



TUMBUH DALAM KESELARASAN DAN KESEIMBANGAN

Laporan Keberlanjutan
Sustainability Report

2020

Growing in Harmony and Balance



TUMBUH DALAM KESELARASAN DAN KESEIMBANGAN

Growing in Harmony and Balance

Sebagai salah satu produsen pupuk dengan fasilitas produksi yang terintegrasi, memiliki area pemasaran yang luas dan dengan produk berdampak langsung pada kesejahteraan para petani, ketahanan pangan serta kemajuan perekonomian negara, kami bertekad untuk selalu menyelaraskan program pengembangan usaha dengan derap pembangunan bangsa dan pencapaian tujuan keberlanjutan.

Untuk itu, kami senantiasa berupaya menjalankan kegiatan operasional Perusahaan dengan mengedepankan penerapan berbagai inovasi dalam pengelolaan bahan, pengelolaan energi dan emisi serta pengelolaan air maupun dalam memastikan keberhasilan pelaksanaan program konservasi keanekaragaman hayati. Kami juga mengenalkan beragam aplikasi teknologi informasi dalam merealisasikan program-program pemberdayaan masyarakat untuk memastikan tercapainya keseimbangan antara upaya pengembangan usaha, menjaga kelestarian serta meningkatkan kualitas lingkungan dengan peningkatan kehidupan sosial kemasyarakatan.

Berkat keberhasilan kami dalam menyeimbangkan kinerja pada aspek ekonomi, aspek lingkungan lingkungan maupun sosial, lebih dari yang dipersyaratkan, Pupuk Kaltim kembali meraih **PROPER Peringkat EMAS** untuk keempat kalinya secara berturut-turut.

Seluruh perkembangan tersebut merupakan wujud komitmen partisipasi kami dalam mendukung pencapaian tujuan pembangunan keberlanjutan dalam *Sustainable Developments Goals* (SDGs).

As a fertilizer producer with integrated production facilities, with a wide marketing area and products that have a direct impact on the welfare of farmers, food security, as well as the growth of the nation's economy, we are determined to consistently align business development programs with the pace of the nation's development and the achievement of sustainability goals.

To that end, we continuously strive to carry out the Company's operations by prioritizing the implementation of various innovations in material management, energy and emission management, and water management, as well as ensuring the successful implementation of biodiversity conservation programs. We also introduced a variety of information technology applications in order to realize community empowerment programs to ensure a balance between the efforts for business development, maintaining sustainability, as well as improving environmental quality with improving social welfare.

Due to our success in balancing the performance in the economic aspect, environmental aspect, and social aspect, which exceeded the mandatory requirements, Pupuk Kaltim received the GOLD rating in PROPER for four consecutive timest.

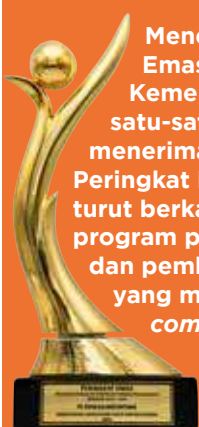
All of these developments are a manifestation of our commitment to participate in supporting the achievement of the Sustainable Development Goals (SDGs).



Kinerja Keberlanjutan 2020

2020 Sustainability Performance

Aspek Lingkungan Environmental Aspect



Menerima penghargaan PROPER Emas Tahun 2020 Nasional dari Kementerian Lingkungan Hidup, satu-satunya industri pupuk yang menerima penghargaan PROPER Peringkat Emas empat kali berturut-turut berkat realisasi beragam program pengelolaan lingkungan dan pemberdayaan masyarakat yang melebihi ketentuan (*beyond compliance*).

Received the 2020 National Gold PROPER award from the Ministry of Environmental

Affairs, the only fertilizer industry to receive the Gold Rating PROPER for four consecutive times due to the realization of various environmental management and community empowerment programs that exceeded the requirements (*beyond compliance*).



Produsen pupuk nasional pertama yang mendapatkan **Sertifikat Industri Hijau (Green Industry)** dari Kementerian Perindustrian.

The first national fertilizer producer to receive the Green Industry Certificate from the Ministry of Industry.

Urea



Amoniak | Ammonia



Intensitas energi untuk produk Urea sebesar 2,6% menjadi 25,29 mmBTU/Ton dari 25,97 mmBTU/Ton dan intensitas energi untuk amoniak 2,6% menjadi 33,85 mmBTU/Ton dari 34,75 mmBTU/Ton.

Energy intensity for Urea products by 2.6% to 25.29 mmBTU/Ton from 25.97 mmBTU/Ton and energy intensity for ammonia by 2.6% to 33.85 mmBTU/Ton from 34.75 mmBTU/Ton.



Perbaikan intensitas emisi GRK (Cakupan 1) 5,9% menjadi sebesar 1,11 ton CO₂eq/ton dari 1,18 ton CO₂eq/ton Urea di tahun 2019.

Improvement in GHG emission intensity (Scope 1) by 5.9% to 1.11 tons CO₂eq/ton from 1.18 tons CO₂eq/ton of Urea in 2019.



Reduksi emisi GRK 682.848,82 ton CO₂eq atau 16,73% total emisi emisi Cakupan 1 dan 2 di tahun 2020.
GHG emission reduction of 682,848,82 tons of CO₂eq or 16,73% of the total Scope 1 and 2 emissions in 2020.



Memanfaatkan air daur ulang dengan volume sekitar 69,05% total kebutuhan air untuk umpan boiler.
Utilizing recycled water with a volume of approximately 69.05% of the total water requirement for boiler feed.



Memanfaatkan 100% limbah B3 (*fly ash*) bekerja sama dengan produsen semen, selain berhasil memanfaatkan sebagian limbah non B3.
Utilizing 100% of B3 waste (*fly ash*) in collaboration with cement producers, in addition to successfully utilizing some parts of non-B3 waste.



Merealisasikan program pemulihan terumbu karang, selain juga menjalankan program konservasi flora dan fauna endemik yang masuk daftar IUCN Redlist.
Realizing the coral reef restoration program, as well as implementing conservation programs for endemic flora and fauna listed on the IUCN Redlist.

Aspek Community Development

Community Development Aspect



Rp 52,58
Miliar | Billion

Investasi program Tanggung Jawab Sosial total Rp52,58 miliar naik 26,58% dari Rp41,44 miliar di 2019.

Total investment of Rp52.58 billion in Social Responsibility programs, an increase of 26.58% from Rp41.44 billion in 2019.



Rp 7,17
Miliar | Billion

Mengalokasikan dana CSR – Bina Lingkungan Rp7,17 miliar (41,72% total dana Bina Lingkungan Rp17,18 miliar) untuk mendukung program pencegahan dan penanggulangan Pandemi COVID-19.

Allocated a total of Rp7.17 billion for CSR – Community Development (41.72% of total Community Development funds of Rp17.18 billion) to support the COVID-19 Pandemic prevention and control program.



Rp 11,24
Miliar | Billion

Menyalurkan dana Program Kemitraan senilai Rp11,24 miliar kepada 235 mitra binaan.

Distributed Rp11.24 billion to 235 fostered partners in the Partnership Program.



Rp 16,05
Miliar | Billion

Merealisasikan distribusi dana program Bina Wilayah sebesar Rp16,05 miliar dengan total penerima manfaat 831.697 orang (2019: 352.932 orang).

Distributed Rp16.05 billion for the Regional Development program with a total of 831,697 beneficiaries (2019: 352,932 beneficiaries).



88,94%

Nilai Survei Kepuasan Lingkungan – 88,94% (2019:88,79%) – kategori Sangat Puas.

Score of Environmental Satisfaction Survey – 88.94% (2019:88,79%) – Very Satisfied category.

Aspek Keselamatan Kerja

Work Safety Aspect



Mengelola Aspek K3 dengan mengacu pada sertifikasi ISO 45001:2018 dan SMK3.

Managing the OHS Aspect with reference to ISO 45001:2018 and OHSMS certifications.



Memberikan 23 jenis pelatihan-pelatihan bersertifikasi pada aspek K3.

Organized 23 certifiable training programs in OHS.



Mencatatkan hari kerja hilang – 0.

Posted Lost Work Days – 0.

Aspek Ekonomi

Economic Aspect



8,53%

Nilai Penjualan Konsolidasi
Consolidated Sales Value



2,90%

Laba Tahun Berjalan
Current Year Profit

Total nilai penjualan konsolidasi di tahun 2020 adalah Rp18,49 triliun naik 8,53%. Laba tahun berjalan sebesar Rp1,82 triliun, naik 2,90%.

Total consolidated revenues in 2020 amounted to Rp18.49 trillion, an increase of 8.53%. Profit for the year amounted to Rp1.82 trillion, an increase of 2.90%.

Nilai Ekonomi | Economic Value



6,69%

Mendistribusikan Perolehan Nilai Ekonomi total senilai Rp16,20 triliun, naik 6,69%.

Total economic value distributed amounted to Rp16.20 trillion, an increase of 6.69%.

Menyalurkan pupuk bersubsidi total sebesar 1.224.196 ton di tahun 2020 (2019: 1.297.638 ton).

Distributed a total of 1,224,196 tons of subsidized fertilizer in 2020 (2019: 1,297,638 tons).

Aspek Sumber Daya Manusia

Human Capital Aspect



Menyelenggarakan total 404 program (2019: 897) pelatihan teknis, manajerial maupun sertifikasi dengan total 178.456 manhours (2019: 196.944 manhours) dan rata-rata jam pelatihan perkaryawan adalah 19,74 jam (2019:28,58 jam) sebagian besar dilaksanakan secara on-line, untuk memutus penularan pandemi COVID-19.

Organized a total of 404 (2019: 897) technical, managerial, and certification training programs with a total of 178,456 manhours (2019: 196,944 manhours) and 19.74 hours of average employee training hours (2019: 28.58 hours), mostly conducted online, to stop the transmission of the COVID-19 pandemic.



Menerapkan kebijakan khusus dalam penyelenggaraan kegiatan operasional/pengelolaan sumber daya manusia, sebagai bagian pencegahan dan pengendalian pandemi.

Administering special policies in the implementation of operational activities/human resource management, as part of pandemic prevention and control.



Menyelenggarakan *Employee Engagement Survey* (EES) oleh konsultan independen dengan hasil Indeks Keterikatan Karyawan 86,17% (2019: 65,61%) dan Indeks Kepuasan 82,86% (2019: 82,79%).

Organized the Employee Engagement Survey (EES) by an independent consultant with an Employee Engagement Index score of 86.17% (2019: 65.61%) and a Satisfaction Index score of 82.86% (2019: 82.79%).

Peristiwa Penting Pupuk Kaltim 2020

The 2020 Event Highlights of Pupuk Kaltim

18 Maret | 18 March

Direktur Produksi PKT, Bagya Sugihartana menerima penghargaan The Best Indonesia Green Awards 2020 dan 7 penghargaan lainnya dalam ajang Indonesia Green Awards 2020 dari The La Tofi Institute of CSR di Jakarta.

Director of Production of PKT, Bagya Sugihartana received the 2020 Best Indonesia Green Award and 7 other awards in the 2020 Indonesia Green Awards event from The La Tofi Institute of CSR in Jakarta.

27 Maret | 27 March

PKT telah meraih First Place For N-Producer Category dari International Fertilizer Association secara Virtual.

PKT achieved First Place For N-Producer Category from International Fertilizer Association Virtually.



11 Juni | 11 June

Direktur SDM & Umum PKT, Meizar Effendi menerima penghargaan HR Excellence Awards 2020 dari Lembaga Manajemen Fakultas Ekonomi, Bisnis Universitas Indonesia dan Majalah SWA secara Virtual.

Director of HR & General Affairs, Meizar Effendi received the 2020 HR Excellence Awards from the Management Institute of the Faculty of Economics, Business, University of Indonesia and SWA Magazine Virtually.

10 Agustus | 10 August

PKT telah meraih penghargaan K3 Tahun 2020 dari Menteri Ketenagakerjaan RI secara Virtual.

PKT won the 2020 OHS Award from the Minister of Manpower of the Republic of Indonesia Virtually.

7 September | 7 September

SEVP Komersil PKT, Meizar Effendi menerima penghargaan The Best CEO Driving Execution Anak Perusahaan BUMN Terbaik dan Terbaik I Kategori Tata Kelola Perusahaan (GCG) dari BUMN Track di Jakarta.

SEVP of Commerce of PKT, Meizar Effendi received the Best CEO Driving Execution of the Best SOE Subsidiary and Best I in the Corporate Governance (GCG) Category from BUMN Track in Jakarta.



7 September | 7 September

Perkenalan Jajaran Direksi PKT dengan Pemerintah kota Bontang di Pendopo Rumah Jabatan Pemerintah kota Bontang.

Introduction of the Board of Directors of PKT with the Bontang City Government at the Bontang City Government Office Hall.



8 September | 8 September

Direktur Utama PKT, Rahmad Pribadi meresmikan Lab PCR RS PKT di Bontang.

President Director of PKT, Rahmad Pribadi inaugurates the PCR Lab of PKT Hospital in Bontang.



22 September | 22 September

Direktur Utama PKT, Rahmad Pribadi melakukan *Pile Load Test* proyek pembangunan Pabrik Amonium Nitrate, *joint venture* antara PKT dan PT Kaltim Amonium Nitrate (KAN) di Bontang.

President Director of PKT, Rahmad Pribadi, conducted a Pile Load Test of the Ammonium Nitrate Plant construction project, a joint venture between PKT and PT Kaltim Ammonium Nitrate (KAN) in Bontang.

23 September | 23 September

Direktur Operasi dan Produksi PKT, Hanggara Patrianta menerima penghargaan Asia Responsible Enterprise Award (AREA) kategori *Social Empowerment* dari Asia Responsible Enterprise Award (AREA) secara virtual.

Director of Operations and Production of PKT, Hanggara Patrianta received the Asia Responsible Enterprise Award (AREA) for the Social Empowerment category from the Asia Responsible Enterprise Award (AREA) virtually.



25 September | 25 September

Direktur Utama PKT, Rahmad Pribadi melaksanakan kegiatan Millennials Talk untuk *Knowledge Sharing* Bersama Karyawan PKT di Bontang.

President Director of PKT, Rahmad Pribadi held the Millennials Talk for Knowledge Sharing with PKT Employees in Bontang.



28 September | 28 September

Direktur Keuangan dan Umum PKT, Qomaruzzaman menerima penghargaan PROPER Daerah Peringkat Emas 5 kali berturut-turut dari Pemerintah Provinsi Kalimantan Timur di Samarinda.

Director of Finance and General Affairs of PKT, Qomaruzzaman received the Gold Rank Regional PROPER award for the 5th consecutive time from the East Kalimantan Provincial Government in Samarinda.



1 Oktober | 1 Oktober

Direktur Operasi dan Produksi PKT, Hanggara Patrianta mengikuti Upacara Virtual Hari Kesaktian Pancasila Bersama Presiden RI.

Director of Operations and Production of PKT, Hanggara Patrianta attended the Virtual Pancasila Sanctity Day Ceremony with the President of the Republic of Indonesia.



10 Oktober | 10 October

Direktur Utama PKT, Rahmad Pribadi melaksanakan kegiatan Demplot Penanaman Perdana Padi dan Jagung di Desa Hotabohu, Kabupaten Gorontalo.

President Director of PKT, Rahmad Pribadi performed the Demonstration Plots for the Prime Rice and Corn Planting in Hotabohu Village, Gorontalo Regency.



11 Oktober | 11 October

Direktur Utama PKT, Rahmad Pribadi melaksanakan kegiatan Demplot Komoditas Jagung di Kelurahan Libuo, Kabupaten Gorontalo.

President Director of PKT, Rahmad Pribadi performed the the Maize Commodity Demonstration Plan activity in Libuo Village, Gorontalo Regency.



15 Oktober | 15 October

Direktur Utama PKT, Rahmad Pribadi memberikan bantuan APD dan bitamin untuk antipasi pencegahan COVID-19 di Samarinda.

President Director of PKT, Rahmad Pribadi, provided PPE and vitamin assistance for the prevention of COVID-19 in Samarinda.



15 Oktober | 15 October

Direktur Utama PKT, Rahmad Pribadi menerima penghargaan *Top GRC 4 Stars and The Most Comitted GRC Leader 2020* untuk Direktur Utama Pupuk Kaltim pada ajang Corporate Rating Top GRC 2020 dari Majalah Top Business, Komite Nasional Kebijakan *Governance* (KNKG), Indonesian Risk Management Professional Association (IRMAPA), Institute Compliance Professional Indonesia (ICoPI), Lembaga Kajian Nawacita (LKN) secara virtual.

President Director of PKT, Rahmad Pribadi received the Top GRC 4 Stars and The 2020 Most Committed GRC Leader award for the President Director of Pupuk Kaltim at the 2020 Corporate Rating Top GRC event from Top Business Magazine, National Committee on Governance Policy (KNKG), Indonesian Risk Management Professional Association (IRMAPA), Institute Compliance Professional Indonesia (ICoPI), Institute for the Study of Nawacita (LKN), virtually.



17 Oktober | 17 October

Jajaran Direksi PKT menyalurkan bantuan *extra feeding* untuk petugas medis kota Bontang.

The Board of Directors of PKT distributes extra feeding assistance for the medical officers of Bontang city.



27 Oktober | 27 October

Jajaran Direksi PKT melaksanakan kegiatan Pupuk Kaltim Innovation Award 2020 di Bontang.

The Board of Directors of PKT carried out the 2020 Pupuk Kaltim Innovation Award in Bontang.



5 November | 5 November

Direktur Keuangan dan Umum PKT, Qomaruzzaman menerima penghargaan BUMN *Branding and Marketing Award* 2020 ke-8 dari BUMN Track dan Arrbey Consulting di Jakarta.

Director of Finance and General Affairs of PKT, Qomaruzzaman received the 8th SOE Branding and Marketing Award 2020 from BUMN Track and Arrbey Consulting in Jakarta.



22 Oktober | 22 October

Staf Direktorat Produksi, Sri Djuwani Ekowati menerima penghargaan *Best of The Best Nusantara CSR Awards* 2020 dan 11 kategori program di Hotel Indonesia Kempinski dari The La Tofi School of CSR.

Staff of the Production Directorate, Sri Djuwani Ekowati received the 2020 Best of The Best Nusantara CSR Awards and 11 program categories at Hotel Indonesia Kempinski from The La Tofi School of CSR.



5 November | 5 November

Direktur Utama PKT, Rahmad Pribadi melaksanakan kegiatan Panen dan Demplot Padi Program Agro Solution di Jember.

President Director of PKT, Rahmad Pribadi, carried out the Harvest and Demonstration of Rice for the Agro Solution Program in Jember.



10 November | 10 November

Direktur Utama PKT, Rahmad Pribadi menerima penghargaan ASEAN Market Expansion Champion 2020 secara virtual.

President Director of PKT, Rahmad Pribadi, received the 2020 ASEAN Market Expansion Champion award virtually.



11 November | 11 November

Penghargaan Primaniyarta Award 2020 diterima Direktur Utama Pupuk Kaltim Rahmad Pribadi, dari Menteri Perdagangan RI di Jakarta.

The 2020 Primaniyarta Award was received by the President Director of Pupuk Kaltim Rahmad Pribadi, from the Indonesian Minister of Trade in Jakarta.



19 November | 19 November

Pupuk Kaltim raih penghargaan 3 Diamond, 3 Platinum, dan 1 Gold dalam pelaksanaan Temu Karya Mutu & Produktivitas Nasional (TKMPN) 202 secara virtual.

Pupuk Kaltim won 3 Diamond, 3 Platinum, and 1 Gold awards in the of the 2020 National Quality & Productivity Work Meeting (TKMPN) virtual event.



25 November | 25 November

SEVP Komersil PKT, Meizar Effendi PKT menerima Penghargaan Lighthouse Industry 4.0 dari Kementerian Perindustrian RI, di Jakarta.

SEVP of Commerce of PKT, Meizar Effendi received the Lighthouse Industry 4.0 Award from the Indonesian Ministry of Industry, in Jakarta.

26 November | 26 November

Pupuk Kaltim raih penghargaan Anugerah Humas Indonesia dari Humas Indonesia secara virtual.

Pupuk Kaltim won the Indonesian PR Award from PR Indonesia virtually.

29 November | 29 November

Pupuk Kaltim meraih penghargaan Pelabuhan Sehat Tahun 2020 dari Kementerian Kesehatan RI di Balikpapan.

Pupuk Kaltim won the 2020 Healthy Port award from the Indonesian Ministry of Health in Balikpapan.



5 Desember | 5 December

Direktur Utama PKT, Rahmad Pribadi melaksanakan kegiatan Pelepasan Ekspor Pupuk Non Subsidi ke Pasar Global melalui Dermaga BSL PKT di Bontang.

President Director of PKT, Rahmad Pribadi carried out the activity of the Release of Non-Subsidized Fertilizer Exports to the Global Market through PKT's BSL Pier in Bontang.



14 Desember | 14 December

Direktur Utama PKT, Rahmad Pribadi menerima Penghargaan PROPER Nasional Peringkat Emas 4 tahun berturut-turut dari Kementerian Lingkungan Hidup dan Kehutanan (KLHK) di Jakarta.

President Director of PKT, Rahmad Pribadi received the Gold Rank National PROPER Award 4 consecutive years from the Ministry of Environmental Affairs and Forestry (KLHK) in Jakarta.



16 Desember | 16 December

Direktur Operasi dan Produksi PKT, Hanggara Patrianta menerima Penghargaan Asia Sustainability Reporting Rating (ASRRAT) 2020 peringkat *Platinum* dari The National Center for Sustainability Reporting (NCSR) bekerja sama dengan Institute of Certified Sustainability Practitioner (ICSP) di Jakarta.

Director of Operations and Production of PKT, Hanggara Patrianta received the 2020 Asia Sustainability Reporting Rating (ASRRAT) Platinum rating from The National Center for Sustainability Reporting (NCSR) in collaboration with the Institute of Certified Sustainability Practitioner (ICSP) in Jakarta.



17 Desember | 17 December

Direktur Utama PKT, Rahmad Pribadi dan Direktur Keuangan dan Umum PKT, Qomaruzzaman menerima Penghargaan *The Most Trusted Companies* pada ajang Indonesia Most Trusted Company 2020 dari Indonesia Institute for Corporate Governance (IICG) di Jakarta.

President Director of PKT, Rahmad Pribadi and Director of Finance and General Affairs of PKT, Qomaruzzaman received The Most Trusted Companies Award at the 2020 Indonesia Most Trusted Company event from the Indonesia Institute for Corporate Governance (IICG) in Jakarta.

Penghargaan dan Sertifikasi

Awards and Certification

Penghargaan Regional Regional Awards



28 September | 28 September

Proper Daerah (PROPERDA) Kategori Emas, dalam rangka Peringatan Hari Lingkungan Hidup Dunia dari Pemerintah Provinsi Kaltim

Regional Proper (PROPERDA) Gold Category, in Commemoration of World Environment Day from the Provincial Government of East Kalimantan

Penghargaan Nasional National Awards



7 Februari | 7 February

The 9th SPS Indonesia Inhouse Magazine Award (InMA) 2020 dari Serikat Perusahaan Pers (SPS)

The 9th SPS Indonesia Inhouse Magazine Award (InMA) 2020 from Press Company Union (SPS)



18 Maret | 18 March

Indonesia Green Awards 2020 dari The La Tofi School of CSR

The 2020 Indonesia Green Awards from The La Tofi School of CSR



11 Juni | 11 June

HR Excellence Awards 2020 dari Lembaga Manajemen Fakultas Ekonomi dan Bisnis Universitas Indonesia dan Majalah SWA

The 2020 HR Excellence Awards from the Management Institute, Faculty of Economics and Business, University of Indonesia and SWA Magazine



10 Agustus | 10 August
Penganugerahan K3 Tahun 2020
dari Kementerian Ketenagakerjaan RI

The 2020 OHS Award
from the Indonesian Ministry of Manpower



7 September | 7 September
9th Anugerah BUMN 2020
dari BUMN Track

9th BUMN Award 2020
from BUMN Track



9 September | 9 September
Awarding Jambore PR Indonesia #6 2020
dari PR Indonesia

Awarding Jambore PR Indonesia #6 2020
from PR Indonesia



15 Oktober | 15 October
Corporate Rating Top GRC 2020
dari Majalah Top Business, Komite Nasional Kebijakan Governance (KNKG),
Indonesian Risk Management Professional Association (IRMAPA), Institute
Compliance Professional Indonesia (ICoPI), Lembaga Kajian Nawacita (LKN)

The 2020 Top GRC Corporate Rating
from Top Business Magazine, National Committee on Governance Policy
(KNKG), Indonesian Risk Management Professional Association (IRMAPA),
Indonesian Professional Compliance Institute (ICoPI), Nawacita Study
Institute (LKN)



22 Oktober | 22 October
Nusantara CSR Awards 2020
The La Tofi School of CSR

The 2020 Nusantara CSR Awards
from The La Tofi School of CSR



5 November | 5 November
Marketing Awards kategori
Marketing the Innovation Anak
Perusahaan BUMN
dari BUMN Track dan Arrbey
Consulting

Marketing Awards for the category
of Marketing the Innovation of SOE
Subsidiary
from BUMN Track and Arrbey
Consulting



10 November | 10 November
ASEAN Market Expansion Champion 2020
dari Creativity-Innovation-Entrepreneurship-
Leadership (CIEL) Academy

2020 ASEAN Market Expansion Champion
from Creativity-Innovation-Entrepreneurship-
Leadership (CIEL) Academy



10 November | 10 November
Primaniyarta 2020 kategori Eksporir Berkinerja
dari Kementerian Perdagangan RI

The 2020 Primaniyarta in the Performance
Exporter category
from the Ministry of Trade of the Republic of
Indonesia



19 November | 19 November
Temu Karya Mutu dan Produktivitas Nasional
(TKMPN) XXIV Tahun 2020
dari Wahana Kendali Mutu

The 2020 National Quality and Productivity
Work Meeting (TKMPN) XXIV
from Wahana Kendali Mutu



25 November | 25 November
Lighthouse Industri 4.0
dari Kementerian Perindustrian RI

Lighthouse Industry 4.0
from the Ministry of Industry of the Republic of
Indonesia



26 November | 26 November
Anugerah Humas Indonesia 2020
dari Humas Indonesia dan Kazee Digital
Indonesia

The 2020 Indonesian Public Relations Award
from Public Relations Indonesia and Kazee
Digital Indonesia



28 November | 28 November
Pelabuhan dan Bandar Udara Sehat Tahun 2020
dari Kementerian Kesehatan RI

The 2020 Healthy Ports and Airports
from the Indonesian Ministry of Health



14 Desember | 14 Desember
Proper Nasional 2020
dari Kementerian Lingkungan Hidup dan
Kehutanan (KLHK) RI

The 2020 National Proper
from the Ministry of Forestry and Environmental
Affairs (KLHK) of the Republic of Indonesia



16 Desember | 16 Desember
Asia Sustainability Reporting Rating (ASRRAT)
2020
dari The National Center for Sustainability
Reporting (NCSR) dan Institute of Certified
Sustainability Practitioner (ICSP)

The 2020 Asia Sustainability Reporting Rating
(ASRRAT)
from The National Center for Sustainability
Reporting (NCSR) and Institute of Certified
Sustainability Practitioner (ICSP)



17 Desember | 17 Desember
Indonesia Most Trusted Company 2020
dari The Indonesian Institute for Corporate
Governance (IICG) dan Majalah SWA

The 2020 Indonesia Most Trusted Company
from The Indonesian Institute for Corporate
Governance (IICG) and SWA Magazine



Indonesia Green Concern Company 2020
dari SWA Media
The 2020 Indonesia Green Concern Company
from SWA Medi

Penghargaan Internasional International Awards



27 Maret | 27 March

IFA Green Leaf 2020, meraih First Place for N-Producer Category dari International Fertilizer Association

The 2020 IFA Green Leaf, won the First Place for N-Producer Category from the International Fertilizer Association



23 September | 23 September

Asia Responsible Enterprise Award (AREA) for Category Social Empowerment dari Asia Responsible Enterprise Award (AREA)

Asia Responsible Enterprise Award (AREA) for Category Social Empowerment from Asia Responsible Enterprise Award (AREA)



23 Desember | 23 December

Global Performance Excellence Awards 2020 dari Asia Pacific Quality Organization

The 2020 Global Performance Excellence Awards from Asia Pacific Quality Organization

Sertifikasi Certification



SNI ISO 37001 : 2016

Lembaga Sertifikasi
Certification
Institution

Bidang Sertifikasi
Certification Field

Tahun Sertifikasi
Year of Certification

Masa Berlaku
Validity Period

Lembaga Sertifikasi Sistem Manajemen Anti Penyuapan (LSSMAP)
Anti-Bribery Management System Certification Institution (LSSMAP)

Sistem Manajemen Anti Penyuapan (SMAP)
Anti-Bribery Management System (SMAP)

16 Juni 2020
16 June 2020

15 Juni 2023
15 June 2023

Daftar Isi

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Sambutan Dewan Komisaris [102-14, 102-15, 102-26]

Message from the Board of Commissioners



Momon Rusmono
Komisaris Utama
President Commissioner



Pupuk Kaltim berkomitmen penuh untuk senantiasa meningkatkan unjuk kerja, mendukung upaya mengatasi dan memulihkan kondisi perekonomian negara yang terdampak pandemi sejak awal Maret 2020. Selain membantu meringankan beban masyarakat, juga membantu para petani mengatasi beratnya kondisi usaha dengan mengintensifkan penerapan beragam inovasi berbasis sistem teknologi informasi terkini, guna memastikan pencapaian tujuan keberlanjutan, baik pada aspek sosial, ekonomi maupun lingkungan dengan efektif dan efisien.

Pupuk Kaltim is fully committed to continuously improving performance, supporting efforts to address and restore the country's economic conditions, which are affected by the pandemic since early March 2020. In addition to helping the community, it also assists farmers to overcome the tough business conditions by intensifying the application of various innovations based on the latest information technology systems, in order to ensure the achievement of sustainability goals, both social, economic and environmental aspects in an effective and efficient manner.



PARA PEMANGKU KEPENTINGAN YANG TERHORMAT

Beratnya kondisi ekonomi maupun sosial kemasyarakatan karena merebaknya pandemi COVID-19 sejak awal Maret 2020, membuat orientasi kegiatan pembangunan seluruh negara di dunia, termasuk Indonesia berubah. Pasca merebaknya pandemi COVID-19, Pemerintah Indonesia berfokus pada upaya mencegah meluasnya skala penularan dan menanggulangi dampak pandemi terhadap kesejahteraan sosial dan perekonomian nasional, mengingat aspek-aspek ini juga merupakan aspek utama dalam rumusan pencapaian tujuan keberlanjutan dalam *Sustainable Development Goals* (SDGs).

ESTEEMED STAKEHOLDERS

The severity of both economic and social conditions due to the outbreak of the Covid-19 pandemic since early March 2020, has changed the orientation of development activities globally, including in Indonesia. After the outbreak of the COVID-19 pandemic, the Indonesian Government focuses on efforts to prevent the expanding scale of transmission and mitigate the impact of the pandemic on social welfare and the national economy, given that these aspects are also the main aspects in the formulation of the achievement of the sustainability goals in Sustainable Development Goals (SDGs).

Dewan Komisaris Board of Commissioners

Dari kiri ke kanan:
Left to Right:

1. **Musthofa**
Komisaris
Commissioner
2. **Momon Rusmono**
Komisaris Utama
President Commissioner
3. **Sigit Hardwinarto**
Komisaris
Commissioner
4. **Eka Sastra**
Komisaris Independen
Independent Commissioner
5. **Sukardi Rinakit**
Komisaris Independen
Independent Commissioner
6. **Gustaaf AC Patty**
Komisaris
Commissioner



Pada saat bersamaan, Pemerintah Indonesia tetap menjalankan program-program pokok di bidang lingkungan dalam rangka memenuhi komitmen penurunan emisi hingga 29% atas usaha sendiri dan 41% jika mendapatkan bantuan internasional, dengan perbandingan kondisi *business as usual* di akhir tahun 2015 sebagai basis perbandingan.

Untuk meringankan beban masyarakat menengah ke bawah yang terdampak karena pandemi dan pemberlakuan berbagai kebijakan dalam rangka mencegah penularan yang diterapkan, Pemerintah Indonesia merealisasikan beragam Program Bantuan Sosial, baik dalam bentuk bantuan langsung tunai maupun bantuan dalam bentuk lainnya.

Sementara untuk mengatasi kondisi perekonomian yang tertekan, di tahun 2020 Pemerintah Indonesia merealisasikan Program Pemulihan Ekonomi Nasional (PEN), dengan dukungan penyediaan anggaran PEN senilai Rp695,2 triliun dan terealisasi senilai Rp579,78 triliun atau 83,4%. Realisasi Program Bantuan Sosial dan PEN tersebut dilaksanakan agar berbagai hasil pembangunan untuk mencapai tujuan keberlanjutan dalam SDGs pada aspek sosial dan ekonomi, tetap dapat dipertahankan atau bahkan ditingkatkan, sekalipun Indonesia menghadapi pandemi.

At the same time, the Indonesian Government continues to carry out the main programs in the environmental field in order to meet its commitment to reduce emissions by up to 29% on its own and by 41% with international assistance, with business-as-usual conditions at the end of 2015 as a comparison basis.

To lessen the burden of the lower middle class affected by the pandemic and the enforcement of various policies to prevent the transmission, the Indonesian Government has implemented various Social Assistance Programs, both in the form of cash assistance as well as other forms of assistance.

Furthermore, to overcome the depressed economic conditions, the Indonesian Government realized the National Economic Recovery (PEN) Program in 2020, with a support of Rp695.2 trillion in PEN budget provision, with a realization of Rp579.78 trillion or 83.4%. The realization of the Social Assistance and PEN programs continued to be carried out to ensure that the various development outcomes in order to achieve the sustainability goals in the SDGs in social and economic aspects can be maintained, or even improve, even though Indonesia is dealing with a pandemic.



Sementara itu pada aspek lingkungan, Pemerintah Indonesia tetap merealisasikan program-program peningkatan kualitas lingkungan yang telah digariskan dalam Rencana Aksi Nasional penurunan emisi GRK (RAN GRK), juga merealisasikan penerapan POJK 51 tentang Rencana Aksi Keuangan Berkelanjutan guna meningkatkan partisipasi dunia usaha dalam mendukung pencapaian tujuan keberlanjutan pada aspek lingkungan.

Pemerintah menunjukkan komitmennya untuk memperbaiki intensitas emisi GRK dari pembangkit-pembangkit listrik yang telah operasional maupun yang masih dalam tahap pembangunan, selain menggiatkan upaya restorasi lahan gambut, memperbaiki kualitas hutan tropis dan mencegah terjadinya kebakaran lahan.

Dengan mempertimbangkan beratnya kondisi usaha baik dalam skala global maupun nasional akibat merebaknya pandemi COVID-19 di 2020, Dewan Komisaris mengapresiasi upaya yang telah dilaksanakan oleh Direksi beserta seluruh jajaran manajemen Pupuk Kaltim dalam mendukung program-program yang dilaksanakan Pemerintah Indonesia, untuk bersama-sama mencegah penyebaran dan mengatasi dampak pandemi, selain berpartisipasi mendukung pencapaian tujuan keberlanjutan dalam SDGs baik pada aspek ekonomi, sosial maupun lingkungan melalui realisasi berbagai program sebagaimana disampaikan dalam Laporan Keberlanjutan tahun buku 2020 ini.

Moreover, in the environmental aspect, the Indonesian Government continues to realize environmental quality improvement programs that have been outlined in the GHG emission reduction National Action Plan (RAN GRK), as well as realizing the implementation of POJK 51 on Sustainable Finance Action Plan in order to increase business participation in support of sustainability goals in the environmental aspect.

The Government demonstrates its commitment to improve the intensity of GHG emissions from power plants that are in operations as well as power plants still under construction, in addition to intensifying efforts to restore peatlands, improve the quality of tropical forests, and prevent land fires.

Taking into account the severity of business conditions, both on the global and national scale due to the outbreak of the COVID-19 pandemic in 2020, the Board of Commissioners appreciates the efforts that have been carried out by the Board of Directors and the entire management of Pupuk Kaltim in supporting the programs implemented by the Indonesian Government, to jointly prevent the transmission and overcoming the impact of the pandemic, in addition to participating to support the achievement of sustainability goals in SDGs, both in economic, social, and environmental aspects through the realization of various programs as stated in the 2020 Sustainability Report.



Pada aspek ekonomi, Pupuk Kaltim konsisten meningkatkan kompetensi SDM dan menerapkan beragam inovasi dalam menjalankan kegiatan operasional, dengan berbasis pada penerapan berbagai kemajuan di bidang sistem teknologi informasi. Berkat konsistensi dalam menerapkan berbagai inovasi tersebut, Pupuk Kaltim berhasil mencatatkan peningkatan kinerja produksi maupun volume penjualan Urea di pasar domestik maupun ekspor lebih baik dari tahun sebelumnya, kendati dihadapkan pada beratnya kondisi usaha. Meningkatnya volume penjualan Urea sangat membantu keberhasilan program pemantapan ketahanan pangan nasional, selain mendukung ketersediaan devisa.

Keberhasilan pengelolaan pasar di dalam maupun luar negeri membuat Perusahaan mencatatkan nilai penjualan yang lebih baik, sehingga meningkatkan nilai Pupuk Kaltim bagi Pemegang Saham melalui pencapaian laba, pemberian dividen dan pajak terbesar di antara anak perusahaan PT Pupuk Indonesia (Persero).

Pada 2020, laba bersih yang berhasil dibukukan mencapai Rp1.820 miliar, dengan jumlah pembagian dividen kepada induk usaha senilai Rp774 miliar. Raihan tersebut diiringi keberhasilan Direksi dalam mencatatkan perbaikan kinerja pada berbagai aspek lainnya, sebagaimana ditetapkan dalam *Key Performance Indicator* (KPI) tahun 2020 dalam kontrak manajemen yang meliputi 5 aspek, yaitu tingkat kesehatan Perusahaan dalam aspek kinerja keuangan, operasional dan administrasi, serta kualitas implementasi GCG di Perusahaan. Pada 2020, KPI Perusahaan mencapai skor 107,06 dengan predikat "SUKSES".

Direksi Pupuk Kaltim juga berhasil mewujudkan komitmen Perusahaan untuk turut mendukung pencapaian target reduksi emisi Pemerintah Indonesia dengan mencatatkan peningkatan kinerja pada aspek lingkungan. Melalui intensifikasi penerapan manajemen energi berbasis ISO 50001 : 2011, inovasi operasional dan didukung penerapan sistem teknologi informasi terkini, Pupuk Kaltim berhasil memperbaiki indeks konsumsi energi per ton produk, yang juga berarti berhasil menekan emisi gas rumah kaca per ton produk.

Lebih dari itu, Pupuk Kaltim berhasil meningkatkan kinerjanya dalam mengelola limbah, konservasi air maupun mengelola kawasan konservasi flora dan fauna di sekitar area kelolaan Perusahaan.

In the economic aspect, Pupuk Kaltim consistently improve HR competencies and implements various innovations in carrying out operational activities, based on the application of various advances in the field of information technology systems. Due to the consistency in implementing these innovations, Pupuk Kaltim managed to post an increase in production performance and sales volume for Urea in the domestic and and export markets compared to the previous year, regardless of the tough business conditions. The increase in Urea sales volume has a significant contribution to the successful achievement of the national food security strengthening program, in addition to supporting the availability of foreign exchange.

The success of managing the market domestically and overseas has enabled the Company to post better sales value, subsequently increasing the value of Pupuk Kaltim for Shareholders through the achievement of profit, dividends, and tax payments among subsidiaries of PT Pupuk Indonesia (Persero).

In 2020, the Company posted Rp1,820 billion in net profit, with a dividend distribution amounting to Rp774 billion. The achievement was accompanied by the success of the Board of Directors in posting various performance improvements, as stipulated in the 2020 Key Performance Indicator (KPI) in the management protect, which covers 5 aspects, namely the Company's financial, operational, and administrative performance, as well as the quality of its GCG implementation. In 2020, the Company's KPI reached a score of 107.06 with the predicate "SUCCESS".

The Board of Directors of Pupuk Kaltim also succeeded in realizing the Company's commitment to supporting the achievement of the Government's target in reducing emissions by recording improved environmental performance. Through the intensification of the ISO 50001:2001-based energy management implementation, operational innovations, and supported by the application of the latest information technology systems, Pupuk Kaltim succeeded in improving the energy consumption index per ton of product, subsequently reducing greenhouse gas emissions per ton of product.

Moreover, Pupuk Kaltim managed to improve its performance in waste management, water conservation, and managing flora and fauna conservation areas in the vicinity of the Company's managed areas.

Dewan Komisaris mendukung penuh dan mengapresiasi hasil penerapan berbagai inisiatif yang dijalankan Direksi dalam meningkatkan kinerja pengelolaan lingkungan tersebut. Kami mendukung upaya-upaya inovatif yang dilakukan Direksi dalam meningkatkan kinerja aspek sosial, yakni dalam memberdayakan masyarakat sekitar, mengiringi upaya perbaikan kualitas lingkungan yang dilaksanakan tersebut.

Perusahaan menjalankan program-program Tanggung Jawab Sosial Perusahaan (Corporate Social Responsibility/CSR) yang meliputi Program Kemitraan, Bina Lingkungan dan Bina Wilayah dalam satu kesatuan, dengan dukungan dana investasi sosial kemasyarakatan total senilai Rp52,58 miliar.

Kami mendukung dan mengapresiasi langkah yang dilaksanakan Direksi beserta jajaran manajemen yang memfokuskan pelaksanaan kegiatan tanggung jawab sosial pada upaya meringankan beban masyarakat yang terdampak pandemi, maupun upaya pencegahan penularan pandemi, dengan tidak melupakan kelanjutan program-program unggulan dalam memberdayakan masyarakat, yakni program peningkatan kewirausahaan mitra binaan dan pembentukan kelompok-kelompok usaha berbasis sumber daya alam setempat.

Beragam upaya perbaikan kinerja aspek lingkungan dari sisi operasional maupun dari sisi peningkatan kualitas lingkungan hidup sekitar yang dijalankan secara terintegrasi dengan upaya pemberdayaan masyarakat sekitar tersebut membuat Pupuk Kaltim memperoleh penghargaan Proper peringkat Emas dari Kementerian Lingkungan Hidup dan Kehutanan RI untuk ke-empat kalinya secara berturut-turut, baik skala daerah maupun nasional. Dewan Komisaris mengapresiasi raihan cemerlang tersebut yang dapat diwujudkan di tahun yang berkembang menjadi penuh tantangan.

Kami akan terus mengingatkan Direksi untuk meneruskan upaya meningkatkan kualitas pengelolaan SDM, baik dalam program peningkatan kompetensi, penilaian kinerja maupun dalam menyiapkan jenjang karir dan menetapkan remunerasi yang adil dan membuat karyawan mengarahkan kompetensi terbaiknya. Kami juga berpesan agar Direksi senantiasa menciptakan iklim kerja yang kondusif, aman dan bebas dari risiko insiden kecelakaan kerja. Hasil-hasil positif yang diraih tersebut, sesungguhnya telah selaras dengan berbagai rumusan tujuan pembangunan berkelanjutan dalam SDGs, sehingga sudah seharusnya dapat terus dipertahankan dan ditingkatkan.

The Board of Commissioners fully supports and appreciates the implementation results of various initiatives carried out by the Board of Directors in improving environmental management performance. We support the innovative efforts made by the Board of Directors in improving the performance in the social aspect, namely in empowering the surrounding community, complementing the efforts to improve environmental quality.

The company implements Corporate Social Responsibility (CSR) programs, consisting of the Partnership, Community Development, and Regional Development Program in one unit, supported by a total of Rp52.58 billion in social investment fund.

We support and appreciate the measures taken by the Board of Directors and the management that focus on implementing social responsibility activities in an effort to lessen the burden of the communities affected by the pandemic, as well as efforts to prevent pandemic transmission, taking into consideration the continuation of flagship programs in community empowerment, namely the program to increase entrepreneurship of fostered partners and the formation of local natural resource-based business groups.

Various efforts to improve the performance of environmental aspects in terms of operations as well as in terms of improving the quality of the surrounding environment that are carried out in an integrated manner with efforts to empower the surrounding community have made Pupuk Kaltim received the Gold rating Proper award from the Ministry of Environmental Affairs and Forestry of the Republic of Indonesia for the fourth consecutive time, both on a regional and national scale. The Board of Commissioners appreciates this outstanding achievement that can be realized in a year that has grown to be full of challenges.

We will continue to remind the Board of Directors to continue the efforts to improve the quality of HR management, both in competency improvement programs, performance assessment, as well as in preparing career paths and determining fair remuneration, subsequently enabling employees to apply their best competencies. We also advise the Board of Directors to always create a favorable and safe work climate, as well as free from the risk of accidents at work. These positive results are actually in line with the various formulations of sustainable development goals in the SDGs, so they should be able to continue to be maintained and improved.

Given that up to the completion of the preparation of this Sustainability Report the COVID-19 pandemic has not ended, the Board of Commissioners reminds the Board of Directors to continue to implement the best innovations in managing all aspects of the Company's operations. We mandate the Board of Directors to enhance collaboration with all business partners and increase the intensity of communication with all stakeholders, including fellow subsidiaries of PT Pupuk Indonesia (Persero) and other SOEs, in order to unite all existing competencies and resources, allowing us to overcome this pandemic and come out as a winning nation.

CLOSING

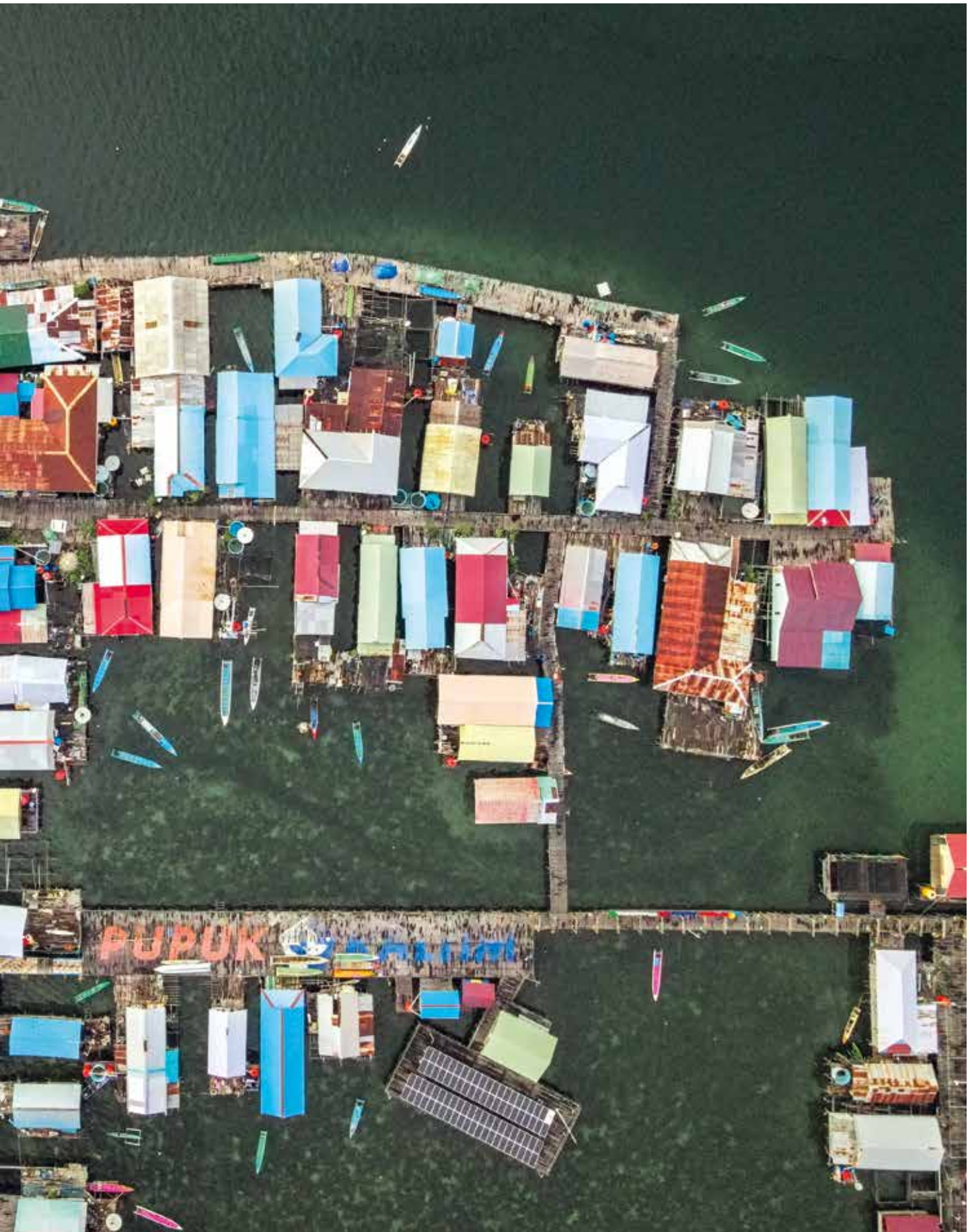
On behalf of the Board of Commissioners, we would like to express our appreciation and gratitude to the Shareholders and all other Stakeholders, for the support and confidence provided to us. Moreover, we would also like to express our appreciation to the employees and partners of Pupuk Kaltim for their hard work and dedication in ensuring the achievement of various performance achievements that have been achieved in the midst of business conditions that has grown to be full of challenges.

We invite all personnel, partners, shareholders, and stakeholders to jointly unite all strengths and abilities, to overcome these challenging business conditions, in order to ensure the achievement of the various sustainable development goals. For the future of mankind, for a better earth and all its contents.

Jakarta, July 2021

Atas nama Dewan Komisaris,
On behalf of the Board of Commissioners


Momon Rusmono
Komisaris Utama
President Commissioner



Sambutan Direksi

[102-14, 102-15, 102-26]

Message from the Board of Directors



Rahmad Pribadi
Direktur Utama
President Director



Pupuk Kaltim menunjukkan komitmen untuk senantiasa menyeimbangkan dan menyelaraskan kinerja keberlanjutan, baik pada aspek ekonomi, sosial maupun lingkungan. Mempertimbangkan beratnya kondisi sosial akibat merebaknya pandemi COVID-19, Pupuk Kaltim memfokuskan realisasi kegiatan tanggung jawab sosial untuk membantu masyarakat terdampak. Di saat yang bersamaan, juga mengoptimalkan meningkatnya kinerja ekonomi untuk mendukung pulihnya perekonomian maupun mendukung tercapainya tujuan keberlanjutan pada aspek lingkungan.

Pupuk Kaltim demonstrates the commitment to always balance and harmonize sustainability performance, both in economic, social and environmental aspects. Considering the severity of the social conditions due to the outbreak of the COVID-19 pandemic, Pupuk Kaltim focuses on realizing social responsibility activities to assist the affected communities. At the same time, optimizing increased economic performance to support economic recovery and to support the achievement of the sustainability goal in the environmental aspect,



PARA PEMANGKU KEPENTINGAN YANG TERHORMAT

Puji syukur kita panjatkan kehadiran Tuhan Yang Maha Kuasa sehingga PT Pupuk Kalimantan Timur dapat melalui tahun 2020 yang berkembang menjadi penuh tantangan dengan raihan kinerja operasional, keuangan, lingkungan maupun sosial yang semakin membaik. Sepanjang 2020, kondisi perekonomian nasional bergerak semakin dinamis, karena merebaknya pandemi COVID-19 sejak awal Maret dan masih berlangsung hingga saat Laporan Keberlanjutan ini diselesaikan.

Untuk mengatasi kondisi usaha yang berkembang menjadi semakin penuh tantangan tersebut, kami menjalankan operasional Perusahaan dengan

ESTEEMED STAKEHOLDERS,

Praise God the Almighty, PT Pupuk Kaltim was able to navigate through 2020 that has grown to be full of challenges with improved operational, financial, environmental, and social performance achievements. Throughout 2020, the national economic conditions have become more dynamics, due to the outbreak of the COVID-19 pandemic since early March and is still ongoing up to the completion of this Sustainability Report.

To overcome the business conditions that have grown to be full of challenges, we run the Company's operations by implementing strict health protocols

Direksi Board of Directors



menerapkan protokol kesehatan ketat sesuai kebijakan Pemerintah Indonesia, serta mengintensifkan inisiasi berbagai langkah inovatif untuk meningkatkan efisiensi, dengan tetap menjaga kualitas dan kuantitas produk.

Kami juga meningkatkan upaya pemasaran, agar pupuk yang dihasilkan dapat diserap pasar, baik di dalam maupun di luar negeri, sehingga Pupuk Kaltim dapat mempertahankan posisi sebagai pemain industri pupuk terkemuka, baik di pasar nasional maupun global.

Mempertimbangkan beratnya kondisi sosial masyarakat sekitar yang terdampak oleh pandemi, kami memfokuskan realisasi kegiatan tanggung jawab Perusahaan untuk membantu meringankan beban mereka, sekaligus mendukung program pencegahan dan penanganan COVID-19, dengan menjalin kerja sama bersama Pemerintah Daerah maupun Pemerintah Pusat.

Pada saat bersamaan, kami menunjukkan tekad untuk melanjutkan program-program pengelolaan lingkungan guna menyeimbangkan kinerja Perusahaan pada aspek ekonomi, sosial dan lingkungan.

Upaya-upaya yang dijalankan secara simultan, terintegrasi dan penuh dedikasi tersebut, memberi hasil yang baik, bahkan mendapatkan berbagai pengakuan dari pihak eksternal, dibuktikan dengan diraihnya berbagai penghargaan dari berbagai pihak dalam aspek ekonomi, lingkungan maupun sosial.

in accordance with the policies of the Government of Indonesia, as well as intensifying the initiation of various innovative measures to improve efficiency, while maintaining product quality and quantity.

We also increase marketing efforts, to ensure that the generated fertilizer can be absorbed by the market, both domestically and overseas, subsequently enabling Pupuk Kaltim to maintain its position as a leading fertilizer industry player, both in the national and global markets.

Given the severity of the social conditions of the surrounding community affected by the pandemic, we focus on realizing the Company's responsibility activities to help lessen their burden, as well as to support COVID-19 prevention and handling program, by collaborating with the Regional Government and the Central Government.

At the same time, we demonstrate our determination to continue environmental management programs in order to balance the Company's performance on economic, social, and environmental aspects.

The simultaneous, integrated, and highly dedicated efforts generated good outcomes, even received various recognitions from external parties, as evidenced by the achievement of various awards from various in the economic, environmental, and social aspects.

Senior Executive Vice President Komersil

Commercial Senior Executive Vice President



Dari kiri ke kanan:
Left to Right:

- 1. Hanggara Patrianta**
Direktur Operasi & Produksi
Director of Operation & Production
- 2. Rahmad Pribadi**
Direktur Utama
President Director
- 3. Gomaruzzaman**
Direktur Keuangan & Umum
Director of Finance & General Affairs
- 4. Meizar Effendi**
Senior Executive Vice
President Komersil
Commercial Senior Executive
Vice President

Kami meyakini seluruh upaya, kerja sama dan kinerja yang berhasil diraih, telah selaras dengan rumusan tujuan keberlanjutan dalam *Sustainable Development Goals* (SDGs), yakni membaiknya kehidupan bumi beserta seluruh isinya di masa mendatang.

KONDISI USAHA, SOSIAL MAUPUN LINGKUNGAN YANG DIHADAPI

Belum tuntas harus mengatasi dampak perselisihan dagang antara Amerika Serikat dengan Cina, perekonomian global maupun nasional sejak awal 2020 harus menghadapi tekanan yang semakin berat akibat merebaknya pandemi COVID-19. Penerapan kebijakan pembatasan mobilitas masyarakat dalam rangka mencegah dan memutus rantai penularan COVID-19, membuat pertumbuhan perekonomian di berbagai negara, termasuk Indonesia, sejak kuartal 1 maupun kuartal 2 terkontraksi, dengan hampir seluruh sektor ekonomi tertekan cukup dalam dan hampir seluruh negara di dunia pada akhirnya mencatatkan resesi.

Seluruh sumber daya yang tersedia di hampir seluruh negara kemudian dikerahkan dengan prioritas memenuhi dua kebutuhan utama, yakni kecukupan pangan dan ketersediaan obat-obatan dalam rangka mengatasi pandemi.

Mengiringi penerapan berbagai insentif untuk memulihkan kondisi perekonomian dan dimulainya program vaksinasi di berbagai negara maju, kondisi perekonomian global maupun nasional sejak kuartal

We are certain that all efforts, collaborations, and performances that have been achieved have been in line with the formulation of the sustainability goals in the Sustainable Development Goals (SDGs), namely improving the life of the earth and all its contents in the future.

BUSINESS, SOCIAL, AND ENVIRONMENTAL CONDITIONS FACED

While the impact of the trade disputes between the United States and China have not been resolved, the global and national economy must face increasingly severe pressure due to the outbreak of the COVID-19 pandemic since the beginning of 2020. The implementation of public mobility restriction policy in order to prevent and break the chain of COVID-19 transmission, has made economic growth in various countries, including Indonesia contracted since the first and second quarter, with almost all economic sectors being severely depressed and almost all countries ultimately recorded a recession.

All available resources in almost all countries are then deployed with a priority to meet two main needs, namely food sufficiency and the availability of medicines in order to overcome the pandemic.

Following the implementation of various incentives to restore economic conditions and the initiation of vaccination programs in various developed countries, global and national economic conditions since the



ke 3 menunjukkan tren pemulihan. Seiring dengan terjadinya tren perbaikan perekonomian tersebut, permintaan pupuk di pasar global terus meningkat, didorong oleh meningkatnya kebutuhan pasokan pangan sebagai prioritas utama seluruh negara.

Kami merespon kondisi tersebut dengan meningkatkan produksi untuk memenuhi kebutuhan di pasar ekspor dan domestik. Dengan menerapkan protokol kesehatan yang ketat dalam melaksanakan kegiatan operasional, kami mengintensifkan penerapan berbagai inovasi berbasis teknologi informasi terkini dalam menjalankan kegiatan produksi maupun distribusi, agar efisiensi kegiatan operasional meningkat, sehingga produk Perusahaan memiliki daya saing yang semakin baik.

Peningkatan efisiensi kegiatan operasional, juga berarti meningkatnya kinerja pengelolaan lingkungan Perusahaan sebagai wujud komitmen dukungan pencapaian tujuan keberlanjutan pada aspek lingkungan.

Pandemi yang melanda dan kontraksi pertumbuhan perekonomian yang terjadi juga memberi pengaruh signifikan pada kondisi sosial masyarakat sekitar, yakni berkurangnya pendapatan, baik karena terkena pemutusan hubungan kerja, maupun berkurangnya permintaan produk dan jasa dari usaha yang dijalankan.

KOMITMEN DAN STRATEGI KEBERLANJUTAN

Mempertimbangkan semakin beratnya kondisi usaha yang dihadapi tersebut, kami menerapkan strategi komprehensif yang ditujukan untuk memastikan tercapainya kemajuan usaha dengan lebih efisien, dengan tetap mengedepankan keseimbangan kinerja pada aspek ekonomi, sosial maupun lingkungan. Kami juga memegang teguh komitmen untuk mengedepankan pemenuhan harapan para pemangku kepentingan dalam mengupayakan pencapaian keseimbangan tersebut.

Pada aspek operasional, kami senantiasa mengedepankan implementasi program-program inovatif, didukung kompetensi seluruh jajaran dan kelengkapan sistem teknologi informasi, demi mendapatkan efisiensi kegiatan operasional, baik dalam tahapan produksi maupun distribusi, dengan tetap mengedepankan terjaganya kualitas produk. Tujuannya adalah agar Perusahaan mampu meraih setiap peluang yang ada, sehingga mampu mencatatkan kinerja finansial yang optimal, sekaligus mampu menunjukkan output kinerja lingkungan terbaik.

3rd quarter have shown a trend of recovery. Along with the trend of improvement in the economy, the demand for fertilizer in the global market continues to increase, driven by the increasing need for food supply as a top priority for all countries.

We responded to these conditions by increasing production to meet the needs in the export and domestic markets. By implementing strict health protocols in carrying out operational activities, we are intensifying the application of various innovations based on the latest information technology in carrying out production and distribution activities, to ensure that the efficiency of operational activities increases, enabling the Company's products to have better competitiveness.

Increasing the efficiency of operational activities, also means increasing the performance of the Company's environmental management as a form of commitment to support the achievement of sustainability goals in the environmental aspect.

The pandemic that hit and the contraction in economic growth that occurred also had a significant impact on the social conditions of the surrounding community, namely reduced income, either due to layoffs, or reduced demand for products and services from the businesses being run.

SUSTAINABILITY COMMITMENT AND STRATEGY

Taking into account the increasingly difficult business conditions faced, we implemented a comprehensive strategy aimed at ensuring the achievement of business progress in a more efficient manner, while still prioritizing a balance of performance on economic, social and environmental aspects. We also uphold our commitment to prioritizing the fulfillment of stakeholders' expectations in seeking to achieve this balance.

In the operational aspect, we consistently prioritize the implementation of innovative programs, supported by the competence of all personnel, and comprehensive information technology systems, in order to obtain operational efficiency, both in the production and distribution stages, while maintaining product quality. The goal is to enable the Company to seize every opportunity that exists, allowing it to record optimal financial performance, while being able to exhibit the best environmental performance output.

