier 1, Tier 2 (2a and 2B), Tier 3 (3b), and Tier 4.

Perbandingan <i>Baseline</i> 2010 dan 2020 2010 vs 2020 <i>Baseline Comparison</i>		
Subholding	Hasil Penghitungan Emisi (Juta ton CO ₂ eq) <i>Emission Calculation (Million ton CO₂eq)</i>	
	2010	2020
<i>Upstream</i>	9.22	7.72
<i>Refining & Petrochemicals</i>	15.42	7.33
<i>Commercial & Trading</i>	0.44	0.54
<i>Power & NRE</i>	N/A	0.21
<i>Gas</i>	N/A	0.81
<i>Shipping</i>	N/A	1.86
Anak Perusahaan Services & Portfolio + Kantor Pusat <i>Services & Portfolio Subsidiaries + Head Office</i>	N/A	0.29
Total	25.08	21.38





Hasil Pengukuran Emisi GRK Cakupan 1 dan Cakupan 2, Intensitas Emisi, dan Emisi Signifikan Lain [305-1; 305-2; 305-4]
Measurement Results of Scope 1 and Scope 2 GHG Emissions, Emission Intensity, and Other Significant Emissions

Segmen Segment	Kinerja Performance	Satuan Unit	2020	2019	2018
Upstream	Total Emisi <i>Total Emissions</i>	Juta Ton CO ₂ eq <i>Million Ton CO₂eq</i>	7.95	5.55	5.55
	Total Produksi <i>Total Production</i>	Juta TOE <i>Million TOE</i>	32.68	31.78	35.92
	Intensitas Emisi <i>Emission Intensity</i>	Ton CO ₂ eq/TOE	0.24	0.18	0.15
Refining & Petrochemicals	Total Emisi <i>Total Emissions</i>	Juta Ton CO ₂ eq <i>Million Ton CO₂eq</i>	7.33	12.56	12.56
	Total Produksi <i>Total Production</i>	Juta TOE <i>Million TOE</i>	53.14	58.61	54.94
	Intensitas Emisi <i>Emission Intensity</i>	Ton CO ₂ eq/TOE	0.14	0.21	0.23
Commercial & Trading	Total Emisi <i>Total Emissions</i>	Juta Ton CO ₂ eq <i>Million Ton CO₂eq</i>	0.54	0.21	0.21
	Total Produksi <i>Total Production</i>	Juta KL <i>Million KL</i>	582.75	627.05	608.13
	Intensitas Emisi <i>Emission Intensity</i>	Ton CO ₂ eq/KL	0.0009	0.0003	0.0003
Gas	Total Emisi <i>Total Emissions</i>	Ribu Ton CO ₂ eq <i>Thousand Ton CO₂eq</i>	810.88	7.44	7.51
	Total Produksi <i>Total Production</i>	Juta TOE <i>Million TOE</i>	13.51	10.17	11.94
	Intensitas Emisi <i>Emission Intensity</i>	Ton CO ₂ eq/ TOE	0.06	0.001	0.001
Power & NRE	Total Emisi <i>Total Emissions</i>	Ribu Ton CO ₂ eq <i>Thousand Ton CO₂eq</i>	209.74	73.01	75.82
	Total Produksi <i>Total Production</i>	Juta GJ <i>Million GJ</i>	16.63	15.45	15.01
	Intensitas Emisi <i>Emission Intensity</i>	Ton CO ₂ eq/GJ	0.013	0.005	0.005

*Restatement karena adanya perubahan struktur organisasi
*Restatement due to organization restructuring





Hasil Pengukuran Emisi GRK CO₂, CH₄, SO_x, NO_x, PM (Ton) [305-7]
Measurement Results of GHG Emission CO₂, CH₄, SO_x, NO_x, PM (Ton)

Parameter Parameters	Upstream	Kantor Pusat Head Office	Commercial & Trading	Refining & Petrochemicals	Power & NRE
CH ₄ (metana) CH ₄ (methane)	15,527.38	0.30	9,889.13	8,692.78	134.45
CO (karbon monoksida) CO (carbon monoxide)	0	0	0	1,943.64	0
CO ₂ (karbon dioksida) CO ₂ (carbon dioxide)	7,098,544.82	14,476.14	284,168.95	7,086,396.16	206,359.73
N ₂ O (nitrogen oksida) N ₂ O (nitrogen oxide)	796.02	2.06	14.45	82.59	0.08
nmVOC (non-methane volatile organic compounds)	6,357.47	0.00	43,278.97	21,094.86	0.00
NO _x (nitrogen oksida) NO _x (nitrogen oxide)	47,249.59	0.00	5,664.34	26,198.26	67.20
PM (partikulat) PM (particulate matter)	1,511.93	0.00	398.06	951.45	4.72
SO _x (sulfur dioksida) SO _x (sulphur dioxide)	3,106.53	0.00	372.16	7,732.37	4.42
TOC (total organic compound)	21,437.40	0.00	53,158.50	26,107.71	0.00
VOC (volatile organic compound)	54,860.26	0	0	0	0

* Termasuk Badak NGL
* Including Badak NGL



Hasil Pengukuran Emisi GRK CO₂, CH₄, So_x, NO_x, PM (Ton) [305-7]
Measurement Results of GHG Emission CO₂, CH₄, So_x, NO_x, PM (Ton)

	Gas	Shipping	Anak Perusahaan Services & Portfolio & Lainnya* Services & Portfolio Subsidiaries & Others*	Total
	546.71	74.19	4,860.35	39,725.29
	0	0	0.00	1,943.64
	786,704.72	1,856,917.63	2,737,640.67	20,071,208.82
	35.26	14.71	52.46	997.63
	2,457.72	107.92	8.84	73,305.78
	14,460.52	54,207.98	5,451.40	153,299.29
	884.08	3,810.54	172.11	7,732.89
	809.23	3,564.70	27.94	15,617.35
	2,973.44	108.56	8.81	103,794.42
	0		0.00	54,860.26



Peluang dari Reduksi Emisi GRK [201-2]

Fungsi Research and Technology Innovation (RTI) melakukan berbagai riset di bidang energi baru dan terbarukan EBT. Beberapa sumber bahan baku yang dimanfaatkan seperti mikroalga, limbah kelapa sawit, minyak goreng bekas, hingga gasifikasi batubara. Semua proyek itu sudah berhasil dikembangkan menjadi energi yang berkualitas dan lebih ramah lingkungan. RTI juga mengembangkan riset baterai baik untuk keperluan kendaraan maupun stasioner. Rangkaian program baterai itu terbagi menjadi pengembangan baterai dengan densitas tinggi, pengembangan baterai untuk sepeda motor, untuk cadangan energi, hingga rencana pembangunan pabrik baterai. Skema bisnis baterai juga dipelajari dengan melakukan kajian rantai pasok bisnis baterai dari segi produksi hingga distribusi melalui stasiun pengisian kendaraan listrik umum atau stasiun penukaran baterai.

PERTAMINA melalui beberapa anak perusahaan dan unit operasi juga mendapatkan apresiasi dari Kementerian ESDM atas komitmennya mendukung penurunan GRK dan inisiasi *Zero Routine Flaring 2030*. Gas suar atau *flare gas* yang sebelumnya dilepaskan begitu saja ke udara kini digunakan untuk program gas kota, maupun pembangkit listrik sendiri. PERTAMINA mencatat pemanfaatan gas suar pada tahun 2020 sebesar 516,72 MMSCFD atau 189.118,60 MMSCF pada lima *region*. [OG6]

PERTAMINA telah menerapkan mekanisme Pembangunan Bersih pada unit-unit pembangkit panas bumi yang dikelola *Subholding Power & NRE*. Hingga akhir tahun 2020, PERTAMINA telah memiliki 7 proyek CDM pada berbagai unit PLTP milik sendiri, yaitu CDM *Gold Standard Lumut Balai Unit 1&2*, CDM *Gold Standard Lumut Balai 3 & 4*, CDM *Gold Standard Ulubelu Unit 3&4*, CDM *Kamojang Unit 4*, CDM *Gold Standard Unit 5*, CDM *Gold Standard Karaha Unit 1*, dan VCS *Lahendong Unit 5&6*; dengan pengurangan emisi setara 2.642 juta ton CO₂Eq per tahun. Pengukuran, *monitoring*, dan pelaporan emisi GRK

Opportunity from GHG Reduction [201-2]

The Research and Technology Innovation (RTI) function conducts various research in the new and renewable energy (NRE) field. The raw materials used include microalgae, palm oil waste, used cooking oil, and coal gasification. All of these raw materials in the projects have been successfully developed into high-quality and more environmentally friendly energy. RTI has also been conducting research on battery development for both vehicle and stationary. The series of battery programs are divided into the development of high-density batteries, the batteries for motorbikes, for energy reserves, and the plan to build a battery factory. The battery business scheme was also studied by researching the battery business supply chain from production to distribution through public electric vehicle charging stations or battery exchange stations.

PERTAMINA through its subsidiaries and operational units received appreciation from the Ministry of Energy and Mineral Resources for their commitment to support GHG reduction and initiation of Zero Routine Flaring 2030. Flare gas that was previously released into the air now is used for the city gas program and power plant. PERTAMINA recorded the use of flare gas in five regions in 2020 amounted to 516.72 MMSCFD or 189,118.60 MMSCF. [OG6]

PERTAMINA has implemented a Clean Development mechanism in geothermal power plant units managed by the Power & NRE Sub holding. Until the end of 2020, PERTAMINA had seven CDM projects in various units of own operation geothermal power plants, comprising CDM Gold Standard Lumut Balai Units 1 & 2, CDM Gold Standard Lumut Balai Units 3 & 4, CDM Gold Standard Ulubelu Units 3 & 4, CDM Kamojang Unit 4, CDM Gold Standard Unit 5, CDM Gold Standard Karaha Unit 1, and VCS Lahendong Unit 5 & 6; with emissions reduction equivalent to 2,642 million tons of CO₂Eq per year. GHG emissions measurement, monitoring



yang saat ini dilakukan menggunakan metode dari UNFCCC yaitu ACM0002 *Grid-connected electricity generation from renewable sources*. Penerapan inisiatif CDM saat ini dihadapkan pada tantangan, sulitnya pemantauan dan penjualan *carbon credit* dan isu global terkait penurunan GRK.

PERTAMINA melalui *Subholding Gas* akan memasok gas bagi 52 pembangkit listrik PLN. Implementasi program memberikan benefit potensi penghematan Rp3 triliun per tahun, dari konversi HSD ke gas. Melalui program ini, sebanyak 2,1 juta KL HSD akan diganti gas, sedangkan 1 juta KL tetap menggunakan HSD karena lokasinya sangat sulit dijangkau distribusi gas. Program ini juga akan mengurangi emisi GRK dari operasional pembangkit listrik. Pelaksanaan program akan dilakukan bertahap, dimulai dari tahap pertama 430 MW di Krueng Raya, Nias, Gilimanuk, Tanjung Selor, Sorong, dan Jayapura pada tahun 2020. Selanjutnya, program gasifikasi akan dilakukan dengan klasterisasi meliputi Bali, Nusa Tenggara, Pontianak, Sulawesi, Maluku dan Papua. [203-2][305-5]

and reporting currently use the UNFCCC method, of ACM0002 Grid-connected electricity generation from renewable sources. The implementation of the CDM initiative currently has been faced with challenges, such as difficulties in monitoring and selling carbon credits, as well as global issues related to GHG reduction.

PERTAMINA, through Gas Subholding, will supply gas for 52 power plants owned by PLN. The program has a benefit in the potential saving of Rp3 trillion per year from the conversion of HSD to gas. Through this program, 2.1 million KL of HSD will be replaced by gas, while 1 million KL of HSD will continue to be used due to unreachable location by gas distribution. This program will also reduce GHG emissions from power plant operations. The program will be carried out in stages, starting from the first stage of 430 MW in Krueng Raya, Nias, Gilimanuk, Tanjung Selor, Sorong and Jayapura in 2020. The gasification program will be carried out by clustering covering Bali-Nusa Tenggara, Pontianak, Sulawesi, Maluku and Papua. [203-2][305-5]





Keterlibatan Perseroan dalam upaya penurunan emisi GRK menjadi dukungan pencapaian Tujuan ke-13 dari Tujuan Pembangunan Berkelanjutan (TPB).

The Company's involvement in GHG emissions reduction efforts supports the achievement of Goal 13 of the Sustainable Development Goals (SDGs).



Pengelolaan Limbah

Waste Management



PENDEKATAN MANAJEMEN DISCLOSURE OF MANAGEMENT APPROACH (DMA)

[103-1][103-2][103-3]



Limbah menjadi salah satu perhatian dalam kegiatan operasi Perseroan dan menjadi bagian dari pengelolaan material. Pengelolaan limbah dilaksanakan sejak memulai kegiatan, melalui penerapan prinsip 5RTD, yakni *reduce, reuse, recycle, replace, return to supplier, treatment, dan disposal*. Akuntabilitas pengelolaan limbah menjadi tanggung jawab Fungsi yang menjadi penghasil limbah di *Holding, Subholding* maupun entitas anak. Fungsi HSSE berperan sebagai *assurance body* yang memastikan bahwa limbah tersebut telah dikelola sesuai dengan peraturan perundangan dan/atau *best practice* yang berlaku. Kinerja pengelolaan limbah dievaluasi Direksi melalui mekanisme penilaian pelaporan berkala dan pencapaian KPI. Berdasar hasil evaluasi selama tahun 2020, pengelolaan limbah telah berjalan dengan baik, sehingga tidak ada entitas anak yang mendapatkan sanksi dari pihak berwenang.

Waste is one of the concerns in the Company's operations and is part of material management. Waste management has been carried out since the start of the activity by applying 5RTD principles, namely reduce, reuse, recycle, replace, return to supplier, treatment, and disposal. Accountability of waste management becomes the responsibility of the functions that generate waste in Holding, Subholding and subsidiaries. The HSSE function plays a role as an assurance body that ensures that the waste has been managed according to applicable laws and/or best practices. The Board of Directors evaluates waste management performance through a periodic report assessment and KPI achievement. The evaluation results during 2020 found that waste management has been appropriately implemented; thus, no subsidiary received any authorities' sanctions.



Sebagai perusahaan energi terintegrasi, kegiatan usaha, dan produksi PERTAMINA mencakup hulu hingga hilir. Setiap kegiatan berpotensi menimbulkan limbah yang berdampak negatif bagi lingkungan. Pengungkapan informasi timbulan limbah padatan non-B3 dan B3, meliputi Direktorat/
Subholding.

Untuk jenis limbah mengandung bahan berbahaya dan beracun (B3), pengelolaan melibatkan pihak ketiga berdasarkan persyaratan tertentu, di antaranya izin dari Kementerian Lingkungan Hidup dan Kehutanan (KLHK), serta fasilitas pengangkutan maupun penyimpanan yang aman. Limbah padatan non-B3 di antaranya kertas bekas, sampah organik dan anorganik, karton bekas kemasan, kayu bekas, dan rumput/potongan tanaman. Upaya 3R (*reduce, reuse, recycle*) limbah padat non-B3 dilakukan melalui beberapa inisiatif antara lain dengan digitalisasi proses bisnis untuk mengurangi sampah kertas bekas, penggunaan *reverse osmosis* dalam penyediaan air minum untuk mengurangi sampah plastik kemasan minuman, pemanfaatan sampah domestik untuk budidaya pakan ternak, dan upaya-upaya lainnya. Seluruh limbah dikelola dengan cara dimanfaatkan kembali, baik oleh Perseroan maupun pihak ketiga. [306-1] [306-2] [306-4]

As an integrated energy company, PERTAMINA's business and production activities encompassing upstream to downstream. Every action has the potential to generate waste which has a negative impact on the environment. The information disclosure on non-hazardous and hazardous solid waste generation incorporates the Directorates/Subholdings.

The management of waste containing hazardous and toxic materials involves a third party based on certain requirements, including a permit from the Ministry of Environment and Forestry and safe transportation and storage facilities. Non-hazardous solid waste includes used paper, organic and inorganic waste, used cardboard packaging, used wood, and grass/plant cuttings. The 3R (reduce, reuse, recycle) method in managing non-hazardous solid waste is carried out through several initiatives, including digitizing business processes to reduce paper waste, the application of reverse osmosis in the drinking water supply to decrease plastic beverage packaging waste, and reuse domestic waste for livestock feed. All waste is managed by reusing it, both by the Company and by third parties.
[306-1] [306-2] [306-4]



Pengelolaan dan Pengolahan Limbah Padatan Non-B3
Management and Treatment of Non-hazardous Solid Waste

Segmen Segment	Uraian Description	Satuan Unit	2020	2019	2018
Upstream	Total Timbulan Limbah <i>Total Waste Generation</i>	Ribu Ton <i>Thousand Ton</i>	3.52	3.95	5.89
	Total Produksi <i>Total Production</i>	Juta TOE <i>Million TOE</i>	28.68	31.78	35.92
	Intensitas Limbah <i>Waste Intensity</i>	Ton/TOE	0.000123	0.000124	0.000164
	Pengurangan Limbah <i>Waste Reduction</i>	Ribu Ton <i>Thousand Ton</i>	3.41	2.58	2.26
Refining & Petrochemicals	Total Timbulan Limbah <i>Total Waste Generation</i>	Ribu Ton <i>Thousand Ton</i>	1.10	1.21	1.49
	Total Produksi <i>Total Production</i>	Juta TOE <i>Million TOE</i>	53.14	58.61	54.94
	Intensitas Limbah <i>Waste Intensity</i>	Ton/TOE	0.0000207	0.000021	0.0000271
	Pengurangan Limbah <i>Waste Reduction</i>	Ribu Ton <i>Thousand Ton</i>	0.95	0.93	1,06
Commercial & Trading	Total Timbulan Limbah <i>Total Waste Generation</i>	Ribu Ton <i>Thousand Ton</i>	0.97	0.95	1,20
	Total Produksi <i>Total Production</i>	Juta KL <i>Million KL</i>	582.75	627.05	608.13
	Intensitas Limbah <i>Waste Intensity</i>	Ton/TOE	0.0000017	0.0000015	0.00000197
	Pengurangan Limbah <i>Waste Reduction</i>	Ton/KL	6.25	3.69	1.07
Gas	Total Timbulan Limbah <i>Total Waste Generation</i>	Ton	6.47	5.86	6.90
	Total Produksi <i>Total Production</i>	Juta TOE <i>Million TOE</i>	9.90	10.17	11.94
	Intensitas Limbah <i>Waste Intensity</i>	Ton/TOE	0.0000007	0.0000006	0.0000006
	Pengurangan Limbah <i>Waste Reduction</i>	Ton	5.55	1.98	3.25
Power & NRE	Total Timbulan Limbah <i>Total Waste Generation</i>	Ton	1.73	1.97	2.28
	Total Produksi <i>Total Production</i>	Juta GJ <i>Million GJ</i>	16.63	15.45	15.01
	Intensitas Limbah <i>Waste Intensity</i>	Ton/GJ	0.00000010	0.00000013	0.00000015
	Pengurangan Limbah <i>Waste Reduction</i>	Ton	14.27	7.30	5.64

* Restatement karena adanya perubahan struktur organisasi

* Restatement due to organizational structure change



Timbulan limbah padatan B3 meliputi kemasan B3 bekas, obat kedaluwarsa, sarung tangan & majun bekas, serbuk bor, *filter* bekas, lampu bekas, aki/baterai bekas dan *absorbent* bekas. Adapun limbah B3 cair, antara lain berupa pelumas bekas, *sludge oil* dan limbah analisis laboratorium. Pengelolaan limbah padatan B3 dilakukan dengan cara disimpan di tempat penampungan sementara (TPS). Dari TPS, limbah mengandung B3 diangkut pihak ketiga berizin ke tempat pengolahan untuk proses insinerasi maupun penimbunan dengan metode khusus. [306-5]

The generation of hazardous solid waste includes used B3 packaging, expired drugs, used gloves & rags, drill cuttings, used filters, used lamps, used dry batteries/batteries and used absorbent. The liquid hazardous waste includes used lubricants, sludge oil and laboratory analysis waste. Hazardous solid waste management is carried out by storing it in temporary storage (TPS). From the TPS, the hazardous waste is transported by a licensed third party to a processing facility for incineration and landfilling processes with specific methods. [306-5]

Pengelolaan dan Pengolahan Limbah Padatan B3 <i>Solid Hazardous Waste Management</i>					
Segmen <i>Segment</i>	Uraian <i>Description</i>	Satuan <i>Unit</i>	2020	2019	2018
<i>Upstream</i>	Total Timbulan Limbah <i>Total Waste Generation</i>	Ribu Ton <i>Thousand Ton</i>	50.28	50.19	165.89
	Total Produksi <i>Total Production</i>	Juta TOE <i>Million TOE</i>	28.68	31.78	35.92
	Intensitas Limbah <i>Waste Intensity</i>	Ton/TOE	0.00175	0.00158	0.00462
	Pengurangan Limbah <i>Waste Reduction</i>	Ribu Ton <i>Million Ton</i>	92.04	39.65	23.65
<i>Refining & Petrochemicals</i>	Total Timbulan Limbah <i>Total Waste Generation</i>	Ribu Ton <i>Thousand Ton</i>	15.95	26.44	20.32
	Total Produksi <i>Total Production</i>	Juta TOE <i>Million TOE</i>	53.14	58.61	54.94
	Intensitas Limbah <i>Waste Intensity</i>	Ton/TOE	0.00030	0.00045	0.00037
	Pengurangan Limbah <i>Waste Reduction</i>	Ribu Ton <i>Million Ton</i>	2.98	350.23	5.75
<i>Commercial & Trading</i>	Total Timbulan Limbah <i>Total Waste Generation</i>	Ribu Ton <i>Thousand Ton</i>	0.94	1.69	0.88
	Total Produksi <i>Total Production</i>	Juta KL <i>Million KL</i>	582.75	627.05	608.13
	Intensitas Limbah <i>Waste Intensity</i>	Ton/KL	0.0000016	0.000003	0.000001
	Pengurangan Limbah <i>Waste Reduction</i>	Ribu Ton <i>Thousand Ton</i>	85.00	1.51	0.45



Pengelolaan dan Pengolahan Limbah Padatan B3
Solid Hazardous Waste Management

Segmen <i>Segment</i>	Uraian <i>Description</i>	Satuan <i>Unit</i>	2020	2019	2018
Gas	Total Timbulan Limbah <i>Total Waste Generation</i>	Ton	24.51	32.42	46.97
	Total Produksi <i>Total Production</i>	Juta Ton <i>Million Ton</i>	9.90	10.17	11.94
	Intensitas Limbah <i>Waste Intensity</i>	Ton/TOE	0.0000025	0.0000032	0.0000039
	Pengurangan Limbah <i>Waste Reduction</i>	Ton	18.82	11.69	4.53
Power & NRE	Total Timbulan Limbah <i>Total Waste Generation</i>	Ton	9.32	12.08	7.19
	Total Produksi <i>Total Production</i>	Juta GJ <i>Million GJ</i>	16.63	15.45	15.01
	Intensitas Limbah <i>Waste Intensity</i>	Ton/GJ	0.0000006	0.0000008	0.0000005
	Pengurangan Limbah <i>Waste Reduction</i>	Ton	83.38	43.77	22.19

* *Restatement* karena adanya perubahan struktur organisasi

* *Restatement due to organizational structure change*



Selama periode pelaporan, kami melakukan beberapa upaya untuk mengurangi volume timbulan limbah:

- Inovasi modifikasi WTIP untuk mengurangi timbulan *sludge oil* di Pertamina EP Tambun Field;
- Inovasi perbaikan proses penyelesaian akhir (kompleksi) pemboran sumur untuk mengurangi timbulan limbah *oily sand* di Pertamina Hulu Mahakam NPU;
- Inovasi dalam pekerjaan *pressure vessel maintenance* untuk mengurangi timbulan limbah *glycol* di Pertamina Hulu Energy WMO, dan inovasi lainnya.

During the reporting period, we made several innovations to reduce the volume of waste generation:

- *Innovation in Water Treatment Injection Plant (WTIP) modification to reduce the generation of sludge oil at Pertamina EP Tambun Field;*
- *Innovation to improve the completion process of well drilling to reduce the generation of oily sand waste at Pertamina Hulu Mahakam NPU;*
- *Innovation in pressure vessel maintenance to reduce glycol waste at Pertamina Hulu Energy WMO, and other innovations.*

Penggunaan Air Bersih dan Pengelolaan Efluen

Air bersih digunakan untuk memenuhi kebutuhan domestik maupun proses produksi. Pemakaian air bersih untuk kegiatan di lepas pantai (*offshore*) bersumber dari pasokan air minum kemasan yang dikirim secara berkala. Untuk keperluan domestik lain, sumber air bersih berasal dari proses desalinasi air laut menggunakan teknologi *reverse osmosis*. Sumber air bersih lain adalah pemanfaatan air buangan dari proses kondensasi mesin pendingin udara (AC).

Pemakaian air bersih untuk kegiatan di darat (*onshore*), berasal dari sumber air permukaan meliputi danau, sungai, waduk, bendungan maupun rawa. Pada wilayah operasi sulit air, sumber air berasal antara lain dari air tanah, sumur dalam, dan tampungan air hujan.

PERTAMINA memastikan bahwa pemanfaatan air bersih dilakukan dengan bertanggung jawab dan mempertimbangkan konservasi sumber daya air di daerah setempat.

Clean Water Use and Effluent Management

Clean water is used to meet domestic needs and the production process. The use of clean water for offshore activities is from the bottled drinking water supply that is sent regularly. Other domestic needs for clean water is supplied from the desalination process of seawater using reverse osmosis technology. Another source of clean water is the use of wastewater from the condensation process of air conditioners.

The clean water for onshore activities comes from surface water sources, including lakes, rivers, reservoirs, dams and swamps. In operating areas with water scarcity, water sources include groundwater, deep wells, and rainwater harvesting.

PERTAMINA ensures the responsible use of clean water and considers water resources conservation in the local area.





Pemanfaatan Air Bersih [303-5]
Fresh Water Consumption

Segmen Segment	Uraian Description	Satuan Unit	2020	2019	2018
Upstream	Penggunaan Air Water Use	Juta m ³ Million m ³	2.73	2.64	3.04
	Total Produksi Total Production	Juta TOE Million TOE	28.68	31.78	35.92
	Intensitas Air Water Intensity	m ³ /TOE	0.095	0.08	0.08
	Pengurangan Penggunaan Air Water Use Reduction	Juta m ³ Million m ³	14.20	11.50	13.18
Refining & Petrochemicals	Penggunaan Air Water Use	Juta m ³ Million m ³	27.29	26.10	26.59
	Total Produksi Total Production	Juta TOE Million TOE	53.14	58.61	54.94
	Intensitas Air Water Intensity	m ³ /TOE	0.51	0.45	0.48
	Pengurangan Penggunaan Air Water Use Reduction	Juta m ³ Million m ³	15.22	12.85	11.83
Commercial & Trading	Penggunaan Air Water Use	Juta m ³ Million m ³	0.33	0.33	0.37
	Total Produksi Total Production	Juta KL Million KL	582.75	627.05	608.13
	Intensitas Air Water Intensity	m ³ /KL	0.00057	0.00052	0.00061
	Pengurangan Penggunaan Air Water Use Reduction	Juta m ³ Million m ³	0.23	0.15	0.13
Gas	Penggunaan Air Water Use	Ribu m ³ Thousand m ³	10.95	11.93	13.05
	Total Produksi Total Production	Juta TOE Million TOE	9.90	10.17	11.94
	Intensitas Air Water Intensity	m ³ /TOE	0.0011	0.0012	0.0011
	Pengurangan Penggunaan Air Water Use Reduction	Ribu m ³ Thousand m ³	2.74	2.40	2.04
Power & NRE	Penggunaan Air Water Use	Juta m ³ Million m ³	0.48	0.49	0.31
	Total Produksi Total Production	Juta GJ Million GJ	16.63	15.45	15.01
	Intensitas Air Water Intensity	m ³ /GJ	0.03	0.03	0.02
	Pengurangan Penggunaan Air Water Use Reduction	Ribu m ³ Thousand m ³	12.70	49.49	49.04

*) Data tahun 2020 Subholding Pengolahan & Petrokimia tidak termasuk data dari RU IV Cilacap

* Restatement karena adanya perubahan struktur organisasi

*) Data for 2020 of Processing & Petrochemical Subholding excluding data from RU IV Cilacap

* Restatement due to organizational structure change



Selama periode 2020, tidak ada entitas anak, unit operasi/unit bisnis yang dihadapkan pada sanksi karena pelanggaran regulasi termasuk peraturan daerah tentang pemakaian dan pengelolaan air.

Setiap unit operasi/unit produksi yang dikelola *Subholding* maupun entitas anak, telah dilengkapi instalasi pengolahan air limbah (IPAL). Secara berkala, dilakukan pengukuran olahan air limbah berdasarkan parameter yang telah ditentukan pihak berwenang, di antaranya *chemical oxygen demand* (COD), sulfida, amonia, fenol, total padatan terlarut (TSS), dan yang lain. Pengukuran dilakukan untuk memastikan kualitas olahan air limbah telah memenuhi baku mutu yang ditetapkan, sebelum dilepaskan ke badan air. Hasil pengukuran disampaikan sebagai laporan kepada pihak-pihak berwenang. Selama periode pelaporan, Perseroan tidak pernah dihadapkan pada sanksi denda maupun sanksi hukum lain karena sangkaan pencemaran air. Tidak ada unit operasi/AP yang mengikuti PROPER KLHK yang memperoleh hasil PROPER Merah atau Hitam, sehingga dapat disimpulkan semua unit operasi/AP telah mematuhi regulasi terkait lingkungan hidup, termasuk mengenai pemenuhan baku mutu limbah cair.

Air limbah domestik ditampung dan diolah di IPAL, dengan metode perlakuan biologis maupun kimiawi. Seluruh olahan air limbah dari IPAL dilepaskan ke badan air sekitar. Pemantauan kualitas olahan air limbah dilakukan berkala untuk memastikan pemenuhan baku mutu yang ditetapkan Pemerintah, yaitu Permen LHK No.P.68/Menlhk/Setjen/Kum.1/8/2016 tentang Baku Mutu Air Limbah Domestik. [306-2]

During 2020, none of the subsidiaries, operating units/ business units received sanctions due to violations of regulations, including regional regulations on water use and management.

Each operating unit/production unit managed by Subholdings and their subsidiaries is equipped with a wastewater treatment plant (WWTP). Periodic measurements of treated wastewater are carried out based on the authorities' parameters, including chemical oxygen demand (COD), sulfides, ammonia, phenols, total suspended solids (TSS), and others. Measurements are made to ensure the quality of treated wastewater has met the established quality standards before being discharged into the water body. The measurement results are submitted as a report to the relevant authorities. During the reporting period, the Company was never charged with fines or other legal sanctions due to water pollution allegations. All operating units under the sub-holdings of PT Pertamina (Persero) that participated in the Ministry of Environment and Forestry's PROPER have not received Red or Black ratings. Therefore, it can be concluded that these operating units comply with environmental regulations, including meeting the quality standards of liquid waste.

Domestic wastewater is collected and treated in WWTP, using biological and chemical treatment. All treated wastewater from WWTP is discharged into the surrounding water bodies. The treated wastewater quality is monitored periodically to ensure compliance with the Government's quality standards, based on the Minister of Environment and Forestry Regulation No.P.68/Menlhk/Setjen/Kum 1/8/2016 concerning Quality Standards of Domestic Wastewater. [306-2]



Pengelolaan dan Pengolahan Limbah Cair [306-3]
Effluent Management and Treatment

Segmen <i>Segment</i>	Uraian <i>Description</i>	Satuan <i>Unit</i>	2020	2019	2018
<i>Upstream</i>	Debit Air Limbah <i>Effluent Debit</i>	Juta m ³ <i>Million m³</i>	45.19	47.24	70.42
	Total Produksi <i>Total Production</i>	Juta TOE <i>Million TOE</i>	28.68	31.79	35.92
	Intensitas Air Limbah <i>Waste Water Intensity</i>	m ³ /TOE	1.58	1.49	1.96
	Pengurangan Limbah Cair <i>Effluent Reduction</i>	Juta m ³ <i>Million m³</i>	7.65	5.27	7.37
<i>Refining & Petrochemicals</i>	Debit Air Limbah <i>Effluent Debit</i>	Juta m ³ <i>Million m³</i>	26.50	24.50	24.63
	Total Produksi <i>Total Production</i>	Juta TOE <i>Million TOE</i>	53.14	58.61	54.94
	Intensitas Air Limbah <i>Waste Water Intensity</i>	m ³ /TOE	0.50	0.42	0.45
	Pengurangan Limbah Cair <i>Effluent Reduction</i>	Ribu m ³ <i>Thousand m³</i>	152.18	3.32	3.95
<i>Commercial & Trading</i>	Debit Air Limbah <i>Effluent Debit</i>	Juta m ³ <i>Million m³</i>	0.12	0.13	0.14
	Total Produksi <i>Total Production</i>	Juta TOE <i>Million TOE</i>	582.75	627.05	608.13
	Intensitas Air Limbah <i>Waste Water Intensity</i>	m ³ /TOE	0.0002	0.0002	0.00023
	Pengurangan Limbah Cair <i>Effluent Reduction</i>	Juta m ³ <i>Million m³</i>	2.80	1.34	2.81
<i>Gas</i>	Debit Air Limbah <i>Effluent Debit</i>	Juta m ³ <i>Million m³</i>	3.47	2.96	3.02
	Total Produksi <i>Total Production</i>	Juta KL <i>Million KL</i>	9.90	10.17	11.94
	Intensitas Air Limbah <i>Waste Water Intensity</i>	m ³ /KL	0.00035	0.00029	0.00025
	Pengurangan Limbah Cair <i>Effluent Reduction</i>	m ³	0.00357	0.00422	39.47
<i>Power & NRE</i>	Debit Air Limbah <i>Effluent Debit</i>	Juta m ³ <i>Million m³</i>	43.17	47.17	58.04
	Total Produksi <i>Total Production</i>	Juta GJ <i>Million GJ</i>	16.63	15.45	15.01
	Intensitas Air Limbah <i>Waste Water Intensity</i>	m ³ /GJ	2.60	3.05	3.86
	Pengurangan Limbah Cair <i>Effluent Reduction</i>	Juta m ³ <i>Million m³</i>	0.77	1.17	1.57

* Restatement karena adanya perubahan struktur organisasi

* Restatement due to organizational structure change



Pencegahan dan Penanggulangan Tumpahan Minyak

PERTAMINA memiliki prosedur pencegahan dan penanggulangan tumpahan minyak, antara lain:

- Pedoman Penanggulangan Tumpahan Minyak di Perairan No.A-013/100400/2009-SO
- Pedoman Penanggulangan Bencana Tingkat Korporat No.A- 02/100200/2011-SO REVISI ke-2

Selain pedoman dan panduan tersebut, PERTAMINA secara rutin mempersiapkan peralatan penanggulangan, tim atau personil, serta melakukan latihan penanggulangan. Persetujuan dan Pemenuhan Penanggulangan Tumpahan Minyak (TPM) pada kegiatan lepas pantai harus melalui proses persetujuan Ditjen Migas dan Hubungan Laut.

Oil Spill Prevention and Response

PERTAMINA has the following oil spill prevention and response procedures:

- *The Guidelines for Oil Spill in Waters No. A-013/100400/2009-SO*
- *Corporate Disaster Management Guidelines No.A-02/100200/2011-SO 2nd REVISION*

In addition to the Company's guidelines/procedures, PERTAMINA prepares response equipment, teams or personnel as well as conducts response exercises. The fulfilment of Oil Spill Response in offshore activities must go through the process to obtain approval of the Directorate General of Oil & Gas and Directorate General of Sea Transportation.

Selama periode pelaporan, tidak terjadi insiden tumpahan minyak dalam skala besar. Insiden tumpahan minyak dalam skala kecil terjadi di pesisir Pantai Makassar, Sulawesi Selatan pada 20 Mei 2020. Terjadinya kebocoran yang diduga berasal dari *flange to flange* jalur pipa *bunker*. Saat diketahui terjadi kebocoran, PERTAMINA langsung melakukan penanganan tumpahan oleh tim gabungan yang terdiri dari fungsi Health Safety Security Environment (HSSE) dan fungsi Supply & Distribution MOR VII. Penanggulangan dilakukan dengan memasang *oil boom* di area tumpahan untuk mengurung minyak agar tidak menyebar luas, serta penggunaan *absorbent pad* dan *dispersant*.

During the reporting period, there were no incidents of large-scale oil spills. A small-scale oil spill incident occurred on the coast of Makassar, South Sulawesi, on 20 May 2020. A leak allegedly originated from the flange to flange of the bunker pipeline. When the leak was discovered, a joint team consisting of the Health Safety Security Environment (HSSE) function and the MOR VII Supply & Distribution function of PERTAMINA immediately handled the spill. The response was carried out by installing the oil boom in the spill area to confine the oil to prevent it from spreading further and the use absorbent pads and dispersants.



Pencapaian dalam PROPER

Pada tahun 2020, unit operasi/AP yang berhasil mendapatkan Peringkat PROPER EMAS sebanyak 16 (50% dari jumlah penerima PROPER Emas Nasional) dan Unit operasi/AP yang berhasil mendapatkan Peringkat PROPER Hijau sebanyak 64 lokasi atau 51% dari total penerima PROPER Hijau Nasional.

Bagi unit operasi/AP yang belum menjadi objek yang dipilih KLHK untuk diperiksa, PERTAMINA tetap menyelenggarakan penilaian internal aspek lingkungan (PERCA - PERTAMINA *Environment Regulation Compliance Assurance*).

Penilaian Protokol PERCA dinilai terhadap 4 aspek:

- pelaksanaan dokumen lingkungan;
- pengelolaan limbah B3;
- pengendalian pencemaran air;
- pengendalian pencemaran udara.

Tim Penilai PERCA 2020 didasari oleh Surat Perintah SVP Corporate HSSE No. Print 004/S00000/2020-SO tentang Tim Penilai Pertamina Environment Regulation Compliance Assurance (PERCA) Tahun 2020. Sebanyak 55 unit operasi/AP diikutsertakan dalam PERCA pada tahun 2020.

PROPER Achievement

In 2020, 16 operating units/subsidiaries successfully received Gold PROPER Rating (50% of the total National Gold PROPER recipients), and 64 locations of operating units/subsidiaries received Green PROPER Rating or 51% of the entire National Green PROPER recipients.

PERTAMINA continues to carry out an internal PERTAMINA Environment Regulation Compliance Assurance (PERCA) assessment for operating units/subsidiaries that have not been selected by the Ministry of Environment and Forestry as objects for assessment.

The PERCA assessment protocol is performed on 4 aspects:

- *implementation of environmental documents;*
- *hazardous and toxic waste management;*
- *water pollution control;*
- *air pollution control.*

The Assessment Team formation for PERCA 2020 was based on SVP Corporate HSSE letter of instruction No. Print 004/S00000/2020-SO concerning the Assessment Team for the Pertamina Environment Regulation Compliance Assurance (PERCA) 2020. A total of 55 operating units/subsidiaries participated in the PERCA 2020.



Melindungi Keanekaragaman Hayati

Protecting Biodiversity



PENDEKATAN
MANAJEMEN
*DISCLOSURE OF
MANAGEMENT
APPROACH (DMA)*

[103-1][103-2][103-3]



PERTAMINA menjaga dan melestarikan keanekaragaman hayati di area operasi dan sekitarnya. Kinerja perlindungan keanekaragaman hayati menjadi bagian dari tanggung jawab Fungsi HSSE dan pelaksanaannya. Direksi melakukan evaluasi melalui mekanisme penilaian laporan berkala dan pencapaian indikator kinerja utama. Beberapa AP/unit operasi telah melakukan penilaian indeks keanekaragaman hayati.

PERTAMINA maintains and preserves biodiversity in its operating area and surroundings. The performance of biodiversity protection is part of the responsibility of the HSSE Function and its implementation. The Board of Directors evaluates through a periodic report assessment and the achievement of key performance indicators. Some subsidiaries/operational units has calculated biodiversity index.



Kami memahami, kegiatan operasional yang dilakukan PERTAMINA dan semua AP dapat memberikan dampak terhadap lingkungan, termasuk habitat bagi spesies fauna dan flora beserta ekosistem di dalamnya. Untuk itu, Perseroan mendukung keberadaan kawasan konservasi. Hingga akhir tahun 2020, PERTAMINA telah memiliki program konservasi yang dikelola oleh unit operasi maupun entitas AP, bekerja sama dengan berbagai pemangku kepentingan. Dalam kurun waktu 6 tahun terakhir, telah dilaksanakan konservasi keanekaragaman di unit operasi, termasuk program konservasi 87 jenis hewan endemis yang sebagian besar termasuk dalam status kritis serta konservasi 52 jenis tanaman endemis yang sebagian besar terancam punah atau langka. [304-2] [304-3] [304-4]

We understand that PERTAMINA's operational activities and all of its subsidiaries may impact the environment, including habitats for fauna and flora species and their ecosystems. Therefore, the Company supports the existence of conservation areas. Until the end of 2020, PERTAMINA had conservation programs managed by operating units and subsidiaries, in collaboration with various stakeholders. In the last 6 years, biodiversity conservation has been carried out in the operational unit for 87 endemic animal species, most of which are included in critically endangered and the conservation of 52 endemic plant species, most of which are endangered or rare. [304-2] [304-3] [304-4]

Dukungan pada Konservasi Keanekaragaman Hayati

[304-2][304-3]

PERTAMINA Marketing Operation Region (MOR) IV, bersama Kelompok Konservasi Penyu Nagaraja, melakukan konservasi penyu lekang (*Lepidochelys olivaceae*). Konservasi dilaksanakan di Pantai Sodong, Kecamatan Adipala, Kabupaten Cilacap, Jawa Tengah. Upaya konservasi telah dapat melepaskan sekitar 100 tukik atau anak penyu kembali ke habitatnya. Penyu lekang termasuk dalam daftar spesies terancam menurut International Union for Conservation of Nature (IUCN) *Red List* dan Undang-Undang No.5 Tahun 1990 tentang Konservasi Sumber Daya Alam Hayati dan Ekosistemnya.

