

PT Perusahaan Gas Negara Tbk



GREATER COLLABORATION, STRONGER SYNERGY

2021
LAPORAN KEBERLANJUTAN
SUSTAINABILITY REPORT



SANGKALAN DAN BATASAN TANGGUNG JAWAB (DISCLAIMER):

Laporan Keberlanjutan ini berisi pernyataan-pernyataan yang dapat dianggap sebagai pandangan masa depan yang menunjukkan proyeksi, asumsi, dan ekspektasi. Meski disusun melalui pertimbangan yang matang berdasarkan pengalaman selama ini, namun PGN tidak bisa memberikan jaminan hal-hal itu bisa direalisasikan di masa depan karena kemungkinan perubahan-perubahan yang terjadi, di antaranya: perubahan kondisi ekonomi dan politik baik nasional maupun global, perubahan nilai tukar valuta asing, perubahan harga, permintaan dan penawaran pasar, perubahan kompetisi perusahaan, perubahan regulasi dan prinsip-prinsip akuntansi, serta perubahan kebijakan dan pedoman lainnya.

Dalam Laporan Keberlanjutan ini nama PT Perusahaan Gas Negara Tbk disingkat "PGN", Penulisan "Perusahaan", "PGN Grup", "Subholding Gas", atau "Perseroan" diasosiasikan kepada PT Perusahaan Gas Negara Tbk.

Notasi angka dalam Laporan Keberlanjutan ini menggunakan kaidah penulisan dalam Bahasa Indonesia.

Penyusunan Laporan Keberlanjutan ini dikerjakan pada saat terjadi pandemi COVID-19. Untuk pengambilan foto yang dilakukan setelah terjadinya pandemi, dilaksanakan dengan memenuhi protokol kesehatan.

DISCLAIMER AND LIMITS OF RESPONSIBILITY:

This Sustainability Report contains some statements that can be considered as forward looking, which comprise projections, assumptions, and expectations. Although it is prepared through careful considerations based on our experiences so far, yet PGN cannot guarantee they can be materialized in the future due to possible changes, which may occur such as: economic and political changes at the national and global levels, fluctuation of exchange rates, price changes, market demand and supply, changes in corporate competition, changes in regulation and accounting principles, and changes in other policies and guidelines.

In this Sustainability Report, PT Perusahaan Gas Negara Tbk is abbreviated into "PGN", "the Company", "PGN Group" or "Subholding Gas". The terms are associated with PT Perusahaan Gas Negara Tbk.

Number annotation in this Sustainability Report applies the writing rules applicable in Indonesian language.

This Sustainability Report is prepared during COVID-19 pandemic. The pictures after the pandemic are taken by complying with the health protocol.



GREATER COLLABORATION, STRONGER SYNERGY

Pada tahun 2021, PT Perusahaan Gas Negara Tbk (PGN) sebagai *Subholding Gas* mencatat keberhasilan dalam integrasi penyaluran gas melalui digitalisasi guna mendukung program gasifikasi pembangkit listrik dan industri lainnya. Inilah peran penting Perseroan dalam program Pemerintah mengurangi emisi karbon dengan bahan bakar gas bumi sebagai bagian dari transisi energi di Indonesia, sejalan dengan komitmen ESG dan SDG dari Perseroan.

PGN as the Gas Subholding has achieved much during 2021 in the integration of gas distribution network through digitalization in support of the gasification of power plants and industries. The Company has thus played a key role in the Government's program of reducing carbon emissions through the utilization of natural gas as part of Indonesia's energy transition process, and in line with the Company's ESG and SDG commitments.

DAFTAR ISI

Table of Contents

IKHTISAR KEBERLANJUTAN 2021 Sustainability Highlights 2021	4
LINGKUNGAN Environment	4
SOSIAL Social	3
BUDAYA ORGANISASI Corporate Culture	5
TATA KELOLA Governance	5
EKONOMI Economy	5

01. SAMBUTAN

Remarks

SAMBUTAN KOMISARIS UTAMA Remark from President Commissioner	8
SAMBUTAN DIREKTUR UTAMA Remark from President Director	12

02. TENTANG PGN

About PGN

SEKILAS PT PERUSAHAAN GAS NEGARA TBK Overview of PT Perusahaan Gas Negara Tbk	23
BUDAYA PERUSAHAAN Corporate Culture	28
RIWAYAT SINGKAT PERUSAHAAN Brief History of the Company	29
PERKEMBANGAN BISNIS PERUSAHAAN Development of the Company's Business	30
VISI, MISI, DAN NILAI PERUSAHAAN Company's Vision, Mission, and Values	32
PENGHARGAAN DAN SERTIFIKASI Awards & Certifications	33
PERISTIWA PENTING 2021 Important Events 2021	39

03. MENJAGA KEBERLANJUTAN BISNIS

Maintaining Business Sustainability

KOMITMEN DAN STRATEGI Commitment and Strategy	44
KEBERLANJUTAN USAHA Business Sustainability	48
RANTAI PASOK Supply Chain	56
KONTRIBUSI KEPADA NEGARA KONTRIBUSI KEPADA NEGARA Contribution to the Country	62

04. MENJAGA KINERJA LINGKUNGAN

Maintaining Environmental Performance

KOMITMEN DAN STRATEGI Commitment and Strategy	68
SISTEM MANAJEMEN LINGKUNGAN Environmental Management System	72
PROGRAM PERLINDUNGAN LINGKUNGAN Environmental Protection Program	82
KINERJA LINGKUNGAN PGN DALAM ANGKA PGN Environmental Performance in Numbers	84

05. MENJAGA KINERJA SOSIAL

Maintaining Social Performance

KOMITMEN DAN STRATEGI Commitment and Strategy	92
PERWIRA <i>SUBHOLDING GAS</i> Subholding Gas Employee	96
MENJAGA KESELAMATAN DAN KESEHATAN KERJA (K3) Maintaining Occupational Safety and Health (OSH)	112
PELANGGAN Customer	126
MASYARAKAT Public	132
KINERJA SOSIAL PGN DALAM ANGKA PGN Social Performance in Numbers	146

06. MENJAGA KINERJA TATA KELOLA

Maintaining Governance Performance

KOMITMEN DAN STRATEGI Commitment and Strategy	160
STRUKTUR TATA KELOLA Governance Structure	164
MANAJEMEN RISIKO Risk Management	170
ETIKA DAN INTEGRITAS Ethics and Integrity	174
PELIBATAN PEMANGKU KEPENTINGAN Stakeholder Engagement	184

07. TENTANG LAPORAN

About Reports

INFORMASI PERUSAHAAN Corporate Informations	190
ENTITAS ANAK DAN AFILIASI Subsidiaries and Affiliates	191
TOPIK DALAM LAPORAN KEBERLANJUTAN Topics within the Sustainability Report	198
PROFIL LAPORAN Report Profile	202

INDEKS KONTEN GRI – OPSI KOMPREHENSIF

GRI Content Index – Comprehensive Option	204
---	-----

INDEKS POJK-51/2017

POJK-51/2017 Index	211
--------------------	-----

VERIFIKASI TERTULIS DARI PIHAK INDEPENDEN

Written Verification from Independent Party	213
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LEMBAR UMPAN BALIK FEEDBACK FORM

FEEDBACK FORM	215
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IKHTISAR KEBERLANJUTAN 2021

Sustainability Highlights 2021

LINGKUNGAN Environment

**Pengambilan dan
Konsumsi Air (m³)**
Water Intake and Consumption (m³)

208.200
20.284 (2020) (2021)
125.160 (2019)

Penghematan Energi (GJ)
Energy Saving (GJ)

25.358,20
24.191,43 (2020) (2021)
24.785,144 (2019)

**Intensitas Energi
(GJ/MMSCFD) [GRI 302-3]**
Energy Intensity (GJ/MMSCFD)

491,12
(2021)
649,73 (2020)
564,30 (2019)

**Intensitas Emisi GRK
(Ton CO_{2eq}/MMSCFD)**
GHG Emission Intensity
(Ton CO_{2eq}/MMSCFD)

40,21
(2021)
58,78 (2020)
51,90 (2019)

**Limbah B3 yang
Dihasilkan (Ton)**
Hazardous Waste
(Tons)

12,678
(2021)
13,404 (2020)
13,760 (2019)

**Limbah Non-B3
yang Dihasilkan (Ton)**
Non-B3 Waste (Tons)

115,1
(2021)
124,6 (2020)
226,6 (2019)

SOSIAL Social

Jumlah Perwira Subholding Gas
Number of Subholding Gas Employee

1.294 orang
(2021)
1.315 (2020)
1.359 (2019)

Jam Kerja Aman (Jam)
PGN's Safe Working Hours (Hours)

136.293.670
(2021)
124.025.831 (2020)
104.672.458 (2019)

Incident Rate (IR) PGN
PGN's Incident Rate (IR)

0,32
(2021)
0,10 (2020)
0,10 (2019)

**Customer
Satisfaction Index
(CSI)**

4,57%
(2021)**
5,46% (2020)*
5,44% (2019)*

**Customer Loyalty
Index (CLI)**

4,60%
(2021)**
5,53% (2020)*
5,54% (2019)*

**Customer Referral
Index (CRI)**

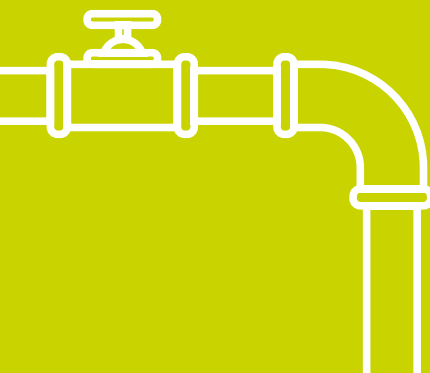
4,36%
(2021)**
4,75 (2020)*
N/A% (2019)

*Skala maksimum 6 | Maximum scale 6

**Skala maksimum 5 | Maximum scale 5

Investasi Sosial (Rp)
Social Investment (Rp)

49.422.853.067
(2021)
55.196.499.072 (2020)
89.372.235.505 (2019)



BUDAYA ORGANISASI

Corporate Culture

AKHLAK

Penerapan Budaya AKHLAK: PGN melakukan penyesuaian dari PROCISE menjadi AKHLAK. Terdapat 6 Nilai pada budaya perusahaan ini yaitu Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif.

Application of AKHLAK Culture: PGN transformed PROCISE into AKHLAK. There are six values in this corporate culture, they are Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Colaborative.

TATA KELOLA Governance

**Hasil Penilaian
Penerapan GCG**
GCG Implementation Score

98,56
(2021)

(SANGAT BAIK/VERY GOOD)

95,33 (2020)
95,09 (2019)

ACGS
ACGS

99,17
(2021)

(BAIK/GOOD)

**KASUS PELANGGARAN
KODE ETIK DAN KASUS
KORUPSI**

Cases of Violation of The Code
of Ethics and Corruption Cases

Nil

EKONOMI Economy

**Total Nilai Ekonomi yang
diperoleh (USD)**

Economic Value Generated (USD)

3.179.069.942

2.921.685.835 (2020) **(2021)**
3.945.962.410 (2019)

Nilai Pembelian Lokal
Local Procurement Value

38.688.478,35
(2021)

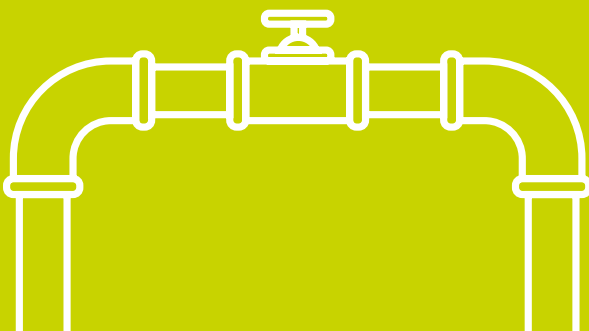
13.959.942,14 (2020)
28.260.612,69 (2019)

**Total Kontribusi pada
Negara (juta USD)**

Total Contribution to the State
(million USD)

612,45
(2021)

403,19 (2020)
410,80 (2019)



SAMBUTAN

Remarks



01



SAMBUTAN KOMISARIS UTAMA

Remark from President Commissioner



Arcandra Tahar
Komisaris Utama
President Commissioner



Mengintegrasikan aspek Lingkungan, Sosial, dan Tata Kelola pada kebijakan, strategi, serta praktik operasional perusahaan, telah menegaskan komitmen PGN pada aspek keberlanjutan dan juga merupakan bentuk sinergitas PGN sebagai bagian dari Holding Migas PT Pertamina (Persero).

By integrating Environmental, Social, and Governance principles into company policies, strategies, and operations, PGN affirms its commitment to sustainability while signifying synergy of the Company as part of PT Pertamina (Persero) Oil and Gas Holding.



Pemangku kepentingan yang terhormat,

Kami bersyukur kepada Tuhan Yang Maha Esa atas segala rahmat yang diberikan. Ditengah upaya pemulihan kondisi ekonomi yang telah mengalami penurunan akibat pandemi COVID-19, yang saat inipun masih berlangsung, PGN mampu melalui tahun 2021 dengan kinerja yang memuaskan, termasuk dalam aspek-aspek keberlanjutan.

Dear Stakeholders,

Praise be to God Almighty for all his blessings. Amidst the economic recovery efforts brought about in response to the COVID-19 pandemic that persists to this day, PGN's performance in 2021 was deemed sufficiently positive, including in terms of its sustainability aspects.

PGN menyadari investasi berkelanjutan telah menjadi fondasi penting dalam menciptakan nilai perusahaan di masa depan. Komitmen ini diwujudkan PGN dengan mengintegrasikan prinsip-prinsip keberlanjutan dalam operasional Perusahaan baik dalam aspek kebijakan, strategi maupun praktik organisasi. Tahun ini PGN kembali menerbitkan Laporan Keberlanjutan tahun 2021, yang menyajikan berbagai kebijakan dan inisiatif dalam upaya menciptakan kemajuan usaha yang berkelanjutan dan meningkatkan nilai Perusahaan.

Penyajian Laporan Keberlanjutan PGN tahun 2021 ini fokus pada aspek Lingkungan (*Environmental*), Sosial (*Social*), dan Tata Kelola (*Governance*) atau ESG. Pendekatan ini sekaligus menegaskan komitmen PGN pada aspek-aspek keberlanjutan dan juga sebagai bentuk sinergitas PGN sebagai bagian Holding Migas PT Pertamina (Persero).

Kinerja ESG telah menjadi sorotan penting dari para pemangku kepentingan yang semakin menuntut dunia usaha untuk menerapkan praktik bisnis yang bertanggung jawab, dimana upaya mendorong kemajuan usaha tidak boleh menimbulkan gangguan sosial dan lingkungan hidup. Kami sangat mengapresiasi Direksi yang menyadari hal ini dan menjadikan ESG sebagai aspek yang terintegrasi dan tidak dapat terpisahkan dari kegiatan operasi dan kinerja bisnis.

Pada sektor lingkungan (*Environment*), saat ini PGN tengah mengemban mandat penting untuk mendukung keberhasilan program transisi energi dari bahan bakar fosil ke gas alam yang rendah emisi (gasifikasi) di sektor industri dan pembangkit listrik. Melalui dukungan infrastruktur yang terus diperkuat, PGN berupaya mendorong perluasan pemanfaatan energi gas alam yang ramah lingkungan dan rendah emisi.

PGN juga terus meningkatkan pengelolaan di sektor sosial (*Social*) melalui berbagai inisiatif yang mampu meningkatkan kesejahteraan sumber daya manusia kami (Perwira Subholding Gas) dan masyarakat. Melalui program pengembangan masyarakat, PGN berupaya mendukung upaya kemandirian ekonomi masyarakat yang berada di sekitar wilayah operasional.

Sementara di bidang Tata Kelola (*Governance*), PGN terus memperkuat kinerja tata kelola perusahaan melalui pengawasan yang ketat dan evaluasi secara kontinyu terhadap penerapan dan kepatuhan terhadap peraturan, etika dan norma yang berlaku. PGN meyakini tata kelola

PGN realizes that sustainable investment has served as a vital foundation to instil corporate values for the future. This commitment has been accomplished by PGN integrating sustainability principles in the Company's operations, in terms of aspects pertaining to policy, strategy, and organizational practices. This year, PGN publishes its Sustainability Report for 2021, which presents various policies and initiatives as part of the efforts to instil business development that is both sustainable and increase the value of the Company.

PGN's Sustainability Report for the 2021 is focused on presenting the Environmental, Social, and Governance aspects, or ESG. This approach simultaneously emphasizes PGN's commitment to sustainability, and a form of PGN's synergy as a part of PT Pertamina (Persero) Oil & Gas Holding.

ESG performance has become an important emphasis for stakeholders that increasingly demands businesses globally apply responsible practices, where efforts to promote business growth cannot be hindered by disruptions to social and environmental aspects. The Board of Commissioners highly appreciates the Board of Directors awareness of this and their efforts to make ESG an aspect that is integrated and an inseparable component of operational activities and business performance.

In regards to the environment sector, PGN is currently entrusted with the important mandate to support the success of the energy transition program from fossil fuels to natural gas that are low in emissions (gasification) in the industrial and power generation sectors. Through infrastructure support that is constantly reinforced, PGN strives to promote the benefits of natural gas energy that is both clean and low in emissions.

PGN constantly improves management of the social sector through various initiatives that are able to improve the welfare of our human resources (Subholding Gas Employee) and the community. Through the Company's public development program, PGN aims to support public economic empowerment efforts that are situated close to its operational regions.

In regard to governance, PGN constantly strengthens its corporate governance performance through stringent oversight and continuously evaluates the applications and compliance of applicable provisions, ethics, and norms. PGN believes that Good Corporate Governance serves as a vital

SAMBUTAN KOMISARIS UTAMA

Remark From President Commissioner

yang baik merupakan pondasi penting untuk menjalankan bisnis yang menciptakan nilai tambah bagi setiap pemangku kepentingan.

Kesungguhan PGN untuk mewujudkan komitmen keberlanjutan selama tahun 2021 dibuktikan dengan keberhasilannya meraih sejumlah penghargaan atas prestasinya dalam mengelola elemen ESG di operasional Perusahaan. Hal ini merupakan salah satu bentuk integritas seluruh Direksi dan Perwira *Subholding Gas*, yang tetap memberikan upaya terbaiknya di tengah kondisi krisis kesehatan pandemi COVID-19 yang masih menjadi tantangan global.

Pencapaian ini akan senantiasa menjadi penambah semangat bagi PGN untuk terus berinovasi dan memberikan yang terbaik bagi lingkungan, masyarakat, pelanggan, Perwira *Subholding Gas*, mitra, pemegang saham, dan negara melalui operasional yang tangguh dan profesional. Kami percaya dengan membangun usaha berkelanjutan yang memberi nilai tambah, PGN akan terus tumbuh dan mendapatkan kepercayaan dari seluruh pemangku kepentingan.

Akhir kata, kami ingin berterima kasih sebesar-besarnya atas dukungan para pemangku kepentingan yang terus mendukung dan telah menjadi mitra bagi kemajuan PGN. Apresiasi kami yang setinggi-tingginya atas kerja keras Direksi dan setiap Perwira *Subholding Gas* yang telah memberikan darmabaktinya bagi kemajuan PGN demi kesejahteraan bangsa.

foundation to operating a business that creates added value for every stakeholder.

PGN's seriousness in achieving its sustainable commitment in 2021 is clearly shown by the success in achieving several awards for its achievement in managing ESG across the Company's operations. This reflects the integrity that is present through the Company, from Director to Subholding Gas Employee, and which continues to provide despite the COVID-19 pandemic health crisis conditions that continues to challenge globally.

These achievements will constantly serve to motivate PGN to innovate and provide the best for the environment, the community, customers, Subholding Gas Employee, partners, shareholders, and country through operations that are reliable and professional. PGN believes that by building a sustainable business that provides added value, the Company will continue to grow and receive the trust of all stakeholders.

In closing, the Board of Commissioners would like to express its utmost gratitude for the stakeholders' support that constantly works in partnership for PGN's growth. The Board of Commissioners also expresses its highest appreciation for the Board of Director's and each Subholding Gas Employee hard work and contribution towards PGN's development for the sake of the country's well-being.

Jakarta, 14 April 2022 | Jakarta, April 14, 2022



ARCANDRA TAHAR
Komisaris Utama
President Commissioner

DEWAN KOMISARIS

Board of Commissioners



Luky Alfirman
Komisaris
Commissioner

Warih Sadono
Komisaris
Commissioner

Paiman Raharjo
Komisaris Independen
Independent Commissioner

Christian H. Siboro
Komisaris Independen
Independent Commissioner

Arcandra Tahar, PhD
Komisaris Utama
President Commissioner

Dini Shanti Purwono
Komisaris Independen
Independent Commissioner

SAMBUTAN DIREKTUR UTAMA [GRI 102-14]

Remark from President Director [GRI 102-14]



M. Haryo Yuniyanto
Direktur Utama
President Director

PT Perusahaan Gas Negara Tbk



PGN memiliki peran untuk mewujudkan bauran energi nasional yang bersih dan ramah lingkungan dalam masa transisi energi saat ini. Dalam jangka panjang, PGN tidak hanya menggerakkan ekonomi nasional, namun juga mewujudkan penggunaan energi yang lebih bersih.

PGN partakes in a role to accomplish a clean and environmentally friendly energy mix in the current energy transition period. In the long term, PGN will not only drive domestic economy, but also attain greener use of energy.



Pemangku Kepentingan yang Terhormat,

Sepanjang tahun 2021, pandemi COVID-19 masih belum menunjukkan tanda-tanda untuk segera berakhir. Di tengah upaya menjaga kondisi perekonomian yang baik di masa pandemi, PT Perusahaan Gas Negara Tbk (PGN) sebagai *Subholding Gas* PT Pertamina (Persero) tetap memegang teguh komitmennya untuk menjadi bagian dari solusi dalam berbagai peran di bidang energi khususnya penyaluran gas bumi nasional.

Dear Stakeholders,

Throughout 2021, the COVID-19 pandemic has shown no signs of its immediate end. Amidst efforts to maintain positive economic conditions throughout the pandemic, PT Perusahaan Gas Negara Tbk (PGN) as the *Subholding Gas* of PT Pertamina (Persero) has continued to steadfastly uphold its commitment to becoming a part of the solution in its various roles in energy, specifically in channelling the nation's natural gas.

Mengelola bisnis *midstream* dan *downstream*, merupakan mandat pemerintah yang diemban Perseroan untuk mendorong pemanfaatan gas bumi sebagai *core business* pendorong kinerja Perusahaan dan perekonomian nasional. Namun, kami menyadari keberlanjutan bisnis PGN tidak hanya diukur dari seberapa baik dampak yang dihasilkan pada bidang ekonomi.

MAKNA KEBERLANJUTAN

PGN memiliki peran untuk mewujudkan bauran energi nasional yang bersih dan ramah lingkungan dalam masa transisi energi saat ini. Di Indonesia, target penurunan emisi sektor energi adalah sebesar 377 juta ton CO₂ pada tahun 2035. Gas bumi dapat menurunkan emisi sekitar 40% dibandingkan energi lain seperti batu bara dan minyak bumi. Selain itu, kebijakan pemerintah untuk meningkatkan penggunaan energi bersih menuju *zero* emisi tahun 2060, kembali menegaskan peran PGN. Dalam jangka panjang, PGN tak hanya menggerakkan ekonomi nasional, namun juga mewujudkan penggunaan energi yang *low carbon*. Peran tersebut tentunya turut berkontribusi dalam menghadapi perubahan iklim yang telah menjadi isu global saat ini.

Selain itu, kami tentunya juga tidak dapat mengabaikan agenda 2030 yang telah disepakati oleh lebih dari 190 negara di dunia. 17 tujuan dan 169 target yang dirangkum dalam Tujuan Pembangunan Berkelanjutan (*Sustainable Development Goals - SDGs*) tidak akan dapat tercapai tanpa peran serta berbagai pihak. Oleh karenanya sebagai perusahaan bidang distribusi dan transmisi gas terbesar di Indonesia, PGN memiliki kewajiban moral untuk berpartisipasi dalam agenda tersebut.

STRATEGI KEBERLANJUTAN

Strategi keberlanjutan PGN adalah dengan berfokus pada aspek-aspek Lingkungan, Sosial dan Tata Kelola (LST) dan mengintegrasikannya ke dalam program-program kerja Perseroan. Kami mengidentifikasi berbagai peluang yang memungkinkan bagi kami untuk mencapai tujuan keberlanjutan PGN yakni penyediaan energi bersih dan ramah lingkungan (*green energy*) bagi seluruh sektor industri dan masyarakat serta kontribusi pada pencapaian Tujuan Pembangunan Berkelanjutan. Dalam penerapannya di sepanjang tahun 2021, kami gencar meningkatkan sinergi dan kolaborasi dengan berbagai pihak untuk memberikan hasil yang optimal. Menjalankan bisnis dengan lebih *agile* dan terus mencari *value creation* sudah menjadi bagian tak terpisahkan dalam mengeksekusi strategi Perseroan di 2021.

Managing the midstream and downstream business, it was mandated by the government to the Company to promote the benefits of natural gas as the core business driver for the Company's and the national economy's performance. However, we are aware that PGN's business continuity can not only be measured as to how well the impact is produced to the economic sector.

ESSENCE OF SUSTAINABILITY

PGN's role is to deliver a range of clean and environmentally friendly national energy within the current energy transition era. In Indonesia, the target energy sector emission reduction is around 377 million tons of CO₂ by 2035. Natural gas can reduce emissions by 40% compared to other energy such as coal and oil. Moreover, the government's policy to increase the use of clean energy towards zero emissions in 2060 has once again highlighted PGN's role. In the long term, PGN will not only contribute to the national economy, but also realize the use of low carbon energy. This role will certainly assist in dealing with the climate change that has become such a current global issue.

The 2030 agenda that was agreed upon by over 190 countries worldwide cannot be ignored. The 17 goals and 169 targets that are summarized within the Sustainable Development Goals or SDGs cannot be achieved without the involvement of various parties. Therefore, as the largest company involved in the distribution and transmission of gas in Indonesia, PGN has a moral obligation to participate in this agenda.

SUSTAINABILITY STRATEGY

PGN's sustainability strategy is to focus on the Environmental, Social and Governance (ESG) aspects and integrate them into the Company's work programs. Various opportunities have been identified that allows the achievement of PGN's sustainability goals, namely by providing clean and green energy for all industrial sectors and the public, as well as contributing to achieving the Sustainable Development Goals. In applying this throughout 2021, PGN vigorously enhanced synergy and collaboration with various parties to provide optimum results. Conducting business by being more agile and constantly seeking value creation became inseparable in executing the Company's strategy in 2021.

SAMBUTAN DIREKTUR UTAMA

Remark from President Director

PENCAPAIAN DI TAHUN 2021

Aspek Lingkungan

Pada aspek lingkungan, inisiatif PGN dimulai dari tanggung jawab atas dampak lingkungan yang berpotensi timbul dari kegiatan operasional. Kami menerapkan sistem manajemen lingkungan berdasarkan standar internasional ISO 14001:2015 yang telah disertifikasi sejak tahun 2016. Sistem ini memberikan arahan dalam mengelola lingkungan sehingga potensi adanya dampak negatif dapat dimitigasi.

Sebagai bentuk evaluasi, Perseroan mengikuti penilaian PROPER (Program Penilaian Peringkat Kinerja Perusahaan Dalam Pengelolaan Lingkungan) yang diselenggarakan oleh Kementerian Lingkungan Hidup dan Kehutanan Republik Indonesia. Di tahun 2021, kami memperoleh hasil yang cukup memuaskan. Dari 5 lokasi yang berpartisipasi, 4 di antaranya memperoleh peringkat PROPER Biru yang artinya tidak ada pelanggaran atas kepatuhan terhadap peraturan perundangan terkait lingkungan dan 1 lokasi lainnya memperoleh PROPER Hijau yang berarti inisiatif pengelolaan lingkungan yang dilakukan *beyond compliance*.

Sementara inisiatif eksternal kami di bidang lingkungan juga mendapat apresiasi. PT Pertamina Gas (Pertagas), afiliasi PGN meraih penghargaan bergengsi Indonesian Green Awards 2021. Empat penghargaan yang berhasil diraih Pertagas yakni pada Kategori Pengembangan Wisata Konservasi Alam, Kategori Penyelamatan Sumber Daya Air, Kategori Mempelopori Pencegahan Polusi dan Kategori Mengembangkan Pengolahan Sampah Terpadu.

Aspek Sosial

Pada aspek sosial, inisiatif PGN dimulai dari pengelolaan pekerja PGN (Perwira *Subholding Gas*) yang memiliki peran penting sebagai *brand ambassador* Perseroan. Untuk itu penting bagi kami untuk menyediakan lingkungan kerja yang mampu mendorong setiap Perwira untuk mengeluarkan potensi terbaik yang dimilikinya sehingga mampu mendukung pengembangan usaha. PGN telah menyelenggarakan serangkaian program pengembangan dan suksesi bagi Perwira *Subholding Gas*. Di sepanjang tahun 2021, jumlah jam rata-rata pelatihan per Perwira sebesar 80,9 jam/orang dan terdapat 253 Perwira *Subholding Gas* yang dipromosikan ke tingkat jabatan yang lebih tinggi.

PGN berupaya menciptakan lingkungan kerja yang sehat dan aman bagi seluruh Perwira *Subholding Gas*. Mengingat industri migas memiliki risiko tinggi akan kesehatan dan keselamatan kerja (K3), maka penerapan sistem manajemen keselamatan migas merupakan bentuk tanggung jawab Perseroan sekaligus pemenuhan atas hak

ACHIEVEMENTS IN 2021

Environmental Aspects

In terms of environmental aspects, PGN's initiative begins from its responsibility over environmental impacts that may potentially arise from its operational activities. The Company applies an environmental management system based on the ISO 14001:2015 international standards that were certified in 2016. This system clearly provides direction in managing the environment and thereby the potential of negative impacts can be mitigated.

As a form of evaluation, the Company follows the PROPER assessment (Corporate Performance Rating Assessment Program in Environmental Management) that is conducted by the Ministry of the Environment and Forestry of the Republic of Indonesia. PGN achieved results that were quite positive in 2021 where of the 5 locations that participated, 4 secured the Blue PROPER rating that signifies that there were no violations towards compliance with environmental rules and regulations, and 1 other location that obtained the Green PROPER rating signifying that the environmental management initiatives carried out were beyond compliance.

The external initiatives in the area of environment were also appreciated. PT Pertamina Gas (Pertagas), affiliate of PGN, received the prestigious Indonesian Green Awards 2021. The four awards that Pertagas successfully secured, comprise the Nature Conservation Tourism Development Category, Water Resource Conservation Category, Pollution Prevention Pioneer Category, and Integrated Waste Management Development Category.

Social Aspects

PGN's initiatives stem from the management of PGN workers (Subholding Gas Employee) with an important role as the Company's brand ambassadors. For that purpose, it is important to provide a working environment that can drive every employee to reach their potential thereby supporting development of the business. PGN conducted various development and succession programs for its Subholding Gas Employee in 2021. The average training hour per employee amounted to 80.9 hours/person and there were 253 Subholding Gas Employee that were promoted to a higher level.

PGN aims to create a healthy work environment for all Subholding Gas Employee. Since the oil and gas industry has a high risk regarding Occupational Health and Safety (OHS), the application of the oil and gas safety management system is the Company's form of responsibility that simultaneously delivers the workers human rights towards safety. In 2021,

asasi akan keselamatan terhadap perwira. Pada tahun 2021 PGN berhasil mencapai 136.293.670 Jam Kerja Aman dan memperoleh berbagai apresiasi serta penghargaan dari pihak independen berupa Penghargaan Patra Karya dari Kementerian ESDM, Penghargaan Patra Nirbaya dari Kementerian ESDM, Penghargaan SUBROTO dari Kementerian ESDM, Penghargaan Kecelakaan Nihil dari Kementerian Ketenagakerjaan.

Tanggung jawab sosial PGN juga melekat terhadap pelanggan. Tanggung jawab ini tidak hanya terbatas pada penyediaan barang atau jasa, Perseroan juga berupaya memberikan perlindungan melalui pemenuhan atas komitmen terkait keamanan produk dan layanan pelanggan. Dalam hal keamanan, kami senantiasa melakukan kegiatan pengontrolan terhadap infrastruktur yang dimiliki agar memenuhi aspek keamanan. Sementara terkait layanan, PGN menyediakan akses bagi pelanggan untuk menyampaikan keluhannya. Selain tidak terjadi pelanggaran yang terkait dengan pelanggan, di tahun 2021 inisiatif kami juga meraih 5 penghargaan dalam ajang *The Best Contact Center* Indonesia 2021.

Sementara itu, pandemi COVID-19 yang masih berlangsung di sepanjang tahun masih terasa dampaknya bagi masyarakat. PGN berkomitmen untuk terus mendukung Pemerintah dan masyarakat Indonesia dalam menghadapi situasi bencana non alam ini. Secara total, PGN Grup telah mengeluarkan dana sekitar 19,9 miliar untuk membantu masyarakat yang terdampak COVID-19. Bersama dengan Anak Perusahaan, PGN memberikan bantuan berupa sembako, masker, *hand sanitizer*, penyemprotan disinfektan, dan perlengkapan APD untuk tenaga medis di berbagai daerah.

Tingginya penambahan kasus positif COVID-19 di Tanah Air pada pertengahan tahun 2021, menyebabkan tingginya kebutuhan akan gas oksigen untuk menangani pasien. Guna merespons hal tersebut sekaligus untuk menangani kelangkaan tabung oksigen di pasaran, PGN membentuk Tim Tanggap Darurat Bantuan Oksigen yang terdiri dari Anak Perusahaan yaitu PT Pertamina Gas, PT Pertagas Niaga, dan PT Gagas Energi Indonesia yang berperan aktif dalam membantu penyediaan oksigen ke berbagai rumah sakit di Pulau Jawa, khususnya di East Operation Region yang mencakup Provinsi DKI Jakarta, Banten, Jawa Barat, Jawa Tengah, D.I. Yogyakarta, dan Jawa Timur.

Secara total, PGN telah menyerahkan bantuan sebanyak 137 ton oksigen dan 9 isotank ke berbagai rumah sakit di Pulau Jawa untuk membantu memaksimalkan pasokan oksigen rumah sakit dalam menangani masyarakat yang terpapar COVID-19. Bantuan ini hasil sinergi dan kolaborasi seluruh PGN Grup dengan pemangku kepentingan lainnya.

PGN successfully achieved 136,293,670 Safe Work Hours and received various appreciations as well as awards from independent parties such as: the Patra Karya Award from the Ministry of Energy and Mineral Resources (MEMR), the Patra Nirbaya Award from the MEMR, the SUBROTO Award from the MEMR, and the Zero Accident Award from the Manpower Ministry.

PGN's social responsibility is attached to its customers. These responsibilities are not only limited to providing protection by fulfilling the commitment pertaining to customer product and services security. In regards to security, the Company constantly conducts control activities towards its infrastructure and security aspects that it has to fulfil. Meanwhile, PGN provides access to customers to submit complaints. Aside from avoiding violations pertaining to customers, PGN initiatives in 2021 received 5 awards within the *The Best Contact Center* Indonesia 2021.

The impact of the COVID-19 pandemic persisted throughout the year and continued to be felt by the public. PGN remains committed to continuing to support the Government and Indonesian society dealing with this non-natural disaster situation. In total, the PGN Group has issued funds amounting to Rp19.9 billion to support society that has been affected by COVID-19. Along with its Subsidiaries, PGN provided assistance in the form of food packets, masks, hand sanitizers, spraying disinfectants, and providing PPE for medical workers in various areas.

The high level of COVID-19 cases that occurred in Indonesia in mid-2021 led to a high demand for oxygen gas to handle patients. In response to this, and while simultaneously handling the lack of oxygen tanks in the market, PGN formed the Oxygen Support Emergency Response Team that was comprised of Subsidiaries, namely: PT Pertamina Gas, PT Pertagas Niaga, and PT Gagas Energi Indonesia. They played an active role in providing oxygen supplies to various hospitals in Java, particularly in the East Operation Region that covers the Provinces of DKI Jakarta, Banten, West Java, Central Java, Jogjakarta, and East Java.

In total, PGN has provided support comprising 137 tons of oxygen and 9 isotanks to various hospitals in Java to support maximizing the hospital oxygen supplies needed to handle patients affected by COVID-19. This support was a result of the PGN Group's synergy and collaboration with its stakeholders.

SAMBUTAN DIREKTUR UTAMA

Remark from President Director

Sejalan dengan mandat yang disyaratkan pada peraturan perundangan di Indonesia bahwa Perseroan wajib melaksanakan program tanggung jawab sosial lingkungan yang mampu memberikan nilai tambah dan manfaat bagi pemangku kepentingan. Secara aktif dan berkelanjutan, PGN terus menjalankan program pengembangan masyarakat. Dukungan dari masyarakat khususnya disekitar wilayah operasi PGN menjadi bagian penting bagi kemajuan Perseroan. Untuk itu, PGN berinvestasi melalui program *Corporate Social Responsibility* (CSR) agar kehadiran PGN mampu memberikan manfaat sosial maupun ekonomi bagi masyarakat.

Salah satu wujud implementasinya yaitu pembangunan desa-desa di sekitar wilayah operasi untuk menjadi desa yang maju dan mandiri, sehingga dapat menunjang pembangunan berkelanjutan. Desa Binaan PGN antara lain Desa Teluk Terate di Serang, Desa Sriminosari di Lampung, Desa Pagardewa di Muara Enim, dan Kelurahan Tembesi di Batam.

Komitmen PGN dalam menjalankan tanggung jawab sosial dan memiliki kepedulian yang tinggi terhadap sosial, ekonomi masyarakat, dan lingkungan, telah diapresiasi dengan perolehan Top CSR Awards 2021 #Star 4 dari Majalah Top Business. Dengan didapaknya Top CSR Award 2021 Bintang 4 menunjukkan bahwa sistem, kebijakan, dan pelaksanaan CSR di PGN berada di level "Sangat Baik" dan mendukung strategi bisnis Perusahaan. Baik di masa Pandemi COVID-19 maupun untuk pertumbuhan bisnis yang berkelanjutan.

Selain itu capaian lainnya yang membuat kami merasa bangga adalah Desa Wisata Karangrejo, dimana PGN telah berkontribusi melalui penyaluran dana hibah sekitar Rp4 miliar untuk pembangunan dan pembinaan Balai Ekonomi Desa (Balkondes), telah mendapatkan sertifikasi sebagai Desa Wisata Berkelanjutan dari Kementerian Pariwisata dan Ekonomi Kreatif RI. Sertifikasi ini menjadi salah satu komitmen untuk mewujudkan pariwisata yang lestari dan sejahtera.

Aspek Tata Kelola

Pada aspek tata kelola, PGN secara konsisten memastikan penerapan tata kelola perusahaan yang baik dengan melakukan evaluasi terhadap kinerja jajaran Komisaris dan Direktur. Selain itu kami terus menguatkan prinsip-prinsip tata kelola yang baik guna mencegah terjadinya pelanggaran terhadap kode etik dan tindakan korupsi.

Hasil evaluasi penerapan tata kelola PGN di tahun 2021 memperoleh nilai 98,56 yang masuk dalam kategori sangat baik. Predikat ini berhasil kami pertahankan selama lebih dari 5 tahun. Selain itu sebagai emiten, juga dilaksanakan *self-assessment* Parameter ASEAN Corporate Governance Scorecard (ACGS) dengan pencapaian skor 99,17 atau masuk kategori GOOD.

In line with the mandate required by the rules and regulations in Indonesia for companies to implement an environmental and social responsibility program that provides added value and benefits for stakeholders, PGN actively and sustainably operates a community development program. The support of the community, particularly those around PGN's operational areas, is an important part of the Company's progress. For that purpose, PGN invests through the Corporate Social Responsibility (CSR) program to ensure that PGN's presence is able to provide social as well as economic benefits for the community.

One way of implementing this has been by developing villages situated close to its area of operations so as to become advanced and independent, thereby supporting sustainable development. PGN's Foster Villages are the Teluk Terate Village in Serang, the Sriminosari Village in Lampung, the Pagardewa Village in Muara Enim, and the Tembesi Ward in Batam.

PGN's commitment to conducting social responsibility and high concern towards its community social, economic, and environment, development was duly appreciated through the Top CSR Awards 2021 #Star 4 from the Top Business Magazine. This Top CSR Award 2021 #Star 4 shows that the CSR system, policy, and implementation at PGN falls within the category of "Excellent" and supports the Company's business strategy both in terms of the COVID-19 pandemic and sustainable business growth.

Then, there are the proud achievements in the Karangrejo Tourism Village, where PGN contributed by channeling support in the form of funds amounting to Rp4 billion for the development and guidance for the Village Economic Hall (Balai Ekonomi Desa or Balkondes). This received a certification as the Sustainable Tourism Village from the Ministry of Tourism and the Creative Economy of Indonesia and the certification serves as a commitment towards promoting sustainable and prosperous tourism.

Governance Aspects

PGN consistently applies Good Corporate Governance (GCG) by evaluating the performance of its Commissioners and Directors. Additionally, the Company continues to strengthen the principles of GCG to deter non-compliance to the Code of Ethics and any corrupt acts.

The results of PGN's governance application evaluation in 2021 achieved results of 98.56 that falls within the category of excellent. This predicate has been successfully and consistently maintained over the last 5 years. Moreover, the ASEAN Corporate Governance Scorecard (ACGS) self-assessment parameter achieved a score of 99.17 that falls within the category of GOOD.

Dalam hal pencegahan terjadinya kasus korupsi, PGN telah mengimplementasikan Sistem Manajemen Anti Penyuapan (SMAP) berdasarkan standar internasional ISO 37001:2016. Sosialisasi mengenai anti korupsi terus dijalankan secara aktif dan hingga akhir tahun 2021 seluruh Perwira *Subholding Gas* telah menerima sosialisasi dan/atau pelatihan mengenai anti korupsi.

Di akhir tahun 2021, PGN berhasil mendapatkan sertifikat ISO 55001:2014 yang merupakan standar internasional mengenai Sistem Manajemen Aset untuk lingkup South Sumatera West Java (SSWJ) Pipeline. Perolehan sertifikat ini diharapkan dapat mewujudkan proses bisnis yang terintegrasi dan sinergis intra maupun antar *Subholding Gas*, meningkatkan layanan kepada seluruh stakeholder, serta membawa PGN menjadi pengelola infrastruktur gas bumi yang ramah lingkungan dan mendukung program *Holding Migas Pertamina* menuju energi baru terbarukan.

Posisi gas bumi semakin penting sebagai transisi energi dari *fossil fuel* menuju energi yang ramah lingkungan. PGN menjadi agen pemerintah dalam mengembangkan infrastruktur dan pemanfaatan gas bumi. Sehingga dapat mendorong efisiensi dan pemerataan ekonomi. Di samping itu, *Subholding Gas* berperan dalam upaya mengurangi ketergantungan terhadap energi impor.

PGN berkomitmen mendukung Usaha Mikro Kecil dan Menengah (UMKM) untuk bisa berdaya saing dan menunjang perekonomian nasional. Melalui penyediaan energi yang bersih dan layanan terintegrasi bagi sektor UMKM maupun rumah tangga, sampai dengan saat ini kami telah melayani sekitar 1.800 pelanggan UMKM dan lebih dari 500.000 pelanggan rumah tangga.

Dalam rangka pemanfaatan gas bumi yang potensial untuk penyediaan energi bersih dan ramah lingkungan (*Green Energy*), PGN telah berkolaborasi dengan berbagai pihak untuk mewujudkannya: (1) kolaborasi dengan Kawasan Ekonomi Khusus (KEK) melalui LNG *regasification*, LNG/LPG Hub, LNG trading, serta *Mini LNG Plants*; (2) mendukung kapal-kapal Indonesia (*shipping*) melalui LNG dengan metode *bunkering*; (3) pemanfaatan CNG dan LNG untuk sektor transportasi laut; (4) gas untuk Pembangkit Listrik; (5) pengembangan gas bumi berbasis industri methanol; (6) pengembangan jargas rumah tangga; dan (7) pengembangan biometanol.

In prevention of corruption cases, PGN has implemented the Anti Bribery Management System (Sistem Manajemen Anti Penyuapan or SMAP) that is based on the ISO 37001:2016 international standards. The socialization of anti-corruption continues to be actively pursued and as of the end of 2021, all of *Subholding Gas* Employee have received socialization and/or training on anti-corruption.

By the end of 2021, PGN had successfully received the ISO 55001:2014 certification that pertains to international standards on Asset Management Systems for the scope of the South Sumatera West Java (SSWJ) Pipeline. This certification is expected to deliver an integrated and intra-synergistic business process between the *Subholding Gas*, improve services to all stakeholders, and bring PGN an environmentally friendly natural gas infrastructure management company that supports *Pertamina's Oil and Gas Holding* programs of achieving renewable energy.

The natural gas position is becoming increasingly important as a transition energy from fossil fuels towards an environmentally friendly energy. PGN serves as the government's agent in developing the infrastructure and benefits of natural gas, therefore promoting economic efficiency and equity. Moreover, the *Subholding Gas* plays a vital role in efforts to reduce dependence on imported energy.

PGN is committed to supporting Micro, Small and Medium Enterprises (MSME) so as to be able to complete and support the national economy. By providing clean energy and integrated services for the MSME and Household sector, the Company has to date served around 1,800 MSME customers and over 500,000 household customers.

With the use of natural gas that potentially provides clean and green energy, PGN has collaborated with various parties to provide: (1) collaboration with Special Economic Zones (SEZ) through LNG *regasification*, LNG/LPG Hubs, LNG trading, as well as *Mini LNG Plants*; (2) support for Indonesian shipping through LNG by the *bunkering* method; (3) utilization of CNG and LNG for the maritime transportation sector; (4) gas for Power Plants; (5) development of natural gas that is based on the methanol industry; (6) development of household gas networks; and (7) development of biometanol.

SAMBUTAN DIREKTUR UTAMA

Remark from President Director

TANTANGAN DAN RENCANA MASA DEPAN

Wabah COVID-19 yang belum usai masih menjadi tantangan tersendiri bagi Perseroan, namun PGN akan terus mengoptimalkan kapasitas yang dimilikinya untuk memperkuat pengelolaan *branding Subholding Gas* sebagai perusahaan gas nasional terkemuka dan terpercaya dalam bagian Holding Migas PT Pertamina (Persero).

Di tahun 2022, kami menargetkan peningkatan distribusi gas sebesar 19%, transmisi gas sebesar 2%, serta upaya regasifikasi meningkat sebesar 36%. Selain itu kami juga masih fokus untuk pengembangan infrastruktur dan perluasan distribusi ke seluruh Indonesia.

PGN akan terus melakukan investasi pada aspek-aspek Lingkungan, Sosial dan Tata Kelola untuk mewujudkan perannya meningkatkan bauran energi nasional yang bersih dan ramah lingkungan dalam masa transisi energi di Indonesia serta untuk meningkatkan kontribusinya dalam pencapaian SDGs. Hal ini dinyatakan dengan jelas melalui visi perusahaan yaitu *"To Be World Leading National Gas Company for a Sustainable Future and National Energy Sovereignty."*

PENUTUP

Kami bersyukur atas semua capaian yang telah diperoleh sepanjang tahun 2021, beserta keseluruhan proses yang harus dilalui baik tantangan, peluang, serta hambatan yang ada. PGN akan terus mengupayakan yang terbaik dengan melaksanakan integrasi infrastruktur gas untuk ketahanan pasokan, efisiensi dan tingkat layanan yang semakin baik ke seluruh wilayah Indonesia. Begitu juga halnya peningkatan kinerja kami dalam aspek Lingkungan, Sosial dan Tata Kelola.

Rasa terimakasih yang sebesar-besarnya kami sampaikan atas dukungan Pemerintah Indonesia, kepercayaan pelanggan, mitra kerja sama dan masyarakat, serta kepada seluruh perwira PGN yang terus menunjukkan kontribusinya hingga Perseroan mampu terus tumbuh dan berkembang.

CHALLENGES AND FUTURE PLANS

The COVID-19 pandemic continues to pose a challenge for the Company, but PGN will optimize its capacity to strengthen the management of the Subholding Gas' brand as a leading and trusted national gas company within the PT Pertamina (Persero) Oil and Gas Holding.

In 2022, the Company targeted an increase in gas distribution of 19%, 2% in gas transmission, and efforts to increase regasification by 36%. Moreover, PGN will also focus on developing infrastructure and expanding distribution across Indonesia.

PGN will continue to invest in Environmental, Social and Governance aspects to deliver its role in increasing the range of clean and environmentally friendly national energy within the energy transition phase in Indonesia, as well as to increase its contribution in achieving the SDGs. This is clearly stated in the Company's vision *"To Be a World Leading National Gas Company for a Sustainable Future and National Energy Sovereignty."*

CONCLUSION

PGN has been fortunate in its achievements throughout 2021, along with all the processes that we have been navigated in the form of challenges, opportunities, and obstacles. PGN will continue to strive to achieve the best results in integrating a gas infrastructure to ensure the supply, efficiency and level of services are enhanced throughout Indonesia. At the same time, improving the Company's performance within the Environment, Social and Governance aspects.

On behalf of the Company, the Board of Directors would like to convey its utmost gratitude for the government of Indonesia's support, the trust of customers, business partners and the public, as well as the contribution of Subholding Gas Employee that has ensured the Company's continued growth and development.

Jakarta, 14 April 2022 | Jakarta, April 14, 2022

M. HARYO YUNianto

Direktur Utama

President Director

DIREKSI

Board of Directors



Fadjar Harianto Widodo
Direktur Keuangan dan
Manajemen Risiko
Director of Finance and Risk
Management

Faris Aziz
Direktur Sales dan Operasi
Director of Sales and
Operations

Heru Setiawan
Direktur Strategi dan
Pengembangan Bisnis
Director of Strategy and
Business Development

Achmad Muchtasyar
Direktur Infrastruktur dan
Teknologi
Director of Infrastructure and
Technology

Beni Syarif Hidayat
Direktur SDM dan Penunjang Bisnis
Director of HR and Business Support

M. Haryo Yuniarto
Direktur Utama
President Director

TENTANG PT PERUSAHAAN GAS NEGARA Tbk

About PT Perusahaan
Gas Negara Tbk



02





SEKILAS PT PERUSAHAAN GAS NEGARA Tbk

Overview of PT Perusahaan Gas Negara Tbk

Beroperasi selama 56 tahun sejak ditetapkan sebagai Perusahaan Negara, PT Perusahaan Gas Negara Tbk (PGN) merupakan perusahaan nasional terbesar di Indonesia yang menjadi *pioneer* dalam bidang transportasi dan distribusi gas bumi. Selama lebih dari 5 dekade, keberadaan PGN memiliki peran yang sangat besar dan signifikan dalam pemenuhan gas bumi domestik.

Di tengah gelombang transisi energi global dari energi fosil ke energi bersih, peran pemanfaatan gas bumi semakin penting dalam mendukung kesuksesan program pembangunan nasional yang berkelanjutan. PGN sebagai *Subholding Gas* dan bagian dari *Holding Migas* PT Pertamina (Persero) mendapat mandat dari Pemerintah untuk mendukung program konversi energi berbasis gas bumi atau gasifikasi di sektor strategis seperti sektor kelistrikan nasional.

PGN berkomitmen untuk mengawal agenda pembangunan nasional dengan terus melakukan inovasi dan terobosan dalam meningkatkan kehandalan dan perluasan akses gas bumi nasional. Saat ini melalui portofolio usahanya PGN mengelola 96% infrastruktur nasional dan 92% niaga gas bumi nasional.

Sebagai *aggregator* gas bumi di Indonesia, PGN akan terus memperluas pembangunan infrastruktur serta meningkatkan sumber pasokan gas bumi melalui sinergi antar *sub holding* di *Holding Migas*. Dalam rangka meningkatkan kehandalan dan fleksibilitas penyaluran gas bumi ke pelanggan, PGN telah mengintegrasikan infrastruktur gas bumi pada ruas pipa transmisi di Jawa dan Sumatera serta mengembangkan opsi moda transportasi gas bumi melalui *virtual pipeline* untuk dapat menjangkau pelanggan yang secara lokasi berada jauh dari sumber pasokan maupun infrastruktur gas bumi.

Operating for 56 years since being designated as a State Company, PT Perusahaan Gas Negara Tbk (PGN) is the largest national company in Indonesia that is a pioneer in the transportation and distribution of natural gas. For more than 5 decades, PGN's existence has played a very large and significant role in the fulfillment of natural gas.

In the middle of global energy transition from fossil energy to clean energy, the role of natural gas utilization is increasingly important in supporting the success of sustainable national development programs. PGN as Subholding Gas and part of Holding Oil and Gas PT Pertamina (Persero) received a mandate from the Government to support natural gas-based energy conversion programs or gasification in strategic sectors such as the national electricity sector.

PGN is committed to overseeing the national development agenda by continuing to innovate and make breakthroughs in increasing reliability and expanding access to national natural gas. Currently, through its business portfolio, PGN manages 96% of the national infrastructure and 92% of the national natural gas trade.

As a natural gas aggregator in Indonesia, PGN will continue to expand infrastructure development and increase natural gas supply sources through synergies between sub holdings in Oil and Gas Holdings. In order to increase the reliability and flexibility of natural gas distribution to customers, PGN has integrated natural gas infrastructure in transmission pipelines in Java and Sumatra and developed natural gas transportation options through virtual pipelines to be able to reach customers who are located far from the source of natural gas supply and infrastructure.

SEKILAS PT PERUSAHAAN GAS NEGARA Tbk

Overview of PT Perusahaan Gas Negara Tbk

KEGIATAN USAHA [GRI 102-2]**Kegiatan Usaha menurut Anggaran Dasar**

Sesuai Pasal 3 Anggaran Dasar PGN sebagaimana terakhir diubah dengan Akta No. 28 tanggal 11 Mei 2021 yang dibuat di hadapan Notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notaris di Jakarta, kegiatan usaha PGN adalah sebagai berikut:

Kegiatan Usaha Utama

- a. Perencanaan, pembangunan, pengelolaan dan pengembangan usaha hilir bidang gas bumi yang meliputi kegiatan pengolahan, pengangkutan, penyimpanan, dan niaga.
- b. Perencanaan, pembangunan, pengembangan produksi, penyediaan, penyaluran dan distribusi gas buatan (gas hidrokarbon).
- c. Pengolahan bahan bakar gas yang dapat dimanfaatkan secara langsung sebagai bahan bakar di mana pembuatannya disertai peningkatan mutu gas, seperti pemurnian, pencampuran dan proses lainnya yang dihasilkan dari gas alam, karbonasi dan gasifikasi batu bara atau bahan hidrokarbon lain, termasuk proses regasifikasi LNG (KBLI 35201).
- d. Penyaluran gas melalui jaringan yang bertekanan ekstra tinggi (lebih dari 10 bar); yang bertekanan tinggi (antara 4 bar sampai dengan 10 bar); dan yang bertekanan menengah ke bawah (di bawah 4 bar) baik berasal dari produksi sendiri maupun produksi pihak lain sampai ke konsumen atau pelanggan (KBLI 35202).
- e. Penyaluran, distribusi dan pengadaan semua jenis bahan bakar gas dalam bentuk gas dan cair melalui sistem saluran dan transportasi darat maupun laut (KBLI 35202).
- f. Perdagangan gas dalam bentuk gas dan cair kepada konsumen melalui saluran dan transportasi darat maupun laut (KBLI 35202).
- g. Perdagangan gas dalam bentuk gas dan cair melalui sistem distribusi gas yang dioperasikan oleh pihak lain dan pengoperasian pertukaran komoditas dan kapasitas pengangkutan bahan bakar gas (KBLI 35202).
- h. Pengangkutan gas dalam bentuk gas dan cair dari produsen ke tempat konsumen dengan saluran pipa maupun moda transportasi darat dan laut atas dasar *fee* atau kontrak (KBLI 49300).
- i. Pengoperasian gardu pompa (KBLI 49300).
- j. Penyimpanan gas dalam bentuk gas dan cair sementara sebelum gas tersebut dikirim ke konsumen (KBLI 52101; KBLI 52109).

BUSINESS ACTIVITIES [GRI 102-2]**Business Activities According to Articles of Association**

In accordance with Article 3 of PGN's Articles of Association as last amended by Deed No. 28 dated May 11, 2021, made before a Notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notary in Jakarta, PGN's business activities are as follows:

Main Business Activities

- a. Planning, construction, management and development of downstream business in the field of natural gas covering production, transportation, storage, and trading.
- b. Planning, construction, production development, supplying, distribution of artificial gas (hydrocarbon gas).
- c. Gas fuel processing that can be used directly as fuel where the production is accompanied by gas quality improvement business, such as refining, blending and other processes produced from natural gas, carbonation and coal gasification, or other hydrocarbon materials, including LNG regasification process ((Indonesia Standard Industrial Classification (KBLI) 35201).
- d. Distribution of gas through extra high pressure pipeline network (more than 10 bar); high pressure (between 4 bar to 10 bar); and those with medium to lower pressure (below 4 bar) either from own production or from other parties to consumers or customers. (KBLI 35202).
- e. The transmission, distribution and procurement of all types of gas fuel, in gas and liquid form through the pipeline system and land and sea transportation (KBLI 35202).
- f. The trading of gas in gas and liquid form to consumers through pipeline system and land and sea transportation (KBLI 35202).
- g. The trading of gas in gas and liquid form through gas distribution system operated by other parties and the operation of commodity exchange and gas fuel transportation capacity (KBLI 35202).
- h. Transporting natural gas in gas and liquid form from the place of manufacture (producer) to the user (consumer) by pipeline and land and sea transportation on a fee or contract basis (KBLI 49300).
- i. Operation of pump substations (KBLI 49300).
- j. Temporary storage of gas in gas and liquid form before the gas is streamed to the consumers (KBLI 52101; KBLI 52109).

- k. Perdagangan bahan bakar gas dan cair, serta produk sejenisnya dalam skala industri maupun *retail* (KBLI 46610).
- l. Instalasi gas pada bangunan gedung baik untuk tempat tinggal maupun bukan tempat tinggal (KBLI 43223).
- m. Pemeliharaan dan perbaikan instalasi saluran gas (KBLI 43223).

Selain kegiatan usaha utama, Perseroan dapat melakukan kegiatan usaha penunjang lain yang berkaitan langsung dan/atau yang mendukung kegiatan usaha utama, termasuk namun tidak terbatas pada:

- a. Penyertaan modal di bidang usaha hulu minyak dan gas, infrastruktur pipa minyak, LNG termasuk LNG carrier, NGL, LPG, CNG, jasa konstruksi, *engineering*, kelistrikan, informasi dan komunikasi, properti dan manajemen aset, kawasan pariwisata, penyediaan jasa tenaga kerja, konsultasi, dan bidang usaha lainnya.
- b. Kegiatan jasa yang berkaitan dengan pertambangan gas bumi yang dilakukan atas dasar balas jasa atau kontrak.
- c. Optimalisasi pemanfaatan aset dan sumber daya lainnya yang dimiliki Perseroan.

Kegiatan Usaha yang Dijalankan

Hingga akhir tahun 2021, PGN telah menjalankan seluruh kegiatan usaha yang tercantum dalam Anggaran Dasar.

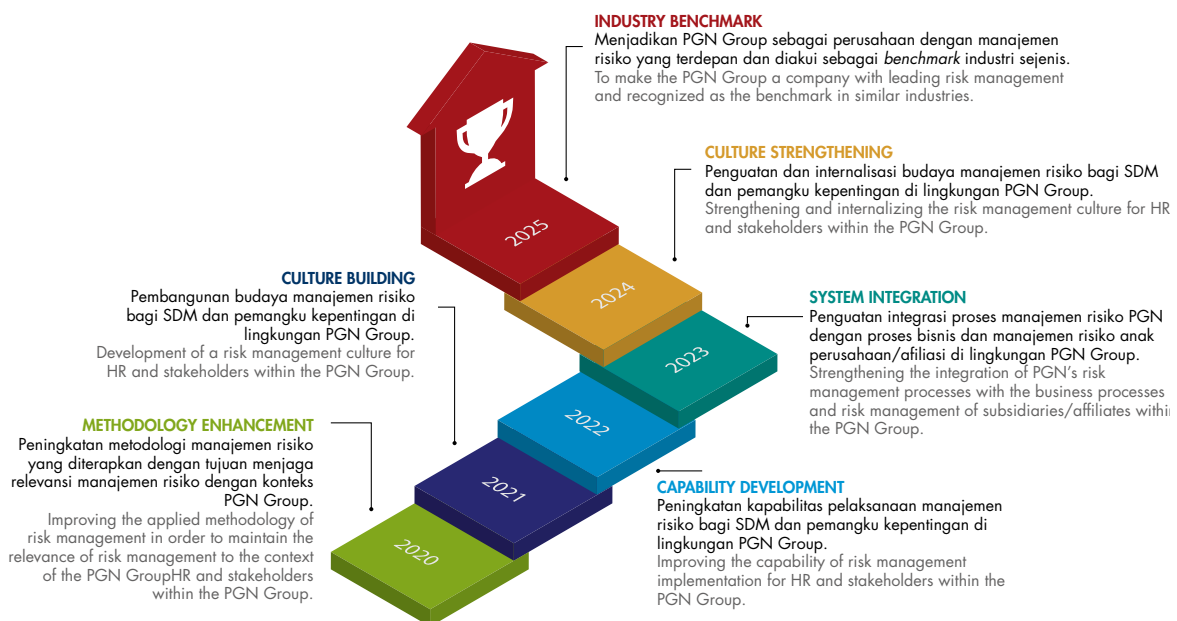
- k. The wholesale and retail trading of gas fuels and liquids, as well as its similar products (KBLI 46610)
- l. Gas installations in residential and non-residential buildings (KBLI 43223).
- m. Maintenance and services of gas line installation (KBLI 43223).

In addition to the main business activities as mentioned in paragraph (2), the Company may carry out supporting business activities relating directly and/or supporting the main business activities, including but not limited to:

- a. Capital participation in the oil and gas upstream businesses, oil pipes infrastructure, LNG including LNG carrier, NGL, LPG, CNG, construction services, engineering, electricity, information and communication, property and asset management, tourism region, outsourcing services, consultancy, and other businesses.
- b. Service activities relating to the natural gas mining on a fee or contract basis.
- c. Optimization of Company's assets and resources.

Business Activities

Until the end of 2021, PGN has carried out all business activities listed in the Articles of Association.



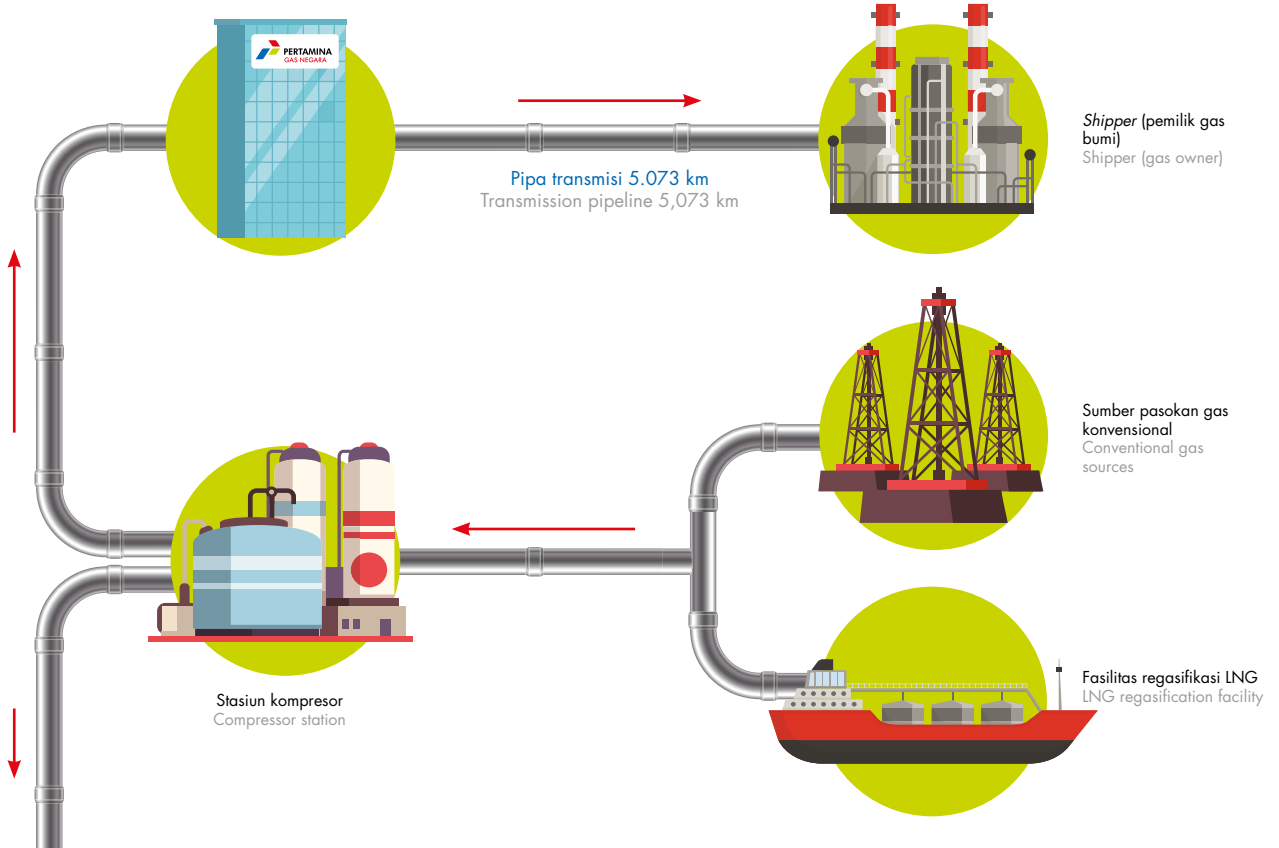
SEKILAS PT PERUSAHAAN GAS NEGARA Tbk

Overview of PT Perusahaan Gas Negara Tbk

GTA (GAS TRANSPORTATION AGREEMENT)

Pada bidang bisnis transportasi gas bumi, PGN menyediakan fasilitas/infrastruktur yang dapat dimanfaatkan oleh pemilik gas (*shipper*), sehingga gas bumi dapat dialirkan secara aman dan andal.

In transportation of natural gas business, PGN provides facilities/infrastructure, which can be used by gas owners (*shippers*) so that their gas can be channeled safely and reliably.



GSA (GAS SALES AGREEMENT)

Pada bidang niaga gas bumi, PGN membeli gas bumi dari berbagai produsen gas bumi yang kemudian dijual ke berbagai segmen pengguna akhir gas bumi, mulai dari pelanggan rumah tangga, pelanggan komersial dan industri, pelanggan pembangkit listrik, hingga ke sektor transportasi, baik melalui moda pipa distribusi gas bumi, CNG, maupun LNG.

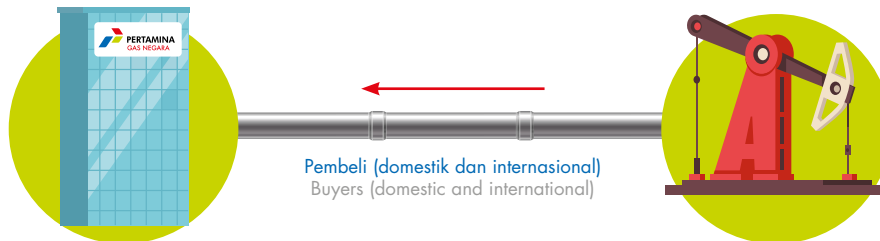
In natural gas trading, PGN buys gas from several producers to be subsequently sell to end users, starting from household customers, commercial customers and industries, power plants to transportation sector, either through gas distribution pipeline, CNG, or LNG.



PRODUKSI MINYAK DAN GAS BUMI Production of Oil and Natural Gas

Pada bidang usaha di hulu minyak dan gas bumi, PGN melalui PT Saka Energi Indonesia mengelola 9 (sembilan) wilayah kerja domestik dan 1 (satu) wilayah kerja internasional.

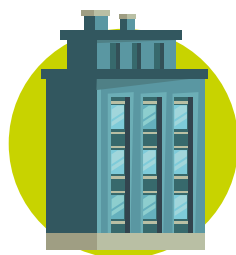
In upstream oil and gas business, PGN through PT Saka Energi Indonesia, manages 9 (nine) domestic work areas and 1 (one) international work area.



BISNIS LAINNYA Other Businesses

Bidang bisnis lainnya meliputi *engineering, procurement, construction, property management*, layanan jaringan telekomunikasi yang andal, serta penyediaan tenaga kerja yang ahli di bidangnya dikelola oleh Entitas Anak/Afiliasi.

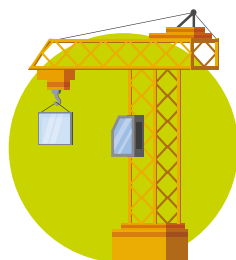
Other businesses cover reliable *engineering, procurement, construction, property management*, telecommunication network, and supply of skilled labor managed by Subsidiaries.



Pengelolaan properti dan fasilitas pendukung
Management of property and supporting facilities



Layanan teknologi informasi dan komunikasi
Information technology and communication services



Jasa *engineering* dan konstruksi berkualitas industri minyak dan gas bumi
Quality engineering and construction services in oil and natural gas industry



Penyediaan tenaga kerja profesional, ahli, dan spesialis
Provider of professionals, experts and specialists

BUDAYA PERUSAHAAN [GRI 102-16]

Corporate Culture [GRI 102-16]

Dalam mendukung peran PGN sebagai *Subholding Gas* dan pengelola utama bisnis gas bumi di Indonesia, PGN menempatkan implementasi budaya perusahaan "AKHLAK" (Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif) sebagai faktor penting untuk pencapaian Visi Misi *Subholding Gas*. AKHLAK menjadikan perilaku seluruh organisasi selaras dengan AKHLAK telah menjadi budaya bagi perilaku setiap Perwira *Subholding Gas*.

In supporting PGN's role as *Subholding Gas* and the main manager of the natural gas business in Indonesia, PGN places the implementation of a corporate culture of "AKHLAK" (Trust, Competent, Harmonious, Loyal, Adaptive, and Collaborative) as an important factor for achieving the Gas *Subholding Vision and Mission*. AKHLAK align the behavior of the entire organization with AKHLAK which has become a culture for the behavior of every *Subholding Gas Employee*.

AMANAH TRUSTWORTHY

Memegang teguh kepercayaan yang diberikan
Uphold the trust earned

- Memenuhi janji dan komitmen.
- Bertanggung jawab atas tugas, keputusan, dan tindakan yang dilakukan.
- Berpegang teguh kepada nilai moral dan etika.
- Fulfill promises and commitments.
- Responsible for tasks, decisions, and Actions taken.
- Adhering to moral and ethical values.

KOMPETEN COMPETENT

Terus belajar dan mengembangkan kapabilitas
Continue to learn and develop capabilities

- Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah.
- Membantu orang lain belajar.
- Menyelesaikan tugas dengan kualitas terbaik.
- Improve self-competence to respond to ever-changing challenges.
- Helping others learn.
- Complete tasks with the best quality.

HARMONIS HARMONIOUS

Saling peduli dan menghargai perbedaan
Caring for each other and respecting differences

- Menghargai setiap orang apapun latar belakangnya.
- Suka menolong orang lain.
- Membangun lingkungan kerja yang kondusif.
- Respect everyone regardless of background.
- Likes to help others.
- Build a conducive work environment.

LOYAL LOYAL

Berdedikasi dan mengutamakan kepentingan Bangsa dan Negara
Dedicated and prioritizing the interests of the Nation and the State

- Menjaga nama baik sesama Perwira *Subholding Gas*, pimpinan, BUMN, dan Negara.
- Rela berkorban untuk mencapai tujuan yang lebih besar.
- Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan etika.
- Maintain the reputation of fellow including former *Subholding Gas Employee*, leaders, SOEs, and the State.
- Willing to sacrifice to achieve a bigger goal.
- Obey the leadership as long as it is not against the law and ethics.

ADAPTIF ADAPTIVE

Terus berinovasi & antusias dalam menggerakkan ataupun menghadapi perubahan
Continuing to innovate & enthusiastic in moving or dealing with change

- Cepat menyesuaikan diri untuk menjadi lebih baik.
- Terus-menerus melakukan perbaikan mengikuti perkembangan teknologi.
- Bertindak proaktif.
- Quickly adapt to be better.
- Continuous improvement following technological developments.
- Act proactively.

KOLABORATIF COLLABORATIVE

Membangun kerja sama yang sinergis
Building synergetic cooperation

- Memberi kesempatan kepada berbagai pihak untuk berkontribusi.
- Terbuka dalam bekerja sama untuk menghasilkan nilai tambah.
- Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama.
- Provide opportunities for various parties to contribute.
- Open to work together to generate added value.
- Mobilize the use of various resources for common goals.

RIWAYAT SINGKAT PERUSAHAAN

Brief History of the Company



PERKEMBANGAN BISNIS PERUSAHAAN

Development of the Company's Business

1998

PGN berhasil menyelesaikan Pipa Transmisi Ruas Grissik-Duri yang diikuti dengan pembentukan Entitas Anak di bidang transmisi yaitu PT Transportasi Gas Indonesia (TGI) pada 2002 yang akan mengoperasikan pipa transmisi tersebut.

PGN managed to complete Grissik-Duri Transmission Pipeline and established a Subsidiary Entity for transmission business namely PT Transportasi Gas Indonesia (TGI) in 2002 that will operate the transmission pipeline.

2003

Penyelesaian Pipa Transmisi Grissik-Batam-Singapura yang merupakan pipa hilir gas bumi pertama yang melintasi batas negara. Pipa transmisi ini dioperasikan oleh PT Transportasi Gas Indonesia

Grissik-Batam-Singapore Transmission Pipeline, which is the first natural gas pipeline across the border, was completed. This pipeline is operated by PT Transportasi Gas Indonesia

2007

Pada 25 Oktober 2007, PGN berhasil menyelesaikan Pipa Transmisi South Sumatera West Java terdiri dari SSWJ I dengan Ruas Stasiun Penerima Gas Pagardewa-Bojonegara dan SSWJ II dengan Ruas Grissik-Muara Bekasi. Pada tahun ini, PGN mendirikan Entitas Anak di bidang telekomunikasi, yaitu PT PGAS Telekomunikasi Nusantara (PGASCOM), yang mengoperasikan dan memelihara jaringan kabel *fiber optic* yang dibangun untuk pengoperasian SCADA untuk menjaga keandalan penyaluran gas bumi di sepanjang jaringan pipa transmisi Grissik-Batam-Singapura

On October 25, 2007, PGN managed to complete the installation of South Sumatera-West Java transmission pipeline, which consists of SSWJ I connecting gas receiving stations of Pagardewa-Bojonegara and SSWJ II connecting Grissik-Muara Bekasi. In the same year, PGN established a subsidiary entity dealing with telecommunication business namely PT PGAS Telekomunikasi Nusantara (PGASCOM). PGASCOM operates and maintains fiber optic cables so as to operate SCADA in order to maintain the reliability of natural gas supply along transmission pipeline of Grissik-Batam-Singapore.

2009

PGN membentuk Entitas Anak bernama PT PGAS Solution yang bergerak di bidang usaha rekayasa teknik, operasi dan pemeliharaan, kontraktor EPC, serta perdagangan.

PGN established a subsidiary entity called PT PGAS Solution dealing with technical engineering, operation and maintenance, EPC contractor, and trading.

2014

PGN mendirikan entitas anak PT Permata Graha Nusantara dengan lingkup usaha antara lain pengelolaan properti, penyediaan jasa tenaga kerja, fasilitas manajemen, serta profitisasi sumber daya dan aset perusahaan. Di tahun ini, dimulai pengoperasian FSRU Lampung secara komersial untuk mendukung keandalan pasokan gas bumi di Jawa Bagian Barat dengan menggunakan LNG.

PGN established a subsidiary entity namely PT Permata Graha Nusantara with scope of business, among others management of properties, labor supply, management facility, and prioritization of resources and company assets. In the same year, commenced the commercial operation of FSRU Lampung so as to support the reliability of natural gas supply in Western part of Java by using LNG.

2012

PGN mendirikan Entitas Anak PT PGN LNG Indonesia dengan lingkup usaha antara lain pengadaan pasokan LNG dan niaga, penyimpanan termasuk regasifikasi kepada pembeli, serta kegiatan usaha lainnya di bidang LNG.

PGN established a subsidiary entity namely PT PGN LNG Indonesia with scope of business, among others, supply of LNG and trading, storage, including regasification for buyers as well as other business activities in the LNG sector.

2011

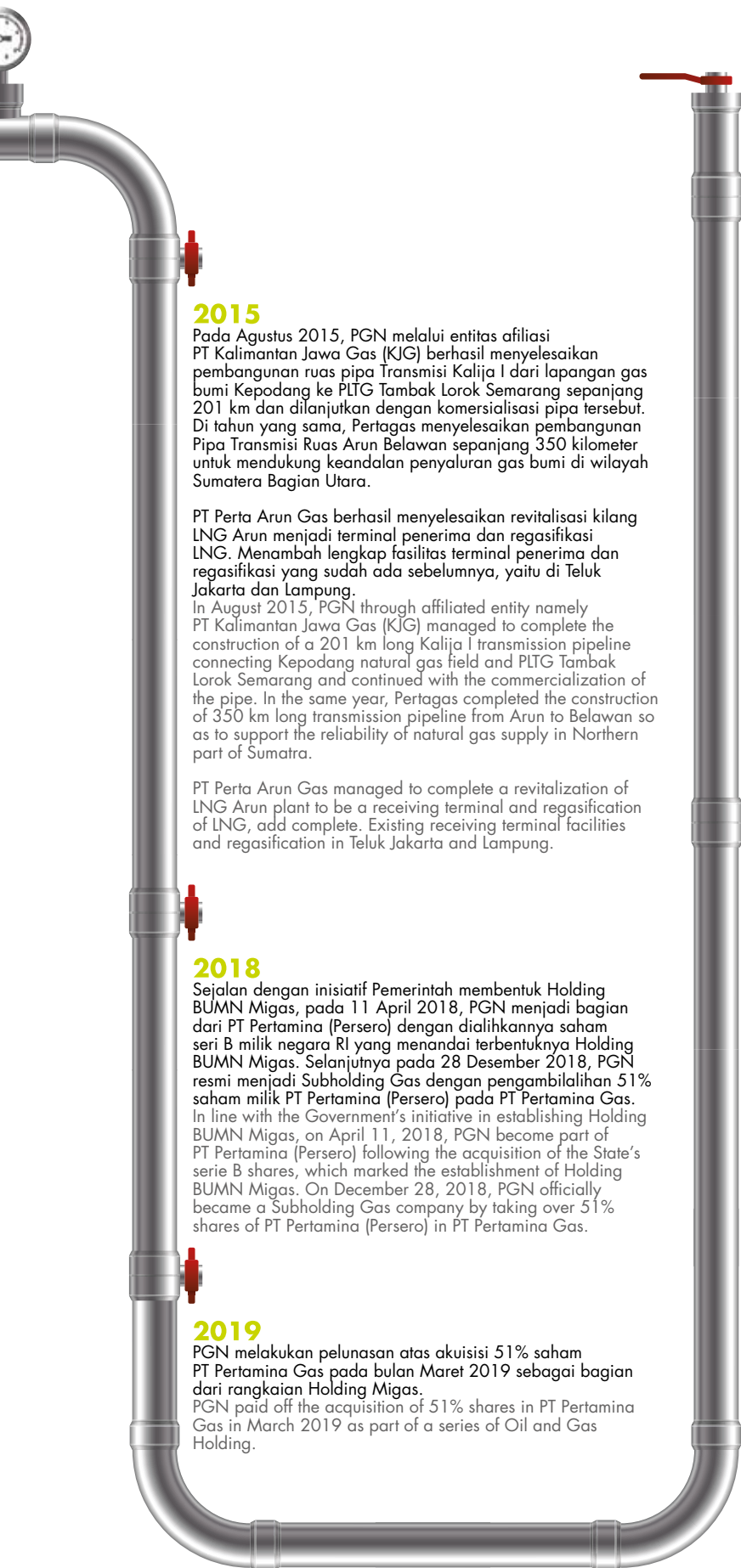
PGN membentuk dua Entitas Anak di bidang hulu dan hilir bisnis gas bumi. PT Saka Energi Indonesia di bidang hulu dan PT Gagas Energi Indonesia di bidang hilir.