Pada aspek pengelolaan SDM, kami mengedepankan asas persamaan kesempatan dengan senantiasa menanamkan nilai-nilai “AKHLAK” sebagai pedoman dalam menjalankan tugas dan berinteraksi dengan seluruh relasi internal dan eksternal.

Sementara pada aspek tanggung jawab sosial Perusahaan, kami memperluas cakupan pelaksanaan program Tanggung Jawab Sosial Perusahaan (*Corporate Social Responsibilities/CSR*) mengacu pada implementasi ISO 26000, sebagai panduan seluruh jajaran dalam membina relasi harmonis dengan masyarakat sekitar khususnya dan seluruh pemangku kepentingan lain pada umumnya, sebagai wujud nyata komitmen dukungan Perusahaan pada pencapaian tujuan keberlanjutan.

Kegiatan CSR yang dilaksanakan kini mencakup tanggung jawab untuk meningkatkan kualitas aspek lingkungan dalam pelaksanaan kegiatan operasional, selain meliputi pengelolaan hubungan interaktif yang harmonis dan konstruktif dengan seluruh pemangku kepentingan. Untuk meningkatkan *output* kualitas aspek lingkungan tersebut, kami menerapkan Sistem Manajemen Produksi (SIMPRO), Sistem Manajemen Energi (SMEn), serta program konservasi dan pemetaan energi. Kami juga mengintensifkan implementasi asas 3 R (*Reduce, Reuse, Recycle*) dalam pengelolaan limbah dan mengintensifkan program konservasi sumber air maupun flora dan fauna sekitar.

Walaupun dihadapkan pada kondisi yang penuh tantangan, kami bertekad menerapkan prinsip keberlanjutan dalam mengembangkan usaha berdasarkan strategi tersebut, bertekad untuk meraih kinerja positif guna memenuhi harapan para pemangku kepentingan, sebagaimana ditunjukkan pada uraian berikut.

KINERJA EKONOMI

Kami merespons dengan cepat kondisi usaha yang menjadi penuh tantangan karena pandemi COVID-19, dengan menerapkan protokol kesehatan yang ketat. Disaat bersamaan juga berupaya meningkatkan volume produksi maupun efisiensi operasional dengan didukung penerapan berbagai inovasi berbasis kemajuan teknologi informasi.

Melalui implementasi beragam program inovatif tersebut, kami berhasil meningkatkan efisiensi operasional, menjaga daya saing berkat biaya produksi yang tetap kompetitif sekalipun dihadapkan pada kenaikan harga bahan baku utama, serta meningkatkan kualitas aspek lingkungan dari kegiatan operasional, dengan tetap menjaga kualitas produk sesuai harapan para pelanggan.

In the aspect of HR management, we prioritize the principle of equality of opportunity by consistently instilling the values of “AKHLAK” as the guideline in carrying out our duties and interacting with all internal and external relations.

Moreover, in the corporate social responsibility aspect, we have expanded the scope of Corporate Social Responsibility (CSR) program implementation by referring to the implementation of ISO 26000, as a guide for all personnel in fostering harmonious relations with the surrounding community in particular and all other stakeholders in general, as a tangible manifestation of the Company's commitment to support the achievement of sustainability goals.

The current CSR activities include the responsibility to improve the quality of the environmental aspect in the implementation of operational activities, in addition to managing harmonious and constructive interactive relationships with all stakeholders. To increase the output quality of these environmental aspects, we implement the Production Management System (SIMPRO), Energy Management System (SMEn), as well as energy conservation and mapping programs. We also intensify the implementation of the 3 R (*Reduce, Reuse, Recycle*) principles in waste management and intensify conservation programs for water sources as well as the surrounding flora and fauna.

Even though we are faced with challenging conditions, we are determined to apply the principle of sustainability in developing our business based on this strategy, determined to achieve positive performance in order to meet the expectations of stakeholders, as illustrated in the following description.

ECONOMIC PERFORMANCE

We quickly respond to business conditions that have become challenging due to the COVID-19 pandemic, by implementing strict health protocols. At the same time, efforts to increase production volume and operational efficiency are also supported by the application of various innovations based on advances in information technology.

Through the implementation of these innovative programs, we have succeeded in increasing operational efficiency and maintain competitiveness, due to production costs that remain competitive despite the rising prices of key raw materials, as well as improving the quality of the environmental aspects of our operations, while maintaining product quality in line with customer expectations.



Keberhasilan dalam menerapkan berbagai inovasi berbasis teknologi informasi dan menjaga kualitas produk, diakui oleh lembaga independen melalui pemberian penghargaan ASEAN Market Expansion Champion 2020 dari Creativity-Innovation-Entrepreneurship-Leadership (CIEL) Academy, serta National Lighthouse Industri 4.0 dari Kementerian Perindustrian RI.

Pupuk Kaltim juga mengukuhkan posisinya di kancah internasional, melalui raihan penghargaan dalam ajang IFA Green Leaf 2020 dari International Fertilizer Association. Penghargaan tersebut merupakan wujud pengakuan atas kesuksesan Pupuk Kaltim sebagai *industry leader* di bidang pupuk Urea.

Pengakuan-pengakuan dari pihak eksternal tersebut merupakan bukti komitmen Perusahaan untuk menjalankan operasional dengan senantiasa memperhatikan aspek mutu, *safety*, lingkungan dan peraturan perundangan melalui penerapan *continuous improvement* dan budaya inovasi, yang mengutamakan efisiensi dengan tetap mengedepankan aspek K3 dan kelestarian lingkungan sekitar.

Berbagai inisiatif yang dijalankan tersebut membuat kami mampu memproduksi Urea sebanyak 3.68 juta ton, meningkat 7,93% dibanding produksi 2019, Amoniak mencapai 2,82 juta ton atau meningkat 3,89%, dibanding produksi 2019, serta NPK mencapai 221 ribu ton atau meningkat 85,36% dari volume produksi 2019.

Adapun volume penjualan produk-produk Perusahaan masing-masing adalah Urea sebesar 3.79 juta ton atau meningkat 17,12% dibanding 2019, Amoniak sebesar 667 ribu ton atau turun 8,68% dibanding 2019, serta NPK sebesar 228 ribu ton atau meningkat 51,67% dibanding tahun sebelumnya.

Meningkatnya total volume penjualan tersebut membuat kami berhasil membukukan total nilai penjualan konsolidasi di tahun 2020 senilai Rp18.486,45 miliar, meningkat 8,53% dari tahun sebelumnya. Walaupun dihadapkan dengan meningkatnya harga bahan baku utama, kami mencatatkan laba tahun berjalan konsolidasi senilai Rp1.819,67 miliar, meningkat 2,90% dari tahun sebelumnya (setelah reklasifikasi), berkat keberhasilan dalam mengendalikan biaya administrasi dan biaya umum lainnya.

Karena adanya penurunan nilai pengukuran kembali imbalan pasca kerja dan adanya beban pajak penghasilan terkait pada 2020, kami mencatatkan laba komprehensif senilai Rp1.757,46 miliar atau turun 156,19% dari tahun sebelumnya.

The success in implementing various information technology-based innovations and maintaining product quality, was recognized by independent institutions through the 2020 ASEAN Market Expansion Champion award from the Creativity - Innovation - Entrepreneurship - Leadership (CIEL) Academy, as well as the National Lighthouse Industry 4.0 from the Ministry of Industry of the Republic of Indonesia.

Pupuk Kaltim has also solidified its position on the international scene, by receiving an award at the 2020 IFA Green Leaf event from the International Fertilizer Association. The award is a form of acknowledgment of the success of Pupuk Kaltim as an industry leader in the Urea fertilizer sector.

The acknowledgments from external parties are evidence of the Company's commitment to running operations by consistently taking into account the aspects of quality, safety, environment, as well as laws and regulations through the implementation of continuous improvement and a culture of innovation, which prioritizes efficiency while prioritizing the OHS and environmental sustainability aspects.

These various initiatives have enabled us to generate 3.68 million tons of Urea, an increase of 7.93% compared to the production in 2019, Ammonia reached 2.82 million tons or an increase of 3.89%, compared to the production in 2019, and NPK reached 221 thousand tons or an increase of 85.36% from the production volume in 2019.

The sales volume of the Company's products, respectively, was Urea amounting to 3.79 million tons, an increase of 17.12% compared to 2019, Ammonia amounting to 667 thousand tons, a decrease of 8.68% compared to 2019, and NPK amounting to 228 thousand tons, an increase of 51.67% compared to the previous year.

The increase in total sales volume has enabled us to post a total consolidated sales value of Rp18,486.45 billion in 2020, an increase of 8.53% compared to the previous year. Although faced with rising prices of key raw materials, we posted a consolidated profit for the year of Rp1,819.67 billion, an increase of 2.90% compared to the previous year (after reclassification), thanks to the realization in controlling administrative costs and other general expenses.

Due to the decline in the value of reassessment of post-employment benefits and the related income tax expense in 2020, we posted comprehensive income of Rp1,757.46 billion or a decreased of 156.19% compared to the previous year.

Secara keseluruhan, pada 2020 kami mencatat total perolehan nilai ekonomi senilai Rp18.534,31 miliar, meningkat 7,96% dari Rp17.167,73 miliar di tahun sebelumnya (setelah reklasifikasi). Dengan perolehan nilai ekonomi tersebut, pada 2020 kami mendistribusikan perolehan nilai ekonomi kepada para pemangku kepentingan senilai Rp16.198,51 miliar, meningkat 6,69% dari Rp15.182,12 miliar dari tahun sebelumnya (setelah reklasifikasi).

Kami mendistribusikan perolehan nilai ekonomi terutama kepada para mitra kerja dan pemasok, senilai Rp13.124,66 miliar atau 81,02% dari total nilai ekonomi yang didistribusikan. Lalu kepada negara dalam bentuk pajak dan royalti senilai Rp426,90 miliar, kepada karyawan senilai Rp1.637,63 miliar, kepada penyandang dana berupa dividen kepada pemilik entitas induk senilai dividen Rp774 miliar, serta biaya bunga pinjaman perbankan senilai Rp180,91 miliar.

Pupuk Kaltim juga menyisihkan sebagian dana untuk investasi pemberdayaan masyarakat melalui realisasi beragam Program *Community Development* (Program Kemitraan, Bina Lingkungan dan Bina Wilayah) senilai Rp52,58 miliar.

Kami juga memberikan kontribusi bagi pembangunan bangsa dalam bentuk lain, yakni dukungan keberhasilan program strategis ketahanan pangan, melalui produksi atau distribusi pupuk Urea bersubsidi, yang disampaikan kepada jutaan petani yang tersebar di berbagai pulau di Indonesia. Kami turut mendukung pertumbuhan perekonomian daerah melalui kerja sama dengan para mitra kerja yang mayoritas berasal dari wilayah sekitar kegiatan operasional Perusahaan.

KINERJA SOSIAL

Pada aspek sosial, kami mengintroduksi program *Community Development* (comdev), yang terdiri dari 3 sub-program, yakni Program Kemitraan, Bina Lingkungan dan Bina Wilayah. Pada 2020 kami merealisasikan investasi pengembangan sosial kemasyarakatan dalam kerangka program comdev senilai Rp52,58 miliar.

Mempertimbangkan besarnya dampak pandemi terhadap kehidupan sosial masyarakat sekitar, kami memfokuskan pelaksanaan Program Bina Lingkungan pada kegiatan pemberian beragam bantuan, serta membantu meringankan beban masyarakat yang terdampak, dengan dukungan dana senilai Rp7,17 Miliar dari total alokasi dana Bina Lingkungan senilai Rp17,18 miliar.

Overall, we posted a total acquisition of economic value of Rp18,534.31 billion in 2020, an increase of 7.96% from Rp17,167.73 billion in the previous year (after reclassification). With the acquisition of economic value, we distributed the economic value to stakeholders in the amount of Rp16,198.51 billion in 2020, an increase of 6.69% compared to Rp15,182.12 billion in the previous year (after reclassification).

The distribution was mainly to our partners and suppliers, amounting to Rp13,124.66 billion or 81.02% of the total economic value distributed. Then to the state in the form of taxes and royalties in the amount of Rp426.90 billion, to employees in the amount of Rp1,637.63 billion, to funders in the form of dividends to owners of the parent entity in the amount of Rp774 billions in dividends, as well as bank loan interest in the amount of Rp180.91 billion.

Pupuk Kaltim also set aside some funds for community empowerment investment through the realization of various Community Development Programs (Partnership Program, Community Development, and Regional Development) in the amount of Rp52.58 billion.

We also contribute to the national development in other forms, namely by supporting the success of strategic food security programs, through the production or distribution of subsidized urea fertilizer, which is delivered to millions of farmers spread across various islands in Indonesia. We also support regional economic growth through collaboration with partners, the majority of whom are from areas surrounding the Company's operational activities.

SOCIAL PERFORMANCE

On the social aspect, we introduced the Community Development (comdev) program, consisting of 3 sub-programs, namely the Partnership Program, Community Development, and Regional Development. In 2020, we realized in social investment development within the framework of the comdev program in the amount of Rp52.58 billion.

Given the magnitude of the impact of the pandemic on the social life of the surrounding community, we focused the implementation of the Community Development Program on providing various assistance activities, as well as helping to lessen the burden of the affected communities, with financial support amounting to Rp7.17 billion of the total allocation of Community Development funds amounting to Rp17.18 billion.



Bentuk bantuan yang direalisasikan mencakup bantuan APD untuk tenaga kesehatan, masker, *hand sanitizer* dan peralatan kebersihan, pemeriksaan kesehatan, bantuan logistik, serta bantuan sosial lainnya.

Kami merealisasikan distribusi dana program Bina Wilayah senilai Rp25,83 miliar untuk mendukung realisasi 4 kelompok kegiatan, yakni *Charity*, *Infrastruktur*, *Capacity Building* dan *Empowerment*, dengan total penerima manfaat mencapai 831.697 orang (2019:352.932 orang). Program-program tersebut pada dasarnya berfokus pada upaya meningkatkan kesejahteraan masyarakat melalui pemberdayaan dalam mengoptimalkan sumber daya yang tersedia.

Walaupun kondisi usaha berkembang menjadi penuh tantangan, kami melanjutkan pelaksanaan 12 program pemberdayaan masyarakat unggulan, seperti Program BUDIMAN OKE (Budidaya Tanaman Obat Keluarga), *Server Mang Budi* (Konservasi dan Diversifikasi *Mangrove* dan Budidaya Kepiting), *Better Living in Malahing*, Program Inkubator Bisnis Inkubator Bisnis Permata Bunda, Kampung Aren Berdaya Ramah Disabilitas dan lain sebagainya.

Melalui realisasi program-program pemberdayaan masyarakat unggulan tersebut, kami mengedukasi masyarakat sekitar agar memadukan kemampuan mendapatkan sumber pendapatan sambil mengelola dan meningkatkan kelestarian alam lingkungan sekitar. Kami juga menunjukkan konsistensi dalam mendukung berkembangnya jiwa wirasusaha masyarakat sekitar melalui penyaluran dana Program Kemitraan, guna mendukung modal kerja dan meningkatkan kualitas pengelolaan usaha mikro yang mereka jalankan.

Pada 2020, kami merealisasikan penyaluran dana Program Kemitraan senilai Rp9,57 miliar bagi 235 mitra binaan, sehingga akumulasi realisasi penyaluran dana Program Kemitraan hingga 2020 adalah senilai Rp514,78 miliar, dengan total jumlah penerima manfaat mencapai 28.540 mitra binaan.

Melalui Program Kemitraan ini kami berharap masyarakat mendapatkan penghasilan yang memadai dari usaha yang dijalankan, sehingga mereka tetap dapat memenuhi kebutuhan hidupnya di tengah pandemi yang melanda.

Kami juga melakukan pengukuran kualitas realisasi program CSR secara berkala dengan mengukur indeks Survei Kepuasan Lingkungan, dengan hasil 88,94% dan kategori "Sangat Puas".

The forms of assistance realized include PPE assistance for health workers, masks, hand sanitizers and cleaning equipment, health checks, logistical assistance, and other social assistance.

We realized the distribution of Regional Development Program funds amounting to Rp25.83 billion to support the realization of 4 activity groups, namely Charity, Infrastructure, Capacity Building and Empowerment, with a total of 831,697 beneficiaries (2019: 352,932 people). These programs basically focus on efforts to improve community welfare through empowerment in optimizing the available resources.

Even though business conditions have become full of challenges, we continue to implement 12 leading community empowerment programs, such as the BUDIMAN OKE (Family Medicinal Plant Cultivation) Program, *Server Mang Budi* (Mangrove Conservation and Diversification and Crab Cultivation), *Better Living in Malahing*, *Permata Bunda Business Incubator Program*, *Disability Friendly Aren Berdaya Village*, and others.

Through the realization of these superior community empowerment programs, we educate the surrounding community to combine the ability to acquire income sources while managing and improving the natural preservation of the surrounding environment. We also show consistency in supporting the entrepreneurial spirit development of the surrounding community through the distribution of Partnership Program funds, in order to support working capital and improve the quality of micro-business management they operate.

In 2020, we realized the distribution of Partnership Program funds in the amount of Rp9.57 billion for 235 foster partners, thus the accumulated realization of the distribution of Partnership Program funds up to 2020 amounted to Rp514.78 billion, with a total number of beneficiaries reaching 28,540 foster partners.

Through the Partnership Program, we hope that the community will acquire adequate income from the business they operate, enabling them to fulfill their needs in the midst of the pandemic.

Moreover, we periodically assess the quality of our CSR program realization through the Environmental Satisfaction Index, with a score of 88.94% in the "Very Satisfied" category.

KINERJA LINGKUNGAN

Kami mewujudkan komitmen untuk menjaga dan memperbaiki kualitas lingkungan dengan menerapkan kegiatan operasional ramah lingkungan, merujuk pada kaidah-kaidah perlindungan lingkungan dan mengacu pada standar operasional bersertifikasi ISO 14001:2015 Manajemen Lingkungan dan ISO 50001 : 2011 Manajemen Energi. Kami menjalankan kegiatan produksi dengan didukung aplikasi operasional maupun distribusi inovatif berbasis teknologi informasi, agar seluruh kegiatan operasional Perusahaan berlangsung semakin efisien dan mampu mengurangi emisi Gas Rumah Kaca (GRK) maupun emisi konvensional secara substansial.

Pengurangan emisi GRK melalui penerapan manajemen energi yang ketat pada penggunaan energi untuk proses produksi Urea dan Amoniak, selain mengintensifkan kampanye penghematan energi untuk unit-unit pendukung, seperti konsumsi energi untuk kegiatan distribusi atau logistik, administrasi perkantoran dan perumahan pegawai. Hasilnya, kami mencatatkan penurunan intensitas energi untuk produksi Urea menjadi 25,29 mmbtu/ton dari 25,97 mmbtu/ton dan untuk produksi Amoniak menjadi sebesar 33,85 mmbtu/ton dari 34,75 mmbtu/ton.

Selaras dengan penurunan intensitas energi tersebut, kami mencatat penurunan emisi GRK sebesar 682.848,82 ton CO₂ ekuivalen dari 697.382,18 ton CO₂ ekuivalen di tahun sebelumnya, sehingga intensitas emisi GRK langsung (Cakupan 1), membaik menjadi 1,11 ton CO₂eq/ton dari 1,18 ton CO₂eq/ton produk Urea di tahun sebelumnya.

Kami mengintensifkan pengoperasian instalasi pengolah air untuk meminimalisir pencemaran air dan mengintroduksi penerapan air daur ulang, sehingga kualitas badan air di kawasan operasional senantiasa terjaga.

Untuk menjaga kualitas biodiversitas di kawasan kelolaan maupun di areal Taman Nasional Kutai, kami mengembangkan kawasan konservasi flora dan fauna endemik, mengelola *nursery* bibit tanaman langka, mengembangkan tanaman endemik anggrek hitam secara in vivo, melakukan konservasi Rusa Sambar, melaksanakan rehabilitasi terumbu karang di Tobok Batang, serta melakukan penanaman *mangrove* di kawasan Kedindingan. Seluruh upaya tersebut membuat spesies flora, familia ikan maupun genus karang di kawasan konservasi dimaksud terus bertambah.

ENVIRONMENTAL PERFORMANCE

We manifest the commitment to maintain and improve environmental quality by implementing environmentally friendly operational activities, adhering to environmental protection principles and referring to certified operational standards, namely ISO 14001:2015 Environmental Management and ISO 50001:2011 Energy Management. We carry out production activities with the support of innovative information technology-based operations and distribution applications, to ensure that all of the Company's operational activities are more efficient and able to substantially reduce Greenhouse Gas (GHG) and conventional emissions.

The reduction in GHG emissions through the implementation of strict energy management on energy use for the Urea and Ammonia production processes, in addition to intensifying energy saving campaigns for supporting units, such as energy consumption for distribution or logistics activities, office administration and employee housing. As a result, we posted a decrease in energy intensity for Urea production to 25.29 mmbtu/ton from 25.97 mmbtu/ton and 33.85 mmbtu/ton from 34.75 mmbtu/ton for Ammonia production.

In line with the decrease in energy intensity, we posted a decrease in GHG emissions to 682,848.82 tons of CO₂ equivalent from 697,382.18 tons of CO₂ equivalent in the previous year, so that the intensity of direct GHG emissions (Scope 1), improved to 1.11 tons of CO₂eq/ton from 1.18 ton of CO₂eq/ton of Urea product in the previous year.

We have improved the operation of water treatment plants to minimize water pollution and introduced recycled water to maintain the quality of the water bodies in the operational area.

To maintain biodiversity in the managed areas, as well as the Kutai National Park area, we have developed conservation areas for endemic flora & fauna, managed nurseries for rare plant seeds; developed endemic black orchid plants in vivo, carried out conservation of Sambar deer, rehabilitate the coral reefs in Tobok Batang, as well as planted mangroves in the Kedindingan area. All of these activities have resulted in an increase in the species of flora, familia of fish and genus of coral in the conservation area



Pada pengelolaan limbah, selain menyediakan tempat penampungan sementara yang bersertifikat dan mengintensifkan program 3R (*Reduce, Reuse, Recycle*), kami mengintensifkan kerja sama dengan pihak ketiga yang berkompeten di bidangnya. Hasilnya, lebih dari 96% limbah B-3 berhasil dimanfaatkan dan sebagian limbah non B-3 berhasil dimanfaatkan, sehingga hanya tersisa sedikit limbah yang dibuang ke Tempat Pembuangan Akhir (TPA).

Seluruh inisiatif di bidang lingkungan yang kami jalankan tersebut, membuat Pupuk Kaltim mendapatkan penghargaan Proper peringkat Emas, baik tingkat daerah maupun nasional, dari Kementerian Lingkungan Hidup dan Kehutanan RI, untuk keempat kalinya secara berturut-turut.

PENGELOLAAN SUMBER DAYA MANUSIA

Kami berkomitmen dan berupaya untuk memenuhi harapan SDM. Guna memastikan pemenuhan harapan tersebut, kami menjalankan berbagai program dan kegiatan, di antaranya pelaksanaan pelatihan untuk meningkatkan kompetensi, penilaian kinerja dan penerapan manajemen kinerja, serta pemberian paket kesejahteraan yang sesuai dengan kontribusi, pasar tenaga kerja dan kemampuan perusahaan.

Kami berupaya menciptakan lingkungan kerja yang kondusif, produktif, sehat, aman dan jauh dari risiko terjadinya insiden kecelakaan kerja. Kami konsisten menjalankan sosialisasi budaya perusahaan, AKHLAK dan budaya sadar risiko K3 kepada seluruh jajaran karyawan.

Untuk meningkatkan kompetensi, selain melaksanakan program-program pelatihan, kami juga mengintroduksi program *Knowledge Management* dan *Talent Management*, agar seluruh pengalaman para karyawan senior dalam mengelola Perusahaan dapat ditransfer dan terakumulasikan ke karyawan bertalenta sebagai calon penerus pimpinan di masa mendatang.

As for waste management, in addition to providing certified temporary waste disposal sites and intensifying the 3R (*Reduce, Reuse & Recycle*) program, we have also improved cooperation with competent third parties. As a result, more than 96% of Toxic and Hazardous waste has been utilized and approximately 85% of non-Toxic and Hazardous waste has been successfully utilized, leaving only a small amount of waste to be disposed of at the final waste disposal site (landfill).

All of our initiatives in the environmental field have resulted in Pupuk Kaltim receiving GOLD PROPER awards, at both the Regional and National levels, from the Ministry of Environmental Affairs and Forestry for four consecutive times.

MANAGEMENT OF HUMAN RESOURCE

We are committed and strive to meet HR expectations. To ensure the fulfillment of these expectations, we carry out various programs and activities, including the implementation of training to improve competence, performance assessment and implementation of performance management, as well as providing welfare benefits that are in line with employee contribution, standard practice in the labor market and the company's capability.

We strive to create a favorable, productive, healthy, and safe work environment, as well as minimize the risk of occupational accidents. We consistently disseminate the corporate culture, AKHLAK and promote the culture of OHS awareness to all employees.

To improve competence, in addition to training programs, we also introduced the Knowledge Management and Talent Management programs, to transfer and accumulate the experience of senior employees in managing positions to other employees as potential future leaders.

PENUTUP

Kami meyakini bahwa konsistensi upaya yang dilakukan untuk menyelaraskan dan menyeimbangkan kinerja di bidang ekonomi, sosial dan lingkungan pada tahun pelaporan yang berkembang, menjadi penuh tantangan maupun pada masa-masa mendatang akan mampu menjaga kesinambungan usaha, menciptakan pertumbuhan skala usaha yang berkualitas dan berkesinambungan, selain memberi kontribusi optimal bagi tercapainya beragam rumusan tujuan keberlanjutan.

Pupuk Kaltim senantiasa menjalin komunikasi aktif dengan para mitra kerja, dengan sesama entitas anak di lingkup PT Pupuk Indonesia (Persero) maupun sesama BUMN, juga dengan para pemangku kepentingan lainnya, mengelola hubungan yang baik dan bermartabat, serta menjalin kerja sama terbaik dan efektif, sehingga Perusahaan dapat mengatasi seluruh dinamika usaha, termasuk beratnya kondisi sosial ekonomi akibat masih belum tuntasnya pandemi COVID 19, dengan efisien agar menghasilkan kinerja terbaik.

Kami meyakini kerja sama dan hubungan yang harmonis dengan para pemangku kepentingan akan membantu Pupuk Kaltim dalam mencapai visi dan misi, juga memastikan meningkatnya sumbangsih Perusahaan dalam mendukung pencapaian berbagai tujuan pembangunan berkelanjutan dalam SDGs.

Atas nama Direksi, saya menyampaikan terima kasih kepada seluruh jajaran karyawan atas kerja keras dan dedikasi. Terima kasih juga untuk pemangku kepentingan atas dukungan dan sumbangsih yang diberikan serta keterlibatannya pada upaya kami dalam menyeimbangkan kinerja ekonomi, sosial maupun lingkungan yang berhasil kami raih selama ini. Kami meyakini kerja keras, dedikasi dan dukungan serta kerja sama tersebut akan tetap terjaga di masa mendatang, demi pembangunan nasional dan demi keberlanjutan bumi beserta segala isinya.

CLOSING

We believe that the constant efforts made to harmonize and balance the performance in the economic, social, and environmental fields in the reporting year that is growing to become challenging as well as for the future will be able to maintain business continuity, create quality, and sustainable business scale growth, in addition to provide optimal contribution to the achievement of various formulations of sustainability goals.

Pupuk Kaltim continuously maintains active communication with business partners, with fellow subsidiaries within the scope of PT Pupuk Indonesia (Persero) as well as fellow SOEs, as well as with other stakeholders, manages good and noble relationships, and establishes the best and effective cooperation, enabling the Company to handle all business dynamics, including the difficult socio-economic conditions due to the still unfinished COVID-19 pandemic efficiently, in order to generate the best performance.

We believe that the harmonious cooperation and relationships with stakeholders will assist Pupuk Kaltim to achieve its vision and mission, and ensure the Company's contribution to supporting the achievement of various sustainable development goals in the SDGs.

On behalf of the Board of Directors, I would like to express my gratitude to all employees for their hard work and dedication. We would also like to extend our gratitude to the stakeholders for their support and contributions as well as their involvement in our efforts to balance the economic, social, and environmental performances that we have achieved so far. We believe that the hard work, dedication, and support and cooperation will be maintained in the future, for the sake of national development and for the sustainability of the earth.

Hormat Kami, | Our best regards,
Jakarta, Juli | July 2021



Rahmad Pribadi
Direktur Utama
President Director

Tanggung Jawab Laporan Keberlanjutan

Responsibility for Sustainability Report

Surat Pernyataan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Keberlanjutan 2020 PT Pupuk Kalimantan Timur

Statement from the Board of Commissioners Regarding Responsibility
for Sustainability Report 2020 PT Pupuk Kalimantan Timur

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Keberlanjutan PT Pupuk Kalimantan Timur tahun 2020 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Keberlanjutan Perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, Agustus 2021

We the undersigned hereby declare that all the information in the 2020 Sustainability Report of PT Pupuk Kalimantan Timur has been fully completed and we are fully responsible for the validity of the Company's Sustainability Report contents.

This statement has been made truthfully.

Jakarta, August 2021



Momon Rusmono
Komisaris Utama
President Commissioner



Sigit Hardwinarto
Komisaris
Commissioner



Gustaaf AC Patty
Komisaris
Commissioner



Musthofa
Komisaris
Commissioner



Eka Sastra
Komisaris Independen
Independent Commissioner



Sukardi Rinakit
Komisaris Independen
Independent Commissioner

Surat Pernyataan Anggota Direksi tentang Tanggung Jawab atas Laporan Keberlanjutan 2020 PT Pupuk Kalimantan Timur

Statement from the Board of Directors Regarding Responsibility
for Sustainability Report 2020 PT Pupuk Kalimantan Timur

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This statement has been made truthfully.

Jakarta, August 2021



Rahmad Pribadi
Direktur Utama
President Director



Hanggara Patrianta
Direktur Operasi & Produksi
Director of Operation & Production



Qomaruzzaman
Direktur Keuangan & Umum
Director of Finance & General Affairs



Pupuk Kaltim bersama-sama Group Pupuk Indonesia siap menyongsong era industri baru, meningkatkan efisiensi dan daya saing dalam rangka mendukung pencapaian kemandirian pangan, meningkatkan nilai produk perkebunan, mensejahterakan para petani, sambil mewujudkan beragam tujuan Sustainable Development Goals (SDGs).

Pupuk Kaltim along with the Pupuk Indonesia Group stand ready to embrace the new industry era, improving efficiency and competitiveness toward achieving food self-sufficiency, increasing value for plantation products, bringing greater welfare to farmers, and supporting the achievement of Sustainable Development Goals (SDGs).



Ringkasan Highlights

- 1** Menseleksi dan menjalin kerja sama dengan 340 pemasok barang & jasa baru. Selecting and establishing cooperation with 340 new suppliers of goods & services.
- 2** Melakukan penilaian kinerja berkala terhadap 2.513 pemasok eksisting. Conduct periodic performance assessments on 2,513 existing suppliers
- 3** Mengintroduksi kebijakan protokol kesehatan ketat untuk mencegah dan menanggulangi penyebaran pandemi COVID-19 di lingkungan kerja Pupuk Kaltim. Introducing strict health protocol policies to prevent and overcome the transmission of the COVID-19 pandemic within Pupuk Kaltim





PROFIL PERUSAHAAN

Company Profile

01



IDENTITAS PERUSAHAAN

Corporate Identity





Nama Perusahaan [102-1]
Company Name

PT Pupuk Kalimantan Timur (Pupuk Kaltim atau PKT)

Bidang Usaha [102-2]
Line of Business

Industri Manufaktur, Perdagangan dan Jasa
Manufacturing, Trading and Service Industries



Alamat Kantor Pusat [102-3]
Head Office Address

Jl. James Simandjuntak No. 1 Bontang,
Kalimantan Timur
Kode Pos 75313 - Indonesia

Telepon | Phone
Faksimili | Facsimile

(+62 548) 41202, 41203
(+62 548) 41616, 41626

Website/E-mail

www.pupukkaltim.com
corsec@pupukkaltim.com

Layanan Pengaduan Pelanggan
Customer Service

Hotline : 0800-100-6789
E-mail : pemasaran@pupukkaltim.com



Kantor Perwakilan Jakarta
Jakarta Representative Office

Jl. Kebon Sirih Raya No. 6A
Jakarta Pusat, Kode Pos 10110
Tel. : (+62 21) 3443344, 3443345
Fax. : (+62 21) 344344

Kantor Perwakilan Kalimantan Timur
East Kalimantan Representative Office

Jl. Pupuk Raya No. 54
Balikpapan, Kalimantan Timur
Kode Pos 76101
Tel. : (+62 542) 764470, 764466
Fax. : (+62 542) 763124

Wilayah Operasional [102-4]
Operational Areas

Balikpapan, Kalimantan Timur dan Jakarta

Ruang Lingkup Pasar [102-6]
Market Scope

Berbagai wilayah di Indonesia
Various regions in Indonesia



Dasar Hukum Pendirian [102-5]
Legal Basis of Establishment

- Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia Nomor: AHU-80094.AH.01.02. Pada 31 Oktober 2008, Anggaran Dasar Perusahaan disesuaikan dengan Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas.
Decree of Minister of Law and Human Rights No. AHU-80094.AH.01.02. On October 31, 2008 the Articles of Association was amended to comply with Law No. 40 of 2007 on Limited Liability Companies.
- Keputusan Menteri Hukum dan Hak Asasi Manusia RI Nomor AHU-17695.AH.01.02 Tahun 2012 tanggal 5 April 2012 tentang Persetujuan Perubahan Anggaran Dasar Perseroan, dimana identitas Pemegang Saham Pupuk Kaltim yang sebelumnya PT Pupuk Sriwidjaja (Persero) berubah menjadi PT Pupuk Indonesia (Persero), pada 18 April 2012 di Jakarta.
Decree of the Minister of Law and Human Rights of the Republic of Indonesia Number AHU-17695.AH.01.02 of 2012 dated April 5, 2012 concerning Approval of Amendment to the Articles of Association of the Company, whereby the identity of Pupuk Kaltim's Shareholders who were previously PT Pupuk Sriwidjaja (Persero) changed to PT Pupuk Indonesia (Persero), on April 18, 2012 in Jakarta.

Tanggal Pendirian
Date of Establishment

31 Oktober 2008
31 October 2008

Modal Dasar
Authorized Capital

Rp13.657,79 miliar, terdiri atas 27.315.583.352 lembar saham dengan nominal Rp500,00 per lembar
Rp13,657.79 billion consists of 27,315,583,352 shares with a nominal value of Rp500.00 per share

Modal Disetor
Paid-Up Capital

Rp8.800 miliar
Rp8,800 billion

Kepemilikan [102-5]
Share Ownership

PT Pupuk Indonesia (Persero)	99,99%
Yayasan Kesejahteraan Hari Tua (YKHT)	0,01%

Produk dan Jasa [102-2]
Product and Services

- Amoniak
- Urea
- Pupuk NPK
- Produk Hayati skala pilot - Ecofert dan Biotara.

Merk Dagang
Trade Mark

- Daun Buah
- Pupuk Indonesia
- NPK Pelangi
- NPK Pelangi Agro
- Phonska
- Ecofert
- Biotara
- Biodex

Keanggotaan Dalam Asosiasi [102-13]
Membership in the Association

- International Fertilizer Association (IFA)
- Asosiasi Produsen Pupuk Indonesia (APPI)
- Federasi Industri Kimia Indonesia (FIKI)
- Kamar Dagang dan Industri Indonesia (Kadin).





Sekilas Pupuk Kaltim

Pupuk Kaltim at a Glance

PT Pupuk Kalimantan Timur (Pupuk Kaltim) merupakan anak perusahaan dari PT Pupuk Indonesia (Persero), awalnya dikelola oleh perusahaan minyak negara Pertamina dengan fasilitas pabrik pupuk terapung atau pabrik di atas kapal. Namun karena beberapa pertimbangan teknis, proyek tersebut dialihkan ke darat sesuai dengan Keputusan Presiden No.43 tahun 1975 dan kemudian melalui Keputusan Presiden No.39 tahun 1976, pengelolaannya diserahkan dari Pertamina kepada Departemen Perindustrian.

Proyek pertama pembangunan Pabrik 1 dimulai pada 1979, sedangkan pembangunan Pabrik 2 dimulai pada 1982. Kedua pabrik tersebut diresmikan bersamaan pada 29 Oktober 1984. Selanjutnya, Pabrik 3 dibangun dan diresmikan pada 4 April 1989. Pada 1999, berdiri pabrik urea granul pertama di Indonesia yang dinamakan Proyek Optimasi Kaltim (POPKA). Pabrik ini diresmikan pada 6 Juli 2000 bersamaan dengan pemancangan tiang pertama Pabrik 4. Unit Urea Pabrik 4 diresmikan pada 3 Juli 2002 sedangkan unit Amoniak diresmikan pada 28 Juni 2004.

PT Pupuk Kalimantan Timur (Pupuk Kaltim), a subsidiary of PT Pupuk Indonesia (Persero), initially was managed by Pertamina with floating fertilizer factory facilities, or a factory on board. Due to some technical considerations, in compliance with the Presidential Decree No.43 of 1975, the project location was transferred to land, and based on the Presidential Decree 39 of 1976 the management was handed over from Pertamina to the Ministry of Industry.

Construction of Plant 1 began in 1979, while construction of Plant 2 began in 1982. The two factories were inaugurated simultaneously on 29 October 1984. Later on, Plant 3 was built and inaugurated on 4 April 1989. In 1999, the first granule urea factory was established in Indonesia, the East Kalimantan Optimization Project (POPKA). The factory was inaugurated on 6 July 2000 along with the construction of the first pillar of Plant 4. The Urea Unit of Plant 4 was inaugurated on 3 July 2002 while the Ammonia unit was inaugurated on 28 June 2004.



Bisnis utama Pupuk Kaltim adalah memproduksi serta menjual Amoniak, Urea, dan NPK dengan segmen pasar dalam maupun luar negeri

Pupuk Kaltim's main business is producing and selling Ammonia, Urea, and NPK, to meet domestic needs or for export purposes

Tahun 2014, Pupuk Kaltim mengambil alih Pabrik Amoniak dari PT Kaltim Pasifik Amoniak (KPA). Kini, pengoperasian Pabrik eks-KPA tersebut bergabung dengan Proyek Optimasi Kaltim (POPKA) di bawah koordinasi Pabrik 1A. Selain itu, dalam rangka mendukung Program Kedaulatan Pangan Nasional serta untuk menunjang sektor perkebunan dan industri dalam negeri, Pemerintah melalui Instruksi Presiden RI No. 2 tahun 2010 memutuskan untuk merevitalisasi industri pupuk nasional melalui *replacement* pabrik pupuk. Revitalisasi tersebut diwujudkan melalui pembangunan Pabrik 5 yang dimulai pada 2011 dan diresmikan oleh Presiden RI Joko Widodo pada 19 November 2015. Selain lebih hemat bahan baku, Pabrik 5 memiliki kapasitas produksi terbesar dibandingkan dengan pabrik-pabrik Pupuk Kaltim lainnya.

In 2014, Pupuk Kaltim took over the Ammonia Factory from PT Kaltim Pasifik Amoniak (KPA). Currently, the operation of the ex-KPA Plant was combined with the East Kalimantan Optimization Project (POPKA) under the coordination of Plant 1A. In addition, in order to support the National Food Sovereignty Program and to support the plantation sector and the domestic industry, the Government through Presidential Instruction No. RI. 2 of 2010 decided to revitalize the national fertilizer industry through a fertilizer factory replacement. The revitalization was realized through the construction of Plant 5, which commenced in 2011 and was inaugurated by Indonesian President Joko Widodo on 19 November 2015. Aside from being more efficient in terms of raw materials, Plant 5 has the largest production capacity compared to other Pupuk Kaltim factories.

Kini PT Pupuk Kaltim mengelola kompleks industri petrokimia yang terdiri dari 5 (lima) pabrik Amoniak, 5 (lima) pabrik Urea, 3 (tiga) pabrik NPK Blending, 2 (dua) pabrik NPK Fusion, 1 (satu) pabrik Boiler Batu Bara, unit pengantongan, serta unit pergudangan.

Currently, Pupuk Kaltim manages a petrochemical industrial complex consisting of 5 (five) Ammonia plants, 5 (five) Urea plants, 3 (three) NPK Blending plants, 2 (two) NPK Fusion plants, 1 (one) Coal Boiler plant, bagging units, and warehousing units.

Bisnis utama Pupuk Kaltim adalah memproduksi serta menjual Amoniak, Urea, dan NPK dengan segmen pasar dalam maupun luar negeri. Untuk wilayah distribusi sektor subsidi dalam negeri, wilayah pemasaran Pupuk Kaltim meliputi 2/3 wilayah Indonesia, yakni Kawasan Timur Indonesia hingga Papua dan sebagian besar Jawa Timur dan Kalimantan, kecuali Kalimantan Barat. Wilayah tersebut ditetapkan sesuai surat Direktur Utama PT Pupuk Indonesia (Persero) No.U-1308/A00000.UM/2012 tertanggal 8 Oktober 2012 tentang Penugasan Wilayah Tanggung Jawab Pengadaan dan Penyaluran Pupuk Bersubsidi untuk Sektor Pertanian. Sementara itu, untuk pemasaran luar negeri Pupuk Kaltim melakukan ekspor ke negara-negara di kawasan Asia Pasifik, Amerika Serikat, Amerika Selatan, dan lain sebagainya.

Pupuk Kaltim's main business is producing and selling Ammonia, Urea, and NPK, to meet domestic needs or for export purposes. For the distribution of the domestic subsidy sector, Pupuk Kaltim's marketing area covers 2/3 of Indonesia, from Eastern Indonesia to Papua and most of East Java and Kalimantan, except West Kalimantan. The area was determined in accordance with the letter of the President Director of PT Pupuk Indonesia (Persero) No. U-1308/A00000.UM/2012 dated 8 October 2012 on the Assignment of Areas for Responsibility for Procurement and Distribution of Subsidized Fertilizers for the Agriculture Sector. Moreover, for overseas marketing, Pupuk Kaltim exports to Asia Pacific countries, the United States, South America, and others.



Jejak Langkah

Milestones

Pembangunan Pabrik 1 dan 2 Pupuk Kaltim

Ditemukan sumber gas alam yang merupakan bahan baku utama pembuatan pupuk di Muara Badak, sekitar 60 km dari Bontang. Lahan seluas 443 hektar dipersiapkan untuk proyek pembangunan. Pabrik 1 dimulai pada 1979, dilanjutkan dengan Pabrik 2 pada 1982. Kedua pabrik diresmikan bersamaan pada 29 Oktober 1984 oleh Presiden Soeharto.

Construction of Pupuk Kaltim Plants 1 and 2

Natural gas, which is the main raw material of fertiliser production, was found in Muara Badak, approximately 60 km from Bontang. An area of 443 hectares was prepared for the project. The development of Plant 1 was initiated in 1979, followed by Plant 2 in 1982. Both plants were inaugurated on 29 October 1984 by President Soeharto.

1977



Pendirian Pupuk Kaltim

Pada 7 Desember 1977, semula pabrik direncanakan untuk dibangun di atas kapal guna memudahkan eksplorasi bahan baku gas. Pemerintah menunjuk Pertamina untuk menjalankan proyek tersebut. Karena pertimbangan teknis, pembangunan pabrik dialihkan ke darat dan proyek ditangani oleh Menteri Perdagangan dengan dibantu oleh Direktorat Jenderal Industri Kimia Departemen Perindustrian dan Direktur Pengolahan dan Petrokimia Pertamina sesuai dengan Keputusan Presiden No. 43 tahun 1975 tanggal 29 November 1975. Kemudian, Pemerintah menugaskan Menteri Perindustrian untuk menyelesaikan proyek pembangunan berdasarkan Keputusan Presiden No. 39 tahun 1976 tanggal 29 Agustus 1976.

Establishment of Pupuk Kaltim

On 7 December 1977, the factory was originally planned to be built on board to facilitate the exploration of gas raw materials. The government appointed Pertamina to run the project. Due to technical considerations, the construction of the plant was transferred to the land and the project was handled by the Minister of Trade with the assistance of the Directorate General of Chemical Industry of the Ministry of Industry and the Pertamina's Director of Processing and Petrochemicals in accordance with Presidential Decree No. 43 of 1975 dated 29 November 1975. The Government then assigned the Minister of Industry to complete the project development based on Presidential Decree No. 39 of 1976 dated 29 August 1976.

1979-1984



1989-2002



Pembangunan Pabrik 3 dan 4 Pupuk Kaltim

Pembangunan pabrik masih dilanjutkan lagi dengan proyek Pabrik 3 yang diresmikan pada 4 April 1989. Pada 1999, berdiri pabrik urea granul pertama di Indonesia, yaitu POPKA yang merupakan proyek optimasi pabrik untuk memanfaatkan sisa atau eksek ammonia dari pabrik yang ada. Pada 2002, berdiri Pabrik 4 berteknologi tinggi dan hemat energi yang memproduksi Urea Granul.

Construction of Pupuk Kaltim Plants 3 and 4

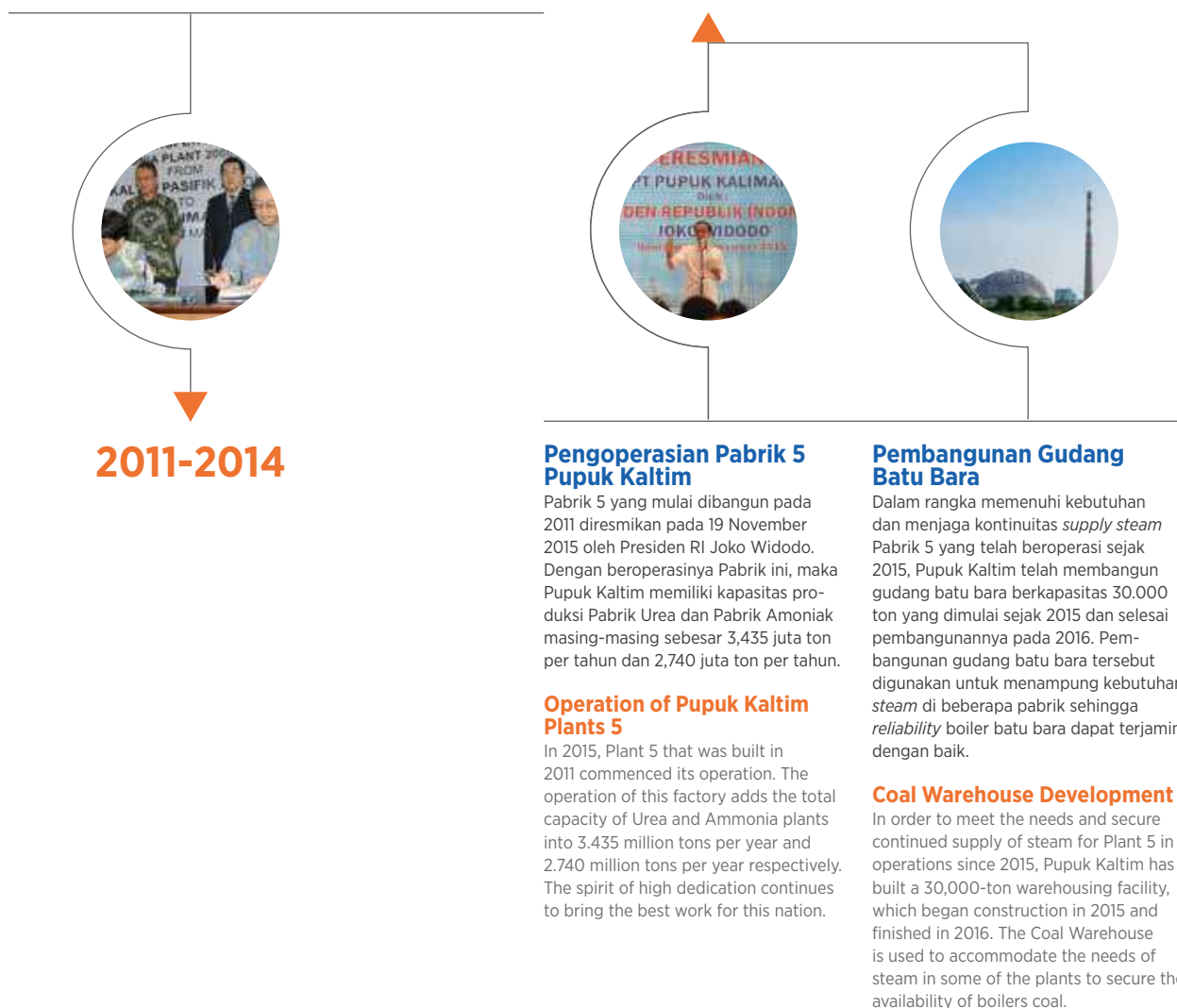
The plant development was continued. Plant 3 was inaugurated on 4 April 1989. In 1999, the first granulated urea plant in Indonesia, namely POPKA, was established. It was as a plant optimising project to utilise ammonia excess from the existing plants. In 2002, Plant 4 was established. The plant is equipped with high technology and energy saving machinery to produce Granulated Urea.

Pengembangan Pabrik Pupuk Kaltim

Mengingat keberadaannya yang sudah lebih dari 30 tahun, Pabrik 1 menjadi prioritas utama Perusahaan dalam program revitalisasi. Tahun 2011 merupakan awal mula pembangunan proyek Pabrik 5 yang merupakan realisasi pertama dari Program Revitalisasi Industri Pupuk sesuai Instruksi Presiden RI No. 2 tahun 2010. Revitalisasi ini juga bertujuan untuk menambah kapasitas produksi urea dan amoniak. Pada tahun 2013, Perusahaan mengoperasikan boiler batu bara, dan di tahun yang sama, Pupuk Kaltim juga melakukan pengambilalihan lebih awal pabrik Amoniak dari PT Kaltim Pasifik Amoniak (KPA) melalui Proses Transfer Aset. Proses Transfer Aset tersebut dilakukan di Jakarta pada 13 Maret 2014. Saat ini, pengoperasian pabrik eks-KPA bergabung dengan POPKA di bawah satu koordinasi Kepala Unit Kerja dengan nama Pabrik 1A.

Development of Pupuk Kaltim Plants

Considering its over 30 years of existence, Plant 1 becomes the Company's top priority in its revitalisation programme. In 2011, the Company began the construction project of Plant 5, which was the first realisation of the Fertiliser Industry Revitalisation Programme in accordance with Presidential Instruction No. 2 of 2010. This revitalisation was also aimed to increase the production capacity of urea and ammonia. In 2013, the Company operated coal boilers. In the same year, Pupuk Kaltim also made an earlier purchase of Ammonia factory from PT Kaltim Pasifik Amoniak (KPA) through Asset Transfer Process. The Asset Transfer Process was conducted in Jakarta on 13 March 2014. Currently, the operation of a former KPA plant is united with POPKA under a coordinated Head of Work Unit, namely Plant 1A.





Pembangunan Urea Bulk Storage (UBS) VI

Pembangunan Gudang Urea Bulk Storage (UBS) VI berkapasitas 100.000 ton dan sudah dilengkapi dengan fasilitas *conveyor system* telah dilaksanakan sejak 2015 dan selesai pada 2017. Pembangunan gudang tersebut ditujukan untuk memenuhi kebutuhan penyimpanan pupuk urea Pupuk Kaltim khususnya dikarenakan adanya tambahan produksi dari pabrik terbaru Pupuk Kaltim yaitu Pabrik 5 berkapasitas 2,740 juta ton per tahun yang dibangun pada tahun 2015 dan telah diresmikan oleh Presiden RI.

Development of Urea Bulk Storage (UBS) VI

The development of Urea Bulk Storage Warehouse (UBS) VI with a capacity of 100,000 tons and a conveyor system began in 2015 and finished in 2017. The warehouse was built to meet the need for storage of Pupuk Kaltim urea fertilizer especially due to the more production output from Pupuk Kaltim's newest plant, Plant 5 that has a total capacity of 2.740 million tons per year, which was built in 2015 and has been inaugurated by the Indonesian President.

2016

Pembangunan Rail Mounted Harbour Crane di Dermaga-4 (Tursina)

Untuk menunjang dan mempercepat proses loading dan unloading rate di Dermaga-4, Pupuk Kaltim telah menambahkan fasilitas *Rail Mounted Harbour Crane* (RMHC) dengan kapasitas 500 MTPH yang dibangun sejak 2014 hingga 2016. Pembangunan tersebut dilaksanakan karena melihat pengembangan Perusahaan ke depan dengan beberapa pabrik baru sehingga fasilitas untuk mempercepat proses *loading* dan *unloading rate* di Dermaga-4 tersebut perlu ditingkatkan.

Construction of Rail Mounted Harbor Crane at Pier-4 (Tursina)

To support and accelerate the loading and unloading process at Harbor-4, Pupuk Kaltim has added a Rail Mounted Harbor Crane (RMHC) facility with a capacity of 500 MTPH built from 2014 to 2016. The facility was constructed to anticipate the Company's future development with the planned construction of more factories, which has required improvements in loading and unloading process at Harbor-4.

2017**2018-2020**

Proyek Pembangunan Pabrik Kelapa Sawit

Pengembangan produk dan usaha baru dilakukan dengan melakukan hilirisasi produk berbasis tanaman kelapa sawit. Perusahaan melalui anak usahanya PT Kalimantan Agro Nusantara (Kalianusa) yang merupakan perusahaan patungan dengan PT Perkebunan Nusantara XIII telah melakukan pembangunan Pabrik Kelapa Sawit berkapasitas 30 ton tandan buah segar (TBS)/jam yang menghasilkan minyak kelapa sawit/*crude palm oil* (CPO) sebesar 40.000 ton per tahun di Kecamatan Rantau Pulung, Kabupaten Kutai Timur yang dimulai sejak 2018 dan telah komersial pada tahun 2020.

Palm Oil Mill Development Project

The development of new products and businesses is carried out by downstreaming palm plant-based products. Through its subsidiary, which is a joint venture with PT Perkebunan Nusantara XIII, namely PT Kalimantan Agro Nusantara (Kalianusa), the Company has constructed a Palm Oil Mill with a capacity of 20 tons of fresh fruit bunches (FFB)/hour, which generates 40,000 tons of crude palm oil (CPO) per year in the District of Rantau Pulung, Regency of Kutai Timur, which commenced operations in 2018 and has been commercialized in 2020.

Pembangunan Gudang Bahan Baku Curah NPK

Dalam rangka memenuhi mendukung operasional dan menjaga kontinuitas bahan baku Pabrik NPK, Perusahaan sedang melakukan pembangunan gudang bahan baku curah berkapasitas 45.000 ton untuk penyimpanan bahan baku KCl curah dan DAP curah yang dilengkapi dengan fasilitas *conveyor* dari Dermaga ke Gudang. Pelaksanaan proyek gudang tersebut telah efektif pada 17 Januari 2020 dan ditargetkan dapat selesai pada tahun 2021.

Construction of NPK Bulk Raw Material Warehouse

In order to meet operational support and maintain continuity of raw materials for the NPK factory, the Company is currently constructing a bulk raw material warehouse with a capacity of 45,000 tons for storage of bulk KCl and bulk DAP raw materials equipped with conveyor facilities from the Pier to the Warehouse. The implementation of the warehouse project has been effective on 17 January 2020 and is targeted to be completed in 2021.



2020-2021

2020-2022



Proyek Pembangunan Pabrik Ammonium Nitrat

Pengembangan produk dan usaha baru dilakukan dengan melakukan diversifikasi produk berbasis gas alam yaitu amoniak menjadi asam nitrat dan amonium nitrat. Perusahaan melalui anak usahanya PT Kaltim Amonium Nitrat (KAN) yang merupakan perusahaan patungan dengan PT Dahana Investama Corp (anak perusahaan Dahana) telah melakukan penandatanganan kontrak pada 18 Desember 2019 untuk pembangunan Pabrik Asam Nitrat berkapasitas 60.000 MTPY dan pabrik Amonium Nitrat berkapasitas 75.000 MTPY di Kawasan Industri PT Kaltim Industrial Estate (KIE) yang ditargetkan selesai pada tahun 2022.

Ammonium Nitrate Plant Construction Project

The development of new products and businesses is carried out through the diversification of natural gas-based products, namely ammonia into nitric acid and ammonium nitrate. The Company through its subsidiary, namely PT Kaltim Amonium Nitrat (KAN), which is a joint venture with PT Dahana Investama Corp (subsidiary of Dahana) has signed a contract on 18 December 2019 for the construction of a Nitric Acid plant with a capacity of 60,000 MTPY and Ammonium Nitrate plant with a capacity of 75,000 MTPY in the Industrial Estate of PT Kaltim Industrial Estate (KIE), which are targeted for completion in 2022.



Visi dan Misi

[102-16]

Vision and Mission

Perusahaan telah menetapkan perubahan pernyataan Visi, Misi, Budaya, dan Nilai-Nilai Perusahaan Pupuk Kaltim melalui Surat Keputusan tentang Pembaharuan Surat Keputusan Direksi No. 62/DIR/X.20 pada 1 Oktober 2020.

The Company has determined changes to the statement of the Vision, Mission, as well as Corporate Culture and Values of Pupuk Kaltim through the Decree on Renewal of the Decree of the Board of Directors No. 62/DIR/X.20 on 1 October 2020.

VISI

Vision

“Menjadi Perusahaan di Bidang Industri Pupuk, Kimia dan Agribisnis Kelas Dunia yang Tumbuh dan Berkelanjutan”

“To Become a Growing and Sustainable World-Class Company in the Fertiliser, Chemical, and Agribusiness Industry”

Pada 2020, Dewan Komisaris dan Direksi telah menelaah, menilai, dan menyetujui bahwa Visi dan Misi tersebut di atas masih relevan dengan kondisi Perusahaan. [102-26]

In 2020, the Board of Commissioners and the Board of Directors have reviewed, assessed, and agreed that the above Vision and Mission are still relevant to the Company's condition. [102-26]



MISI

Mission

1. Menjalankan bisnis produk-produk pupuk, kimia, serta portofolio investasi di bidang kimia, agro, energi, *trading* dan jasa pelayanan pabrik yang berdaya saing tinggi,
 2. Mengoptimalkan Nilai-Nilai Perusahaan melalui bisnis inti dan pengembangan bisnis baru yang dapat meningkatkan pendapatan dan menunjang Program Kedaulatan Pangan Nasional,
 3. Mengoptimalkan utilisasi sumber daya di lingkungan sekitar maupun pasar global yang didukung oleh SDM yang berwawasan internasional dengan menerapkan teknologi terdepan,
 4. Memberikan manfaat yang optimum bagi Pemegang Saham, Karyawan dan Masyarakat serta peduli pada Lingkungan.
1. Engaging in a business that deals with fertilisers and chemical products as well as an investment portfolio in the chemical, agribusiness, energy, trading, and plant services sectors with strong competitiveness.
 2. Optimising the Company's corporate values through the core business and developing new businesses to increase revenue and support the National Food Sovereignty Programme.
 3. Optimising the utilisation of resources in the surrounding environment and the global market, supported by an internationally-oriented human resource by applying the most advanced technologies.
 4. Providing optimal benefits to Shareholders, employees and the public while maintaining concern for the environment.





Budaya, Nilai, dan Kode Etik Perusahaan [102-16]

Corporate Culture, Value, and Code of Conduct

Sebagai bagian dari peninjauan terhadap pernyataan visi dan misi Perusahaan serta dalam rangka mensinergikan derap langkah pengembangan seluruh perusahaan di lingkup Badan Usaha Milik Negera dan dalam rangka membangun SDM yang andal dan berkomitmen tinggi, Pupuk Kaltim telah melakukan penyesuaian terhadap pernyataan maupun penjelasan Budaya dan Nilai-Nilai Perusahaan.

Pupuk Kaltim telah menyatakan AKHLAK sebagai akronim Budaya dan Nilai-Nilai Perusahaan, dengan penjabaran sebagai berikut:

As part of the review on the Company's statement of the vision and mission and in order to have synergy in the pace of development of all companies within the scope of State-Owned Enterprises, and in order to develop reliable and highly committed human resources, Pupuk Kaltim has made adjustments to the statement and explanation of Corporate Culture and Values.

Pupuk Kaltim has declared AKHLAK as an acronym for the Corporate Culture and Values, with the following description:

Amanah

Memegang teguh kepercayaan yang diberikan.
Uphold the trust given.

Panduan perilaku:

- Memenuhi janji dan komitmen;
- Bertanggung jawab atas tugas, keputusan dan Tindakan yang dilakukan;
- Berpegang teguh kepada nilai moral dan etika.

Behavioral guidelines:

- Keep promises and commitments;
- Responsible for the tasks, decisions, and actions taken;
- Stick to moral and ethical values.

Kompeten

Terus belajar dan mengembangkan kapabilitas.
Keep learning and develop capabilities.

Panduan perilaku:

- Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah;
- Membantu orang lain belajar;
- Menyelesaikan tugas dengan kualitas terbaik.

Behavioral guidelines:

- Increase self-competence to respond to ever-changing challenges;
- Help others learn;
- Complete tasks of the highest quality.

Harmonis

Saling peduli dan menghargai perbedaan.
Mutual care and respect for differences.

Panduan perilaku:

- Menghargai setiap orang apapun latar belakangnya;
- Suka menolong orang lain;
- Membangun lingkungan kerja yang kondusif.

Behavioral guidelines:

- Respect everyone regardless of their background;
- Helpful to others;
- Build a conducive work environment.

AKHLAK

.....

Loyal

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

Panduan perilaku:

- Menjaga nama baik sesama karyawan, pimpinan, BUMN dan Negara;
- Rela berkorban untuk mencapai tujuan yang lebih besar;
- Patuh kepada Pimpinan sepanjang tidak bertentangan dengan hukum dan etika.