PERTAMINA MOR VI Integrated Terminal Banjarmasin melakukan konservasi bekantan (*Nasalis larvatus*), kera besar endemik Kalimantan dan restorasi mangrove Rambai. Konservasi dilaksanakan di Pusat Rehabilitasi Sementara - Bekantan Rescue Center Banjarmasin dan Pulau Curiak, Kabupaten Barito Kuala, bekerja sama dengan Yayasan Sahabat Indonesia. Upaya

Support for Biodiversity Conservation

[304-2][304-3]

*PERTAMINA Marketing Operation Region (MOR) IV and Nagaraja Turtle Conservation Group has carried out pariaman sea turtles (*Lepidochelys olivaceae*) Sodong Beach, Adipala District, Cilacap Regency, Central Java. Conservation efforts have released about 100 hatchlings back into their habitat. The pariaman sea turtle is listed as threatened species according to the International Union for Conservation of Nature (IUCN) *Red List* and Law No.5 of 1990 concerning the Conservation of Biological Resources and their Ecosystems.*

*PERTAMINA MOR VI Integrated Terminal Banjarmasin carries out the conservation of proboscis monkeys (*Nasalis larvatus*), Kalimantan endemic great apes and Rambai mangrove restoration. Conservation was carried out at the Temporary Rehabilitation Center - Bekantan Rescue Center Banjarmasin, and Curiak Island, Barito Kuala Regency, in collaboration with the Sahabat Indonesia*



konservasi telah dapat menyelamatkan 224 ekor bekantan dengan 40 kali evakuasi dan pelepasliaran 25 ekor. Selain bekantan, upaya konservasi telah dapat membantu melestarikan 40 jenis pohon langka dan 16 hewan dilindungi, berdasar Peraturan P.92/MEN.LHK/SETJEN/KUM.1/8/2018 tentang jenis tumbuhan dan satwa yang dilindungi, Daftar Merah IUCN dan Apendix I Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES).

PERTAMINA MOR V melakukan konservasi penyu lekang wilayah pantai Bajulmati, Desa Gajahrejo, Kecamatan Gedangan, Kabupaten Malang, Jawa Timur. Konservasi dilaksanakan bersama dengan Bajulmati Turtle Sea Conservation (BTSC) dan telah dimulai sejak tahun 2018. Konservasi didukung Rumah BTSC yang di dalamnya terdapat bak penetasan telur yang mampu menampung ribuan telur, aula edukasi dan pertemuan, kolam tukik, kolam relokasi penyu sakit, sekolah alam, dan lain-lain.

PT Pertamina EP selaku pemegang Izin Pinjam Pakai Kawasan Hutan (IPPKH) menyerahkan hasil rehabilitasi Daerah Aliran Sungai (DAS) di Hutan Lindung Bukit Nanti Kabupaten Ogan Komering Ulu, Sumatera Selatan. Penanaman rehabilitasi DAS seluas 42,77 Ha dengan tingkat keberhasilan 94,7 persen, dimulai tahun 2017 hingga 2020. Jumlah pohon yang ditanam 1.042 batang per hektar terdiri atas damar mata kucing (*Shorea javanica*), petai (*Arkia speciosa*), jengkol (*Archidendron pauciflorum*), pala (*Myristica fragrans*), karet (*Hevea brasiliensis*), dan pinang (*Areca catechu*).

Hingga akhir tahun 2020, ada dua wilayah kerja di darat dan dua wilayah kerja di perairan, yang berada dan/atau berdekatan dengan kawasan dilindungi atau kawasan dengan keanekaragaman hayati tinggi. Seluruh kegiatan usaha yang dilakukan di dalam maupun di sekitar kawasan dilindungi telah mendapatkan izin dari Kementerian Lingkungan Hidup dan Kehutanan. [304-1][OG4]

Foundation. Conservation efforts have managed to save 224 proboscis monkeys with 40 evacuations and the release of 25 proboscis monkeys. Aside from proboscis monkeys, the conservation efforts have been able to help conserve 40 species of rare trees and 16 protected animals, based on Regulation P.92/MEN.LHK/SETJEN/KUM.1/8/2018 concerning protected plant and animal species, IUCN Red List and Appendix I of Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES).

PERTAMINA MOR V conducts conservation of turtles in Bajulmati coastal area, Gajahrejo Village, Gedangan District, Malang Regency, East Java. The preservation is a joint effort with the Bajulmati Turtle Sea Conservation (BTSC) which has started in 2018. The conservation is supported by the BTSC House, comprising a hatchery tub that can accommodate thousands of eggs, education and meeting hall, hatchling pond, relocation pond for sick turtles, nature school and others.

*PT Pertamina EP as the holder of the Borrow to Use Forest Area Permit (IPPKH) handed over the results of the Watershed (DAS) rehabilitation in Bukit Nanti Protected Forest, Ogan Komering Ulu Regency, South Sumatra. Planting in the watershed rehabilitation covered an area of 42.77 hectares with a success rate of 94.7 percent, starting from 2017 to 2020. The number of trees planted was 1,042 trees per hectare consisting of resin (*Shorea javanica*), stink beans (*Arkia speciosa*), jengkol (*Archidendron pauciflorum*), nutmeg (*Myristica fragrans*), rubber (*Hevea brasiliensis*), and areca nut (*Areca catechu*).*

Until the end of 2020, there were two onshore working areas on land and two offshore working areas located and/or adjacent to protected areas or areas with high biodiversity. All business activities that are carried out in and around the protected area have obtained permits from the Ministry of Environment and Forestry. [304-1][OG4]



PERTAMINA MOR VIII Jayapura, melakukan berbagai program konservasi alam di antaranya penanaman 1.111 pohon di Pegunungan Cyclop dan perlindungan spesies burung Cendrawasih (*Paradisaeidae*) di daerah penyangga Cagar Alam Pegunungan Cycloop Jayapura, Papua, termasuk pohon sowang yang termasuk spesies endemik.

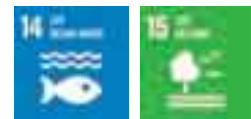
PGE Area Kamojang menerbitkan Surat Keputusan General Manager PGE Kamojang SK-001/PGE240/2018-SO tanggal 21 April 2018 sebagai area yang akan dilindungi keanekaragaman hayatinya, tidak terbatas pada area reboisasi/penghijauan, Area Pembibitan/Nursery Kamojang, Pusat Konservasi Elang Kamojang (PKEK).

PHE ONWJ melakukan program rehabilitasi Karang berbasis masyarakat melalui transplantasi dan pengelolaan ekosistem terumbu karang di Kawasan Konservasi Laut Daerah Kabupaten Indramayu, Jawa Barat. [304-1] [OG4]

*PERTAMINA MOR VIII Jayapura carried out various nature conservation programs, including planting 1,111 trees in the Cyclop Mountains and protecting species of birds of paradise (*Paradisaeidae*) in the buffer area of Cycloop Mountains Nature Reserve, Jayapura, Papua, including sowang trees considered as endemic.*

PGE Kamojang Area issued PGE Kamojang General Manager Decree SK-001/PGE240/2018-SO dated 21 April 2018, as an area with its biodiversity to be protected, not limited to reforestation areas, Kamojang Nursery, Kamojang Eagle Conservation Center.

PHE ONWJ conducts a community-based coral reef rehabilitation program through transplantation and coral reef ecosystem management in the Regional Marine Protected Area of Indramayu Regency, West Java. [304-1] [OG4]



Konservasi Fauna dan Flora oleh PERTAMINA 2020 dan Kesesuaian Kategori dengan Daftar Merah IUCN
Fauna and Flora Conservation by PERTAMINA 2020 and Category Conformity with the IUCN Red List

Kritis atau SANGAT TERANCAM PUNAH (*Critically Endangered; CR*)

Nama Fauna <i>Fauna Name</i>	Nama Flora <i>Flora Name</i>
Harimau Sumatera (<i>Panthera tigris sondaica</i>) <i>Sumatran Tiger (Panthera tigris sondaica)</i>	Meranti (<i>Shorea mecistopteryx</i>) <i>Red Meranti (Shorea mecistopteryx)</i>
Burung Kakatua (<i>Cacatua galerita</i>) <i>Yellow-crested Cockatoo (Cacatua galerita)</i>	Merawan (<i>Hopea spp</i>) <i>Merawan (Hopea spp)</i>
Rangkong (<i>Buceros sp.</i>) <i>Hornbill (Buceros sp.)</i>	
Gajah Sumatera (<i>Elephas maximus sumatranus</i>) <i>Sumatran Elephant (Elephas maximus sumatranus)</i>	
Penyu Sisik (<i>Eretmochelys imbricata</i>) <i>Hawksbill Sea Turtle (Eretmochelys imbricata)</i>	
Jalak Bali (<i>Leucopsar rothschildi</i>) <i>Bali Myna (Leucopsar rothschildi)</i>	
Yaki (<i>Macaca nigra</i>) <i>Yaki Monkey (Macaca nigra)</i>	
Tuntong Laut (<i>Batagur borneoensis</i>) <i>Sea Tuntong (Batagur borneoensis)</i>	

Konservasi Fauna dan Flora oleh PERTAMINA 2020 dan Kesesuaian Kategori dengan Daftar Merah IUCN
Fauna and Flora Conservation by PERTAMINA 2020 and Category Conformity with the IUCN Red List

Terancam (*Endangered*; EN)

Nama Fauna
Fauna Name

Nama Flora
Flora Name

Owa Jawa (*Hylobates moloch*)
Javan Gibbon (*Hylobates moloch*)

Bekantan (*Nasalis larvatus*)
Proboscis Monkey (*Nasalis larvatus*)

Arwana (*Scleropages formosus*)
Asian Arowana (*Scleropages formosus*)

Banggai (*Pterapogon kauderni*)
Cardinal Fish (*Pterapogon kauderni*)

Maleo (*Macrocephalon maleo*)
Maleo (*Macrocephalon maleo*)

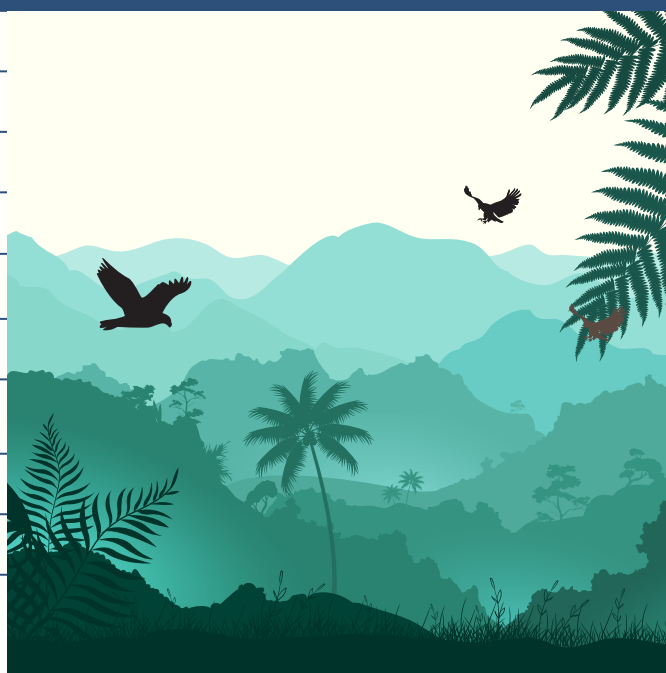
Owa Ungko (*Hylobates agilis*)
Agile Gibbon (*Hylobates agilis*)

Penyu Laut Hijau (*Chelonia mydas*)
Green Sea Turtle (*Chelonia mydas*)

Gelatik Jawa (*Lonchura oryzivora*)
Javanese Sparrow (*Lonchura oryzivora*)

Penyu (*Chelonia mydas*)
Sea Turtle (*Chelonia mydas*)

Elang Jawa (*Spizaetus bartelsi*)
Javan Hawk-Eagle (*Spizaetus bartelsi*)



Rentan (*Vulnerable*; VU)

Nama Fauna
Fauna Name

Nama Flora
Flora Name

Mambruk (*Goura spp*)
Goura (*Goura spp*)

Bulian (*Eusideroxylon zwageri*)
Bornean Ironwood (*Eusideroxylon zwageri*)

Rusa Sambar (*Cervus unicolor*)
Sambar Deer (*Cervus unicolor*)

Cendana (*Santalum album*)
Sandalwood (*Santalum album*)

Senyulong (*Tomistoma schlegelii*)
False Gharial (*Tomistoma schlegelii*)

Merbau (*Intsia spp*)
Merbau (*Intsia spp*)

Penyu Lekang (*Lepidochelys olivacea*)
Olive Ridley Sea Turtle (*Lepidochelys olivacea*)

Petanang (*Dryobalanops oblongifolia Dyer*)
Petanang (*Dryobalanops oblongifolia Dyer*)

Surili (*Presbytis natunae*)
Natuna Island Surili (*Presbytis natunae*)

Damar (*Agathis spp*)
Dammara (*Agathis spp*)

Lutung Jawa (*Trachypithecus auratus*)
Javan Lutung (*Trachypithecus auratus*)

Kemiri Sunan (*Aleurites sp.*)
Candlenut Tree (*Aleurites sp.*)

Rusa Jawa (*Cervus timorensis russa*)
Javan Rusa (*Cervus timorensis russa*)

Kantong Semar (*Nepenthes sp*)
Tropical Pitcher Plant (*Nepenthes sp*)

Rusa Timor (*Cervus timorensis*)
Timor Deer (*Cervus timorensis*)

Ulin (*Intsia bijuga*)
Molluscan Ironwood (*Intsia bijuga*)



Konservasi Fauna dan Flora oleh PERTAMINA 2020 dan Kesesuaian Kategori dengan Daftar Merah IUCN
Fauna and Flora Conservation by PERTAMINA 2020 and Category Conformity with the IUCN Red List

Hampir Terancam (*Near Threatened; NT*)

Nama Fauna <i>Fauna Name</i>	Nama Flora <i>Flora Name</i>
Burung Punai (<i>Treron capellei</i>) <i>Large Green Pigeon (Treron capellei)</i>	Keruing (<i>Dipterocarpus turbinatus</i>) <i>Keruing (Dipterocarpus turbinatus)</i>
Ikan Belida (<i>Notopterus spp</i>) <i>Featherbacks (Notopterus spp)</i>	Kopal Keruling (<i>Agathis labillardieri</i>) <i>New Guinea Kauri (Agathis labillardieri)</i>
Lutung Kelabu (<i>Trachypithecus cristatus</i>) <i>Silvery Lutung (Trachypithecus cristatus)</i>	

Risiko Rendah (*Least Concern; LC*)

Nama Fauna <i>Fauna Name</i>	Nama Flora <i>Flora Name</i>
Nuri Kepala Hitam (<i>Lorius lory</i>) <i>Black-capped Lory (Lorius lory)</i>	Jelutung (<i>Dyera costulata</i>) <i>Jelutung (Dyera costulata)</i>
Elang Laut Perut Putih (<i>Haliaeetus leucogaster</i>) <i>White-bellied Sea Eagle (Haliaeetus leucogaster)</i>	Pule (<i>Alstonia scholaris</i>) <i>Devil's Tree (Alstonia scholaris)</i>
Kambing Saburai <i>Saburai Goat</i>	Seru (<i>Schima wallichii</i>) <i>Needlewood Tree (Schima wallichii)</i>
Kasuari Gelambir Tunggal (<i>Casuarius unappendiculatus</i>) <i>One-wattled Cassowary (Casuarius unappendiculatus)</i>	Anggrek Hitam (<i>Coelogyne pandurata</i>) <i>Black Orchid (Coelogyne pandurata)</i>
Serak Jawa (<i>Tyto alba</i>) <i>Barn Owl (Tyto alba)</i>	Anggrek Larat (<i>Dendrobium phalaenopsis</i>) <i>Cooktown Orchid (Dendrobium phalaenopsis)</i>
Rusa Totol (<i>Axis axis</i>) <i>Spotted Deer (Axis axis)</i>	Anggrek Stuberi (<i>Dendrobium lasianthera</i>) <i>Sepik Blue Orchid (Dendrobium lasianthera)</i>
Ayam Kalkun (<i>Meleagris gallopavo</i>) <i>Wild Turkey (Meleagris gallopavo)</i>	Anggrek Coelogyne Fragrans (<i>Fragrant coelogyne</i>) <i>Fragrant Coelogyne (Fragrant coelogyne)</i>
Ayam Bekisar (<i>Gallus varius</i>) <i>Javan Junglefowl (Gallus varius)</i>	Anggrek Bulbophyllum (<i>Bulbophyllum gracillimum</i>) <i>Bulbophyllum Orchid (Bulbophyllum gracillimum)</i>
Burung Nuri (<i>Eclectus roratus</i>) <i>Eclectus Parrot (Eclectus roratus)</i>	Cempaka (<i>Capaka giraci</i>) <i>Champak (Capaka giraci)</i>
Ikan Takifugu (<i>Takifugu orbimaculatus</i>) <i>Puffer Fish (Takifugu orbimaculatus)</i>	Karet (<i>Hevea brasiliensis</i>) <i>Rubber Tree (Hevea brasiliensis)</i>
Elang Bondol (<i>Haliastur indus</i>) <i>Brahminy Kite (Haliastur indus)</i>	Pulai Gading (<i>Alstonia scholaris (L) R Br</i>) <i>Devil's Tree (Alstonia scholaris (L) R Br)</i>
Burung Madu Sriganti (<i>Nectarinia jugularis</i>) <i>Olive-backed Sunbird (Nectarinia jugularis)</i>	Tembusu (<i>Fagraea fragrans</i>) <i>Ironwood (Fagraea fragrans)</i>
Kupu-Kupu Raja (<i>Danaus plexippus</i>) <i>Monarch Butterfly (Danaus plexippus)</i>	Jelutung (<i>Dyera costulata</i>) <i>Jelutung (Dyera costulata)</i>
Kera Kalimantan (<i>Nasalis larvatus</i>) <i>Proboscis Monkey (Nasalis larvatus)</i>	Kiara (<i>Ficus benjamina L</i>) <i>Weeping Fig (Ficus benjamina L)</i>
Ular Sanca Kembang (<i>Python reticulatus</i>) <i>Reticulated Python (Python reticulatus)</i>	Ki Hujan (<i>Albizia saman (Jacq.)</i>) <i>Rain Tree (Albizia saman (Jacq.))</i>
Love Bird (<i>Agapornis roseicollis</i>)	Kondang (<i>Ficus variegata Blume</i>) <i>Variogated Fig (Ficus variegata Blume)</i>
Burung Kenari (<i>Serinus canaria</i>) <i>Common Canary (Serinus canaria)</i>	Pohon Leban (<i>Vitex pinnata L</i>) <i>Vitex Pinnata</i>
	Pidada Merah (<i>Sonneratia caseolaris</i>) <i>Red Pidada (Sonneratia caseolaris)</i>

Risiko Rendah (<i>Least Concern; LC</i>)	
Nama Fauna <i>Fauna Name</i>	Nama Flora <i>Flora Name</i>
Ikan Komet (<i>Carassius auratus</i>) <i>Goldfish (Carassius auratus)</i>	Juwet/Jamblang (<i>Syzygium cumini</i>) <i>Java Plum (Syzygium cumini)</i>
Ikan Nila Merah (<i>Oreochromis niloticus</i>) <i>Nila Tilapia (Oreochromis niloticus)</i>	Cemara Laut (<i>Casuarina equisetifolia</i>) <i>Beach pine (Casuarina equisetifolia)</i>
Julang Papua (<i>Rhyticeros plicatus</i>) <i>Blyth's Hornbill (Rhyticeros plicatus)</i>	Ketapang Kencana (<i>Terminalia mantaly</i>) <i>Madagascar Almond (Terminalia mantaly)</i>
	Cemara Udang (<i>Casuarina equisetifolia linn</i>) <i>Beach Sheoak (Casuarina equisetifolia linn)</i>
Tidak Dievaluasi (<i>Not Evaluated; NE</i>)	
Nama Fauna <i>Fauna Name</i>	Nama Flora <i>Flora Name</i>
Ikan Nila Air Payau (<i>Oreochromis niloticus</i>) <i>Nile Tilapia (Oreochromis niloticus)</i>	Pinang Merah (<i>Cyrtostachys renda</i>) <i>Lipstick Palm (Cyrtostachys renda)</i>
Ikan Bawal Bintang (<i>Trachinotus blochii</i>) <i>Snubnose Pompano (Trachinotus blochii)</i>	Ki Tambleg (<i>Adansonia digitata</i>) <i>Baobab (Adansonia digitata)</i>
Ayam Ketawa (<i>Gallus gallus domesticus</i>) <i>Long Crowing Chicken (Gallus gallus domesticus)</i>	Kawista (<i>Limonia acidissima</i>) <i>Wood Apple (Limonia acidissima)</i>
Kuda Laut (<i>Hippocampus sp</i>) <i>Seahorse (Hippocampus sp)</i>	Krisan Kulo dan Ririh (<i>Chrysanthemum indicum L</i>) <i>Indian Chrysanthemum (Chrysanthemum indicum L)</i>
Kepiting Bakau (<i>Scylla serrata</i>) <i>Mud Crab (Scylla serrata)</i>	Kepel (<i>Stelechocarpus burahol</i>)
Ayam Kekok <i>Kekok Chicken</i>	Munggur (<i>Albizia saman</i>) <i>Rain tree (Albizia saman)</i>
	Jenetri (<i>Elaeocarpus ganitrus</i>) <i>Rudraksha Tree (Elaeocarpus ganitrus)</i>
	Cabe Puyang (<i>Piper retrofractum vahl</i>) <i>Long Pepper (Piper retrofractum vahl)</i>
	Pohon Bodhi (<i>Ficus religiosa L</i>) <i>Sacred Fig (Ficus religiosa L)</i>
	Durian Merah (<i>Durio graviolens</i>) <i>Red Fleshed Durian (Durio graviolens)</i>
	Pohon Soang/Sowang (<i>Xanthosthemon novaguineense valetton</i>) <i>Soang/Sowang Tree (Xanthosthemon novaguineense valetton)</i>





PERTAMINA Hijau

Melalui PERTAMINA Hijau, Perseroan berkontribusi pada upaya bersama melestarikan lingkungan di sekitar wilayah operasi. Kegiatan-kegiatan yang diselenggarakan mendukung upaya pencapaian Tujuan Ke-14 TPB yakni Kehidupan di Bawah Air dan Tujuan Ke-15 yakni Kehidupan di Daratan.

[413-2]

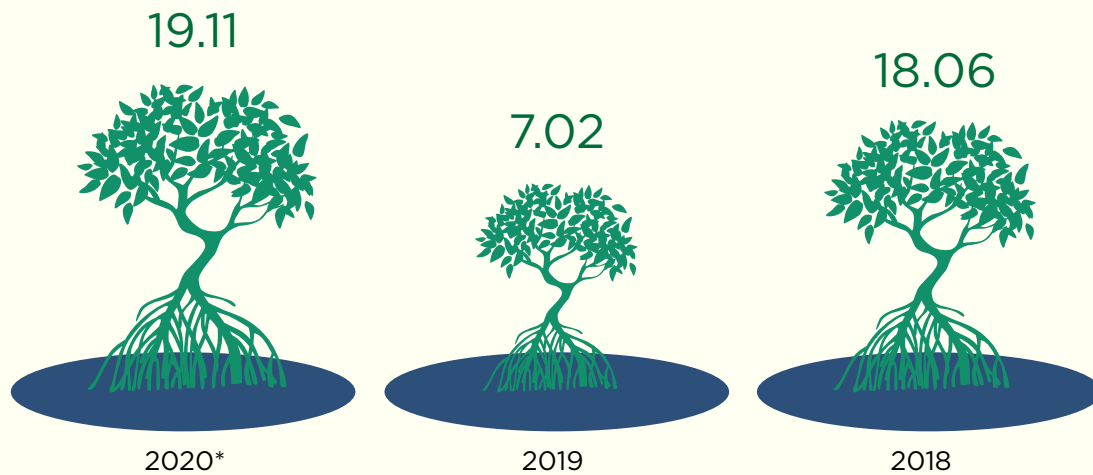
Green PERTAMINA

Through Green PERTAMINA, the Company contributes to joint efforts to preserve the environment around the operating area. The activities held support efforts to achieve SDG 14 of Life Below Water and SDG 15 of Life on Land.

[413-2]

Realisasi Biaya Pertamina Hijau (Miliar Rp)

Green PERTAMINA Cost Realization (Billion Rp)



*Realisasi anggaran CSR Holding | *Holding's cost CSR realization

Kegiatan perlindungan dan kelestarian keanekaragaman hayati (kehati) oleh PERTAMINA, antara lain, dilakukan melalui Program Pelestarian Satwa yang terutama memiliki status CR (*critically endangered*) dan tanaman endemis yang terancam punah/langka. Dalam kurun waktu 6 tahun terakhir telah dilaksanakan konservasi kehati di unit operasi, termasuk program konservasi 87 jenis hewan endemis yang sebagian besar termasuk dalam CR serta konservasi 52 jenis tanaman endemis yang sebagian besar terancam punah atau langka.

Selain itu, kegiatan konservasi juga dilakukan di daerah-daerah operasi PERTAMINA lain di seluruh Indonesia, antara lain:

*The protection and preservation of biodiversity by PERTAMINA is carried out through the Animal Conservation Program mainly for those that have CR (*critically endangered*) status and endangered/rare endemic plants. In the last 6 years, biodiversity conservation has been carried out in the operating unit, including conservation program for 87 endemic animal species, most of which are CR and the conservation of 52 endemic plant species, most of which are endangered or rare.*

In addition, conservation activities have also carried out in other PERTAMINA operating areas across Indonesia, including:

PERTAMINA HIJAU | GREEN PERTAMINA

Sasaran Target	Kegiatan Activity	Lokasi Location
Keanekaragaman Hayati Biodiversity	Program Pengembangan Kawasan Wisata Kelompok Patra Bahari Mandiri <i>Management of "Botanic Garden" as Plant Conservation and Ecoedutourism Areas</i>	Bogor, Jawa Barat <i>Bogor, West Java</i>
	Permata Hijau (Pelestarian Mangrove Terapan) <i>Permata Hijau (Applied Mangrove Preservation)</i>	Daerah Operasi Refining Unit II Sei Pakning <i>Operating Area of Refining Unit II Sei Pakning</i>
	Inovasi Biopot Mangrove untuk Mitigasi Bencana <i>Mangrove Biopot Innovation for Disaster Mitigation</i>	Daerah Operasi Pertamina EP Asset 1 Rantau <i>Operating Area of Pertamina EP Asset 1 Rantau</i>
	Ekowisata Taman Mangrove Pesisir Labuhan & Tlangoh <i>Mangrove Park Ecotourism at Labuan & Tlangoh Coast</i>	Daerah Operasi Pertamina Hulu Mahakam WMO <i>Operating Area of Pertamina Hulu Mahakam WMO</i>
Kawasan Wisata Tourist Area	Program Pengembangan Kawasan Wisata Kelompok Patra Bahari Mandiri <i>Tourism Area Development Program by Patra Bahari Mandiri Group</i>	Daerah Operasi Marketing Operation Region VI Balikpapan <i>Regional Marketing Operation Region VI Balikpapan</i>
	Desa Cinta Bumi Tanggap Api <i>Cinta Bumi Tanggap Api Fire Aware Village</i>	Daerah Operasi Pertamina Hulu Energi (PHE) Jambi Merang <i>Operating Area of Pertamina Hulu Energi (PHE) Jambi Merang</i>
Lingkungan Environment	Wisata Konservasi di Tengah Pandemi melalui Wonopotro Ecoedutourism <i>Conservation Tourism Amidst Pandemic through Wonopotro Ecoedutourism</i>	Daerah Operasi Fuel Terminal Boyolali - Marketing Operation Region IV Jawa Tengah <i>Operating Area of Boyolali Fuel Terminal - Marketing Operation Region IV, Central Java</i>
	Penurunan Penggunaan Pupuk kimia hingga 30% melalui program MERLITA (Mernek Milik Kita) <i>Decrease in use of chemical fertilizers by 30% through the MERLITA (Mernek Milik Kita) program</i>	Daerah Operasi Fuel Terminal Maos - Marketing Operation Region IV Jawa Tengah <i>Operating Area of Fuel Terminal Maos - Marketing Operation Region IV Central Java</i>
	Pesisir Berdikari (Budidaya Rumput Laut & Olahan) <i>Pesisir Berdikari (Seaweed & Processed Cultivation)</i>	Daerah Operasi Pertamina EP Asset 3 Tambun Field - Jawa Barat <i>Operating Area of Pertamina EP Asset 3 Tambun Field - West Java</i>
	WILODRA (Wilayah Masyarakat Pengelola Daur Ulang Sampah) <i>WIRALODRA (Waste Recycling Management Community Area)</i>	Daerah Operasi Refining Unit VI Balongan <i>Operating Area of Refining Unit VI Balongan</i>
	Kampung Gambut Berdikari <i>Berdikari Peat Village</i>	Daerah Operasi Refining Unit II Sei Pakning <i>Operating Area of Refining Unit II Sei Pakning</i>
	Kampung Masdarling (Masyarakat Sadar Lingkungan) <i>Masdarling Village (Environmental Awareness Community)</i>	Daerah Operasi PT Badak NGL* <i>Operating Area of PT Badak NGL*</i>

*Keterangan: Anggaran CSR PT Badak NGL menggunakan anggaran mandiri
*Note: PT Badak NGL's used its own CSR Budget

- **Pengelolaan “Kebun Raya” Sebagai Kawasan Konservasi Tumbuhan dan Ekowisata Berbasis Edukasi (CSR Pusat)**

Pengelolaan Kebun Raya ini bertujuan memberikan edukasi kepada masyarakat umum mengenai keanekaragaman hayati di Indonesia. PERTAMINA melakukan pelestarian & pengembangbiakan 150 tanaman langka dan tanaman obat dan *orchidarium*, seperti *nephentes*, anggrek hitam, kopi dan durian. PERTAMINA juga menggunakan mobil listrik yang ramah lingkungan bagi pengunjung untuk berkeliling.

- **Program Pengembangan Kawasan Wisata Kelompok Patra Bahari Mandiri (MOR VI)**

Program ini merupakan pengembangan kawasan wisata, pembuatan jalur *track*, bantuan bibit mangrove, dan pelatihan pengembangan kawasan wisata.

- **Desa Cinta Bumi Tanggap Api (PHE Jambi Merang)**

Program ini bertujuan untuk mencegah karhulta di Kecamatan Bayung Lencir dengan partisipasi masyarakat, dan telah berhasil menyelamatkan 1.500 lahan dari kebakaran.

- **Permata Hijau (Pelestarian Mangrove Terapan) RU II Sei Pakning**

Program ini merupakan pelestarian mangrove terapan, dan berhasil membentuk 5x sedimen baru dengan tingkat keberhasilan penanaman mangrove 10.000 bibit/tahun.

- **Inovasi Biopot Mangrove untuk Mitigasi Bencana (PEP Asset 1 Rantau)**

Program ini memanfaatkan limbah sabut kelapa di Ujung Tamiang, dan berhasil menyelamatkan 361 ha hutan mangrove dan 60.000 pohon mangrove tertanam.

- **Wisata Konservasi di Tengah Pandemi melalui Wonopotro Ecoedutourism (FT Boyolali)**

Program ini berawal dari program konservasi rusa dan penanaman pohon di bukit lahan kritis.

- **Management of “Botanical Gardens” as Plant Conservation Area and Edu-Ecotourism (Central CSR)**

The Botanical Garden management aims to provide education to the general public about biodiversity in Indonesia. PERTAMINA preserves 150 medicinal plants and orchidarium, such as nepenthes, black orchids, coffee and durian. PERTAMINA also uses environmentally friendly electric cars for visitors to get around.

- **Patra Bahari Mandiri Group Tourism Area Development Program (MOR VI)**

This program is the development of tourist areas, construction of tracks, mangrove seedling assistance, and training in developing tourist areas.

- **Fire Response Cinta Bumi Village (PHE Jambi Merang)**

This program aims to prevent land and forest fires in Bayung Lencir District with community participation, and has succeeded in saving 1,500 lands from fires.

- **Permata Hijau (Applied Mangrove Conservation) RU II Sei Pakning**

This program is applied mangrove conservation, which has succeeded in forming 5x new sediments with a success rate of planting 10,000 mangrove seedlings/year.

- **Mangrove Biopot Innovation for Disaster Mitigation (PEP Asset 1 Rantau)**

This program utilizes coconut coir waste in Ujung Tamiang, and has managed in saving 361 ha of mangrove forests and 60,000 planted mangrove trees.

- **Conservation Tourism during Pandemic through Wonopotro Ecoedutourism (FT Boyolali)**

The program originated from a deer conservation program and tree planting in the hills with critical land.

- **Penurunan Penggunaan Pupuk kimia hingga 30% melalui program MERLITA (Mernek Milik Kita) - FT Maos MOR IV**

Program ini bertujuan untuk membangun sistem ketahanan pangan terintegrasi dengan membangun sistem peternakan, perikanan, pertanian dan manajemen usaha dengan mengedepankan prinsip *zero waste*.

- **Pesisir Berdikari (Budidaya Rumput Laut & Olahan) PEP Asset 3 Tambun Field**

Program ini bertujuan untuk menahan laju abrasi di Muara Gembong dan meningkatkan ekonomi masyarakat pesisir melalui pengembangan ekowisata mangrove lokal, dan mendukung program pemerintah Kabupaten Bekasi.

- **Ekowisata Taman Mangrove Pesisir Labuhan & Tlangoh - PHE WMO**

Program ini bertujuan membangkitkan sektor wisata pesisir di tengah pandemi COVID-19, dan telah berhasil memanfaatkan 53 m² lahan edukasi ramah lingkungan. Beberapa programnya antara lain Taman Wisata Laut, Taman Pendidikan Mangrove dan Wisata Pasir Putih Tlangoh.

- **WILODRA (Wilayah Masyarakat Pengelola Daur Ulang Sampah) - RU VI Balongan**

Program ini merupakan kegiatan *zero waste* masyarakat Balongan dengan membangun kesadaran pengelolaan sampah dan budidaya maggot. Program ini telah menurunkan pembakaran karbon dioksida sebesar 310 kg CO₂ melalui Warung Semur Tumpah.

- **Kampung Gambut Berdikari - RU II Sei Pakning**

Program ini bertujuan memanfaatkan lahan gambut menjadi lahan produktif untuk ditanami nanas, serta mencegah terjadinya karhutla.

- **Kampung Masdarling (Masyarakat Sadar Lingkungan) PT Badak NGL**

Program ini merupakan program desa mandiri wisata berbasis lingkungan di Kota Bontang.

- **Up to 30% reduction in chemical fertilizers use through the MERLITA (Mernek Milik Kita) program - FT Maos of MOR IV**

This program aims to build an integrated food security system by developing farming, fisheries, agriculture and business management system by promoting zero waste principle.

- **Pesisir Berdikari (Seaweed Cultivation & Processing) PEP Asset 3 Tambun Field**

This program aims to contain the rate of abrasion in Muara Gembong and improve the coastal community's economy through the development of local mangrove ecotourism, and support the program of Bekasi Regency Government.

- **Labuhan & Tlangoh Coastal Mangrove Park Ecotourism - PHE WMO**

This program aims to revive the coastal tourism sector during the COVID-19 pandemic, and has succeeded in utilizing 53 m² of environmentally friendly educational land. Some of the programs include Marine Tourism Park, Mangrove Education Park and White Sand Beach of Tlangoh.

- **WILODRA (Community Area for Waste Recycling Management) - RU VI Balongan**

This program is a zero waste activity for the people of Balongan by building awareness of waste management and maggot cultivation. This program has reduced carbon dioxide from combustion by 310 kg of CO₂ through Warung Semur Tumpah.

- **Berdikari Peat Village - RU II Sei Pakning**

This program aims to utilize peatlands into productive land to plant pineapples, and to prevent forest and land fires.

- **Masdarling Village (Community with Environmental Awareness) PT Badak NGL**

This program is an environmentally based tourism independent village program in Bontang City.

- **Kolak Sekancil (Konservasi Laguna Kawasan Sagara Anakan Cilacap) Eduwisata dengan Adaptasi COVID-19**

Program ini merupakan program konservasi lahan mangrove yang rusak akibat pembalakan liar, serta bertujuan untuk mengedukasi masyarakat untuk mengembangkan olahan mangrove agar memberikan nilai jual lebih.

- **Program Konservasi Fauna**

Program ini melakukan konservasi bagi spesies elang kamojang, penyu, bekantan, pesut, kera yaki, kambing saburai, gajah sumatera, lebah madu, kupu-kupu sumatera, bangau tong-tong, merak jawa, burung jalak bali, rusa timor, merak hijau, burung cendrawasih, burung elang bondol, elang jawa, dan anoa.

- **Program Konservasi Flora**

Beberapa program konservasi flora dilakukan antara lain: pelestarian bunga endemik krisan kulo dan krisan riri, pelestarian anggrek di Suaka Margasatwa Isau-Isau Kabupaten Lahat, Pengembangan kawasan konservasi tanaman kantung semar, program penghijauan dan penanaman tanaman langka Semambu Edu-Land Palembang, konservasi hutan bakau objek wisata mangrove Pulau Baai, konservasi area sungai, mangrove dan terumbu karang, penanaman pohon cemara di pesisir Pantai Ketaping Padang, pengembangan tanaman hidroponik.

- ***Kolak Sekancil (Conservation of Sagara Anakan Lagoon Area, Cilacap) Edutourism with COVID-19 Adaptation***

This program is a conservation program for mangrove land damaged by illegal logging, and aims to educate the community in processing mangrove to provide more sales value.

- ***Fauna Conservation Program***

This is a conservation program for species of kamojang eagles, turtles, proboscis monkeys, irrawaddy dolphins, yaki macaques, saburai goats, Sumatran elephants, honey bees, Sumatran butterflies, tongtong storks, Javan peacocks, Bali starlings, Timor deer, green peacock, birds of paradise, bondol eagles, Javanese eagles, and anoa.

- ***Flora Conservation Program***

Several flora conservation programs carried out are preservation of endemic flowers of kulo and riri chrysanthemums, preservation of orchids in the Isau-Isau Wildlife Reserve in Lahat Regency, development of pitcher plant conservation area, reforestation program and planting of rare plants at Semambu Edu-Land Palembang, conservation of mangroves in Baai Island mangrove tourist object, conservation of watershed, mangroves and coral reefs, planting pine trees on the coast of Ketaping Padang Beach, and developing hydroponic plants.



Membangun Komunikasi dengan Masyarakat

Kami menyediakan akses kepada seluruh pemangku kepentingan untuk menyampaikan pengaduan atau keluhan terkait dampak lingkungan yang ditimbulkan dari kegiatan usaha dan/atau bisnis Perseroan. Pengaduan maupun keluhan dapat disampaikan melalui layanan Contact PERTAMINA 1-500 000 dan/atau 135. Contact PERTAMINA 1-500 000 yang sedang diintegrasikan ke PERTAMINA *Call Center* 135 sedang dilaksanakan dan ditargetkan selesai pada triwulan 1 tahun 2021. Setiap pengaduan maupun keluhan yang disampaikan ditindaklanjuti oleh fungsi-fungsi terkait di manajemen sesuai persoalan yang disampaikan. Selama tahun 2020, persentase penyelesaian keluhan mencapai 98,2%, dengan kategori utama keluhan terkait aplikasi MyPertamina sebesar 70,4%.

Pascaoperasi Kegiatan Hulu

Pada tahun 2020, tidak ada operasi migas di sektor hulu yang memasuki pascaoperasi. Sesuai Peraturan Menteri Energi dan Sumber Daya Mineral (ESDM) Nomor 15 Tahun 2018 tentang Kegiatan Pasca Operasi pada Kegiatan Usaha Hulu Migas, PERTAMINA melalui entitas anak pada *Subholding* Hulu telah menyiapkan dana dan prosedur *abandonment and site restoration* (ASR). Sesuai ketentuan tersebut, entitas anak sebagai kontraktor kontrak kerja sama (KKKS) berkewajiban mencadangkan dana pelaksanaan pemulihan lingkungan. [OG11]

Building Communication with Communities

We provide access to all stakeholders to submit complaints or grievances related to the environmental impacts generated from the Company's business and/or activities. Grievances and complaints can be submitted through the PERTAMINA Contact 1-500 000 and/or 135 services. Contact PERTAMINA 1-500 000 is being integrated into PERTAMINA Call Center 135 with the target of completion in the 1st quarter of 2021. Every grievance or complaint submitted is followed up by related functions in management according to the issue. During 2020, the percentage of complaints resolution reached 98.2%, with the primary category of complaints related to the MyPertamina application at 70.4%.