PGN established two subsidiary entities dealing with natural gas upstream and downstream business i.e, PT Saka Energi Indonesia for upstream business and PT Gagas Energi Indonesia for downstream business.

2010

PT Pertamina (Persero) dan PGN mendirikan perusahaan patungan di bidang LNG, yaitu PT Nusantara Regas sebagai tonggak baru pemanfaatan LNG untuk domestik.

PT Pertamina (Persero) and PGN established a joint venture dealing with LNG called PT Nusantara Regas as a new effort to meet domestic requirement for LNG.



2015

Pada Agustus 2015, PGN melalui entitas afiliasi PT Kalimantan Jawa Gas (KJG) berhasil menyelesaikan pembangunan ruas pipa Transmisi Kalija I dari lapangan gas bumi Kepodang ke PLTG Tambak Lorok Semarang sepanjang 201 km dan dilanjutkan dengan komersialisasi pipa tersebut. Di tahun yang sama, Pertagas menyelesaikan pembangunan Pipa Transmisi Ruas Arun Belawan sepanjang 350 kilometer untuk mendukung keandalan penyaluran gas bumi di wilayah Sumatera Bagian Utara.

PT Perta Arun Gas berhasil menyelesaikan revitalisasi kilang LNG Arun menjadi terminal penerima dan regasifikasi LNG. Menambah lengkap fasilitas terminal penerima dan regasifikasi yang sudah ada sebelumnya, yaitu di Teluk Jakarta dan Lampung.

In August 2015, PGN through affiliated entity namely PT Kalimantan Jawa Gas (KJG) managed to complete the construction of a 201 km long Kalija I transmission pipeline connecting Kepodang natural gas field and PLTG Tambak Lorok Semarang and continued with the commercialization of the pipe. In the same year, Pertagas completed the construction of 350 km long transmission pipeline from Arun to Belawan so as to support the reliability of natural gas supply in Northern part of Sumatra.

PT Perta Arun Gas managed to complete a revitalization of LNG Arun plant to be a receiving terminal and regasification of LNG, add complete. Existing receiving terminal facilities and regasification in Teluk Jakarta and Lampung.

2018

Sejalan dengan inisiatif Pemerintah membentuk Holding BUMN Migas, pada 11 April 2018, PGN menjadi bagian dari PT Pertamina (Persero) dengan dialihkannya saham seri B milik negara RI yang menandai terbentuknya Holding BUMN Migas. Selanjutnya pada 28 Desember 2018, PGN resmi menjadi Subholding Gas dengan pengambilalihan 51% saham milik PT Pertamina (Persero) pada PT Pertamina Gas. In line with the Government's initiative in establishing Holding BUMN Migas, on April 11, 2018, PGN become part of PT Pertamina (Persero) following the acquisition of the State's serie B shares, which marked the establishment of Holding BUMN Migas. On December 28, 2018, PGN officially became a Subholding Gas company by taking over 51% shares of PT Pertamina (Persero) in PT Pertamina Gas.

2019

PGN melakukan pelunasan atas akuisisi 51% saham PT Pertamina Gas pada bulan Maret 2019 sebagai bagian dari rangkaian Holding Migas. PGN paid off the acquisition of 51% shares in PT Pertamina Gas in March 2019 as part of a series of Oil and Gas Holding.

2021

PGN sebagai Subholding Gas bagian dari Holding Migas PT Pertamina (Persero), meluncurkan logo Pertamina Gas Negara dengan semangat Satu Pertamina mengedepankan sinergi dan kolaborasi untuk mendukung Pemerintah dalam menghadirkan energi yang lebih baik dan berkelanjutan. Program konversi penggunaan energi seperti *coal & diesel* ke gas bumi dalam masa transisi menjadikan peran gas bumi semakin penting. Oleh karenanya perusahaan terus melakukan inisiasi dan penyelesaian program-program investasi untuk mendukung pemanfaatan gas bumi yang semakin luas. PGN as Subholding Gas is part of Oil and Gas Holding PT Pertamina (Persero), launched new logo Pertamina Gas Negara with the spirit of One Pertamina to promote synergy and collaboration to support the Government in providing better and more sustainable energy. Conversion programs to replace coal & diesel to natural gas in the transition period, thus making the role of natural gas increasingly important. Therefore, the Company continues to initiate & complete various investment programs to support the wider utilization of natural gas.

2020

PGN melakukan Restrukturisasi Organisasi Subholding Gas yang bertujuan meningkatkan efisiensi dan efektivitas pengelolaan bisnis gas guna mencapai pertumbuhan berkelanjutan. Pada tahun ini juga, PGN mencanangkan program strategis korporat yaitu Tujuh Program Gasifikasi Nasional atau Sapta PGN. Sebagai bentuk peran Subholding Gas mendukung Pemerintah dalam pembangunan nasional dan pertumbuhan industri nasional di masa pandemi, PGN mengimplementasikan Kepmen ESDM No. 89 & 91 tahun 2020, di mana sektor industri dan kelistrikan mendapatkan gas harga khusus hingga diharapkan perekonomian nasional dapat tumbuh lebih cepat dan berkelanjutan. PGN restructured the organization of Subholding Gas company so as to improve its management efficiency and effectiveness in achieving sustainable development. In addition, the Company also planned its corporate strategic programs i.e., Seven National Gasification Programs called Sapta PGN. PGN supports the Government and national industries amidst pandemic by exercising the Decrees of the Minister of Energy and Mineral Resources No. 89 & 91 of 2020, so as to enable Industries and power plants in obtaining special gas price so that they can grow faster and more sustainably.

VISI, MISI, DAN NILAI PERUSAHAAN

Company Vision, Mission, and Values

VISI Vision [GRI 102-16]

Menjadi Perusahaan Gas Nasional Terkemuka dan Tepercaya Berstandar Kelas Dunia dalam Penyediaan Infrastruktur dan Pemanfaatan Gas Bumi.

To be the Leading National Gas Company with Global Credibility Standard in Providence of Natural Gas Infrastructure and Utilization.

MISI Mission

Menjalankan bisnis gas di bidang *midstream*, *downstream*, dan usaha pendukung lainnya yang berkomitmen untuk meningkatkan nilai bagi seluruh pemangku kepentingan dengan melakukan:

1. Niaga gas bumi dan LNG sebagai penggerak pertumbuhan ekonomi Nasional berdasarkan prinsip-prinsip komersial yang kuat.
2. Penyediaan infrastruktur gas bumi dan LNG secara terintegrasi.
3. Pengusahaan kegiatan jasa pendukung penyediaan infrastruktur dan pemanfaatan gas bumi melalui pemilihan teknologi yang tepat guna.
4. Pengembangan bisnis melalui pemanfaatan gas bumi untuk industri berbasis gas dan turunannya.

Conducting midstream and downstream gas business and other supporting business in committed to increase the value for stakeholders through:

1. Natural Gas and LNG trading as a driver of national economic growth based on solid commercial principles.
2. Providence of integrated Natural Gas and LNG infrastructure.
3. Organize services to support the provision of gas infrastructure and utilization through applicable selection of technology.
4. Business development through natural gas utilization for gas-based industries and its derivatives.

Visi dan Misi Perseroan sebagai Subholding Gas telah diperbarui dan ditetapkan melalui Keputusan Direksi PT Perusahaan Gas Negara Tbk No. 039601.K/OT/PDO/2020 tanggal 2 November 2020 tentang Visi dan Misi PT Perusahaan Gas Negara Tbk tanggal 2 November 2020.

Vision and mission of the Company, as a Subholding Gas, have been updated and determined through Decree of the BOD of PT Perusahaan Gas Negara Tbk No. 039601.K/OT/PDO/2020 dated November 2, 2020 concerning Vision and Mission of PT Perusahaan Gas Negara Tbk.

Sedangkan budaya Perusahaan ditetapkan dalam Keputusan Direksi PT Perusahaan Gas Negara Tbk No. 037800.K/OT.04/PDO/2020 tanggal 16 Oktober 2020 perihal Penerapan Nilai-Nilai Utama (*Core Values*) AKHLAK di Lingkungan Subholding Gas.

While the Company's culture has been determined in the Decree of the BOD of PT Perusahaan Gas Negara Tbk No. 037800.K/OT.04/PDO/2020 dated October 16, 2020 concerning the Application of AKHLAK Core Values within Subholding Gas.

PENGHARGAAN DAN SERTIFIKASI

Awards and Certifications

PENGHARGAAN

Awards



BUMN CORPORATE COMMUNICATIONS AND SUSTAINABILITY SUMMIT (BCOMMS) 2021

Kementerian BUMN
Ministry of SOEs



PENGHARGAAN ANUGERAH BUMN 2021

BUMN AWARD 2021

BUMN Track



PENGHARGAAN KESELAMATAN MIGAS KESDM 2021

MEMR OIL AND GAS SAFETY AWARD 2021

Kementerian Energi dan Sumber Daya Mineral

Ministry of Energy and Mineral Resources



INDONESIA HUMAN CAPITAL AWARD 2021

Economic Review

PENGHARGAAN DAN SERTIFIKASI

Awards and Certifications

**THE BEST CONTACT
CENTER INDONESIA 2021****Indonesia Contact Center
Association (ICCA)****BUMN BRANDING &
MARKETING AWARD 2021****BUMN Track****PENGHARGAAN BPH
MIGAS 2021**OIL & GAS DOWNSTREAM
REGULATOR AWARD 2021**BPH Migas**

Oil & Gas Downstream Regulator

**WORLD SAFETY
ORGANIZATION AWARDS****WSO Indonesia**



TOP DIGITAL AWARD 2021



TOP CSR AWARD 2021

Top Business



ANUGERAH CSR AWARD 2021

Pemkot Lhokseumawe

Regional Government of Lhokseumawe

TOP INNOVATION CHOICE AWARD 2021

Tras N CO Indonesia dan Infobrand.id

Tras N CO Indonesia and Indobrand.id



MISS K3 DKI JAKARTA

MISS OCCUPATIONAL HEALTH & SAFETY DKI
JAKARTA

Dinas Tenaga Kerja Transmigrasi &
Energi DKI Jakarta

DKI Jakarta Department of Manpower,
Transmigration and Energy

PENGHARGAAN DAN SERTIFIKASI
Awards and Certifications



PENGHARGAAN PENDUKUNG PROKLIM 2021
CLIMATE VILLAGE PROGRAM (PROKLIM) SUPPORTING AWARD 2021

Kementerian Lingkungan Hidup dan Kehutanan (KLHK)
Ministry of Environment & Forestry

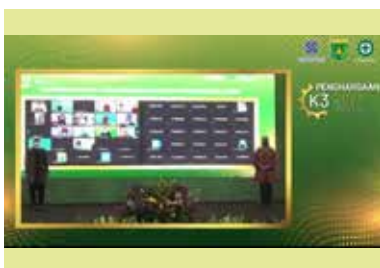


INDONESIA SDGS AWARD 2021 (ISDA 2021)



PENGHARGAAN DHARMA KARYA ENERGI DAN SUMBER DAYA MINERAL MUDA 2021
2021 DHARMA KARYA YOUTH ENERGY AND MINERAL RESOURCES AWARD

Kementerian Energi dan Sumber Daya Mineral
Ministry of Energy and Mineral Resources



PENGHARGAAN K3 2021
OHS AWARDS 2021

Kementerian Ketenagakerjaan
Ministry of Manpower





PENGHARGAAN YOUNG BUSINESS LEADERS AWARD

Majalah SWA dan PT PLN (Persero)
SWA Magazine and PT PLN (Persero)



INDONESIAN GREEN AWARDS 2021

The La Tofi School of CSR



PENGHARGAAN EMISI KORPORASI 2021 CORPORATE EMISSION AWARD 2021

**Majalah Investor dan
PT Bumi Global Karbon**
Investor Magazine and PT Bumi Global Karbon

PENGHARGAAN SUBROTO 2021

SUBROTO AWARD 2021

Kementerian Energi dan Sumber Daya Mineral

Ministry of Energy and Mineral Resources

PENGHARGAAN GATRA APRESIASI ENERGI 2021

GATRA ENERGY APPRECIATION AWARD 2021

PENGHARGAAN DAN SERTIFIKASI
Awards and Certifications

SERTIFIKASI
Certifications



ISO 9001: 2015
Manajemen Transmisi dan Distribusi Gas untuk Industri, Komersial, dan Rumah Tangga
Gas Transmission and Distribution Management for Industrial, Commercial, and Households
Masa Berlaku | Validity Period
30 Januari 2024
January 30, 2024



ISO 37001: 2016
Sistem Manajemen Anti Penyuaan Anti-Bribery Management System
Masa Berlaku | Validity Period
21 Desember 2023
December 21, 2023



ISO 55001: 2014
Sistem Manajemen Aset
Asset Management System
Masa Berlaku | Validity Period
21 Oktober 2024
October 21, 2024



ISO/IEC 27001: 2013
Sistem Manajemen Keamanan Informasi
Information Security Management System
Masa Berlaku | Validity Period
17 Januari 2024
January 17, 2024



ISO 14001: 2015
Sistem Manajemen Lingkungan
Environmental Management System
Masa Berlaku | Validity Period
7 Januari 2023
January 7, 2023



ISO 45001: 2018
Sistem Manajemen K3
OHS Management System
Masa Berlaku | Validity Period
7 Januari 2023
January 7, 2023

PERISTIWA PENTING 2021

Important Events 2021



PGN PERKENALKAN LAYANAN DIGITALISASI

PGN Introduces Digitization Services

PGN menginisiasi terobosan baru dalam upaya memperluas pemanfaatan gas bumi rumah tangga dengan tambahan layanan digitalisasi data dan *smart meter* (*monitoring* pemakaian gas dan status jaringan) bagi pelanggan sektor rumah tangga dan pelanggan kecil (*GasKita*). Pelanggan juga akan semakin memudahkan PGN dalam pencatatan pemakaian gas per bulan. Secara otomatis, pemakaian gas akan terhitung secara akurat dan *realtime* melalui *smart meter* yang menggunakan jaringan telekomunikasi handal. Metode tersebut juga dapat meminimalkan kontak fisik di masa pandemi.

PGN initiated a new breakthrough in an effort to expand the use of household natural gas with the addition of data digitization services and smart meters (*monitoring* gas usage and network status) for household sector customers and small customers (*GasKita*). This makes it easier for PGN to record gas usage per month. Automatically, gas consumption will be calculated accurately and in real time through a smart meter that uses a reliable telecommunications network. This method can also minimize physical contact during a pandemic.



SH GAS DUKUNG PROGRAM 500 MW MALUKU

SH Gas Supports the Maluku 500Mw Program

PT Pertamina Gas (Pertagas) selaku bagian dari *Subholding* Gas turut andil dalam program Program 500 MW Maluku dan Program Pengembangan Tenaga Kerja Nasional Daerah (TKND) Maluku. Pertagas menandatangani MOU dengan PT Maluku Energi Abadi (Perseroda) untuk Rencana Kerja sama Pengembangan dan Pembangunan Infrastruktur Gas Bumi di Provinsi Maluku.

Program 500 MW Maluku diluncurkan untuk mendukung program kerja Kementerian ESDM dan SKK Migas dalam menyediakan akses dan pasokan energi yang cukup untuk masyarakat Maluku. Serta mendorong percepatan pencapaian target produksi 1 BOPD dan 12 MMSCFD gas di tahun 2030, melalui dukungan terhadap percepatan pengembangan infrastruktur gas di Pulau Seram, Provinsi Maluku.

PT Pertamina Gas (Pertagas) as part of the Gas Subholding takes part in the Maluku 500 MW Program and the Maluku Regional Manpower Development Program (TKND). Pertagas signed an MOU with PT Maluku Energi Abadi (Perseroda) for a Cooperation Plan for Infrastructure Construction and Development Natural Gas in Maluku Province.

The 500 MW Maluku program was launched to support the work program of the Ministry of Energy and Mineral Resources and SKK Migas in providing access and sufficient energy supply for the people of Maluku. It also encourage the acceleration of achieving the production target of 1 BOPD and 12 MMSCFD of gas in 2030, through support for accelerating the development of gas infrastructure on Seram Island, Maluku Province.

PERISTIWA PENTING 2021

Important Events 2021

**PERESMIAN JUMPERLINE
TAMBAK LOROK JATENG**

Inauguration of Jumperline Tambak Lorok Central Java

Integrasi *Jumperline* Tambak Lorok dengan rute Pipa Transmisi Offshore KJG ke Pipa Interkoneksi Tambak Rejo Tambak Lorok (TRTL). *Jumperline* ini memiliki kapasitas angkut gas bumi sebesar 10-20 BBTUD dari Lapangan Keporang. Dengan beroperasinya *jumperline* Tambak Lorok akan dapat meningkatkan fleksibilitas, kehandalan dan optimasi infrastruktur gas bumi di Jawa Tengah, optimasi pemanfaatan gas domestik, serta memperluas jangkauan pemanfaatan gas bumi ke sektor kelistrikan, industri, komersial, rumah tangga, dan transportasi di Jawa Tengah.

Pipa gas dan mother station CNG di Blora memperkuat suplai CNG dan kondensat di Jawa. Pertagas meresmikan pipa gas sepanjang 4 km dan Mother station berkapasitas 3,5 MMSCFD. Mother Station mengkompresi gas dari PT Pertamina EP Cepu ADK (PEPC ADK) yang berasal dari Lapangan Alas Dara Kemuning (ADK). Dua infrastruktur ini akan menyuplai kebutuhan gas melalui CNG bagi industri di penjuru Pulau Jawa yang wilayahnya belum tersambung pipa gas, mmebantu menjamin kestabilan supplay energi bagi industri di Jawa, dan utilisasi produk turunan selain CNG yaitu kondensat sebagai pelarut bagi keperluan industri.

The integration of the Tambak Lorok Jumperline with the KJG Offshore Transmission Pipeline route to the Tambak Lorok Interconnection Pipeline (TRTL). This jumperline has a natural gas transport capacity of 10-20 BBTUD from the Keporang Field. The operation of the Tambak Lorok jumperline will increase flexibility, reliability and optimization of natural gas infrastructure in Central Java, optimizing the use of domestic gas, as well as expanding the reach of natural gas utilization to the electricity, industrial, commercial, household and transportation sectors in Central Java.

Gas pipe and CNG mother station in Blora strengthen CNG and condensate supply in Java. Pertagas inaugurated a four-km gas pipeline and mother station with a capacity of 3.5 MMSCFD. Mother station compresses gas from PT Pertamina EP CEPU ADK (PEPC ADK) from the Alas Dara Kemuning Field. These two infrastructures will supply CNG needs for industries throughout Java island whose areas have not been connected to gas pipelines, helping to ensure energy supply stability for industry in Java and utilization of derivative products other than CNG–condensate as a solvent for industrial purpose.

**PERESMIAN PIPA DAN
MOTHER STATION CNG**

Inauguration of CNG Pipe and Mother Station

PT Pertamina Gas (Pertagas) bersama BUMD PT Maluku Energi Abadi (Perseroda) atau MEA melaksanakan penandatanganan Head of Agreement (HoA) bertajuk "Maluku Baku Gandeng" dengan PT Wahana Lestari Investama (WLI). HoA tersebut merupakan perjanjian kerja sama pembangunan, penyaluran, dan pengembangan infrastruktur energi berbasis gas bumi di Pulau Seram untuk mendukung kebutuhan listrik WLI sebesar 30 MW di Seram Utara, Kabupaten Maluku Tengah.

PT Pertamina Gas (Pertagas) and BUMD PT Maluku Energi Abadi (Perseroda) or MEA signed a Head of Agreement (HoA) entitled "Maluku Baku Collaborated" with PT Wahana Lestari Investama (WLI). The HoA is a cooperation agreement for the construction, distribution, and development of natural gas-based energy infrastructure on Seram Island to support WLI's electricity needs of 30 MW in North Seram, Central Maluku Regency.



PERESMIAN SPBG KALIGAWA

Inauguration of SPBG Kaligawe

Subholding Gas secara resmi mengoperasikan SPBG Kaligawe, Semarang, Jawa Tengah. SPBG tersebut berkapasitas 1 MMSCFD atau setara dengan 30.000 liter premium per hari (lsp). SPBG Kaligawe direncanakan menyuplai 200 bus Trans Semarang berbahan bakar gas milik Pemerintah Kota Semarang. Rata-rata pemakaian gas untuk 200 unit bus sekitar 8.400 lsp. Dari pemanfaatan SPBG Kaligawe yang berkapasitas 30.000 lsp, masih ada sekitar 21.600 lsp yang bisa dipakai untuk 500-600 kendaraan lain.

Subholding Gas officially operates Gas Refueling Station (SPBG) Kaligawe, Semarang, Central Java. The SPBG has a capacity of 1 MMSCFD or equivalent to 30,000 liters of premium per day (lsp). SPBG Kaligawe is planned to supply 200 Trans Semarang gas-fuel-buses owned by the Semarang City Government. The average gas consumption for 200 buses is around 8,400 lsp. From the utilization of the Kaligawe SPBG with a capacity of 30,000 lsp, there are still around 21,600 lsp that can be used for 500-600 other vehicles.



PABRIK PIPA PE DUKUNG PENINGKATAN TKDN

PE Pipe Factory Supports Increase in TKDN

Melalui Anak Perusahaannya PT PGAS Solution, SH Gas menyediakan pipa Polyethylene (PE) untuk pembangunan jaringan gas rumah tangga dengan merk Solpipe yang terdiri dari dua tipe yaitu MDPE-80 (*Medium Density Polyethylene*) untuk jaringan gas dan HDPE-100 (*High Density Polyethylene*) merupakan jenis pipa yang biasa digunakan untuk pipa gas, namun kedepannya dapat digunakan untuk subduct dan pipa air. Solpipe untuk Pipa Gas MDPE-80 sudah memiliki nilai Tingkat Komponen Dalam Negeri (TKDN) diatas 25%, sedangkan untuk Pipa HDPE-100 memiliki nilai TKDN di atas 48%.

Through its subsidiary PT PGAS Solution, SH Gas provides Polyethylene (PE) pipes for the construction of household gas networks under the Solpipe brand which consists of two types, namely MDPE-80 (Medium Density Polyethylene) pipe for gas networks and HDPE-100 (High Density Polyethylene) pipe which is a type of pipe commonly used for gas, but in the future it can be used for subducts and water pipes. Solpipe for MDPE-80 Gas Pipes already has a Local Component Level (TKDN) value above 25%, while for HDPE-100 Pipes it has a TKDN value above 48%.



PGN DAN PIS Kerja sama PENGEMBANGAN LNG

PGN and PIS Collaborate on LNG Development

Dalam rangka Pertamina Go Sustainable untuk mendukung ketahanan sektor kelistrikan, melalui PGN memenuhi kebutuhan gas untuk PLTMG Baloi, Batam melalui infrastruktur pipa baja sepanjang 100 meter ke PLTMG Baloi, yang dapat diselesaikan dalam waktu 4 minggu. PLTMG Baloi yang dibangun pada Maret 2021 merupakan bagian dari PT PLN Batam yang akan menopang sistem kelistrikan di wilayah Batam dan Bintan. Kebutuhan volume gas bumi secara bertahap dan pada triwulan IV 2021 sebesar 1-5 BBTUD. Beroperasinya PLTMG Baloi akan menambah produksi listrik sampai dengan 30 MW, mulai Desember 2021 dan mengurangi penggunaan pembangkit berbahan bakar minyak.

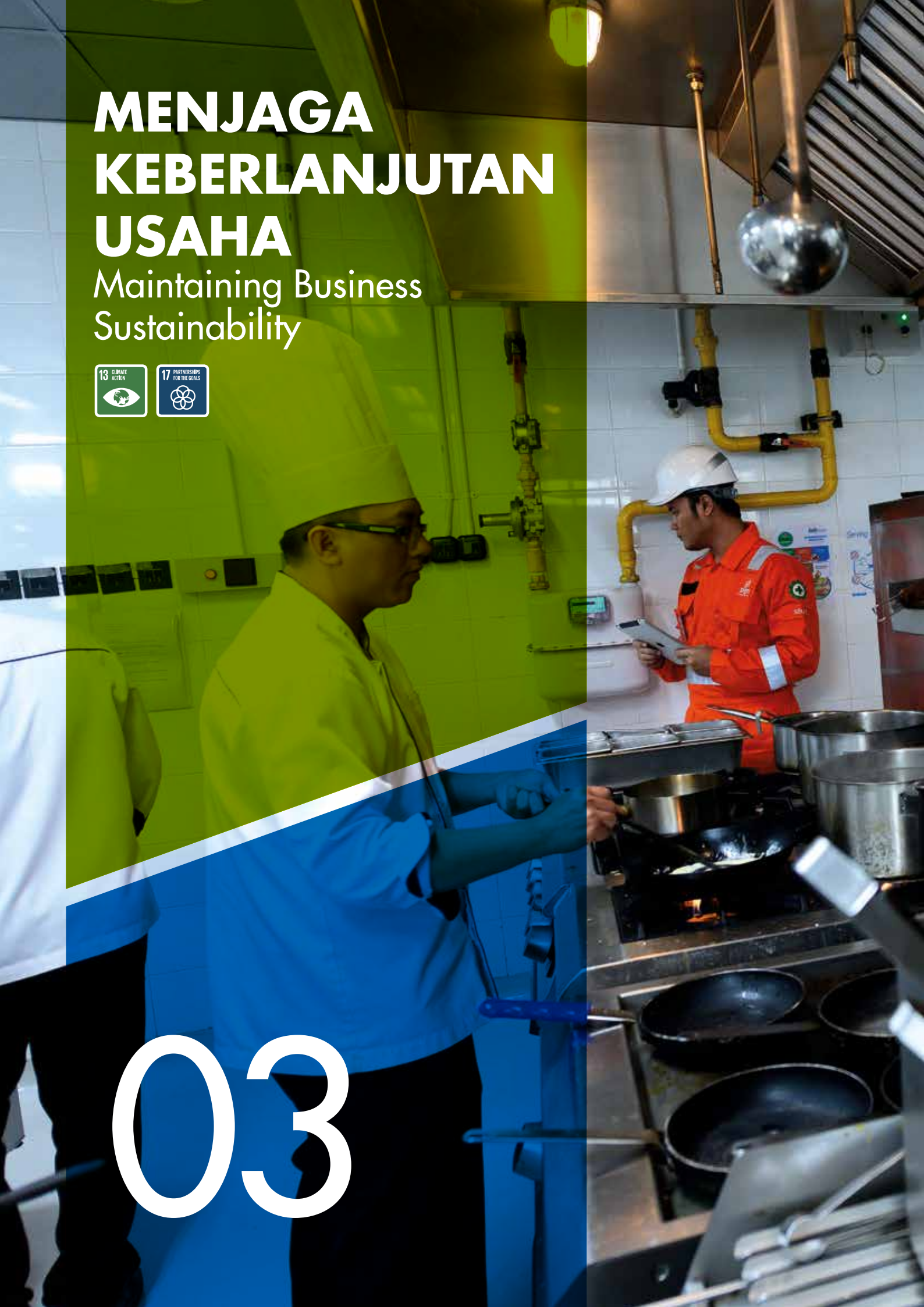
In the context of Pertamina Go Sustainable to support the resilience of the electricity sector, PGN is to meet gas needs for Mobile Power Plant/ PLTMG Baloi, Batam through steel pipe infrastructure along 100 meters to PLTMG Baloi, which can be completed within 4 weeks. PLTMG Baloi which was built in March 2021 is part from PT PLN Batam which will support the electricity system in the Batam and Bintan areas. The need for natural gas volume would step up gradually and in the fourth quarter of 2021 it would be 1-5 BBTUD. The operation of the Baloi PLTMG will increase electricity production up to 30 MW, starting in December 2021 and reduce the use of fuel generator.

MENJAGA KEBERLANJUTAN USAHA

Maintaining Business
Sustainability



03





KOMITMEN DAN STRATEGI

Commitment and Strategy

KONTEKS KEBERLANJUTAN [GRI 103-1]

Gas bumi memiliki keunggulan sebagai pilihan sumber energi yang lebih bersih. Meski tergolong energi fosil, namun tidak seperti energi fosil lainnya yang menghasilkan karbondioksida dalam jumlah besar seperti batubara dan minyak bumi, pemanfaatan gas alam menghasilkan karbondioksida yang rendah. Berdasarkan data Badan Energi Internasional (IEA) dalam laporan *World Energy Outlook* menyebutkan gas alam menghasilkan 490 gram karbondioksida per KWH. Angka ini hampir setengah dari karbondioksida yang dihasilkan batubara yakni 840 gram per KWH.

Karakter alami yang dimiliki gas bumi menjadikannya berperan signifikan dalam mendukung upaya global untuk mengurangi emisi Gas Rumah Kaca (GRK) yang merusak lapisan ozon di bumi dan memicu pemanasan global. Gas alam dianggap sebagai jembatan kunci dalam proses transisi energi dari pemanfaatan energi fosil ke energi baru terbarukan (EBT).

Indonesia sendiri memasukan peningkatan pemanfaatan gas alam dalam strategi nasional menuju karbon netral 2060 dari sektor migas. Melalui optimalisasi pemanfaatan gas bumi untuk rumah tangga dan transportasi. Melalui peningkatan jaringan gas dan konversi minyak tanah ke LPG 3kg diharapkan emisi CO₂ nasional dapat berkurang sebanyak 16,046,159 ton CO₂ pada tahun 2024. Belum lagi pemanfaatan gas alam sebagai bahan bakar angkutan umum diperkirakan dapat berkontribusi pengurangan emisi CO₂ secara signifikan.

Selain itu, gas bumi juga memiliki peran strategis dalam mewujudkan ketahanan energi nasional. Dalam Rencana Umum Energi Nasional, gas bumi ditargetkan mencapai porsi 24% dalam bauran energi nasional tahun 2050. Untuk mencapai target ini, Pemerintah Indonesia terus mendorong peningkatan cadangan, produksi migas, dan optimalisasi pemanfaatan gas bumi.

SUSTAINABILITY CONTEXT [GRI 103-1]

Natural gas has the advantage of being a cleaner choice of energy source. Although classified as fossil energy, unlike other fossil energies that produce large amounts of carbon dioxide such as coal and petroleum, the use of natural gas produces low carbon dioxide. Based on data from the International Energy Agency (IEA) in the World Energy Outlook report, natural gas produces 490 grams of carbon dioxide per KWH. This figure is almost half of the carbon dioxide produced by coal, which is 840 grams per KWH.

The natural character of natural gas makes it have a significant role in supporting global efforts to reduce greenhouse gas (GHG) emissions that harm the earth's ozone layer and trigger global warming. Natural gas is considered a key bridge in the energy transition process from the use of fossil energy to new and renewable energy (EBT).

Indonesia includes increasing the use of natural gas in the national strategy towards carbon neutral 2060 from the oil and gas sector by optimizing the use of natural gas for households and transportation. Through the improvement of the gas network and conversion of kerosene to 3kg LPG, it is expected that national CO₂ emissions can be reduced by 16,046,159 tons of CO₂ in 2024. Not to mention the use of natural gas for public transportation fuel, it is expected to contribute significantly to the reduction of CO₂ emissions.

In addition, natural gas also has a strategic role in realizing national energy security. In the General National Energy Plan, natural gas is targeted to reach a 24% portion of the national energy mix by 2050. To achieve this target, the Government of Indonesia continues to encourage increased oil & gas reserve and production, and optimization of natural gas utilization.



Data Kementerian Energi dan Sumber Daya Mineral (ESDM) mencatat cadangan gas bumi Indonesia mencapai 62,4 triliun kaki kubik dengan cadangan terbukti 43,6 triliun kaki kubik. Pemerintah menargetkan peningkatan produksi gas alam hingga 12.000 MMSCFD pada 2030 melalui sejumlah strategi, di antaranya meningkatkan produksi *existing*, mempercepat *reserves* menjadi produksi, hingga eksplorasi cekungan untuk menemukan sumber gas.

Saat ini 63,9% dari total produksi gas nasional digunakan untuk kepentingan domestik. Konsumen gas terbesar dalam negeri adalah industri sebesar 28,22%, listrik 12,04% dan pupuk sebesar 12,45%. Sedangkan 20,05% diekspor dalam bentuk LNG dan sebanyak 13,15% diekspor melalui pipa.

KOMITMEN [GRI 103-2]

PGN sebagai badan usaha yang ditunjuk pemerintah untuk mengelola kegiatan infrastruktur gas bumi pada *midstream* dan *downstream* secara terintegrasi menjadi bagian tidak terpisahkan dari strategi nasional peningkatan bauran energi gas nasional. PGN mengupayakan strategi dan upaya terbaik untuk mendukung upaya Indonesia mencapai target *zero emission* dan mewujudkan ketahanan energi. PGN memiliki komitmen dan konsistensi untuk mewujudkan kemandirian energi di dalam negeri, melalui penguatan pasokan gas dan perluasan infrastruktur gas bumi.

Data from the Ministry of Energy and Mineral Resources (ESDM) noted that Indonesia’s natural gas reserves reached 62.4 trillion cubic feet with proven reserves of 43.6 trillion cubic feet. The government targets an increase in natural gas production to 12,000 MMSCFD by 2030 through a number of strategies, including increasing existing production, accelerating reserves to production, and exploring basins to find gas sources.

Currently, 63.9% of the total national gas production is used for domestic purposes. The biggest domestic gas consumers are industry with 28.22%, electricity 12.04% and fertilizers at 12.45%. Meanwhile, 20.05% is exported in the form of LNG and 13.15% is exported through pipelines.

COMMITMENT [GRI 103-2]

PGN as a business entity appointed by the government to manage natural gas infrastructure activities in the midstream and downstream in an integrated manner is an integral part of the national strategy to increase the national gas energy mix. PGN strives for the best strategies and efforts to support Indonesia’s efforts to achieve zero emission targets and achieve energy security. PGN is committed and consistent in realizing energy independence in the country, through strengthening gas supply and expanding natural gas infrastructure.

KOMITMEN DAN STRATEGI
Commitment and Strategy

PENCAPAIAN KAMI [GRI 103-3]
Our Achievements

Menguasai

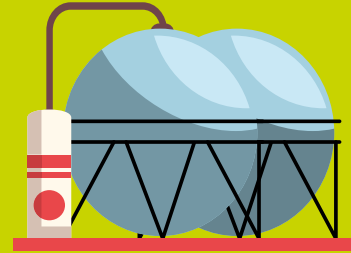
92%

pangsa pasar niaga gas bumi melalui pipa distribusi di Indonesia
Controlling 92% share of natural gas commercial market through distribution pipelines in Indonesia

Mengelola

96%

dari infrastruktur hilir gas bumi yang sudah terbangun dan beroperasi
Managing 96% of downstream natural gas infrastructure that has been built and operating



Mengelola sekitar

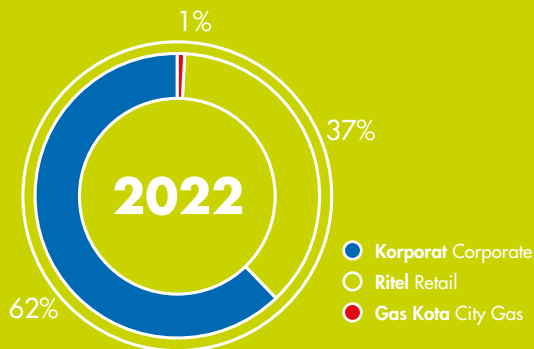
+7.600 km

panjang pipa jargas
Manages approximately +7,600 Km gas pipelines

6.811,90 km

jaringan pipa distribusi dan transmisi
6,811.90 km of distribution and transmission pipelines

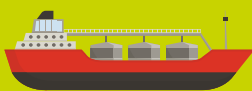
Realisasi Portofolio Pelanggan 2022
Realization of Customer Portfolio 2022



4.017,60 km

jaringan pipa subsidiaries (TGI, PLI, KJG, NR, dan Pertagas)
4,017.60 km of pipelines network of subsidiaries (TGI, PLI, KJG, NR, and Pertagas)

2 Floating Storage Regasification Unit (FSRU)*



1 Land based Storage Regasification Unit**



4 Mobile Refueling Unit (MRU)***



12 Stasiun Pengisian Bahan Bakar Gas (SPBG) Gas Fuel Refueling Station (SPBG)



+871 BBTUD

Distribusi Gas Komersial
Commercial Gas Distribution

1.352 MMSCFD

Transmisi Gas
Gas Transmission

* Kapal laut pengangkut LNG yang dilengkapi unit pengolahan LNG menjadi gas (regasifikasi) untuk memasok kebutuhan gas di daerah yang sulit dijangkau
LNG carrier ships equipped with LNG processing units into gas (regasification) to supply gas needs in hard-to-reach areas

** Terminal pengolahan LNG ke gas (regasifikasi) di daratan
LNG to gas processing terminal (regasification) on land

*** Unit pengisian bahan bakar gas berupa Compressed Natural Gas (CNG) yang dapat berpindah tempat dari satu lokasi ke lokasi lain (mobile)
Gas refueling unit in the form of Compressed Natural Gas (CNG) which can move from one location to another (mobile)



KEBERLANJUTAN USAHA

[GRI 103-2, GRI 103-3]

Business Sustainability [GRI 103-2, GRI 103-3]



PGN merupakan *Subholding Gas* yang diamanatkan oleh PT Pertamina (Persero) untuk melaksanakan kegiatan infrastruktur gas nasional secara terintegrasi. PGN membangun kerja sama dengan produsen gas bumi untuk melakukan pengangkutan (transmisi) gas bumi melalui jaringan pipa bertekanan tinggi dari lokasi produsen ke stasiun gas melalui kontrak perjanjian *Gas Transportation Agreement (GTA)* untuk jangka waktu 10 hingga 20 tahun.

PGN is a gas sub holding mandated by PT Pertamina (Persero) to carry out integrated national gas infrastructure activities. PGN builds cooperation with natural gas producers to carry out natural gas transportation (transmission) through a high-pressure pipeline network from producer’s location to the gas station through a Gas Transportation Agreement (GTA) contract for a period of 10 to 20 years.

Pada sektor distribusi, PGN melakukan penjualan gas bumi langsung dari PGN kepada konsumen melalui jaringan pipa distribusi. Pangsa pasar distribusi adalah sektor rumah tangga yang juga merupakan kelompok konsumen terbesar PGN.

In the distribution sector, PGN sells natural gas directly to consumers through the distribution pipeline network. The distribution market share is the household sector, which is also PGN’s largest consumer group.



PGN mengintegrasikan infrastruktur gas bumi di Indonesia dan mengupayakan peningkatan akses energi ke seluruh lapisan masyarakat baik melalui moda infrastruktur pipa maupun non pipa. Saat ini, PGN telah beroperasi di 72 kabupaten/kota, di 21 Provinsi di Indonesia dan terus membuka wilayah baru. Portofolio pengelolaan infrastruktur hilir gas bumi PGN Group sampai akhir 2021 mencakup 96% dari infrastruktur hilir gas bumi yang sudah terbangun dan beroperasi. Untuk pengelolaan jaringan gas bumi rumah tangga dan pelanggan kecil sesuai penugasan Pemerintah mencakup 72 Kabupaten/Kota di seluruh Indonesia dengan panjang pipa jargas yang dikelola sekitar +6.300 km. [GRI 102-4]

PGN integrates natural gas infrastructure in Indonesia and strives to increase energy access to all levels of society, both through pipeline and non pipeline infrastructure modes. Currently, PGN operates in 72 regencies/cities, in 21 provinces in Indonesia and continues to expand into new areas. PGN Group’s downstream natural gas infrastructure management portfolio until the end of 2021 covers 96% of the downstream natural gas infrastructure that has been built and operating. For the management of the natural gas network for households and small customers as assigned by the Government, it covers 72 regencies/cities throughout Indonesia with a managed gas pipeline length of approximately +6,300 km. [GRI 102-4]

Dalam rangka mencapai tujuan visi dan misi perusahaan, PGN menyusun strategi pengelolaan operasional yang optimal untuk memperoleh kegiatan usaha yang berkelanjutan berdasarkan tujuan jangka menengah dan jangka panjang.

In order to achieve the goals of the company's vision and mission, PGN develops an optimal operational management strategy to obtain sustainable business activities based on medium and long-term goals.

Target Jangka Panjang Long Term Target	Target Jangka Menengah Medium Term Target
Pengembangan usaha di pasar internasional. Business development in the international market.	<ol style="list-style-type: none"> 1. Pengembangan bisnis gas 2. Meningkatkan <i>competitiveness</i> Perusahaan melalui penyediaan layanan yang efisien 3. Implementasi budaya HSSE (<i>Health, Safety, Security, Environment</i>) <i>excellence</i> di seluruh operasional Perusahaan.
	<ol style="list-style-type: none"> 1. Gas business development 2. Increase the competitiveness of the Company through the provision of efficient services 3. Implementation of HSSE (Health, Safety, Security, Environment) Excellence culture throughout the Company's operations.

PT Perusahaan Gas Negara Tbk (PGN) sebagai *Subholding Gas* dan bagian dari *Holding PT Pertamina (Persero)* berkomitmen terus meningkatkan pemanfaatan gas bumi guna merealisasikan kemandirian energi nasional. Komitmen ini akan dilaksanakan melalui Program Strategis Gas Bumi secara bertahap 2020-2026 melalui Program Strategis *Subholding Gas* yaitu Tujuh Program Gasifikasi Nasional atau "Sapta PGN+."

PT Perusahaan Gas Negara Tbk (PGN) as *Subholding Gas* and part of *Holding PT Pertamina (Persero)* is committed to continuously increasing the use of natural gas in order to realize national energy independence. This commitment will be implemented through the Natural Gas Strategic Program gradually from 2020 to 2026 through the Gas *Subholding Strategic Program*, namely the Seven National Gasification Programs or "Sapta PGN+."

Di tahun 2021, *Sapta PGN* telah ditingkatkan menjadi "*Sapta PGN+*", sebagai penguatan upaya PGN untuk mewujudkan komitmennya dalam mendukung pertumbuhan ekonomi nasional. Adapun program strategis yang akan dilaksanakan PGN dalam "*Sapta PGN+*." yaitu:

In 2021, *Sapta PGN* has been upgraded to "*Sapta PGN+*", as a strengthening of PGN's efforts to realize its commitment to support national economic growth. The strategic programs that will be implemented by PGN in the "*Sapta PGN+*." are:

1. PGN Sayang Ibu

Layanan gas bumi terintegrasi dengan tambahan layanan produk untuk mempermudah kehidupan masyarakat modern melalui program pengembangan jaringan Gas untuk Pelanggan Rumah Tangga. Untuk tahun 2021 ditargetkan mencapai ±170.000 SRT dengan estimasi volume gas sekitar 10 BBTUD dan pemenuhan target tahun 2026 total 5,1 juta sambungan. PGN akan mengoptimalkan pembangunan Jargas mandiri, APBN 2021 dan KPBU, sehingga dapat mencapai pengelolaan sesuai dengan target Proyek Strategis Nasional (PSN).

1. PGN Loves Mom

Natural gas services are integrated with additional product services to simplify the lives of modern people through the Gas network development program for Household Customers. For 2021, it is targeted to reach ±170,000 SRT with an estimated gas volume of around 10 BBTUD and the fulfillment of the target in 2026 with a total of 5.1 million connections. PGN will optimize the development of the independent gas network, the 2021 APBN and Private Sector Partnership, so that they can achieve management targets of the National Strategic Project (PSN).

2. PGN Mendukung industri Khusus

Layanan gas bumi melalui penyediaan gas bumi untuk 7 sektor industri khusus sesuai dengan Kepmen ESDM 89K/2020 serta dukungan penyediaan gas untuk *new captive market*.

2. PGN Supports Specialized Industries

Natural gas services through the provision of natural gas for 7 special industrial sectors in accordance with the Minister of Energy and Mineral Resources Decree 89K/2020 as well as gas supply support for new captive markets.

3. PGN untuk Listrik Nasional

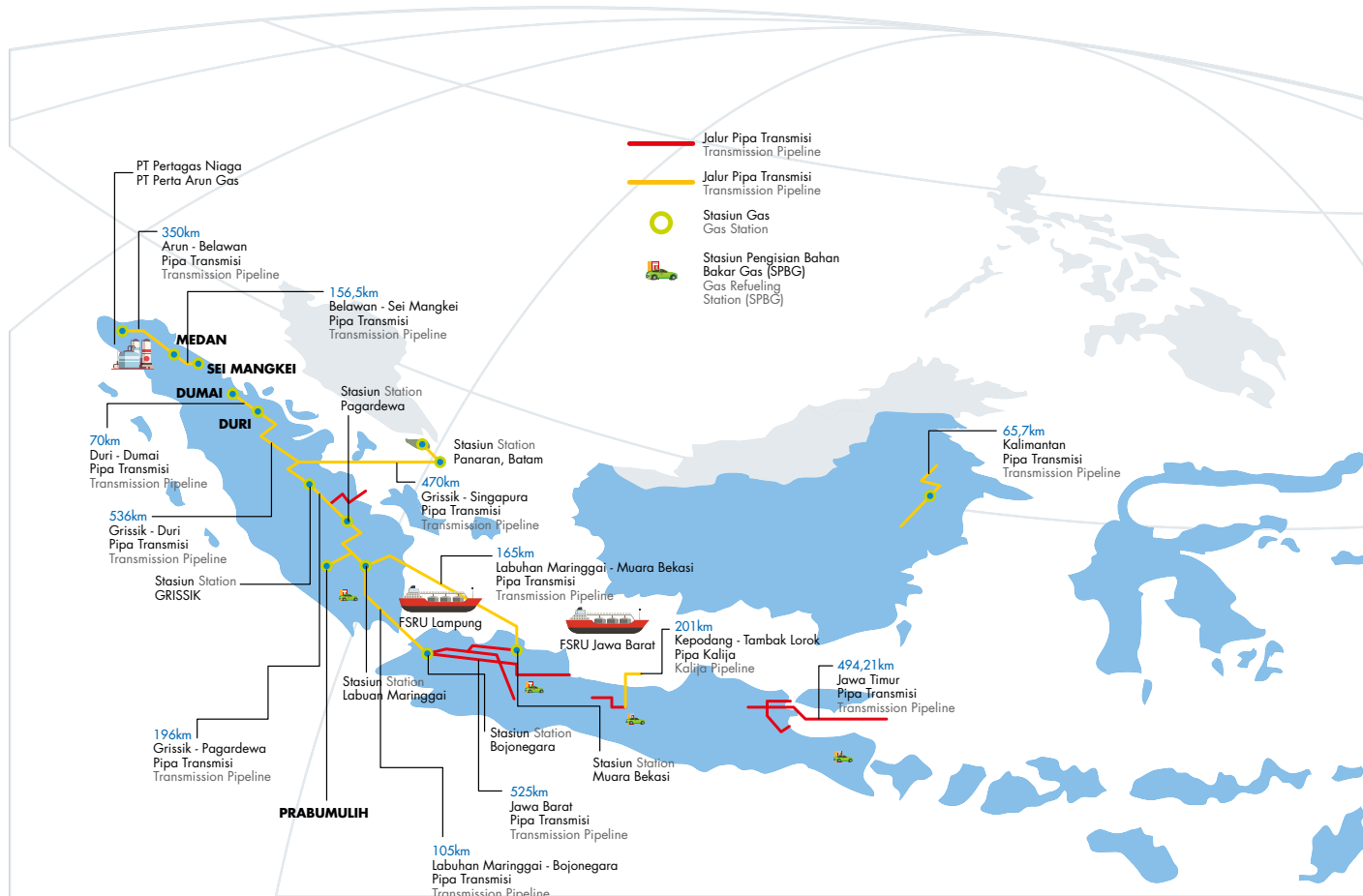
Layanan gas bumi melalui penyediaan gas bumi untuk sektor kelistrikan sesuai dengan RUPTL, Kepmen ESDM 91K/2020 dan Kepmen ESDM 13/2020.

3. PGN for National Electricity

Natural gas services through the provision of natural gas for the electricity sector in accordance with the electricity supply business plan (RUPTL), ESDM Ministerial Decree 91K/2020 and ESDM Ministerial Decree 13/2020.

KEBERLANJUTAN USAHA

Business Sustainability



4. PGN Retail dan Industri Umum

Layanan gas bumi melalui penyediaan gas bumi untuk sektor industri umum melalui pipa dan non pipa serta dukungan pengembangan Kawasan Industri (KI) dan Kawasan Ekonomi Khusus (KEK) melalui pipa transmisi dan pipa distribusi.

5. PGN Sektor Maritim

Layanan gas bumi melalui program konversi transportasi sektor laut menjadi berbahan bakar LNG, seperti konversi Pertamina International Shipping (PIS).

6. PGN Sektor Darat

Layanan gas bumi melalui program konversi transportasi sektor darat berbahan bakar gas, pengembangan SPBG dengan target pertumbuhan sekitar di atas 15% dengan potensi *demand* kurang lebih 10.000 armada LNG Trucking.

7. PGN Masuk Desa

Layanan gas bumi melalui penyediaan Energi Alternatif untuk masyarakat yang berlokasi di luar jangkauan infrastruktur pipa dan non pipa PGN (pemberdayaan sumber daya lokal).

4. PGN Retail and General Industry

Natural gas services through the provision of natural gas for the general industrial sector through pipes and non-pipes as well as support for the development of Industrial Estates (KI) and Special Economic Zones (SEZ) through transmission pipes and distribution pipes.

5. PGN Maritime Sector

Natural gas services through the conversion program of the marine sector transportation to LNG fuel, such as the conversion of Pertamina International Shipping (PIS).

6. PGN Land Sector

Natural gas services through a gas-fueled land transportation conversion program, development of Public Refueling Station (SPBGs) with a growth target of above 15% with a potential demand of approximately 10,000 LNG Trucking fleets.

7. PGN Enters Village

Natural gas services through the provision of Alternative Energy for communities located outside the reach of PGN's pipeline and non-pipeline infrastructure (empowerment of local resources).



8. Going Global

Pengembangan bisnis PGN dalam bidang *trading* gas dan infrastruktur *backbone* gas di Asia.

Dalam mengawal pelaksanaan program Sapta PGN ini, Perseroan terus meningkatkan pengelolaan infrastruktur gas bumi secara terintegrasi dalam proses bisnis hilir gas bumi mulai dari pengadaan pasokan gas bumi dari berbagai sumber hingga transmisi/transportasi. Pada periode pelaporan, PGN menginisiasi sejumlah program dalam rangka memperkuat infrastruktur hilir gas bumi.

1. Meningkatkan portofolio pasokan gas

Untuk menjamin ketersediaan pasokan gas dan kesinambungan pasokan gas, PGN senantiasa melakukan peninjauan potensi-potensi sumber gas baru seperti dari HCML yang berasal dari Lapangan 3M dan MAC yang saat ini sedang dikembangkan, Petrochina International Jabung Ltd. dari Blok Jabung, Repsol Sakakemang B.V. dari Blok Sakakemang, Conrad Petroleum Ltd. dari West Natuna Basin, dan potensi sumber pasokan gas lainnya.

8. Going Global

PGN's business development in gas trading and backbone gas infrastructure in Asia.

In overseeing the implementation of the PGN Sapta program, the Company continues to improve the management of natural gas infrastructure in an integrated manner with the downstream natural gas business processes, starting from the procurement of natural gas supplies from various sources to transmission/transportation. During the reporting period, PGN initiated a number of programs to strengthen downstream natural gas infrastructure.

1. Increase the gas supply portfolio

To ensure the availability of gas supply and the continuity of gas supply, PGN continues to explore potential new gas sources, such as from HCML from 3M Field and MAC which is currently being developed, Petrochina International Jabung Ltd. from the Jabung Block, Repsol Sakakemang B.V. from the Sakakemang Block, Conrad Petroleum Ltd. from the West Natuna Basin, and other potential sources of gas supply.

KEBERLANJUTAN USAHA

Business Sustainability

PGN juga melakukan pembahasan perpanjangan kontrak pasokan eksisting yang akan berakhir. Selain itu, saat ini PGN dalam proses novasi kontrak pasokan gas dari PT Pertamina (Persero) dan PEP Cepu dari Lapangan Jambaran Tiung Biru (PEPC JTJ) sebesar 172 MMSCFD yang akan mengalir pada pertengahan tahun 2022. Pasokan gas PEPC JTJ ini akan digunakan untuk memenuhi kebutuhan PLN di Jawa Timur dan Jawa Tengah, PT Petrokimia Gresik, serta pelanggan industri PGN Grup.

PGN juga melakukan pencarian sumber-sumber pasokan gas dengan moda LNG untuk mengantisipasi penurunan (*decline*) ketersediaan pasokan gas pipa di wilayah operasional PGN eksisting dan untuk pengembangan wilayah-wilayah baru yang tidak memiliki sumber gas di wilayah setempat.

- Memperkokoh infrastruktur penyaluran gas
Melalui penguasaan teknologi dan *supply chain*, PGN berkomitmen untuk terus mengembangkan infrastruktur penyaluran gas dalam rangka peningkatan konektivitas infrastruktur yang handal, aman, terintegrasi dan memenuhi aspek ekonomi, antara lain dengan tidak terbatas melalui pipa, tapi juga *virtual pipeline* (non-pipa). Pendekatan ini khususnya ditujukan untuk mendukung pemenuhan gas bumi pada beberapa kawasan yang tersebar utamanya di wilayah Indonesia Tengah dan Indonesia Timur.
- Perluasan/pengembangan infrastruktur gas bumi
Sepanjang tahun 2021, PGN melakukan perluasan infrastruktur antara lain: **[GRI 203-1]**

PGN is also discussing the extension of the existing supply contract which will expire. In addition, PGN is currently in the novation process of gas supply contracts from PT Pertamina (Persero) and PEP Cepu from Jambaran Tiung Biru Field (PEPC JTJ) of 172 MMSCFD which will flow in mid-2022. This PEPC JTJ gas supply will be used to meet PLN needs in East and Central Java, PT Petrokimia Gresik, as well as industrial customers of the PGN Group.

PGN also searches for sources of gas supply using the LNG mode to anticipate a decline in the availability of piped gas supplies in PGN's existing operational areas and for the development of new areas that do not have gas sources in the local area.

- Strengthening gas distribution infrastructure
Through mastery of technology and supply chain, PGN is committed to continue developing gas distribution infrastructure in order to improve infrastructure connectivity that is reliable, safe, integrated and fulfills economic aspects, including not limited to pipes, but also virtual pipelines (non-pipes). This approach is specifically aimed at supporting the fulfillment of natural gas in several areas spread mainly in Central Indonesia and Eastern Indonesia.
- Expansion/development of natural gas infrastructure.
Throughout 2021, PGN will expand infrastructure, including: **[GRI 203-1]**

Perluasan Infrastruktur Infrastructure Expansion	Progres	Progress
Pipa distribusi gas bumi Dumai Dumai natural gas distribution pipeline	PGN melakukan perluasan kembali di jaringan distribusi Dumai sesuai dengan targetnya yaitu dengan melakukan pemasangan ke sejumlah calon pelanggan komersial dan industri.	PGN has expanded its Dumai distribution network in accordance with its target, namely by installing it to a number of potential commercial and industrial customers.
Pipa WNTS WNTS pipe	PGN berupaya melaksanakan mandat dari Kementerian ESDM melalui KEPMEN ESDM No 6105 K/12/MEM/2016 untuk mengelola Pembangunan Dan Pengoperasian Pipa Gas Bumi Dari Pipa West Natuna Transportation System (WNTS) Ke Pulau Pemping, Provinsi Kepulauan Riau. Rencana pembangunan Pipa WNTS-Pemping diharapkan <i>inline</i> dengan adanya penurunan pasokan gas dari Grissik yang diprediksi akan habis pada tahun 2025. Sehingga kebutuhan gas pelanggan eksisting Batam dapat disubstitusi dengan alokasi gas dari Natuna dari Conrad Petroleum.	PGN seeks to carry out the mandate from the Ministry of Energy and Mineral Resources through KEPMEN ESDM No. 6105 K/12/MEM/2016 to manage the Construction and Operation of Natural Gas Pipelines from the West Natuna Transportation System (WNTS) Pipe to Pemping Island, Riau Islands Province. The plan to build the WNTS- Pemping Pipeline is expected to be inline with a decrease in gas supply from Grissik which is predicted to run out in 2025. So that the gas needs of Batam's existing customers can be substituted with gas allocation from Natuna from Conrad Petroleum.
Pipa transmisi minyak bumi Rokan Rokan petroleum transmission pipeline	Pipa transmisi minyak bumi Rokan, pada tahun 2021 secara <i>overall</i> telah mencapai progres 95,77% dimana telah dilakukan <i>pre-commissioning</i> pada semua segmen <i>pipeline</i> sepanjang 341,2 km.	The Rokan petroleum transmission pipeline, in 2021 overall has reached 95.77% progress, where pre commissioning has been carried out on all pipeline segments along 341.2 km.

Perluasan Infrastruktur Infrastructure Expansion	Progres	Progress
Pipa gas bumi Senipah-Balikpapan Senipah-Balikpapan natural gas pipeline	Pipa gas bumi Senipah – Balikpapan, pada tahun 2021 telah sampai dengan tahapan pengadaan.	The Senipah – Balikpapan natural gas pipeline, in 2021, has reached the procurement stage.
Pipa transmisi gas bumi Gresik-Semarang Gresik-Semarang natural gas transmission pipeline	Pada 2021 pembangunan Pipa Transmisi Gas Bumi Gresik – Semarang telah terselesaikan (progres 100%), yang meliputi: <ul style="list-style-type: none"> - Main pipeline dia. 28" sepanjang 275 km, selesai 100%. - Tie-in pipa dan pembangunan Receiving Facility Cepu, selesai 100%. - Pipa Tambak Rejo – Tambak Lorok, selesai 100%. 	In 2021 the construction of the Gresik-Semarang Natural Gas Transmission Pipeline has been completed (100% progress), which includes: <ul style="list-style-type: none"> - Main pipeline diameter. 28" 275 km long, 100% complete. - Pipe tie-in and Cepu Receiving Facility construction, 100% complete. - Tambak Rejo Pipe – Tambak Lorok, 100% complete.
Terminal regasifikasi LNG Cilacap; Cilacap LNG regasification terminal;	Pada tahun 2021 telah dilakukan proses pengadaan EPC Terminal Regasifikasi Cilacap sampai dengan tahap negosiasi dan secara alur maturitas telah memperoleh persetujuan <i>Final Investment Decision</i> ("FID") pada 31 Desember 2021.	In 2021, the Cilacap Regasification Terminal EPC procurement process has been carried out until the negotiation stage and according to the maturity flow, the Final Investment Decision ("FID") approval has been obtained on 31 December 2021.
Terminal regasifikasi LNG Teluk Lamong Teluk Lamong LNG regasification terminal	Proyek Terminal LNG Jawa Timur telah mencapai tahapan <i>Mechanical Completion</i> ("MC") pada tanggal 14 Juni 2021 dengan total progress sebesar 99,51%. Terkait dengan kebutuhan tangki penyimpanan LNG, pada tahun 2021 telah diselesaikan penyusunan Re-FEED <i>Onshore Storage Terminal</i> LNG Jawa Timur yang direncanakan memiliki kapasitas sebesar 20.000 m ³ dengan tipe <i>full containment flat bottom tank</i> .	The East Java LNG Terminal Project has reached the Mechanical Completion ("MC") stage on 14 June 2021 with a total progress of 99.51%. Regarding the need for LNG storage tanks, in 2021 the preparation of the Re-FEED Onshore Storage Terminal for East Java LNG has been completed, which is planned to have a capacity of 20,000 m ³ with a full containment flat bottom tank type.
Jargas	Pada tahun 2021 PGN mendukung pengawasan atas pemasangan jaringan gas ke Rumah Tangga APBN dengan target sebanyak 126.876 Sambungan Rumah (SR). Hingga Desember tahun 2021 telah mencapai 98,87% dengan jumlah pemasangan sebanyak 118.033 SR dan 124.882 Sambungan Komersial (SK). PGN juga telah mulai melakukan pemasangan jaringan gas ke Rumah Tangga menggunakan anggaran APGN dengan total pengembangan jargas sebesar 51.225 SR di area Jakarta dan Tangerang sampai dengan akhir Desember 2021 telah dicatatkan progres pemasangan pipa distribusi sepanjang 290 km dari total 907 km, sebanyak 23.388 SK terpasang dan 3.117 SR terpasang. Selain itu juga terdapat penetrasi jargas (tidak membutuhkan pipa distribusi) di seluruh wilayah operasi PGN dengan total sebanyak 16.202 SR dengan progres telah terpasang 2.549 SK dan 2.112 SR.	In 2021, PGN supports the supervision of the installation of gas networks to Households with a target of 126.876 House Connections (SR) using State Budget funding. Until December 2021, it has reached 98.87% with a total of 118,033 SR installations and 124,882 Commercial Connections (SK). PGN has also started to install gas networks to households using the APGN budget with a total gas development of 51,225 SR in the Jakarta and Tangerang areas. As of the end of December 2021, the progress of installing distribution pipes of 290 km from a total of 907 km has been recorded, as many as 23,388 SKs have been installed and 3,711 SRs have been installed. In addition, there is also gas network penetration (no need for distribution pipes) in all PGN operations areas with a total of 16,202 SRs with 2,549 SK and 2,112 SRs being installed.
Program konversi pembangkit listrik menggunakan gas alam (Kepmen ESDM No: 13 tahun 2020) di 56 lokasi di Indonesia Power plant conversion program to using natural gas (Decree of the Minister of Energy and Mineral Resources No. 13 of 2020) in 56 locations in Indonesia	Terkait dengan kebutuhan stasiun regasifikasi dan tangki penyimpanan LNG, pada tahun 2021 telah diselesaikan penyusunan pre-FEED <i>Onshore Storage Terminal</i> untuk Tahap 1 dan penyusunan FEED untuk opsi <i>jetty less</i> menggunakan teknologi <i>Multi Column Tension Leg Platform</i> (MCT) untuk lokasi klaster Nusa Tenggara. <i>Site survei</i> Kepmen 13 juga telah dilakukan seperti klaster Nusa Tenggara, Papua Utara dan Sulawesi.	In relations to the needs for regasification stations and LNG storage tanks, the preparation for the pre-FEED Onshore Storage Terminal for Phase 1 and the preparation for the FEED for the jetty less option using the Multi Column Tension Leg Platform (MCT) technology for the Nusa Tenggara cluster location have been completed in 2021. <i>Site surveys</i> for the Minister Decree No. 13 have also been carried out, such as for the Nusa Tenggara, North Papua, and Sulawesi clusters.

KEBERLANJUTAN USAHA

Business Sustainability

PGN DUKUNG KEMANDIRIAN ENERGI NASIONAL MELALUI PROGRAM GASIFIKASI GAS BUMI [GRI 203-2]

PGN Supports National Energy Independence through Natural Gas Gasification Program [GRI 203-2]

PT Perusahaan Gas Negara Tbk (PGN) sebagai *Subholding* Gas dan bagian dari Holding Migas PT Pertamina (Persero) berkomitmen melaksanakan mandat pemerintah dalam program konversi energi berbasis gas bumi atau gasifikasi. Kehandalan gas bumi sebagai sumber energi bersih kian signifikan untuk mendukung kemandirian energi dan peningkatan perekonomian nasional.

Kepmen ESDM No 91.K/2020 menugaskan PGN untuk mendukung konversi penggunaan Bahan Bakar Minyak (BBM) dengan *Liquid Natural Gas* (LNG) atau gasifikasi untuk operasional di 52 pembangkit listrik milik Perusahaan Listrik Negara (PLN). Transisi energi ini diperkirakan akan meningkatkan potensi pemanfaatan gas bumi sekitar 351 BBTUD. Selain itu, program gasifikasi juga menjadi peluang bagi PGN untuk memulai pengembangan infrastruktur gas dan perluasan pemanfaatan gas bumi di wilayah Indonesia Bagian Tengah dan Timur.

Upaya yang dilakukan PGN di antaranya penyediaan gas bumi yang efisien untuk pembangkit listrik dan Kilang Pertamina, proyek pipanisasi gas bumi, pembangunan infrastruktur LNG, insentif pemanfaatan gas *unutilized* untuk pelanggan non Kepmen 89K, dan pembangunan jargas rumah tangga yang masif.

Untuk mendukung kebutuhan Kilang Pertamina, pada tahun 2021 ini PGN menargetkan sejumlah agenda, antara lain penyelesaian program Gasifikasi Kilang di Balongan, pelaksanaan proyek pembangunan LNG *receiving* di Kilang Cilacap untuk PT Kilang Pertamina Internasional (KPI), dan pipa dari Senipah ke Balikpapan untuk Kilang Balikpapan. Kementerian ESDM dan PGN saat ini juga sedang mengupayakan penambahan pasokan gas ke Pupuk Kujang dari lapangan Sumatera. Alokasi gas PGN yang disalurkan ke Pupuk Kujang sesuai dengan PJBG akan meningkat dari sebesar 12 BBTUD menjadi 25 BBTUD di tahun 2021.

PT Perusahaan Gas Negara Tbk (PGN) as *Subholding* Gas and part of Holding Oil and Gas PT Pertamina (Persero) is committed to implementing the government's mandate in the natural gas-based energy conversion program or gasification. The reliability of natural gas as a source of clean energy is increasingly significant to support energy independence and increase the national economy.

ESDM Ministerial Decree No. 91.K/2020 assigned PGN to support the conversion of the use of Fuel Oil (BBM) to Liquid Natural Gas (LNG) or gasification for operations at 52 power plants owned by the State Electricity Company (PLN). This energy transition is estimated to increase the potential for natural gas utilization by around 351 BBTUD. In addition, the gasification program is also an opportunity for PGN to start developing gas infrastructure and expanding the use of natural gas in the Central and Eastern parts of Indonesia.

PGN's efforts include the efficient supply of natural gas for power plants and Pertamina refineries, natural gas pipeline projects, LNG infrastructure development, incentives for the use of *unutilized* gas for non-Kepmen 89K customers, and massive household gas construction.

To support the needs of the Pertamina refinery, in 2021 PGN is targeting a number of agendas, including the completion of the refinery gasification program in Balongan, the implementation of the LNG *receiving* development project at the Cilacap refinery for PT Pertamina Internasional (KPI) and a pipeline from Senipah to Balikpapan for the Balikpapan refinery. The Ministry of Energy and Mineral Resources and PGN are currently working on adding gas supplies to Pupuk Kujang from the Sumatra field. The allocation of PGN gas distributed to Pupuk Kujang is in accordance with the gas sale agreement which would increase from 12 BBTUD to 25 BBTUD in 2021.



Selain itu, PGN juga mendorong optimalisasi pemanfaatan gas dalam negeri melalui Tujuh Program Gasifikasi Nasional atau Sapta PGN, salah satunya melayani sektor rumah tangga atau PGN Sayang Ibu. Tahun 2021 PGN tetap berkomitmen menjalankan penugasan membangun Jargas dengan dana APBN sebanyak 120.776 SR di 21 kota/kabupaten. Sedangkan jargas mandiri, akan dibangun sebanyak 369.224 SR secara bertahap.

PGN juga terus memperluas kolaborasi dan kemitraan dengan Kawasan Industri (KI) BUMN untuk menyediakan kebutuhan energi yang ramah lingkungan dan mendukung daya saing produk dengan efisiensi gas bumi. Melalui kemitraan ini PGN akan memasok kebutuhan gas di Kawasan Industri Baru sesuai RPJM 2020-2024 di luar Pulau Jawa sebesar kurang lebih 1.000 British Thermal Unit per Day (BBTUD).

Program ini selaras dengan program gasifikasi Pembangkit Listrik PLN yang sedang dilaksanakan. Pemerintah berencana membangun 156 Kawasan Industri di seluruh Indonesia hingga akhir tahun 2021. Saat ini, PGN telah menyalurkan gas bumi kepada 75 Kawasan Industri di Indonesia. Di Sumatera sebanyak 14 KI, Jawa Barat sebanyak 42 KI, dan Jateng & Jatim 19 KI. Jumlah pelanggan industri yang dilayani sebanyak 636 Industri dengan volume sebesar 236 BBTUD.

PGN terus berusaha secara maksimal untuk mengoptimalkan portofolio *Subholding Gas* dalam memberikan kebermanfaatan yang optimal. Dengan mengelola 96% infrastruktur nasional dan 92% niaga gas bumi nasional, PGN akan lebih komprehensif dalam menjalankan mandat maupun berbagai terobosan untuk mempertahankan kehandalan dan perluasan akses gas bumi nasional.

In addition, PGN also encourages the optimization of domestic gas utilization through the Seven National Gasification Programs or PGN's Sapta, one of which serves the household sector or PGN Sayang Ibu. In 2021, PGN remains committed to carrying out the assignment to build gas pipelines with state budget funds of 120,776 SR in 21 cities/regencies. Meanwhile, independent gas network will be built gradually as many as 369,224 SR.

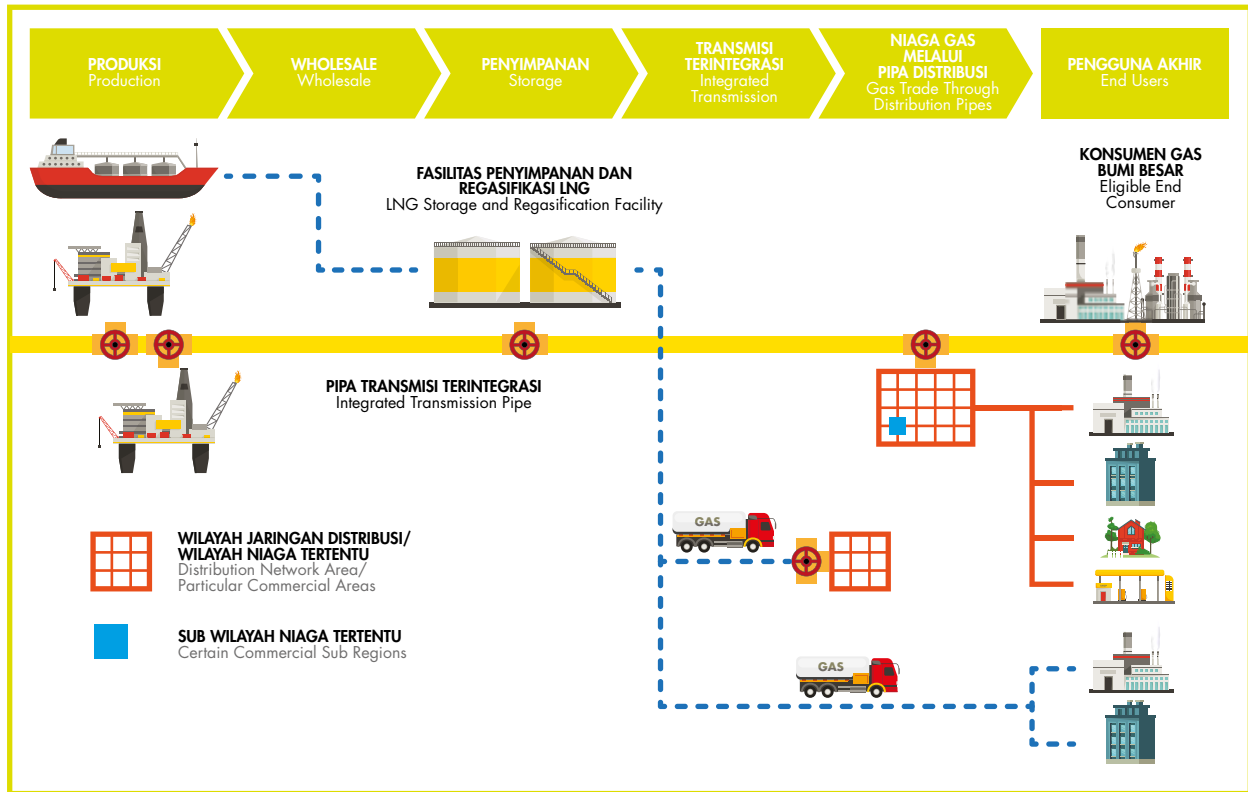
PGN also continues to expand collaborations and partnerships with BUMN Industrial Estates (KI) to provide energy needs that are environmentally friendly and support product competitiveness with natural gas efficiency. Through this partnership, PGN will supply gas needs in New Industrial Estates in accordance with the 2020-2024 RPJM outside Java, amounting to approximately 1,000 British Thermal Units per Day (BBTUD).

This program is in line with the PLN Power Plant gasification program which is currently being implemented. The government plans to build 156 Industrial Estates throughout Indonesia by the end of 2021. Currently, PGN has distributed natural gas to 75 Industrial Estates in Indonesia. In Sumatera there are 14 KI, West Java as many as 42 KI, and Central Java & East Java 19 KI. The number of industrial customers served is 636 Industries with a volume of 236 BBTUD.

PGN continues to strive optimally to optimize the Subholding Gas portfolio in providing optimal benefits. By managing 96% of the national infrastructure and 92% of the national natural gas trade, PGN will be more comprehensive in carrying out its mandate and various breakthroughs to maintain reliability and expand access to national natural gas.

RANTAI PASOK [GRI 102-9]

Supply Chain [GRI 102-9]



Pada bidang usaha di hulu minyak dan gas bumi, PGN melalui PT Saka Energi Indonesia mengelola 9 (sembilan) wilayah kerja domestik dan 1 (satu) wilayah kerja internasional. Pada bidang transmisi gas bumi, PGN dan entitas anak/afiliasi memiliki jaringan pipa transmisi di provinsi NAD, Sumatera Utara, Riau, Jambi, Sumatera Selatan, Kepulauan Riau, Jawa Barat, Jawa Tengah, Jawa Timur, dan Kalimantan Timur untuk menghubungkan lokasi sumber gas bumi dengan lokasi pengguna akhir gas bumi melalui moda pipa transmisi.

Pada bidang niaga gas bumi, PGN membeli gas bumi dari produsen lalu dijual ke berbagai segmen pengguna akhir, mulai dari pelanggan rumah tangga, pelanggan kecil, pelanggan komersial dan industri, pembangkit listrik, hingga ke sektor transportasi baik melalui moda pipa distribusi gas bumi, CNG, maupun LNG.

Untuk mendukung kegiatan usaha niaga gas bumi, PGN mengoperasikan berbagai infrastruktur gas bumi secara terintegrasi. PGN menjamin penyaluran gas bumi kepada para pengguna akhir gas bumi, memenuhi kualitas produk (komposisi, tekanan, temperatur gas bumi), dan menyediakan layanan pelanggan (kontak pelanggan, penanganan gangguan) sesuai standar internasional.

In the upstream oil and gas business sector, PGN through PT Saka Energi Indonesia manages 9 (nine) domestic work areas and 1 (one) international work area. In the field of natural gas transmission, PGN and its subsidiaries/affiliated companies have transmission pipelines in the provinces of NAD, North Sumatra, Riau, Jambi, South Sumatra, Riau Islands, West Java, Central Java, East Java, and East Kalimantan to connect the locations of natural gas sources with the location of the end user of natural gas through the transmission pipeline mode.

In the natural gas trading sector, PGN buys natural gas from producers and then sells it to various end-user segments, ranging from household customers, small customers, commercial and industrial customers, power plants, to the transportation sector through the natural gas distribution pipeline mode, CNG, as well as LNG.

To support natural gas trading business activities, PGN operates various natural gas infrastructures in an integrated manner. PGN guarantees the distribution of natural gas to natural gas end users, meets product quality (composition, pressure, temperature of natural gas), and provides customer service (customer contact, troubleshooting) according to international standards.

Pada tahun 2021, jumlah nilai ekonomi yang diperoleh oleh PGN adalah sebesar USD3.179.069.942, naik 8,81% dibandingkan tahun sebelumnya. Sementara jumlah nilai ekonomi yang didistribusikan adalah sebesar USD3.376.185.231, naik 5,56% dibandingkan tahun sebelumnya.

In 2021, the total economic value generated by PGN was USD3,179,069,942, an increase of 8.81% compared to the previous year. Meanwhile, the total economic value distributed was USD3,376,185,231, an increase of 5.56% compared to the previous year.