Behavioral guidelines:

- Maintain the good name of fellow employees, leaders, SOEs, and the State;
- Willing to sacrifice to achieve a greater goal;
- Obey the leadership as long as it is not against the law and ethics.

Adaptif

Terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan.
Keep innovating and be enthusiastic in making or facing change.

Panduan perilaku:

- Cepat menyesuaikan diri untuk menjadi lebih baik;
- Terus-menerus melakukan perbaikan mengikuti perkembangan teknologi;
- Bertindak proaktif.

Behavioral guidelines:

- Quickly adjust to being better;
- Continuously making improvements by following technological developments;
- Be proactive.

Kolaboratif

Membangun kerja sama yang sinergis,
Build synergistic cooperation.

Panduan perilaku:

- Memberi kesempatan kepada berbagai pihak untuk berkontribusi;
- Terbuka dalam bekerja sama untuk menghasilkan nilai tambah;
- Menggerakkan pemanfaatan berbagai Sumber Daya untuk tujuan bersama.

Behavioral guidelines:

- Provide opportunities for various parties to contribute;
- Be open to working together to generate added values;
- Mobilizing the use of various resources for common goals.

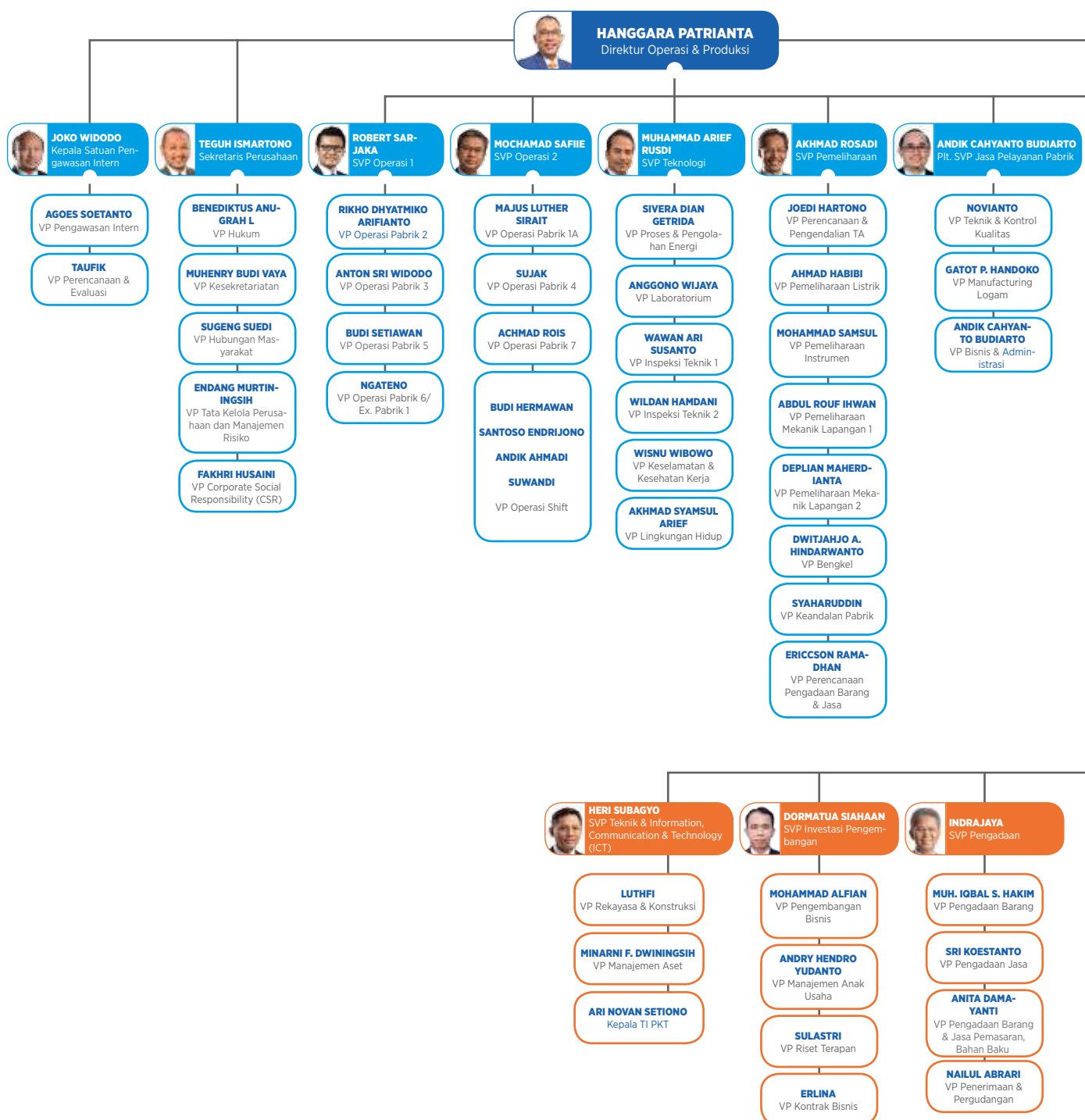
Struktur Organisasi

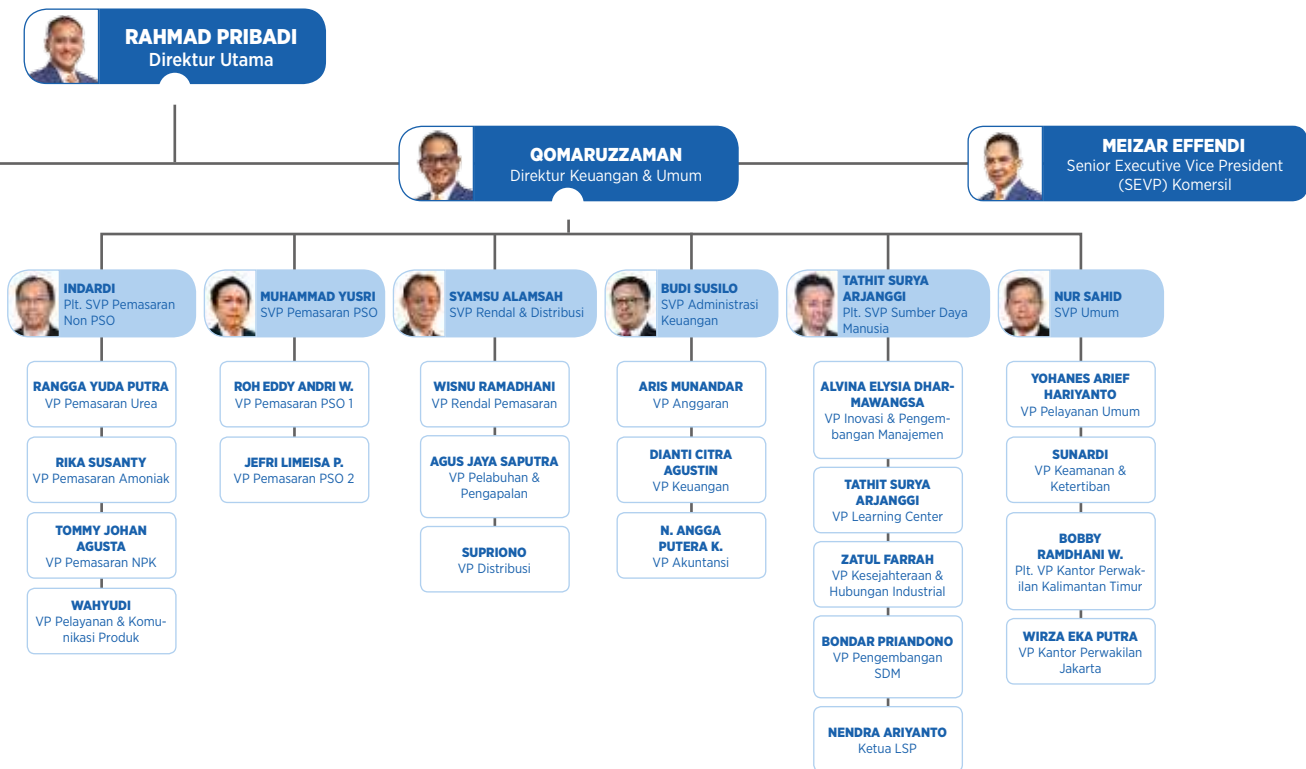
[102-18]

Organizational Structure

Struktur Organisasi berikut ditetapkan melalui Surat Keputusan Direksi No.50/DIR/X.20 tentang Struktur Organisasi PT Pupuk Kalimantan Timur.

The following organizational structure is determined through the Decree of the Board of Directors No.50/DIR/X.20 on the Organizational Structure of PT Pupuk Kalimantan Timur.



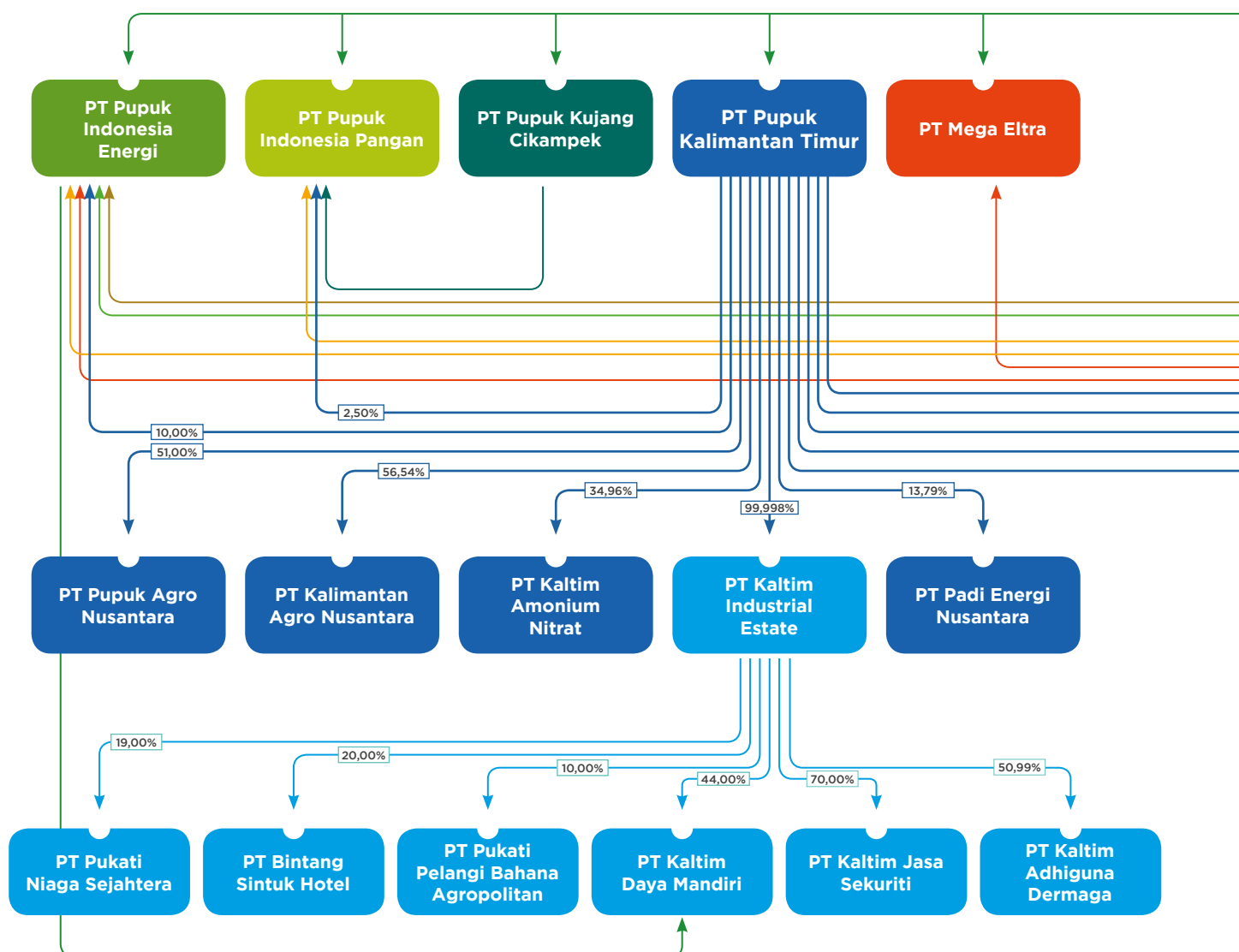


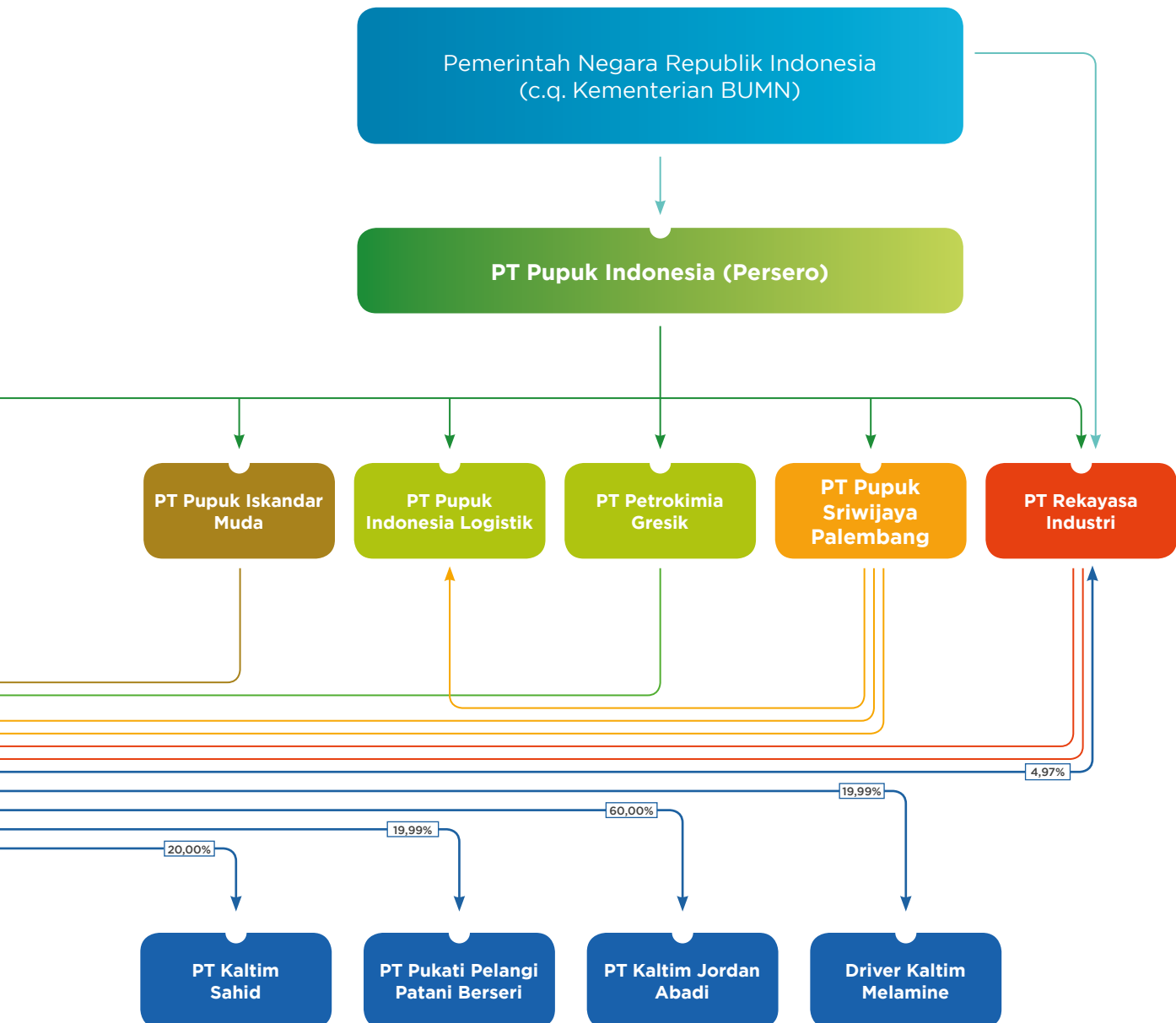
Struktur Organisasi Perusahaan telah mengalami perubahan seiring dengan perkembangan bisnis yang dijalankan oleh Perusahaan. Penyesuaian struktur organisasi itu ditetapkan melalui Surat Keputusan Direksi No. 50/DIR/X.20 tentang Penyempurnaan Surat Keputusan Direksi No. 94/DIR/XII.19 tentang Penyempurnaan Surat Keputusan Direksi No. 29/DIR/V.19 tentang Penyempurnaan Surat Keputusan Direksi No. 15/DIR/III.19 Juncto No. 86/DIR/XII.18 juncto No. 50/DIR/VIII.18 juncto No. 5/DIR/II.17 tentang Perubahan Struktur Organisasi PT Pupuk Kalimantan Timur.

The Company's organizational structure has undergone changes in line with the development of the business run by the Company. The adjustment to the organizational structure was determined through the Decree of the Board of Directors No. 50/DIR/X.20 on Improvement of the Decree of the Board of Directors No. 94/DIR/XII.19 on Improvement of the Decree of the Board of Directors No. 29/DIR/V.19 on Improvement of the Decree of the Board of Directors No. 15/DIR/III.19 Juncto No. 86/DIR/XII.18 juncto No. 50/DIR/VIII.18 juncto No. 5/DIR/II.17 on Changes in the Organizational Structure of PT Pupuk Kalimantan Timur.

Struktur Group Usaha [102-18]

Corporate Group Structure





Skala Ekonomi ^[102-7]

Economic Scale

Hingga 31 Desember 2020, skala usaha Pupuk Kaltim digambarkan dalam tabel berikut:

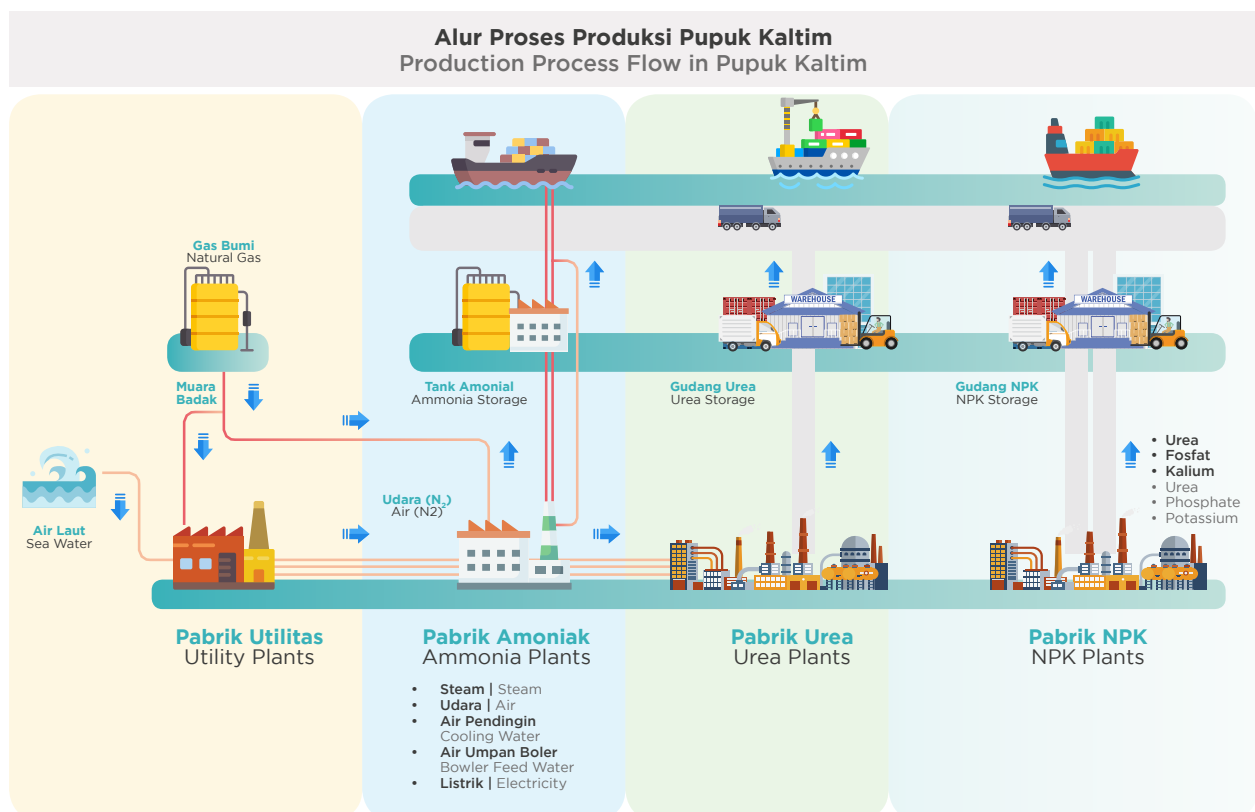
Up to 31 December 2020, Pupuk Kaltim's business scale is described in the following table:

Keterangan Description	Periode Period		
	2020	2019	2018
Total Pegawai (Orang) Total Employees (Employee)	1.687	1.687	1.856
Total Pendapatan Usaha (Rp Miliar) Total Revenue (Rp Billion)	18.486	17.044	18.966
Total Kapitalisasi (Rp Miliar) Total Capitalization (Rp Billion)			
Total Liabilitas Total Liabilities	5.079	6.779	12.486
• Ekuitas Equity	22.874	21.900	18.536
• Aset Total Total Assets	27.953	28.679	31.021
Kepemilikan Saham Share Ownership			
PT Pupuk Indonesia (Persero)	99,99%	99,99%	99,99%
YKHT Pupuk Kaltim	0,001%	0,001%	0,001%
Total Produk Terjual (Ribuan Ton) Total Products Sold (Thousand Tons)			
Urea	3.797.142	3.242.038	3.393.970
NPK	228.929	150.939	202.239
Amoniak Ammonia	667.800	731.238	798.844
Komposisi Penjualan Produk per Area Composition of Product Sales per Area			
Urea Dalam Negeri Domestic Urea (%)	52	60	76
Urea Ekspor Urea Export (%)	48	40	24
Amoniak Domestik Domestic Ammonia (%)	27	31	33
Amoniak Ekspor Ammonia Export (%)	73	69	67
NPK Domestik Domestic NPK (%)	100	100	100

Rantai Pasok ^[102-9] Supply Chain

Rantai pasok: Merupakan kegiatan pemenuhan produk & jasa oleh pihak lain (bisa anak usaha atau mitra) untuk mendukung kegiatan operasional PKT, agar Perusahaan bisa lebih berkonsentrasi pada kegiatan bisnis utama. Produk & jasa dimaksud membawa/dapat mempengaruhi nama/reputasi PKT, sehingga memerlukan kontrak dengan persyaratan khusus yang ketat dan spesifik.

Supply chain: An activity to fulfill the needs for products & services by other parties (either subsidiaries or partners) to support the operational activities of PKT, allowing the Company to concentrate more on its main business activities. These products & services carry/can affect PKT's name/reputation, subsequently requiring a contract with strict and specific requirements.



Pupuk Kaltim memproduksi beberapa jenis produk, di antaranya pupuk Urea, Amoniak, dan pupuk NPK. Pupuk Urea dibuat dengan cara mensintesis Amoniak dengan Karbon Dioksida. Pupuk Kaltim memproduksi bahan baku amoniak sendiri sehingga tidak perlu membeli dari pemasok. Bahan baku produksi Amoniak adalah gas alam yang diambil dari Muara Badak melalui pipa sepanjang 60 km ke Bontang. Dengan demikian, bahan utama hanya tergantung pada pasokan gas alam yang sepenuhnya dikelola oleh Pemerintah.

Pupuk Kaltim produces several types of products, including Urea, Ammonia, and NPK fertilizer. Urea fertilizer is made through the synthesis of Ammonia with Carbon Dioxide. Pupuk Kaltim produces its own ammonia raw material so that it does not need to buy from suppliers. The raw material for making Ammonia is natural gas taken from Muara Badak through a 60 km pipeline to Bontang. Thus, the main ingredient depends only on the supply of natural gas, which is fully managed by the Government.

Tabel Volume Penggunaan dan Nilai Pengadaan Bahan Baku Urea Tahun 2020
Use Volume and Value of Urea Raw Materials Procurement in 2019

No	Pabrik Plant	Volume Penggunaan Bahan Baku Gas (Mmbtu) Volume of Urea Raw Materials (MMbtu)	Nilai Pengadaan (Rp) Procurement Value (Rp)
1	Kaltim-2	29.925.504,26	2.172.920.969.477
2	Kaltim-3	15.869.449,31	1.148.565.203.641
3	Kaltim-4	17.901.461,23	1.010.873.090.686
4	Kaltim-1A	19.432.647,72	1.409.300.465.991
5	Kaltim-5	29.447.193,80	2.643.271.924.258
Total		112.576.256,31	8.384.931.654.053

Sejak tahun 2019, tidak ada penggunaan bahan baku urea di Pabrik 1 Pupuk Kaltim karena pabrik sudah tidak beroperasi. Total pembelian bahan baku gas pada tahun 2020 adalah senilai Rp8.384.931.654.053 dan keseluruhan pasokan diperoleh dari lokal Kaltim.

Since 2019, Pupuk Kaltim Plant 1 was out of operation and thus did not use any urea raw material. Total purchase of gas raw material in 2020 amounted to Rp8,384,931,654,053, all derived from local suppliers in East Kalimantan.

Untuk bahan baku pupuk NPK, Pupuk Kaltim menggunakan pemasok dari dalam dan luar negeri. KCl dan DAP/RP dipasok dari luar negeri, sedangkan bahan baku NPK lainnya, yakni: DAP dan ZA dipasok dari dalam negeri.

For raw materials for NPK fertilizer, Pupuk Kaltim uses domestic and foreign suppliers. KCl and DAP/RP are supplied from overseas, while other raw materials for NPK, namely: DAP and ZA are supplied domestically.

Data Pemasok Bahan Baku Dalam Negeri Tahun 2020
Data of Domestic Raw Material Suppliers in 2020

No	Nama Vendor Vendor Name	Domisili Domicile	Bahan Baku yang Disuplai Supplied Material					
			RP	KCL FLAKE	CLAY	MgO 10%	MgO 18%	Dolomite
1	PT Mest Indonesiy	Kota Surabaya, Jawa Timur Surabaya City, East Java		√				
2	PT Sentana Adidaya Pratama	Kota Medan, Sumatera Utara Medan City, East Sumatra		√				
3	PT Permata Agro Persada	Kota Medan, Sumatera Utara Medan City, East Sumatra	√					
4	PT Benua Indah Tuban	Kab. Tuban, Jawa Timur Tuban Distric, East Java			√			
5	PT Karya Tani Indonesia	Kab. Gresik, Jawa Timur Tuban Distric, East Java			√			
6	PT Karya Indah Artha Raharja	Kab. Gresik, Jawa Timur Tuban Distric, East Java			√		√	
7	PT Cemara Laut Persada	Kab. Gresik, Jawa Timur Tuban Distric, East Java			√			
8	CV Barokah ZA	Kab. Gresik, Jawa Timur Tuban Distric, East Java			√			√
9	PT Nusa Palapa Gemilang	Kota Surabaya, Jawa Timur Surabaya City, East Java					√	√
10	CV Sumber Alam Mas	Kab. Gresik, Jawa Timur Tuban Distric, East Java					√	
11	CV Wahana Jaya Bersama	Kota Surabaya, Jawa Timur Surabaya City, East Java				√		

Data Pemasok Bahan Baku Luar Negeri Tahun 2020 Suppliers of Overseas Raw Materials in 2020

No	Nama Vendor Vendor Name	Domisili Domicile	Bahan Baku yang Disuplai Supplied Material		
			DAP	KCL FLAKE	MOP POWDER
1	Clementcorp Trading Pte., Ltd	Singapura Singapore		✓	
2	Samsung C&T Corporation	Seoul, Korea Selatan Seoul, South Korea		✓	
3	Samsung C&T Singapore Pte., Ltd	Singapura Singapore	✓		
4	Greenland Holdings Pte Ltd	Singapura Singapore	✓		
5	Merrycorn Pte., Ltd	Singapura Singapore	✓		
6	Agrifert Liven International	Singapura Singapore	✓		
7	Golden Barley International Pte Ltd	Singapura Singapore			✓
8	AP Chemical Pte., Ltd	Belgium			✓
9	Uralkali Trading SIA	Riga, Latvia			✓

Total pengeluaran untuk bahan baku NPK di tahun 2020 adalah Rp483.968.434.875,-, dimana 67,37% dari total tersebut dibeli dari pemasok luar negeri. 32,63% dari total tersebut dibeli dari pemasok dalam negeri atau lokal **[204-1]**

Jika dilihat secara keseluruhan proses pengadaan dalam rantai pasok, baik pengadaan barang maupun jasa di tahun 2020, dari total pengeluaran dana sebesar Rp11.716.472.049.464 untuk menyediakan barang dan jasa, 79,74% berasal dari pemasok lokal Kaltim, 15,21% berasal dari pemasok luar Kaltim dan 5,05% berasal dari pemasok luar negeri.

Selain bahan baku, kegiatan usaha Pupuk Kaltim juga melibatkan rantai pasok dari sisi jasa distribusi, khususnya distribusi untuk pupuk bersubsidi. Alur pendistribusian pupuk bersubsidi dimulai dari Lini I (Pabrik Pupuk Kaltim) di Bontang kemudian didistribusikan ke Lini II (Gudang-gudang Penyangga/JPT) di Provinsi/Unit Pengantongan Pupuk (UPP). Selanjutnya pupuk dari Lini II didistribusikan ke Lini III (gudang-gudang Kabupaten). Dalam melakukan pendistribusian, Pupuk Kaltim menggunakan moda transportasi laut dan darat berupa kapal, container, dan truk.

Mekanisme pendistribusian pupuk bersubsidi terdapat dalam Peraturan Menteri Perdagangan Nomor.15/M-Dag/PER/4/2013 tanggal 1 April 2013 tentang Pengadaan dan Penyaluran Pupuk Bersubsidi untuk Sektor Pertanian.

Dalam menyediakan dan menyalurkan pupuk bersubsidi, Pupuk Kaltim mengacu pada alokasi penyaluran pupuk yang diatur oleh Peraturan Pemerintah sesuai rayonisasi yang dilakukan oleh PT Pupuk Indonesia (Persero).

Total expenditure for NPK raw materials in 2020 amounted to Rp483,968,434,875,-, in which 67.37% of the total was purchased from overseas. 32.63% of the total was purchased from domestic or local suppliers. **[204-1]**

In the overall perspective of procurement process in the supply chain, both procurement of goods and services in 2020, from the total expenditure of Rp11,716,472,049,464 to provide goods and services, 79.74% was derived from local suppliers in East Kalimantan, 15.21% was derived from suppliers outside East Kalimantan and 5.05% was derived from overseas.

In addition to raw materials, the supply chain for Pupuk Kaltim also involves distribution services, especially distribution for subsidized fertilizers. The flow of subsidized fertilizer distribution starts from Line I (Pupuk Kaltim Plant) located in Bontang, to be distributed to Line II (Provincial warehouses/Fertilizer Packaging Unit (UPP)) in bags or in bulk form. Furthermore, fertilizer from Line II is distributed to Line III (district warehouses). The fertilizer distribution process is carried out by Pupuk Kaltim using sea and land transportation modes, such as ships, containers, and trucks.

The mechanism for the distribution of subsidized fertilizers is contained in the Regulation of the Minister of Trade No. 15/M-DAG/PER/4/2013 dated 1 April 2013 on Procurement and Distribution of Subsidized Fertilizers for the Agricultural Sector.

In providing and distributing subsidized fertilizers, Pupuk Kaltim refers to the allocation of fertilizer distribution regulated by Government Regulations in accordance with the zoning carried out by PT Pupuk Indonesia (Persero).



Alokasi pupuk bersubsidi pada tingkat provinsi diatur melalui Peraturan Menteri Pertanian (Permentan) Nomor 47/Permentan/SR.310/12/2017 tentang Alokasi dan Harga Eceran Tertinggi Pupuk Bersubsidi untuk Sektor Pertanian Tahun Anggaran 2019. Pada tingkat kabupaten, alokasi pupuk bersubsidi diatur dalam Surat Keputusan Kepala Dinas Pertanian Provinsi (SK Kadistan Prov.), sedangkan pada tingkat kecamatan alokasi pupuk bersubsidi diatur dalam Surat Keputusan Kepala Dinas Pertanian Kabupaten/Kota (SK Kadistan Kab./Kota).

Pendistribusian pupuk kepada petani sangat penting untuk menunjang kelancaran produksi agar dapat memperoleh hasil dengan mutu yang baik. Agar pendistribusian pupuk Urea dapat berjalan efektif dan tepat sasaran, maka ditetapkan penyaluran pupuk berdasarkan pola pipa tertutup dengan menggunakan Rencana Definitif Kebutuhan Kelompok (RDKK). Rencana Definitif Kebutuhan Kelompok (RDKK) merupakan daftar kebutuhan berdasarkan proyeksi luas tanam, waktu tanam, dan kebutuhan riil yang digunakan sebagai dasar penyediaan pupuk oleh kios atau pengecer resmi.

Selama 2020, terdapat beberapa pemasok yang dinilai memiliki dampak sosial negatif aktual dan potensial signifikan dan dikenakan sanksi, baik berupa denda keterlambatan, pencairan jaminan penawaran dan/atau jaminan pelaksanaan, maupun larangan mengikuti proses pengadaan. Total 1 pemasok atau 0,19% menyepakati dilakukannya perbaikan atas hasil dari penilaian dampak sosial negatif terhadap total 2.513 pemasok.

Tidak ada pemasok yang diidentifikasi sebagai memiliki dampak lingkungan negatif aktual dan potensial signifikan dan hubungan kerja dengan mereka diakhiri sebagai hasil dari penilaian (0 %). [308-2]

The allocation of subsidized fertilizer at the provincial level is regulated in accordance with Regulation of the Minister of Agriculture (Permentan) No. 47/Permentan/SR.310/12/2017 on "The Allocation and Highest Retail Price of Subsidized Fertilizers for the Agricultural Sector in Fiscal Year 2019". At the regency level, the allocation of subsidized fertilizer is regulated under the Decree of the Head of the Provincial Agriculture Service (SK Kadistan Prov.), While at the district level, the allocation of subsidized fertilizer is regulated under the Decree of the Head of the District/City Agricultural Service (SK Kadistan Kab./Kota).

The distribution of fertilizers to farmers is crucial to support smooth production in order to generate high quality results. In order for the distribution of Urea fertilizer to run effectively and on target, the distribution of fertilizer is determined to be based on a closed pipe pattern using the Definitive Plan for Group Needs (RDKK). The Definitive Plan for Group Needs (RDKK) is a list of needs based on projected planting area, planting time, and real needs that are used as the basis for supplying fertilizers by authorized kiosks or retailers.

During 2020, there were several suppliers who were assessed to have significant actual and potential negative social impacts and were subject to sanctions, either in the form of late fines, disbursement of bid guarantees and/or performance guarantees, as well as prohibitions from participating in the procurement process. A total of 1 supplier or 0.19% agreed to make improvements to the results of the negative social impact assessment from a total of 2,513 suppliers.

There were no suppliers identified as having significant actual and potential negative environmental impacts and their employment relationship was terminated as a result of the assessment (0%). [308-2]

Alur Distribusi Pupuk Subsidi Pupuk Kaltim Distribution Flow of Subsidized Fertilizer Pupuk Kaltim

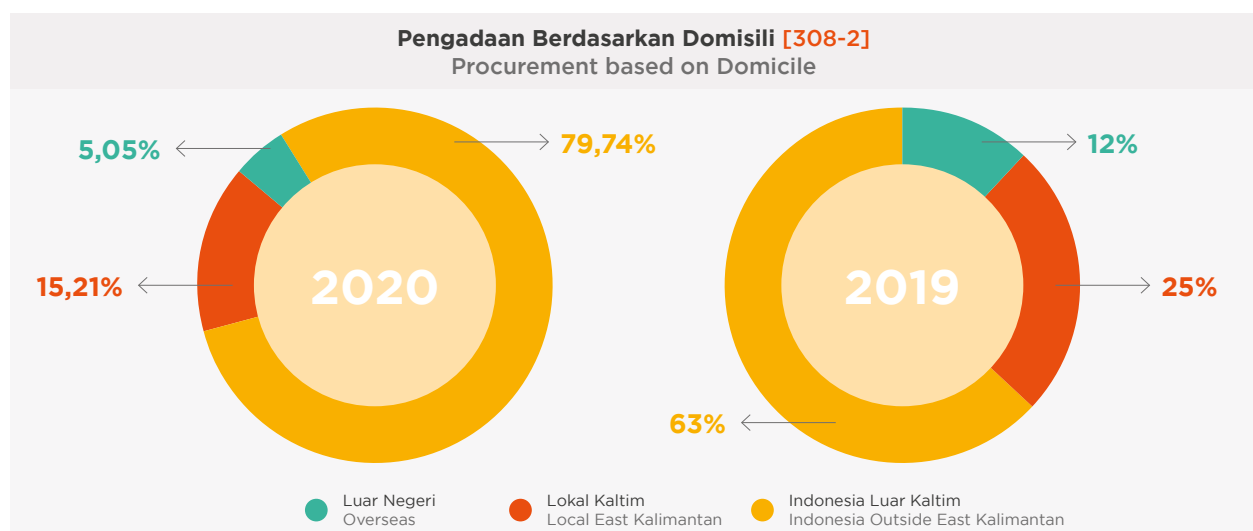


LOKASI OPERASI YANG SIGNIFIKAN UNTUK PARA PEMASOK LOKAL

Pupuk Kaltim memberikan kesempatan seluasnya kepada perusahaan atau pemasok lokal untuk ikut serta dalam proses tender kebutuhan barang atau jasa di lingkungan perusahaan. Anggaran operasi signifikan yang dikeluarkan Pupuk Kaltim untuk pengadaan barang dan jasa dari para pemasok adalah sebagai berikut:

SIGNIFICANT LOCATION OF OPERATIONS FOR LOCAL SUPPLIERS

Pupuk Kaltim provides the widest opportunity for local companies or suppliers to participate in the bidding process for the needs of goods or services within the Company. The significant operating budget spent by Pupuk Kaltim for the procurement of goods and services from suppliers is as follows:



Pada tahun 2020, nilai pembelian dalam negeri masih lebih tinggi dibanding nilai impor/pembelian luar negeri. Pengadaan dari pemasok lokal Kaltim memegang peranan terbesar dikarenakan pemasok

In 2020, the value of domestic purchases is still higher than the value of imports/overseas purchases. Procurement from local suppliers in East Kalimantan plays the biggest role since natural gas suppliers, which



bahan baku utama Gas alam merupakan pemasok yang berdomisili di Kalimantan timur. Beberapa daerah lokal Kaltim yang merupakan domisili signifikan Pemasok untuk PT Pupuk Kaltim adalah Kota Balikpapan, Samarinda, Berau dan Bontang. Nilai belanja Pengadaan untuk pemasok lokal Kaltim 2020 adalah sebesar Rp9.342.760.825.226 terdiri dari Rp101.042.372.250 (Barang), Rp 856.786.798.923 (Jasa) dan Rp8.384.931.654.053 (Gas dan Bahan Baku NPK).

Pada pelaksanaan pengadaan, kriteria dan definisi lokal di Pupuk Kaltim dapat dijabarkan dalam 2 (dua) lingkup, yakni lingkup umum dan lingkup khusus. Pemasok lokal dalam pemenuhan kebutuhan operasional PKT dijelaskan pada lingkup khusus sebagai berikut: **[414-1]**

1. Lingkup Umum.

Proses seleksi juga menggunakan kriteria sosial yang sesuai dengan kondisi sekitar Perusahaan. Hal tersebut sesuai dengan Surat Keputusan Direksi Nomor 41/DIR/VIII.17 tentang Kebijakan *Community Development* (COMDEV) Pupuk Kaltim yang menyatakan bahwa Pupuk Kaltim mengedepankan pemberdayaan masyarakat dalam bidang ekonomi, sosial, dan pelestarian lingkungan untuk menjamin hubungan dengan para Pemangku Kepentingan (masyarakat, pemerintah, dan perusahaan).

Beberapa kriteria sosial yang diterapkan dalam seleksi rekanan/pemasok baik barang maupun jasa adalah:

- Kemampuan melibatkan tenaga kerja lokal dalam pelaksanaan pekerjaan
- Usaha kecil atau menengah lokal
- Berwawasan Kesehatan, Keselamatan Kerja dan Lingkungan

2. Lingkup Khusus.

Terdiri dari Bontang dan Kota di sekitarnya yang masih berada di wilayah Provinsi Kalimantan Timur sebagai domisili operasional utama Perusahaan. Lingkup khusus ini merupakan tanggung jawab sosial Pupuk Kaltim sebagai salah satu bentuk CSR (*Corporate Social Responsibility*) terhadap masyarakat.

KRITERIA PENILAIAN PEMASOK

Setiap tahun Pupuk Kaltim membuka tender pengadaan barang dan jasa, dan melakukan proses seleksi calon pemasok, baik dalam kerangka rantai pasok maupun proses pengadaan biasa. Dalam proses seleksi tersebut, Pupuk Kaltim senantiasa menerapkan beberapa klausul spesifik, meliputi kriteria lingkungan dan sosial. Kriteria sosial dalam kontrak dimaksudkan untuk melindungi pekerja dengan menitikberatkan pada poin-poin klausul

are the main raw material for production, are domiciled in East Kalimantan. Some areas in East Kalimantan are domicile of significant natural gas suppliers for Pupuk Kaltim, which are Balikpapan, Samarinda, Berau and Bontang. The value of Procurement expenditures for local East Kalimantan suppliers in 2020 amounted to Rp9,342,760,825,226 consisting of Rp101,042,372,250 (Goods), Rp856,786,798,923 (Services), and Rp8,384,931,654,053 (Gas and NPK Raw Materials).

In the implementation of procurement, the criteria and local definitions at Pupuk Kaltim can be described in 2 (two) scopes, namely the general scope and the specific scope. Local suppliers in meeting the operational needs of PKT are described in the following specific scope: **[414-1]**

1. General Scope

The selection process also uses social criteria that correspond to the conditions surrounding the Company. This is in accordance with the decree of the Board of Directors No. 41/DIR/VIII.17 on Community Development (COMDEV) Policy of Pupuk Kaltim, which stated that Pupuk Kaltim is promoting community empowerment in economic, social, and conservation to ensure relationships with stakeholders (communities, governments, and corporations).

Some forms of social criteria applied in the selection of partners/suppliers, both goods and services in Pupuk Kaltim are:

- Ability to involve local workforce in the performance of work
- Local small or medium enterprises
- Insight on Occupational Health and Safety and the Environment

2. Specific Scope

Consisting of Bontang and the surrounding Cities, that are still in the province of East Kalimantan as the main operational domicile of the Company. This special scope is the social responsibility of Pupuk Kaltim as one form of CSR (*Corporate Social Responsibility*) to the community.

SUPPLIER ASSESSMENT CRITERIA

Every year, Pupuk Kaltim hold a procurement bidding process for goods and services, and conducts selection process for prospective suppliers, both within the framework of the supply chain and the usual procurement process. In the selection process, Pupuk Kaltim always applies specific clauses in a contract aimed at protecting workers by emphasizing the points of human rights clauses ratified in the

hak asasi manusia yang diratifikasi dalam Deklarasi Organisasi Buruh Internasional tahun 1998, yang menegaskan:

1. Tidak mendukung dan mempekerjakan buruh anak.
2. Tidak mendukung adanya kerja paksa.
3. Menjamin Keselamatan dan Kesehatan Kerja (K3).
4. Mendukung adanya kebebasan berserikat dan berkumpul untuk semua pekerja.
5. Tidak mendukung adanya diskriminasi
6. Mendukung jam kerja sesuai dengan peraturan dan perundangan.
7. Mendukung pembayaran upah kerja sesuai dengan peraturan dan perundangan
8. Mendorong para *supplier*, rekanan, dan subkontraktor untuk melibatkan tenaga lokal dalam pelaksanaan kontrak.
9. Melaksanakan peraturan dan perundangan serta kode etik perusahaan terkait dengan ketenagakerjaan.
10. Melaksanakan seluruh peraturan dan ketentuan perusahaan di bidang K3.

Pupuk Kaltim juga menerapkan kebijakan seleksi mitra/pemasok dengan menggunakan kriteria aspek lingkungan, yakni kepatuhan terhadap regulasi lingkungan. Adapun kriteria lingkungan yang dituangkan dalam dokumen proses tender adalah sebagai berikut: **[308-1]**

1. Pelaksanaan pekerjaan harus sesuai dan memenuhi peraturan dan perundang-undangan yang berlaku.
2. Pimpinan Perusahaan wajib menjamin bahwa dalam pelaksanaan pekerjaan harus memenuhi aspek K3, Konsep Ramah Lingkungan, Efisiensi Energi, dan Safety Management sesuai dengan prosedur yang berlaku di PT Pupuk Kalimantan Timur.
3. Untuk pekerjaan yang berlokasi di area Pabrik, maka Penyedia Jasa yang ditunjuk sebagai pelaksana pekerjaan wajib:
 - a. Memiliki Contractor Safety Management System yang diterbitkan oleh Dept. K3 PT Pupuk Kaltim
 - b. Membuat *Job Safety Analysis/Health, Safety and Enviromental Plan*
4. Peserta berkewajiban memeriksa keseluruhan isi RKS, TOR, Berita Acara Pemberian Penjelasan dan/atau perubahannya. Kelalaian menyampaikan Dokumen Penawaran yang tidak memenuhi persyaratan yang ditetapkan dalam RKS, TOR, Berita Acara Pemberian Penjelasan dan/atau perubahannya sepenuhnya merupakan risiko masing-masing Peserta Tender.
5. Seluruh rujukan dalam proses pengadaan ini mengacu pada Prosedur Pengadaan Jasa PT Pupuk Kalimantan Timur.

Organization Declaration International Labour in 1998, which confirms:

1. Not supporting and hiring child labor.
2. Does not support the absence of forced labor.
3. Ensure Occupational Health and Safety (OHS).
4. Support the Freedom of Union and assembly for all workers.
5. Does not support discrimination
6. Support working hours in accordance with regulations and legislation.
7. Support payment of wages in accordance with regulations and legislation
8. Encourage suppliers, partners and subcontractors to involve local personnel in the performance of contracts.
9. Implementing regulations and legislation and the Company's Code of ethics related to employment.
10. Implementing all regulations and provisions of the Company in the OHS field.

Pupuk Kaltim also implements a partner/supplier selection policy using the environmental aspect criteria, namely compliance with environmental regulations. The environmental criteria outlined in the bidding process document are as follows: **[308-1]**

1. Implementation of work must be in accordance with and comply with applicable laws and regulations.
2. Leaders of the Company are required to ensure that in carrying out the work, they must comply with the aspects of OHS, Environmentally Friendly Concepts, Energy Efficiency, and Safety Management in accordance with the applicable procedures at PT Pupuk Kalimantan Timur.
3. For work located in the Factory area, the Service Provider appointed as the executor of the work must:
 - a. Have a Contractor Safety Management System, which is issued by the OHS Dept. of PT Pupuk Kaltim
 - b. Prepare the Job Safety Analysis/Health, Safety and Environmental Plan
4. Participants shall examine the entire contents of the RKS, TOR, Minutes of Bid Clarification and/or amendments thereto. Failure to submit the Bidding Documents that do not meet the requirements set out in the RKS, TOR, Minutes of Bid Clarification and/or amendments thereof is entirely at the risk of each Bidding Participant.
5. All references in this procurement process refer to the Service Procurement Procedure of PT Pupuk Kalimantan Timur.



Pupuk Kaltim tidak pernah menjumpai adanya kasus pelanggaran terhadap berbagai ketentuan tersebut pada seluruh mitra pemasok, mengingat Perseroan senantiasa memberlakukan pemenuhan persyaratan yang ketat dalam proses pemilihan pemasok, meliputi:

1. Data personil yang terlibat dalam pelaksanaan pekerjaan.
Pada beberapa pekerjaan khusus membutuhkan *skill* atau keahlian tertentu dalam pelaksanaannya, *bidder* juga diwajibkan melampirkan sertifikat keahlian.
2. Sertifikat CSMS (*Contractor Safety Management System*).
Rekanan yang ingin mengikuti tender di Pupuk Kaltim diwajibkan memiliki Sertifikat CSMS yang merupakan hasil *assessment* terhadap aspek K3 perusahaan rekanan, dimana telah diatur mengenai ketentuan jam kerja yang wajib dipatuhi oleh seluruh rekanan.
3. Analisa harga satuan upah personel.
Peserta tender *bidder* diwajibkan mengirimkan analisa harga satuan upah yang berisi rincian dari aspek-aspek ketenagakerjaan seperti BPJS, asuransi, uang makan, uang transportasi, insentif, dan hak-hak tenaga kerja lainnya.

Konsistensi penerapan seluruh ketentuan proses tender disertai pengawasan yang dilakukan secara berkala membuat selama periode pelaporan tidak terdapat pelanggaran-pelanggaran hak asasi manusia dalam bentuk kerja paksa/wajib kerja dan pekerja anak di area Pupuk Kaltim. [408-1] [409-1]

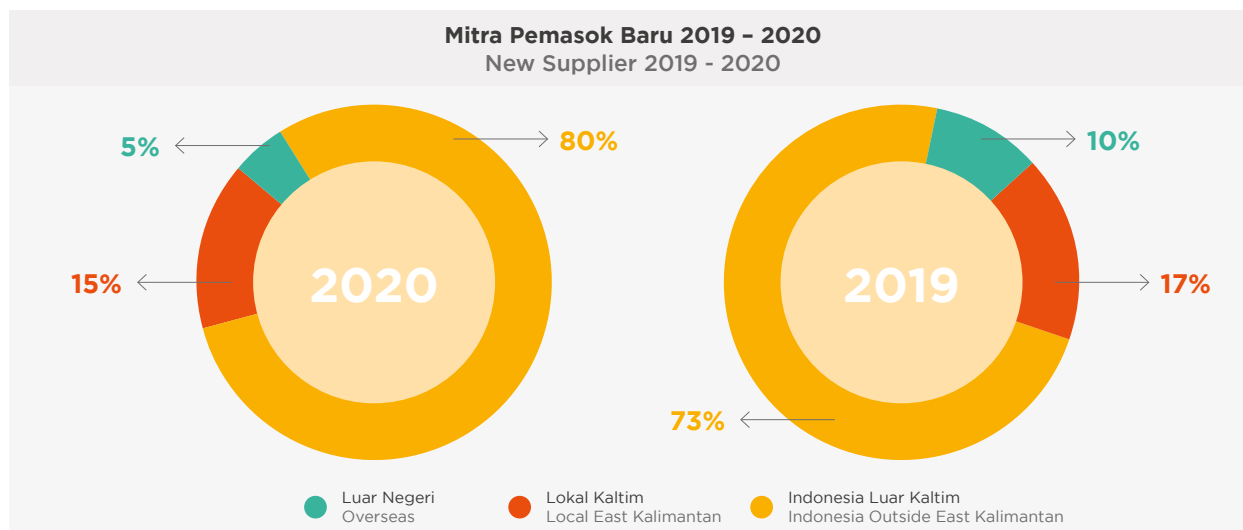
Sesuai hasil proses seleksi yang dilakukan dengan mengacu pada seluruh ketentuan tersebut di atas, pada tahun 2020, Pupuk Kaltim telah memilih 340 mitra pemasok baru, dengan komposisi berdasarkan domisili, sebagai berikut:

Pupuk Kaltim has never encountered any cases of violation of these provisions in all supplier partners, considering that the Company always enforces strict requirements in the supplier selection process, including:

1. Data on personnel involved in carrying out the work.
For some special jobs that require certain skills or expertise in its implementation, bidders are also required to attach a certificate of expertise.
2. CSMS (*Contractor Safety Management System*) Certificate.
Partners who wish to participate in a bidding at Pupuk Kaltim are required to have a CSMS Certificate, which is the result of an assessment of the OHS aspects of the partner company. The OHS aspects include provisions regulating working hours that must be obeyed by all partners.
3. Analysis of the unit price of worker's wages.
Bidders are required to send unit wage price analysis which contains details of aspects of employment such as BPJS, insurance, food allowance, transportation money, incentives, and other labor rights.

Due to the consistency in applying all provisions of the bidding process, accompanied by regular surveillance, there are no human rights violations in the form of forced labor and child labor in the Pupuk Kaltim area during the reporting period. [408-1] [409-1]

In accordance with the results of the selection conducted with reference to all the provisions above, in 2020, Pupuk Kaltim has selected 340 new supplier partners, with composition based on domicile, as follows:



JUMLAH PEMASOK BERDAMPAK SOSIAL NEGATIF AKTUAL DAN POTENSIAL [414-2]

Pupuk Kaltim telah mengidentifikasi berbagai potensi penyimpangan/pelanggaran ketentuan pelaksanaan kegiatan pemasokan barang/jasa yang terjadi sesuai potensi maupun dampak sosial aktual yang mungkin muncul, sebagai berikut:

THE NUMBER OF SUPPLIERS WITH NEGATIVE ACTUAL AND POTENTIAL SOCIAL IMPACTS [414-2]

Pupuk Kaltim has identified various potential irregularities/violations of the provisions of the implementation of the activities of supplying goods/services that occur according to the actual and potential social impacts that may arise as follows:

Dampak Sosial Aktual maupun Potensial yang Diidentifikasi dalam Rantai Pasok Identified Actual and Potential Social Impacts in the Supply Chain		
No	Aktual Actual	Potensial Potential
1	Wanprestasi pekerjaan yang berimbas pada kerugian perusahaan baik finansial maupun waktu A job default impacting in company loss, both in time and financial	Tidak berkembangnya ekonomi lokal karena partisipasi pemasok menurun Local economy does not develop due to a decreasing supplier participation
2	Terganggunya <i>lead time</i> pengadaan yang berdampak pada terlambatnya pemenuhan kebutuhan perusahaan dan penyediaan produk pupuk ke pelanggan Procurement lead time is disturbed, resulting in late fulfilment of company needs and supply of fertilizer products to customers	Menurunnya tingkat pemberdayaan lokal dan terlambatnya pemenuhan pasokan pupuk ke petani A decreasing level of local community empowerment and delays in fulfilling fertilizer supplies to farmers
3	Pemberhentian Kerja sama berujung sanksi (denda/ <i>suspend/blacklist</i>) Cooperation termination leading to sanction (fine/suspend/blacklist)	Timbulnya tuntutan hukum akibat ketidaksepahaman terhadap proses pelaksanaan pengadaan An emerging lawsuit due to disagreement on procurement implementation process
4	Kerugian Finansial atas sanksi yang dikenakan kepada perusahaan lokal yang melanggar ketentuan Financial loss on sanction charged on a local company violating the provision	Turunnya efisiensi proses pengadaan secara global A decreasing company procurement process efficiency globally
5	Turunnya kesejahteraan karyawan perusahaan penyedia barang dan jasa akibat proyek yang wanprestasi The decreasing welfare of the goods/service provision company employees due to default projects	Menimbulkan aksi demonstrasi dari pemasok lokal terhadap proses pengadaan A demonstration from local suppliers regarding the procurement process
6	Timbulnya sanggahan dari peserta tender dalam proses pengadaan A rebuttal from tender participants during the service procurement process	Timbulnya rasa ketidakpercayaan dan tuduhan penyalahgunaan wewenang dalam proses pengadaan yang berdampak pada menurunnya reputasi perusahaan The emergence of distrust and accusations of abuse of authority in the procurement process which have an impact on the decline of the company's reputation.

Selama 2019, tidak ada pemasok (0%) yang dinilai memiliki dampak sosial negatif aktual dan potensial signifikan dan dikenakan sanksi, baik berupa denda keterlambatan, pencairan jaminan penawaran dan/atau jaminan pelaksanaan, maupun larangan mengikuti proses pengadaan dari total 2.513 Pemasok aktif yang ada.

During 2019, there were no supplier (0%, of a total of 2,513) which was deemed to have caused a significant negative social impact, actual or potential, and which was given a sanction, in the form of late penalty, liquidation of bid bond and/or performance bond, or prohibition to participate in the procurement process.



Jangkauan Pemasaran Produk

[102-4, 102-6]

Product Marketing Range



JAWA TIMUR

EAST JAVA
 Jl. Genteng Kali No. 55-57,
 Surabaya 60275
 Tel. : (031) 5341020
 Fax.: (031) 5350369

BALI

Jl. Ngurah Rai (Bypass) No. 242,
 Sanur 80228
 Tel. : (0361) 288074
 Fax.: (0361) 288025

LOMBOK, NUSA TENGGARA BARAT

LOMBOK, WEST NUSA TENGGARA
 Jl. Sriwijaya No. 99,
 Mataram 83126
 Tel. : (0370) 633051
 Fax.: (0370) 632642

NUSA TENGGARA TIMUR

EAST NUSA TENGGARA
 Jl. RA Kartini II Gg. 3 No. 37, Kupang
 Tel. : (0380) 834299, 8080998
 Fax.: (0380) 831231

KALIMANTAN BARAT

WEST KALIMANTAN
 Jl. Perdana Komp. Perdana Square
 No. E 18 Pontianak
 Tel. : (0561) 580 001
 Fax.: (0561) 580 001

KALIMANTAN SELATAN/ KALIMANTAN TENGAH

SOUTH KALIMANTAN/
 CENTRAL KALIMANTAN
 Jl. Brigjen. H. Hasan Basri No. 46A
 Banjarmasin 70124
 Kalimantan Selatan
 Tel. : (0511) 3307845

GORONTALO

Jl. A.A Wahab, Pentadio, Telaga
 Tel. : (0435) 8831125

KALIMANTAN TIMUR/ KALIMANTAN UTARA

EAST KALIMANTAN/
 NORTH KALIMANTAN
 Jl. Kadri Oening No. 45, RT 31/
 RW 6 Samarinda 75124
 Kalimantan Timur
 Tel. : (0541) 7272755

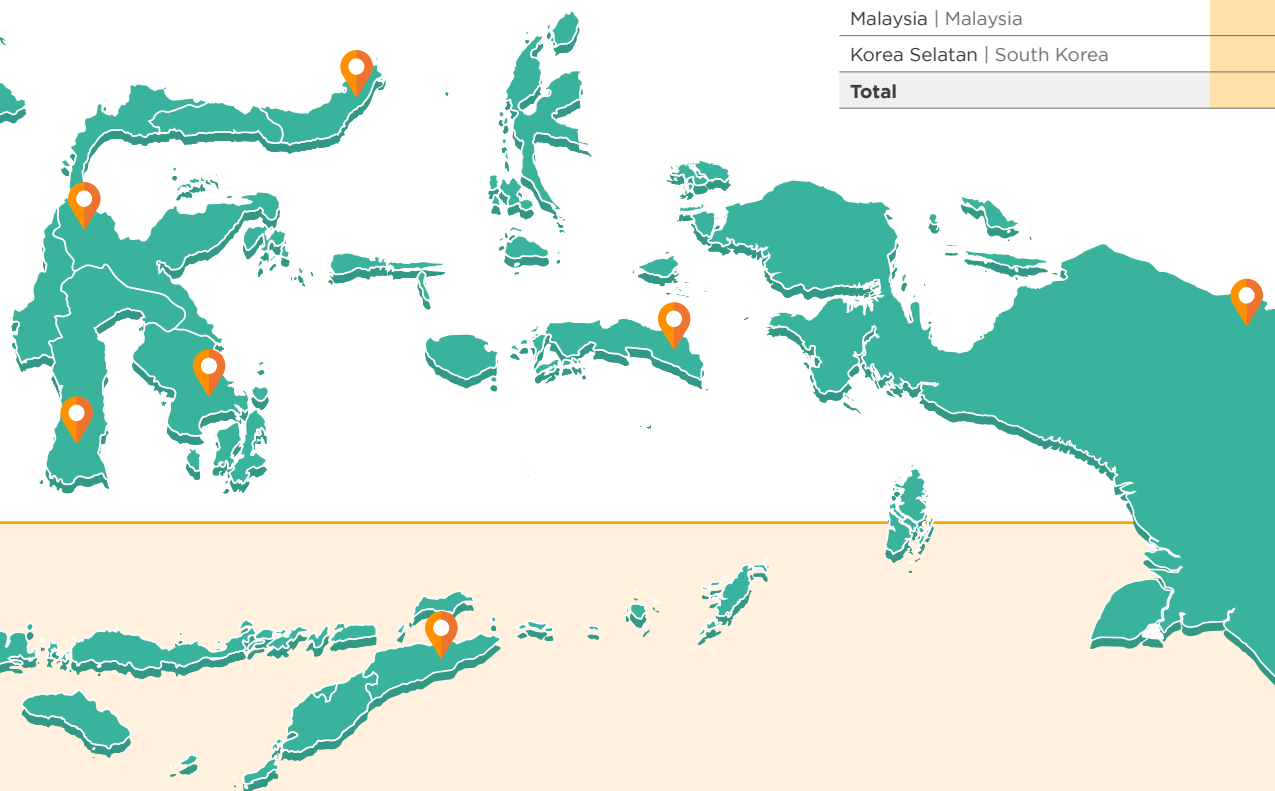
SULAWESI UTARA/ MALUKU UTARA

NORTH SULAWESI/
 NORTH MALUKU
 Jl. Tololiu Supit No. 09
 Teling, Manado 95119
 Sulawesi Utara
 Tel. : (0431) 855407

Tujuan Ekspor Urea Pupuk Kaltim
Pupuk Kaltim Urea Export Destinations



Negara Country	Kuantitas Urea (ton) Urea Quantity (tons)	
	2020	2019
India India		460.073
Filipina The Philippines		260.722
Vietnam Vietnam		76.634
Sri Lanka Sri Lanka		37.303
Amerika Serikat The United States of America		37.408
Australia Australia		259.345
Colombia Colombia		32.342
Mozambik Mozambique		31.520
Chili Chile		-
Meksiko Mexico		29.323
Cina China		21.906
Taiwan Taiwan		-
Myanmar Myanmar		-
Malaysia Malaysia		29.681
Korea Selatan South Korea		5.264
Total		1.281.522



**SULAWESI SELATAN/
SULAWESI BARAT**
SOUTH SULAWESI/
WEST SULAWESI
Jl. Andi Pangeran Pettarani,
Panakukang Makassar 90222
Tel. : (0411) 440128
Fax.: (0411) 452663

**SULAWESI TENGGARA/
SULAWESI BARAT**
SOUTHEAST SULAWESI/
WEST SULAWESI
Jl. Supu Yusuf No. 27
Kendari 93111
Sulawesi Tenggara
Tel. : (0401) 3411202

SULAWESI TENGAH
CENTRAL SULAWESI
Jl. Dr. Suharso No. 87
Palu 94111
Tel. : (0451) 456908

KP MALUKU/MALUKU UTARA
MALUKU ISLANDS/NORTH MALUKU
Jl. Batu Merah Puncak
RT 06/RW 06 No. 20A,
Galunggung, Ambon
Tel. : (0911) 355453
Fax.: (0911) 312112

PAPUA BARAT
WEST PAPUA
Jl. Raya Abepantai,
Tanah Hitam, Asano,
Distrik Abepura,
Jayapura, Papua
Tel. : (0813) 4440 1911



Perubahan Signifikan Organisasi [102-10]

Significant Change Organization

Kondisi pandemi-COVID-19 yang melanda seluruh belahan dunia, juga Indonesia, membuat Pupuk Kaltim melakukan perubahan signifikan dalam menjalankan kegiatan operasional sehari-hari. Sebagai tindakan pencegahan penyebarannya, Perseroan menerapkan protokol kesehatan ketat dan memberlakukan ketentuan *Work From Home* (WFH) sesuai kondisi yang memungkinkan.