Upstream Activities Post-operation

In 2020, there were no oil and gas operations in the upstream sector enter post-operation. In accordance with the Regulation of Minister of Energy and Mineral Resources (EMR), Number 15 of 2018 on Post Operation Activities in Upstream Oil & Gas Business Operations, PERTAMINA, through its subsidiaries in Upstream Subholding, has allocated funds and procedures for abandonment and site restoration (ASR). Under these provisions, the subsidiaries as cooperation contract contractors (KKKS) are obliged to reserve funds for the implementation of environmental restoration. [OG11]

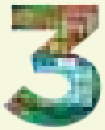




Memperkuat Pembangunan Sosial *Energizing Social Development*

"PERTAMINA terus berkontribusi untuk memberikan energi, menjalankan kegiatan operasi demi menjaga tetap Bergeraknya roda ekonomi. Saat bersamaan, PERTAMINA melindungi para pekerja, pelanggan dan masyarakat dari pandemi COVID-19."

"PERTAMINA continuously contributes to provide energy, carry out operational activities to keep the economy moving. At the same time, PERTAMINA protects its employees, customers and the community from the COVID-19 pandemic."



Pengelolaan Ketenagakerjaan

Manpower Management



**PENDEKATAN
MANAJEMEN
DISCLOSURE OF
MANAGEMENT
APPROACH (DMA)**

[103-1][103-2][103-3]



Ketenagakerjaan adalah salah satu topik material karena keberadaan pekerja sebagai aset (*human capital* atau HC), berpengaruh langsung pada keberlanjutan PERTAMINA. Pandemi COVID-19 mendorong Perseroan melakukan adaptasi pengelolaan pekerja dan praktik-praktik ketenagakerjaan. Adaptasi dilakukan tanpa pemutusan hubungan kerja (PHK) dan tetap melakukan rekrutmen karyawan baru. Pengelolaan ketenagakerjaan menjadi bagian dari tanggung jawab Direktorat Human Capital pada *Holding*, serta fungsi HC/sumber daya manusia (SDM) di *subholding* dan entitas anak. Kinerja pengelolaan ketenagakerjaan dievaluasi oleh Direksi melalui mekanisme penilaian pelaporan dan pencapaian target KPI. Pada tahun 2020, program pengembangan talenta dan pengembangan *top talent* muda, serta jam pelatihan menjadi salah satu indikator dalam KPI Direksi. PERTAMINA juga merujuk pada prinsip-prinsip United Nations Global Compact (UNGC) dan Organizations for Economic Co-operation and Development (OECD), terutama terkait Hak Asasi Manusia dan hubungan ketenagakerjaan.

Employment is a material topic as employees are considered assets (human capital or HC), which directly affect PERTAMINA's sustainability. The COVID-19 pandemic has urged the Company to adapt to employee management and employment practices. However, the adaptations are carried out without termination of employment and continue to recruit new employees. Manpower management is part of the Human Capital Directorate's responsibility at Holding, while in sub-holding and subsidiaries is handled by the HC/Human Resources (HR) function. The Board of Directors evaluates the performance of manpower management through a reporting assessment and the achievement of KPI targets. In 2020, talent development programs and young top talent development, and as training hours are one of the indicators in the Board of Directors KPI. PERTAMINA also refers to UNGC and OECD principles, especially relating to Human Rights and labour relation.

Sejalan dengan transformasi PERTAMINA dan pertimbangan kondisi pandemi COVID-19, realisasi pengembangan pekerja sebagai aset perusahaan (HC) juga mengalami adaptasi. Direktorat HC mengedepankan dukungan teknologi informasi (TI) dalam aspek pengelolaan HC termasuk pelatihan dan penilaian kinerja, melalui penerapan beberapa aplikasi berbasis TI.

In line with PERTAMINA's transformation and due to the COVID-19 pandemic conditions, the realization of the employee development as the company's human capital (HC) has also made some adaptations. The HC Directorate promotes information technology (IT) support in the HC management, including training and performance assessments, through several IT-based applications.

Penerapan Aplikasi Berbasis IT untuk Pengembangan HC Perseroan <i>Company IT-based Application for HC Development Implementation</i>	
Aplikasi <i>Application</i>	Uraian <i>Remarks</i>
Performance Management System (PMS) Online	Pengelolaan kinerja KPI level manajer ke atas <i>KPI performance management for manager level and above</i>
People Review	Pengelolaan target individu level di bawah manajer, penilaian 360 <i>Individual target management for below manager level, assessment 360</i>
I am Talent	Tools untuk <i>succession planning</i> perusahaan dan pengisian karir aspirasi bagi pekerja <i>Tools for Company succession planning and career fulfillment aspiration for employees</i>
E-learning	Web untuk penyelenggaraan pelatihan mandiri/secara daring <i>Web for independent/online training organizing</i>

Di sektor hulu, para pekerja terus mempertahankan kegiatan usaha untuk menjaga pasokan minyak mentah bagi kilang-kilang PERTAMINA. Selain itu, aktivitas para pekerja lain di 5.735 lembaga penyalur, 280 tanker PERTAMINA, 120 depo, 258.772 pangkalan PSO dan Non-PSO, juga tetap berjalan. Demikian pula dengan proyek pembangunan kilang *Refinery Development Master Plan (RDMP)* dan *Grass Root Refinery (GRR)*, maupun proyek infrastruktur hulu dan hilir lain. Kebutuhan tenaga kerja dalam megaprojek pembangunan kilang terbilang cukup besar, yaitu sekitar 15 ribu tenaga kerja per proyek. Seluruhnya tetap bekerja selama pandemi COVID-19.

In the upstream sector, employees continued to maintain business activities to supply crude oil for PERTAMINA's refineries. Other employees at 5,735 channels, 280 PERTAMINA tankers, 120 depots, 258,772 PSO and non-PSO outlets also continued their work. The same goes for Refinery Development Master Plan (RDMP) project and the Grass Root Refinery (GRR), as well as other upstream and downstream infrastructure projects. Meanwhile, the refinery construction megaproject needs a relatively large number of manpower of approximately 15 thousand workers per project. All of them continued working during the COVID-19 pandemic.

Hubungan ketenagakerjaan dibangun dengan tetap menghormati hak asasi manusia:

Employment relations are built with respect to human rights:

- PERTAMINA memberlakukan *gender pay gap* nol persen antara remunerasi bagi pekerja laki-laki dan perempuan. Tunjangan dan manfaat lain sebagai komponen imbal jasa pekerjaan diberikan dengan memperhatikan status kepegawaian, yakni Pekerja Waktu Tidak Tertentu (pekerja tetap), Pekerja Waktu Tertentu (pekerja tidak tetap), dan Tenaga Kerja Jasa Penunjang. Besaran imbal jasa pekerjaan terendah untuk pekerja PERTAMINA lebih besar daripada upah minimum yang ditetapkan pemerintah daerah di setiap wilayah operasi. [405-2; 401-2]

- *PERTAMINA assures a zero percent gender pay gap between male and female in remuneration. Allowances and other benefits as a remuneration component are based on employment status, permanent employees, non-permanent employees, and support service workers. The lowest remuneration for PERTAMINA's employees is higher than the local government's minimum wage in each operating area. [405-2; 401-2]*



- Perseroan menjamin hak pekerja perempuan untuk bekerja kembali pada posisi sama atau sebanding selesai cuti hamil dan melahirkan. Pada tahun 2020, ada 443 karyawan yang mendapatkan hak istirahat cuti hamil dan melahirkan selama 90 hari kerja. [401-2; 401-3]
- Perseroan memastikan tidak mempekerjakan pekerja anak dengan menetapkan ketentuan usia minimal karyawan baru adalah 15 tahun. Jam kerja karyawan diatur sesuai UU Ketenagakerjaan. Perseroan memberikan tambahan imbal jasa pekerjaan bagi setiap kelebihan jam kerja. Selama tahun 2020, tidak ada perselisihan dengan pekerja terkait ketentuan jam kerja maupun pekerjaan lembur. [408-1; 409-1]
- Perseroan menjamin kebebasan berserikat kepada pekerja dan membentuk serikat pekerja. Selama tahun 2020, tidak ada perselisihan yang menghalang-halangi kebebasan berserikat. Melalui perwakilan di serikat pekerja, para pekerja dilibatkan dalam penyusunan Perjanjian Kerja Bersama. Para pekerja dilibatkan dalam penerapan maupun pengelolaan K3 melalui perwakilan pekerja di Panitia Pembina Kesehatan dan Keselamatan Kerja (P2K3). 100% pekerja terlindungi melalui Perjanjian Kerja Bersama (PKB). [403-4, 407-1]
- Perseroan mendukung keseimbangan antara pekerjaan dan kehidupan pekerja (*work-life balance*), melalui program-program fungsi Internal Communication, terutama saat pandemi COVID-19. Beberapa program tersebut adalah *Engagement* pekerja saat bekerja di rumah (Sesi Olahraga Online), Doa Bersama, Inspirasi Pekerja, *PERTAMINA Talks*, *Teens Go to PERTAMINA* secara virtual, dan Program Ramadan.
- *PERTAMINA* memfasilitasi kebutuhan pekerja perempuan yang mengemban beban ganda sebagai ibu dan sebagai pekerja. Hingga akhir 2020, Perseroan menyediakan 28 ruang laktasi yang tersebar di Kantor Pusat, kantor Region, dan kantor area operasi. Satu pusat penitipan anak disediakan di Kantor Pusat, namun untuk sementara tidak beroperasi karena pandemi.
- *The Company guarantees female employees' rights to return to work at the same position or equivalent after completing maternity leave. In 2020, 443 employees were entitled to take maternity leave for 90 working days. [401-2; 401-3]*
- *The Company ensures no child labor practice by setting the minimum age for new employees at 15 years old. Employee working hours are arranged following the Law on Manpower. The Company provides additional fees for overtime working hours. During 2020, there were no disputes with employees regarding the terms of working hours or overtime work. [408-1; 409-1]*
- *The company guarantees employees' freedom of association and forming a trade union. During 2020, no disputes will hinder freedom of association. Through representatives in trade unions, employees are involved in drafting Collective Labor Agreements. They are involved in the OHS implementation and management through employee representatives in the Occupational Health and Safety Committee (P2K3). 100% employees are protected by the Collective Bargaining Agreement (CLA). [403-4, 407-1]*
- *The Company supports work-life balance through Internal Communication function programs, especially during the COVID-19 pandemic. Some of these programs are the PSBB Engagement Stay fit during distancing (online exercise), Collective Prayers, Worker Inspiration, PERTAMINA Talks, Teens go to Pertamina held Virtually, and the Ramadan Program.*
- *PERTAMINA facilitates the needs of female employees who carry out double roles as mothers and as workers. Until the end of 2020, the Company has provided 28 nursing rooms in the Head Office, Regional offices and operational area offices. One child care center is provided at the Head Office, but it is not operational due to the pandemic.*

Kami melakukan rekrutmen karyawan baru yang berlangsung transparan, tanpa diskriminasi jenis kelamin maupun latar belakang keberagaman lain. Pada tahun 2020, *PERTAMINA* merekrut 260 karyawan baru, terdiri dari 230 laki-laki dan 30 perempuan. Selain itu juga ada 15 pekerja baru asal Papua dan Papua Barat, yang direkrut melalui Program Perekrutan Bersama

We recruit new employees that take place transparently, without discrimination on gender or from other diverse backgrounds. In 2020, PERTAMINA recruited 260 new employees, consisting of 230 men and 30 women. In addition, there were also 15 new employees from Papua and West Papua who were recruited through the SOEs Joint Recruitment

(PPB) BUMN oleh Forum Human Capital Indonesia (FHCI) BUMN. Perseroan juga merekrut 17 penyandang disabilitas sebagai karyawan baru, sehingga total jumlah karyawan yang merupakan penyandang disabilitas sampai dengan tahun 2020 ada 43 orang. Perusahaan menargetkan komposisi pekerja dengan disabilitas sebesar 2% dari total pekerja pada tahun 2026. Para karyawan baru ditempatkan pada wilayah kerja sesuai kebutuhan organisasi. [401-1]

Program by the SOEs' Indonesian Human Capital Forum (FHCI). The company also recruited 17 people with disabilities as new employees, so that the total number of employees with disabilities in 2020 was 43 people. The Company targets the composition of workers with disabilities to be 2% of total employees by 2026. New employees are placed in the work area according to the organization's needs. [401-1]

Rekrutmen Karyawan Baru PERTAMINA [401-1] PERTAMINA New Recruits						
Kelompok Usia Age Group	2020		2019		2018	
	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female
< 30 Tahun <30 Years Old	178	14	422	70	867	61
30 - 50 Tahun 30 - 50 Years Old	42	16	1	0	31	4
> 50 Tahun >50 Years Old	10	0	26	0	0	0
Jumlah Total	230	30	449	70	898	65
	260		519		963	

Rekrutmen Karyawan Baru PERTAMINA untuk Program Rekrutmen Putra-Putri Papua PERTAMINA New Recruits for Papuan Program Recruitment						
Program Program	2020		2019		2018	
	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female
Putra-Putri Papua Papuan	8	7	15	9	5	14

Rekrutmen Karyawan Baru PERTAMINA untuk Program Rekrutmen Penyandang Disabilitas PERTAMINA New Recruits for Disability Program Recruitment						
Program Program	2020		2019		2018	
	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female
Penyandang Disabilitas Persons with Disabilities	7	10	17	15	11	26



Komposisi dan Persentase Karyawan Penyandang Disabilitas
Disabled Employee Composition and Percentage

Jenis Disabilitas <i>Disability</i>	2020		2019	
	Jumlah <i>Total</i>	%	Jumlah <i>Total</i>	%
Tuna Daksa <i>Physical Impairment</i>	21	49	19	64%
Tuna Netra <i>Vision Impairment</i>	2	5	3	10%
Tuna Rungu <i>Hearing Impairment</i>	15	35	7	23%
Tuna Wicara <i>Speech Impairment</i>	5	11	1	3%
Jumlah <i>Total</i>	43	100	30	100%

Rekrutmen karyawan menjadi “energi baru” bagi PERTAMINA. Pada tahun 2020, ada 519 pekerja meninggalkan PERTAMINA, atau 3,76% dibanding total karyawan Perseroan. Sebanyak 497 pekerja (96%) memasuki masa pensiun yang terdiri dari 457 Laki-laki dan 40 perempuan. Sebanyak 22 pekerja (4%) mengundurkan diri, terdiri dari 15 laki-laki dan 7 perempuan, dengan jumlah terbesar berasal dari kelompok usia 30-50 tahun. [401-1]

Proses rekrutmen dilaksanakan terpusat oleh Kantor Pusat dengan penempatan disesuaikan kebutuhan organisasi. Perbedaan proporsi pekerja laki-laki dan perempuan berhubungan dengan industri minyak dan gas yang cenderung lebih banyak diminati oleh laki-laki. PERTAMINA menjamin kesetaraan kesempatan dalam proses rekrutmen yang dijalankan bebas dari bias gender. PERTAMINA memiliki standar pemenuhan kebutuhan termasuk akomodasi khusus penempatan pekerja pada kegiatan usaha tertentu, seperti sektor hulu. Hal sama juga berlaku untuk kontraktor dan pekerja mereka, dengan menerapkan *Contractor Safety Management System (CSMS)* berstandar internasional.

Employee recruitment becomes “new energy” for PERTAMINA. In 2020, 519 employees left PERTAMINA or 3.76% of the Company’s total employees. A total of 497 employees (96%) retiring, consisting of 457 men and 40 women. A total of 22 employees (4%) resigned, composed of 15 men and 7 women, with the largest number from the age group of 30 to 50 years old. [401-1]

The Head Office carries out the centralized recruitment process with placements based on the needs of the organization. The difference in the proportion of male and female employees is related to the nature oil and gas industry which tends to attract more male employees. PERTAMINA guarantees equality in the recruitment process, and that it is carried out free from gender bias. PERTAMINA has standards for fulfilling employee needs, including special accommodation in particular business activities, such as the upstream sector. The same applies to contractors and their workers by implementing the Contractor Safety Management System (CSMS) with international standard.



Testimoni Pekerja PERTAMINA Penyandang Disabilitas

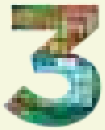
Bona Saoloan Sitio (Bona), 29 tahun, merupakan salah satu pekerja PERTAMINA penyandang tuna daksa. Anak kedua dari enam bersaudara, Bona yang berasal dari Brebes lulus dari Universitas Negeri Semarang jurusan ekonomi pembangunan pada tahun 2018. Setelah bekerja selama tiga tahun, Bona mengikuti Program Perekrutan Bersama (PPB) BUMN oleh Forum Human Capital Indonesia (FHCI) Kementerian BUMN dan lolos menjadi pekerja PERTAMINA, mengungguli 6.850 kandidat lainnya. Sekarang, Bona bekerja sebagai admin di Fungsi Corporate Secretary - Stakeholder Relation dan berkantor di Kantor Pusat PERTAMINA.

“Saya bersyukur dan bangga mendapat kesempatan bekerja di PERTAMINA. PERTAMINA memberikan akses kemudahan bagi teman-teman pekerja penyandang disabilitas, seperti *ramp*, toilet khusus, juga skuter bagi beberapa teman difabel yang membutuhkan. Namun demikian, walaupun memiliki tantangan khusus, kami diberikan kepercayaan dan penghargaan yang setara dengan rekan pekerja lain oleh PERTAMINA. Jangan pernah membenci keadaan, sekalipun hal buruk itu terus terjadi, cukup nikmati prosesnya dan sikapi dengan positif, karena Tuhan itu baik dan rancangan-Nya indah pada akhirnya.”

Testimonial of PERTAMINA's Employee with Disabilities

Bona Saoloan Sitio (Bona), 29 years old, is one of PERTAMINA's employees with physical disabilities. The second of six children, Bona, who originates from Brebes, graduated from Semarang State University, majoring in development economics in 2018. After working for three years, Bona participated in the SOEs Joint Recruitment Program (PPB) by the Indonesian Human Capital Forum (FHCI) of the Ministry of SOEs and passed to become a PERTAMINA employee outperformed 6,850 other candidates. Now, Bona works as an administrative staff in the Corporate Secretary-Stakeholder Relations Function and is based at the PERTAMINA Head Office.

“I am grateful and proud to have the opportunity to work at PERTAMINA. PERTAMINA provides easy access for disabled workers, such as ramps, special toilets, and scooters for some fellow disabled employees who need them. However, despite having particular challenges, PERTAMINA has given us the same trust and appreciation as other fellow employees. Never hate the situation, even if bad things keep happening; enjoy the process and respond positively because God is good and His plan is beautiful in the end.”



Keselamatan dan Kesehatan Kerja (K3)

Occupational Health and Safety (OHS)



**PENDEKATAN
MANAJEMEN
DISCLOSURE OF
MANAGEMENT
APPROACH (DMA)**

[103-1][103-2][103-3]



Keselamatan dan kesehatan kerja (K3) merupakan faktor penting bagi PERTAMINA. Di masa pandemi COVID-19, pencegahan penularan virus Corona menjadi salah satu prioritas kesehatan kerja, dengan tetap mengutamakan Kebijakan *Health, Safety, Security and Environment* (HSSE). Perseroan memberikan dukungan sumber daya dan sumber dana, serta berinisiatif menyediakan rumah sakit rujukan COVID-19 dan penerapan SUPREME untuk mendorong kepatuhan aspek HSSE. Penanganan pandemi COVID-19 menjadi tanggung jawab *Crisis Management Team* (CMT) Perseroan, sementara aspek K3 keseluruhan menjadi bagian tanggung jawab Fungsi HSSE pada *Holding, Subholding* maupun entitas anak. Kinerja penanganan COVID-19 dan K3 dievaluasi Direksi melalui mekanisme penilaian laporan berkala dan pencapaian target KPI. Selama tahun 2020 Perseroan mampu mengendalikan pandemi COVID-19, sementara beberapa entitas anak mencatatkan kinerja tanpa kecelakaan kerja. Kinerja LTIR (*Lost Time Incident Rate*) mengalami peningkatan pada tahun 2020, walaupun jumlah *Number of Accidents* (NOA) relatif meningkat. Beberapa entitas anak Perusahaan mencatatkan kinerja tanpa kecelakaan kerja. Pada tahun 2020, beberapa poin KPI Direksi terkait K3 antara lain LTIR dan NOA.

Occupational health and safety (OHS) is a crucial factor for PERTAMINA. During the COVID-19 pandemic, preventing Coronavirus transmission was one of the priorities for occupational health while still prioritizing Health, Safety, Security and Environment (HSSE) policies. The Company provides resources and financial support and the initiative to provide a referral hospital for COVID-19 and implement SUPREME to comply with HSSE aspects. The Company's Crisis Management Team (CMT) is responsible for handling the COVID-19 pandemic, while the overall OHS aspect is part of the HSSE Function's duties at Holding, Subholding and subsidiaries. The performance of COVID-19 handling and OHS is evaluated by the Board of Directors by assessing periodic reports and KPI target achievement. During 2020 the Company managed to control the COVID-19 pandemic, while several subsidiaries recorded performance without work accidents. LTIR (Lost Time Incident Rate) performance increased in 2020, although the number of Number of Accidents (NOAs) has increased relatively. Several subsidiaries of the Company recorded zero accident performance. In 2020, several points in the Board of Directors related to OHS are LTIR and NOA.

PERTAMINA Sigap Menghadapi Pandemi [403-3]

Kami mengerahkan segenap daya mencegah risiko penularan COVID-19 di seluruh lini kegiatan Perseroan. Langkah strategis yang dijalankan adalah memberlakukan "PERTAMINA Siaga COVID-19", diikuti pembentukan Satgas COVID-19 pada awal Maret 2020, sebagai yang pertama di badan usaha milik negara (BUMN). Selain penanganan terintegrasi pandemi COVID-19, Satgas COVID-19 juga memastikan kegiatan usaha dan pelayanan kepada pelanggan dan masyarakat tetap berjalan dengan baik dan aman melalui penerapan protokol kesehatan. Secara rutin, Satgas COVID-19 memberikan laporan kepada Direktur SDM selaku *executive board* Crisis Management Team. PERTAMINA memberikan komitmen tinggi untuk pelaksanaan penanggulangan COVID-19 di seluruh PERTAMINA Grup dengan mengalokasikan dana sebesar Rp1,5 triliun.

PERTAMINA Agile in Responding to Pandemic [403-3]

We do our best to prevent the risk of COVID-19 transmission in all lines of the Company's operations. The strategic step taken was to implement "PERTAMINA Siaga COVID-19", followed by the formation of the COVID-19 Task Force in early March 2020, the first state-owned enterprise (SOE) to do so. In addition to the integrated handling of the COVID-19 pandemic, the COVID-19 Task Force also ensures business activities and services to customers. The public continues to run uninterrupted and safely through the implementation of health protocols. The COVID-19 Task Force regularly reports to the HC Director as the executive board of the Crisis Management Team. PERTAMINA is highly committed to implementing the COVID-19 response at the entire PERTAMINA Group by allocating Rp1.5 trillion in funds.



Stok Aman Safe Stock

Ketahanan stok BBM dan LPG untuk seluruh produk, secara nasional rata-rata di atas 20 hari.

The national fuel and LPG stocks availability for all products is at an average of over 20 days.

Fasilitas Beroperasi Normal Facilities Operating Normally

Seluruh SPBU dan pangkalan LPG dipastikan tetap beroperasi normal.

All gas stations and LPG outlets continue to operate normally.



PERTAMINA menghimbau masyarakat menggunakan BBM dengan bijak dan sesuai kebutuhan

PERTAMINA call on people to use Fuel wisely and according to their needs

- Bila masyarakat menemukan ada penyimpangan dapat melaporkan kepada aparat setempat atau menghubungi Call Center PERTAMINA 135.

If there is any irregularities, people can report it to local authorities or contact PERTAMINA 135 Call Center.

Distribusi Aman Safe Distribution

PERTAMINA tetap fokus dan memastikan proses penyediaan energi mulai dari fungsi hulu migas, kilang, distribusi hingga pemasaran tetap berjalan normal.

PERTAMINA remains focused and ensures that the energy supply process starting from the upstream oil and gas function, refineries, distribution as well as marketing run normally.

PERTAMINA menyiagakan Satgas COVID-19 di seluruh PERTAMINA Grup

PERTAMINA has readied the COVID-19 Task Force at PERTAMINA Group



Upaya yang dilakukan Satgas COVID-19 meliputi *testing, tracing, dan treatment* (3T).

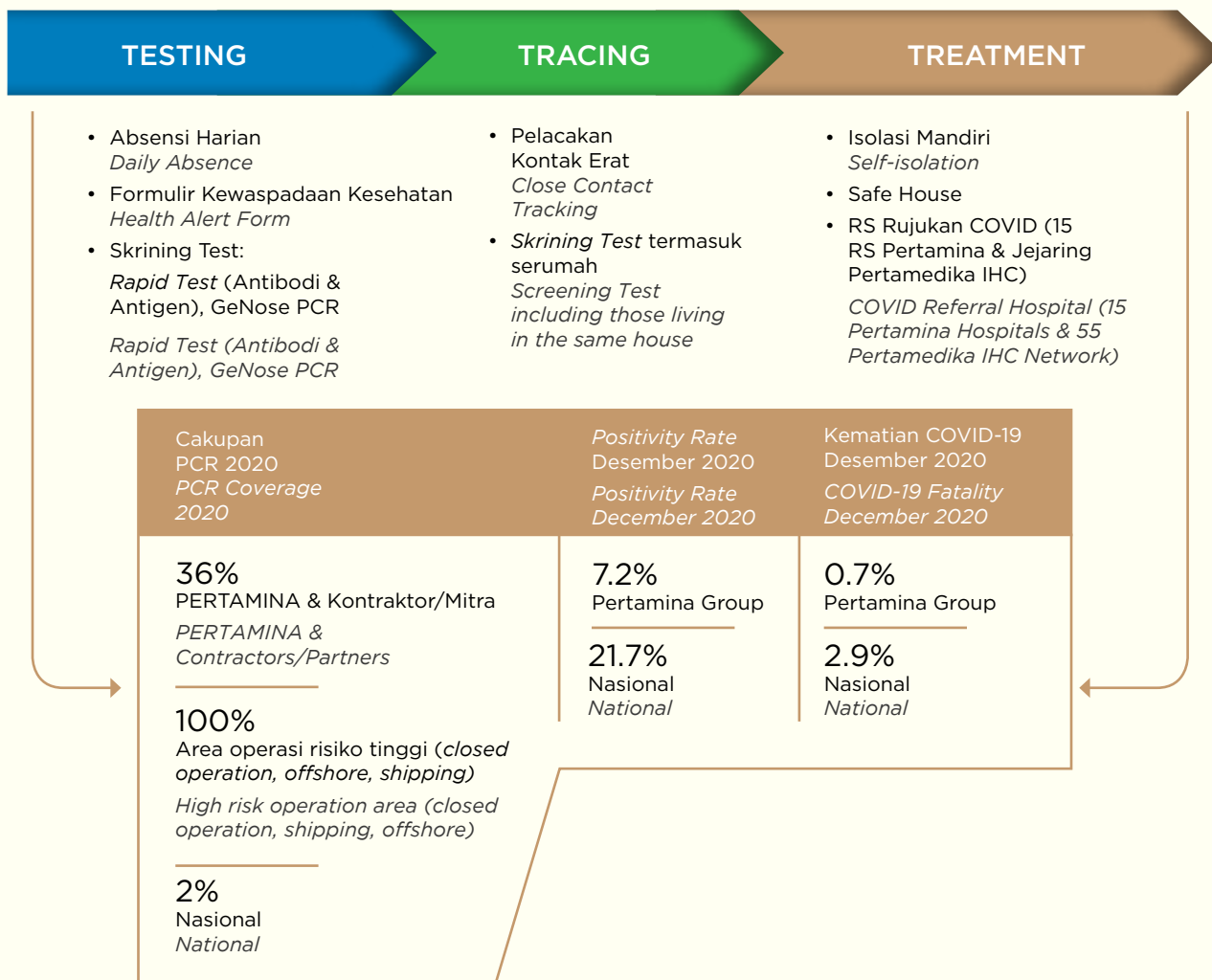
The efforts that COVID-19 Task Force has made include *testing, tracing, and treatment* (3T).

Testing, dilakukan melalui metode tes kesehatan mencakup *rapid test* dan *polimer chain reaction* (PCR) *test*, termasuk PCR *pool*. Pada November 2020, Satgas COVID-19 mengadopsi metode *Gajah Mada Electronic Nose* atau *GeNose* yang dikembangkan Universitas Gajah Mada. *GeNose* dipilih karena prosesnya cepat, dan lebih terjangkau harganya dibandingkan PCR *test*. Sampai dengan akhir tahun 2020, realisasi pelaksanaan tes kesehatan mencapai 36% dari total karyawan PERTAMINA dan pekerja kontraktor/mitra kerja, serta 100% di unit operasi tertutup termasuk *offshore*.

Testing, is done through medical tests comprising a *rapid test* and *polymer chain reaction* (PCR) *test*, including the PCR *pool*. In November 2020, the COVID-19 Task Force adopted the *Gajah Mada Electronic Nose* or *GeNose* method developed by *Gajah Mada University*. *GeNose* has been selected due to its quick process is more affordable than the PCR *test*. Until the end of 2020, the realization of the medical tests reached 36% of the total PERTAMINA employees and contractor/work partners' workers and 100% in closed operating units, including *offshore*.

Metode & Pencapaian Penanganan COVID-19 (3T)

Methods & Achievements in Handling COVID-19 (3T)



Tracing atau pelacakan dilakukan dengan memantau pergerakan serta interaksi karyawan PERTAMINA dan pekerja kontraktor/mitra kerja yang diketahui positif COVID-19. Untuk mengurangi mobilitas pekerja, PERTAMINA menentukan siapa saja yang bekerja dari kantor (WFO *mandatory*) dan memberlakukan bekerja dari rumah (WFH) untuk jenis pekerjaan yang lain. Perseroan juga menerapkan pembatasan perjalanan hanya untuk keperluan dinas dengan protokol kesehatan ketat.

Treatment atau tindakan medis, dilakukan dengan memberikan perawatan medis kepada karyawan PERTAMINA atau pekerja kontraktor/mitra kerja yang positif COVID-19. Perseroan mendedikasikan Rumah Sakit Pertamina Jaya (RSPJ) di Jakarta dan enam rumah sakit PERTAMINA lain di Indonesia sebagai rumah sakit rujukan COVID-19. Kami membangun dua unit rumah sakit modular di Jakarta untuk penanganan pasien COVID-19.

Tracing is carried out by monitoring the movement and interaction of PERTAMINA's employees and contractor/work partners' workers who have tested positive for COVID-19. In order to reduce employee mobility, PERTAMINA determines who works from the office (WFO mandatory) and imposes work from home (WFH) for other types of work. The company also applies travel restrictions only for official purposes with strict health protocols.

Treatment is carried out by providing medical care to PERTAMINA employees or contractors/work partners' workers who have tested positive for COVID-19. The company dedicates Pertamina Jaya Hospital (RSPJ) in Jakarta and six other PERTAMINA hospitals in Indonesia as COVID-19 referral hospitals. We have built two modular hospital units in Jakarta to treat COVID-19 patients.

Sampai dengan akhir periode pelaporan, tingkat kesembuhan pasien COVID-19 di PERTAMINA mencapai 80,6%, dengan waktu perawatan rata-rata 17 hari hingga pasien sembuh. Proses penanganan medis dan perawatan pasien COVID-19 disertai prosedur ketat pengelolaan limbah medis karena sifatnya yang infeksius. Seluruh limbah medis dari penanganan COVID-19 dimusnahkan melalui proses insinerasi sesuai ketentuan yang berlaku.

Terintegrasi dengan fungsi terkait, Satgas COVID-19 juga menyiapkan mitigasi risiko pemberlakuan *lockdown* pada fungsi/unit kerja apabila ada karyawan atau pekerja kontraktor/mitra kerja positif COVID-19. Satgas COVID-19 juga mendayagunakan berbagai saluran komunikasi, kolaborasi digital dan jejaring pendukung guna mengoptimalkan penanganan COVID-19.

Until the end of the reporting period, the recovery rate of COVID-19 patients at PERTAMINA reached 80.6%, with an average treatment duration of 17 days until the patient recovered. The process of medical treatment and care for COVID-19 patients is under strict procedures for medical waste management due to its infectious nature. All medical waste from COVID-19 handling is destroyed through an incineration process following applicable regulations.

Integrated with related functions, the COVID-19 Task Force also prepares risk mitigation for lockdown at functions/work units if employees or contractors/work partners' workers test positive for COVID-19. The COVID-19 Task Force also utilizes various communication channels, digital collaboration and support networks to optimize the COVID-19 handling.



Agus Murdiyatno

Pekerja PERTAMINA, Penyintas COVID-19

PERTAMINA Employee, COVID-19 Survivor

Agus Murdiyatno adalah satu pekerja PERTAMINA penyintas COVID-19. Beliau pertama kali mengetahui terinfeksi COVID-19 di awal terjadinya pandemi, dari informasi dari kantor bahwa beberapa orang yang sempat rapat bersamanya terinfeksi COVID-19. PERTAMINA segera merekomendasikan tes swab dan menyediakan dokter yang mengawasi keadaan beliau lewat Whatsapp. Kemudian beliau menjalani perawatan di RSPP ditambah perawatan mandiri di rumah. Setelah 41 hari, beliau dinyatakan negatif.

PERTAMINA mengambil langkah cepat dalam penanganan COVID-19. Pekerja yang terinfeksi segera diberikan rekomendasi tenaga medis, dan perawatan lebih lanjut jika diperlukan. PERTAMINA segera melarang kegiatan tatap muka langsung yang dapat dilakukan secara daring. PERTAMINA menetapkan batasan okupansi pekerja maksimal 25% untuk bekerja di kantor, hanya jika diperlukan dan dilakukan bergiliran. Inisiatif pembentukan Satgas COVID-19 juga membuat upaya penanggulangan COVID-19 lebih terarah dan terkonsolidasi.

Agus Murdiyatno is one of PERTAMINA's employees who survived COVID-19. He first learned of being infected with COVID-19 at the start of the pandemic, after receiving the information from the company that several people who had a meeting with him were infected with COVID-19. PERTAMINA immediately recommended a swab test and provided a doctor who monitored his condition via WhatsApp. Then he underwent treatment at RSPP hospital as well as self care at home. After 41 days, he tested negative.

PERTAMINA took quick steps in dealing with COVID-19. Infected employees were immediately given the recommendation to see medical workers, and further treatment if needed. Face-to-face activities that could be carried out online were immediately prohibited by PERTAMINA. The maximum occupancy limit was set at 25% for working in an office, only if needed and done in shifts. The initiative to form the COVID-19 Task Force has also made efforts to tackle COVID-19 more focused and consolidated.

PERTAMINA membuka saluran komunikasi melalui *Call Center 135* bagi pekerja dan keluarga untuk konsultasi atau mendapatkan informasi seputar COVID-19. *Call Center 135* juga memberikan fasilitas layanan pesan antar produk untuk masyarakat.

PERTAMINA provides a communication channel through Call Center 135 for employees and their families to consult or get information about COVID-19. Call Center 135 also provides product delivery service for the public.

CALL CENTER 135



PERTAMINA membuka saluran komunikasi melalui *Call Center 135* bagi pekerja dan keluarga yang ingin berkonsultasi atau mendapatkan informasi seputar COVID-19.

PERTAMINA opens communication channel through Call Center 135 for employees and families who wish to consult or access information about COVID-19.

SATGAS COVID-19 COVID-19 TASK FORCE

Siaga 24 jam 7 hari untuk pekerja dan keluarga yang ingin menghubungi

Available 24 hours 7 days for employees and families to contact

PUSKODAL PUSKODAL

Semua telepon dipusatkan di *Call Center 135* yang akan nanti dialihkan ke telepon genggam yang tersedia di Puskodal

All phone calls are centralized at Call Center 135 to be diverted to mobile phones available at Puskodal

PEMANTAUAN MONITORING

• Kondisi kesehatan harian 50 pekerja yang melakukan perjalanan dinas di dalam maupun di luar negeri
Daily health conditions of 50 employees who have been on domestic and overseas business travel

• Pekerja yang sudah melakukan kontak dengan penderita COVID-19
Employees who have contact with COVID-19 patients

• Persediaan masker dan *hand sanitizer* yang dilaporkan
Mask and hand sanitizer supplies reported

ANTISIPASI ANTICIPATION

Koordinasi terhadap tamu yang akan masuk ke area kerja PERTAMINA
Coordination for visitors entering work areas of PERTAMINA

Satgas COVID-19 membentuk *COVID Ranger* yang bertugas melakukan pengawasan kepatuhan penerapan protokol kesehatan di internal Perseroan. Para *COVID Ranger* adalah petugas keamanan yang telah mendapatkan pelatihan. Sampai akhir periode pelaporan ada 9.000 *COVID Ranger*. Dalam perkembangannya, ada keluarga karyawan dan kontraktor/mitra kerja yang sukarela bergabung dan membentuk *Family COVID Ranger*. Mereka membantu sosialisasi protokol kesehatan di lingkungan tempat tinggal mereka. Upaya lain adalah mengembangkan konsep “Paspur COVID-19”, yakni keterangan kepatuhan protokol kesehatan. Pemegang paspor akan menghadapi tes pemahaman protokol kesehatan setiap kali akan bertugas.

Untuk memasuki periode kebiasaan baru, PERTAMINA menerapkan protokol kesehatan kepada pelanggan dan masyarakat di fasilitas layanan, termasuk SPBU. Kami melakukan sosialisasi bagi petugas SPBU, dan pelanggan yang datang ke SPBU. Sosialisasi juga dilakukan melalui *health talks* di unit operasi dan anak perusahaan, serta aplikasi *MyDoctor* yang memiliki fitur konsultasi kesehatan dan layanan kesehatan darurat, maupun fitur lain seperti informasi dan tips seputar kesehatan. [403-6; 403-7]

Sebagai salah satu Badan Usaha Milik Negara, PERTAMINA telah secara proaktif melakukan pelaporan rutin ke kamp pekerja yang terpapar dan juga aktivitas penanganan penyebaran COVID-19 melalui aplikasi COSMIC.

Kinerja Penerapan K3

Sejak tahun 2018, PERTAMINA menerapkan “SUPREME” atau *Sustainability PERTAMINA Expectations for HSSE Management Excellence*, yang harus dipatuhi seluruh pekerja PERTAMINA, serta pemasok/kontraktor/mitra kerja/pihak ketiga. Penerapan SUPREME menjadi bagian dari upaya menciptakan tempat kerja layak dan aman bagi pekerja. Berdasarkan Tata Waktu Implementasi SUPREME, penerapan SUPREME pada tahun 2020 mencakup anak perusahaan dan unit bisnis. SUPREME

The COVID-19 Task Force also has formed Covid Rangers, which is tasked with supervising compliance with health protocols within the Company. The Covid Rangers are security officers who have received training. Until the end of the reporting period, there were 9,000 Covid Rangers. There have been families of employees and contractors/work partners’ workers who voluntarily joined and formed the Covid Ranger Family in its development. They helped disseminate the health protocols in their neighbourhoods. Another effort is to develop the concept of “COVID-19 Passport”, which is proof of compliance with health protocols in a card form. The passport holders are those who have passed a comprehension test on health protocol.

Entering the new normal period, PERTAMINA has imposed health protocols to customers and the public in service facilities, including gas stations. We conducted dissemination for gas station attendants and customers who come to gas stations. The dissemination is also carried out through health talks at the operating units and subsidiaries and through the MyDoctor application, which features health consultation and emergency health services and information and tips about health. [403-6; 403-7]

As one of the State-Owned Enterprises, PERTAMINA has been proactively conducting regular reporting to the camps of employees exposed to the virus and activities to ensure the implementation of health protocols for the COVID-19 COSMIC application.