Nilai Ekonomi yang dihasilkan dan didistribusikan (USD) [GRI 201-1]

Economic Value generated and distributed (USD) [GRI 201-1]

Nilai Ekonomi yang Diperoleh	2021	2020	2019	Economic Value Gained
Pendapatan	3.036.100.956	2.885.645.013	3.848.717.684	Revenue
Pendapatan bunga	24.743.573	32.088.658	30.075.295	Interest Revenue
Pendapatan dari investasi mata uang asing	27.353.325	(25.575.875)	(27.999.996)	Revenue from investment in foreign currencies
Pendapatan lain	90.872.088	29.636.948	95.169.427	Other revenues
Total nilai ekonomi yang diperoleh	3.179.069.942	2.921.685.835	3.945.962.410	Total Economic Value Gained

Nilai Ekonomi yang Didistribusikan	2021	2020	2019	Economic Value Distributed
Biaya operasional	2.484.346.123	2,414,468,245	3,160,946,988	Operational cost
Departemen operasional	41.981.261	39.360.431	51.390.394	Operational department
Departemen administrasi	80.684.573	97.421.435	93.631.621	Administration department
Jumlah gaji dan imbal jasa lainnya	122.665.834	136.781.866	145.022.014	Total salary and other compensation
Pembayaran penyandang dana				Payment for funders
Pembayaran dividen	0	67.575.094	97.372.678	Payment for dividends
Pembayaran bunga	153.284.119	171.320.962	172.545.631	Payment for interests
Jumlah pembayaran				Total payment
Pengeluaran untuk pemerintah	612.451.775	403.188.312	410.801.072	Expenses for the government
Pengeluaran untuk masyarakat	3.437.380	4.867.173	6.961.228	Expenses for the community
Nilai ekonomi yang didistribusikan	3.376.185.231	3.198.201.652	3.993.649.611	Economic value distributed
Nilai ekonomi yang ditahan sebelum dividen	(197.115.289)	(208.940.723)	49.685.478*	Retained economic value before dividends
Nilai ekonomi yang ditahan setelah dividen	(197.115.289)	(276.515.817)	(47.687.200)	Retained economic value after dividends

*re-statement dikarenakan adanya koreksi data
re-statement due to data correction

Keterangan Description	2021		2020		2019	
	Target Target	Pencapaian Achievement	Target Target	Pencapaian Achievement	Target Target	Pencapaian Achievement
Distribusi Gas (BBTUD)	883	871	814	828	998	990
Transmisi Gas (MMSCFD)	1.343	1.352	1.287	1.255	2.071	2.046

RANTAI PASOK

Supply Chain

PENINGKATAN LAYANAN

Sebagai perusahaan yang menguasai 92% pasar atau niaga gas dalam negeri, PGN berkomitmen untuk menjamin penyaluran gas bumi kepada para pengguna akhir gas bumi dengan memenuhi kualitas produk (komposisi, tekanan, temperatur gas bumi) yang aman sesuai standar internasional. Saat ini PGN melayani konsumen atau pelanggan yang sangat luas yang dibedakan berdasarkan segmentasi sebagai berikut: **[GRI 102-6]**

1. Pelanggan Rumah Tangga (RT);
2. Pelanggan Kecil (PK);
3. Pelanggan sektor Transportasi (SPBG);
4. Pelanggan Komersial dan Industri (KI).

Dalam rangka memberikan pelayanan terbaik untuk pelanggan di masing-masing segmentasi, PGN mengembangkan produk yang berbeda untuk masing segmen pelanggan. **[GRI 102-2]**

SERVICE IMPROVEMENT

As a company that controls 92% of the domestic gas market or trade, PGN is committed to ensuring the distribution of natural gas to natural gas end users by meeting safe product quality (composition, pressure, temperature of natural gas) according to international standards. Currently, PGN serves a very wide range of consumers, which are differentiated by segmentation as follows: **[GRI 102-6]**

1. Household Customers (RT);
2. Small Customers (PK);
3. Transportation sector customers (SPBG);
4. Commercial and Industrial Customers (KI).

In order to provide the best service for customers in each segment, PGN develops different products for each customer segment. **[GRI 102-2]**

sinergi

Solusi pemanfaatan energi terintegrasi yang andal dan berfokus pada pelanggan melalui *excellent customer experience* untuk segmen pelanggan komersial dan industri.

A reliable and integrated energy solution focused on customers through excellent customer experience for commercial and industrial customers.

gaskita

Solusi pemanfaatan energi yang mudah, ekonomis, dan ramah lingkungan untuk segmen pelanggan rumah tangga dan pelanggan kecil.

An easy, economic and environmentally-friendly energy solution for household and small traders.

gasku

Solusi penyediaan bahan bakar gas yang bersih, ramah lingkungan, dan efisien dengan moda CNG untuk segmen pelanggan transportasi.

A clean, environmentally-friendly and efficient gas fuel solution for transportation customers.

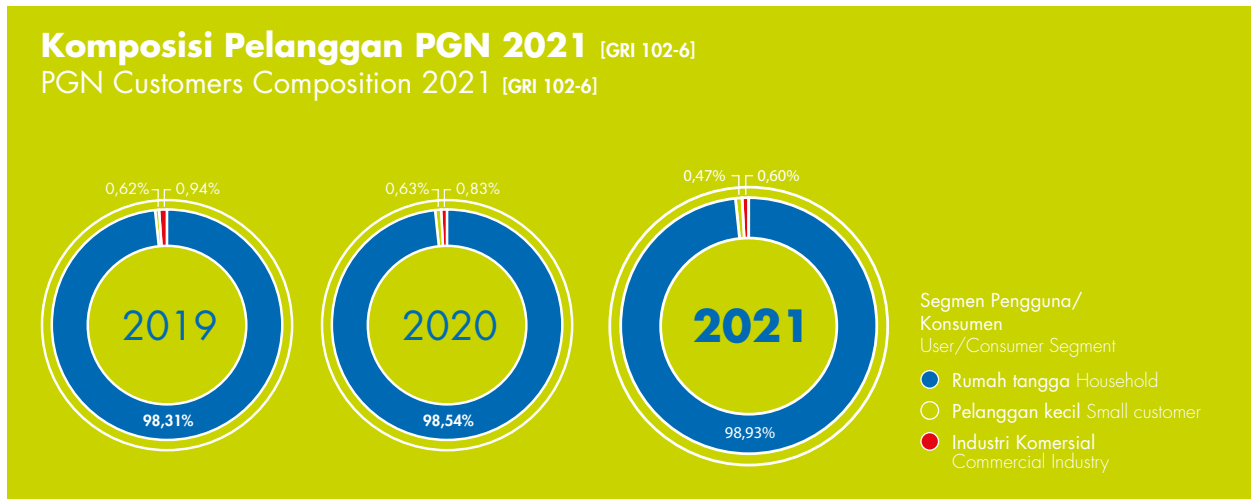
Gaslink

Solusi penyediaan gas bumi untuk lokasi tanpa jaringan distribusi gas bumi melalui *Gas Transport Module (GTM)*, yaitu kendaraan yang membawa gas bumi dengan moda CNG.

A solution for supplying natural gas to locations that have no gas distribution channel, that it shall use Gas Transport Module (GTM), a vehicle to transport natural gas using CNG mode.

Pada periode pelaporan, jumlah pelanggan yang dilayani oleh PGN mengalami peningkatan hingga tercatat sebanyak 602.534 dengan rincian pelanggan industri dan komersial sebesar 2.443, pelanggan usaha kecil 1.852 dan pelanggan rumah tangga sebanyak 598.239.

In the reporting period, the number of customers served by PGN increased to 602,534 with details of industrial and commercial customers at 2,443, small business customers at 1,852 and household customers at 598,239.



PGN berkomitmen untuk memberikan pelayanan terbaik kepada para pelanggan dengan mengembangkan berbagai inovasi dan produk unggulan untuk meningkatkan kepuasan pelanggan. Kami berupaya agar setiap pelanggan memiliki pengalaman yang positif bersama PGN sejak awal. Untuk itu, PGN mengutamakan kesehatan dan keselamatan para pelanggan melalui kepatuhan kami pada peraturan yang berlaku, pemeriksaan kualitas yang ketat, serta menjaga mutu sesuai regulasi dan standar.

PGN is committed to providing the best service to its customers by developing various innovations and superior products to increase customer satisfaction. We strive for every customer to have a positive experience with PGN from the start. To that end, PGN prioritizes the health and safety of its customers through our compliance with applicable regulations, strict quality checks, and maintaining quality according to regulations and standards.

Dalam menjangkau wilayah yang tidak memiliki jaringan gas pipa, PGN telah meluncurkan Gaslink yang dikelola oleh Anak Perusahaan, bernama PT Gagas Energi Indonesia (GEI). Sepanjang tahun 2021, PT GEI telah mengelola lebih dari 100 Pelanggan dengan moda Gaslink. Sebagai wujud optimalisasi pemanfaatan gas bumi di Indonesia, PGN telah merencanakan di masa mendatang untuk menyalurkan gas di wilayah di luar jaringan pipa di masa mendatang PGN berencana membangun fasilitas LNG *Receiving Terminal* dan fasilitas *Floating Storage Regasification Unit* (FSRU) yang berdekatan dengan lokasi Pelanggan atau Calon Pelanggan.

In reaching areas that do not have a gas pipeline network, PGN has launched Gaslink which is managed by a subsidiary, namely PT Gagas Energi Indonesia (GEI). Throughout 2021, PT GEI has managed more than 100 customers with Gaslink mode. As a form of optimizing the use of natural gas in Indonesia, PGN has planned in the future to distribute gas in areas outside the pipeline network. PGN plans to build an LNG Receiving Terminal facility and a Floating Storage Regasification Unit (FSRU) facility adjacent to the location of the Customer or Prospective Customer.

RANTAI PASOK

Supply Chain

Pada tahun 2021 PGN meluncurkan pengembangan produk/ layanan kepada pelanggan yang berhasil diluncurkan:

1. Peluncuran Produk Gaskita Pintar untuk sektor rumah tangga pada program PGN Sayang Ibu
GasKita Pintar merupakan produk layanan PGN berbasis gas bumi untuk sektor Rumah Tangga dan Pelanggan Kecil/UMKM. Gas Bumi disalurkan langsung ke dapur/ lokasi pelanggan menggunakan pipa sehingga lebih praktis dan modern. Tentunya Ibu-ibu di rumah akan sangat terbantu karena gas tersedia 24 jam tanpa perlu khawatir kehabisan gas. Produk Gaskita Pintar memberikan benefit gratis pipa instalasi, gratis konversi peralatan gas, gratis pemeriksaan keamanan pipa gas dan gratis asuransi kebakaran. Dengan adanya target roadmap Jargas sebanyak 1 Juta SRT pada tahun 2022 diharapkan dengan produk Gaskita Pintar dapat meningkatkan pendapatan perusahaan dari penjualan gas ke sektor rumah tangga.
2. Peluncuran Whatsapp Official PGN Contact Center
Pada bulan Agustus 2021, PGN meluncurkan channel layanan pelanggan terbaru melalui Whatsapp Official PGN Contact Center yang dapat diakses melalui nomor 081511500645. Dengan penambahan channel layanan ini maka PGN dapat diakses dengan mudah dan bebas biaya.
3. Peluncuran e-commerce Dapur Gaskita
Bersamaan dengan Ulang Tahun PGN pada bulan Mei 2021, PGN bersama Tokopedia membuat Special Page Bernama Dapur Gaskita untuk menjual produk-produk kuliner dari berbagai pelanggan gas PGN melalui Channel Tokopedia. Inisiatif ini membantu peningkatan kapabilitas *home industry* pengguna Gaskita agar dapat menjual produk-produknya pada pengguna Tokopedia.
4. Peluncuran laman situs pgas.id untuk mempermudah registrasi berlangganan GasKita
Netizen Indonesia berkontribusi terhadap 74% populasi Indonesia, merespons hal tersebut maka PGN meluncurkan laman situs pgas.id untuk kemudahan akses berlangganan gas.
5. Peluncuran fitur Catat Meter Mandiri di PGN Mobile
Sebagai mitigasi pengendalian penyebaran COVID-19, PGN mengurangi rutinitas pembacaan meter gas ke Pelanggan Rumah Tangga. Pembacaan meter kini dilakukan setiap 3 bulan. Melalui fitur catat meter mandiri pada PGN Mobile, Pelanggan difasilitasi untuk melaporkan pemakaian gas secara mandiri secara langsung.

In 2021 PGN launched product/service development to customers which was successfully launched:

1. Launching of the Gaskita Pintar product for the household sector in the PGN Sayang Ibu program
GasKita Pintar is a natural gas-based PGN service product for the Household and Small Customer/MSME sectors. Natural Gas is distributed directly to the kitchen/ customer's location using a pipe so that it is more practical and modern. Mothers at home will be greatly helped because gas is available 24 hours without worrying about running out of gas. The Gaskita Pintar product provides the benefits of free pipe installation, free conversion of gas equipment, free gas pipe safety inspection and free fire insurance. With the Jargas/Gas network roadmap target of 1 million home connection (SRT) in 2022, it is expected that the Gaskita Pintar product can increase the company's revenue from gas sales to the household sector.
2. Launch of Whatsapp Official PGN Contact Center
In August 2021, PGN launched a new customer service channel through the Whatsapp Official PGN Contact Center which can be accessed via number 081511500645. With the addition of this service channel, PGN can be accessed easily and free of charge.
3. Gaskita Kitchen e-commerce launch
Along with PGN's Birthday in May 2021, PGN and Tokopedia created a Special Page named Dapur Gaskita to sell culinary products from various PGN gas customers through the Tokopedia Channel. This initiative helps increase the home industry capability of Gaskita users so that they can sell their products to Tokopedia users.
4. Launch of the pgas.id website to make it easier to register for GasKita subscription
Indonesian netizens contribute to 74% of Indonesia's population, responding to this, PGN launched the pgas.id website for easy access to gas subscriptions.
5. Launching the Catat Meter Mandiri /Stand Alone Meter Reading feature on PGN Mobile
As a mitigation of controlling the spread of COVID-19, PGN has reduced the routine of reading gas meters to household customers. Meter readings are now taken every 3 months. Through the standalone meter reading feature on PGN Mobile, customers are facilitated to report gas usage independently directly.

6. Integrasi sistem PGN *Contact Center* dan Pertamina *Contact Center* 135

Saat ini pelanggan PGN sudah bisa melakukan permintaan informasi, permintaan layanan dan penyampaian keluhan melalui Pertamina *Contact Center* 135 ("PCC 135"). Sehingga terhitung mulai 10 Desember 2021 layanan PGN sudah tersedia pada saluran komunikasi PCC 135 melalui *Interactive Voice Response* (IVR) dengan menu "Produk Pertamina", dan submenu "Produk Gas Pipa".

Komitmen PGN dalam memberikan pelayanan yang terbaik berhasil mendapatkan 5 penghargaan dalam ajang kompetisi The Best Contact Center Indonesia 2021.

6. Integration of PGN *Contact Center* and Pertamina *Contact Center* systems 135. Currently, PGN customers are able to request information, request services and submit complaints through Pertamina *Contact Center* 135 ("PCC 135"). So that starting from December 10, 2021, PGN services is available on the PCC 135 communication channel through *Interactive Voice Response* (IVR) with the "Pertamina Products" menu and the "Pipe Gas Products" submenu.

PGN's commitment to providing the best service has won 5 awards at The Best Contact Center Indonesia 2021 competition.

PRAKTIK PENGADAAN [GRI 102-9, GRI 103-2]

Operasional PGN turut ditunjang oleh dukungan mitra pemasok yang membantu PGN memenuhi kebutuhan yang diperlukan untuk operasional. Terdapat beberapa jenis pemasok untuk mendukung operasional PGN, yaitu: Pemasok barang, Kontraktor, Konsultan, Pemasok jasa lainnya.

Dalam memastikan operasional yang dilakukan PGN memenuhi prinsip keberlanjutan dan mematuhi aturan yang berlaku, PGN menerapkan pengelolaan mitra pemasok melalui *system Contractor Safety Management System* dalam melakukan seleksi hingga evaluasi kinerja. PGN diantaranya mewajibkan pemasok lokal untuk mematuhi peraturan anti korupsi melalui penerapan Pakta Integritas serta penerapan Keselamatan dan Kesehatan Kerja.

Proporsi Pengeluaran untuk Pemasok Lokal
[GRI 103-3, GRI 204-1]

Pemasok lokal PGN adalah pemasok yang berasal dari Indonesia. Pada tahun 2021 porsi anggaran pengadaan yang dibayarkan kepada pemasok lokal mencapai 99,6%.

PROCUREMENT PRACTICE [GRI 102-9, GRI 103-2]

PGN's operations are also supported by supplier partners who help PGN meet the operational needs. There are several types of suppliers to support PGN's operations, namely: goods suppliers, contractors, consultants, other service suppliers.

In ensuring that PGN's operations comply with sustainability principles and comply with applicable regulations, PGN implements the management of supplier partners through the *Contractor Safety Management System* in selecting and evaluating performance. PGN, among others, requires local suppliers to comply with anti-corruption regulations through the implementation of the Integrity Pact and the implementation of Occupational Health and Safety.

Proportion of Expenditure for Local Suppliers
[GRI 103-3, GRI 204-1]

PGN's local suppliers are suppliers originating from Indonesia. In 2021 the portion of the procurement budget paid to local suppliers reached 99.6%.

Keterangan	2021	2020	2019	Description
Nilai pembelian Lokal	38.688.478,35	13.959.942,14	28.260.612,69	Value of Local Purchase
Total Nilai Pembelian	38.831.179,69	14.116.198,79	28.596.200,06	Total Purchase Value
Jumlah Pemasok Lokal	140	88	112	Number of Local Suppliers
Jumlah Total Pemasok	143	91	114	Total Number of Suppliers

KONTRIBUSI KEPADA NEGARA

Contribution to the Country

PGN sebagai *Subholding* Gas memberikan kontribusi kepada negara dalam bentuk pembayaran dividen, pajak, iuran BPH Migas. Pada tahun 2021, total kontribusi pada negara adalah sebesar USD609,46 juta.

PGN as a Gas Subholding contributes to the State in the form of dividend and tax payment. In addition, PGN also makes Oil&Gas DRA/BPH Migas contributions. In 2021, the total contribution to the country was USD609.46 million.

Kontribusi pada Negara (Juta USD)	2021	2020	2019	Contribution to the State (Million USD)
Dividen	0	0	0	Dividend
Pembayaran pajak	598,35	385,77	395,39	Payment of taxes
Iuran BPH Migas	14,10	17,41	15,41	BPH Migas dues
Total kontribusi pada negara	612,45	403,19	410,80	Total Contribution to the State

BANTUAN DARI PEMERINTAH [GRI 201-4]

Selama tahun 2021, PGN tidak menerima bantuan dari Pemerintah. Namun demikian, PGN tetap berkomitmen menjalankan penugasan dari pemerintah yaitu pembangunan proyek Jaringan Gas (JARGAS) serta implementasi dari Kepmen ESDM No. 134 dan Kepmen ESDM No. 135 tahun 2021 (merevisi Kepmen ESDM Nomor 89K/10/MEM/2020 dan Kepmen ESDM No. 91 tahun 2020) terkait penetapan Harga Gas Bumi untuk pengguna tertentu (HGBT). Terdapat tambahan jumlah pengguna dan volume gas bumi untuk sektor industri (Kepmen ESDM No. 134) dan kelistrikan (Kepmen ESDM No. 135) seiring dengan upaya Pemerintah untuk mendorong pemulihan perekonomian nasional. Selain itu, PGN juga mengimplementasikan Kepmen ESDM Nomor 91K/12/MEM/2020 tentang Harga Gas Bumi di Pembangkit Tenaga Listrik.

GOVERNMENT ASSISTANCE [GRI 201-4]

During 2021, PGN did not receive any assistance from the Government. However, PGN remains committed to carrying out assignments from the government, namely the construction of the Gas Network project (JARGAS) and the implementation of the Minister of Energy and Mineral Resources Decree No. 134 and Decree of the Minister of Energy and Mineral Resources No. 135 of 2021 (revising Minister of Energy and Mineral Resources Decree Number 89K/10/MEM/2020 and Minister of Energy and Mineral Resources Decree No. 91 of 2020) regarding the determination of Natural Gas Prices for certain users (HGBT). There is an additional number of users and volumes of natural gas for the industrial sector (Kepmen ESDM No. 134) and electricity (Kepmen ESDM No. 135) in line with the Government's efforts to encourage the recovery of the national economy. In addition, PGN has also implemented the Minister of Energy and Mineral Resources Decree No. 91K/12/MEM/2020 concerning Natural Gas Prices in Power Plants.



PAJAK [GRI 207-1], [GRI 207-2], [GRI 207-3], [GRI 207-4]

Sebagai Wajib Pajak, PGN menyadari Pajak merupakan perwujudan dari kewajiban kenegaraan dan peran serta Perusahaan untuk secara langsung dan bersama-sama melaksanakan kewajiban perpajakan untuk pembiayaan negara serta pembangunan nasional. Perusahaan mengatur dan menempatkan peran Fungsi Perpajakan dalam seluruh proses bisnis Perusahaan untuk memitigasi beban dan risiko perpajakan. Fungsi Pajak dilibatkan dalam setiap penyusunan inisiatif bisnis untuk memastikan bahwa kewajiban perpajakan dapat dipenuhi sesuai ketentuan perpajakan dengan risiko yang dimitigasi secara optimal. [GRI 207-1]

Dalam memenuhi kewajiban perpajakan, PGN menyusun strategi perpajakan untuk mengoptimalkan beban pajak terutang melalui skema yang didasarkan pada ketentuan peraturan perundang-undangan perpajakan yang berlaku. PGN juga berupaya menurunkan biaya kepatuhan Pajak dengan pemanfaatan teknologi sistem perpajakan. Strategi perpajakan tersebut dituangkan dalam kebijakan, kajian maupun Dokumen Acuan Kerja (DAK) perpajakan yang berlaku untuk di lingkungan internal perusahaan. [GRI 207-2]

TAX [GRI 207-1], [GRI 207-2], [GRI 207-3], [GRI 207-4]

As a taxpayer, PGN realizes that taxes are a manifestation of state obligations and the participation of the Company to directly and jointly carry out tax obligations for state financing and national development. The Company regulates and places the role of the Taxation Function in all of the Company's business processes to mitigate tax burdens and risks. The Tax function is involved in every preparation of business initiatives to ensure that tax obligations can be met in accordance with tax provisions with optimally mitigated risks. [GRI 207-1]

In fulfilling its tax obligations, PGN devises a tax strategy to optimize the tax payable through a scheme based on the applicable tax laws and regulations. PGN also seeks to reduce tax compliance costs by utilizing tax system technology. The tax strategy is stated in policies, studies and taxation Reference Documents (DAK) applicable to the company's internal environment. [GRI 207-2]

KONTRIBUSI KEPADA NEGARA

Contribution to the Country

Strategi perpajakan disusun departemen *Tax Advisory* dan pelaksanaannya dimonitor secara internal oleh departemen *Tax Controlling*. Penyusunan serta pelaksanaan strategi perpajakan juga dimonitor oleh Fungsi Risk Management yang berada di Direktorat lainnya. Risiko pajak dan upaya mitigasi tersebut dikelola bagian khusus dalam Fungsi Perpajakan (*Departemen Tax Controlling*) melalui Aplikasi PGN Taxis, yang datanya mengalir ke Fungsi *Risk Management* untuk dikelola dan dilaporkan kepada Manajemen secara periodik. Hasil *monitoring* atas pengelolaan risiko perpajakan dilaporkan secara rutin kepada *Board of Director* Perusahaan serta PT Pertamina (Persero) sebagai Induk Perusahaan.

Pelaksanaan strategi perpajakan ini menjadi *Key Performance Indicator* (KPI) Fungsi Perpajakan yang dituangkan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP). Perusahaan secara rutin melakukan sosialisasi dan pelatihan kepada seluruh Perwira *Subholding Gas* di lingkungan Perusahaan terkait pengelolaan perpajakan dan pemutakhiran peraturan perpajakan sehingga strategi perpajakan tercermin dalam kegiatan operasional maupun strategis perusahaan. [GRI 207-3]

Pelaporan kepada Negara dilakukan untuk setiap anggota grup usaha pada setiap yurisdiksi pajak yang terkonsolidasi, dengan laporan keuangan yang telah diaudit, serta disesuaikan dengan angka pada SPT yang telah dilaporkan. Selengkapnya tentang laporan terkait pajak dapat dilihat pada Laporan Keuangan yang ada di dalam Laporan Tahunan PGN. [GRI 207-4]

Dalam memenuhi kewajiban perpajakannya, Perusahaan menjunjung tinggi etika dan integritas untuk selalu menjadi lebih baik dari waktu ke waktu. Dalam mewujudkan hal tersebut, Perusahaan memiliki seperangkat standard yang mengarahkan setiap Perwira *Subholding Gas* untuk senantiasa bersikap etis dan berintegritas. Pedoman Etika Usaha dan Etika Kerja menjadi standar etis bagi setiap Perwira *Subholding Gas* dalam berinteraksi dengan mitra usaha termasuk Otoritas Perpajakan serta menjadi standar etis bagi setiap individu yang bekerja di Perusahaan. Kedua kode etik tersebut menjadi standar untuk mengarahkan perilaku Perwira *Subholding Gas* agar selalu bertindak sesuai dengan nilai-nilai dan budaya Perusahaan.

The tax strategy is prepared by the Tax Advisory department and its implementation is monitored internally by the Tax Controlling department. The preparation and implementation of the tax strategy is also monitored by the Risk Management Function in other Directorates. The tax risk and mitigation efforts are managed by a special section in the Taxation Function (Tax Controlling Department) through the PGN Taxis Application, whose data flows to the Risk Management Function to be managed and reported to Management periodically. Monitoring results on tax risk management are reported regularly to the Company's Board of Directors and PT Pertamina (Persero) as the Parent Company.

The implementation of this tax strategy becomes the Key Performance Indicator (KPI) of the Taxation Function as outlined in the Company's Work Plan and Budget (RKAP). The Company routinely conducts socialization and training to all Subholding Gas Employee within the Company regarding tax management and updating tax regulations so that the tax strategy is reflected in the company's operational and strategic activities. [GRI 207-3]

Reporting to the Country is carried out for each member of the business group in each consolidated tax jurisdiction, with audited financial statements, and adjusted to the figures in the tax returns that have been reported. Details on tax-related reports can be found in the Financial Statements in the PGN Annual Report. [GRI 207-4]

In fulfilling its tax obligations, the Company upholds ethics and integrity to always get better from time to time. In realizing this, the Company has a set of standards that direct every Subholding Gas Employee to always behave ethically and with integrity. The Code of Business Ethics and Work Ethics become ethical standards for every employee in interacting with business partners including the Tax Authorities and become ethical standards for every individual working in the Company. The two codes of ethics become the standard to direct the behavior of Subholding Gas Employee to always act in accordance with the values and culture of the Company.



Perusahaan berkomitmen mengedepankan prinsip-prinsip *Good Corporate Governance* (GCG) dalam tata kelola perusahaan secara konsisten dan berkesinambungan di segala aktivitas perusahaan. Dalam hal ini, Perusahaan telah melaksanakan sosialisasi dan internalisasi pedoman tata kelola perusahaan dan pedoman etika usaha maupun etika kerja kepada seluruh Perwira *Subholding Gas*, sebagai dasar penerapan prinsip-prinsip GCG.

Selain itu, Perusahaan juga telah memiliki kebijakan sistem pelaporan dugaan penyimpangan pada Perusahaan, yang mencakup pelanggaran hukum dan integritas organisasi termasuk pelaksanaan pemenuhan kewajiban perpajakan atau *Whistleblowing System* (WBS). Pengelolaan WBS dilakukan oleh Fungsi Internal Audit, di mana terdapat Komite Etik untuk menjalankan tugas sebagaimana yang tertuang dalam Pedoman WBS.

Penyampaian laporan pelanggaran dapat disampaikan melalui menu WBS pada *website* Perusahaan (www.pgn.co.id), e-mail (etik@pgn.co.id) atau surat resmi yang ditujukan kepada Komite Etik Perusahaan.

The company is committed to prioritizing the principles of *Good Corporate Governance* (GCG) in corporate governance consistently and continuously in all company activities. In this regard, the Company has carried out socialization and internalization of both corporate governance guidelines and business and work ethics guidelines to all *Subholding Gas* Employee, as the basis for implementing GCG principles.

In addition, the Company also has a system policy for reporting alleged irregularities in the Company, which includes violations of law and organizational integrity including the implementation of fulfilling tax obligations or the *Whistleblowing System* (WBS). WBS management is carried out by the Internal Audit Function, where there is an Ethics Committee to carry out the duties as stated in the WBS Guidelines.

Violation reports can be submitted through the WBS menu on the Company's *website* (www.pgn.co.id), e-mail (etik@pgn.co.id) or an official letter addressed to the Company's Ethics Committee.

MENJAGA KINERJA LINGKUNGAN

Maintaining Environmental
Performance



04





KOMITMEN DAN STRATEGI

Commitment and Strategy

KONTEKS KEBERLANJUTAN [GRI 103-1]

PGN menyadari bahwa kegiatan operasionalnya, sama seperti perusahaan lain, mempengaruhi kondisi lingkungan, yang terus mengalami perubahan drastis akibat dampak-dampak yang dihasilkan oleh aktivitas manusia, terutama industri, dan dampak-dampak tersebut dapat terjadi di seluruh area kegiatan operasional Perseroan. Menjaga dan melestarikan lingkungan hidup menjadi persyaratan mutlak bagi keberlanjutan usaha PGN.

Kami senantiasa harus menempatkan menjadi bagian dari solusi dalam upaya pelestarian alam dan isinya. Sebagaimana peran kami untuk mewujudkan bauran energi nasional yang bersih dan ramah lingkungan dalam masa transisi energi. Upaya untuk menjaga lingkungan juga harus dimulai dari tanggung jawab atas dampak lingkungan yang berpotensi timbul dari kegiatan operasional Perseroan.

KOMITMEN [GRI 103-2]

Komitmen PGN untuk melindungi lingkungan hidup dari dampak negatif yang berpotensi timbul dari kegiatan operasional Perseroan tertuang dalam kebijakan lingkungan PGN yang telah disahkan sejak bulan Mei tahun 2021. Kebijakan lingkungan ini merupakan bagian yang tidak terpisahkan dari kebijakan Perseroan yang mencakup aspek keselamatan, kesehatan, keamanan, dan lingkungan.

Sebagai panduan dalam pengelolaan lingkungan, kebijakan lingkungan PGN menekankan pada prinsip-prinsip: pencegahan, pengelolaan risiko pada seluruh daur hidup, taat pada peraturan, partisipatif, perlindungan lingkungan, dan perbaikan yang berkesinambungan.

SUSTAINABILITY CONTEXT [GRI 103-1]

PGN realizes that its operational activities, like other companies, affect environmental conditions, which continue to experience drastic changes due to the impacts generated by human activities, especially industry, and these impacts can occur in all areas of the Company's operational activities. Protecting and preserving the environment is an absolute requirement for the sustainability of PGN's business.

We always have to be part of the solution in the effort to preserve nature and its contents. As our role in realizing a clean and environmentally friendly national energy mix in the energy transition period, then efforts to protect the environment must start with responsibility for the environmental impacts that may arise from the Company's operational activities.

COMMITMENT [GRI 103-2]

PGN's commitment to protecting the environment from the negative impacts that could potentially arise from the Company's operational activities is contained in PGN's environmental policy which has been ratified since May 2021. This environmental policy is an integral part of the Company's policies covering safety, health, security, and environment aspects.

As a guide in environmental management, PGN's environmental policy emphasizes the following principles: prevention, risk management throughout the life cycle, compliance with regulations, participation, environmental protection, and continuous improvement.



Kebijakan Lingkungan PGN yang tercakup dalam Kebijakan *Health, Safety, Security, and Environment* (HSSE) Perusahaan

1. Mengutamakan aspek HSSE Perusahaan dalam pengelolaan bisnis perusahaan;
2. Mematuhi peraturan perundangan dan persyaratan lain yang berlaku di bidang HSSE serta menggunakan teknologi tepat guna sesuai standar nasional dan internasional;
3. Mengurangi risiko serendah mungkin sesuai dengan prinsip *As Low as Reasonably Practicable* (ALARP) termasuk dengan melibatkan stakeholder dan masyarakat di wilayah operasional PGN untuk mencegah terjadinya kecelakaan kerja, kecelakaan proses, penyakit akibat kerja, gangguan keamanan terhadap aset, dan pencemaran lingkungan;
4. Memastikan pemahaman dan implementasi *Corporate Life Saving Rules* (CLSR) pada Perwira *Subholding Gas* dan mitra kerja serta melakukan intervensi terhadap kondisi maupun tindakan yang dinilai tidak aman;
5. Meningkatkan kesadaran dan kompetensi Perwira *Subholding Gas* serta mitra kerja agar dapat melaksanakan pekerjaan secara benar, aman dan berwawasan lingkungan serta melibatkan Perwira *Subholding Gas* dan mitra kerja dalam kegiatan komunikasi dan konsultasi;

PGN's Environmental Policy covered by the Company's *Health, Safety, Security, and Environment* (HSSE) Policy

1. Prioritizing the Company's HSSE aspects in managing the company's business;
2. Comply with laws and regulations and other applicable requirements in the field of HSSE and use appropriate technology according to national and international standards;
3. Reducing risk as low as possible in accordance with the *As Low as Reasonably Practicable* (ALARP) principle, including by involving stakeholders and the community in PGN's operational areas to prevent work accidents, processing accidents, occupational diseases, security disturbances to assets, and environmental pollution;
4. Ensuring the understanding and implementation of *Corporate Life Saving Rules* (CLSR) for *Subholding Gas* Employee and business partners as well as intervening on conditions or actions that are considered unsafe;
5. Increase awareness and competence of *Subholding Gas* Employee and partners so that they can carry out work correctly, safely and environmentally-oriented and involve *Subholding Gas* Employee and partners in communication and consultation activities;

KOMITMEN DAN STRATEGI

Commitment and Strategy

- | | |
|---|--|
| <p>6. Melakukan upaya perlindungan lingkungan melalui penggunaan sumber daya yang berkelanjutan, konservasi energi untuk mencapai efisiensi, pengelolaan emisi Gas Rumah Kaca (GRK), serta perlindungan keanekaragaman hayati;</p> <p>7. Melaporkan seluruh insiden secara transparan dan melakukan investigasi untuk mencegah terjadinya insiden serupa;</p> <p>8. Menjadikan kinerja HSSE Perusahaan dalam penilaian dan penghargaan terhadap seluruh Perwira <i>Subholding Gas</i>; dan</p> <p>9. Mengevaluasi Sistem Manajemen Keselamatan, Kesehatan Kerja, Pengamanan, dan Pengelolaan Lingkungan serta Energi secara rutin guna perbaikan yang berkesinambungan.</p> | <p>6. Carry out environmental protection efforts through the use of sustainable resources, energy conservation to achieve efficiency, management of Greenhouse Gas (GHG) emissions, and protection of biodiversity;</p> <p>7. Report all incidents transparently and conduct investigations to prevent similar incidents from occurring;</p> <p>8. Making the Company's HSSE performance in the assessment and appreciation of all Subholding Gas Employee; and</p> <p>9. Evaluating Management System for Occupational Health&Safety, and Management of Environmental and Energy on a regular basis for continuous improvement.</p> |
|---|--|

Komitmen PGN untuk melindungi lingkungan hidup diperkuat dengan anggaran yang dialokasikan untuk mendukung program-program pelestarian lingkungan hidup.

PGN's commitment to protecting the environment is strengthened by the budget allocated to support environmental conservation programs.

Anggaran Pengelolaan Lingkungan (Rp juta)

Environmental Management Budget (Rp Million)

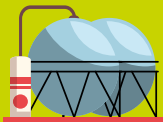
10.319,787
(2021)

11.528,074 (2020)
17.505,307 (2019)

Pencapaian Kami [GRI 103-3]

Our Achievements

4 PROPER BIRU



- Stasiun Gas Panaran
- Stasiun Gas Cimanggis II

- Stasiun Gas SOR III
- Stasiun Gas Pasar IX

1 PROPER HIJAU



Stasiun Kompresor Gas Pagardewa

100%

Tingkat kepatuhan terhadap peraturan perundangan terkait lingkungan

Level of compliance with environmental laws and regulations

Nil

major finding dalam audit eksternal ISO 14001
major finding in external audit ISO 14001

Nil

kasus pencemaran lingkungan
environmental pollution case



SISTEM MANAJEMEN LINGKUNGAN

[GRI 103-2]

Environmental Management System

[GRI 103-2]

Dalam rangka mewujudkan komitmennya di bidang lingkungan hidup, PGN menerapkan sistem manajemen lingkungan berdasarkan standar internasional ISO 14001:2015. Sistem ini telah disertifikasi sejak tahun 2016, dan pada *surveillance audit* di tahun 2021 yang dilakukan oleh badan sertifikasi independen, PGN dinilai masih berhak mempertahankan sertifikatnya.

Penerapan sistem manajemen lingkungan meliputi: proses identifikasi aspek dan dampak lingkungan, pemenuhan, kepatuhan pada peraturan di bidang pengelolaan lingkungan, penyusunan target dan program, kegiatan evaluasi seluruh program lingkungan, serta audit internal maupun eksternal. Dalam pelaksanaannya, PGN mendelegasikan tanggung jawab atas pengelolaan lingkungan kepada Grup *Health, Safety, Security, and Environment (HSSE)*.

Untuk memastikan pengelolaan lingkungan dilaksanakan sesuai dengan persyaratan yang berlaku, PGN membekali personil yang terlibat dalam kegiatan pengelolaan dengan berbagai pelatihan guna memenuhi kebutuhan kompetensinya. Pelatihan yang diselenggarakan di bidang lingkungan pada tahun 2021, antara lain:

- *Awareness* AMDAL dan UKL-UPL;
- *Awareness* Sistem Manajemen K3 (ISO 45001:2018) dan Sistem Manajemen Lingkungan (ISO 14001:2015) untuk Pemimpin;
- Pelatihan dan Sertifikasi *Life Cycle Assessment* – Level *Manager*;
- Pelatihan dan Sertifikasi *Manager Energi*;
- Pemahaman *QHSE Management System* dan Internal Audit Integrasi QHSE;
- Sertifikasi Auditor Energi;
- Sertifikasi Pemantauan dan Analisis Pengelolaan Sampah/Limbah Padat Non B3;
- Sertifikasi Penanggungjawab Pengendalian Pencemaran Air.

In order to realize its commitment to the environment, PGN implements an environmental management system based on the international standard ISO 14001:2015. This system has been certified since 2016, and during a *surveillance audit* in 2021 conducted by an independent certification body, PGN is still considered entitled to retain its certificate.

The implementation of the environmental management system includes: the process of identifying environmental aspects and impacts, fulfilment of and compliance to regulations in the field of environmental management, setting targets and programs, evaluating all environmental programs, as well as internal and external audits. In its implementation, PGN delegates responsibility for environmental management to the *Health, Safety, Security, and Environment (HSSE) Group*.

To ensure environmental management is carried out in accordance with applicable requirements, PGN provides personnel involved in management activities with various trainings to meet their competency needs. The trainings held in the field of environment in 2021, among others:

- AMDAL and UKL Awareness UPL;
- Awareness of OHS Management System (ISO 45001:2018) and Environmental Management System (ISO 14001:2015) for Leaders;
- Life Cycle Assessment Training and Certification – Manager Level;
- Energy Manager Training and Certification;
- Understanding of QHSE Management System and Integrated QHSE Internal Audit;
- Energy Auditor Certification;
- Certification for Monitoring and Analysis of Non-B3 (Hazardous and Toxic) Waste/Solid Waste Management;
- Certification of Person in Charge of Water Pollution Control.



PEMANTAUAN DAN EVALUASI [GRI 103-3]

Kegiatan pemantauan dan evaluasi dilakukan untuk mengukur efektivitas pelaksanaan pengelolaan seluruh aspek-aspek lingkungan mencakup: material, air, emisi dan limbah, yang tujuannya adalah memitigasi ataupun memperkecil dampak negatif dan memaksimalkan dampak positif terhadap lingkungan. Sesuai dengan peraturan yang berlaku, PGN melakukan kegiatan pengelolaan dan pemantauan lingkungan hidup yang terdeskripsikan dalam dokumen Analisis Mengenai Dampak Lingkungan (AMDAL) dan Upaya Pengelolaan Lingkungan dan Upaya Pemantauan Lingkungan (UKL-UPL).

Hasil pengelolaan dan pemantauan ini dilaporkan kepada instansi pemerintah setempat di setiap semester. Selama periode pelaporan, tidak terdapat sanksi dan denda yang diberikan kepada Perseroan beserta entitas anak usahanya terkait pelanggaran terhadap hukum ataupun peraturan lingkungan. [GRI 307-1]

MONITORING AND EVALUATION [GRI 103-3]

Monitoring and evaluation activities are carried out to measure the effectiveness of the implementation of management of all environmental aspects including: materials, water, emissions and waste, with the aim to mitigating or minimizing negative impacts and maximizing positive impacts on the environment. In accordance with applicable regulations, PGN carries out environmental management and monitoring activities which are described in the Environmental Impact Analysis (AMDAL) and Environmental Management Efforts and Environmental Monitoring Efforts (UKL-UPL) documents.

The results of this management and monitoring are reported to local government agencies every semester. During the reporting period, there were no sanctions and fines given to the Company and its subsidiaries related to violations of environmental laws or regulations. [GRI 307-1]

SISTEM MANAJEMEN LINGKUNGAN

Environmental Management System

Kegiatan evaluasi juga dilakukan secara periodik atas pendekatan yang diterapkan dalam pengelolaan lingkungan. Hal ini dilakukan sebagai cara untuk mengetahui efektivitas dari penerapan sistem manajemen lingkungan dan untuk mengidentifikasi peluang-peluang yang memungkinkan bagi kami untuk meningkatkan kinerja dalam aspek lingkungan.

Hasil penilaian dalam PROPER (Program Penilaian Peringkat Kinerja Perusahaan Dalam Pengelolaan Lingkungan), tingkat kepatuhan terhadap peraturan perundangan, hasil audit eksternal dan internal, serta kasus pencemaran lingkungan yang terjadi merupakan indikator yang digunakan dalam evaluasi.



MATERIAL [GRI 103-2, GRI 103-3]

Kegiatan usaha PGN adalah distribusi dan transmisi gas kepada konsumen, baik skala industri, komersial, maupun rumah tangga, dengan demikian PGN tidak membutuhkan material atau bahan baku bahkan kemasan yang melekat dalam produknya. [GRI 301-1]

Namun dalam infrastrukturnya PGN membutuhkan pipa, dalam satuan panjang (bukan berat atau volume), yang terbuat dari bahan baja, galvanis, atau *polyethylene* (PE), yang tidak terkategori sebagai material terbarukan. Penggunaan jenis pipa ini sebagai infrastruktur jaringan distribusi dan transmisi merujuk pada standard dan *code* yang berlaku untuk mengangkut gas yang bersifat mudah terbakar.

Seluruh pipa-pipa tersebut dilapisi dengan *coating* dan pelindung lain untuk mencegah karat, sehingga pipa dapat dipendam di dalam tanah untuk jangka waktu yang cukup lama (sekitar 30 tahun). Pipa juga dilengkapi dengan filter untuk menyerap *impurities* yang berupa kotoran seperti uap air atau zat lain yang terlarut, sehingga kualitas gas bumi tetap terjaga baik. Filter diganti secara periodik dalam jangka waktu tertentu dan filter bekas diperlakukan sebagai limbah padat.

Dalam menyalurkan produknya, PGN tidak menggunakan kemasan, material yang dikategorikan sebagai material terbarukan, daur ulang, ataupun *reclaimed product*. [GRI 301-1, GRI 301-2, GRI 301-3]

Komitmen PGN untuk menjaga lingkungan juga diwujudkan dengan menerapkan inisiatif efisiensi dalam penggunaan kertas pada kegiatan pendukung. Inisiatif tersebut dilakukan

Evaluation activities are also carried out periodically on the approach applied in environmental management. This is done as a way to determine the effectiveness of the implementation of the environmental management system and to identify possible opportunities for us to improve performance in environmental aspects.

The results of the assessment in PROPER (Programme for Assessment of Company Performance Ratings in Environmental Management), the level of compliance with laws and regulations, the results of external and internal audits, as well as cases of environmental pollution that occur are indicators used in the evaluation.



MATERIAL [GRI 103-2, GRI 103-3]

PGN's business activity is the distribution and transmission of gas to consumers, whether on an industrial, commercial, or household scale, thus PGN does not need materials or raw materials and even packaging attached to its products. [GRI 301 - 1]

However, in its infrastructure, PGN requires pipes, in units of length (not weight or volume), made of steel, galvanized or polyethylene (PE), which are not categorized as renewable materials. The use of this type of pipe as a distribution and transmission network infrastructure refers to the applicable standards and codes for transporting flammable gas.

All the pipes are coated with a coating and other protection to prevent rust, so the pipes can be buried in the ground for a long period of time (about 30 years). The pipe is also equipped with a filter to absorb impurities in the form of water vapor or other dissolved substances, so that the quality of natural gas is maintained properly. Filters are replaced periodically within a certain period of time and used filters are treated as solid waste.

In distributing its products, PGN does not use packaging, materials that are categorized as renewable, recycled, or reclaimed products. [GRI 301-1, GRI 301-2, GRI 301-3]

PGN's commitment to protecting the environment is also realized by implementing efficiency initiatives in the use of paper in supporting activities. This initiative is carried

melalui pemanfaatan teknologi informasi seperti: sistem persuratan (*e-sms – electronic secretariat management system*), sistem pembayaran (POPAY – *Paperless Online Payment System*), sistem K3PL (HOLISTIC – *HSSE Online System and Indicator Performance Center*), sistem informasi pekerja, dan lain-lain. Inisiatif lainnya adalah pemusatan sistem *printing* dan penerapan kebijakan penggunaan kertas dua sisi, serta mendaur ulang sampah kertas.

out through the use of information technology, such as: e-sms – electronic secretariat management system, payment system (POPAY – Paperless Online Payment System), K3PL system (HOLISTIC – HSSE Online System and Performance Indicator Center), employee information system and others. Other initiatives include centralizing the printing system and implementing a policy of using two-sided paper, as well as recycling paper waste.



AIR [GRI 103-2, GRI 103-3]

Kegiatan operasional distribusi dan transmisi gas tidak membutuhkan air. Kegiatan pemeliharaan seperti, pembersihan pipa, mesin dan infrastruktur lainnya hanya membutuhkan air yang jumlahnya tidak signifikan. Penggunaan air utama adalah untuk memenuhi kegiatan domestik pada kantor pusat dan kantor pendukung operasional PGN.

Air yang digunakan Perseroan bersumber dari Perusahaan Daerah Air Minum (PDAM) dan air tanah yang pengambilannya disesuaikan dengan ketentuan batas penggunaan yang berlaku, aliran air dari kedua sumber tersebut tidak memberikan gangguan pada badan air bagi masyarakat ataupun kebutuhan ekologis akan air. **[303-1]**

Inisiatif PGN dalam efisiensi penggunaan air dilakukan dengan memanfaatkan teknologi, seperti penggunaan keran dan kloset yang memiliki sensor, dan melakukan kampanye untuk meningkatkan kesadaran Perwira *Subholding Gas* agar memiliki perilaku efisien dalam konsumsi air. Sementara ini PGN belum melakukan inisiatif yang terkait daur ulang air.

Dalam rangka menjaga kelestarian air bersih, PGN melakukan inisiatif dengan membuat daerah resapan air pada area terbuka di sekitar gedung kantor pusat PGN. Lubang-lubang biopori untuk menyalurkan air hujan hingga ke dalam tanah, sehingga cadangan air tanah dan muka air tanah tetap terjaga.



WATER [GRI 103-2, GRI 103-3]

Gas distribution and transmission operations do not require water. Maintenance activities such as cleaning pipes, machines and other infrastructure only require insignificant amounts of water. The main use of water is to fulfill domestic activities at PGN's head office and operational support offices.

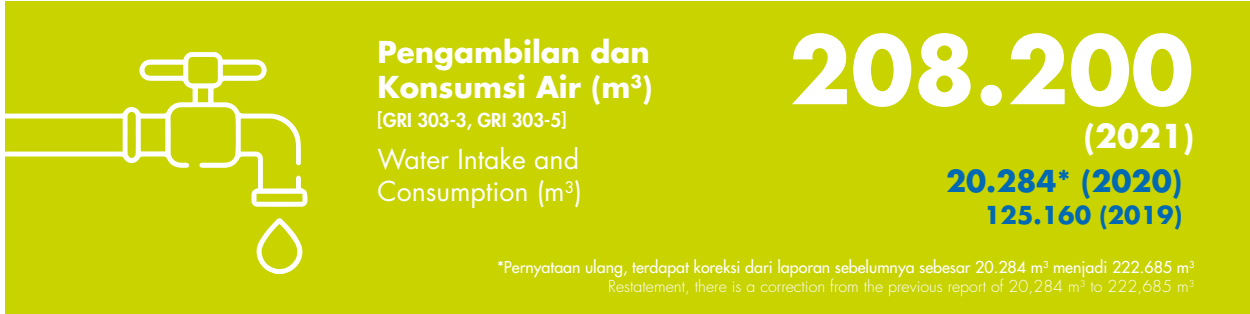
The water used by the Company is sourced from the Regional Drinking Water Company (PDAM) and ground water whose extraction is adjusted to the applicable usage limit provisions, the flow of water from these two sources does not interfere with water bodies for the community or the ecological needs of water. **[303-1]**

PGN's initiatives in water use efficiency are carried out by utilizing technology, such as the use of faucets and closets that have sensors, and conducting campaigns to increase Subholding Gas Employee awareness to have efficient behavior in water consumption. Meanwhile, PGN has not carried out any initiatives related to water recycling.

In order to preserve clean water, PGN has taken the initiative by creating water absorption areas in open areas around PGN's head office building. Biopore holes to channel rainwater into the ground, so that groundwater reserves and ground water level are maintained.

SISTEM MANAJEMEN LINGKUNGAN

Environmental Management System



Pengambilan dan konsumsi Air mengalami penurunan pada tahun 2021 dibandingkan dengan tahun sebelumnya sebesar 14.405 m³ dikarenakan pada tahun 2021 sistem kerja *Work from Home (WFH)* masih diberlakukan seiring dengan pandemi COVID-19 yang masih tinggi kasusnya terutama dengan adanya varian Delta.

Water intake and consumption decreased in 2021 compared to the previous year of 14,405 m³ because in 2021. The Company applied Work from Home (WFH) system in line with the COVID19 pandemic, which was still high in cases, especially with the Delta variant.



EFLUEN [GRI 103-2, GRI 103-3]

PGN hanya membuang air yang berasal dari kegiatan domestik dan kegiatan pemeliharaan infrastruktur seperti pembersihan. Untuk air buangan dari kegiatan pemeliharaan, sebelum dilakukan pembuangan, air tersebut diolah pada unit API *Separator*. Pengolahan air dari kegiatan domestik karyawan juga dilakukan dengan metode yang sesuai sehingga memenuhi syarat ketentuan yang telah ditetapkan pada peraturan yang berlaku. [GRI 303-4]



EFLUENT [GRI 103-2, GRI 103-3]

PGN only disposes of water that comes from the domestic activities of its employees and infrastructure maintenance activities such as cleaning. For wastewater from maintenance activities, prior to disposal, the water is treated at the API Separator unit. Water treatment from employees' domestic activities is also carried out with appropriate methods so that they meet the requirements set out in the applicable regulations. [GRI 303-4]

Sepanjang tiga tahun terakhir hingga periode pelaporan tidak terjadi kasus tumpahan efluen yang menyebabkan terjadinya pencemaran.

During the last three years until the reporting period, there were no cases of effluent spills causing pollution.

Secara periodik setiap bulannya, Perseroan melakukan sampling dan analisa air buangan oleh laboratorium terakreditasi dengan merujuk pada kriteria peraturan baku mutu limbah cair pada kegiatan industri, hotel, rumah sakit, domestik, dan pertambangan serta mengacu pada metode berdasarkan Standar Nasional Indonesia (SNI). Selama periode pelaporan tidak ada parameter yang melebihi ambang batas yang ditentukan. [GRI 303-2, GRI 303-4]

Periodically every month, the Company conducts sampling and analysis of wastewater by an accredited laboratory with reference to the regulatory criteria for liquid waste quality standards in industrial, hotel, hospital, domestic, and mining activities and refers to the method based on the Indonesian National Standard (SNI). During the reporting period none of the parameters exceeded the specified threshold. [GRI 303-2, GRI 303-4]

PGN melepaskan air buangan ke badan air permukaan yaitu Sungai Pematang Kamiri. Namun volume air yang dilepaskan tidak dapat ditentukan, begitu juga halnya ukuran badan air dan habitat terkait pada badan air tersebut tidak dapat diukur. Sungai Pematang Kamiri bukanlah badan air yang ditetapkan sebagai kawasan lindung nasional, sehingga tidak ada spesies khusus yang dilindungi di daerah tersebut. Air yang dilepaskan tidak digunakan kembali oleh organisasi lain. [GRI 303-2, GRI 303-4]

PGN releases wastewater into a surface water body, namely the Pematang Kamiri River. However, the volume of water released cannot be determined, nor can the size of water bodies and associated habitats in these water bodies be measured. The Pematang Kamiri River is not a water body designated as a national protected area, so there are no special protected species in the area. The released water is not reused by other organizations. [GRI 303-2, GRI 303-4]



ENERGI [GRI 103-2, GRI 103-3]

Energi merupakan kebutuhan utama untuk menjalankan kegiatan operasional Perseroan. PGN menggunakan energi untuk berbagai kebutuhan, yaitu: energi listrik yang diperoleh dari Perusahaan Listrik Negara (PLN) untuk penerangan dan penggunaan peralatan elektronik kantor maupun peralatan operasional jaringan *offtake*/stasiun gas, Bahan Bakar Minyak (BBM) sebagai bahan bakar *Diesel Engine Generator* (DEG) untuk cadangan jika terjadi keadaan gawat darurat (listrik mati) dan bahan bakar kendaraan operasional perusahaan.

Selain itu, Bahan Bakar Gas (BBG) juga digunakan untuk kendaraan operasional perusahaan dan sebagai bahan bakar *Gas Engine Generator* (GEG) yang kemudian digunakan untuk penerangan, penggunaan peralatan elektronik kantor maupun peralatan jaringan *offtake*/stasiun gas bagi yang tidak teraliri Listrik dari PLN. Tidak ada standar atau persyaratan energi terkait kegiatan distribusi atau transmisi. [GRI 302-5]

PGN menerapkan inisiatif konservasi energi dengan pemanfaatan energi terbarukan melalui pemasangan instalasi listrik tenaga surya di operasional perusahaan Sales Operation Region III. Energi listrik yang dihasilkan melalui panel surya mampu memasok kebutuhan listrik untuk lampu penerangan jalan di *Offtake* Gresik, *Offtake* Tandes dan *Offtake* Kalisogo. Meskipun inisiatif ini belum memberikan dampak signifikan terhadap bauran energi terbarukan pada total konsumsi energi PGN. Namun langkah kecil ini merupakan salah satu bentuk upaya PGN untuk merespons isu perubahan iklim.



ENERGY [GRI 103-2, GRI 103-3]

Energy is the main requirement to carry out the Company's operational activities. PGN uses energy for various needs, namely: electrical energy obtained from the State Electricity Company (PLN) for lighting and the use of office electronic equipment and operational equipment for offtake networks/gas stations, fuel oil (BBM) as fuel for Diesel Engine Generators (DEG) for backup in case of an emergency (power failure) and fuel for the company's operational vehicles.

In addition, Gas Fuel (BBG) is also used for company operational vehicles and as Gas Engine Generator (GEG) fuel which is then used for lighting, use of office electronic equipment and offtake network equipment/gas stations for those who do not receive electricity from PLN. There are no energy standards or requirements related to distribution or transmission activities. [GRI 302-5].

PGN implements energy conservation initiatives by utilizing renewable energy through the installation of solar power installations in the company's Sales Operation Region III operations. Electrical energy generated through solar panels is able to supply electricity needs for street lighting in Offtake Gresik, Offtake Tandes and Offtake Kalisogo. This initiative has not yet had a significant impact on the renewable energy mix on PGN's total energy consumption. However, this small step is one of PGN's efforts to respond to the issue of climate change.

Konsumsi Energi di dalam Organisasi (GJ) [GRI 302-1]

Energy Consumption within the Organization (GJ)



Sumber Energi Terbarukan
Renewable Energy Sources

34,374
(2021)

34,374 (2020)
34,374 (2019)



Sumber Energi Tidak Terbarukan
Non-Renewable Energy Sources

638.062,489
(2021)

803.590,805 (2020)
831.998,822 (2019)

SISTEM MANAJEMEN LINGKUNGAN

Environmental Management System

Intensitas Energi (GJ/MMSCFD) [GRI 302-3] Energy Intensity (GJ/MMSCFD)

491,12
(2021)

649,73 (2020)
564,30 (2019)

Jenis-jenis energi yang termasuk dalam rasio intensitas; bahan bakar gas untuk pembangkit listrik milik sendiri, bahan bakar gas untuk Gas Turbine Compressor, dan konsumsi listrik dari PLN yang digunakan di kantor pusat, kantor area, dan stasiun gas.

Types of energy included in the intensity ratio: gas fuel for own power plant, gas fuel for Gas Turbine Compressor, and electricity consumption from PLN used in the head office, area offices, and natural gas stations.



Penghematan Energi (GJ) [GRI 302-4] Energy Saving (GJ)

25.358,20
(2021)

24.191,43 (2020)
24.785,14 (2019)

Pada tahun 2021 konsumsi energi untuk menyalurkan gas bumi adalah sebesar 638.062,49. Intensitas energi ini menurun dari tahun sebelumnya dikarenakan adanya penurunan operasional yang berkaitan dengan penggunaan energi termasuk dengan masih diberlakukannya sistem kerja *Work From Home (WFH)* masih diberlakukan seiring dengan pandemi COVID-19 yang masih tinggi.

Pengelolaan energi di PGN dilakukan dengan pendekatan audit energi yang bertujuan untuk:

1. mengetahui tingkat konsumsi energi;
2. mengetahui potensi penghematan energi;
3. mengidentifikasi cara-cara pengelolaan energi secara bertahap sehingga PGN dapat memanfaatkan secara penuh energi hijau; dan
4. mengidentifikasi cara yang tepat untuk meningkatkan pemahaman dan kepedulian Perwira *Subholding Gas* dalam penghematan energi.

Inisiatif PGN sebagai upaya efisiensi konsumsi energi pada umumnya sama seperti yang dilakukan pada tahun sebelumnya, antara lain: [GRI 302-4]

1. Pengaturan pola operasi *Gas Turbine Compressor*;
2. *Rotor refurbishment* untuk meningkatkan kapasitas penyaluran *Gas Turbine Compressor*;
3. Pemasangan *soft starter* pada *after cooler*;
4. Penggunaan AC yang hemat energi dengan AC *low watt* maupun AC dengan teknologi inverter;

In 2021, energy consumption for distributing natural gas is 638,062.49. This energy intensity decreased from the previous year due to a decrease in operations related to energy use, including the implementation of the *Work From Home (WFH)* system which was still in effect in line with the COVID-19 pandemic which was still high.

Energy management at PGN is carried out using an energy audit approach that aims at:

1. determining the level of energy consumption;
2. knowing the potential for energy saving;
3. identifying ways of managing energy in stages so that PGN can take full advantage of green energy; and
4. identifying appropriate ways to increase Subholding Gas Employee understanding and concern in energy saving.

PGN's initiatives as an effort to increase energy consumption are generally the same as those carried out in the previous year, including: [GRI 302-4]

1. Setting the *Gas Turbine Compressor* operating pattern;
2. *Rotor refurbishment* to increase the distribution capacity of the *Gas Turbine Compressor*;
3. Installation of the *soft starter* on the *after cooler*;
4. Use of energy-efficient AC with *low watt* AC or AC with inverter technology;

5. Penggantian lampu dengan lampu LED yang lebih hemat energi dan lebih tahan lama;
6. Pemasangan kaca film ruangan untuk mengurangi penggunaan AC;
7. Meningkatkan kesadaran Perwira *Subholding Gas* untuk melakukan efisiensi energi.

5. Replacement of lamps with LED lamps which are more energy efficient and longer lasting;
6. Installation of window film in the room to reduce the use of air conditioning;
7. Raise awareness of Subholding Gas Employee for energy efficiency.



EMISI GAS RUMAH KACA [GRI 103-2, GRI 103-3]

Pengelolaan emisi gas rumah kaca (GRK) telah menjadi salah satu komitmen PGN untuk menjaga lingkungan hidup. Sebagai bentuk perwujudan komitmen tersebut, Perseroan telah melakukan perhitungan jejak karbon sejak tahun 2012, dengan menggunakan kalkulator karbon. Perhitungan yang dilakukan mencakup:

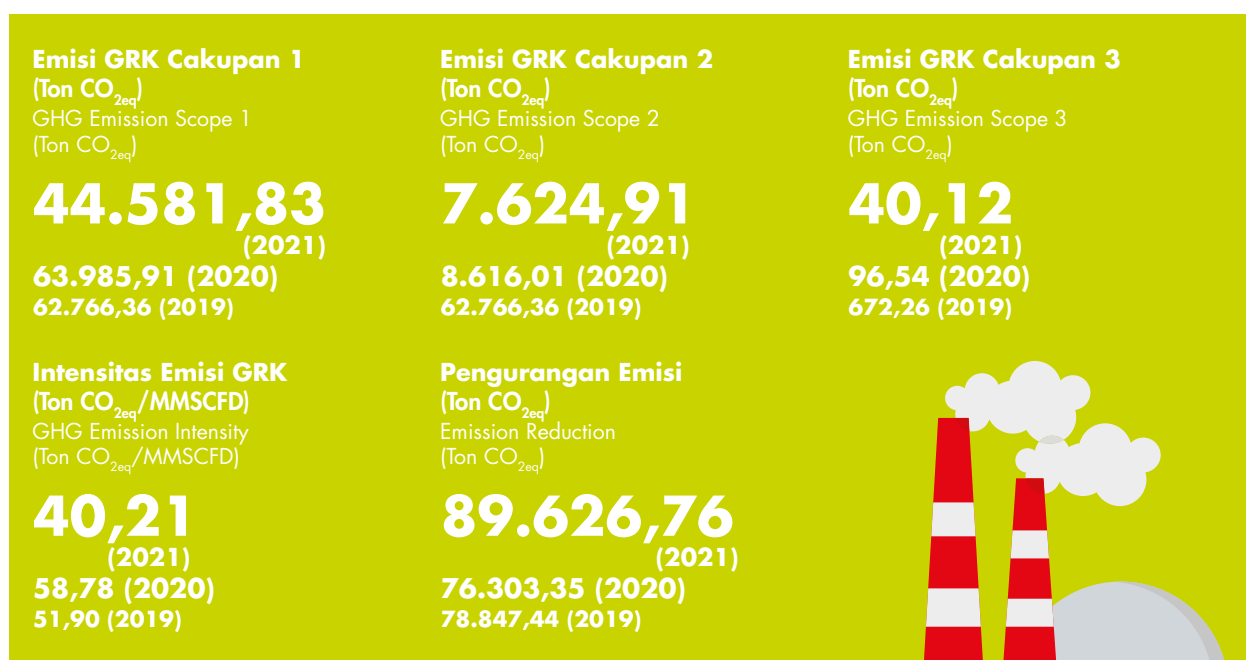
- Emisi gas rumah kaca pemakaian listrik di gedung dan stasiun;
- Emisi gas rumah kaca pemakaian bahan bakar untuk generator;
- Emisi gas rumah kaca pemakaian bahan bakar untuk kendaraan bermotor;
- Emisi gas rumah kaca pemakaian gas untuk *chiller* dan turbin kompresor;
- Emisi gas rumah kaca dari kegiatan penyaluran gas bumi;
- Emisi gas rumah kaca perjalanan dinas menggunakan pesawat.



GREENHOUSE GAS EMISSION [GRI 103-2, GRI 103-3]

Management of greenhouse gas (GHG) emissions has become one of PGN's commitments to protect the environment. As a manifestation of this commitment, the Company has been calculating its carbon footprint since 2012, using a carbon calculator. The calculations carried out include:

- Greenhouse gas emissions from electricity consumption in buildings and stations;
- Greenhouse gas emissions using fuel for generators;
- Greenhouse gas emissions using fuel for motor vehicles;
- Greenhouse gas emissions from gas consumption for chillers and compressor turbines;
- Greenhouse gas emissions from natural gas distribution activities;
- Greenhouse gas emissions for business travel by plane.



SISTEM MANAJEMEN LINGKUNGAN

Environmental Management System

Sejalan dengan kebijakan lingkungan yang telah ditetapkan, PGN melakukan upaya-upaya untuk mengurangi emisi GRK yang dihasilkan dari kegiatan operasional. Inisiatif pengurangan emisi yang dilakukan merupakan bagian dari inisiatif efisiensi konsumsi energi yang juga berdampak langsung pada berkurangnya emisi GRK yang dihasilkan.

EMISI KONVENSIONAL

Kegiatan operasional PGN juga menghasilkan emisi konvensional yang bersumber dari hasil pembakaran bahan bakar pada turbin dan *engine generator*. Guna memastikan emisi yang dihasilkan tidak menyebabkan terjadinya penurunan kualitas udara, maka dilakukan kegiatan pemantauan dan pengukuran emisi pada cerobong pembakaran yang berupa sumber tidak bergerak.

Parameter emisi dan ambang batas yang menjadi kriteria pengukuran merujuk pada Peraturan Menteri Negara Lingkungan Hidup No.13/2009 tentang Baku Mutu Emisi Sumber Tidak Bergerak bagi Usaha dan/atau Kegiatan Minyak dan Gas Bumi. Hasil pengukuran pada periode tahun 2021 menunjukkan bahwa parameter emisi yang signifikan masih memenuhi baku mutu yang dipersyaratkan.

Dalam operasional, kami menggunakan bahan yang dikategorikan sebagai *ozone-depleting substance* (ODS) sebagai refrigeran AC. Dalam proses produksi terdapat emisi ODS sebesar 0 (dalam metrik ton setara CFC-11). [GRI 305-6]



LIMBAH [GRI 103-2, GRI 103-3]

Sesuai ketentuan dalam peraturan perundangan, setiap kegiatan usaha wajib melakukan upaya pengelolaan dan pengolahan limbah untuk mencegah terjadinya kerusakan lingkungan. Pengelolaan limbah dapat dilakukan dengan mengurangi, mendaur ulang, menggunakan kembali atau membuang dengan cara yang bertanggung jawab. Berdasarkan karakteristiknya limbah yang dihasilkan perusahaan berupa limbah bahan berbahaya dan beracun (limbah B3) dan limbah non-B3. Sepanjang tiga tahun terakhir hingga periode pelaporan tidak terjadi kasus tumpahan limbah.

Limbah B3

Limbah B3 sebagian besar dihasilkan dari kegiatan PGN pada pemeliharaan infrastruktur dan kegiatan pendukung lainnya. Limbah tersebut di antaranya berupa: minyak

In line with the environmental policies that have been set, PGN makes efforts to reduce GHG emissions resulting from operational activities. The emission reduction initiative is part of the energy consumption efficiency initiative which also has a direct impact on reducing the resulting GHG emissions.

CONVENTIONAL EMISSIONS

PGN's operational activities also produce conventional emissions from the combustion of fuel in the turbine and engine generator. In order to ensure that the emissions produced do not cause a decrease in air quality, monitoring and measurement of emissions is carried out on the combustion chimney which is a stationary source.

The emission parameters and thresholds that become the measurement criteria refer to the Regulation of the State Minister of the Environment No. 13/2009 concerning Quality Standards for Emissions from Immovable Sources for Oil and Gas Businesses and/or Activities. The measurement results for the 2021 period show that the significant emission parameters still meet the required quality standards.

In our operations, we use a material that is categorized as ozone-depleting substance (ODS) as refrigerant for AC. In the production process there are ODS emissions of 0 (in metric tons equivalent to CFC-11). [GRI 305-6]



WASTE [GRI 103-2, GRI 103-3]

In accordance with the provisions in the legislation, every business activity is obliged to make efforts to manage and treat waste to prevent environmental damage. Waste management can be done by reducing, recycling, reusing or disposing of it in a responsible way. Based on the characteristics, the waste produced by the company is in the form of hazardous and toxic waste (B3) and non-B3 waste. During the last three years until the reporting period, there were no cases of waste spills.

Hazardous and Toxic Waste

B3 waste is mostly generated from PGN's activities in infrastructure maintenance and other supporting activities. These wastes include: used lubricating oil, used/contaminated

pelumas bekas, majun bekas/terkontaminasi B3, filter bekas, baterai/aki bekas, lampu TL, kemasan bekas B3, serta limbah lainnya yang terkontaminasi B3. [GRI 306-1] Limbah B3 dikelola dengan melibatkan pihak ketiga yang memiliki izin pengangkutan, izin pengumpulan dan pengolahan limbah yang relevan dan masih berlaku. Perseroan memastikan kesesuaian profil limbah dengan profil perusahaan pengelola dan ketentuan izin pengolahan yang dimilikinya. [GRI 306-5]

rags, used filters, used batteries/batteries, TL lamps, used B3 packaging, and other waste contaminated with B3. [GRI 306-1] B3 waste is managed by involving a third party who has a transportation permit, a relevant and still valid waste collection and processing permit. The Company ensures the suitability of the waste profile with the profile of the third party company and the provisions of the processing permit it has. [GRI 306-5]

Limbah B3 yang Dihasilkan berdasarkan Metode Pembuangan (Ton) [GRI 306-5]

Hazardous Waste Generated based on Disposal Method (Ton) [GRI 306-5]

Metode Pembuangan	2021	2020	2019	Disposal Method
Daur Ulang	8.169	10.088	5.967	Recycling
Landfill	3.851	2.549	5.936	Landfill
Lainnya (stabilization)	0.748	0.766	1.856	Other (stabilization)
TOTAL	12.678	13.404	13.760	TOTAL

Seluruh metode pembuangan tersebut dilakukan dan diangkut oleh pihak ketiga, tidak ada limbah yang diolah sendiri, dengan demikian jumlah limbah yang diangkut adalah sebesar 12.678 ton. [GRI 306-5]

All of these disposal methods are carried out and transported by third parties, there is no waste that is self-treated, thus the amount of waste transported is 12,678 tons. [GRI 306-5]

Limbah B3 yang dihasilkan untuk sementara disimpan pada Tempat Penyimpanan Sementara (TPS) milik PGN sesuai masa simpan yang diizinkan, untuk kemudian diangkut dan diolah di luar wilayah operasional PGN oleh pihak ketiga yaitu PT Prasadha Pamunah Limbah Industri. Sesuai peraturan yang berlaku, seluruh limbah B3 dilakukan penimbangan dan pencatatan.

The hazardous waste produced is temporarily stored in PGN's Temporary Storage (TPS) according to the permitted storage life, to be transported and processed outside PGN's operational area by a third party, namely PT Prasadha Pamunah Industrial Waste. In accordance with applicable regulations, all B3 waste is weighed and recorded.

Limbah Non-B3

Limbah Non-B3 yang dihasilkan PGN diantaranya adalah sampah kertas, plastik, scrap, sisa makanan, dan daun. Perseroan berupaya menurunkan kuantitas limbah non-B3 yang dihasilkan dari kegiatan operasional melalui pendekatan 3R (*Reuse, Recycle, Reduce*). Sebagai langkah awal limbah dipilah dan dikumpulkan berdasarkan jenisnya.

Non-Hazardous and Non Toxic Waste

Non Hazardous non Toxic (B3) waste generated by PGN includes paper, plastic, scrap, food waste, and leaves. The Company seeks to reduce the quantity of non-B3 waste generated from operational activities through the 3R (*Reuse, Recycle, Reduce*) approach. As a first step, waste is sorted and collected by type.

Khusus untuk sampah kertas, yang baru terpakai pada satu sisi dikumpulkan untuk digunakan kembali pada sisi sebaliknya. Sementara untuk limbah lainnya setelah dipilah akan diangkut ke Tempat Pembuangan Sementara selanjutnya ke Tempat Pembuangan Akhir bekerja sama dengan Dinas Kebersihan setempat atau mitra yang ditunjuk oleh Pemerintah Daerah. [GRI 306-2]

Especially for paper waste, which has just been used on one side is collected for reuse on the other side. Meanwhile, other wastes after being sorted will be transported to the Temporary Disposal Site and then to the Final Disposal Site in collaboration with the local Sanitation Service or partners appointed by the Regional Government. [GRI 306-2]

Limbah Non-B3 yang Dihasilkan berdasarkan Metode Pembuangan (Ton) [GRI 306-4]

Non-B3 Waste based on Disposal Method (Ton) [GRI 306-4]

Metode Pembuangan	2021	2020	2019	Disposal Method
Digunakan kembali	2,2	1,5	5,1	Reused
Dikelola pihak ketiga	113,0	123,1	221,5	Managed by third party
TOTAL	115,1	124,6	226,6	TOTAL

PROGRAM PERLINDUNGAN LINGKUNGAN

Environmental Protection Program



Komitmen PGN untuk menjaga lingkungan hidup, tidak hanya diwujudkan melalui inisiatif-inisiatif yang dijalankan di internal. Perseroan juga memiliki program eksternal di bidang lingkungan hidup, program ini merupakan bagian dari pelaksanaan tanggung jawab sosial dan lingkungan yang dimandatkan melalui Peraturan Menteri Badan Usaha Milik Negara nomor PER-05/MBU/04/2021 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara.

Beberapa program perlindungan lingkungan yang dijalankan oleh PGN, terintegrasi ke dalam program pemberdayaan masyarakat. Melalui pendekatan ini, program mampu memberikan dampak ganda, yaitu menciptakan lingkungan hidup yang lebih baik sekaligus meningkatkan kesejahteraan masyarakat.

Program yang dijalankan oleh PT Pertamina Gas (Pertagas), afiliasi *subholding* PGN telah memperoleh 4 (empat) penghargaan bergengsi Indonesian Green Awards 2021. Empat penghargaan yang berhasil diraih yakni:

1. Kategori Pengembangan Wisata Konservasi Alam untuk program Berdaya di Pesisir Laut Jawa dari Operation West Java Area (OWJA) dan program Desa Wisata Lembah Dewi Sri Sidomulyo Berbasis Edukasi di Operation South Sumatera Area (OSSA);
2. Kategori Penyelamatan Sumber Daya air diraih Pertagas melalui program Kampung Batik Ecoprint dari Operation Kalimantan Area (OKAL);
3. Kategori Mempelopori Pencegahan Polusi diraih Pertagas untuk program Pengelolaan Sampah Organik dan Olahan Maggot dari Operation Central Sumatera Area (OCSA);
4. Kategori Mengembangkan Pengolahan Sampah Terpadu untuk program Daya Dari Hati Masyarakat Penatarsewu dari Operation East Java Area (OEJA) dan Pengelolaan Sampah Organik dan Olahan Maggot dari Operation Central Sumatera Area (OCSA).

PGN's commitment to protecting the environment is not only realized through internal initiatives. The Company also has an external program in the environmental sector, this program is part of the implementation of social and environmental responsibility mandated through the Regulation of the Minister of State-Owned Enterprises number PER-05/MBU/04/2021 concerning Social and Environmental Responsibility Programs for State-Owned Enterprises.

Several environmental protection programs carried out by PGN are integrated into the community empowerment program. Through this approach, the program is able to have a double impact, namely to create a better living environment while at the same time increasing the welfare of the community.

The program run by PT Pertamina Gas (Pertagas), a subholding affiliate of PGN, has received 4 (four) prestigious Indonesian Green Awards 2021. The four awards that have been won are:

1. The category of Nature Conservation Tourism Development for the Java Sea Coastal Empowerment program from the Operation West Java Area (OWJA) and the Dewi Sri Sidomulyo Valley Tourism Village program based on education in the Operation South Sumatera Area (OSSA);
2. The Water Resources Saving category was achieved by Pertagas through the Kampung Batik Ecoprint program from Operation Kalimantan Area (OKAL);
3. The category of Pioneering Pollution Prevention was won by Pertagas for the Organic and Processed Waste Management program from Operation Central Sumatera Area (OCSA);
4. The category of Developing Integrated Waste Management for the Daya Program From Hati Masyarakat Penatarsewu Community from Operation East Java Area (OEJA) and Management of Organic and Processed Waste Maggot from Operation Central Sumatera Area (OCSA).

PENANAMAN 2.000 MANGROVE DI PULAU LANCE

Planting 2,000 Mangroves on Lance Island

Sebagai wujud kepedulian PGN di bidang *Environment Social and Governance* (ESG) khususnya pada aspek lingkungan dan sosial. PGN menyelenggarakan *Employee Voluntary Program* (EVP) pada bulan November 2021, dengan melakukan penanaman 2.000 pohon mangrove di Desa Binaan Panaran, Pulau Lance, Batam.

Kegiatan tersebut bertujuan untuk melindungi, merestorasi dan memulihkan degradasi lahan, sebagai langkah mitigasi terhadap perubahan iklim dan risiko abrasi. Selain itu juga bertujuan membantu masyarakat dalam menumbuhkan daya tarik pariwisata di Pulau Lance yang saat ini sedang dikembangkan, sehingga diharapkan dapat tercipta desa/kelurahan yang mandiri dan memiliki kualitas lingkungan yang baik.

Employee Voluntary Program (EVP) ini merupakan langkah PGN dalam mengajak perwira PGN untuk dapat turun langsung di masyarakat guna mensosialisasikan perusahaan dan mengabdikan diri di masyarakat agar kelak dapat meningkatkan kinerjanya sekaligus untuk mendukung masyarakat di sekitar wilayah tersebut untuk meningkatkan kualitas hidupnya.

Pelaksanaan EVP melibatkan fungsi dan anak perusahaan yang berada di area Batam. Melengkapi kegiatan penanaman Mangrove, sosialisasi gas bumi juga dilakukan di SMKN 1 Batam di Kecamatan Batu Aji Batam. Kegiatan dihadiri oleh Lurah Tembesi, CSR Manager, Sales Area Head Batam, dan Perwira PGN Grup serta para guru dan siswa/i di SMKN 1 Batam.

As a form of PGN's concern in the field of Environment Social and Governance (ESG), especially in environmental and social aspects, PGN held an Employee Voluntary Program in November 2021, by planting 2,000 mangrove trees in Panaran Village, Lance Island, Batam.

These activities aim at protecting, restoring and recovering land degradation, as a mitigation measure against climate change and the risk of abrasion. In addition, it also aims at helping the community in developing tourism attractiveness on Lance Island, so that it is expected that an independent village/kelurahan can be created and has a good environmental quality.

This Employee Voluntary Program is PGN's step in inviting Subholding Gas Employee to be directly involved in the community in order to socialize the company and devote themselves to the community so that in the future they can improve their performance as well as to support communities around the area to improve their quality of life.

The implementation of EVP involves functions and subsidiaries located in the Batam area. Complementing the Mangrove planting activity, socialization of natural gas was also carried out at SMKN 1 Batam in Batu Aji District, Batam. The activity was attended by the Tembesi Village Head, CSR Manager, Batam Sales Area Head, and Subholding Gas Employee as well as teachers and students at SMKN 1 Batam.