Dengan menerapkan kebijakan protokol kesehatan ketat sesuai kondisi yang dihadapi di lapangan, Perseroan tetap mampu menjalankan kegiatan produksi dan distribusi pupuk dengan baik.

Tidak ada perubahan kebijakan dalam proses pasokan barang dan penilaian kinerja para vendor, namun seluruh kegiatan pemasokan barang maupun jasa dilaksanakan dengan mematuhi protokol kesehatan yang ketat.

Selama periode operasional tahun 2020, tidak ada perubahan struktur perusahaan, juga tidak ada perubahan signifikan dalam kegiatan usaha yang dijalankan.

The COVID-19 pandemic that has hit globally, including Indonesia, has forced Pupuk Kaltim to make significant changes in carrying out daily operational activities. As a precaution against its transmission, the Company implements strict health protocols and enforces *Work From Home* (WFH) provisions according to possible conditions.

By implementing a strict health protocol policy according to the conditions encountered in the field, the Company is still able to carry out fertilizer production and distribution activities properly.

There were no policy changes in the process of supplying goods and performance assessment of vendors, but all activities for supplying goods and services are carried out in compliance with strict health protocols.

During the 2020 operational period, there were no changes to the company structure, nor were there any significant changes in the business activities carried out.





Pupuk Kaltim mewujudkan komitmen dukungan pencapaian tujuan pembangunan berkelanjutan dalam rumusan *Sustainable Development Goals* (SDGs) dengan merancang dan merealisasikan beragam inisiatif pengelolaan lingkungan, beragam kegiatan peningkatan kesejahteraan masyarakat dalam kerangka Program Tanggung Jawab Sosial Perusahaan dan mengelola serta memenuhi harapan para pemangku kepentingan.

Pupuk Kaltim realizes the commitment to support the achievement of sustainable development goals in the formulation of Sustainable Development Goals (SDGs) by designing and realizing various environmental management initiatives and various community welfare improvement activities within the framework of the Corporate Social Responsibility Program as well as managing and meeting stakeholder expectations.



Ringkasan Ringkasan

- 1 Untuk memenuhi komitmen reduksi emisi GRK dalam Paris COP, Pemerintah Indonesia mengeluarkan Peraturan Presiden (PerPres) no 59 tahun 2017 tentang “Pelaksanaan Pencapaian Tujuan Pembangunan Berkelanjutan”.
To fulfill the commitment to reduce GHG emissions in the Paris COP, the Government of Indonesia issued Presidential Regulation (PerPres) no. 59 of 2017 in “Implementation for the Achievement of Sustainable Development Goals”.
- 2 Pupuk Kaltim mendukung pencapaian tujuan keberlanjutan dengan menjalankan tiga pendekatan terpadu, yakni: menjalankan program pengelolaan lingkungan, merealisasikan program-program CSR dan mendistribusikan pupuk bersubsidi tepat waktu.
Pupuk Kaltim supports the achievement of sustainability goals by implementing three integrated approaches, namely: implementing environmental management programs, realizing CSR programs, and distributing subsidized fertilizers in a timely manner.
- 3 Pupuk Kaltim memastikan pencapaian tujuan keberlanjutan dengan mengelola hubungan kondusif dengan para pemangku kepentingan dan berupaya maksimal untuk memenuhi harapan mereka.
Pupuk Kaltim ensures the achievement of sustainability goals by managing favorable relationships with stakeholders and making maximum efforts to meet their expectations.





KERANGKA DAN STRATEGI PENCAPAIAN TUJUAN KEBERLANJUTAN

Framework and Strategy to
Achieve Sustainability Goals

02





Pembangunan Berkelanjutan Skala Global

Sustainable Development in Global Scale

Dimulai awal tahun 2016 hingga akhir tahun 2030 seluruh negara di dunia telah sepakat untuk mulai menerapkan konsep pembangunan berkelanjutan skala global sebagaimana dirumuskan dalam *Sustainable Development Goals* (SDGs), sebagai kelanjutan rumusan *Millennium Development Goals* (MDGs) yang diterapkan pada tahun 2000-2015. Rumusan tujuan pembangunan berkelanjutan skala global dalam SDGs dibahas dan ditetapkan oleh hampir seluruh negara dunia yang menjadi anggota PBB.

Indonesia menjadi salah satu dari banyak negara yang telah menyatakan komitmennya untuk bersama-sama warga dunia lainnya, berupaya mencapai beragam rumusan tujuan pembangunan berkelanjutan skala global dalam SDGs. Rumusan tujuan pembangunan dimaksud, disebut juga Global Goals, meliputi lima aspek dasar dalam prinsip keberlanjutan, 5-P, *People, Planet, Partnership, Peace* dan *Prosperity*, yang kemudian dijabarkan ke dalam 17 rumusan tujuan, sebagai berikut:

Beginning in 2016 until the end of 2030, all countries in the world have agreed to start implementing the concept of global scale sustainable development as formulated in *Sustainable Development Goals* (SDGs), as a continuation of the *Millennium Development Goals* (MDGs) formulation implemented in 2000-2015. The formulation of global scale sustainable development goals in the SDGs is discussed and determined by almost all countries that are members of the United Nations.

Indonesia is one of the many countries that has stated its commitment to be with other world citizens, trying to achieve various formulations of global scale sustainable development goals in the SDGs. The formulation of the intended development objectives, also called Global Goals, covers five basic aspects in the principles of sustainability, 5-P, *People, Planet, Partnership, Peace* and *Prosperity*, which are then broken down into 17 goal formulations, as follows:

1 	Tanpa Kemiskinan Mengakhiri kemiskinan dalam bentuk apapun di seluruh penjuru dunia.	No Poverty End poverty in all its forms everywhere.
2 	Tanpa Kelaparan Mengakhiri kelaparan, mencapai ketahanan pangan dan peningkatan gizi, dan mempromosikan pertanian berkelanjutan.	Without Hunger End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.
3 	Kesehatan dan Kesejahteraan Menjamin kehidupan yang sehat dan mempromosikan kesejahteraan untuk seluruh masyarakat di segala usia.	Good health and well-being Ensure healthy lives and promote well-being for all at all ages.
4 	Pendidikan Berkualitas Menjamin kualitas pendidikan inklusif dan adil dan mempromosikan kesempatan belajar seumur hidup untuk semua orang.	Quality Education Ensure inclusive and equitable quality education and promote life-long learning opportunities for all.
5 	Kesetaraan Gender Mencapai kesetaraan gender dan memberdayakan kaum ibu dan anak perempuan.	Gender Equality Achieve gender equality and empower all women and girls.
6 	Air Bersih dan Sanitasi Menjamin ketersediaan air bersih dan sanitasi yang berkelanjutan untuk semua orang.	Clean Water and Sanitation Ensure availability and sustainable management of water and sanitation for all.
7 	Energi Bersih dan Terjangkau Menjamin akses terhadap sumber energi yang terjangkau, terpercaya, berkelanjutan, dan modern untuk semua orang.	Affordable and clean energy Ensure access to affordable, reliable, sustainable and modern energy for all.
8 	Pertumbuhan Ekonomi dan Pekerjaan yang Layak Mendukung pertumbuhan ekonomi yang berkelanjutan dan inklusif, membuka kesempatan kerja seluas-luasnya, produktif serta menciptakan pekerjaan yang layak untuk semua.	Decent work and economic growth Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent jobs for all.
9 	Industri, Inovasi dan Infrastruktur Membangun infrastruktur tangguh, mempromosikan industrialisasi inklusif dan berkelanjutan dan mendorong inovasi.	Industry, Innovation and Infrastructure Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
10 	Kesenjangan Mengurangi kesenjangan di dalam sebuah Negara maupun di antara negara-negara di dunia.	Reduced inequalities Reduce income inequality within and among countries.
11 	Keberlanjutan Kota dan Komunitas Membangun kota-kota dan pemukiman yang inklusif, aman, berkualitas, berketahanan dan berkelanjutan.	Sustainable Cities and Communities Make cities and human settlements inclusive, safe, resilient and sustainable.
12 	Konsumsi dan Produksi Bertanggung Jawab Menjamin keberlangsungan konsumsi dan pola produksi.	Responsible Consumption and Production Ensure sustainable consumption and production patterns.
13 	Aksi terhadap Iklim Bertindak cepat untuk memerangi perubahan iklim dan dampaknya.	Climate action Take urgent action to combat climate change and its impacts.
14 	Kehidupan di Air Melestarikan dan menjaga keberlangsungan laut dan kehidupan sumber daya laut untuk pengembangan pembangunan yang berkelanjutan.	Life below Water Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
15 	Kehidupan di Darat Melindungi, memulihkan dan meningkatkan pemanfaatan keberlangsungan pemakaian ekosistem darat, mengelola hutan secara berkelanjutan, mengurangi tanah tandus serta tukar guling tanah, memerangi penggundulan hutan, menghentikan dan memulihkan degradasi lahan, serta menghentikan hilangnya keanekaragaman hayati.	Life on Land Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation, and halt biodiversity loss.
16 	Institusi Peradilan yang Kuat dan Perdamaian Mempromosikan masyarakat yang damai dan inklusif untuk pembangunan berkelanjutan, menyediakan akses terhadap keadilan bagi semua pihak termasuk untuk lembaga, membangun institusi yang efektif, akuntabel dan inklusif di semua tingkatan.	Peace, justice, and strong institutions Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels.
17 	Kemitraan untuk Mencapai Tujuan Memperkuat implementasi dan merevitalisasi kemitraan global untuk pembangunan berkelanjutan.	Partnerships for the Goals Strengthen the means of implementation and revitalize the global partnerships for sustainable development.



Komitmen Pencapaian Tujuan Keberlanjutan

Commitment of Achieving Sustainability Goals

Indonesia menunjukkan komitmennya yang tinggi dalam menerapkan agenda-agenda pembangunan yang selaras dengan pencapaian tujuan keberlanjutan tersebut dengan telah mengeluarkan Peraturan Presiden (PerPres) no 59 tahun 2017 tentang “Pelaksanaan Pencapaian Tujuan Pembangunan Berkelanjutan”. Melalui PerPres 59 tersebut seluruh jajaran Pemerintah, Pusat dan Daerah, diharapkan dapat mensinergikan dan mengoptimalkan pengelolaan seluruh sumber daya yang dimiliki agar dapat mendukung tercapainya berbagai rumusan tujuan pembangunan dalam SDGs dengan efisien.

PerPres 59 juga menegaskan perlunya perumusan Rencana Aksi Nasional (RAN) Tujuan Pembangunan Berkelanjutan (TPB/SDGs) – RAN TPB, maupun Rencana Aksi Daerah (RAD) Tujuan Pembangunan Berkelanjutan (TPB/SDGs) – RAD TPB, suatu dokumen yang memuat program dan rencana kerja 5 (lima) tahunan bagi pelaksanaan berbagai kegiatan yang secara langsung dan tidak langsung mendukung pencapaian TPB yang dengan potensi masing-masing daerah. Melalui PerPres 59 tersebut juga ditegaskan besaran sasaran kuantitatif maupun kualitatif dari target capaian tujuan pembangunan nasional sesuai dengan berbagai rumusan tujuan dalam SDGs/TPB.

Pemerintah Indonesia bahkan telah mencanangkan Rencana Aksi Nasional GRK dibawah koordinasi Bappenas, untuk memastikan keberhasilan program Pemerintah RI dalam menurunkan emisi GRK hingga sebesar 29% dengan usaha sendiri dan 41% jika mendapatkan dukungan masyarakat global, di akhir tahun 2030 mendatang, dengan tingkat emisi GRK Indonesia di tahun akhir 2015 sebagai rujukan.

Indonesia shows its high commitment in implementing development agendas that are in line with the achievement of the sustainability goals by having issued Presidential Regulation (PerPres) No. 59 of 2017 on “Implementation of Achieving Sustainable Development Goals”. Through PerPres 59, all levels of government, central and regional levels, are expected to be able to synergize and optimize the management of all available resources in order to support the achievement of various development goals in the SDGs efficiently.

PerPres 59 also emphasized the need for the formulation of the National Action Plan (RAN) for Sustainable Development Goals (TPB/SDGs) - RAN TPB, as well as the Regional Action Plans (RAD) for Sustainable Development Goals (TPB/SDGs) - RAD TPB, a document containing programs and plans work 5 (five) years for the implementation of various activities that directly and indirectly support the achievement of TPB with the potential of each region. Through PerPres 59, the magnitude of both quantitative and qualitative targets of the achievement of national development goals is in line with the various objectives in the SDGs/TPB.

The Government of Indonesia has even launched a GHG National Action Plan under the coordination of Bappenas, to ensure the success of the GOI program in reducing GHG emissions by 29% on its own efforts and 41% if it receives support from the global community, by the end of 2030, with Indonesia's GHG emission levels in the final year of 2015 as a reference.

Kerangka Strategi Pencapaian Tujuan Keberlanjutan

Framework for the Achievement of Sustainability Goals

Pupuk Kaltim sebagai salah satu BUMN terkemuka di bidang industri pupuk berkomitmen penuh untuk mendukung tercapainya komitmen Pemerintah Indonesia tersebut dengan merancang dan melaksanakan Program Tanggung Jawab Sosial Perusahaan (*Corporate Social Responsibilities/CSR*) Korporasi yang komprehensif dan mencakup seluruh aspek sosial, ekonomi dan lingkungan. Perseroan menerapkan Program CSR-Korporasi tersebut dengan menekankan pemenuhan harapan para pemangku kepentingan yang selaras dengan prinsip keberlanjutan.

Sebagai acuan seluruh jajaran dalam menjalankan kegiatan usaha, Perseroan telah menetapkan visi dan misi CSR Korporasi tersendiri yang berkaitan dengan pencapaian tujuan keberlanjutan tersebut, yang dirumuskan sebagai penjabaran dari visi perusahaan di bidang lingkungan, sosial yang terintegrasi ke dalam pencapaian target-target ekonomi dan operasional secara berimbang.

Pupuk Kaltim as one of the leading SOEs in the fertilizer industry sector is fully committed to supporting the achievement of the Government of Indonesia's commitment by designing and implementing a comprehensive Corporate Social Responsibility (CSR) program that covers all social, economic and environmental aspects. The Company implements the Corporate CSR Program by emphasizing the fulfillment of stakeholders' expectations in line with the principle of sustainability.

As a reference for all employees in carrying out business activities, the Company has set its own Corporate CSR vision and mission related to achieving these sustainability goals, which are formulated as a translation of the Company's vision in the environmental and social fields integrated into achieving economic and operational targets in a balanced manner.

Visi dan Misi Tanggung Jawab Sosial Perusahaan Pupuk Kaltim

Vision and Mission of Social Responsibility of Pupuk Kaltim

VISI CSR-PUPUK KALTIM

"Terwujudnya harmoni Perusahaan dan masyarakat menuju peningkatan kesejahteraan dan kemandirian yang berkelanjutan"

CSR-PUPUK KALTIM VISION

"The harmony of the Company and the community to increase welfare and sustainable self-sufficiency."

MISI CSR – PUPUK KALTIM:

1. Mewujudkan keserasian lingkungan hidup secara berkelanjutan.
2. Memberdayakan potensi sumber daya menuju peningkatan kualitas hidup dan kemandirian masyarakat.
3. Meningkatkan citra positif Perusahaan di kalangan Pemangku Kepentingan.
4. Membangun sinergi Perusahaan dengan Pemangku Kepentingan untuk keberlanjutan operasional Perusahaan.

CSR-PUPUK KALTIM MISSION

1. To achieve sustainable environmental harmony.
2. Empowering the potential of resources towards improving the quality of life and self-sufficiency of society.
3. Improve the Company's positive image among stakeholders.
4. Building synergy between the Company and Stakeholders for the sustainability of the Company's operations.

Komitmen dan Lingkup Tanggung Jawab Sosial Perusahaan Pupuk Kaltim

Commitment and Scope of Social Responsibility of Pupuk Kaltim

KOMITMEN CSR

Komitmen Pupuk Kaltim dalam menjalankan program CSR-Korporasi yang berkelanjutan diwujudkan melalui penerbitan SKD No. 44/DIR/IX.2020 tentang Kebijakan CSR Pupuk Kaltim yang berisi:

1. *Comdev* PT Pupuk Kalimantan Timur terintegrasi dengan Kebijakan Perusahaan, baik dalam perencanaan, implementasi, pelaporan, evaluasi dan publikasi *Comdev*.
2. *Comdev* PT Pupuk Kalimantan Timur mengedepankan pada Pemberdayaan Masyarakat, Bidang Ekonomi, Sosial dan Pelestarian Lingkungan untuk menjalin hubungan dengan para *Stakeholder* (Masyarakat, Pemerintah dan Perusahaan) dan mewujudkan kemandirian masyarakat melalui proses pendampingan dalam pengembangan komunitas.
3. PT Pupuk Kalimantan Timur menyediakan sumber daya manusia yang kompeten dan menunjuk Departemen *Corporate Social Responsibility* (CSR) sebagai pengelola dana *Comdev* yang disediakan oleh perusahaan setiap tahunnya untuk mewujudkan kemandirian masyarakat sekitar, sehingga tercipta harmonisasi antara perusahaan dengan masyarakat sekitar ataupun masyarakat lainnya.
4. PT Pupuk Kalimantan Timur, melalui Departemen *Corporate Social Responsibility* (CSR) turut berkontribusi dalam percepatan pencegahan pandemi COVID-19 dan tanggap bencana lainnya di Kota Bontang dan sekitarnya.

RUMUSAN LINGKUP TANGGUNG JAWAB SOSIAL PERUSAHAAN

Dalam menjalankan beragam kegiatan terkait program-program CSR-Korporasi, Pupuk Kaltim secara konsisten dan berkesinambungan mengadopsi standar global dalam pelaksanaan CSR, yaitu ISO 26000:2010 agar memberikan kontribusi optimal bagi tercapainya berbagai target pembangunan berkelanjutan dalam rumusan *Sustainable Development Goals* (SDGs). Sebagai bentuk upaya serta perilaku yang terbuka dan beretika, program CSR-Korporasi Pupuk Kaltim mengacu kepada 6 (enam) pilar guna melihat akuntabilitas dan transparansi setiap program yang telah dirancang dan dijalankan.

CSR COMMITMENT

The commitment of Pupuk Kaltim in running a sustainable CSR program is realized through the issuance of SKD No. 44/DIR/IX.2020 on the CSR Policy of Pupuk Kaltim CSR, which contains the following:

1. *Comdev* of PT Pupuk Kalimantan Timur is integrated with Company Policy, both in planning, implementation, reporting, evaluation and publication of *Comdev*.
2. *Comdev* of PT Pupuk Kalimantan Timur prioritizes Community Empowerment, in the Fields of Economic, Social, and Environmental Conservation to establish relationships with stakeholders (Communities, Government, and Company) and realize community independence through the mentoring process in community development.
3. PT Pupuk Kalimantan Timur provides competent human resources and appoints the Corporate Social Responsibility (CSR) Department as the manager of *Comdev* funds provided by the company every year to realize the independence of the surrounding community, in order to create a harmony between the company and the surrounding community or other communities.
4. PT Pupuk Kalimantan Timur, through the Corporate Social Responsibility (CSR) Department, has contributed to the acceleration of the COVID-19 pandemic prevention and other disaster responses in Bontang City and its surroundings.

FORMULATION OF CORPORATE SOCIAL RESPONSIBILITY SCOPE

In carrying out various activities related to CSR-Corporate programs, Pupuk Kaltim consistently and continuously adopts global standards in the implementation of CSR, namely ISO 26000:2010 in order to make an optimal contribution to the achievement of various sustainable development targets in the formulation of the Sustainable Development Goals (SDGs). As a form of effort as well as transparent and ethical behavior, the CSR-Corporate Pupuk Kaltim program refers to 6 (six) pillars in order to see the accountability and transparency of each program that has been designed and implemented.

Keenam pilar tersebut adalah:

- **Pembangunan Kapital Manusia.**
Pupuk Kaltim berkomitmen untuk menciptakan SDM yang andal, baik internal maupun eksternal serta memberdayakan masyarakat melalui *Community Development*.
- **Penguatan Ekonomi**
Pupuk Kaltim berkomitmen untuk memberdayakan potensi sumber daya lokal dalam rangka membangun perekonomian masyarakat di sekitar Perusahaan.
- **Pengembangan Sinergi dan Kemitraan**
Pupuk Kaltim berkomitmen menyinergikan sumber daya Perusahaan, masyarakat, dan Pemerintah untuk menciptakan harmonisasi.
- **Penguatan Tata Kelola Perusahaan.**
Dalam menjalankan bisnisnya, Perusahaan berkomitmen untuk menjalankan prinsip-prinsip GCG.
- **Pengelolaan Lingkungan Berkelanjutan**
Perusahaan berupaya keras menjaga kelestarian lingkungan.
- **Peningkatan Komunikasi Publik.**
Perusahaan berupaya untuk meningkatkan sikap positif guna membangun citra kepada publik.

The six pillars are:

- **Human Capital Development.**
Pupuk Kaltim is committed to create reliable human resources, both internal and external and empower the community through *Community Development*.
- **Economic Improvement**
Pupuk Kaltim is committed to empowering the potential of local resources in order to build a community economy around the Company.
- **Synergy and Partnership development**
Pupuk Kaltim is committed to synergize the resources of the Company, community, and government to create harmonization.
- **Strengthening Corporate Governance.**
In conducting its business, the Company is committed to implement GCG principles.
- **Sustainable Environmental Management**
The Company strives to preserve environmental sustainability.
- **Improving Public Communication.**
The Company seeks to improve positive attitudes to build a positive image to the public.

Program-Program Programs

Program-program CSR-Korporasi yang dijalankan Perseroan untuk mencapai ataupun mendukung pencapaian tujuan keberlanjutan tersebut beragam, namun pada intinya mengacu kepada upaya pemenuhan harapan para pemangku kepentingan yang telah diidentifikasi. Berbagai program dimaksud, mencakup di antaranya:

- **Pengelolaan dan Peningkatan Kualitas Lingkungan.**
Di antaranya dengan menerapkan: Management Energi, Pengelolaan Emisi, Pengelolaan dan Reduksi Limbah, Pengelolaan Air, Pengelolaan Keanekaragaman Hayati.
- **Pengelolaan dan Pelaksanaan Program-Program Pengembangan Sosial Kemasyarakatan atau Program CSR-Comdev Perusahaan.**
Di antaranya dengan menerapkan: Program Kemitraan, Program Bina Lingkungan dan Bina Wilayah, lengkap dengan berbagai program pemberdayaan unggulan.
- **Pelaksanaan Tanggung Jawab terhadap Konsumen.**
- **Pengelolaan Sumber Daya Manusia**
- **Pengelolaan Aspek Kesehatan dan Keselamatan Kerja.**

The Corporate CSR programs implemented by the Company to achieve or support the achievement of sustainability goals are diverse, but in essence refers to efforts to meet the expectations of the stakeholders that have been identified. The various programs referred to include the following:

- **Environmental Quality Management and Improvement.**
Among them by applying: Energy Management, Emissions Management, Waste Management and Reduction, Water Management, Biodiversity Management.
- **Management and Implementation of Community Social Development Programs or Corporate CSR-Comdev Programs.**
Among others by implementing: Partnership Programs, Community Development and Regional Development Programs, complemented with a variety of flagship empowerment programs.
- **Implementation of Responsibilities to Consumers.**
- **Human Resources Management**
- **Management of Occupational Health and Safety Aspects.**

Identifikasi dan Pengelolaan Pemangku Kepentingan

Identification and Management of Stakeholders

Pupuk Kaltim berkomitmen penuh untuk meningkatkan pencapaian kinerja yang berimbang pada aspek ekonomi, sosial dan lingkungan sekaligus memenuhi harapan para pemangku kepentingan. Pemangku Kepentingan adalah individu atau kelompok yang berkepentingan terhadap keberhasilan Perusahaan dalam memberikan hasil yang diinginkan dan mempertahankan kelangsungan bisnis Perusahaan.

Untuk itu, Pupuk Kaltim melakukan identifikasi pemangku kepentingan di seluruh wilayah operasional, menggali harapan mereka dan mengelola hubungan. Identifikasi pemangku kepentingan tersebut dilakukan berdasarkan hasil penelitian sesuai metodologi identifikasi pemangku kepentingan yang tertera pada AA100 *Stakeholder Engagement Standard* (AA100SES).

Identifikasi dan Pengelolaan Pemangku Kepentingan
Identification and Management of Stakeholders

Pupuk Kaltim is fully committed to increasing the achievement of balanced performance on economic, social, and environmental aspects while meeting the expectations of stakeholders. Stakeholders are individuals or groups with an interest in the success of the Company in delivering desired results and maintaining the Company's business continuity.

For this reason, Pupuk Kaltim identifies stakeholders in all operational areas, explores their expectations, and manages relationships. The identification of the stakeholders is based on the results of the study according to the stakeholder identification methodology stated in the AA100 *Stakeholder Engagement Standard* (AA100SES).

Metode Identifikasi Kelompok Pemangku Kepentingan [102-42]

Methods of Stakeholder Group Identification

Dependency (D)	Pupuk Kaltim memiliki ketergantungan pada pihak tertentu atau sebaliknya Pupuk Kaltim has a dependence on a person or otherwise
Responsibility (R)	Pupuk Kaltim memiliki tanggung jawab legal, komersial atau etika terhadap seseorang atau sebuah organisasi Pupuk Kaltim has a legal, commercial or ethical responsibility against a person or an organization
Tension (T)	Pihak tertentu atau sebuah organisasi memiliki pengaruh terhadap Pupuk Kaltim terkait isu ekonomi, sosial atau lingkungan tertentu A person or an organization has an influence on the Pupuk Kaltim related to specific economic, social or environmental issues
Influence (I)	Pihak tertentu atau sebuah organisasi memiliki pengaruh terhadap Pupuk Kaltim atau strategi atau kebijakan pemangku kepentingan lain A person or an organization has an influence on the Pupuk Kaltim or other stakeholders ' strategies or policies
Diverse Perspective (DP)	Pihak tertentu atau sebuah organisasi memiliki pandangan yang berbeda yang dapat mempengaruhi situasi dan mendorong adanya aksi yang tidak ada sebelumnya A person or organization has a different view that can affect the situation and encourages any previous action
Proximity (P)	Pihak tertentu atau sebuah organisasi memiliki kedekatan geografis dan operasional dengan Pupuk Kaltim A person or organization has geographical and operational proximity with Pupuk Kaltim

Selain menggunakan metode yang ada pada AA1000 SES dalam mengidentifikasi pemangku kepentingan, Pupuk Kaltim juga memanfaatkan standar ISO 26000 untuk memandu proses identifikasi tersebut. Hasil dari pemetaan pemangku kepentingan tersebut dimanfaatkan untuk melakukan pembinaan hubungan dengan pemangku kepentingan (*stakeholder engagement*), pengelolaan isu, dan merumuskan program pengembangan masyarakat yang sesuai dengan konteks lokal.

In addition to using the existing of AA1000 SES methods to identify stakeholders, Pupuk Kaltim also utilizes ISO 26000 standards to guide the identification process. The results of these stakeholder mappings are utilized for conducting stakeholder engagement, issue management, and formulating community development programs that fit the local context.

Terdapat 8 (delapan) kelompok Pemangku Kepentingan utama secara umum yang memiliki pengaruh langsung terhadap keberlanjutan Pupuk Kaltim, antara lain Pemegang Saham, karyawan, pelanggan, Kementerian dan Pemerintah, mitra kerja, masyarakat, aparat keamanan, dan media. Agar dapat memenuhi harapan mereka, Manajemen Pupuk Kaltim senantiasa menjaga agar hubungan antara Perusahaan dengan para Pemangku Kepentingan tersebut senantiasa terjalin dengan kondusif serta bermartabat sesuai dengan asas kewajaran dan kesetaraan berdasarkan ketentuan yang berlaku bagi masing-masing pihak. [102-40]

There are 8 (eight) major stakeholder groups in general that have direct influence on the sustainability of the Pupuk Kaltim, among others, shareholders, employees, customers, ministries and governments, business partners, communities, security personnel, and the media. In order to meet stakeholders' expectations, the relationship between Pupuk Kaltim and its stakeholders must be established in accordance with the principles of fairness and equality based on the provisions applicable to each party. [102-40]

Perusahaan senantiasa melakukan pendekatan dan berdialog dengan masing-masing Pemangku Kepentingan. Hal ini bertujuan untuk menyamakan pemahaman dan persepsi masing-masing pihak untuk mengidentifikasi prioritas utama dalam pelaksanaan tanggung jawab sosial demi terciptanya tata hubungan yang harmonis antara Perusahaan dan Pemangku Kepentingan.

The Company maintains interaction and dialogue with each stakeholder. This aims to equate the understanding and perception of each party to identify the main priorities in the implementation of social responsibility in order to create a harmonious relationship between the Company and its stakeholders.

Tabel Pembinaan Hubungan dengan Pemangku Kepentingan [102-42, 102-43, 102-44]
Stakeholder Engagement

Pemangku Kepentingan	Basis Identifikasi	Topik Utama	Tingkat, Metode, dan Frekuensi
Pemegang Saham	D.R.I.P	- Menjaga aset serta peningkatan investasi untuk mencapai target dalam Rencana Kerja Anggaran Tahunan dan <i>Key Performance Indicator</i> (KPI) Perusahaan. - Menghormati hak-hak pemegang saham sesuai Undang-undang dan Anggaran Dasar Perusahaan. - Pertanggungjawaban kinerja ekonomi, lingkungan dan sosial Perusahaan	Pemberian Informasi dan Pelibatan - Publikasi rutin (Laporan Tahunan, Laporan Keuangan, Laporan Kinerja Kuartalan) dan <i>Website</i>. - Forum multi-pemangku kepentingan, penyelenggaraan RUPS, minimal 1 kali dalam setahun
Shareholders		- Maintain assets and increased investments to achieve the company's annual budget work plan and Key Performance Indicator (KPI) - Respect the rights of shareholders as per the law and the Articles of Association - Accountability of economic, environmental and corporate social performance	Information and engagement - Routine publications (annual reports, quarterly financial reports, quarterly exploration reports) and website - Multi-stakeholder Forum, Annual GMS at least 1 time a year
Karyawan dan Serikat Pekerja	D.R.T.I.P	- Kesejahteraan Karyawan - Terjamin kesejahteraan, keselamatan dan kesehatan kerja - Kesetaraan. - Kepastian jenjang karir dan remunerasi	Pemberian Informasi, Konsultasi, Negosiasi dan Pelibatan - Buletin di korporasi, buletin di unit bisnis, komunikasi melalui e-mail dan internet, <i>website</i>. - Survei keterikatan karyawan, yang meliputi: <i>culture, satisfaction</i>, persepsi dan lain-lain. - Penyusunan dan penetapan Perjanjian Kerja Bersama (PKB) untuk jangka waktu tiga tahun. - Forum bipartit antara Pupuk Kaltim dan Serikat Pekerja.
Employees and labor unions		- Employee welfare - Secured welfare, occupational safety and health - Equality - Certainty of career path and remuneration	Information, consultation, negotiation, and engagement - Newsletters in corporations, newsletters in business units, communication via email and intranet, websites - Employee engagement surveys, including culture, satisfaction, perception, etc. - Preparation and establishment of a Collective Labor Agreement (PKB) for a three-year period - Bipartite Forum between the Pupuk Katim and trade unions

Tabel Pembinaan Hubungan dengan Pemangku Kepentingan [102-42, 102-43, 102-44]
Stakeholder Engagement

Pemangku Kepentingan	Basis Identifikasi	Topik Utama	Tingkat, Metode, dan Frekuensi
Pelanggan	D.R.I.P	- Kualitas Produk dan Pelayanan - Tingkat kepuasan dan penyelesaian masalah terhadap pelanggan terpenuhi	Pemberian dan Konsultasi - Pembuatan kontrak penjualan produk dengan prinsip 6T. - Survei Kepuasan Pelanggan yang dilaksanakan minimal 1 tahun sekali. - Layanan Pengaduan Pelanggan
Customers		- Product quality and service - Level of satisfaction and problem solving to customers fulfilled	Providing information and consulting - Preparation of product sales contracts with 6T principle - Customer satisfaction surveys conducted at least 1 year - Customer complaints Service
Kementerian dan Pemerintah	D.R.T.I.DP.P	- Pupuk Kaltim taat dan patuh pada peraturan yang berlaku - Pembayaran Pajak dan Kewajiban kepada Negara - Untuk mensinergikan program Pemerintah Daerah dengan Perusahaan dalam rangka pembangunan daerah. - Sinergi kegiatan pembangunan daerah dengan Master Plan CSR-Korporasi Pupuk Kaltim	Pembinaan Hubungan dengan Pemangku Kepentingan - Penerapan Regulasi. - Pelaporan rutin (AMDAL, OJK, LHK dll) - Rapat Koordinasi Forum Koordinasi Pimpinan Daerah (FKPD) dengan Perusahaan - Forum Komunikasi CSR
Ministry and Government		- The Pupuk Kaltim is obedient to the prevailing regulations - Payment of taxes and liabilities to the state - To synergize Local government programs with the company in the framework of regional development - Synergy of regional development activities with the Master Plan CSR Pupuk Kaltim	Stakeholder Engagement - Regulatory implementation - Routine reporting (EIA, OJK, LHK, etc.) - Coordination meeting of District Leadership Coordination Forum (FKPD) with the Company - CSR Communication Forum
Mitra Kerja (Vendor, Supplier, dan Distributor)	D.R.T.P	- Optimalisasi penggunaan <i>E-Auction</i> dalam rangka transparansi pengadaan barang dan jasa - Terciptanya hubungan yang baik antara Perusahaan dengan Mitra Kerja - Menghindari benturan kepentingan antara Perusahaan dengan mitra kerja - Kinerja Ekonomi, Sosial dan Lingkungan	Pemberian informasi - Melalui Sosialisasi, pembinaan dan pelatihan pada Vendor. <i>Gathering</i> yang dilaksanakan setahun sekali - Penyelenggaraan penawaran (tender) kontrak kerja reguler secara terbuka dan transparan, dokumen kontrak kerja yang memuat ketaatan pada hukum, termasuk aspek K3 dan Lingkungan - Penandatanganan Pakta Integritas untuk setiap Mitra Kerja
Partners (vendors, suppliers, and distributors)		- Optimizing the use of E-Auction in order to transparency the procurement of goods and services. - The creation of a good relationship between the company and the partner - Avoid conflicts of interest between the company and the partners - Economic, social and environmental performance	- Providing of information - Through socialization, coaching and training at Vendor Gathering which is conducted once a year. - The implementation of regular work contracts (tender) offers in an open and transparent, work contract documents containing adherence to the law, including K3 and environmental aspects - Integrity Pact signing for each business partner

Tabel Pembinaan Hubungan dengan Pemangku Kepentingan [102-42, 102-43, 102-44]
Stakeholder Engagement

Pemangku Kepentingan	Basis Identifikasi	Topik Utama	Tingkat, Metode, dan Frekuensi
Masyarakat Lokal	D.R.T.I.D.P.P	• Pendampingan dan Pemberdayaan Masyarakat • Sosialisasi dan penyaluran dan CSR • Pengembangan karakteristik masyarakat menjadi masyarakat yang mandiri dan aktif • Tingkat kepuasan pelanggan yang tinggi terhadap peran serta Perusahaan di lingkungan masyarakat • Pengelolaan dampak ekonomi, lingkungan dan sosial.	Pemberian Informasi, Konsultasi, Negosiasi, Kolaborasi dan Pemberdayaan • Sosialisasi AMDAL, pertemuan rutin dengan warga masyarakat; • Penyelenggaraan CSR-Comdev; • Survei Kepuasan Lingkungan yang diadakan setahun sekali. • Kerja sama dalam berbagai aspek dengan Lembaga Kemasyarakatan lokal • Pelibatan Masyarakat dalam event Perusahaan • <i>Sewardship</i> • Kegiatan Karitas.
Local communities		• Mentoring and Community Empowerment • Socialization and distribution of CSR funds • Development of community characteristics into an independent and active society • A high level of customer satisfaction in the company's participation in the community • Economic, environmental and social impact management.	• Providing information, consulting, negotiation, engagement, collaboration, and empowerment • Socialization of EIA, routine meetings with citizens; • CSR Implementation • Environmental satisfaction surveys held once a year. • Cooperation in various aspects with local community institutions • Community involvement in the company's events • Stewardship • Charity Activities
Aparat Keamanan (Polri dan TNI)	D.R.T.P	Pengamanan terhadap aset Perusahaan yang merupakan vital nasional	Pemberian Informasi dan Kolaborasi • Koordinasi dengan jajaran Polri dan TNI terkait pengamanan aset Pupuk Kaltim dan penegakan hukum.
Security personnel (police and TNI)		Safeguard against company assets that are a national vital object	Providing information and collaboration • Coordination with the national Police and Military line related to safeguard the Pupuk Kaltim assets and law enforcement
Media	T.I.D.P	• Menyampaikan informasi terkait kinerja Perusahaan ke media daerah dan nasional • Membangun hubungan yang harmonis antara awak media dengan Perusahaan • Sosialisasi dan penyaluran dan CSR • Pendampingan dan Pemberdayaan Masyarakat • Kepatuhan terhadap Regulasi • Pengelolaan dampak ekonomi, lingkungan dan sosial industri pupuk.	Pemantauan, Pemberian Informasi, Konsultasi dan Pelibatan • Siaran Pers sesuai kebutuhan • Media Monitoring harian • Media Gathering setahun sekali.
Media		• Delivery of information related to the company's performance to regional and national media • Establishing harmonious relationship between the media crew and the company • Socialization and distribution of CSR funds • Mentoring and Community Empowerment • Regulatory Compliance • Economic impact management, environmental and social industry fertilizer	• Monitoring, information delivery, consultation and engagement • Press releases as needed • Daily Monitoring Media • Media Gathering once a year



Kebijakan Lingkungan PT Pupuk Kalimantan Timur mencakup 5 (lima) aspek lingkungan, yakni: efisiensi air dan penurunan beban pencemaran dari air limbah; pengurangan pencemaran udara, limbah padat; pengurangan dan pemanfaatan limbah B3; 3R limbah non B3; dan perlindungan keanekaragaman hayati.

PT Pupuk Kalimantan Timur's Environmental Policy covers 5 (five) environmental aspects, namely: water efficiency and reduction of pollution from wastewater; reduction of air pollution, solid waste; reduction and utilization of B3 waste; 3R of non-B3 waste; and protection of biodiversity.



Ringkasan

Ringkasan

1 Selama 2020, terdapat 123 (2019:141) pemasok jasa baru yang diseleksi dengan memasukkan kriteria tersebut dengan prosentase kelulusan 100%.
During 2020, there were 123 (2019:141) new service suppliers selected by applying these criteria with a 100% passing percentage.

2 Sebagai bagian dari upaya penghematan energi, Pupuk Kaltim menerapkan program konservasi energi dan pemetaan energi. Beberapa program konservasi energi yang telah dilakukan antara lain, mengganti proses desalinasi *thermal* dengan *Reverse Osmosis* (RO) dan pemanfaatan gas buang pabrik Amoniak menggunakan HRU. Dengan menerapkan konservasi energi, pada 2020 Perusahaan kembali berhasil menghemat konsumsi energi sebesar 3.839.600 GJ (2019: 4.290.334).

As part of energy saving efforts, Pupuk Kaltim implements energy conservation and energy mapping programs. Several energy conservations programs that have been carried out include replacing the thermal desalination process with Reverse Osmosis (RO) and utilizing the exhaust gas of the Ammonia factory using HRU. By implementing energy conservation, the Company managed to save energy consumption of 3,839,600 GJ (2019:4,290,334) in 2020.

3 Pupuk Kaltim berupaya melaksanakan berbagai upaya pengelolaan dan pemantauan rutin untuk meminimalkan potensi pencemaran limbah ini terhadap lingkungan. Di tahun 2020, Perusahaan mengalokasikan dana hingga sebesar Rp31,86 miliar (2019: Rp38,00 miliar) untuk pengelolaan limbah.

Pupuk Kaltim strives to carry out various management and routine monitoring efforts to minimize the potential for pollution of waste to the environment. In 2020, the Company allocated funds of up to Rp31.86 billion (2019: IDR38.00 billion) for waste management.





KINERJA ASPEK LINGKUNGAN

Environmental Aspect
Performance

03





Landasan Hukum dan Kebijakan Lingkungan

Legal Basis and Environment Policy

LANDASAN HUKUM [103-2]

Dalam merancang dan mengelola lingkungan sebagai bagian dari kegiatan operasional Pupuk Kaltim mengacu pada berbagai peraturan perundangan, sebagai berikut.

- UU no. 32 tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup
- Kep. Gub. Kaltim No. 503/5250/LINK/DPMPTST/IX/2020 tentang Izin Pembuangan Air Limbah ke Laut PT Pupuk Kalimantan Timur di Kota Bontang provinsi Kalimantan Timur
- Peraturan Menteri Lingkungan Hidup dan Kehutanan no 17 tahun 2019 tentang Baku Mutu Emisi bagi Usaha dan/atau Kegiatan Industri Pupuk dan Industri Amonium Nitrat
- Peraturan Menteri Lingkungan Hidup dan Kehutanan no. 30 tahun 2021 tentang Izin Operasional Pengelolaan Limbah Bahan Berbahaya dan Beracun untuk Penghasil Kegiatan Pemanfaatan Limbah Bahan Berbahaya dan Beracun PT Pupuk Kalimantan Timur

LEGAL BASIS [103-2]

In the formulation and implementation of environmental management as part of operations, Pupuk Kaltim refers to various laws and regulations, as follows.

- Law No. 32 of 2009 on Environmental Protection and Management
- Decree of the Governor of East Kalimantan No. 503/5250/LINK/DPMPTST/IX/2020 on Permit for Disposal of Wastewater into the Sea by PT Pupuk Kalimantan Timur in Bontang City, East Kalimantan province
- Minister of Environmental Affairs and Forestry Regulation No. 17 of 2019 on Emission Quality Standards for Business and/or Activities of the Fertilizer Industry and Ammonium Nitrate Industry
- Minister of Environmental Affairs and Forestry Regulation no. 30 of 2021 on Operational Permits for the Management of Hazardous and Toxic Waste for the Producer of Hazardous and Toxic Waste Utilization Activities of PT Pupuk Kalimantan Timur's

- Peraturan Menteri Lingkungan Hidup RI no. 3 tahun 2014 tentang Program Penilaian Peringkat Kinerja Perusahaan dalam Pengelolaan Lingkungan Hidup

Pada intinya, PKT menyusun kebijakan lingkungan dengan mengacu kepada segala peraturan perundangan yang mengatur pengelolaan limbah (emisi, air limbah, limbah B3, sampah) dari pemerintah Indonesia melalui Kementerian Lingkungan Hidup dan Kehutanan (KLHK), Dinas Lingkungan Hidup Provinsi Kaltim, Dinas Lingkungan Hidup Kota Bontang yang masih berlaku.

KEBIJAKAN DAN KOMITMEN TERHADAP PENGELOLAAN LINGKUNGAN [103-1, 103-3]

Perusahaan merumuskan Kebijakan Lingkungan dan Penerapan *Life Cycle Assessment* (LCA) PT Pupuk Kalimantan Timur yang ditandatangani oleh Direktur Utama pada 8 Agustus 2019.

Secara umum, Kebijakan Lingkungan PT Pupuk Kalimantan Timur mencakup 5 (lima) aspek lingkungan, yakni: efisiensi air dan penurunan beban pencemaran dari air limbah; pengurangan pencemaran udara, limbah padat; pengurangan dan pemanfaatan limbah B3; 3R limbah non B3; dan perlindungan keanekaragaman hayati. Kebijakan lingkungan dikomunikasikan kepada karyawan organik maupun karyawan perbantuan atau atas nama Perusahaan. Implementasi Kebijakan Lingkungan PT Pupuk Kalimantan Timur dilakukan melalui berbagai macam kegiatan di antaranya efisiensi maupun konservasi pemanfaatan sumber daya alam.

Dalam pelaksanaan kegiatan operasionalnya, PKT berpedoman pada berbagai kebijakan operasional di bidang lingkungan yang telah disusun, yakni:

- Kebijakan Sistem Manajemen Lingkungan (SML),
- Kebijakan Konservasi Energi,
- Kebijakan Efisiensi Air dan Penurunan Beban Pencemaran dari Air Limbah,
- Kebijakan Pengurangan dan Pemanfaatan Limbah B3,
- Kebijakan 3R Limbah Non B3,
- Kebijakan Pengurangan Pencemaran Udara,
- Kebijakan Keanekaragaman Hayati, dan
- Kebijakan *Community Development*.

Pupuk Kaltim berkomitmen penuh untuk mengeliminasi dampak kegiatan operasionalnya terhadap lingkungan dengan mengidentifikasi, merencanakan, dan melaksanakan kegiatan pengelolaan lingkungan hidup dengan seksama dan bertanggung jawab. Ruang lingkup pengelolaan lingkungan hidup di Pupuk Kaltim mulai dari

- Regulation of the Minister of Environmental Affairs of the Republic of Indonesia no. 3 of 2014 on the Company Performance Rating Program in Environmental Management

Essentially, PKT formulates environmental policies with reference to all regulations governing waste management (emissions, wastewater, B3 waste, garbage) from the Indonesian government through the Ministry of Environmental Affairs and Forestry (KLHK), the East Kalimantan Provincial Environmental Service, the Environmental Service Bontang that are applicable.

POLICY AND COMMITMENT TO ENVIRONMENTAL MANAGEMENT [103-1, 103-3]

The Company has formulated the PT Pupuk Kalimantan Timur Life Cycle Assessment (LCA) Environmental Policy that was signed by the President Director on 8 August 2019.

In general, the Environmental Policy of PT Pupuk Kalimantan Timur covers 5 (five) environmental aspects, namely: water efficiency and reduction of pollution from wastewater; reduction of air pollution, solid waste; reduction and utilization of B3 waste; 3R of non-B3 waste; and protection of biodiversity. Environmental policies are communicated to organic employees and seconded employees, or on behalf of the Company. The implementation of PT Pupuk Kalimantan Timur's Environmental Policy is carried out through various activities ranging from the utilization of natural resources through efficiency and conservation of natural resources programs.

In carrying out its operational activities, PKT is guided by various operational policies in the environmental field that have been prepared, namely:

- Environmental Management System (SML) Policy,
- Energy Conservation Policy,
- Water Efficiency and Reduction of Pollution from Wastewater Policy,
- B3 Waste Reduction and Utilization Policy,
- 3R of Non-B3 Waste Policy,
- Air Pollution Reduction Policy,
- Biodiversity Policy, and
- Community Development Policy.

Pupuk Kaltim is committed to eliminating the impact of its operational activities on the environment by identifying, planning, and implementing environmental management activities in a careful and responsible manner. The scope of environmental management in Pupuk Kaltim starts from planning, identification of environmental aspects and impacts, pollution control



perencanaan, identifikasi aspek dan dampak lingkungan, tindakan pengendalian pencemaran, pemantauan dampak lingkungan, program perlindungan lingkungan, sampai pada meningkatkan kesadaran lingkungan dan peran serta karyawan Pupuk Kaltim dalam pelaksanaan program-program pelestarian lingkungan.

Pupuk Kaltim membangun sistem manajemen terpadu untuk mempertahankan keberlanjutan lingkungan hidup. Sistem Manajemen Lingkungan terdiri dari target dan program lingkungan yang berfokus pada pencegahan pencemaran, konservasi sumber daya alam, dan perlindungan keanekaragaman hayati. Setiap target dan program tersebut dituangkan pada *Objective, Target, and Programme* (OTP) dengan mempertimbangkan peraturan perundangan yang berlaku, standar pengelolaan lingkungan, serta pemantauan internal dan audit eksternal. Selain itu, validitas data yang menjadi acuan dalam pemantauan kinerja lingkungan adalah aspek penting yang menjadi prioritas Pupuk Kaltim. Untuk itu, Pupuk Kaltim melakukan pengujian sampel kualitas air, kualitas emisi, kualitas udara ambien, serta parameter lingkungan lainnya di laboratorium pengujian yang telah memiliki akreditasi ISO 17025:2008 dari Komite Akreditasi Nasional (KAN) dan terdaftar sebagai Laboratorium Lingkungan yang kompeten di Kementerian Lingkungan Hidup. [102-12]

Sertifikasi [102-12]

PKT telah mendapat sertifikat ISO 14001 dari lembaga sertifikasi BVQI sejak tahun 1997-2016. Selanjutnya, Pupuk Kaltim mendapat sertifikasi ISO 14001:2015 versi tahun 2015 yang diberikan oleh Lembaga independen dari TUV Rheinland untuk pertama kalinya pada tahun 2017.

PKT merupakan perusahaan pupuk pertama di Indonesia yang mendapatkan Sertifikat Industri Hijau (Green Industry) yang diterbitkan oleh Kementerian Perindustrian dan juga telah mendapatkan sertifikat *Protect and Sustain tingkat Excellent* dari International Fertilizer Association (IFA) pada tahun 2017.

Kepatuhan terhadap Regulasi [307-1, 308-1]

PKT melaporkan hasil pemantauan kondisi lingkungan kepada pihak-pihak eksternal terkait secara berkala sesuai dengan peraturan perundang-undangan. Laporan kepada pihak-pihak eksternal dilakukan dalam rangka memenuhi kewajiban Perusahaan untuk mengungkapkan dan menyediakan informasi secara transparan serta dalam rangka memastikan penerapan prinsip-prinsip GCG berjalan secara efektif. Oleh karenanya, sepanjang 2019 tidak terdapat sanksi administratif ataupun denda terkait dengan

measures, monitoring of environmental impact, environmental protection programs, and up to raising environmental awareness and level of participation of Pupuk Kaltim employees in environmental conservation programs.

Pupuk Kaltim has developed integrated management systems to maintain environmental sustainability. The Environmental Management System consists of environmental targets and programs that focus on pollution prevention, resources conservation, and protection of biodiversity. Each program and targets are set forth in the Objective, Target, and Program (OTP), taking into account the applicable laws and regulations, environmental standards, as well as internal monitoring and external audits. In addition, the validity of data that is used in the monitoring of environmental performance is an important aspect and a priority of Pupuk Kaltim. To that end, Pupuk Kaltim conducts sample testing of water quality, the quality of exhaust emissions, ambient air quality, and other environmental parameters, at test laboratory that has been accredited ISO 17025:2008 from the National Accreditation Committee (KAN) and registered as a competent Environmental Laboratory with the Ministry of Environmental Affairs.

Certification [102-12]

PKT has received the ISO 14001 certificate from the BVQI certification agency since 1997-2016. Furthermore, Pupuk Kaltim has received the ISO 14001:2015 certification issued by an independent institution, TUV Rheinland for the first time in 2017.

PKT is the first fertilizer producer company in Indonesia to receive the Green Industry Certificate, which is issued by the Ministry of Industry and has also received the Excellent level Protect and Sustain certificate from the International Fertilizer Association (IFA) in 2017.

Compliance with Regulations [307-1, 308-1]

PKT regularly reports the results of environmental monitoring in the OPT to the relevant external parties in accordance with the regulations. Reports to external parties are carried out in order to meet the Company's obligations to disclose and provide information in a transparent manner and in order to ensure the effective application of the principles of good corporate governance. Throughout 2019, there were no administrative sanctions or penalties for non-compliance with the environmental quality standards

pelanggaran baku mutu lingkungan dan pelanggaran peraturan pengelolaan lingkungan. [307-1]

Pupuk Kaltim melakukan seleksi terhadap semua kontraktor/pemasok baru yang akan menjadi rekanan perusahaan dengan memasukkan kriteria Lingkungan dan K3. Hal ini diatur di dalam Prosedur Penerapan Aspek K3 & LH pada Pengadaan Jasa (SMT-KKK-26) yang dilakukan dalam tahapan Pra-Kualifikasi pada proses tender. Selama 2020, terdapat 123 (2019:141) pemasok jasa baru yang diseleksi dengan memasukkan kriteria tersebut dengan prosentase kelulusan 100%. [308-1]

Pupuk Kaltim juga telah mengidentifikasi dan menerapkan langkah mitigasi terhadap dampak lingkungan negatif aktual dan potensial signifikan dalam rantai pasokan, antara lain:

1. Tumpahan bahan kimia ke lingkungan.
2. Tumpahan limbah B3 yang diangkut ke lingkungan.
3. Pembuangan sisa hasil pekerjaan/proyek yang tidak sesuai peraturan.
4. Pembuangan limbah non-B3 yang tercampur dengan limbah B3.

and violation of environmental management regulations. [307-1]

Pupuk Kaltim selects all new contractors/suppliers that will become partners with the company by including the Environmental and OHS criteria. This is regulated in the Procedure for Implementing the OHS & Environmental Aspects in Procurement of Services (SMT-KKK-26), which is carried out in the Pre-Qualification stage in the bidding process. During 2020, there were 123 (2019: 141) new service suppliers selected by entering these criteria with a 100% passing rate. [308-1]

Pupuk Kaltim has identified and implemented mitigation measures against significant, actual, and potentially negative environmental impacts in the supply chain, among others:

1. Spills of chemicals into the environment.
2. Spill of B3 waste being transported into the environment.
3. Improper disposal of waste products from work/projects.
4. Disposal of non-B3 waste mixed with B3 waste.

Dampak Operasional, Respons dan Mitigasi Kualitas Lingkungan

Impact of Operational, Response and Environmental Quality Mitigation

Untuk setiap proses produksi, Pupuk Kaltim memiliki dokumen analisis dampak lingkungan yang lengkap. Dalam dokumen tersebut tertuang metode pengelolaan dan pemantauan yang harus dilakukan. Pupuk Kaltim telah melaksanakan pengelolaan dan pemantauan yang dibutuhkan sesuai dokumen lingkungan. Selain dokumen lingkungan Pupuk Kaltim juga melakukan analisis risiko untuk kategori lingkungan untuk setiap proses bisnis. Proses bisnis yang memiliki nilai risiko (dampak) lingkungan yang tinggi dimitigasi hingga nilai risikonya menjadi rendah.

For each production process, Pupuk Kaltim has a complete environmental impact analysis document. The document stipulates the management and monitoring methods that must be carried out. Pupuk Kaltim has carried out the required management and monitoring according to environmental documents. In addition to the environmental documents Pupuk Kaltim also conducts risk analysis for environmental categories for each business process. Business processes that have a high environmental risk (impact) value are mitigated until the risk value is low.

Tabel Dampak, Respons dan Mitigasi Kualitas Lingkungan
Impact, Response and Mitigation of Environmental Quality

Bentuk Dampak Impact	Sumber Dampak Source of Impact	Program Lingkungan Environmental Program
Kebisingan Noise	Operasional fasilitas produksi	- Pelaksanaan kegiatan pemantauan kebisingan - Penetapan dan pengamanan area produksi
	Operational production facilities	- Implementation of noise monitoring activities - Determination and security of the production area
	Operasional alat pengangkutan	- Pemeliharaan alat pengangkutan - Pengaturan waktu kerja - Pengaturan lalu lintas
	Operational transportation equipment	- Maintenance of transportation equipment - Work time management - Traffic control
Pencemaran sumber air dan tanah Pollution of water source and soil	Kegiatan operasional produksi	Pengolahan air limbah operasional kegiatan produksi maupun domestik dengan instalasi pengolahan limbah cair (IPLC)
	Production operational activities	Wastewater treatment operations of both production and domestic activities with a wastewater treatment plant (IPLC)
	Penyimpanan sementara limbah non B3 dan limbah B3	- Pembuangan limbah non B3 ke TPA berijin. - Pembuangan limbah B3 bekerja sama dengan mitra independen berkompeten dan berijin.
	Temporary storage of liquid waste	- Disposal of non B3 waste to licensed landfill. - Disposal of B3 waste in collaboration with competent and licensed independent partners.
	Tumpahan bahan kimia maupun limbah B3	- Pemanfaatan limbah merujuk ke Permen LHK Nomor P18/Menlhk/Setjen/Kum 1/8/2020 tentang Pemanfaatan Limbah B3. - Waste utilization refers to Permen LHK Number P18/Menlhk/Setjen/Kum 1/8/2020 concerning the Utilization of B3 Waste.
Pencemaran Udara Air Pollution	Emisi peralatan produksi, pembangkit listrik dan kendaraan operasional Emissions of production equipment, power plants and operational vehicles	- Pemeliharaan dan peningkatan unjuk kerja instalasi pembangkit listrik. - Pemeliharaan dan pemeriksaan kebocoran pipa penyalur gas bumi. - Pemeliharaan dan kontrol kebocoran instalasi penampung amoniak. - Pemeliharaan dan peningkatan unjuk kerja armada alat berat transportasi - Peningkatan unjuk kerja instalasi pendeteksi kebocoran gas maupun amoniak
	Emisi dari reaktor Emissions from reactors	- Maintenance and improvement of the performance of power plant installations. - Maintenance and inspection of leaks in gas storage and storage installations. - Maintenance and control of ammonia reservoir installation leaks. - Maintenance and improvement of the performance of the transportation heavy equipment fleet - Improved performance of gas leak and ammonia leak detection installations
	Emisi debu dari pengangkutan dan "crushing" batubara transportation and "crushing" coal	
Pemborosan sumber daya air Waste of water resources	Kegiatan operasional produksi dan pembangkit listrik Production operations and power plants	- Pengelolaan sumber air - Pengolahan air limbah dalam IPAL - Menerapkan daur ulang air - Menyediakan embung air
	Instalasi pendinginan Cooling installation	- Management of water sources - Waste water treatment in WWTP - Implement water recycling - Provide water reservoirs
	Kegiatan pendukung/ domestik Supporting/domestic activities	
Terganggunya Keanekaragaman Hayati Disruption of Biodiversity	Penggunaan Lahan sebagai area pengembangan kapasitas produksi maupun utilitas Use of land as an area to develop production capacity and utilities	- Pelaksanaan program revegetasi. - Implementation of revegetation program.
		- Pengembangan zona <i>biodiversity</i> - Development of biodiversity zones
		- Pelaksanaan program pembibitan tanaman keras dan tanaman endemik dalam fasilitas "nursery" tanaman - Implementation of nursery and endemic plant nursery programs in plant "nursery" facilities

Tabel Dampak, Respons dan Mitigasi Kualitas Lingkungan
Impact, Response and Mitigation of Environmental Quality

Bentuk Dampak Impact	Sumber Dampak Source of Impact	Program Lingkungan Environmental Program
Kemacetan Traffic	Mobilisasi alat berat maupun transportasi Mobilization of heavy equipment and transportation	Penjadwalan pengangkutan alat berat Heavy equipment transportation scheduling
		Pelaksanaan prosedur pengendalian lalu lintas kawasan kelolaan dan lalu lintas umum sekitarnya Implementation of procedures for controlling traffic in the area under management and general public traffic
		Perawatan dan perbaikan jalan di <i>ring-road area</i> operasional maupun di kawasan sekitar pabrik. Maintenance and repair of roads in the ring-road operational area and in the area around the factory.

Pengelolaan Bahan Baku

Raw Material Management

Pupuk Kaltim secara konsisten melakukan upaya konservasi sumber daya alam sebagai bahan baku utama produksi pupuk yang dihasilkan. Industri pupuk juga merupakan industri yang membutuhkan dukungan sumber daya energi dan air yang cukup besar. Oleh karenanya, Pupuk Kaltim melakukan program efisiensi energi dan konservasi air.

Pupuk Kaltim consistently undertake the conservation of natural resources as the main raw material for the production of fertilizers. The fertilizer industry consumes large amounts of resources, particularly energy and water. Therefore, Pupuk Kaltim also implements water conservation and energy efficiency programs.