OHS Implementation Performance

Since 2018, PERTAMINA has implemented “SUPREME” or Sustainability PERTAMINA Expectations for HSSE Management Excellence, which all PERTAMINA employees must comply with as vendors/contractors/work partners/third parties. The implementation of SUPREME is part of the effort to create a decent and safe workplace for employees. The implementation of SUPREME in 2020 covered subsidiaries and business units based on the SUPREME Implementation Timeline. SUPREME is equipped with the SUPREME Internal



dilengkapi SUPREME Internal Audit Protocol (SIAP), sebagai protokol audit pengelolaan HSSE. Selain menerapkan SUPREME, dalam mengelola HSSE PERTAMINA senantiasa mematuhi peraturan yang berlaku, di antaranya Undang-Undang (UU) No.22 Tahun 2001 tentang Minyak dan Gas Bumi yang mengamanatkan penerapan keselamatan dan kesehatan kerja, serta pengelolaan lingkungan hidup; dan UU No. 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup. Sejalan dengan strategi menjadi perusahaan energi kelas dunia, PERTAMINA juga menerapkan standar internasional (ISO) terkait pengelolaan HSSE, di antaranya ISO 14001:2015 Sistem Manajemen Lingkungan, serta ISO 45001:2018 Sistem Manajemen Keselamatan dan Kesehatan Kerja. [403-1; 403-2; 403-8]

Sejalan penerapan SUPREME, PERTAMINA menyelenggarakan pelatihan K3 bagi para pekerja. Tahun 2020 Kami mengembangkan Health Safety Environment Training Center (HSE TC) Sungai Gerong, sebagai pusat pelatihan HSE bagi seluruh BUMN. Pengembangan HSE TC Sungai Gerong akan mendukung integrasi pelatihan HSE PERTAMINA. Setiap tahun HSE TC Sungai Gerong melatih 4.000 pekerja dari unit operasional hingga level manajemen. [403-5]

Audit Protocol (SIAP), as the HSSE management audit protocol. Aside from implementing SUPREME, PERTAMINA in managing HSSE always complies with applicable regulations, including Law No.22 of 2001 concerning Oil and Natural Gas which mandates the application of occupational health and safety, as well as environmental management; and Law no. 32 of 2009 concerning Protection and Management of the Environment. In line with the strategy to become a world-class energy company, PERTAMINA also implements international standards (ISO) on HSSE management, including ISO 14001: 2015 Environmental Management System, and ISO 45001: 2018 Occupational Health and Safety Management System. [403-1; 403-2; 403-8]

In line with the SUPREME implementation, PERTAMINA organized OHS training for employees. In 2020, we developed the Health Safety Environment Training Center (HSE TC) Sungai Gerong as an HSE training centre for all SOEs. The development of the HSE TC Sungai Gerong will support the integration of PERTAMINA's HSE training. Every year the HSE TC trains 4,000 employees from operational units to management levels. [403-5]

Pelatihan bagi Karyawan dan Kontraktor Terkait K3 Tahun 2020 [403-5]
Training for Employees and Contractors on OHS in 2020

Kegiatan <i>Activity</i>	Jumlah Peserta <i>Number of Participants</i>
<i>Training SUPREME (Auditee) - 12 Batch SUPREME Training (Auditee) - 12 Batches</i>	1,570
<i>Training SUPREME (Auditor) SUPREME Training (Auditor)</i>	265
<i>Training HSSE Demo Room - 15 Batch HSSE Training Demo Room - 15 Batches</i>	494
<i>Training (Webinar) Full cycle CSMS Full cycle CSMS Training (Webinar)</i>	952
<i>Training (Webinar) PSAIM - Process Safety Asset Integrity Management PSAIM- Process Safety Asset Integrity Management Training (Webinar)</i>	1,972
<i>Training First Aid First Aid Training</i>	271
Jumlah Total	5,524

HSE TC Sungai Gerong

Fasilitas Facilities

Basic Offshore Safety Induction & Emergency Training (BOSIET)

- Simulasi helikopter
Helicopter simulation
- Pertolongan bawah air
Underwater rescue
- *Survival* laut
Sea survival
- Fasilitas *high angle rescue*
High angle rescue facility
- *Fire ground*
Fire ground
- *Smoke chamber*
Smoke chamber
- *Simulator fire fighting*
Firefighting simulator

Sertifikasi Certification

- OPITO (Offshore Petroleum Industry Training Organization)
OPITO (Offshore Petroleum Industry Training Organization)
- Badan Nasional Sertifikasi Profesi (BNSP)
Professional Certification National Agency (BNSP)
- Direktorat Jenderal Migas
Directorate General of Oil & Gas

Perseroan berkomitmen mencegah terjadinya insiden K3 terhadap pekerja dalam bertugas melalui beberapa upaya. [403-7]

- Kampanye dan menstandarisasi *Corporate Life Saving Rules* (CLSR);

Kami mengelola CLSR melalui 4 Pilar:

- HSSE DEMO ROOM: fasilitas untuk memberikan pelatihan kompetensi (pelatihan induksi/kompetensi dasar untuk pemahaman minimal 12 bidang CLSR). Saat ini PERTAMINA secara keseluruhan sudah memiliki 20 fasilitas *Demo Room*, 18 di antaranya memiliki fasilitas yang lengkap dan 2 diantaranya merupakan *Demo Room Sederhana* (Virtual).
- Paspur HSSE, berlaku untuk semua pekerja lapangan sebagai rangkaian persyaratan minimum wajib dengan program pelatihan MCU (*medical check up*), SKCK (Surat Keterangan Catatan Kepolisian) dan *Pass HSSE Demo Room* untuk mendapatkan Paspur HSSE untuk masuk ke unit operasi.
- Supervisi implementasi CLSR di lapangan melalui CSMS, PTW, JSA, *Emergency Response Program*.

The company is committed to preventing the OHS incidents of employees at work through several efforts. [403-7]

- *Campaign and standardize Corporate Life-Saving Rules (CLSR);*

We manage CLSR through 4 Pillars:

- *HSSE DEMO ROOM: a facility to provide competency training (induction/basic competency training on comprehension of at least 12 CLSR areas). Currently PERTAMINA as a whole already has 20 Demo Room facilities, 18 of which have complete facilities and 2 of them are Simple (Virtual) Demo Rooms.*
- *HSSE Passport, valid for all field workers as part of mandatory minimum requirements with the MCU (medical check-up) training program, SKCK (Police Record Certificate) and HSSE Demo Room Pass to get an HSSE Passport to enter the operating unit.*
- *Supervision of CLSR implementation in the field through CSMS, PTW, JSA, and Emergency Response Program.*



→ Penerapan Standar 12 CLSR
Application of the 12 CLSR Standards



TOOLS & EQUIPMENT

Pastikan peralatan dan perlengkapan layak pakai, terawat dan sesuai dengan pekerjaan yang dilakukan.

Ensure equipment and supplies' worthiness, are well maintained and according to the job.



PERMIT TO WORK

Setiap pekerjaan wajib mempunyai izin kerja sesuai dengan risikonya.

Each job is required to have permit to work according to its risk.



CONFINED SPACE

Pastikan Anda memiliki otorisasi dan izin kerja yang valid sebelum masuk ke dalam ruang terbatas.

Ensure you have authorization and work permit before entering a confined space.



FIT TO WORK

Pastikan Anda memenuhi persyaratan medis dan *fit* untuk bekerja sesuai pekerjaan.

Ensure you meet medical requirements and fit to work according to the job.



PERSONAL FLOATION DEVICE

Pastikan pelampung digunakan saat bekerja di area yang memiliki potensi bahaya tenggelam.

Ensure life vest is worn while working at an area with drowning risk.



ASSET INTEGRITY

Pastikan fasilitas telah dilakukan inspeksi pengujian dan pemeliharaan sesuai dengan prosedur dan peraturan.

Ensure facility has undergone inspection, testing, and maintenance according to procedures and regulations.



SAFE ZONE POSITION

Pastikan Anda bekerja di area serta di posisi yang aman.

Ensure that you work in a safe position.



ISOLATION

Pastikan energi sudah diisolasi sebelum melakukan pekerjaan, dengan aturan *Log Out*, *Tag Out* dan *Discharge Test*.

Ensure energy has been isolated prior to work by applying Log Out, Tag Out and Discharge Test.



LIFTING OPERATION

Pastikan operasi pengangkatan terencana, terawasi dan dilaksanakan oleh personil yang berkompeten.

Ensure lifting operation is supervised and operated by competent personnel.



WORKING AT HEIGHT

Pastikan tersedia alat pencegah jatuh saat bekerja di ketinggian.

Ensure the availability of equipment to prevent fall from height.



SYSTEM OVERRIDE

Pastikan memberi izin dan otorisasi sebelum melakukan *override/bypass* atau menonaktifkan/*disabling safety critical equipment*.

Ensure to have permit and authorization before conducting override/bypass/deactivate/disabling safety critical equipment.



DRIVING SAFETY

Pastikan pengemudi, penumpang dan kendaraan telah mematuhi peraturan keselamatan berkendara yang berlaku.

Ensure driver and passenger comply with existing safety driving rules.

- Implementasi *reward & consequences* atas kinerja HSSE serta memasukkan bobot HSSE dalam KPI, *fit proper test*, wawancara pejabat dan menyebarluaskan *learning from event* (LFE);
- Melaksanakan *crisis management exercise* dan *emergency drill* secara rutin untuk melatih kesiapan saat menghadapi krisis/kondisi sebenarnya;
- Pelaksanaan *cross internal Directorate Management Walkthrough* (MWT), yang dilaksanakan secara virtual selama tahun 2020;
- *Implementation of reward & consequences on HSSE performance and include HSSE weights in KPIs, fit and proper tests, interviews with officers, and blast learning from event (LFE);*
- *Conduct crisis management exercises and emergency drills regularly to train preparedness when facing crisis/actual conditions;*
- *Virtual implementation of cross internal Directorate Management Walkthrough (MWT) during 2020;*



- Pelaksanaan Audit SUPREME dengan menggunakan SUPREME Internal Audit Protokol (SIAP) di 59 lokasi unit operasi/AP. Secara bersamaan pengukuran Survei Budaya HSSE juga dilaksanakan, dengan capaian rata-rata score budaya HSSE tahun 2020 sebesar 4,03 (level *Proactive*), lebih baik dibandingkan skor budaya HSSE tahun 2019 sebesar 3,98 (level *Proactive*);
- Penilaian rapor kinerja dan penilaian penghargaan HSSE Pertamina Patra Adikriya Bhumi untuk Unit Operasi/Anak Perusahaan yang dipimpin oleh General Manager atau selevel (Kepala Teknik Tambang). Pelaksanaan penilaian pada tahun 2020 meliputi 63 unit operasi/AP;
- *Implementation of the SUPREME Audit using the SUPREME Internal Audit Protocol (SIAP) in 59 operating units/subsidiaries. It conducted simultaneously with the HSSE Culture Survey, with the average HSSE culture score in 2020 of 4.03 (Proactive level), higher than the HSSE culture score of 3.98 (Proactive level) in 2019;*
- *Pertamina Patra Adikriya Bhumi performance report and HSSE award assessment for operating units/subsidiaries headed by a General Manager or equivalent (Head of Mine Engineering). A total of 63 operating units/subsidiaries were assessed;*



- Selain pengukuran Survei budaya HSSE, pelaksanaan audit *fit to work* (FTW) yang bertujuan untuk memastikan pekerja dan mitra kerja yang bekerja berada dalam kondisi sehat dan dapat beraktivitas sesuai dengan beban pekerjaan yang diberikannya (*fit to work*). Pada tahun 2020, pelaksanaan audit *fit to work* dilaksanakan berbarengan dengan pelaksanaan Audit SUPREME di 59 lokasi, dengan capaian rata-rata 2,83 (skala 4). Capaian ini lebih baik dibandingkan dengan rata-rata *fit to work* tahun 2019 sebesar 2,70.
- *In addition to the HSSE culture survey, the audit of fit to work (FTW) aims to ensure that employees and work partners are in good health and able to perform according to the workload given to them (fit to work). In 2020, the fit to work audit was conducted in conjunction with the SUPREME Audit in 59 locations, with an average score of 2.83 (scale 4). This achievement is an improvement from the score in 2019 at 2.70.*

Perwakilan Pekerja dalam P2K3 | *Employees' Representatives in OHS Committee*

Pertamina telah membentuk Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3), baik pada *Holding, Subholding, maupun entitas anak.*

Pertamina has formed an Occupational Health and Safety Committee in Holding, Subholdings, and subsidiaries.

Pada tahun 2020, beberapa anak perusahaan mencapai nihil kecelakaan (*zero accident*). PT Perusahaan Gas Negara Tbk, PT Pertamina Hulu Mahakam, Pertamina Refinery Unit (RU) IV Cilacap, dan PT Pertamina Gas (Pertagas), telah menerima penghargaan “Nihil Kecelakaan Kerja” dari Kementerian Tenaga Kerja. *Marketing Operation Region IV Jawa Bagian Tengah* memperoleh penghargaan dari Kementerian ESDM atas pencapaian jam kerja aman selama Januari 2015 hingga Oktober 2020. [403-9]

In 2020, several subsidiaries achieved zero accidents. PT Perusahaan Gas Negara Tbk, PT Pertamina Hulu Mahakam, Pertamina Refinery Unit (RU) IV Cilacap, and PT Pertamina Gas (Pertagas), have received the “Zero Accidents” awards from the Ministry of Manpower. Marketing Operation Region IV Central Java received an award from the Ministry of Energy and Mineral Resources for achieving safe manhours from January 2015 to October 2020. [403-9]

Perseroan juga mencatat beberapa insiden kecelakaan kerja di sejumlah unit operasi maupun entitas anak. Insiden tercatat berdasar kriteria OSHA 300, meliputi cedera/luka/sakit terkait pekerjaan merupakan kasus baru yang mengakibatkan kematian (*fatality*), hari kerja hilang (*days away from work/DAFW*), pembatasan kerja atau pemindahan tugas (*restricted work days/RWD*), dan pengobatan melebihi P3K. TRIR dihitung dengan membagi jumlah kasus insiden tercatat x 1.000.000/total jam kerja.

The Company also recorded several work accidents in a number of operating units and subsidiaries. The recorded incidents based on OSHA 300 criteria include occupational injuries/illnesses, which are new cases that result in death (fatality), days away from work (DAFW), restricted workdays (RWD), and medical treatment beyond first aid. TRIR is calculated by dividing the total number of recordable incidents x 1,000,000/total hours worked.

Sesuai Klasifikasi dan Pedoman Pencatatan Insiden No. A-0010-S00100-2018-S9 Rev-0, perhitungan insiden kecelakaan kerja dilakukan berdasarkan *consequence/loss* yang terjadi. Kinerja Pencapaian LTIR merupakan salah satu komponen penilaian KPI Direksi yang menunjukkan keseriusan dan komitmen tinggi terhadap kinerja K3. Kinerja LTIR pada tahun 2020 masih di bawah target yang ditetapkan, yaitu 0,02 dari batasan toleransi sebesar 0,06.

Based on the Classification and Incident Recording Guidelines No. A-0010-S00100-2018-S9 Rev-0, the calculation of work accident incidents is based on the consequence/loss. LTIR Performance Achievement is one of the Board of Directors' KPI components, which shows their seriousness and commitment to OHS performance. LTIR's performance in 2020 remained below the target set, which was 0.02 from the tolerance limit of 0.06.

Tingkat Kecelakaan pada Karyawan Tetap dan Kontraktor [403-9][OG-13] <i>Workplace Accident Rate of Permanent Employees and Contractors</i>						
Kategori <i>Category</i>	2020		2019		2018	
	Karyawan <i>Employee</i>	Kontraktor <i>Contractor</i>	Karyawan <i>Employee</i>	Kontraktor <i>Contractor</i>	Karyawan <i>Employee</i>	Kontraktor <i>Contractor</i>
Fatalitas <i>Fatality</i>	0	4	0	3	1	6
LTI - <i>Lost Time Incident</i> DAFW - <i>Days Away from Work</i>	0	7	0	16	0	19
Restricted Work Days	0	19	0	24	0	9
Medical Treatment	0	49	0	60	0	32
Jumlah Kasus Recordable Incident <i>Total Recordable Incidents</i>	0	79	0	103	1	66

Tingkat Kecelakaan pada Karyawan Tetap dan Kontraktor [403-9][OG13] <i>Workplace Accident Rate of Permanent Employees and Contractors</i>			
Kategori <i>Category</i>	Realisasi <i>Realization</i>		
	2020	2019	2018
Fatal Accident Rate (FAR) - per 100,000,000 Work Hour	0.73	0.54	1.63
Lost Time Incident Rate (LTIR) - per 1,000,000 Work Hour	0.02	0.03	0.06
Total Recordable Incident Rate (TRIR) - per 1,000,000 Work Hour	0.15	0.18	0.16

Mengacu kepada International Association of Oil & Gas Procedures
Referring to International Association of Oil & Gas Procedures



Peristiwa fatalitas yang terjadi antara lain terkait terjatuh, terbentur pada saat terjatuh, dan luka terbuka karena pakaian yang tersangkut. PERTAMINA telah melakukan langkah-langkah untuk mencegah kejadian serupa terjadi melalui tiga aspek langkah perbaikan: *Plant, Process/Procedure/System*, serta *People/Culture*.

1. *Plant*:

- Membangun integritas aset fasilitas/plant melalui kontrak payung jasa inspeksi/sertifikasi/resertifikasi persetujuan layak operasi (PLO) fasilitas operasi;
- Memperkuat *pre-use inspection tools/equipment* kontraktor dan *good housekeeping* di area kerja;
- Memperkuat pemeliharaan dan *turn around* (TA) fasilitas operasi.

2. *Process/Procedure/System*:

- Sosialisasi dan peningkatan pengawasan 12 komponen CLSR di area kerja;
- Peningkatan implementasi dan pengawasan *full cycle CSMS*;
- Mengintegrasikan aspek HSSE/*risk management* ke dalam sistem pengelolaan *human resources* (*effective organization, MOC, hand over system, leadership orientation*);
- Membangun Sistem Manajemen Keselamatan Proses & Integritas Aset yang lebih kuat dan sistematis untuk guna memperbaiki implementasi *process safety & asset integrity*;
- Mengintegrasikan sistem MCU/DCU Pertamina secara *online* (termasuk ke dalam *personnel database*) untuk memantau tindak lanjutnya secara efektif.

3. *People/Culture*

- Memperkuat HSSE *Leadership* melalui *Visible Management Commitment* dengan meningkatkan keterlibatan pimpinan tertinggi dan para pimpinan senior;
- Memperkuat dan mengembangkan sistem pelatihan sehingga kualifikasi dan kompetensi pekerja PERTAMINA dan Mitra Kerja dapat dipenuhi;
- Konsistensi dalam pelaksanaan *reward & consequences* (SK Dirut 047/C0000/2018 tentang Pengelolaan HSSE di Lingkungan PERTAMINA).

The fatalities that occurred were due to falls, bumps during the fall, and open wounds caused by clothes that got stuck. PERTAMINA has taken measures to prevent similar incidents from occurring through three aspects of improvement: Plant, Process/Procedure/System, and People/Culture.

1. *Plant*:

- *Building facility/plant asset integrity through umbrella contract of inspection/certification/recertification services for operating facility clearance (PLO);*
- *Strengthening contractors' pre-use inspection tools/equipment and good housekeeping in the work area;*
- *Strengthening maintenance and turn around (TA) of operating facilities.*

2. *Process/Procedure/System*:

- *Dissemination and increasing monitoring of the 12 CLSR components in the work area;*
- *Improving the implementation and supervision of the full CSMS cycle;*
- *Integrating HSSE/risk management aspects into the human resources management system (effective organization, MOC, handover system, leadership orientation);*
- *Building a stronger and more systematic Process Safety & Asset Integrity Management System (PSAIM) to improve the implementation of Process Safety & Asset Integrity;*
- *Integrating PERTAMINA's MCU/DCU system online (including into the personnel database) to monitor its follow-up effectively.*

3. *People/Culture*

- *Strengthening the HSSE Leadership through a Visible Management Commitment by increasing the involvement of top leaders and senior leaders;*
- *Strengthening and developing training system to meet the qualifications and competencies of PERTAMINA and business partners;*
- *Consistency in the implementation of rewards & consequences (President Director's Decree No. 047/C0000/2018 on HSSE Management in the environment of PERTAMINA).*

Perseroan mewajibkan pekerja PERTAMINA maupun pemasok/kontraktor/mitra kerja/pihak ketiga yang melaksanakan pekerjaan berisiko tinggi, untuk melakukan pemeriksaan kesehatan harian sebelum bekerja. Secara berkala juga dilakukan pemeriksaan kesehatan (*medical check up* atau MCU) kepada pekerja. Pada tahun 2020, SVP HSSE mengeluarkan kebijakan khusus terkait penundaan MCU dalam masa pandemi COVID-19 dan diperbarui dengan *Fax SVP Human Capital Development* perihal *update* ketentuan pelaksanaan *Fit to Work* Selama Pandemi COVID-19. [403-8]

Upaya lain pencegahan penyakit akibat kerja (PAK) mengacu pada Peraturan Presiden No. 7 tahun 2019 tentang Penyakit yang Timbul karena Hubungan Kerja, antara lain: [403-10]

- program kesehatan kerja, kebersihan industri, dan kesehatan lingkungan yang didasarkan pada identifikasi bahaya-bahaya kesehatan melalui penilaian risiko;
- kontrol dan mitigasi risiko bahaya hingga pada level yang dapat diterima sesuai standar PERTAMINA dan peraturan di Indonesia;
- penyediaan APD yang memadai;
- edukasi kepada pekerja/mitra kerja tentang kondisi bahaya;
- persiapan prosedur kerja aman;
- mewajibkan MCU rutin.

Perseroan menerapkan standar keselamatan pada kegiatan distribusi energi, baik menggunakan kendaraan bermotor (mobil tangki) maupun kapal *tanker*. Dengan dimensi yang besar dan muatan yang sensitif, pengangkutan BBM dengan mobil tangki rawan dari kecelakaan dan bahaya kebakaran. Untuk meningkatkan jaminan keamanan mobil tangki, Kami menerapkan inovasi *Smart Mobil Tangki* (SmartMT) yang telah mendapat pengakuan dari Komite Nasional Keselamatan Transportasi (KNKT). Bentuk inovasi adalah pemasangan sensor suhu pada sumbu roda, yang terhubung dengan indikator suhu di *dashboard* mobil tangki dengan warna merah, kuning, atau hijau. Apabila indikator suhu sumbu roda berwarna kuning,

PERTAMINA requires its employees and vendors/ contractors/work partners/third parties with high-risk work to carry out daily health checks before working. Periodically, medical check-up (MCU) are also conducted for employees. In 2020, the SVP HSSE issued a special policy regarding the postponement of MCU during the COVID-19 pandemic and updated with Fax SVP Human Capital Development on update on the provisions for the implementation of Fit to Work During the COVID-19 Pandemic. [403-8]

Other efforts to prevent occupational diseases (PAK) refer to the Presidential Decree No. 7 of 2019 concerning Disease Contracted as Result of Employment, such as: [403-10]

- Occupational health, industrial hygiene and environmental health programs that are based on the identification of health hazards through risk assessment;
- Control and mitigate health hazard to an acceptable level according to PERTAMINA standards and regulations in Indonesia;
- Provision of adequate PPE;
- Education to employees/work partners about conditions of hazard;
- Preparation of safe work procedures;
- Require regular MCU.

The Company applies safety standards in energy distribution activities, whether using tank trucks or tankers. With large dimensions and sensitive loads, tanker transportation is prone to accidents and fire hazards. In order to increase the safety assurance for tank trucks, we use the Smart Mobil Tangki (SmartMT) innovation which has received recognition from the National Transportation Safety Committee (NTSC). The invention is in the form of the installation of a temperature sensor on the wheel axis, which is connected to the temperature indicator on the dashboard of the tank truck in red, yellow, or green colors. If the wheel axis temperature indicator is yellow, the dashboard's warning light



lampu tanda peringatan di *dashboard* akan menyala disertai bunyi. Dengan adanya indikator sensor suhu tersebut, pengelolaan kecelakaan yang tidak diharapkan bisa diantisipasi lebih dini.

Penerapan CSMS untuk Pemasok/ Kontraktor/Mitra Kerja/Pihak Ketiga

Perseroan menerapkan *Contractor Safety Management System* (CSMS) dalam pengelolaan Kebijakan HSSE pemasok/kontraktor/mitra kerja/pihak ketiga, yang bekerja di lokasi operasi Perseroan. Dalam CSMS, para kontraktor harus memenuhi persyaratan minimum aspek *health, safety, security*, dan *environment* berdasarkan risiko pekerjaan sebagai persyaratan mereka dalam mengikuti proses lelang pekerjaan, di mana mereka harus melewati tahapan prakualifikasi dan kualifikasi tiga tingkatan klasifikasi kontraktor, yaitu kontraktor yang mampu mengelola pekerjaan berisiko tinggi, kontraktor yang mengelola pekerjaan risiko menengah, dan kontraktor yang mengelola pekerjaan risiko rendah. Hanya pemasok/kontraktor/mitra kerja/pihak ketiga yang telah memenuhi persyaratan CSMS yang dapat bekerja di lokasi PERTAMINA. [414-1]

will light up with a sound. With the temperature sensor indicators, the management of unwanted accident can be anticipated earlier.

CSMS Implementation for Vendors/ Contractors/Work Partners/Third Parties

The Company implements a Contractor Safety Management System (CSMS) in managing the HSSE Policy for vendors/contractors/ work partners/ third parties who work at the Company's operating sites. In CSMS, contractors must meet the minimum requirements for health, safety, security, and environment aspects based on job risks as their requirements in participating in the job auction process, where they must pass the prequalification and qualification stages. There are three contractor classification levels: contractors who can manage high-risk work, contractors who manage medium-risk work, and contractors who manage low-risk work. Only vendors/contractors/work partners/third parties who have met the CSMS requirements can work at PERTAMINA's sites. [414-1]

Hasil Penerapan Tahapan CSMS Terhadap Pemasok/Kontraktor/Pihak Ketiga Tahun 2020
Results of CSMS Stages Application for Vendors/Contractors/Third Parties in 2020

Uraian Tingkat Kemampuan Pemasok/Kontraktor/Pihak Ketiga <i>Description of Capability of Vendors/Contractors/Third Parties</i>	Jumlah Total	
	2020	2019
Berkemampuan mengelola pekerjaan risiko tinggi <i>Capable of managing high risk jobs</i>	3,496	3,403
Berkemampuan mengelola pekerjaan risiko sedang <i>Capable of managing moderate risk jobs</i>	778	759
Berkemampuan mengelola pekerjaan risiko rendah <i>Capable of managing low risk jobs</i>	589	592
Jumlah Pemasok/Kontraktor/Pihak Ketiga <i>Total Vendors/Contractors/Third Parties</i>	4,863	4,754

Keselamatan dan kesehatan masyarakat di sekitar lokasi kegiatan usaha juga menjadi perhatian. Secara rutin, PERTAMINA melakukan penyuluhan bahaya migas, memasang tanda peringatan atau larangan, memastikan sertifikat kelayakan terhadap instalasi dan peralatan sesuai Standar Nasional Indonesia (SNI), dan memastikan tanda keselamatan produk. Secara berkala, PERTAMINA melakukan *assessment* pada setiap tahapan kegiatan usaha, termasuk implementasi *emergency crisis center* dalam hal terjadi insiden yang memengaruhi keselamatan masyarakat. Selama tahun 2020, Perseroan tidak menghadapi insiden yang membahayakan keselamatan maupun kesehatan masyarakat. [403-7]

Pengelolaan Risiko Keamanan

Dalam rangka mewujudkan keamanan dan kedaulatan energi, PERTAMINA berfokus menerapkan *best-in-class Security Management System* berbasis pengelolaan risiko. Pengelolaan keamanan dilakukan dengan berbasis PERTAMINA *Security Risk Management (PSRM)*. PSRM mengatur mekanisme penyusunan profil risiko, pemantauan risiko keamanan, implementasi mitigasi risiko, serta pembaruan *security risk register*. PSRM membantu dalam mengambil keputusan di seluruh lingkungan korporat PERTAMINA berdasarkan prinsip manajemen risiko.

Sejalan dengan transformasi digital, PERTAMINA berkomitmen selalu meningkatkan keamanan siber, keamanan transaksi elektronik dan keamanan digital lainnya. PERTAMINA bersama dua institusi Penyelenggara Sertifikat Elektronik (PSE) telah bekerja sama dalam pemanfaatan tanda tangan elektronik. Pemanfaatan ini dilaksanakan khususnya pada penerbitan *invoice* dari *core system* ERP di *Holding*, maupun kegiatan penandatanganan dokumen elektronik korespondensi eksternal oleh para pekerja di PERTAMINA.

The Company also pays attention to the safety and health of communities around the location of business activities. PERTAMINA regularly conducts oil and gas hazard education, installs warning signs or prohibitions, ensures the worthiness certificate for installations and equipment according to the Indonesian National Standard (SNI), and ensures product safety signs. Periodically, PERTAMINA conducts assessments at every stage of business activities, including the implementation of an emergency crisis centre in an incident affecting public safety. During 2020, the Company did not face any incidents that endangered public safety or health. [403-7]

Security Risk Management

In order to realize energy security and sovereignty, PERTAMINA focuses on implementing a best-in-class Security Management System based on risk management. Security management is carried out based on PERTAMINA Security Risk Management (PSRM). PSRM regulates risk profile preparation, security risk monitoring, risk mitigation implementation, and the security risk register updating. PSRM assists in making decisions within the entire PERTAMINA's corporate environment based on risk management principles.

In line with the digital transformation, PERTAMINA is committed to improving cybersecurity, electronic transaction security and other digital security. PERTAMINA and two Electronic Certificate Providers (PSE) have collaborated in the use of electronic signatures. This utilization is carried out, mainly in the issuance of invoices from the ERP core system at Holding, as well as the signing of electronic documents for external correspondence by employees at PERTAMINA.



Memperkuat
Pembangunan
Sosial

Pelatihan dan Pengembangan Karir Pekerja

Employee Training and Career Development



PENDEKATAN
MANAJEMEN
*DISCLOSURE OF
MANAGEMENT
APPROACH (DMA)*

[103-1][103-2][103-3]



Pengembangan kompetensi pekerja secara umum menjadi tanggung jawab Fungsi Sumber Daya Manusia, sementara pengembangan kompetensi terkait K3 berada di bawah tanggung jawab Fungsi HSSE. Selama tahun 2020, Perseroan mengalokasikan anggaran pelatihan Rp192,2 miliar dan menyelenggarakan rata-rata pelatihan 182 jam per pekerja. Menghadapi pandemi COVID-19, Perseroan menjalankan pelatihan berbasis teknologi informasi. Kinerja pengembangan kompetensi pekerja dievaluasi Direksi melalui mekanisme penilaian pelaporan berkala dan pemenuhan KPI.

Generally, the employee competency development is the Human Resources function's duty, while the competency development of OHS is part of the HSSE Function's duties. In 2020 the Company allocated a training budget of Rp192.2 billion and organized an average of 182 training hours per employee. Due to the COVID-19 pandemic, the Company carried out information technology-based training. The Board of Directors evaluates employee competency development performance through a periodic reporting assessment and KPI fulfilment.

Pelatihan dan pendidikan bagi pekerja diselenggarakan secara komprehensif, meliputi kompetensi perilaku kepemimpinan (*soft competency*) dan kompetensi teknis (*technical competency*). Kegiatan pengembangan kompetensi dilakukan dengan pendekatan *blended learning* dengan mengedepankan pemanfaatan teknologi informasi. Target jam pelatihan tahun 2020 adalah 2 juta jam pembelajaran, atau setara 145 jam pembelajaran per pekerja. Realisasi hingga 31 Desember 2020, telah tercapai 2,51 juta jam pembelajaran, atau setara 182 jam per pekerja. Realisasi ini naik 39,44% dari realisasi tahun 2019 sebesar 1,80 juta jam pembelajaran. Pelatihan yang dilakukan mencakup pelatihan wajib (Program Pra-Kerja, Program Pendidikan Lanjutan, Program Pendidikan Jangka Panjang dan Pendek) serta program belajar mandiri (partisipasi dalam gugus tugas, *webinar*, sesi berbagi, baik sebagai peserta maupun pemateri). [404-1]

Training and education for employees are carried out comprehensively, including soft competency and technical competency. Competency development activities are carried out using a blended learning approach by emphasizing the use of information technology. The training hours target for 2020 was at 2 million learning hours, or the equivalent of 145 learning hours per employee. As of 31 December 2020, the realization reached 2.51 million learning hours or the equivalent of 182 hours per employee. This realization increased 39.44% from 2019 of 1.80 million learning hours. The training includes compulsory training (Pre-Employment Program, Advanced Education Program, Long and Short Term Education Program) and self-learning program (participation in task forces, webinars, sharing sessions, both as participants and presenters). [404-1]

Realisasi Program Pembelajaran [404-1] Realization of Learning Programs						
Jenis Program Type of Program	2020		2019		2018	
	Jumlah Program	Jumlah Peserta	Jumlah Program	Jumlah Peserta	Jumlah Program	Jumlah Peserta
	Number of Programs	Number of Participants	Number of Programs	Number of Participants	Number of Programs	Number of Participants
Pre-employee Program	5	363	10	1,592	15	3,375
Program Pendidikan Lanjutan Advanced Education Program	5	111	6	92	9	163
Program Pelatihan Jangka Panjang dan Pendek Long and Short Term Training Programs	258	43,497	386	17,328	444	13,733
Program E-Learning/Mobile Learning E-Learning/Mobile Learning Program	78	56,597	104	26,551	30	22,614

Pada tahun 2020, PERTAMINA melanjutkan program *Top Talent Development Program* (TTDP) atau *Catalyser*, untuk mempersiapkan pemimpin masa depan perusahaan. Para karyawan peserta program TTDP disiapkan untuk mengisi posisi pimpinan strategis perusahaan dalam kurun waktu 3-5 tahun mendatang. Pelaksanaan program TTDP/*Catalyser* mendapatkan penghargaan dari European Foundation for Management Development (EFMD). [404-2]

In 2020, PERTAMINA continued the Top Talent Development Program (TTDP) or Catalyser to prepare future leaders. The employees participating in the TTDP program are prepared to fill strategic leadership positions in the company within the next 3-5 years. The company received an award from the European Foundation for Management Development (EFMD) to implement the TTDP/Catalyser program. [404-2]

Perseroan juga menyelenggarakan pelatihan pembekalan mental, pengelolaan keuangan dan keterampilan bagi pekerja yang akan pensiun. Pada tahun 2020, ada 76 pekerja yang mengikuti pelatihan. [404-2]

The Company also organizes mental training, financial management and skills training for retiring employees. In 2020, 76 employees attended the training. [404-2]



Sumber Daya Pelatihan Karyawan *Employee Training Resources*

Fasilitas Pembelajaran *Learning Facilities*

- PERTAMINA Corporate University
PERTAMINA Corporate University
- HSE Training Center
HSE Training Center
- Maritime Training Center
Maritime Training Center
- Fasilitas pendukung lain
Other support facilities

Dana Pelatihan dan Pengembangan Kompetensi Pekerja *Employee Competency Development and Training Funds*

- Tahun 2020
Rp192,2 miliar
*In 2020
Rp192.2 billion*
- Tahun 2019
Rp279,2 miliar
*In 2019
Rp279.2 billion*

Setiap karyawan memiliki kesempatan setara untuk mengembangkan karir, berdasar pertimbangan kompetensi dan hasil penilaian kinerja. Penilaian kinerja dilakukan berdasarkan Pencapaian target KPI dan penilaian 360. Selama tahun 2020 ada 4.512 pekerja yang memperoleh promosi jabatan, atau 32% dari total pekerja Perseroan. Mereka terdiri dari 723 perempuan (16%) dan 3.789 laki-laki atau (84%). 100% pekerja telah memenuhi penilaian kinerja yang dipersyaratkan. [404-3]

PERTAMINA melaksanakan penilaian *Leadership Assessment*, yang terdiri dari *Strategic Leader Assessment Survey (SLAS)*, *Operational Leader Assessment Survey (OLAS)*, dan *People Leader Assessment Survey (PLAS)*. Penilaian ini dilakukan untuk menilai potensi kepemimpinan pekerja pada *level operational leader, strategic leader, maupun visionary leader*.

Every employee has an equal opportunity to develop a career based on competency considerations and performance assessments. The performance assessments are based on the achievement of KPI targets and 360 assessments. During 2020, 4,512 employees received promotions or 32% of the Company's total employees. They consisted of 723 women (16%) and 3,789 men or (84%). In addition, 100% of employees have gone through required performance evaluation. [404-3]

PERTAMINA carried out the Leadership Assessment, which consisted of the Strategic Leader Assessment Survey (SLAS), the Operational Leader Assessment Survey (OLAS), and the People Leader Assessment Survey (PLAS). These assessments were conducted to assess employees' leadership potential in operational leader, strategic leader, and visionary leader level.

Jumlah Peserta Realisasi Assessment SLAS, OLAS, dan PLAS Tahun 2020
SLAS, OLAS, and PLAS Assessment Realization's Number of Participants in 2020

Penilaian Assessment	Realisasi Realization	Stretch	Jumlah Total
SLAS	301	31	332
OLAS	614	14	628
PLAS	587	22	609

Internal Job Posting Sebagai Budaya Baru

Adaptasi juga dilakukan dalam proses pemilihan dan penetapan pejabat Perusahaan. PERTAMINA memberikan kesempatan kepada seluruh pekerja terbaik untuk menduduki jabatan/posisi strategis melalui mekanisme *Internal Job Posting* (IJP). Langkah ini menjadi budaya baru sistem suksesi karir (*succession planning*) bagi pekerja. Melalui IJP, posisi level Manager hingga level Senior Vice President (SVP) dapat ditempati oleh seluruh pekerja yang berkompeten. IJP dilakukan melalui sistem *i-Am Talent* yang dapat diakses oleh seluruh Pekerja. Proses IJP dimulai dari seleksi administrasi, yang dilanjutkan dengan seleksi *general test* (*integrity matters test*, penilaian *motivation essay*, dan tes kemampuan bahasa Inggris), seleksi *assessment center* & MCU, hingga pelaksanaan uji kepatutan dan kelayakan. Sampai dengan akhir tahun 2020, IJP telah berlangsung sebanyak tiga *batch*, terdiri dari 48 jabatan level manajer ke atas.

Internal Job Posting as a New Culture

Adaptation is also carried out in the process of selection and appointment of Company officers. PERTAMINA provides the opportunity for all the best employees to occupy strategic jobs/positions through the Internal Job Posting (IJP) mechanism. This step has created a new culture of succession planning for employees. Through IJP, all competent employees can occupy positions from Manager to Senior Vice President (SVP) levels. IJP is implemented through the i-Am Talent system, which can be accessed by all employees. The IJP process starts from administrative selection, followed by general test selection (integrity matters test, motivation essay assessment, English language proficiency test), assessment center & MCU selection, and the fit and proper test. As of the end of 2020, there have been three IJP batches, consisting of 48 positions of manager level and above.

Penyelesaian Keluhan Pekerja

Sesuai dengan PKB, mekanisme menyampaikan keluhan pekerja terkait ketenagakerjaan dapat disampaikan langsung pada atasan secara berjenjang hingga didapat penyelesaian dari keluhan yang disampaikan.

Pengelolaan hubungan industrial antara Perseroan dengan perwakilan pekerja (baik Serikat Pekerja maupun perwakilan pekerja yang tidak tergabung dalam Serikat Pekerja) dilaksanakan dengan musyawarah melalui Lembaga Kerja Sama Bipartit (LKS Bipartit) yang berada di masing-masing lokasi unit operasi di seluruh Indonesia. Sepanjang tahun 2020, terdapat total 15 LKS Bipartit di 15 lokasi dengan total 32 kali pertemuan dari seluruh LKS Bipartit untuk menyelesaikan isu pekerja di lokasi.

Employee Complaint Resolution

In accordance with the CLA, the employee complaints about employment issues can be submitted directly to the superior in stages until a resolution is reached.

The management of industrial relations between the Company and employees' representatives (both Workers' Unions and workers' representatives who are not part of the Workers' Union) is carried out by deliberation through the Bipartite Cooperation Institution (LKS Bipartite) located in each location of the operating unit throughout Indonesia. Throughout 2020, there were a total of 15 Bipartite LKS in 15 areas, with a total of 32 meetings from all Bipartite LKS to resolve worker issues at the location.



Di samping penyelesaian keluhan dan pengelolaan hubungan industrial melalui LKS Bipartit, PERTAMINA juga memiliki mekanisme penyelesaian kasus indisipliner yang mengarah pada perselisihan hubungan industrial. Selama periode pelaporan tahun 2020, ada beberapa permasalahan terkait hubungan ketenagakerjaan yang sedang dalam proses penyelesaian, di antaranya perselisihan PHK, pelanggaran prosedur kerja yang mengarah pada sanksi dan penipuan.

In addition to resolving complaints and managing industrial relations through the Bipartite Institution, PERTAMINA also has a mechanism for resolving disciplinary cases that lead to industrial relations disputes. During the 2020 reporting period, there were several problems related to labor relations that were in the process of being resolved, including dismissal employment termination disputes, violations of work procedures that led to sanctions and fraud.

Perlindungan dan Keselamatan Pelanggan *Customer Protection and Safety*

Perseroan terus memperkuat layanan digital berbasis teknologi informasi untuk meningkatkan layanan pelanggan serta mengurangi kontak fisik termasuk penggunaan aplikasi MyPertamina. Sampai dengan akhir tahun 2020, aplikasi tersebut telah diunduh 7,2 juta pengguna, dengan rata-rata pengguna harian sebesar 1,2 juta pengguna.

The Company continues to strengthen information technology-based digital services to improve customer service and reduce physical contact, including the MyPertamina application. As of the end of 2020, 7.2 million users has downloaded the application, with an average of 1.2 million daily users.

Upaya melindungi keselamatan pelanggan juga dilakukan dengan memastikan seluruh (100%) proses produksi, produk serta distribusinya telah melalui penerapan Kebijakan Mutu, Kesehatan, Keselamatan, Keamanan, dan Kelola Lingkungan (QHSSE). Khusus untuk produk gas tabung yang banyak digunakan masyarakat, PERTAMINA telah melengkapi perangkat keamanan termasuk bau penyengat sebagai penanda kebocoran. Tabung Bright Gas dilengkapi katup pengaman ganda (DSVS). [416-1]

Efforts to protect customer safety are also carried out by ensuring that all (100%) production process, products and distribution have been through the implementation of the Quality, Health, Safety, Security and Environmental Management Policy (QHSSE). In terms of gas cylinder products, which are widely used by the public, PERTAMINA has equipped a safety device including a strong odor as a leakage marker. Currently, the Bright Gas cylinder is equipped with a dual safety valve (DSVS). [416-1]

Selama periode pelaporan, Perseroan tidak melakukan penarikan produk terkait sanksi hukum dari pihak berwenang, maupun inisiatif sendiri akibat kesalahan produksi. Beberapa produk termasuk bahan bakar minyak (BBM) telah memenuhi kriteria ramah lingkungan, berdasarkan ketentuan Standar Nasional Indonesia (SNI) maupun regulasi dari Kementerian Lingkungan Hidup dan Kehutanan (LHK).