KINERJA LINGKUNGAN PGN DALAM ANGKA

PGN Environmental Performance in Numbers

Anggaran Pengelolaan Lingkungan (Rp Juta)

Budget of Environmental Management (Million Rp)

Kegiatan	2021	2020	2019	Activity
Penyusunan dokumen AMDAL/UKL-UPL dan pengurusan ijin lingkungan	550,735	1.399,126	1.369,600	Preparation of EIA/UKL-UPL documents and processing of environmental permits
Pemantauan lingkungan	2.057,875	2.808,491	6.883	Environmental monitoring
Kampanye lingkungan	-	23,270	69,383	Environmental campaign
Pengelolaan limbah B3	1.387,185	1.860,127	2.616,453	Hazardous & Toxic waste management
Pengelolaan lingkungan terkait PROPER	3.548,427	3.199,214	3.783,520	Environmental management related to PROPER
Kalibrasi Alat Ukur Lingkungan	1.117,805			Environmental Measuring Instrument Calibration
Pelatihan bidang lingkungan	184,100	52,201	790,802	Environmental training
Sistem <i>energy monitoring</i> dan <i>carbon calculator</i>	-	0	166,650	Energy monitoring system and carbon calculator
Program efisiensi energi	19,624	350	1.205,600	Energy efficiency program
Fasilitas pengelolaan lingkungan TPS limbah B3	74,800	282,750	292	Temporary Storage facilities for managing Hazardous & Toxic waste
Laporan lingkungan	374,625	2,728	7,248	Environmental report
Sistem manajemen lingkungan	-	146,846	321,050	Environmental management system
Pembangunan TPS LB3	-	0	0	Construction of Temporary Storage facilities for Hazardous & Toxic waste
Pembuatan <i>secondary containment</i>	-	0	0	Making secondary containment
Pembangunan IPAL Domestik	915,000	1.403,318	0	Domestic WWTP Construction
Kajian Lingkungan	89,610	0	0	Environmental Studies
TOTAL	10.319,786	11.528,074	17.505,307	TOTAL

Tabel Panjang Jaringan Pipa (Km)

Length of Pipe Network (Km)

Jaringan Pipa	2021	2020	2019	Pipe Network
Pipa Distribusi Distribution Pipe				
Jakarta	754	759,33	750,81	Jakarta
Bogor	657	645,48	638,57	Bogor
Tangerang	505	482,42	469,90	Tangerang
Cilegon	124	123,51	117,12	Cilegon
Bekasi	487	459,38	445,03	Bekasi
Karawang	216	213,16	202,87	Karawang
Cirebon	414	408,43	402,02	Cirebon
Palembang	194	193,36	183,95	Palembang
Lampung	98	98,34	97,87	Lampung
Sidoarjo	419	413,16	410,06	Sidoarjo
Pasuruan	217	216,27	216,21	Pasuruan
Surabaya	606	599,81	591,25	Surabaya
Semarang	18	17,52	17,40	Semarang
Medan	655	648,58	643,91	Medan
Pekanbaru	15	15,36	15,31	Pekanbaru
Batam	166	164,06	161,76	Batam
Dumai	68	66,98	45,76	Dumai

Jaringan Pipa	2021	2020	2019	Pipe Network
Pertagas*	90	90	8,38	Pertagas*
Jumlah Pipa Distribusi	5.703	5.615,14	5.418,20	Number of Distribution Pipes
Pipa Transmisi Transmission Pipe				
Medan	37	36,90	36,90	Medan
Grissik-Duri	536	536,36	536,36	Grissik-Duri
Grissik-Batam-Singapore	469	469,48	469,48	Grissik-Batam-Singapore
SSWJ	1.006	1.005,60	1.005,60	SSWJ
Dumai	67	66,60	66,54	Dumai
Kepodang-Tambak Lorok*	201	200,77	200,77	Kepodang-Tambak Lorok*
LNG Lampung*	21	21,32	21,32	LNG Lampung*
LNG Jakarta*	15	15,12	15,12	LNG Jakarta*
Pertagas*	2.721	2.720,89	2.398,68	Pertagas*
Jumlah Pipa Transmisi	5.073	5.073,04	4.750,77	Number of Transmission Pipes

*Panjang pipa termasuk anak perusahaan dan afiliasi | Including Length of Pipes by Subsidiaries and affiliation

Pengambilan dan Konsumsi Air (m³) [GRI 303-3, GRI 303-5]

Water Intake and Consumption (m³) [GRI 303-3, GRI 303-5]

Sumber Air	2021	2020	2019	Water
PDAM	148.951	173.081	125.160	PDAM
Air tanah Ground water	59.249	49.604	-	Ground water
TOTAL	208.200	222.685	125.160	TOTAL

Konsumsi Energi di dalam Organisasi (GJ) [GRI 302-1]

Energy Consumption Within Organization (GJ) [GRI 302-1]

Jenis Energi	2021	2020	2019	Type of Energy
Sumber Energi Terbarukan Renewable Resources				
Surya Solar	34,374	34,374	34,374	Solar
TOTAL	34,374	34,374	34,374	TOTAL
Sumber Energi Tidak Terbarukan Non-Renewable Resources				
Listrik (PLN) Electricity (PLN)	30.659,063	34.670,841	52.349,919	Electricity (PLN)
Bahan Bakar Gas Gas Fuel	607.403,426	768.919,964	779.648,903	Gas Fuel
TOTAL	638.096,864	803.590,805	831.998,822	TOTAL

Keterangan:

- Konsumsi energi ini menghitung bahan bakar gas untuk pembangkit listrik milik sendiri, bahan bakar gas untuk Gas Turbine Compressor, konsumsi listrik dari PLN, konsumsi listrik menggunakan surya panel untuk di kantor pusat, kantor area, dan stasiun gas.
- Pendekatan dan faktor konversi yang digunakan:
 1. Bahan bakar gas: dihitung berdasarkan pengukuran volume bahan bakar gas dengan flow meter (M3); data M3 dikonversi menjadi GJ dengan faktor konversi Gross Heating Value yang didapatkan dari pengukuran menggunakan alat Gas Chromatography.
 2. Listrik PLN: dihitung berdasarkan tagihan dari PLN (KWh); data KWh dikonversi menjadi GJ
 3. Tenaga surya: dihitung berdasarkan daya peralatan listrik yang menggunakan solar cell (KW) dikalikan dengan lama menyala (jam) kemudian dikonversi menjadi GJ.

Description:

- This energy consumption calculates gas fuel for own power plants, gas fuel for Gas Turbine Compressor, electricity consumption from PLN, electricity consumption using solar panels for head office, area offices, and gas stations.
- Approach and conversion factor used:
 1. Gas fuel: calculated based on the measurement of the volume of gas fuel with a flow meter (M3); M3 data is converted to GJ with a Gross Heating Value conversion factor obtained from measurements using a Gas Chromatography instrument.
 2. PLN electricity: calculated based on PLN billing (KWh); KWh data converted to GJ
 3. Solar power: calculated based on the power of electrical equipment that uses a solar cell (KW) multiplied by the length of time (hours) then converted to GJ.

KINERJA LINGKUNGAN PGN DALAM ANGKA

PGN Environmental Performance in Numbers

Konsumsi Energi di Luar Organisasi (GJ) [GRI 302-2]

Energy Consumption Outside the Organization (GJ) [GRI 302-2]

Jenis Energi	2021	2020	2019	Type of Energy
BBM	0	27.585,348	28.162,806	Gasoline
TOTAL	0	27.585,348	28.162,806	TOTAL

Keterangan | Description:

Konsumsi energi di luar organisasi dihitung dari jumlah BBM yang diberikan kepada pejabat untuk perjalanan dari dan ke rumah-kantor (*employee commuting*)
Energy consumption outside the organization is calculated from the amount of fuel given to officials for travel to and from home-office (*employee commuting*)

Intensitas Energi [GRI 302-3]

Energy Intensity [GRI 302-3]

Keterangan	2021	2020	2019	Description
Produksi (MMSCFD)	1.299,200	1.236,802	1.474,38	Production (MMSCFD)
Konsumsi Energi (GJ)	638.097	803.591	831.999	Energy Consumption (GJ)
Intensitas Energi (GJ/MMSCFD)	491,12	649,73	564,30	Energy Intensity (GJ/MMSCFD)

Keterangan:

Jenis-jenis energi yang termasuk dalam rasio intensitas; bahan bakar gas untuk pembangkit listrik milik sendiri, bahan bakar gas untuk *Gas Turbine Compressor*, dan konsumsi listrik dari PLN yang digunakan di kantor pusat, kantor area, dan stasiun gas.

Description:

The types of energy included in the intensity ratio; gas fuel for own power plants, gas fuel for *Gas Turbine Compressor*, and electricity consumption from PLN which is used in head office, area offices, and gas stations.

Penghematan Energi (GJ) [GRI 302-4]

Energy Saving [GRI 302-4]

Jenis Energi	2021	2020	2019	Type of Energy
Bahan Bakar Gas	25.198,73	24.191,43	24.785,144	Gas Fuel
TOTAL	25.198,73	24.191,43	24.785,144	TOTAL

Keterangan:

- Perhitungan pengurangan konsumsi energi dilakukan dengan membandingkan konsumsi energi sebelum dilakukan program dengan setelah dilakukan program
- Tahun dasar yang digunakan adalah tahun ketika dilakukan modifikasi

Description:

- Calculation of the reduction in energy consumption is carried out by comparing energy consumption before the program is carried out with after the program is carried out.
- The base year used is the year when the modification was made

Emisi GRK Cakupan 1 (Ton CO_{2eq}) [GRI 305-1]GHG Emission Scope 1 (Ton CO_{2eq}) [GRI 305-1]

Sumber Emisi Sources of Emissions	2021	2020	2019	Metode Perhitungan Calculation Method
<i>Venting</i>	720,53	3.267,76	4.417,57	Data konsumsi gas (m ³) dari perhitungan dikalikan dengan faktor emisi berdasarkan IPCC Guideline 2006
Instrumentasi Instrumentation	1.107,04	2.125,38	4.116,95	Gas consumption data (m ³) from calculation multiplied by emission factor based on IPCC Guideline 2006
<i>Blowdown</i>	398,84	3.077,13	1.068,80	
Kebocoran gas Gas leak	6.842,51	4.966,92	6.633,65	
Bahan bakar gas Gas fuel	32.955,97	41.719,40	43.548,58	Data konsumsi gas (m ³) dari pengukuran menggunakan alat ukur dikalikan dengan faktor emisi berdasarkan IPCC Guideline 2006 Gas consumption data (m ³) from calculation multiplied by emission factor based on IPCC Guideline 2006
BBM generator Fuel generator	655,40	453,87	329,98	Data konsumsi BBM (liter) dikalikan dengan faktor emisi berdasarkan IPCC Guideline 2006 Fuel consumption data (liters) from calculation multiplied by emission factor based on IPCC Guideline 2006
BBM kendaraan Vehicle fuel	797,08	537,63	1.407,16	Data konsumsi BBM (liter) dihitung dari data jarak kemudian dikalikan dengan faktor emisi berdasarkan IPCC Guideline 2006 Fuel consumption data (liters) is calculated from the distance data then multiplied by the emission factor based on the IPCC Guideline 2006

Sumber Emisi Sources of Emissions	2021	2020	2019	Metode Perhitungan Calculation Method
BBG kendaraan Vehicle CNG	6,62	21,84	25,06	Data konsumsi BBG (m ³) dari pencatatan dikalikan dengan faktor emisi berdasarkan IPCC Guideline 2006 CNG consumption data (m ³) from the recording multiplied with emission factors based on the 2006 IPCC Guidelines
Chiller	1.097,84	1.133,24	1.218,61	Data konsumsi gas (m ³) dari billing PGN dikalikan dengan faktor emisi berdasarkan IPCC Guideline 2006 Gas consumption data (m ³) from calculation multiplied by emission factor based on IPCC Guideline 2006
TOTAL	44.581,83	63.985,91	62.766,36	

Emisi GRK Cakupan 2 (Ton CO_{2eq}) [GRI 305-2]

GHG Emission Scope 2 (Ton CO_{2eq}) [GRI 305-2]

Sumber Emisi Sources of Emissions	2021	2020	2019	Metode Perhitungan Calculation Method
Konsumsi Listrik Electricity Consumption	7.624,91	8.712,55	13.086,05	Data konsumsi listrik (KWh) dari billing PLN dikalikan dengan faktor emisi berdasarkan data Ditjen Ketenagalistrikan ESDM Gas consumption data (m ³) from calculation multiplied by emission factor based on IPCC Guideline 2006

Keterangan: Emisi yang dihitung adalah CO₂, CH₄, dan N₂O | Description: The calculated emissions are CO₂, CH₄, and N₂O

Emisi GRK Cakupan 3 (Ton CO_{2eq}) [GRI 305-3]

GHG Emission Scope 3 (Ton CO_{2eq}) [GRI 305-3]

Sumber Emisi Sources of Emissions	2021	2020	2019	Metode Perhitungan Calculation Method
Perjalanan bisnis (penerbangan) Business Trips (Airplane)	40,12	96,54	672,26	Setiap perjalanan dinas dengan pesawat dicatat kemudian dikalikan dengan Total penumpang CO ₂ /perjalanan berdasarkan ICAO Every business trip by plane is recorded and then multiplied by the Total CO ₂ passengers/trip based on ICAO

Keterangan: Emisi yang dihitung adalah CO₂, CH₄, dan N₂O | Description: The calculated emissions are CO₂, CH₄, and N₂O

Intensitas Energi [GRI 305-4]

Energy Intensity [GRI 305-4]

Keterangan	2021	2020	2019	Description
Total emisi GRK (ton CO _{2eq})	52.246,86	72.698,46	76.524,677	Total GHG Emission (ton CO _{2eq})
Volume produksi (MMSCFD)	1.299,200	1.236,802	1.474,38	Production Volume (MMSCFD)
Intensitas emisi GRK (ton CO _{2eq} /MMSCFD)	40,21	58,78	51,90	GHG Emission Intensity (ton CO _{2eq} /MMSCFD)

Pengurangan Emisi (ton CO_{2eq}) [GRI 305-5]

Emission Reduction (ton CO_{2eq}) [GRI 305-5]

Keterangan	2021	2020	2019	Description
Pengurangan emisi	89.626,761	76.303,35	78.847,44	Emission Reduction

Keterangan | Description:

- Cakupan yang termasuk dalam penghitungan pengurangan emisi adalah Cakupan 1
- Sumber faktor emisi dan nilai potensi pemanasan global (GWP) yang digunakan adalah IPCC Guideline 2006
- Perhitungan pengurangan emisi dilakukan dengan membandingkan emisi sebelum dilakukan program dengan setelah dilakukan program
- Tahun dasar yang digunakan adalah tahun ketika dilakukan modifikasi
- The scope included in the calculation of emission reductions is Scope 1
- Source of emission factor and global warming potential value (GWP) used is IPCC Guideline 2006
- Calculation of emission reduction is done by comparing emissions before the program is carried out with after the program is carried out
- The base year used is the year the modification was made

KINERJA LINGKUNGAN PGN DALAM ANGKA

PGN Environmental Performance in Numbers

Emisi Udara Signifikan [GRI 305-7]

Significant Air Emissions [GRI 305-7]

Parameter	Satuan Unit	Baku Mutu Quality Standard	Hasil Pengukuran Measurement Results						Baku Mutu/ Quality Standard	Hasil Pengukuran Measurement Results				Baku Mutu Quality Standard	Hasil Pengukuran Measurement Results				
			Turbin Gas*	Turbin Gas A		Turbin Gas B		Turbin Gas C		GEG*	GEG A		GEG B		DEG*	DEG			
				Feb	Nov	Feb	Nov	Feb			Nov	Feb	Nov			Feb	Nov	Feb	Nov
Karbon Monoksida Carbon Monoxide (CO)	mg/ NM3	-	55	131	73	31	68	123	500	82	129	103	100	500	106	135			
Sulfur Dioksida Sulfur Dioxide (SO ₂)	mg/ NM3	150	9	<1	17	<1	8	<1	150	17	<1	23	<1	150	25	<1			
Nitrogen Dioksida Nitrogen Dioxide (NO ₂)	mg/ NM3	320	272	14	275	2	248	<1	400	325	167	389	174	400	344	390			
Total Partikulat Total Particulate	mg/ NM3	50	8	49	7	14	12	48	50	3	8	2	4	50	4	-			

* Peraturan Menteri Negara Lingkungan Hidup No. 13/2009 Tentang Baku Mutu Emisi Sumber Tidak Bergerak Bagi Usaha Dan/Atau Kegiatan Minyak Dan Gas Bumi serta Peraturan Gubernur Sumatera Selatan No. 6/2012 tentang Baku Mutu Emisi Sumber Tidak Bergerak dan Ambang Batas Emisi Gas Buang Kendaraan Bermotor

** Tidak wajib diukur

* Regulation of the State Minister of Environment No. 13/2009 concerning Quality Standards for Emissions from Immovable Sources for Oil and Gas Businesses and/or Activities as well as South Sumatra Governor Regulation No. 6/2012 on Emission Quality Standards for Fixed Sources and Thresholds for Motor Vehicle Exhaust Emissions

** Not required to measure

Limbah B3 yang Dihasilkan dari Unit Kerja (Ton) [GRI 306-1, GRI 306-3]

B3 Waste Generated from Work Units (Tons) [GRI 306-1, GRI 306-3]

Unit Kerja	2021	2020	2019	Work Unit
OMM	8,429	11,798	10,991	Gas Transmission Management (GTM)
SOR II	0,677	0,487	0,808	Gas Distribution Management Regional I (GDMR I)
SOR III	1,171	0,380	0,503	Gas Distribution Management Regional II (GDMR II)
SOR I	0,522	0,354	0,847	Gas Distribution Management Regional III (GDMR III)
Perkantoran	1,968	0,384	0,608	Office Area
TOTAL	12,768	13,404	13,760	TOTAL



MENJAGA KINERJA SOSIAL

Maintaining Social
Performance



05



KOMITMEN DAN STRATEGI

Commitment and Strategy

KONTEKS KEBERLANJUTAN [GRI 103-1]

PGN memahami, setiap organisasi, termasuk korporasi, memiliki tanggung jawab atas dampak keputusan dan kegiatannya terhadap masyarakat dan pemangku kepentingan lainnya melalui perilaku yang transparan, etis, sesuai dengan prinsip-prinsip hak asasi manusia, serta norma yang berlaku.

Bisnis Perseroan ditujukan untuk menciptakan nilai, baik untuk internal Perwira *Subholding Gas*, pemangku kepentingan, hingga bangsa dan masyarakat secara luas. PGN meyakini setiap manfaat positif yang diberikan akan mampu meningkatkan kepercayaan serta preferensi pemangku kepentingan yang pada akhirnya mendukung keberlanjutan usaha PGN.

KOMITMEN [GRI 103-2]

Bisnis PGN ditujukan untuk menciptakan nilai, baik untuk internal Perwira *Subholding Gas*, pemangku kepentingan, hingga bangsa dan masyarakat secara luas. Untuk mewujudkan hal ini PGN menerapkan ISO 26000 sebagai panduan dalam pelaksanaan tanggung jawab sosialnya. Panduan yang dikeluarkan oleh International Organization for Standardization ini mengedepankan 7 prinsip dalam tanggung jawab sosial, yaitu:

1. Akuntabilitas;
2. Transparansi;
3. Perilaku etis;
4. Menghormati kepentingan *stakeholder*;
5. Menghormati aturan hukum;
6. menghormati norma perilaku yang berlaku internasional; dan
7. Menghormati hak asasi manusia.

SUSTAINABILITY CONTEXT [GRI 103-1]

PGN recognizes that every organization, including corporations, bears responsibility for the impact of its decisions and activities on the community and other stakeholders through transparent, ethical behavior that is consistent with human rights principles and applicable norms.

The company's business is focused on delivering value to internal Subholding Gas Employee, stakeholders, the nation, and society as a whole. PGN believes that any beneficial advantages delivered will strengthen stakeholder confidence and preferences, thus enhancing PGN's business sustainability.

COMMITMENT [GRI 103-2]

PGN's business is focused on creating value for its internal Subholding Gas Employee, stakeholders, the nation, and society as a whole. PGN uses ISO 26000 as a guidance in the implementation of its social responsibilities. There are seven principles of social responsibility that the International Organization for Standardization has set out in a guideline. These are:

1. Accountability;
2. Transparency;
3. Ethical behavior;
4. Respect for stakeholders' interests;
5. Respect for the rule of law;
6. Respect for international norms of behavior; and
7. Respect for human rights.



Komitmen sosial Perseroan dimulai dari Perwira *Subholding Gas* yang memiliki peran penting sebagai brand ambassador perseroan. PGN berupaya untuk menyediakan lingkungan kerja yang mampu mendorong setiap Perwira untuk mengeluarkan potensi terbaik yang dimilikinya sehingga dapat mendukung pengembangan usaha. Upaya ini mencakup pengelolaan ketenagakerjaan yang adil, pengembangan SDM, dan penyediaan lingkungan kerja yang aman dan sehat.

Komitmen sosial selanjutnya melekat pada pelanggan, tanggung jawab PGN tidak hanya terbatas pada penyediaan barang atau jasa yang berkualitas, namun juga untuk memberikan perlindungan melalui pemenuhan atas komitmen terkait keamanan produk dan layanan pelanggan. Masyarakat merupakan komitmen sosial Perseroan yang terakhir, tetapi tidak kalah penting dengan pemangku kepentingan lainnya. Terhadap masyarakat PGN terus berupaya dan konsisten menjalankan Program Pengembangan Masyarakat yang bertujuan untuk meningkatkan kualitas kehidupan masyarakat di sekitar tempat kami beroperasi di berbagai penjuru Tanah Air.

The company's social commitment starts Subholding Gas Employee Subholding Gas Employee, who serve as the company's brand ambassadors. PGN strives to provide a work atmosphere that encourages every Subholding Gas Employee to maximize their potential in order to promote business development. Providing fair employment management, development of human resources, and a safe and healthy work environment are all part of these initiatives.

The next social commitment is attached to the customer. PGN's role is not only limited to supplying quality goods or services, but also giving protection by fulfilling responsibilities related to product safety and customer service. The community is the company's last social commitment, but it is no less important than other stakeholders. For the community, PGN continues to strive and consistently implement the Community Development Program, which aims to improve the quality of life for the communities in which we operate in various parts of the country.

KOMITMEN DAN STRATEGI

Commitment and Strategy

PENCAPAIAN KAMI [GRI 103-3]

OUR ACHIEVEMENTS [GRI 103-3]

	<p>80,9 jam rata-rata pelatihan per Perwira Subholding Gas average hours of training per Subholding Gas Employee</p>		<p>253 Perwira subholding gas di promosikan Subholding Gas Employee are promoted</p>		<p>Nil kecelakaan kerja work accidents</p>
	<p>5 penghargaan The Best Contact Center Indonesia 2021 awards for the Best Contact Center Indonesia in 2021</p>		<p>4,57 Customer Satisfaction Index (CSI) Customer Satisfaction Index (CSI)</p>		<p>4,60 Customer Loyalty Index (CLI) Customer Loyalty Index (CLI)</p>
	<p>Nil kasus pelanggaran yang terkait dengan pelanggan customer-related violation cases</p>		<p>Rp49.422 juta nilai investasi sosial yang disalurkan value of social investment disbursed</p>		<p>Rp19,9 miliar bantuan disalurkan untuk penanganan COVID-19 aid distributed for the handling of COVID-19</p>





PERWIRA SUBHOLDING GAS

Subholding Gas Employee

STRATEGI [GRI 103-2]

PGN memandang sumber daya manusia sebagai salah satu pemangku kepentingan sangat berharga bagi pertumbuhan Perseroan. Dalam pengelolaan SDM, kami terus berupaya meningkatkan profesionalitas dan kompetensi Perwira *Subholding Gas* sesuai peta jalan pengembangan SDM PGN. Indikasi adanya kenyamanan dan keamanan bekerja Perwira *Subholding Gas* dapat dilihat antara lain dari rendahnya angka perputaran pekerja, ketiadaan pekerja dikenai PHK, tingkat jam kerja aman yang tinggi, dan meningkatnya kualitas pekerja sesuai hasil penilaian kompetensi.

PGN melengkapi rancangan dan pengelolaan sumber daya manusia dengan meningkatkan kapasitas dan kompetensi Perwira *Subholding Gas* serta layanan berbasis teknologi informasi yang lebih mempercepat dan mempermudah pemenuhan kebutuhan organisasi *Holding BUMN Migas*. PGN berupaya menyediakan talenta yang kompeten dan berkinerja tinggi dalam peningkatan utilisasi gas. PGN mempersiapkan Perwira *Subholding Gas* dengan berbagai program pengembangan dengan pendidikan dan pelatihan yang relevan untuk mendukung pencapaian bisnis perusahaan dengan berlandaskan *core values* Akhlak.



KETENAGAKERJAAN

Rekrutmen dan Perputaran Perwira *Subholding Gas* [GRI 401-1]

Perekrutan ditargetkan pada calon Perwira *Subholding Gas* yang memiliki kompetensi dan kualifikasi yang sesuai dengan kebutuhan serta nilai-nilai Perseroan. Proses perekrutan dilakukan baik secara mandiri maupun bekerja sama dengan pihak ketiga penyedia jasa perekrutan atau bermitra dengan Kementerian BUMN dalam rekrutmen secara serentak BUMN untuk menjaring talent terbaik di Indonesia. Proses rekrutmen terbuka bagi seluruh masyarakat termasuk pemberian kesempatan kerja bagi penyandang disabilitas. Hal ini dilakukan sebagai wujud nyata komitmen PGN dalam menyalurkan energi baik kepada setiap Perwira *Subholding Gas* di seluruh negeri.

STRATEGY [GRI 103-2]

PGN considers human resources to be one of the most important stakeholders in the company's success. We will continue to strive in HR management to improve Subholding Gas Employee professionalism and competency in accordance with PGN's HR development roadmap. PGN has a low turnover rate, no layoffs, a high level of safe working hours, and Subholding Gas Employee who are getting better based on competency assessments. These all show how comfortable and safe it is to work with PGN.

PGN completes the design and management of human resources by increasing Subholding Gas Employee capacity and competence, as well as providing information technology-based worker services, to make it quicker and easier to meet the needs of the holding organization for Oil and Gas State-Owned Enterprises. In order to increase gas utilization, PGN tries to deliver qualified and high-performing talent. PGN educates Subholding Gas Employee through a variety of development programs with relevant education and training to support the company's business achievements based on AKHLAK core values.



MANPOWER

Subholding Gas Employee Recruitment and Turnover [GRI 401-1]

Employee recruiting is targeted at prospective Subholding Gas Employee who have competences and qualifications that align with the company's needs and values. The recruitment process is carried out independently as well as in coordination with third-party recruitment service providers or in collaboration with the Ministry of State-Owned Enterprises (SOEs) in the simultaneous recruitment of SOEs in order to capture the top talent in Indonesia. The recruitment process is open to the entire community, including people with disabilities. This is done as a visible sign that PGN wants to spread positive energy to Subholding Gas Employee in the country.



PGN memperhatikan batas usia minimal Perwira Gas untuk memastikan bahwa tidak ada pekerja anak di lingkungan Perseroan. Di samping itu, PGN juga memastikan tidak adanya praktik kerja paksa, seluruh ketentuan mengenai remunerasi, tunjangan, jam kerja, serta ketentuan lainnya telah diinformasikan secara transparan dan disetujui oleh setiap individu yang bekerja. PGN menjunjung tinggi hak asasi manusia dalam pengelolaan ketenagakerjaan di Perseroan.

Berdasarkan *Manpower Planning*, PGN melakukan identifikasi strategi pemenuhan melalui *build*, *borrow* dan *buy*. Pemenuhan tenaga kerja diutamakan melalui pemenuhan sumber internal dengan melakukan *talent mobility* (*build* dan *borrow*). Namun apabila pemenuhan tidak dapat dipenuhi secara internal maka dilakukan pemenuhan sumber eksternal (*buy*).

Proses rekrutmen pada *entry level hire* dilakukan melalui Bimbingan Praktis Ahli (BPA) dan Bimbingan Profesi Sarjan (BPS) secara internal oleh maupun eksternal menggunakan jasa pihak ketiga. Jika terdapat kebutuhan tenaga kerja berpengalaman dan tidak dapat dipenuhi oleh sumber internal, maka pemenuhan dilaksanakan melalui Rekrutmen *Experienced Hire*.

PGN is concerned about the minimum age limit for Subholding Gas Employee in order to avoid child labor within the organization. Furthermore, PGN assures that there is no forced labor practice and that all provisions concerning salary, benefits, working hours, and other provisions have been transparently informed and agreed to by all those working with PGN. PGN respects human rights in its human resource management.

PGN identifies fulfillment strategies based on manpower planning through build, borrow, and buy. Workforce fulfillment is focused on internal sources through the use of talent mobility (build and borrow). If the fulfillment cannot be accomplished internally, it is carried out through external sources (buy).

The entry-level hiring procedure is carried out internally through Expert Practical Guidance (BPA) and Undergraduate Professional Guidance (BPS) and externally using third-party services. If there is a need for experienced workers that cannot be satisfied through internal sources, the demand is filled through Experienced Hire Recruitment.

PERWIRA SUBHOLDING GAS

Subholding Gas Employee

Sebagai Perusahaan yang beroperasi di Indonesia, tentu saja PGN memprioritaskan tenaga lokal, dalam hal ini adalah Indonesia, dalam proses rekrutmen. Pendekatan ini berlaku untuk seluruh level jabatan, termasuk level manajemen senior (manajemen puncak dan manajemen madya). Seluruh (100%) manajemen senior PGN berasal dari Indonesia. [GRI 202-2]

PGN bekerja sama dengan Universitas/Institusi setempat dalam mempublikasikan lowongan kerja pada *career center* yang menghubungkan universitas dengan alumni. Selain itu PGN juga bekerja sama dengan beberapa universitas melalui kegiatan *Career Day*, *PGN Youth camp*, *General Lectuer by PGN Expert*, yang bertujuan untuk memperkenalkan PGN kepada pencari kerja sebagai bagian dari *Employee Branding* sehingga mampu menarik kandidat lokal terbaik yang memenuhi. Pekerja lokal memiliki keunggulan memahami lokasi area kerja operasional PGN sehingga diharapkan loyalitas dan komitmen untuk ditempatkan sesuai area pelamar.

Pada 31 Desember 2021 PGN *stand alone* memiliki sumber daya manusia sebanyak 1.249 orang, jumlah ini turun sebesar 5% dibandingkan tahun sebelumnya. PGN tidak merekrut Perwira *Subholding Gas* baru sepanjang periode pelaporan. Sementara tingkat perputaran dikarenakan pengunduran diri perwira sebesar 0,2%. Guna menjaga tingkat retensi perwira, PGN menjaga hubungan kerja dengan baik, menciptakan suasana kerja yang sehat, aman dan menyenangkan.

As a corporation based in Indonesia, PGN, of course, prioritizes local workers, in this case, Indonesians, in the hiring process. This strategy is applicable to all job levels, including senior management (top management and middle management). PGN's senior management is entirely (100%) Indonesian. [GRI 202-2]

PGN works with local universities and institutions to post job openings at career centers that connect universities with alumni. Furthermore, PGN interacts with various colleges through Career Day events, PGN Youth Camp, and General Lectuer by PGN Expert, with the goal of introducing PGN to job seekers as part of employee branding in order to recruit the most qualified local candidates. Local workers have the advantage of knowing where PGN's operational work regions are, so loyalty and commitment are anticipated to be placed according to the applicant's area.

As of December 31, 2021, PGN stands alone with 1,027 human resources. This number is decreased by 2% compared to the previous year. PGN did not recruit new Subholding Gas Employee during the reporting period. Meanwhile, the turnover rate due to Subholding Gas Employee resignation is 0.2%. In order to maintain Subholding Gas Employee retention rates, PGN maintains good working relationships and creates a healthy, safe, and pleasant work environment.



TINGKAT TURNOVER

Turnover Rate

0,2%
(2021)

0,4% (2020)
0,4% (2019)

Penghentian Status Perwira *Subholding Gas* di Tahun 2021

Termination of Worker Status in 2021

Keterangan	2021		Description
	Laki-laki Male	Perempuan Female	
Permintaan pribadi	2	0	Personal request
Hukuman disiplin	0	0	Disciplinary sanction
Meninggal dunia	3	1	Passed away
Pensiun	50	11	Retired
Pensiun dini	0	0	Early retirement
Lain-lain	0	0	Others



Keberagaman dan Kesetaraan

PGN senantiasa menerapkan prinsip kesetaraan dan keadilan dalam hal rekrutmen, pengembangan, pelatihan, dan remunerasi. Perseroan memberikan perlakuan dan kesempatan yang sama kepada seluruh Perwira *Subholding Gas* tanpa membedakan latar belakang, usia, gender, suku, agama, afiliasi politik maupun indikator keberagaman lain. Begitu juga halnya terkait kebijakan remunerasi maupun manfaat kesejahteraan lainnya, tidak ada perbedaan pemberlakuan antara laki-laki maupun perempuan. **[GRI 405-2]**

Berlandaskan hal tersebut, dalam pengelolaan ketenagakerjaan dilakukan berbasis keunggulan sebagai penilaian yang utama. Kriteria yang ditetapkan mengacu pada nilai dan budaya perusahaan, yaitu AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif).

PGN memastikan kesetaraan kesempatan sehubungan dengan rekrutmen, melalui:

1. Publikasi rekrutmen dilakukan melalui media sosial dan *website* PGN sehingga mudah diakses pencari kerja dimanapun lokasinya;
2. Proses pendaftaran dan seleksi dilakukan secara *online* untuk meniadakan biaya mobilisasi;
3. Tidak menyebutkan ketentuan spesifik misal gender dan perguruan tinggi pada persyaratan jabatan.

Langkah-langkah untuk memastikan kesetaraan kesempatan sehubungan dengan promosi, yaitu:

1. Mempertimbangkan persyaratan Penilaian Kinerja, Hasil Asesmen Manajerial, masa kerja (pengalaman) dan kesesuaian *skill group* untuk tujuan jabatan;
2. Tidak mensyaratkan *gender* tertentu sehingga terbuka kesempatan untuk seluruh Perwira *Subholding Gas* baik Laki-laki maupun perempuan sepanjang memenuhi persyaratan sesuai dengan tujuan jabatan;
3. Daftar kandidat yang terplih untuk mengikuti tahapan *Fit and Proper Test* merupakan hasil diskusi antara Kepala Satuan Kerja, Direktur terkait dan HCM berdasarkan persyaratan jabatan sesuai dengan tujuan jabatan;
4. Dalam proses *Fit and Proper Test*, dilakukan secara obyektif antara Penguji (*Asesor*) dengan para kandidat sehingga kandidat yang terpilih untuk promosi adalah yang memiliki nilai tertinggi dalam *Fit and Proper Test*;
5. Berdasarkan data per Januari 2022, terdapat Perwira *Subholding Gas* Perempuan (*Srikandi*) dan millennial yang saat ini telah dipromosi untuk menduduki jabatan-jabatan kritikal pada Band F s.d Band H.

Selama periode pelaporan tidak terdapat insiden diskriminasi dalam PGN. **[GRI 406-1]**



Diversity and Equality

PGN always applies the principles of equality and fairness in terms of recruitment, development, training, and remuneration. The company provides equal treatment and opportunities to all *Subholding Gas Employee*, regardless of background, age, gender, ethnicity, religion, political affiliation, or other indicators of diversity. Likewise, with regard to remuneration policies and other welfare benefits, there is no difference in the treatment between males and females. **[GRI 405-2]**

As a result, manpower management is carried out with excellence as the primary criterion. The determination of criteria, AKHLAK, refers to the company's values and culture (trustworthy, competent, harmonious, loyal, adaptive, and collaborative).

PGN ensures equal opportunity in relation to recruitment, through:

1. Job openings are advertised on social media and on the PGN website, making them easily accessible to job seekers from anywhere in the world;
2. The registration and selection processes are carried out online to eliminate mobilization costs;
3. In the job requirements, there are no rules about gender or college.

Steps to provide an equitable opportunities for promotion, including:

1. Taking into account the performance assessment criteria, managerial assessment results, years of service (experience), and the skill group's fit for the position's purpose;
2. It does not require a specific gender, allowing all *Subholding Gas Employee*, male and female, to apply as long as they match the requirements for the job position;
3. The list of selected applicants for the *Fit and Proper Test* stage is the outcome of discussion between the Head of the Work Unit, the approlaki-lakite Director, and the HCM, based on the position's needs and the purpose;
4. The *Fit and Proper Test* is conducted objectively between the examiners (assessors) and the candidates so that the candidate selected for promotion is the one with the highest *Fit and Proper Test* score;
5. Based on the data as of January 2022, there are female *Subholding Gas Employee* (*Srikandi*) and millennials who have been promoted to important positions in Band F to Band H.

There were no incidents of discrimination within PGN throughout the reporting period. **[GRI 406-1]**

PERWIRA SUBHOLDING GAS

Subholding Gas Employee

Demografi keberagaman karyawan

Employee Diversity Demographics

	Laki-laki Male	Perempuan Female	
Manajemen Puncak	7,34%	1,87%	Top management
Manajemen Madya	11,71%	3,43%	Middle Management
Manajemen Dasar	39,73%	12,88%	Low Management
Pelaksana	15,38%	7,65%	Staff

Rasio Upah Laki-laki vs Perempuan

Male vs Female Wage Ratio

	Laki-laki Male	Perempuan Female	
Manajemen Puncak	1,00	1,11	Top management
Manajemen Madya	1,00	1,03	Middle Management
Manajemen Dasar	1,00	1,08	Low Management
Pelaksana	1,00	1,01	Staff

Kesejahteraan [GRI 401-2]

Penghargaan utama terhadap kinerja setiap Perwira *Subholding Gas* bagi Perseroan terutama diwujudkan dalam pemberian remunerasi yang layak. PGN menetapkan kebijakan sistem remunerasi berdasarkan kinerja yang adil, transparan, dan dapat dipertanggungjawabkan yang sesuai dengan ketentuan pengupahan dalam peraturan ketenagakerjaan. Pemberian imbal jasa dilakukan berdasarkan level jabatan yang menggambarkan keseimbangan jenjang posisi, tugas dan tanggung jawab setiap perwira.

Dalam masa pandemi COVID-19, PGN tetap mempertahankan remunerasi dan pemenuhan kesejahteraan Perwira *Subholding Gas*, tanpa ada penurunan apa pun. Pelaksanaan tinjauan tentang remunerasi yang berlaku, sudah dilaksanakan dan hasilnya pun telah disampaikan kepada manajemen maupun holding migas. Namun demikian, dengan melihat kondisi internal perusahaan serta eksternal bisnis yang ada, maka peningkatan remunerasi belum dapat dilakukan di tahun 2021.

Welfare [GRI 401-2]

The main appreciation for the performance of every Subholding Gas Employee for the company is the provision of adequate remuneration. PGN develops a remuneration system policy based on fair, transparent, and can be accounted for in accordance with the wage provisions in the labor regulations. The provision of remuneration is carried out based on the level of position, which specifies the balance of each Subholding Gas Employee level of position, duties, and responsibilities.

Throughout the COVID-19 pandemic, PGN maintained compensation and Subholding Gas Employee welfare without any reduction. A review of the applicable remuneration has been completed, and the results have been reported to management and oil and gas holdings. However, based on the company's internal conditions as well as current external operations, the increase in remuneration cannot be implemented until 2021.

Rasio Upah Perwira *Subholding Gas* pada Level Terendah vs UMP 2021

Wage Ratio at the Lowest Level vs. Provincial Minimum Wage (UMP) 2021

Laki-Laki
Male

1,69%

Perempuan
Female

1,69%

Besaran UMP Area Jakarta dan sekitarnya: Rp4.641.854
UMP amount for Jakarta and surrounding areas: Rp4,416,186

Selain itu Perseroan juga memberikan manfaat lainnya untuk mendukung kesejahteraan Perwira *Subholding Gas*, berupa tunjangan hari raya keagamaan, pengobatan, lembur, jaminan hari tua dan pension. Manfaat ini diberikan kepada Perwira *Subholding Gas* di seluruh lokasi operasi. PGN juga mengikutsertakan setiap Perwira *Subholding Gas* dalam program pemerintah BPJS Ketenagakerjaan dan BPJS Kesehatan yang bertujuan untuk memberikan perlindungan dan kesejahteraan sosial bagi seluruh rakyat. Sebagai badan usaha, PGN telah mendaftarkan diri pekerjanya dalam program BPJS Ketenagakerjaan dan BPJS Kesehatan.

Furthermore, the company offers other benefits to support the welfare of *Subholding Gas* Employee, such as religious holiday allowances, medical care, overtime, old-age security, and pensions. These benefits are provided for *Subholding Gas* Employee in all of PGN's operational areas. PGN also includes every *Subholding Gas* Employee in the government programs BPJS Employment and BPJS Health to provide all individuals with protection and social benefits. As a business organization, PGN has registered its employees in the BPJS Employment and BPJS Health programs.

Manfaat yang Diberikan Kepada Perwira Tetap dan Tidak Tetap/Paruh Waktu [GRI 401-2]

Benefits Provided to Permanent and Non-Permanent/Part-Time *Subholding Gas* Employee [GRI 401-2]

Manfaat	Perwira Tetap Permanent <i>Subholding Gas</i> Employee	Perwira Tidak Tetap* Non-Permanent <i>Subholding Gas</i> Employee*	Benefit
Gaji	√	N/A	Salary
Tunjangan	√	N/A	Allowance
Asuransi kecacatan dan kecelakaan kerja	√	N/A	Disability and work accident insurance
Asuransi meninggal dunia karena pekerjaan	√	N/A	Death insurance due to work
Asuransi kecacatan dan kecelakaan di luar kecelakaan kerja	√	N/A	Disability and accident insurance outside of work accidents
Asuransi meninggal dunia bukan karena pekerjaan	√	N/A	Death insurance not because of work
Jaminan kesehatan bagi pekerja	√	N/A	Health insurance for employees
Jaminan kesehatan bagi pasangan pekerja	√	N/A	Health insurance for the employees' spouse
Jaminan kesehatan bagi anak pekerja	√	N/A	Health insurance for the employees' children
Cuti melahirkan	√	N/A	Maternity leave
Cuti haid	√	N/A	Menstruation leave
Cuti menunaikan haji atau ziarah keagamaan	√	N/A	Leave for Hajj or religious pilgrimage
Tunjangan hari raya	√	N/A	Holiday allowance
Dana pensiun	√	N/A	Pension fund
Pesangon	√	N/A	Severance pay

*PGN saat ini tidak mempekerjakan pekerja tidak tetap atau paruh waktu

*Currently, PGN does not hire non-permanent or part-time employees

Optimalisasi pelaksanaan pekerjaan melalui jarak jauh untuk mencegah penyebaran COVID-19 terbukti efektif dalam pencapaian target perusahaan. Dengan dukungan perangkat yang disediakan perusahaan, Perwira *Subholding*

Optimizing the implementation of work remotely to prevent the spread of COVID-19 has proven to be effective in meeting organizational goals. With the support of devices provided by the company, *Subholding Gas* Employee are able to complete

PERWIRA SUBHOLDING GAS

Subholding Gas Employee

Gas mampu menyelesaikan perusahaan tanpa harus berada secara fisik di kantor. Kegiatan ini secara tidak langsung memberikan peluang bagi perwira untuk mengatur ritme kerja sehingga *worklife balance* dapat terwujud. Alokasi waktu perjalanan dari dan ke kantor dapat dioptimalkan untuk kegiatan pribadi sehingga Perwira *Subholding Gas* dapat berkegiatan secara efisien selagi penyelesaian pekerjaan dapat dilakukan secara efektif.

Kebebasan Berserikat

PGN memberikan kebebasan bagi seluruh Perwira *Subholding Gas* untuk berserikat, hal ini diwujudkan dengan terbentuknya Serikat Pekerja PT Perusahaan Gas Negara (Persero) Tbk, atau disingkat SP-PGN. SP-PGN telah resmi tercatat di Dinas Tenaga Kerja Jakarta Barat dengan Nomor Bukti Pencatatan: 387/II/P/IX/2009, tanggal pencatatan 19 September 2009. Serikat Pekerja PGN mendukung tiga asas kemitraan kerja, yaitu: *partner in profit, partner in responsibility, dan partner in production*.

Perseroan berupaya menjaga hubungan kerja yang dinamis, harmonis dan berkeadilan di antaranya melalui pelaksanaan LKS Bipartit, yang dilaksanakan pada tanggal 26 Agustus 2021 (*online meeting*) dan 16 Desember 2021 (*offline meeting*) serta komunikasi informal lainnya untuk menjaga keharmonisan dan mempercepat penyelesaian permasalahan.

Salah satu hasil penting hubungan industrial ini adalah adanya Perjanjian Kerja Bersama untuk Periode Tahun 2021-2023 yang ditandatangani bersama pada tanggal 16 Desember 2021 dan dilakukan proses pencatatan hasil perundingan tersebut di Kementerian Ketenagakerjaan Republik Indonesia. Telah direncanakan untuk mensosialisasikan Perjanjian Kerja Bersama Periode Tahun 2021-2023 kepada seluruh Perwira *Subholding Gas* baik secara *online* maupun *offline* setelah diterimanya dokumen pencatatan dari Kementerian Ketenagakerjaan Republik Indonesia. Seluruh Perwira *Subholding Gas* (100%) telah dilindungi hak dan kewajibannya oleh PKB terbaru periode tahun 2019-2021. **[GRI 102-41]**

Program Purna Karya [GRI 404-2, GRI 201-3]

PGN menyelenggarakan pelatihan bagi perwira yang akan memasuki masa pensiun, sebagai bentuk apresiasi atas dedikasi yang telah diberikan selama bekerja di Perseroan. Pelatihan ini dilaksanakan 3 tahun sebelum masa pensiun, dimana usia pensiun PGN adalah 56 tahun.

Tujuan pelatihan ini adalah memberi pemahaman mengenai hal-hal yang bisa membantu Perwira *Subholding Gas* dalam menjalani pensiun, mencakup:

tasks for the company without having to be physically in the office. This practice allows *Subholding Gas Employee* to indirectly adjust their work rhythm, allowing them to achieve work-life balance. The allocation of travel time to and from the office can be optimized for personal activities so that *Subholding Gas Employee* can carry out activities efficiently while completing work effectively.

Freedom of Association

PGN allows all *Subholding Gas Employee* to form associations. This is shown by the establishment of the Labor Union of PT Perusahaan Gas Negara (Persero) Tbk, abbreviated as SP-PGN. SP-PGN was formally registered with the West Jakarta Manpower Office on September 19, 2009, with Registration Evidence Number: 387/II/P/IX/2009. The PGN Labor Union supports three principles of working partnership, which are: *partner in profit, partner in responsibility, and partner in production*.

The company strives to maintain a dynamic, harmonious, and fair working relationship, including through the implementation of the Bipartite Cooperation Agency, which was held on August 26, 2021 (*online meeting*) and December 16, 2021 (*offline meeting*), as well as other informal communications to maintain harmony and speed up problem resolution.

One key outcome of this industrial partnership is the existence of a Collective Labor Agreement (CLA) for the Period 2021–2023, which was jointly signed on December 16, 2021, and the process of documenting the outcomes of the negotiations at the Republic of Indonesia’s Ministry of Manpower. Following receipt of the recording documents from the Ministry of Manpower of the Republic of Indonesia, it is intended to socialize the Collective Labor Agreement for the Period 2021–2023 to all *Subholding Gas Employee* both online and offline. All *Subholding Gas Employee* (100%)’rights and obligations have been protected by the latest CLA for the period 2019–2021. **[GRI 102-41]**

Retirement Program [GRI 404-2, GRI 201-3]

PGN organizes training for *Subholding Gas Employee* who will be at retirement age as a way of appreciation for their dedication while working at the company. This training takes place three years before retirement, with the PGN retiring at the age of 56 years old.

In this training, *Subholding Gas Employee* will learn about things that can help them after they retire, such as:

- Pengelolaan keuangan dalam masa pensiun;
- Peluang bisnis yang bisa dilakukan saat pensiun;
- Persiapan mental, perilaku, serta perubahan pola pikir saat memasuki masa pensiun;
- Pemberian motivasi untuk tetap bersemangat.

Untuk memberikan jaminan kesejahteraan bagi para pensiunan, PGN mempersiapkan dana pensiun dan asuransi sejak tahun 2009 dengan skema program iuran pasti. Melalui program ini, setiap Perwira *Subholding Gas* dapat memilih lembaga dana pensiun yang diinginkannya maupun portofolio investasi yang diinginkan. Selain itu, PGN menyediakan:

- Program BPJS ketenagakerjaan dan BPJS kesehatan;
- Fasilitas rawat inap dan rawat jalan bagi Perwira *Subholding Gas* dan anggota keluarga yang menjadi tanggungan PGN;
- Program asuransi kecelakaan diri;
- Perlindungan atas kecelakaan kerja dalam bentuk perawatan di rumah sakit;
- Santunan duka dan biaya pemakaman.

Kepedulian PGN terhadap para Perwira *Subholding Gas* yang sudah pensiun direfleksikan dengan cara membantu mereka memenuhi kebutuhan biaya kesehatan. Dana kesehatan untuk program ini diperoleh dari iuran perusahaan dan Perwira *Subholding Gas*. Bekerja sama dengan SP-PGN, manajemen PGN melalui Program Kesehatan Hari Tua menyediakan jaminan pemeliharaan kesehatan bagi 1.498 mantan Perwira *Subholding Gas* dan pasangannya. Melalui kartu berobat dari asuransi kesehatan, mereka bisa memperoleh pelayanan kesehatan di seluruh Indonesia.

PENGEMBANGAN PERWIRA *SUBHOLDING GAS*

Penilaian Kinerja

Perseroan melakukan penilaian kinerja kepada setiap Perwira *Subholding Gas* di seluruh tingkatan secara periodik setiap tahun dalam rangka menciptakan budaya kinerja yang unggul. Selain sebagai pendekatan untuk memonitor dan mengendalikan kinerja Perseroan, penilaian kinerja merupakan bagian dari pengembangan karier yang membuka kesempatan dalam program promosi dengan kebijakan yang telah ditetapkan. Program promosi tersebut juga sejalan dengan perkembangan jenjang karir Perwira *Subholding Gas* dalam Perusahaan.

Mulai periode tahun 2021, kebijakan penerapan *Performance Management System* di PGN telah diberlakukan menyesuaikan dengan penerapan berlaku di Pertamina. Adapun perubahan yang dilakukan oleh PGN meliputi aspek

- Financial planning for retirement;
- Business opportunities that can be pursued after retirement;
- Mental preparation, behavior, and changes in mindset when approaching retirement;
- Encouraging others to remain motivated.

PGN has been preparing a pension and insurance fund with a defined contribution plan scheme since 2009 to provide welfare insurance for retirees. Using this program, each *Subholding Gas Employee* can choose their preferred pension fund or investment portfolio. Furthermore, PGN provides:

- BPJS Employment and BPJS Health Programs;
- Inpatient and outpatient care for *Subholding Gas Employee* and their dependents;
- Personal accident insurance program;
- Hospitalization protection in the event of a work-related accident;
- Compensation for funeral and burial expenses.

PGN's concern for retired *Subholding Gas Employee* is reflected in helping them meet their health-care needs. The health funds for this program are derived from employer and *Subholding Gas Employee* contributions. In collaboration with the PGN's Labor Union (SP-PGN), PGN's management provides health care insurance to 1,498 former *Subholding Gas Employee* and their spouses through the Old Age Health Program. They can get health care throughout Indonesia by using medical cards issued by health insurance companies.

SUBHOLDING GAS EMPLOYEE DEVELOPMENT

Performance Evaluation

In order to create a culture of excellent performance, the company reviews the performance of every *Subholding Gas Employee* at all levels on a yearly basis. Aside from being a method of monitoring and controlling the company's performance, performance evaluation is a component of career development that open for opportunities in a certain promotional programs. The promotional program is also in line with the development of *Subholding Gas Employee* career paths within the company.

At the beginning 2021, the Performance Management System implementation policy at PGN had been implemented in compliance with the approach implementation at Pertamina. PGN made revisions to aspects and their

PERWIRA SUBHOLDING GAS

Subholding Gas Employee

berserta bobotnya antara lain: aspek *Individual Goal* (80%), *HSSE Objectives* (5%), *Development Commitment* (10%), dan *Community Involvement* (5%). Untuk mengukur efektivitas perilaku budaya Perwira *Subholding Gas* aspek AKHLAK - *Culture Behavior Survey* dilakukan dengan mekanisme penilaian 360°.

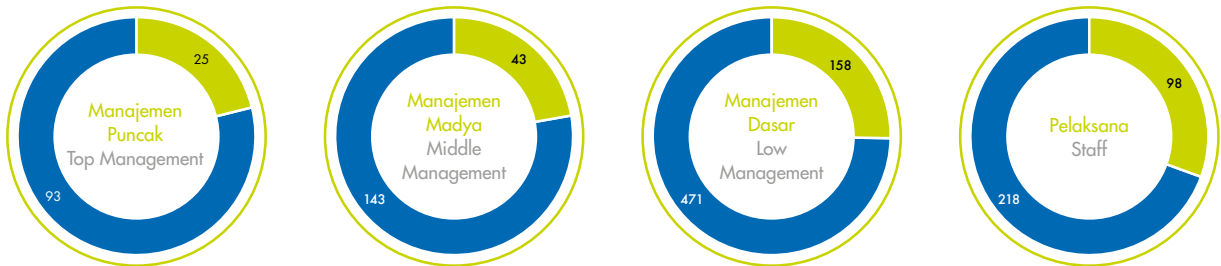
weights, such as *Individual Goals* (80%), *HSSE Objectives* (5%), *Development Commitment* (10%), and *Community Involvement* (5%). The AKHLAK-Culture Behavior Survey was done using a 360° assessment method to see how effectively *Subholding Gas Employee* were behaving.

Siklus *Performance Management System* diawali dengan penyusunan sasaran kinerja individu pada awal tahun dan dilanjutkan dengan tahapan *Review Tengah Tahun* terkait realisasi pencapaian kinerja sampai dengan Triwulan II. Pada bulan Januari 2022, seluruh Perwira *Subholding Gas* melakukan *update* realisasi terhadap target-target kinerja sampai dengan Triwulan IV sekaligus melakukan tahapan *Self-Assessment* dan dilanjutkan dengan penilaian oleh atasan dengan memberikan usulan *rating* yang akan diperoleh masing-masing Perwira *Subholding Gas*. Pada tahap akhir yaitu Kalibrasi Penilaian, usulan *rating* dari setiap atasan akan difinalisasi untuk menghasilkan hasil akhir berupa *rating* 1 sampai dengan 8, dan selanjutnya hasil penilaian tersebut ditetapkan di dalam Keputusan Direktur SDM dan Penunjang Bisnis.

The *Performance Management System* cycle begins with the preparation of individual performance targets at the beginning of the year and continues with the *Mid-Year Review* stage related to the realization of performance achievements up to Quarter II. In January 2022, all *Subholding Gas Employee* updated the realization of performance targets up to Quarter IV, as well as carried out the *Self-Assessment* stage and proceeded with an assessment by superiors by proposing a rating for each *Subholding Gas Employee*. At the final stage, i.e., assessment calibration, the proposed rating from each supervisor will be finalized to get a final rating from 1 up to 8, and then the assessment result is determined in the decision of the Director of HR and Business Support.

Jumlah Perwira Subholding Gas yang Menerima Evaluasi Kinerja dan Pembinaan Karir (Orang)

Percentage of *Subholding Gas Employee* Who Received Performance Evaluations and Career Coaching (People)



● Laki-laki / Male ● Perempuan / Female

Perencanaan Suksesi dan Promosi

Jenjang karier termasuk adanya kenaikan pangkat atau promosi jabatan adalah rangkaian posisi yang harus dilalui oleh setiap Perwira *Subholding Gas* untuk mencapai tingkatan posisi tertentu dalam organisasi PGN. Secara berkala, Perseroan memberikan promosi kepada Perwira *Subholding Gas* dengan mempertimbangkan berbagai faktor, yaitu tingkat pendidikan, perluasan latar belakang keahlian, kinerja yang dihasilkan serta talenta yang dinilai potensial, setelah terlebih dahulu mengadakan penilaian secara obyektif. Perencanaan suksesi dan promosi disesuaikan dengan kebutuhan perkembangan usaha PGN.

Succession and Promotion Plans

A career path, including job advancement or promotion, is a series of positions that every *Subholding Gas Employee* must pass through to reach a certain level of position within the PGN organization. Periodically, the company provides promotions to *Subholding Gas Employee*, taking into account a variety of elements such as level of education, expansion of background expertise, work performance, and skills that are considered potential after first conducting an objective assessment. Succession planning and promotion are tailored to the needs of PGN's business development.

PENYELARASAN STRATEGI SEBAGAI BAGIAN DARI HOLDING MIGAS

Strategy Alignment as Part of Oil and Gas Holdings

PGN senantiasa melakukan penyesuaian strategi, salah satunya adalah dengan penyesuaian program *leadership* dan kesiapan *talent mobility* melalui *succession planning* untuk posisi-posisi kunci dengan Pertamina. PGN telah terlibat dalam program-program pengembangan Pertamina di antaranya *Talent to Value Initiative Strategic*, Program Akselerasi *Trailblazer* dan *Catalyzer* Pertamina.

Talent To Value merupakan program inisiatif strategis untuk memastikan terciptanya talent-talent terbaik melalui *Leadership and culture change* – 30, 300, 3000, yaitu:

- Mengidentifikasi 30 delta position (jabatan-jabatan kunci) yang menjadi penggerak Perusahaan dalam meningkatkan Enterprise Market Value (EMV) sesuai aspirasi 2024;
- Mengidentifikasi dan mengembangkan rising stars yang akan menjalankan operasional bisnis baik *existing* maupun *new business development* melalui program akselerasi pengembangan kepemimpinan (*Leadership Development Acceleration*);
- Mengidentifikasi dan mempersiapkan 3.000 agen perubahan yang akan menjadi penggerak untuk mencapai aspirasi 2024 di seluruh organisasi Pertamina Grup melalui program inisiatif alignment budaya di Pertamina.

Program *Catalyzer* merupakan program *talent development* untuk mempersiapkan *talent* di posisi-posisi strategis yang merupakan salah satu faktor penting dalam pencapaian strategi dan sasaran bisnis dengan tujuan mengembangkan *leadership skill* bagi Perwira *Subholding Gas*, *top talent* yang diharapkan dapat mengisi posisi top level di Perseroan. Pada tahun 2021, PGN telah mengirimkan 25 peserta terbaik di level top untuk mengikuti program *Catalyzer* Pertamina.

Program *Trailblazer* merupakan program *talent development* untuk mempersiapkan Perwira *Subholding Gas* *talent pool* /*successor* di level *Middle Management* menjadi *Operational Leader* dalam hal *leadership skills* dan *managing business* dengan tujuan mampu mengelola operasional fungsi, serta berperan efektif mendukung Visi & Misi Pertamina, memiliki wawasan, kepekaan, dan ketajaman bisnis Perusahaan (*Business Acumen*).

Pada tahun 2021, PGN telah mengirimkan 20 peserta terbaik di level middle untuk mengikuti program *Trailblazer* Pertamina, dengan modul pengembangan sebagai berikut: Wawasan Korporat, *People Leader Development Program (PLDP) – Module Leadership Competencies Development*, *People Leader Development Program (PLDP) – Module Business Management* dan *Project Management*.



PGN continues to align strategies, one of which is by aligning leadership programs and readiness for talent mobility through succession planning for key positions with Pertamina. PGN has participated in Pertamina's development programs such as the Talent to Value Strategic Initiative, the Trailblazer Acceleration Program, and the Pertamina Catalyzer.

Talent To Value is a strategic initiative program designed to ensure the creation of the best talents through leadership and cultural change – 30, 300, 3000, namely:

- Identify 30 delta positions (key positions) that are driving the company's increasing enterprise market value (EMV) in line with 2024 aspirations;
- Identify and develop rising stars to carry out business operations, both existing, and new business development, via the leadership development acceleration program (Leadership Development Acceleration);
- Identify and prepare 3000 change agents who will be the driving force in achieving 2024 aspirations in all Pertamina group organizations through the Pertamina cultural alignment initiative program.

The Catalyzer program is a talent development program to prepare talent for strategic positions, which is one of the important factors in achieving business strategy and goals with the aim of developing leadership skills for Subholding Gas Employee and top talent who are expected to fill top-level positions in the company. In 2021, PGN has sent the best 25 participants at the top level to take part in the Pertamina Catalyzer program.

The Trailblazer program is a talent development program to prepare talent pool/successor Subholding Gas Employee at the middle management level to become operational leaders in terms of leadership skills and managing business with the aim of being able to manage operational functions and play an effective role in supporting Pertamina's vision and mission while having insight, sensitivity, and business acumen of the company.

In 2021, PGN has sent 20 of the best middle-level participants to take part in the Pertamina Trailblazer program, with the following development modules: Corporate Insights, People Leader Development Program (PLDP) – Leadership Competencies Development Module, People Leader Development Program (PLDP) – Module Business Management and Project Management.

PERWIRA SUBHOLDING GAS

Subholding Gas Employee

Sesuai hasil penilaian kinerja, selama periode pelaporan, terdapat 253 Perwira *Subholding Gas* yang dipromosikan ke tingkat jabatan atau *grade* yang lebih tinggi.

During the reporting period, 253 Subholding Gas Employee promoted to a higher rank or grade based on the results of the performance review.

Promosi Karyawan

Employee Promotion

Level Jabatan Position Level	Laki-laki Male	Perempuan Female
Manajemen Puncak Top or Senior Management	8	3
Manajemen Madya Mid Level Management	56	23
Manajemen Dasar First line Level Management	90	30
Pelaksana Supervisor	23	20

Pengembangan Kompetensi [GRI 103-2, GRI 103-3, GRI 404-2]

Pengembangan kompetensi dilakukan untuk mempertahankan standar dan kualitas Perwira *Subholding Gas* maupun kebutuhan penguasaan kompetensi baru. Pengembangan kompetensi Perwira *Subholding Gas* dilakukan melalui kegiatan pelatihan dan pendidikan untuk meraih manfaat jangka pendek dan jangka panjang. Manfaat jangka pendek adalah untuk pemenuhan keahlian dan keterampilan guna mendukung produktivitas, keselamatan, dan keberlangsungan operasional PGN. Sedangkan manfaat jangka panjang adalah untuk memastikan pelaksanaan strategi dan keberlanjutan kepemimpinan jangka panjang.

Competency Development [GRI 103-2, GRI 103-3, GRI 404-2]

Competency development is carried out to maintain Subholding Gas Employee standards and quality, as well as the need to master new competencies. Subholding Gas Employee competency development is accomplished through training and education activities with the goal of achieving both short-term and long-term benefits. The short-term benefits include the fulfillment of expertise and abilities that will enhance PGN's productivity, safety, and operational sustainability. The long-term benefits include ensuring strategy implementation and long-term leadership sustainability.

Sesuai tahapan Rencana Jangka Panjang Perusahaan (RJPP) dan inisiatif *Holding BUMN Migas* dan peran PGN sebagai *Subholding Gas*, PGN terus meningkatkan program pengembangan Perwira *Subholding Gas* yang komprehensif dan konsisten dengan program pendidikan dan pelatihan (diklat) *inhouse* maupun *public training*, sertifikasi dan *sharing knowledge*.

In accordance with the Company's Long Term Plan (RJPP), the Oil & Gas Holding SOE initiative and PGN's role as Gas Subholding, PGN continues to improve comprehensive and consistent Subholding Gas Employee development programs with in-house learning and training programs as well as public training, certification and knowledge sharing sessions.

Pada tahun 2021, PGN menyelenggarakan program pengembangan kompetensi teknis yang didesain melalui pendekatan *experiential learning*, dengan memadukan metode *70% assignment*, *20% coaching*, dan *10% in class training* yang difokuskan untuk level Staff sd. Manajer pada fungsi fungsi *core business* sebagai berikut:

In 2021, PGN organized technical competency development programs designed through an experiential learning approach, by combining the 70% assignment, 20% coaching, and 10% in class training methods that are focused on staff level up to Manager level in the following core business functions:

1. *Gas Management, Operation and Reliability Fundamental* – merupakan program pengembangan kompetensi teknis bagi Perwira *Subholding Gas* level Staff sd. Sr. Staff pada rumpun jabatan *Operation* dan *Gas System Management*;
2. *Junior Marketing and Sales Development Program* - merupakan program pengembangan kompetensi teknis bagi Perwira *Subholding Gas* level Staff sd. Sr. Staff pada rumpun jabatan *Marketing* dan *Sales*;
3. *Busines Accelerator Program* – merupakan program pengembangan kompetensi teknis yang berjenjang dan berkelanjutan bagi Perwira *Subholding Gas* level *middle management* yang diharapkan dapat berkontribusi

1. *Gas Management, Operation and Reliability Fundamental* – is a technical competency development program for Subholding Gas Employee at Staff level up to Senior Staff in *Operation* and *Gas System Management* positions;
2. *Junior Marketing and Sales Development Program* - is a technical competency development program for Subholding Gas Employee at Staff level up to Senior Staff in *Marketing* and *Sales* positions;
3. *Business Accelerator Program* – is a tiered and sustainable technical competency development program for middle management level Subholding Gas Employee who are expected to contribute directly to the Company's strategic

langsung pada program strategis Perusahaan. Pada tahun 2021 *Business Accelerator Program* difokuskan untuk memperkuat fungsi *Engineering, Sales, dan Innovation*;

4. *Gas Academy – LNG Fundamental*, merupakan program pengembangan kompetensi teknis yang fokus pada penguatan kompetensi inti bisnis gas. Pada tahun 2021-2022, fokus *Gas Academy* pada pengembangan kompetensi yang mendukung bisnis LNG.

Dalam rangka penyiapan *leaders*, PGN telah menjalankan program pengembangan kepemimpinan yang dirancang untuk menyiapkan dan membekali Perwira *Subholding Gas talent* terbaik sehingga mampu menjadi motor penggerak transformasi perusahaan dan menghadapi tantangan bisnis kedepan. PGN membagi menjadi 2 jenis program *leadership development* yaitu program reguler dan program *talent development*.

Program reguler diberikan kepada Perwira *Subholding Gas* untuk membekali dalam menjalankan peran dan tanggung jawab sesuai dengan tuntutan level kepemimpinannya, sedangkan program talent merupakan wujud komitmen Manajemen PGN dalam rangka mempersiapkan pengembangan Perwira *Subholding Gas* berpotensi dan sebagai bagian dari suksesi kepemimpinan. Program yang dikembangkan disiapkan untuk semua level pekerja, baik dimulai dari level *first line management, middle management* sampai dengan *senior management*.

Selain program *talent*, PGN juga menyelenggarakan program *mandatory / regular leadership* baik dari level *firstline* sampai dengan *middle management* yaitu *Junior Management Development Program (JMDDP)* dan *Senior Management Development Program (SMDDP)*. Dengan tujuan untuk membekali Perwira *Subholding Gas* yang baru menduduki jabatan strategis dengan kapabilitas dan kemampuan *leadership* yang dibutuhkan pada jabatan yang diemban.

Peningkatan wawasan terkait *leadership* juga terus dikembangkan melalui program informal yaitu *Leaders' Talk*, suatu forum interaksi dan *sharing knowledge* antara *executive management* PGN dengan para *Inspirational Leader*. Pada forum ini para Perwira *Subholding Gas talent* dapat melakukan *sharing knowledge* dengan para sesama Perwira *Subholding Gas talent*, manajemen dan *Inspirational Leader*.

Selama 2021, PGN telah menyelenggarakan berbagai program pengembangan dan pengelolaan Perwira *Subholding Gas* dan program magang antara lain program beasiswa S1 dan S2, program *talent (STAR)*, *knowledge management*, pendidikan dan pelatihan, Sertifikasi Teknik dan non Teknik, *online video learning*, dan mendukung

programs. In 2021 the Business Accelerator Program focused on strengthening Engineering, Sales, and Innovation functions;

4. *Gas Academy – LNG Fundamental*, is a technical competency development program that focuses on strengthening the core competencies of the gas business. In 2021-2022, *Gas Academy* concentrated on developing competencies that support the LNG business.

In order to prepare leaders, PGN has carried out a leadership development program designed to prepare and equip the best talent of *Subholding Gas Employee* so that they can become the driving force for company transformation and deal with future business challenges. PGN divides the program into 2 types of leadership development programs, namely regular programs and talent development programs.

Regular programs are joined by *Subholding Gas Employee* so they can carry out their roles and responsibilities in accordance with the demands of their leadership level, while the talent program is a form of PGN Management's commitment to prepare for the development of potential *Subholding Gas Employee* and as part of the leadership succession. The program is prepared for all levels of workers, starting from the first line management level, middle management to senior management.

In addition to talent programs, PGN also organizes mandatory/regular leadership programs from the first line to middle management levels, namely the *Junior Management Development Program (JMDDP)* and the *Senior Management Development Program (SMDDP)* with the goal of equipping new *Subholding Gas Employee* in strategic positions with the capabilities and leadership skills required for the positions held.

In order to increased knowledge horizon related to leadership, an informal program, *Leader's Talk* is continuously developed. *Leaders' Talk* is a forum for interaction and knowledge sharing between PGN executive management and *Inspirational Leaders*. In this forum, talent *Subholding Gas Employee* can share knowledge with fellow talent *Subholding Gas Employee*, management and inspirational leaders.

During 2021, PGN has organized various *Subholding Gas Employee* development and management programs and internship programs, including undergraduate and postgraduate scholarship programs, talent (STAR) programs, knowledge management, education and training, Technical and non-technical certifications, online video learning, and

PERWIRA SUBHOLDING GAS

Subholding Gas Employee

program magang Kementerian di Perusahaan dengan total biaya sebesar Rp11,6 miliar.

supporting Ministry internship programs in the Company with a total cost of Rp11.6 billion.

Program Pengembangan yang Berlangsung di Tahun 2021

Development Programs Took Place in 2021

No	Kategori	Jumlah Program Number of Programs	Jumlah Peserta Number of Participants	Category
I Pendidikan Education				
Peluang yang diberikan bagi Perwira <i>Subholding Gas</i> untuk memperoleh jenjang pendidikan yang lebih tinggi dalam rangka peningkatan kompetensi, kualitas serta wawasan global dan memperluas networking untuk mendukung pencapaian visi Perseroan. Subholding Gas Employee have the opportunity to pursue further education in order to improve their competence, quality, and global perspective, as well as to broaden their network, in order to help the company accomplish its mission.				
1.	S2 Dalam Negeri (<i>Full Scholarship</i>)	6	33	Domestic Master's Degree (Full Scholarship)
2.	S2 Dalam Negeri (<i>Swakelola Talent</i>)	6	16	Domestic Master's Degree (Talent Self-Management)
3.	S2 Dalam Negeri (<i>Swakelola Regular</i>)	4	11	Domestic Master's Degree (Regular Self-Management)
4.	S1 Dalam Negeri (<i>Swakelola Regular</i>)	3	3	Domestic Bachelor's Degree (Regular Self-Management)
II Inhouse dan Public Training				
1.	Kompetensi Manajerial (Publik)	2	10	Managerial Competence (Public)
2.	Kompetensi Teknik	132	3.371	Technical Competence
III Sertifikasi Certification				
1.	Sertifikasi Teknik	18	56	Technical Certification
2.	Sertifikasi non Teknik	24	105	Non-Technical Certification
IV Program Talent Talent Program				
1.	<i>Catalyzer Program</i>	1	25	Catalyzer Program
2.	<i>Trailblazer Program</i>	4	20	Trailblazer Program
V Knowledge Management				
Rangkaian kegiatan pembelajaran yang dirancang dan dikembangkan untuk mengidentifikasi, menciptakan, menjelaskan dan mendistribusikan pengetahuan yang didapat A series of learning activities designed and developed to identify, create, explain, and distribute acquired knowledge				
1.	iKnow	2	2.272	iKnow
2.	GAS Talk	4	1.593	GAS Talk
3.	<i>Knowledge Harvesting</i>	18	1.349	Knowledge Harvesting
KM Online (KMOn) Portal pengetahuan internal PGN yang berisi pengetahuan-pengetahuan penting bagi Perwira <i>Subholding Gas</i> PGN		PGN's internal knowledge portal, which contains important information for Subholding Gas Employee		KM Online (KMOn)
e-Library Perpustakaan <i>online</i> yang menyediakan banyak buku dan literatur untuk mendukung Perwira <i>Subholding Gas</i> belajar melalui koleksi perpustakaan		An online library that provides a large selection of books and literature to help Subholding Gas Employee learn through library resources		e-Library
<i>Online Video Learning</i> Modul pembelajaran dalam bentuk video untuk bidang <i>Basic Health and Safety</i> yang akan diintegrasikan pada <i>Learning Management System</i> yang dimiliki oleh PGN. Sehingga Perwira <i>Subholding Gas</i> dapat melaksanakan pembelajaran secara <i>online (self-paced)</i> , serta <i>pre dan post test</i> melalui <i>Learning Management System</i> .		Learning modules in the form of videos for the field of basic health and safety, which will be integrated into the Learning Management System owned by PGN so that Subholding Gas Employee can carry out online learning (self-paced), as well as pre and post tests through the Learning Management System.		Online Video Learning

INNOVATION AWARD PROGRAM

Innovation Award Program

Innovation Award Program adalah salah satu program pengakuan bagi Perwira *Subholding Gas* yang telah memberikan kerja ekstra dalam cara mereka bekerja yang meningkatkan kemampuan perusahaan melalui ide dan inovasi kreatif. Sejak tahun 2019, program ini mengadaptasi metode Continuous Improvement Program Pertamina. Tujuan Innovation Award Program adalah membangun sinergi *Subholding Gas*, meningkatkan kreativitas dan pemikiran inovatif, menciptakan lingkungan bagi Perwira *Subholding Gas* untuk mengeksplorasi peluang bisnis demi keberlanjutan perusahaan, dan meningkatkan keterlibatannya melalui pengakuan terhadap inovasi mereka. Perwira *Subholding Gas* terbaik yang telah mengikuti program ini akan diikutsertakan ke tahap *Annual Pertamina Quality Award*.

The Innovation Award Program is a recognition program for PGN and Subholding Gas Employee who have put in extra work in their way of working that enhances the company's capabilities through creative ideas and innovations. Since 2019, this program has adapted the Pertamina Continuous Improvement Program method. The objectives of the Innovation Award Program are to build synergies with Subholding Gas, enhance creativity and innovative thinking, create an environment for Subholding Gas Employee to explore business opportunities for the company's sustainability, and increase employee engagement through recognition of their innovation. The best Subholding Gas Employee who have participated in this program will be included in the Annual Pertamina Quality Award stage.

PERWIRA SUBHOLDING GAS

Subholding Gas Employee

VI Program English Course				
1.	<i>English Conversation</i>	1	0	English Conversation
2.	<i>Business English</i>	1	0	Business English
VII Program Magang Kementerian Ministry Internship Program				
1.	Magang Reguler	1	95	Regular Internship
2.	Magang Bersertifikat dari Kementerian BUMN	1	45	Internship Certification from the Ministry of SOEs

Rata-rata Jam Pelatihan di tahun 2021 [GRI 404-1]

Average Training Hours in 2021 [GRI 404-1]

Keterangan	Rata-Rata Jam Pelatihan Average Hours of Training	Description
Berdasarkan Gender Based on Gender		
Laki-laki	81,88	Male
Perempuan	78,56	Female
Berdasarkan Level Jabatan Based on Position Level		
Manajemen Puncak	108,68	Top Management
Manajemen Madya	94,87	Middle Management
Manajemen Dasar	72,04	Low Management
Pelaksana	79,66	Staff

Konseling dan Seminar

PGN menyediakan program pendampingan bagi para Perwira *Subholding Gas* dalam bentuk konseling dan seminar singkat dengan konselor eksternal atau *Employee Assistance Program (EAP)*. Dimulai sejak tahun 2013, program ini sangat membantu para Perwira *Subholding Gas* untuk mendapatkan motivasi, dorongan dan pengetahuan praktis dalam bidang-bidang yang mereka butuhkan.

Counseling and Seminar

PGN provides mentoring programs for its Subholding Gas Employee through counseling and brief seminars with external counselors or Employee Assistance Program (EAP). It started in 2013, and it helps Subholding Gas Employee get motivation, encouragement, and practical knowledge in areas where they don't have a lot of strength.



MENJAGA KESELAMATAN DAN KESEHATAN KERJA (K3)

Maintaining Occupational Safety and Health (OSH)



KEBIJAKAN DAN TARGET KESELAMATAN KESEHATAN KERJA (K3) [GRI 103-2]

Membangun budaya K3 merupakan hal yang paling utama, maka PGN memiliki fokus khusus dalam melakukan implementasi aspek Keselamatan dan Kesehatan Kerja (K3) di seluruh proses bisnis perusahaan. PGN telah mengimplementasikan Sistem Manajemen Keselamatan, dan Kesehatan Kerja, Pengamanan dan Pengelolaan Lingkungan Serta Energi (SMK3P2L-E). Untuk memastikan keberhasilan implementasi SMK3P2L-E, PGN menetapkan kebijakan dan target sebagai panduan dan sasaran untuk dicapai perusahaan. Kebijakan dan target tersebut diimplementasikan di seluruh wilayah pengelolaan usaha perusahaan dan diterapkan pada 100% Perwira *Subholding* Gas dan termasuk Anak Perusahaan/Afiliasi di bawah kendali operasional PGN dan Penyedia Barang/Jasa yang bekerja atas nama PGN sehingga risiko kecelakaan kerja dan penyakit akibat kerja dapat dihindari atau diminimalkan.

Target HSSE PGN mencakup: *ZERO Lost Time Injury Rate*, *ZERO Property damage/Significant Unplanned Natural Gas Release*, *ZERO Penyakit Akibat Kerja*, *ZERO Major Gangguan Keamanan* dan *ZERO Major Pencemaran Lingkungan* di seluruh operasional bisnis Perseroan.

Dengan terjaganya keselamatan dan kesehatan kerja yang baik maka akan diperoleh pula capaian sebagai berikut:

1. Kesejahteraan Perwira *Subholding* Gas dan keluarganya meningkat;
2. Kenyamanan dan kepercayaan diri dalam bekerja meningkat;
3. Efisiensi dan efektivitas penggunaan biaya operasional;
4. Biaya kompensasi kecelakaan dan sakit menurun;
5. Biaya perbaikan menurun;
6. Citra PGN terpelihara dengan baik.

OCCUPATIONAL SAFETY AND SAFETY POLICY AND OBJECTIVES [GRI 103-2]

The most important thing is to create an Occupational Health and Safety (OSH) culture. Therefore, PGN has a special focus on implementing Occupational Safety and Health (OSH) aspects throughout the company's business processes. PGN has put in place the Occupational Safety and Health Management System, as well as the Environmental and Energy Security and Management Systems (SMK3P2L-E). PGN establishes policies and aims as guidelines and targets for the firm to achieve in order to ensure the successful implementation of SMK3P2L-E. These policies and goals are used in all areas of the company's business management, and they apply to all *Subholding* Gas Employee, as well as subsidiaries and affiliates under PGN's operational control and suppliers who work for PGN. This is done to avoid or minimize the risk of work accidents and occupational diseases.