Bahan baku utama yang digunakan untuk memproduksi pupuk urea adalah gas alam, amoniak dan udara. Berkat implementasi berbagai program inovasi dan efisiensi yang dilaksanakan dengan konsisten, rasio rata-rata pemakaian gas bumi per ton produk Amoniak pada tahun 2020 menurun menjadi sebesar 33,85 MMBTU/ton (2019: 34,75 MMBTU/ton). Sementara itu, rasio rata-rata pemakaian gas bumi per ton Urea pada tahun 2019 menjadi sebesar 25,29 MMBTU/ton (2019: 25,97 MMBTU/ton).

The main raw materials used to produce urea fertilizer are natural gas, ammonia, and air. Due to the consistent implementation of various innovation and efficiency programs, the average ratio of natural gas consumption per ton of Ammonia products in 2020 decreased to 33.85 MMBTU/ton (2019: 34.75 MMBTU/ton). Furthermore, the average ratio of natural gas usage per ton of Urea in 2019 amounted to 25.29 MMBTU/ton (2019: 25.97 MMBTU/ton).

Tabel Penggunaan Bahan Baku [301-1]
Use of Raw Materials

No	Bahan Baku Raw Material	Satuan Unit	2019	2018
1	Gas Alam Natural Gas	Giga Joule	75.833.757	71.797.046
2	Amoniak Ammonia	Ton	2.162.486	2.017.372
3	CO ₂	Ton	2.999.623	2.768.382

Gas alam merupakan bahan baku pembuatan Amoniak dan pada prosesnya menghasilkan produk samping CO₂. Amoniak dan CO₂ menjadi bahan baku pembuatan Urea. Pupuk Kaltim selain menghasilkan Urea, juga memproduksi Amoniak melebihi kebutuhan bahan baku produksi Urea sehingga ada sebagian Amoniak yang dijual. Angka kebutuhan Amoniak di atas adalah murni Amoniak yang digunakan sebagai bahan baku pembuatan Urea.

Natural gas is the raw material for the manufacturing of Ammonia and in the process generates CO₂ by-product. Ammonia and CO₂ are the raw materials for producing Urea. In addition to producing Urea, Pupuk Kaltim also produces Ammonia, which exceeds the need for raw materials for Urea production, hence some of the Ammonia is sold. The above Ammonia requirement figure is pure Ammonia used as raw material for Urea.

Dalam proses produksi, Pupuk Kaltim melakukan daur ulang bahan baku melalui proses recovery *purge gas* dan *flash gas* dari buangan pabrik Amoniak menjadi *fuel gas*, gas hidrogen, dan produk Amoniak pada unit *Hydrogen Recovery Unit* (HRU) dan unit *Purifier* sehingga dapat meningkatkan produksi Amoniak dan meningkatkan efisiensi energi. Berikut adalah tabel volume daur ulang bahan baku.

In the production process, Pupuk Kaltim recycled raw materials through the recovery process of *purge gas* and *flash gas* from the waste of the Ammonia plant into *fuel gas*, hydrogen gas, and Ammonia product in the Hydrogen Recovery Unit (HRU) and Purifier unit so as to increase the production of Ammonia and increase energy efficiency. The following is a table of raw material recycling volumes.

Tabel Total Daup Ulang Bahan Baku [301-2]
Total Recycling of Raw Materials

Daur Ulang Bahan Baku Recycling of Raw Materials	Dalam Giga Joule In Giga Joule		Dalam In % (*)	
	2020	2019	2020	2019
Purge Gas	6.546.362	7.102.659	8,63	9,89
Flash Gas	208.131	176.471	0,27	0,25
Total Daup Ulang Total Recycling	6.754.492	7.279.129	8,91	10,14

* Catatan | Note:

% merupakan persentase jumlah daur ulang terhadap jumlah bahan baku gas alam yang digunakan.
% is the percentage of the amount recycled to the amount of natural gas raw material used.

Pengelolaan Energi

Energy Management

DASAR HUKUM & KEBIJAKAN PENGELOLAAN ENERGI [103-1, 103-2, 103-3]

Dalam melaksanakan pengelolaan energi, Pupuk Kaltim merujuk pada Undang-undang dan Peraturan terkait serta mengacu pada Kebijakan internal, sebagai berikut:

- Undang-undang no. 30 tahun 2007
- Peraturan Pemerintah No. 70 tahun 2009 mengenai Konservasi Energi
- Peraturan Menteri ESDM No. 14 tahun 2012
- PP No. 79 tahun 2014 mengenai kebijakan Energi Nasional
- Kebijakan Konservasi Energi Pupuk Kaltim

Program Efisiensi Energi tertuang dalam Kebijakan Efisiensi Energi yang diinstruksikan oleh Direktur Utama Pupuk Kaltim, sebagai berikut:

LEGAL BASIS AND POLICY OF ENERGY MANAGEMENT [103-1, 103-2, 103-3]

In carrying out energy management, Pupuk Kaltim refers to the relevant laws and regulations and refers to the internal policies, as follows:

- Law no. 30 of 2007
- Government Regulation No. 70 of 2009 on Energy Conservation
- Minister of Energy and Mineral Resources Regulation No. 14 of 2012
- Government Regulation No. 79 of 2014 on National Energy policy
- Energy Conservation Policy of Pupuk Kaltim

The Energy Efficiency Program is contained in the Energy Efficiency Policy instructed by the President Director of Pupuk Kaltim, as follows:

Kebijakan Konservasi Energi Pupuk Kaltim

Energy Conservation Policy of Pupuk Kaltim

PT Pupuk Kalimantan Timur sebagai perusahaan yang senantiasa melakukan *continual improvement* terhadap kinerja energi dan kinerja *system management* energi dengan tetap memperhatikan kelestarian lingkungan, berkomitmen:

1. Membentuk tim Sistem Manajemen Energi untuk melaksanakan system konservasi energi dan membuat laporan secara berkala, serta menunjuk Manager Proses & Pengelolaan Energi sebagai penanggung jawab kegiatan konservasi energi.
2. Menyediakan sumber daya dan informasi memadai, kompeten, dan memiliki latar belakang Pendidikan/ pelatihan yang sesuai dengan kompetensi yang dibutuhkan.
3. Menetapkan perencanaan strategis konservasi energi dengan mengarahkan dan meninjau tujuan, sasaran, target, serta program konservasi energi yang berkelanjutan dan relevan dengan kebijakan lingkungan.
4. Mendorong penggunaan energi baru terbarukan untuk mendukung pencapaian kemandirian energi nasional.
5. Melakukan *Benchmarking* konservasi energi dengan industri sejenis di tingkat lokal, nasional, dan internasional.
6. Menyelaraskan program konservasi energi yang berkontribusi secara signifikan terhadap pemberdayaan masyarakat.
7. Melaksanakan pengadaan barang dan jasa dengan mempertimbangkan efisiensi energi jangka Panjang yang akan berdampak pada aspek ekonomi.
8. Mendorong aktivitas desain yang mempertimbangkan prinsip efisiensi energi.
9. Mematuhi peraturan perundangan dan persyaratan lain yang terkait dengan efisiensi energi, pemanfaatan energi, dan konsumsi energi yang berlaku.
10. Melakukan analisa daur ulang hidup (*Life cycle analysis*) sebagai upaya mengetahui dampak terbesar dari sistem produksi sehingga dapat diketahui potensi penghematan energi.

PT Pupuk Kalimantan Timur as a company that always implements continual improvement on energy performance and energy management system performance while still taking into account environmental sustainability, is committed to:

1. Establish an Energy Management System team to implement an energy conservation system and prepare the periodic reports, as well as appoint a Process & Energy Management Manager as the person in charge of energy conservation activities.
2. Provide adequate, competent resources and information, as well as having an educational/ training background in accordance with the required competencies.
3. Establish a strategic plan for energy conservation by directing and reviewing goals, objectives, targets, and programs for sustainable energy conservation that are relevant to environmental policies.
4. Encouraging the use of new and renewable energy to support the achievement of national energy independence.
5. Benchmarking energy conservation with similar industries at local, national, and international levels.
6. Aligning energy conservation programs with significant contributions to community empowerment.
7. Carry out procurement of goods and services by taking into account long-term energy efficiency that have an impact on the economic aspect.
8. Encourage design activities that take into account the principles of energy efficiency.
9. Comply with applicable laws and regulations as well as other requirements related to energy efficiency, energy utilization, and energy consumption.
10. Conduct life cycle analysis as an effort to determine the biggest impact of the production system in order to identify energy saving potentials.

Pupuk Kaltim memonitor secara ketat untuk memastikan keberlangsungan Program Efisiensi Energi menggunakan Sistem Manajemen Produksi (SIMPRO), Aset *Utilization*, dan *Maintenance Gap*.

Pupuk Kaltim monitors closely to ensure the sustainability of the Energy Efficiency Program using the Production Management System (SIMPRO), Asset Utilization, and Maintenance Gap.

Inovasi-inovasi baru dalam program efisiensi energi yang diterapkan sejak tahun 2015 telah berhasil menyumbang efisiensi energi akumulatif hingga tahun 2020, sebesar 19.644.860 GJ (2019: 13.168.194

New innovations in energy efficiency programs that have been implemented since 2015 have managed to contribute to energy efficiency amounting to 19,644,860 GJ (2019: 13,168,194 GJ) cumulatively by

GJ). Berikut adalah tabel ringkas inovasi operasional dalam rangka efisiensi energi yang dijalankan dan hasil absolut efisiensi energi yang diperoleh.

2020. The following is a brief table on operational innovations in terms of energy efficiency that is carried out and the absolute results of energy efficiency obtained.

Inovasi Operasional Efisiensi Energi Operational Energy Efficiency Innovations				
No.	Kegiatan Efisiensi Energi Energy Efficiency Activity	Hasil Absolut Efisiensi Energi Energy Efficiency Absolute Results		Satuan Unit
		2020	2019	
1	Penambahan Fasilitas Injeksi NG Kondensat untuk <i>Fuel Primary Reformer</i> Pabrik Ammonia 1A Addition of NG Condensate Injection Facility for Ammonia 1A Fuel Primary Reformer	59.211	71.098	mmbtu
2	Optimalisasi <i>secondary fuel purifier</i> pabrik ammonia 5 Optimization of Secondary Fuel Purifier Ammonia Factory 5	192.312	147.515	mmbtu
3	Optimalisasi pemakaian LP <i>steam</i> Pabrik Ammonia 2 Optimizing usage of LP Steam of Ammonia 2 Factory	63.165	61.287	mmbtu
4	Pemanfaatan Fuel Off Gas HRU-I untuk <i>Auxiliary Fuel Primary Reformer</i> Pabrik Ammonia 4 Utilization of HRU-I Fuel Off Gas for Auxiliary Fuel Primary Reformer Ammonia Factory 4	101.748	101.470	mmbtu
5	Metoda Mempertahankan Konsentrasi Urea pada Unit Pengerjaan Akhir pada Laju Produksi di atas Standar Method of Maintaining Urea Concentration in Final Work Unit at Production Rate above the Standard	121.647	120.841	mmbtu
6	Efisiensi penggunaan energi listrik pada AC <i>split</i> di gedung perkantoran Efficient Use of Electric Energy in Split Air Conditioning in Office Buildings	3.050	3.042	mmbtu
7	<i>Revamping ammonia converter</i> Pabrik 3 dari S200 ke S300 Revamping Ammonia Converter Factory 3 from S200 to S300	61.018	64.753	mmbtu
8	<i>Boiler</i> batubara sebagai pengganti <i>boiler</i> gas Coal Boilers as Substitutes for Gas Boilers	1.718.691	1.525.440	mmbtu
9	Pemasangan <i>Photo Cell</i> untuk mengurangi Penggunaan Energi Listrik pada lampu Penerangan <i>Gallery Conveyor</i> PCP 2871-V sampai 2879-V Installation of Photo Cells to reduce the Use of Electricity Energy on Conveyor Gallery in PCP 2871-V to 2879-V	2.670	2.663	mmbtu
10	<i>Upgrade woodward control governor</i> 43027 ke <i>woodward</i> 505E untuk optimalisasi kinerja CO ₂ <i>Compressor</i> P-3 Upgraded Woodward Control Governor 43027 to Woodward 505E for Optimizing the Performance of CO ₂ Compressor P-3	413.121	413.121	mmbtu
11	Membuat Aplikasi Optimalisasi <i>Steam to Carbon Ratio</i> dan Temperatur <i>Outlet Primary Reformer</i> terhadap CH ₄ <i>Leak</i> untuk Meningkatkan Efisiensi Energi Pabrik-3 Making Steam to Carbon Ratio Optimization and Primary Reformer Outlet Temperature Applications for CH ₄ Leak to Improve Energy Efficiency on Plant 3	2.678.739	2.834.945	mmbtu
12	Inovasi Pompa Sluri Bertenaga Udara Bertekanan Innovation of Pressure Air Powered Slurry Pumps	90.775	43.848	mmbtu
13	Meningkatkan Produksi Urea 14 ton/hari dengan penambahan LP <i>Ammonia Absorber</i> Pabrik Urea-4 Increase Urea Production 14 tons/day with the addition of LP Ammonia Absorber Urea-4 . Factory	139.020	103.492	mmbtu
14	Optimalisasi Pengaturan <i>Flow Purge Gas Ammonia</i> Pabrik-2 Optimization of Ammonia Gas Purge Flow Setting Factory-2	196.347	181.660	mmbtu
15	Modifikasi Pemanfaatan HP <i>Flash Gas Compressor</i> untuk Mempersingkat Waktu <i>Start Up</i> Pabrik Ammonia 5 Modification of Utilization of HP Flash Gas Compressor to Shorten Start Up Time for Ammonia Factory 5	-	13.609	mmbtu
16	Pemanfaatan <i>Purge Gas</i> untuk Mengurangi <i>Fuel Natural Gas Start Up</i> Pabrik Ammonia 1A Utilization of Purge Gas to Reduce Fuel Natural Gas Start Up Ammonia Factory 1A	-	70.210	mmbtu
TOTAL EFISIENSI		5.841.515	5.758.995	mmbtu

Adapun ringkasan pendekatan perhitungan konsumsi energi Pupuk Kaltim menurut sumber energi yang digunakan adalah sebagai berikut.

Total penggunaan gas alam sebagai pemanas dan bahan bakar di tahun 2020 adalah sebesar 42.940.481 GJ, turun 1,5% dari tahun sebelumnya dikarenakan adanya program TA Pabrik Amoniak 1A yang berlangsung lebih lama dari targetnya. Adapun penggunaan batu bara pada tahun 2020 adalah sebesar 11.988.923 GJ atau mengalami kenaikan sebesar 15,91% dari tahun sebelumnya. Perusahaan tidak menggunakan sumber energi tak langsung dari PLN karena telah memiliki pembangkit untuk memenuhi kebutuhan energi.

The summary of energy consumption calculation approaches according to energy sources utilized is as follows.

Total use of natural gas as heating and fuel in 2020 amounted to 42,940,481 GJ, a decrease of 1.5% compared to the previous year due to the Ammonia Plant 1A TA program that lasted longer than the target. The use of coal in 2020 amounted to 11,988,923 GJ or an increase of 15.91% compared to the previous year. The Company does not utilize indirect energy sources from PLN as it already has a generator to meet its energy needs.

Tabel Penggunaan Energi [302-1]
Energy Usage

No	Bahan Baku Raw Material	Satuan Unit	2020	2019
1	Gas Alam Natural Gas	Giga joule	42.940.481	43.593.101
2	Batubara Coal	Giga joule	11.988.923	10.343.741
Total		Giga joule	54.929.404	53.936.842

Sebagai tambahan informasi, Perusahaan belum pernah melakukan *reclaim* (penarikan kembali) baik produk maupun kemasan produk. Sifat produk Pupuk Kaltim bisa disimpan dalam jangka waktu yang lama. Kemasan produk biasanya dipergunakan kembali oleh para konsumen untuk kebutuhan terkait pertanian atau perkebunan. Adapun total biaya pelaksanaan program efisiensi energi yang dijalankan oleh Pupuk Kaltim adalah sebesar Rp1.463,26 miliar. [301-3]

As additional information, the Company has never made a reclaim (recall) of the product or product packaging. By its nature, Pupuk Kaltim products can be stored for a long time. Product packaging is usually reused by consumers for agricultural or plantation related needs. The total cost for the implementation of the energy efficiency program implemented by Pupuk Kaltim amounted to Rp1,463.26 billion. [301-3]

INTENSITAS ENERGI [302-3]

Kalkulasi intensitas energi didefinisikan sebagai total nilai konsumsi energi dari kegiatan *manufacturing* dan produksi Pupuk Kaltim dibagi capaian volume produksi tahunan Pupuk Kaltim. Nilai penggunaan Energi Pupuk Kaltim di tahun 2020 tercatat sejumlah 54.929.404 gigajoule dengan realisasi produksi untuk masing-masing produk utama di tahun 2020, yakni 3.681.898 ton Urea dan 2.826.278 ton Amoniak.

ENERGY INTENSITY [302-3]

Energy intensity calculation is defined as the total value of energy consumption from manufacturing and production activities of Pupuk Kaltim divided by the annual production volume of Pupuk Kaltim. Energy usage value of Pupuk Kaltim in 2020 was posted at 54,929,404 gigajoules with the realization of production for each of the main products in 2020, namely 3,681,898 tons of Urea and 2,826,278 tons of Ammonia.

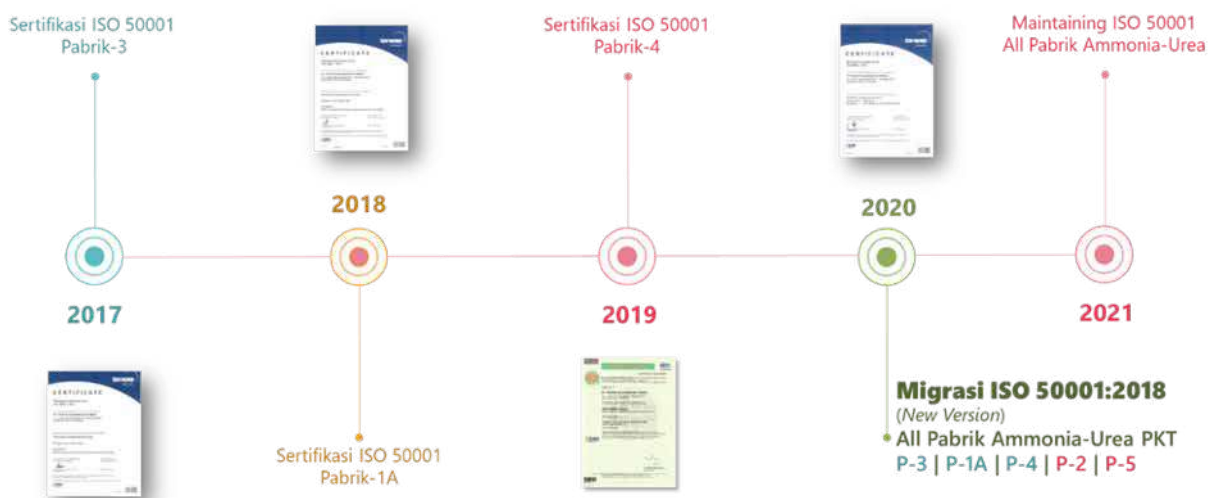
Sehingga didapat hasil perhitungan intensitas energi Pupuk Kaltim dari setiap produk utama di tahun 2020, masing-masing 25,29 mmbtu/ton untuk Urea dan 33,85 mmbtu/ton untuk Amoniak.

Accordingly, the energy intensity of Pupuk Kaltim from each main product in 2020 were respectively 25.29 mmbtu/ton for Urea dan 33.85 mmbtu/ton for Ammonia.

Tabel Intensitas Energi Pupuk Kaltim, 2019-2020 [302-3]
Pupuk Kaltim Energy Intensity Table, 2019-2020

Intensitas Energi Energy Intensity	Satuan Unit	2020	2019
Urea	mmbtu/ton	25,29	25,97
Amoniak	mmbtu/ton	33,85	34,75

Pupuk Kaltim menjalankan langkah penghematan energi secara konsisten melalui penerapan Sistem Manajemen Produksi (SIMPRO) dan Sistem Manajemen Energi (SMEn) berbasis ISO 50001:2018, serta program konservasi dan pemetaan energi. Penerapan program-program tersebut dilakukan untuk memastikan proses produksi yang efisien, andal, dan berkelanjutan. Kebijakan konservasi energi dan air telah diterapkan sejak tahun 2013. Pupuk Kaltim telah menerapkan Sistem Manajemen Energi berbasis ISO 50001:2018 untuk semua pabrik dengan *roadmap* sebagai berikut:



Sejak tahun 2017, PKT-3 telah tersertifikasi ISO 50001:2011 dari TUV NORD disusul pada tahun 2018, PKT-1A tersertifikasi ISO 50001:2011 dari TUV NORD dan tahun 2019, PKT-4 juga telah tersertifikasi ISO 50001:2011 dari SUCOFINDO. Pada tahun 2020 Pupuk Kaltim telah berhasil mensertifikasi ISO 50001:2018 untuk Pabrik-2/3/4/1A/5 dari TUV NORD.

Berkat konsistensi penerapan SMEn sesuai prosedur kerja berdasarkan sertifikasi energi tersebut pada tahun 2020 diperoleh hasil peningkatan kinerja energi masing-masing pabrik sebagai berikut:

- PKT-3 berhasil mengurangi konsumsi energi sebesar 507.417 GJ atau setara 8,11% setelah periode baseline Agustus 2017 - Juli 2018
- PKT-1A berhasil mengurangi konsumsi energi sebesar 62.372 GJ atau setara 0,79% setelah periode baseline Januari - Desember 2017
- PKT-4 berhasil mengurangi konsumsi energi sebesar 278.716 GJ atau setara 3,48% setelah periode baseline Juli 2017 - Juni 2018
- PKT-2 berhasil mengurangi konsumsi energi sebesar 726.561 GJ atau setara 4,97% setelah periode baseline Januari - Desember 2018

Pupuk Kaltim undertakes energy saving measures consistently through the implementation of Production Management System (SIMPRO) and Energy Management System (SMEn) based on ISO 5000:2011, as well as energy conservation and mapping programs. Implementation of these programs are conducted to ensure that the production process remain efficient, reliable, and sustainable. Energy and water conservation policy has been applied since 2013. Pupuk Kaltim has implemented the Energy Management System based on ISO 50001:2011 for all plants with the following roadmap:

Since 2017, PKT-3 has been certified for ISO 50001:2011 from TUV NORD, followed by 2018, PKT-1A is certified ISO 50001:2011 from TUV NORD, and in 2019, PKT-4 has also been certified ISO 50001:2011 from SUCOFINDO. In 2020 Pupuk Kaltim has successfully certified ISO 50001:2018 for Plant-2/3/4/1A/5 from TUV NORD.

Due to the consistent application of SMEn in accordance with the work procedures based on the energy certification, the following is the energy performance improvement results for each factory in 2020:

- PKT-3 succeeded in reducing energy consumption by 507,417 GJ or equivalent to 8.11% after the baseline period of August 2017 - July 2018
- PKT-1A succeeded in reducing energy consumption by 62,372 GJ or equivalent to 0.79% after the baseline period of January - December 2017
- PKT-4 succeeded in reducing energy consumption by 278,716 GJ or equivalent to 3.48% after the baseline period of July 2017 - June 2018
- PKT-2 succeeded in reducing energy consumption by 726,561 GJ or equivalent to 4.97% after the baseline period of January - December 2018

- e. PKT-5 berhasil mengurangi konsumsi energi sebesar 1.905.510 GJ atau setara 11,16% setelah periode *baseline* Desember 2017 – November 2018
- f. Secara Korporat PKT telah berhasil mengurangi konsumsi energi sebesar 3.298.950 GJ atau setara 6,46%

Berkat pengurangan konsumsi energi tersebut, Emisi CO₂ di tahun 2020 juga berhasil diturunkan sebesar 175.042 Metrik ton ekivalen CO₂. Capaian ini telah melampaui target pengurangan energi sebesar 3% dalam 5 (lima) tahun yang tertuang dalam RJP 2017-2021.

Selain penghematan energi, dampak penting lainnya dari penerapan SMEn adalah kesadaran karyawan tentang konsumsi energi dan kinerja efisiensi energi yang berkorelasi langsung dengan penghematan beban produksi, sehingga mendorong karyawan untuk selalu berinovasi. [302-4] [302-5]

Sebagai bagian dari upaya penghematan energi, Pupuk Kaltim menerapkan program konservasi energi dan pemetaan energi. Beberapa program konservasi energi yang telah dilakukan antara lain, mengganti proses desalinasi *thermal* dengan *Reverse Osmosis* (RO) dan pemanfaatan gas buang pabrik Amoniak menggunakan HRU. Dengan menerapkan konservasi energi, pada 2020 Perusahaan kembali berhasil menghemat konsumsi energi sebesar 3.839.600 GJ (2019: 4.290.334).

Pupuk Kaltim menjalankan program pemetaan energi secara berkala untuk memantau tingkat efisiensi pemakaian energi. Dari pemetaan tersebut, dilakukan *gap analysis* dan diberikan rekomendasi untuk perbaikannya, baik yang bersifat operasional harian maupun melalui implementasi program *improvement* dalam melakukan pemetaan energi.

- e. PKT-5 succeeded in reducing energy consumption by 1,905,510 GJ, equivalent to 11.16% after the baseline period of December 2017 – November 2018
- f. Corporate wise, PKT has succeeded in reducing energy consumption by 3,298,950 GJ or equivalent to 6.46%

Due to the reduction in energy consumption, CO₂ emissions in 2020 were also reduced by 175,042 metric tons of CO₂ equivalent. The achievement has exceeded the energy reduction target by 3% in 5 (five) years as stated in the 2017-2021 RJP.

In addition to energy savings, other important impact of SMEn implementation is employee awareness regarding energy consumption and energy efficiency performance, which is directly correlated with saving production costs, subsequently encouraging employees to innovate. [302-4] [302-5]

As part of energy conservation efforts, Pupuk Kaltim implements energy conservation and energy mapping programs. Some of the energy conservation programs that have been carried out include replacing the thermal desalination process with Reverse Osmosis (RO) and the utilization of the Ammonia factory exhaust gas using HRU. By implementing energy conservation, the Company managed to reduce energy consumption by 3,839,600 GJ (2019: 4,290,334) in 2020.

Pupuk Kaltim runs an energy mapping program periodically to monitor the level of energy use efficiency. From the mapping, a gap analysis is carried out and recommendations are given for improvement, both of a daily operational nature and through the implementation of an improvement program in mapping energy.

Pengelolaan Konsumsi Energi Di Luar Organisasi [302-2]

Energy Consumption Management Outside the Organization

Selain berupaya mengelola konsumsi energi dari proses produksi di dalam organisasi melalui implementasi Program Konservasi Energi tersebut di atas, Pupuk Kaltim juga berupaya mengelola konsumsi energi di luar organisasi. Pengelolaan energi di luar organisasi ini dilakukan pada kegiatan-kegiatan distribusi dan transportasi produk, perjalanan dinas, transportasi karyawan komuter, penerangan area sekitar, dan sejenisnya.

In addition to managing energy consumption from the production process within the organization through the implementation of the above Energy Conservation Program, Pupuk Kaltim also seeks to manage energy consumption outside the organization. Energy management outside this organization is carried out in product distribution and transportation activities, business trips, commuter transportation, lighting of the surrounding area, and others.

Inisiatif yang dijalankan di antaranya adalah: peninjauan dan penetapan ulang rute distribusi, penentuan ulang titik kumpul penjemputan karyawan komuter dan pengurangan frekuensi perjalanan dinas berkaitan dengan implementasi kebijakan WFH, penggunaan lampu hemat energi dan sebagainya.

Berbagai inisiatif yang dijalankan tersebut membuat Perusahaan mampu mengelola total konsumsi energi di luar organisasi sebesar 128.289,65 KWH, lebih baik dari konsumsi di tahun sebelumnya.

The initiatives carried out include: reviewing and redefining distribution routes, re-determining the pick-up point for employees that commute, and reducing the frequency of business trips related to the implementation of WFH policies, the use of energy-saving lightings, and others.

These various initiatives have enabled the Company to manage the total energy consumption outside the organization by 128,289.65 KWH, better than the consumption in the previous year.

Pengelolaan dan Reduksi Emisi Gas Rumah Kaca [103-1, 103-2]

Greenhouse Gas Emissions Management and Reduction

Aktivitas yang menghasilkan emisi gas rumah kaca (GRK) dari kegiatan operasional Pupuk Kaltim terdiri atas 3 kategori, yaitu emisi GRK langsung (cakupan 1), emisi GRK tidak langsung (cakupan 2), dan emisi GRK tidak langsung lainnya (cakupan 3).

Emisi langsung meliputi emisi yang dihasilkan dari aktivitas pembakaran bahan bakar gas alam dan batu bara untuk mendukung aktivitas produksi (sektor energi), penggunaan gas alam untuk menghasilkan produk (sektor IPPU), dan sektor pengelolaan limbah cair. Emisi kategori tidak langsung yaitu emisi dari energi yang diimpor Pupuk Kaltim dari pihak ke-3 berupa listrik dan steam. Sedangkan emisi tidak langsung lainnya yaitu emisi yang merupakan konsekuensi dari kegiatan organisasi, tetapi muncul dari sumber yang tidak dimiliki atau dikendalikan langsung oleh PKT. Gas yang masuk dalam perhitungan emisi GRK PKT yaitu CO₂, CH₄, dan N₂O.

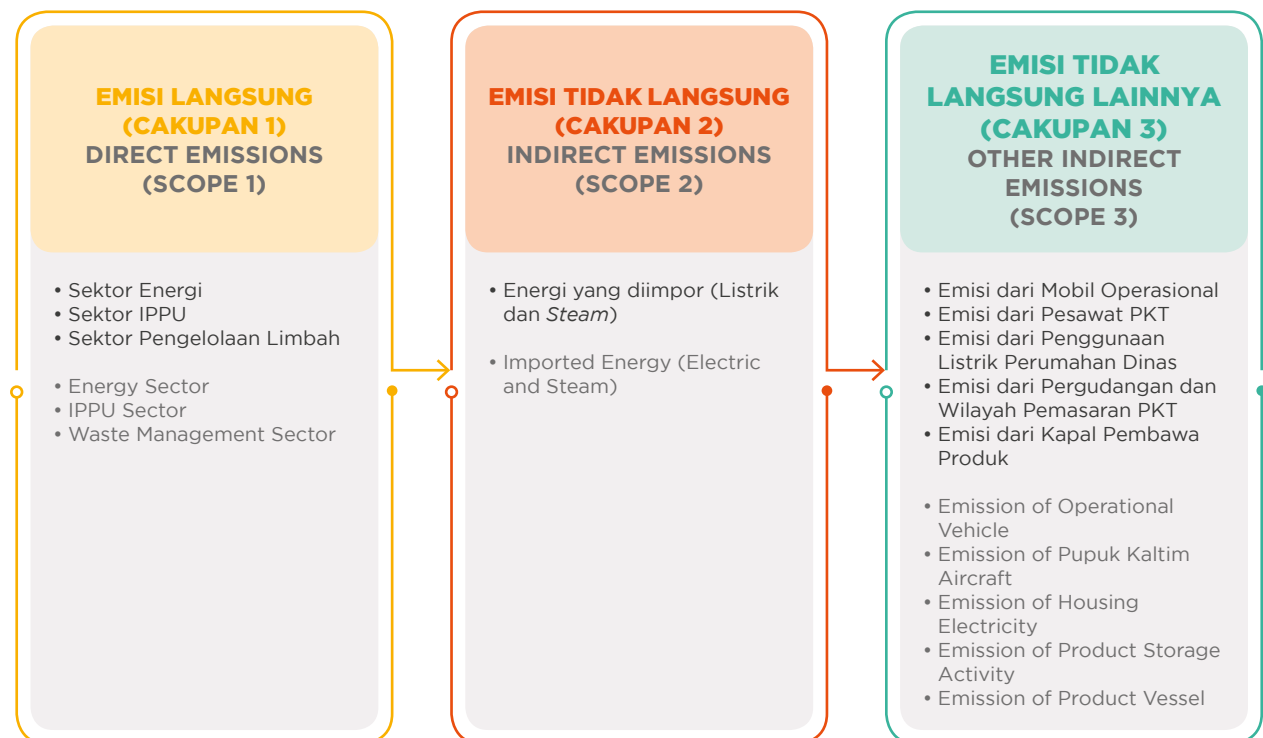
Activities that produce greenhouse gas (GHG) emissions from Pupuk Kaltim operations consist of 3 categories, namely direct GHG emissions (scope 1), indirect GHG emissions (scope 2), and other indirect GHG emissions (scope 3).

Direct emissions include emissions resulting from the combustion of natural gas and coal fuels to support production activities (energy sector), use of natural gas to manufacture products (IPPU sector), and the liquid waste management sector. Indirect category emissions are emissions from energy imported by Pupuk Kaltim from third parties in the form of electricity and steam. While other indirect emissions are emissions that are a consequence of organizational activities, but arise from sources that are not owned or controlled directly by PKT. The gases included in GHG emission calculation at PKT are CO₂, CH₄, and N₂O.



Tahun dasar untuk pembuatan baseline perhitungan emisi PKT adalah tahun 2010. Tahun dasar ini ditentukan berdasarkan kesepakatan bersama antar anggota Asosiasi Produsen Pupuk Indonesia (APPI) saat penyusunan *baseline* emisi bersama industri pupuk di Indonesia yang difasilitasi oleh Kementerian Perindustrian RI. Pendekatan konsolidasi untuk emisi adalah kontrol operasional.

The base year to determine the PKT emissions baseline calculation is 2010. This base year is determined based on mutual agreement between members of the Indonesian Fertilizer Producers Association (APPI) when preparing the emissions baseline with the fertilizer industry in Indonesia, facilitated by the Ministry of Industry of the Republic of Indonesia. The consolidated approach to emissions is operational control.



Metode penghitungan emisi GRK mengacu pada pedoman perhitungan sesuai dengan IPCC 2006 volume 2 untuk perhitungan emisi GRK kategori energi, volume 3 untuk perhitungan emisi GRK kategori industri (di dalamnya terdapat perhitungan untuk industri amoniak), dan volume 5 untuk perhitungan emisi GRK kategori limbah cair. Nilai *Global Warming Potential* (GWP) yang diacu oleh PKT untuk menghitung emisi gas rumah kaca adalah nilai yang direkomendasikan oleh UNFCCC (2002) karena nilai ini diperuntukkan untuk negara berkembang, sebagai berikut. **[103-3]**

The method of calculating GHG emissions refers to the calculation guidelines in accordance with IPCC 2006 volume 2 for the calculation of GHG emissions in the energy category, volume 3 for calculation of industrial category GHG emissions (in which there is a calculation for the ammonia industry), and volume 5 for the calculation of GHG emissions for the liquid waste category. The Global Warming Potential (GWP) value referred to by PKT to calculate greenhouse gas emissions is the value recommended by the UNFCCC (2002) because this value is intended for developing countries, as follows.

Nilai Global Warming Potential (GWP) Perhitungan Emisi GRK Global Warming Potential (GWP) GHG Emission Calculation	
Gas Gas	Nilai GWP (UNFCCC, 2002) GWP Value (UNFCCC, 2002)
Karbon Dioksida (CO ₂) Carbon Dioxide (CO ₂)	1
Methane (CH ₄) Methane (CH ₄)	21
Nitrous Oxide (N ₂ O) Nitrous Oxide (N ₂ O)	310

Pendekatan umum yang diterapkan untuk penghitungan tingkat emisi GRK langsung adalah sebagai berikut. [305-1]

The general approach adopted for calculating direct GHG emission levels is as follows. [305-1]

Emisi GRK = Data Aktivitas x Faktor Emisi

GHG Emissions = Activity Data x Emission Factors

Keterangan | Notes:

- Emisi GRK = Emisi Gas Rumah Kaca (ton CO₂ eq)
GHG emissions = greenhouse gas emissions (tons CO₂ eq)
- Data Aktivitas (DA) = Kuantitas kegiatan yang menghasilkan emisi (unit aktivitas)
Activity Data (DA) = Quantity of activities that produce emissions (activity units)

Berdasarkan metode penghitungan di atas, total emisi gas rumah kaca langsung (cakupan 1) sepanjang 2020 adalah sebesar 4.084.399,55 ton CO₂ Equivalent (2019: 4.037.551,98 ton CO₂ Equivalent), sementara intensitas gas rumah kaca Pupuk Kaltim di tahun 2020 adalah sebesar 1,11 (2019: 1,18 ton CO₂eq/ton) produk Urea. [305-1, 305-4]

Based on the above calculation method, total direct greenhouse gas emissions (scope 1) throughout 2020 amounted to 4,084,399.55 tons of CO₂ Equivalent (2019: 4,037,551.98 tons of CO₂ Equivalent), while the intensity of the greenhouse gases of Pupuk Kaltim in 2020 was 1.11 (2019: 1.18 ton CO₂eq/ton) Urea product.

Tabel Total Emisi Langsung Gas Rumah Kaca
Table Total Direct Greenhouse Gas Emissions

No	Sumber Emisi Emission Source	Satuan Unit	Total	
			2020	2019
1.	Pembakaran bahan bakar industri Fuel Combustion for Industries	Ton CO ₂ eq	2.102.820,40	1.887.076,21
2.	Proses industri dan penggunaan produk Industrial Process and Product Use	Ton CO ₂ eq	1.981.415,79	2.150.311,29
3.	Limbah cair Liquid Waste	Ton CO ₂ eq	163,36	164,48
Ton CO₂ eq			4.084.399,55	4.037.551,98

EMISI ENERGI GRK (CAKUPAN 2) TIDAK LANGSUNG [305-2]

Untuk memenuhi kebutuhan energi, Pupuk Kaltim juga bekerja sama dengan pihak ketiga. Kontribusi dari pihak ketiga ini digunakan sebagai tambahan energi listrik pendukung operasional produksi dan operasional Perusahaan. Dampak dari kegiatan pembangkitan energi listrik oleh pihak ketiga tersebut yaitu timbulnya emisi Gas Rumah Kaca (GRK) yang berupa CO₂, CH₄, dan N₂O. Metode penghitungan emisi GRK dari pihak ketiga ini mengacu pada pedoman perhitungan emisi GRK sesuai dengan IPCC 2006 volume 2 untuk perhitungan emisi GRK kategori energi.

INDIRECT GHGENERGY EMISSIONS (SCOPE 2) [305-2]

To meet energy its needs, Pupuk Kaltim also cooperates with third parties. The contribution from third parties is used as additional electrical energy to support the Company's production and operations. The impact of electricity generation activities by third parties is the Greenhouse Gas (GHG) emissions in the form of CO₂, CH₄, and N₂O. The method for calculating GHG emissions from third parties refers to the guidelines for calculating GHG emissions in accordance with IPCC 2006 volume 2 to calculate GHG emissions in the energy category.

Tabel Nilai Transaksi Listrik dan Steam Pihak Ketiga [305-2]
Table Transaction Value Stream Electric and Third Parties

Tahun Year	Listrik Electricity			Steam Steam			Total Konsumsi Listrik Total Power Consumption		Emisi GRK GHG Emissions
	kWh	MMBTU	GJ	ton	MMBTU	GJ	kWh	MWH	Ton CO ₂ eq
2020	114.176.675	1.536.818	1.629.027	407.961	897.514	951.365	180.856.772	180.856,7	144.894,18
2019	114.863.199	1.546.059	1.631.178	411.486	905.269	955.110	115.768.468	115.768	145.225,24

Catatan | Note

Asumsi | Assumption:

1 MMBTU = 1,06 GJ | 1 MMBTU = 1,06 GJ

Koefisien Listrik = 0,0134 MMBTU/kWh | Electrical Coefficient = 0,0134 MMBTU/kWh

Steam = 2,2 MMBTU/ton | Steam = 2,2 MMBTU/ton

EMISI ENERGI GRK (CAKUPAN 3) TIDAK LANGSUNG LAINNYA [305-3]

Pada rangkaian kegiatan bisnis Pupuk Kaltim, aktivitas yang didefinisikan sebagai aktivitas yang berkontribusi terhadap emisi GRK tidak langsung lainnya adalah aktivitas transportasi mobil operasional, aktivitas penerbangan yang dikontrak oleh Perusahaan, kegiatan logistik pengapalan oleh konsumen, gudang di Area Pemasaran, serta kegiatan pembangkitan energi listrik untuk fasilitas perumahan dinas dan utilitas pendukung perumahan.

Pengangkutan bahan baku utama berupa gas alam dilakukan melalui pipa dari sumber hingga ke pabrik, sehingga tidak memiliki dampak terhadap lingkungan. Pupuk Kaltim juga telah melakukan pengukuran uji emisi untuk pengangkutan tenaga kerja, dengan hasil bahwa seluruh kendaraan yang aktif digunakan memiliki emisi di bawah baku mutu yang telah ditetapkan oleh Pemerintah.

- Emisi GRK dari Aktivitas Transportasi Operasional Perusahaan**

Aktivitas transportasi untuk menunjang kegiatan operasional di PKT terdiri dari penggunaan bus untuk antar jemput karyawan, mobil operasional, dan penggunaan alat berat. Emisi yang dihasilkan dari kegiatan transportasi dihitung berdasarkan jumlah bensin dan solar yang dikonsumsi setiap tahunnya, sebagai berikut:

OTHER INDIRECT GHG ENERGY EMISSION (SCOPE 3) [305-3]

In Pupuk Kaltim's business activities, activities that are defined as activities that contribute to other indirect GHG emissions are transportation activities of operational vehicles, activities of flights contracted by the Company, shipping logistics activities by consumers, warehouses in the Marketing Area, as well as electricity generation activities for official housing facilities and housing support utilities.

Transport of main raw material in the form of natural gas is carried through a pipeline from the source to the plant, so it has no impact on the environment. Pupuk Kaltim also measures the emissions test for the transport of the workforce, with the result that all vehicles in active use has emissions well below the standards that have been set by the Government.

- GHG Emissions from Company Operational Transportation Activities**

Transportation activities to support operations at PKT consists of the use of shuttle buses for employees, operational vehicles, and the use of heavy equipment. Emissions resulting from transportation activities is calculated based on the amount of gasoline and diesel fuel that are consumed each year, as follows:

Total Volume Bahan Bakar Transportasi
Total of Fuel Transportation Used

Jenis Bahan Bakar Fuel Type	Tahun Year	Jumlah Bahan Bakar yang Digunakan (Liter/Tahun) Total Fuel Used (Liters/Year)	Jumlah Emisi GRK (Ton CO ₂ Eq/ Tahun) Total GHG Emissions (Ton CO ₂ Eq/Year)
Gasoline/Petrol/Bensin Gasoline/Petrol/Benzine	2020	362.002	847,99
	2019	386.057	904,34
Diesel/Solar Diesel/Solar	2020	691.275	1.980,4
	2019	850.818	2.437,5

Keterangan | Information

*Potensi pemanasan global | Global warming potential:

CO₂ = 1

CH₄ = 21

N₂O = 310

• Emisi GRK dari Penggunaan Listrik untuk Perumahan Dinas.

Jumlah rumah dinas sebagai fasilitas hunian dari Pupuk Kaltim untuk karyawan yang energinya disuplai oleh Pupuk Kaltim berjumlah 562 unit. Adapun rincian emisinya sebagai berikut:

• GHG Emissions from Electricity Generation for Company Housing.

There are 562 units of company housing for employees whose electrical energy is supplied by Pupuk Kaltim. Details of its emissions as follows:

Emisi GRK dari Konsumsi Listrik Perumahan Dinas dan Fasilitas Penunjang Tahun 2020
GHG Emissions from Electricity Consumption of Housing Services and Supporting Facilities in 2020

Perihal Description	Konsumsi Listrik (GJ/Tahun) Electricity Consumption (GJ/Year)	Faktor Emisi CO ₂ (Kg CO ₂ /TJ) Emission Factor (Kg CO ₂ /TJ)	Faktor Emisi CH ₄ (Kg CH ₄ /TJ) Emission Factor (Kg CH ₄ /TJ)	Faktor Emisi N ₂ O (Kg N ₂ O/TJ) Emission Factor (Kg N ₂ O/TJ)	Emisi GRK (Ton CO ₂ Eq) GHG Emissions (Tonnes CO ₂ Eq)
Konsumsi listrik area perumahan Electricity consumption residential area	462.199,11	56100	1	0,1	25.953,40

Keterangan:

Listrik yang digunakan di perumahan dinas dan fasilitas pendukung PKT tidak didapatkan dari PT PLN. Sebagian besar didapatkan dari PT KDM dan sebagian lagi didapatkan dari Pabrik-3 PKT (produksi listrik sendiri). Baik PT KDM maupun PT PKT menghasilkan listrik dari pembakaran gas alam di GTG. Untuk perhitungan ini, PKT menggunakan faktor emisi pembakaran gas alam default dari IPCC 2006. Data ini tidak ditotal dengan data emis scope 1 dan 2 agar tidak double counting (karena sumber listrik nya dari Pabrik 3 PKT dan PT KDM). Data emisi ini tidak hanya bersumber dari perumahan melainkan juga dari fasilitas penunjang seperti gudang produk, pelabuhan, perkantoran, rumah ibadah, operasional sumur dalam, gedung pertemuan, gedung koperasi karyawan, dan lain-lain.

Note:

Source of electricity for company settlement and supporting facilities of Pupuk Kaltim is not generated by PT PLN. It is mostly generated by PT KDM and the other part is generated by Plant 3 Pupuk Kaltim (Self-powered). Both PT KDM and Pupuk Kaltim generate electricity by conducting combustion of natural gas using turbine generator. For this calculation, Pupuk Kaltim uses default emissions factor of natural gas by IPCC 2006. This data is not included as scope 1 and 2 emissions to avoid double counting (due to 2 sources of electricity which are Plant 3 and PT KDM). This emissions data is only sourced from company settlement, but also from other supporting facilities such as product warehouse, piers, offices, place of worships, well operation, conference building, employee cooperative building, et cetera.

• Gudang Area Pemasaran

Gudang merupakan infrastruktur di Area Pemasaran yang berfungsi sebagai tempat Transit distribusi Pupuk Subsidi, sehingga keberadaannya di definisikan sebagai konsekuensi kegiatan usaha utama Pupuk Kaltim, karena tidak dimiliki langsung, dan tidak dikendalikan langsung oleh Pupuk Kaltim. Adapun nilai Emisi GRK yang dikontribusikan oleh Gudang Area Pemasaran adalah:

• Marketing Area Warehouse

The warehouse is an infrastructure in the Marketing Area that serves as a transit facility in the distribution of subsidized fertilizers, so its presence is defined as a major consequence of the business activities of Pupuk Kaltim, as it is not directly owned directly nor controlled by Pupuk Kaltim. The amount of GHG emissions contributed by the Marketing Area Warehouse are:

Tabel Emisi Gudang Area Pemasaran Tahun 2020
Table Emission of Marketing Area Warehouse

Konsumsi Consumption	
Jumlah gudang aktif Number of Active Warehouse	147 gudang
Rata-rata luas The average area	2.065,61 m²
Total luas Total area	340.825,04 m²
Konsumsi listrik Electricity consumption	
Asumsi perhitungan Calculation assumptions:	
a. 40 watt/m² 40 watt/m²	59.712.547,01 Kwh/tahun year
b. 12 jam/hari 12 hours/day	
c. 365 hari/tahun 365 days/year	
Emisi Emissions	
Tingkat emisi Rate emissions (Surat Menteri ESDM No. 3783/21/600.5/2008) (ESDM Minister letter No 3783/21/600.5/2008)	0,891 KgCO ₂ e/Kwh
	53.203.879,38 KgCO ₂ e/tahun year
Total emisi Total emissions	53.203,88 TonCO ₂ e/tahun year

• **Emisi dari Jasa Penerbangan yang Dikontrak oleh Perusahaan**

PT Pupuk Kalimantan Timur mengalihkan transportasi udara rute Bontang – Balikpapan menjadi transportasi darat rute Bontang – Samarinda setelah berdirinya bandara Internasional di Samarinda. Perhitungan emisi dari penerbangan menggunakan faktor emisi avtur yang tercantum pada IPCC 2006 volume 2.

• **Emissions from Flight Activities Contracted by the Company**

PT Pupuk Kalimantan Timur diverted air transportation from the Bontang – Balikpapan route to land transportation on the Bontang – Samarinda route after the establishment of the international airport in Samarinda. Calculation of emissions from aviation uses the aviation fuel emission factors listed in IPCC 2006 volume 2.

Tabel Emisi Jasa Penerbangan yang Dikontrak oleh Perusahaan
Table Aviation Emissions Impact as Contracted by Companies

Konsumsi Consumption	2020	2019
Konsumsi bahan bakar (L/tahun) Fuel consumption (L/year)	0	103,842
Emisi Emissions		
Total emisi (Ton CO2 Ekuivalen) Total Emissions (Tonnes CO2 Equivalent)	0	258,534.42

Keterangan | Note:

Sejak bulan Agustus tahun 2019 PT Pupuk Kaltim menghentikan penyewaan pesawat untuk transportasi udara.
Since August 2019 PT Pupuk Kaltim ended the rental of airplanes for air transportation.

• **Emisi dari Kegiatan Logistik Pengapalan Konsumen**

Pengapalan Produk merupakan aktivitas logistik yang dilakukan oleh Konsumen Pupuk Kaltim, Aktivitas lalu lintas pengapalan Produk didefinisikan sebagai aktivitas yang di luar kontrol Pupuk Kaltim. Angka Emisi yang disumbangkan oleh aktivitas logistik pengapalan konsumen adalah sebagai berikut:

• **Emissions from Consumer Shipping Logistics**

Activities in product shipment logistics are carried out by the Consumer of Pupuk Kaltim, so that the activity is defined as an activity beyond the control of Pupuk Kaltim. Emissions contributed by consumer shipping logistics activities are as follows:

Emisi dari Kegiatan Logistik Pengapalan Konsumen
Emissions by Consumer Logistic Shipping Activity

Konsumsi Consumption		
Rate konsumsi Solar sesuai ukuran kapal Diesel fuel consumption rate based on vessel size	Kapal Kecil Small Vessel Kapal Sedang Medium Vessel Kapal Besar Large Vessel	: 689,92 liter/jam hours : 1.034,88 liter/jam hours : 1.379,84 liter/jam hours
Konsumsi Consumption		
2020	2019	
a. Total jarak tempuh Total cruise distance Kapal Kecil Small Vessel : 429.842,35 km Kapal Sedang Medium Vessel : 694.584,84 km Kapal Besar Large Vessel : 973.783,71 km	a. Total jarak tempuh Total cruise distance Kapal Kecil Small Vessel : 487.670,47 km Kapal Sedang Medium Vessel : 912.351,23 km Kapal Besar Large Vessel : 892.219,79 km	
b. Kecepatan Velocity : 16 Knot (29,632 km/jam) : 16 Knot (29.632 km/hour)	b. Kecepatan Velocity : 16 Knot (29,632 km/jam) : 16 Knot (29.632 km/hour)	
c. Waktu tempuh = (a/b) Cruising time = (a/b) Kapal Kecil Small Vessel : 14.506,02 jam hours Kapal Sedang Medium Vessel : 23.440,36 jam hours Kapal Besar Large Vessel : 32.862,57 jam hours	c. Waktu tempuh = (a/b) Cruising time = (a/b) Kapal Kecil Small Vessel : 16.457,56 jam hours Kapal Sedang Medium Vessel : 30.789,39 jam hours Kapal Besar Large Vessel : 30.110,01 jam hours	
d. Konsumsi Solar Diesel consumption Kapal Kecil Small Vessel 10.007.992,51 liter/tahun year Kapal Sedang Medium Vessel 24.257.962,99 liter/tahun year Kapal Besar Large Vessel 45.345.090,25 liter/tahun year	d. Konsumsi Solar Diesel consumption Kapal Kecil Small Vessel 11.354.401,01 liter/tahun year Kapal Sedang Medium Vessel 31.863.324,81 liter/tahun year Kapal Besar Large Vessel 41.546.994,97 liter/tahun year	
e. Total Konsumsi Total Consumption 79.611.045,75 liter	e. Total Konsumsi Total Consumption 84.764.720,80 liter	

Emisi | Emissions

Tingkat emisi | Rate emissions
(conversion factor IPCC 2006)CO₂ = 74.100 kgCO₂/TJ
CH₄ = 7 kgCO₂/TJ
N₂O = 2 kgCO₂/TJ

Total emisi 2019 | Total emissions 2019

228.458.892,7 kgCO₂e228.458,89 tonCO₂e

Total emisi 2020 | Total emissions 2020

214.568.645,8 kgCO₂e214.568,6 tonCO₂e

Pupuk Kaltim memiliki 23 program pengurangan emisi Gas Rumah Kaca, yang terdiri dari program pengurangan emisi GRK di proses produksi dan fasilitas penunjang (list program pengurangan emisi GRK ada di tabel di bawah). Hal ini memiliki kontribusi yang besar untuk menghambat laju pemanasan global. Selain program perbaikan dalam segi proses, terdapat program perbaikan sistem tata udara dan tata cahaya yang mengurangi beban pencemaran udara.

Seluruh inisiatif tersebut menghasilkan total volume pengurangan emisi GRK sebesar 682.848,82 ton CO₂ eq (2019: 707.353,66 ton CO₂ eq) atau sekitar 16,73% dari total beban emisi Perusahaan (scope 1 dan 2) pada tahun 2020. [305-5, 412-3]

Pupuk Kaltim has 23 Greenhouse Gas emission reduction programs, consisting of GHG emission reduction programs in the production process and supporting facilities (the list of GHG emission reduction programs is in the table below). This has a great contribution to inhibit the rate of global warming. In addition to the improvement program in terms of process, there are programs to improve the air and lighting system that reduces the load of air pollution.

All of these initiatives resulted in a total volume of GHG emission reductions of 682,848.82 tons CO₂ eq (2019: 707,353.66 tons CO₂ eq) or approximately 16.73% of the Company's total emission load (scope 1 and 2) in 2020. [305-5, 412-3]

Program Pengurangan Emisi
Emissions Reduction Program

NO	Nama Program Program Name	Parameter Parameter	Nilai Absolut Program Pengurangan Emisi Absolute Value Emissions Reduction Program		Satuan Unit
			2019	2020	
1.	Pemanfaatan NG Kondensat Pabrik Amoniak 1A Utilizayion of Ammonia Plant Condensate NG 1A	CO ₂	4,45	3,71	ton CO ₂ ekuivalen tonnes CO ₂ equivalent
2.	Cryogenic Purification Unit Amoniak Pabrik 5 Cryogenic Purification Unit-5 Ammonia Plant	CO ₂	9,23	12,04	ton CO ₂ ekuivalen tonnes CO ₂ equivalent
3.	Optimalisasi pemakaian LP Steam Pabrik Amoniak 2 Optimizing the use of LP Stream Ammonia Plant 2	CO ₂	3,83	3,95	ton CO ₂ ekuivalen tonnes CO ₂ equivalent
4.	Pemanfaatan Fuel Off gas HRU-I untuk Auxiliary Fuel Primary Reformer Pabrik Amoniak 4 Off Fuel Gas Utilizaton HRU-1 for Auxiliary Fuel Reformer Primary Ammonia Factory	CO ₂	230.871,80	200.838,85	ton CO ₂ ekuivalen tonnes CO ₂ equivalent
5.	Pengaplikasian RO (Reverse Osmosis) di Pabrik 1 dan Pabrik 5 Application of RO (Reverse Osmosis) in Plant 1 and Plant 5	CO ₂	35.761,96	37.687,67	ton CO ₂ ekuivalen tonnes CO ₂ equivalent
6.	Pemanfaatan CO ₂ sisa di pabrik untuk Bubling CO ₂ di emergency pond CO ₂ utilization in the plants residual CO ₂ in emergency bubbling pond	CO ₂	1.281,43	1.354,17	ton CO ₂ ekuivalen tonnes CO ₂ equivalent
7.	Perbaikan sistem tata udara Repair air system	CO ₂	245.781,67	236.898,00	ton CO ₂ ekuivalen tonnes CO ₂ equivalent
8.	Perbaikan sistem tata cahaya Improvement lighting system	CO ₂	17.411,13	18.327,97	ton CO ₂ ekuivalen tonnes CO ₂ equivalent

Program Pengurangan Emisi Emissions Reduction Program					
NO	Nama Program Program Name	Parameter Parameter	Nilai Absolut Program Pengurangan Emisi Absolute Value Emissions Reduction Program		Satuan Unit
			2019	2020	
9.	Perbaikan sistem elektromagnetik Improvement of electromagnetic system	CO ₂	24.959,82	25.672,57	ton CO ₂ ekuivalen tonnes CO2 equivalent
10.	Metode Mempertahankan Konsentrasi Urea pada Unit Pengerjaan Akhir pada Laju Produksi Standar Maintaining of method Urea Concentration in Final Work Unit at the rate above production standards	CO ₂	7.564,39	7.614,84	ton CO ₂ ekuivalen tonnes CO2 equivalent
11.	Memperbarui amoniak <i>converter</i> pabrik 3 dari S200 ke S300 Revamping ammonia converter of P-3 3 from S200 to S300	CO ₂	6.577,60	3.819,58	ton CO ₂ ekuivalen tonnes CO2 equivalent
12.	Boiler batubara sebagai pengganti <i>boiler</i> gas Substitution of gas to coal boiler	CO ₂	95.489,00	107.586,08	ton CO ₂ ekuivalen tonnes CO2 equivalent
13.	Pemasangan <i>Photo Cell</i> untuk mengurangi Penggunaan Energi Listrik pada lampu Penerangan <i>Gallery Conveyor</i> PCP 2871-V sampai 2879-V Installation of Photo Cell to reduce electricity consumption on lighting for Galery Conveyor PCP from 2871-V to 2879-V	CO ₂	166,68	167,13	ton CO ₂ ekuivalen tonnes CO2 equivalent
14.	Memperbarui <i>woodward control governor</i> 43027 ke <i>woodward</i> 505E untuk optimalisasi kinerja CO2 Compressor P-3 Upgrade from of woodward control governor 43027 to woodward 505E for optimizing the performance of CO2 Compressor P-3	CO ₂	25.752,16	25.931,26	ton CO ₂ ekuivalen tonnes CO2 equivalent
15.	Optimalisasi <i>Steam to Carbon Ratio</i> <i>Primary Reformer</i> terhadap CH4 leak untuk Meningkatkan Efisiensi Energi Pabrik-3 Optimization of Steam to Carbon Ratio on Primary Reformer regarding to CH4 leak in improving the energy efficiency of P-3	CO ₂	486,19	458,15	ton CO ₂ ekuivalen tonnes CO2 equivalent
16.	Pengadaan Listrik dari Biodiesel (B100) bagi warga Malahing Providing Electricity from Biodiesel (B100) for Malahing Community	CO ₂	0,74	0,74	ton CO ₂ ekuivalen tonnes CO2 equivalent
17.	Pompa Sluri Bertenaga Udara Bertekanan Pneumatic powered slurry pump	CO ₂	2.738,92	4.011,66	ton CO ₂ ekuivalen tonnes CO2 equivalent
18.	Precipalm (Precision Agriculture Platform for Oil Palm)	CO ₂	6,32	6,67	ton CO ₂ ekuivalen tonnes CO2 equivalent
19.	Substitusi Solar dengan B100 pada Peralatan Produksi Pupuk Hayati & Biodekomposer Substitution of Diesel to B100 on Production units of organic fertilizer and Biodecomposer	CO ₂	0,24	0,33	ton CO ₂ ekuivalen tonnes CO2 equivalent
20.	Modifikasi Pemanfaatan HP <i>Flash Gas</i> <i>Compressor</i> untuk Mempersingkat Waktu StartUp Pabrik Ammonia 5 Modification of Utilization of HP Flash Gas Compressor to Shorten Startup Time of Ammonia Plant 5	CO ₂	862,50	-	ton CO ₂ ekuivalen tonnes CO2 equivalent
21.	Memaksimalkan Produksi Demin <i>MixBed</i> <i>Polisher</i> dan Meminimalkan Pemakaian Air serta <i>Chemical</i> di Unit Demineralisasi Maximizing Demin MixBed Polisher Production and Minimizing Water and Chemical Use in Demineralization Unit	CO ₂	164,32	69,10	ton CO ₂ ekuivalen tonnes CO2 equivalent

Program Pengurangan Emisi
Emissions Reduction Program

NO	Nama Program Program Name	Parameter Parameter	Nilai Absolut Program Pengurangan Emisi Absolute Value Emissions Reduction Program		Satuan Unit
			2019	2020	
22.	Optimalisasi <i>Flow Purge Gas</i> untuk Menurunkan Konsumsi Energi Pabrik Amoniak-2 Optimization of Flow Purge Gas to Reduce Energy Consumption in Ammonia-2 Plants	CO ₂	11.442,33	12.367,43	ton CO ₂ ekuivalen tonnes CO2 equivalent
23.	Pengadaan Listrik Alternatif dengan Menggunakan <i>Solar Cell</i> bagi KJA CSV PKT Alternative Electricity Procurement Using Solar Cell for CSV PKT KJA	CO ₂	16,94	16,94	ton CO ₂ ekuivalen tonnes CO2 equivalent
Total Pengurangan Emisi GRK Total GHG Emissions Reduction			707.353,66	682.848,82	ton CO₂ ekuivalen tonnes CO2 equivalent

EMISI ZAT PERUSAK OZON

Sejak 2012 Pupuk Kaltim juga telah mengganti semua jenis refrigerant halocarbon (CFC) yang berpotensi merusak lapisan ozon dengan *refrigerant* yang ramah lingkungan. Perusahaan telah melakukan penggantian *refrigerant* yang tidak ramah lingkungan pada semua refrigeration unit di daerah pabrik, perkantoran, dan perumahan dinas Pupuk Kaltim, sehingga tidak ada lagi bahan perusak ozon yang digunakan dalam proses produksi Perusahaan selama tahun 2020. [305-6]

EMISI LAINNYA

Selain emisi gas rumah kaca, PKT juga menghasilkan emisi gas konvensional dari proses produksinya. Jenis emisi gas lain yang wajib untuk diukur oleh PT Pupuk Kaltim secara berkala berdasarkan Permen LH No.17 tahun 2019 adalah: SO₂, NO₂, Debu Partikulat, NH₃, dan Fluor. Pupuk Kaltim tidak menghasilkan senyawa yang mudah menguap (VOC) dan polutan udara berbahaya (HAP) dalam proses produksinya.