During the reporting period, the Company did not withdraw products due to legal sanctions from the authorities or own initiative due to production errors. According to the Indonesian National Standard (SNI), several products, including fuel oil, have met the criteria for the environmentally friendly product, according to the Indonesian National Standard (SNI) and regulations from the Ministry of Environment and Forestry.

Khusus produk BBM, sesuai penugasan Pemerintah, maka PERTAMINA tetap menyediakan Premium, Peralite dan Solar meski memiliki nilai oktan (RON) dan cetane number lebih rendah dari ketentuan dalam Peraturan Menteri Lingkungan Hidup Nomor 20/Menlhk/Setjen/Kum.1/3/2017. Melalui Program Langit Biru, secara bertahap PERTAMINA mendorong pemakaian BBM ramah lingkungan di masyarakat untuk mengurangi pemakaian Premium, Peralite, dan Solar. Langkah ini dilakukan sebagai dukungan pada agenda global untuk mengurangi emisi gas buang kendaraan bermotor. [416-2]

In terms of fuel products, according to the public service obligation of the Government, PERTAMINA continues to provide Premium, Peralite and Diesel even though it has lower octane (RON) and cetane number value than the requirements in the Minister of Environment Regulation Number 20/Menlhk/Setjen/Kum.1/3/2017. Through the Blue Sky Program, PERTAMINA has been gradually promoting the use of environmentally friendly fuels in the community to reduce the use of Premium, Peralite and Diesel. This step is taken as support for the global agenda to reduce motor vehicle exhaust gas emissions. [416-2]

Produk Ramah Lingkungan *Environmentally Friendly Products*

BAHAN BAKAR MINYAK *FUEL*

Sesuai Permen LHK No. P.20/Menlhk/Setjen/Kum.1/3/2017
Minister of Environment and Forestry Regulation No. P.20/Menlhk/Setjen/Kum.1/3/2017

- Pertamina
RON 92, kandungan sulfur 50 ppm
RON 92, sulfur content 50 ppm
- Pertamina Turbo
RON 98, kandungan sulfur 50 ppm
RON 98, sulfur content 50 ppm
- Pertamina Dex
Cetane number 53,
kandungan sulfur 50 ppm
*Cetane number 53,
sulfur content 50 ppm*
- Dexlite
Cetane number 51,
kandungan sulfur 50 ppm
*Cetane number 51,
sulfur content 50 ppm*

NON BAHAN BAKAR MINYAK *NON FUEL*

- Sesuai SNI 7647-2010 Hydrocarbon Refrigerant
In accordance with SNI 7647-2010 Hydrocarbon Refrigerant
- Hydrocarbon Refrigerant MusiCool
MusiCool Hydrocarbon Refrigerant
- Refrigerant sintetik ramah lingkungan dan hemat energi
Environmentally friendly and energy efficient synthetic refrigerants

SNI untuk Fastron Series *SNI for Fastron Series*

SNI 7069.1:2012 Klasifikasi dan Spesifikasi Pelumas Bagian 1: Minyak Lumas Motor Bensin 4 Langkah Kendaraan Bermotor
SNI 7069.1: 2012 Classification and Specifications of Lubricants Part 1 Lubricants: Oil for 4-stroke Gasoline-powered Motor Vehicles

Khusus Fastron Diesel *Specialized for Fastron Diesel*

SNI 7069.5:2012 Klasifikasi dan Spesifikasi Pelumas Bagian 5: Minyak Lumas Motor Diesel Putaran Tinggi.
SNI 7069.5:2012 Classification and Specifications of Lubricants Part 5: High Speed Diesel Motor Lubricants.



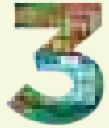
Seluruh produk telah dilengkapi informasi label kemasan produk yang patut diketahui pelanggan. Pencantuman informasi sesuai Peraturan Menteri Perdagangan Republik Indonesia No.73/M-DAG/PER/9/2015 tentang Kewajiban Pencantuman Label dalam Bahasa Indonesia pada Barang. Selama tahun 2020, PERTAMINA tidak pernah mendapatkan pengaduan maupun sanksi hukum terkait informasi dalam label produk yang dicantumkan. Perseroan juga tidak pernah mendapatkan sanksi hukum terkait dugaan pelanggaran komunikasi pemasaran. [417-1; 417-2; 417-3]

Pada tahun 2020, Indeks Kepuasan Pelanggan menjadi salah satu indikator dalam KPI Direksi. Secara berkala, Perseroan melakukan survei untuk mengetahui tingkat kepuasan pelanggan atas layanan dan produk yang diberikan. Survei dilakukan oleh lembaga independen dengan melibatkan 26.000 responden di hampir 100 kota di Indonesia. Hasil survei pada tahun 2020 memperlihatkan secara umum pelanggan merasa puas dengan produk dan layanan yang diberikan.

All products are equipped with product packaging label information that customers should know. Inclusion of information complies with the Regulation of the Minister of Trade of the Republic of Indonesia No.73/M-DAG/PER/9/2015 concerning the Obligation to Include Labels in Indonesian language on Goods. During 2020, PERTAMINA never received any complaints or legal sanctions regarding the information on its product labels. The Company never received legal sanctions over alleged violation of marketing communications. [417-1; 417-2; 417-3]

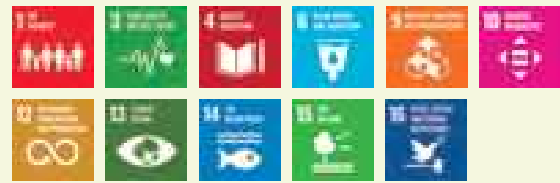
In 2020, Customer Survey Index was included in the Board of Director's KPI. Regularly, the Company conducts surveys to determine the level of customer satisfaction with the services and products. The survey was conducted by an independent agency with 26,000 respondents in almost 100 cities in Indonesia. The survey results in 2020 showed that customers were generally satisfied with the products and services offered.





Pemberdayaan Masyarakat

Community Empowerment



**PENDEKATAN
MANAJEMEN (DMA)
DISCLOSURE OF
MANAGEMENT
APPROACH (DMA)**

[103-1][103-2][103-3]



Masyarakat lokal di sekitar wilayah operasi adalah pemangku kepentingan yang berpengaruh langsung bagi keberlanjutan PERTAMINA. Perseroan berupaya meningkatkan kesejahteraan masyarakat di sekitar wilayah operasi, melalui kegiatan tanggung jawab sosial perusahaan (TJSL), serta Program Kemitraan dan Bina Lingkungan (PKBL). Pada tahun 2020, realisasi biaya TJSL Rp144,19 miliar, PK sebesar Rp475,34 miliar dan biaya BL Rp314,5 miliar. Pelaksanaan TJSL dan PKBL menjadi tanggung jawab Fungsi CSR & SMEPP (*Small Medium Enterprises Partnership Program*) di bawah koordinasi Corporate Secretary dan fungsi pelaksana pada *Subholding* maupun entitas anak. Kinerja pelaksanaan TJSL dan PKBL dievaluasi oleh Direktur Utama. Melalui penilaian pelaporan kegiatan dan pencapaian target KPI. Program CSR dilaksanakan di bawah payung tema "PERTAMINA Sobat Bumi", dengan fokus pada empat pilar dan sesuai Prinsip TJSL dalam ISO 26000.

The local communities in the vicinity of the operating area are stakeholders with a direct influence on PERTAMINA's sustainability. The Company strives to improve the welfare of communities around the operational area through corporate social responsibility (CSR) activities and the Partnership and Community Development Program (PKBL). In 2020, the realization of CSR costs was Rp144.19 billion, Partnership Program was Rp475.34 billion, and Community Development was Rp314.5 billion. The implementation of CSR and PKBL is handled by the CSR & SMEPP (Small Medium Enterprises Partnership Program) function under the coordination of the Corporate Secretary and implementing functions in Subholding and subsidiaries. The performance of CSR and PKBL implementation is evaluated by the CEO & President Director through assessment of activity reports and achievement of KPI targets. The CSR program is carried out under the theme "PERTAMINA Sobat Bumi", focusing on four pillars and according to the CSR Principles in ISO 26000.



Seluruh (100%) kegiatan usaha yang dijalankan Perseroan dilengkapi dokumen Analisis Mengenai Dampak Lingkungan (AMDAL). Dokumen AMDAL menyertakan kajian dampak sosial terhadap masyarakat di wilayah operasi, dan penanganannya. Berdasarkan kajian dampak sosial, Perseroan memetakan potensi dampak sosial beserta mitigasinya termasuk pelaksanaan CSR. Kami melibatkan masyarakat dalam menyusun rencana kegiatan CSR sehingga sesuai kebutuhan masyarakat, serta evaluasinya. [413-1][413-2]

Kegiatan usaha PERTAMINA tidak ada yang memengaruhi secara signifikan maupun menimbulkan perselisihan dengan masyarakat adat. PERTAMINA berkomitmen turut memberdayakan masyarakat adat melalui program CSR anak perusahaan pada *Subholding*. Program pemberdayaan masyarakat adat Suku Anak Dalam di perbatasan Sumatera Selatan – Jambi oleh PHE Jambi Merang, telah mendapatkan penghargaan internasional. Informasi ini kami sampaikan dalam Laporan Tahunan Terintegrasi 2020 PT Pertamina Hulu Energi. [OG9, OG10]

Perseroan melakukan pembebasan lahan untuk proyek *Grass Root Refinery* (GRR) Tuban, Jawa Timur. Proses pengadaan lahan mengacu pada Undang-Undang No.2 Tahun 2012 tentang Pengadaan Tanah bagi Pembangunan Untuk Kepentingan Umum. PERTAMINA melakukan pendekatan persuasif dan menghindari upaya paksa hingga masyarakat bersedia membebaskan tanah mereka. PERTAMINA menempuh prosedur konsinyasi (penitipan uang kepada pengadilan) bagi warga yang masih menolak.

Program CSR untuk Investasi Sosial

PERTAMINA melaksanakan program CSR melalui kegiatan terintegrasi dengan strategi bisnis, dan memberi manfaat bagi wilayah operasi dan daerah terkena dampak. Realisasi kegiatan dilaksanakan seluruh unit kerja fungsi CSR PERTAMINA, baik di *Holding*, *Subholding*, maupun entitas anak dan unit operasi.

All (100%) business activities run by the Company are equipped with an Environmental Impact Analysis (EIA) document. The EIA document includes assessing social impacts on communities in the operating area and its handling. Based on the social impact assessment, the Company maps the potential social impacts and their mitigation, including the CSR implementation. We engage the community in preparing a CSR activity plan to align with the community's needs and evaluations. [413-1][413-2]

PERTAMINA's business activities did not significantly influence or cause conflict with indigenous peoples. PERTAMINA is committed to helping empower indigenous communities through its subsidiary CSR program in Subholding. The empowerment program for indigenous community Anak Dalam Tribe on South Sumatra's border – Jambi by PHE Jambi Merang has received international awards. We disclosed this information in the Integrated Annual Report 2020 of PT Pertamina Hulu Energi. [OG9, OG10]

The company conducted land clearing for the Grass Root Refinery (GRR) project in Tuban, East Java. The land acquisition process referred to Law No.2 of 2012 concerning Land Acquisition for Development for Public Interest. PERTAMINA made a persuasive approach and avoided coercion until the community was willing to release their land. PERTAMINA followed a consignment procedure (depositing money to the court) for residents who still refuse.

CSR Program for Social Investment

PERTAMINA carries out a CSR program through activities integrated with business strategies and benefits the operating areas and affected areas. The activities are realized by all PERTAMINA's CSR work units, both in Holding, Subholding, as well as subsidiaries and operating units.

Untuk memastikan efektivitas pelaksanaan program/kegiatan TJSL, PERTAMINA memberikan akses kepada masyarakat untuk menyampaikan keluhan/pengaduan. Pada tahun 2020, tercatat ada lima keluhan/pengaduan yang disampaikan masyarakat melalui *Call Center* 135 dan semua telah ditindaklanjuti.

To ensure CSR programs/activities' effectiveness, PERTAMINA provides access to the community to file complaints/grievances. In 2020, there were five complaints/grievances filed by the public through Call Center 135 and all been followed up.



PERTAMINA Cerdas

Program PERTAMINA Cerdas mendukung upaya pencapaian Tujuan ke-4 TPB, yakni Pendidikan Berkualitas. Beberapa program unggulan PERTAMINA Cerdas yang sudah berlangsung antara lain:

Realisasi Biaya PERTAMINA Cerdas (Miliar Rp)
Smart PERTAMINA Fund Realization (Billion Rp)

Smart PERTAMINA

Smart PERTAMINA Program supports the efforts to achieve SDG 4, Quality Education. Some of the featured programs of Smart PERTAMINA that have been running include:



33.40
2020*

16.86
2019

39.67
2018

*Realisasi anggaran TJSL Holding.
*Holding's CSR budget realization.



PERTAMINA Cerdas | *Smart PERTAMINA*

Sasaran <i>Target</i>	Kegiatan <i>Activity</i>	Lokasi <i>Location</i>
Sekolah Dasar dan Lanjutan <i>Elementary and Secondary Schools</i>	Sekolah Cinta Gambut <i>Cinta Gambut (Peatland Awareness) School</i>	Refining Unit II Sei Pakning
Pendidikan Tinggi <i>Higher Education</i>	"Kompetisi Sobat Bumi" <i>"Friends of the Earth (Sobat Bumi) Competition"</i>	Perguruan Tinggi di Indonesia <i>Universities in Indonesia</i>
	Pembangunan Gedung <i>Integrated Teaching Laboratory</i> Fakultas Teknik Universitas Indonesia <i>Construction of Integrated Teaching Laboratory building, Faculty of Engineering, University of Indonesia</i>	Depok, Jawa Barat <i>Depok, West Java</i>
	Pembangunan Gedung Pasca Sarjana Fakultas Hukum Universitas Sebelas Maret (UNS) <i>Construction of Post-Graduate Building, Faculty of Law, Sebelas Maret University (UNS)</i>	Surakarta, Indonesia
Pendidikan Non-Formal <i>Non-formal Education</i>	Pendidikan bagi Suku Anak Dalam (SAD) <i>Education for Anak Dalam Tribe</i>	Pertamina EP Asset 1 Jambi Field
	Pembinaan Enduro Student Program <i>Enduro Student Program Development</i>	PT Pertamina Lubricants
	Program anak berkebutuhan khusus " <i>Dreamable</i> " <i>"Dreamable" program for Children with Special needs</i>	Daerah operasi Fuel Terminal Bandung Group - Marketing Operation Region III Jawa Barat <i>Operating area of Fuel Terminal Bandung Group - Marketing Operation Region III West Java</i>





**a. Kompetisi Sobat Bumi
(CSR Pusat)**

Kompetisi ini terdiri dari dua kategori, yaitu Proyek Inovasi EBT (Energi Baru Terbarukan) & Teori Sains yang bertujuan untuk menginspirasi masyarakat luas dalam mengembangkan ide kreatif dan inovatif, dengan tujuan untuk memecahkan isu kelangkaan energi di daerah terpencil, pelosok dan/atau terisolasi lainnya. Tahun 2020 merupakan tahun ke-10 penyelenggaraan kompetisi, yang sebelumnya dikemas dalam nama Olimpiade Sains Nasional (OSN). Dalam situasi pandemi COVID-19, kompetisi diadakan secara daring.

**b. Sekolah Cinta Gambut
Sei Pakning (RU II)**

Program ini menerapkan *first E-learning* kurikulum lingkungan pertama di Indonesia yang mengajarkan tentang pelestarian gambut dengan media *e-Learning*, bekerja sama dengan Arboretum Gambut. Terdapat 25 sekolah dasar dan sekitar 3.295 siswa yang telah mendapatkan manfaat dari program ini.

**c. Pembangunan Gedung *Integrated Teaching Laboratory* Fakultas Teknik,
Universitas Indonesia**

Program ini bertujuan untuk mendukung kegiatan praktikum dan penelitian Fakultas Teknik Universitas Indonesia untuk meningkatkan kualitas dan mutu lulusan maupun penelitian.

**d. Pendidikan bagi Suku Anak Dalam
Jambi (PHE Jambi Merang)**

Program pendidikan ini bertujuan mengatasi rendahnya tingkat pendidikan anak-anak di komunitas Suku Anak Dalam (SAD). Beberapa kegiatan penunjang lain adalah: Melek Baco Tulis melalui Sekolah Apung (Pembelajaran baca dan tulis), Kejar Paket A dan kegiatan belajar mengajar formal.

**a. *Friends of the Earth*
(*Sobat Bumi*) Competition (Central CSR)**

This competition aims to inspire the wider community in developing creative and innovative ideas, to solve the energy scarcity issues in remote, inland and/or other isolated areas. 2020 is the 10th year of the competition, which was previously called the National Science Olympiad (OSN). In the COVID-19 pandemic situations, the competition was held online.

**b. *Cinta Gambut (Peatland Awareness)*
*School of Sei Pakning (RU II)***

This program adopted the first e-Learning on environmental curriculum in Indonesia, which teaches about peatland conservation using e-Learning media, in collaboration with the Peat Arboretum. A total of 25 elementary schools and around 3,295 students have benefited from this program.

c. *Construction of Integrated Teaching Laboratory Building, Faculty of Engineering, University of Indonesia*

This program aims to support practicum and research activities at the Faculty of Engineering, University of Indonesia to improve the quality of graduates and research.

d. *Education for Anak Dalam Tribe in Jambi (PHE Jambi Merang)*

This educational program aims to address the low level of education of children in the Anak Dalam Tribe community. Some of other supporting activities are: Melek Baco Tulis literacy program through Floating Schools (read and write learning), package A elementary school equivalency education program and formal study.



e. Pembinaan Enduro Student Program & Enduro Entrepreneur Program

Program ini bertujuan untuk menciptakan CSV (*Creating Shared Value*) melalui pendidikan bidang otomotif dan kewirausahaan, pelatihan ilmu mekanik dasar teknis servis sepeda motor kepada mekanik bengkel. Program ini juga memberikan bantuan modal usaha paket pelumas produk PERTAMINA, rak *display*, dan peralatan bengkel. Program ini diharapkan menghasilkan tenaga muda produktif yang terampil dan mandiri.

f. Program Anak Berkebutuhan Khusus "Dreamable" Bandung (MOR III)

Program ini mendukung anak-anak berkebutuhan khusus yang mengalami tantangan proses belajar-mengajar selama masa pandemi. Program ini bertujuan untuk memfasilitasi pendidikan dan keterampilan yang layak.

g. Pembangunan Gedung Pascasarjana Fakultas Hukum Universitas Sebelas Maret (UNS)

Gedung baru yang dibangun ini memiliki tujuan untuk memfasilitasi mahasiswa yang ingin melanjutkan pendidikan magister.



e. Enduro Student Program & Enduro Entrepreneur Program Development

This program aims to adopt CSV (Creating Shared Value) through education in the fields of automotive and entrepreneurship, training in basic mechanical knowledge for motorcycle service to workshop mechanics. This program also provides business capital assistance of PERTAMINA's lubricant product packages, display racks and workshop equipment. This program is expected to create productive, skilled and independent young workers.

f. Program for children with special needs "Dreamable" in Bandung (MOR III)

This program supports children with special needs who have been experiencing difficulties in their learning process during the pandemic. This program aims to provide them with proper education and skills.

g. Construction of Graduate Program Building, Faculty of Law, Sebelas Maret University (UNS)

The newly built building has the purpose of facilitating students who wish to pursue their master's education.





PERTAMINA Sehat

Kesehatan menjadi faktor penting dalam membangun dan meningkatkan kesejahteraan masyarakat di sekitar wilayah operasi. Kegiatan-kegiatan yang diselenggarakan mendukung upaya pencapaian Tujuan ke-3 TPB yakni Kehidupan Sehat dan Sejahtera. Pada tahun 2020, beberapa program unggulan PERTAMINA Sehat antara lain:

Healthy PERTAMINA

Health is an essential factor in building and improving the welfare of the community around the operating area. The activities that were carried out support the efforts to achieve Goal 3 of SDGs of Good Health and Well being. In 2020, some of the flagship programs of Healthy PERTAMINA included:

Realisasi Biaya PERTAMINA Sehat (Miliar Rp)
Healthy PERTAMINA Fund Realization (Billion Rp)



*Realisasi anggaran TJSL Holding
*Holding's CSR budget realization

PERTAMINA Sehat | Healthy PERTAMINA

Sasaran Target	Kegiatan Activity	Lokasi Location
Bayi dan Balita Infant and Toddler	Si-Kembang (Sistem Informasi Tumbuh Kembang) untuk Membantu Perkembangan Bayi dan Balita <i>Si-Kembang (Information System of Growth and Development) to support development of Infant and Toddler</i>	Daerah Fuel Terminal Boyolali - Marketing Operation Region IV Jawa Tengah <i>Boyolali Fuel Terminal Area - Marketing Operation Region IV, Central Java</i>
Kesehatan Masyarakat Community Health	Pemberdayaan Komunitas Tuli Gresik (Kotugres) <i>Empowerment of Gresik Deaf Community (Kotugres)</i>	Daerah Operasi Pertamina Gas Gresik - Jawa Timur <i>Pertamina Gas Operating Area, Gresik - East Java</i>
	Program Pasukan Anti Penularan HIV & AIDS <i>Anti-Transmission of HIV & AIDS Fighter Program</i>	Daerah Operasi Pertamina EP Asset-3 - Indramayu - Jawa Barat <i>Pertamina EP Asset-3 - Indramayu - Jawa Barat Operational Areas</i>
	Layanan Kesehatan Keliling (Desyandu- Delivery Pelayanan Terpadu) <i>Mobile Health Services (Desyandu-Integrated Service Delivery)</i>	Daerah Operasi Fuel Terminal Boyolali - Marketing Operation Region IV Jawa Tengah <i>Boyolali Fuel Terminal Operation Area - Marketing Operation Region IV, Central Java</i>
Penanganan COVID-19 COVID-19 Handling	Sinergitas Ibu Siaga COVID-19 di Desa Kemiren Asri <i>Synergy of Ibu Siaga COVID-19 in Kemiren Asri Village</i>	Daerah Operasi Refinery Unit IV Cilacap - Jawa Tengah <i>Operating Area of Refinery Unit IV Cilacap - Central Java</i>
	Kebencanaan Tolak-19 Torong Lawan Korona-19 <i>Tolak-19 Torong Lawan Korona-19 disaster handling program</i>	Daerah Operasi JOB Pertamina Medco Tomori <i>Pertamina Medco Tomori Operational Areas</i>



a. Si-Kembang (Sistem Informasi Tumbuh Kembang)

Program aplikasi ini dilaksanakan Fuel Terminal Boyolali (MOR IV) dan ditujukan untuk memantau kesehatan dan tumbuh kembang 503 balita, kolaborasi dengan satgas COVID-19 desa.

b. Program Pemberdayaan Penyandang Disabilitas

Sebanyak 44 program pemberdayaan ini menyoar 1.813 orang di beberapa wilayah operasional PERTAMINA. Program-program unggulan antara lain program Dreamable di Kabupaten Bandung, Kawasan Ekonomi Masyarakat (KEM) Kolok Bengkala di Bali, Program Kotugres (Gresik Aksara Tanpa Suara) di Gresik, Program Sahabat Tuli PERTAMINA di Jabodetabek.

c. Program Kebencanaan Tolak-19 Torang Lawan Corona-19

Program ini merupakan program pemberian bantuan berupa APD kepada tenaga medis untuk penanganan COVID-19 di sekitar wilayah operasi JOB Pertamina Medco Tomori.

d. Program Pasukan Anti Penularan HIV & AIDS di Pantura

Program ini bertujuan mengendalikan penyebaran HIV & AIDS melalui Kampung Edukasi Pencegahan Penularan, lini pelayanan kesehatan dan wirausaha, serta sentra etalase produk binaan di sekitar wilayah operasi PEP Asset 3.

e. Layanan Kesehatan Keliling (Desyandu-Delivery Pelayanan Terpadu) - Fuel Terminal Boyolali

Program ini berkolaborasi antara kader kesehatan desa dengan Satgas COVID-19 desa. Sebanyak 65 kader kesehatan berkeliling *door to door* untuk memantau kesehatan dan tumbuh kembang balita, memberikan vitamin dan makanan tambahan yang dihasilkan dari kelompok UMKM desa bagi 503 balita.

f. Sinergi Ibu Siaga COVID-19 di Desa Kemiren Asri - RU IV Cilacap

Program ini merupakan program cepat tanggap untuk pemenuhan gizi bagi keluarga yg terdampak COVID-19.

a. Si-Kembang (Growth and Development Information System)

This application program is implemented by Boyolali Fuel Terminal (MOR IV) and is intended to monitor the health and development of 503 toddlers in collaboration with the village COVID-19 task force.

b. Empowerment Program for Persons with Disabilities

A total of 44 empowerment programs targeted 1,813 people in several operating areas of PERTAMINA. The featured programs include the Dreamable program in Bandung Regency, the Kolok Bengkala Community Economic Zone (CEZ) in Bali, the Kotugres (Gresik Deaf Community) Program in Gresik, PERTAMINA's Deaf Friends Program in Greater Jakarta area.

c. Torang Lawan Corona-19 Disaster Program

This program aims at providing assistance in the form of PPE to medical workers for COVID-19 handling around the operating area of JOB Pertamina Medco Tomori.

d. HIV & AIDS Transmission Prevention Personnel Program in North Coast

This program aims to control the spread of HIV & AIDS through the Prevention of Transmission Education Village, health and entrepreneurial service lines, and display centers for products of fostered partners around the operating area of PEP Asset 3.

e. Mobile Health Service (Desyandu- Integrated Health Service Delivery) - Boyolali Fuel Terminal

This program is a collaboration between village health cadres and the village COVID-19 Task Force. A total of 65 health cadres visiting door to door to monitor the health and growth of children under five, providing vitamins and additional food produced by the village MSME group for 503 toddlers.

f. Women Synergy for COVID-19 Preparedness in Kemiren Asri Village - RU IV Cilacap

This program is a quick response program to fulfill nutrition for families affected by COVID-19.



PERTAMINA Berdikari

Salah satu upaya PERTAMINA memberdayakan usaha mikro kecil menengah (UMKM) adalah melalui program PERTAMINA Berdikari. Kegiatan-kegiatan yang diselenggarakan mendukung upaya pencapaian Tujuan Ke-1 TPB yakni Tanpa Kemiskinan, serta Tujuan Ke-8 yakni Pekerjaan Layak dan Pertumbuhan Ekonomi.

Realisasi Biaya PERTAMINA Berdikari (Miliar Rp)
Independent PERTAMINA Fund Realization (Billion Rp)

Independent PERTAMINA

One of PERTAMINA's efforts to empower micro, small and medium enterprises (MSMEs) is through the Independent PERTAMINA program. The activities carried out support the efforts to achieve Goal 1 of SDGs, namely No Poverty and Goal 8 of Decent Work and Economic Growth.



*Realisasi anggaran TJSI Holding

*Holding's CSR budget realization

PERTAMINA Berdikari | Independent PERTAMINA

Sasaran Target	Kegiatan Activity	Lokasi Location
Energi Berdikari <i>Energy Self-sufficient</i>	WESTECO (Waste Energy for Community)	TPA Manggar Kota Balikpapan - Daerah Operasi Pertamina Hulu Mahakam <i>TPA Manggar Balikpapan City- Pertamina Hulu Mahakam Operational Areas</i>
	E-Mas Bayu & E-Mbak Mina	Daerah Operasi Refinery Unit VI Cilacap - Jawa Tengah <i>Operating Area of Refinery Unit VI Cilacap - Central Java</i>
	WIRALODRA (Wilayah Masyarakat Pengelola Daur Ulang Sampah) <i>WIRALODRA (Waste Recycling Management Community Area)</i>	Daerah Operasi Refinery Unit VI Balongan, Indramayu <i>Operating Area of Refinery Unit VI Balongan, Indramayu</i>
	Depo Biodiesel Kampung Enam <i>Biodiesel Depot at Kampung Enam Village</i>	Daerah Operasi Marketing Operation VI Kalimantan <i>Operating Area of Marketing Operation VI Kalimantan</i>
	Desa Mandiri Energi Listrik <i>Electricity Self-sufficient Village</i>	Desa Tepian, Kecamatan Sembakung, Nunuk-n - Kalimantan Timur (Pertamina EP Asset 5 Tarakan) <i>Tepian Village, Sembakung District, Nunukan, East Kalimantan (Pertamina EP Asset 5 Tarakan)</i>



PERTAMINA Berdikari | *Independent PERTAMINA*

Sasaran <i>Target</i>	Kegiatan <i>Activity</i>	Lokasi <i>Location</i>
Kemandirian Ekonomi <i>Economic Independence</i>	Rangers App Pemberdayaan Masyarakat Melalui Transportasi Lokal Kamojang Berbasis Sistem Informasi <i>Online</i> <i>Rangers App for Community Empowerment through Online Information System based Kamojang Local Transportation</i>	Daerah Operasi Pertamina Geothermal Energy Area Kamojang <i>Pertamina Geothermal Energy Operating Area, Kamojang</i>
	Kolak Sekancil Eduwisata dengan Adaptasi COVID-19 <i>Kolak Sekancil Edutourism with Adaptation with COVID-19</i>	Daerah Operasi Refinery Unit IV Cilacap, Jawa Tengah <i>Operating Area of Refinery Unit IV Cilacap, Central Java</i>
	Wisata Konservasi di Tengah Pandemi Melalui Wonopatro Ecoedutourism <i>Conservation Tourism During Pandemic through Wonopatro Ecoedutourism</i>	Daerah Operasi Fuel Terminal Boyolali - Marketing Operation Region IV Jawa Tengah <i>Boyolali Fuel Terminal Operation Area - Marketing Operation Region IV, Central Java</i>
	Dwi Mapan (Edukasi Wirausaha dan Kemandirian Pangan) <i>Dwi Mapan (Entrepreneurial Education and Food Independence)</i>	Daerah Operasi Fuel Terminal Rewulu - Marketing Operation Region IV Jawa Tengah <i>Rewulu Fuel Terminal Operation Area - Marketing Operation Region IV, Central Java</i>



**a. WESTECO (Waste Energy for Community)
- Pertamina Hulu Mahakam (PHM)**

Program ini mengoptimalkan pemanfaatan sampah menjadi energi di TPA Sampah Manggar Balikpapan, dan berhasil mengubah sampah menjadi gas metan yang didistribusikan ke masyarakat untuk memenuhi kebutuhan sehari-hari.

b. E-Mas Bayu & E-Mbak Mina (RU IV Cilacap)

Energi Mandiri Tenaga Surya dan Angin dan Energi Mandiri Tambak Ikan (E-Mas Bayu & E-Mbak Mina) menyediakan energi mandiri tenaga surya dan angin melalui Pembangkit Tenaga Listrik Tenaga *Hybrid* dengan Kapasitas 12.000 WP untuk Masyarakat Dusun Bondan. Sumber energi ini juga dimanfaatkan untuk menggerakkan perekonomian masyarakat melalui hasil budidaya tambak menjadi hasil produk UMKM ramah iklim.

c. Rangers App Pemberdayaan Masyarakat Melalui Transportasi Lokal Kamojang Berbasis Sistem Informasi *Online* (PGE Kamojang)

Program berbasis aplikasi ini memberi layanan daring kepada masyarakat Kamojang berupa ojek daring dan pelayanan pengantaran bagi UMKM lokal.

d. Desa Agribisnis Rewulu & Desa Gamol (MOR IV)

Program-program yang dilakukan antara lain edukasi wirausaha & pangan mandiri dengan pengembangan pertanian terpadu, peternakan kambing, perikanan berbasis teknologi, industri rumah tangga jamu, pengolahan sampah mandiri, usaha batik dan pengembangan desa wisata agro-herbal.

e. Depo Biodiesel Kampung Enam (Pertamina EP Asset 5 Tarakan)

Program ini memanfaatkan sampah Kota Tarakan menjadi produk olahan seperti pupuk organik, pupuk cair, dan produk daur ulang. Minyak jelantah juga dimanfaatkan menjadi biodiesel.

**a. WESTECO (Waste Energy for Community)
- Pertamina Hulu Mahakam (PHM)**

This program optimizes the use of waste to turn it into energy at Waste Final Disposal Site in Manggar, Balikpapan, and has succeeded in converting the waste into methane gas which is distributed to the community to meet their daily needs.

b. E-Mas Bayu & E-Mbak Mina (RU IV Cilacap)

Energy Self-sufficiency of Solar and Wind Power, and Energy Self-sufficiency for Fish Farm (E-Mas Bayu & E-Mbak Mina) provide self-sufficient solar and wind energy through a Hybrid Power Plant with a capacity of 12,000 WP for the residents of Bondan Hamlet. This energy source is also used to drive the community's economy through the results of pond fish farming into climate friendly MSME products.

c. Rangers App Community Empowerment Through Online Information System Based Local Transportation of Kamojang (PGE Kamojang)

This application-based program provides services to the Kamojang community in the form of online motorcycle taxis and delivery services for local MSMEs.

d. Rewulu Agribusiness Village & Gamol Village (MOR IV)

The programs include entrepreneurship education & food self-sufficiency with the development of integrated farming, goat breeding, technology-based fisheries, herbal drink home industry, independent waste processing, batik business and development of agro-herbal tourism villages.

e. Kampung Enam Biodiesel Depot (Pertamina EP Asset 5 Tarakan)

This program utilizes Tarakan City waste into processed products such as organic fertilizers, liquid fertilizers, and recycled products. Used cooking oil is also used as biodiesel.



**f. Wisata Konservasi Wonopotro
Ecoedutourism (MOR IV)**

Program ini memiliki tujuan menyelamatkan 1,6 ha lahan kritis yang rawan longsor serta mengaplikasikan adaptasi kenormalan baru untuk kawasan wisata Wonopotro.

**g. Dwi Mapan (Edukasi Wirausaha Dan
Kemandirian Pangan) MOR IV**

Program ini merupakan program inovasi & replikasi pertanian terpadu di lahan pekarangan dan sistem produksi serta distribusi beras desa Rewulu.

h. Desa Mandiri Energi Listrik (RU III Plaju)

Program ini bertujuan memenuhi kebutuhan dasar listrik desa tertinggal melalui program Pembangkit Listrik Tenaga Mikro Hidro (PLTMH).

**i. Desa Mandiri Energi Listrik
(EP Asset 5 Tarakan)**

Program ini bertujuan memenuhi kebutuhan listrik desa tertinggal melalui program *solar home system* di Desa Tepian Nunukan.

**j. Desa Mandiri PERTAMINA
Lampung (MOR II)**

Program ini memanfaatkan energi terbarukan melalui pembangunan 40 unit biogas. Pengolahan limbah organik yang menghasilkan gas memasak gratis sehingga dapat mengurangi ketergantungan pada bahan bakar bersubsidi.

Catatan: Rincian Program dan Aspek-aspek SDGs Program dapat merujuk pada Buku TJSL PERTAMINA 2020 "Pertamina Berbagi Cerita: *The Inspiration of Indonesia*".

**f. Wonopotro Ecoedutourism
Conservation Tourism (MOR IV)**

This program aims to save 1.6 ha of critical lands prone to landslides and apply new normal adaptations to Wonopotro tourist area.

**g. Dwi Mapan (Entrepreneurial Education
and Food Self-sufficiency) MOR IV**

This program is an integrated agricultural innovation & replication program in the yards and rice production and distribution system of Rewulu Village.

h. Electricity Self-sufficient Village (RU III Plaju)

This program aims to meet the basic needs of electricity in underdeveloped villages through the Micro Hydro Power Plant program.

**i. Electricity-independent Village
(EP Asset 5 Tarakan)**

This program aims to meet the electricity needs of underdeveloped villages through the solar home system program in Tepian Nunukan Village.

**j. Pertamina Independent Village,
Lampung (MOR II)**

This program utilizes renewable energy by building 40 biogas units. Organic waste processing that produces free cooking gas in order to reduce dependence on subsidized fuel.

Note: Details of the Programs and Aspects of SDGs Program please refer to the PERTAMINA CSR Book 2020 "Pertamina Berbagi Cerita (Sharing Storeis with Pertamina): The Inspiration of Indonesia".



Program Kemitraan

Pemberdayaan UMKM juga dilakukan melalui Program Kemitraan berupa penyaluran bantuan modal bergulir. Sepanjang tahun 2020, PERTAMINA menyalurkan dana Program Kemitraan untuk UMKM mitra binaan di berbagai sektor, antara lain perdagangan, industri, pertanian, perkebunan, peternakan, perikanan, jasa, dan lainnya. Program Kemitraan PERTAMINA juga memberikan pendampingan dan pembinaan UMKM melalui sertifikasi, perizinan, *mentoring*, *coaching*, dan pelatihan serta promosi dan pengembangan pasar melalui pameran maupun pemanfaatan *platform* digital.



Salah satu profil UMKM Binaan naik kelas adalah Intan Anastasia, pemilik Hitara Citra Selaras (Hitara Black Garlic). Berawal dari tahun 2017 di Kota Bogor, Intan bertujuan memberdayakan kaum perempuan untuk meningkatkan taraf hidup dan perekonomian mereka.

Produk Bawang Putih Hitam yang biasa dikenal dengan nama *black garlic* merupakan produk utama dari Mitra Binaan Hitara yang terbilang unik. Merupakan hasil fermentasi dari bawang putih, *black garlic* ini memiliki tekstur lembut serta rasa yang gurih dan ringan, bentuknya seperti buah kering dengan warna hitam. *Black garlic* dipercaya memiliki khasiat yang sangat bagus untuk kesehatan tubuh manusia serta memiliki kandungan antioksidan yang tinggi.

Partnership Programme

MSME Empowerment is also carried out through the Partnership Program by disbursing revolving capital assistance. Throughout 2020, PERTAMINA channelled Partnership Program funds to fostered MSMEs in various sectors, including trade, industry, agriculture, plantation, farming, fisheries, services, and others. The PERTAMINA Partnership Program also provides assistance and guidance to MSMEs through certification, licensing, mentoring, coaching, and training, as well as market promotion and development through exhibitions and the use of digital platforms.



One of fostered MSME profiles is Intan Anastasia, the owner of Hitara Citra Selaras (Hitara Black Garlic). Starting from 2017 in Bogor City, Intan aspired to empower women to improve their lives and economy.

The Black Garlic product is the main product of Hitara Fostered Partners, which is deemed a unique product. As the result of fermentation of garlic, this Black Garlic has a soft texture and a light savory taste, which looks like dried fruit with black color. Black Garlic is believed to have very good properties for the health and has a high antioxidant content.



Walaupun produksi dan penjualan sempat menurun karena dampak pandemi pada tahun 2020, berbagai langkah dicoba untuk dapat bertahan dan bangkit dari kondisi berat. Padahal, sebelum pandemi, usaha Intan tergolong cukup sukses dengan pangsa pasar yang menjangkau beberapa negara Asia, Eropa, hingga Australia.

PERTAMINA memberikan pembinaan pelatihan melalui seminar *online* PERTAMINA UMKM Academy: *Fast Track* dan pemasaran secara digital program PERTAMINA SMEXPO 2020. Pada pameran virtual ini, Intan berkesempatan mengikuti business matching yang mengenalkan Hitara kepada calon pembeli dari beberapa negara, seperti negara Australia, Perancis, Inggris, dan Afrika Selatan.

Although production and sales had decreased due to the impact of the pandemic in 2020, Intan tried various efforts to survive and rise from the harsh conditions. Before the pandemic, Intan's business was quite successful with a market share that reached several Asian countries, Europe, and Australia.

PERTAMINA provides training through the PERTAMINA MSME Academy: Fast Track online seminar and digital marketing of PERTAMINA SMEXPO 2020 program. At this virtual exhibition, Intan had the opportunity to participate in business matching which introduced Hitara to potential buyers from several countries, such as Australia, France, UK, and South Africa.