PGN's HSSE (Health, Safety, Security, and Environment) targets include: *ZERO Lost Time Injury Rate*; *ZERO Property Damage/Significant Unplanned Natural Gas Release*; *ZERO Occupational Disease*; *ZERO Major Security Disturbance*; and *ZERO Major Environmental Pollution* in all of the company's business operations.

By maintaining good occupational safety and health, the following accomplishments will be obtained:

1. Improvement on the well-being of *Subholding* Gas Employee and their families;
2. Increase comfort and confidence at work;
3. Efficient and effective use of operating expenses;
4. A reduction in the cost of accident and illness compensation;
5. Lowering of repair costs;
6. The PGN brand is well-preserved;

PT. Perusahaan Gas Negara Tbk



KEBIJAKAN HEALTH, SAFETY, SECURITY AND ENVIRONMENT (HSSE) PERUSAHAAN

PT. Perusahaan Gas Negara Tbk (PGN) termasuk Anak Perusahaan/ Anak Usaha bawah kendali operasional PGN dan Mitra Kerja PGN/Anak Usaha Bersekutu yang bekerja atas nama PGN berkomitmen melaksanakan kegiatan operasi secara selamat, sehat, aman, dan ramah lingkungan dengan menerapkan standar tinggi terhadap aspek HSSE Perusahaan untuk meminimalkan risiko dengan cara mencegah terjadinya kecelakaan kerja, kegagalan proses, tabrakan, penyakit akibat kerja, pencemaran lingkungan, dan gangguan kesehatan serta dampak lain akibat kegiatan operasi terhadap lingkungan di sekitar kegiatan PGN.

Untuk memenuhi hal tersebut, Dewan Direksi dan seluruh insan PGN, berkomitmen:

1. Mengutamakan aspek HSSE Perusahaan dalam pengalokasian sumber perusahaan;
2. Memenuhi peraturan perundangan dan pernyataan lain yang berlaku di bidang HSSE serta menggunakan teknologi tepat guna sesuai standar nasional dan internasional;
3. Mengurangi risiko sekecil mungkin sesuai dengan prinsip *As Low as Reasonably Practicable (ALARP)* termasuk dengan melibatkan stakeholder dan masyarakat di wilayah operasional PGN untuk mencegah terjadinya kecelakaan kerja, kegagalan proses, penyakit akibat kerja, gangguan kesehatan terhadap aset, dan pencemaran lingkungan;
4. Menetapkan komitmen dan implementasi *Corporate Life Saving Mantra (CLSM)* pada seluruh dan mitra kerja serta melakukan intervensi terhadap kondisi maupun tindakan yang dinilai tidak aman;
5. Meningkatkan kesadaran dan kompetensi pekerja serta mitra kerja agar dapat melaksanakan pekerjaan secara benar, aman dan berwawasan lingkungan serta melibatkan pekerja dan mitra kerja dalam kegiatan komunikasi dan konsultasi;
6. Melakukan upaya perlindungan lingkungan melalui pengoptimalan sumber daya yang berkelanjutan, konservasi energi untuk mencapai efisiensi, pengelolaan limbah B3 dan Limbah Cair (LC/LC), serta perlindungan keberlanjutan hayati;
7. Melaporkan seluruh insiden secara transparan dan melakukan investigasi untuk mencegah terjadinya insiden serupa;
8. Menjadikan kinerja HSSE Perusahaan dalam penilaian dan penghargaan terhadap seluruh pekerja dan
9. Mengembangkan Sistem Manajemen Keselamatan, Kesehatan Kerja, Lingkungan, dan Pengelolaan Lingkungan serta Energi secara rutin guna perbaikan yang berkelanjutan.

Direktur Utama PT. Perusahaan Gas Negara Tbk bertanggung jawab menjamin implementasi Kebijakan ini dan melakukan upaya perbaikan secara berkelanjutan.

Seluruh pekerja dan mitra kerja yang berada di bawah pengendalian PT. Perusahaan Gas Negara Tbk dan Anak Perusahaan/ Anak Usaha Bersekutu bertanggung jawab mematuhi dan melaksanakan Kebijakan ini.

Jakarta, 01 Mei 2021

Direktur Utama



Murni Haryo Wicakanto / s



MENJAGA KESELAMATAN DAN KESEHATAN KERJA (K3) Maintaining Occupational Safety and Health (OSH)



SISTEM MANAJEMEN K3 [GRI, 403-1, GRI 403-8]

Ruang lingkup SMK3P2LE mencakup seluruh wilayah kegiatan operasional, termasuk seluruh aktivitas di dalamnya. Sistem manajemen ini juga berlaku bagi seluruh (100%) pekerja, baik Perwira *Subholding* Gas maupun kontraktor, yang melakukan aktivitasnya di wilayah kegiatan operasional Perseroan. Dalam implementasi Sistem Manajemen K3P2LE di setiap aktivitas kerja dan operasionalnya, PGN mempraktikkan prinsip-prinsip *Plan, Do, Check, dan Action*.

Sistem manajemen K3P2LE PGN disusun dan dikembangkan berdasarkan peraturan nasional dan standar internasional, yaitu:

1. Undang-Undang No. 3 tahun 1969 Persetujuan Konvensi Organisasi Perburuhan Internasional;
2. Undang-Undang Nomor 3 Tahun 1969 tentang Persetujuan Konvensi Organisasi Perburuhan Internasional No.120 Mengenai Hygiene dalam Perniagaan dan Kantor-Kantor
3. Undang-Undang No. 1 tahun 1970 tentang Keselamatan Kerja;
4. Undang-Undang No. 22 tahun 2001 tentang Minyak dan Gas Bumi;
5. Undang-Undang No. 13 tahun 2003 tentang Ketenagakerjaan;

OSH MANAGEMENT SYSTEM [GRI, 403-1, GRI 403-8]

The scope of SMK3P2LE encompasses all operational activities, including all actions within those areas. This management structure also applies to all (100%) personnel, including Subholding Gas Employee and contractors, who perform their duties in the operating areas of the company. PGN follows the Plan, Do, Check, and Action principles when applying the K3P2LE Management System to all work activities and operations.

Management system of Occupational Safety and Health, Security and Management of the Environment and Energy (SMK3P2LE) of PGN was created and developed in accordance with both national and international standards, as follows:

1. Law No. 3 of 1969 concerning The Approval of the Labor Organization Convention;
2. Law No. 3 of 1969 concerning The Approval of the Labor Organization Convention International No. 120 Concerning Hygiene in Business and Offices;
3. Occupational Safety Law, No. 1 of 1970;
4. The Oil and Gas Law No. 22 of 2001;
5. Law no. 13 of 2003 concerning Employment;

6. Undang-Undang No. 40 tahun 2004 tentang Sistem Jaminan Sosial Nasional.
7. Undang-Undang No. 36 tahun 2009 tentang Kesehatan;
8. Undang-Undang No. 24 tahun 2011 tentang Badan Penyelenggara Jaminan Sosial;
9. Peraturan Pemerintah No. 50 tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja;
10. ISO 14001: 2015 merupakan Standar Internasional untuk penerapan Sistem Manajemen Pengelolaan Lingkungan;
11. ISO 45001:2018 merupakan standar internasional untuk penerapan sistem manajemen kesehatan dan keselamatan kerja;
12. Peraturan Kepolisian Negara Republik Indonesia Nomor 7 Tahun 2019;
13. Peraturan Perundangan turunannya.

Untuk memastikan Sistem Manajemen K3P2LE diimplementasikan dengan benar, PGN melakukan audit sistem manajemen K3P2LE baik yang dilaksanakan minimal 1 tahun sekali dan mencakup seluruh Perwira *Subholding* Gas dan wilayah kerja.

Audit yang dilaksanakan mencakup audit internal serta audit eksternal yang dilakukan oleh pihak independen. Pada tahun 2021 PGN telah melaksanakan Audit Sistem Manajemen K3P2LE secara internal dan eksternal, dari pelaksanaan audit eksternal yang dilakukan oleh pihak independen PGN berhasil memperoleh beberapa sertifikat Sistem Manajemen K3P2LE sebagai berikut:

1. Sertifikat SMK3 berdasarkan Peraturan Pemerintah nomor 50 tahun 2012 dengan pencapaian sebesar 89% dan untuk kategori Tingkat Lanjutan (166 kriteria);
2. Sertifikat ISO 45001:2018 terkait dengan penerapan Sistem Manajemen K3 dan ISO 14001:2015 terkait dengan penerapan Sistem Manajemen Pengelolaan Lingkungan;
3. Sertifikat Audit Sistem Manajemen Pengamanan berdasarkan Peraturan Kepolisian Negara Republik Indonesia Nomor 7 Tahun 2019 dengan predikat *Gold Reward*.

Dalam rangka memastikan program K3P2LE juga dilaksanakan oleh seluruh kontraktor yang bekerja sama dengan Perseroan. PGN telah mengembangkan *Contractor Safety, Health, and Environment Management System* (CSMS) yang harus dipatuhi oleh seluruh mitra kerja sama PGN dalam penyediaan barang dan jasa. Penerapan CSMS oleh kontraktor dilakukan mulai dari sebelum bekerja, selama bekerja, dan setelah menyelesaikan pekerjaan. **[GRI 403-7]**

6. National Social Security System (Law No. 40 of 2004).
7. Health Law No. 36 of 2009;
8. Law No. 24 of 2011 concerning Social Security Administering Body;
9. Government Regulation No. 50 of 2012 Relating to the Implementation of an Occupational Health and Safety Management System;
10. ISO 14001:2015 is an International Standard for the implementation of an Environmental Management System;
11. ISO 45001:2018 is a global standard for implementing occupational health and safety management systems;
12. State Police of the Republic of Indonesia Regulation No. 7 of 2019;
13. Derived Regulations.

To make sure that the K3P2LE Management System is being used correctly, PGN carries out an audit of the K3P2LE management system at least once a year. This audit includes all Subholding Gas Employee and work areas.

An audit is performed both internally and externally, which is undertaken by independent parties. In 2021, PGN completed the K3P2LE Management System Audit both internally and externally. PGN was able to get the following K3P2LE Management System certificates from an external audit by an independent party:

1. SMK3 certificate based on Government Regulation 50 of 2012, with 89% achievement in the Advanced Level category (166 criteria);
2. Certification in accordance with ISO 45001:2018 for the implementation of an OSH Management System and ISO 14001:2015 for the implementation of an Environmental Management System;
3. Security Management System Audit Certificate based on Republic of Indonesia National Police Regulation Number 7 of 2019, with Gold Reward predicate.

In order to ensure that the K3P2LE program is also implemented by all contractors who cooperate with the company. PGN has developed a Contractor Safety, Health, and Environment Management System (CSMS) which all PGN partners must comply with in the provision of goods and services. Implementation of CSMS by contractors is carried out starting before work, during work, and after completing work. **[GRI 403-7]**

MENJAGA KESELAMATAN DAN KESEHATAN KERJA (K3)

Maintaining Occupational Safety and Health (OSH)

IDENTIFIKASI BAHAYA, PENILAIAN RISIKO DAN INVESTIGASI INSIDEN [GRI 403-2, GRI 403-9]

PGN senantiasa memitigasi risiko K3 yang ada di seluruh lingkungan kegiatan operasi yang berpotensi timbul dari material, peralatan, area, metode kerja serta perilaku manusia. Untuk itu PGN menerapkan metode identifikasi bahaya dan pengelolaan risiko seperti:

1. Pengelolaan Risiko dan Peluang Keselamatan dan Kesehatan Kerja (IBPR /HIRADC) yang digunakan untuk mengidentifikasi bahaya dan melakukan analisa serta menentukan profil risiko dari aktivitas rutin;
2. *Job Safety Analysis* (JSA) yang digunakan dalam aktivitas non rutin seperti kegiatan keproyekan;
3. *Process Hazard Analysis* (PHA) yang digunakan untuk mengkaji bahaya proses yang ada di kegiatan operasional Perusahaan;
4. Serta metode analisis bahaya dan risiko lainnya yang dapat digunakan sebagai studi yang lebih spesifik sesuai kebutuhannya.

Identifikasi bahaya dan pengelolaan risiko yang dilakukan bertujuan untuk menentukan program pengendalian berdasarkan tingkat risiko dan peluang yang telah diidentifikasi. Tingkat risiko dari hasil penilaian menjadi dasar keputusan dalam menetapkan pengendalian yang diperlukan untuk memitigasi atau meminimalisir risiko. Tindakan ditentukan dengan merujuk pada hirarki mulai dari eliminasi, substitusi, pengendalian teknik, administrasi, serta alat pelindung diri.

PGN juga menerapkan sistem penanggulangan keadaan gawat darurat sesuai dengan proses bisnis yang dijalankan. Penanggulangan yang disiapkan PGN mencakup keadaan gawat darurat yang terjadi kepada orang/pekerja, lingkungan, aset, hingga reputasi Perusahaan.

Dalam penyediaan sistem tanggap gawat darurat PGN memastikan kesiapan peralatan penanggulangan keadaan gawat darurat, tim penanggulangan gawat darurat, dan kompetensi Perwira *Subholding Gas* yang tergabung dalam tim penanggulangan keadaan gawat darurat, yang disimulasikan dan dievaluasi secara berkala setiap tahun dengan skenario yang sesuai dengan potensi bahaya yang telah teridentifikasi sebelumnya.

Terkait dengan insiden, insiden pada pekerjaan penggalian adalah jenis insiden K3 utama yang berpotensi terjadi di PGN. Saat terjadinya insiden, tim investigasi diaktifkan guna mengidentifikasi akar penyebab terjadinya insiden dan memberikan rekomendasi tindakan perbaikan yang dibutuhkan. Investigasi dilakukan dengan cara observasi

HAZARD IDENTIFICATION, RISK ASSESSMENT, AND INCIDENT INVESTIGATION [GRI 403-2, GRI 403-9]

PGN always mitigates OSH risks that exist in all operating environments that have the potential to arise from materials, equipment, areas, work methods, and human behavior. For this reason, PGN applies hazard identification and risk management methods such as:

1. Risk management and Occupational Health and Safety Opportunities (IBPR/HIRADC), which are used to identify hazards, conduct analyses, and determine risk profiles based on routine activities;
2. Job Safety Analysis (JSA), which is used in non-routine activities such as project activities;
3. Process Hazard Analysis (PHA), which is used to assess process hazards in the company's operational activities;
4. Other hazard and risk analysis methods that can be used for more specific studies based on their needs.

Hazard identification and risk management are carried out with the aim of determining a control program based on the level of risk and opportunity that has been identified. The level of risk determined from the assessment results becomes the basis for decisions in determining the necessary controls to mitigate or minimize risk. Actions are decided by looking at the hierarchy, which starts with eliminating, substituting, engineering control, administration, and personal protective gear.

PGN also implements an emergency response system in accordance with its business processes. The countermeasures prepared by PGN include emergency situations that occur to people or employees, the environment, assets, and the company's reputation.

In providing an emergency response system, PGN ensures the readiness of emergency response equipment, emergency response teams, and the competence of Subholding Gas Employee who are members of the emergency response team, which are simulated and evaluated regularly every year with scenarios that match the previously identified potential hazards.

In terms of incidents, excavation work incidents are the main type of OSH incident that has the potential to occur at PGN. When an incident occurs, the investigation team is activated to identify the root cause of the incident and provide recommendations for corrective actions needed. Investigations are carried out by means of observation and interviews to

dan wawancara untuk mengidentifikasi aspek-aspek yang dapat menjadi sumber bahaya, mencakup: kondisi, peralatan, metode kerja serta perilaku tidak aman. Hasil investigasi menjadi dasar peninjauan untuk mengevaluasi efektivitas tindakan pengendalian yang telah dilakukan dan memperbaharui sistem manajemen K3 yang diterapkan.

PGN mengatur mekanisme pelaporan insiden yang dapat dilaporkan oleh semua Perwira *Subholding Gas* melalui sistem HOLISTIC mulai dari kategori *nearmiss, first aid, Medical Treatment Case, Restricted Workday Case, Lost Time Injury*, hingga *fatality*. Setiap insiden wajib dilakukan investigasi.

PARTISIPASI, KONSULTASI DAN KOMUNIKASI

[403-4]

Mengacu pada Undang-Undang No. 1 Tahun 1970 tentang Keselamatan Kerja dan Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan PGN membangun sistem manajemen K3 secara terstruktur dari tingkat manajemen senior hingga Perwira *Subholding Gas* pada level terendah. Sistem manajemen K3 tersebut berpedoman pada 3 (tiga) prinsip utama yaitu:

1. *Involvement*: Program K3 melibatkan jajaran *Top Management* hingga Perwira *Subholding Gas*, *Safety Committee* dibentuk di level Korporat kemudian diturunkan ke masing-masing Direktorat dan Satuan Kerja hingga wilayah operasi PGN;
2. *Accountability and Responsibility*: *Personal Safety Action Plan* (PSAP) dibuat oleh semua pimpinan sebagai bentuk tanggung jawab Manajemen lini dalam mencapai target K3;
3. *Felt Leadership*: Manajemen turut serta dalam mendorong implementasi K3 dengan melakukan *site visit* pengelolaan program K3 berada di bawah pengawasan Grup Kesehatan, Keselamatan, Keamanan dan Lingkungan atau *Health, Safety, Security and Environment Group* (HSSE Group), di bawah Direktur SDM dan Umum.

Pengelolaan program K3 yang dilaksanakan PGN berada di bawah pengawasan *Health, Safety, Security and Environment Group* (HSSE Group) di bawah naungan Direktur SDM dan Penunjang Bisnis. PGN juga memiliki unit-unit pengelolaan K3 pada tingkat operasional yang melekat dan satuan kerja melalui komite K3 yang merepresentasikan manajemen dan Perwira *Subholding Gas* secara bertingkat mulai dari Korporat sampai Satuan Kerja, yaitu:

1. *Executive Central Safety Committee* (ECSC) di tingkat korporat;
2. *Central Safety Committee* (CSC) di tingkat direktorat;

identify aspects that can be a source of danger, including conditions, equipment, work methods, and unsafe behavior. The results of the investigation become the basis for review to evaluate the effectiveness of the control measures that have been taken and update the implemented OSH management system.

PGN regulates incident reporting mechanisms that can be reported by all *Subholding Gas* Employee through the HOLISTIC system, starting from the near-miss, first aid, medical treatment case, restricted workday case, lost time injury, and fatality categories. Every incident must be investigated.

PARTICIPATION, CONSULTATION AND COMMUNICATION

[403-4]

Referring to Law No. 1 of 1970 concerning Occupational Safety and Law No. 13 of 2003 concerning Manpower, PGN has developed a structured OSH management system from the senior management level to grassroots *Subholding Gas* Employee at the lowest level. The OSH management system is guided by three main principles, as follows:

1. *Involvement*: The top management and *Subholding Gas* Employee are all involved in the OSH program. A *Safety Committee* is formed at the corporate level and then passed down to the Directorates and Work Units in each of PGN's operational areas;
2. *Accountability and Responsibility*: All leaders create a *Personal Safety Action Plan* (PSAP) as a form of line management responsibility in achieving OSH targets;
3. *Felt Leadership*: Management participates in encouraging the implementation of OSH by conducting site visits to manage the OSH program under the supervision of the Health, Safety, Security, and Environment Group (HSSE Group), under the Director of Human Resources and General.

The management of the OSH program implemented by PGN is under the supervision of the Health, Safety, Security, and Environment Group (HSSE Group) under the Director of Human Resources and Business Support. At the operational level, PGN also has OSH management units that belong to PGN itself, as well as work units through the OSH committee, which represents management and *Subholding Gas* Employee in stages from corporate to work units, which are:

1. An *Executive Central Safety Committee* (ECSC) at the corporate level;
2. *Central Safety Committee* (CSC) at the directorate level;

MENJAGA KESELAMATAN DAN KESEHATAN KERJA (K3)
Maintaining Occupational Safety and Health (OSH)

3. *Central Safety Committee (CSC)* di tingkat satuan kerja dan wilayah operasi PGN seperti *Unit Operation and Maintenance Management, Sales and Operation Region, proyek, hingga Anak Perusahaan.*

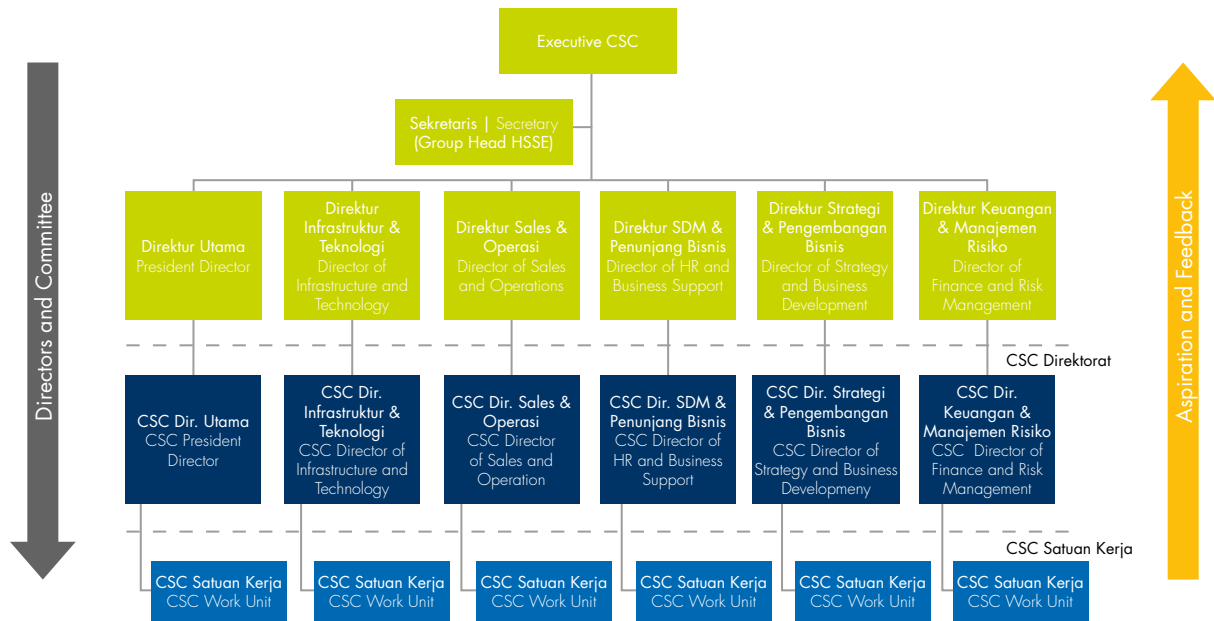
Komite ini bertanggung jawab mulai dari perencanaan, pengawasan, pemantauan serta pelaksanaan evaluasi program-program K3 di perusahaan. Komite K3 ini menggelar pertemuan rutin yang dilaksanakan minimal 1 kali setiap bulannya dan tertuang dalam *Personal Safety Action Plan (PSAP)* masing-masing pimpinan untuk membahas isu-isu K3 yang dihadapi.

Selain itu, untuk memastikan keterlibatan seluruh pihak dalam menciptakan lingkungan kerja yang aman dan sehat, aturan-aturan mengenai K3 dimuat secara spesifik dalam *Perjanjian Kerja Bersama (PKB)* yang disusun bersama antara perwakilan *Perwira Subholding Gas* yang tergabung dalam *Serikat Pekerja Perusahaan Gas Negara (SP-PGN)* dengan perwakilan manajemen PGN. Aspek-aspek K3 juga diterapkan sebagai bagian dari *Key Performance Indicators (KPI)* yang menjadi bagian dari penilaian kinerja setiap *Perwira Subholding Gas.*

3. *Central Safety Committee (CSC)* at the level of PGN's work units and operational areas such as *Operation and Maintenance Management Unit, Sales and Operation Region, projects, and Subsidiaries.*

This committee is responsible for planning, supervising, monitoring, and evaluating the implementation of OSH programs in the company. The OSH Committee holds regular meetings, which are held at least once a month and are stated in the *Personal Safety Action Plan (PSAP)* of each leader to discuss OSH issues they face.

In addition, to ensure the involvement of all parties in creating a safe and healthy work environment, the rules regarding OSH are specifically contained in the *Collective Labor Agreement (PKB)*, which was prepared jointly by representatives of *Subholding Gas Employee* who are members of the *PGN Labor Union (SP-PGN)* and representatives of PGN's management. OSH aspects are also implemented as part of the *Key Performance Indicators (KPI)*, which are part of the performance appraisal of each *Subholding Gas Employee.*



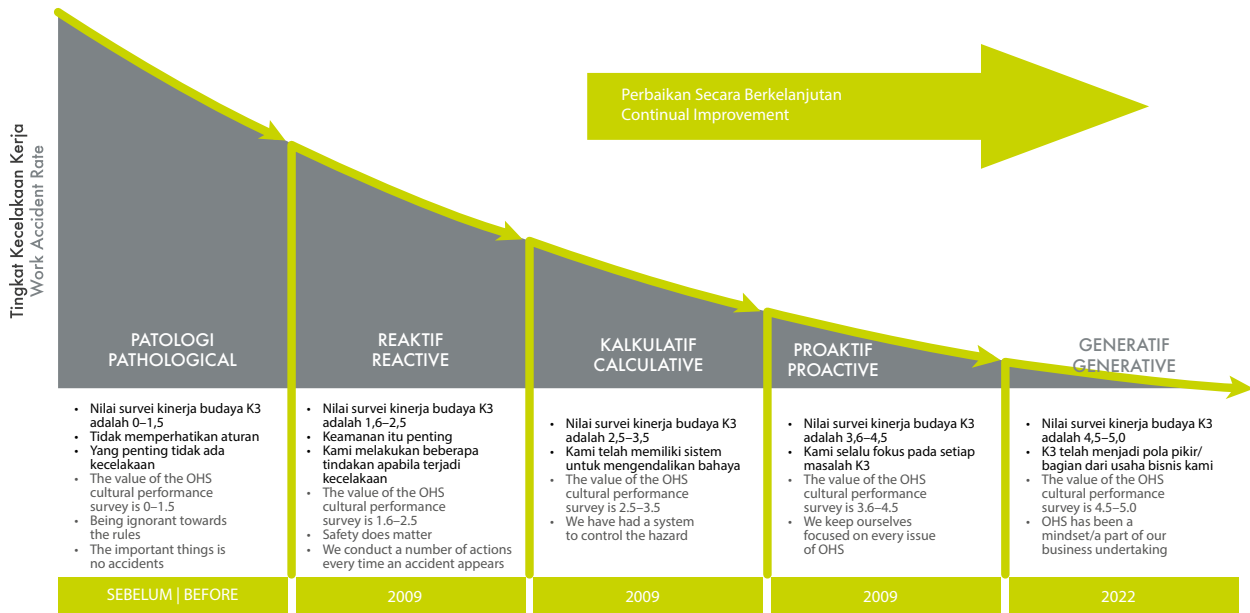
PROGRAM KESELAMATAN DAN KESEHATAN KERJA PGN

PGN merancang "road map" atau peta jalan K3 sebagai panduan untuk membawa PGN mencapai sasaran K3. Peta jalan "Program Safety Excellence" ini dirancang pada tahun 2009 dengan sasaran untuk membawa setiap Perwira *Subholding Gas* memahami aspek K3 dan menyadari pentingnya mitigasi risiko.

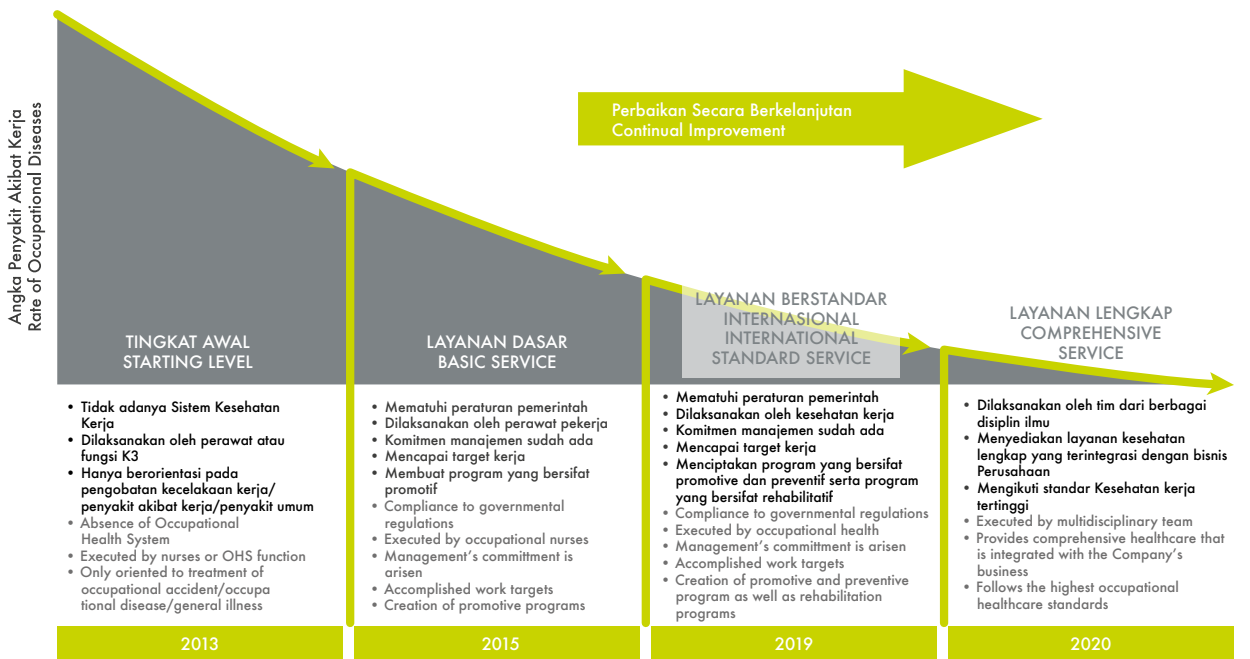
PGN'S OCCUPATIONAL SAFETY AND HEALTH PROGRAM

PGN designed a "road map," or OSH roadmap, as a guide to help PGN achieve its OSH goals. This "Safety Excellence Program" plan was put together in 2009 with the goal of getting every *Subholding Gas Employee* to know about OSH and the importance of risk mitigation.

PETA JALAN KESELAMATAN KERJA PGN
PGN Occupational Safety Road Map



PETA JALAN KESEHATAN KERJA PGN
PGN Health Road Map



MENJAGA KESELAMATAN DAN KESEHATAN KERJA (K3)

Maintaining Occupational Safety and Health (OSH)

Program Kerja K3 PGN PGN's OSH Work Programs	Deskripsi Description	Aktivitas dan Hasil Kegiatan di Tahun 2021 Activities and Results of Activities in 2021
MANAGEMENT VISIT MANAGEMENT VISIT	<p>Manajemen melakukan kunjungan teratur untuk mendorong dan memotivasi para Perwira <i>Subholding</i> Gas dalam setiap unit kerja agar melaksanakan program K3 dengan sebaik-baiknya.</p> <p>The management carries out regular visits to encourage and motivate Subholding Gas Employee in every work unit to do their best in implementing the OSH program.</p>	<p>minimal 1 kali /semester. at least once per semester.</p>
<p>LOMBA DAN PENGHARGAAN HSSE BAGI PERWIRA <i>SUBHOLDING</i> GAS DAN MITRA KERJA [GRI 403-7]</p> <p>HSSE COMPETITIONS AND AWARDS FOR SUBHOLDING GAS EMPLOYEE AND WORK PARTNERS [GRI 403-7]</p>	<p>Event kompetisi perlombaan dan penghargaan terkait penerapan K3 di lingkungan kerja yang diikuti oleh setiap Perwira <i>Subholding</i> Gas dan dilakukan rutin setiap tahun.</p> <p>Competition events and awards related to the OSH implementation in the work environment are attended by every Subholding Gas Employee and conducted regularly every year.</p>	<p>Rangkaian Kegiatan:</p> <ol style="list-style-type: none"> 1. Bulan K3: Dilaksanakan pada: 12 Januari-12 Februari 2021 dan diikuti oleh 2.690 partisipan. 2. HSSE Awards: dilaksanakan pada 3-10 Mei 2021 dan diikuti oleh 631 peserta. 3. CSMS Awards: dilaksanakan pada 25 November 2021. <ol style="list-style-type: none"> 1. The OSH Month: Held from January 12 to February 12, 2021, with 2,690 participants 2. The HSSE Awards: held from May 3 to May 10, 2021, and attended by 631 participants. 3. The CSMS Awards: Held on November 25, 2021.
<p>AUDIT INTERNAL DAN EKSTERNAL SISTEM HSSE</p> <p>INTERNAL AND EXTERNAL AUDIT OF THE HSSE SYSTEM</p>	<p>Mekanisme audit ini dilakukan minimal 1 tahun sekali dan mencakup seluruh Perwira <i>Subholding</i> Gas dan wilayah kerja yang ada di PGN.</p> <p>This audit mechanism is carried out at least once a year and covers all Subholding Gas Employee and work areas in PGN.</p>	<ul style="list-style-type: none"> - Pelaksanaan Audit internal: 19-23 April 2021. - Pelaksanaan Audit Eksternal SMK3: 6-15 Oktober 2021. - Pelaksanaan Audit Eksternal ISO 45001: 8 – 15 Oktober 2021. <p>Hasil audit menunjukkan tidak ada temuan yang bersifat major</p> <ul style="list-style-type: none"> - Implementation of Internal Audit: held on April 19 to April 23, 2021. - Implementation of OSH Management System (SMK3) External Audit: held on October 6 to October 15, 2021. - Implementation of ISO 45001 External Audit: held on October 8 to October 15, 2021. <p>The audit results show that there were no major findings</p>
<p>KAMPANYE K3 PGN</p> <p>CAMPAIGN FOR PGN OSH</p>	<p>Kampanye K3 dalam berbagai bentuk seperti pemutaran video ergonomi dan edukasi K3, pemasangan poster, <i>banner</i> dan <i>wallpaper desktop</i> perangkat komputer serta program edukasi rutin K3 yang dilakukan di setiap lokasi kantor perusahaan tiap semester.</p> <p>OSH campaigns take a variety of forms, including ergonomics and OSH education video screenings, the installation of posters, banners, and desktop wallpapers on computer devices, as well as routine OSH education programs held at each company office location each semester.</p>	
<p>PELAPORAN K3</p> <p>OSH REPORTING</p>	<p>Secara teratur, PGN menyampaikan laporan kinerja K3 kepada <i>stakeholder</i> internal dan eksternal seperti:</p> <ul style="list-style-type: none"> - Lembaga pemerintahan terkait seperti Kementerian Ketenagakerjaan setiap tiga bulan. - Direktorat Jenderal Minyak dan Gas Bumi (Dirjen Migas) Kementerian ESDM setiap bulan. - Direksi PGN setiap bulan. - Perwira <i>Subholding</i> Gas PGN setiap bulan. <p>PGN regularly submits OSH performance reports to internal and external stakeholders, such as:</p> <ul style="list-style-type: none"> - Related government agencies such as the Ministry of Manpower every three months. - Directorate General of Oil and Gas of the Ministry of Energy and Mineral Resources every month. - PGN's Board of Directors every month. - Subholding Gas Employee every month. 	

LAYANAN DAN PROMOSI KESEHATAN

[GRI 403-3, GRI 403-6]

PGN menyelenggarakan berbagai program untuk meningkatkan kesehatan Perwira *Subholding Gas* meliputi program preventif, kuratif, rehabilitatif, dan promotif yang telah sesuai dengan persyaratan hukum yang berlaku. Program kesehatan kerja yang telah diselenggarakan, mencakup:

1. Preventif:
 - a. Identifikasi aspek dan dampak faktor lingkungan kerja;
 - b. Penilaian Risiko Kesehatan atau *Health Risk Assessment (HRA)*;
 - c. Pelaksanaan *Medical Check Up (MCU)*;
 - d. Penentuan tingkat kesehatan (*fitness status*);
 - e. Pelatihan Pertolongan Pertama Pada Kecelakaan (P3K);
 - f. Pengelolaan higiene dan sanitasi lingkungan kerja;
 - g. Pelaksanaan imunisasi;
 - h. *Wellness program*.
2. Promotif:
 - a. Seminar kesehatan kerja;
 - b. Konsultasi khusus.
3. Kuratif:
 - a. Pelayanan pengobatan di Perusahaan;
 - b. Pelayanan rujukan;
 - c. Penanganan kondisi darurat medis.
4. Rehabilitatif:
 - a. Penanganan rehabilitasi;
 - b. Bekerja kembali sesudah sakit.

Untuk berpartisipasi dalam program-program tersebut, PGN menyediakan berbagai media yang dapat dimanfaatkan oleh Perwira *Subholding Gas* antara lain: aplikasi *HSSE Online System and Indicator Performance Center (HOLISTIC)* untuk mengakses hasil *Medical Check Up (MCU)* dan *Health Risk assessment (HRA)*, pelayanan klinik Perusahaan selama jam kerja, akses layanan konsultasi kesehatan 24 jam, serta seminar edukasi kesehatan secara *online*.

Perencanaan, pelaksanaan, *monitoring* dan evaluasi program kesehatan kerja dikoordinasikan oleh *Health, Safety, Security, and Environment Group* yang memiliki tenaga profesional Dokter Perusahaan yang tersertifikasi Hiperkes. Untuk memastikan layanan kesehatan kerja terselenggara sesuai standar, Perusahaan melakukan audit internal dan audit eksternal Sistem Manajemen Keselamatan dan Kesehatan Kerja setiap satu kali per tahun.

Hasil MCU serta layanan kesehatan kerja lainnya menjadi pendekatan untuk mengidentifikasi dan mengeliminasi bahaya serta memitigasi risiko kesehatan kerja. PGN

HEALTH SERVICES AND PROMOTION

[GRI 403-3, GRI 403-6]

PGN Employee's organizes various programs to improve Subholding Gas Employee's health, including preventive, curative, rehabilitative, and promotive programs that comply with applicable legal requirements. Occupational health programs that have been held include:

1. Preventive:
 - a. Identifying aspects and consequences of workplace environment factors;
 - b. HRA (Health Risk Assessment) Implementation;
 - c. Medical Check Up (MCU) Implementation;
 - d. Determination of health level (fitness status);
 - e. Accident First Aid Training (FA)/(First Aid);
 - f. Workplace hygiene and sanitation management;
 - g. Immunization program implementation;
 - h. Wellness program.
2. Promotive:
 - a. Seminar on occupational health;
 - b. Special consultation.
3. Curative:
 - a. Medical services at the Company;
 - b. Referral service;
 - c. Dealing with medical emergencies.
4. Rehabilitative:
 - a. Rehabilitation treatment;
 - b. Return to work after sickness.

PGN provides a variety of media for Subholding Gas Employee to use in order to participate in these programs, including the *HSSE Online System and Performance Indicator Center (HOLISTIC)* application for accessing the results of *Medical Check Up (MCU)* and *Health Risk Assessment (HRA)*, clinical services company during business hours, 24-hour health consulting services, and online health education seminars.

Planning, implementation, monitoring, and evaluation of occupational health programs are coordinated by the *Health, Safety, Security, and Environment Group*, which has professional doctors who are certified by Hyperkes. To ensure that occupational health services are provided in accordance with applicable standards, the Company conducts an annual internal and external audit of the Occupational Health and Safety Management System.

MCU results and other occupational health services provide a framework for identifying and removing hazards and mitigating occupational health risks. PGN ensures that

MENJAGA KESELAMATAN DAN KESEHATAN KERJA (K3)

Maintaining Occupational Safety and Health (OSH)

memastikan riwayat medis Perwira *Subholding Gas* yang diperoleh dari layanan kesehatan terjaga kerahasiaannya dan tidak menjadi dasar keputusan dalam pengelolaan ketenagakerjaan ataupun perlakuan yang tidak sesuai dengan pemenuhan hak-hak perwira.

Pada tahun 2021, program kesehatan yang diselenggarakan masih berfokus pada rangkaian kegiatan pencegahan dan penanggulangan COVID-19. PGN memastikan kegiatan usaha tetap berlangsung demi menjamin pemenuhan kebutuhan pasokan gas masyarakat tetap terpenuhi, namun tidak mengurangi prioritas Perusahaan dalam melindungi aspek kesehatan dan keselamatan Perwira *Subholding Gas*.

Program pencegahan dan penanggulangan COVID-19 untuk melindungi kesehatan Perwira *Subholding Gas* yang dilakukan PGN antara lain:

1. Mengampanyekan Memakai Masker, Mencuci tangan dengan sabun di air mengalir, Menjaga jarak, Menjauhi kerumunan, Mengurangi mobilitas (5M) secara gencar;
2. Menerapkan program skrining, antara lain: Form absensi dan kesehatan harian Perwira *Subholding Gas*, *Rapid Antigen Test* ataupun *PCR Test* sebelum WFO, *Health Alert Form*, dan pengukuran suhu tubuh;
3. Membentuk *Task Force* Penanggulangan COVID-19 yang terdiri dari Penanggung Jawab Bidang K3, Bidang SDM, dan dokter PGN;
4. Membuka jalur komunikasi terbuka untuk saran, masukan, dan tanggapan Perwira *Subholding Gas*, menyediakan *hotline* dan *point of contact* dari *Tim Task Force*;
5. Berkoordinasi dengan Pemerintah dan stakeholder terkait agar terlaksana vaksinasi COVID-19 bagi Perwira *Subholding Gas*, Mitra Kerja, dan keluarganya;
6. Membuka layanan konsultasi dengan dokter perusahaan agar Perwira *Subholding Gas* tetap merasa terhubung dan didukung pada saat terkena COVID-19;
7. Memberikan sosialisasi dan edukasi tentang mitigasi penularan COVID-19 melalui webinar, spanduk, selebaran, e-mail, dan buku panduan kepada Perwira *Subholding Gas*, Mitra Kerja, dan Keluarga;
8. Membentuk Family COVID Ranger agar keluarga terlibat aktif dalam edukasi COVID-19 hingga keluarga turut sadar menerapkan protokol pencegahan agar penularan tidak meluas di keluarga dan perusahaan;
9. Menerapkan sistem pemantauan dan pelaporan kasus baru COVID-19. Pelaporan kasus baru diikuti dengan *contact tracking* dan *test*.
10. Menyediakan *Safe House* bagi Perwira *Subholding Gas*/mitra kerja yang terkena COVID-19 dan tempat tinggalnya tidak memungkinkan untuk melakukan isolasi mandiri.

Subholding Gas Employee medical records obtained from health care providers are kept confidential and do not serve as the basis for labor management or treatment decisions that are inconsistent with *Subholding Gas Employee* rights.

In 2021, the health programs continued to focus on a series of COVID-19 prevention and control measures. PGN ensures that business activities continue to meet the community's gas supply needs while maintaining a high priority on *Subholding Gas Employee* health and safety.

PGN's COVID-19 prevention and control programs to protect *Subholding Gas Employee* health include:

1. Aggressively campaigning for the use of masks, hand washing with soap in running water, keeping a safe distance, avoid crowds, and limiting mobility (5M);
2. Implementing a screening program that includes: *Subholding Gas Employee* daily attendance and health forms, a *Rapid Antigen Test* or *PCR Test* prior to WFO, a *Health Alert Form*, and body temperature measurement;
3. Forming a COVID-19 *Task Force* that include people in charge of the OSH Sector and the HR Sector as well as doctors from PGN;
4. Establishing open lines of communication with *Subholding Gas Employee* for suggestions, input, and feedback, as well as providing *Task Force Team* hotlines and points of contact;
5. Coordinating with the government and related stakeholders to provide COVID-19 vaccines for *Subholding Gas Employee*, *Work Partners*, and their families;
6. Establishing consultation services with company's doctors so that *Subholding Gas Employee* who are affected by COVID-19 feel connected and supported;
7. Giving socialization and education about the mitigation of COVID-19 infection through webinars, banners, leaflets, e-mails, and guidebooks to *Subholding Gas Employee*, partners, and their families;
8. Creating Family COVID Ranger to ensure that families are actively involved in COVID-19 education and understand the importance of implementing prevention protocols to prevent transmission within families and businesses;
9. Implement a system for tracking and reporting new COVID-19 cases. Reporting of new cases is followed by *contact tracking* and testing;
10. Providing a safe house for *Subholding Gas Employee* and coworkers who have been affected by COVID-19 and their home/residence doesn't allow them to do independent isolation.

PELATIHAN K3 [GRI 403-5]

Sesuai dengan kebijakan SMK3P2L-E, untuk menciptakan lingkungan kerja yang sehat, selamat, aman serta ramah lingkungan, PGN berkomitmen untuk memberikan pembinaan kepada Perwira *Subholding* Gas dalam rangka meningkatkan kesadaran dan kompetensi mereka, agar dapat mengambil tindakan proaktif dan preventif sehingga dapat melakukan pencegahan terjadinya penyakit akibat kerja dan kecelakaan kerja. Pelatihan ini sejalan dengan analisa kebutuhan pelatihan atau *Learning Need Analysis* (LNA) yang telah disusun sesuai dengan kebutuhan Perusahaan.

OSH TRAINING [GRI 403-5]

In accordance with the SMK3P2L-E policy, to create a healthy, safe, and environmentally friendly work environment, PGN is committed to provide guidance to Subholding Gas Employee in order to increase Subholding Gas Employee awareness and competence, enabling to take proactive and preventive actions to prevent disease as a result of work and work accidents. This training is in line with the Learning Needs Analysis (LNA), which was made in response to the needs of the Company.

Pelatihan K3 yang diselenggarakan di tahun 2021

OSH Training Provided in 2021

Nama Pelatihan Training Description	Tanggal Mulai Pelatihan Training Starting Date	Tanggal Selesai Pelatihan Training Completion Date	Durasi Pelatihan Training Duration	Jumlah Peserta Number of Participant	Mandays Mandays
Analisa Risiko dan <i>Job Safety Analysis</i> Risk Analysis and Job Safety Analysis	18 Agustus 2021 August 18, 2021	20 Agustus 2021 August 20, 2021	3	25	75
Auditor Sistem Manajemen Pengamanan The Security Management System Auditor	02 April 2021 April 2, 2021	09 April 2021 April 9, 2021	8	7	56
Awareness AMDAL dan UKL - UPL AMDAL and UKL - UPL Awareness	12 April 2021 April 12, 2021	14 April 2021 April 14, 2021	3	24	72
Awareness Sistem Manajemen K3 (ISO 45001:2018) dan Sistem Manajemen Lingkungan (ISO 14001:2015) untuk Pemimpin Awareness of the OSH Management System (ISO 45001:2018) and Environmental Management System (ISO 14001:2015) for Leaders	24 Mei 2021 May 24, 2021	25 Mei 2021 May 25, 2021	2	21	42
Awareness SUPREME SUPREME Awareness	30 Maret 2021 March 30, 2021	01 April 2021 April 1, 2021	3	72	216
<i>Basic Sea Survival</i> Basic Sea Survival	08 Februari 2021 February 8, 2021	08 Februari 2021 February 8, 2021	1	11	11
Bimbingan Teknis dan Sertifikasi Pengawas Utama K3 Migas Technical Guidance and Certification for the Main Supervisor of OSH Oil and Gas	07 April 2021 April 7, 2021	09 April 2021 April 9, 2021	3	9	27
Online Training Ahli Higiene Industri Madya (HIMA) Sertifikasi BNSP Online Training of Middle Industrial Hygiene Experts (HIMA) BNSP Certification	02 Agustus 2021 August 2, 2021	09 Agustus 2021 August 9, 2021	8	1	8
Pelatihan dan Sertifikasi Life Cycle Assessment - Level Manager Life Cycle Assessment Training and Certification- Manager level	23 Agustus 2021 August 23, 2021	27 Agustus 2021 August 27, 2021	5	1	5
Pelatihan dan Sertifikasi Manager Energi Energy Manager Training and Certification	28 Juni 2021 June 28, 2021	02 Juli 2021 July 2, 2021	5	3	15

MENJAGA KESELAMATAN DAN KESEHATAN KERJA (K3)

Maintaining Occupational Safety and Health (OSH)

Nama Pelatihan Training Description	Tanggal Mulai Pelatihan Training Starting Date	Tanggal Selesai Pelatihan Training Completion Date	Durasi Pelatihan Training Duration	Jumlah Peserta Number of Participant	Mandays
Pemahaman QHSE Management System dan Internal Audit Integrasi QHSE Understanding of the QHSE Management System and Internal Audit QHSE Integration	24 Februari 2021 February 24, 2021	25 Februari 2021 February 25, 2021	2	40	80
Pembinaan dan Sertifikasi Calon Ahli K3 Umum Guidance and Certification of Candidates for General OSH Experts	28 Februari 2021 February 28, 2021	14 Maret 2021 March 14, 2021	15	1	15
Pembinaan dan Sertifikasi P3K di Tempat Kerja First Aid Training and Certification in the Workplace	16 November 2021 November 16, 2021	18 November 2021 18 November 2021	3	9	27
Program Pembinaan & Sertifikasi Kemnaker RI Kebakaran Kelas D RI Ministry of Manpower Development & Certification Program Fire Class D	09 November 2021 November 9, 2021	11 November 2021 November 11, 2021	3	10	30
Sertifikasi Ahli K3 Umum OSH General Expert Certification	22 Maret 2021 March 22, 2021	07 April 2021 April 7, 2021	17	1	17
Sertifikasi Auditor Energi Energy Auditor Certification	31 Agustus 2021 August 31, 2021	04 September 2021 September 4, 2021	5	1	5
Sertifikasi Pemantauan dan Analisis Pengelolaan Sampah/Limbah Padat Non B3 Certification for Monitoring and Analysis of waste management/ Non-B3 (non-hazardous and toxic) solid waste	16 Agustus 2021 August 16, 2021	20 Agustus 2021 August 20, 2021	5	2	10
Sertifikasi Penanggungjawab Pengendalian Pencemaran Air Certification of the Person in Charge of Water Pollution Control	07 September 2021 September 7, 2021	09 September 2021 September 9, 2021	3	1	3
Sistem Manajemen Pengamanan Obyek Vital Nasional & Obyek Tertentu (Keproyekan) National Vital & Specific Object Security Management System (Project)	04 Oktober 2021 October 4, 2021	05 Oktober 2021 October 5, 2021	2	30	60
Tropical Basic Offshore Safety Induction and Emergency Training (T-Bosiet)	01 Maret 2021 March 1, 2021	03 Maret 2021 March 3, 2021	3	5	15

EVALUASI KINERJA K3

[GRI 103-3, GRI 403-9, GRI 403-10]

Evaluasi kinerja K3 menjadi bagian yang esensial dari manajemen K3 dalam Perseroan. Hasil evaluasi akan digunakan untuk mengukur efisiensi dan efektivitas pelaksanaan K3 dan menjadi pedoman untuk melakukan perbaikan yang berkesinambungan. PGN memiliki mekanisme SAFETY METRIC sebagai indikator penentu kinerja kantor pusat, business unit, dan proyek PGN dalam penerapan K3. Sistem *safety metric* ini disusun untuk mengevaluasi kinerja K3 setiap bulan demi langkah perbaikan dalam tubuh PGN.

OSH PERFORMANCE EVALUATION

[GRI 103-3, GRI 403-9, GRI 403-10]

OSH performance evaluation is a critical component of the Company's OSH management. The evaluation's findings will be used to determine the efficiency and effectiveness of OSH implementation and will serve as a guide for continuous improvement. PGN has a SAFETY METRIC mechanism that serves as an indicator of the head office's, business units', and PGN projects' performance in implementing OSH. This safety metric system is intended to examine OSH's performance on a monthly basis in order to determine if any steps can be taken to improve PGN.

Pada periode pelaporan, implementasi K3 yang dilakukan PGN berhasil mencapai 136.293.670 Jam Kerja Aman pada tahun 2021 dan memperoleh berbagai apresiasi serta penghargaan dari pihak independen berupa:

- Penghargaan Patra Karya dari Kementerian ESDM;
- Penghargaan Patra Nirbaya dari Kementerian ESDM;
- Penghargaan SUBROTO dari Kementerian ESDM;
- Penghargaan Kecelakaan Nihil dari Kementerian Ketenagakerjaan;
- Peningkatan status derajat kesehatan pekerja yang dapat dilihat dari hasil MCU tahun 2021;
- Penghargaan P2COVID kategori Platinum dari Menteri Tenaga Kerja;
- Penghargaan P2HIV kategori Platinum dari Menteri Tenaga Kerja.

In the reporting period, PGN's OSH implementation succeeded in achieving 136,293,670 SWH besar semua in 2021 and received various appreciations and awards from independent parties in the form of:

- The Patra Karya Award from the Ministry of Energy and Mineral Resources;
- Patra Nirbaya Award from the Ministry of Energy and Mineral Resources;
- SUBROTO Award from the Ministry of Energy and Mineral Resources;
- Zero Accident Award from the Ministry of Manpower;
- Improvement of Employee's health status, as evidenced by the 2021 MCU results;
- P2COVID Platinum Category Award from the Minister of Manpower;
- P2HIV Platinum Category Award from the Minister of Manpower.

JAM KERJA AMAN (Jam) PGN
Safe Working Hours (Hours) PGN

136.293.670
(2021)

124.025.831
(2020)



104.672.458
(2019)

TINGKAT INSIDEN (IR)
Incident Rate (IR)



0,32
(2021)

0,10
(2019)

0,10
(2020)

JAM KERJA AMAN (Jam) Subholding Gas
Safe Working Hours (Hours) Subholding Gas

382.829.365
(2021)

336.109.456
(2020)



300.974.872
(2019)

TINGKAT INSIDEN (IR)
Incident Rate (IR)



0,11
(2021)

0,26
(2019)

0,09
(2020)

PELANGGAN

Customer

STRATEGI [GRI 103-2]

Pelanggan adalah pemangku kepentingan prioritas yang sangat memengaruhi keberlanjutan sebuah bisnis. Untuk itu, PGN secara aktif membangun jalur komunikasi yang efektif dengan pelanggan dan dibarengi dengan komitmen untuk memastikan mutu produk yang dihasilkan sesuai dengan persyaratan termasuk keamanannya, melalui penerapan standar-standar terbaik.

PGN telah menerapkan standar manajemen mutu tersertifikasi ISO 9001:2015. Seluruh produk PGN yang dipasarkan telah melalui proses seleksi termasuk pengujian terhadap seluruh materi yang terkandung dalam produk. Sesuai ketentuan Perusahaan wajib menaati peraturan keselamatan yang tertera dalam *Material Safety Data Sheet* (MSDS) dan memberikan informasi MSDS kepada Pelanggan serta Calon Pelanggan agar setiap pihak memiliki informasi menyeluruh terkait kandungan kimia dan aspek keselamatan yang terdapat di dalam produk. [GRI 417-1]

PGN menyertakan MSDS yang memuat tentang:

1. Informasi produk berupa nama produk, produsen, nomor telepon produsen;
2. Informasi umum tentang bahan termasuk komposisi bahan yang bersangkutan;
3. Informasi komponen berbahaya;
4. Reaktivitas bahan;
5. Sifat mudah terbakarnya bahan;
6. Sifat fisika bahan;
7. Sifat kimia bahan;
8. Dampak kesehatan;
9. Pertolongan pertama;
10. Penyimpanan.

STRATEGY [GRI 103-2]

Customers are priority stakeholders who greatly affect the sustainability of a business. To that end, PGN is actively building effective lines of communication with customers and is accompanied by a commitment to ensure the quality of the products produced is in accordance with requirements, including safety, through the implementation of the best standards.

PGN is certified to the ISO 9001:2015 quality management standard. All PGN products that are marketed have undergone a selection process, which includes testing of all product components. According to the provisions, the company is required to comply with the safety regulations specified in the *Material Safety Data Sheet* (MSDS) and to provide MSDS information to customers and prospective customers so that each party has complete information about the chemical content and safety aspects of the product. [GRI 417-1]

PGN includes an MSDS that contains:

1. Product information, i.e., product name, manufacturer, and manufacturer's telephone number;
2. General information about the material, including the composition of the material concerned;
3. Information on hazardous components;
4. Material Reactivity;
5. The material's flammability;
6. Material's physical properties;
7. Materials' chemical properties;
8. The Effect on Health;
9. Basic First aid;
10. Storage.



MEMASTIKAN KUALITAS DAN KEAMANAN

[GRI 416-1, GRI 416-2]

Dalam rangka menjaga kualitas gas yang disalurkan, PGN secara rutin melakukan pengambilan sampel gas di titik produksi, titik pipa *comingle* dan titik input saluran pelanggan (untuk pelanggan tertentu). Perusahaan terus berupaya untuk memastikan kualitas gas metana (sebagai komponen utama), etana, propana, dan butana serta memastikan agar komponen pengotor dalam gas seperti gas karbon dioksida, nitrogen, merkuri, dan hidrogen sulfida tidak melebihi standar.

Di sisi lain, PGN melakukan pemeriksaan tekanan gas bumi dalam pipa agar sesuai dengan perjanjian dan aspek keselamatan. Pemeriksaan (*assessment*) ini dilakukan terhadap seluruh (100%) produk PGN. Untuk memenuhi persyaratan, PGN memberikan hasil pencatatan tekanan yang terlampir dalam berkas tagihan penyaluran gas secara berkala. Pemeriksaan-pemeriksaan yang teliti ini bertujuan untuk menjaga kualitas produk bagi pelanggan dan pencatatannya berguna sebagai informasi yang jelas dan akuntabel bagi para pelanggan.

ENSURING QUALITY AND SAFETY

[GRI 416-1, GRI 416-2]

PGN conducts routine gas sampling at production points, commingle pipe points, and customer line input points to ensure the quality of the gas being distributed (for certain customers). The company will continue to work to ensure the quality of methane gas (the primary component), ethane, propane, and butane, as well as to ensure that impurity components such as carbon dioxide, nitrogen, mercury, and hydrogen sulfide gas do not exceed standards.

On the other hand, PGN monitors the natural gas pressure in the pipeline to ensure compliance with the agreement and safety requirements. This evaluation was conducted on all (100%) of PGN's products. To comply with the requirements, PGN regularly attaches the results of the pressure recording to the gas distribution bill. These thorough inspections help to ensure the product's quality for customers, and the records are useful as clear and accountable information for customers.

PELANGGAN

Customer

Kemudian dalam menjaga kualitas dan tekanan gas yang akan dialirkan ke pelanggan, PGN memasang filter dan *scrubber* di *Offtake Station* dan filter pada *Metering and Regulating Station* di lokasi pelanggan. Perangkat ini berfungsi untuk mengurangi atau menghilangkan partikel debu, kondensat maupun partikel non-gas lainnya yang dapat mengakibatkan kerusakan pada peralatan gas pelanggan.

PGN juga berupaya memberikan informasi yang tepat dengan waktu yang sesegera mungkin kepada para pelanggan apabila terjadi perubahan yang signifikan dalam jumlah dan mutu gas yang dipasok ataupun hal-hal yang mungkin dapat mengganggu penyaluran gas kepada pelanggan.

Dalam memastikan produk gas yang disalurkan dalam keadaan aman ketika sampai di konsumen, PGN juga melakukan pengikatan kontrak dengan pemasok, di antaranya:

- Melakukan inspeksi atas ketersediaan gas;
- Memastikan kelayakan peralatan produksi;
- Memastikan mutu gas dari pemasok;
- Melakukan pengecekan sampel gas dari titik masuk pipa transmisi;
- Melakukan uji sampel dengan melibatkan badan pemeriksa independen yang kompeten;
- Memeriksa volume gas yang dipasok.

PGN juga senantiasa memastikan setiap aktivitas operasional yang dilakukan telah sesuai dengan *Standard Operation Procedures* (SOP) yang berlaku. Selain itu, dalam rangka peningkatan layanan kepada Pelanggan, PGN terus melakukan peningkatan kompetensi SDM yang bertugas di pelayanan pelanggan, standardisasi kebijakan layanan kepada pelanggan, serta melakukan penerapan kualitas layanan sebagai bagian dari penilaian (*Key Performance Indicator/KPI*).

Atas wujud tersebut, pada tahun 2021 PGN berhasil mendapatkan pencapaian yaitu: **[GRI 417-2, GRI 417-3]**

- Tidak terjadi pelanggaran terhadap ketentuan kontrak penjualan gas;
- Tidak terjadi pelanggaran berupa penyebaran identitas pelanggan sesuai kontrak;
- Tidak terjadi penghilangan data-data pelanggan yang telah tercatat pada sistem identifikasi pelanggan PGN;
- Tidak terjadi pelanggaran di media iklan, program promosi maupun saat sebagai sponsor;
- Tidak ada insiden ketidakpatuhan terkait informasi dan pelabelan produk dan jasa;
- Tidak ada insiden ketidakpatuhan terkait komunikasi pemasaran yang menyebabkan tuntutan atau pembayaran denda.

PGN then installs filters and scrubbers at the *Offtake Station* and filters at the *Metering and Regulating Station* at the customer's location to maintain the quality and pressure of the gas being delivered to the customer. This device reduces or eliminates dust particles, condensate, and other non-gas particles that could damage the customer's gas equipment.

Additionally, PGN strives to provide customers with the most up-to-date information as quick as possible if there is a significant change in the amount and quality of gas delivered, or if something prevents the distribution of gas to customers.

To ensure that the gas products distributed are safe when they reach consumers, PGN also enters into contracts with suppliers, including:

- Examine gas availability;
- Ensure the feasibility of production equipment;
- Ensure the quality of gas supplied by suppliers;
- Testing gas samples at the transmission pipe's entry point;
- Conduct a sample test with a qualified independent auditing body;
- Verify the volume of gas supplied.

PGN also always ensures that every operational activity carried out is in accordance with the applicable *Standard Operation Procedures* (SOP). To improve customer service, PGN continues to improve the skills of people who work in customer service, standardize customer service policies, and make service quality as part of the evaluation (*Key Performance Indicator/KPI*).

In 2021, PGN succeeded in obtaining the following achievements: **[GRI 417-2, GRI 417-3]**

- There was no breach of the terms of the gas sales contract;
- There was no contract violation in the form of spreading the customer's identity;
- There was no loss of customer data that had been recorded in PGN's customer identification system;
- There were no infractions in advertising, promotional programs, or as sponsors;
- There were no instances of non-compliance with product and service information and labeling;
- There were no instances of non-compliance with marketing communications that resulted in claims or fines.

MEMBERI LAYANAN TERBAIK

Pelanggan adalah pemangku kepentingan yang memegang peranan penting. PGN berkomitmen memastikan pelanggan mendapatkan pengalaman positif dan mudah dalam mengakses pelayanan. PGN terus berinovasi menciptakan saluran komunikasi yang efektif dan efisien bagi pelanggan. Berikut saluran komunikasi yang saat ini dapat diakses pelanggan PGN:

PGN Contact Center 1500645 contact_center@pgn.co.id	PGN Contact Center beroperasi 24 jam sehari dan 7 hari dalam seminggu yang akan direspons maksimum dalam kurun waktu 24 jam setelah diterima oleh agen Contact Center. The PGN Contact Center operates 24 hours a day, 7 days a week, and all messages will be responded to a maximum of 24 hours after being received by the Contact Center agent.
Sentralisasi Contact Center	Agen <i>walk-in</i> hadir memberikan layanan konsultasi secara langsung pada pelanggan, calon pelanggan, maupun pemangku kepentingan lainnya. Juga siap menindaklanjuti setiap keluhan dan pertanyaan pelanggan di setiap Sales Area. Walk-in agents are here to provide direct consultation services to customers, potential customers, and other stakeholders. They are also ready to follow up on any customer complaints and questions in every sales area.
PGN Mobile	Aplikasi yang memuat beragam informasi mengenai pemakaian dan tagihan gas bumi, infrastruktur gas bumi PGN, lokasi SPBG dan fitur lainnya. Saat ini, PGN Mobile juga bisa digunakan untuk mendaftar program jaringan gas. An application that contains various information regarding natural gas usage and billing, PGN's natural gas infrastructure, SPBG locations, and other features. Currently, PGN Mobile can also be used to register for the gas network program.
PGN Partner	Aplikasi untuk mendapatkan informasi estimasi atas biaya layanan teknis. Application to get estimation information on technical service costs.

Temu Pelanggan

Dalam rangka menjalin hubungan yang harmonis antara pelanggan dan Perusahaan, PGN secara rutin mengadakan kegiatan temu pelanggan setiap tahunnya. Kegiatan ini merupakan kesempatan bagi PGN untuk mendapatkan input dan mendengar langsung keluhan dari pelanggan. Kegiatan ini dilakukan juga dalam rangka lebih memahami dan sekaligus mengurangi kesenjangan antara kebutuhan pelanggan dan kemampuan PGN dalam memberikan pelayanan. Selain Temu Pelanggan, PGN melalui Customer Management Area secara aktif melakukan kunjungan ke pelanggan atau Calon Pelanggan dalam rangka menjalin harmonisasi dan sinergi kegiatan usaha penyaluran gas bumi.

Sepanjang tahun 2021, PGN telah melakukan kegiatan Temu Pelanggan, baik dengan Pelanggan Rumah Tangga, Pelanggan Kecil maupun Pelanggan Komersial Industri di berbagai kota. Dalam kegiatan tersebut dilakukan diskusi terkait kebutuhan serta keluhan dari Pelanggan serta melakukan edukasi pasar dan promosi penggunaan produk dan layanan PGN. Selain itu, PGN secara aktif memberikan masukan-masukan ke Pelanggan atau Calon Pelanggan untuk meningkatkan efisiensi utilisasi peralatan mereka serta memahami situasi bisnis mereka. Informasi dan masukan yang diterima menjadi masukan berharga bagi manajemen untuk membuat kebijakan-kebijakan berlangganan gas.

PROVIDING THE BEST SERVICES

Customers are important stakeholders. PGN is committed to providing a positive customer experience and convenient access to services. PGN continues to innovate in order to provide customers with effective and efficient communication channels. PGN customers currently have access to the following communication channels:

Meeting with Customers

To foster a harmonious relationship between customers and the company, PGN hosts annual customer gatherings. This activity provides PGN with an opportunity to solicit feedback and hear directly from customers. Additionally, this activity is conducted in order to gain a better understanding of and close the gap between customer needs and PGN's ability to provide services. In addition to customer gathering, PGN actively visits customers or prospective customers via the Customer Management Area in order to establish alignment and synergy in natural gas distribution business activities.

Throughout 2021, PGN conducted customer acquisition activities in various cities, targeting both household and small business customers, as well as commercial industry customers. These activities included discussions about customer needs and complaints, as well as market education and promotion of PGN's products and services. Additionally, PGN actively consults with customers and prospective customers to improve the efficiency of their equipment utilization and to gain a better understanding of their business. Management can use the data and inputs to develop gas subscription policies that are optimal for the business.

PELANGGAN

Customer

KEPUASAN PELANGGAN

PGN secara berkala dan konsisten melakukan pengukuran kepuasan pelanggan untuk mendapatkan input bagi perbaikan kualitas layanan menuju *Service Excellence*. Pada tahun 2021, PGN melakukan survei tingkat kepuasan pelanggan di seluruh Sales Area yang melibatkan berbagai segmen Pelanggan, yaitu segmen Pelanggan Rumah Tangga, segmen Pelanggan Kecil dan segmen Pelanggan Komersial Industri.

Dalam kurun waktu lima tahun terakhir, nilai matriks *Customer Satisfaction Index (CSI)*, *Customer Loyalty Index (CLI)* PGN berada pada kriteria sangat baik. Pada tahun 2021, PGN berhasil mendapatkan nilai CSI sebesar 4,57 dan nilai CLI sebesar 4,60 yang mengindikasikan dalam kriteria sangat baik.

Selain nilai CSI dan nilai CLI, PGN juga mengukur nilai *Customer Referral Index (CRI)* untuk menilai tingkat keinginan pelanggan untuk merekomendasikan produk dan layanan PGN. Sepanjang tahun 2021, PGN berhasil meraih skor CRI sebesar 4,36 dengan skala maksimum 5 yang mengindikasikan dalam kriteria sangat baik.

Dari hasil survei yang dilakukan, diketahui Pelanggan mengapresiasi kinerja PGN terutama dalam menjamin kepastian pasokan, kualitas produk dan layanan yang baik, keamanan dalam pemakaian gas bumi, hingga kecepatan respons dalam penanganan keluhan.

Dalam menjaga layanan kepada Pelanggan secara berkelanjutan di masa mendatang PGN berencana untuk membangun fasilitas-fasilitas penyimpanan di wilayah yang berdekatan dengan Pelanggan atau Calon Pelanggan sehingga dapat menjangkau wilayah di luar jaringan gas pipa serta dapat memastikan kehandalan ketersediaan pasokan bagi Pelanggan PGN.

CUSTOMER SATISFACTION

PGN measures customer satisfaction on a regular and consistent basis in order to obtain feedback for improving service quality and service excellence. In 2021, PGN conducted a survey of customer satisfaction levels in all sales areas involving various customer segments, including the household customer segment, the small customer segment, and the industrial/commercial customer segment.

In the last five years, PGN's Customer Satisfaction Index (CSI) and Customer Loyalty Index (CLI) matrix values have been very good criteria. In 2021, PGN managed to get a CSI score of 4.57 and a CLI value of 4.60, which indicated very good criteria.

In addition to the CSI and CLI scores, PGN also measures the Customer Referral Index (CRI) to assess the level of customer desire to recommend PGN's products and services. In 2021, PGN was able to get a CRI score of 4.36 out of 5, which means that the criteria were very good.

From the survey results, it was clear that customers like PGN's work, especially when it comes to making sure there will be enough natural gas, making sure products and services are good, making sure natural gas is safe to use, and responding quickly to complaints.

In order to maintain continuous service to customers in the future, PGN plans to build storage facilities near customers' or potential customers' locations so that they can reach areas outside of the gas pipeline network and make sure that PGN's customers have a steady supply of gas.

CUSTOMER SATISFACTION INDEX (CSI)**4,57%**
(2021)**5,46% (2020)*
5,44% (2019)***CUSTOMER LOYALTY INDEX (CLI)****4,60%**
(2021)**5,53% (2020)*
5,54% (2019)***CUSTOMER REFFERAL INDEX (CRI)****4,36%**
(2021)**4,75 (2020)*
N/A (2019)**NET PROMOTER SCORE (NPS)****N/A%**
(2021)57,8% (2020)*
41,44% (2019)*

*Skala maksimum 6 | Maximum scale 6

**Skala maksimum 5 | Maximum scale 5



MASYARAKAT

Public

STRATEGI [GRI 103-2, GRI 413-1, GRI 413-2]

Program Tanggung Jawab Sosial dan Lingkungan (TJSL) PGN didesain untuk mendukung keberlangsungan perusahaan, meningkatkan kesejahteraan masyarakat, dan berkontribusi terhadap pencapaian *Sustainable Development Goals* (SDGs)/Tujuan Pembangunan Berkelanjutan (TPB), dengan prinsip 5 Ps (*People, Prosperity, Peace, Partnership & Planet*). Program TJSL dilaksanakan dengan menyelaraskan strategi, budaya maupun visi dan misi perusahaan, berdasarkan moto "PGN Share" (Sejahtera, Harmonis, Amanah, Responsif, dan Empati).

Kebijakan Penyaluran terdiri dari yaitu:

1. Mendukung Kepentingan Bisnis Eksisting Perusahaan;
2. Mendukung Kegiatan Pengembangan Bisnis Perusahaan;
3. Menjaga Keamanan Aset Perusahaan;
4. Mendukung Program Pemerintah; dan
5. Memberikan Manfaat Kepada *Stakeholders*.

Sebagai bagian dari BUMN, PGN dalam melaksanakan programnya mengacu pada Peraturan Menteri BUMN Nomor: PER-05/MBU/04/2021 tanggal 8 April 2021 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara serta Undang-Undang dan peraturan lainnya yang terkait dengan TJSL.

STRATEGY [GRI 103-2, GRI 413-1, GRI 413-2]

PGN's Social and Environmental Responsibility or Corporate Social Responsibility (CSR) Program is designed to support the sustainability of the company, improve community welfare, and contribute to the achievement of the Sustainable Development Goals (SDGs), with the 5 Ps (People, Prosperity, Peace, Partnership, and Planet). The CSR program is implemented by aligning strategy, culture, and the company's vision and mission, based on the motto "PGN Share" (Prosperous, Harmonious, Trustworthy, Responsive, and Empathetic).

The Distribution Policy consists of:

1. Supporting the existing company's business interests;
2. Supporting the company's business development activities;
3. Maintaining the safety of the company's assets;
4. Supporting Government Programs; and
5. Providing benefit to Stakeholders.

As part of SOEs, PGN in implementing its programs refers to the Regulation of the Minister of SOEs Number: PER-05/MBU/04/2021 dated April 8, 2021 concerning the Social and Environmental Responsibility Program of State-Owned Enterprises as well as other laws and regulations related to CSR.

4 PILAR UTAMA PROGRAM TJSL BUMN

Four Main Pillars of SOEs' CSR Program



Dalam sinergi PGN Grup, PGN berperan sebagai sebagai 'Active Advisor' dan 'Key Manager' untuk setiap Anak Perusahaan (AP)/Afiliasi, hal ini bertujuan agar seluruh program TJSL yang dijalankan selaras dengan tujuan dan sasaran program dan anggaran PGN Grup, serta mengacu pada standar ISO 26000. Sebagai upaya untuk mewujudkan komitmen PGN di tahun 2022, yaitu menerapkan kegiatan korporat berbasis ISO 26000 serta membentuk kelembagaan dan panduan kepada AP/Afiliasi serta satuan kerja lain terkait penyelenggaraan CSR di PGN Grup.

Berbagai program yang dilakukan dalam cakupan empat pilar program Bina Lingkungan ini merupakan investasi perusahaan bagi masyarakat (*community investment*) dalam bentuk komersial, *in kind*, dan pro bono.

PGN berupaya menerapkan program CSR yang efektif dan efisien sehingga manfaat yang diciptakan dapat dirasakan secara luas dan berkelanjutan. Untuk memastikan hal tersebut, PGN senantiasa melakukan konsultasi dan melibatkan berbagai unsur masyarakat serta aparat pemerintah setempat dalam memutuskan program atau inisiatif yang akan dilaksanakan sesuai dengan kebutuhan para penerima manfaat. **[GRI 413-1]**

In the PGN Group synergy, PGN acts as an "Active Advisor" and "Key Manager" for each subsidiary (AP) and affiliate. This aims to ensure that all CSR programs implemented are in line with the goals and objectives of the PGN Group program and budget, and refers to the ISO 26000 standard. In an effort to realize PGN's commitment in 2022, which is to implement ISO 26000-based corporate activities and establish institutions and guidelines for APs and Affiliates, and other work units related to the implementation of CSR in the PGN Group.

The various programs carried out within the scope of the four pillars of the Community Development program are corporate investments for the community (*community investment*) in the form of commercial, *in-kind*, and pro bono.

PGN strives to implement effective and efficient CSR programs that will result in widespread and sustainable benefits. To ensure this, PGN always consults with and involves diverse community members and local government officials in determining which programs or initiatives will be implemented based on the beneficiaries' needs. **[GRI 413-1]**

MASYARAKAT

Public

PGN juga terus berupaya mengoptimalkan perbaikan pengelolaan dan penyaluran dana program sehingga penyaluran dan pemerataan kesejahteraan pembangunan dapat terwujud.

also PGN continues to strive to optimize the management and distribution of program funds in order to achieve equitable distribution of development welfare.

Keterangan	2021	2020	2019	Description
Investasi Sosial (Rp)*	49.422.853.067,-	55.196.499.072,-	89.372.235.505,-	Social Investment (Rp)*

* Data realisasi CSR PGN *stand alone* | PGN CSR realization data *stand alone*


**VISI
DAN MISI**
VISI | VISION

Menjadi Pengelola Tanggung Jawab Sosial dan Lingkungan (TJSL) yang diakui nasional.

Become a nationally recognized Organizer for Social and Environmental Responsibility (TJSL)

MISI | MISSION

- **Berkontribusi secara aktif dalam meningkatkan kesejahteraan masyarakat. Berkontribusi secara aktif dalam mencerdaskan masyarakat, meningkatkan kesehatan, mengembangkan sarana umum/ibadah, menjaga pelestarian alam, dan membantu korban bencana alam.**

Contribute actively in improving the welfare of the community.

Contribute actively in educating the community, improving health, developing public/ worship facilities, maintaining nature conservation, and helping victims of natural disasters.