Metode perhitungan beban emisi gas konvensional menggunakan metode sebagai berikut:

OZONE-DEPLETING EMISSIONS

Since 2012, Pupuk Kaltim has also replaced all types of halocarbon refrigerants (CFCs), which has the potential to damage the ozone layer with environmentally friendly refrigerant. The Company has replaced refrigerants that are not environmentally friendly in all refrigeration units in the areas of factories, offices, and housing of Pupuk Kaltim, subsequently no more ozone-depleting substances are used in the production process of the Company during 2020. [305-6]

OTHER EMISSIONS

In addition to greenhouse gas emissions, PKT also generates conventional gas emissions from the production process. Other types of gas emissions that must be measured by Pupuk Kaltim on a regular basis based on LH Regulation No.17 of 2019 are: SO₂, NO₂, Particulate Dust, NH₃, and Fluorine. Pupuk Kaltim does not generate volatile compounds (VOC) and harmful air pollutants (HAP) in the production process.

The calculation method using a conventional gas emission uses following method:

$$E = C \times Q \times 10^{-9} \times Op \text{ Hours}$$

E : Laju Emisi Pencemar (ton/tahun) | Pollution Emission Rate (ton/year)
C : Konsentrasi Terukur (mg/Nm³) | Measured Concentration (mg/Nm³)
Q : Laju Alir Volumetrik (m³/jam) | Volumetric Flow Rate (m³/hour)
10⁻⁹ : Faktor Konversi dari mg/jam ke ton/jam | Conversion Factors from mg/hour to tons/hour
Op Hours : Jam Operasi Alat Pembakaran selama 1 (satu) tahun
 Combustion Equipment Operating Hours for 1 (one) year

$$Q = V \times A$$

Keterangan | Notes:

V : Laju Alir (m³/jam) | Flow Rate (m³/hour)

A : Luas Penampang Cerobong (m²) | Chimney Cross-sectional Area (m²)

Metode perhitungan tersebut di atas mengacu pada Permen LH no 21 Tahun 2008 tentang Baku Mutu Emisi Sumber Tidak Bergerak Bagi Usaha dan/atau Kegiatan Pembangkit Tenaga *Thermal*. [305-7]

Sumber emisi untuk gas-gas ini, antara lain: *Primary Reformer, Waste Heat Boiler, Gas Turbin Generator, Package Boiler, Boiler Batubara, Prilling Tower, Granulator, dan Scrubber NPK*. Pengukuran emisi udara dilakukan dengan cara pengukuran langsung di cerobong menggunakan laboratorium lingkungan yang terakreditasi KAN dan teregistrasi di Kementerian Lingkungan Hidup dan Kehutanan.

Adapun hasil perhitungannya disampaikan pada tabel berikut:

The method refers to the LH Regulation No. 21 of 2008 on Standards of Emission Quality Standards for Immovable Sources for Businesses and/or Thermal Power Plant Activities.

Emission sources for these gases include: *Primary Reformer, Waste Heat Boiler, Gas Turbine Generator, Package Boiler, Coal Boiler, Prilling Tower, Granulator, and NPK Scrubber*. The measurement of air emissions is carried out by means of direct measurements in the chimney using KAN accredited environmental laboratories registered at the Ministry of Environmental Affairs and Forestry.

The results of the calculations are presented in the following table:

Beban Emisi Konvensional [305-7]
Conventional Emissions Rate

(ton/tahun) | (tonnes/year)

Beban Emisi Emissions Rate	Tahun Year	
	2020	2019
SO ₂	988,91	3.407,90
NO _x	5.195,05	6.392,73
Debu Partikulat Particulate dust	2.780,41	2.495,17
NH ₃	1.709,05	2.611,20
Fluor Fluoride	0,37	0,32

Intensitas Emisi Konvensional
Conventional Emissions Intensity

(ton/ton produk urea) (tonnes/tonnes urea product)

Intensitas Emisi Emissions Intensity	Tahun Year	
	2020	2019
SO ₂	0,000269	0,001
NO _x	0,0014	0,0019
Debu Partikulat Particulate dust	0,00075	0,0007
NH ₃	0,00046	0,0008
Fluor Fluoride	0,0000001	0,000000094

Upaya pengurangan emisi Konvensional dilakukan dengan melakukan berbagai inisiatif, meliputi: pemasangan peralatan pengendalian pencemaran udara berupa *cyclone*, *scrubber*, *bag filter* dan *dedusting* pada cerobong pembuangan.

Perusahaan juga telah memasang alat *Continuous Emission Monitoring System* (CEMS) pada beberapa cerobong untuk memonitor emisi udara secara *real time*.

Conventional emission reduction efforts are carried out by carrying out various initiatives, including: installation of air pollution control equipment in the form of cyclones, scrubbers, bag filters, and dedusting in the exhaust chimney.

The company has also installed a Continuous Emission Monitoring System (CEMS) on several chimneys to monitor air emissions in real time.

Konservasi Air

Water Conservation

KEBIJAKAN UMUM KONSERVASI AIR PUPUK KALTIM

1. Menetapkan Manager Proses dan Pengelolaan Energi (PPE) sebagai penanggung jawab program efisiensi air dan Manager Lingkungan Hidup sebagai penanggung jawab program penurunan beban pencemaran air limbah.
2. Menetapkan rencana strategis mengenai efisiensi air dan penurunan beban pencemaran air limbah serta menetapkan tujuan, sasaran, dan program yang relevan dengan kebijakan lingkungan.
3. Menyediakan sumber daya manusia yang memadai, kompeten, dan memiliki latar belakang pendidikan atau pelatihan yang relevan untuk melaksanakan program efisiensi air dan penurunan beban pencemaran air limbah.
4. Mengintegrasikan seluruh kegiatan proses bisnis dan produksi dengan aspek efisiensi air dan penurunan beban pencemaran air limbah.
5. Menyediakan anggaran yang memadai untuk pelaksanaan program efisiensi air dan penurunan beban pencemaran air limbah.
6. Melakukan *benchmarking* efisiensi air dan penurunan beban pencemaran air limbah dengan industri sejenis ditingkat lokal, nasional, dan internasional.
7. Mendorong dan menerapkan inovasi yang memberikan nilai tambah sehingga terjadi penggunaan air yang terus menerus serta efisiensi yang berkelanjutan.
8. Melakukan analisa daur hidup (LCA) untuk mengetahui dampak terbesar dari sistem produksi sehingga dapat diketahui potensi penghematan efisiensi air dan penurunan beban pencemaran air.

GENERAL POLICY OF PUPUK KALTIM ON WATER CONSERVATION

1. Establish the Energy Process and Management (PPE) Manager as the person in charge of the water efficiency program and the Environment Manager as the person responsible for the program to reduce wastewater pollution.
2. Establish a strategic plan regarding water efficiency and reduction of waste water pollution as well as set goals, targets, and programs that are relevant to environmental policies.
3. Provide adequate number of competent human resources with relevant educational or training background to implement water efficiency programs and reduce wastewater pollution.
4. Integrate all business and production processes with aspects of water efficiency and reduction of wastewater pollution.
5. Allocate an adequate budget to implement water efficiency and reduction of wastewater pollution programs.
6. Benchmarking water efficiency and reduction of wastewater pollution with similar industries at the local, national and international levels.
7. Encourage and implement innovations that provide added value to ensure the continuous use of water and sustainable efficiency occur.
8. Conduct a life cycle analysis (LCA) to find out the biggest impact of the production system so the potential savings in water efficiency and reduction of water pollution load can be determined.

SUMBER AIR

Pupuk Kaltim menggunakan 2 (dua) sumber air untuk memenuhi kebutuhan operasionalnya, yakni dari air laut dari Selat Makassar serta hasil daur ulang utilitas. Berdasarkan pengukuran dengan *flow meter*, 5.720.410 m³ (2019: 5.990.674 m³) atau 30,95% (2019:33,44%) dari total konsumsi air diambil dari Selat Makassar sebagai air pendingin serta air umpan boiler sebagai *steam* proses di tahun 2020. Sebagian kecil dari jumlah tersebut ditawarkan untuk digunakan sebagai air proses Sistem Air Pendingin. Pupuk Kaltim menggunakan sistem *once through*, yakni seluruh air hasil pertukaran panas pada peralatan pabrik langsung dialirkan ke laut sehingga sumber air tidak terpengaruh secara signifikan.

Berdasarkan data konservasi dan keanekaragaman hayati laut Direktorat Jenderal Pengelolaan Ruang Laut Kementerian Kelautan dan Perikanan, Selat Makassar bukan merupakan kawasan yang dilindungi secara nasional maupun internasional. [303-1, 303-2]

PENGHEMATAN AIR

Pupuk Kaltim berupaya melakukan efisiensi air dengan melakukan penghematan air di proses produksi dan unit pendukung lainnya. Program yang dilakukan mulai dari daur ulang limbah dari air proses, pengaturan operasional sumur produksi serta pemeliharaan pipa distribusi air untuk mencegah kebocoran serta didapatkan inovasi program yang menambah efisiensi air. Berikut berbagai inisiatif yang dilakukan dalam melakukan penghematan air, dan hasil pengurangan konsumsi air yang didapatkan Pupuk Kaltim.

WATER SOURCES

Pupuk Kaltim uses 2 (two) sources of water to meet its operational needs, namely sea water from the Makassar Strait as well as the recycled water from utilities. Based on flow meter measurements, 5,720,410 m³ (2019: 5,990,674 m³) or 30.95% (2019: 33.44%) of total water consumption is taken from the Makassar Strait as cooling water and boiler feed water as process steam in 2020. A small part of this amount is offered for use as process water in Cooling Water Systems. Pupuk Kaltim uses the once through System, where all the water exchanged from heat exchanges on factory equipment is directly channeled into the sea so that the water source is not significantly affected.

Based on data on conservation and marine biodiversity of the Directorate General of Marine Space Management, the Ministry of Maritime Affairs and Fisheries, the Makassar Strait is not a nationally or internationally protected area. [303-1, 303-2]

WATER CONSERVATION

Pupuk Kaltim seeks to improve water efficiency by conserving water used in the production process and other supporting units. Programs are carried out starting from recycling waste from process water, managing operational production wells, and maintaining water distribution pipes to prevent leakage, as well as finding innovative programs that increase water efficiency. The following are various initiatives carried out in water conservation, and the results of water consumption reduction obtained by Pupuk Kaltim.

Inisiatif Kegiatan Efisiensi Air Water Efficiency Activity Initiative	Hasil Absolut Penghematan Air (M ³) Absolute Water Conservation Results (M ³)	
	2020	2019
Penggunaan kembali <i>condensate steam & process</i> Condensate steam reuse & process	2.028,9	1.189,9
Pemanfaatan air kondensasi <i>chiller product cooler</i> (EA-6M) Pabrik Urea Kaltim 5 Utilization of condensing water cooler product cooler (EA-6M) Urea Kaltim Plant 5	18,2	14,6
Penggunaan desalinasi RO sebagai pengganti desalinasi <i>thermal</i> Use of RO desalination instead of thermal desalination	3.496,4	2.600,3
Pengurangan <i>make up</i> proses NPK Fusion dengan aplikasi AIR PUMP NO ISEMODI (NO <i>Impeller, Seal, Motor, Diaphragm</i>) Reduction of NPK Fusion process makeup with the application of AIR PUMP NO ISOMEDI (NO <i>Impeller, Seal, Motor, Diaphragm</i>)	103,4	49,4
Modifikasi <i>wire mesh suction blower</i> fluidisasi Modification of fluidized suction blower wire mesh	0,7	0,6
Pengurangan <i>make up water cooling tower Boiler</i> BB akibat <i>losses</i> Reduction of BB Boiler water cooling tower make up due to losses	0,2	0,2
Pengurangan <i>condensate</i> terbuang akibat <i>overpressure</i> tangki 309-F Reduced condensate wasted due to 309-F tank overpressure	7,6	7,3
Mempertahankan konsentrasi urea pada unit pengerjaan akhir pada laju produksi di atas standar Maintain the concentration of urea in the final work unit at a production rate above the standard	33,8	25,5

Inisiatif Kegiatan Efisiensi Air Water Efficiency Activity Initiative	Hasil Absolut Penghematan Air (M ³) Absolute Water Conservation Results (M ³)	
	2020	2019
Pemanfaatan air analyzer sebagai <i>raw condensate</i> di unit demineralisasi Utilization of air analyzer as raw condensate in demineralization unit	8,5	9,2
Penghematan air <i>portable</i> Portable water saving	1.043,4	1.023,9
Pemanfaatan air <i>backwash filter</i> Utilization of backwash water filters	111,3	95,6
Penghematan air RC dalam siklus regenerasi unit <i>mixed</i> Pabrik 3 RC water conservation in Plant 3's mixed unit regeneration cycle	0	1,9
Pemanfaatan kembali air kondensate Sealing PSV-164 pada CO ₂ <i>compressor</i> pabrik 1A* Reuse of PSV-164 Sealing water condensate on CO ₂ compressor of plant 1A*	10,5	10,4
Penghematan penggunaan <i>steam</i> SL dengan penurunan <i>venting</i> SLL di unit Urea Pabrik 5* Conservation in SL steam usage by reducing SLL venting in the Urea units of Plant 5*	217,8	174,2
Total	7.081,2	5.203,5

Program penghematan konsumsi air tersebut dilakukan dengan mengacu pada Kebijakan Direktur Utama PT Pupuk Kalimantan Timur tentang efisiensi air dan penurunan beban pencemaran dari air limbah yang diimplementasikan melalui SK Direksi tentang Struktur Tata Kelola Sistem Manajemen Lingkungan, yang bertugas menyusun perangkat sistem dan penerapannya di PT Pupuk Kaltim.

Kewenangan Tim Efisiensi Air dan Penurunan Beban Pencemaran Air antara lain:

1. Menerapkan rencana strategis, tujuan, sasaran dan program efisiensi air dan penurunan beban pencemaran air limbah yang relevan dengan kebijakan lingkungan.
2. Mengimplementasikan program efisiensi air dan penurunan beban pencemaran air limbah yang relevan dengan kebijakan lingkungan.
3. Melaporkan data efisiensi air dan penurunan beban pencemaran air limbah kepada pihak instansi terkait.
4. Melakukan *benchmarking* efisiensi air dan penurunan beban pencemaran air limbah dengan industri sejenis di tingkat nasional

Adapun analisa laboratorium terhadap kualitas air buangan dilakukan di 15 titik meliputi air buangan *outfall*, air buangan pendingin dan air buangan domestik. Hasil analisa air limbah tersebut menunjukkan hasil yang memenuhi baku mutu berdasarkan SK Gubernur Kaltim No 503/5250/LING/DPMTSP/IX/2020 tentang Izin Pembuangan Air Limbah ke Laut PT Pupuk Kaltim.

The water consumption reduction program is carried out by referring to the Policy of the President Director of PT Pupuk Kalimantan Timur on water efficiency and reducing the pollution from wastewater that is implemented through the Decree of the Board of Directors on the Management Structure of the Environmental Management System, which is tasked with compiling the system equipment and its application in Pupuk Kaltim.

The authority of Water Efficiency and Water Pollution Load Reduction Team include:

1. Implement strategic plans, goals, targets and water efficiency and reduction of wastewater pollution programs that is relevant to environmental policies.
2. Implement water efficiency and reduction of wastewater pollution programs that are relevant to environmental policies.
3. Reporting data on water efficiency and reduction of waste water pollution to the relevant agencies.
4. Benchmarking water efficiency and reduction of wastewater pollution with similar industries at the national level

The laboratory analysis of wastewater quality was carried out at 15 points, including outfall wastewater, cooling wastewater, and domestic wastewater. The wastewater analysis results indicate that the results meet the quality standards based on the Decree of the Governor of East Kalimantan No 503/5250/LING/DPMTSP/IX/2020 on the Permit for Disposal of Wastewater into the Sea of PT Pupuk Kaltim.

VOLUME DAUR ULANG AIR

Berdasarkan pengukuran dengan flow meter, jumlah limbah yang berhasil dimanfaatkan pada 2019 adalah sebesar 12.760.656 m³ (2019: 11.921.699 m³) atau sebesar 69,05% (2019: 66,56%) dari total kebutuhan air untuk umpan *boiler* sebesar 18.481.066 (2019: 17.912.373 m³. **[303-3]**

WATER RECYCLING VOLUME

Based on the flow meter measurement, the amount of waste that was successfully utilized in 2019 amounted to 12,760,656 m³ (2019: 11,921,699 m³) or 69.05% (2019: 66.56%) of the total water requirement for boiler feed in the amount of 18,481 .066 (2019: 17,912,373 m³. **[303-3]**

Tabel Total Air Daur Ulang Utilitas Table Total Water Recycling Utility				
Daur Ulang Utilitas Recycle Of Utility	Dalam M ³ In M ³		%	
	2020	2019	2020	2019
Proses condensate amoniak Ammonia process condensate	3.098.036	2.816.021	24,28	23,62
Proses condensate urea Process condensate urea	1.172.234	1.161.818	8,83	9,74
Steam condensate Steam condensate	8.490.386	7.943.860	66,53	66,63
Total Daur Ulang Utilitas Total Recycling Utilities	12.760.656	11.921.699	69.05	66.56

Tabel Konsumsi Penggunaan Air Table Use Water Consumption				
Tahun Year	Konsumsi Penggunaan Air (M ³) Use Of Water Consumption (M ³)			
	Fresh Water	Fresh Water Water Use	Recycle Water	Total
	A	B	C	X = (A+B+C)
2020	5.720.410	8.490.386	4.270.270	18.481.066
2019	5.990.674	7.943.860	3.977.839	17.912.373

Data pengelolaan air tersebut diambil dari monitoring rekapan pembacaan *flowmeter*. Data jumlah kondensat *steam* dan proses diperoleh dari monitoring *flowmeter* per pabrik. Dari hasil laporan harian dilakukan rekap per bulan kemudian per tahun. *Flowmeter* pengukuran kondensat proses dan steam di Pabrik 1 dalam satu alat ukur. *Flowmeter* pengukuran kondensat proses dan steam di Pabrik 2 dan 1A terdapat 3 alat ukur yaitu *flowmeter* proses kondensat amoniak, steam kondensat ammonia dan proses kondensat urea bergabung dengan *steam* kondensat urea. Pada pabrik 3, 4 dan 5 terdapat 4 alat ukur, masing-masing mengukur proses kondensat amoniak, *steam* kondensat ammonia, proses kondensat urea, dan steam kondensat urea

The water management data is taken from monitoring the flowmeter reading recap. Data on the amount of steam condensate and process is obtained from flowmeter monitoring per plant. From the results of daily reports, recap is done per month and then per year. Flowmeter measuring of process condensate and steam in Plant 1 uses one measuring instrument. Flowmeter measuring of process condensate and steam in Plant 2 and 1A uses 3 measuring devices, namely ammonia process condensate flowmeter, ammonia condensate steam and urea process condensate joined with urea condensate steam. In Plant 3, 4 and 5 there are 4 measuring devices, one each for the measurement of the ammonia condensate process, ammonia steam condensate, urea condensate process, and urea steam condensate



Pengelolaan dan Pemanfaatan Limbah

Waste Management and Utilization

Pupuk Kaltim menyadari bahwa kegiatan bisnis yang dilakukan memiliki dampak terhadap lingkungan. Selain memberi dampak berupa adanya pelepasan emisi, kegiatan usaha yang dijalankan juga menghasilkan beragam limbah, baik limbah cair, limbah B3, dan limbah padat non-B3. Oleh karena itu, Pupuk Kaltim berupaya melaksanakan berbagai upaya pengelolaan dan pemantauan rutin untuk meminimalkan potensi pencemaran limbah ini terhadap lingkungan. Untuk maksud tersebut, di tahun 2020, Perusahaan mengalokasikan dana hingga sebesar Rp 31,86 miliar (2019: Rp 38,00 miliar) untuk mengelola limbah.

LIMBAH CAIR

Pupuk Kaltim mengelola limbah cair dengan menggunakan prinsip *In-Plant Treatment*, yaitu mengutamakan daur ulang limbah cair yang masih bisa dimanfaatkan pada proses produksi. Sebagian besar air proses didapatkan dari air buangan yang telah diolah di *Waste Water Treatment* (WWT). Selain itu, Pupuk Kaltim memiliki 2 (dua) buah *Emergency Pond* yang dilengkapi dengan fasilitas *bubbling CO₂* yang ditujukan untuk mengolah limbah cair saat keadaan darurat.

Pupuk Kaltim telah memiliki izin pembuangan air limbah ke laut dari Gubernur Kalimantan Timur yaitu Surat Keputusan Gubernur Kaltim No.503/1853/LINK/BPPMD-PTSP/IX/2016 tentang Perubahan Keputusan Gubernur Kalimantan Timur Nomor 658.31/K.638/2014 tentang Pemberian Izin Pembuangan Air Limbah ke Laut Kepada PT Pupuk Kalimantan Timur di Kota Bontang. Air limbah Pupuk Kaltim dialirkan ke Selat Makassar.

Selama 2020, total air limbah yang dibuang ke laut sebesar 360.698 m³ (2019: 361.418 m³). Seluruh keluaran limbah cair Pupuk Kaltim dipantau dan dipastikan telah memenuhi ketentuan baku mutu yang ditetapkan sesuai Surat Keputusan Kepala Badan Perijinan dan Penanaman Modal Daerah. Hasil pemantauan buangan limbah cair sepanjang 2019 menunjukkan air limbah Perusahaan berada di bawah baku mutu yang dipersyaratkan. **[306-1]**

Pupuk Kaltim realizes that the business activities carried out have an impact on the environment. In addition to making an impact in the form of emission releases, the business activities also produce a variety of wastes, both liquid wastes, B3 waste and non-B3 solid waste. Therefore, Pupuk Kaltim strives to carry out various prevention and routine monitoring efforts to minimize the potential pollution of waste to the environment. For this purpose, in 2020, the Company allocated funds up to Rp31.86 billion (2019: Rp38.00 billion) for waste management.

LIQUID WASTE

Pupuk Kaltim manages liquid waste using the *In-Plant Treatment* principle, namely prioritizing the recycling of liquid waste that can still be used in the production process. Most of the process water is obtained from waste water that has been treated in *Waste Water Treatment* (WWT). In addition, Pupuk Kaltim has 2 (two) *Emergency Ponds* that are equipped with *CO₂ bubbling* facilities, which are intended to treat liquid waste during an emergency.

Pupuk Kaltim has a permit to discharge waste water into the ocean from the Governor of East Kalimantan, namely Governor of Kaltim Decree No. 503/1853/LINK/BPPMD-OSS/IX/2016 on the amendment to East Kalimantan Governor Decree No. 658.31/K.638/2014 on the Granting of Permission for Wastewater Disposal to Sea to PT Pupuk Kalimantan Timur in Bontang. Pupuk Kaltim waste water flowed into the Makassar Strait.

During 2020, the total wastewater discharged into the sea amounted to 360,698 m³ (2019: 361,418 m³). All of Pupuk Kaltim's liquid waste output is monitored and confirmed to have complied with the quality standards stipulated in the Decree of the Head of the Regional Licensing and Investment Agency. The results of monitoring liquid waste throughout 2019 indicate that the Company's wastewater is below the required quality standards. **[306-1]**

Tabel Pembuangan Air Limbah Pupuk Kaltim berdasarkan Baku Mutu
Table Disposal of Waste Water Quality Standards based on Pupuk Kaltim

Parameter Parameter	Hasil Absolut Tahun Absolute Years Results		Baku Mutu Quality Standards	Satuan Unit
	2020	2019		
COD	0,098	0,112	0,750	Kg/Ton Urea
TSS	0,003	0,003	0,500	Kg/Ton Urea
Minyak Oil	0,0014	0,0010	0,002	Kg/Ton Urea
TKN	0,084	0,095	0,110	Kg/Ton Urea
pH	8,22	8,49	6,10	Unit
NH3	0,048	0,050	0,350	Kg/Ton Urea

Catatan | Note:

Volume air limbah dibuang sebesar 484,233.9 m³/tahun | Total disposal of waste water 484,233.9 m³/year

Selain melakukan pemantauan rutin terhadap kualitas buangan air limbah, Pupuk Kaltim juga melakukan pemantauan struktur komunitas plankton, bentos, dan ikan demersal (ikan yang hidup di dasar lautan) secara rutin. Tidak ditemukan adanya spesies yang dilindungi di perairan Bontang. Berdasarkan hasil pemantauan pada 2019 diketahui bahwa struktur komunitas plankton, bentos, dan ikan demersal di badan air sekitar Perusahaan dalam keadaan stabil. **[306-5]**

PENGURANGAN DAN PEMANFAATAN LIMBAH B3

Pupuk Kaltim melakukan Program 3R Limbah B3 antara lain melalui optimalisasi proses produksi, penggantian kemasan bahan kimia dengan kemasan isi ulang, *decoking* katalis *primary reformer*, alat purifikasi oli untuk mengurangi timbulan oli bekas dan penggunaan lampu Light Emitting Diode (LED) di area perkantoran. Selain itu, Pupuk Kaltim juga bekerja sama dengan pihak ketiga yang memiliki izin pemanfaatan untuk memanfaatkan limbah B3 antara lain: katalis bekas, oli bekas, aki bekas dan abu batubara. Pada 2020, 98% limbah B3 yang dihasilkan Pupuk Kaltim diserahkan ke pihak ketiga berizin untuk dikelola, sementara 2%nya dimanfaatkan untuk pembuatan batako (izin pemanfaatan limbah B3 PKT pada Kepmen LHK No. SK.937/Menlhk/Setjen/PLB.3/12/2016). **[306-2]**

Adapun Rekapitulasi Program Pengurangan dan Pemanfaatan Limbah B3 yang dijalankan Perusahaan tercermin pada tabel berikut.

In addition to conducting regular monitoring of the quality of wastewater effluent, Pupuk Kaltim also monitor community structure of plankton, benthos and demersal fish (fish that live on the ocean floor) on a regular basis. There are no protected species found in the waters of Bontang. Based on the monitoring results in 2019, it is determined that the community structure of plankton, benthos and demersal fish in water bodies around the Company location is in a stable condition. **[306-5]**

REDUCTION AND UTILIZATION OF B3 WASTE

Pupuk Kaltim conducts a 3R program for B3 Waste, among others by optimizing the production process, replacing chemical packaging with refill packs, *decoking* primary reformer catalysts, using oil purification devices to reduce the generation of used oil, and the use of Light Emitting Diode (LED) lamps in office areas. Besides that, Pupuk Kaltim also cooperates with third parties who are licensed to utilize B3 waste including: used catalysts, used oil, used batteries and coal ash. In 2020, 98% of B3 waste produced by Pupuk Kaltim is handed over to licensed third parties to be managed, while the remaining 2% is utilized to make bricks (permit for utilization of B3 PKT waste in Decree of the Minister of Environmental Affairs and Forestry No. SK.937/Menlhk/Setjen/PLB.3/12/2016). **[306-2]**

The Recapitulation of the B3 Waste Reduction and Utilization Program conducted by the Company is reflected in the following table.

Keterangan Description	Satuan Unit	2020	2019
Total Limbah B3 Dihasilkan Total B3 Waste Generated	Ton	32.949,64	37.131,34
Hasil Absolut Pengurangan dan/atau Pemanfaatan LB3 Absolute Results of B3 Waste Reduction and/or Utilization	Ton	125,2	164,8

Limbah B3 yang dihasilkan Perusahaan dikelola sesuai dengan peraturan perundangan dan izin pengelolaan limbah B3 mulai dari penyimpanan sementara, pengolahan, dan pemanfaatan limbah B3. Pupuk Kaltim tidak pernah mendatangkan atau memanfaatkan limbah B3 di luar Perusahaan. Akan tetapi, dalam pengelolaan limbah B3 Perusahaan bekerja sama dengan pihak ketiga yang memiliki izin dari Kementerian Lingkungan Hidup dan Kehutanan untuk memanfaatkan atau mengelola limbah B3.

Pihak ketiga dimaksud di antaranya PT PPLI, PT Pasadena Matrik Indonesia, Pabrik Semen Tonasa dan Pabrik Semen Bosowa Maros, yang mengolah limbah B3 Pupuk Kaltim total sebesar 32.949,64 Ton selama tahun 2020. Pabrik Semen Tonasa dan Pabrik Semen Bosowa Maros umumnya mengolah *fly ash* dan *bottom ash* sebagai salah satu bahan pembuatan semen.

Sejak 28 Desember 2016, Pupuk Kaltim mendapatkan izin pemanfaatan limbah B3 abu batu bara menjadi batako dan paving block. Selama tahun 2020, PKT telah menyerahkan limbah B3 *fly ash* ke pihak ketiga untuk dimanfaatkan sebagai bahan baku sebanyak 31.620 ton dan *bottom ash* sebanyak 433 ton.

Perusahaan juga menyerap 38,62 ton (2019: 3 ton) atau 0,12 % (2019: 0,008 %) dari total limbah B3 *fly ash* tersebut untuk dimanfaatkan sendiri sebagai bahan pembuatan 32.183 buah (2019: 2.500 buah) batako. Seluruh produk batako tersebut digunakan secara terbatas untuk kebutuhan internal Perusahaan.

[306-4]

The B3 waste generated by the Company is managed in accordance with laws and regulations and B3 waste management permits starting from the temporary storage, processing and utilization of B3 waste. Pupuk Kaltim has never brought or utilized B3 waste outside the Company. However, in the management of B3 waste, the Company cooperates with third parties with permission from the Ministry of Environmental Affairs and Forestry to utilize or manage B3 waste.

These third parties include PT PPLI, PT Pasadena Matrik Indonesia, the Tonasa Cement Plant and the Bosowa Maros Cement Plant, which process B3 Pupuk Kaltim waste totaling 32,949.64 tons during 2020. The Tonasa Cement Plant and the Bosowa Maros Cement Plant generally process fly ash and bottom ash as one of the ingredients for cement production.

Since December 28, 2016, Pupuk Kaltim has obtained a permit to use B3 waste from coal ash into a brick and paving block. During 2020, PKT handed over B3 fly ash to third parties to be used as raw material for 31,620 tons and bottom ash for 433 tons.

The company also absorbed 38.62 tons (2019: 3 tons) or 0.12% (2019: 0.008%) of the total B3 fly ash waste for its own use as materials for making 32,183 pieces (2019: 2,500 pieces) of bricks. All of these brick products are used on a limited basis for the Company's internal needs. [306-4]

Tabel Total Limbah B3 dan Metode Pengelolaan 2020
Hazardous and Toxic Waste Management in 2020

No	Jenis Limbah B3 Type of Hazardous and Toxic Waste	Satuan Unit	Total	Metode Pengelolaan Treatment Method
1.	Oli Bekas Used Lubricants	Ton Tonne	63,47	Dikelola ke pihak ketiga yang berizin Managed by third parties authorized
2.	Aki Bekas Used Battery Cells	Ton Tonne	3,18	Dikelola ke pihak ketiga yang berizin Managed by third parties authorized
3.	Lampu TL Bekas Used TL Lightbulbs	Ton Tonne	1,09	Dikelola ke pihak ketiga yang berizin Managed by third parties authorized
4.	Katalis Bekas Used Catalysts	Ton Tonne	422,00	Dikelola ke pihak ketiga yang berizin Managed by third parties authorized
5.	Limbah Laboratorium Laboratory Waste	Ton Tonne	0,70	Dikelola ke pihak ketiga yang berizin Managed by third parties authorized
6.	Kemasan Terkontaminasi B3 Contaminated Packaging with Hazardous and Toxic Substance	Ton Tonne	1,56	Dikelola ke pihak ketiga yang berizin Managed by third parties authorized
7.	Refraktori Bekas Used Refractory	Ton Tonne	24,56	Dikelola ke pihak ketiga yang berizin Managed by third parties authorized
8.	Isolasi Bekas Used Tape	Ton Tonne	117,04	Dikelola ke pihak ketiga yang berizin Managed by third parties authorized
9.	Resin Bekas Used Resin	Ton Tonne	37,84	Dikelola ke pihak ketiga yang berizin Managed by third parties authorized

Tabel Total Limbah B3 dan Metode Pengelolaan 2020
Hazardous and Toxic Waste Management in 2020

No	Jenis Limbah B3 Type of Hazardous and Toxic Waste	Satuan Unit	Total	Metode Pengelolaan Treatment Method
10.	Limbah Terkontaminasi B3 Contaminated Waste	Ton Tonne	0,07	Dikelola ke pihak ketiga yang berizin Managed by third parties authorized
11.	Majun Terkontaminasi Contaminated Rags	Ton Tonne	5,69	Dikelola ke pihak ketiga yang berizin Managed by third parties authorized
12.	Pasir Sandblasting Sand of Sandblasting	Ton Tonne	211,41	Dikelola ke pihak ketiga yang berizin Managed by third parties authorized
13.	Catridge Bekas Used Catridge	Ton Tonne	0,05	Dikelola ke pihak ketiga yang berizin Managed by third parties authorized
14.	Karbon Aktif Activated Carbon	Ton Tonne	3,14	Dikelola ke pihak ketiga yang berizin Managed by third parties authorized
15.	Pasir Foundry	Ton Tonne	4,85	Dikelola ke pihak ketiga yang berizin Managed by third parties authorized
16.	Bag Filter	Ton Tonne	0,00	Dikelola ke pihak ketiga yang berizin Managed by third parties authorized
17.	Abu Insinerator Incinerator Ash	Ton Tonne	0,00	Dikelola ke pihak ketiga yang berizin Managed by third parties authorized
18.	Printed Circuit Board (PCB)	Ton Tonne	0,00	Dikelola ke pihak ketiga yang berizin Managed by third parties authorized
19.	Baterai dan Peralatan Elektronik Bekas Used Battery and Electronics	Ton Tonne	0,00	Dikelola ke pihak ketiga yang berizin Managed by third parties authorized
20.	Steel Bag	Ton Tonne	0,00	Dikelola ke pihak ketiga yang berizin Managed by third parties authorized
21.	Fly Ash	Ton Tonne	31.620,00	Dikelola ke pihak ketiga yang berizin Managed by third parties authorized
22.	Bottom Ash	Ton Tonne	433,00	Dikelola ke pihak ketiga yang berizin Managed by third parties authorized
TOTAL LIMBAH B3 Total Hazardous and Toxic Waste		Ton Tonne	32.949,649	Dikelola ke pihak ketiga yang berizin Managed by third parties authorized

PENGURANGAN DAN PEMANFAATAN LIMBAH NON-B3

Limbah non-B3 yang dihasilkan dari kegiatan bisnis Pupuk Kaltim, antara lain: limbah perkantoran, limbah organik, dan limbah anorganik. Untuk tahun 2020, jumlah sampah domestik yang dihasilkan mencapai 640,88 ton.

REDUCTION AND UTILIZATION OF NON-B3 WASTE

Non-B3 waste generated from Pupuk Kaltim's business activities include: office waste, organic waste, and inorganic waste. For 2020, the amount of domestic waste generated reached 640.88 tons

Tabel Rekapitulasi Pengelolaan Sampah Domestik tahun 2020
2020 Domestic Waste Management Recapitulation Table

No	Jenis Limbah Non B3 Non B3 Waste Type	Jumlah dihasilkan (ton) Amount produced (ton tonne)	Dimanfaatkan/ Pengurangan (ton) Utilized/Reduced (ton tonne)	Dibuang ke TPS (ton) Removed to Polling Stations (tonne)
1	Sampah organik Organic waste	384,16	56,56	327,58
2	Sampah non organik Non-organic waste	197,16	11,30	185,85
3	Sampah kertas Paper waste	59,56	20,37	39,19
Total		640,88	88,23	552,62

Hasilnya sekitar 640,88 ton atau 86,23% limbah berhasil dimanfaatkan, sisanya seberat 552,62 ton dibuang ke TPS. Limbah padat non B3 PT Pupuk Kaltim dibuang ke TPA Bontang Lestari bekerja sama dengan Pemerintah Kota Bontang.

As a result, around 640.88 tons or 86.23% of the waste was successfully utilized, the remaining 552.62 tons was disposed of to the TPS. PT Pupuk Kaltim's non-B3 solid waste is disposed of at the Bontang Lestari landfills in collaboration with the Bontang City Government.

Untuk mengurangi limbah, Pupuk Kaltim mengintroduksi beberapa inisiatif, meliputi: pemanfaatan karung bekas, program pengurangan kertas melalui program slip gaji, pengurusan cuti, CV, dan prosedur *online*, *advance* dan pertanggungjawaban dinas *online*, serta pencatatan kehadiran *online* dan lain-lain.

Untuk menurunkan timbunan limbah, Pupuk Kaltim merealisasikan 5 program pemanfaatan limbah padat non-B3, yaitu: pemanfaatan sampah organik yang dihasilkan Pupuk Kaltim dengan diolah menjadi kompos di Pusat Pengomposan milik Pupuk Kaltim untuk penghijauan di area Perusahaan, pemanfaatan karung plastik dengan cara di-press kemudian dikirimkan ke pihak ketiga untuk didaur ulang, dan pemanfaatan limbah pupuk Urea *reject* untuk tambahan bahan baku produksi dengan didaur ulang ke peralatan bernama *Urea Sump Tank* yang terdapat di Pabrik 3 dan Pabrik 1A. Pemanfaatan limbah padat non-B3 berupa pengomposan dan pemanfaatan karung plastik bekas dilakukan bekerja sama dengan masyarakat sekitar Perusahaan. Perusahaan juga berinisiatif untuk mengganti ukuran kemasan bahan baku NPK untuk mengurangi limbah padat non-B3.

Rekapitulasi hasil pengurangan limbah padat non-B3 dari implementasi 5 program pengurangan sampah adalah sebagai berikut:

To reduce waste, Pupuk Kaltim introduces a number of initiatives, including: the use of used sacks, a paper reduction program through the online salary slip program, leave management, CV, as well as online procedures for advances and service accountability, attendance records, and others.

To reduce landfill waste, Pupuk Kaltim is realizing 5 non-B3 solid waste utilization programs, namely: utilization of organic waste generated by Pupuk Kaltim by processing it into compost in Pupuk Kaltim's Composting Center for tree planting program in the Company area, utilization of pressed plastic sacks to be sent to a third party to be recycled, and the use of Urea fertilizer reject waste for additional production raw materials by being recycled to the Urea Sump Tank equipment located in Plant 3 and Plant 1A. Utilization of non-hazardous solid waste in the form of composting and utilization of used plastic sacks is carried out in collaboration with communities around the Company. The Company also took the initiative to change the packaging size of NPK raw materials to reduce non-B3 solid waste.

The recapitulation of the non-B3 solid waste reduction results from the implementation of the 5 waste reduction programs is as follows:

Tabel Realisasi Pengurangan dan Pemanfaatan Sampah non-B3.
Table of Realization of Reduction and Utilization of Non-B3 Waste

Inisiatif Kegiatan Pengurangan dan/atau Pemanfaatan Limbah Padat Non B3 Initiative Activities for Reducing and/or Utilizing Non B3 Solid Waste	Jenis Limbah Padat Non B3 Types of Non B3 Solid Waste	2020 (ton Tonne)	2019 (ton Tonne)
Komposting Composting	Organik Organic	52,16	171,20
Pengurangan Kertas Paper Reduction	Kertas Paper	2,76	4,72
Penggantian ukuran kemasan bahan baku NPK Replacement size of NPK raw material packaging	Karung Bag	129,94	58,98
Pemanfaatan Karung Bekas oleh Pihak Ketiga Third Party Utilization of Used Bags	Karung Bag	291,20	634,98
Pemanfaatan Urea <i>Reject</i>	Urea	1.534,27	2.322,32
Total		2.010,33	3.202,20

No	Program 3R Non B3 yang Berdampak pada Masyarakat Non-B3 3R Program that Impacts the Community	Jumlah (ton) Total (tonne)
1	Komposting oleh Kube Mekarsari - mulai 2018 Composting by Kube Mekarsari - from 2018	2,40
2	Pemanfaatan karung bekas oleh binaan CSR Utilization of used sacks by CSR	3,00
3	Pemanfaatan produk dari Black Soldier Fly (BSF) bergabung dengan program di TPST Bessai Berntai Utilization of products from Black Soldier Fly (BSF) joining the program at TPST Bessai Berntai	2,00
4	Pembuatan pupuk chitosan Chitosan fertilizer manufacture	0,02

Pupuk Kaltim menerapkan secara ketat prosedur penyimpanan dan transportasi produk sesuai dokumen ISO 14001 SMT MNJ 15. Prosedur ini bertujuan untuk mengurangi tumpahan dan ceceran pupuk yang bernilai ekonomis. Adapun tumpahan tersebut terjadi di area pabrik, baik ceceran di area pengantongan, ceceran saat pengangkutan, dan ceceran saat pembersihan *prilling tower/granulator*. Produk yang tercecer selama penyimpanan ataupun transportasi dikumpulkan, dikembalikan ke area pengemasan dan sebagian didaur ulang dalam *Urea Sump Tank* untuk dikembalikan ke proses produksi. Pada 2020, Pupuk Kaltim telah melakukan pencatatan jumlah pemanfaatan/*recycle* urea reject produk yang tercecer dan dikembalikan ke proses, yaitu sebesar 1.534,27 ton (2019: 2.322,32 ton). [102-12, 306-3]

Selama tahun 2020 tidak terdapat kejadian tumpahan bahan B3 atau limbah B3 mengakibatkan pencemaran lingkungan, juga tidak ada tumpahan limbah cair ke lingkungan sekitar. Pupuk Kaltim melakukan pengelolaan air limbah secara optimal di fasilitas *Waste Water Treatment* (Amonia dan Urea) serta *emergency pond*. Pemantauan air limbah dilakukan setiap hari dan dilaporkan secara rutin ke manajemen dan instansi pemerintah secara rutin.

Pupuk Kaltim applies strict procedures in the storage and transportation of products according to ISO 14001 document SMT MNJ 15. This procedure aims to reduce spills of economically valuable fertilizer. Spills may occur in the area of the plant, both in the packing area, during transport, and during the cleaning of the *prilling tower/granulator*. The spillover products scattered during storage or transport is recycled in the Urea Sump Tanks to be returned to the production process. In 2020, Pupuk Kaltim has posted the amount of packaged recycled urea reject products (damaged bags) and returned to the packaging process, which is 1,534.27 tons (2019: 2,322.32 tons). [102-12, 306-3]

During 2020, there were no spills of B3 material or B3 waste resulting in environmental pollution, nor were there spills of liquid waste to the surrounding environment. Pupuk Kaltim optimizes waste water management in Waste Water Treatment facilities (Ammonia and Urea) and emergency ponds. Wastewater monitoring is carried out every day and reported regularly to the management and relevant government agencies.

Keanekaragaman Hayati

Biodiversity

Sebagai wujud kepedulian Perusahaan terhadap pembangunan berkelanjutan yang tetap memperhatikan keanekaragaman hayati di lingkungan Perusahaan, maka manajemen telah menetapkan Surat Keputusan Direksi Nomor 62/DIR/IX.18 tentang Kebijakan Perlindungan Keanekaragaman Hayati PT Pupuk Kalimantan Timur.

Sesuai dengan Rencana Tata Ruang wilayah Kota Bontang, seluas 1.174,28 ha kawasan Pupuk Kaltim berada di area industri yang berlokasi di sebelah timur laut dan berbatasan dengan Taman Nasional Kutai sehingga Perusahaan menyadari pentingnya keberadaan Taman Nasional untuk menjaga keseimbangan ekosistem serta melindungi keanekaragaman hayati. Pupuk Kaltim senantiasa memastikan bahwa dalam menjalankan aktivitas bisnisnya Perusahaan selalu berupaya meminimalisir

As a form of the Company's concern for sustainable development while still paying attention to biodiversity in the Company's environment, the management has issued the Decree of the Board of Directors No. 62/DIR/IX.18 on Biodiversity Protection Policy of PT Pupuk Kalimantan Timur.

In accordance with the Spatial Plan of Bontang City area, 1,174.28 ha of Pupuk Kaltim area is in the industrial area located in the northeast and adjacent to the Kutai National Park, hence the Company realizes the importance of the national park to preserve the balance of ecosystems and protect biodiversity. Since 1996, Pupuk Kaltim has become a Partner of the Kutai National Park and consistently ensures to minimize the negative impact of its business activities on the existence of the National Park. The partnership



dampak negatif terhadap keberadaan Taman Nasional dengan menjadi mitra Taman Nasional Kutai sejak 1996. Bentuk kemitraan tersebut diwujudkan melalui pemberian donasi perawatan dan pengembangan fungsi taman sebagai area dilindungi dan konservasi flora maupun fauna. [304-1]

Manajemen Pupuk Kaltim menyadari lingkungan sekitar Perusahaan memiliki keanekaragaman hayati yang terdiri dari ekosistem pesisir dan ekosistem hutan hujan tropis dataran rendah dengan melaksanakan Program Perlindungan Keanekaragaman Hayati sebagai wujud kepedulian Pupuk Kaltim terhadap lingkungan hidup, di antaranya: [304-2]

- Menetapkan 30% dari area industri Pupuk Kaltim sebagai Ruang Terbuka Hijau.
- Program Penanaman Terumbu Buatan sebanyak 500 unit setiap tahun untuk merehabilitasi kondisi terumbu buatan dan meningkatkan populasi ikan karang.

Area Konservasi Keanekaragaman Hayati PT Pupuk Kalimantan Timur ditetapkan pada Surat Keputusan Direksi Nomor 18/DIR/III.19 tentang Penetapan Area Keanekaragaman Hayati PT Pupuk Kalimantan Timur seluas 10 Ha pada Area HP-01 yang sedang dalam tahap awal pengelolaan.

REALISASI PROGRAM PERLINDUNGAN KEANEKARAGAMAN HAYATI

Untuk merealisasikan upaya konservasi flora maupun fauna, Pupuk Kaltim bekerja sama dengan pihak-pihak terkait dalam bidang perencanaan, pelaksanaan, pendampingan serta pengamatan kegiatan, di antaranya dengan: Taman Nasional Kutai, Universitas Mulawarman, Universitas Hasanuddin, Yayasan Reef Check Indonesia, SEAMEO BIOTROP, dan Yayasan BIKAL, Dinas Perikanan Kelautan dan Perikanan Kota Bontang, Lembaga Pengembangan Masyarakat (LPM) Guntung, tokoh masyarakat, serta pemimpin agama.

Sampai saat ini, Pupuk Kaltim telah menjalankan beragam inisiatif konservasi keanekaragaman hayati, mulai dari pembibitan tanaman langka, konservasi tanaman endemik anggrek hitam, konservasi rusa sambar, rehabilitasi terumbu buatan di Tobok Batang, hingga penanaman *mangrove* di Kedindingan.

was realized through providing donations for the maintenance and development of the function of the park as a protected area for the conservation of flora and fauna. [304-1]

The management of Pupuk Kaltim is aware of the biodiversity in the vicinity of the Company's location, which consists of the coastal ecosystems and lowland tropical rainforest ecosystem by implementing a Biodiversity Protection Program as a form of concern for the environment, including: [304-2]

- Establish 30% of the industrial area of Pupuk Kaltim as green open space.
- Artificial Reefs Planting Program of 500 units every year to rehabilitate and improve the condition of the artificial reef and coral fish populations

The PT Pupuk Kalimantan Timur Biodiversity Conservation Area is stipulated in the Decree of the Board of Directors No. 18/DIR/III.19 on the Determination of PT Pupuk Kalimantan Timur Biodiversity Area covering an area of 10 Ha in the HP-01 Area which is in the initial exploitation phase.

REALIZATION OF BIODIVERSITY PROTECTION PROGRAM

To realize flora and fauna conservation efforts, Pupuk Kaltim collaborates with related parties in the fields of planning, implementation, assistance, and observation of activities, including: Kutai National Park, Mulawarman University, Hasanuddin University, Indonesian Reef Check Foundation, SEAMEO BIOTROP, and Foundations BIKAL, Bontang City Maritime and Fisheries Service Office, Guntung Community Development Institute (LPM), community leaders, and religious leaders.

Up to the present time, Pupuk Kaltim has carried out various biodiversity conservation initiatives, ranging from rare plant nurseries, endemic black orchid conservation, sambar deer conservation, rehabilitation of artificial reefs in Tobok Batang, and up to planting mangroves in Kedindingan.

Tabel Realisasi Program Keanekaragaman Hayati Pupuk Kaltim 2017-2020
Realization of Pupuk Kaltim Biodiversity Program 2017-2020

Kegiatan Activity	Unit Kerja Work unit	Satuan Unit	2020	2019	2018	2017
Pembibitan tanaman langka Rare plant nurseries	Dept Pelayanan Umum Dept. of General Services	Jenis Tanaman Types of Plants	18	16	14	14
Konservasi tanaman endemik anggrek hitam Conservation of black orchid endemic plants	Dept Riset Terapan Dept. of Applied Research	Individu Individual	-	-	-	1.651
a. Konservasi tanaman endemik anggrek hitam secara in vivo Conservation of black orchid endemic plants in vivo		Individu Individual	4.070	3.557	2.739	-
b. Konservasi tanaman endemik anggrek hitam di Taman Nasional Kutai Conservation of black orchid endemic plants in Kutai National Park		Individu Individual	1.164	1.014	864	-
Konservasi rusa Sambar Sambar deer conservation	Dept Pelayanan Umum Dept. of General Services	Individu Individual	7	7	7	6
Rehabilitasi terumbu buatan di Tobok Batang Rehabilitation of artificial reefs in Tobok Batang	Dept. LH	Luas Permukaan (M ²) Surface area (M ²)	8.338	7.097	6.355	5.614
a. Karang Keras Hard Coral		Genus	35	31	31	28
b. Ikan Karang Coral Fish		Familia Families	34	31	31	28
Penanaman mangrove Mangrove planting	Dept. LH	Individu Individual	121.567	77.000	77.000	77.000

Pembibitan Terumbu Karang

Sebagai bentuk kepedulian terhadap keanekaragaman hayati di kawasan pesisir dan lautan, perusahaan melakukan konservasi mangrove di Kedindingan sebanyak 77.000 batang dan di HGB 65 sebanyak 44.567 batang serta melakukan pembibitan terumbu karang buatan sejak tahun 2011 hingga sekarang yang ekuivalen dengan rehabilitasi terumbu karang seluas 8.338 m² di area Tobok Batang.

Pemantauan Terumbu Buatan dilakukan oleh Pupuk Kaltim bekerja sama dengan Universitas Mulawarman. Pemantauan yang dilakukan meliputi pengamatan keaneka-ragaman karang keras dan keanekaragaman ikan di area penurunan terumbu buatan PKT di Tobok Batang. Berikut daftar karang keras dan ikan hasil pemantauan tersebut.

Coral Reef Nursery

As a form of concern for biodiversity in the coastal and marine areas, the company has carried out mangrove conservation in Kedindingan with a total of 77,000 mangroves and in HGB 65 with a total of 44,567 mangroves, as well as conducting artificial coral reef nurseries since 2011 up to the present time, which is equivalent to coral reef rehabilitation covering an area of 8,338 m² in Tobok Batang area.

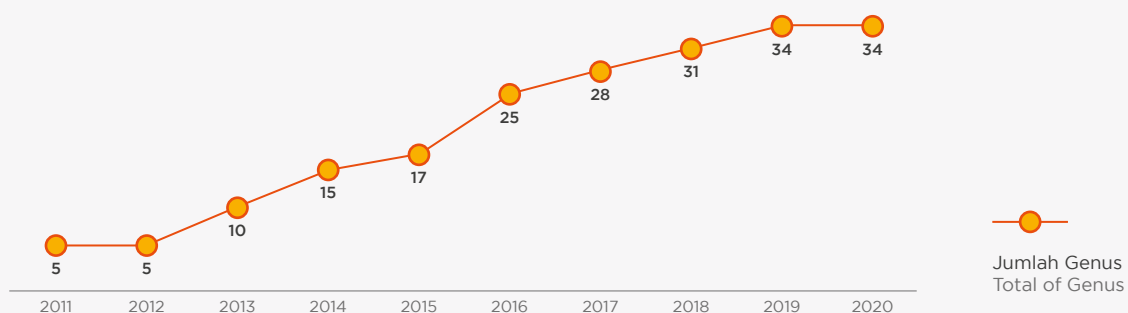
Artificial Reef Monitoring is carried out by Pupuk Kaltim in collaboration with Mulawarman University. Monitoring carried out included observing the diversity of hard corals and fish diversity in the PKT-made reef plantation area in Tobok Batang. The following is a list of hard corals and fish from the monitoring results.

Tabel Keanekaragaman Karang di Lokasi Penurunan Terumbu Buatan PKT
Table Diversity of Coral Reefs Locations Decline Artificial PKT

No	Genus Karang Reefes Genuses	Tahun Year									
		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
1	Acropora	√	√	√	√	√	√	√	√	√	√
2	seriatopora	√	√	√	√	√	√	√	√	√	√
3	Stylophora	√	√	√	√	√	√	√	√	√	√
4	Pocillopora	√	√	√	√	√	√	√	√	√	√

Tabel Keanekaragaman Karang di Lokasi Penurunan Terumbu Buatan PKT
Table Diversity of Coral Reefs Locations Decline Artificial PKT

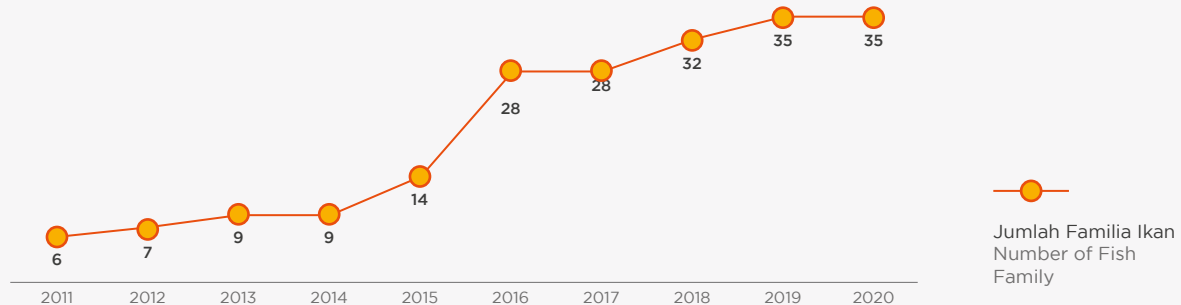
No	Genus Karang Reefes Genuses	Tahun Year									
		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
5	Porites	√	√	√	√	√	√	√	√	√	√
6	Pavona	-	-	√	√	√	√	√	√	√	√
7	Fungia	-	-	√	√	√	√	√	√	√	√
8	Heliofungia	-	-	√	√	√	√	√	√	√	√
9	Millepora	-	-	√	√	√	√	√	√	√	√
10	Heliopora	-	-	√	√	√	√	√	√	√	√
11	Favia	-	-	-	√	√	√	√	√	√	√
12	Favites	-	-	-	√	√	√	√	√	√	√
13	Montastria	-	-	-	√	√	√	√	√	√	√
14	Galaxea	-	-	-	√	√	√	√	√	√	√
15	Lobophyllia	-	-	-	√	√	√	√	√	√	√
16	Goniastrea	-	-	-	-	√	√	√	√	√	√
17	Platygyra	-	-	-	-	√	√	√	√	√	√
18	Alveopora	-	-	-	-	-	√	√	√	√	√
19	Euphyllia	-	-	-	-	-	√	√	√	√	√
20	Goniopora	-	-	-	-	-	√	√	√	√	√
21	Lithophyllon	-	-	-	-	-	√	√	√	√	√
22	Montipora	-	-	-	-	-	√	√	√	√	√
23	Plerogyra	-	-	-	-	-	√	√	√	√	√
24	Physogyra	-	-	-	-	-	√	√	√	√	√
25	Symphyllia	-	-	-	-	-	√	√	√	√	√
26	Acanthastrea	-	-	-	-	-	-	√	√	√	√
27	Cycloseris	-	-	-	-	-	-	√	√	√	√
28	Echinopora	-	-	-	-	-	-	√	√	√	√
29	Avutes	-	-	-	-	-	-	-	√	√	√
30	Lobophyllia	-	-	-	-	-	-	-	√	√	√
31	Mintopora	-	-	-	-	-	-	-	√	√	√
32	Comaster	-	-	-	-	-	-	-	-	√	√
33	Riftia	-	-	-	-	-	-	-	-	√	√
34	Colpophyllia	-	-	-	-	-	-	-	-	√	√
Total		5	5	10	15	17	25	28	31	34	34

Peningkatan Status Kehati Genus Karang di Tobok Batang
Increased Status of Coral Genus Life in Tobok Batang

Tabel Keanekaragaman Ikan di Lokasi Penurunan Terumbu Buatan PKT
Table Fish Diversity in Artificial Reef Decline location PKT

No	Familia Ikan Fish Families	Tahun Year									
		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
1	Chaetodonidae	√	√	√	√	√	√	√	√	√	√
2	Scaridae	√	√	√	√	√	√	√	√	√	√
3	Acanthuridae	√	√	√	√	√	√	√	√	√	√
4	Serranidae	√	√	√	√	√	√	√	√	√	√
5	Siganidae	√	√	√	√	√	√	√	√	√	√
6	Lutjanidae	√	√	√	√	√	√	√	√	√	√
7	Caesionidae	-	√	√	√	√	√	√	√	√	√
8	Nemipteridae	-	-	√	√	√	√	√	√	√	√
9	Balistidae	-	-	√	√	√	√	√	√	√	√
10	Labridae	-	-	-	-	√	√	√	√	√	√
11	Haemulidae	-	-	-	-	√	√	√	√	√	√
12	Tetraodontidae	-	-	-	-	√	√	√	√	√	√
13	Pomacanthidae	-	-	-	-	√	√	√	√	√	√
14	Muraenidae	-	-	-	-	√	√	√	√	√	√
15	Centriscidae	-	-	-	-	-	√	√	√	√	√
16	Apogonidae	-	-	-	-	-	√	√	√	√	√
17	Pomacentridae	-	-	-	-	-	√	√	√	√	√
18	Cirrhitidae	-	-	-	-	-	√	√	√	√	√
19	Scorpaenidae	-	-	-	-	-	√	√	√	√	√
20	Lethrinidae	-	-	-	-	-	√	√	√	√	√
21	Holocentridae	-	-	-	-	-	√	√	√	√	√
22	Platycephalidae	-	-	-	-	-	√	√	√	√	√
23	Monacanthidae	-	-	-	-	-	√	√	√	√	√
24	Penguipedidae	-	-	-	-	-	√	√	√	√	√
25	Mullidae	-	-	-	-	-	√	√	√	√	√
26	Plotosidae	-	-	-	-	-	√	√	√	√	√
27	Synodontidae	-	-	-	-	-	√	√	√	√	√
28	Zanclidae	-	-	-	-	-	√	√	√	√	√
29	Blenniidae	-	-	-	-	-	-	-	√	√	√
30	Ephippidae	-	-	-	-	-	-	-	√	√	√
31	Aulostomoidea	-	-	-	-	-	-	-	√	√	√
32	Malacanthidae	-	-	-	-	-	-	-	√	√	√
33	Dasyatidae	-	-	-	-	-	-	-	-	√	√
34	Odontodactylidae	-	-	-	-	-	-	-	-	√	√
35	Ophidiasteridae	-	-	-	-	-	-	-	-	√	√
Total		6	7	9	9	14	28	28	32	35	35

Peningkatan Status Kehati Famili Ikan di Tobok Batang Increased Status of Fish Family in Tobok Batang



Selain itu, sejak akhir tahun 2018, bekerja sama dengan Balai Taman Nasional Kutai, Pupuk Kaltim mulai menginisiasi kegiatan pengembalian/reintroduksi Anggrek Hitam ke Taman Nasional Kutai yang sejak tahun 2011 diperbanyak perusahaan melalui teknologi kultur jaringan.

In addition, since the end of 2018, in collaboration with the Balai of the Kutai National Park, Pupuk Kaltim has initiated the reintroduction of the Black Orchid to the Kutai National Park, which has been augmented by the Company through tissue culture technology since 2011.