Kinerja Tahun 2020 Program Kemitraan *2020 Partnership Program Performance*

- Penambahan 3.073 mitra binaan baru di tahun 2020, dari target sebanyak 2.300.
The additional 3,073 new fostered partners in 2020, from the target of 2,300.
- 795 UMKM Binaan Naik Kelas dari target 230 UMKM Binaan Naik Kelas
795 Fostered Micro, Small and Medium Enterprises (MSMEs) Upgraded fostered partners from the target of 230
- Rp475,34 miliar Bantuan Modal Bergulir
Rp475.34 billion for Revolving Capital Assistance
- Dukungan 30 Rumah Kreatif BUMN
Support for 30 Rumah Kreatif BUMN (SOE Creative Centers)
- 209 kali kegiatan pembinaan berupa pelatihan yang diikuti oleh 11.955 UMKM Mitra Binaan Pertamina dan Rumah BUMN Pertamina di seluruh Indonesia
209 coaching activities in the form of training attended by 11,955 Pertamina MSMEs Fostered Partners and Pertamina Rumah BUMN across Indonesia
- 33 kali pameran secara daring dan luring dalam negeri yang diikuti oleh 292 Mitra Binaan
33 times domestic online and onsite exhibitions, which were attended by 292 MSMEs Fostered Partners
- 621 Mitra Binaan mendapatkan sertifikat/izin usaha
621 MSMEs Fostered Partners received business certificate/license
- 254 Mitra Binaan berhasil mendapatkan penambahan omzet/tenaga kerja
254 MSMEs Fostered Partners managed to increase their turnover/workers

Realisasi Penyaluran Dana Program Kemitraan Tahun 2020 Realization of Partnership Program Fund Disbursement in 2020				
Jenis Usaha Type of Business	Jumlah Mitra Binaan Number of MSMEs Fostered Partners		Realisasi Penyaluran Dana (Rp Miliar) Fund Disbursement Realization (Rp Billion)	
	2020	2019	2020	2019
Sektor Industri Industrial Sector	497	302	37.46	17.81
Sektor Perdagangan Trading Sector	1,561	664	103.23	35.35
Sektor Pertanian Agricultural Sector	133	117	12.20	6.07
Sektor Peternakan Animal Husbandry Sector	466	155	47.13	10.30
Sektor Perkebunan Plantation Sector	46	301	76.88	23.22
Sektor Perikanan Fishery Sector	87	346	6.82	34.72
Sektor Jasa Service Sector	273	171	191.04	9.99
Sektor Lainnya Other Sectors	10	11	0.58	0.69
Penyaluran melalui BUMN Khusus (PERTAMINA dan PGN)* Disbursement through Particular SOEs (PERTAMINA and PGN)*	-	-	-	377.97
Total Total	3,073	2,067	475.34	516.11

*Pada tahun 2020, tidak ada penyaluran BUMN khusus dari PERTAMINA dan PGN. PGN tidak menyalurkan dana Program Kemitraan pada tahun 2020.

* In 2020, there were no specific SOE disbursement from PERTAMINA and PGN. PGN did not disburse Partnership Program funds in 2020.





PERTAMINA SMEXPO 2020

PERTAMINA menggelar pameran virtual UMKM, PERTAMINA SMEXPO 2020. Pameran yang menampilkan sekitar 1.780 pilihan produk dari 100 UMKM mitra binaan ini mendapat penghargaan MURI sebagai pameran UMKM secara daring dengan produk terbanyak. Pelaksanaan pameran virtual mencatatkan 32.472 kunjungan, dalam dan luar negeri. Sebanyak 38 negara, dengan pengunjung terbanyak selain Indonesia adalah Amerika (483 orang), diikuti Malaysia, Singapura, serta Australia, Belanda dan lain sebagainya dari benua Eropa, Asia, Amerika, dan Afrika. Dukungan pada UMKM juga diwujudkan dengan pengembangan *platform* digital pembinaan UMKM mitra binaan, yakni www.belajarumkm-pertamina.com. *Platform* dibuat untuk mendorong UMKM menuju *Go Digital*, sehingga tetap bisa bertahan menjalankan roda bisnisnya selama pandemi COVID-19.

PERTAMINA SMEXPO 2020

PERTAMINA held a virtual MSME exhibition, PERTAMINA SMEXPO 2020. The exhibition displayed about 1,780 products from 100 MSME fostered partners, and achieved MURI Award as an online MSME exhibition with the most number of products. The virtual exhibition has recorded 32,472 domestic and abroad visitors from 38 countries, with the most visitors from Indonesia, followed by the United States (483 visitors), Malaysia, Singapore, Australia, Netherlands, and more countries from Europe, Asia, America, and Africa. Support for MSMEs was also realized by developing a digital platform for MSME partners, www.belajarumkm-pertamina.com. The platform was created to encourage MSMEs to Go Digital, in order to be able to continue running their business during the COVID-19 pandemic.

Rp100 Miliar untuk 1.000 UMKM

Tahun 2020 PERTAMINA mengalokasikan Rp100 miliar dana Program Kemitraan bagi 1.000 UMKM di Riau, Sumatera Utara, DKI Jakarta, Jawa Barat, Banten, Jawa Timur, Bali, Nusa Tenggara Barat, dan Kalimantan Barat. Pemberian pinjaman dilakukan bertahap. Tahap pertama untuk UMKM yang langsung mendapat keuntungan karena COVID-19. Tahap kedua untuk UMKM yang siap bangkit setelah pandemi berakhir, sedangkan tahap ketiga untuk UMKM yang bisa berkembang pada situasi normal. Program ini diharapkan meningkatkan omzet UMKM saat pandemi COVID-19.

Rp100 Billion for 1,000 MSMEs

In 2020 PERTAMINA allocated Rp100 billion in Partnership Program funds for 1,000 MSMEs in Riau, North Sumatra, Jakarta Capital Special Region, West Java, Banten, East Java, Bali, West Nusa Tenggara and West Kalimantan. The loan was disbursed in stages. The first stage was for MSMEs that directly benefited from COVID-19. The second stage was for MSMEs that were ready to rise after the pandemic ends, while the third stage was for MSMEs that can grown normal situations. This program is expected to increase the turnover of MSMEs during the COVID-19 pandemic.

Produk UMKM untuk Pandemi COVID-19

PERTAMINA memberdayakan 164 mitra binaan dan 420 UMKM Rumah Kreatif BUMN (RKB) di seluruh Indonesia, untuk memproduksi berbagai kebutuhan penanganan COVID-19. Produk yang dihasilkan antara lain masker, APD/Hazmat, *hand sanitizer*, disinfektan, *wastafel portable*, dan herbal untuk meningkatkan daya tahan tubuh. Produk disalurkan ke rumah sakit, puskesmas, posko Satgas COVID-19, serta masyarakat umum.

MSME Products for the COVID-19 Pandemic

PERTAMINA has empowered 164 MSMEs fostered partners and 420 Rumah Kreatif BUMN (Creative Centers) MSMEs across Indonesia, to produce various needs for COVID-19 handling. The products include masks, PPE/Hazmat, hand sanitizers, disinfectants, portable sinks, and herbs to increase endurance. The products were distributed to hospitals, health centers, the COVID-19 Task Force posts, and the general public.

Pinky Movement

Dukungan pada UMKM juga diwujudkan melalui program "Pinky Movement". Program ini modifikasi Program Kemitraan, dengan mendorong UMKM pengguna LPG subsidi untuk menggunakan LPG nonsubsidi Bright Gas melalui pemberian pinjaman modal usaha. Sejak program ini bergulir, Pinky Movement telah menasar gerai dan usaha kecil pengguna LPG subsidi, dengan target total penyaluran mencapai Rp102 miliar. Program CSV bertajuk Pinky Movement mendapatkan sambutan antusias usaha kecil yang menjadi target dari program ini. Dana sebesar Rp48,38 miliar telah tersalur kepada 467 outlet Bright Gas dan 146 usaha kecil. Selain pembiayaan, UMKM binaan juga akan mendapatkan pembinaan berupa pelatihan dan asistensi sertifikasi untuk meningkatkan kesadaran dalam penggunaan LPG subsidi sesuai peruntukannya. Program ini bertujuan menciptakan dampak dari tiga aspek sekaligus: usaha kecil naik kelas; memperluas *market share* produk Bright Gas; dan menekan subsidi LPG.

Pinky Movement

Support for MSMEs is also manifested through the "Pinky Movement" program. This program is a modification of the Partnership Program, by encouraging MSME users of subsidized LPG to use non-subsidized Bright Gas LPG by providing business capital loans. Since this program started, the Pinky Movement has targeted around 2,000 outlets and small businesses using subsidized LPG, with a total distribution target of Rp102 billion. The CSV program named Pinky Movement received an enthusiastic welcome from the small businesses that were the targets of this program. A total of Rp48.38 billion in funds has been disbursed to 467 Bright Gas outlets and 146 small businesses. In addition to financing, the fostered MSMEs also received coaching in the form of training and certification assistance to raise awareness of the use of subsidized LPG according to their intended use. This program aims to create an impact from three aspects at once: the upgrading small businesses; expanding market share of Bright Gas products; and reducing LPG subsidies.

Dampak pertama diwujudkan melalui pembinaan yang dilakukan. Dampak kedua diwujudkan dengan cara membuat paket *bundling* fasilitas pembiayaan bagi outlet LPG yang bersedia menjual LPG nonsubsidi, serta bagi UMKM yang bersedia beralih atau menambah penggunaan ke Bright Gas. Dampak ketiga secara tidak langsung dapat tercapai dalam

The first impact was realized through coaching. The second impact was realized by making a bundling package of financing facilities for LPG outlets that are willing to sell non-subsidized LPG, as well as for MSMEs willing to switch or add usage to Bright Gas. The third impact can be achieved indirectly if more and more people switch from PSO LPG to Bright Gas.



apabila masyarakat semakin banyak yang beralih dari menggunakan LPG PSO ke Bright Gas. Program kemitraan Pinky Movement Pertamina mendapatkan Penghargaan dari International Council for Small Business (ICSB) Indonesia Presidential Award 2020.

Pertamina's Pinky Movement partnership program received an Award from the International Council for Small Business (ICSB) at Indonesia Presidential Awards 2020.

PERTAMINA UMKM Academy: Fast Track

PERTAMINA memberdayakan UMKM dengan menggelar program PERTAMINA UMKM Academy: *Fast Track* untuk mendorong para pahlawan ekonomi atau UMKM mitra binaan PERTAMINA naik kelas. Sebanyak 450 mitra binaan ditargetkan naik kelas setelah mengikuti acara tersebut dengan mengikuti kurikulum *Go Modern, Go Digital, Go Online*, dan *Go Global*. Program UMKM Academy merupakan program akselerasi bagi UMKM agar naik kelas untuk perkembangan produksi dan pemasaran dari UMKM dengan adanya kriteria peningkatan jumlah pegawai, peningkatan nilai pinjaman, peningkatan kapasitas produksi, peningkatan omzet, pelibatan masyarakat sekitar untuk menghasilkan produk, pemasaran produk di luar kota/negeri, memperoleh sertifikat nasional/internasional. Melalui program ini, sebanyak 290 mitra binaan yang mengikuti program dengan hasil 162 mitra binaan yang berhasil naik kelas.

PERTAMINA MSME Academy: Fast Track

PERTAMINA empowers MSMEs by holding the PERTAMINA MSME Academy: Fast Track program to encourage economic heroes or PERTAMINA fostered MSME partners to upgrade. A total of 450 fostered partners are targeted to upgrade after participating in the event by taking the Go Modern, Go Digital, Go Online, and Go Global curricula. The MSME Academy program is an acceleration program for MSMEs to upgrade to the development of production and marketing of MSMEs with the criteria for increasing the number of employees, increasing loan value, increasing production capacity, increasing turnover, involving the surrounding community to create products, marketing products outside the city/country, as well as obtain national/international certificates. Through this program, as many as 290 fostered partners joined the program, which resulted in 162 fostered partners had successfully upgraded.

Testimoni peserta UMKM Academy:

Jefri Wahyudi, pemilik UD Trisno yang bergerak pada sektor pertanian tebu ini mendapat bantuan alat *hand sprayer* untuk mendukung usahanya. "Saya sangat berterima kasih kepada PERTAMINA karena permintaan saya sudah dikabulkan. Program ini juga membuka wawasan dan pengetahuan saya untuk dapat mengoptimalkan usaha saya.", ujar Jefri.

Nurjannah, pemilik usaha batik *ecoprint* Mayana, mendapat kesempatan pengajuan HKI untuk produk batiknya. Dengan mengantongi sertifikasi tersebut, ia berharap dapat memperluas jangkauan pemasaran produknya. "Materi-materi yang saya dapatkan juga luar biasa. Saya dapat banyak pelajaran tentang pemasaran, perizinan, dan lainnya.", ujarnya.

Testimonials from MSME Academy participants:

Jefri Wahyudi, the owner of UD Trisno engaged in the sugarcane farming sector, received hand sprayer assistance to support his business. "I am very grateful to PERTAMINA because my request has been granted. This program also opens my mind and increase my knowledge to be able to optimize my business.", said Jefri.

Nurjannah, owner of Mayana's ecoprint batik business, received the opportunity to apply for an IPR for her batik products. With the certification, she hopes to expand the market of her products. "The materials I received were incredible. I gained a lot of lessons about marketing, licensing, and others.", she said.

Dukungan untuk 5 DPSP

PERTAMINA menyalurkan pinjaman dan pembinaan Program Kemitraan untuk usaha kecil penunjang sektor pariwisata di 5 Destinasi Pariwisata Super Prioritas dengan difasilitasi oleh Kementerian Koordinator Bidang Maritim dan Investasi. Penyaluran dana Program Kemitraan senilai Rp21,66 miliar bagi 237 usaha kecil untuk pengembangan sektor pariwisata di 5 DPSP.

Support for 5 DPSP

PERTAMINA distributed loans and fostering Partnership Programs for small businesses supporting the tourism sector in 5 Super Priority Tourist Destinations (DPSP), facilitated by the Coordinating Ministry for Maritime Affairs and Investment. Distribution of Partnership Program funds worth Rp21.66 billion for 237 small businesses for the development of tourism sector in 5 DPSPs.

Rumah BUMN PERTAMINA

Rumah BUMN PERTAMINA digunakan untuk berkumpul, belajar dan membina pelaku usaha dan menjadi wadah *Digital Economy Ecosystem* peningkatan kapasitas UMKM. Sebanyak 30 Rumah BUMN PERTAMINA tersebar di seluruh Indonesia yang terletak di Klungkung, Mojokerto, Lombok Timur, Temanggung, Sanggau, Banjarmasin, Palangkaraya, Balikpapan, Bone Bolango, Bengkulu, Kerinci, Lampung Tengah, Ogan Ilir, Pekanbaru, Serdang Bedagai, Situbondo, Kep. Seribu, Sumbawa Barat, Dompu, Purbalingga, Seruyan, Aceh Tamiang, Aceh Timur, Rejanglebong, Dumai, Kep. Meranti, Parigi Moutong, Minahasa Selatan, Berau, dan Tojo Una-Una. Sebanyak 179 pelatihan *online* telah diselenggarakan bagi UMKM dengan 8.633 jumlah UMKM terdaftar di www.rumah-bumn.id.

PERTAMINA SOE House

PERTAMINA SOE House is used to gather, learn and foster business players and become a digital economy ecosystem platform to increase the capacity of MSMEs. There have been 30 PERTAMINA SOE Houses spread across Indonesia, including Klungkung, Mojokerto, East Lombok, Temanggung, Sanggau, Banjarmasin, Palangkaraya, Balikpapan, Bone Bolango, Bengkulu, Kerinci, Central Lampung, Ogan Ilir, Pekanbaru, Serdang Bedagai, Situbondo, Thousand Islands, West Sumbawa, Dompu, Purbalingga, Seruyan, Aceh Tamiang, East Aceh, Rejanglebong, Dumai, Meranti Islands, Parigi Moutong, South Minahasa, Berau, and Tojo Una-Una. A total of 179 online training sessions were held for MSMEs with 8,633 MSMEs registered at www.rumah-bumn.id.

Pada tahun 2020, PERTAMINA melanjutkan program-program inisiatif strategis yang ditujukan untuk menciptakan nilai bersama (*creating shared value/CSV*). Program ini merupakan inovasi dari program CSR dan pemberdayaan UMKM, untuk memberikan nilai tambah di masyarakat dan bisnis perusahaan. [203-2]

In 2020, PERTAMINA continued its strategic initiative program aimed at creating shared value (CSV). This program is an innovation from the CSR program and the empowerment of MSMEs to provide added value to the community and the company's business. [203-2]



Target Pelaksanaan Program Inisiatif CSV CSV Initiative Program Implementation Target



Program Bina Lingkungan

Program Bina Lingkungan ditujukan untuk memberdayakan kondisi sosial masyarakat. Ada tujuh program pendukung yang diselenggarakan. Salah satunya adalah bantuan sosial pengentasan kemiskinan, termasuk elektrifikasi di daerah yang belum teraliri listrik, penyediaan sarana air bersih dan mandi cuci kakus, serta bantuan pendidikan, pelatihan, pemagangan, promosi, dan bentuk bantuan lain.

Fokus kegiatan Program Bina Lingkungan pada tahun 2020 adalah menjaga keseimbangan antara kinerja ekonomi, kelestarian alam, lingkungan dan masyarakat untuk mencapai pertumbuhan bisnis berkelanjutan. PERTAMINA telah konsisten menunjukkan keunggulan lingkungan dalam proses produksi dan jasa serta melaksanakan bisnis yang beretika dan bertanggung jawab terhadap masyarakat melalui Program Tanggung Jawab Sosial dan Lingkungan.

Community Development Program

The Community Development Program is aimed at empowering the community in their social conditions. There are seven support programs; one of them is social assistance for poverty alleviation, including electrification in areas without electricity, the provision of clean water and bathing, washing and toilet facilities, and educational assistance, training, internship, promotion, and other forms of assistance.

The focus of the Community Development Program in 2020 was to maintain a balance between economic performance, preservation of nature, environment, and community to achieve sustainable business growth. PERTAMINA also has an environmental management system, utilizes resources efficiently and carries out social responsibility properly. PERTAMINA has consistently shown environmental excellence in its production and service processes and conducts ethical and responsible business for the community through its CSR Program.

Realisasi Penyaluran Dana Bina Lingkungan Tahun 2020
Realization of Community Development Fund Disbursement in 2020

Jenis Bantuan Type of Assistance	Jumlah Penerima Manfaat Number of Beneficiaries		Realisasi Penyaluran Dana (Rp Juta) Fund Disbursement Realization (Rp Million)	
	2020	2019	2020	2019
Bantuan Bencana Alam Natural Disaster Relief	89	41	11,279	3,825
Bantuan Pendidikan dan Pelatihan Education and Training Assistance	338	169	71,202	37,376
Bantuan Kesehatan Masyarakat Community Health Assistance	582	23	94,393	15,644
Bantuan Prasarana Umum General Infrastructure Assistance	342	156	66,508	21,492
Bantuan Sarana Ibadah Worship Facilities Assistance	337	171	23,716	43,079
Bantuan Pelestarian Alam Nature Preservation Assistance	60	9	23,129	4,786
Bantuan Sosial Pengentasan Kemiskinan Poverty Alleviation Social Assistance	180	89	24,272	34,154
Total <i>Total</i>	1,928	658	314,500	160,360



Program CSR PERTAMINA di Luar Negeri

PERTAMINA melalui entitas anak juga melaksanakan kegiatan CSR di wilayah kerja di luar negeri. Bertempat di kantor Pemerintah Daerah Ouargla Algeria, Pertamina Algeria EP (PAEP) selaku anak perusahaan PT Pertamina Internasional EP memberikan bantuan kepada masyarakat Algeria di wilayah Ouargla dan Hassi. Bantuan yang diberikan berupa paket sembako sebanyak 200 paket untuk 200 keluarga, dengan total berat sekitar 4 ton.

Pertamina International Timor juga melakukan sejumlah kegiatan CSR di Timor Leste dengan bekerja sama dengan pemerintah daerah setempat. Kegiatan CSR yang dilakukan antara lain penanaman 2.500 bibit mangrove di Metinaro, dan bantuan bagi penanganan COVID-19 di Timor Leste. Bantuan bahan kebutuhan pokok disediakan untuk 200 keluarga Indonesia yang terkena dampak.

PERTAMINA's Overseas CSR Programs

PERTAMINA, through its subsidiaries, also carries out CSR activities in overseas working areas. Pertamina Algeria EP (PAEP), as a subsidiary of PT Pertamina International EP, distributed assistance to the Algerian people in Ouargla and Hassi regions at the Ouargla Regional Government office, Algeria. The grant was in the form of 200 grocery packages for 200 families, with a total weight of about 4 tons.

Pertamina International Timor also carried out some CSR activities in Timor Leste in collaboration with the local government. The CSR activities included planting 2,500 mangrove seedlings in Metinaro and assistance for COVID-19 handling in Timor Leste. Basic necessities were also provided for 200 affected Indonesian families.



Tata Kelola Perseroan *Corporate Governance*

Penerapan GCG di lingkungan PERTAMINA telah menjadi kebutuhan dalam menjaga transparansi dan akuntabilitas pengelolaan perusahaan kepada seluruh pemangku kepentingan. Pada periode pelaporan, Perseroan melanjutkan pelaksanaan peta jalan transformasi badan usaha milik negara (BUMN) yang telah disusun sejak tahun 2016 dan Buku Putih Pembentukan *Holding Migas* pada tahun 2018. Melalui struktur baru, PERTAMINA diharapkan lebih fokus sebagai perusahaan energi dalam pengembangan kapabilitas kelas dunia. Di lingkup internal, transformasi dapat menekan *cost transfer* dan mendukung akselerasi pertumbuhan skala bisnis untuk menjadi perusahaan global energi terdepan dengan nilai pasar USD100 miliar, serta menjadi penggerak pengembangan sosial di tahun 2024.

The GCG implementation within PERTAMINA has become necessary in maintaining the transparency and accountability of company management to all stakeholders. In the reporting period, the Company continued implementing the road map to transform state-owned enterprise (SOE), which had been prepared since 2016 and the White Paper on the Establishment of Oil and Gas Holding in 2018. With the new structure, PERTAMINA is expected to be more focused as an energy company in developing world-class capabilities. Internally, transformation can reduce cost transfers and support accelerated business scale growth to become a leading global energy company with a market value of USD100 billion and a driving force for social development in 2024.



Struktur Tata Kelola Keberlanjutan

Sesuai Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas, struktur tata kelola perusahaan di PERTAMINA terdiri dari Rapat Umum Pemegang Saham (RUPS) sebagai organ tata kelola tertinggi; Dewan Komisaris yang bertanggung jawab mengawasi Direksi dalam mengelola Perseroan; dan Direksi yang bertanggung jawab mengelola Perseroan. Dewan Komisaris dibantu Komite Audit, Komite Nominasi dan Remunerasi serta Komite Investasi. Perseroan juga memiliki organ pendukung yang membantu Direksi, yakni Sekretaris Perusahaan; Fungsi Legal Counsel and Compliance; Satuan Pengawasan Internal; dan Fungsi Health, Safety, Security and Environmental (HSSE). [102-18; 102-22]

Berdasarkan SK No. 168/MBU/2020, komposisi keanggotaan Direksi berjumlah 6 orang dari sebelumnya 11 orang, dengan dua orang atau 33,33% di antaranya perempuan. Komposisi keanggotaan Dewan Komisaris tidak mengalami perubahan selama periode pelaporan. Pengungkapan informasi komposisi keanggotaan, proses nominasi serta seleksi, pencegahan benturan kepentingan serta informasi terkait uraian tugas, tanggung jawab dan kewenangan Dewan Komisaris dan Direksi, dapat dibaca pada Laporan Tahunan 2020 PT Pertamina (Persero). [102-23; 102-24]

Sustainability Governance Structure

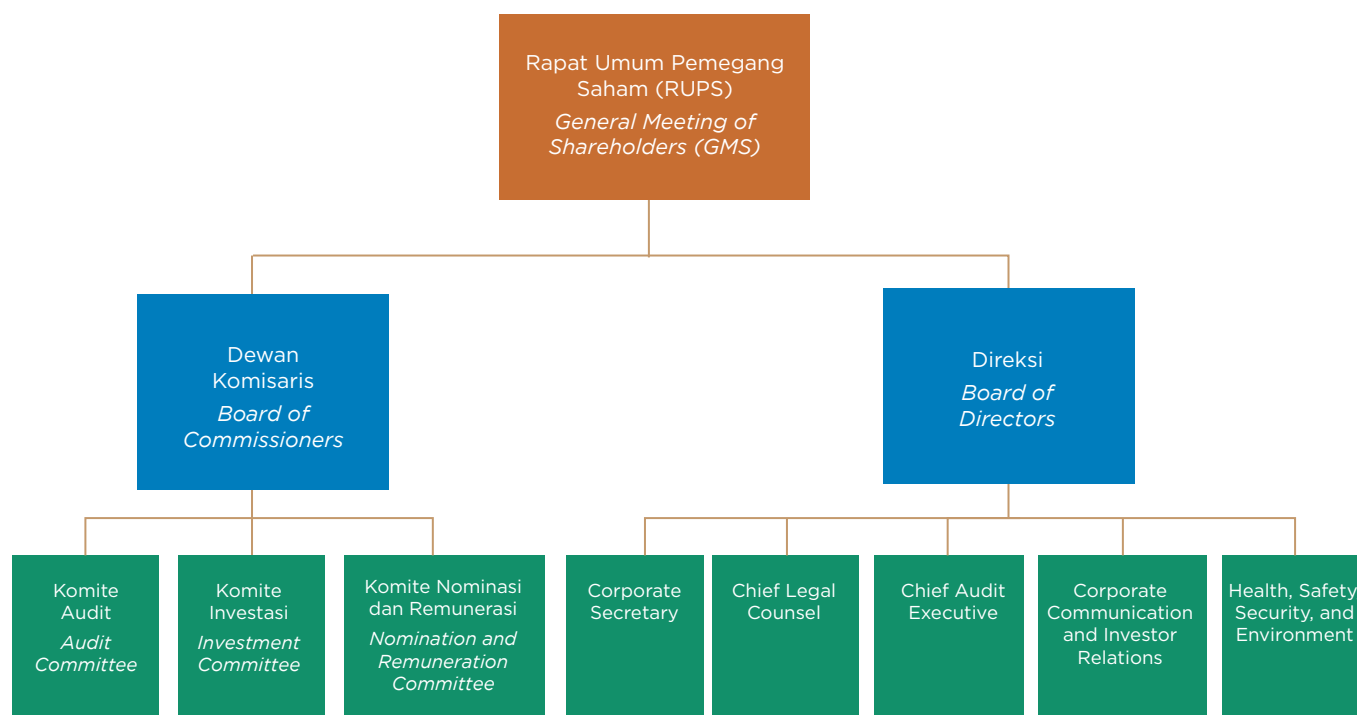
In accordance with Law Number 40 of 2007 concerning Limited Liability Companies, the corporate governance structure at PERTAMINA consists of the General Meeting of Shareholders (GMS) as the highest governance organ; the Board of Commissioners which is responsible for overseeing the Board of Directors in managing the Company; and the Board of Directors responsible for managing the Company. The Board of Commissioners is assisted by the Audit Committee, the Nomination and Remuneration Committee and the Investment Committee. The Company also has supporting organs that assist the Board of Directors, namely the Corporate Secretary; Legal Counsel and Compliance Function; Internal Control Unit; and the Health, Safety, Security and Environment (HSSE) Function. [102-18; 102-22]

Based on the Decree of the Board of Directors SK No. 168/MBU/2020, the board of directors' composition consisted of 6 members from the previous 11 members, with two members or 33.33% of whom were women. The composition of the Board of Commissioners did not change during the reporting period. Disclosure of information on membership composition, nomination and selection processes, prevention of conflicts of interest and information on job descriptions, responsibilities and authorities of the Board of Commissioners and Board of Directors can be read in the Annual Report 2020 of PT Pertamina (Persero). [102-23; 102-24]





Struktur Tata Kelola PT Pertamina (Persero) PT Pertamina (Persero) Governance Structure



Struktur tata kelola PERTAMINA's berbentuk *two-tier board*, yang terdiri dari fungsi manajemen dan fungsi pengawasan.
PERTAMINA's governance structure is a two-tier board, comprising management function and supervisory function.

Pengelolaan keberlanjutan dilakukan bersama-sama seluruh Direksi dan Direktorat, sesuai tugas dan tanggung jawab masing-masing. Pengelolaan keberlanjutan merujuk Pedoman Tata Kelola Perusahaan, dan dapat didelegasikan kepada setiap fungsi berkepentingan di *Holding, Subholding, maupun entitas anak.* [102-20]

Khusus pelaksanaan tanggung jawab sosial perusahaan (CSR), Direksi menunjuk Fungsi *Corporate Social Responsibility & Small Medium Enterprise Partnership Program (CSR & SMEPP)* di bawah Corporate Secretary, sebagai penanggung jawab pada *Holding.* Fungsi CSR & SMEPP mewakili Perseroan berkonsultasi dengan pemangku kepentingan untuk identifikasi dan pengelolaan aspek-aspek ekonomi, sosial, dan lingkungan. Fungsi CSR & SMEPP berkoordinasi dan bekerja sama dengan pejabat perusahaan pada *subholding dan entitas anak* untuk melaksanakan CSR.

Sustainability management is carried out jointly by all Directors and Directorates, according to their respective duties and responsibilities. Sustainability management refers to the Corporate Governance Guidelines and can be delegated to any function interested in Holding, Subholding, and subsidiaries. [102-20]

Specifically for CSR implementation, the Board of Directors appointed the Corporate Social Responsibility & Small Medium Enterprise Partnership Program (CSR & SMEPP) Function under the Corporate Secretary, as the person in charge at Holding. The CSR & SMEPP function represents the Company in consultation with stakeholders to identify and manage economic, social, and environmental aspects. The CSR & SMEPP function coordinates and collaborates with company officers in subholding and subsidiaries to implement CSR.



Pengendalian Risiko Terkait Keberlanjutan

[102-11] [102-30]

Landasan penerapan Manajemen Risiko di PERTAMINA antara lain:

- Peraturan Menteri Negara BUMN No.PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik pada Badan Usaha Milik Negara.
- Traktat Manajemen Risiko PERTAMINA tanggal 3 Maret 2020 sebagai bentuk komitmen Direksi atas pengelolaan Manajemen Risiko secara terintegrasi berdasarkan;
- Sistem Tata Kerja *Enterprise Risk Management* No.A13/G10000/2020-S9 Revisi 0 Tanggal 28 Februari 2020 yang berisi Pedoman Manajemen Risiko yang berlaku di PERTAMINA;
- Tata Kerja Organisasi (TKO) & Tata Kerja Individu (TKI) yang berisi petunjuk teknis pengelolaan Manajemen Risiko.

Pascatransformasi, Perseroan menempatkan Fungsi *Enterprise Risk Management* (ERM) di bawah Direktorat Keuangan. Sebelumnya Fungsi ERM berada di bawah Direktorat Strategi, Portofolio dan Pengembangan Usaha (SPPU). Perubahan ini diharapkan memaksimalkan Perseroan mewujudkan ERM *Roadmap*, yang menjadi acuan penerapan dan evaluasi pengelolaan risiko di PERTAMINA. Pengelolaan risiko dilaksanakan terintegrasi berdasar kerangka ISO 31000:2018, dan mendukung upaya strategis Perseroan mengelola isu-isu LST dan pencapaian Tujuan Pembangunan Berkelanjutan (TPB). Pada tahun 2020, penyampaian e-LHKPN menjadi salah satu indikator dalam KPI Direksi.

PERTAMINA menerapkan prinsip kehati-hatian dalam melakukan perencanaan dan pelaksanaan suatu proyek, dengan memastikan terpenuhinya segala persyaratan dan perizinan sesuai regulasi. PERTAMINA memastikan setiap proyek telah memiliki dokumen Analisis Mengenai Dampak Lingkungan (AMDAL) untuk memastikan pengelolaan dampak lingkungan dan sosial dari proyek yang dilaksanakan; serta dokumen lingkungan lain yakni Upaya Pengelolaan Lingkungan dan Upaya Pemantauan Lingkungan (UKL-UPL). [102-11]

Sustainability Risk Management

[102-11] [102-30]

The basis for Risk Management implementation at PERTAMINA includes:

- *Regulation of the State Minister of SOEs No. PER-01/MBU/2011 concerning the Good Corporate Governance Implementation in State-Owned Enterprises.*
- *PERTAMINA's Risk Management Treaty dated 3 March 2020, as Board of Directors' commitment to integrated Risk Management based on;*
- *Enterprise Risk Management System Work Procedure No.A13/G10000/2020 - S9 Revision 0 dated 28 February 2020, which contains Risk Management Guidelines applicable at PERTAMINA;*
- *Organizational Work Procedures (TKO) & Individual Work Procedures (TKI) contained technical guidelines for Risk Management.*

Post-transformation, the Company placed the Enterprise Risk Management (ERM) function under the Directorate of Finance. Previously, the ERM function was under the Directorate of Strategy, Portfolio and Business Development. This change is expected to optimize the Company in realizing the ERM Roadmap as the reference for implementing and evaluating risk management at PERTAMINA. Risk management is carried out integrally based on the ISO 31000:2018 framework and supports the Company's strategic efforts to manage ESG issues and achieve the Sustainable Development Goals (SDGs). In 2020, e-LHKPN is one of indicators in Board of Director's KPI.

PERTAMINA implements precautionary approach in planning and executing a project, by fulfilling all requirements and permits in compliance with regulations. PERTAMINA ensures that each project has an Environmental Impact Analysis (EIA or AMDAL) document to properly implement the project's environmental and social impact management; as well as other environmental documents, such as the Environmental Management Efforts and Environmental Monitoring Efforts (UKL-UPL). [102-11]



Pengungkapan informasi lengkap mengenai Manajemen Risiko dan penerapannya selama tahun 2020, dapat dibaca pada Laporan Tahunan 2020 PT Pertamina (Persero).

Complete disclosure of information regarding Risk Management and its implementation during 2020 can be read in the Annual Report 2020 of PT Pertamina (Persero).

Peninjauan Aspek Ekonomi, Lingkungan, dan Sosial

Direksi sebagai pejabat tata kelola memiliki mekanisme dalam melakukan tinjauan penerapan prinsip-prinsip keberlanjutan: [102-31]

- Tinjauan dilaksanakan melalui evaluasi atas laporan kinerja yang disampaikan berkala oleh masing-masing fungsi, *subholding*, maupun AP.
- Tinjauan juga dilaksanakan melalui mekanisme rapat oleh Direksi maupun rapat gabungan dengan Dewan Komisaris, atau rapat yang menghadirkan fungsi pendukung tertentu.
- Transformasi yang berlangsung pada periode pelaporan menjadikan mekanisme tinjauan juga dilakukan dalam forum *Executive Board* yang terdiri dari Direksi *Holding* dan CEO *Subholding*.

Selama periode pelaporan, PERTAMINA menyesuaikan mekanisme tinjauan menjadi virtual, sebagai kepatuhan pada protokol kesehatan. Pelaksanaan rapat maupun forum *Executive Board* menjadi media komunikasi untuk menyampaikan hal-hal bersifat kritikal, guna memastikan pencapaian target 2020. [102-33][102-34]

Peningkatan Kompetensi Terkait Keberlanjutan

Perseroan menyertakan Direksi, Komisaris, maupun pejabat perusahaan lain yang ditunjuk, dalam kegiatan meningkatkan pemahaman dan kompetensi terkait kinerja keberlanjutan. Selama tahun 2020, ada beberapa kegiatan yang diikuti Direksi, Komisaris, maupun pejabat perusahaan lain yang ditunjuk. [102-27]

Review of Economic, Environmental, and Social Aspects

Directors as governance officers review the implementation of sustainability principles through the following mechanisms: [102-31]

- *Review through evaluation of performance reports that are submitted periodically by each function, subholding, and subsidiary.*
- *Review through meetings by the Board of Directors and joint meetings with the Board of Commissioners, or meetings with particular supporting functions.*
- *Review mechanism in the Executive Board forum, consisting of the Board of Directors of Holding and CEO of Subholding, due to the transformation in the reporting period.*

During the reporting period, PERTAMINA adjusted the review mechanism to be conducted virtually in compliance with health protocols. The implementation of Executive Board meetings and forums is a communication medium to convey critical matters to ensure the achievement of the 2020 target. [102-33][102-34]

Competency Enhancement of Sustainability

The Company sends Directors, Commissioners, and other appointed company officers, to enhance knowledge and competencies on sustainability performance. During 2020, several activities were attended by Directors, Commissioners and other appointed company officers. [102-27]



Kegiatan Peningkatan Kompetensi Terkait Keberlanjutan yang Diikuti Direksi dan/atau Komisaris <i>Sustainability Competency Enhancement Activities Attended by Directors and/or Commissioners</i>			
Nama <i>Name</i>	Jabatan <i>Position</i>	Nama Kegiatan <i>Name of Activity</i>	Waktu Pelaksanaan <i>Date of Event</i>
Basuki Tjahaja Purnama	Komisaris Utama <i>President Commissioner</i>	Strategi Komunikasi dalam Menyambut <i>New PERTAMINA Clean</i>	12 Agustus 2020
Condro Kirono	Komisaris <i>Commissioner</i>	<i>Communication Strategy ahead of New PERTAMINA Clean</i>	12 August 2020
Basuki Tjahaja Purnama	Komisaris Utama <i>President Commissioner</i>	Isu Kejahatan Korporasi Dikaitkan dengan Penegakan GCG <i>Corporate Crime Issues Related to GCG Enforcement</i>	24 November 2020
Alexander Lay	Komisaris <i>Commissioner</i>		24 November 2020
Condro Kirono	Komisaris <i>Commissioner</i>		24 November 2020
Isa Rachmatarwata	Komisaris <i>Commissioner</i>		24 November 2020
David Bingei	Komisaris <i>Commissioner</i>		24 November 2020
Nicke Widyawati	Direktur Utama <i>President Director & CEO</i>		
Nicke Widyawati	Direktur Utama <i>President Director & CEO</i>		Pertumbuhan UMKM yang berinovasi mandiri dan berkompeten untuk di masa resesi, dalam pemulihan Ekonomi Nasional <i>The Growth of MSMEs that Independently Innovate and Competent during the Recession, in the National Economic Recovery</i>
Nicke Widyawati	Direktur Utama <i>President Director & CEO</i>	Woman in Leadership Leading Transformation Big State Own Enterprises with NeuroLeadership	27 November 2020 <i>27 November 2020</i>
Koeshartanto	Direktur SDM <i>Human Capital Director</i>	The Governance Risk Management Compliance (GRC)	11 Februari 2020 <i>11 February 2020</i>
Emma Sri Martini	Direktur Keuangan <i>Finance Director</i>	Multiperan Perempuan Saat Kerja dari Rumah di Masa Pandemi COVID-19 <i>Women's Multi-role While Working from Home during the COVID-19 Pandemic</i>	21 April 2020 <i>21 April 2020</i>
Mulyono	Direktur Logistik & Infrastruktur <i>Logistics & Infrastructure Director</i>	Pelatihan untuk Media - Bisnis Proses Minyak & Gas Bumi <i>Training for Media - Oil & Gas Business Process</i>	23 September 2020 <i>23 September 2020</i>
Emma Sri Martini	Direktur Keuangan <i>Finance Director</i>	Global trend: Oil Supply Demand & Oil Price, Potential Disruption of EV and Renewable Energy	15, 19, 20, 23 Oktober 2020 <i>15, 19, 20, 23 October 2020</i>
Muhamad Haryo Yunianto	Direktur Penunjang Bisnis <i>Business Support Director</i>	Digital Disruption: Digital Transformation Strategies	1 November 2020 <i>1 November 2020</i>



Program Anti-Fraud dan Roadmap

Sesuai dengan Surat Menteri BUMN Nomor S-35/MBU/01/2020 tentang Implementasi Sistem Manajemen Anti-Suap di BUMN sebagai Pelaksanaan Peraturan Presiden Nomor 54 Tahun 2018 tentang Strategi Nasional Pencegahan Korupsi, PERTAMINA berkomitmen menerapkan ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP). Standar tersebut menjadi panduan untuk mengambil langkah-langkah preventif guna mencegah, mendeteksi, maupun mengatasi penyuapan yang mungkin terjadi di lingkungan perusahaan. Sistem ini dapat berdiri sendiri atau dapat diintegrasikan ke dalam sistem manajemen secara keseluruhan.

PERTAMINA mendorong entitas anak untuk melakukan sertifikasi ISO 37001:2016 SMAP. Sejak akhir tahun 2019, PERTAMINA telah melaksanakan proyek percontohan penerapan ISO 37001:2016 pada fungsi *Procurement Excellence Center* (PEC) dengan lingkup PEC Kantor Pusat, *Refinery Unit* (RU) VI dan *Marketing Operation Region* (MOR) III dengan

Anti-Fraud Program and Roadmap

In accordance with the Letter of the Minister of SOEs Number S-35/MBU/01/2020 concerning the Implementation of Anti-Bribery Management System in SOEs as Implementation of Presidential Regulation Number 54 of 2018 concerning the National Strategy for Prevention of Corruption, PERTAMINA is committed to implementing ISO 37001:2016 of Anti-Bribery Management System (ABMS or SMAP). The standard serves as a guide for preventing, detecting, or dealing with bribery that may occur in the company's environment. This system can stand alone or can be integrated into the overall management system.

PERTAMINA encourages its subsidiaries/Sub Holdings to carry out ISO 37001: 2016 ABMS certification. Since the end of 2019, PERTAMINA has carried out a pilot project for implementing ISO 37001:2016 in the Procurement Excellence Center (PEC) function with the scope of the Head Office PEC, Refinery Unit (RU) VI and Marketing Operation



diterbitkannya sertifikat ISO 37001:2016 oleh TÜV NORD Indonesia pada Maret 2020. Pada periode pelaporan Perseroan memperluas penerapan ISO 37001:2016 untuk kegiatan hulu. Pada Agustus 2020, PERTAMINA mendapatkan sertifikat ISO 37001:2016 untuk kegiatan hulu yang diterbitkan TÜV NORD Indonesia.