MOTTO

pgnshare
Sejahtera, Harmonis, Amanah, Responsif, Empati

KOMITMEN POKOK | MAIN COMMITMENTS

- **Berkontribusi terhadap peningkatan KESEJAHTERAAN masyarakat**
Contribute to the improvement of community **WELLBEING**
- **RESPONSIF terhadap masalah sosial masyarakat**
RESPONSIVE to community's social issues
- **Menciptakan hubungan HARMONIS dengan Stakeholder**
Creating **HARMONIOUS** relationships with Stakeholders
- **EMPATI terhadap masalah social masyarakat**
Empathy to community's social issues
- **Program kemitraan dan Program Bina Lingkungan yang berkelanjutan merupakan AMANAH**
The partnership program and sustainable Community Development Program are **AMANAH**

PELAKSANAAN PROGRAM TANGGUNG JAWAB SOSIAL [GRI 203-2, GRI 413-1]



Pilar Sosial

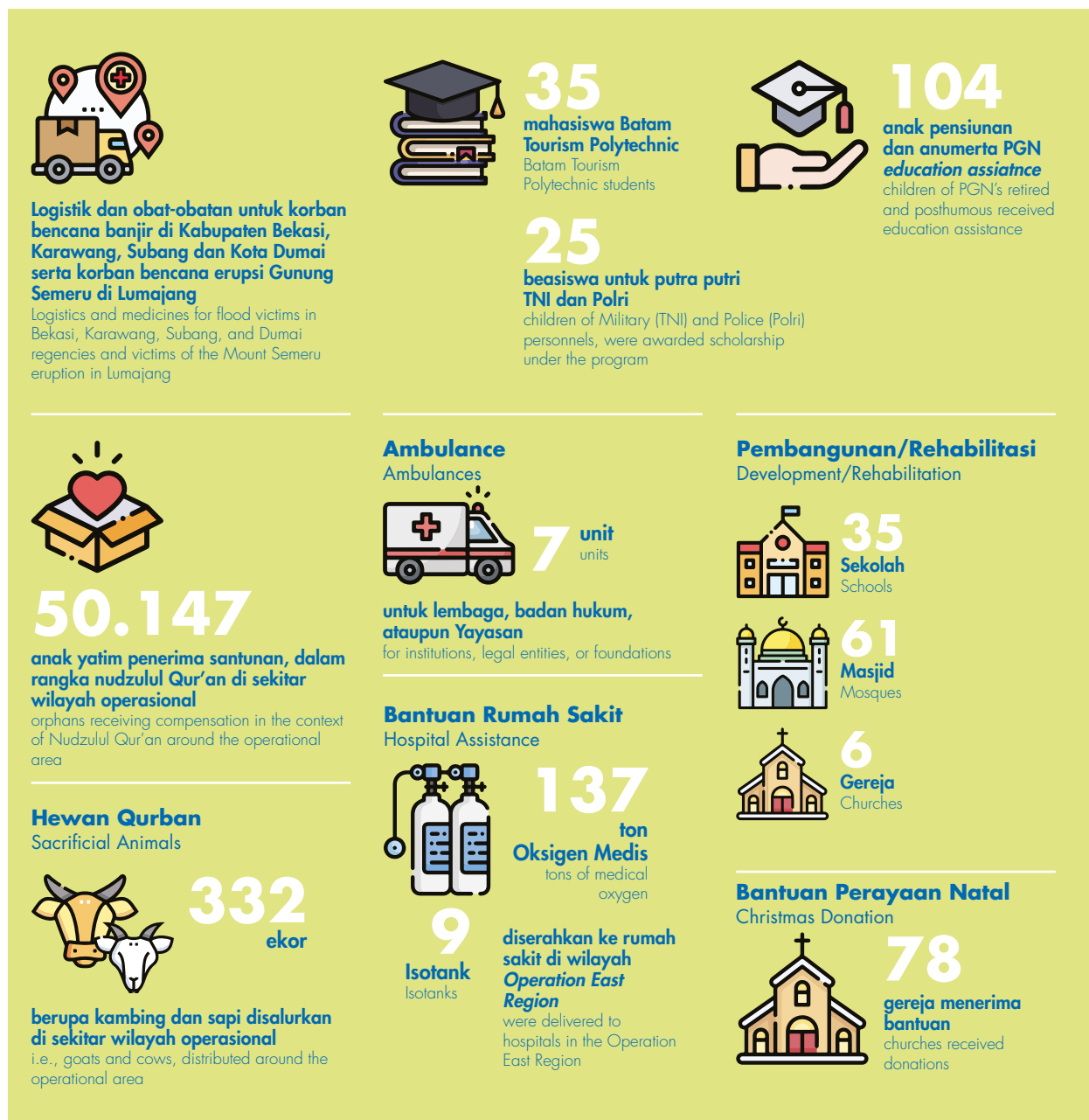
Melalui program ini, PGN berkomitmen menjadi Perusahaan yang memiliki kepedulian sosial tinggi dan sigap merespons berbagai situasi yang terjadi di Indonesia. Dalam pelaksanaannya, pada beberapa program, PGN SHARE bekerja sama dengan 3 lembaga/organisasi kemanusiaan. Selama tahun 2021, nilai sebesar Rp42.916.597.763,- telah disalurkan dalam pilar sosial.

IMPLEMENTATION OF SOCIAL RESPONSIBILITY PROGRAM [GRI 203-2, GRI 413-1]



Social Pillar

Through this program, PGN is committed to be high a socially responsible company that is responsive to the diverse situations that occur in Indonesia. PGN SHARE collaborates with three humanitarian institutions or organizations in the implementation of several programs. A total of Rp42,916,597,763 was channeled into the social pillar in 2021.



MASYARAKAT

Public

Pada tahun 2021, dikarenakan situasi pandemi COVID-19 masih berlangsung maka sebagian besar program bantuan bencana yang dilakukan PGN ditujukan untuk mendukung upaya pemerintah melakukan pencegahan dan penanganan pandemi COVID-19.

Sepanjang periode pelaporan total bantuan COVID-19 yang disalurkan oleh PGN Grup kepada masyarakat mencapai Rp15,6 miliar kepada warga yang terdampak. Bersama anak perusahaan PGN memberikan bantuan berupa paket sembako, bantuan paket *sanitary kit*, *masker*, *hand sanitizer*, penyemprotan disinfektan dan perlengkapan APD untuk tenaga medis di berbagai daerah.

Program bantuan COVID-19 yang menonjol dilakukan PGN pada 2021 adalah penyediaan oksigen medis. Penyebaran COVID-19 di Indonesia mengalami puncaknya pada Juni 2021, dengan total kasus per hari mencapai 20.000 kasus per hari seiring dengan merebaknya varian Delta. Kondisi ini menyebabkan peningkatan signifikan jumlah pasien yang harus dirawat di ICU dan kebutuhan oksigen medis mencapai 800 ton per hari atau naik 69,3 persen dibandingkan kondisi normal.

Subholding Gas Grup berupaya membantu meningkatkan suplai oksigen medis yang disalurkan di wilayah *Operation East Region* yang mencakup Provinsi DKI Jakarta, Banten, Jawa Barat, Jawa Tengah, Daerah Istimewa Yogyakarta, dan Jawa Timur. Hingga Agustus 2021, PGN telah menyalurkan total 137 Ton oksigen medis ke rumah sakit dan 9 Isotank untuk mengoptimalkan ketersediaan pasokan oksigen medis.

Selain Program Penyediaan dan Pendistribusian Oksigen Generator dan Tabung Oksigen untuk 3 lokasi *Sales and Operation Region* (SOR), PGN juga berperan dalam program vaksinasi bersama BUMN, vaksinasi di Manokwari, Papua, dukungan kegiatan vaksinasi di kelurahan krukut, serta dukungan biaya pengiriman donasi alkes dari *Major's Office City Of New York*. Pemberian vaksinasi COVID-19 kepada masyarakat di sekitar Stasiun Pagardewa, pembelian alat tes COVID-19 dan pembangunan unit-unit sarana cuci tangan di beberapa perangkat desa.

In 2021, because of the COVID-19 pandemic, most of PGN's disaster aid programs were aimed at helping the government to prevent and handle the COVID-19 pandemic.

During the reporting period, the total COVID-19 assistance distributed by PGN Group to the community reached Rp15.6 billion to affected residents. Together with its subsidiaries, PGN provided assistance in the form of food packages, sanitary kit packages, masks, hand sanitizers, spray disinfectants, and Personal Protective Equipment (PPE) for medical personnel in various regions.

The prominent COVID-19 assistance program carried out by PGN in 2021 was the provision of medical oxygen. The spread of COVID-19 in Indonesia reached its peak in June 2021, with a total daily number of 20,000 cases, in line with the outbreak of the Delta variant. This condition caused a significant increase in the number of patients who had to be treated in the ICU and the need for medical oxygen, which reached 800 tons per day, an increase of 69.3% compared to normal conditions.

The Subholding Gas Group seeks to help increase the supply of medical oxygen distributed in the Operation East Region, which includes the provinces of DKI Jakarta, Banten, West Java, Central Java, Yogyakarta Special Region, and East Java. Until August 2021, PGN has given out 137 tons of medical oxygen to hospitals and 9 Isotanks to optimize the availability of medical oxygen supplies.

In addition to the Program for the Provision and Distribution of Oxygen Generators and Oxygen Cylinders for 3 locations in the Sales and Operation Region (SOR) locations, PGN also plays a role in the vaccination program with SOEs, vaccinations in Manokwari, Papua, support for vaccination activities in the Krukut sub-district, as well as support for sending medical equipment donations from Major's Office City of New York. Provision of COVID-19 vaccinations to communities around Pagardewa Station, purchase of COVID-19 test kits, and construction of hand-washing facilities in several villages.



MASYARAKAT

Public



Pilar Ekonomi

PGN berkomitmen untuk berkontribusi dalam upaya meningkatkan kualitas perekonomian masyarakat yang kondusif dan memenuhi kualitas hidup minimal. Melalui pilar ekonomi, PGN berinisiatif untuk memberikan dukungan kepada masyarakat dalam bentuk bantuan pengadaan sarana yang dapat menunjang produktivitas, sehingga penerima manfaat memiliki kemampuan untuk meningkatkan taraf hidupnya secara mandiri. Sepanjang periode pelaporan, PGN telah menyalurkan nilai sebesar Rp7.079.845.710,- dalam pilar ekonomi.

Bentuk penyaluran dalam pilar ekonomi terdiri dari:

- Penyediaan 3 mesin panen padi (*Combine*) DC-35 di Jawa Timur;
- Alat Penyulingan Sereh di Cilacap;
- Bantuan untuk kegiatan budidaya perikanan di Labuhan Batu;
- Pengadaan Mesin *Cultivator* Yanmar Te 550n di Humbang Hasundutan;
- Bantuan Pembuatan Kandang Ternak Lembu di Labuhanbatu;
- Peralatan Pertanian Motor Roda Tiga Viar (*Handspryer*) Elektronik;
- Bantuan pengembangan Balkondes Karangrejo Magelang.



Selain itu, PGN menyadari pentingnya melaksanakan program yang berkesinambungan dan mampu menciptakan dampak berkelanjutan, untuk itu PGN menginisiasi program Desa Binaan. **[GRI 413-1]**

Program Desa Binaan dirancang secara komprehensif mulai dari tahapan pemetaan pemangku kepentingan dan sosial, survei ke pemangku kepentingan PGN di sekitar lokasi, perencanaan program, implementasi program, *monitoring* dan evaluasi program, dan penyerahan program kepada kelompok masyarakat (*exit strategy*).



Economic Pillar

PGN is committed to assisting in efforts to improve the quality of the community's economy that are conducive and meet the minimum quality of life. Through the economic pillar, PGN takes the initiative to assist the community in the provision of facilities that promote productivity, enabling beneficiaries to improve their standard of living on their own. PGN distributed Rp7,079,845,710 in the economic pillar during the reporting period.

The form of distribution in the economic pillar consists of:

- Provision of 3 DC-35 rice harvesting machines (*Combine*) in East Java;
- Lemongrass distillation equipment in Cilacap;
- Assistance for aquaculture activities in Labuhan Batu;
- Procurement of Yanmar Te550n *Cultivator* Machine in Humbang Hasundutan;
- Assistance in Making Cattle Cages in Labuhanbatu;
- Viar Motor Tricycle Farm Equipment (*Handspryer*) Electronic;
- Donation for developing Balkondes Karangrejo Magelang.

In addition, PGN realizes the importance of implementing sustainable programs and being able to create sustainable impacts. For that reason, PGN has initiated the Fostered Village program (program Desa Binaan). **[GRI 413-1]**

The Fostered Village Program is intended to be comprehensive, beginning with stakeholder and social mapping, followed by surveys to PGN stakeholders in the area, program planning, program implementation, program monitoring and evaluation, and program delivery to community groups (*exit strategy*).



Pelibatan pemangku kepentingan dilakukan dalam pembuatan program-program yang sesuai dengan kondisi masyarakat setempat dengan tetap mempertimbangkan kepatuhan terhadap kebijakan hak asasi manusia, program yang dikembangkan seperti (namun tidak terbatas pada):

- Program Pemberdayaan Ekonomi masyarakat seperti penguatan kelembagaan koperasi dan BumDes dan pembentukan UKM untuk ibu-ibu;
- Program Kesehatan seperti pelatihan Perilaku Hidup Bersih dan Sehat (PHBS) dan bantuan peralatan di posyandu;
- Program Pemberdayaan Lingkungan seperti perlombaan dusun bersih dan sehat dan peningkatan manajemen kelompok bank sampah;
- Program Kesenian dan Kebudayaan seperti tentang pertunjukan seni tahunan;
- Program Infrastruktur seperti renovasi sarana belajar dan pembuatan sarana air bersih.

Program ini dilakukan di sekitar wilayah *Offstake Station* PGN. Melalui program ini, PGN berupaya menjalin hubungan dan komunikasi yang baik dengan masyarakat di ring satu wilayah operasional. Sehingga diharapkan dapat memperkuat dukungan warga terhadap Perusahaan, karena *Offstake Station* (stasiun gas PGN) yang terdapat di desa ini merupakan objek vital nasional yang memiliki peran penting dalam jaminan ketersediaan pasokan gas di wilayah yang dilayani. [GRI 203-1, GRI 413-2]

Program Desa Binaan bertujuan mendorong kemandirian ekonomi rakyat melalui penguatan institusi/lembaga kemasyarakatan. Setiap desa yang tercakup dalam program

Stakeholder involvement is carried out in making programs that are in accordance with the conditions of the local community while taking into account compliance with human rights policies and programs developed, such as (but not limited to):

- Community Economic Empowerment Programs, such as cooperative and BumDes institutional strengthening and the formation of SMEs for mothers;
- Posyandu health programs, such as training in a clean and healthy lifestyle (PHBS) and equipment assistance;
- Environmental Empowerment Programs, such as clean and healthy village competitions and improvements in waste bank group management;
- The Arts and Culture Program, which includes events such as an annual art performance;
- Infrastructure projects, such as the renovation of educational facilities and the construction of clean water facilities.

This program is carried out around the PGN Offstake Station area. Through this program, PGN seeks to establish good relations and communication with the community in the ring one operational area. So it is hoped that this will strengthen community support for the company, because the Offstake Station (PGN gas station) located in this village is a vital national object that has an important role in ensuring the availability of gas supply in the areas served. [GRI 203-1, GRI 413-2]

The Fostered Village Program aims to encourage people's economic independence through strengthening social institutions. Each village covered by this program is

MASYARAKAT

Public

ini didorong untuk mendirikan Badan Usaha Milik Desa (BUMDes) maupun kelembagaan lain dengan berbagai unit usaha masyarakat yang di bawahnya.

Saat ini PGN memiliki 5 Desa Binaan, yaitu:

1. Stasiun Gas Pagardewa: Desa Pagardewa, **Muara Enim, Sumatera Selatan**;
2. Stasiun Gas SOR III: Desa Tambak Kalisogo, **Sidoarjo, Jawa Timur**;
3. Stasiun Gas Panaran: Desa Tembesi Tower, **Pulau Lance, Batam**;
4. Stasiun Gas Bojonegara: Desa Teluk Terate, **Kec. Kramawatu, Kab. Serang**;
5. Stasiun Labuhan Maringgai: Desa Sriminosari, **Kec Labuhan Maringgai, Lampung**.

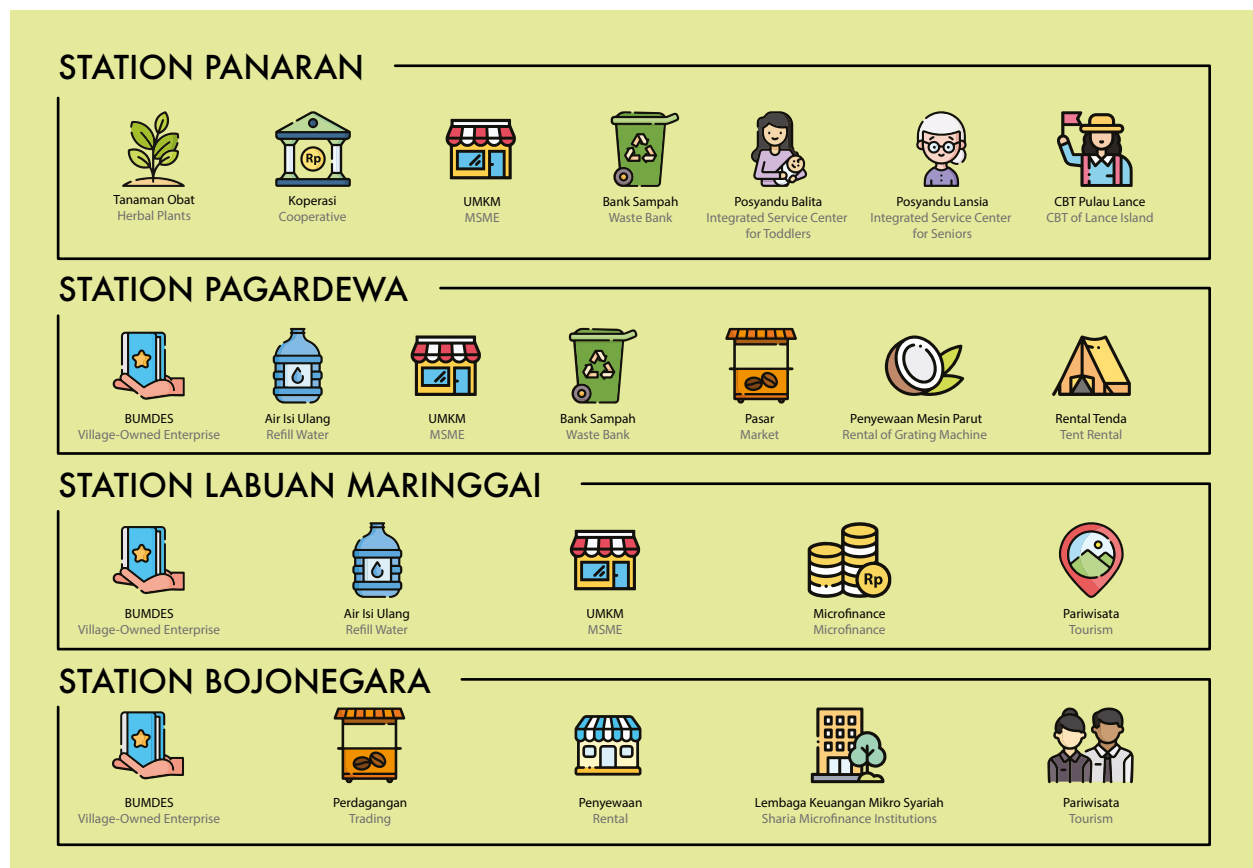
Khusus Desa Tambak Kalisogo, saat ini masih dalam proses pemetaan sosial, yang akan menjadi dasar pertimbangan program pengembangan yang sesuai untuk dijalankan. Sementara 4 desa lainnya telah didukung melalui berbagai program pengembangan untuk meningkatkan kesejahteraan masyarakat. Di tahun 2021, dikarenakan beberapa tantangan yang dihadapi baik secara internal maupun eksternal, maka kegiatan difokuskan untuk memaksimalkan program pemberdayaan di Desa Pagardewa.

encouraged to establish Village Owned Enterprises (BUMDes) and other institutions that house a wide range of business owned by the community.

Currently, PGN has 5 fostered villages, as follows:

1. Pagardewa Gas Station: located in Pagardewa Village in **Muara Enim, South Sumatra**;
2. SOR III Gas Station: Kalisogo Tambak Village, **Sidoarjo, East Java**;
3. Panaran Gas Station: Tembesi Tower Village, **Lance Island, Batam**;
4. Bojonegara Gas Station: Teluk Terate Village, **Kramawatu District, Serang Regency**;
5. Labuhan Maringgai Station: Sriminosari Village, **Labuhan Maringgai District, Lampung**.

Especially for Kalisogo Tambak Village, which is currently in the process of social mapping, which will be the basis for considering the approach development program to run. While the other 4 villages have been supported through various development programs to improve community welfare. Due to several challenges faced both internally and externally, in 2021, activities were focused on maximizing the empowerment program in Pagardewa Village.





Desa Binaan Pagardewa | Pagardewa Fostered Village [GRI 413-1]

<p>Tujuan Program Program Objectives:</p>	<p>Meningkatkan pengetahuan, pendapatan, kesehatan, pendidikan bagi masyarakat desa, serta menyediakan akses atau permodalan melalui koperasi dan Unit BUMDes, kemandirian masyarakat desa.</p>	<p>Increase knowledge, income, health, and education for village communities, as well as providing access or capital, through cooperatives and BUMDes Units, village communities independence.</p>
<p>Lokasi Location</p>	<p>Offtake Station Pagardewa, Muara Enim, Sumatera Selatan</p>	<p>Offtake Station Pagardewa, Muara Enim, South Sumatra</p>
<p>Kegiatan yang dilaksanakan Activities carried out</p>	<ul style="list-style-type: none"> • Program Pemilahan Bank Sampah; • Koperasi Karet "Padetra Arto Mulyo"; • Pengelolaan Air Bersih dan Air Minum; • Koperasi Simpan Pinjam; • Pemberdayaan Masyarakat terkait Penanggulangan COVID-19. 	<ul style="list-style-type: none"> • Waste Bank Segregation Program; • Rubber Cooperative "Padetra Arto Mulyo"; • Clean Water and Drinking Water Management; • Association of cooperative savings and loans; • Community Empowerment in Response to COVID-19.
<p>Penerima manfaat (kategori dan jumlah) Beneficiaries (category and number)</p>	<p>3.655 jiwa</p>	<p>3,655 persons</p>
<p>Dampak yang dihasilkan The resulting impact</p>	<ol style="list-style-type: none"> 1. Bank sampah yang mulanya tidak ada nasabah saat ini memiliki 230 nasabah (dengan jumlah tabungan sebesar Rp38.557.000,- sehingga dapat menyejahterakan lingkungan sekitar dan meminimalisasi limbah padat non B3 di Stasiun Pagardewa; 2. Koperasi karet telah memiliki anggota sebanyak 37 petani yang sudah melakukan MoU Bersama PT Kirana Permata; 3. Pengelolaan air bersih dan air minum sudah berjalan hingga saat ini dengan 57 pelanggan tetap dengan jumlah tabungan sebesar Rp11.954.000; 4. Koperasi simpan pinjam yang awalnya hanya 10 anggota sekarang menjadi 31 anggota dengan jumlah saldo koperasi berjumlah Rp47.810.000. 	<ol style="list-style-type: none"> 1. The waste bank, which initially had no customers, now has 230 (resulting in a total savings of Rp38,557,000) in order to improve the surrounding environment's welfare and reduce non-B3 solid waste at Pagardewa Station; 2. There are 37 members of the rubber cooperative who have signed an MoU with PT Kirana Permata; 3. Until now, clean water and drinking water management have been carried out with 57 regular customers, resulting in a total savings of Rp11,954,000; 4. The cooperative savings and loan association, which began with only ten members, has grown to 31 members, with a total balance of Rp47,810,000.

MASYARAKAT
Public



Pilar Lingkungan

PGN berkomitmen untuk mendukung upaya perlindungan dan pelestarian alam yang merupakan salah satu fokus dalam pembangunan keberlanjutan. Melalui program ini, PGN melakukan edukasi untuk meningkatkan upaya pelestarian alam yang bersifat preventif maupun kuratif. Selama periode pelaporan, besar nilai yang disalurkan dalam pilar lingkungan adalah sebesar Rp13.795.877.211.

Beberapa bentuk penyaluran dalam pilar lingkungan terdiri dari:

- Penanaman 2.000 mangrove di Desa Binaan PGN Panaran Batam;
- Kontribusi dalam kegiatan penanaman 1.000 pohon di Tangerang;
- Bantuan sarana dan prasarana umum seperti: penerangan jalan, perbaikan jalan, pembangunan tembok penahan tanah, penyediaan *container* sampah untuk Walikota Medan, pengadaan pompa *portable hydrant* dalam rangka penanggulangan kebakaran hutan dan lahan untuk wilayah Dumai.



Environmental Pillar

PGN is committed to supporting efforts to protect and conserve nature, which is one of the focuses of sustainable development. Through this program, PGN provides education to improve preventive and curative nature conservation efforts. During the reporting period, the amount disbursed in the environmental pillar was Rs. 13,795,877,211.

Several forms of distribution in the environmental pillar consist of:

- Planting 2,000 mangroves trees in PGN's fostered village of Panaran Batam;
- Assistance with the planting 1,000 trees in Tangerang;
- Assistance with public facilities and infrastructure such as: street lighting, road repairs, construction of retaining walls, provision of garbage containers for the mayor of Medan, procurement of portable hydrant pumps in preventing forest and land fires in the Dumai area.



KONTRIBUSI *SUB HOLDING* PERTAGAS OCSA UNTUK PENGEMBANGAN KAWASAN WISATA EMBUNG SENJA DI DESA GAJAH MATI, KABUPATEN MUSI BANYUASIN, SUMATERA SELATAN

Contribution of Pertagas OCSA Sub Holding for the Development of the Embung Senja Tourism Area in Gajah Mati Village, Musi Banyuasin Regency, South Sumatra

Sebagai salah satu afiliasi Sub Holding Gas PT Perusahaan Gas Negara Tbk, PT Pertamina Gas Operation Central Sumatera Area (Pertagas OCSA) kembali berkontribusi dalam mengembangkan kawasan wisata Embung Senja di Desa Gajah Mati, Kabupaten Musi Banyuasin, Sumatera Selatan.

Kontribusi ini memperoleh apresiasi dari Pemerintah Provinsi Sumatera Selatan melalui penghargaan Anugerah Pesona Desa Wisata Provinsi Sumsel 2021, kategori Destinasi Daya Tarik Wisata. Penghargaan untuk Desa Binaan ini dicapai oleh kelompok pemuda Desa Gajah Mati dalam meningkatkan dan mempertahankan kualitas program pemberdayaan di masyarakat.

Anugerah Pesona Desa Wisata Provinsi Sumatera Selatan tahun 2021 diikuti puluhan desa di 17 kabupaten dan kota di Provinsi Sumatera Selatan. Desa Gajah Mati dengan Wisata Embung Senja merupakan desa pionir di Kabupaten Musi Banyuasin yang memiliki Pendapatan Asli Daerah (PAD) dari pemanfaatan area wisata.

Sebelumnya, wisata Embung Senja di Desa Gajah Mati hanya berisi spot-spot foto dan pemancingan dengan panorama alam. Melalui pendampingan dari Pertagas OCSA, area wisata ini terus berkembang dengan dilengkapinya fasilitas-fasilitas pendukung, seperti 4 buah kantin, sarana bermain anak, permainan air dan saung untuk tempat berkumpul.

Di masa pandemi, Pertagas OCSA memberikan pendampingan pada kelompok pemuda di desa agar area wisata tersebut beroperasi sesuai dengan protokol kesehatan. Adaptasi *new normal* pun dilakukan yaitu dengan menyediakan tempat cuci tangan *portable* di beberapa titik, aturan wajib memakai masker dan pembatasan pengunjung maksimal 100 orang per hari.

As one of the affiliates of the Gas Sub Holding PT Perusahaan Gas Negara Tbk, PT Pertamina Gas Operation Central Sumatera Area (Pertagas OCSA) has again contributed to developing the Embung Senja tourist area in Gajah Mati Village, Musi Banyuasin Regency, South Sumatra.

This contribution received appreciation from the South Sumatra Provincial Government through the 2021 South Sumatra Province Tourism Village Enchantment Award, in the category of Tourist Attraction Destinations. This award for the Village was won by the youth group of Gajah Mati Village for improving and maintaining the quality of empowerment programs in the community.

The Tourism Village Enchantment Award for South Sumatra Province in 2021 was joined by dozens of villages in 17 districts and cities in South Sumatra Province. Gajah Mati Village with Embung Senja Tourism is a pioneer village in Musi Banyuasin Regency which has Regional Original Income (PAD) from the use of tourist areas.

Previously, the Embung Senja tour in Gajah Mati Village only contained photo and fishing spots with natural panoramas. Through assistance from Pertagas OCSA, this tourist area continues to grow with the addition of supporting facilities, such as 4 canteens, children's play facilities, water games and a hut for gathering.

During the pandemic, Pertagas provides assistance to youth groups in the village so that the tourist area operates in accordance with health protocols. The new normal adaptation was also carried out, by providing portable hand washing places at several points, imposing mandatory rules for wearing masks and limiting visitors to a maximum of 100 people per day.

Pilar Hukum dan Tata Kelola

Inisiatif PGN pada pilar hukum dan tata kelola dilaksanakan oleh Satuan kerja *Legal Counsel and Compliance* dan *Investment, Risk Management and GCG (IRMGCG)*. Dalam pelaksanaannya, inisiatif ini bertujuan untuk mewujudkan PGN sebagai organisasi yang memiliki kepastian hukum dan tata kelola yang efektif, transparan, akuntabel dan partisipatif, guna meningkatkan kepercayaan seluruh pemangku kepentingan untuk mendukung keberlanjutan usaha PGN. Inisiatif pada pilar ini dapat dilihat di Bab Tata Kelola pada Laporan Keberlanjutan ini.

EVALUASI KINERJA [GRI 103-3]

PGN secara berkala melakukan evaluasi terhadap efektivitas program CSR yang dilaksanakan sekaligus melakukan identifikasi dampak operasional perusahaan terhadap masyarakat sekitar. Kegiatan ini dilakukan secara periodik setiap tahunnya dan selama tahun 2021 tidak teridentifikasi adanya dampak negatif yang ditimbulkan dari kegiatan operasional yang dilakukan PGN.

Untuk memastikan program yang dilakukan berjalan dengan baik dan sejalan dengan tujuan utamanya, PGN rutin melakukan evaluasi melalui mekanisme Penilaian Indeks Kepuasan Masyarakat. Di tahun 2021 tingkat kepuasan masyarakat mencapai 91,35 dengan nilai mutu pelayanan kategori A dengan predikat Sangat Puas. Selain itu evaluasi atas dampak yang dihasilkan juga dilakukan dengan pendekatan perhitungan SROI (*Social Return on Investment*).

Program CSR Desa Binaan yang diselenggarakan oleh PGN, pada tahun 2021 berhasil mendapatkan penghargaan "Top CSR Award 2021 Bintang 4" dan "Top Leader on CSR Commitment 2021" yang diberikan oleh majalah Top Business bekerja sama dengan sejumlah institusi.

Pillars of Law and Governance

PGN's initiatives on the legal and governance pillars are implemented by the Legal Counsel and Compliance and Investment, Risk Management and GCG (IRMGCG). In practice, this initiative aims to realize PGN as an organization that has legal certainty and effective, transparent, accountable, and participatory governance in order to increase the trust of all stakeholders and support PGN's business sustainability. Initiatives on this pillar can be seen in the Governance Chapter of this Sustainability Report.

PERFORMANCE EVALUATION [GRI 103-3]

PGN periodically evaluates the effectiveness of its CSR programs as well as the impact of the company's operations on the surrounding community. This activity is carried out periodically every year, and in 2021 there were no identified negative impacts arising from operational activities carried out by PGN.

To ensure that the programs carried out run well and are in line with their main objectives, PGN regularly evaluates them through the Community Satisfaction Index Assessment mechanism. In 2021, the level of community satisfaction reached 91.35 with a service quality value of category A and the predicate Very Satisfied. In addition, evaluation of the resulting impact is also carried out using an SROI (*Social Return on Investment*) calculation approach.

The fostered village CSR program, organized by PGN in 2021, won the "Top CSR Award 2021" and "Top Leader in CSR Commitment 2021" given by Top Business magazine in collaboration with a number of institutions.

PENYELESAIAN KELUHAN MASYARAKAT

PGN membuka saluran komunikasi bagi masyarakat sekitar yang hendak menyampaikan keluhan atau laporan lainnya. Umumnya keluhan yang diterima Perusahaan berkaitan dengan peluang keterlibatan dalam kegiatan usaha dan ketidaknyamanan yang disebabkan oleh kegiatan operasional.

Keluhan masyarakat dapat disampaikan melalui mekanisme *whistleblowing* yang dijelaskan pada bab tata kelola Laporan Keberlanjutan ini. Sepanjang tiga tahun terakhir hingga periode pelaporan tidak ada keluhan yang disampaikan oleh masyarakat kepada Perusahaan, baik itu pengaduan terkait lingkungan, maupun sosial.

COMMUNITY COMPLAINT RESOLUTION

PGN opens communication channels for local communities who wish to submit complaints or other reports. Most of the complaints the company gets are about business opportunities and inconveniences caused by operational activities.

Public complaints can be submitted through the whistleblowing mechanism described in the Governance Chapter of this Sustainability Report. There were no complaints from the public to the company about environmental and social issues in the last three years up to the reporting period.

KINERJA SOSIAL PGN DALAM ANGKA

PGN Social Performance in Numbers

Demografi Perwira *Subholding Gas* (termasuk Entitas Anak/Afiliasi) [GRI 102-8]

Demographics of the Subholding Gas Employee (including Subsidiaries and Affiliates) [GRI 102-8]

Demografi Perwira <i>Subholding Gas</i> Subholding Gas Employee Demographics	2021		2020		2019	
	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female
Berdasarkan Usia by Age						
< 30 tahun years old	350	160	425	175	426	185
30 – 50 tahun years old	1.886	527	1.844	523	1.783	502
> 50 tahun years old	262	54	312	45	315	57
TOTAL	2.498	741	2.581	743	2.524	744
Berdasarkan Jenjang Jabatan by Position Level						
Manajemen Puncak Top management	185	30	192	27	203	30
Manajemen Madya Middle management	353	89	332	94	310	77
Manajemen Dasar Low management	846	326	1.254	332	1.128	338
Pelaksana Staff	1.114	296	803	290	883	299
TOTAL	2.498	741	2.581	743	2.524	744
Berdasarkan Status Ketenagakerjaan by Employment Status						
PKWTT PKWTT	2.350	703	2.420	711	2.427	717
PKWT PKWT	148	38	161	32	97	27
TOTAL	2.498	741	2.581	743	2.524	744
Berdasarkan Kontrak Kerja Based on Employment Contract						
Pekerja tetap Permanent employee	2.350	703	2.420	711	2.427	717
Pekerja temporer Temporary employee	148	38	161	32	97	27
TOTAL	2.498	741	2.581	743	2.524	744
Berdasarkan Pendidikan Number of Employees by Education						
Strata 3 (S3) Post Graduate Degree	1	0	1	0	1	0
Strata 2 (S2) Graduate Degree	360	126	362	129	321	108
Strata 1 (S1) Undergraduate Degree	1.352	470	1.375	465	1.316	466
Diploma Diploma	543	110	585	118	612	134
SLTA High school	242	25	258	31	274	36
TOTAL	2.498	741	2.581	743	2.524	744

Demografi Perwira Subholding Gas (hanya PGN) [GRI 102-7, GRI 102-8]

Demographics of Subholding Gas Employee (PGN only) [GRI 102-7, GRI 102-8]

Keterangan Description	2021			2020*			2019*		
	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total
Berdasarkan Status Kepegawaian Employment Status									
PKWTT PKWTT	925	324	1.249	980	335	1.315	1.014	345	1.359
PKWT PKWT	0	0	0	0	0	0	0	0	0
TOTAL	925	324	1.249	980	335	1.315	1.014	345	1.359
Berdasarkan Jenjang Jabatan By Position									
Manajemen Puncak Top Management	93	25	118	93	24	117	77	15	92
Manajemen Madya Middle Management	143	43	186	125	38	163	151	49	200
Manajemen Dasar Low Management	471	158	629	521	170	691	530	175	705
Pelaksana Staff	218	98	316	241	103	344	256	106	362
TOTAL	925	324	1.249	980	335	1.315	1.014	345	1.359
Berdasarkan Tingkat Pendidikan By Education Level									
Strata 3 (S3) Post Graduate Degree	1	0	1	1	0	1	1	0	1
Strata 2 (S2) Graduate Degree	191	68	259	189	65	254	146	46	192
Strata 1 (S1) Undergraduate Degree	422	180	602	426	185	611	437	191	628
Diploma Diploma	222	54	276	254	56	310	302	75	377
SLTA Sederajat High school	89	22	111	110	29	139	128	33	161
TOTAL	925	324	1.249	980	335	1.315	1.014	345	1.359
Berdasarkan Rentang Usia By Age Range									
<30	110	54	164	925	305	1.230	112	55	167
30-50	706	232	938	55	30	85	712	233	945
>50	109	38	147	0	0	0	190	57	247
TOTAL	925	324	1.249	980	335	1.315	1.014	345	1.359
Berdasarkan Kelompok Generasi By Generation Group									
Gen Z (>= 1995)	67	40	107	81	47	128	67	40	107
Millennial (1980-1994)	520	177	697	540	178	718	525	178	703
Gen X (1965-1979)	338	107	445	359	110	469	422	127	549
Baby Boomer (<=1964)	0	0	0	0	0	0	0	0	0
TOTAL	925	324	1.249	980	335	1.315	1.014	345	1.359
Berdasarkan Wilayah By Region									
Jakarta dan sekitarnya Jakarta and Greater Jakarta	767	277	1.044	809	288	1097	860	303	1.163
Surabaya dan sekitarnya Surabaya and Greater Surabaya	85	19	104	95	20	115	90	19	109
Medan dan sekitarnya Medan and Greater Medan	73	28	101	76	27	103	64	23	87
TOTAL	925	324	1.294	980	335	1.315	1.014	345	1.359

Seluruh Perwira Subholding Gas adalah pekerja tetap dan fulltime.
All Subholding Gas Employee are permanent and full-time

*pernyataan ulang untuk data tahun 2020 dan 2019, dikarenakan adanya koreksi
*restatement of data for 2020 and 2019, due to corrections

KINERJA SOSIAL PGN DALAM ANGKA

PGN Social Performance in Numbers

Perwira Subholding Gas Baru [GRI 401-1]

New Subholding Gas Employee [GRI 401-1]

Perwira Subholding Gas Baru New Subholding Gas Employee	2021		2020		2019	
	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female
Jumlah Tenaga Kerja Baru Berdasarkan Usia Number of New Workers by Age						
< 30 tahun years old	0	0	0	1	70	34
30 – 50 tahun years old	0	0	0	1	12	4
> 50 tahun years old	0	0	0	0	0	0
TOTAL	0	0	0	2	82	38
Jumlah Tenaga Kerja Baru Berdasarkan Wilayah Number of New Workers by Region						
Jakarta dan sekitarnya Jakarta and Greater Jakarta	0	0	0	2	81	33
Surabaya dan sekitarnya Surabaya and Greater Surabaya	0	0	0	0	0	0
Medan dan sekitarnya Medan and Greater Medan	0	0	0	0	2	4
TOTAL	0	0	0	2	83	37

Perputaran Perwira Subholding Gas (termasuk perwira pensiun) [GRI 401-1]

Turnover of Subholding Gas Employee (including former Subholding Gas Employee) [GRI 401-1]

Keterangan Description	2021		2020		2019	
	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female
Jumlah turnover berdasarkan usia Turnover By Age Group						
< 30 tahun year old	1	0	0	1	0	1
30 – 50 tahun year old	3	1	4	2	2	3
> 50 tahun year old	51	11	28	8	41	5
TOTAL	55	12	32	11	43	9
Jumlah turnover berdasarkan wilayah Turnover by Region						
Jakarta dan sekitarnya Jakarta and Greater Jakarta	40	11	31	11	41	9
Surabaya dan sekitarnya Surabaya and Greater Surabaya	9	0	0	0	0	0
Medan dan sekitarnya Medan and Greater Medan	6	1	1	0	2	0
TOTAL	55	12	32	11	43	9

Keterangan Description	2021	
	Jumlah Total	Rate
Berdasarkan Gender By Gender		
Laki-laki Male	55	4,4%
Perempuan Female	12	1,0%
TOTAL	67	5,4%
Berdasarkan kelompok usia By Age Group		
< 30 tahun year old	1	0,1%
30 – 50 tahun year old	4	0,3%
> 50 tahun year old	62	5,0%
TOTAL	67	5,4%
Berdasarkan wilayah By Region		
Jakarta dan sekitarnya Jakarta and Greater Jakarta	51	4,1%
Surabaya dan sekitarnya Surabaya and Greater Surabaya	9	0,7%
Medan dan sekitarnya Medan and Greater Medan	7	0,6%
TOTAL	67	5,4%

Penghentian Status Pekerja

Employee Status Termination

Keterangan Description	2021		2020		2019	
	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female
Permintaan pribadi Personal request	2	0	4	3	3	3
Hukuman disiplin Disciplinary action	0	0	0	0	0	0
Meninggal dunia Passed away	3	1	0	0	0	2
Pensiun Retired	50	11	28	8	40	4
Pensiun dini Early retirement	0	0	0	0	0	0
Lain-lain Others	0	0	0	0	0	0
TOTAL	55	12	32	11	43	9

KINERJA SOSIAL PGN DALAM ANGKA

PGN Social Performance in Numbers

Keberagaman (%) [GRI 405-1]

Diversity (%) [GRI 405-1]

Keterangan Description	Unit	2021		2020		2019	
		Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female
Jabatan pada Badan Tata Kelola Position in the governance body							
Dewan Komisaris Board of Commissioner	%	0,40	0,08	0,45	0,00	0,36	0,07
Dewan Direksi Board of Director	%	0,48	0,00	0,45	0,00	0,44	0,00
Persentase Pegawai berdasarkan Percentage of Employees based on							
A. JABATAN POSITION							
Manajemen Puncak Top Management	%	7,45	2,00	7,45	1,92	6,16	1,20
Manajemen Madya Middle Management	%	11,45	3,44	10,01	3,04	12,09	3,92
Manajemen Dasar Low Management	%	37,71	12,65	41,71	13,61	42,43	14,01
Pelaksana Staff	%	17,45	7,85	19,30	8,25	20,50	8,49
B. KELOMPOK USIA AGE GROUP							
< 30 tahun years old	%	8,81	4,32	9,85	4,72	8,97	4,40
30-50 tahun years old	%	56,53	18,57	57,17	18,49	57,01	18,65
>50 tahun years old	%	8,73	3,04	11,45	26,82	15,21	4,56

Perbandingan Rasio Upah Rata-Rata antara Perempuan dan Laki-laki [GRI 405-2]

A Comparison of Average Wage Ratios between Females and Males [GRI 405-2]

Keterangan Description	2021		2020		2019	
	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female
Rasio upah dasar perempuan vs laki-laki berdasarkan jabatan Females' vs. Males' basic wage ratios by occupation						
Manajemen Puncak Top Management	1,00	1,11	1,00	1,03	1,01	1,00
Manajemen Madya Middle Management	1,00	1,03	1,00	1,05	1,00	1,03
Manajemen Dasar Low Management	1,00	1,08	1,00	1,11	1,00	1,12
Pelaksana Staff	1,00	1,01	1,05	1,00	1,04	1,00

Perbandingan Rata-rata Upah Perwira Subholding Gas**Baru Tingkat Terendah vs UMP [GRI 202-1]**

A Comparison of Lowest Level New Subholding Gas Employee Wages vs. UMP [GRI 202-1]

Keterangan	2021	2020	2019	Description
Laki-laki	1,69	1,75	1,90	Male
Perempuan	1,69	1,75	1,90	Female

Besaran UMP Area Jakarta dan sekitarnya tahun 2021: Rp4.641.854 | The amount of UMP for Jakarta and surrounding areas in 2021: Rp4.641.854

Cuti Melahirkan [GRI 401-3]

Maternity Leave [GRI 401-3]

Keterangan	2021	2020	2019	Description
Pekerja yang berhak mendapat cuti melahirkan	8	17	25	Employees who were entitled to maternity leave
Pekerja yang mengambil cuti melahirkan	8	17	25	Employees who took maternity leave
Pekerja yang kembali setelah cuti	8	17	25	Employees returning after leave
Pekerja yang tetap bekerja 1 tahun setelah selesai cuti	8	17	25	Employees who continued to work for 1 year after completing leave
Tingkat pekerja yang mengambil cuti melahirkan yang kembali bekerja (%)	100	100	100	The rate of employees who returned to work after maternity leave

Berdasarkan Perjanjian Kerja Bersama PGN Periode 2019-2021 Pasal 33 mengatur ketentuan Izin Meninggalkan Pekerjaan dalam ayat 2, pekerja mendapatkan izin tidak bekerja dengan tetap mendapatkan Upah Dasar untuk keperluan Melahirkan sebagai berikut:

- Pekerja perempuan diberikan istirahat selama 1,5 (satu setengah) bulan sebelum Pekerja tersebut melahirkan menurut perhitungan dokter/bidan akan melahirkan anak dan 2,5 (dua setengah) bulan sesudah melahirkan.

Article 33 of the PGN Collective Labor Agreement for the 2019-2021 period regulates the Permit to Leave Work provisions. In Article 2, employees are given the following permission to not work while still getting the minimum wage:

- Female employees receive a break of 1.5 (one and a half) months prior to giving birth and 2.5 (two and a half) months following delivery, as determined by the doctor/midwife.

Persentase Perwira Subholding Gas yang Menerima Evaluasi Kinerja dan Pembinaan Karir (%) [GRI 404-3]

Percentage of Subholding Gas Employee who Received Performance Evaluations And Career Coaching (%) [GRI 404-3]

Keterangan Description	2021		2020		2019	
	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female
Manajemen Puncak Top Management	93	25	94	24	79	15
Manajemen Madya Middle Management	143	43	129	38	152	49
Manajemen Dasar Low Management	471	158	537	178	537	180
Pelaksana Staff	218	98	241	103	256	107

Promosi Karyawan

Employee Promotion

Keterangan Description	2021		2020		2019	
	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female
Manajemen Puncak Top Management	8 (0,64%)	3 (0,24%)	21 (77,77%)	6 (22,23%)	18 (94,74%)	1 (5,26%)
Manajemen Madya Middle Management	56 (4,48%)	23 (1,84%)	26 (70,27%)	9 (24,32%)	10 (76,92%)	3 (23,08%)
Manajemen Dasar Low Management	90 (7,21%)	30 (2,40%)	217 (73,31%)	79 (26,69%)	135 (81,82%)	30 (18,18%)
Pelaksana Staff	23 (1,84%)	20 (1,60%)	66 (69,47%)	29 (30,53%)	9 (39,13%)	14 (60,87%)
TOTAL	177 (14,17%)	76 (6,08%)	330 (72,85%)	123 (27,15%)	172 (78,18%)	48 (21,82%)

KINERJA SOSIAL PGN DALAM ANGKA

PGN Social Performance in Numbers

Jumlah Jam Pelatihan [GRI 404-1]

Number of Training Hours [GRI 404-1]

Keterangan Description	2021	2020	2019
Berdasarkan gender By Gender			
Laki-laki Male	82 jam	44 jam	53 jam
Perempuan Female	79 jam	48 jam	53 jam
Berdasarkan level jabatan By Management Level			
Manajemen Puncak Top-Senior Management	109 jam	42 jam	44 jam
Manajemen Madya Mid-Level Management	95 jam	40 jam	60 jam
Manajemen Dasar First line Level Management	72 jam	42 jam	70 jam
Pelaksana Supervisor	80 jam	58 jam	24 jam

Rata-rata Jam Pelatihan [GRI 404-1]

Average Training Hours [GRI 404-1]

Keterangan Description	Unit Units	2021		2020		2019	
		Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female
Manajemen Puncak Top Management	Jam/org hour/person	98,71	141,22	33,43	43,25	34,47	63,87
Manajemen Madya Middle Management	Jam/org hour/person	92,66	102,31	35,85	44,13	63,45	55,90
Manajemen Dasar Low Management	Jam/org hour/person	72,77	70,19	44,34	38,13	69,97	68,75
Pelaksana Staff	Jam/org hour/person	86,13	67,59	62,22	57,93	17,50	30,79

Jumlah Kecelakaan Kerja berdasarkan Jenis Kecelakaan dan Gender [GRI 403-9]

Types of Work Accidents by Gender [GRI 403-9]

**Data Konsol Subholding Gas
Gas Subholding Console Data**

Keterangan Description	Nearmiss	FAC	MTC	RWDC	LWDC	Fatality	Total
Laki-laki Male	25	7	3	1	0	1	37
Perempuan Female	0	0	0	0	0	0	0
TOTAL	25	7	3	1	0	1	37

**Data PGN
PGN Data**

Keterangan Description	Nearmiss	FAC	MTC	RWDC	LWDC	Fatality	Total
Laki-laki Male	5	4	3	0	0	1	13
Perempuan Female	0	0	0	0	0	0	0
TOTAL	5	4	3	0	0	1	13

Jumlah Kecelakaan Kerja berdasarkan Jenis Kecelakaan dan Wilayah [GRI 403-9]

Types of Work Accidents by Region [GRI 403-9]

Data PGN PGN Data

Keterangan Description	Nearmiss	FAC	MTC	RWDC	LWDC	Fatality	Total
Kantor Pusat Head Office	1	0	0	0	0	0	1
Sales and Operation Region II (SOR II)	0	1	0	0	0	0	1
Sales and Operation Region III (SOR III)	0	0	0	0	0	0	0
Sales and Operation Region I (SOR I)	1	0	0	0	0	0	1
Operation and Maintenance Management	1	2	0	0	0	0	3
Project Management Office (PMO)	2	1	3	0	0	1	7
TOTAL	5	4	3	0	0	1	13

Keterangan:

- *Near Missed* adalah kejadian yang dapat, namun belum menimbulkan cedera dan/atau kerusakan (kehilangan) pada aset, lingkungan atau Pihak Ketiga.
- *First Aid Case (FAC)* adalah cedera yang tidak memerlukan perawatan lanjutan (sebatas pertolongan pertama) dan tidak menimbulkan Hari Kerja Hilang atau hari dengan keterbatasan kemampuan kerja.
- *Medical Treatment Case (MTC)* adalah cedera yang memerlukan perawatan lanjutan di bawah pengawasan dari tenaga medis tetapi tidak menimbulkan Hari Kerja Hilang atau hari dengan keterbatasan kemampuan kerja.
- *Restricted Work Day Case (RWDC)* adalah Kecelakaan Kerja yang mengakibatkan pekerja yang bersangkutan tetap dapat bekerja di hari setelah terjadinya insiden, namun tidak dapat melaksanakan semua pekerjaan tugas atau kewajiban rutinnnya secara efektif.
- *Lost Work Day Case (LWDC)* adalah Kecelakaan Kerja yang mengakibatkan pekerja untuk sementara tidak mampu bekerja kembali pada hari atau *shift* berikutnya sesuai jadwal kerja.
- *Fatality* adalah Kecelakaan Kerja yang menimbulkan kematian tanpa memperhitungkan tenggat waktu antara terjadinya kecelakaan dengan meninggalnya korban.

Description:

- *Near Missed* is an event that could have resulted in injury and/or damage (loss) to assets, the environment, or third parties but did not.
- A *First Aid Case (FAC)* is an injury that does not require additional treatment (only first aid) and does not result in missed work days or days with limited work ability.
- *Medical Treatment Case (MTC)* is defined as an injury that necessitates continued treatment under the supervision of medical personnel but does not result in lost work days or days with limited work ability.
- *Restricted Work Day Case (RWDC)* is a work accident in which the employee is able to return to work the next day but is unable to effectively perform all of his or her routine duties or obligations.
- *Lost Work Day Case (LWDC)* is a work accident that results in an employee's being temporarily unable to return to work the following day or shift.
- *Fatality* is defined as a work-related accident that results in death without regard to the time period between the accident and the victim's death.

Tingkat Kecelakaan Kerja (TKK) berdasarkan Gender [GRI 403-9]

Work Accident Rate (TKK) by Gender [GRI 403-9]

Data Konsolidasi SH Gas SH Gas Consolidated Data

Keterangan	2021	2020	2019	Description
Laki-laki	0,11	0,09	0,26	Male
Perempuan	0,00	0,00	0,00	Female
TOTAL	0,11	0,09	0,26	TOTAL

Data PGN PGN Data

Keterangan	2021	2020	2019	Description
Laki-laki	0,32	0,10	0,10	Male
Perempuan	0,00	0,00	0,00	Female
TOTAL	0,32	0,10	0,10	TOTAL

TRIR (Total Recordable Injury Rate) by Gender = Total Recordable Injury Laki-laki/Perempuan Jumlah Jam Kerja Aman Total * 1.000.000
Total Recordable Injury Rate by Gender = Total Recordable Injury Male/Female/Total Safe Working Hours multiplied by 1,000,000

KINERJA SOSIAL PGN DALAM ANGKA

PGN Social Performance in Numbers

Tingkat Kecelakaan Kerja (TKK) Berdasarkan Wilayah [GRI 403-9]

Work Accident Rate (TKK) by Region [GRI 403-9]

Data PGN**PGN Data**

Keterangan	2021	2020	2019	Description
Kantor Pusat	0,00	0,00	0,00	Head Office
Sales and Operation Region II (SOR II)	0,00	0,00	0,33	Sales and Operation Region II (SOR II)
Sales and Operation Region III (SOR III)	0,00	0,00	0,00	Sales and Operation Region III (SOR III)
Sales and Operation Region I (SOR I)	0,00	0,00	0,00	Sales and Operation Region I (SOR I)
Operation and Maintenance Management	0,00	0,00	0,00	Operation and Maintenance Management
Project Management Office (PMO)	1,72	0,23	0,00	Project Management Office (PMO)
TOTAL	0,32	0,10	0,10	TOTAL

* TRIR (Total Recordable Injury Rate) per Wilayah = Total Recordable Injury Wilayah /Jumlah Jam Kerja Aman Wilayah * 1.000.000

** TRIR (Total Recordable Injury Rate) Keseluruhan = Total Recordable Injury /Jumlah Jam Kerja Aman Total * 1.000.000

* TRIR (Total Recordable Injury Rate) per Region = Total Regional Recordable Injury /Total Safe Working Hours Region * 1,000,000

** TRIR (Total Recordable Injury Rate) Overall = Total Recordable Injury /Total Safe Working Hours * 1,000,000

Tingkat Hari Kerja yang Hilang (THKH) Berdasarkan Jenis Kelamin [GRI 403-9]

Lost Workday Rate (THKH) by Gender [GRI 403-9]

Data Konsolidasi SH Gas**SH Gas Consolidated Data**

Keterangan	2021	2020	2019	Description
Laki-laki	2.065.507 ^{*)}	0	0	Male
Perempuan	0	0	0	Female
TOTAL	2.065.507	0	0	TOTAL

*) Nilai Hari Kerja Hilang Kumulatif dari mulai perhitungan awal | *) Cumulative Lost Workday Value from the start of the initial calculation

Tingkat Hari Kerja yang Hilang (THKH) Berdasarkan Wilayah [GRI 403-9]

Lost Workday Rate (THKH) by Region [GRI 403-9]

Data PGN**PGN Data**

Keterangan	2021	2020	2019	Description
Kantor Pusat	0	0	0	Head Office
Sales and Operation Region II (SOR II)	0	0	0	Sales and Operation Region II (SOR II)
Sales and Operation Region III (SOR III)	0	0	0	Sales and Operation Region III (SOR III)
Sales and Operation Region I (SOR I)	0	0	0	Sales and Operation Region I (SOR I)
Operation and Maintenance Management	0	0	0	Operation and Maintenance Management
Project Management Office (PMO)	2.065.507 ^{*)}	0	0	Project Management Office (PMO)
TOTAL	2.065.507^{*)}	0	0	TOTAL

*) Nilai Hari Kerja Hilang Kumulatif dari mulai perhitungan awal | *) Cumulative Lost Workday Value from the start of the initial calculation

Tingkat Penyakit Akibat Kerja (TPAK) berdasarkan Gender [GRI 403-10]

Rate of Occupational Disease by Gender [GRI 403-10]

Data Konsolidasi SH Gas SH Gas Consolidated Data

Keterangan	2021	2020	2019	Description
Laki-laki	0	0	0	Male
Perempuan	0	0	0	Female
TOTAL	0	0	0	TOTAL

Tingkat Penyakit Akibat Kerja (TPAK) berdasarkan Wilayah [GRI 403-10]

Occupational Disease Rate (TPAK) by Region [GRI 403-10]

Data PGN PGN Data

Keterangan	2021	2020	2019	Description
Kantor Pusat	0	0	0	Head Office
Sales and Operation Region II (SOR II)	0	0	0	Sales and Operation Region II (SOR II)
Sales and Operation Region III (SOR III)	0	0	0	Sales and Operation Region III (SOR III)
Sales and Operation Region I (SOR I)	0	0	0	Sales and Operation Region I (SOR I)
Operation and Maintenance Management	0	0	0	Operation and Maintenance Management
Project Management Office (PMO)	0	0	0	Project Management Office (PMO)
TOTAL	0	0	0	TOTAL

Total Frekuensi Absensi Karena Sakit berdasarkan Wilayah [GRI 403-10]

Total Sick Attendance Rate by Region [GRI 403-10]

Data PGN PGN Data

Keterangan	2021	2020	2019	Description
Kantor Pusat	0,07	0,12	0,31	Head Office
Sales and Operation Region II (SOR II)	0,05	0,06	0,09	Sales and Operation Region II (SOR II)
Sales and Operation Region III (SOR III)	0,08	0,07	0,06	Sales and Operation Region III (SOR III)
Sales and Operation Region I (SOR I)	0,16	0,07	0,10	Sales and Operation Region I (SOR I)
Operation and Maintenance Management	0,15	0,10	0,16	Operation and Maintenance Management
Project Management Office (PMO)	0,00	0,01	0,04	Project Management Office (PMO)
TOTAL	0,08	0,07	0,14	TOTAL

KINERJA SOSIAL PGN DALAM ANGKA

PGN Social Performance in Numbers

Tingkat Kematian Terkait Pekerjaan berdasarkan Jenis Kelamin [GRI 403-9]

Work-Related Mortality Rates by Gender [GRI 403-9]

**Data Konsolidasi SH Gas
SH Gas Consolidated Data**

Keterangan	2021	2020	2019	Description
Laki-laki	0	0	0	Male
Perempuan	0	0	0	Female
TOTAL	0	0	0	TOTAL

Tingkat Kematian Terkait Pekerjaan berdasarkan Wilayah [GRI 403-9]

Work-Related Mortality Rates by Region [GRI 403-9]

Keterangan	2021	2020	2019	Description
Kantor Pusat	0	0	0	Head Office
Sales and Operation Region II (SOR II)	0	0	0	Sales and Operation Region II (SOR II)
Sales and Operation Region III (SOR III)	0	0	0	Sales and Operation Region III (SOR III)
Sales and Operation Region I (SOR I)	0	0	0	Sales and Operation Region I (SOR I)
Operation and Maintenance Management	0	0	0	Operation and Maintenance Management
Project Management Office (PMO)	0	0	0	Project Management Office (PMO)
TOTAL	0	0	0	TOTAL

Investasi Sosial

Social Investment

Entitas Entity	4 (Empat) Pilar 4 (Four) Pillars				Jumlah Rp Total Rp
	Sosial Social	Ekonomi Economy	Lingkungan Environment	Hukum & Tata Kelola Law & Governance	
PT Perusahaan Gas Negara Tbk	35.904.817.304	4.460.489.615	9.057.546.148	Pelaksanaan dilakukan oleh Divisi <i>Human Capital Management Group and Legal Counsel and Compliance Group</i> . Implementation is carried out by the Human Capital Management Group and Legal Counsel and Compliance Group.	49.422.853.067
PT Pertamina Gas	241.439.245	259.709.199	1.636.951.259		2.138.099.703
PGAS Telekomunikasi Nusantara	96.020.000				96.020.000
PT Saka Energi Indonesia	2.863.425.000	639.158.800	2.220.455.600		5.723.039.400
PT PGN LNG Indonesia	246.000.000	269.106.667			515.106.667
PT Gagah Energi Indonesia	452.419.715	787.567.309	10.900.000		1.250.887.024
PT Permata Graha Nusantara	71.155.015	142.543.580	-		213.698.595
PT PGAS Solution	1.287.780.484	269.700.000	52.947.000		1.610.427.484
PT Nusantara Regas	1.581.076.000	251.570.000	808.827.204		2.641.473.204
PT Kalimantan Jawa Gas	108.642.000	-	8.250.000		116.892.000
PT Solusi Energy Nusantara	63.823.000	-	-	63.823.000	
TOTAL					63.792.320.144



MENJAGA KINERJA TATA KELOLA

Maintaining Governance
Performance



06





KOMITMEN DAN STRATEGI

Commitment and Strategy

KONTEKS KEBERLANJUTAN [GRI 103-1]

Tata kelola memiliki peran yang sangat penting untuk mendukung perkembangan dan meningkatkan daya saing Perseroan. Penerapan tata kelola yang baik akan menjadi landasan dan dasar dari semua kebijakan dan aktivitas operasional dalam rangka meningkatkan kinerja dalam aspek ekonomi, sosial dan lingkungan.

Sebagai entitas bisnis di Indonesia, PGN tunduk dan patuh pada ketentuan-ketentuan pelaksanaan tata kelola perusahaan yang baik (*Good Corporate Governance, GCG*) yang berlaku di Indonesia. GCG merupakan pondasi penting untuk menjadi perusahaan yang terpercaya yang dapat tumbuh secara berkelanjutan.

KOMITMEN [GRI 103-2]

Pelaksanaan tata kelola perusahaan yang baik dengan menerapkan nilai-nilai keberlanjutan selalu menjadi komitmen PGN. Sebagai perusahaan BUMN *pioneer* dalam penyedia gas bumi dan satu-satunya di Indonesia, PGN memiliki kebijakan-kebijakan dan pedoman-pedoman pendukung agar mampu melaksanakan Tata Kelola yang baik secara konsisten melalui:

- a. *Board Manual*;
- b. Pedoman Tata Kelola Perusahaan yang Baik;
- c. Pedoman Etika Usaha dan Etika Kerja;
- d. Pedoman Benturan Kepentingan dan Pengendalian Gratifikasi;
- e. Pedoman Whistleblowing System;
- f. Pedoman Manajemen Risiko;
- g. Pedoman Piagam Audit Internal;
- h. Pedoman Tanggung Jawab Sosial dan Lingkungan;
- i. Pedoman Tata Kelola Teknologi Informasi dan Komunikasi;
- j. Kebijakan Pengelolaan Informasi Perusahaan;
- k. Pedoman Sistem Manajemen Anti Penyuapan (SMAP) ISO 37001;
- l. Pedoman Pengadaan Barang/Jasa.

SUSTAINABILITY CONTEXT [GRI 103-1]

Governance has a very important role in supporting the company's development and increasing its competitiveness. Good governance will serve as the foundation and basis for all policies and operational activities to improve economic, social, and environmental performance.

As an Indonesian business entity, PGN follows and complies with the provisions of the country's Good Corporate Governance (GCG) implementation. GCG is a very important part of becoming a trusted company that can grow sustainably.

COMMITMENT [GRI 103-2]

Implementation of Good Corporate Governance through the implementation of sustainable value continues to be PGN's commitment. As a pioneering state-owned company in providing natural gas and the only one in Indonesia, PGN has supporting policies and guidelines to enable them to implement the Good Governance through the following:

- a. Board Manual;
- b. Guidelines for Good Corporate Governance;
- c. Guidelines for Business and Work Ethics (Code of Conduct/COC);
- d. Guidelines for Conflict of Interest and Gratification Control Guidelines;
- e. Guidelines for the Whistleblowing System;
- f. Guidelines for Risk Management ;
- g. Guidelines for Internal Audit Charters;
- h. Guidelines for Social and Environmental Responsibility;
- i. Guidelines for Information and Communication Technology Governance;
- j. Policy on the Management of Company Information;
- k. Guidelines for ISO 37001 Anti-Bribery Management System (SMAP);
- l. Guidelines for Procurement of Goods/Services.



Peningkatan kesadaran mengenai tata kelola yang baik, penting untuk dilakukan secara proaktif, guna menjadi budaya yang selalu melekat dalam internal organisasi Perseroan. Beberapa inisiatif yang dilakukan oleh PGN sepanjang periode 2021 untuk memperkuat Tata Kelola Perusahaan yang baik, mencakup:

- Sosialisasi dan internalisasi kepada seluruh Perwira *Subholding Gas*.
Proses sosialisasi dan internalisasi tersebut diikuti dengan uji pemahaman GCG dan *Code Of Conduct* bagi setiap Perwira *Subholding Gas* di mana hasil uji pemahaman dinyatakan dalam Surat Pernyataan Komitmen Perwira *Subholding Gas*.
- Penerapan aplikasi GOLS (*GCG Online System*).
Aplikasi ini sudah dimulai sejak tahun 2020 lalu dan terus dikembangkan untuk menjadi sarana meningkatkan awareness GCG bagi Perwira *Subholding Gas*. Sepanjang tahun 2021, pengisian aplikasi GOLS sudah mencapai 100% Perwira *Subholding Gas*.
- Branding GCG melalui penyampaian *flyer* terkait GCG melalui *blast e-mail* setiap 2 mingguan dan penempatan *flyer* pada *background laptop* dan *website*.

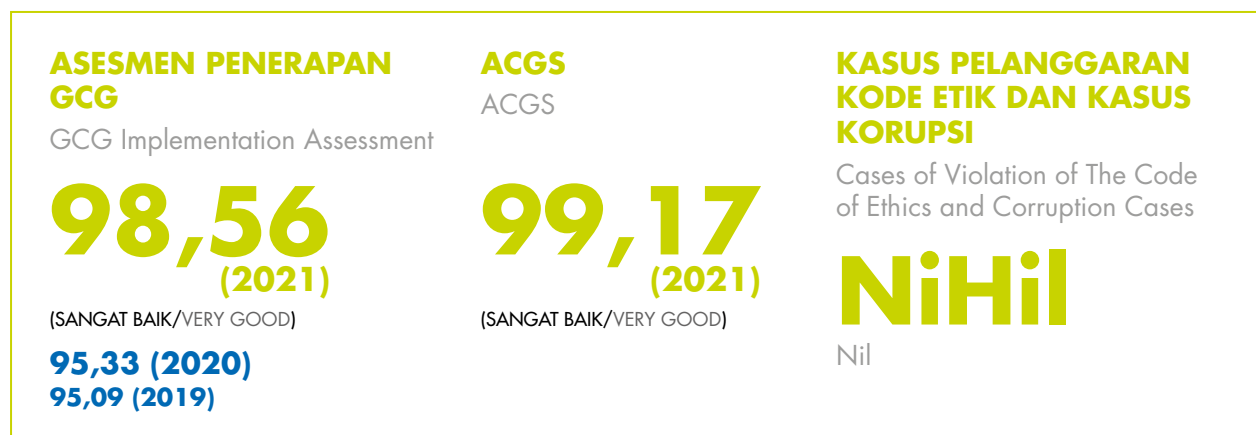
It is critical to raise awareness about good governance on a proactive basis in order for it to become an inherent culture in the company's internal organization. In 2021, PGN carried out a number of initiatives to improve good corporate governance, including the following:

- Socialization and internalization of all Subholding Gas Employee.
Following the socialization and internalization process, each including former Subholding Gas Employee is subjected to an understanding test of the GCG and the Code of Conduct, with the results of the understanding test being documented in the Subholding Gas Employee Commitment Statement.
- GOLS (*GCG Online System*) application.
This application has been started since 2020 and continues to be developed to become a means of increasing GCG awareness among Subholding Gas Employee. Throughout 2021, 100% of Subholding Gas Employee will have submitted a GOLS application.
- GCG branding through the distribution of GCG-related flyers via e-mail blast every two weeks and the placement of GCG flyers on laptop and website backgrounds.

KOMITMEN DAN STRATEGI

Commitment and Strategy

- Melakukan pengukuran dan penilaian tingkat pemahaman perwira terhadap penerapan GCG yang baik melalui mekanisme *assessment* yang dilakukan oleh konsultan independen dengan mengacu pada Parameter Keputusan Menteri BUMN No. 16/S.MBU/2012 tanggal 6 Juni 2012.
- Penandatanganan Komite Bersama BOD, BOC dalam penerapan GCG sesuai prinsip *Transparency, Accountability, Responsibility, Independency, dan Fairness* dan penerapan Etika Usaha dan Etika Kerja sesuai Budaya Amanah, Kompeten, Harmonis, Loyal, Adaptif dan Kolaborasi.
- Pembaharuan atau revisi atas beberapa dokumen atau *soft structure* GCG seperti Anggaran Dasar Perusahaan, *Board Manual*, Pedoman Tata kelola Perusahaan yang Baik (GCG Code), Pedoman Etika Usaha dan Etika Kerja (COC Code), Pedoman WBS, Pedoman Benturan Kepentingan dan Gratifikasi dengan menyesuaikan sesuai perkembangan perusahaan.
- Penyelesaian rekomendasi hasil *assessment* GCG tahun 2020 secara berkala setiap triwulan dan melaporkan hasilnya kepada Manajemen serta mendiskusikan hasil tersebut kepada Komite NRGCG secara berkala.
- Measuring and assessing the level of understanding of Subholding Gas Employee on the implementation of good GCG through an assessment mechanism carried out by an independent consultant with reference to the Parameter Decree of the Minister of State-Owned Enterprise No. 16/S.MBU/2012 dated 6 June 2012.
- The establishment of a Joint Committee of the Board of Directors and Board of Commissioners to oversee the implementation of Good Corporate Governance in accordance with the principles of transparency, accountability, responsibility, independency, and fairness, as well as the implementation of business and work ethics in accordance with a culture of trustworthy, competence, harmony, loyalty, adaptability, and collaboration.
- Update or revise several GCG documents or soft structures as needed, such as the company's articles of association, board manual, guidelines for good corporate governance (GCG Code), guidelines for business ethics and work ethics (COC Code), WBS Guidelines, and Conflicts of Interest and Gratuities.
- Completing the recommendations for the 2020 GCG assessment results on a quarterly basis, reporting the results to Management, and discussing the results on a regular basis with the NRGCG Committee.

PENCAPAIAN KAMI [GRI 103-3]**OUR ACHIEVEMENTS [GRI 103-3]**



STRUKTUR TATA KELOLA

[GRI 102-18]

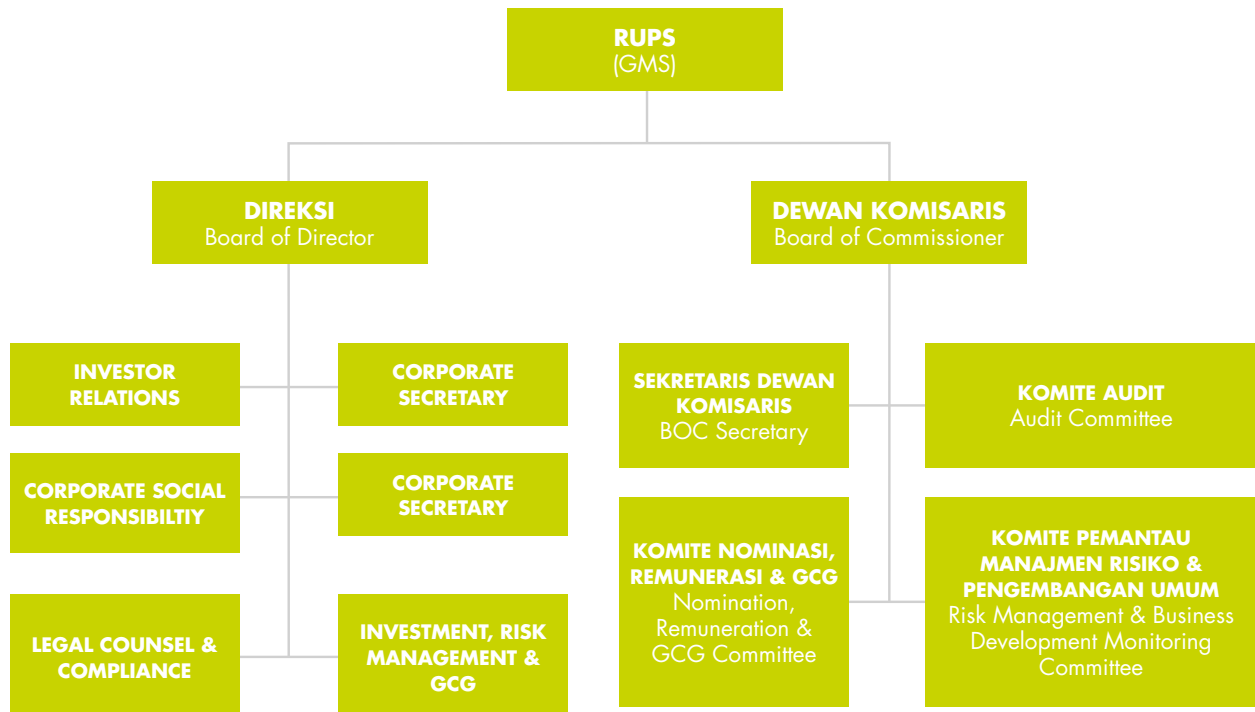
Governance Structure [GRI 102-18]

Dengan berpedoman pada Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, PGN menetapkan Organ Perseroan terdiri dari Rapat Umum Pemegang Saham, Dewan Komisaris dan Direksi. Organ Perseroan tersebut memainkan peran kunci dalam keberhasilan pelaksanaan Tata Kelola Perusahaan yang Baik dan menjalankan fungsinya atas dasar prinsip bahwa masing-masing organ mempunyai independensi dalam melaksanakan tugas, fungsi dan tanggung jawabnya untuk kepentingan Perseroan.

By referring to Law No. 40 of 2007 concerning Limited Liability Companies, PGN established the structure of the Company that consists of a General Meeting of Shareholders, a Board of Commissioners, and a Board of Directors. The company's structure has an important role in the successful implementation of good corporate governance and performing its functions on the basis of the principle that each organ has independence in carrying out its duties, functions, and obligations for the interests of the Company.

STRUKTUR TATA KELOLA PERUSAHAAN PT PERUSAHAAN GAS NEGARA Tbk

CORPORATE GOVERNANCE STRUCTURE OF PT PERUSAHAAN GAS NEGARA Tbk





RAPAT UMUM PEMEGANG SAHAM (RUPS)

Berpedoman pada Undang-Undang nomor 40 tahun 2007 tentang Perseroan Terbatas, PGN membentuk Struktur Tata Kelola Perusahaan dengan kewenangan tertinggi pada Rapat Umum Pemegang Saham (RUPS). RUPS memegang peranan dalam segala kewenangan yang tidak diserahkan kepada Dewan Komisaris dan Direksi dalam batas yang telah ditentukan oleh Undang-Undang dan/atau Anggaran Dasar.

Pemegang saham mengadakan RUPS Tahunan untuk menentukan arah pengembangan usaha serta mengevaluasi kinerja Komisaris dan Direksi, dan mengadakan RUPS Luar Biasa bila diperlukan. Melalui mekanisme RUPS, proses nominasi dan seleksi Dewan Komisaris dan Direksi dilakukan dengan mempertimbangkan kriteria: pandangan pemangku kepentingan (termasuk pemegang saham), keberagaman, independensi, serta kompetensi yang relevan dengan fungsi yang akan didudukinya. [GRI 102-24]

GENERAL MEETING OF SHAREHOLDERS (GMS)

By referring to Law No. 40 of 2007 regarding Limited Liabilities Companies, PGN established a corporate government structure with the highest authority in the General Meeting of Shareholders (GMS). GMS plays a role in all authorities that are not delegated to the Board of Commissioners (BOC) and the Board of Directors (BOD) within the limits stipulated by the law and/or Articles of Association.

The shareholders hold an Annual General Meeting of Shareholders (AGMS) to determine the objective of the business development and evaluate the performance of commissioners and directors, as well as conduct an extraordinary GMS if necessary. The nomination and selection process for the Board of Commissioners and the Board of Directors is carried out through the GMS mechanism, taking into account the following criteria: stakeholder views (including shareholders), diversity, independence, and the competencies that are relevant to the function that will be filled in. [GRI 102-24]

STRUKTUR TATA KELOLA

Governance Structure

DEWAN KOMISARIS

[GRI 102-23, GRI 102-26, GRI 102-29, GRI 102-30]

Dewan Komisaris melaksanakan fungsi pengawasan dan pemberian nasihat bagi Direksi terkait pelaksanaan kegiatan operasional Perseroan. Dewan Komisaris wajib bertindak secara independen dan profesional serta mengutamakan kepentingan Perseroan dalam melaksanakan tugasnya. Hal ini dilakukan untuk mencegah terjadinya benturan kepentingan. Dewan Komisaris wajib bertindak secara independen dan profesional serta mengutamakan kepentingan Perseroan dalam melaksanakan tugasnya. Hal ini dilakukan untuk mencegah terjadinya benturan kepentingan.

Kegiatan pengawasan dan pemberian nasihat yang dilakukan Dewan Komisaris mencakup efektivitas penerapan tujuan, nilai-nilai dan strategi Perusahaan serta manajemen risiko terkait dengan isu ekonomi, lingkungan dan sosial, juga melakukan pemantauan terhadap efektivitas pelaksanaan GCG termasuk memberi saran perbaikan terhadap sistem dan implementasi GCG. Untuk mendapatkan gambaran yang tepat dalam isu ekonomi, lingkungan dan sosial, Dewan Komisaris dan Direksi mendapatkan input dan masukan dari para pemangku kepentingan dalam bentuk laporan-laporan berkala. Tugas, tanggung jawab serta wewenang Dewan Komisaris disajikan secara lengkap pada laporan Tahunan PGN.

Dewan Komisaris wajib bertindak secara independen dan profesional serta mengutamakan kepentingan Perseroan dalam melaksanakan tugasnya. Hal ini dilakukan untuk mencegah terjadinya benturan kepentingan. Ketua Badan Tata Kelola Tertinggi dalam jajaran PGN, yaitu Ketua Dewan Komisaris, tidak memiliki rangkap jabatan sebagai pejabat eksekutif dalam organisasi. Jabatan lain yang disandang oleh Ketua Dewan Komisaris tidak bertentangan dengan Peraturan Menteri BUMN No. PER-02/MBU/02/2015 sebagaimana terakhir diubah melalui Peraturan Menteri BUMN No. PER-10/MBU/10/2020. Dengan demikian tidak terdapat potensi untuk adanya benturan kepentingan dengan rangkap jabatan.

DIREKSI

Direksi merupakan Organ Perseroan yang berwenang dan bertanggung jawab penuh atas kegiatan usaha Perseroan sesuai dengan maksud dan tujuan serta ketentuan Anggaran Dasar Perseroan. Direksi bertugas dan bertanggung jawab secara kolegal. Masing-masing Direksi memiliki tugas sesuai dengan wewenang masing-masing, namun tanggung jawab tetap dilakukan secara bersama-sama. Tugas Direktur Utama adalah mengkoordinasikan kegiatan seluruh Anggota Direksi.

THE BOARD OF COMMISSIONERS (BOC)

[GRI 102-23, GRI 102-26, GRI 102-29, GRI 102-30]

The Board of Commissioners carries out its supervisory function and advises the Board of Directors on the implementation of the company's operational activities. In carrying out its obligations, the Board of Commissioners must operate independently and professionally while prioritizing the interests of the company to avoid conflicts of interest. In carrying out its obligations, the Board of Commissioners must operate independently and professionally while prioritizing the interests of the company to avoid conflicts of interest.

The Board of Commissioners' supervisory and advisory responsibilities include monitoring the effectiveness of the company's objectives, values, and strategies, as well as risk management related to economic, environmental, and social issues, as well as monitoring the effectiveness of GCG implementation, including providing suggestions for improvements to the GCG system and implementation. The Board of Commissioners and the Board of Directors receive input and suggestions from stakeholders in the form of periodic reports to gain an accurate picture of economic, environmental, and social challenges. The Board of Commissioners' duties, responsibilities, and authorities are detailed in PGN's Annual Report.

In carrying out its obligations, the Board of Commissioners must operate independently and professionally while prioritizing the interests of the company to avoid conflicts of interest. The chairman of PGN's highest governing body, the board of commissioners, does not hold a concurrent position as an executive officer of the company. Other positions held by the Chairman of the Board of Commissioners do not contradict the Minister of State-Owned Enterprises (SOE) Regulation No. PER-02/MBU/02/2015, as revised by Minister of SOE Regulation No. PER-10/MBU/10/2020. As a result, there is no potential conflict of interest with the concurrent position.