Adapun ragam jenis flora fauna yang dapat dijumpai di Area Konservasi Keanekaragaman Hayati Pupuk Kaltim adalah sebagai berikut. **[304-4]**

The various types of flora and fauna that can be found in the Pupuk Kaltim Biodiversity Conservation Area are as follows. **[304-4]**

Tabel Ragam Jenis Flora Fauna beserta Status Keberadaannya di Area Konservasi Pupuk Kaltim
Variety of Flora Fauna Types along with the Status of Their Existence at Conservation Area of Pupuk Kaltim

No	Nama Name	Nama Ilmiah Scientific Name	Status	
1.	Anggrek Hitam	Coelogyne pandurata	Tanaman Dilindungi Protected Plants	PP No. 7 Tahun 1999
2.	Ulin	Eusideroxylon zwageri	Vulnerable	IUCN Redlist
3.	Papuan	Artocarpus anisophyllus	Vulnerable	IUCN Redlist
4.	Bengkirai	Shorea laevifolia Endert	Vulnerable	IUCN Redlist
5.	Gaharu	Aquilaria malaccensis	Critically Endangered	IUCN Redlist
6.	Medang Kuning	Dehaasia cuneata	Endemik Kalimantan	
7.	Trembesi	Albizia saman		
8.	Meranti Merah	Shorea leprosura	Near Threatened	IUCN Redlist
9.	Meranti kuning	Palaquium rionsee/ Palaquium gutta	Near Threatened	IUCN Redlist
10.	Nyerakat	Baccaurea macrocarpa	Endemik Kalimantan	
11.	Kapul	Calophyllum inophyllum	Least Concern	IUCN Redlist
12.	Mangkabang	Shorea sp	Vulnerable	IUCN Redlist
13.	Bentrong	Parartocarpus bracteatus		
14.	Damar	Agathis dammara	Vulnerable	IUCN Redlist
15.	Kahui	Shorea balangeran	Critically Endangered	IUCN Redlist
16.	Kapur	Dryobalanops aromatica	Vulnerable	IUCN Redlist
17.	Ihau	Dimocarpus malesianus	Endemik Kalimantan	
18.	Rusa Sambar	Rusa unicolor	Vulnerable	IUCN Redlist

PEMANTAUAN EKOSISTEM PERAIRAN

Aktivitas produksi yang berpotensi mengganggu keanekaragaman hayati adalah buangan air limbah yang mengandung nutrisi tinggi. Nutrien tinggi yang terbuang ke badan air dapat menyebabkan blooming plankton yang pada akhirnya menyebabkan perairan tidak dapat dihuni oleh makhluk hidup. Oleh karena itu, Perusahaan melakukan beberapa upaya pengelolaan dampak terkait keanekaragaman hayati, antara lain:

1. Menjaga kualitas limbah cair agar selalu berada dibawah baku mutu yang telah ditetapkan.
2. Melakukan pemantauan struktur komunitas plankton, bentos, dan ikan demersal sebagai indikator kesehatan ekosistem di sekitar wilayah Pupuk Kaltim.

Hasil pemantauan Pupuk Kaltim terhadap kondisi ekosistem laut di sekitar wilayah Perusahaan menunjukkan bahwa kondisi komunitas plankton, bentos, dan ikan demersal dalam keadaan stabil dan tidak terjadi *blooming* plankton. [304-2, 304-3]

MONITORING OF MARINE ECOSYSTEM

Production activities that could potentially disrupt the biodiversity is the discharge of waste water containing high nutrients. High nutrients discharged into bodies of water can cause a blooming of plankton that eventually led to the waters becoming inhabitable by living things. Therefore, the Company made several efforts to manage the associated impact on biodiversity, among others:

1. Maintaining the quality of wastewater in order to stay below the established quality standards.
2. To monitor community structure of plankton, benthos, and demersal fish as indicators of ecosystem health in the vicinity of Pupuk Kaltim.

The results of Pupuk Kaltim monitoring on the condition of marine ecosystems in the area around the Company indicate that conditions of plankton communities, benthos, and demersal fish are in a stable state and there is no plankton bloom. [304-2, 304-3]

Keselarasan dengan Pencapaian Tujuan Keberlanjutan

Alignment with Achievement of Sustainable Development Goals

Berbagai inisiatif dan inovasi program operasional maupun program lingkungan yang dijalankan tersebut selaras dengan pencapaian berbagai tujuan keberlanjutan dalam SDGs di bidang lingkungan, meliputi: Tujuan Ke-6 - Air Bersih, Tujuan Ke-7 - Energi Bersih dan Terjangkau, Tujuan ke-13 - Aksi Terhadap Iklim, Tujuan Ke-14 Kehidupan di air dan Tujuan ke-15 - Kehidupan di Darat.

The various operational program initiatives and innovations as well as the environmental programs undertaken are in line with the various sustainable development goals (SDGs) in the environmental field, including: 6th Goal - Clean Water, 7th Goal - Clean and Affordable Energy, 13th Goal - Action Towards Climate, the 14th Goal - Life in water, and the 5th Goal - Life on Land.

Penghargaan Lingkungan

Environment Awards

Berbagai realisasi pemantauan kondisi dan program perlindungan lingkungan yang dijalankan dengan konsisten dan memberi hasil terjadinya perbaikan kualitas lingkungan di sekitar area kelolaan maupun wilayah terdekat tersebut menunjukkan Pupuk Kaltim berhasil mewujudkan komitmennya terhadap perlindungan dan perbaikan kualitas lingkungan lebih dari persyaratan kepatuhan dalam peraturan perundangan terkait (*beyond compliance*). Hal ini ditunjukkan dengan banyaknya penghargaan terkait

Various realization of monitoring conditions and environmental protection programs that are carried out consistently and has provided results in the improvement of environmental quality around the area under management and nearby areas shows that Pupuk Kaltim has succeeded in realizing its commitment to the protection and improvement of environmental quality beyond compliance to the requirements in relevant laws and regulations. This is evidenced by the various awards related to the

lingkungan yang diterima Pupuk Kaltim baik di tingkat nasional maupun di tingkat internasional pada tahun 2019 dan 2020, sebagai berikut:

Adapun Penghargaan yang diperoleh PT Pupuk Kalimantan Timur adalah:

1. PROPER Emas dari Kementerian Lingkungan Hidup empat kali berturut-turut sejak tahun 2017 hingga 2020.
2. Penghargaan Industri Hijau dengan level 5 (tertinggi) berturut-turut dari Kementerian Perindustrian tahun 2012 sampai tahun 2018.
3. Sertifikat Standar Industri Hijau dari Kementerian Perindustrian tahun 2017.
4. PROPER Provinsi Kaltim peringkat Emas lima kali berturut-turut sejak tahun 2016 sampai 2020.
5. Kriteria Platinum dalam Responsible Care Award dari Responsible Care Indonesia tahun 2020.
6. IGA Award tahun 2020 untuk delapan kategori, antara lain: 1. Brevet Pemimpin Hijau, 2. Penanganan Sampah Plastik, 3. Penyelamatan Sumber Daya Air, 4. Rekayasa Teknologi dalam Menghemat Energi, 5. Mengembangkan Keanekaragaman Hayati, 6. Mempelopori Pencegahan Polusi, 7. Mengembangkan Pengolahan Sampah Terpadu, 8. Mengembangkan Rekayasa Teknologi Energi Baru dan Terbarukan, oleh karena itu Pupuk Kaltim meraih penghargaan tambahan "The Best Indonesia Green Award 2020".
7. Memperoleh peringkat Gold Medal pada ajang International Fertilizer Association (IFA) Industry Stewardship Champions Tahun 2019.
8. Inovasi Pupuk Kaltim meraih peringkat Gold pada gelaran International Convention on Quality Control Circle (ICQCC) tahun 2019 di Tokyo, Jepang.
9. Salah satu gugus inovasi meraih penghargaan Platinum untuk kategori International Best Practice Award di ajang Asia Pasific Quality Organization (APQO) ke 25 di Denpasar, Bali, Tahun 2019
10. Tahun 2020, Pupuk Kaltim menjadi pemenang IFA Green Leaf Award.
11. Pupuk Kaltim telah tersertifikasi ISO 9001:2015, SML ISO 14001:2015, ISO 45000, dan akreditasi ISO 17025:2017 untuk seluruh Laboratorium oleh Komite Akreditasi Nasional (KAN) dan untuk Laboratorium Lingkungan sudah terdaftar di Kementerian Lingkungan Hidup dan Kehutanan. Laboratorium dapat memberikan jasa internal maupun eksternal Pupuk Kaltim.
12. Pupuk Kaltim telah tersertifikasi ISO 50001:2011 Sistem Manajemen Energi untuk Pabrik-3, Pabrik-1A dan Pabrik-4 serta telah menerapkan Sistem Manajemen Pengamanan (SMP) sesuai Peraturan Kepala Kepolisian Negara RI No. 24 tahun 2007 tentang Sistem Manajemen Pengamanan Organisasi, Perusahaan dan/atau Instansi/Lembaga Pemerintah.

environment that Pupuk Kaltim received, both at the national and international levels in 2019 and 2020, as follows:

The awards received by PT Pupuk Kalimantan Timur are:

1. Gold PROPER from the Ministry of Environmental Affairs for four consecutive times from 2017 to 2020.
2. Green Industry Award with level 5 (highest) for consecutive times from the Ministry of Industry from 2012 to 2018.
3. Green Industry Standard Certificate from the Ministry of Industry in 2017
4. Gold rating PROPER from the East Kalimantan Province for five consecutive times from 2016 to 2020.
5. Platinum Criteria in Responsible Care Award from Responsible Care Indonesia in 2020.
6. 2020 IGA Award for eight categories, including: 1. Green Leader Brevet, 2. Management of Plastic Waste, 3. Water Resources Conservation, 4. Engineering Technology in Energy Conservation, 5. Biodiversity Development, 6. Pioneer in Pollution Prevention, 7. Development of Integrated Waste Management, 8. Development of New and Renewable Energy Technology Engineering, subsequently Pupuk Kaltim received an additional award, namely "The Best Indonesia Green Award 2020".
7. Received the Gold Medal rank at the International Fertilizer Association (IFA) Industry Stewardship Champions in 2019.
8. Pupuk Kaltim's innovation received a Gold rank at the 2019 International Convention on Quality Control Circle (ICQCC) in Tokyo, Japan.
9. One of the innovation groups received a Platinum award for the International Best Practice Award category at the 25th Asia Pacific Quality Organization (APQO) event in Denpasar, Bali, 2019
10. In 2020, Pupuk Kaltim received the IFA Green Leaf Award.
11. Pupuk Kaltim has been certified for ISO 9001:2015, SML ISO 14001:2015, ISO 45000, and ISO 17025:2017 accreditation for all laboratories by the National Accreditation Committee (KAN) and the Environmental Laboratories has already registered with the Ministry of Environmental Affairs and Forestry. The laboratory can provide internal and external services for Pupuk Kaltim.
12. Pupuk Kaltim has been certified for ISO 50001:2011 Energy Management System for Plant-3, Plant-1A and Plant-4 and has implemented a Security Management System (SMP) in accordance with the Regulation of the Head of the Indonesian National Police No. 24 of 2007 on Security Management Systems for Organizations, Companies and/or Government Agencies/Institutions.

13. Pupuk Kaltim mendapat Asia Responsible Enterprise Award (AREA) kategori Social Empowerment pada ajang The International CSR Summit (ICS) 2019 dan 2020.
14. Pupuk Kaltim mendapatkan penghargaan kategori utama dan unggulan dalam Rintisan Teknologi Industri Tahun 2018 dan 2019 yang diselenggarakan oleh Kementerian Perindustrian.
15. Pupuk Kaltim mendapatkan penghargaan Subroto tahun 2018 dan 2019 yang diberikan oleh Menteri ESDM di Jakarta.
16. Penghargaan Grand Platinum Tahun 2018 oleh Badan Standarisasi Nasional.
17. Pada tahun 2019, Pupuk Kaltim mendapatkan piala Energy Management Leadership Award of Excellence 2019 by the Clean Energy Ministerial in Recognition of Your Exemplary Implementation of The ISO 50001 Energy Management System Standard.
18. Piala Green Port Award 2019 Kategori Terminal Khusus/Terminal untuk Kepentingan Sendiri dari Kementerian Koordinator Bidang Kemaritiman Republik Indonesia.
19. The Best Indonesia Green Awards 2020 dengan memenangkan 7 kategori.
20. PT Pupuk Kalimantan Timur mendapatkan peringkat ke-3 pada ajang Indonesia Green Company Achievement Tahun 2019.
21. PT Pupuk Kaltim mendapat sertifikat apresiasi dari Borneo Orang Utan Survival Foundation atas kontribusi PKT bagi Konservasi Orang Utan pada Tahun 2019.
22. Sertifikat Pelibatan Komunitas dalam Menangani Sampah Program Pengelolaan Sampah Berbasis Masyarakat (Koperasi Mekarsari Guntung Sejahtera "From Trash to Cash") dari The La Tofi School of CSR.
23. The Best Nusantara CSR Awards 2019 dengan memenangkan 6 kategori, yaitu: Peningkatan Mutu Pendidikan, Pemberdayaan Ekonomi Komunitas, Peningkatan Mutu Kesehatan, Pelibatan Komunitas Dalam Menangani Sampah, Pemberdayaan Penyandang Disabilitas dan Zamrud CSR.
24. Predikat Platinum pada Asia Sustainability Reporting Rating (ASRRAT) 2019 sebagai Perusahaan yang berkontribusi pada pencapaian Tujuan Pembangunan Berkelanjutan (SDGs).
25. Awards for Contributing to Excellence (ACE) kategori Three Star, Best Performance dan Best Impact on Productivity pada ajang International Quality and Productivity Convention (IQPC) 2019.
26. Leadership Commitment to Quality APQO International Individual Awards (AIIA) pada ajang Asia Pasific Quality Organization (APQO) International Conference ke-25 tahun 2019.
27. Piala Energy Management Industry Large Industry Category dari ASEAN Ministers on Energy Meeting di Bangkok, Thailand pada Tahun 2019.
13. Pupuk Kaltim received the Asia Responsible Enterprise Award (AREA) for the Social Empowerment category at The 2019 and 2020 International CSR Summit (ICS).
14. Pupuk Kaltim received the award for the main and excellent category in the 2018 and 2019 Industrial Technology Pioneers organized by the Ministry of Industry.
15. Pupuk Kaltim received the 2018 and 2019 Subroto awards, which was awarded by the Minister of Energy and Mineral Resources in Jakarta.
16. 2018 Grand Platinum Award by the National Standardization Agency.
17. In 2019, Pupuk Kaltim received the 2019 Energy Management Leadership Award of Excellence by the Clean Energy Ministerial in Recognition of Your Exemplary Implementation of the ISO 50001 Energy Management System Standard.
18. 2019 Green Port Award trophy for the Special Terminal/Terminal for Own Interests from the Coordinating Ministry for Maritime Affairs of the Republic of Indonesia.
19. The Best Indonesia Green Awards 2020 by winning 7 categories.
20. PT Pupuk Kalimantan Timur was ranked 3rd in the 2019 Indonesia Green Company Achievement event.
21. PT Pupuk Kaltim received a certificate of appreciation from the Borneo Orang Utan Survival Foundation for PKT's contribution to Orangutan Conservation in 2019.
22. Certificate of Community Involvement in Community-Based Waste Management Program (Mekarsari Guntung Sejahtera Cooperative "From Trash to Cash") from The La Tofi School of CSR.
23. The 2019 Best Nusantara CSR Awards by winning 6 categories, namely: Education Quality Improvement, Community Economic Empowerment, Health Quality Improvement, Community Involvement in Handling Waste, Empowerment of People with Disabilities and Emerald CSR.
24. Platinum predicate at the 2019 Asia Sustainability Reporting Rating (ASRRAT) as a Company that contributes to the achievement of the Sustainable Development Goals (SDGs).
25. Awards for Contributing to Excellence (ACE) for the category of Three Star, Best Performance, and Best Impact on Productivity at the 2019 International Quality and Productivity Convention (IQPC).
26. Leadership Commitment to Quality APQO International Individual Awards (AIIA) at the 25th Asia Pacific Quality Organization (APQO) International Conference in 2019.
27. Energy Management Industry Large Industry Category Cup from the ASEAN Ministers on Energy Meeting in Bangkok, Thailand in 2019.



Di tahun 2020 yang berkembang menjadi penuh tantangan, Pupuk Kaltim berfokus merealisasikan program tanggung jawab sosial perusahaan yang ditujukan untuk membantu masyarakat sekitar mengatasi beratnya kondisi sosial akibat terdampak pandemi COVID-19. Pupuk Kaltim juga merealisasikan beragam kegiatan pencegahan penularan pandemi bekerja sama dengan berbagai elemen masyarakat maupun Pemerintah Daerah, sebagai wujud partisipasi Perusahaan untuk mendukung program Pemerintah Indonesia dalam mengatasi dan menanggulangi pandemi yang selaras dengan rumusan tujuan pembangunan berkelanjutan dalam *Sustainable Development Goals*.

In 2020, which has grown to be full of challenges, Pupuk Kaltim focuses on realizing corporate social responsibility programs aimed at assisting the surrounding community to overcome the severe social conditions due to the COVID-19 pandemic. Pupuk Kaltim also realizes various activities to prevent pandemic transmission in collaboration with various community elements and the Regional Government, as a manifestation of the Company's participation to support the Indonesian Government's program in overcoming and alleviate the pandemic in line with the formulation of sustainable development goals in the Sustainable Development Goals.



Ringkasan Ringkasan

- 1 Di tahun 2020 yang berkembang penuh tantangan, Pupuk Kaltim merealisasikan investasi sosial pengembangan komunitas, Program CSR total sebesar Rp53,00 miliar naik 27,89% dari tahun sebelumnya. In 2020, which was full of challenges, Pupuk Kaltim realized a social investment in community development, a total CSR program amounting to Rp53.00 billion, an increase of 27.89% compared to the previous year.
- 2 Rincian investasi sosial pengembangan komunitas tersebut adalah: Rp9,57 miliar- Program Kemitraan; Rp17,76 miliar - Bina Lingkungan dan Rp25,67 miliar-Bina Wilayah. Details of the social investment in community development are: Rp9.57 billion - Partnership Program; Rp17.76 billion - Community Development, and Rp25.67 billion - Regional Development.
- 3 Pengeluaran program sosial kemasyarakatan untuk pengentasan kemiskinan di tengah masa pandemi COVID-19 cukup mendominasi, yakni dengan total dana mencapai Rp9,57 miliar. Expenditures for social programs for poverty alleviation in the midst of the COVID-19 pandemic was quite dominant, with a total fund reaching Rp9.57 billion.
- 4 Nilai indeks SKL (Survei Kepuasan Lingkungan) pelaksanaan program CSR tahun 2020 adalah 88,94% (Sangat Puas) naik dari 88,79% di tahun 2019. The SKL (Environmental Satisfaction Survey) index score for the implementation of CSR program in 2020 is 88.94% (Very Satisfied) up from 88.79% in 2019.
- 5 Guna meningkatkan taraf hidup masyarakat sekitar, Pupuk Kaltim merealisasikan tidak kurang 12 program pemberdayaan masyarakat unggulan yang dilaksanakan secara *multiyears*. In order to improve the living standards of the surrounding community, Pupuk Kaltim has realized no less than 12 excellent community empowerment programs that are carried out on a multi-year basis.





MENINGKATKAN KESEJAHTERAAN KOMUNITAS

Improving Community
Welfare

04





Landasan Hukum [103-1]

Legal Basis

1. Undang-Undang Nomor.19/2003 tanggal 19 Juni 2003 tentang BUMN.
2. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas.
3. Peraturan Pemerintah No.47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan Perseroan Terbatas.
4. Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor Per-03/MBU/12/2016 tanggal 16 Desember 2016, tentang Perubahan Atas Peraturan Menteri Badan Usaha Milik Negara Nomor Per-09/MBU/07/2015, Tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara.
1. Law No. 19/2003 dated 19 June 2003 on SOEs
2. Law No. 40 of 2007 on Limited Liability Companies.
3. Government Regulation No.47 of 2012 on Social and Environmental Responsibility of Limited Liability Companies.
4. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. Per-03/MBU/12/2016 dated 16 December 2016, on Amendments to the Regulation of the Minister of State-Owned Enterprises No. Per-09/MBU/07/2015, on Partnership Programs and Community Development Programs of State-Owned Enterprises.

5. Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No.PER-02/MBU/7/2017 tentang Perubahan Kedua atas Peraturan Menteri Badan Usaha Milik Negara No.PER-09/MBU/07/2015 Tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara.
6. Surat Menteri Badan Usaha Milik Negara Republik Indonesia No.S.822/MBU/12/2018 tentang Penetapan PT PNM (Persero) sebagai BUMN Khusus.
7. Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-02/MBU/04/2020, tentang Perubahan Ketiga atas Peraturan Menteri BUMN No. Per-09/MBU/07/2015 tentang Program Kemitraan dan Program Bina Lingkungan BUMN
5. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-02/MBU/7/2017 on the Second Amendment to the Regulation of the Minister of State-Owned Enterprises No. PER-09/MBU/07/2015 on the Partnership Program and Community Development Program of State-Owned Enterprises.
6. Letter of the Minister of State-Owned Enterprises of the Republic of Indonesia No.S.822/MBU/12/2018 on the Designation of PT PNM (Persero) as a Special SOE.
7. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-02/MBU/04/2020, on the Third Amendment to the Regulation of the Minister of SOEs No. Per-09/MBU/07/2015 on Partnership Program and Community Development Program of SOEs.

Komitmen dan Kebijakan Internal [103-2, 103-3]

Internal Commitments and Policies

Pupuk Kaltim berkomitmen penuh untuk terus bersinergi dengan seluruh pihak terkait agar dapat memberi manfaat positif berkelanjutan bagi seluruh pemangku kepentingan dan menciptakan pembangunan yang tepat sasaran dengan menggunakan sumberdaya yang tersedia secara optimal. Dengan demikian kehadiran Pupuk Kaltim dapat mendatangkan manfaat berkesinambungan bagi masyarakat, baik secara langsung maupun tidak langsung, terutama komunitas lokal yang berada di sekitar wilayah operasional Perusahaan.

Komitmen Pupuk Kaltim sebagai salah satu perusahaan yang bertugas mengelola sumber daya alam dalam menjalankan program-program pengembangan komunitas yang berkesinambungan dan selaras dengan perkembangan skala usaha serta kelestarian ditegaskan dalam pernyataan Kebijakan *Community Development* (Comdev) yakni:

Pupuk Kaltim is fully committed to continue to have synergies with all related parties in order to provide positive benefits for all stakeholders and create the appropriate development by optimally utilizing the available resources. Accordingly, Pupuk Kaltim hopes that its presence can bring long-lasting, direct and indirect benefits to the communities, particularly local communities in the vicinity of the Company's operational areas.

Pupuk Kaltim's commitment as one of the companies in charge of managing natural resources in carrying out sustainable community development programs that are in line with business scale development and sustainability is affirmed in the Community Development (Comdev) Policy statement, namely:

Kebijakan Comdev Pupuk Kaltim Tahun 2020, antara lain:

- Comdev PT Pupuk Kalimantan Timur terintegrasi dengan kebijakan perusahaan, baik dalam perencanaan, implementasi, pelaporan, evaluasi dan publikasi comdev.
- Comdev PT Pupuk Kalimantan Timur mengedepankan pada pemberdayaan masyarakat, bidang ekonomi, sosial dan pelestarian lingkungan untuk menjalin hubungan *stakeholder* (masyarakat, pemerintah dan perusahaan) dan mewujudkan kemandirian masyarakat melalui proses pendampingan dalam pengembangan komunitas.
- PT Pupuk Kalimantan Timur menyediakan sumber daya manusia yang kompeten dan menunjuk Departemen CSR sebagai pengelola dana Comdev yang disediakan oleh perusahaan setiap tahunnya untuk mewujudkan kemandirian masyarakat sekitar, sehingga tercipta harmonisasi antara perusahaan dengan masyarakat sekitar perusahaan maupun masyarakat lainnya.
- PT Pupuk Kalimantan Timur, melalui Departemen *Corporate Social Responsibility (CSR)* turut berkontribusi dalam percepatan pencegahan pandemi COVID-19 dan tanggap kebencanaan lainnya di Kota Bontang dan sekitarnya

Kebijakan ini ditinjau secara periodik dan dikomunikasikan kepada seluruh karyawan.

Pupuk Kaltim Comdev Policy in 2020, among others:

- Comdev of PT Pupuk Kalimantan Timur is integrated with company policies, both in planning, implementation, reporting, evaluation and publication of comdev.
- Comdev of PT Pupuk Kalimantan Timur prioritizes community empowerment in the fields of economic, social, and environmental conservation to establish stakeholder relationships (community, government, and company) and realize community independence through the mentoring process in community development.
- PT Pupuk Kalimantan Timur provides competent human resources and appoints the CSR Department as the manager of Comdev funds, which is annually provided by the company to realize the independence of the surrounding community, in order to create a harmony between the company and communities in the vicinity of the company and other communities.
- PT Pupuk Kalimantan Timur, through the Corporate Social Responsibility (CSR) Department, has contributed to the acceleration of the prevention of the COVID-19 pandemic and other disaster responses in Bontang City and its surroundings.

This policy is periodically reviewed and communicated to all employees.

Visi dan Misi CSR Pupuk Kaltim

CSR Vision and Mission of Pupuk Kaltim

VISI

Terwujudnya masyarakat mandiri dan berkelanjutan berbasis hubungan yang harmonis antara perusahaan dan masyarakat.

MISI

- Memberdayakan potensi sumber daya lokal dengan membentuk kegiatan usaha yang dapat meningkatkan taraf ekonomi dan kemandirian masyarakat.
- Menciptakan keserasian lingkungan sekitar dengan membangun infrastruktur pendukung secara berkelanjutan.
- Meningkatkan sinergi dan citra positif perusahaan dengan *stakeholder* untuk berkelanjutan operasional perusahaan.

VISION

The realization of an independent and sustainable society based on a harmonious relationship between the company and the community.

MISSION

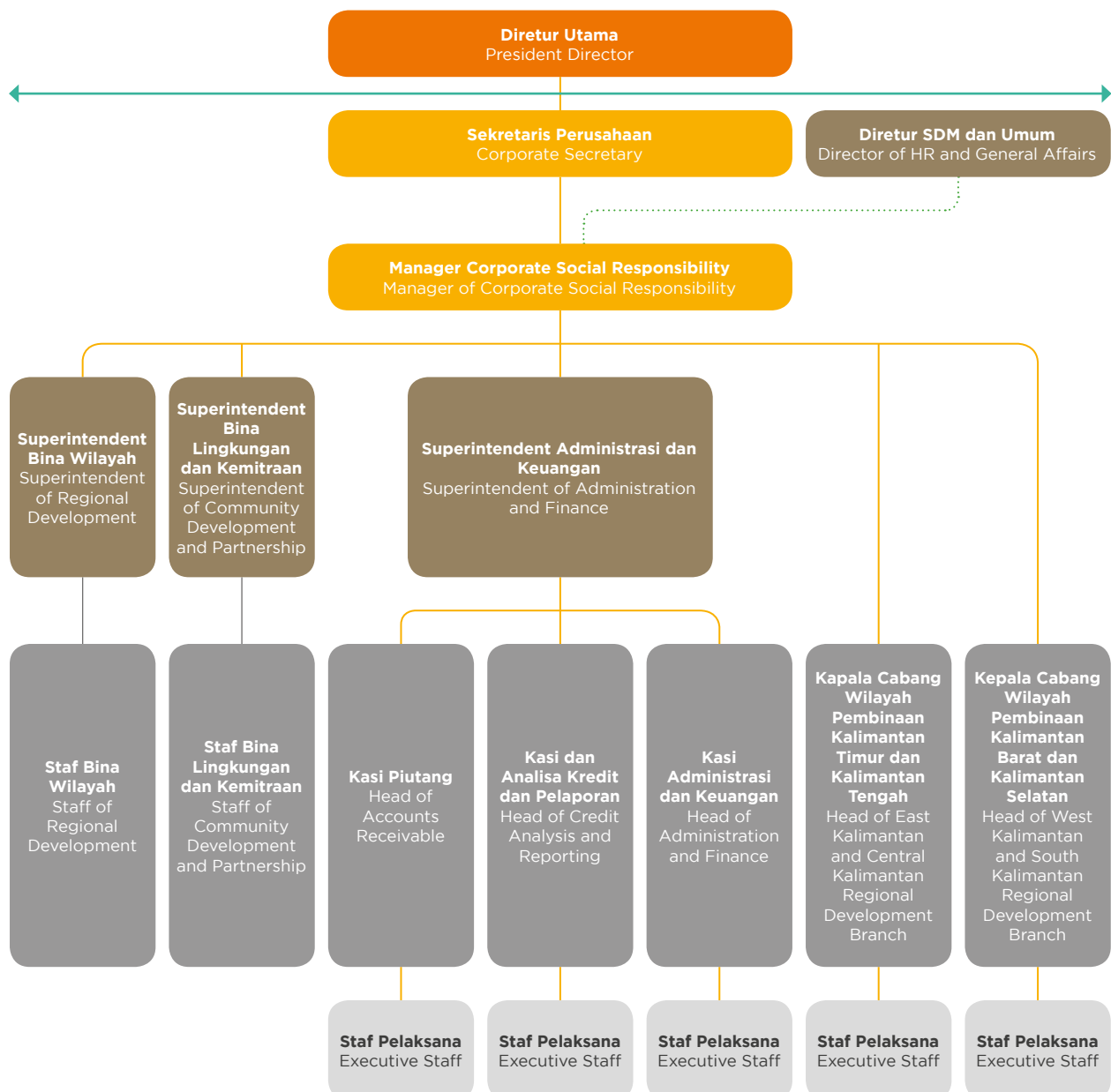
- Empowering the potential of local resources by establishing business activities that can improve the economic level and independence of the community.
- Creating harmony in the surrounding environment by building supporting infrastructure in a sustainable manner.
- Increase the synergy and positive image of the company with stakeholders for sustainable company operations.

Struktur Departemen CSR Pupuk Kaltim

Structure of Pupuk Kaltim's CSR Department

Pupuk Kaltim telah membentuk Departemen Corporate Social Responsibility yang dibentuk berdasarkan Surat Keputusan Direksi No.5/DIR/II.17 tanggal 16 Februari 2017. Pembentukan Departemen CSR bertujuan agar pelaksanaan kegiatan CSR-Comdev sebagai bagian dari Master Plan CSR-Korporasi, bersama-sama dapat dilaksanakan dengan lebih fokus dan terarah sesuai aturan yang berlaku, baik nasional maupun internasional.

Pupuk Kaltim has formed the Corporate Social Responsibility Department, which was established based on the Decree of the Board of Directors No.5/DIR/II.17 dated 16 February 2017. The establishment of the CSR Department aims to implement CSR-Comdev activities as part of the CSR-Corporate Master Plan, together can be implemented in a more focused and directed manner according to applicable regulations, both national and international.



Departemen CSR Pupuk Kaltim bertanggung jawab langsung untuk merencanakan, melaksanakan dan mengevaluasi hasil kegiatan Program Pemberdayaan Masyarakat (*Community Development - Comdev*), selain juga bertugas mengkoordinasikan kegiatan-kegiatan lingkungan yang berkaitan dengan pelibatan masyarakat sekitar.

TUJUAN PELAKSANAAN PROGRAM PENGEMBANGAN SOSIAL KEMASYARAKATAN

Tujuan besar pelaksanaan Program Pengembangan Sosial Kemasyarakatan atau *Community Development* (Comdev) Pupuk Kaltim adalah mewujudkan kemandirian masyarakat masyarakat mendukung pencapaian tujuan keberlanjutan serta menciptakan keharmonisan antar *stakeholder*, yakni antara Pupuk Kaltim dengan perusahaan lain, masyarakat dan pemerintah. Sehingga paralel dengan upaya tersebut, diharapkan Perseroan akan mendapatkan kepercayaan/*social license to operate* dari masyarakat.

Guna mengukur tingkat keberhasilan program, maka setiap tahunnya Unit CSR Pupuk Kaltim merancang Rencana Kerja (RENJA) dengan menyertakan indikator keberhasilan pelaksanaan program. Dengan memperhatikan capaian indikator tersebut, maka dapat dilihat tingkat keberhasilan program sebagai bahan evaluasi dan perbaikan perencanaan maupun pelaksanaan program di masa mendatang.

Pelaksanaan program *ComDev* juga merupakan perwujudan dari salah satu tujuan pendirian BUMN, yaitu turut aktif memberikan bimbingan dan bantuan kepada pengusaha golongan ekonomi lemah, koperasi dan masyarakat sebagaimana tertuang dalam Undang-Undang No.19 tentang Badan Usaha Milik Negara, selain merupakan wujud dari pelaksanaan prinsip *Good Corporate Governance* (GCG).

Selain itu, pelaksanaan Program *Comdev* ini memiliki makna strategis, mencakup:

1. Terwujudnya kegiatan bisnis perusahaan yang berkelanjutan dengan mempertimbangkan aspek kelestarian lingkungan hidup.
2. Terwujudnya kegiatan operasional perusahaan yang aman dan lancar.
3. Diperolehnya dukungan masyarakat terhadap perusahaan melalui program pembangunan sosial, ekonomi dan lingkungan.
4. Memberikan nilai tambah perusahaan dihadapan para *stakeholders* (pemangku kepentingan).

Pupuk Kaltim's CSR Department is directly responsible for planning, implementing, and evaluating the results of the activities of the Community Empowerment Program (Community Development - Comdev), and coordinating environmental activities related to the community in the vicinity of the Company's operations.

OBJECTIVE OF THE SOCIAL DEVELOPMENT PROGRAM

The main objective of implementing the Pupuk Kaltim Community Development (Comdev) Program is to realize community self-reliance, support the achievement of sustainability goals, and create harmony among stakeholders, namely between Pupuk Kaltim and other companies, the community, and the government. To be in parallel with these efforts, the Company is expected to gain the confidence/social license to operate from the community.

In order to measure the level of success of the program, the Pupuk Kaltim CSR Unit designs a Work Plan (RENJA) every year, which includes the success indicators of the program implementation. By taking into account to the achievement of these indicators, the level of success of the program can be identified as a material for evaluation and improvement for future planning and implementation of the program.

The implementation of the Comdev program is also a manifestation of one of the objectives of SOE, namely to actively provide guidance and assistance to disadvantaged economic groups, cooperatives, and the communities as stipulated in Law No. 19 on State Owned Enterprises, in addition to being a manifestation of the implementation of the Good Corporate Governance (GCG) principles.

In addition, the implementation of the Comdev Program has the following strategic meanings:

1. The realization of sustainable business activities that take into account environmental conservation.
2. The realization of safe and smooth Company operations.
3. Obtaining community support for companies through social, economic and environmental development programs.
4. Providing added value to the company before the stakeholders.

MANFAAT PELAKSANAAN PROGRAM

Terdapat berbagai benefit sejalan dengan realisasi program-program ComDev Perseroan, terutama adalah:

1. Perusahaan memperoleh *social license to operate*.
2. Meningkatkan citra di mata publik
3. Meningkatkan kerja sama perusahaan dengan *stakeholder* lainnya.

BENEFITS OF PROGRAM IMPLEMENTATION

There are various benefits in line with the realization of the Company's ComDev programs, especially:

1. The company obtains the social license to operate.
2. Improve the image in the public perspective
3. Increase the company's cooperation with other stakeholders.

Analisa Isu, Dampak dan Penyusunan Program Pengembangan Sosial Kemasyarakatan

Analysis of Community Social Development Programs

ANALISA ISU DAN DAMPAK SOSIAL, EKONOMI DAN LINGKUNGAN [413-1, 413-2]

Guna memastikan keberhasilan pelaksanaan program, Pupuk Kaltim melaksanakan *due diligent* terhadap dampak sosial, ekonomi maupun lingkungan Perusahaan secara terintegrasi dengan melakukan pemetaan sosial dalam rangka menyusun rencana Program Comdev yang sesuai dengan kebutuhan masyarakat. Hal ini dilaksanakan dengan melibatkan peran pemangku kepentingan, termasuk tokoh masyarakat sekitar, perangkat desa, akademisi maupun Lembaga Swadaya Masyarakat (LSM).

Tujuannya adalah mendapatkan informasi mengenai kondisi sosial budaya setempat seperti mengenali Pemangku Kepentingan (individu, kelompok, dan organisasi), forum dan mekanisme pembahasan kepentingan publik, potensi wilayah, masyarakat rentan, serta masalah sosial, sehingga program pemberdayaan sosial kemasyarakatan yang dilaksanakan dapat melibatkan partisipasi, membangun kepercayaan masyarakat, dan dapat dipertanggungjawabkan.

Isu strategis yang dirumuskan dalam menindaklanjuti permasalahan yang ada di masyarakat sekitar Perusahaan adalah:

1. Pemberdayaan Ekonomi Masyarakat
2. Pembangunan dan Pengembangan Infrastruktur
3. Pengembangan Pendidikan
4. Pembangunan, Pengembangan Kesehatan, dan Lingkungan
5. Pembangunan Olahraga, Kepemudaan, Seni Budaya, dan Keagamaan.
6. Pengembangan Hubungan harmonis antara Masyarakat, Pemerintah dan Perusahaan.

ANALYSIS OF SOCIAL , ECONOMIC, AND ENVIRONMENTAL ISSUES AND IMPACTS [413-1, 413-2]

Pupuk Kaltim carries out due diligence on the Company's social, economic and environmental impacts through social mapping to develop a Community Development Program plan that fulfills the needs of the community. This is conducted by involving stakeholders, including local community leaders, village officials, academics, and Non-Government Organizations (NGOs).

The aim is to obtain information on local sociocultural conditions, such as identifying stakeholders (individuals, groups and organizations), forums, and mechanisms for discussion of public interests, potential areas, vulnerable communities, and social issues, subsequently enabling the Company's social empowerment program to promote community participation and build community trust.

Strategic issues formulated in following up on issues in the community around the Company are:

1. Community Economic Empowerment
2. Infrastructure Development
3. Educational Development
4. Health Development and Environmental Conservation
5. Development of Sports, Youth Activities, Art and Culture, and Religion.
6. Development of a harmonious relationship between the Community, the Government, and the Company.

Melalui Departemen CSR, Pupuk Kaltim juga menyusun dokumen pemetaan sosial, termasuk melakukan pembaharuan data secara rutin, bekerja sama dengan pihak ketiga. Pembaruan tersebut difokuskan pada perkembangan aktor yang memiliki kepentingan terhadap program CSR-Comdev Pupuk Kaltim. Pembaruan ini terdokumentasikan dalam Lembar Pengesahan Pembaruan *Social Mapping* Pupuk Kaltim.

Pembuatan Rencana Strategis Program Pengembangan Sosial Kemasyarakatan Pupuk Kaltim dilakukan dengan melibatkan pihak-pihak terkait dan diaplikasikan dalam dokumen pemetaan sosial. Rencana jangka panjang ini dibuat dalam kurun waktu 5 (lima) tahunan. Metodologi yang dilakukan dalam melakukan penyusunan pemetaan sosial menggunakan pendekatan *Rapid Rural Appraisal* (RRA) dan *Focus Group Discussion* (FGD) yang melibatkan Pemangku Kepentingan seperti Pemerintah, kelompok binaan, masyarakat, Lembaga Swadaya Masyarakat (LSM), Lembaga Pemberdayaan Masyarakat (LPM), dan Pemangku Kepentingan lainnya.

Pelaksanaan Program Comdev Pupuk Kaltim selalu mengacu kepada dokumen rencana strategis yang disusun untuk periode 5 (lima) tahun. Kegiatan-kegiatan yang menunjang program dilaksanakan sesuai jadwal atau waktu yang telah disusun, mempertimbangkan dan menentukan target atau sasaran program dengan tujuan agar program menjadi tepat sasaran, serta melibatkan partisipasi pihak-pihak terkait. Pemantauan dan evaluasi Program Comdev dilakukan dengan menggunakan 2 (dua) cara, yaitu: secara internal (kelompok binaan/sasaran program, tim *Community Development Officer*-CDO), dan eksternal (lembaga penelitian/institusi pendidikan).

PENGHORMATAN HAK-HAK ADAT [411-1]

Pupuk Kaltim juga senantiasa mempertimbangkan penghormatan terhadap hak-hak masyarakat adat dalam menjalankan kegiatan operasional maupun dalam menganalisis serta merancang program-program pengembangan komunitas. Pupuk Kaltim memegang teguh komitmen tersebut, sehingga selama tahun 2020, tidak ada insiden pelanggaran yang melibatkan pelanggaran hak-hak masyarakat adat. Namun demikian, untuk menjaga hubungan baik dengan masyarakat adat tetap terjaga, Perusahaan senantiasa menjalin komunikasi dengan semua pihak dan melakukan kajian manajemen internal serta memastikan dilakukannya mitigasi risiko terhadap kemungkinan terjadinya konflik di masa mendatang.

Through the CSR Department, Pupuk Kaltim compiles social mapping documents in collaboration with third parties, including up-to-date data. The renewal is focused on the development of actors who have an interest in Pupuk Kaltim's CSR-Comdev program. This update is documented in the Pupuk Kaltim Social Mapping Ratification Sheet.

The preparation of the Strategic Plan for Pupuk Kaltim's Social Development Program is carried out by involving relevant parties and is reflected in the Company's social mapping documents. This long-term plan is made for a period of 5 (five) years. The methodology used in preparing social mapping utilizes the Rapid Rural Appraisal (RRA) approach and Focus Group Discussions (FGD) involving Stakeholders such as the Government, target groups, communities, Non-Government Organizations (NGOs), Community Empowerment Institutions (LPM), and other Stakeholders.

The implementation of Pupuk Kaltim's Comdev Program always refers to the strategic plan document prepared for a period of 5 (five) years. Activities that support the program are carried out according to the schedule or time that has been prepared, considering and determining program goals or targets with the aim that the program is right on target, and involves the participation of related parties. Monitoring and evaluation of the Comdev Program is carried out through 2 (two) approaches, namely: internally (target groups/program targets, Community Development Officer-CDO team), and externally (research institutes/educational institutions).

RIGHTS OF INDIGENOUS PEOPLES [411-1]

Pupuk Kaltim always considers respect for the rights of indigenous peoples in carrying out its operational activities as well as in analyzing and designing its community development programs. Pupuk Kaltim firmly adheres to this commitment, during 2020, there were no incidents of violations involving violations of the rights of indigenous peoples. However, to maintain good relations with the indigenous peoples, Pupuk Kaltim maintains communication with all parties and conducts internal management studies as well as risk mitigation of possible conflicts in the future.

MITIGASI ISU SOSIAL, EKONOMI DAN LINGKUNGAN YANG SPESIFIK DAN INKLUSIF

Saat melakukan pemetaan sosial di wilayah sekitar area operasional *Ring - 1* perusahaan yang terdampak langsung, Pupuk Kaltim juga berupaya mengidentifikasi masalah spesifik dan inklusif yang dijumpai dan melakukan langkah-langkah mitigasinya. Masalah spesifik dimaksud adalah berbagai problem struktural yang disebabkan karena faktor sistemik. Beberapa masalah dibidang sosial, ekonomi dan lingkungan yang dijumpai serta langkah mitigasi yang dilakukan di antaranya adalah sebagai berikut:

- **Isu Sosial**

Kenakalan remaja di Kelurahan Guntung dan Loktuan sudah termasuk ke dalam isu yang cukup serius. Jika tidak ditangani secara serius, masalah kenakalan remaja ini akan terus berlanjut ke masa mendatang dan menjadi masalah yang lebih besar lagi. Akibatnya akan merusak generasi di masa mendatang. Maka dari itu perlu ada penanganan khusus berupa sosialisasi bahaya narkoba, penanganan kasus, pembinaan dan wadah konseling.

- **Isu Ekonomi**

Kegiatan operasional idealnya mampu melibatkan masyarakat lokal, dengan kebijakan tersebut perusahaan pun turut berkontribusi dalam memberikan lapangan pekerjaan untuk masyarakat lokal Bontang. Sebagai perwujudan kepedulian pada peningkatan SDM masyarakat lokal, sejak tahun 2018 bermitra dengan Suvi Training Pupuk Kaltim membuat program penyiapan tenaga kerja bagi masyarakat *bufferzone*. Dalam pelaksanaannya, Suvi Training juga bekerja sama dengan LKP BBEC (bidang *food and baverage*), LKP Sasana Widya (bidang pengelasan) dan LKP Ayulia (bidang tata busana). Sasaran program penyiapan tenaga kerja Pupuk Kaltim pada periode 2018-2020 adalah masyarakat *bufferzone* dan berfokus pada pelatihan, sertifikasi dan pemagangan Jenis pelatihan yang dilaksanakan merupakan hasil dari identifikasi kebutuhan tenaga kerja yang dilakukan bersama sama dengan Dinas Ketenagakerjaan dan perusahaan-perusahaan di Kota Bontang.

Berkaitan dengan operasional perusahaan, Pupuk Kaltim telah memberikan kesempatan berupa pelatihan *general office*, administrasi perkantoran dan operator komputer setiap tahunnya. Selain mendapatkan pelatihan dan sertifikasi, peserta juga berkesempatan untuk melaksanakan magang di PT Pupuk Kaltim. Peserta magang Pupuk Kaltim yang dinilai kompeten selanjutnya berkesempatan untuk dijadikan karyawan non organik. Dampak

MITIGATION OF SPECIFIC AND INCLUSIVE SOCIAL, ECONOMIC, AND ENVIRONMENTAL ISSUES

When carrying out social mapping around the Ring-1 operational area of the Company that is directly affected by its operations, Pupuk Kaltim also seeks to identify and mitigate any specific and inclusive issues. Specific issues include various structural issues caused by systemic factors. The social, economic and environmental issues encountered and mitigated include:

- **Social Issues**

Juvenile delinquency in Kelurahan Guntung and Loktuan has been quite a serious issue. If not taken seriously, this problem could become an even bigger one in the future, damaging future generations. Therefore, special handling is required in the form of education about the dangers of drugs, handling cases, coaching and counselling containers.

- **Economic Issues**

Ideally, operational activities should be able to involve local communities, with this policy, the company will also be able to contribute to provide employment for the local community of Bontang. As manifestation of concern for improving the human resources of the local community, since 2018, in collaboration with Suvi Training, Pupuk Kaltim has created a workforce preparation program for the *bufferzone* community. In its implementation, Suvi Training also collaborates with LKP BBEC (food and beverage sector), LKP Sasana Widya (welding sector), and LKP Ayulia (fashion sector). The target of the Pupuk Kaltim workforce preparation program for the 2018-2020 period is the buffer zone community and focuses on training, certification, and internship. The type of training carried out is the result of the identification of labor needs implemented together with the Department of Manpower and companies in Bontang City.

In relation to the company's operations, Pupuk Kaltim has provided opportunities in the form of general office, office administration, and computer operator training every year. In addition to receiving training and certification, participants also have the opportunity to intern at PT Pupuk Kaltim. Pupuk Kaltim internship participants who are considered competent will have the opportunity to become non-organic employees.

dari adanya program penyiapan tenaga kerja dapat diukur dengan jumlah serapan yang magang dan menjadi karyawan non organik di PT Pupuk Kaltim. Sejak tahun 2018 hingga tahun 2019, terdapat 146 peserta magang yang berasal dari pelatihan di Suvi Training.

Sehubungan dengan kondisi pandemi yang melanda, di tahun 2020 penyaluran magang dihentikan sementara. Disisi lain terdapat 32 peserta program penyiapan tenaga *bufferzone* yang berhasil melanjutkan karir sebagai karyawan non organik di PT Pupuk Kaltim maupun anak perusahaan.

• Isu Lingkungan

Sebagai wilayah terdekat dari PT. Pupuk Kaltim, masyarakat kelurahan Guntung dan Loktuan mengeluhkan permasalahan lingkungan akibat kegiatan produksi perusahaan. Salah satu permasalahan lingkungan yang sering dikeluhkan yaitu isu bau amoniak dari kegiatan produksi perusahaan. Bau amoniak ini dianggap mengganggu aktivitas keseharian masyarakat. Kenyataannya, amoniak tidak hanya di produksi oleh PT. Pupuk Kaltim, ada beberapa perusahaan lain yang memproduksi amoniak. Pada isu lingkungan CSR Pupuk Kaltim menanganinya dengan membuka *call center* keluhan bau amoniak, pengukuran kualitas udara lingkungan secara berkala dan program kesehatan gratis berkala bagi masyarakat terdampak.

Masalah lain yang harus ditangani secara spesifik adalah banjir, mengingat wilayah pelaksanaan program memang terletak di wilayah rawan banjir. Untuk menanggulangnya, Pupuk Kaltim memasang peralatan *Automatic Water Level Record* (AWLR), alat yang dapat mengukur level ketinggian air.

Secara garis besar alat ini terdiri dari empat bagian *Hardware*: 1) Sensor, 2) *Controller*, 3) Catu Daya, 4) *Frame Support*. *Hardware* tersebut kemudian menyalurkan data yang telah rekam menuju server. Untuk mempermudah masyarakat membaca data tersebut, Pupuk Kaltim menciptakan *software/aplikasi* *Iam Aren*. Aplikasi tersebut dapat dijalankan pada *Smartphone* android, terbagi atas 3 klasifikasi kondisi: aman berwarna hijau, Waspada berwarna kuning dan Bahaya berwarna merah. Selain itu, juga terdapat informasi dan penjelasan ketinggian air sungai dalam satuan meter beserta *history* beberapa hari terakhir. Inovasi ini meskipun bukan untuk mencegah terjadinya banjir, tetapi dapat menekan kerugian yang ditimbulkan akibatnya.

The effect of the workforce preparation program can be measured by the number of uptakes in internships and become non-organic employees at PT Pupuk Kaltim. From 2018 to 2019, there were 146 interns from training at Suvi Training.

Due to the pandemic conditions, the distribution of internships was temporarily suspended in 2020. On the other hand, there were 32 participants in the *bufferzone* staff preparation program succeeded in continuing their careers as non-organic employees at PT Pupuk Kaltim and its subsidiaries.

• Environmental Issues

As the closest area to PT. Pupuk Kaltim, the Guntung and Loktuan community members have complained about environmental issues caused by the Company's production activities. One environmental problem that is often complained about is the issue of the smell of ammonia caused by the Company's production activities. In fact, ammonia is not only produced by PT. Pupuk Kaltim, as there are several other companies that produce ammonia. Pupuk Kaltim has handled this issue by opening a call center where people can call in to make complaints, making periodic environmental air quality measurements, and holding free health programs for the affected communities.

Another problem that must be specifically addressed is flooding, given the program implementation area is located in a flood prone area. To overcome this, Pupuk Kaltim has installed Automatic Water Level Record (AWLR) equipment, a tool that can measure the level of water.

Broadly speaking, this tool consists of four hardware types: 1) Sensors, 2) Controllers, 3) Power Supplies, and 4) Frame Support. The hardware transfers the recorded data to the server. To facilitate the public to read the data, Pupuk Kaltim has created the *Iam Aren* software/application. The application, which can be run on Android smartphones, is divided into 3 classification conditions: safe with green, alert with yellow, and red for danger. The application also provides information regarding river water levels in meters along with rainfall history for the last few days. Although this innovation cannot prevent flooding, it can help prevent losses caused by floods.

PERENCANAAN PROGRAM COMDEV

Rencana Program Comdev Pupuk Kaltim disusun dengan mempertimbangkan berbagai hal seperti: menggambarkan arah yang jelas tentang kondisi masa depan yang ingin dicapai, menjawab permasalahan/isu strategis di lingkungan masyarakat, sejalan dengan visi dan misi Perusahaan, dan sejalan dengan visi dan misi Pemerintah Kota Bontang yang termanifestasikan dalam dokumen Rencana Pembangunan Jangka Menengah Daerah (RPJMD) dan Rencana Pembangunan Jangka Panjang Daerah (RPJPD) Kota Bontang.

Sistematika penyusunan rencana program mengacu pada konsep UN *Global Compact*, yaitu: *commit, assess, define, implement, measure*, dan *communicate*, yakni mencakup tahapan-tahapan sebagai berikut.

- a. Melakukan penelitian awal, yakni pemetaan sosial. Dilaksanakan untuk mengetahui kondisi sosial, ekonomi, politik, dan budaya masyarakat di sekitar Perusahaan, untuk memetakan masalah atau isu yang berkembang di masyarakat serta potensi-potensi yang dapat dikembangkan melalui pelaksanaan program pengembangan sosial kemasyarakatan. Hasil kegiatan merupakan kumpulan dokumen penelitian yang mencakup *social problem* (SP). *Social Problem* ditelaah dari berbagai aspek kehidupan, di antaranya permasalahan Sumber Daya Alam, Sumber Daya Manusia, Ekonomi, Modal Sosial, dan lain sebagainya.
- b. *Stakeholders Engagement* atau *Stakeholders Analysis* (SA). Penelitian ini ditujukan untuk mendapatkan informasi tentang:
 - Jejaring sosial antara individu atau kelompok yang memiliki kepentingan terhadap isu dan program pengembangan sosial kemasyarakatan.
 - Setiap individu atau kelompok memiliki *ranking*/derajat kepentingan terhadap satu atau lebih dan memiliki power terkait pengambilan keputusan terhadap isu tersebut.
 - Analisis terhadap individu atau kelompok yang dikaitkan dengan isu dan tujuan program pengembangan masyarakat Perusahaan.
- c. *Sustainable Livelihood* (SL). Terdiri atas:
 - *Social Capital* (SC)
 - *Human Capital* (HC)
 - *Physical Capital* (PC)
 - *Natural Capital* (NC)
 - *Financial Capital* (FC)

Saat penelitian berlangsung sekaligus merupakan tahap awal sosialisasi terkait rencana pelaksanaan program pengembangan masyarakat.

PLANNING OF COMDEV PROGRAM

Pupuk Kaltim's Comdev Program Plan addresses various points, including future conditions and goals, and strategic issues/community issues, in line with the Company's vision and mission, and the vision and mission of the Bontang City Government, which is outlined in the Regional Medium-Term Development Plan (RPJMD) and the Bontang City Long-Term Development Plan (RPJPD).

The Company prepares program plans with reference to the UN Global Compact concept, which is *commit, assess, define, implement, measure*, and *communicate*, and includes the following phases.

- a. Performing initial research, namely social mapping. Conducted to determine the social, economic, political, and cultural conditions of the communities in the vicinity of the Company's operations. This is carried out to map out problems or issues in the community, as well as opportunities that can be developed through the implementation of social development programs. This activity results in a collection of research documents that cover social problems (SP). Social Problems are examined from various angles, including Natural Resources, Human Resources, Economy and Social Capital.
- b. Stakeholders Engagement or Stakeholders Analysis (SA). This research is conducted to obtain information regarding:
 - Social networking between individuals or groups who have an interest in social development issues and programs.
 - Each individual or group has a ranking/degree of importance for one or more and has power related to decision making on the issue.
 - Analysis of individuals or groups related to the issues and objectives of the Company's community development program.
- c. Sustainable Livelihood (SL). Consisting of:
 - Social Capital (SC)
 - Human Capital (HC)
 - Physical Capital (PC)
 - Natural Capital (NC)
 - Financial Capital (FC)

The research took place at the same time as the initial stage of the socialization of the community development program.

Tahapan selanjutnya adalah membuat Rencana Strategis (Renstra), diikuti dengan penyusunan Rencana Kerja (Renja). Pada dasarnya Pupuk Kaltim mengelompokkan program pengembangan sosial kemasyarakatan kedalam dua kelompok besar yakni: *Community Empowerment* dan *Capacity Building* serta Infrastruktur dan *Charity*.

The next stage is to make a Strategic Plan (Renstra), which will be followed by the preparation of a Work Plan (Renja). Essentially, Pupuk Kaltim groups social development programs into two major categories: Community Empowerment and Capacity Building, and Infrastructure and Charity.

Berikut adalah gambaran Rencana Strategis (Renstra) CSR-ComDev PT Pupuk Kaltim.

The following is an overview of Pupuk Kaltim's CSR-ComDev Strategic Plan.