Sampai dengan akhir periode pelaporan, empat unit bisnis dan tujuh Anak Perusahaan (AP)/Subholding telah mendapatkan sertifikasi ISO 37001:2016 SMAP, yakni Procurement Shared Service, Procurement RU VI, Procurement MOR III, Kegiatan Bisnis Hulu, PT Pertamina EP Cepu, PT Pertamina Hulu Mahakam, dan PT Elnusa Tbk, PT Pertamina Hulu Energi, PT Pertamina Geothermal Energy, PT Pertamina Drilling Services Indonesia, PT Pertamina Patra Niaga. Beberapa unit operasi/AP lainnya masih dalam proses sertifikasi.

Penerapan Sistem Pelaporan Pelanggaran (WBS) [102-17]

PERTAMINA mengimplementasikan Sistem Pelaporan Pelanggaran/WBS yang dikelola bersama konsultan independen dengan reputasi internasional. WBS PERTAMINA dapat diakses seluruh pemangku kepentingan termasuk masyarakat melalui berbagai saluran pengaduan. Perseroan menjamin adanya perlindungan kepada pelapor.

Region (MOR) III with ISO 37001:2016 certificate issued by TÜV NORD Indonesia in March 2020. In the reporting period, the Company expanded the application of ISO 37001:2016 for upstream activities. In August 2020, PERTAMINA received ISO 37001:2016 certificate for upstream activities issued by TÜV NORD Indonesia.

Until the end of the reporting period, four business units and seven subsidiaries/subholding have received ISO 37001:2016 ABMS certification, namely Procurement Shared Service, RU VI Procurement, MOR III Procurement, Upstream Business Activities, PT Pertamina EP Cepu, PT Pertamina Hulu Mahakam, and PT Elnusa Tbk. PT Pertamina Hulu Energi, PT Pertamina Geothermal Energy, PT Pertamina Drilling Services Indonesia, PT Pertamina Patra Niaga. Several other operational units/subsidiaries are still in the process of certification.

Implementation of Whistleblowing System (WBS) [102-17]

PERTAMINA implements a whistleblowing system (WBS) jointly managed with an independent consultant with an international reputation. PERTAMINA's WBS can be accessed by all stakeholders, including the community, through various complaint channels. The Company guarantees protection to the whistleblower.

Kanal Pengaduan WBS WBS Grievance Channel



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Penanganan dan Tindak Lanjut Laporan WBS

Mekanisme penanganan pelaporan *fraud & irregularities* dilakukan sesuai ketentuan sebagaimana diatur dalam Petunjuk Teknis Prosedur Pengelolaan WBS yang menjadi lampiran Memorandum Chief Audit Executive No. 113/J00000/2020-SO tanggal 9 Juli 2020 perihal Prosedur Pelaksanaan *Whistleblowing System* di Internal Audit.

Pengelolaan pelaporan *fraud & irregularities* dilakukan dengan prinsip rahasia, anonim dan independen. Khusus untuk pelaporan yang masuk melalui kanal WBS Pertamina Clean, konsultan independen akan melakukan analisis dan kemudian menyampaikan hasilnya kepada Fungsi WBS.

Seluruh pelaporan yang memenuhi kecukupan unsur akan dilakukan penanganan oleh Fungsi Pengawas dan fungsi terkait lainnya sesuai ketentuan sebagaimana diatur dalam SK Direktur Utama No. Kpts-47/C00000/2019-SO tentang Kebijakan Pokok Pengawasan.

Handling and Follow Up to WBS Reports

The mechanism for handling the reports on fraud & irregularities is carried out in accordance with the provisions stipulated in the Whistleblowing (WBS) Management Procedure Technical Guidelines, which is an attachment to the Chief Audit Executive Memorandum No. 113/J00000/2020-SO dated 9 July 2020 regarding the Whistleblowing System Implementation Procedure in Internal Audit.

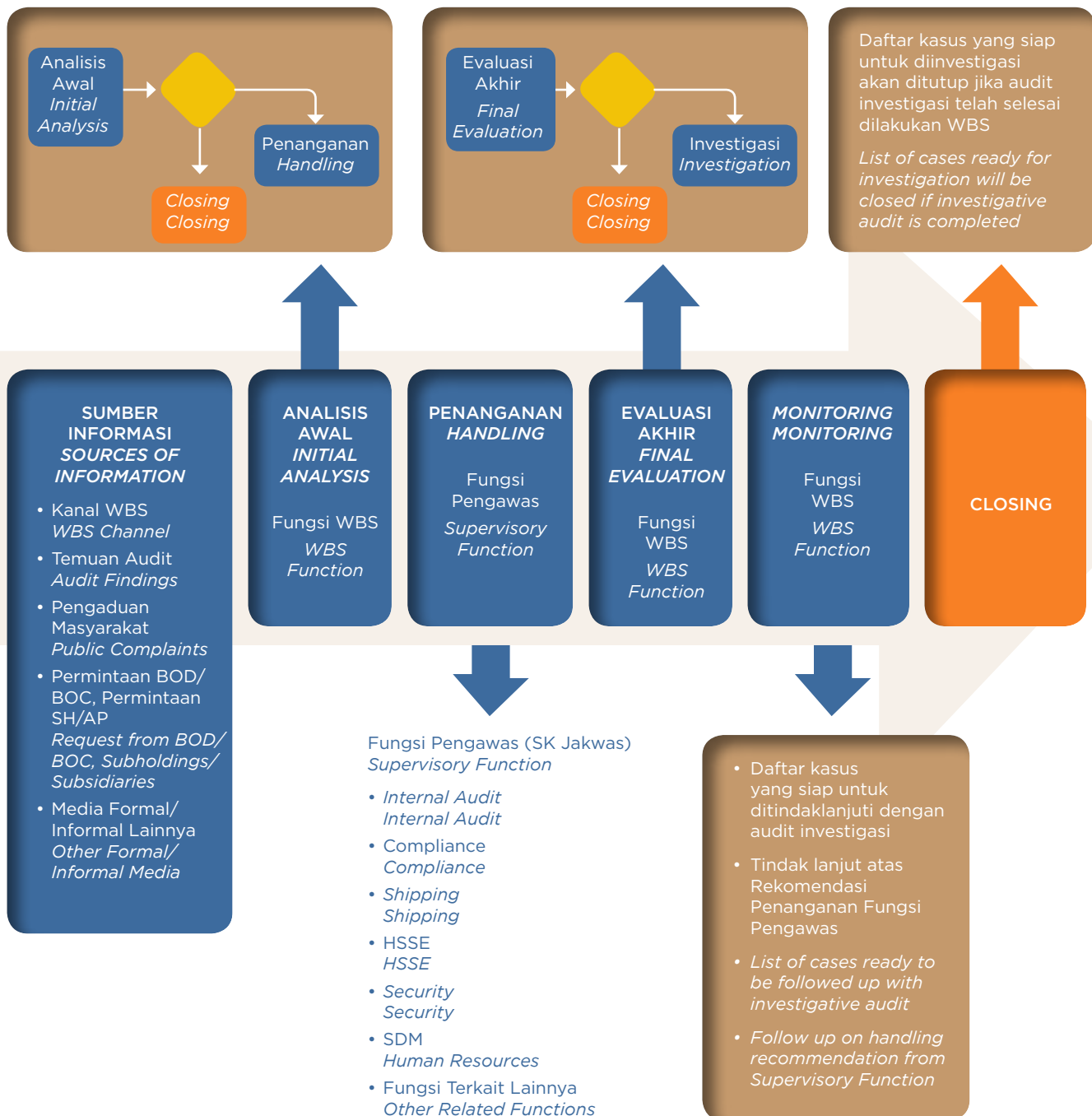
Management on fraud & irregularities report is carried out according to confidentiality, anonymity and independence principles. Reports that are submitted through the Pertamina Clean WBS channel, will be analyzed by an independent consultant and the results will be submitted to the WBS Function.

All reports that meet the adequacy of required elements, will be handled by the Supervisory Function and other related functions in accordance with the provisions as stipulated in the Decree of the President Director No. Kpts-47/C00000/2019-SO concerning Basic Policy of Supervision.





Mekanisme Penerimaan dan Penangan Laporan Pengaduan WBS
Mechanism of Receiving and Handling WBS Complaint Reports





Jumlah dan Bentuk Pelanggaran yang Dilaporkan Melalui WBS <i>Number and Form of Violations Reported Through WBS</i>			
Bentuk Laporan Pelanggaran <i>Form of Violations Reported</i>	2020	2019	2018
Korupsi <i>Corruption</i>	9	6	11
Penyuapan <i>Bribery</i>	8	5	3
Konflik Kepentingan <i>Conflict of Interest</i>	16	6	10
Pencurian <i>Larceny</i>	21	17	22
Penipuan <i>Fraud</i>	8	7	12
Pelanggaran Hukum dan Peraturan <i>Violation of Laws and Regulations</i>	92	56	37
Lainnya <i>Others</i>	1	0	0
Total <i>Total</i>	155	97	95
Jumlah Laporan Ditindaklanjuti <i>Number of Followed Up Reports</i>	111	53	27
Persentase Laporan Ditindaklanjuti <i>Percentage of Followed Up Reports</i>	71.61%	54.60%	39.13%

Selama tahun 2020, PERTAMINA menerima 155 pengaduan. Berdasarkan evaluasi oleh Fungsi Investigation Audit, WBS & *Fraud Prevention*, sebanyak 111 laporan pengaduan telah ditindaklanjuti, kemudian untuk pengaduan yang telah terbukti, akan diberikan rekomendasi dan sanksi sesuai dengan ketentuan yang berlaku di perusahaan dengan melibatkan fungsi-fungsi pengawas maupun AP terkait.

Terhadap saldo pelaporan *fraud & irregularities* yang belum selesai ditindaklanjuti per 31 Desember 2020, tetap menjadi perhatian Fungsi WBS dan akan ditindaklanjuti pada tahun 2021.

In 2020, Pertamina has received 155 reports. Based on the evaluation by the Investigation Audit, WBS & Fraud Prevention Function, 111 complaint reports have been followed up, then for proven complaints, recommendations and sanctions will be given in accordance with the applicable provisions in the company by involving supervisory functions and related Subsidiaries.

Reports regarding fraud & irregularities that have not been resolved as of 31 December 2020, remain a matter of concern for WBS Function and will be followed up in 2021.



Dukungan pada Antikorupsi

Support for Anti-Corruption



PENDEKATAN
MANAJEMEN
*DISCLOSURE OF
MANAGEMENT
APPROACH (DMA)*

[103-1][103-2][103-3]



PERTAMINA berkomitmen mendukung kebijakan Pemerintah memberantas korupsi. Perseroan melakukan inisiatif sertifikasi ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP) dan meluncurkan Piagam *New PERTAMINA Clean*, serta bekerja sama dengan berbagai pihak. Secara berkala, melalui Fungsi Compliance & Corporate Administration, dibawah Wewenang Direktur Utama, PERTAMINA melakukan evaluasi terhadap kepatuhan dan komitmen pada antikorupsi. Berdasarkan hasil evaluasi, Perseroan secara bertahap membangun budaya antikorupsi, yaitu dengan dicapainya nilai AKHLAK. Pada tahun 2020, penyampaian e-LHKPN menjadi salah satu indikator dalam KPI Direksi.

PERTAMINA is committed to supporting Government policies to eradicate corruption. The Company initiated the ISO 37001:2016 Anti-Bribery Management System (ABMS) certification initiative and launched the New PERTAMINA Clean Charter, and collaborated with various parties. Periodically, through the Compliance & Corporate Administration Function, under the President Director's authority, PERTAMINA evaluates compliance and commitment to anti-corruption. Based on the evaluation results, the Company has gradually built an anti-corruption culture by achieving AKHLAK values. In 2020, the submission of e-LHKPN was included as one of the indicators in the KPI of the Board of Directors.





Piagam *New PERTAMINA Clean* diterapkan di seluruh lini PERTAMINA Grup. Piagam memuat 9 hal yang harus diterapkan untuk mendorong pembentukan Insan PERTAMINA yang berintegritas bersih, dan menghindari dari tindakan-tindakan tercela dalam seluruh kegiatan usaha yang dijalankan.

The New PERTAMINA Clean Charter is implemented in all lines of PERTAMINA Group. The Charter contains 9 points that must be implemented to encourage the formation of PERTAMINA's personnel with clean integrity and to avoid misconducts in all business activities.

New PERTAMINA Clean Charter

1

Melaksanakan operasional perusahaan dengan menunjang etika bisnis dan bertanggung jawab serta berpegang teguh pada pedoman *Good Corporate Governance* dan prinsip 4 NO's, yaitu:

- No Bribery* (tidak boleh ada suap dan pemerasan)
- No Kickback* (tidak boleh ada komisi, tanda terima kasih dalam bentuk apapun)
- No Gift* (tidak boleh ada hadiah atau gratifikasi)
- No Luxurious* (tidak boleh ada jamuan yang berlebihan)

Carrying out company operations with business ethics, responsible and uphold the Good Corporate Governance guidelines and the 4 NO's principles, namely:

- No Bribery*
(no bribery and extortion)
- No Kickback* (no commission or token of gratitudes in any forms)
- No Gift* (no gifts or gratification)
- No Luxurious*
(no excessive banquet)

2

Mematuhi peraturan perundang-undangan terkait antipenyuapan dan tidak mentoleransi segala bentuk penyuaapan dalam setiap aktivitas perusahaan.

Comply with the laws and regulations regarding anti-bribery and not tolerate any form of bribery in every corporate activity.

3

Mengimplementasikan ISO 37001:2016 tentang Sistem Manajemen Anti Penyuaapan di perusahaan dengan upaya perbaikan secara berkesinambungan.

Implement ISO 37001:2016 on the Anti-Bribery Management System in the company through continuous improvement efforts.

4

Mendorong dan memotivasi setiap insan PERTAMINA, mitra kerja, pemangku kepentingan perusahaan untuk peduli dan berperan serta dalam pelaksanaan komitmen anti penyuaapan, termasuk tidak menerima dan/atau memberi segala bentuk gratifikasi yang bertentangan dengan peraturan perundang-undangan yang berlaku.

Encourage and motivate all PERTAMINA personnel, business partners, company stakeholders to care and take part in the implementation of anti-bribery commitments, including not receiving and/or giving any form of gratuity that is against the applicable laws and regulations.

5

Menghindari segala bentuk konflik kepentingan dalam setiap pengambilan keputusan dan pelaksanaan kegiatan usaha perusahaan.

Avoid any form of conflict of interest in every decision making steps and business activities of the company.

6

Memberikan sosialisasi dan pelatihan secara rutin mengenai prinsip 4 NO's kepada seluruh pekerja PERTAMINA serta mengkomunikasikan kepada pihak berkepentingan.

Providing dissemination and training on the 4 NO's principle to all PERTAMINA employees and communicate them to interested parties.

7

Melakukan pengawasan terhadap pelaksanaannya serta memantau perkembangan secara berkala guna peningkatan yang berkelanjutan.

Conduct supervision on the implementation and monitor the development regularly for sustainable improvements.

8

Menggunakan sanksi yang tegas terhadap pihak-pihak di bawah wewenang perusahaan yang terlibat dalam penyuaapan sesuai dengan ketentuan yang berlaku.

Impose strict sanctions towards those who are involved in bribery acts under corporate authority according to the applicable provisions.

9

Berkomitmen secara penuh dan bersungguh-sungguh untuk melaksanakan Sistem Manajemen Anti Penyuaapan dan menerapkan prinsip *Zero Tolerance* terhadap segala pelanggaran yang terjadi.

Fully commit and make evident efforts to carry out Anti-bribery Management System and implement Zero Tolerance principles towards any violation that occur.



Kewajiban Laporan Harta Kekayaan Penyelenggaraan Negara (LHKPN)

Bentuk lain komitmen pada antikorupsi di PERTAMINA adalah pemenuhan kewajiban LHKPN. Berdasar Surat Keputusan No.Kpts-70/C00000/2017-SO tanggal 30 November 2017, realisasi jumlah pejabat tata kelola Perseroan yang Wajib Laport LHKPN pada tahun 2020 ada 2.189 orang atau 100% dari total 2.189 orang. Mereka terdiri atas Dewan Komisaris baik di PERTAMINA maupun AP, Direksi baik di PERTAMINA maupun AP, Senior Vice President/setara, Vice President/setara baik di PERTAMINA maupun AP, Manajer/setara baik di PERTAMINA maupun AP, Area/Unit/Region Manager, serta Komisaris AP yang bukan pejabat tugas perbantuan.

Kebijakan Gratifikasi

Perseroan menerapkan prinsip gratifikasi dengan memberlakukan kebijakan gratifikasi sesuai Pedoman Gratifikasi, Penolakan, Penerimaan, Pemberian Hadiah/Cinderamata dan Hiburan (*Entertainment*) No.A-002/N00010/2012-SO. Selama tahun 2020, Perseroan mendapatkan 24 laporan perihal gratifikasi. Seluruh gratifikasi yang dilaporkan telah ditindaklanjuti dengan melapor kepada KPK.

PERTAMINA bekerja sama dengan berbagai pihak untuk mendukung penerapan antikorupsi. PERTAMINA bekerja sama dengan KPK memastikan pertukaran data, mekanisme pendanaan, hingga kajian dan penelitian. KPK juga memberikan pendampingan terhadap seluruh operasional perusahaan yang berkaitan dengan korupsi. [205-1]

Hasil capaian penerapan kerja sama PERTAMINA dan KPK:

- Peningkatan cadangan dan produksi migas sebagai upaya mengatasi kecenderungan penurunan produksi dan cadangan minyak dan gas;

State Official Asset Report (LHKPN) Obligation

Another form of anti-corruption commitment at PERTAMINA is fulfilling the LHKPN obligations to submit a State Official Asset Report (LHKPN). Based on Decree No.Kpts-70/C00000/2017-SO dated 30 November 2017, the realization of the number of corporate governance officers who are obliged to submit LHKPN in 2020 was 2,189 people or 100% of the total 2,189 people. They consisted of the Board of Commissioners both at PERTAMINA and subsidiaries, Directors at both PERTAMINA and subsidiaries, Senior Vice President/equivalent, Vice President/equivalent both at PERTAMINA and subsidiaries, Managers/equivalent both at PERTAMINA and subsidiaries, Area/Unit/Regional Manager, as well as subsidiaries' Commissioners who are secondees.

Gratification Policy

The Company implements the anti-gratification policy in accordance with the Guidelines for Gratuities, Refusal, Receiving, Giving Gifts/Souvenirs and Entertainment No.A-002/N00010/2012-SO. In 2020, the Company received 24 reports on gratification. All reports of gratification have been followed up by reporting them to the Corruption Eradication Commission.

PERTAMINA collaborates with various parties to support anti-corruption implementation. PERTAMINA collaborates with the KPK to ensure data exchange, funding mechanisms, as well as research and study. KPK also provides assistance to all Company operations related to risk of corruption. [205-1]

The results of the collaboration between PERTAMINA and KPK:

- *Increase in oil and gas reserves and production as an effort to overcome the declining oil and gas production and reserves;*



- Penambahan kapasitas kilang untuk memenuhi kebutuhan dalam negeri, termasuk kilang untuk pengembangan energi baru dan terbarukan (EBT);
 - Peningkatan distribusi bahan bakar minyak, mengingat kondisi saat ini baru ada sekitar 7.000 stasiun pengisian bahan bakar umum, sementara jumlah desa yang harus mendapatkan layanan mencapai 77.000;
 - Pengamanan aset PERTAMINA senilai Rp9,5 triliun selama periode *pelaporan*;
 - Pelatihan ahli membangun integritas dan sertifikasi manajemen antisuap, yang dilaksanakan di *anti-corruption learning center* (ACLC) KPK.
- *Additional refinery capacity to meet domestic needs, including refineries for the development of new and renewable energy (NRE);*
 - *Increase in the fuel oil distribution, given there were currently only about 7,000 public gas stations, while the number of villages that have to be served reached 77,000;*
 - *Securing PERTAMINA's assets worth Rp9.5 trillion during the reporting period;*
 - *Expert training to build integrity and anti-bribery management certification was carried out at the KPK's anti-corruption learning centre (ACLC).*

PERTAMINA menandatangani perjanjian kerja sama dengan Badan Reserse Kriminal (Bareskrim) Polri. Melalui kerja sama ini, Polri memberikan pendampingan, mengawal proses pengembangan kilang baru dan mengoperasikan kilang-kilang lama termasuk pelibatan dalam pengawasan dan asistensi dalam proses pengadaan proyek pembangunan, pengembangan dan operasi kilang minyak dan petrokimia.

Selama periode pelaporan, PERTAMINA juga menyelenggarakan sosialisasi dan pelatihan lain yang mendukung penerapan antikorupsi termasuk kepada pemasok/kontraktor/mitra kerja maupun pihak ketiga lain, termasuk penandatanganan pakta integritas sebagai mitra PERTAMINA. Setiap tahun, PERTAMINA juga mengadakan kegiatan *Vendor Day* untuk mengomunikasikan kebijakan dan upaya antikorupsi kepada pemasok. [205-2]

PERTAMINA pada tahun 2020 telah memperoleh Sertifikat Sistem Manajemen Anti Penyuapan ISO 37001:2016 di Refinery Unit VI Balongan, Marketing Operation Region III Jakarta, dan Procurement Shared Services Jakarta yang akan terus dilanjutkan di unit operasi/AP lain. Salah satu kegiatannya adalah melakukan *due diligence* kepada pemasok dengan kriteria tertentu.

PERTAMINA signed a cooperation agreement with the National Police's Criminal Investigation Agency (Bareskrim). Through this collaboration, the Police provide assistance, oversee the development process of new refineries and operate old refineries, including involvement in supervision and service in the procurement of development projects, development and operation of oil and petrochemical refineries.

During the reporting period, PERTAMINA also held dissemination and other training to support anti-corruption implementation, including vendors/contractors/work partners and other third parties, including the signing of integrity pact as PERTAMINA's partner. Every year, PERTAMINA also holds a Vendor Day to communicate anti-corruption policies and efforts to vendors. [205-2]

In 2020, PERTAMINA obtained the ISO 37001: 2016 of Anti-Bribery Management System Certificate for Balongan Refinery Unit VI, Marketing Operation Region III Jakarta, and Procurement Shared Services Jakarta, which will continue in other operating units/subsidiaries. One of the activities is to conduct due diligence on vendors with specific criteria.



PERTAMINA dalam kegiatan pengadaan barang dan jasa berkomitmen penuh melakukan upaya-upaya:

- Menerapkan prinsip GCG yang etis, bersih, berintegritas, dan bertanggung jawab dengan mematuhi ketentuan peraturan perundang-undangan dan peraturan Perseroan terkait sistem manajemen anti penyuapan/gratifikasi serta mencegah terjadinya *fraud*.
- Melakukan implementasi program *digital procurement*, peningkatan *cost saving*, standarisasi, transparansi dan akselerasi proses pengadaan, pelaksanaan sentralisasi pengadaan, serta mengoptimalkan sinergi antara PERTAMINA Incorporated dan BUMN.
- Mendukung kebijakan Pemerintah dalam memberdayakan industri dalam negeri, meningkatkan stabilitas ekonomi, serta sebagai lokomotif dalam menggerakkan ekonomi nasional melalui kepatuhan terhadap pemenuhan Tingkat Komponen Dalam Negeri (TKDN).
- Mendukung upaya pemerataan tingkat perekonomian rakyat melalui peningkatan daya saing produk UMKM dengan melibatkan UMKM dalam pemenuhan kebutuhan barang dan jasa.

PERTAMINA carries out procurement of goods and services with full commitment to the following:

- *Applying the GCG principles of ethical, clean, integrity and responsible by complying with laws and regulations, as well as the Company's rules regarding the anti-bribery/anti-gratification management system and fraud prevention.*
- *Implementing digital procurement programs, increasing cost-saving, standardizing, transparency, accelerating the procurement process, implementing centralized procurement, and optimizing synergies between PERTAMINA Incorporated and SOEs.*
- *Supporting Government policy in empowering domestic industries, enhancing economic stability, as well as being a locomotive in driving the national economy through compliance with the fulfilment of local content.*
- *Supporting efforts to an equal level of the people's economy by increasing the competitiveness of MSME products by involving MSMEs in supplying goods and services.*

Selama tahun 2020, Perseroan dihadapkan pada beberapa pelaporan pelanggaran yang patut diduga sebagai bentuk perbuatan korupsi. Laporan disampaikan kepada Perseroan melalui mekanisme WBS. Seluruh laporan telah ditindaklanjuti Perseroan dan dijatuhkan sanksi hukum sesuai dengan ketentuan yang berlaku, baik sanksi teguran, peringatan, demosi, atau PHK. [205-3]

During 2020, the Company was faced with several reports of violations that could reasonably be suspected of being a form of corruption. The reports were submitted to the Company through the WBS. The Company has followed up all reports and given legal sanctions under the applicable provisions, either reprimands, warnings, demotion, or termination of employment. [205-3]



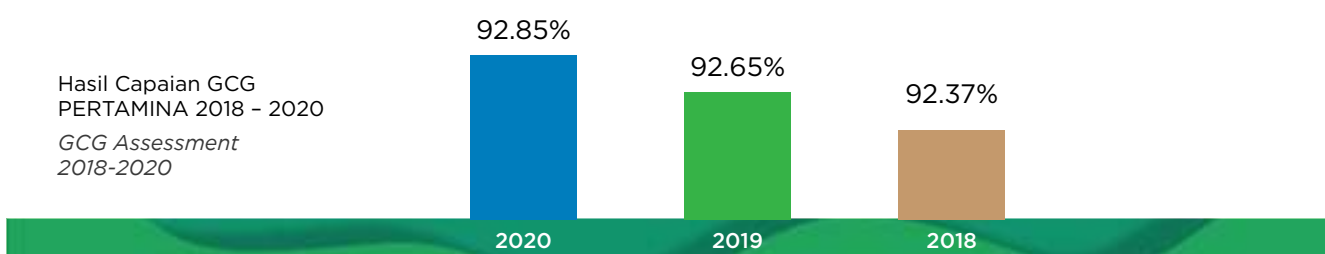
Evaluasi Penerapan GCG

Setiap tahun PERTAMINA melakukan penilaian atas penerapan tata kelola Perusahaan. Penilaian mengacu pada parameter yang diatur dalam Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN. Penilaian dilakukan oleh *assesor*/penilai independen. Hasil *assessment* GCG PERTAMINA pada tahun 2020 mencapai skor 92,85% dengan kategori: Sangat Baik. Pencapaian tersebut meningkat dibanding tahun sebelumnya sebesar 92,65%. [102-28]

Evaluation of GCG Implementation

Every year PERTAMINA conducts an assessment of the corporate governance implementation. The evaluation refers to the parameters stipulated in the Decree of the Secretary for the Ministry of SOEs No. SK-16/S. MBU/2012 dated 6 June 2012, concerning Indicators/Parameters for Assessment and Evaluation of the Good Corporate Governance Implementation in SOEs. The assessment is carried out by an independent assessor. PERTAMINA's GCG assessment results in 2020 reached a score of 92.85% with the category: Very Good. This achievement increased from the previous year's score of 92.65%. [102-28]

Hasil Penilaian GCG PERTAMINA Tahun 2020 PERTAMINA 2020 GCG Assessment Result					
Aspek Pengujian/ Indikator/Parameter <i>Indicators/Parameters</i>	Bobot Weight (A)	Skor Score (B)	Capaian 2020 (%) 2020 Achievement (%) (B:A)	Capaian 2019 (%) 2019 Achievement (%)	Penjelasan Note
Komitmen terhadap Penerapan GCG Secara Berkelanjutan <i>Commitment to Sustainable GCG Implementation</i>	7.00	6.39	91.22	100.00	Sangat Baik <i>Excellent</i>
Pemegang Saham dan RUPS <i>Shareholders and GMS</i>	9.00	8.79	97.67	100.00	Sangat Baik <i>Excellent</i>
Dewan Komisaris <i>Board of Commissioners</i>	35.00	32.28	92.23	93.09	Sangat Baik <i>Excellent</i>
Direksi <i>Board of Directors</i>	35.00	32.66	93.32	92.05	Sangat Baik <i>Excellent</i>
Pengungkapan Informasi dan Transparansi <i>Information Disclosure and Transparency</i>	9.00	8.27	91.88	76.08	Sangat Baik <i>Excellent</i>
Aspek Lainnya <i>Other Aspects</i>	5.00	4.46	89.29	100.00	-
Skor Capaian Keseluruhan <i>Overall Score</i>		92.85	92.85	92.65	Sangat Baik <i>Excellent</i>





Penerapan Integritas, Pedoman Perilaku, dan Etika Bisnis

Perseroan memiliki Pedoman Perilaku dan Etika Bisnis atau *Code of Conduct* (CoC) berdasarkan Surat Keputusan Direktur Utama No.Kpts-42/C00000/2017-SO tanggal 22 Juni 2017. Pedoman berlaku dan menjadi panduan seluruh Insan PERTAMINA, pihak eksternal yang bertindak untuk dan atas nama PERTAMINA, anak perusahaan (AP), serta mitra kerja PERTAMINA. Pedoman Perilaku dan Etika Bisnis PT Pertamina (Persero) tercantum pada <https://www.pertamina.com/id/pedoman-perilaku> [102-16]

Perseroan memiliki *Board Manual* sebagai panduan hubungan kerja antar organ Direksi dengan Dewan Komisaris dalam mendukung pencapaian target-target yang ditetapkan Pemegang Saham. *Board Manual* disampaikan pada <https://www.pertamina.com/id/panduan-dewan> [102-16]

PERTAMINA menjalankan seluruh kegiatan bisnis secara profesional, tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun. Perseroan memiliki Pedoman Benturan Kepentingan berdasarkan SK Direksi No.Kpts-088/C00000/2009-SO tentang Konflik Kepentingan/*Conflict of Interest* disampaikan pada www.pertamina.com/id/pedoman-benturan-kepentingan [102-25]

Selama tahun 2020, PERTAMINA juga menyelenggarakan sosialisasi terkait GCG untuk membangun kesadaran seluruh pekerja, serta kegiatan pelatihan GCG termasuk pencegahan *fraud*. Pelaksanaan kegiatan disesuaikan dengan situasi pandemi COVID-19, yakni secara virtual.

Application of Integrity, Code of Conduct, and Business Ethics

The Company has a Code of Conduct (CoC) based on the Decree of the President Director No. Kpts-42/C00000/2017-SO dated 22 June 2017. The guidelines apply and serve as a reference for all PERTAMINA personnel, external parties acting for and on behalf of PERTAMINA, its subsidiaries, and PERTAMINA's partners. PT Pertamina (Persero) Code of Conduct can be found at <https://www.pertamina.com/id/pedoman-perilaku> [102-16]

The Company has a Board Manual to guide the working relationship between the Board of Directors and the Board of Commissioners in supporting the achievement of targets set by Shareholders. The Board Manual can be found at <https://www.pertamina.com/id/panduan-dewan> [102-16]

PERTAMINA professionally runs all business activities without conflict of interest and influence/pressure from any party. The Company has Conflict of Interest Guidelines based on the Board of Directors' Decree No.Kpts-088/C00000/2009-SO concerning Conflict of Interest which can be found at www.pertamina.com/id/pedoman-benturan-kepentingan [102-25]

During 2020, PERTAMINA also held dissemination on GCG to raise awareness of all employees, as well as GCG training activities including fraud prevention. Due to the COVID-19 pandemic situation, the activities were adjusted to be held virtually.



Transparansi Pembayaran kepada Pemerintah

Secara berkala, PERTAMINA menyampaikan Laporan Keuangan yang bisa diakses khalayak luas yang disajikan pada: <https://www.pertamina.com/id/laporan-keuangan>. Secara berkala Perseroan juga menyampaikan informasi kepada publik perihal pembayaran kepada Pemerintah sebagai salah satu bentuk transparansi.

Pembayaran kepada Pemerintah mengacu ketentuan hukum yang berlaku di Indonesia, maupun di negara setempat pada wilayah operasi di luar negeri. Pada periode pelaporan, total pembayaran kepada Pemerintah mencapai Rp126,7 triliun, terdiri atas pembayaran pajak, dividen, Penerimaan Negara Bukan Pajak (PNBP), dan Bonus Tanda Tangan.

Transparency of Payments to the Government

PERTAMINA periodically delivers Financial Statements that can be accessed by the general public at <https://www.pertamina.com/en/financial-statements>. The Company also regularly provides information to the public regarding payments to the Government as a form of transparency.

Payments to the Government refer to the applicable laws in Indonesia and the local country in the overseas operating areas. During the reporting period, total payments to the Government reached Rp126.7 trillion consisting of tax payments, dividends, Non-Tax State Revenues (PNBP), and Signature Bonus.

Jenis Pembayaran kepada Pemerintah, Jumlah, dan Dasar Hukum [201-1][207-4]
Types of Payments to the Government, Amounts, and Legal Basis

Jenis Pembayaran <i>Type of Payment</i>	Tahun dan Jumlah (Rp Triliun) <i>Year and Amount (Rp Trillion)</i>			Dasar dan Ketentuan Hukum <i>Legal Basis and Provision</i>
	2020	2019	2018	
Pajak <i>Tax</i>	92.7	128.7	112.2	Undang-Undang Republik Indonesia Nomor 6 Tahun 1983 tentang Ketentuan Umum dan Tata Cara Perpajakan sebagaimana telah diubah terakhir dengan Undang-Undang Nomor 16 Tahun 2009 <i>Law of the Republic of Indonesia Number 6 of 1983 concerning General Provisions and Taxation Procedures as last amended by Law Number 16 of 2009</i>
Dividen <i>Dividend</i>	8.5	8.0	8.6	Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas <i>Law Number 40 of 2007 Concerning Limited Liability Companies</i>
Penerimaan Negara Bukan Pajak (PNBP) <i>Non-tax State Revenue</i>	25.5	43.7	49.8	Undang-Undang Republik Indonesia Nomor 9 Tahun 2018 tentang Penerimaan Negara Bukan Pajak <i>Law of the Republic of Indonesia Number 9 of 2018 concerning Non-Tax State Revenue</i>
Bonus Tanda Tangan <i>Signature Bonus</i>	0	1.2	11.9	Peraturan Menteri ESDM (Permen ESDM) Nomor 28 Tahun 2018 tentang Perubahan atas Permen ESDM Nomor 23 Tahun 2018 tentang Pengelolaan Wilayah kerja Minyak dan Gas Bumi yang Akan Berakhir Kontrak Kerja Samanya <i>Regulation of Minister of Energy and Mineral Resources Number 28 of 2018 on Amendments to the Regulation of Minister of Energy and Mineral Resources Number 23 of 2018 on Management of Oil and Gas Working Areas with Expiring Cooperation Contract</i>
Total <i>Total</i>	126.7	181.5	182.5	



Kebijakan dan Rasio Remunerasi

Salah satu kriteria penerapan GCG adalah penerapan sistem remunerasi dan proses pelaksanaannya. Sistem remunerasi PERTAMINA dirancang dan dikembangkan dengan mempertimbangkan hal-hal sebagai berikut: [102-35]

- memastikan adanya program remunerasi yang kompetitif agar dapat *attract, retain* dan *motivate talent* terbaik untuk mendukung pencapaian visi menjadi perusahaan energi kelas dunia;
- menciptakan terjadinya *fairness* untuk seluruh pekerja PERTAMINA Grup sesuai dengan referensi industri berdasarkan kinerja perusahaan dan individu;
- program remunerasi berdasarkan konsep 3P (*People, Position, Performance*);
- program remunerasi disusun sesuai dengan pencapaian kinerja Perusahaan;
- menjaga program remunerasi sesuai kemampuan Perusahaan untuk memastikan tingkat kompetisi Perusahaan.

Proses penetapan besaran remunerasi pekerja mengacu pada Peraturan Perusahaan dan Perjanjian Kerja Bersama (PKB) yang disusun bersama perwakilan pekerja. Selama periode pelaporan, besaran remunerasi terendah pekerja tetap (PWTT) PERTAMINA selalu sama atau lebih besar dari ketentuan upah minimum yang ditetapkan pemerintah daerah. [102-36; 202-1]

Proses penetapan remunerasi Dewan Komisaris dan Direksi dilakukan melalui mekanisme RUPS dengan mempertimbangkan usulan Komite Nominasi dan Remunerasi. Dengan demikian, Pemegang Saham menjadi satu-satunya pemangku kepentingan yang terlibat dalam proses penetapan remunerasi Dewan Komisaris dan Direksi. Laporan ini belum mengungkapkan rasio kompensasi tahunan maupun persentase kenaikan rasio kompetensi yang diterima Direktur Utama

Remuneration Policy and Ratio

One of the criteria for implementing GCG is the application of a remuneration system and its implementation process. PERTAMINA's remuneration system is designed and developed by considering the following matters: [102-35]

- *ensuring a competitive remuneration program to attract, retain and motivate the best talent to support the achievement of the vision of becoming a world-class energy company;*
- *creating fairness for all employees of PERTAMINA Group according to industry references based on company and individual performance;*
- *remuneration program based on the 3P concept (People, Position, Performance);*
- *the remuneration program is formulated according to the Company's performance achievements;*
- *maintaining the remuneration program according to the Company's ability to ensure the Company's competitiveness level.*

The process of determining the remuneration amount for employees refers to the Company Regulations and Collective Labor Agreements (CLA) prepared with employees' representatives. During the reporting period, PERTAMINA's lowest remuneration rate for permanent employees was always equivalent to or higher than the regional government's minimum wage. [102-36; 202-1]

The process of determining the remuneration of the Board of Commissioners and the Board of Directors is carried out through the GMS by considering the recommendation of the Nomination and Remuneration Committee. Thus, Shareholders are the only stakeholders involved in determining the remuneration of the Board of Commissioners and Board of Directors. This report did not disclose the annual compensation ratio or the percentage increase in the competency ratio received by the



selaku individu dengan nilai remunerasi terbesar, dengan nilai median besaran remunerasi pegawai. Pengungkapan informasi lain terkait remunerasi Dewan Komisaris dan Direksi, dapat dilihat dalam Laporan Tahunan 2020 PT PERTAMINA (Persero).

[102-36; 102-37; 102-38; 102-39]

Advokasi Publik dan Lobi

PERTAMINA senantiasa menyertakan advokasi publik dalam kegiatan pengembangan usaha, terutama kepada publik yang terdampak. Advokasi publik ditujukan guna memastikan publik yang terdampak tetap terjamin hak dan kewajibannya sesuai hukum yang berlaku.

Sebagai *Holding* BUMN energi, PERTAMINA sangat berkepentingan dengan kebijakan Pemerintah di sektor energi. Kami menggunakan berbagai mekanisme lobi untuk memberikan penjelasan, pendapat maupun pandangan agar kebijakan di sektor energi tetap mendukung kepentingan publik, serta memberikan jaminan keberlanjutan kegiatan operasi dan bisnis PERTAMINA di masa depan.

- PERTAMINA melaksanakan Rapat Dengar Pendapat (RDP) dengan Dewan Perwakilan Rakyat. Pada periode pelaporan RDP dilaksanakan secara virtual sebagai kepatuhan pada protokol kesehatan COVID-19. PERTAMINA melaksanakan 29 kali RDP dengan materi strategis yang dibahas antara lain penentuan kuota BBM subsidi dan dana PSO.
- Melalui *Subholding* , entitas anak sebagai kontraktor kontrak kerja sama (KKKS) di sektor hulu maupun unit operasi/unit bisnis di sektor hilir, secara berkala melakukan pertemuan dengan SKK Migas, BPH Migas, dan Kementerian ESDM.
- PERTAMINA juga melakukan pendekatan dan lobi terkait pelaksanaan proyek-proyek berskala besar dengan pihak-pihak berwenang maupun berkepentingan, baik untuk kepentingan perizinan, pembebasan lahan, bea masuk dan lainnya.

President Director as the individual with the largest remuneration value, with a median value of the amount of employee remuneration. Disclosure of other information related to the Board of Commissioners and Board of Directors' remuneration can be seen in the Annual Report 2020 of PT PERTAMINA (Persero).

[102-36; 102-37; 102-38; 102-39]

Public Advocacy and Lobbying

PERTAMINA always includes public advocacy in business development activities, especially to the affected public. Public advocacy aims to ensure the rights and obligations of the affected people are guaranteed according to applicable laws.

As an energy SOE Holding, PERTAMINA has a strong interest in Government policies in the energy sector. We use various lobbying mechanisms to provide explanations, opinions, and views so that policies in the energy sector continue to support the public interest and guarantee the sustainability of PERTAMINA's operations and business in the future.

- *PERTAMINA held a Hearing Session with the House of Representatives. In the reporting period, the Hearing Session was held virtually in compliance with the COVID-19 health protocol. PERTAMINA carried out 29 Hearing Sessions that discussed strategic materials, including determining the quota for subsidized fuel and PSO funds.*
- *Through Subholding, the subsidiaries as cooperation contract contractors (KKKS) in the upstream sector and operating units/business units in the downstream industry regularly hold meetings with SKK Migas, BPH Migas, and the Ministry of Energy and Mineral Resources.*
- *PERTAMINA also approaches and lobbies the authorities and interested parties regarding the implementation of large-scale projects with authorities and interested parties, both for licensing, land acquisition, import duties and others.*



Selama periode pelaporan, PERTAMINA tidak pernah dihadapkan pada sangkaan melakukan advokasi publik dan/atau lobi yang disertai tindakan tidak bertanggung jawab, baik untuk kegiatan yang dijalankan di Indonesia maupun di wilayah operasi di luar negeri.