THE BOARD OF DIRECTORS

The Board of Directors is the company's element that authorizes and is responsible for the company's activities in accordance with the company's goals and objectives, as well as the stipulations of the Articles of Association. The directors are assigned and responsible collegially. Each of the director has their own responsibilities in accordance with their respective authorities, but they have responsibilities collegially. The President Director's duty is to coordinate all the activities of the members of the Board of Directors.

Dalam proses penetapan tujuan, nilai-nilai dan strategi Perusahaan, Direksi memiliki peran utama karena keberadaannya sebagai eksekutor dalam memimpin proses bisnis PGN yang mengantarkan Perseroan menjadi *pioneer* dalam bidang usaha gas bumi. Tujuan, nilai dan strategi yang dimaksud mencakup aspek ekonomi, lingkungan dan sosial, senantiasa ditinjau dan dikembangkan yang kemudian disampaikan kepada Dewan Komisaris. [GRI 102-26]

Terkait dengan ruang lingkup pekerjaan, tanggung jawab, prosedur dan dasar penetapan remunerasi, struktur remunerasi, agenda dan jumlah kehadiran dalam rapat anggota Dewan Direksi serta informasi terkait penyesuaian pengaturan atas akuntabilitas dan koordinasi operasional perubahan nomenklatur Direksi terdapat pada bagian Tata Kelola Laporan Tahunan PGN 2021.

KOMPOSISI DEWAN KOMISARIS DAN DIREKSI [GRI 102-22]

Dalam periode pelaporan ini, jumlah anggota Dewan Komisaris adalah 6 orang. Dewan Komisaris ini dipimpin oleh seorang Komisaris Utama, terdapat 3 (tiga) Komisaris Independen, 2 Komisaris dan dibantu oleh seorang Sekretaris Dewan Komisaris. Penerapan kesetaraan gender pada lingkungan kerja PGN tergambar mulai dari pucuk pimpinan tertinggi Perseroan dengan adanya 1 orang komisaris perempuan pada jajaran Dewan Komisaris PGN. Dalam menjalankan tugasnya Dewan Komisaris didukung oleh Komite Audit, Komite Pemantau Manajemen Risiko dan Pengembangan Usaha (PMRPU) dan Komite Nominasi, Remunerasi dan GCG.

Sementara pada jajaran Direksi terdapat 6 orang Direktur, yang terdiri dari Direktur Utama, Direktur Infrastruktur dan Teknologi, Direktur SDM dan Penunjang Bisnis, Direktur Keuangan dan Manajemen Risiko, Direktur Strategi dan Pengembangan Bisnis, serta Direktur Sales dan Operasi.

Informasi lebih rinci mengenai komposisi Dewan Komisaris maupun Direksi, seperti independensi, kompetensi, dan lain lain, serta rincian pelaksanaan tugas, tanggung jawab, dan wewenang dapat diperoleh pada Bagian Tata Kelola Laporan Tahunan 2021.

In the process of setting goals, values, and strategies for the company, the Board of Directors has a major role because of its existence as an executor in leading PGN's business processes, which led the company to become a pioneer in the natural gas business. The objectives, values, and strategies in question cover economic, environmental, and social aspects and are constantly reviewed and developed, which are then submitted to the Board of Commissioners. [GRI 102-26]

The Governance section of the 2021 PGN Annual Report contains information about the scope of work, responsibilities, procedures and basis for determining remuneration, remuneration structure, agenda and attendance at meetings of members of the Board of Directors, as well as information on the adjustment of arrangements for accountability and operational coordination of changes in the nomenclature of the Board of Directors.

COMPOSITION OF THE BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS [GRI 102-22]

The number of members of the Board of Commissioners during this reporting period is six. The Board of Commissioners is chaired by a President Commissioner, three Independent Commissioners, and two Commissioners, and is supported by a Secretary to the Board of Commissioners. Gender equality is being implemented in PGN's work environment, as reflected in the company's highest level of leadership by having one female commissioner on the PGN Board of Commissioners. In carrying out its duties, the Board of Commissioners is supported by the Audit Committee, the Risk Management and Business Development Monitoring Committee (PMRPU), and the Nomination, Remuneration and GCG Committee.

Meanwhile, there are six directors on the Board of Directors which consists of the President Director, Director of Infrastructure and Technology, Director of Human Resources and Business Support, Director of Finance and Risk Management, Director of Strategy and Business Development, and Director of Sales and Operations.

More detailed information regarding the composition of the Board of Commissioners and the Board of Directors, such as independence, competence, and others, as well as details of the implementation of duties, responsibilities, and authorities can be obtained in the Governance Section of the 2021 Annual Report.

STRUKTUR TATA KELOLA

Governance Structure

KEBIJAKAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

[GRI 102-35, GRI 102-36, GRI 102-37, GRI 102-38, GRI 102-39]

Kebijakan Remunerasi Dewan Komisaris dan Direksi mengacu pada Peraturan Menteri Badan Usaha Milik Negara Nomor 04 Tahun 2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara sebagaimana terakhir diubah dengan Peraturan Menteri BUMN Nomor PER-13/MBU/09/2021 tentang Perubahan Keenam atas Peraturan Menteri BUMN tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN ("Pedoman Remunerasi Dekom dan Direksi").

Penjelasan lengkap mengenai kebijakan remunerasi, proses penentuan remunerasi, pelibatan pemangku kepentingan dalam remunerasi, serta rasio kompensasi disajikan pada Laporan Tahunan PGN.

PELATIHAN DAN PENGEMBANGAN DEWAN KOMISARIS DAN DIREKSI [GRI 102-27]

PGN senantiasa berkomitmen untuk melakukan peningkatan kapasitas untuk keberlanjutan usaha. Peningkatan kapasitas tidak hanya diperuntukan pada level Perwira *Subholding Gas*, namun terutama juga bagi level tertinggi di perusahaan. Anggota badan tata kelola mengembangkan kompetensi masing-masing dengan mengikuti pelatihan dan seminar yang relevan dengan pelaksanaan tugasnya serta mencakup isu-isu terkini dalam pengelolaan Lingkungan, Sosial, dan Tata Kelola (LST) Perseroan.

EVALUASI KINERJA DEWAN KOMISARIS DAN DIREKSI [GRI 102-28]

Dewan Komisaris dan Direksi mengimplementasikan KPI sesuai dengan Peraturan Menteri BUMN Nomor PER-11/MBU/11/2020 tentang Kontrak Manajemen dan Kontrak Manajemen Tahunan Direksi Badan Usaha Milik Negara dan ketentuan pelaksanaannya. Penjelasan lengkap mengenai Evaluasi Kinerja Dewan Komisaris dan Direksi disajikan pada Laporan Tahunan PGN.

REMUNERATION POLICY FOR THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

[GRI 102-35, GRI 102-36, GRI 102-37, GRI 102-38, GRI 102-39]

The remuneration policy for the Board of Commissioners and the Board of Directors refers to the Regulation of the Minister of State-Owned Enterprises (SOE) Number 04 of 2014 concerning Guidelines for Determining the Remuneration for Directors (BOD), Boards of Commissioners (BOC), and Supervisory Boards of State-Owned Enterprises, as last amended by Regulation of the Minister of SOE Number PER-13/MBU/09/2021 concerning the Sixth Amendment to the Regulation of the Minister of SOEs concerning the Guidelines for Determining the Remuneration for BOD, BOC, and Supervisory Boards of State-Owned Enterprises ("Guidelines for Remuneration for Committees and Directors").

The detailed explanation of the remuneration policy, the method of determining remuneration, stakeholder involvement in remuneration, and the compensation ratio is presented in the PGN Annual Report.

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS' TRAINING AND DEVELOPMENT

[GRI 102-27]

PGN has always been committed to improving capacity in order to ensure the business's sustainability. Capacity improvement is not only for including former Subholding Gas Employee, but also for the highest levels of the organization. Members of the governance body develop their respective competencies through attendance at training and seminars relevant to the performance of their duties and covering the most recent issues in the environmental, social, and governance (ESG) management.

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS PERFORMANCE EVALUATION

[GRI 102-28]

The Board of Commissioners and the Board of Directors implement the KPI in accordance with the Minister of SOE Regulation Number PER-11/MBU/11/2020 concerning Management Contracts and Annual Management Contracts for Directors of State-Owned Enterprises, as well as their implementation provisions. A detailed report on the performance evaluation of the Board of Commissioners and Board of Directors is presented in the PGN Annual Report.

PENDELEGASIAN WEWENANG DIREKSI

[GRI102-19], [GRI 102-20] [GRI 102-21]

Dalam kaitannya dengan kebijakan dan strategi keberlanjutan, Direksi mendelegasikan wewenang untuk merancang kebijakan dan strategi tersebut pada masing-masing divisi terkait ekonomi, lingkungan dan sosial. Hingga saat ini belum ada posisi eksekutif yang bertanggung jawab untuk topik ekonomi, lingkungan, dan sosial.

Konsultasi dan penerapan mengenai aspek ekonomi, lingkungan dan sosial menjadi bagian yang terintegrasi pada Divisi dan/atau fungsi-fungsi terkait yang relevan. Kinerja pada aspek-aspek keberlanjutan tersebut dilaporkan dan ditinjau oleh Direksi yang terkait untuk selanjutnya dilaporkan kepada Dewan Komisaris melalui berbagai media.

PENGAJIAN DAMPAK EKONOMI, LINGKUNGAN DAN SOSIAL [GRI 102-31, GRI 102-32]

Kinerja keberlanjutan PGN dilaporkan oleh masing-masing divisi dan/atau fungsi terkait kepada Direksi untuk kemudian dilakukan peninjauan. Hasil peninjauan akan menjadi dasar penetapan tindakan *improvement* selanjutnya dalam rangka meningkatkan kinerja. Kegiatan peninjauan ini setidaknya dilaksanakan minimal sekali dalam setahun, melalui namun tidak terbatas pada mekanisme rapat tinjauan manajemen, sebagaimana diatur pada standar ISO yang menjadi rujukan PGN dalam penerapan sistem manajemen mutu, lingkungan, K3, tanggung jawab sosial, dll. Selanjutnya laporan kinerja dan hasil tinjauan disampaikan kepada Dewan Komisaris.

Dalam penyusunan Laporan Keberlanjutan, Direksi melimpahkan tanggung jawab penyusunan laporan pada Sekretaris Perusahaan untuk memastikan bahwa seluruh topik material sudah tercakup dalam laporan. Pada gilirannya, Direksi melakukan pemeriksaan laporan dengan saksama dan memberikan persetujuan sebelum laporan diterbitkan.

DELEGATION OF BOARD OF DIRECTORS'S AUTHORITY

[GRI102-19], [GRI 102-20] [GRI 102-21]

In terms of sustainability policies and strategies, the Board of Directors delegated authority to each economic, environmental, and social division to establish these policies and strategies. Currently, there is no executive in charge of economic, environmental, or social issues.

Economic, environmental, and social consultation and implementation become integral parts of the relevant divisions and/or related functions. The performance on those sustainability aspects is reported and reviewed by the relevant director for further reporting to the Board of Commissioners via various channels.

ASSESSMENT ON ECONOMIC, ENVIRONMENTAL, AND SOCIAL IMPACTS [GRI 102-31, GRI 102-32]

PGN's sustainability performance is reported to the Board of Directors by each division and/or associated function for evaluation. The review's result will serve as the foundation for establishing additional improvement activities to increase performance. This review activity is carried out at least once a year, using the management review meeting process as specified in the ISO standard, which is PGN's reference in the implementation of quality management systems, the environment, Work Health and Safety, social responsibility, and so on. Furthermore, the performance report and review results are presented to the Board of Commissioners.

The Board of Directors delegated responsibility for preparing the sustainability report to the Corporate Secretary in order to ensure that all material subjects are covered in the report. Furthermore, the Board of Directors will review the report and provide their approval before the report is issued.

MANAJEMEN RISIKO

[GRI 102-11] [GRI 102-29, GRI 102-30]

Risk Management

[GRI 102-11] [GRI 102-29, GRI 102-30]

Fungsi manajemen risiko PGN, diawasi Komite Pemantau Manajemen Risiko dan Pengembangan Usaha (PMRPU) yang menjadi organ pendukung Dewan Komisaris, bertugas memberikan pengawasan, masukan dan rekomendasi yang membutuhkan perhatian Dewan Komisaris. Sedangkan bagian yang menjalankan tugas dalam proses pengelolaan manajemen risiko adalah Grup *Investment, Risk Management & GCG (RMG)*. Grup IRMG secara nomenklatur berada di bawah koordinasi Direktur Utama.

Penerapan sistem manajemen PGN berdasarkan pada Australia Standard (AS)/New Zealand Standard (NZS) 4360:1999. Manajemen risiko PGN diterapkan untuk dapat mempertahankan keberlangsungan usaha serta tercapai tujuan Perusahaan secara menyeluruh. Untuk dapat mendukung tercapainya tujuan tersebut, PGN menerapkan kerangka *Enterprise-wide Risk Management (ERM)* dalam Pedoman Manajemen Risiko berdasarkan Keputusan Direksi No. 024000.K/SM.02/UT/2009.

PGN melakukan perubahan kerangka kerja manajemen risiko di tahun 2018 berdasarkan ISO 31000:2018 menyesuaikan dengan PT Pertamina (Persero) sebagai induk perusahaan gas bumi. Perubahan ini terjadi setelah diberlakukannya PP Nomor 6 Tahun 2018 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham Perusahaan Perseroan PT Pertamina (Persero).

ROADMAP MANAJEMEN RISIKO

PGN menyadari bahwa proses implementasi kebijakan pengelolaan manajemen risiko bisa mencapai level optimal tidak dalam jangka waktu pendek dan harus dilakukan secara konsisten dan berkesinambungan. Pengelolaan risiko PGN dilakukan dengan menerapkan prinsip kehati-hatian dengan mematuhi persyaratan peraturan perundangan serta norma-norma yang berlaku. Untuk itu PGN membuat Roadmap Manajemen Risiko untuk periode 2020-2025 sebagai dasar untuk pengelolaan dan mitigasi risiko yang lebih konsisten.

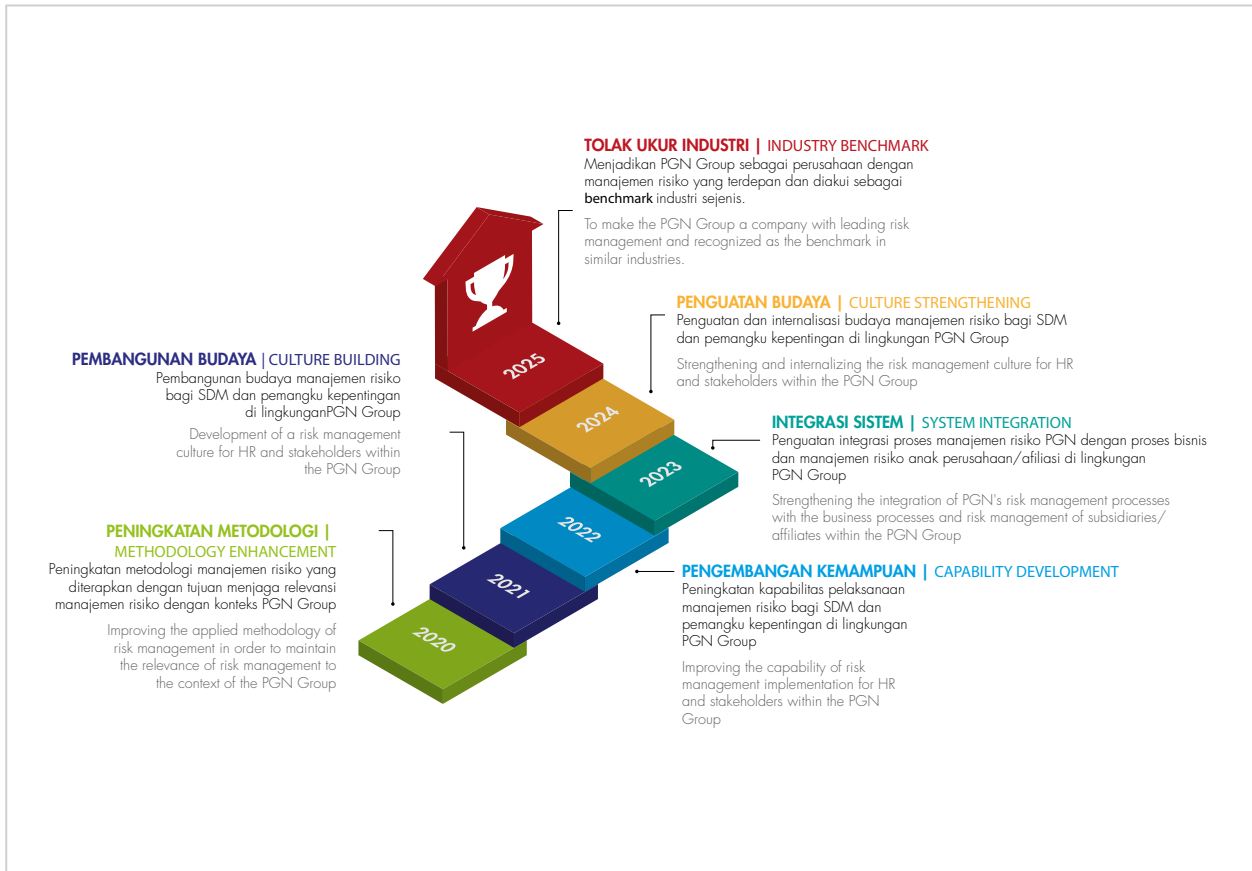
Under the supervision of the Risk Management and Business Development Monitoring Committee (PMRPU), a supporting element for the Board of Commissioners, PGN's risk management function is entrusted with providing oversight, input, and recommendations that require the Board of Commissioners' attention. Meanwhile, Investment, Risk Management is in charge of responsibilities related to risk management. The President Director is in charge of the IRMG Group.

The implementation management system by PGN is based on Australia Standard (AS) and New Zealand Standard (NZS) 4360:1999. PGN's risk management is implemented to ensure the company's business continuity and the achievement of its overall goals. Enterprise-wide risk management (ERM) is implemented by PGN to achieve its goal in the Risk Management Guidelines, which are based on the Board of Directors' Decree No. 024000.K/SM.02.UT/2009.

PGN modified its risk management framework in 2018 based on ISO 31000:2018 to accommodate PT Pertamina (Persero), the parent company natural gas. This modification occurred following the enactment of Government Regulation (PP) No. 6 of 2018 concerning the Addition of State Capital Participation of the Republic of Indonesia to the Share Capital of the Company PT Pertamina (Persero).

RISK MANAGEMENT ROADMAP

PGN recognizes that risk management policy implementation cannot achieve optimal levels in the short term and must be done consistently and on a regular basis. PGN's risk management is carried out in accordance with the precautionary principle and in accordance with the requirements of laws, regulations, and applicable norms. A Risk Management Roadmap for the 2020–2025 period has been put together by PGN. This will help them manage and mitigate risks more consistently in this time period.



IDENTIFIKASI RISIKO ASPEK EKONOMI, SOSIAL DAN LINGKUNGAN [GRI 102-15]

Kehadiran PGN sebagai perusahaan bidang distribusi dan transmisi gas terbesar di Indonesia, tentunya memberikan dampak pada seluruh aspek, tidak terkecuali dalam aspek lingkungan, sosial, dan ekonomi. Dalam menjalankan kegiatan usahanya PGN juga rentan dengan berbagai risiko, yang berpotensi menjadi tantangan dalam keberlanjutan bisnis Perseroan. PGN telah melakukan identifikasi dan penilaian risiko dalam aspek lingkungan, ekonomi, dan sosial. Selain risiko, identifikasi yang dilakukan mencakup dampak dan peluangnya.

IDENTIFYING RISKS IN THE ECONOMIC, SOCIAL, AND ENVIRONMENTAL ASPECTS [GRI 102-15]

PGN's existence as Indonesia's largest gas distribution and transmission firm has an impact on all elements, including environmental, social, and economic factors. In carrying out its business activities, PGN is also vulnerable to various risks, which could potentially become a challenge to the company's business sustainability. PGN has carried out risk identification and evaluation in the environmental, economic, and social aspects. Along with risks, the identification process covers the impacts and opportunities.

MANAJEMEN RISIKO

Risk Management

Lingkungan Environment	<p>Dampak: PGN berkontribusi untuk menekan produksi Gas Rumah Kaca yang merupakan faktor pemicu pemanasan global. PGN dapat meningkatkan penyediaan dan pemanfaatan gas bumi sebagai sumber energi yang lebih ramah lingkungan (lebih rendah emisi Gas Rumah Kaca) dibandingkan bahan bakar fosil lainnya seperti minyak bumi dan batu bara.</p>	<p>Impact: PGN contributed to minimizing greenhouse gas production, which is a factor that causes global warming. PGN could increase the availability and use of natural gas as an environmentally friendly source of energy (less greenhouse gas emissions) than other fossil fuels like oil and coal.</p>
	<p>Risiko: Kegiatan operasional PGN berpotensi meningkatkan beban lingkungan, seperti penggunaan energi, pelepasan emisi ke udara dan limbah.</p>	<p>Risk: PGN's operational activities had the potential to increase environmental burdens, such as energy consumption, emissions into the air, and waste.</p>
	<p>Peluang: Mendukung kebijakan pemerintah untuk meningkatkan penggunaan energi bersih dalam masa transisi energi saat ini.</p>	<p>Opportunity: Supported government policy to increase the use of clean energy in this energy transition period.</p>
Sosial Social	<p>Dampak: - Infrastruktur yang dikembangkan PGN dapat memberikan kemudahan bagi masyarakat untuk mengakses dan menjangkau energi yang lebih ramah lingkungan. - Menciptakan lapangan kerja bagi masyarakat.</p>	<p>Impact: - The infrastructure developed by PGN could make it easier for the public to access and use more environmentally friendly energy. - Created job opportunities for the community.</p>
	<p>Risiko: Adanya penolakan masyarakat di beberapa titik pembangunan infrastruktur gas bumi. Hal ini dipicu masih kurang tersosialisasikan dengan baik manfaat pembangunan infrastruktur pipa gas bumi dan faktor keselamatan yang selalu diutamakan.</p>	<p>Risk: There was public resistance at several points along the natural gas infrastructure development. This was triggered by the lack of socialization of the benefits of natural gas pipeline infrastructure development and the safety factor, which is always prioritized.</p>
	<p>Peluang: PGN berpeluang untuk meningkatkan kesejahteraan masyarakat melalui berbagai program pemberdayaan masyarakat, baik di desa binaan maupun kegiatan di wilayah lainnya yang membutuhkan dukungan yang sejalan dengan kegiatan bisnis PGN.</p>	<p>Opportunity: Through a variety of community empowerment programs, both in the aided villages and in other regions that require support in line with PGN's business activities, PGN had the chance to improve the well-being of the community.</p>
Ekonomi Economy	<p>Dampak: Melalui kegiatan usahanya, PGN dapat menggerakkan industri nasional, pembangkit listrik maupun pemenuhan kebutuhan rumah tangga. Selain itu PGN juga berkontribusi bagi negara melalui pembayaran dividen dan pembayaran pajak.</p>	<p>Impact: PGN's business activities could drive national industry, power plants, and meet household demands. Furthermore, PGN also contributed to the government through dividends and tax payments.</p>
	<p>Risiko: - Penurunan volume permintaan gas bumi akibat pandemi COVID-19. - Gangguan pasokan gas bumi. - Risiko bisnis lainnya yang tercantum pada laporan tahunan PGN.</p>	<p>Risk: - Natural gas demand has been reduced as a result of the COVID-19 pandemic. - Natural gas supply disruption. - Other business risks that are stated in PGN's annual report.</p>
	<p>Peluang: PGN dapat memenuhi kebutuhan gas bumi nasional yang mengalami peningkatan untuk keperluan pembangkit listrik, industri, komersial dan rumah tangga.</p>	<p>Opportunity: PGN was capable of meeting the growing demand for domestic natural gas for power generation, industrial, commercial, and households.</p>

IMPLIKASI FINANSIAL SERTA RISIKO DAN PELUANG LAIN AKIBAT DARI PERUBAHAN IKLIM

[GRI 201-2]

Dampak perubahan iklim tentunya akan memberikan gangguan terhadap aktivitas operasional Perseroan. Oleh karenanya, PGN berupaya merespons dampak perubahan iklim melalui usaha yang dijalankan serta inisiatif yang dilakukan. Upaya dan inisiatif mitigasi dan adaptasi perubahan iklim dapat diperoleh pada bab keberlanjutan usaha dan bab lingkungan pada laporan keberlanjutan ini.

PERMASALAHAN KRITIS [GRI 102-33, GRI 102-34]

Untuk membahas mengenai hal-hal strategis atau kritis yang berhubungan dengan perkembangan proses bisnis, PGN menerapkan mekanisme rapat gabungan Dewan Komisaris dan Direksi setiap bulan. Apabila ada hal-hal yang perlu ditindaklanjuti, dilakukan melalui mekanisme penyampaian surat tanggapan, saran, arahan dari Dewan Komisaris kepada Direksi, yang kemudian ditanggapi oleh Direksi melalui surat jawaban kepada Dewan Komisaris. Dewan Komisaris dan Direksi tetap bertemu secara berkala untuk membahas perkembangan dari isu atau permasalahan kritis yang dihadapi.

Jumlah, jenis, serta mekanisme permasalahan kritis yang dihadapi sepanjang periode pelaporan dijelaskan pada Laporan Tahunan 2021 Bab Tata Kelola.

CLIMATE CHANGE FINANCIAL IMPLICATIONS AND OTHER RISKS AND OPPORTUNITIES

[GRI 201-2]

The impact of climate change will certainly disrupt the company's operational activities. Therefore, PGN seeks to respond to the impacts of climate change through the efforts and initiatives it undertakes. Climate change mitigation and adaptation efforts and initiatives are presented in the business sustainability chapter and the environmental chapter in this sustainability report.

CRITICAL ISSUES [GRI 102-33, GRI 102-34]

PGN implements a combined meeting mechanism for the Board of Commissioners and the Board of Directors on a monthly basis to discuss strategic or crucial issues connected to the development of business processes. If something needs to be followed up on, it is done through a mechanism that allows the Board of Commissioners to submit a response letter, proposal, or direction to the Board of Directors, which is then responded to by the Board of Directors with an answer letter to the Board of Commissioners. The Boards of Commissioners and Directors meet on a regular basis to discuss the development of critical issues or problems that have arisen.

The number, types, and mechanisms of critical problems encountered throughout the reporting period are described in the 2021 Annual Report of the Governance Chapter.

ETIKA DAN INTEGRITAS

[GRI 102-16]

Ethics and Integrity [GRI 102-16]



Standar Etika Bisnis atau Pedoman Tata Perilaku merupakan standar etika dan budaya yang berlaku bagi seluruh individu di lingkungan PGN sebagai pedoman berinteraksi dalam kegiatan sehari-hari termasuk dengan pemangku kepentingan.

PGN mewajibkan setiap Perwira *Subholding Gas* untuk mematuhi undang-undang yang berlaku serta norma-norma etika yang berlaku secara internasional, termasuk penghormatan terhadap hak-hak asasi manusia sebagai bagian dari pedoman berinteraksi di lingkungan kerja. Etika dan budaya integritas ini berperan penting dalam mengembangkan perusahaan untuk jangka panjang.

Panduan berperilaku pada standar etik PGN berlaku pada saat berinteraksi dengan: sesama Perwira *Subholding Gas*, atau siapa pun yang bekerja sama; pelanggan; masyarakat dan lingkungan di mana kami beroperasi; mitra dalam rantai nilai; mitra usaha patungan atau kerja sama bisnis lainnya; pemerintah; serta kepada seluruh kelompok pemangku kepentingan lainnya.

Panduan berperilaku PGN dinyatakan dalam Pedoman Etika Usaha dan Etika Kerja, yang merupakan sekumpulan norma, nilai serta tindak perbuatan yang diyakini oleh jajaran Perusahaan sebagai standar perilaku yang ideal bagi Perusahaan. Perilaku yang ideal itu wajib dikembangkan berdasarkan nilai-nilai luhur yang diyakini jajaran Perusahaan yang menjadi budaya kerja Perusahaan.

a. Etika Usaha

PGN mengembangkan pedoman etika usaha yang merupakan standar perilaku dalam berbisnis dan menjadi panduan bagi perusahaan sebagai suatu entitas, dalam berinteraksi dan berhubungan dengan para pemangku kepentingan. Penerapan etika usaha diharapkan dapat membantu Perusahaan untuk meningkatkan kinerja dengan tetap memperhatikan kepentingan dari para pemangku kepentingan secara beretika dan berlandaskan aturan hukum.

Business Ethics Standards, or a Code of Conduct, are ethical and cultural standards that apply to all individuals within PGN as rules for dealing with daily activities, including interactions with stakeholders.

As part of the guidelines for engaging in the workplace, PGN requires all Subholding Gas Employee to follow applicable laws and internationally accepted ethical principles, including respect for human rights. These ethics and a culture of integrity are critical to the organization's long-term development.

Guidance for the PGN Code of Conduct applies when interacting with: fellow Gas Subholding Officers, or anyone they collaborate with; customers; the communities and environments where we operate; partners in the value chain; joint venture partners or other business partnerships; government; as well as to all other stakeholder groups

PGN's behavioral guidelines are expressed in the Code of Business Ethics and Work Ethics, which is a collection of norms, attitudes, and activities that the company considers the ideal level of behavior for the company. Ideal behavior must be developed based on the norms that the company believes in and which represent the company's work culture.

a. Business Ethics

PGN develops business ethics guidelines that serve as guidelines for the company's interactions and dealings with stakeholders. The implementation of Business ethics are supposed to help the company improve its performance while also meeting the needs of its stakeholders in an ethical and legal way.



Secara garis besar, pedoman etika usaha tersebut berisi tentang standar perilaku yang harus dilaksanakan pada saat PGN berhubungan dengan para pemangku kepentingannya misalnya mengenai keterbukaan informasi, perlakuan setara dan pemenuhan hak pemangku kepentingan, antimonopoli, perlindungan hak asasi manusia, gratifikasi, perlindungan hak kekayaan intelektual dan lain-lain. Beberapa Etika Usaha yang berlaku bagi Perwira *Subholding Gas*:

- 1) Etika Perseroan dengan Perwira *Subholding Gas*;
- 2) Etika Perseroan dengan Pelanggan;
- 3) Etika Perseroan dengan Penyedia Barang dan Jasa;
- 4) Etika Perseroan dengan Kreditur;
- 5) Etika Perseroan dengan Pemerintah;
- 6) Etika Perseroan dengan Masyarakat;
- 7) Etika Perseroan dengan Pemegang Saham;
- 8) Etika Perseroan dengan Pemasok Gas Bumi.

b. Etika Kerja

Berdasarkan nilai-nilai budaya perusahaan serta prinsip prinsip tata kelola perusahaan yang baik, PGN telah menyusun Etika Kerja yang merupakan panduan bagi Perwira *Subholding Gas* untuk melaksanakan tugas dan tanggung jawabnya. Beberapa Etika Kerja yang berlaku bagi Perwira *Subholding Gas*:

In broad terms, the business ethics guidelines establish standards of behavior that must be followed when PGN interacts with its stakeholders, including disclosure of information, equal treatment and fulfillment of stakeholder rights, anti-monopoly, human rights protection, gratuities, intellectual property rights protection, and others. Some of the business ethics that apply to Subholding Gas Employee include the following:

- 1) Company Ethics with Subholding Gas Employee;
- 2) Company Ethics with Customers;
- 3) Company Ethics with Goods and Service Providers;
- 4) Company Ethics with Creditors;
- 5) Company Ethics with the Government;
- 6) Company Ethics with Community;
- 7) Company Ethics with Shareholders;
- 8) Company Ethics with Natural Gas Suppliers.

b. Work Ethics

PGN has developed a Work Ethics that is based on the corporate culture's values and the principles of good corporate governance. It serves as a guide for Subholding Gas Employee in carrying out their duties and responsibilities. Some of the Work Ethics that apply to Subholding Gas Employee include the following:

ETIKA DAN INTEGRITAS

Ethics and Integrity

- 1) Komitmen Individu;
- 2) Kerja sama antar Perwira *Subholding Gas*;
- 3) Kepatuhan terhadap Hukum dan Peraturan;
- 4) Benturan Kepentingan;
- 5) Penerima Hadiah;
- 6) Pemberi Hadiah;
- 7) Perlindungan Aset PGN;
- 8) Mencatat Data dan Pelaporan;
- 9) Menjaga Kerahasiaan Data dan Informasi Perseroan;
- 10) Keselamatan dan Kesehatan Kerja serta Pengelolaan Lingkungan;
- 11) Aktivitas Politik;
- 12) Integritas Laporan Keuangan;
- 13) Informasi Orang Dalam (*Insider Trading*);
- 14) Penggunaan Media Sosial.

Selama tahun 2021 sosialisasi Kode Etik sesuai Pedoman Etika Usaha & Etika Kerja dilakukan sebanyak 4 kali (25 Maret 2021, 22 September 2021, 27-28 September 2021, 27 Oktober 2021) namun sosialisasi tidak hanya dilakukan secara langsung melalui tatap muka atau daring, namun PGN juga melakukan upaya peningkatan *awareness* GCG media digital berupa: media sosial PGN, portal PGN, *website*, *e-mail blast* ke Perwira *Subholding Gas*.

Dalam mendukung peran PGN sebagai *Subholding Gas* dan pengelola utama bisnis gas bumi di Indonesia, PGN menempatkan implementasi budaya perusahaan "AKHLAK" (Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif) sebagai faktor penting untuk pencapaian Visi Misi *Subholding Gas*. *Core Values* AKHLAK telah ditetapkan dalam Keputusan Direksi PT Perusahaan Gas Negara Tbk Nomor 037800.K/OT.04/PDO/2020 sejak tanggal 16 Oktober 2020.

AKHLAK juga didorong sebagai tata nilai dan alat perekat organisasi untuk menumbuhkan semangat kebersamaan yang dibutuhkan untuk menciptakan sinergi dalam memberikan layanan yang lebih baik kepada pelanggan. Sehingga secara bersama sama, AKHLAK menjadikan perilaku seluruh organisasi selaras dengan AKHLAK telah menjadi budaya bagi perilaku setiap Perwira *Subholding Gas*.

PAKTA INTEGRITAS

Pakta Integritas merupakan dokumen yang wajib ditandatangani oleh setiap pihak yang terlibat dalam pengadaan barang dan jasa. Tujuannya adalah untuk mencegah terjadinya kecurangan dan ketidaksesuaian dalam proses pengadaan barang dan jasa. Seluruh penyedia

- 1) Individual Commitment;
- 2) Collaboration among *Subholding Gas* Employee;
- 3) Compliance with Laws and Regulations;
- 4) Conflict of Interest;
- 5) Gift Recipient;
- 6) Gift Giver;
- 7) PGN Asset Protection;
- 8) Recording Data and Reporting;
- 9) Maintaining the Confidentiality of Company Data and Information;
- 10) Occupational Health and Safety, as well as Environmental Management;
- 11) Political Activities;
- 12) Financial Report Integrity;
- 13) Insider Trading (*Insider Infomation*);
- 14) Use of Social Media.

Throughout 2021, PGN socialized the Code of Ethics in accordance with the Guidelines for Business Ethics & Work Ethics four times: March 25, 2021; September 22, 2021; September 27-28, 2021; and October 27, 2021. It was not just face-to-face or online, but also through digital media to increase awareness, in the form of PGN social media, PGN portal, website, and e-mail blast to *Subholding Gas* Employee.

In supporting PGN's role as *Subholding Gas* and the main manager of the natural gas business in Indonesia, PGN places the implementation of a corporate culture of "AKHLAK" (trustworthy, competent, harmonious, loyal, adaptive, and collaborative) as an important factor for achieving the Gas *Subholding* Vision and Mission. The Core Values of AKHLAK have been stipulated in the Decree of the Board of Directors of PT Perusahaan Gas Negara Tbk Number 037800.K/OT.04/PDO/2020 since October 16, 2020.

Additionally, AKHLAK is encouraged as a value system and organizational adhesive tool to foster the spirit of collaboration necessary to achieve synergies in providing a better customer service. Thus, AKHLAK brings the entire organization's behavior into line with AKHLAK, which has become a culture for the behavior of every including former *Subholding Gas* Employee.

INTEGRITY PACT

The Integrity Pact is a document that must be signed by all parties involved in the procurement of goods and services. The objective is to eliminate fraud and inconsistencies in the procurement of goods and services. All providers of goods/services, as well as those who perform the function of goods/

barang/jasa serta fungsi layanan pengadaan barang/jasa diwajibkan untuk menandatangani Pakta Integritas yang berisi komitmen untuk beritikad baik dalam pelaksanaan pengadaan barang dan jasa, prinsip kehati-hatian, bebas dari *conflict of interest*, serta sesuai dengan ketentuan dan perundang-undangan.



ANTI KORUPSI

[GRI 102-25, GRI 205-1, GRI 205-2, GRI 205-3]

PGN merancang dan menerapkan pendekatan yang komprehensif terhadap usaha pencegahan korupsi pada Perusahaan dalam bentuk aturan internal dan pengawasan yang ketat. PGN menetapkan Pedoman Benturan Kepentingan dan Pengendalian Gratifikasi Nomor P-004/A-11 Revisi ke-0 yang berlaku pada tanggal 15 September 2021, sebagai dasar implementasi pengendalian gratifikasi untuk mendorong pelaksanaan etika usaha dan etika kerja, pencegah benturan kepentingan serta pencegah kecurangan.

Pengelolaan Gratifikasi berada pada Internal Audit, di mana terdapat Tim Unit Pengendalian Gratifikasi (UPG) yang ditetapkan berdasarkan Surat Tugas Nomor 033700.ST/PW/IAU/2021 tanggal 30 Desember 2021 untuk melakukan tugas-tugas Tim UPG. Dalam mengupayakan implementasi pengendalian gratifikasi, UPG telah melakukan hal-hal sebagai berikut:

- Pelaksanaan evaluasi pemahaman Perwira *Subholding Gas* melalui aplikasi IKnow yang dilaksanakan pada tanggal 26 s.d. 31 Juli 2021;
- Sosialisasi Pengendalian Gratifikasi dilakukan secara rutin saat pelaksanaan *Opening Meeting Audit* yang antara lain dilaksanakan pada tanggal 27 Januari 2021, 26 April 2021, dan 19 Juli 2021;
- Mengeluarkan Surat Edaran Direktur Utama Nomor 018500.SE/PW/PDO/2021 tanggal 6 Mei 2021 tentang Larangan Penerimaan dan/atau Pemberian Hadiah Terkait Hari Raya Keagamaan atau Perayaan Hari Besar Lainnya.

Dalam rangka memperkuat budaya anti korupsi PGN telah mengimplementasikan Sistem Manajemen Anti Penyuapan (SMAP) berdasarkan standar internasional ISO 37001:2016. Sosialisasi mengenai anti korupsi terus dijalankan secara aktif dan hingga akhir tahun 2021, seluruh (100%) Perwira *Subholding Gas* telah menerima sosialisasi dan/atau pelatihan mengenai anti korupsi.

Kebijakan dan prosedur antikorupsi juga disosialisasikan kepada semua pemasok dan mitra bisnis. Semua kontrak atau perjanjian kerja perusahaan dilengkapi dengan pernyataan

services procurement services, are required to sign an Integrity Pact, which includes a commitment to conduct procurement in good faith, in accordance with the principle of prudence, without conflict of interest, and in accordance with applicable laws and regulations.



ANTI CORRUPTION

[GRI 102-25, GRI 205-1, GRI 205-2, GRI 205-3]

Through internal regulations and strict supervision, PGN develops and implements a comprehensive approach to the company's anti-corruption efforts. PGN has established Guidelines for Conflict of Interest and Gratification Control Number P-004/A-11 Revision-0, which became effective on September 15, 2021, as the foundation for implementing gratification control in order to promote business and work ethics as well as to prevent conflicts of interest and fraud.

Internal Audit is responsible for gratification management, and a Gratification Control Unit (UPG) Team was established pursuant to Assignment Letter Number 033700.ST/PW/IAU/2021 dated December 30, 2021, to carry out the UPG Team's responsibilities. UPG has taken the following steps in order to implement gratification control:

- Implementation of evaluation of *Subholding Gas Employee* understanding through the IKnow application, which was held from July 26 to July 31, 2021;
- Socialization of Gratification Control is carried out regularly during the *Opening Meeting Audit*, which was held on January 27, 2021, April 26, 2021, and July 19, 2021;
- Issued the President's Director's Circular Letter Number 018500.SE/PW/PDO/2021 dated May 6, 2021 concerning the Prohibition of Accepting and/or Giving Gifts Related to Religious Holidays or Other Celebrations.

PGN has implemented an Anti-Bribery Management System (SMAP) based on the international standard ISO 37001:2016 to strengthen its anti-corruption culture. Anti-corruption socialization continued to be a priority, and as of the end of 2021, all (100%) *Subholding Gas Employee* have received anti-corruption socialization and/or training.

Anti-corruption policies and procedures are also disseminated to all suppliers and business partners. All company contracts or employment agreements are supported by an Integrity Pact

ETIKA DAN INTEGRITAS

Ethics and Integrity

Pakta Integritas yang harus ditandatangani oleh pemasok dan mitra bisnis lainnya. Telah dilakukan juga Sosialisasi Aplikasi *Vendor Management System* serta Penerapan GCG dan Sistem Manajemen Anti Penyuapan (SMAP) ISO 37001 kepada Penyedia Barang dan Jasa.

Tantangan yang dihadapi PGN di tahun 2021 penerapan SMAP baru dilakukan pada 2 satuan kerja yaitu IRMG (*Investment, Risk Management & GCG*) dan LFM (*Logistic & Facilities Management*) dan selama tahun 2021 tengah disusun rencana untuk persiapan penerapan ISO 37001:2016 pada seluruh satuan kerja dan anak perusahaan di tahun 2022.

Selama periode pelaporan, PGN telah menyelenggarakan 6 kali sosialisasi/pelatihan terkait anti korupsi yang diikuti oleh, secara total 372 Perwira *Subholding Gas* dan 1 kali komunikasi kebijakan anti korupsi kepada rekanan yang diikuti oleh 229 peserta dari 150 perusahaan. Selain itu Perseroan juga memanfaatkan media *e-mail* dan kanal digital untuk peningkatan kesadaran anti korupsi. PGN belum melakukan penilaian untuk mengidentifikasi operasi yang memiliki risiko signifikan terkait korupsi, namun selama periode pelaporan tidak terdapat insiden terkait kasus korupsi di PGN Grup.

statement that must be signed by suppliers and other business partners. The socialization of the vendor management system application as well as the implementation of GCG and the ISO 37001 anti-bribery management system (SMAP) for goods and services providers has also been carried out.

The challenges faced by PGN in 2021 were that the implementation of SMAP would only be carried out in 2 work units, which were IRMG (Investment, Risk Management, and GCG) and LFM (Logistics & Facilities Management), and during 2021 plans were being drawn up to prepare for the implementation of ISO 37001:2016 in all units of work and subsidiaries in 2022.

During the reporting period, PGN held six anti-corruption socialization/training sessions attended by a total of 372 Subholding Gas Employee and one anti-corruption policy communication to partners attended by 229 participants from 150 companies. Additionally, the company raises anti-corruption awareness through e-mail and digital channels. PGN has not conducted a risk assessment to identify which operations have a high risk of corruption, but there were no corruption incidents in the PGN Group during the reporting period.

Pelaksanaan Sosialisasi dan Pelatihan terkait Anti Korupsi

Implementation of Anti-Corruption Socialization and Training

Materi Sosialisasi dan Pelatihan	Socialization and Training Materials	Waktu Pelaksanaan Implementation Period
Sosialisasi dan Uji Pemahaman Pedoman Tata Kelola Perusahaan Yang Baik dan Pedoman Etika Usaha/ Etika Kerja melalui Aplikasi GCG <i>Online System</i> ke seluruh Perwira <i>Subholding Gas</i> dengan hasil berupa Surat Pernyataan atau Komitmen Pekerja untuk menerapkan GCG dan Etika Usaha/Etika Kerja termasuk Anti Penyuapan	Socialization and Assessment of including former Subholding Gas Employee' Understanding of Good Corporate Governance and Business Ethics/ Work Ethics Principles via the GCG Online System Application, with results in the form of Statement Letters or Worker Commitments to Implement GCG and Business Ethics/Work Ethics Principles, including Anti-Bribery	Triwulan 1 - 2021 Quarter 1 - 2021
Sosialisasi GCG, SMAP ISO 3701 dan SMM ISO 9001	Socializations for GCG, SMAP ISO 3701, and SMM ISO 9001	25 Maret 2021 March 25, 2021
Bimbingan Teknis Program Antikorupsi oleh KPK	Technical Guidance by KPK on Anti-Corruption Programs	13 September 2021 September 13, 2021
Overview GCG, WBS, Gratifikasi, Anti Penyuapan, dan <i>Assesment Parameter ACGS</i>	Overview of GCG, WBS, Gratification, Anti-Bribery, and ACGS Parameter Assessment	27-28 September 2021 September 27 – September 28, 2021
Pelatihan_ISO 37001:2016 <i>Anti-Bribery Management System Batch 1</i>	Batch 1 ISO 37001:2016 Anti-Bribery Management System Training	14-15 Oktober 2021 October 14 – October 15, 2021
Pelatihan_ISO 37001:2016 <i>Anti-Bribery Management System Batch 2</i>	Batch 2 ISO 37001:2016 Anti-Bribery Management System Training	21-22 Oktober 2021 October 21 - October 22, 2021

Materi Sosialisasi dan Pelatihan	Socialization and Training Materials	Waktu Pelaksanaan Implementation Period
Sosialisasi GCG, SMAP, SMM dan GCG <i>Assessment</i> BUMN	Socializations for GCG, SMAP, SMM, and GCG <i>Assessment</i> State-Owned Enterprise (BUMN)	27 Oktober 2021 October 27, 2021
Komunikasi Kebijakan dan Prosedur Anti Korupsi pada Rekanan (LFM)	Communication of Anti-Corruption Policies and Procedures to Partners (LFM)	25 Juni 2021 June 25, 2021
Sosialisasi "Dukung Implementasi ISO 37001:2016 Sistem Manajemen Anti Penyuapan di PGN, dengan 4 NO's (NO Bribery, NO Kickback, NO Gift dan NO Luxurious Hospitality) kepada Penyedia Barang dan Jasa melalui aplikasi Vendor Management System (vms.pgn.co.id) dan e-mail blast.	Socialization "Support the Implementation of ISO 37001:2016 Anti-Bribery Management System at PGN, with four NO's (NO Bribery, NO Kickback, NO Gift, and NO Luxurious Hospitality) to Goods and Service Providers via the Vendor Management System application (vms.pgn.co.id) and e-mail blasts.	<ul style="list-style-type: none"> - Setiap saat Penyedia Barang dan Jasa mendaftar dan/atau mengakses ke aplikasi vms.pgn.co.id - Any time the goods and service provider registers and/or accesses the vms.pgn.co.id application - Melalui e-mail pada tanggal 31 Desember 2021 - By e-mail on December 31, 2021

HAK ASASI MANUSIA

PGN mengakui sepenuhnya dan menegakkan hak asasi manusia di setiap tahapan kegiatan operasional sesuai dengan Deklarasi Universal Hak Asasi Manusia, Konvensi-konvensi utama Lembaga Buruh Internasional (ILO), Prinsip-prinsip Panduan Bisnis dan Hak Asasi Manusia Perserikatan Bangsa-Bangsa. Setiap pelanggaran yang terjadi terkait hak asasi manusia akan ditindaklanjuti sesuai mekanisme pelaporan pelanggaran.

Penghormatan terhadap hak asasi manusia merupakan bagian dari budaya "AKHLAK" Perusahaan. Untuk memastikan setiap Perwira *Subholding* Gas memperlakukan setiap orang dengan adil dan hormat, Perusahaan memberikan pelatihan dan sosialisasi kepada seluruh Perwira *Subholding* Gas mengenai hak asasi manusia, yang dibarengi dengan penyelenggaraan sosialisasi budaya Perusahaan. Bagi petugas keamanan, Perusahaan melakukan pelatihan di bawah bimbingan kepolisian. Sejak tahun 2020, seluruh petugas keamanan (baik yang berasal dari PGN maupun *outsourcing*) telah mendapatkan sosialisasi dan pelatihan mengenai HAM. [GRI 410-1]

PENGUATAN BUDAYA PERUSAHAAN

Sebagai bagian dari Holding Migas, PGN turut mengimplementasikan *core values* BUMN AKHLAK sebagai budaya Perusahaan. Perwira *Subholding* Gas yang merupakan sebutan kepada seluruh Pekerja *Subholding* Gas memiliki peranan penting sebagai *agent of change* dalam implementasikan budaya Perusahaan.

HUMAN RIGHTS

PGN fully recognizes and upholds human rights at all stages of its operational activities in accordance with the Universal Declaration of Human Rights, the International Labor Organization's (ILO) major conventions, and the United Nations Guiding Principles on Business and Human Rights. Each time there is a violation of human rights, it will be looked into in accordance with the reporting mechanism.

Respect for human rights is part in the "AKHLAK" culture of the company. To ensure that every *Subholding* Gas Employee treats others fairly and respectfully, the company conducts human rights training and socialization for all *Subholding* Gas Employee, as well as socialization of the company's culture. The company trains security officers under the supervision of the police. Since 2020, all security officers (both PGN and *outsourcing*) have received human rights socialization and training. [GRI 410-1]

STRENGTHENING CORPORATE CULTURE

As a subsidiary of Holding Oil and Gas, PGN also implements the BUMN AKHLAK core values as a corporate culture. including former *Subholding* Gas Employee, who are designated for all gas *subholding* workers, play a critical role as change agents in implementing the Company's culture.

ETIKA DAN INTEGRITAS

Ethics and Integrity

Penyelarasan budaya Perusahaan dilakukan melalui program-program budaya berdasarkan C5B (*Critical Five Behaviours*), yaitu:

1. *Ethics Ambassador*, yaitu program sosialisasi dan penerapan nilai-nilai Etika Usaha & Etika Kerja di setiap Satuan Kerja/Anak Perusahaan/Afiliasi;
2. *Coffee Morning Briefing Online* (C'Mon Bro), yaitu rapat koordinasi rutin masing-masing Satuan Kerja yang berfokus pada program kerja dan upaya pencapaian target kinerja;
3. *Cross Sharing* yaitu program *sharing* yang menghadirkan narasumber dari Satuan Kerja lain di lingkungan Pertamina Grup dengan tema sesuai kebutuhan masing-masing Satuan Kerja;
4. Energi Baik BerAKHLAK yaitu kegiatan olahraga bersama untuk memperkuat semangat internalisasi nilai-nilai AKHLAK;
5. *Sharing dan Coaching* (SharChing) yaitu program berbagi pengetahuan dan program *coaching* yang dilakukan oleh sesama Perwira Sub Holding Gas.

Program Budaya AKHLAK *Subholding Gas* secara konsisten dilakukan dan dievaluasi pelaksanaannya setiap 1 (satu) bulan sekali melalui *self-assessment*. Berdasarkan hasil *self-assessment* yang telah dilakukan, PGN senantiasa rutin mengadakan *Corporate Culture Award* setiap 1 tahun sekali. Kegiatan ini merupakan bentuk apresiasi bagi Satuan Kerja/Anak Perusahaan/Afiliasi yang telah mengimplementasikan Budaya AKHLAK secara sungguh-sungguh dan konsisten, dan kegiatan ini juga melibatkan seluruh Satuan Kerja/Anak Perusahaan/Afiliasi di lingkungan *Subholding Gas*.

Selain program budaya AKHLAK, PGN memiliki program tambahan untuk penguatan budaya perusahaan, menciptakan lingkungan kerja yang positif, dan meningkatkan *employee engagement*. Adapun program tersebut yaitu:

1. Surat Edaran Anti Pelecehan Seksual di Lingkungan *Subholding Gas*, PGN aktif mengkampanyekan gerakan anti pelecehan seksual untuk mencegah adanya tindakan pelecehan seksual;
2. *Cross Talent Mobility*, program ini bertujuan untuk mendapatkan *talent* yang berpengalaman di lingkungan Holding Migas, penguatan kompetensi, dan *melting culture*;
3. *Millennials Empowering*, program ini bertujuan untuk menguatkan kompetensi *Millennials* dalam rangka akselerasi program pengembangan Perwira *Subholding Gas Millennials*.

Alignment of the company's culture is carried out through cultural programs based on the C5B (*Critical Five Behaviors*), as follows:

1. *Ethics Ambassador*, i.e., the socialization and implementation of business and work ethics values in each work unit/subsidiary/affiliate;
2. *Coffee Morning Briefing Online* (C'Mon Bro), which is a series of regular coordination meetings of each work unit to discuss work programs and efforts to meet performance targets;
3. *Cross Sharing*, a program in which resource persons from other Pertamina Group work units are presented with themes pertinent to the needs of their respective work units;
4. Energi Baik BerAKHLAK, i.e., joint sports activities to strengthen the spirit of internalizing AKHLAK values;
5. *Sharing and Coaching* (SharChing) is a program for knowledge sharing and coaching conducted by fellow including former Subholding Gas Employee.

The Gas Subholding AKHLAK Culture Program is consistently implemented and its effectiveness is evaluated monthly via self-assessment. PGN holds a Corporate Culture Award once a year based on the results of the self-assessment. This activity is intended to show appreciation to work units/subsidiaries/affiliates that have implemented the AKHLAK culture seriously and consistently. It also includes all work units/subsidiaries/affiliates in the Gas Subholding environment.

Along with the AKHLAK culture program, PGN has several other initiatives aimed at strengthening corporate culture, fostering a positive work environment, and increasing employee engagement. The following programs are:

1. Circular Letter on Sexual Harassment in the Gas Subholding Environment: PGN actively campaigns for the anti-sexual harassment movement to prevent sexual harassment;
2. *Cross Talent Mobility*: The goal of this program is to keep experienced workers in the Oil and Gas Holding environment while also strengthening skills and melting culture.
3. *Millennials Empowering*: This program aims to strengthen millennials' competence through the acceleration of millennials' Subholding Gas Employee development programs.

PGN melakukan survei *Employee Engagement* setiap 1 (satu) tahun sekali, sebagai pendekatan untuk mengukur efektivitas implementasi budaya perusahaan. Pada tahun 2021 skor hasil *employee engagement survey* pada aspek budaya perusahaan mendapatkan skor sebesar 4,07 dari 5. Hal ini menunjukkan bahwa budaya AKHLAK telah terinternalisasi pada diri Perwira *Subholding* Gas dan diterapkan secara konsisten.

PGN conducts an employee engagement survey once a year to assess the effectiveness of corporate culture implementation. In 2021, the employee engagement survey gave a 4.07 out of 5 rating for the corporate culture aspect. This demonstrates that the AKHLAK culture has been internalized and implemented consistently by the including former Subholding Gas Employee.

WHISTLEBLOWING SYSTEM [GRI 102-17, GRI 103-3]

PGN memiliki sistem pelaporan yang memungkinkan setiap individu untuk melaporkan dugaan pelanggaran terhadap aturan perusahaan, etika bisnis, diskriminasi, maupun tindakan penipuan. Kerahasiaan identitas pelapor dilindungi oleh Perusahaan dan setiap laporan yang diterima akan ditindaklanjuti sesuai dengan peraturan perusahaan dan ketentuan yang berlaku.

WHISTLEBLOWING SYSTEM [GRI 102-17, GRI 103-3]

PGN has a reporting system that allows individuals to report suspected violations of company rules, business ethics, discrimination, or acts of fraud. The confidentiality of the reporter's identity is protected by the company, and every report received will be investigated in accordance with company policies and applicable regulations.

Mekanisme Penyampaian Laporan dan Pelanggaran Etika [GRI 102-17]

1. Pelaporan pelanggaran disampaikan kepada Komite Etik;
2. Pelaporan pelanggaran dapat dilakukan pada saat/di luar jam kerja;
3. Pelaporan pelanggaran disampaikan melalui saluran resmi Perseroan seperti *website* Perseroan www.pgn.co.id, sub bagian "Pelaporan Pelanggaran", *e-mail*: @etik@pgn.co.id, surat resmi ditujukan ke Komite Etik;
4. Pelaporan dapat berbentuk tertulis atau lisan;
5. Perseroan akan memberikan penjelasan terkait kebijakan dan prosedur penyelesaian laporan;
6. Laporan disertai dengan bukti pendukung yang terkait dengan bukti indikasi awal terjadinya pelanggaran.

Reporting Mechanism for Ethical Violations [GRI 102-17]

1. Reports of violations are submitted to the Ethics Committee;
2. Reports of violations can be made during/outside working hours;
3. Violation reports are submitted through the company's official channels such as the company's website, www.pgn.co.id, subsection "Reporting Violations", e-mail: @etik@pgn.co.id, or an official letter addressed to the Ethics Committee;
4. Reports can be in written or oral form;
5. The company will provide an explanation regarding the policies and procedures for the completion of the report;
6. The report is accompanied by supporting evidence related to evidence of an early indication of a violation.

Untuk menindaklanjuti sistem pelaporan yang akan diproses, Perseroan wajib menyampaikan bukti tanda terima pelaporan pelanggaran kepada *stakeholders* dan/atau perwakilan *stakeholders* yang mengajukan pelaporan. Komite Etik bertanggung jawab atas mekanisme *Whistleblowing System* di Perseroan yang kemudian prosesnya dilanjutkan kepada Dewan Etik.

The company is required to submit proof of receipt for reporting violations to stakeholders and/or representatives of stakeholders who submit reports in order to follow up on the reporting system that will be processed. The Ethics Committee is responsible for the company's whistleblowing system, which is then referred to the Ethics Council.

Komite Etik merupakan fungsi atau unit independen dari operasional Perusahaan sehari-hari dan mempunyai akses kepada pimpinan tertinggi di Perusahaan. Fungsi atau unit yang independen lain adalah Satuan Pengawasan Intern (SPI)/Internal Audit dengan dibantu oleh fungsi Hukum, GCG dan Sumber Daya Manusia jika diperlukan.

The Ethics Committee is an independent function or unit from the company's day-to-day operations and has access to the company's highest leadership. Another independent function or unit is the Internal Audit Unit (SPI)/Internal Audit, which may require assistance from Legal, GCG, and Human Resources.

ETIKA DAN INTEGRITAS

Ethics and Integrity

Sanksi tegas berupa peringatan pemberhentian kerja dan proses hukum diberikan kepada pihak-pihak yang terbukti melakukan pelanggaran. Selama tahun 2021, Komite Etik PGN telah menerima 10 pelaporan pelanggaran, 6 di antaranya telah selesai, sementara 4 lainnya sedang dalam proses penyelesaian.

EVALUASI TATA KELOLA

Evaluasi penerapan tata kelola di PGN dilakukan secara rutin setiap tahun oleh pihak independen (*assessor*) PT RSM Indonesia. Konsultan menggunakan kriteria penilaian sesuai parameter BUMN (SK-16), dan menggunakan parameter internasional yaitu ACGS (ASEAN Corporate Governance Scorecard) secara mandiri. Tahun 2021 telah diperoleh hasil penilaian atas implementasi GCG di PGN yaitu parameter BUMN diperoleh skor 98,56 (SANGAT BAIK) dan parameter ACGS diperoleh skor 99,17 (VERY GOOD).

PRAKARSA INTERNASIONAL [GRI 102-12]

PGN terus berupaya meningkatkan kinerjanya pada aspek-aspek keberlanjutan, yang mencakup Lingkungan, Sosial dan Tata Kelola (LST), termasuk aspek ekonomi. Hal ini dilakukan dengan mengintegrasikan aspek-aspek tersebut ke dalam program-program kerja Perseroan. Dalam penerapannya, PGN merujuk pada standar-standar yang telah diakui secara global sebagai panduan untuk menjalankan kegiatan operasional dengan mempertimbangkan faktor-faktor LST.

Standar-standar tersebut di antaranya: ISO 26000 untuk pedoman kegiatan Tanggung Jawab Sosial Perusahaan, ISO 14001:2015 untuk Sistem Manajemen Lingkungan, ISO 45001:2018 untuk Sistem Manajemen K3, ISO 9001:2015 untuk Sistem Manajemen Mutu, dan ISO 27001:2018 untuk Sistem Manajemen Keamanan Informasi, dan ISO 31000:2018 untuk Sistem Manajemen Risiko.

Di akhir tahun 2021, PGN berhasil mendapatkan sertifikat ISO 55001:2014 yang merupakan standar internasional mengenai Sistem Manajemen Aset untuk lingkup South Sumatera West Java (SSWJ) Pipeline. Perolehan sertifikat ini diharapkan dapat mewujudkan proses bisnis yang terintegrasi dan sinergis intra maupun antar *Subholding Gas*, meningkatkan layanan kepada seluruh stakeholder, serta membawa PGN menjadi pengelola infrastruktur gas bumi yang ramah lingkungan dan mendukung program *Holding Migas* Pertamina menuju energi baru terbarukan.

Strict sanctions, including warnings, termination of employment, and legal action, are imposed on parties found to have violated them. The PGN Ethics Committee received 10 reports of violations in 2021. Six of them have been resolved, and four are still being worked on.

GOVERNANCE EVALUATION

Evaluation of the implementation of governance at PGN is carried out regularly every year by an independent party (*assessor*) from PT RSM Indonesia. The consultant applies assessment criteria consistent with BUMN parameters (SK-16) and independently applies international standards, i.e., the ACGS (ASEAN Corporate Governance Scorecard). In 2021, the assessment of GCG implementation at PGN was completed, with the BUMN parameter receiving a score of 98.56 (VERY GOOD) and the ACGS parameter receiving a score of 99.17 (VERY GOOD).

INTERNATIONAL INITIATIVES [GRI 102-12]

PGN continues to strive to improve its performance in sustainability aspects, including environmental, social, and governance (ESG), as well as economics. This is accomplished by integrating these aspects into the company's work programs. PGN's implementation follows global standards as a guide for carrying out operational activities while taking ESG factors into account.

These standards include: ISO 26000 for guidelines for Corporate Social Responsibility activities, ISO 14001:2015 for Environmental Management Systems, ISO 45001:2018 for Work Health and Safety Management Systems, ISO 9001:2015 for Quality Management Systems, ISO 27001:2018 for Information Security Management System, and ISO 31000:2018 for Risk Management Systems.

PGN obtained the ISO 55001:2014 certificate at the end of 2021, which is an international standard for the Asset Management System for the South Sumatra West Java (SSWJ) Pipeline. Obtaining this certificate is expected to result in the implementation of integrated and synergistic business processes within and between Gas Subholdings, the enhancement of services to all stakeholders, the transformation of PGN into an environmentally responsible natural gas infrastructure manager, and the support of Pertamina's Oil and Gas Holdings' program toward new and renewable energy.



PELIBATAN PEMANGKU KEPENTINGAN

[GRI 102-40, GRI 102-42, GRI 102-43, GRI 102-44]

Stakeholder Engagement [GRI 102-40, GRI 102-42, GRI 102-43, GRI 102-44]

Hubungan yang harmonis dengan seluruh pemangku kepentingan penting untuk memastikan keberlangsungan operasional Perusahaan. PGN memetakan pemangku kepentingan berdasarkan matriks pengaruh dan kekuasaan terhadap kegiatan usaha. Kebutuhan dan harapan pemangku kepentingan menjadi dasar untuk menyusun strategi pelibatan yang tepat sehingga setiap hak-hak pemangku kepentingan dapat terpenuhi dan kepentingan Perusahaan tetap terjaga.

Harmonious relationships with all stakeholders are important to ensure the continuity of the company's operations. PGN categorizes stakeholders based on their level of influence and power over business operations. The needs and expectations of stakeholders are the basis for developing an appropriate engagement strategy that satisfies each stakeholder's rights while protecting the company's interests.

Daftar dan Strategi Pelibatan Pemangku Kepentingan

Stakeholder Engagement Lists and Strategies

Pemangku Kepentingan Stakeholders	Basis Penetapan Pemangku Kepentingan Stakeholder Determination Base	Metode dan Frekuensi Pelibatan The Method and Frequency of Engagement	Topik Topics
Pemegang saham dan investor Perwira <i>Subholding</i> Gas Shareholders and investors Subholding Gas Personnel	Tanggung jawab; Pengaruh Responsibility; Influence	<ul style="list-style-type: none"> Kunjungan Perusahaan – minimal 12 kali/triwulan; Panggilan konferensi – minimal 3 kali/tahun; Kunjungan lapangan – minimal 1 kali/tahun; Pertemuan Analis – minimal 1 kali/tahun; Roadshow Non-deal – minimal 4kali/tahun; Konferensi Tingkat Tinggi (KTT) Investor) – minimal 1 kali/tahun; RUPST – minimal 1 kali/tahun; RUPSLB – sesuai kebutuhan; Paparan Publik – minimal 1 kali/tahun. <ul style="list-style-type: none"> Company visits – minimum of 12 times per quarter; Conference calls – at least three times per year; Field Visit – at least once per year; Analyst Meeting – at least once per year; Non – deal Roadshow – at least four times per year; Investor Summit - at least once per year; AGMS – at least once per year; Extraordinary GMS – as needed; Public Expose – at least once per year. 	<ul style="list-style-type: none"> Menjaga dan meningkatkan nilai investasi melalui peningkatan kinerja Perusahaan; Perolehan dividen setiap tahun operasional; Akuntabilitas dan akurasi laporan keuangan; Transparansi dan akurasi laporan kondisi operasional; <i>Maintaining and improving investment value through improvement of the Company's performance;</i> Penghormatan hak hak pemegang saham sesuai Undang Undang, peraturan dan Anggaran Dasar (AD)/Rumah Tangga (RT). <ul style="list-style-type: none"> Maintain and increase investment value through improving the company's performance; Earnings dividends every operational year; Accountability and accuracy of financial reports; Transparency and accuracy of operational condition reports; Maintaining and improving investment value through improvement of the Company's performance; Respect for the rights of shareholders in accordance with the law, regulations and the Articles of Association/Household.



Pemangku Kepentingan Stakeholders	Basis Penetapan Pemangku Kepentingan Stakeholder Determination Base	Metode dan Frekuensi Pelibatan The Method and Frequency of Engagement	Topik Topics
Perwira <i>Subholding</i> Gas Subholding Gas Employee	Tanggung jawab; Ketergantungan Responsibility; Dependency	<ul style="list-style-type: none"> Melalui SP-PGN: Serikat Pekerja PT Perusahaan Gas Negara Tbk – sesuai kebutuhan; Forum komunikasi manajemen dan pekerja – sesuai kebutuhan. As needed, through SP-PGN: PT Perusahaan Gas Negara Tbk Labor Union; As needed, management and employee communication forums. 	<ul style="list-style-type: none"> Kesetaraan; Kesejahteraan; Jenjang karier yang jelas; Tidak ada praktik diskriminasi; Suasana kerja yang kondusif dan aman. Equality; Well-being; Clear career path; No discriminatory practices; A conducive and safe working environment.
Pemerintah dan Regulator The Government and Regulator	Tanggung jawab; Otoritas Responsibility; Authority	<ul style="list-style-type: none"> Pertemuan bipartit – sesuai kebutuhan, minimal 2 kali; Dengar pendapat dengan DPR RI– sesuai kebutuhan, minimal 2 kali. Bipartite meetings – as needed, at least twice a year; Hearing with The House of Representatives – as needed, at least 2 times. 	<ul style="list-style-type: none"> Terlaksananya kegiatan operasional dengan baik dan optimal; Upaya menjalin hubungan yang harmonis dan konstruktif dengan regulator; PGN dan segenap Perwira <i>Subholding</i> Gas tunduk dan mematuhi hukum dan perundangan. Proper and optimal execution of operational activities; Efforts to build a harmonious and constructive relationship with regulators; PGN and all of its Subholding Gas Employee adhere to and complies with all applicable laws and regulations.

PELIBATAN PEMANGKU KEPENTINGAN

Stakeholder Engagement Lists and Strategies

Pemangku Kepentingan Stakeholders	Basis Penetapan Pemangku Kepentingan Stakeholder Determination Base	Metode dan Frekuensi Pelibatan The Method and Frequency of Engagement	Topik Topics
Mitra Kerja (<i>vendor, supplier, agen, reseller, installer</i>)	Perwakilan; Pengaruh Representative; Influence	<ul style="list-style-type: none"> Melalui SP-PGN: Serikat Pekerja PT Perusahaan Gas Negara Tbk – sesuai kebutuhan; Forum komunikasi manajemen dan pekerja – sesuai kebutuhan Program tata hubungan Komunitas – sesuai kebutuhan. 	<ul style="list-style-type: none"> Kesetaraan; Kesejahteraan; Jenjang karier yang jelas; Tidak ada praktik diskriminasi; Suasana kerja yang kondusif dan aman.
Business Partners (<i>vendors, suppliers, agents, resellers, installers</i>)		<ul style="list-style-type: none"> As needed, through SP-PGN: PT Perusahaan Gas Negara Tbk Labor Union; Management and employee communication forums-as required for a community relations program-as needed. 	<ul style="list-style-type: none"> Equality; Well-being; Clear career path; No discriminatory practices; A conducive and safe working environment.

**KEANGGOTAAN ASOSIASI [GRI 102-13]****ASSOCIATION MEMBERSHIP [GRI 102-13]**

Asosiasi	Association	Sifat Keanggotaan Membership Nature
Forum Hukum Badan Usaha Milik Negara (BUMN)	State-Owned Enterprises (SOE) Legal Forum	Anggota Member
Indonesian Gas Association (IGA)	Indonesian Gas Association (IGA)	Anggota Member
Asosiasi Emiten Indonesia	Indonesia Issuer Association	Anggota Member
Asia Pacific Natural Gas Vehicles Association (ANGVA)	Asia Pacific Natural Gas Vehicles Association (ANGVA)	Anggota Member
Forum Human Capital Indonesia (FHCI)	The Indonesian Human Capital Forum (FHCI)	Anggota Member
The Institute of Internal Auditors Indonesia	The Institute of Internal Auditors Indonesia	Anggota Member
Forum Komunikasi Satuan Pengawasan Intern (FKSPI)	The Internal Audit Unit Communication Forum	Anggota Member



TENTANG LAPORAN

About Reports



07



INFORMASI PERUSAHAAN

Corporate Informations

NAMA ORGANISASI [GRI 102-1] Name or Organization		PT Perusahaan Gas Negara Tbk	
PRODUK, LAYANAN, DAN KEGIATAN USAHA YANG DIJALANKAN [GRI 102-2] Products, services, and line of business		TRANSMISI DAN DISTRIBUSI GAS BUMI Transmission and Distribution of Natural Gas	
ALAMAT [GRI 102-3] Address		KANTOR PUSAT Head Office Jalan K.H. Zainul Arifin Nomor 20 Krukut, Tamansari, Jakarta Barat DKI Jakarta 11140, Indonesia	ALAMAT KORESPONDEN, SURAT ELEKTRONIK (E-MAIL), DAN SITUS WEB Address for correspondence, electronic mail (e-mail), and website 1500-645 contact.center@pgn.co.id www.pgn.co.id Perusahaan Gas Negara @gas_negara @Gas_Negara PGNenergibaik
NEGARA TEMPAT OPERASI [GRI 102-4] Country of Operation		Indonesia 72 kabupaten/kota, di 21 Provinsi di Indonesia 72 regencies/cities, in 21 Provinces in Indonesia	
SIFAT KEPEMILIKAN DAN BADAN HUKUM [GRI 102-5] Nature of Ownership and Legal Entity		Perusahaan Gas Negara Peraturan Pemerintah Nomor 19 Tahun 1965 tentang Pembubaran Badan Pimpinan Umum Perusahaan Listrik Negara dan Pendirian Perusahaan Listrik Negara (P.L.N.) dan Perusahaan Gas Negara (P.G.N.) Government Regulation No. 19 of 1965 on the Dissolution of Badan Pimpinan Umum Perusahaan Listrik Negara and the Establishment of Perusahaan Listrik Negara (P.L.N.) and Perusahaan Gas Negara (P.G.N.)	
PASAR YANG DILAYANI [GRI 102-6] Market Served		100% pasar domestik 100% domestic market	
PELANGGAN Customers		<ul style="list-style-type: none"> Sektor Industri dan Pembangkit Listrik/Industrial and Power Plant Sector Sektor komersial/Commercial sector Sektor rumah tangga/Household sector 	
SKALA ORGANISASI (periode 31 Desember 2021) [GRI 102-7] Organizational Scale (as of 31 December 2021)	JUMLAH PEKERJA Number of Employees	3.239 orang, terdiri dari: 3,239 people, consisting of: <ul style="list-style-type: none"> 1.294 pekerja berasal dari PGN (<i>stand alone</i>)/1,294 PGN (stand-alone) employees 1.945 pekerja dari Entitas Anak/Afiliasi/1,945 employees from Subsidiary Entities/Affiliates 	
	JUMLAH OPERASI Total Operations	19 Kantor Sales Area 19 Area Sales Offices	
	PRODUK YANG DIHASILKAN Products	Distribusi Gas: 871 BBTUD Transmisi Gas: 1.352 MMSCFD Gas Distribution: 871 BBTUD Gas Transmission: 1,352 MMSCFD	
	PENJUALAN BERSIH Net Sales	USD 3.036.100.956 USD 3,036,100,956	
	MODAL DASAR Authorized Capital	Rp7.000.000.000.000 Rp7,000,000,000,000	
	MODAL DITEMPATKAN DAN DISETOR Issued and Paid-up Capital	Rp2.424.150.819.600 Rp2,424,150,819,600	
KEPEMILIKAN SAHAM [GRI 102-5] Share Ownership		<ul style="list-style-type: none"> Pemerintah Republik Indonesia 0%, 1 lembar saham Seri A Dwiwarna. The Government of the Republic of Indonesia 0%, 1 Dwiwarna Serie A share PT Pertamina (Persero) 56,96%, 13.809.038.755 lembar saham seri B. PT Pertamina (Persero) 56.96% or 13,809,038,755 Series B shares Publik 43,04%, 10.432.469.440 lembar saham seri B. Public 43.04% or 10,432,469,440 Series B shares 	
PERUBAHAN SIGNIFIKAN PADA ORGANISASI DAN RANTAI PASOK [GRI 102-10] Significant changes to the organization and supply chain		Tidak ada perubahan signifikan pada organisasi dan rantai pasok There were no significant changes to the organization and supply chain	

ENTITAS ANAK DAN AFILIASI

Subsidiaries and Affiliates

(dalam Juta USD | in Million USD)

Nama Perusahaan Name of Company	Anak Perusahaan Subsidiary/ Affiliates	Komposisi Pemegang Saham Composition of Shareholders	Bidang Usaha Nature of Business	Aset Assets	Status Operasi Operational Status
PT Pertamina Gas	Anak Perusahaan Subsidiary	<ul style="list-style-type: none"> • Perseroan – 51% • PT Pertamina (Persero) – 48,99% • PT Pertamina Pedeve Indonesia – 0,01% • The Company – 51% • PT Pertamina (Persero) – 48,99% • PT Pertamina Pedeve Indonesia – 0,01% 	Pengangkutan Minyak dan Gas Bumi Transmission of Oil and Natural Gas	2.147	Beroperasi Operating
PT Saka Energi Indonesia	Anak Perusahaan Subsidiary	<ul style="list-style-type: none"> • Perseroan – 99,997% • PT PGAS Solution – 0,003% • The Company – 99,997% • PT PGAS Solution – 0,003% 	Hulu Minyak dan Gas Bumi Upstream Oil and Gas	1.911	Beroperasi Operating
PT Gagas Energi Indonesia	Anak Perusahaan Subsidiary	<ul style="list-style-type: none"> • Perseroan - 99,88% • PT PGAS Solution - 0,12% • The Company - 99,88% • PT PGAS Solution - 0,12% 	Pengelolaan Bisnis Jargas, SPBG, SPV pengelolaan Sub WNT Household & Small Customer Business Management, Gas Station, SPV Sub WNT Management	73	Beroperasi Operating
PT PGN LNG Indonesia	Anak Perusahaan Subsidiary	<ul style="list-style-type: none"> • Perseroan - 99,999% • PT Gagas Energi Indonesia - 0,001% • The Company - 99,999% • PT Gagas Energi Indonesia - 0,001% 	LNG Wholesales & Infrastruktur LNG LNG Wholesales & LNG's Infrastructure	773	Beroperasi Operating
PT PGAS Telekomunikasi Nusantara	Anak Perusahaan Subsidiary	<ul style="list-style-type: none"> • Perseroan – 99,93% • Yayasan Kesejahteraan Pegawai Perusahaan Umum Gas Negara - 0,07% • The Company – 99,93% • Employee Welfare Foundation at the State Gas Company - 0,07% 	ICT dan Operation Technology, Konstruksi, dan Perdagangan ICT and Operation Technology, Construction, and Trading	44	Beroperasi Operating
PT PGAS Solution	Anak Perusahaan Subsidiary	<ul style="list-style-type: none"> • Perseroan – 99,91% • Yayasan Kesejahteraan Pegawai Perusahaan Umum Gas Negara - 0,09% • The Company – 99,91% • Employee Welfare Foundation at the State Gas Company - 0,09% 	Enjineriing, Konstruksi, Operasi & Pemeliharaan Engineering, Construction, Operation & Maintenance	129	Beroperasi Operating
PT Permata Graha Nusantara	Anak Perusahaan Subsidiary	<ul style="list-style-type: none"> • Perseroan - 99,989% • PT PGAS Solution - 0,011% • The Company - 99,989% • PT PGAS Solution - 0,011% 	Pengelolaan Aset, Facility Management, Entrepreneur Real Estate, Pengelolaan Arsip Asset & Facility Management, Entrepreneur Real Estate, Archive Management	125	Beroperasi Operating
PT Transportasi Gas Indonesia	Afiliasi Affiliate	<ul style="list-style-type: none"> • Perseroan - 59,87% • Transasia Pipeline Company Pvt.Ltd. - 40% • Yayasan Kesejahteraan Pegawai Perusahaan Umum Gas Negara - 0,13% • The Company - 59,87% • Transasia Pipeline Company Pvt.Ltd. - 40% • Employee Welfare Foundation at the State Gas Company - 0,13% 	Transportasi Gas Bumi Transportation of Natural Gas	246	Beroperasi Operating

ENTITAS ANAK DAN AFILIASI

Subsidiaries and Affiliates

(dalam Juta USD | in Million USD)

Nama Perusahaan Name of Company	Anak Perusahaan Subsidiary/ Affiliates	Komposisi Pemegang Saham Composition of Shareholders	Bidang Usaha Nature of Business	Aset Assets	Status Operasi Operational Status
PT Nusantara Regas	Afiliasi Affiliate	<ul style="list-style-type: none"> •Perseroan - 40% •PT Pertamina (Persero) - 60% •The Company - 40% •PT Pertamina (Persero) - 60% 	Jasa Regasifikasi & Pengembangan Infrastruktur LNG untuk Kilang Cilacap Regasification Services, LNG Infrastructure Development for Cilacap Refinery	270	Beroperasi Operating
PT Kalimantan Jawa Gas	Afiliasi Affiliate	<ul style="list-style-type: none"> •PT Permata Graha Nusantara- 80% •PT Bakrie & Brothers Tbk - 20% •PT Permata Graha Nusantara- 80% •PT Bakrie & Brothers Tbk - 20% 	Transportasi Gas Gas Transportation	91	Beroperasi Operating
PT Permata Karya Jasa	Afiliasi Affiliate	<ul style="list-style-type: none"> •PT Permata Graha Nusantara-60% •Yayasan Kesejahteraan Pegawai Perusahaan Umum Gas Negara - 40% •PT Permata Graha Nusantara- 60% •Employee Welfare Foundation at the State Gas Company - 40% 	Penyedia Tenaga Kerja Labor Service Provider	13	Beroperasi Operating
PT Solusi Energi Nusantara	Afiliasi Affiliate	<ul style="list-style-type: none"> •PT PGAS Solution – 99,9% •PT Permata Graha Nusantara- 0,1% •PT PGAS Solution – 99,9% •PT Permata Graha Nusantara- 0,1% 	Enjineri, Konsultasi, dan Jasa Engineering, Consultant, and Services	3	Beroperasi Operating
PT Widar Mandripta Nusantara	Afiliasi Affiliate	<ul style="list-style-type: none"> •PT Gagas Energi Indonesia - 99,996% •PT Permata Karya Jasa - 0,004% •PT Gagas Energi Indonesia - 99,996% •PT Permata Karya Jasa - 0,004% 	Bisnis Kelistrikan Electricity Business	3	Beroperasi Operating
PT Telemedia Dinamika Sarana	Afiliasi Affiliate	<ul style="list-style-type: none"> •PT PGAS Telekomunikasi Nusantara - 90% •Koperasi Jasa PGASCOM - 10% •PT PGAS Telekomunikasi Nusantara - 90% •Koperasi Jasa PGASCOM - 10% 	Telekomunikasi Telecommunication	5	Beroperasi Operating
PT Pertagas Niaga	Afiliasi Affiliate	<ul style="list-style-type: none"> •PT Pertamina Gas - 99% •PT Pertamina Hulu Energi - 1% •PT Pertamina Gas - 99% •PT Pertamina Hulu Energi - 1% 	Bisnis CNG, Penyimpanan CNG dan LNG Retail CNG Business, CNG Storage and LNG Retail	126	Beroperasi Operating
PT Perta Arun Gas	Afiliasi Affiliate	<ul style="list-style-type: none"> •PT Pertamina Gas - 90% •PT Pertagas Niaga - 10% •PT Pertamina Gas - 90% •PT Pertagas Niaga - 10% 	Penyediaan Infrastruktur LNG & Komersialisasi Infrastruktur LNG LNG Infrastructure Provider & LNG Infrastructure Commercialize	206	Beroperasi Operating Beroperasi Operating
PT Perta-Samtan Gas	Afiliasi Affiliate	<ul style="list-style-type: none"> •PT Pertamina Gas - 66% •Samtan Co.Ltd - 34% •PT Pertamina Gas - 66% •Samtan Co. Ltd - 34% 	Pemrosesan LPG LPG Processing	108	Beroperasi Operating
PT Perta Daya Gas	Afiliasi Affiliate	<ul style="list-style-type: none"> •PT Pertamina Gas - 65% •PT Indonesia Power - 35% •PT Pertamina Gas - 65% •PT Indonesia Power - 35% 	Penyimpanan CNG untuk PLN CNG Storages for PLN	11	Beroperasi Operating
PT Perta Kalimantan Gas	Afiliasi Affiliate	<ul style="list-style-type: none"> • PT Pertamina Gas - 70% • PT Medco Gas Indonesia - 30% • PT Pertamina Gas - 70% • PT Medco Gas Indonesia - 30% 	Pengangkutan Gas Bumi Natural Gas Transmission	na	Tidak Beroperasi Not Operating

(dalam Juta USD | in Million USD)

Nama Perusahaan Name of Company	Anak Perusahaan Subsidiary/ Affiliates	Komposisi Pemegang Saham Composition of Shareholders	Bidang Usaha Nature of Business	Aset Assets	Status Operasi Operational Status
PT Gas Energi Jambi	Afiliasi Affiliate	<ul style="list-style-type: none"> • Perseroan - 40% • PT Wahana Catur Mas - 40% • PT Jambi Indoguna Internasional - 10% • PT Bukaka Corporindo - 10% • The Company - 40% • PT Wahana Catur Mas - 40% • PT Jambi Indoguna Internasional - 10% • PT Bukaka Corporindo - 10% 	Perdagangan dan Pembangunan Trading and Development	na	Tidak Beroperasi Not Operating
PT Banten Gas Synergi	Afiliasi Affiliate	<ul style="list-style-type: none"> • PT Andiracitra Grahawira - 68,43% • PT Banten Global Synergi - 14,14% • PT Banten Global Development - 8,57% • Izma Agyano Bursman - 8,71% • Perseroan Company - 0,14% 	Jasa Pengangkutan, Perdagangan dan Pertambangan Transportation, Trading and Mining Services	na	Tidak Beroperasi Not Operating
Bentang Energi Indonesia Ltd	Afiliasi Affiliate	<ul style="list-style-type: none"> • PGN LNG - 75% • SAKA – 25% 	Perdagangan dan Transportasi Minyak dan LNG Transportation, Trading and Mining Services	0.7	Beroperasi Operating
PT Padoma Global Neo Energi	Afiliasi Affiliate	<ul style="list-style-type: none"> • PGN LNG - 30% • PT Papua Doberai Mandiri - 70% 	Penyediaan LNG LNG Provision	0,004	Beroperasi Operating
PT Lamong Nusantara Gas	Afiliasi Affiliate	<ul style="list-style-type: none"> • PGN LNG - 51% • PT Pelindo Energi Logistik - 49% 	Pembangunan, pengelolaan, dan pengoperasian Terminal LNG Construction, management and operation of the LNG Terminal	10	Beroperasi Operating
PGAS Telecommunication International Pte. Ltd	Afiliasi Affiliate	<ul style="list-style-type: none"> • PGASCOM - 100% 	Industri Informasi, Komunikasi & Teknologi, Penjualan leased circuit service, Transit IP, Layanan Internet exchange, Layanan Voice over Internet Protocol (VoIP) Information, Communication & Technology Industry, Sales of leased circuit services, IP Transit, Internet exchange services, Voice over Internet Protocol (VoIP) services	4	Beroperasi Operating

ENTITAS ANAK DAN AFILIASI

Subsidiaries and Affiliates

PROFIL ENTITAS ANAK**SUBSIDIARY ENTITIES****PT Pertamina Gas (Pertagas)**

JENIS Type	Anak Perusahaan Subsidiary
PENDIRIAN Establishment	23 Februari 2007 February 23, 2007
KANTOR PUSAT Head Office	Grha Pertamina, Pertamax Tower, Lantai 20-23, Jl. Medan Merdeka Timur No. 11-13, Jakarta Pusat, 10110 Indonesia.
KONTAK Contact	Telp. +62 21 3190 6825 Fax. +62 21 3190 6831 Web: www.pertagas.pertamina.com
BIDANG USAHA Line of Business	Pengangkutan Minyak dan Gas Bumi Oil and Gas Transportation
JUMLAH ENTITAS ANAK Total Subsidiary Entities	5 Anak Perusahaan 5 Subsidiaries

Bergerak di bidang usaha niaga gas bumi dan turunannya, transportasi/transmisi, pemrosesan, penyimpanan gas bumi dan usaha lainnya. Pertagas juga melakukan kegiatan usaha pemrosesan gas bumi melalui dua LPG Plant yakni LPG Plant Pondok Tengah yang bekerja sama dengan PT Yudistira Energy dan LPG Plant Sumatera Selatan yang dikelola oleh anak perusahaan: PT Perta-Samtan Gas. Sedangkan kegiatan usaha regasifikasi LNG dijalankan anak perusahaan: PT Perta Arun Gas melalui pengoperasian Terminal Penerimaan dan Regasifikasi LNG di Arun Lhokseumawe Aceh sejak awal 2015.

Pertagas memiliki wilayah kerja di Indonesia, meliputi pulau-pulau Sumatera, Jawa, dan Kalimantan. Wilayah kerja perusahaan terbagi dalam enam wilayah operasional, dengan lima daerah operasi menangani jaringan pipa gas bumi, dan satu daerah operasi menangani jaringan pipa minyak.

Engaged in the business of trading of natural gas and its derivatives, transportation/transmission, processing, storage of natural gas and other businesses. Pertagas also engages the natural gas processing business through two LPG Plants, namely the Pondok Tengah LPG Plant in collaboration with PT Yudistira Energy and the South Sumatra LPG Plant which is managed by its subsidiary: PT Perta-Samtan Gas. Meanwhile, the LNG regasification business activity is carried out by another subsidiary: PT Perta Arun Gas through the operation of the LNG Reception and Regasification Terminal in Arun Lhokseumawe Aceh since early 2015.

Pertagas' working areas in Indonesia include Sumatra, Java and Kalimantan. The Company's work area is divided into six operational areas, with five operating areas handling natural gas pipelines, and one operating area handling oil pipelines.

PT Saka Energi Indonesia (SEI)

JENIS Type	Anak Perusahaan Subsidiary
PENDIRIAN Establishment	27 Juni 2011 June 27, 2011
KANTOR PUSAT Head Office	The Manhattan Square, Lantai 26 Jl. TB Simatupang Kav 1S, Jakarta Selatan 12560
KONTAK Contact	Telp. +62 21 2995 1000 Fax. +62 21 2995 1001 E-mail: contact.us@sakaenergi.com Web: www.sakaenergi.com
BIDANG USAHA Line of Business	Minyak dan Gas Bumi (Hulu) Oil and Gas (Upstream)
JUMLAH ENTITAS ANAK Total Subsidiary Entities	29 Anak Perusahaan dan 3 Afiliasi 29 Subsidiaries and 3 Affiliates

PT SAKA Energi Indonesia (SEI) adalah Anak Perusahaan yang melaksanakan usaha dan investasi di bidang hulu Minyak dan Gas Bumi (Migas), yang meliputi kegiatan eksplorasi, eksploitasi, pengembangan usaha-usaha di bidang minyak dan gas alam, panas bumi, serta gas metana batu bara (CBM).

PT SAKA Energi Indonesia (SEI) is a subsidiary dealing with upstream oil and gas business and investment, covering exploration, exploitation, development of businesses in oil and gas, geothermal and coalbed methane (CBM).

SEI memiliki hak partisipasi ("*Participating Interest*") atas sembilan PSC di Indonesia dan satu blok *shale gas* Amerika Serikat, lima di antaranya dioperasikan penuh oleh SEI dengan kepemilikan *participating interest* 100%. Kelima PSC tersebut adalah Pangkah PSC, Muriah PSC, South Sesulu PSC, Pekawai PSC, West Yamdena PSC.

SEI has a Participating Interest on 10 PSCs in Indonesia and 1 block of shale gas in the US, six of them are fully operated by SEI with a participating interest of 100%. These five PSCs are Pangkah PSC, Muriah PSC, South Sesulu PSC, Pekawai PSC, West Yamdena PSC and Wokam PSC (which ownership is currently being processed to be returned to the Indonesian Government).

PT Gagas Energi Indonesia (GEI)

JENIS Type	Anak Perusahaan Subsidiary
PENDIRIAN Establishment	27 Juni 2011 June 27, 2011
KANTOR PUSAT Head Office	Kompleks PGN, Gedung B, Lantai 9-10 Jl. K.H. Zainal Arifin No. 20, Jakarta 11140
KONTAK Contact	Telp. +62 21 2907 1415 Fax. +62 21 2907 1138 Web: www.gagas.co.id
BIDANG USAHA Line of Business	Pengelolaan Bisnis Jargas, SPBG, SPV pengelolaan Sub WNT Household & Small Customer Business Management, Gas Station, SPV Sub WNT Management
JUMLAH ENTITAS ANAK Total Subsidiary Entities	1 Anak Perusahaan 1 Subsidiary

PT Gagas Energi Indonesia (GEI) adalah Anak Perusahaan PGN yang bergerak dalam bidang pengolahan, pengangkutan, penyimpanan dan niaga minyak dan gas bumi untuk serta energi lainnya. GEI menyediakan gas bumi untuk sektor transportasi, industri dan sektor kegiatan usaha komersial melalui CNG dan miniLNG, SPBG dan *Mobile Refueling Unit* (MRU).

PT Gagas Energi Indonesia (GEI) is a Subsidiary of PGN which is engaged in the business of processing, transporting, storing and trading oil and gas for and other energy. GEI provides natural gas for the transportation, industrial and commercial business sectors through CNG and miniLNG, SPBG and Mobile Refueling Units (MRU).

Dalam rangka mendukung program Pemerintah dan memperluas distribusi dan utilisasi gas bumi untuk sektor transportasi (Gasku), GEI telah membangun dan mengelola 12 SPBG dan 4 MRU lokasinya tersebar di wilayah DKI Jakarta, Jawa Barat, Lampung, Jawa Timur, Kepulauan Riau, Serang dan Cilegon. GEI terus melakukan inovasi pengelolaan SPBG berupa skema kemitraan di mana GEI berperan sebagai Sole Agent BBG Transportasi.

In order to support Government programs and expand the distribution and utilization of natural gas for the transportation sector (Gasku), GEI has built and managed 12 SPBGs and 4 MRUs located in DKI Jakarta, West Java, Lampung, East Java, Riau Islands, Serang and Cilegon. GEI continues to innovate SPBG management under a partnership scheme where GEI acts as the Sole Agent of BBG Transportation.

PT PGAS Telekomunikasi Nusantara (PGNCOM)

JENIS Type	Anak Perusahaan Subsidiary
PENDIRIAN Establishment	10 Januari 2007 January 10, 2007
KANTOR PUSAT Head Office	Kompleks PGN, Gedung B, Lantai 4 Jl. K.H. Zainal Arifin No. 20, Jakarta 11140
KONTAK Contact	Telp. +62 21 633 1345 Fax. +62 21 6333 1381 E-mail: sales@pgncom.co.id dan cs@pgncom.co.id Web: www.pgncom.co.id
BIDANG USAHA Line of Business	Information & Communication Technology
JUMLAH ENTITAS ANAK Total Subsidiary Entities	2 Anak Perusahaan 2 Subsidiaries

ENTITAS ANAK DAN AFILIASI

Subsidiaries and Affiliates

PGAS Telekomunikasi Nusantara (PGNCOM) merupakan Anak Perusahaan PGN yang bergerak dalam bisnis jaringan telekomunikasi yang didirikan pada 2007. Sebagai penyedia layanan ICT, PGNCOM memiliki layanan *connectivity, managed service*, dan *business solution* yang dapat digunakan oleh semua perusahaan dari kelas *large corporation* sampai ke *small medium enterprise* (SME).

Produk dan layanan PGNCOM terdiri dari *connectivity* seperti IPLC dan DPLC, Global internet dan internet akses yang disediakan melalui anak usahanya PT Telemedia Dinamika Sarana, layanan *business solution* seperti pengembangan aplikasi, video, *video conference*, infrastruktur IT maupun OT (SCADA), dan *managed service* baik untuk IT, SCADA, maupun *seat management*. PGNCOM juga mengembangkan usahanya untuk IOT seperti *smart office* maupun *smart home/building*.

Dengan tenaga profesional dan berkompeten, PGNCOM membantu pelanggan untuk mencapai tujuan bisnisnya.

PGAS Telekomunikasi Nusantara (PGNCOM) is a Subsidiary of PGN that is engaged in the telecommunications network business, which was established in 2007. As a provider of ICT services, PGNCOM has connectivity, managed services, and business solution services that can be used by all companies from large corporations to small medium enterprises (SMEs).

The products and services PGNCOM's consist of connectivity, such as IPLC and DPLC, Global internet and internet access provided through its subsidiary, PT Telemedia Dinamika Sarana, business solution services, such as application development, video, video conferencing, IT and OT infrastructure (SCADA), and managed services for IT, SCADA, and seat management. PGNCOM is also developing its business for IOT, such as smart office and smart home/building

With professional and competent personnel, PGNCOM assists its customers to achieve their business goals.

PT PGAS Solution (PGAS Solution)

JENIS Type	Anak Perusahaan Subsidiary
PENDIRIAN Establishment	6 Agustus 2009 August 6, 2009
KANTOR PUSAT Head Office	Kompleks PGN, Gedung C, Lantai 4 Jl. K.H. Zainal Arifin No. 20, Jakarta 11140
KONTAK Contact	Telp. +62 21 6385 452/4506 Fax. +62 21 6385 4572/4506 E-mail: info@pgn-solution.co.id Web: www.pgn-solution.co.id
BIDANG USAHA Line of Business	Engineering, Construction, Operation & Maintenance
JUMLAH ENTITAS ANAK Total Subsidiary Entities	1 Anak Perusahaan 1 Subsidiary

PT PGAS Solution (PGAS Solution) merupakan Anak Perusahaan PGN dengan 4 (empat) fokus bidang utama, yaitu: *Engineering Procurement Construction (EPC)*, *Operation and Maintenance (O&M)*, *Supply Chain*, dan *Engineering*. PGAS Solution memegang peranan penting dalam bisnis PGN. Kegiatan Operasi & Pemeliharaan jaringan pipa dan infrastruktur PGN di seluruh area operasi Indonesia dipercayakan kepada PGAS Solution. Keandalan jaringan merupakan hal prioritas agar penyaluran gas bumi dari hulu sampai ke pelanggan terakhir PGN berjalan secara aman. Dengan dukungan sumber daya manusia berpengalaman dan teknologi modern, PGAS Solution mampu melaksanakan kegiatan pengoperasian dan pemeliharaan infrastruktur pipa gas PGN.

PT PGAS Solution (PGAS Solution) is a PGN Subsidiary with 4 (four) main focus areas, namely: Engineering Procurement Construction (EPC), Operation and Maintenance (O&M), Supply Chain, and Engineering. PGAS Solution plays an important role in PGN's business. Operations & Maintenance of PGN's pipeline network and infrastructure in all areas of Indonesia's operations are entrusted to PGAS Solution. Network reliability is a priority so that the distribution of natural gas from upstream to PGN's final customers runs safely. With the support of experienced human resources and modern technology, PGAS Solution is able to carry out the operation and maintenance of PGN's gas pipeline infrastructure.

PT Permata Graha Nusantara (PERMATA)

JENIS Type	Anak Perusahaan Subsidiary
PENDIRIAN Establishment	24 April 2014 April 24, 2014
KANTOR PUSAT Head Office	Kompleks PGN, Gedung B, Lantai 6-8 Jl. K.H. Zainal Arifin No. 20, Jakarta 11140
KONTAK Contact	Telp. +62 21 633 180 E-mail: info@pgnmas.co.id Web: www.pgnmas.co.id
BIDANG USAHA Line of Business	Pengelolaan Aset, Facility Management, Entrepreneur Real Estate, Pengelolaan Arsip Asset & Facility Management, Entrepreneur Real Estate, Archive Management
JUMLAH ENTITAS ANAK Total Subsidiary Entities	2 Anak Perusahaan 2 Subsidiaries

PT Permata Graha Nusantara (PERMATA) merupakan Anak Perusahaan PGN yang mempunyai kegiatan usaha di bidang *Facility Management*, *Asset Management*, *ERE/Developer*, dan *Design & Build*. PERMATA konsisten menjalankan kegiatan usaha utamanya dengan terus berupaya mengembangkan potensi yang ada. Dalam pelaksanaan hal tersebut, PERMATA bersinergi dengan Anak Perusahaan Pertamina melaksanakan jasa di bidang *Facility Management*. PERMATA mendapatkan kepercayaan untuk melaksanakan pekerjaan di bidang *Facility Management*, Manajemen Kearsipan, dan Penyediaan Jasa Transportasi. Selain itu PERMATA juga melaksanakan kegiatan di Gedung Sinergi 8 dalam bentuk penyediaan *private office*, *coworking space* dan penyediaan tempat untuk *tenant*.

PT Permata Graha Nusantara (PERMATA) is a PGN Subsidiary engaged in the Facility Management, Asset Management, ERE/Developer, and Design & Build businesses. PERMATA carries out its main business activities consistently by continuing to develop its existing potential. To that end, PERMATA synergizes with Pertamina's Subsidiaries in providing services in the field of Facility Management. PERMATA is trusted to carry out work in the fields of Facility Management, Archives Management, and Provision of Transportation Services. In addition, PERMATA also carries out activities at the Synergy 8 Building in the form of providing private offices, coworking spaces and providing places for tenants.

PT PGN LNG Indonesia (PGN LNG)

JENIS Type	Anak Perusahaan Subsidiary
PENDIRIAN Establishment	26 Juni 2012 June 26, 2012
KANTOR PUSAT Head Office	Kompleks PGN, Graha PGAS, Lantai 2 Jl. K.H. Zainal Arifin No. 20, Jakarta 11140
KONTAK Contact	Telp. +62 21 2907 3266 Fax. +62 21 2907 1133 E-mail: contact.center@pgnlng.co.id Web: www.pgnlng.co.id
BIDANG USAHA Line of Business	LNG Wholesales & Infrastruktur LNG LNG Wholesales & LNG's Infrastructure
JUMLAH ENTITAS ANAK Total Subsidiary Entities	3 Anak Perusahaan 3 Subsidiaries

PT PGN LNG Indonesia (PGN LNG) merupakan Anak Perusahaan PGN bergerak di bidang Liquefied Natural Gas, namun tidak terbatas pada pengolahan, pengangkutan, penyimpanan, niaga. Didirikan pada tahun 2012. Sejak tahun 2014, PGN LNG telah mengoperasikan FSRU Lampung yang berlokasi di Labuhan Maringgai, dengan kapasitas 1,5–1,7 MTPA dan volume penyaluran mencapai 240 MMscfd. FSRU Lampung terintegrasi dengan fasilitas pipa transmisi SSWJ yang menghubungkan sumber-sumber gas bumi di Sumatera dengan pelanggan potensial terbesar di Jawa Barat.

Established in 2012, PT PGN LNG Indonesia (PGN LNG) is a PGN's subsidiary dealing with Liquefied Natural Gas, including but not limited to, processing, transportation, storage, and trading. Since 2014, PGN LNG has operated FSRU Lampung located at Labuhan Maringgai, with a capacity of 1.5–1.7 MTPA and distribution volume of 240 MMscfd. FSRU Lampung is integrated with SSWJ transmission pipeline connecting natural gas sources in Sumatra with potential largest customers in West Java.

TOPIK DALAM LAPORAN KEBERLANJUTAN [GRI 102-46]

Topics within the Sustainability Report [GRI 102-46]

PGN menerbitkan laporan keberlanjutan sebagai media penyampaian informasi secara transparan kepada pemangku kepentingan. Laporan ini berisi komitmen, kebijakan, program, inisiatif, pencapaian, dan tantangan perusahaan di bidang Lingkungan, Sosial, dan Tata Kelola (LST), serta ekonomi dalam operasi pengadaan gas bumi di Indonesia yang operasionalnya dikelola oleh PGN.

PGN issues the sustainability report as a means to transparently submit information to these stakeholders. This Report contains commitment, policy, program, initiatives, achievements, and the company’s challenges in the area of Environment, Social, and Governance (ESG), as well as economic in operating natural gas supplies in Indonesia whose operations are handled by PGN.

PGN menerbitkan laporan keberlanjutan ini setiap tahunnya. Laporan keberlanjutan ini disusun berdasarkan Standar GRI yang diterbitkan oleh Global Reporting Standard dengan Opsi Komprehensif (*Comprehensive Option*). Pemilihan topik-topik yang disajikan dalam laporan ini dilakukan melalui 4 (empat) tahapan sebagai berikut:

PGN issues this sustainability report annually. This sustainability report was prepared based on the GRI Standards issued by the Global Reporting Standard with the Comprehensive Option. The selection of topics presented within this report was made through 4 (four) stages as follows:



1. Tahap Identifikasi: Mengidentifikasi aspek-aspek yang material disertai dengan batasan-batasannya. Dalam tahapan ini, kami memilih isu yang berhubungan dengan konteks keberlanjutan, dan disesuaikan dengan hasil keputusan hasil FGD para pemangku kepentingan.

1. Identification Step: Identifying material aspects along with its boundaries. In this phase, we select the issues that relate with the sustainability context, and adjust them accordingly with the results of the FGD carried out with the stakeholders.

2. Tahap Prioritas: Membuat prioritas atas aspek-aspek yang telah diidentifikasi pada langkah sebelumnya. Melalui tes *materiality*, kami menetapkan isu dan topik keberlanjutan yang signifikan, yang dapat memengaruhi penilaian dan keputusan para pemangku kepentingan.
3. Tahap Validasi: Melakukan validasi atas aspek-aspek material. Kami memastikan bahwa kami telah mengkaji aspek ruang lingkup, batasan, dan waktu dari topik keberlanjutan dengan menerapkan prinsip kelengkapan.
4. Tahap Kajian: Melakukan kajian atas Laporan setelah diterbitkan guna meningkatkan kualitas Laporan tahun berikutnya. Dengan melibatkan para pemangku kepentingan, kami memastikan bahwa isi laporan sesuai dengan ekspektasi dan kepentingan yang wajar dari para pemangku kepentingan. Kami menggunakan sarana pengisian kuesioner untuk mendapatkan *input* dari para pemangku kepentingan.

Selain itu PGN juga berpegang pada empat prinsip laporan keberlanjutan, yakni:

1. *Stakeholder Inclusiveness*;
2. *Sustainability Context*;
3. *Materiality*; dan
4. *Completeness*.

PGN telah meninjau kembali topik-topik material yang disajikan pada Laporan Keberlanjutan tahun lalu. Tujuannya adalah untuk menentukan informasi material yang paling relevan untuk disajikan kepada para pemangku kepentingan. Ini merupakan sebuah proses peningkatan berkesinambungan (*continual improvement*) atas laporan-laporan sebelumnya.

Proses peninjauan dilakukan secara internal Perusahaan melalui mekanisme *Focus Group Discussion* (FGD) dengan melibatkan para penanggung jawab yang relevan dengan topik yang dibahas. Selanjutnya topik material tersebut divalidasi kembali oleh manajemen Perusahaan untuk disajikan dalam laporan mengikuti prinsip-prinsip pelaporan Standar GRI. Tidak ada umpan balik yang diterima Perseroan atas laporan tahun sebelumnya.

2. Priority Step: Prioritize aspects that were identified within the previous phase. By testing its materiality, we are able to determine the significant sustainability issues and topics that may affect evaluation and decisions of the stakeholders.
3. Validation Step: Validating material aspects. We ensure that we have researched aspects pertaining to scope of work, limits, and time from the sustainability topic by applying the principles of completeness.
4. Review Step: Conduct research of the Report after its publication so as to enhance the Report's quality in the following year. By involving the stakeholders, we ensure that this report is in line with expectations and interests that is deemed fair by the stakeholders. We use the medium of filling questionnaires to gain input from the stakeholders.

Moreover, PGN also upholds to the four sustainability report principles, namely:

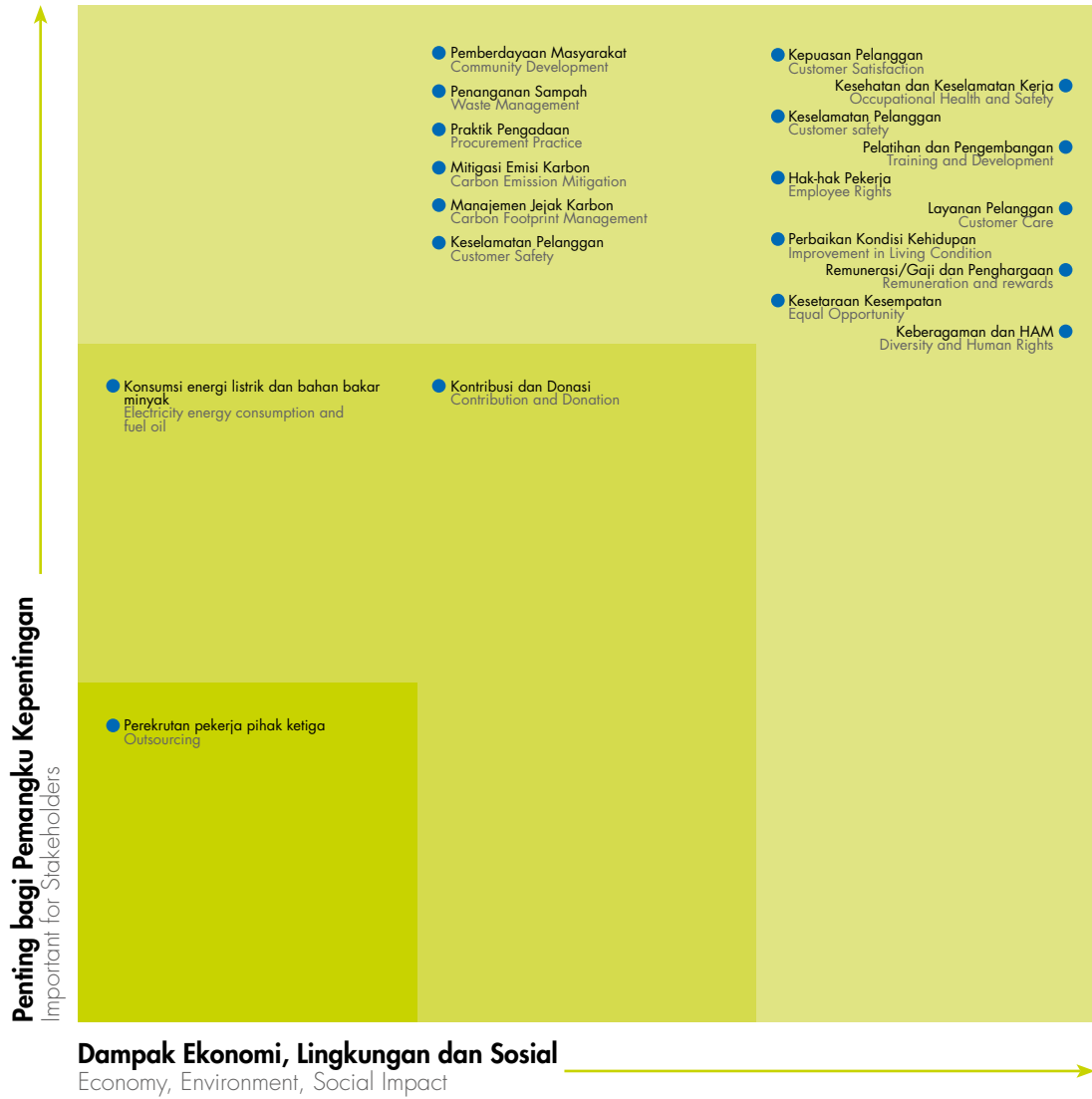
1. Stakeholder Inclusiveness;
2. Sustainability Context;
3. Materiality; and
4. Completeness.

PGN has reviewed the material topics presented in the previous year's Sustainability Report. The purpose is to ensure the material information that is most relevant to be shown to the stakeholders. This serves as a continual improvement process over the previous reports.

The reviewing process is carried out by the Company internally through the Focus Group Discussion (FGD) mechanism that involves the relevant persons in charge with the topic that is discussed. These material topics are subsequently revalidated by the Company's management before it is shown within the report in line with the GRI Standards reporting principles. No feedback was received by the Company for the previous year's report.

TOPIK DALAM LAPORAN KEBERLANJUTAN

Topics within the Sustainability Report



DAFTAR TOPIK MATERIAL DAN BATASANNYA

[GRI 102-47]

LIST OF MATERIAL TOPICS AND ITS BOUNDARIES

[GRI 102-47]

Topik Material Material Topics	Mengapa Topik ini Material Berdampak signifikan pada Why does this material topic have significant impacts to	Nomor <i>Disclosure</i> Disclosure Number	Batasan Boundary	
			Di Dalam PGN Within PGN	Di Luar PGN Outside PGN
EKONOMI ECONOMY				
GRI 201 Kinerja ekonomi Economic Performance	Pemangku kepentingan Stakeholders	Seluruh <i>disclosure</i> All disclosures	√	
GRI 202 Keberadaan Pasar Market Existence	Pemangku kepentingan Stakeholders	Seluruh <i>disclosure</i> All disclosures	√	√
GRI 203 Dampak Ekonomi Tidak Langsung Indirect Economic Impacts	Pemangku kepentingan Stakeholders	Seluruh <i>disclosure</i> All disclosures	√	
GRI 204 Praktik Pengadaan Procurement Practices	Pembangunan Development	Seluruh <i>disclosure</i> All disclosures	√	√
GRI 205 Antikorupsi Anti-corruption	Pembangunan Development	Seluruh <i>disclosure</i> All disclosures	√	
GRI 207 Pajak Tax	Pembangunan Development	Seluruh <i>disclosure</i> All disclosures	√	
LINGKUNGAN ENVIRONMENT				
GRI 301 Material Material	Keberlanjutan Sustainability	Seluruh <i>disclosure</i> All disclosures	√	
GRI 302 Energi Energy	Keberlanjutan Sustainability	Seluruh <i>disclosure</i> All disclosures	√	√
GRI 303 Air dan Efluen Water and Effluent	Keberlanjutan Sustainability	Seluruh <i>disclosure</i> All disclosures	√	
GRI 305 Emisi Emission	Keberlanjutan Sustainability	Seluruh <i>disclosure</i> All disclosures	√	√
GRI 306 Limbah Waste	Keberlanjutan Sustainability	Seluruh <i>disclosure</i> All disclosures	√	
GRI 307 Kepatuhan Lingkungan Compliance with the Environment	Keberlanjutan Sustainability	Seluruh <i>disclosure</i> All disclosures	√	
SOSIAL SOCIAL				
GRI 401 Kepegawaian Human Capital	Karyawan dan masyarakat Employees and community	Seluruh <i>disclosure</i> All disclosures	√	
GRI 403 Kesehatan dan Keselamatan Kerja Occupational Safety and Health	Karyawan dan masyarakat Employees and community	Seluruh <i>disclosure</i> All disclosures	√	
GRI 404 Pelatihan dan Pendidikan Training and Education	Karyawan Employees	Seluruh <i>disclosure</i> All disclosures	√	
GRI 405 Keberagaman dan Kesetaraan Diversity and Equality	Karyawan dan masyarakat Employees and community	Seluruh <i>disclosure</i> All disclosures	√	
GRI 406 Non-Diskriminasi Non-Discrimination	Karyawan dan masyarakat Employees and community	Seluruh <i>disclosure</i> All disclosures	√	
GRI 410 Praktik-Praktik Keamanan Security Practices	Karyawan dan masyarakat Employees and community	Seluruh <i>disclosure</i> All disclosures	√	
GRI 413 Masyarakat Local Local Community	Pemangku kepentingan Stakeholders	Seluruh <i>disclosure</i> All disclosures	√	√
GRI 416 Kesehatan dan Keselamatan Pelanggan Customers' Safety and Health	Konsumen Customers	Seluruh <i>disclosure</i> All disclosures		√
GRI 417 Pemasaran dan Pelabelan Marketing and Labeling	Konsumen Customers	Seluruh <i>disclosure</i> All disclosures	√	√

PROFIL LAPORAN

Report Profile

<p>Daftar entitas dalam Laporan Keuangan Terkonsolidasi [GRI 102-45] List of entities within the Consolidated Financial Statement [GRI 102-45]</p>	<p>Laporan ini memuat kinerja keberlanjutan PT Perusahaan Gas Negara Tbk beserta entitas anak atau entitas terasosiasi. This report contains the sustainability performance of PT Perusahaan Gas Negara Tbk along with its subsidiaries and associated entities.</p> <p>Data keuangan yang terdapat dalam bab Menjaga Kinerja Usaha dan data karyawan dalam bab Menjaga Kinerja Sosial merupakan data konsolidasi dengan Anak Perusahaan, sedangkan data lainnya merupakan data yang mencakup entitas induk, kecuali terdapat penjelasan berbeda pada data tersebut. The financial data that is contained within the Maintaining Business Performance chapter and the employee data contained within the Maintaining Social Performance represents consolidated data with that of the Subsidiaries, while other data represents data that covers the holding entity, except as duly stated otherwise within this data.</p>
<p>Informasi yang dinyatakan ulang [GRI 102-48] Information that was restated [GRI 102-48]</p>	<ul style="list-style-type: none"> - Data jumlah karyawan pada tahun 2020 dan 2019 dinyatakan ulang, terkait dengan adanya koreksi dan cakupan data konsolidasi - Data konsumsi air pada tahun 2020, terkait adanya koreksi - Data on the number of employees in 2020 and 2019 is restated, in relation to corrections and the scope of consolidated data - There was also a correction made on the water consumption data in 2020
<p>Perubahan dalam pelaporan [GRI 102-49] Changes in reporting [GRI 102-49]</p>	<p>Tidak ada perubahan dalam pelaporan There were no changes in the reporting</p>
<p>Periode pelaporan [GRI 102-50] Reporting period [GRI 102-50]</p>	<p>1 Januari 2021 sampai dengan 31 Desember 2021 1 January 2021 up to 31 December 2021</p>
<p>Tanggal laporan terakhir [GRI 102-51] Last Reporting Period [GRI 102-51]</p>	<p>April 2021 April 2021</p>
<p>Siklus pelaporan [GRI 102-52] Reporting cycle [GRI 102-52]</p>	<p>Laporan Tahunan ini adalah laporan ke-13 sejak diterbitkan pertama kali pada tahun 2010 The Reporting Year for this Report is the 13th report since it was first issued in 2010</p>
<p>Poin kontak untuk pertanyaan terkait dengan laporan ini [GRI 102-53] Contact point for questions pertaining to this report [GRI 102-53]</p>	<p>Seluruh Pemangku Kepentingan dapat menghubungi PGN untuk informasi lebih lanjut ataupun memberikan masukan tentang kandungan Laporan ini, dapat menghubungi: All Stakeholders can contact PGN for further information or provide inputs regarding the contents of this Report, by contacting:</p> <p>Sekretaris Perusahaan Corporate Secretary PT Perusahaan Gas Negara Tbk Jl. K.H. Zainul Arifin No. 20 Jakarta, 11140, Indonesia T. : +6221 633 4838 F. : +6221 638 54917 Contact Center : 1500 645 E-mail : contact.center@pgn.co.id Website : www.pgn.co.id</p>
<p>Klaim kesesuaian laporan dengan Standar GRI [GRI 102-54] Claim of appropriateness of this report with the GRI Standards [GRI 102-54]</p>	<p>Laporan ini dipersiapkan 'sesuai dengan' Standar GRI, opsi: Komprehensif This report was prepared 'in accordance with' the GRI Standards, option: Comprehensive</p>
<p>Verifikasi Eksternal [GRI 102-56] External Verification [GRI 102-56]</p>	<p>PGN menggunakan jasa assurer independen yang memiliki kompetensi dibidangnya, yaitu Moores Rowland. Pemilihan jasa assurer dilakukan melalui persetujuan Direksi, yang diwakili oleh Sekretaris Perusahaan. PGN uses the services of an independent assurer that is competent in its field, namely Moores Rowland. The selection of assurer services was carried out with the approval of the Board of Directors, which was represented by the Corporate Secretary.</p>

INDEKS KONTEN GRI – OPSI KOMPREHENSIF

[GRI 102-55]

GRI Content Index –
Comprehensive Option

[GRI 102-55]



INDEKS KONTEN GRI – OPSI KOMPREHENSIF

GRI Content Index – Comprehensive Option [GRI 102-55]

Standar GRI GRI Standard	No	Pengungkapan	Disclosure	Halaman Page
DISCLOSURE UMUM GENERAL DISCLOSURE				
GRI 102: Pengungkapan Umum GRI 102: General Disclosure	PROFIL ORGANISASI ORGANIZATION PROFILE			
	102-1	Nama organisasi	Name of organization	190
	102-2	Merek, produk, dan jasa utama	Brand, product, and main services	24-27, 58, 190
	102-3	Lokasi kantor pusat	Head office location	190
	102-4	Jumlah negara tempat operasi	Number of countries that they operate in	190
	102-5	Sifat kepemilikan dan badan hukum	Nature of ownership and legal form	190
	102-6	Pasar yang dilayani	Markets served	190
	102-7	Skala organisasi	Organizational scale	190
	102-8	Informasi terkait karyawan dan pekerja lain	Information on employees and other workers	146-147
	102-9	Rantai pasokan organisasi	Organizational supply chain	56
	102-10	Perubahan signifikan selama periode pelaporan	Significant changes throughout the reporting period	190
	102-11	Prinsip kehati-hatian	Prudent principles	170
	102-12	Inisiatif Eksternal	External Initiative	182
102-13	Keanggotaan asosiasi	Association membership	186	
STRATEGI STRATEGY				
102-14	Pernyataan dari manajemen puncak	Statement from top management	12-18	
102-15	Dampak penting, risiko, dan peluang	Important impact, risk, and opportunities	171-172	
ETIK DAN INTEGRITAS ETHICS AND INTEGRITY				
102-16	Nilai-nilai, standar dan norma-norma perilaku	Values, standards and behavior norms	28	
102-17	Mekanisme permintaan nasihat dan pertimbangan terkait etik	Mechanism for seeking advice and decision related to ethics	181	
TATA KELOLA GOVERNANCE				
102-18	Struktur tata kelola	Governance structure	164	
102-19	Mendelegasikan wewenang	Delegating authority	169	
102-20	Tanggung jawab tingkat eksekutif untuk topik ekonomi, lingkungan, dan sosial	Executive level responsibility for economic, environmental, and social topics	169	
102-21	Berkonsultasi dengan para pemangku kepentingan mengenai topik-topik ekonomi, lingkungan, dan sosial	Consultation with stakeholders regarding economic, environmental, and social topics	169	
102-22	Komposisi badan tata kelola tertinggi dan komitennya	Composition of the highest governance body and its Committee	167	
102-23	Ketua badan tata kelola tertinggi	Head of the highest governance board	166	
102-24	Menominasikan dan memilih badan tata kelola tertinggi	Nominating and selecting the highest governance body	165	
102-25	Konflik kepentingan	Conflict of interests	177	
102-26	Peran badan tata kelola tertinggi dalam menetapkan tujuan, nilai-nilai, dan strategi	Role of the highest governance body in determining objectives, values, and strategy	166	
102-27	Pengetahuan kolektif badan tata kelola tertinggi	Collective knowledge of the highest governance body	168	
102-28	Mengevaluasi kinerja badan tata kelola tertinggi	Evaluating the highest governance body	168	

Standar GRI GRI Standard	No	Pengungkapan	Disclosure	Halaman Page
	102-29	Mengidentifikasi dan mengelola dampak ekonomi, lingkungan, dan sosial	Identifying and managing economic, environmental, and social impacts	166, 170-171
	102-30	Keefektifan proses manajemen risiko	Effectiveness of the risk management process	166, 170
	102-31	Pengkajian topik ekonomi, lingkungan, dan sosial	Examining economic, environmental, and Social topics	169
	102-32	Peran badan tata kelola tertinggi dalam pelaporan keberlanjutan	Role of the highest governance body in sustainability reporting	169
	102-33	Mengomunikasikan hal-hal kritis	Communicating critical issues	173
	102-34	Sifat dan jumlah total hal-hal kritis	Nature and total number of critical issues	173
	102-35	Kebijakan remunerasi	Remuneration policy	168
	102-36	Proses untuk menentukan remunerasi	Process to determine remuneration	168
	102-37	Keterlibatan para pemangku kepentingan dalam remunerasi	Participation of stakeholders in remuneration	168
	102-38	Rasio kompensasi total tahunan	Annual total compensation ratio	168
	102-39	Persentase kenaikan pada total rasio kompensasi total tahunan	Percentage of increase in annual total compensation ratio	168
PELIBATAN PEMANGKU KEPENTINGAN STAKEHOLDER INVOLVEMENT				
	102-40	Daftar kelompok pemangku kepentingan	List of stakeholders group	184
	102-41	Perjanjian Kerja Bersama	Collective Bargaining Agreement	102
	102-42	Identifikasi dan pemilihan pemangku kepentingan	Identifying and selection of stakeholders	184
	102-43	Pendekatan untuk melakukan pelibatan pemangku kepentingan	Approach for stakeholder engagement	184
	102-44	Topik dan perhatian utama	Main topics and attention	184
PRAKTIK PELAPORAN REPORTING PRACTICES				
	102-45	Entitas yang dicakup dalam laporan keuangan konsolidasian	Entities that is covered within the consolidated financial statement	202
	102-46	Proses untuk menetapkan isi laporan dan Batasan topik	Process for determining the contents of the report and topic boundaries	198
	102-47	Daftar topik material	List of material topics	201
	102-48	Pernyataan ulang atas informasi	Restatement of information	202
	102-49	Perubahan dalam pelaporan	Changes in reporting	202
	102-50	Periode pelaporan	Reporting period	202
	102-51	Tanggal laporan paling terakhir	Most recent reporting date	202
	102-52	Siklus pelaporan	Reporting cycle	202
	102-53	Poin Kontak atas pertanyaan terkait laporan ini	Contact point for questions pertaining to this report	202
	102-54	Klaim pelaporan yang 'sesesuaian dengan' Standar GRI	Reporting claim that is 'corresponds with' GRI Standards	202
	102-55	Indeks isi GRI	Index of GRI contents	204-210
	102-56	Pemeriksaan eksternal	External examination	202

INDEKS KONTEN GRI – OPSI KOMPREHENSIF

GRI Content Index – Comprehensive Option

Standar GRI GRI Standard	No	Pengungkapan	Disclosure	Halaman Page
KINERJA EKONOMI ECONOMIC PERFORMANCE				
GRI 103: Pendekatan Manajemen 2016 GRI 103: 2016 Management Approach	103-1	Penjelasan Topik Material dan Batasannya	Explanation on Material Topics and its Boundaries	44, 201
	103-2	Pendekatan Manajemen dan Komponennya	Management Approach and its Components	45
	103-3	Evaluasi Pendekatan Manajemen	Evaluating Management Approach	46
GRI 201 Kinerja Ekonomi 2016 GRI 201 2016 Economic Performance	201-1	Nilai ekonomi langsung yang dihasilkan dan didistribusikan	Direct economic value that is produced and distributed	57
	201-2	Implikasi finansial serta risiko dan peluang lain akibat dari perubahan iklim	Financial implication as well as risks and other opportunities as a result of climate change	173
	201-3	Kewajiban program pensiun manfaat pasti dan program pensiun lainnya	Compulsory pension programs with fixed benefits and other pension programs	102
	201-4	Bantuan finansial yang diterima dari pemerintah	Financial assistance received from the Government	62
KEBERADAAN PASAR MARKET STATE				
GRI 103: Pendekatan Manajemen 2016 GRI 103: 2016 Management Approach	103-1	Penjelasan Topik Material dan Batasannya	Explanation on Material Topics and its Boundaries	92, 201
	103-2	Pendekatan Manajemen dan Komponennya	Management Approach and its Components	92
	103-3	Evaluasi Pendekatan Manajemen	Evaluation on Management Approach	101
GRI 202: Keberadaan Pasar 2016 GRI 202: 2016 Market Existence	202-1	Rasio upah karyawan <i>entry-level</i> standar Berdasarkan jenis kelamin terhadap upah minimum regional	Ratio of employees' standard wages at entry level by gender against regional minimum wages	150
	202-2	Proporsi manajemen senior yang berasal dari masyarakat lokal	Proportion of senior management that derive from the local community	98
DAMPAK EKONOMI TIDAK LANGSUNG INDIRECT ECONOMIC IMPACT				
GRI 103: Pendekatan Manajemen 2016 GRI 103: 2016 Management Approach	103-1	Penjelasan Topik Material dan Batasannya	Explanation on Material Topics and its Boundaries	44, 201
	103-2	Pendekatan Manajemen dan Komponennya	Management Approach and its Components	45
	103-3	Evaluasi Pendekatan Manajemen	Evaluation on Management Approach	46
GRI 203: Dampak Ekonomi Tidak Langsung 2016 GRI 203: 2016 Indirect Economic Impact	203-1	Investasi infrastruktur dan dukungan layanan	Investment in infrastructure and supporting services	52, 139
	203-2	Dampak ekonomi tidak langsung yang signifikan	Significant indirect economic impact	54, 135
PRAKTIK PENGADAAN PROCUREMENT PRACTICES				
GRI 103: Pendekatan Manajemen 2016 GRI 103: 2016 Management Approach	103-1	Penjelasan Topik Material dan Batasannya	Explanation on Material Topics and its Boundaries	44, 201
	103-2	Pendekatan Manajemen dan Komponennya	Management Approach and its Components	61
	103-3	Evaluasi Pendekatan Manajemen	Evaluation on Management Approach	61
GRI 204: Praktik Pengadaan 2016 GRI 204: 2016 Procurement Practices	204-1	Proporsi pengeluaran untuk pemasok lokal	Proportion of spending for local suppliers	61
ANTI KORUPSI ANTI CORRUPTION				
GRI 103: Pendekatan Manajemen 2016 GRI 103: 2016 Management Approach	103-1	Penjelasan Topik Material dan Batasannya	Explanation on Material Topics and its Boundaries	160, 201
	103-2	Pendekatan Manajemen dan Komponennya	Management Approach and its Components	160
	103-3	Evaluasi Pendekatan Manajemen	Evaluation on Management Approach	162
GRI 205: Antikorupsi 2016 GRI 205: 2016 Anticorruption	205-1	Operasi-operasi yang dinilai memiliki risiko terkait korupsi	Operations considered to have risks related to corruption	177
	205-2	Komunikasi dan Pelatihan Tentang Kebijakan dan Prosedur Antikorupsi	Communication and Training Related to Anticorruption Policies and Procedures	177
	205-3	Insiden korupsi yang terbukti dan tindakan yang diambil	Confirmed incidents of corruption and actions taken	177

Standar GRI GRI Standard	No	Pengungkapan	Disclosure	Halaman Page
PAJAK TAX				
GRI 207: Pajak 2019 GRI 207: Tax 2019	207-1	Pendekatan terhadap pajak	Tax approach	63
	207-2	Tata kelola, pengendalian, dan manajemen risiko pajak	Tax governance, control, and risk management	63
	207-3	Keterlibatan pemangku kepentingan dan pengelolaan perhatian yang berkaitan dengan pajak	Stakeholders' engagement and management of tax-related issues	64
	207-4	Laporan per negara	Reports by country	64
MATERIAL MATERIAL				
GRI 103: Pendekatan Manajemen 2016 GRI 103: 2016 Management Approach	103-1	Penjelasan Topik Material dan Batasannya	Explanation on Material Topics and its Boundaries	68, 201
	103-2	Pendekatan Manajemen dan Komponennya	Management Approach and its Components	68, 74
	103-3	Evaluasi Pendekatan Manajemen	Evaluation on Management Approach	73, 74
GRI 301: Material 2016 GRI 301: 2016 Material	301-1	Material yang digunakan berdasarkan berat atau volume	Material used based on weight or volume	74
	301-2	Material yang digunakan berdasarkan berat atau volume	Material input from recycling used	74
	301-3	Produk <i>reclaimed</i> dan material kemasannya	Reclaimed products and packaging material	74
ENERGI ENERGY				
GRI 103: Pendekatan Manajemen 2016 GRI 103: 2016 Management Approach	103-1	Penjelasan Topik Material dan Batasannya	Explanation on Material Topics and its Boundaries	68, 201
	103-2	Pendekatan Manajemen dan Komponennya	Management Approach and its Components	68, 77
	103-3	Evaluasi Pendekatan Manajemen	Evaluation on Management Approach	73, 77
GRI 302: Energi 2016 GRI 302: 2016 Energy	302-1	Konsumsi energi dalam organisasi	Energy consumption within organizations	77, 85
	302-2	Konsumsi energi di luar organisasi	Energy consumption outside organizations	86
	302-3	Intensitas Energi	Energy Intensity	78, 86
	302-4	Pengurangan konsumsi energi	Reduction in energy consumption	78, 86
	302-5	Pengurangan pada energi yang dibutuhkan untuk produk dan jasa	Reduction in energy required for products and services	77
AIR WATER				
GRI 303: Air dan Efluen 2018 GRI 303: 2018 Water and Effluent	103-1	Penjelasan Topik Material dan Batasannya	Explanation on Material Topics and its Boundaries	68, 201
	103-2	Pendekatan Manajemen dan Komponennya	Management Approach and its Components	68, 75, 76
	103-3	Evaluasi Pendekatan Manajemen	Evaluation on Management Approach	73, 75, 76
	303-1	Interaksi dengan air sebagai sumber daya bersama	Interaction with water as shared resources	75
	303-2	Manajemen dampak yang berkaitan dengan pembuangan air	Management of impact related to water disposal	76
	303-3	Pengambilan air	Water collection	76, 85
	303-4	Pembuangan air	Water disposal	76
	303-5	Konsumsi air	Water consumption	76, 85
EMISI EMISSIONS				
GRI 103: Pendekatan Manajemen 2016 GRI 103: 2016 Management Approach	103-1	Penjelasan Topik Material dan Batasannya	Explanation on Material Topics and its Boundaries	68, 201
	103-2	Pendekatan Manajemen dan Komponennya	Management Approach and its Components	68, 79
	103-3	Evaluasi Pendekatan Manajemen	Evaluation on Management Approach	73, 79

INDEKS KONTEN GRI – OPSI KOMPREHENSIF

GRI Content Index – Comprehensive Option

Standar GRI GRI Standard	No	Pengungkapan	Disclosure	Halaman Page
GRI 305: Emisi 2016 GRI 305: 2016 Emission	305-1	Emisi GRK (Cakupan 1) langsung	Direct GRK Emissions (Scope 1)	86
	305-2	Emisi energi GRK (Cakupan 2) tidak langsung	Indirect Energy GRK Emissions (Scope 2)	87
	305-3	Emisi GRK (Cakupan 3) tidak langsung lainnya	Other indirect GRK Emissions (Scope 3)	87
	305-4	Intensitas emisi GRK	GRK emission intensity	87
	305-5	Pengurangan emisi GRK	GRK emission reduction	87
	305-6	Emisi zat perusak ozon (ODS)	Ozone depleting substances (ODS) emissions	80
	305-7	Nitrogen Oksida (NOX), sulfur oksida (SOX), dan emisi udara signifikan lainnya	Nitrogen Oxide (NOX), sulfur oxide (SOX), and other significant air emissions	88
LIMBAH WASTE				
GRI 103: Pendekatan Manajemen 2016 GRI 103: 2016 Management Approach	103-1	Penjelasan Topik Material dan Batasannya	Explanation on Material Topics and its Boundaries	68, 201
	103-2	Pendekatan Manajemen dan Komponennya	Management Approach and its Components	68, 80
	103-3	Evaluasi Pendekatan Manajemen	Evaluation on Management Approach	73, 80
GRI 306: Limbah 2016 GRI 306: 2016 Waste	306-1	Timbulan limbah dan dampak yang signifikan terkait limbah	Waste generation and significant impacts related to waste	81, 88
	306-2	Pengelolaan dampak yang signifikan terkait limbah	Management of significant impacts related to waste	81
	306-3	Timbulan limbah	Waste generation	88
	306-4	Limbah yang dialihkan dari pembuangan akhir	Waste diverted from final disposal	81
	306-5	Limbah yang dikirimkan ke pembuangan akhir	Waste sent to final disposal	81
KEPATUHAN LINGKUNGAN ENVIRONMENTAL COMPLIANCE				
GRI 103: Pendekatan Manajemen 2016 GRI 103: 2016 Management Approach	103-1	Penjelasan Topik Material dan Batasannya	Explanation on Material Topics and its Boundaries	68, 201
	103-2	Pendekatan Manajemen dan Komponennya	Management Approach and its Components	68, 72
	103-3	Evaluasi Pendekatan Manajemen	Evaluation on Management Approach	73
GRI 307: Kepatuhan Lingkungan 2016 GRI 307: 2016 Environmental Compliance	307-1	Ketidakpatuhan terhadap undang-undang dan peraturan tentang lingkungan hidup	Non-compliance with environmental legislative regulations	73
KEPEGAWAIAN HUMAN RESOURCES				
GRI 103: Pendekatan Manajemen 2016 GRI 103: 2016 Management Approach	103-1	Penjelasan Topik Material dan Batasannya	Explanation on Material Topics and its Boundaries	92, 201
	103-2	Pendekatan Manajemen dan Komponennya	Management Approach and its Components	92, 96
	103-3	Evaluasi Pendekatan Manajemen	Evaluation on Management Approach	98
GRI 401: Kepegawaian 2016 GRI 401: 2016 Human Resources	401-1	Perekrutan Karyawan Baru dan Pergantian Karyawan	New Recruits and Employee Turnover	148
	401-2	Tunjangan yang diberikan kepada karyawan purnawaktu yang tidak diberikan kepada karyawan sementara atau paruh waktu	Benefits provided to full time employees who are not provided to temporary or part-time employees	151
	401-3	Cuti melahirkan	Maternity leave	151
KESELAMATAN DAN KESEHATAN KERJA OCCUPATIONAL HEALTH AND SAFETY				
GRI 403: Keselamatan dan Kesehatan Kerja 2018 GRI 403: 2018 Occupational Health and Safety	103-1	Penjelasan Topik Material dan Batasannya	Explanation on Material Topics and its Boundaries	92, 201
	103-2	Pendekatan Manajemen dan Komponennya	Management Approach and its Components	92, 112
	103-3	Evaluasi Pendekatan Manajemen	Evaluation on Management Approach	94, 124
	403-1	Sistem manajemen keselamatan dan kesehatan kerja	Occupational health and safety management system	114
	403-2	Identifikasi bahaya, penilaian risiko, dan investigasi insiden	Hazard identification, risk assessment and incident identification	116
	403-3	Layanan kesehatan kerja	Occupational health services	121

Standar GRI GRI Standard	No	Pengungkapan	Disclosure	Halaman Page
	403-4	Partisipasi, konsultasi, dan komunikasi pekerja tentang keselamatan & kesehatan kerja	Worker participation, consultation, and communication regarding occupational health & safety	117
	403-5	Pelatihan bagi pekerja mengenai keselamatan dan kesehatan kerja	Training for workers on occupational health and safety	123
	403-6	Peningkatan kualitas kesehatan pekerja	Improving workers health quality	121
	403-7	Pencegahan dan mitigasi dampak dari keselamatan dan kesehatan kerja yang secara langsung terkait hubungan bisnis	Prevention and mitigation of the impacts from occupational health and safety directly related to business relations	115
	403-8	Pekerja yg tercakup dalam sistem manajemen keselamatan dan kesehatan kerja	Workers covered by occupational health and safety management system	114
	403-9	Kecelakaan kerja	Work accident	116, 124, 152-154, 156
	403-10	Penyakit akibat kerja	Occupational disease	124, 155
PELATIHAN DAN PENDIDIKAN TRAINING AND EDUCATION				
GRI 103: Pendekatan Manajemen 2016 GRI 103: 2016 Management Approach	103-1	Penjelasan Topik Material dan Batasannya	Explanation on Material Topics and its Boundaries	92, 201
	103-2	Pendekatan Manajemen dan Komponennya	Management Approach and its Components	92, 106
	103-3	Evaluasi Pendekatan Manajemen	Evaluation on Management Approach	94, 106
GRI 404: Pelatihan dan Pendidikan 2016 GRI 404: 2016 Training and Education	404-1	Rata-rata jam pelatihan per tahun per karyawan	Average training hours per year per employee	110, 152
	404-2	Program untuk meningkatkan keterampilan karyawan dan program bantuan peralihan	Employee skills improvement program and transition assistance program	102
	404-3	Persentase karyawan yang menerima tinjauan rutin terhadap kinerja dan pengembangan karier	Percentage of employees that receive regular reviews on their performance and career development	151
KEBERAGAMAN DAN KESETARAAN DIVERSITY AND EQUALITY				
GRI 103: Pendekatan Manajemen 2016 GRI 103: 2016 Management Approach	103-1	Penjelasan Topik Material dan Batasannya	Explanation on Material Topics and its Boundaries	92, 201
	103-2	Pendekatan Manajemen dan Komponennya	Management Approach and its Components	99
	103-3	Evaluasi Pendekatan Manajemen	Evaluation on Management Approach	99
GRI 405: Keberagaman dan Kesetaraan 2016 GRI 405: 2016 Diversity and Equality	405-1	Keanekaragaman badan tata kelola dan karyawan	Diversity of governance and employees	150
	405-2	Rasio gaji pokok dan remunerasi perempuan dibandingkan laki-laki	Ratio of basic salary and remuneration of women to men	99, 150
NON DISKRIMINASI NON-DISCRIMINATION				
GRI 103: Pendekatan Manajemen 2016 GRI 103: 2016 Management Approach	103-1	Penjelasan Topik Material dan Batasannya	Explanation on Material Topics and its Boundaries	92, 201
	103-2	Pendekatan Manajemen dan Komponennya	Management Approach and its Components	99
	103-3	Evaluasi Pendekatan Manajemen	Evaluation on Management Approach	99
GRI 406: Non-Diskriminasi 2016 GRI 406: 2016 Non-Discrimination	406-1	Insiden diskriminasi dan tindakan perbaikan yang dilakukan	Incidents of discrimination and corrective action taken	99

INDEKS KONTEN GRI – OPSI KOMPREHENSIF

GRI Content Index – Comprehensive Option

Standar GRI GRI Standard	No	Pengungkapan	Disclosure	Halaman Page
PRAKTIK-PRAKTIK KEAMANAN SECURITY PRACTICES				
GRI 103: Pendekatan Manajemen 2016 GRI 103: 2016 Management Approach	103-1	Penjelasan Topik Material dan Batasannya	Explanation on Material Topics and its Boundaries	160, 201
	103-2	Pendekatan Manajemen dan Komponennya	Management Approach and its Components	179
	103-3	Evaluasi Pendekatan Manajemen	Evaluation on Management Approach	179
GRI 410: Praktik-praktik Keamanan 2016 GRI 410: 2016 Security Practices	410-1	Petugas keamanan yang dilatih mengenai kebijakan atau prosedur hak asasi manusia	Security personnel who are trained in human rights policies or procedures	179
MASYARAKAT LOKAL LOCAL COMMUNITY				
GRI 103: Pendekatan Manajemen 2016 GRI 103: 2016 Management Approach	103-1	Penjelasan Topik Material dan Batasannya	Explanation on Material Topics and its Boundaries	92, 201
	103-2	Pendekatan Manajemen dan Komponennya	Management Approach and its Components	92, 132
	103-3	Evaluasi Pendekatan Manajemen	Evaluation on Management Approach	144
GRI 413: Masyarakat Lokal 2016 GRI 413: 2016 Local Community	413-1	Operasi dengan keterlibatan masyarakat lokal, penilaian dampak, dan program pengembangan	Joint operations with the local community, evaluation on impacts, and development programs	132, 133, 135, 138, 141
	413-2	Operasi yang secara aktual dan yang berpotensi memiliki dampak negatif signifikan terhadap masyarakat lokal	Operations that actually and have the potential to significantly negatively impact on the local community	132, 139
KESEHATAN DAN KESELAMATAN PELANGGAN CUSTOMER HEALTH AND SAFETY				
GRI 103: Pendekatan Manajemen 2016 GRI 103: 2016 Management Approach	103-1	Penjelasan Topik Material dan Batasannya	Explanation on Material Topics and its Boundaries	92, 201
	103-2	Pendekatan Manajemen dan Komponennya	Management Approach and its Components	126
	103-3	Evaluasi Pendekatan Manajemen	Evaluation on Management Approach	130
GRI 416: Kesehatan dan Keselamatan Pelanggan 2016 GRI 416: 2016 Customer Health and Safety	416-1	Penilaian dampak kesehatan dan keselamatan dari berbagai kategori produk dan jasa	Evaluation on health and safety impacts of various product and service categories	127
	416-2	Insiden ketidakpatuhan sehubungan dengan dampak kesehatan dan keselamatan dari produk dan jasa	Incidents of non-compliance related with health and safety impacts from product and services	127
PEMASARAN DAN PELABELAN MARKETING AND LABELLING				
GRI 103: Pendekatan Manajemen 2016 GRI 103: 2016 Management Approach	103-1	Penjelasan Topik Material dan Batasannya	Explanation on Material Topics and its Boundaries	92, 201
	103-2	Pendekatan Manajemen dan Komponennya	Management Approach and its Components	126
	103-3	Evaluasi Pendekatan Manajemen	Evaluation on Management Approach	128
GRI 417: Pemasaran dan Pelabelan 2016 GRI 417: 2016 Marketing and Labelling	417-1	Persyaratan untuk pelabelan dan informasi produk dan jasa	Requirements for product and services labelling and information	126
	417-2	Insiden Ketidakpatuhan terhadap Pelabelan dan Informasi Produk dan Jasa	Incidents of non-compliance to Product and Services Labelling and Information	128
	417-3	Insiden ketidakpatuhan terkait komunikasi pemasaran	Incidents of non-compliance related to marketing communications	128

INDEKS POJK-51/2017

POJK-51/2017 Index

No.	Nama Indeks	Halaman Page	Index
1	Strategi Keberlanjutan		Sustainability Strategy
	Penjelasan strategi keberlanjutan	44-45	Description of sustainability strategy
2	Ikhtisar Kinerja Keberlanjutan		Sustainability Performance Highlight
	a. Ikhtisar Kinerja Ekonomi	5	Economic Performance Highlight
	b. Ikhtisar Kinerja Lingkungan Hidup	4	Environment Performance Highlight
	c. Ikhtisar Kinerja Sosial	4	Social Performance Highlight
3	Profil Perusahaan		Company Profile
	a. Visi, misi dan nilai	32	Vision, mission and values
	b. Nama, alamat, nomor telepon, faksimili, alamat surat elektronik dan situs web	190	Name, address, telephone number, facsimile, electronic mail and website address
	c. Skala usaha	190	Business scale
	d. Penjelasan singkat mengenai produk, layanan dan kegiatan yang dijalankan	24-27	Brief explanation on product, services and activities that is carried out
	e. Keanggotaan pada asosiasi	186	Membership in associations
	f. Perubahan signifikan	200	Significant changes
4	Penjelasan Direksi		Description from the Board of Directors
	a. Kebijakan untuk merespons tantangan dalam pemenuhan strategi keberlanjutan	13, 18	Policies to respond to the challenges in fulfilling the sustainability strategy
	b. Penerapan keuangan berkelanjutan	14-18,	Application of sustainable finance
	c. Strategi pencapaian target	13	Target achievement strategy
5	Tata Kelola Keberlanjutan		Sustainability Governance
	a. Uraian mengenai tugas bagi Direksi dan Dewan Komisaris, pegawai, pejabat dan/atau unit kerja yang menjadi penanggung jawab penerapan Keuangan Berkelanjutan	166-167	Details regarding the Board of Directors and Board of Commissioners, employees, officials and/or work unit tasks authorized to apply Sustainable Finance
	b. Penjelasan mengenai pengembangan kompetensi yang dilaksanakan terhadap anggota Direksi, anggota Dewan Komisaris, pegawai, pejabat dan/atau unit kerja yang menjadi penanggung jawab penerapan Keuangan Berkelanjutan	168	Explanation on competency development that is carried out on members of the Board of Directors, members of the Board of Commissioners, employees and/or work units that are authorized to apply Sustainable Finance
	c. Penjelasan mengenai prosedur LJK, Emiten dan Perusahaan Publik dalam mengidentifikasi, mengukur, memantau, dan mengendalikan risiko atas Keuangan Berkelanjutan	170-172	Explanation on the FSI, Issuers and Publicly-Listed Companies procedures to identify, measure, monitor, and control risks over Sustainable Finance
	d. Penjelasan mengenai pemangku kepentingan	184-186	Explanation regarding stakeholders
	e. Permasalahan yang dihadapi	173	Issues faced
6	Kinerja Keberlanjutan		Sustainability Performance
	a. Penjelasan mengenai budaya keberlanjutan	28	Explanation on sustainability culture
	b. Uraian mengenai kinerja ekonomi dalam tiga tahun terakhir	48-57	Details on economic performance within the last three years
	c. Aspek Umum		General Aspects
	• Biaya Lingkungan Hidup	70, 84	Environmental Costs
	d. Aspek Material		Material Aspects
	• Penggunaan Material yang Ramah Lingkungan	74	Use of Environmentally-Friendly Material
	e. Aspek Energi		Energy Aspects
	• Jumlah dan Intensitas Energi yang Digunakan	77-78	Amount and Intensity of Energy Used
	• Upaya dan Pencapaian Efisiensi Energi dan Penggunaan Energi Terbarukan	77-78	Energy Efficiency and Renewable Energy Use Efforts and Achievement
	f. Aspek Air		Water Aspects
	• Penggunaan Air	76	Water Usage
	g. Aspek Keanekaragaman Hayati	83	Biodiversity Aspects

INDEKS POJK-51/2017

POJK-51/2017 Index

No.	Nama Indeks	Halaman Page	Index
	h. Aspek Emisi		Emission Aspects
	• Jumlah dan Intensitas Emisi yang Dihasilkan Berdasarkan Jenisnya	79	Emission amount and intensity produced based on its type
	• Upaya dan Pencapaian Pengurangan Emisi yang Dilakukan	80, 87	Efforts and Achievement of Emission Reduction Carried Out
	i. Aspek Limbah dan Efluen	74, 78-79	Waste and Effluent Aspects
	• Jumlah Limbah dan Efluen yang Dihasilkan Berdasarkan Jenis	76, 81, 88	Amount of Waste and Effluent Produced Based on Type
	• Mekanisme Pengelolaan Limbah dan Efluen	76, 81	Waste and Effluent Management Mechanism
	• Tumpahan yang Terjadi (Jika Ada)	76	Leakages that Occur (If any)
	j. Aspek Pengaduan terkait Lingkungan Hidup		Complaints Related to Environment Aspects
	• Jumlah dan Materi Pengaduan Lingkungan Hidup yang Diterima dan Diselesaikan.	73	Amount and Material of Environmental Complaints Received and Settled.
	k. Kinerja Sosial		Social Performance
	• Komitmen LJK, Emiten, atau Perusahaan Publik Untuk Memberikan Layanan Atas Produk dan/atau Jasa Yang Setara Kepada Konsumen	58	FSI, Issuer, or Publicly-Listed Company commitment to Provide Equal Services over Products and/or Services to Consumers
	l. Aspek Ketenagakerjaan		Manpower Aspects
	• Kesetaraan Kesempatan Bekerja	99	Equal Opportunities to Employment
	• Tenaga Kerja Anak dan Tenaga Kerja Paksa	97	Child Labor and Forced Labor
	• Upah Minimum Regional	150	Minimum Regional Wage
	• Lingkungan Bekerja yang Layak dan Aman	112-125	Safe and Appropriate Work Environment
	• Pelatihan dan Pengembangan Kemampuan Pegawai	103-110	Employee Capability Training and Development
	m. Aspek Masyarakat		Community Aspects
	Dampak Operasi terhadap Masyarakat Sekitar	132-144	Impact of Operations on Nearby Community
	Pengaduan Masyarakat	145	Public Complaints
	n. Kegiatan Tanggung Jawab Sosial Lingkungan (TJSL)	132-144	Environmental Social Responsibility Activities
	o. Tanggung Jawab Pengembangan Produk/Jasa Berkelanjutan		Sustainable Product/Services Development Responsibility
	• Inovasi dan Pengembangan Produk/Jasa Keuangan Berkelanjutan	58-61	Sustainable Finance Product/Services Innovation and Development
	• Produk/Jasa yang Sudah Dievaluasi Keamanannya Bagi Pelanggan	127-128	Product/Services Whose Security Has Been Evaluated
	• Dampak Produk/Jasa	127	Product/Services Impact
	• Jumlah Produk yang Ditarik Kembali	128	Amount of Products That Have Been Recalled
	• Survei Kepuasan Pelanggan terhadap Produk dan/atau Jasa Keuangan Berkelanjutan	130	Customer Satisfaction Survey Towards Sustainable Finance Product and/or Services
7	Lain-lain		Others
	a. Verifikasi Tertulis dari Pihak Independen, Jika Ada	213	Written Verification from Independent Party, If Any
	b. Lembar Umpan Balik	215	Feedback Forms
	c. Tanggapan Terhadap Umpan Balik Laporan Tahun Sebelumnya	199	Reactions to Previous Year's Feedback Report
	d. Daftar Pengungkapan Sesuai POJK 51/2017	211-212	List of Disclosures In Accordance with OJK Regulation No. 51/2017

VERIFIKASI TERTULIS DARI PIHAK INDEPENDEN

Written verification from independent party



Independent Assurance Statement Report No. 0522/BD/0021/JK

To the Management of PT Perusahaan Gas Negara Tbk,

We were engaged by PT Perusahaan Gas Negara Tbk ('PGN') to provide assurance in respect to its Sustainability Report 2021 ('the Report'). The assurance engagement was conducted by a multidisciplinary team with relevant experience in sustainability reporting.

Independence

We carried out all assurance undertakings with independence and autonomy having not been involved in the preparation of any key part of the Report, nor did we provide any services to PGN during 2021 that could conflict with the independence of the assurance engagement.

Assurance Standards

Our work was carried out in accordance with ISAE3000 'Assurance Engagements other than Audits or Reviews of Historical Financial Information,' issued by the International Auditing and Assurance Standards Board. This standard requires that we comply with ethical requirements and plan and perform the assurance engagement to obtain limited assurance.

Level of Assurance

By designing our evidence-gathering procedures to obtain a limited level of assurance based on ISAE3000, readers of the Report can be confident that all risks or errors have been reduced to a very low level, although not necessarily to zero.

Scope of Assurance

The scope of our work is restricted to the following selected information:

- Partnership and community stewardship program
- Occupational health and safety
- Environmental management
- Human resources training and development

Responsibility

PGN is responsible for the preparation of the Report and all information and claims therein, which include established sustainability management targets, performance management, data collection, etc. In performing this engagement, meanwhile, our responsibility to the management of PGN is solely for the purpose of verifying the statements it has made in relation to its sustainability performance, specifically as described in the selected information, and expressing our opinion on the conclusions reached.

Methodology

In order to assess the veracity of certain assertions and specified data sets included within the report, as well as the systems and processes used to manage and report them, the following methods were employed during the engagement process:

- Review of the report, internal policies, documentation, management and information systems



- Interviews of relevant staff involved in sustainability-related management and reporting
- Following data trails to the initial aggregated source, to check samples of data to a greater depth

Limitations

Our scope of work was limited to a review of the accuracy and reliability of selected sustainability performance-related information. It was not designed to detect all weaknesses in the internal controls over the preparation and presentation of the Report, as the engagement has not been performed continuously throughout the period, and the procedures performed were undertaken on a test basis.

Conclusions

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the Report has not been properly prepared and presented, in all material respects.

All key assurance findings are included herein, while detailed observations and follow-up recommendations have been submitted to PGN management in a separate report.

Jakarta, May 25, 2022

James Kallman
Chief Executive Officer

Moores Rowland is an international organization specializing in audit, accounting, tax, legal and advisory services. Moores Rowland is a member of Praxity AISBL, the world's largest Alliance of independent and unaffiliated audit and consultancy companies.

With more than 33,400 professionals operating in 97 countries across the globe, each sharing the same values and sense of responsibility, Praxity is served by Moores Rowland in Indonesia, one of the leading sustainability assurance providers.

LEMBAR UMPAN BALIK

Feedback Form

PT Perusahaan Gas Negara Tbk (PGN) menerbitkan Laporan Keberlanjutan tahun 2021 yang berisi tentang informasi mengenai berbagai upaya yang dilakukan dalam menjalankan peran dan tanggung jawabnya dalam mengimplementasikan praktik bisnis yang berkelanjutan selama periode tersebut.

Kami sangat berharap untuk dapat menerima masukan, umpan balik atau saran untuk perbaikan di masa mendatang. Anda dapat mengisi lembar umpan balik ini dan mengirimkannya kembali kepada kami.

PT Perusahaan Gas Negara Tbk (PGN) issued the 2021 Sustainability Report that contains information regarding various efforts carried out in line with its role and responsibilities to implement sustainable business practices throughout this period.

We value your input, feedback or suggestions to improve in future. Kindly complete this feedback form and submit this back to us.

PROFIL ANDA YOUR PROFILE							
Nama Name (optional)		:					
Institusi/Perusahaan Institution/Company (optional)		:					
Telp./HP Institution/Company		:					
Golongan Pemangku Kepentingan (beri tanda silang yang sesuai) Stakeholder Groups (tick appropriate)		:					
<input type="checkbox"/> Pemerintah Government		<input type="checkbox"/> Industri Industry		<input type="checkbox"/> Media Media		<input type="checkbox"/> Lembaga Pendidikan Educational Institutions	
<input type="checkbox"/> LSM NGO		<input type="checkbox"/> Masyarakat Community		<input type="checkbox"/> Lain-lain Others			
No.	Pernyataan Statements	SS SA	S A	RR SD	TS D	STS SD	Alasan Comment
1	Laporan ini bermanfaat bagi Anda This report is of benefit to you						
2	Laporan ini sudah menggambarkan kinerja Perusahaan dalam mendukung pembangunan berkelanjutan This report has described the Company's performance in sustainable development						
3	Laporan ini mudah dimengerti This report is easy to understand						
4	Laporan ini menarik This report is interesting						
5	Laporan ini meningkatkan kepercayaan Anda terhadap keberlanjutan Perusahaan This report enhances your trust towards the Company's sustainability						
SS: Sangat Setuju SA: Strongly Agree		S: Setuju A: Agree		RR: Ragu-ragu SD: Somewhat Disagree		T S: Tidak Setuju D: Disagree	
				STS: Sangat Tidak Setuju SD: Strongly Disagree			
Saran dan/atau kritik mengenai isi, desain, layout dan lain-lain Comments on content, design, layout, etc.				Informasi yang dapat ditambahkan Any additional comments			
a.							
b.							
c.							

Terima kasih atas kesediaan Bapak/Ibu untuk meluangkan waktu dalam mengisi *feedback form* ini. Mohon agar formulir ini dapat dikirim kepada kami.

Thank you for your time to fill in this feedback form. Please send this form back to us.

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Laporan Keberlanjutan
Sustainability Report

2021

PT Perusahaan Gas Negara Tbk

GREATER COLLABORATION,
STRONGER SYNERGY

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