Kami menghindari segala bentuk keterlibatan dan kontribusi pada politik dalam bentuk apapun, termasuk pemberian dana politik atau dukungan pada kelompok politik tertentu. Perseroan melarang penggunaan fasilitas perusahaan untuk digunakan dalam kegiatan politik praktis, dan mengharuskan karyawan yang mencalonkan diri dalam jabatan politik untuk mengundurkan diri sebagai karyawan PERTAMINA.

Transformasi Digital untuk Peningkatan GRC

Peningkatan kepatuhan pada praktik tata kelola dan risiko atau *governance & risk compliance* (GRC) juga dilakukan melalui transformasi digital sejalan dengan perkembangan teknologi informasi. Transformasi digital dilakukan dengan melaksanakan program-program PERTAMINA Digital Transformation (PDT) yang mencakup semua lini proses bisnis perusahaan. Pada tahun 2020, program-program Digital Transformation dituangkan dalam 16 tema dengan 12 tema utama yang mulai dilaksanakan pada tahun 2020.

During the reporting period, PERTAMINA was never faced with the allegation of conducting public advocacy and/or lobbying as well as irresponsible actions, either for activities carried out in Indonesia or overseas operational areas.

We avoid any form of involvement and contribution to politics of any kind, including the provision of political funds or support to certain political groups. The Company prohibits using company facilities for practical political activities and requires employees running for political office to resign as PERTAMINA employees.

Digital Transformation for GRC Improvement

Governance & risk compliance (GRC) improvement is also implemented through digital transformation in line with information technology development. Digital transformation is carried out by implementing PERTAMINA Digital Transformation (PDT) 2020, a cross-year project covering all lines of the company's business processes. PDT has been outlined in 16 Digital Transformation 2020 themes with 12 new themes that began in 2020.





Inisiatif Digital yang berjalan mulai 2020 *Digital Initiative commenced in 2020*

UPSTREAM PRODUCTION OPTIMIZATION

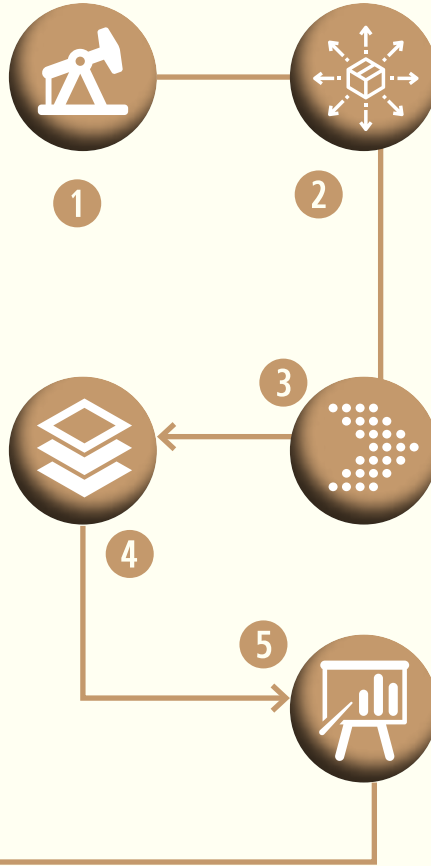
Sistem *Depletion/Development Plan* yang terintegrasi antar Anak Perusahaan Hulu (APH)

Depletion System/ Development Plan integrated with Upstream Subsidiaries

INTEGRATED DATA MANAGEMENT & ANALYTICS FOR UPSTREAM

Tata Kelola dan Analisis Data *Upstream*

Upstream Data Governance and Data Analytic



PRIMARY DISTRIBUTION DYNAMIC SCHEDULING

Sistem optimasi penjadwalan *primary distribution* yang terintegrasi untuk produk dan *crude*

Integrated primary distribution scheduling optimization system for products and crude

AUTO REPLENISHMENT

Otomatisasi *End to End process supply* BBM dari depot ke SPBU

Automation of fuel supply end to end process from depot to gas station

PRICE ANALYTICS: DIGITALISASI PREDIKSI COST OF PRODUCT

Laporan perhitungan Prediksi *Total Cost of Product* berdasarkan data parameter pasar terbaru

Report of Total Cost of Product Prediction calculation based on the latest market parameter

6

MY PERTAMINA B2C, B2B

MyPertamina for Business untuk meningkatkan *engagement* dengan pelanggan

My Pertamina for Business to increase engagement with customers

7

SPBU DIGITALIZATION

Digital experience pelanggan, mendapatkan *feed data*, *monitoring time sales*, stok, dan analisa aktivitas SPBU

Customer's digital experience, receiving data feed, monitoring time sales, and analysis of gas station (SPBU) activities

8

RETAIL CLM

Integrasi sistem untuk memperoleh dan mengelola informasi pelanggan dari setiap *channel*

System integration to obtain and manage customer information from each channel

9

PREDICTIVE MAINTENANCE

Digital Refinery 2.0, dengan *predictive engine*

Digital Refinery 2.0 with predictive engine

10

OFFICE AUTOMATION & P-OFFICE

Identity/Access Management, Integrated document management, Enterprise Application Catalogue, P-Office

11

DIGITAL PROCUREMENT

Standarisasi proses bisnis, SDM dan teknologi, strategi dan *roadmap*, dan metodologi implementasi & *rollout*

Standardization of business process, people and technology, strategy and roadmap, and implementation methodology & rollout

12

JOD/COMMAND CENTER

Dashboard data operasional dan kinerja rantai pasok minyak mentah dan BBM *near realtime*

Near real time dashboard of operational data and supply chain performance for crude oil and fuel



Dukungan EIT untuk Holding-Subholding

Enterprise IT berperan sebagai *strategic business partner* baik di *Holding* maupun *Subholding*. Fungsi EIT fokus pada layanan bisnis IT *Holding* dan memastikan pengelolaan IT di *Subholding* sejalan dengan IT Architecture PERTAMINA serta rencana jangka panjang IT ke depan. IT di *Subholding* fokus di layanan IT yang mendukung proses bisnis *Subholding*.

Kerja Sama PERTAMINA dan Microsoft

PERTAMINA melakukan kerja sama sinergis dengan Kementerian BUMN dan Microsoft. Fokus kerja sama ada di 3 aspek: *Upstream & Downstream Optimization, Corporate Function Digitalization*, dan *Technology Platform*.

EIT Support for Holding-Subholding

Enterprise IT (EIT) plays a role as a strategic business partner in both Holding and Subholding companies. EIT division focuses on IT Holding services and ensures IT management in Subholding companies are in line with PERTAMINA's IT Architecture and long-term IT plans in the future. IT at Subholding companies focuses on IT services that support Subholding business processes.

Cooperation between PERTAMINA and Microsoft

PERTAMINA is doing a synergic cooperation with the Ministry of SOEs and Microsoft. The collaboration is in 3 aspects: Upstream & Downstream Optimization, Corporate Function Digitalization, and Technology Platforms.

UPSTREAM & DOWNSTREAM OPTIMIZATION

- **Predictive Maintenance**

Mengaktifkan *predictive maintenance* bagi kilang milik Pertamina (tahap peluncuran/*roll-out*)

Enable Predictive maintenance for Pertamina Refineries

- **Price Analytics**

Prediksi harga minyak mentah dengan menggunakan kecerdasan buatan

Crude Oil Price Prediction with Artificial Intelligence

- **PIEP Intelligent Data Hub**

Membangun landasan ID Hub di PIEP dengan fokus pada *big data analytics, artificial intelligence*, dan kemampuan otomatisasi pelaporan/*dashboard*

Build ID Hub Foundation at PIEP focusing on big data analytics, Artificial Intelligence, and reporting/dashboard automation capability

CORPORATE FUNCTION DIGITALIZATION

- **Modern Finance with Artificial Intelligence**

Perkiraan peningkatan tagihan piutang dagang manual dengan pembelajaran mesin untuk solusi perkiraan

Augmented manual Accounts Receivable (AR) collections forecasting with a machine learning forecasting solution

- **JOD/Command Center**

Memberikan visibilitas metrik operasional utama Pertamina (*batch/real time*)

Provide visibility of Pertamina-wide key operational metrics (batch/real-time)

TECHNOLOGY PLATFORM

- **Modern Workplace Productivity**

Solusi untuk meningkatkan produktivitas usaha, tata kelola dan keamanan bagi kerjasama dan komunikasi internal dan eksternal PERTAMINA

Solution to Improve business productivity, governance and security for collaboration and communication within internal and external PERTAMINA

- **Data Estate Modernization Azure Analytics Lab**

Menentukan standarisasi praktik *Application Lifecycle Management (DevOps)* untuk mempercepat penyelesaian proyek-proyek digital secara berkesinambungan, budaya inovasi dan aplikasi modern

Define the standardize Application Lifecycle Management (DevOps) practice to accelerate digital projects deliverables continuously, innovation culture and modern apps



Tata Kelola Aset

Pengelolaan aset dilakukan secara profesional berdasarkan prinsip komersial yang kuat untuk memperoleh nilai tambah dalam mendukung PERTAMINA menjadi perusahaan energi kelas dunia. Selama periode pelaporan, ada beberapa strategi yang dilakukan terkait dengan pengelolaan aset Perseroan.

- **Peningkatan Status Kepemilikan Lahan**

Pendaftaran hak atas aset tanah dengan memprioritaskan bidang tanah yang berada dalam penguasaan PERTAMINA. Melalui sinergi dengan KPK dan Kementerian (melalui Nota Kesepahaman) dan Pihak Kementerian Agraria dan Tata Ruang/Badan Pertanahan Nasional, Perseroan berhasil meningkatkan Hak atas Tanah Lapangan Golf Kenten, Palembang, Sumatera Selatan, meliputi tiga bidang tanah seluas 129.470 m². Dengan demikian sampai dengan akhir tahun 2020, pencapaian status “Bebas dan Bersih” lahan PERTAMINA menjadi kumulatif 96,4 juta m², atau 73,5% dari luas lahan milik Perseroan.

- **Penyelesaian Permasalahan Aset**

Penyelesaian permasalahan aset dilakukan melalui sinergi dan kerja sama dengan pemangku kepentingan, aparat penegak hukum, dan instansi pemerintah terkait. Sampai dengan akhir periode pelaporan, Perseroan telah dapat menyelesaikan beberapa permasalahan:

- Penyelesaian status lahan *bouwklaar* Terminal Bahan Bakar Minyak (TBBM) Reo, TBBM Kalabahi dan TBBM Atapupu yang masuk wilayah kerja *Marketing Operation Region V*. Mekanisme penyelesaian dilaksanakan melalui Peralihan Hak atas Tanah dengan cara hibah dari pemerintah daerah kepada PERTAMINA, dengan persetujuan DPRD setempat. Berdasarkan Perjanjian Hibah yang telah ditandatangani para pihak, diterbitkan Sertifikat Hak Guna Bangunan (SHGB) atas nama PERTAMINA.

Asset Governance

Asset management is carried out professionally based on strong commercial principles to get added value in supporting PERTAMINA to become a world-class energy company. During the reporting period, several strategies were carried out on the management of the Company's assets.

- **Land Ownership Status Upgrade**

The company intends to register rights on land assets by prioritizing land plots under PERTAMINA's control. Through synergy with KPK and the Ministry (through a Memorandum of Understanding) and the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency, the Company managed to upgrade the Land Rights at Kenten Golf Course, Palembang, South Sumatra, covering three plots of land with an area of 129,470 m². Therefore, by the end of 2020, PERTAMINA's land with “Free and Clean” status reached a cumulative 96.4 million m² or 73.5% of the Company's land area.

- **Settlement of Asset Problems**

Settlement of asset problems is carried out through synergy and cooperation with stakeholders, law enforcement officers, and related government agencies. Until the end of the reporting period, the Company managed to resolve several problems:

- *Settlement of the land ready to use (*bouwklaar*) status of the Fuel Oil Terminal (TBBM) Reo, TBBM Kalabahi and TBBM Atapupu located in the Marketing Operation Region V. The settlement mechanism is through the Transfer of Land Rights with a grant from the local government to PERTAMINA, which is approved by Regional House of Representatives. Based on the Grant Agreement signed by the parties, the Right to Build Certificate (SHGB) has been issued under the name of PERTAMINA.*



- Penyelesaian sengketa lahan dengan Bakrie Harper Corporation, sehingga PERTAMINA mendapatkan hak atas tanah SHGB 348/Kasang, Jambi.
- Penyelesaian lahan *recovery* Tanah Abang V.

• **Pengadaan Lahan**

Pengadaan lahan untuk pembangunan infrastruktur migas dilaksanakan dengan memprioritaskan lahan milik sendiri atau milik BUMN lain, sebelum membeli lahan pihak lain. Pengadaan lahan dilakukan melalui skema sewa, kerja sama dan/atau pembelian. Selama periode pelaporan, Perseroan telah melakukan pengadaan lahan dalam rangka Pembangunan kilang NGRR Tuban, Jawa Timur; Proyek RDMP RU IV Cilacap, Jawa Tengah; dan Pembangunan *Petrochemical Complex* di Kabupaten Indramayu, Jawa Barat.

- *Settlement of land disputes with Bakrie Harper Corporation gave PERTAMINA the rights to land with SHGB 348/Kasang, Jambi.*
- *Settlement of land recovery Tanah Abang V.*

• **Land Acquisition**

Land acquisition for oil and gas infrastructure development is carried out by prioritizing the company's own land or owned by other SOEs before purchasing land from other parties. Land acquisition is carried out under lease, cooperation and/or purchase schemes. During the reporting period, the Company has carried out a land acquisition to construct NGRR refinery in Tuban, East Java; RDMP RU IV Cilacap Project, Central Java; and Development of Petrochemical Complex in Indramayu Regency, West Java.

Proses Pengadaan Lahan <i>Land Acquisition Process</i>			
Sumber <i>Source</i>	Luas Lahan (Ha) <i>Land Area (Ha)</i>	Nilai (Rp Miliar) <i>Value (Rp Billion)</i>	Mekanisme <i>Mechanism</i>
Proyek Kilang NGRR Tuban, Jawa Timur <i>Tuban NGRR Refinery Project, East Java</i>			
Lahan barang milik negara (BMN) Kementerian Lingkungan Hidup dan Kehutanan (KLHK) <i>State Property (BMN) land of the Ministry of Environment and Forestry</i>	328.7	1,638.42	<ul style="list-style-type: none"> • Tukar Menukar (Ruislag) Barang Milik Negara (BMN) terhadap 64 jenis barang pengganti BMN. • Penandatanganan Perjanjian Tukar Menukar BMN dengan waktu perjanjian selama 5 tahun, pada 10 Desember 2020. • <i>BMN (Asset Property) asset exchange (Ruislag) which consists of 64.</i> • <i>The signing of State Asset Exchange Agreement with a period of 5 years, on 10 December 2020.</i>
Lahan masyarakat, desa dan pemerintah daerah <i>Community, village and local government land</i>	380.6	2,837.89	<p>Pembebasan dengan pembayaran ganti kerugian dalam bentuk uang dan sebagian dalam bentuk tanah pengganti. <i>Land clearing by compensation payment in the money form and partly in the form of replacement land.</i></p>



Proses Pengadaan Lahan <i>Land Acquisition Process</i>			
Sumber <i>Source</i>	Luas Lahan (Ha) <i>Land Area (Ha)</i>	Nilai (Rp Miliar) <i>Value (Rp Billion)</i>	Mekanisme <i>Mechanism</i>
Kawasan hutan milik Perhutani <i>Forest area owned by Perhutani</i>	109.0	Dalam proses <i>In process</i>	Tukar Menukar Kawasan Hutan (TMKH), dalam proses pemenuhan komitmen. <i>Swap Forest Area (TMKH), in the process of commitment fulfillment.</i>
Proyek RDMP RU IV Cilacap, Jawa Tengah <i>RDMP RU IV Cilacap Project, Central Java</i>			
Tahap II Pemkab Cilacap, Kementerian PUPR (BBPJM Jawa Tengah, BBWS Serayu Opak), Kodam IV/Diponegoro	9	Dalam proses <i>In process</i>	Tukar menukar lahan. Direncanakan selesai pertengahan 2021. <i>Land Swap. Completion plan by mid-2021.</i>
Phase II <i>Cilacap Regency Government, Ministry of Public Works and Public Housing (BBPJM Central Java, BBWS Serayu Opak), Kodam IV/Diponegoro</i>			
Petrochemical Complex, Indramayu, Jawa Barat <i>Petrochemical Complex, Indramayu, West Java</i>			
Tahap I Kecamatan Balongan, meliputi Desa Sukaurip, Desa Tegal Sembadra, Desa Sukareja	164.79	Dalam proses <i>In process</i>	Saat ini dalam tahap pelaksanaan pengadaan tanah, yaitu kegiatan musyawarah bentuk ganti kerugian setelah hasil review khusus Dewan Penilai MAPPI. <i>Currently in the land acquisition execution stage, which is deliberation of compensation form following the special review from Appraiser Council of MAPPI.</i>
Phase I <i>Balongan District, covering Sukaurip Village, Tegal Sembadra Village, Sukareja Village</i>			
Tahap II Kecamatan Balongan, meliputi Desa Balongan, dan Desa Majakerta Kecamatan Juntinyuat, meliputi Desa Limbangan	164.81	Dalam proses <i>In process</i>	Gubernur Jawa Barat telah menerbitkan Penetapan Lokasi Tahap II <i>Governor of West Java has issued location permit (site designation) phase II.</i>
Phase II <i>Balongan District, covering Balongan Village and Majakerta Village, Juntinyuat District, covering Limbangan Village</i>			

• **Pengembangan Aset**

- Pengembangan aset Tanggamus seluas ±1.022 Ha di Kecamatan Kota Agung Timur dan Kecamatan Cukuh Balak, Kabupaten Tanggamus, Lampung sebagai kawasan industri yang akan dikelola PT Pertamina Trans Kontinental bersama mitra kerja sama.
- Pengembangan Wisma PERTAMINA (Wiperti) di Jl. Medan Merdeka Timur 11-13, Jakarta Pusat, menjadi Grha Pertamina melalui skema kerjasama Bangun Guna Serah dengan Patra Jasa, sebagai gedung perkantoran PERTAMINA Group yang akan beroperasi tahun 2021.
- Pengembangan Wisma Patra Dumai di Riau, menjadi Hotel Patra Dumai melalui skema Bangun Guna Serah dengan Patra Jasa.

• **Asset Development**

- *Development of Tanggamus assets covering an area of ± 1,022 hectares in East Kota Agung and Cukuh Balak districts, Tanggamus Regency, Lampung as an industrial estate which will be managed by PT Pertamina Trans-Continental in cooperation with partners.*
- *Development of Wisma PERTAMINA (Wiperti) on Jl. Medan Merdeka Timur 11-13, Central Jakarta, into Grha Pertamina under build-operate-transfer scheme with Patra Jasa, as PERTAMINA Group office building to be operated in 2021.*
- *Development of Wisma Patra Dumai in Riau, into Patra Dumai Hotel under the build-operate-transfer scheme with Patra Jasa.*



Referensi Silang Indeks POJK No. 51/POJK.03/2017, Standar GRI, SASB: Oil & Gas Sector Disclosures, dan IPIECA Sustainable Guidance

POJK Regulation No. 51/POJK.03/2017, GRI Standards, SASB: Oil & Gas Sector Disclosures, and IPIECA Sustainable Guidance Cross-reference

Referensi Silang Standar GRI dan POJK No. 51/2017 GRI Standards and POJK No. 51/2017 Reference		Referensi SASB SASB References	Referensi IPIECA IPIECA Reference	Halaman dan URL Page Numbers & URLs	
PENGUNGKAPAN UMUM GENERAL DISCLOSURES					
GRI 101 GRI 101	Landasan 2016 Foundation 2016				
GRI 102: Pengungkapan Umum 2016 GRI 102: General Disclosures 2016	102-1	Nama Organisasi Name of The Organization		73	
	102-2	Kegiatan, merek, produk, dan jasa Activities, brands, products, & services		73, 76, 80	
	102-3	Lokasi Kantor Pusat Location of Headquarters		82	
	102-4	Lokasi operasi Location of operations	EM-SV-000.A EM-SV-000.B EM-SV-000.C	81	
	102-5	Kepemilikan dan bentuk hukum Ownership and legal form		31	
	102-6	Pasar yang dilayani Markets Served		82	
	102-7	Skala organisasi Scale of the organization	EM-RM-000.B EM-EP-000.A EM-EP-000.B	72	
	102-8	Informasi karyawan dan pekerja lain Information on employees and other workers		SOC-5.C2 SOC-15.C1	83
	102-9	Rantai pasokan Supply chain		244	
	102-10	Perubahan signifikan pada organisasi dan rantai pasokan Significant changes to the organization and its supply chain		68	
	102-11	Pendekatan atau Prinsip Pencegahan Precautionary Principle or approach		GOV-2.C2 GOV-2.A2	216
	102-12	Inisiatif eksternal External initiatives	EM-EP-420a.3		33, 100
	102-13	Keanggotaan asosiasi Membership of associations			87
	102-14	Pernyataan dari pembuat keputusan senior Statement from senior decision-maker			40-50
	102-15	Dampak utama, risiko, dan peluang Key impacts, risks, and opportunities			45
	102-16	Nilai, prinsip, standar, dan norma perilaku Values, principles, standards, and norms of behavior		GOV-1.C2	74, 231
	102-17	Mekanisme untuk saran dan kekhawatiran tentang etika Mechanism for advice and concerns about ethics		SOC-8.C1	220
	102-18	Struktur tata kelola Governance structure		GOV-1.C1	214
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Referensi Silang Standar GRI dan POJK No. 51/2017 <i>GRI Standards and POJK No. 51/2017 Reference</i>			Referensi SASB SASB References	Referensi IPIECA IPIECA Reference	Halaman dan URL Page Numbers & URLs
GRI 102: Pengungkapan Umum 2016 <i>GRI 102: General Disclosures 2016</i>	102-21	Berkonsultasi dengan para pemangku kepentingan mengenai topik-topik ekonomi, lingkungan, dan sosial <i>Consulting stakeholders on economic, environmental, and social topics</i>			215
	102-22	Komposisi badan tata kelola tertinggi dan komitennya <i>Composition of the highest governance body and its committees</i>			214
	102-23	Ketua badan tata Kelola tertinggi <i>Chair of the highest governance body</i>		GOV-1.C1	214
	102-24	Nominasi dan pemilihan badan tata kelola tertinggi <i>Nominating and selecting the highest governance body</i>			214
	102-25	Konflik kepentingan <i>Conflicts of interest</i>		GOV-5.C1 GOV-5.C2	231, 234, 235
	102-26	Peran badan tata Kelola tertinggi dalam menetapkan tujuan, nilai-nilai, dan strategi <i>Role of highest governance body in setting purpose, values, and strategy</i>		CCE-1.C1	74, 112
	102-27	Pengetahuan kolektif badan tata Kelola tertinggi <i>Collective knowledge of highest governance body</i>		GOV-2.A3	217
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	102-32	Pengetahuan kolektif badan tata Kelola tertinggi <i>Collective knowledge of highest governance body</i>		GOV-1.C3 CCE-1.C1	217
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Referensi Silang Standar GRI dan POJK No. 51/2017 <i>GRI Standards and POJK No. 51/2017 Reference</i>			Referensi SASB SASB References	Referensi IPECA IPECA Reference	Halaman dan URL Page Numbers & URLs
GRI 102: Pengungkapan Umum 2016 <i>GRI 102: General Disclosures 2016</i>	102-40	Daftar kelompok pemangku kepentingan <i>Stakeholder groups</i>			61
	102-41	Perjanjian perundingan kolektif <i>Collective bargaining agreements</i>		SOC-6.C2	83
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	6.f.2	Jumlah dan persentase produk dan jasa yang sudah dievaluasi keamanannya bagi pelanggan <i>Number and percentage of products and services that have been evaluated for the customer's safety</i>			188
	6.f.4	Produk yang ditarik kembali <i>Products withdrawn</i>			188
	6.f.5	Survei kepuasan pelanggan <i>Customer satisfaction survey</i>			190
GRI 417: Pemasaran dan Pelabelan 2016 <i>GRI 417: Marketing and Labelling 2016</i>	417-1	Persyaratan untuk pelabelan dan informasi produk dan jasa <i>Requirements for product and service information and labelling</i>			190
	417-2	Insiden ketidakpatuhan terkait pelabelan dan informasi produk dan jasa <i>Incidents of non-compliance concerning product and service information and labelling</i>			190
	417-3	Insiden ketidakpatuhan terkait komunikasi pemasaran <i>Incidents of non-compliance concerning marketing communications</i>			190

Indeks SGX-ST Listing Rules Practice Note 7.6

SGX-ST Listing Rules Practice Note 7.6 Index

Panduan Laporan Keberlanjutan

PERTAMINA menerbitkan *Global Bond* di Bursa Efek Singapura (SGX) dan patuh pada ketentuan-ketentuan SGX termasuk dalam pelaporan. Berdasarkan ketentuan dalam pedoman pencatatan efek tentang kewajiban-kewajiban yang harus terus dilaksanakan, SGX telah menerbitkan ketentuan baru Rules 711A dan 711B. Berikut penjelasan terkait kewajiban pelaporan keberlanjutan berdasarkan Indeks SGX-ST Listing Rules Practice Note 7.6.

Sustainability Reporting Guide

PERTAMINA issued Global Bonds on the Singapore Stock Exchange (SGX), and therefore complies with the SGX provisions including in the reporting. Based on the provisions in the guidelines for listing of securities concerning obligations that must be continuously carried out, SGX has issued new provisions of Rules 711A and 711B. Below are the description of requirements by SGX-ST Listing Rules Practice Note 7.6 Index.

Deskripsi <i>Description</i>	Pelaksanaan <i>Implementation</i>	Keterangan <i>Remarks</i>
Rules 711A Penerbit efek harus menerbitkan laporan keberlanjutan berdasarkan tahun keuangannya <i>Every listed issuer should prepare a sustainability report for its financial year</i>	Dipenuhi <i>Complied</i>	PERTAMINA telah menerbitkan Laporan Keberlanjutan setiap tahun berdasarkan tahun keuangan. <i>PERTAMINA prepares sustainability report based on its financial year.</i>
Rules 711B Penerbit efek harus menjelaskan praktik-praktik keberlanjutan sebagaimana komponen utama berikut ini: <i>Every listed issuer must explain sustainability practices based on the following main components:</i>		
<i>(i) Material ESG factors</i>	Dipenuhi <i>Complied</i>	Halaman 56 <i>Page 56</i>
<i>(ii) Policies, practices and performance</i>	Dipenuhi <i>Complied</i>	Dijelaskan di setiap Bab <i>Explained in every chapter</i>
<i>(iii) Targets</i>	Dipenuhi <i>Complied</i>	Dijelaskan di setiap Bab <i>Explained in every chapter</i>
<i>(iv) Sustainability reporting framework</i>	Dipenuhi <i>Complied</i>	Halaman 54-55 <i>Page 54-55</i>
<i>(v) Board statement</i>	Dipenuhi <i>Complied</i>	Halaman 40-50 <i>Page 40-50</i>

Pernyataan Assurance Independen

Independent Assurance Statement



ASSURANCE STATEMENT

SGS INDONESIA'S REPORT ON SUSTAINABILITY ACTIVITIES IN THE PT. PERTAMINA (PERSERO) SUSTAINABILITY REPORT 2020

NATURE OF THE ASSURANCE/VERIFICATION

PT. SGS Indonesia was commissioned by PT. Pertamina (Persero) to conduct an independent assurance of the Sustainability Report 2020. The scope of the assurance, based on the SGS Sustainability Report Assurance methodology, included the text, and data in accompanying tables, contained in this report.

INTENDED USERS OF THIS ASSURANCE STATEMENT

This Assurance Statement is provided with the intention of informing all PT. Pertamina (Persero)'s stakeholders.

RESPONSIBILITIES

The information in the Report and its presentation are the responsibility of the directors or governing body and the management of PT. Pertamina (Persero). SGS has not been involved in the preparation of any of the material included in the Report.

Our responsibility is to express an opinion on the text, data, graphs and statements within the scope of verification with the intention to inform all PT. Pertamina (Persero)'s stakeholders.

ASSURANCE STANDARDS, TYPE AND LEVEL OF ASSURANCE

The SGS ESG & Sustainability Report Assurance protocols used to conduct assurance are based upon internationally recognised assurance guidance and standards including the Principles contained within the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards) 101: Foundation 2016 for report quality, and the guidance on levels of assurance contained within the AA1000 series of standards.

The assurance of this report has been conducted according to the following Assurance Standards:

- SGS ESG & SRA Assurance Protocols (based on GRI Principles and guidance in AA1000
- AA1000ASv3 Type 2 (AA1000APS Evaluation) with level of assurance is Moderate

Assurance has been conducted at a moderate (limited) level of scrutiny

SCOPE OF ASSURANCE AND REPORTING CRITERIA

The scope of the assurance included evaluation of quality, accuracy and reliability of specified performance information as detailed below and evaluation of adherence to the following reporting criteria:

- GRI (Core) (2016) and Oil and Gas Sector Disclosure
- AA1000 Accountability Principles Standard (2018)

ASSURANCE METHODOLOGY

The assurance comprised a combination of pre-assurance research and interviews with relevant accountable managers and employees at the Head Office of PT. Pertamina (Persero) at Jakarta via remote. PT. Pertamina's (Persero) Sustainability Report 2020 covers PT. Pertamina (Persero) Holding and Subholdings, documentation and record review.

Pernyataan Assurance Independen

Independent Assurance Statement

LIMITATIONS AND MITIGATION

Financial data drawn directly from independently audited financial accounts has not been checked back to source as part of this assurance process.

Some statements and data within the scope were not assured due to lack of accessible records during the timescale allowed for assurance, and these are clearly marked throughout the Report.

STATEMENT OF INDEPENDENCE AND COMPETENCE

The SGS Group of companies is the world leader in inspection, testing and verification, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS affirm our independence from PT. Pertamina (Persero), being free from bias and conflicts of interest with the organization, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment, and comprised auditors registered with International Register of Certificated Auditors (IRCA), Environmental Management System (EMS) Lead Auditor, Quality Management System (QMS) Lead Auditor, Occupational Health and Safety Management System Lead Auditor, the IRCA Corporate Responsibility

FINDINGS AND CONCLUSIONS

ASSURANCE/VERIFICATION OPINION

On the basis of the methodology described and the verification work performed, we are satisfied that the specified performance information included in the scope of assurance is accurate, reliable, has been fairly stated and has been prepared, in all material respects, in accordance with the reporting criteria.

We believe that the organisation has chosen an appropriate level of assurance for this stage in their reporting.

QUALITY AND RELIABILITY OF SPECIFIED PERFORMANCE INFORMATION

- PT. Pertamina (Persero) Sustainability Report 2020 has been improved with focus on sustainability performance highlights. Sustainability aspects disclosed in this report covering Environmental aspect, Employment aspect, Suppliers aspect, Society aspect, Product Responsibility aspect and Governance.
- Scope of Pertamina's (Persero) Sustainability Report covers a wide range of Oil and Gas business comprising Oil and Gas SOE Holding, supported by several subholdings comprising of Upstream Subholding, Refining and Petrochemical Subholding, Commercial and Trading Subholding, Gas Subholding, Power and New & Renewable Energy (NRE) Subholding and Shipping Company, Validation of economic, social, and environmental data holding and subholdings should be conducted prior publishing as data of sustainability report.

ADHERENCE TO AA1000 ACCOUNTABILITY PRINCIPLES STANDARD (2018)

Inclusivity

PT. Pertamina (Persero) has made a commitment to be accountable to those on whom it has an impact or who have an impact on it as stated in some Policies such as Environmental Policies, Safety and Health Policy, and Code of Conduct. Inclusivity is the participation of stakeholders in developing and achieving an accountable and strategic response to sustainability. Process of engagement and participation that provides comprehensive and balanced involvement and results in strategies, plan, action, and outcomes that address and respond to issues and impacts in an accountable way. The company has a process of stakeholder participation (all stakeholders) through a periodic meeting.

Materiality

PT. Pertamina (Persero) has identified stakeholders and those issues that are material to each group of stakeholders and the report addresses these at an appropriate level to reflect their importance and priority to

these stakeholders. In order to establish Key Material issues PT. Pertamina (Persero) conducted Focus Group Discussion on 13-14 November 2019, and the material topic was evaluated through in-depth study of material topics with management and the entire sustainability report drafting team on 1 December 2020. The discussion concluded that previous period material topics were still relevant to the conditions in the current reporting period with a more in-depth of Environmental, Social and Governance (ESG) content. The result of workshop are presented in the Sustainability Report 2020. The materiality topics are classified into important topics, moderate topics and less important topics.

Responsiveness

PT. Pertamina (Persero) has responded to stakeholders' issues that affect to its sustainability performance and is released through decisions, actions and performance, as well as communication with stakeholders.

Impact

PT Pertamina (Persero) has identified and fairly represented impacts that were monitored and measured. PT Pertamina (Persero) has established processes to monitor, measure and evaluate impacts that lead to effective decision making management within organization.

ADHERENCE TO GLOBAL REPORTING INITIATIVE SUSTAINABILITY REPORTING STANDARDS (2016)

In our opinion, the PT. Pertamina (Persero) Sustainability Report 2020 is presented in accordance with the Core Option for Global Reporting Initiative Sustainability Reporting Standards 2016 and Oil and Gas Sector Disclosures and fulfills all the required content and quality criteria.

Foundation

In our opinion, the content and quality of the report adhere to the four GRI Report Content Principles of Materiality, Stakeholder Inclusiveness, Sustainability Context and Completeness, and the six GRI Report Quality Principles of Balance, Comparability, Accuracy, Timeliness, Clarity, and Reliability.

General Disclosures

All the General disclosures required for reporting in accordance with the Core option for Global Reporting Initiative Sustainability Reporting Standards 2016 and Oil and Gas Sector Disclosures are included or referenced in the report.

Management Approach and Topic Specific Standard

Disclosure Management Approach (DMA) for each materiality aspect have been disclosed in the report in accordance with the Core option for Global Reporting Initiative Sustainability Reporting Standards 2016 and Oil and Gas Sector Disclosure.

Signed:

For and on behalf of SGS Indonesia

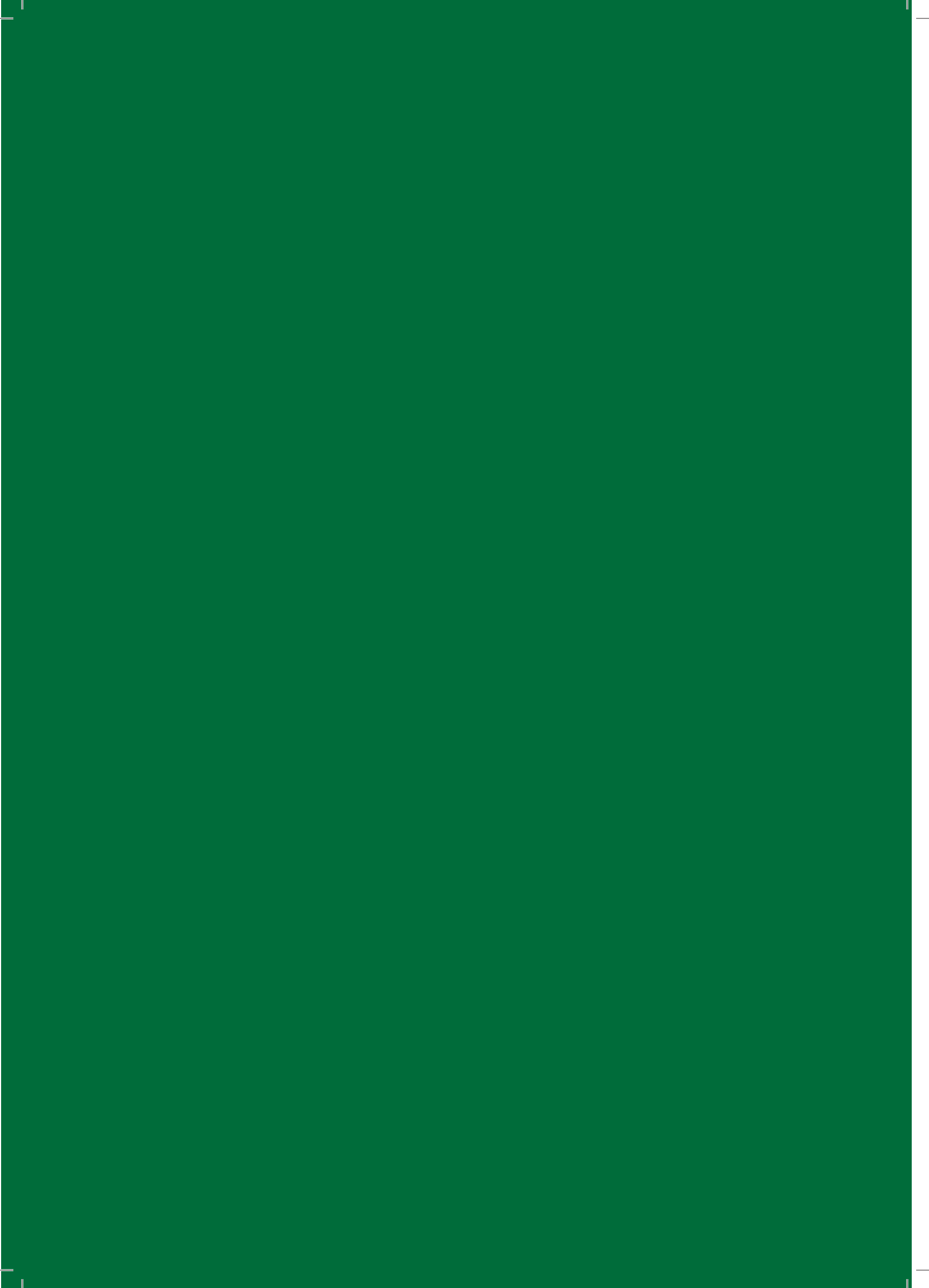


Johnny Koe
Business Manager
Jakarta, Indonesia
10 June 2021

WWW.SGS.COM



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Lembar Umpan Balik

Feedback Form



Laporan Keberlanjutan 2020 PT Pertamina (Persero) menggambarkan kinerja keberlanjutan Perseroan. Kami mengharapkan masukan dari Bapak/Ibu/Saudara sekalian atas Laporan Keberlanjutan ini melalui e-mail atau formulir ini.

PT Pertamina (Persero) 's 2020 Sustainability Report describes the Company's sustainability performance. We welcome your input on this Sustainability Report via e-mail or this form.

Terima kasih atas masukan anda. Mohon lembar umpan balik dapat dikirim melalui surat elektronik kepada kontak yang tertera di Laporan ini, atau langsung ke:

Thank you for your input. Please send the feedback sheet by e-mail to the contact listed on this Report, or directly to:

Corporate Communication and Investor Relations

PT Pertamina (Persero)
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Jakarta 10110
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Telepon | Telephone:
(021) 3815111, 3816111
Email: Pertamina_IR@pertamina.com
Website: www.pertamina.com

1 Laporan ini mudah dimengerti:
This report is easy to understand:
 Tidak Setuju *Disagree* Netral *Neutral* Setuju *Agree*

2 Laporan ini sudah menggambarkan informasi aspek material yang sesuai dengan kegiatan usaha Perusahaan:
This report has described information on material aspects in accordance with the Company's business activities:
 Tidak Setuju *Disagree* Netral *Neutral* Setuju *Agree*

3 Mohon berikan penilaian untuk topik material yang paling penting menurut anda (nilai 1 = paling tidak penting s/d 5= paling penting)
Please rate the most important material topics in your opinion (score 1 = least important to 5 = most important):

- Efluen dan Limbah | *Effluents and Waste* []
- Energi | *Energy* []
- Material | *Materials* []
- Kesehatan dan Keselamatan Kerja | *Occupational Health and Safety* []
- Kepatuhan Lingkungan | *Environmental Compliance* []
- Dampak Ekonomi Tidak Langsung | *Indirect Economic Impacts* []
- Kinerja Ekonomi | *Economic Performance* []
- Emisi | *Emission* []
- Antikorupsi | *Anti-corruption* []
- Pelatihan dan Pendidikan | *Training and Education* []
- Masyarakat Lokal | *Local Communities* []

4 Saran atau informasi lain terkait Laporan:
Any suggestions or other information regarding the Report:
.....
.....

Profil Anda | Your Profile

Nama (bila berkenan) | *Name (if wish to disclose):*
.....

Institusi/Perusahaan | *Institution/Company:*
.....

E-mail:

Golongan Pemangku Kepentingan | Stakeholders Group

- Pemegang Saham | *Shareholders*
- Pelanggan | *Customers*
- Pekerja | *Employee*
- Investor
- Regulator, Legislatif, dan Lembaga Pengawas | *Regulator, Legislative, and Supervisory Bodies Communities*
- Masyarakat di Sekitar Wilayah Usaha Perusahaan | *Communities Around the Company's Business Area*
- Media Massa | *Mass Media*
- Kontraktor | *Contractors*
- Lembaga Swadaya Masyarakat (LSM) | *Non-governmental Organizations (NGOs)*
- Lembaga Penelitian dan Perguruan Tinggi | *Research Institute and Universities*







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