Kluster Cluster	Program	Isu Strategis Strategic Issues	Rencana dan Realisasi Plans & Realization		Indikator Keberhasilan Success Indicator
			2019	2020	
Empowerment	Better Living in Malahing	Maksimalisasi 7 potensi SDA desa Malahing	9 jenis program kegiatan relevan dan berkelanjutan dari tahun 2017 dan 2018	1. Pendampingan pengembangan pariwisata 2. Inovasi produk khas Malahing (Batik Malolo)	1. Produksi rumput laut s.d. 100 ton kering per tahun 2. Terbentuk 1 lembaga koperasi 3. Terbangun sarana dan pengelola wisata laut 4. Terbangun keramba ikan
Empowerment		Maximizing the 7 natural resources potential at Malahing village	9 types of relevant activity programs from 2017 and 2018	1. Tourism development assistance 2. Malahing's signature product innovation (Batik Malolo)	1. Production of up to 100 tons of dry seaweed per year 2. Establishment of 1 cooperative 3. Development of beach tourism facilities and management 4. Construction of fish cages
Charity		Pemenuhan 4 kebutuhan sosial masyarakat	3 kegiatan lanjutan dari tahun 2017 dan 2018	1. Pengadaan vitamin dan alat desinfeksi (penanggulangan bencana COVID-19)	1. Pusat pemasaran produk 2. Inovasi produk
Charity		Fulfillment of 4 community needs	3 follow-up activities from 2017 and 2018	1. Procurement of vitamins and disinfectant equipment (COVID-19 disaster management)	1. Product marketing center 2. Product innovation
Infrastruktur		Pembangunan 5 infrastruktur dasar	2 kegiatan pembangunan infrastruktur lanjutan	Pembangunan Dapur Resto dan Resto Apung Malahing serta kapal hias	1. Kelengkapan infrastruktur dasar 2. Replikasi sumber air bersih
Infrastructure		Construction of 5 basic infrastructure	2 follow-up activities in infrastructure construction	Construction of Kitchen Restaurant and Malahing Floating Restaurant, as well as ornamental boats	1. Availability of basic infrastructure 2. Replication of clean water system
Capacity Building		5 program kompetensi masyarakat	3 program pengembangan masyarakat pesisir lanjutan	1. Studi banding pengelolaan wisata 2. Pembinaan TOGA 3. Pelatihan dan Pemeliharaan PLTS 4. Pelatihan Kesenian	1. Inisiasi Bank Sampah 2. Kelompok seni tari dan Silat khas Mamuju
Capacity Building		5 programs in community competences	3 follow-up programs in coastal area development	1. Comparative study on tourism development 2. TOGA Development 3. Solar Power Plant Training and Maintenance 4. Art Training	1. Initiation of Waste Bank 2. Mamuju's signature dance and Silat group

Kluster Cluster	Program	Isu Strategis Strategic Issues	Rencana dan Realisasi Plans & Realization		Indikator Keberhasilan Success Indicator
			2019	2020	
Empowerment	Inkubator Bisnis Permata Bunda	Minimnya ABK terasap di dunia kerja dan penerimaan lingkungan serta tidak ada fasilitas untuk ABK belajar berwirausaha untuk meningkatkan kemandirian	6 program pemberdayaan ABK lanjutan di bidang kewirausahaan dan keterampilan	1. Peningkatan Kelembagaan Program 2. Peningkatan fasilitas produksi sarana dan prasarana 3. Sertifikasi dan peningkatan kapasitas SDM 4. Peningkatan kapasitas sarpras 5. Program kesehatan berkala 6. Penanggulangan COVID-19	Kemandirian para ABK
Empowerment	Permata Bunda Business Incubator	The lack of Children with Special Needs (ABK) that are absorbed in the employment world and environmental acceptance and there are no facilities for ABK to learn entrepreneurship to increase independence	6 follow-up programs in ABK empowerment in entrepreneurship and skill development	1. Program Institutional Improvement 2. Improvement of production facilities and infrastructure 3. HR certification and capacity building 4. Increased capacity of infrastructure 5. Periodic health program 6. Handling of COVID-19	Self-sufficiency of ABK
Empowerment	Server Mang Budi	Konservasi SDA Mangrove dan Budidaya Kepiting	- Penyiapan lahan pembibitan mangrove - Pembentukan kelompok budidaya mangrove - Pembangunan track jalan	1. Penambahan sarana infrastruktur pendukung wisata (Gazebo, Photobooth) 2. Pelatihan penghitungan HPP bibit mangrove 3. Pembibitan, penanaman, dan perawatan 43.000 bibit mangrove di area konservasi	Perbaikan kualitas lingkungan pesisir melalui penanaman 43.000 bibit mangrove, peningkatan lapangan kerja dan terbukanya potensi ekowisata
Empowerment	Server Mang Budi	Conservation of Mangrove Natural Resources and Crab Cultivation	- Preparation of mangrove nursery area - Establishment of mangrove cultivation groups - Construction of walking tracks	1. Addition of tourism supporting infrastructure and facilities (Gazebo, Photobooth) 2. Mangrove seedling HPP calculation training 3. Nursery, planting, and maintenance of 43,000 mangrove seedlings in conservation areas	Improvement in the quality of the coastal environment through the planting of 43,000 mangrove seedlings, increasing employment opportunities and opening up ecotourism potential
Empowerment	Budiman OKE Makrifah Herbal	Budidaya tnaman obat keluarga, inovasi produk turunan dan jasa layanan	4 program pengembangan potensi TOGA	1. Inovasi produk turunan yang bisa dikonsumsi 2. Lahirnya lini usaha pemasaran dan catering sebagai adaptasi COVID-19 3. Promosi produk TOGA melalui online marketing	1. Meningkatnya kesejahteraan masyarakat 2. Lini usaha yang terintegrasi dan sistematis 3. Lembaga Pelatihan Kerja dengan penerima manfaat yang lebih luas
Empowerment	Budiman OKE Makrifah Herbal	Cultivation of family medicinal plants, innovation of by-products, and services	4 TOGA potential development programs	1. Innovation of by-products that can be consumed 2. Beginning of a marketing and catering business line as an adaptation to COVID-19 3. Promotion of TOGA product through online marketing	1. Increase in community welfare 2. Integrated and systematic line of business 3. Job Training Institute reaching wider beneficiaries

Kluster Cluster	Program	Isu Strategis Strategic Issues	Rencana dan Realisasi Plans & Realization		Indikator Keberhasilan Success Indicator
			2019	2020	
Empowerment	Terumbu Karang KIMASEA	Rehabilitasi Terumbu Karang	1. Pembuatan 500 media terumbu buatan 2. Penurunan 500 media terumbu buatan di area konservasi PKT 3. Pelatihan nelayan dalam melakukan pemantauan terumbu 4. Sertifikasi <i>Open Water</i> bagi nelayan untuk mendukung pemantauan terumbu karang 5. Pengadaan peralatan pribadi penunjang selam	1. Pembuatan 500 media terumbu buatan 2. Penurunan 500 media terumbu buatan di area konservasi PKT 3. Pemantauan terumbu karang oleh kelompok nelayan 4. pengadaan kapal nelayan untuk menunjang pemantauan dan peluang ekonomi kelompok 5. Pembuatan keramba jaring tancap untuk mendukung perekonomian kelompok nelayan	1. Penurunan 500 Terumbu Karang 2. Peningkatan biota laut 3. Wisata Bahari 4. Pengadaan 1 kapal penunjang pemantauan 5. Pembuatan 10 petak keramba jaring tancap untuk mendukung perekonomian kelompok
Empowerment	Terumbu Karang KIMASEA	Coral Reef Rehabilitation	1. Making 500 artificial reef media 2. Lowering the 500 artificial reef media in PKT conservation areas 3. Fisherman training for reef monitoring 4. Open Water Certification for fishermen to support coral reef monitoring 5. Procurement of personal equipment for diving support	1. Making 500 artificial reef media 2. Lowering the 500 artificial reef media in PKT conservation areas 3. Monitoring of coral reefs by fishermen groups 4. Procurement of fishing boats to support group monitoring and economic opportunities 5. Manufacture of plugged-in net cages to support the economy of fishing groups	1. Lowering of the 500 Coral Reefs 2. Increase in marine life 3. Marine Tourism 4. Procurement of 1 monitoring support vessel 5. Making 10 plots of plugged-in net cages to support the group's economy
Empowerment	Keramba Jaring Apung	1. <i>Creating Shared Value</i> masyarakat 2. Masyarakat Pesisir 3. Perikanan Berbasis Keramba Jaring Apung	10 program pengembangan potensi perikanan, lobster, kerang, abalone, teripang, bandeng, udang, kerapu dan lele	1. <i>Monitoring</i> hasil KJA 2. Program pengolahan hasil laut 3. Ekowisata dan Edukasi 4. Replikasi kuliner di kawasan darat	1. Meningkatnya kesejahteraan nelayan 2. Terbukanya lapangan kerja 3. Meningkatnya kapasitas masyarakat pesisir
Empowerment		1. Creating Shared Value for the community 2. Coastal Community 3. Floating Net Cage-Based Fishery	10 potential development programs for fishery, lobster, clams, abalone, sea cucumber, milkfish, shrimp, grouper and catfish	1. Monitoring of KJA results 2. Marine product processing program 3. Eco-tourism and Education 4. Culinary replication on the land	1. Increase in the welfare of fishermen 2. Opening employment opportunities 3. Increase in the capacity of coastal communities

Kluster Cluster	Program	Isu Strategis Strategic Issues	Rencana dan Realisasi Plans & Realization		Indikator Keberhasilan Success Indicator
			2019	2020	
Empowerment	Kampung Aren Berdaya Ramah Disabilitas	Merupakan daerah rawan banjir serta kampung belum inklusif terhadap kaum difabel	Pengembangan sosial, pembangunan 10 titik emas	1. Kegiatan penanggulangan COVID-19 2. Perbaikan sanitasi dan fasilitas umum 3. Pendampingan Rumah Bibit, kegiatan ekonomi warga 4. Peningkatan kapasitas warga	Terbentuknya satu Kampung yang inklusif antara warga dan ABK serta menjadi kampung yang berdaya secara sosial dan ekonomi
Empowerment	Disability-Friendly Environment of Aren Berdaya Village	It is a flood-prone area and the village is not yet inclusive of people with disabilities	Social development, 10 gold point development	1. COVID-19 countermeasure activities 2. Improvement of sanitation and public facilities 3. Seed House assistance, economic activities of the community 4. Community capacity building	The formation of an inclusive village between the community and ABK and to become a village that is empowered socially and economically
Empowerment	Cangkang Salona	Transfer <i>knowledge core</i> bisnis perusahaan dalam memecahkan masalah lingkungan (limbah cangkang rajungan) dan isu sosial (pengangguran dan akses terhadap pekerjaan) di Wilayah Selambai	Transfer <i>knowledge</i> produksi kitosan secara manual - Inisiasi demplot kelompok Cangkang Salona di Selambai - Pembangunan plant kitosan dan IPAL - Pengurusan izin UKL-UPL - Pengadaan mesin kitosan	Pengurusan izn IPLC - Capacity building: pelatihan produksi menggunakan mesin - Uji kandungan hormon, mutu dan efektivitas kitosan - Pemasaran secara terbatas	1. Terbentuknya kelompok usaha masyarakat melalui transfer knowledge core bisnis perusahaan 2. Mewujudkan zero waste pemanfaatan rajungan di kota bonang
Empowerment	Cangkang Salona	Transfer of knowledge of the company's core business in solving environmental issues (scratch shell waste) and social issues (unemployment and access to work) in the Selambai Region	Transfer knowledge of chitosan production manually - Initiation of the Cangkang Salona demonstration plot in Selambai - Construction of chitosan plant and WWTP - UKL-UPL permit administration - Procurement of chitosan equipment	IPLC permit administration - Capacity building: production training using machines - Analysis for hormone content, quality and effectiveness of chitosan - Limited marketing	1. The formation of community business groups through the transfer of the company's core business knowledge 2. Realizing zero waste of crab utilization in the city of Bonang
Empowerment	Bank Sampah TPST Bessai Berinta	Pengolahan sampah organik dan anorganik TPST yang belum maksimal	- Terlaksananya pelatihan administrasi sederhana Bank Sampah - Tersedianya fasilitas air bersih - Pelatihan Pengolahan Sampah	- Terlaksana 1 kali perbaikan Rumah Produksi Kompos - Uji Kompos - Pemanfaatan Kompos untuk <i>Greenhouse</i> - Budidaya BSF - <i>Spot</i> Edukasi Pengolahan Sampah	Terciptanya 1 TPST sebagai pengolahan sampah yang terpadu dan 1 Bank Sampah Induk yang mendampingi Bank Sampah di 15 Kelurahan di Kota Bontang
Empowerment	Waste Bank of Bessai Berinta Integrated Landfill (TPST)	Organic and inorganic waste processing at the TPST that has not been maximized	- Implementation of simple administrative training for the Waste Bank - Availability of clean water facilities - Waste Processing Training	- Implementation of 1 repair at the Compost Production House - Compost Test - Compost Utilization for Greenhouse - Cultivation of BSF - Education Spot for Waste Processing	The creation of 1 TPST as an integrated waste management and 1 Main Waste Bank that accompanies Waste Banks in 15 Sub-districts in Bontang City

Kluster Cluster	Program	Isu Strategis Strategic Issues	Rencana dan Realisasi Plans & Realization		Indikator Keberhasilan Success Indicator
			2019	2020	
Empowerment	Suvi Training	Kurangnya keterampilan dan kecakapan kerja pada masyarakat sekitar perusahaan	- Pelatihan 3 in 1 untuk masyarakat <i>bufferzone</i> - Peningkatan kualitas tata kelola lembaga - Sinergi pelatihan dengan lembaga dan pemerintah	- Pelatihan pengendalian COVID-19 untuk korban PHK - Peningkatan kapasitas lembaga - Sinergi pelatihan dengan lembaga, perusahaan dan pemerintah	1. Peningkatan kapasitas bagi masyarakat <i>bufferzone</i> dan Bontang 2. Kecakapan kerja bagi alumnus pelatihan 3. Suvi Training berkembang menjadi Akademi
Empowerment	Suvi Training	Lack of skills and work proficiencies of the community around the company	- 3 in 1 training for the buffer zone community - Improvement in the quality of institutional governance - Synergy of training with institutions and government	- COVID-19 control training for layoff victims - Institutional capacity building - Synergy of training with institutions, company, and the government	1. Capacity building for the community of the buffer zone and Bontang 2. Job skills for training alumni 3. Suvi Training evolving into an Academy
Empowerment	Manubakka	Banyaknya jumlah pengangguran pemuda usia produktif karena rendahnya pendidikan dan penyalahgunaan obat terlarang	- Pengadaan infrastruktur penunjang ternak ayam - Pembangunan pondok jaga ternak	- Pendampingan pengelolaan ternak ayam pejantan - Pelatihan penyembelihan, pembersihan, dan pengemasan ayam - Pembangunan ruang pembersihan dan penyimpanan ayam	1. Peningkatan lapangan kerja bagi pemuda usia produktif 2. Pengadaan 1 kandang ayam, 1 pondok jaga, dan 1 fasilitas MCK 3. Peningkatan kapasitas pemuda 4. Panen ayam setiap 2 bulan sekali periode pembesaran ayam 5. Adanya 1 bangunan tempat penyembelihan ayam dan 1 bangunan tempat penyimpanan ayam
Empowerment	Manubakka	The large number of unemployed youth of productive age due to low education and drug abuse	- Procurement of supporting infrastructure for chicken farming - Construction of a hut to guard livestock	- Assistance in the management of roosters - Chicken slaughter, cleaning, and packaging training - Construction of chicken cleaning and storage room	1. Increasing employment opportunities for youths at productive age 2. Procurement of 1 chicken coop, 1 guard hut, and 1 sanitary facility 3. Youth capacity building 4. Chicken harvests every 2 months for the chicken raising period 5. 1 building for slaughtering chickens and 1 building for storing chickens

EVALUASI

Pupuk Kaltim melakukan monitoring/pengecekan secara bertahap terhadap pelaksanaan program *Community Empowerment*, sedangkan program *Community Services* dan *Government Relation* cukup dilakukan saat pemberian bantuan. Instrumen yang digunakan untuk memantau *Community Empowerment* dapat digunakan pada saat pemberian bantuan berjalan atau bersifat periodik 1 (satu) bulanan dan 2 (dua) bulanan. Pemantauan dilakukan sebagai langkah evaluasi terhadap capaian target kegiatan, sekaligus sebagai masukan bagi langkah perbaikan program di masa mendatang.

EVALUATION

Pupuk Kaltim conducts monitoring or checking in stages for the Community Empowerment program, while the Community Services and Government Relations programs are sufficient when providing assistance. The instrument used to monitor Community Empowerment can be used at the time of providing ongoing assistance or on a 1 (one) monthly and 2 (two) monthly bases. Monitoring is carried out to evaluate the achievement of target activities, as well as input for future program improvement approaches.

Pupuk Kaltim juga melakukan pemantauan terhadap konflik dan potensi konflik, baik akibat yang ditimbulkan dari pelaksanaan CSR-Comdev maupun bukan, namun masih ada hubungannya dengan aktivitas Perusahaan. Hasil pemantauan terhadap insiden konflik ini didokumentasikan dalam Lembar Monitoring dan Evaluasi Program yang selanjutnya akan disimpan di Unit Kerja seperti Departemen Kesejahteraan dan Hubungan Industrial (KHI) dan Departemen Humas.

Hasil pemantauan tersebut akan dievaluasi dengan melibatkan banyak pihak, antara lain: Lembaga Swadaya Masyarakat (LSM) terkait, dinas pemerintah terkait, dan fasilitator kegiatan program.

Pada akhir tahun, dilakukan evaluasi keberhasilan program menggunakan beberapa parameter yang telah ditetapkan, yakni:

1. Indeks Kepuasan Masyarakat (IKM).

Aspek yang dinilai dalam evaluasi model IKM ini mengenai Mutu Pelaksanaan Program, meliputi program keseluruhan, manajemen program, serta pelayanan dan penyaluran. Evaluasi program keseluruhan mencakup penilaian pencapaian tujuan-tujuan yang dirumuskan dalam perencanaan program.

Evaluasi manajemen program menyangkut kinerja organisasi dalam melaksanakan program CSR-Comdev, salah satunya adalah kemampuan adaptasi dan kedekatan *Community Development Officer* (CDO) dengan masyarakat. Evaluasi pelayanan dan penyaluran mencakup kejelasan metode dan proses implementasi program.

Metode yang digunakan dalam kegiatan ini adalah metode survei yang melibatkan seluruh anggota kelompok, namun tidak semua penerima manfaat program menjadi responden dalam survei ini. Responden dipilih berdasarkan keikutsertaan dalam kepemimpinan kelompok/program.

2. Tingkat Partisipasi dan Institusionalisasi Masyarakat (Kelembagaan Ekonomi/Koperasi, Kelembagaan Sosial Lainnya).

Dilakukan untuk setiap program dan waktu pelaksanaannya sesuai perencanaan dalam TOR.

3. Valuasi Ekonomi.

Menghitung dampak yang diakibatkan oleh proses pembangunan infrastruktur seperti jalan umum, sistem kontrol udara, dan lain sebagainya. Hasil hitungan dikonversi dalam bentuk Rupiah. Dapat dilakukan untuk setiap program pembangunan infrastruktur dan waktu pelaksanaannya setelah 2 (dua) atau 3 (tiga) tahun pelaksanaan program. Valuasi ekonomi dilaksanakan berkala dalam rentang waktu 5 (lima) tahun.

Pupuk Kaltim also monitors conflicts and potential conflicts, both as a result of the implementation of CSR-Comdev or not, but are still related to the Company's activities. Conflict monitoring is documented in the Monitoring and Evaluation Program Sheet of the monitoring phase, which is submitted to the Work Units, such as the Department of Welfare and Industrial Relations (KHI) and the Department of Public Relations.

The results of the monitoring process will be evaluated by many parties, including relevant Non-Governmental Organizations (NGOs), relevant government agencies, and program facilitators.

At the end of the year, an evaluation of the program's success is carried out using several established parameters, namely:

1. Community Satisfaction Index (IKM).

Aspects assessed in the evaluation of the IKM model is on the Quality of Program Implementation, including the overall program, program management, as well as service and distribution. The overall program evaluation includes an assessment of the achievement of the objectives formulated in the program plan.

The evaluation of program management takes into account organizational performance in implementing CSR-Comdev programs, one of which is the adaptability and closeness of Community Development Officer (CDO) with the community. Service evaluation and distribution includes clarity of the process and methods of program implementation.

This assessment is conducted through a survey that involves all group members, but not all program beneficiaries. The respondents were selected based on their participation in group/program management.

2. Level of Community Participation and Institutionalization (Economic/Cooperative Institutions, Other Social Institutions).

Carried out for each program as scheduled in the TOR.

3. Economic Evaluation.

Calculates the impact caused by infrastructure developments, such as public roads and air control systems, and convert that into Rupiah. This can be done for each infrastructure development program at the time of its implementation and after 2 (two) or 3 (three) years. Economic evaluation is carried out periodically over a 5 (five) year period.

Program dan Investasi Pengembangan Sosial Kemasyarakatan

Program and Investment of Community Development Program

Sejak awal pendirian, PT Pupuk Kaltim telah melaksanakan program pengembangan sosial kemasyarakatan atau CSR-Comdev yang inovatif dan berkelanjutan, terutama di wilayah Ring I, yaitu Kelurahan Guntung dan Kelurahan Loktuan. Fokus pengembangan sosial kemasyarakatan Pupuk Kaltim dikelompokkan kedalam 4 (empat) program, yaitu *Empowerment* (Pemberdayaan Masyarakat), *Capacity Building* (Peningkatan Kapasitas), *Infrastructure* (Infrastruktur), dan *Charity* (Donasi).

Program *Empowerment* menjadi fokus utama pengembangan sosial kemasyarakatan Perusahaan dengan tujuan untuk memandirikan masyarakat Kota Bontang. Program *Empowerment* dilaksanakan dengan memaksimalkan sumber daya di wilayah tersebut untuk meningkatkan kinerja dan daya saing Perusahaan melalui keunggulan lingkungan serta kemandirian masyarakat. Hal ini dilaksanakan secara *beyond compliance* dan terintegrasi dengan bisnis Perusahaan.

Sebagai salah satu BUMN, program-program dimaksud dilaksanakan dalam kerangka Program Kemitraan dan Bina Lingkungan dengan mengacu pada berbagai peraturan perundangan terkait dan Program Bina Wilayah, yang mencakup berbagai program-program spesifik sesuai dengan kondisi yang dihadapi.

ANGGARAN INVESTASI PROGRAM CSR-COMDEV PERSEROAN

Total anggaran yang direalisasikan Pupuk Kaltim untuk program pengembangan sosial kemasyarakatan untuk tahun 2019, 2020 dan rencana anggaran untuk tahun 2021 disajikan dalam tabel berikut:

Since its establishment, PT Pupuk Kaltim has implemented innovative and sustainable social development programs or CSR-Comdev, especially in Ring I areas, namely Guntung Village and Loktuan Village. Pupuk Kaltim's social development focus is grouped into 4 (four) programs, namely Empowerment (Community Empowerment), Capacity Building, Infrastructure, and Charity (Donations).

The Empowerment Program is the main focus of the Company's social community development with the aim of increasing the independence of communities of Bontang City. The program is implemented by maximizing the resources in the region to improve the Company's performance and competitiveness through environmental excellence and community independence. Having been integrated into the Company's business, this approach is about more than just compliance.

As an SOE, these programs are implemented within the framework of the Partnership and Community Development Program by referring to various laws and regulations and Regional Development, which includes a variety of specific programs in accordance with the conditions faced.

THE COMPANY'S CSR-COMDEV PROGRAM BUDGET

The total budget allocated by Pupuk Kaltim for social development program in 2019, 2020 and the budget plan for 2021 is presented in the following table:

Tabel Investasi dan Rencana Investasi CSR-Comdev Pupuk Kaltim Table of Investment and Investment Plan CSR-Comdev Pupuk Kaltim			
Program	Tahun (Rp Juta) Year (Rp Million)		
	Realisasi 2019	Realisasi 2020	RKA 2021
Program Kemitraan Partnership Program	11.240,03	9.567,73	8.240,00
Bina Lingkungan Community Development	14.150,21	17.761,08	15.950,00
Bina Wilayah Regional Development	16.053,65	25.673,99	34.249,00
TOTAL	41.443,89	52.582,43	58.439,00

PROGRAM KEMITRAAN

Program Kemitraan Pupuk Kaltim dilaksanakan dengan tujuan meningkatkan kemampuan pelaku usaha mikro/kecil agar menjadi tangguh dan mandiri dengan dukungan dana dari bagian laba BUMN. Pelaksanaan Program Kemitraan melibatkan tiga kelompok kegiatan, yakni:

- *Pertama*, pemberian pinjaman modal kerja kepada pelaku usaha kecil dan mikro, selanjutnya disebut mitra binaan, dengan tingkat bunga *flat* sebesar 3% per tahun.
- *Kedua*, memberikan pendidikan dan pelatihan meliputi pelatihan teknik produksi, manajerial, penelitian, magang dan lain-lain dalam rangka meningkatkan mutu atau kualitas produk yang dihasilkan mitra binaan serta untuk meningkatkan manajemen kewirausahaan.
- *Ketiga*, membantu meningkatkan pemasaran dan promosi hasil produk mitra binaan.

Kontribusi dan kepedulian Perusahaan untuk mengembangkan berbagai potensi yang ada di wilayah sekitar perusahaan tersebut, dikemas dalam bentuk berbagai program kegiatan pembinaan, di antaranya: program bantuan pinjaman modal kerja, program pelatihan dan pengembangan karakter, hibah fasilitas produksi, serta hibah pemasaran.

Untuk tahun 2020, Pupuk Kaltim menyalurkan dana Program Kemitraan senilai Rp9,57 miliar kepada 235 mitra binaan yang disalurkan kepada masyarakat di sekitar Perusahaan khususnya di Kota Bontang, dan juga di seluruh provinsi lain di Pulau Kalimantan pada umumnya.

Dengan realisasi tersebut, maka akumulasi realisasi penyaluran dana Program Kemitraan sejak 1989 hingga 2020, ialah senilai Rp514,77 miliar yang disalurkan kepada 28.540 mitra binaan. Bantuan yang diberikan melalui Program Kemitraan adalah berupa bantuan modal kerja dan pembinaan untuk meningkatkan kapasitas mitra binaan dalam hal teknik produksi, manajerial, dan pemasaran produk serta jasa usaha mitra binaan.

Pembinaan yang dilakukan bertujuan untuk mendorong mitra binaan dalam membuka lapangan pekerjaan bagi masyarakat sekitar dan dapat memperluas penerima manfaat program yang memperoleh penghasilan dari kegiatan usaha mitra binaan, sehingga masyarakat sekitar dapat merasakan manfaat dari keberadaan Pupuk Kaltim.

PARTNERSHIP PROGRAM

The Pupuk Kaltim Partnership Program is implemented with the aim of increasing the ability of micro/small businesses to become resilient and independent with the support of funds from the profit share of SOEs. The implementation of the Partnership Program involves three groups of activities, namely:

- First, providing working capital loans to small and micro businesses, hereinafter referred to as foster partners, with a flat interest rate of 3% per year.
- Second, providing education and training, including training in production techniques, managerial, research, internships and others in order to improve the quality of products produced by fostered partners as well as to improve entrepreneurial management
- Third, assistance to improve the product marketing and promotion of fostered partners.

The Company's contribution and concern for developing various potentials in the vicinity of the company are packaged in the form of various coaching activity programs, including: working capital loan, assistance programs, training and character development programs, production facility grants, as well as marketing grants.

For 2020, Pupuk Kaltim channeled Rp9.57 billion to 235 fostered partners for the Partnership Program funds, which were channeled to communities around the Company, particularly in Bontang City, as well as other provinces on the island of Kalimantan in general.

With this realization, the accumulated Partnership Program fund since 1989 to 2020 amounted to Rp514.77 billion, and was channeled to 28,540 fostered partners. Assistance provided through the Partnership Program is in the form of working capital assistance and guidance to increase the capacity of the fostered partners in terms of production, management, and marketing of products and services.

The training aims to encourage the fostered partners in providing employment to the surrounding communities and increase the number of beneficiaries who earn income from the business activities of fostered partners, allowing the surrounding community to benefit from the presence of Pupuk Kaltim.

Berikut adalah perkembangan realisasi penyaluran dana Program Mitra Binaan.

The following is the progress of the distribution of funds in the Fostered Partner Program.

Realisasi Penyaluran Program Kemitraan, 2018-2020 Distribution of funds in the Fostered Partner Program, 2018-2020

Sektor Ekonomi Economic Sector	2020		2019		2018	
	Mitra Binaan (Unit/Orang) Foster Partners (Unit/Person)	Jumlah Dana (Rp Juta) Amount (Rp Million)	Mitra Binaan (Unit/Orang) Foster Partners (Unit/Person)	Jumlah Dana (Rp Juta) Amount (Rp Million)	Mitra Binaan (Unit/Orang) Foster Partners (Unit/Person)	Jumlah Dana (Rp Juta) Amount (Rp Million)
Industri Industry	36	1.530	23	867	20	770
Perikanan Fishery	6	140	4	39	12	288
Pertanian Agriculture	18	544	28	1.029	18	651
Jasa Services	20	847	37	1.350	30	1.164
Perdagangan Trade	106	4.713	98	3.991	130	4.664
Peternakan Farm	7	278	11	859	26	725
Perkebunan Plantation	42	1.270	95	2.936	73	1.796
Lainnya Others	0	-	0	-	-	-
Jumlah Total	235	9.321	296	11.071	309	10.058
Hibah Grant	0	246	0	169	-	1.893
Jumlah Total	235	9.567	296	11.240	309	11.951

PERKEMBANGAN SKALA USAHA MITRA BINAAN

Pupuk Kaltim secara berkala menilai perkembangan skala usaha para mitra binaan. Perusahaan mengelompokkan mereka kedalam beberapa kriteria, sesuai dengan perkembangan usahanya berdasarkan pertumbuhan Omset, Aset dan serapan Tenaga kerja para mitra, sebelum diberikan program pembinaan, dengan setelah diberikan program pembinaan. Kriteria penilaian yang digunakan adalah:

- Sangat Bagus, terjadi peningkatan sebesar > 46%
- Bagus, terjadi peningkatan sebesar 31% – 45%.
- Agak Bagus, terjadi peningkatan sebesar 16% – 30%
- Kurang Bagus, terjadi peningkatan sebesar 1% – 15%
- Jelek, tidak ada peningkatan (0%).

Hasil pengamatan perkembangan skala usaha Mitra Binaan Pupuk Kaltim yang diambil dengan metoda sampling dari 5 wilayah penyaluran, adalah sebagai berikut.

BUSINESS SCALE DEVELOPMENT OF FOSTERED PARTNERS

Pupuk Kaltim periodically evaluates the development of the business scale of the fostered partners. The Company groups fostered partners into several categories in accordance with the development of their businesses, particularly the growth of their Turnover, Assets and labor absorption, before being given a coaching program with after being given a coaching program. The Company uses the following assessment criteria:

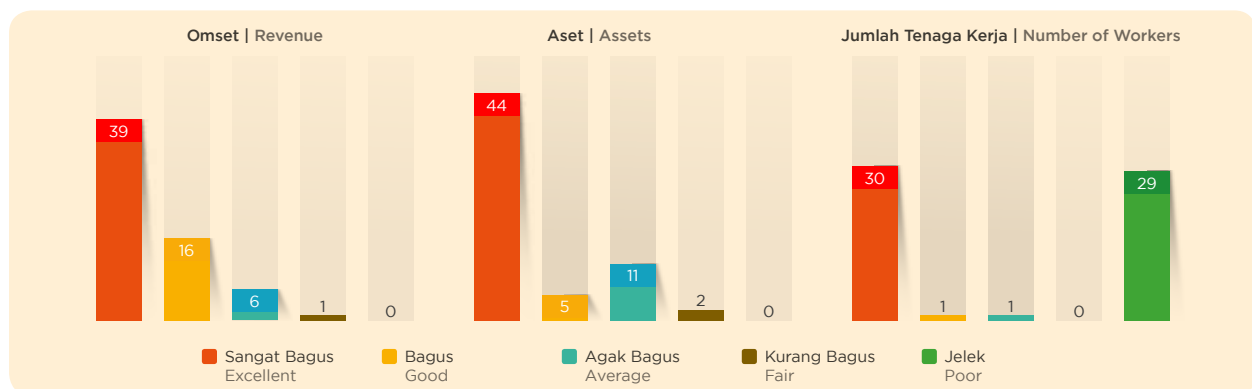
- Very Good - increase of > 46%
- Good - increase of 31%-45%.
- Somewhat Good - increase of 16%-30%
- Not So Good- increase of 1%-15%
- Poor - increase of 0%.

The results of Pupuk Kaltim Fostered Business partner program taken by sampling methods in 5 distribution areas are as follows.

Perkembangan Skala Usaha Mitra Binaan PKT tahun 2020 Development of PKT Fostered Partners Business Scale in 2020

Total		Omset Revenue	%	Aset Assets	%	Jumlah Tenaga Kerja Number of Workers	%
>46%	Sangat Bagus Excellent	39	62,90	44	70,79	30	46,39
31 - 45%	Bagus Good	16	25,81	5	8,06	1	1,61
16 - 30%	Agak Bagus Average	6	9,68	11	17,74	1	1,61
1 - 15%	Kurang Bagus Fair	1	1,61	2	3,32	1	1,61
0%	Jelek Poor	0	0,00	0	0,00	29	46,77
		62	100,00	52	100,00	62	100,00

Perkembangan Skala Usaha Mitra Binaan PKT Tahun 2020 Development of PKT Fostered Partners Business Scale in 2020



Dari data tersebut tampak bahwa pembinaan yang dilakukan PKBL Pupuk Kaltim memberikan dampak positif pada peningkatan omset penjualan dan aset. Peningkatan rata-rata omset sangat bagus (> 46%) dirasakan oleh 39 atau 62,90% (2019:189 atau 63,73%) mitra binaan dari total 62 (2019: 296) mitra binaan, tidak ada mitra binaan yang tidak mengalami perubahan omset (0,0%).

Hal tersebut menunjukkan bahwa dengan pembinaan melalui program permodalan dan peningkatan SDM melalui pelatihan dapat memberikan peningkatan omset yang baik. Peningkatan omset ini menunjukkan adanya perbaikan tingkat keuntungan atau pendapatan mitra binaan.

Peningkatan aset usaha yang dirasakan oleh mitra binaan juga sebanding dengan peningkatan omset yaitu pada peningkatan aset secara akumulasi pada kriteria kurang bagus s.d sangat bagus pada 62 atau 100% (2019: 295 atau 99,7%) mitra binaan. Data ini menunjukkan tidak ada mitra binaan yang jelek (0%) dalam hal peningkatan aset usaha (2019: 1 atau 0,03). Peningkatan dan penyerapan jumlah tenaga kerja di

The data indicates that the coaching carried out by Pupuk Kaltim PKBL has a positive impact on increasing sales turnover and asset. A very good increase in the average turnover (> 46%) was experienced by 39 or 62.90% (2019:189 or 63.73%) of the 62 (2019: 296) fostered partners, there were no fostered partners who did not experience a change in turnover (0.0%).

This is evidence that coaching through capital programs and increasing human resources through training can provide a good increase in turnover. The increase in turnover indicates an improvement in the level of profit or income of the fostered partners.

The increase in business assets felt by the fostered partners is also proportional to the increase in turnover, namely the increase in assets accumulated on the criteria of not so good to very good at 62 or 100% (2019: 295 or 99.7%) of the fostered partners. This data indicates that there are no bad fostered partners (0%) in terms of increasing business assets (2019: 1 or 0.03). The increase and absorption of employment

unit usaha mitra binaan mempunyai peranan penting dalam menaikkan omset dan aset mitra binaan, hal ini ditunjukkan dengan sebanyak 30 atau 46,39% (2019: 113 atau 38,24%) mitra binaan yang mengalami peningkatan jumlah tenaga kerja sangat bagus. [413-1, 413-2, 203-1, 203-2]

PROGRAM BINA LINGKUNGAN

Program Bina Lingkungan merupakan pemberdayaan kondisi sosial masyarakat oleh perusahaan dengan didukung alokasi dana dari bagian laba perusahaan. Program ini dilaksanakan dengan tujuan meningkatkan kondisi sosial kehidupan masyarakat terutama di area Ring 1 – Bontang, Kalimantan dan di berbagai wilayah lainnya di Indonesia.

Dana Program Bina Lingkungan disalurkan dalam bentuk:

- Bantuan korban bencana alam;
- Bantuan pendidikan dan/atau pelatihan;
- Bantuan peningkatan kesehatan;
- Bantuan pengembangan prasarana dan/atau sarana umum;
- Bantuan sarana ibadah;
- Bantuan pelestarian alam;
- Bantuan sosial kemasyarakatan dalam rangka pengentasan kemiskinan.

Semua kegiatan tersebut dilaksanakan setelah melalui proses perencanaan dan asesmen terlebih dahulu agar sesuai dengan kebutuhan masyarakat.

Program Bina Lingkungan ditujukan terutama untuk masyarakat yang tinggal di sekitar wilayah operasional Pupuk Kaltim, sebagai perwujudan komitmen Perusahaan dalam memastikan terjadinya keseimbangan pertumbuhan skala bisnis dengan peningkatan kesejahteraan masyarakat.

Selaras dengan kondisi tahun 2020 yang ditandai dengan merebaknya pandemi COVID-19, Pupuk Kaltim memfokuskan pelaksanaan kegiatan penanggulangan dampak dan pencegahan penyebaran pandemi di sekitar wilayah operasional. Berbagai kegiatan yang direalisasikan dalam rangka bantuan Tanggap Bencana COVID-19, meliputi: bantuan masker kain untuk masyarakat, bantuan alat APD untuk Tenaga Kesehatan, Bantuan *Extrafooding* untuk tenaga kesehatan, Bantuan peningkatan Kapasitas Rumah Sakit Rujukan COVID, dan Dukungan lainnya untuk tenaga kesehatan.

Selain menyalurkan bantuan Tanggap Bencana COVID-19, melalui program Bina Lingkungan CSR PKT, di tahun 2020 Perusahaan juga menyalurkan berbagai bantuan rutin lainnya, seperti: bantuan perbaikan

in the business units of the fostered partners has an important role in increasing the turnover and assets of the fostered partners, as indicated by 30 or 46.39% (2019: 113 or 38.24%) of the fostered partners who are experiencing a significant increase in the number of very good workers. [413-1, 413-2, 203-1, 203-2]

COMMUNITY DEVELOPMENT PROGRAM

The Community Development Program is the empowerment of the community's social conditions by the company supported by the allocation of funds from the company's profit share. This program is implemented with the aim of improving the social conditions of people's lives, especially in the Ring 1 area - Bontang, Kalimantan and in various other regions in Indonesia.

The Community Development Program Fund is distributed in the following ways:

- Aid to Victims of Natural Disasters;
- Educational and/or training assistance;
- Health assistance;
- Assistance for the development of public infrastructure and/or facilities;
- Assistance to build religious facilities;
- Conservation assistance;
- Social assistance for poverty alleviation.

All of these activities are carried out after going through a planning and assessment process in advance to suit the needs of the community.

The Community Development Program is aimed primarily at communities living around the Pupuk Kaltim operational areas, as a manifestation of the Company's commitment to maintaining a balance between business growth and community welfare.

In line with the conditions in 2020 which were marked by the outbreak of the COVID-19 pandemic, Pupuk Kaltim focuses on implementing activities to mitigate the impact and prevent the transmission of the pandemic around its operational areas. Various activities realized in the context of COVID-19 Disaster Response assistance, including: cloth mask assistance for the community, PPE equipment assistance for Health Workers, Extrafooding Assistance for health workers, Assistance to increase the Capacity of COVID Referral Hospitals, and other support for health workers.

In addition to distributing COVID-19 Disaster Response assistance, the Company also distributed various other routine assistance through the PKT CSR Community Development program in 2020, in the

infrastruktur, bantuan kesehatan masyarakat, bantuan sarana ibadah, bantuan peningkatan pendidikan, dan bantuan sosial kemasyarakatan seperti program PKT Berbagi.

Dengan demikian pada tahun 2020, Pupuk Kaltim merealisasikan penyaluran dana Program Bina Lingkungan senilai Rp17,76 miliar dengan dengan alokasi terbesar adalah untuk bantuan Sosial Kemasyarakatan dalam rangka meringankan beban masyarakat yang terdampak pandemi COVID-19.

Dengan tambahan penyaluran di tahun 2020 tersebut, maka akumulasi realisasi penyaluran dana Bina Lingkungan mulai 2000 hingga 2020 adalah senilai Rp125,45 miliar. Rincian realisasi penyaluran bantuan Bina Lingkungan dalam tiga tahun terakhir adalah sebagai berikut:

forms of infrastructure repair assistance, community health assistance, worship facilities assistance, education improvement assistance, and community social assistance such as the PKT Berbagi program.

Thus, in 2020, Pupuk Kaltim realized Rp17.76 billion for the distribution of Community Development Program, with the largest allocation being for Social and Community assistance in order to lessen the burden of people affected by the COVID-19 pandemic.

With the additional distribution in 2020, the accumulated realization of Community Development fund distribution from 2000 to 2020 amounted to Rp125.45 billion. Details of the realization of the distribution of Community Development assistance in the last three years are as follows:

Realisasi Penyaluran Dana Program Bina Lingkungan, 2018-2020 Realization of Funds for Community Development Program			
Program Bantuan Assistance Program	2020	2019	2018
	Dana Investasi Sosial (Rp Juta) Social Investment Fund (Rp Million)		
Bencana Alam Natural Disaster	620	406	1.025
Pendidikan Masyarakat Public Education	3.667	832	1.687
Kesehatan Masyarakat Public Health	1.245	109	22
Sarana - Prasarana Umum Public Facility - Infrastructure	921	955	588
Bantuan Sarana Ibadah Assistant of Worship Facilities	1.644	740	583
Pelestarian Alam Environment Preservation	90	0	210
Sosial Kemasyarakatan untuk Pengengasan Kemiskinan Community Development for Poverty Eradication	9.570	11.108	1.122
Jumlah Total	17.761	14.150	5.237

PROGRAM BINA WILAYAH

Tujuan pelaksanaan Program Bina Wilayah hampir sama dengan Program Bina Lingkungan, hanya lebih dikhususkan pada masyarakat Bontang dan *bufferzone* untuk meningkatkan kondisi sosial dan infrastuktur kehidupan masyarakat, melalui berbagai bantuan kegiatan dan pengembangan sumber daya manusia dengan menggunakan biaya Perusahaan.

Hal ini sesuai dengan is pernyataan Kebijakan Community Development butir ke-2, yakni Comdev PT Pupuk Kalimantan Timur mengedepankan pada pelaksanaan pada 4 (empat) bidang kegiatan, yaitu: *Empowerment* (Pemberdayaan Masyarakat), *Capacity Building* (Pengembangan Kapasitas), *Infrastructure* (Infrastruktur), dan *Charity* (Donasi).

Program Bina Wilayah bertumpu kepada pemberdayaan masyarakat untuk mendukung terciptanya masyarakat yang mandiri dan berdaya, baik dari sisi ekonomi, sosial, lingkungan, maupun

REGIONAL DEVELOPMENT PROGRAM

The aim of the implementation of the Regional Development Program is almost identical to the Community Development Program, only more specifically for the Bontang community and the *bufferzone* to improve the social and infrastructure conditions of the community through various activities and human resources development.

This is in accordance with the statement of Community Development Policy point 2, namely Comdev PT Pupuk Kalimantan Timur prioritizes the implementation in 4 (four) areas of activity, namely: Empowerment (Community Empowerment), Capacity Building (Capacity Development), Infrastructure, and Charity (Donations).

The Regional Development Program relies on community empowerment to support the creation of an independent and empowered community, both in terms of economic, social, environmental, and welfare

kesejahteraan. Melalui program ini, Perusahaan memberikan bantuan dalam bentuk pembinaan dan pendampingan, sebagai strategi pemberdayaan. Targetnya tingkat kemandirian masyarakat diharapkan dapat membaik secara berkelanjutan, sehingga kelak masyarakat yang akan berperan besar bagi meningkatnya taraf hidup seluruh wilayah sekitar, tanpa pendampingan Perusahaan.

Melalui realisasi beragam kegiatan dalam Program Bina Wilayah tersebut, Pupuk Kaltim menunjukkan komitmennya untuk berperan aktif mendukung pencapaian beragam rumusan Tujuan Pembangunan Berkelanjutan (*Sustainable Development Goals*-SDGs) khususnya meningkatnya taraf kehidupan sosial maupun ekonomi masyarakat sekitar. Tema besar yang menjadi acuan dalam pelaksanaan program adalah *Creating a Better Society* yang didasarkan kepada 3 (tiga) pilar utama, yaitu lingkungan, sosial, dan ekonomi.

Guna mendukung suksesnya pelaksanaan Program Bina Wilayah, di tahun 2020 Pupuk Kaltim merealisasikan distribusi dana program Bina Wilayah sebesar Rp25,83 miliar.

Dalam pelaksanaannya, program pemberdayaan masyarakat yang dijalankan oleh bagian Bina Wilayah dibagi menjadi tiga, antara lain program *bufferzone*, *Ring 2* (luar *bufferzone*) dan program pesisir. Secara detail, program pemberdayaan masyarakat yang dikelola oleh Bina Wilayah adalah sebagai berikut:

- i. Wilayah *Bufferzone*:
 - Budiman Oke "Makrifah Herbal"
 - Program Pemberdayaan Pemuda Loktuan melalui Ternak Terintegrasi (Manubakka)
 - Canggang Salona
 - Guntung Eco Culture Sport Tourism
- ii. Wilayah *Ring 2* (di luar *bufferzone*):
 - Inkubator Bisnis Permata Bunda
 - Kampung Aren Berdaya Ramah Disabilitas
 - Bank Sampah TPST Bessai Berinta
 - Program Persiapan Tenaga Kerja Kota Bontang (*Suvi Training*)
- iii. Wilayah Pesisir:
 - *Better Living in* Malahing
 - Pembuatan Terumbu Karang (KIMASEA)
 - Server Mang Budi (Telok Bangko)
 - Keramba Jaring Apung (KJA)

PROGRAM-PROGRAM CSR-COMDEV UNGGULAN

Melalui realisasi beragam program CSR-Comdev unggulan, Pupuk Kaltim menargetkan terjadinya peningkatan signifikan kesejahteraan masyarakat

aspects. Through this program, the Company provides assistance in the form of coaching and mentoring, as an empowerment strategy. The target is that the level of community independence is expected to improve in a sustainable manner, allowing the community to play a major role in increasing the living standards in the future, without the assistance of the company.

Through the realization of various activities in the Regional Development Program, Pupuk Kaltim demonstrates its commitment to play an active role in supporting the achievement of the various formulations of the Sustainable Development Goals (SDGs), especially increasing the social and economic standards of the surrounding community. The big theme that becomes the reference in implementing the program is *Creating a Better Society*, which is based on 3 (three) main pillars, namely environmental, social, and economic.

In order to support the successful implementation of the Regional Development Program, in 2020 Pupuk Kaltim realized the distribution of Rp25.83 billion for Regional Development Program.

In its implementation, the community empowerment program carried out by the Regional Development Division is divided into three, namely the buffer zone program, Ring 2 (outside the buffer zone), and the coastal program. In detail, the community empowerment programs managed by Regional Development are as follows:

- i. Bufferzone Area:
 - Budiman Oke "Makrifah Herbal"
 - Loktuan Youth Empowerment Program through Integrated Livestock (Manubakka)
 - Salona shell
 - Guntung Eco Culture Sport Tourism
- ii. Ring 2 Area (outside the bufferzone):
 - Permata Bunda Business Incubator
 - Disabled-Friendly Aren Berdaya Village
 - Waste Bank of the Bessai Berinta Integrated Waste Processing Site (TPST)
 - Bontang City Employment Preparation Program (*Suvi Training*)
- iii. Coastal Area:
 - Better Living in Malahing
 - Coral Reef Making (KIMASEA)
 - Server Mang Budi (Telok Bangko)
 - Floating Net Cages (KJA)

FLAGSHIP CSR-COMDEV PROGRAMS

Through the realization of a variety of CSR-Comdev programs, Pupuk Kaltim targets a significant increase in the welfare of the communities in the areas of its operations, so that they can prosper along with

sekitar yang berjalan selaras dengan tumbuhnya skala usaha Perusahaan dan terpeliharanya lingkungan hidup. Selain menjalankan *CSR-Comdev*, Perusahaan juga melaksanakan *Creating Shared Value* (CSV) melalui pemberdayaan dan peningkatan kapasitas masyarakat, termasuk konservasi dan pelestarian biota laut.

Adapun beragam program-program CSR-Comdev unggulan yang dilaksanakan dalam beberapa tahun terakhir dan berlanjut di tahun 2020, di antaranya adalah:

1. Pemberdayaan masyarakat pesisir melalui program *Better Living in Malahing*, Budidaya Lobster dan Kerapu pada Keramba Jaring Apung, Kelompok pembuat terumbu karang buatan KIMASEA, serta Budi daya dan Penanaman *Mangrove*.
2. Pemberdayaan anak berkebutuhan khusus melalui program Inkubator Bisnis Permata Bunda dan Kampung Aren Ramah Disabilitas.
3. Program Budi daya dan Pemanfaatan Tanaman Herbal melalui program kelompok Enggang Herbal dan Makrifah Herbal
4. Tempat Pengolahan Sampah Terpadu Bessai Berinta dan Pemanfaatan Limbah Cangkang Kepiting menjadi Pupuk Chitosan Kelompok Cangkang Salona.
5. Program pengelolaan dan pemanfaatan limbah daun di sekitar Kelurahan Guntung maupun Limbah daun perusahaan melalui Koperasi Mekarsari Guntung Sejahtera. Produk ini merupakan salah satu produk hayati PT Pupuk Kaltim yang dikhususkan untuk pengolahan lahan rawa.
6. Pupuk Kaltim Peduli Pendidikan Jenjang SD, SMP, SMA hingga Perguruan Tinggi.

Uraian selengkapnya mengenai program-program dimaksud, disampaikan dalam box-text terkait, sebagai bagian dari penjelasan uraian “Meningkatkan Kesejahteraan Komunitas”

the Company and environmental preservation. In addition to carrying out CSR-Comdev, the Company also implements Creating Shared Value (CSV) through empowerment and capacity building of the community, including conservation and preservation of marine life.

The various flagship CSR-Comdev programs that have been implemented in the last few years and will continue in 2020, including:

1. Empowering coastal communities through the Better Living in Malahing, Lobster and Grouper Cultivation program in the floating net cages, the group making coral reefs made by KIMASEA, and Mangrove Cultivation and Planting.
2. Empowering children with special needs through the Permata Bunda Business Incubator program and the Disabled-Friendly Aren Village program.
3. Herbal Plant Cultivation and Utilization Program through the Herbal Hornbill group and the Herbal Makrifah group programs
4. Integrated Waste Processing Site of Bessai Berinta and Processing of Crab Shell Waste into Chitona Shell Group Chitosan Fertilizer.
5. Program for the utilization and processing of leaf waste in the Guntung Village area and the Company's leaf waste through the Mekarsari Guntung Sejahtera Cooperative. This is one of Pupuk Kaltim's biological products that is devoted to processing swamps.
6. Pupuk Kaltim Cares About Elementary, Middle School, High School and Higher Education.

A full description of the programs can be viewed in the relevant text box, which is a part of the “Improving Community Welfare” section

Manfaat Program Pengembangan Sosial Kemasyarakatan Perusahaan [413-1, 413-2]

Benefits of the Company's Social Development Program

Salah satu misi Pupuk Kaltim menyatakan bahwasannya perusahaan harus “Memberikan manfaat yang optimum bagi pemegang saham, karyawan dan masyarakat serta peduli lingkungan”, yang salah satu upayanya adalah dapat direalisasikan dengan pelaksanaan program CSR. Mengingat pelaksanaan program CSR didahului dengan proses perencanaan yang matang dan mempertimbangkan potensi serta

One of the missions of Pupuk Kaltim states that the company must “Providing optimum benefits to shareholders, employees, and the public and care for the environment”, one of which can be realized through the implementation of CSR programs. Considering that the implementation of CSR programs is preceded by a careful planning process and taking into account the potential and needs of community development,

kebutuhan pengembangan masyarakat, Perusahaan meyakini program-program tersebut memberi benefit terbaik kepada para penerima manfaat.

Benefit yang diperoleh dari realisasi berbagai kegiatan dalam kerangka program CSR Perusahaan tersebut bermacam-macam, sesuai dengan tujuan dan fokus kegiatan dimaksud. Sebagai contoh: realisasi program pembangunan infrastruktur dapat memudahkan akses masyarakat kepada sumber air bersih, pelayanan kesehatan dan pendidikan serta memudahkan pemasaran produk Mitra Binaan Pupuk Kaltim; sementara realisasi program Tanggap Bencana COVID-19, membuat masyarakat sekitar relatif dapat mengatasi dampak buruk merebaknya pandemi, dan bersama-sama relatif dapat mengurangi penyebarannya berkat tersedianya masker dan diterapkannya protokol kesehatan ketat.

Pada dasarnya pelaksanaan kegiatan CSR-Comdev di tiap-tiap wilayah telah menggiring masyarakat untuk berpola pikir lebih maju dan merubah paradigma masyarakat lama menjadi masyarakat modern, selain itu dengan adanya kegiatan/bantuan yang bersifat Hibah (*charity*) dan pemberdayaan (*stewardship*) membuat masyarakat di pulau Kalimantan khususnya wilayah sekitar pabrik, memiliki rasa kebersamaan terhadap keberadaan perusahaan demi menjaga pertumbuhan kegiatan operasional yang berkesinambungan (*sustainability growth*).

PENILAIAN KUALITAS PELAKSANAAN PROGRAM

Sesuai dengan Surat Keputusan Nomor: SK/DIR/206/2009, seluruh anak perusahaan yang dibawah PT Pupuk Indonesia (Persero) wajib melaksanakan Survei Kepuasan Lingkungan (SKL) sebagai pelaksanaan penilaian *Key Performance Indicator (KPI)* Perusahaan. Secara garis besar, maksud dari pelaksanaan survei ini adalah untuk mengukur tingkat kontribusi perusahaan terhadap masyarakat sekitar dan hasilnya dapat dijadikan sebagai masukan pelaksanaan program CSR perusahaan ke depannya.

Penilaian Kualitas pelaksanaan Program PKBL dilakukan dengan mengacu pada peraturan terkait, yakni mengukur efektivitas penyaluran dana dan kolektibilitas pengembalian dan Program Kemitraan. Hasil penilaian berdasarkan kriteria ini adalah sebagai berikut.

the Company believes that these programs provide the best benefits to the beneficiaries.

The benefits of the realization of various activities within the framework of the Company's CSR-Comdev program vary according to their purpose and focus. Some of these benefits include facilitating public access to clean water sources, and health and education services and facilitate, as well as better marketing of Pupuk Kaltim's Fostered Partner products; while the realization of the COVID-19 Disaster Response program has made the surrounding community relatively able to overcome the adverse effects of the pandemic, and together they can relatively reduce its transmission, due to the availability of masks and the implementation of strict health protocols.

In essence, the implementation of CSR-Comdev activities in each region has led the community to have a more advanced mindset and change the paradigm of the old society into a modern society, in addition, the activities/assistance in the forms of grant (*charity*) and empowerment (*stewardship*) allows the community on the island of Kalimantan, especially the area around the factory, to have a sense of togetherness towards the company's existence in order to maintain the growth of sustainable operational activities (*sustainability growth*).

ASSESSMENT ON THE QUALITY OF PROGRAM IMPLEMENTATION

In accordance with the Decree No. SK/DIR/206/2009, all subsidiaries under PT Pupuk Indonesia (Persero) are required to carry out an Environmental Satisfaction Survey (SKL) as the implementation of the Company's Key Performance Indicator (KPI) assessment. In general, the objective of this survey is to measure the level of the company's contribution to the surrounding community and the results can be used as input for the company's CSR program implementation in the future.

The assessment on the quality of PKBL Program implementation is carried out in line with related regulations, including measuring the effectiveness of the distribution of funds, and the collectability of returns and the Partnership Program. The following are the assessment results based on these criteria.

Tabel Kinerja Penyaluran Program Kemitraan dan Bina Lingkungan
Partnership and Community Development Program Distribution Performance

Kinerja PKBL PKBL Performance	2020	2019	2018
Efektivitas Effectivity	98.12	92.05	96.23
Kolektibilitas Collectability	84.13	78.28	81.48

Pupuk Kaltim juga melakukan Survei Kepuasan Lingkungan (SKL) secara berkala untuk mengukur nilai kepuasan masyarakat sekitar terhadap kontribusi pada aspek pemberdayaan masyarakat melalui Program CSR-Comdev Pupuk Kaltim tahun 2020. Hasilnya, pada tahun 2020, nilai SKL yang diperoleh Perusahaan adalah 88,94% meningkat dari nilai SKL di tahun 2019, yakni 88,79%, dengan kategori sangat puas.

Pupuk Kaltim also regularly conducts Environmental Satisfaction Survey (SKL) to measure the satisfaction value of the surrounding community towards the contribution to the aspect of community empowerment through Pupuk Kaltim CSR-Comdev Program in 2020. In 2020, the SKL score received by the Company was 88.94%, an increase from the SKL value in 2019, which was 88.79%, in the very satisfied category.

Key Performance Indicator (KPI) Kepuasan Lingkungan
Key Performance Indicator (KPI) of Environmental Satisfaction

No	Keterangan Description	2020		2019		2018	
		Skor Score	Bobot Weight	Skor Score	Bobot Weight	Skor Score	Bobot Weight
1	Hubungan Pupuk Kaltim dengan masyarakat di sekitar lokasi Perusahaan Relations of Pupuk Kaltim with surrounding community	88,63%	Sangat Puas Satisfied	87,10%	Sangat Puas Satisfied	87,03%	Sangat Puas Satisfied
2	Peran Pupuk Kaltim kepada masyarakat sekitar lokasi pabrik Role of Pupuk Kaltim for community around the plant	89,48%	Sangat Puas Satisfied	89,42%	Sangat Puas Satisfied	89,69%	Sangat Puas Satisfied
3	Sikap dan pandangan masyarakat di sekitar lokasi perusahaan terhadap Pupuk Kaltim Attitude and view of surrounding community towards Pupuk Kaltim	88,48%	Sangat Puas Satisfied	90,90%	Sangat Puas Satisfied	89,35%	Sangat Puas Satisfied
Nilai Kepuasan Lingkungan Pupuk Kaltim Value of Environmental Satisfaction of Pupuk Kaltim		88,94%	Sangat Puas Satisfied	88,79%	Sangat Puas Satisfied	88,55%	Sangat Puas Satisfied

KESELARASAN DENGAN PENCAPAIAN TUJUAN KEBERLANJUTAN DI BIDANG SOSIAL KEMASYARAKATAN

Pupuk Kaltim meyakini bahwa secara keseluruhan, program-program pemberdayaan sosial kemasyarakatan yang dijalankan tersebut telah selaras dengan pencapaian berbagai rumusan tujuan pembangunan keberlanjutan dalam SDGs, khususnya Tujuan Ke-1 – Tanpa Kemiskinan, Tujuan ke-3 – Kesehatan dan Kesejahteraan, Tujuan ke-4 – Pendidikan Berkualitas, Tujuan ke-6 – Air Bersih dan Sanitasi, Tujuan ke-8 – Pertumbuhan Ekonomi dan Pekerjaan yang Layak dan Tujuan ke-15 – Kehidupan di Darat.

CONFORMITY WITH THE ACHIEVEMENT OF SUSTAINABILITY GOALS IN THE SOCIAL SECTOR

Pupuk Kaltim believes that its social community empowerment programs have been aligned with the achievement of the sustainable development goals outlined in the SDGs, specifically: Goal 1 – No Poverty, Goal 3 – Health and Welfare, Goal 4 – Quality Education, Goal 6 – Clean Water and Sanitation, Goal 8 – Economic Growth and Meaningful Work, and Goal 15 – Life on Land.



BUDIMAN OKE (Budidaya Tanaman Obat Keluarga) Kelompok Ma'rifah Herbal

BUDIMAN OKE (Processing of Family Medicinal Plant)
Ma'rifah Herbal Group



Program yang diinisiasi pada tahun 2016 ini merupakan hasil dari replikasi program BUDIMAN OKE dari Kelompok Enggang Herbal (Kelurahan Guntung) yang sudah berhasil melewati tahap *exit strategy* pada tahun 2019 lalu. Program ini berlokasi di RT 11 Keurahan Loktuan dengan penerima manfaat langsung, yaitu anggota kelompok sebanyak 17 orang. Berfokus pada budi daya Tanaman Obat Keluarga (TOGA) dan inovasi produk turunannya, Ma'rifah Herbal juga mengembangkan jasa Lini Spa dan Therapist serta Edukasi. Selain dua lini tersebut, terdapat lini pembibitan, lini produksi dan lini catering. Lengkap dengan lini pemasaran, kelompok memiliki total 6 sub-bidang kerja.

Pada lini pembibitan, kegiatan difokuskan pada usaha diversifikasi jenis bibit TOGA yang ada di area penanaman. Di tahun 2019, kelompok menanam sekitar 200 jenis TOGA dan di tahun 2020 meningkat menjadi 210 jenis. Mayoritas tanaman yang dibudidayakan adalah jenis kayu yang daunnya menjadi bahan utama dalam pembuatan produk turunan (selanjutnya dimanfaatkan oleh lini produksi) seperti daun bidara, daun afrika daun kelor dan lain-lain. Di kuartal kedua 2020, tidak hanya mengembangkan pengetahuan di dalam kelompok, lini pembibitan mulai menyebarluaskan pengetahuan dan keterampilan mereka melalui Program Kampung Toga Kelurahan Loktuan (penghijauan dengan fokus tanaman TOGA) yang *berpilot project* di RT 11, 13, 14 dan 18.

The program that was initiated in 2016 is the result of the replication of the BUDIMAN OKE program from the Herbal Enggang Group (Guntung Village), which has successfully passed the exit strategy stage in 2019. This program is located in RT 11 Loktuan Village with direct beneficiaries, namely 17 group members. Focusing on the cultivation of Family Medicinal Plants (TOGA) and innovation of by-products, Ma'rifah Herbal also develops Spa and Therapist services as well as Education. In addition to these two lines, there are nursery lines, production lines and catering lines. Complete with marketing lines, the group has a total of 6 sub-fields of work.

In the nursery sector, the activities are focused on diversifying the types of TOGA seeds in the planting area. In 2019, the group planted approximately 200 types of TOGA and in 2020 this increased to 210 types. The majority of the cultivated plants are wood species whose leaves are the main ingredient in the manufacturing of by-products (used by the production line) such as bidara leaves, African leaves, Moringa leaves and others. In the second quarter of 2020, not only developing knowledge within the group, the nursery sector began to disseminate their knowledge and skills through the Loktuan Village Toga Program (reforestation with a focus on TOGA plants) with pilot projects in RT 11, 13, 14 and 18.

Lini Produksi berfokus pada kegiatan produksi TOGA turunan. Produk utama kelompok adalah minyak herbal yang terdiri dari Minyak Urut (*best seller*), Virgin Coconut Oil (VCO), Minyak Kemiri dan Minyak Hair Care. Keempat produk tersebut sudah mendapatkan izin produksi halal, sedang dua di antaranya sudah mendapat izin edar BPOM (Kemiri dan Hair Care) dua lainnya masih dalam proses pengurusan dan dipastikan akan keluar pada awal tahun 2021. Selain minyak, kelompok ini juga mahir dalam meracik produk kecantikan. Beberapa di antaranya adalah: Lulur Bugis/Bedak Lotong, lulur pengantin dan lulur bengkoang. Untuk olahan yang dapat dikonsumsi, kelompok memproduksi berbagai macam teh, seperti: teh daun kelor, teh daun bidara, teh daun afrika dan teh daun ungu.

Pada lini jasa edukasi, kelompok melakukan pendampingan terhadap pengunjung dengan materi dasar berbagai varietas TOGA beserta manfaat dan cara pengelolaannya. Di lini *spa* dan *therapist* kelompok menyediakan jasa pijat dan lulur dengan *masseur* yang telah tersertifikasi lembaga resmi. Di lini katering kelompok menyediakan menu makanan berat maupun ringan dan berbagai olahan jamu yang siap konsumsi. Terakhir, lini pemasaran bertugas untuk mengembangkan model promosi dan pemasaran produk untuk menarik perhatian para konsumen.

Kegiatan rutin yang telah dilaksanakan kelompok, selain berdampak terhadap peningkatan kesejahteraan ekonomi nyatanya juga berpengaruh terhadap perubahan Pola Hidup Bersih Sehat (PHBS) anggota. Apalagi di masa pandemi COVID-19, dimana semua orang dituntut untuk senantiasa menjaga kesehatan dan meningkatkan imunitas tubuh. Anggota yang sudah memiliki pengetahuan dan keterampilan dalam pengolahan TOGA mengaplikasikannya melalui konsumsi jamu secara rajin terutama dalam lingkungan keluarga masing-masing. Selain itu, pendapatan kelompok melalui penjualan produk TOGA siap konsumsi juga mengalami peningkatan seiring dengan tingginya permintaan dari masyarakat. Capaian lain yang didapat kelompok di tahun 2020 adalah diraihnya penghargaan Siddhakarya (capaian usaha kecil menengah) dari Kementerian Ketenagakerjaan Republik Indonesia.

The Production sector focuses on the production of TOGA by-products. The group's main products are herbal oils consisting of Massage Oil (*best seller*), Virgin Coconut Oil (VCO), Candlenut Oil, and Hair Care Oil. The four products have obtained halal production permits, while two of them have received distribution permits from BPOM (Pecan and Hair Care) the remaining two are still in the process of being processed and will be released in early 2021. In addition to oil, this group is also proficient in blending beauty products. Some of them are: Bugis scrub/Lotong powder, bridal scrub, and jicama scrub. For processed products that can be consumed, the group produces various kinds of tea, such as: Moringa leaf tea, bidara leaf tea, African leaf tea and purple leaf tea.

In the education service sector, the group provides assistance to visitors with basic materials of various varieties TOGA along with the benefits and how to process them. In the *spa* and *therapist* sector, the group provides massage and scrub services with *masseurs* who have been certified by official institutions. In the catering sector, the group provides heavy and light meal menus, as well as various ready-to-consume herbal preparations. Finally, the marketing line is tasked with developing product promotion and marketing models to attract the attention of consumers.

Routine activities that have been carried out by the group, in addition to having an impact on increasing economic welfare, in fact also have an effect on changes in the members' Clean and Healthy Lifestyle (PHBS). Especially during the COVID-19 pandemic, where everyone is required to always maintain their health and increase body immunity. Members who already have the knowledge and skills in TOGA processing apply it through diligent consumption of herbal medicine, especially in their respective families. In addition, group income through the sale of ready-to-consumer TOGA products also increased, in line with high demand from the public. Another achievement that the group received in 2020 was the Siddhakarya award (achievement for small and medium enterprises) from the Ministry of Manpower of the Republic of Indonesia.



Server Mang Budi (Telok Bangko)

Server Mang Budi (Telok Bangko)



Pupuk Kaltim merupakan perusahaan yang berkomitmen untuk mengimplementasikan SDGs dalam setiap proses bisnis yang dijalankan. Bentuk komitmen tersebut juga direalisasikan dalam berbagai kegiatan dengan tujuan melestarikan lingkungan hidup dan meningkatkan kesejahteraan masyarakat di sekitar perusahaan. Salah satu kegiatan yang dijalankan dengan tujuan melestarikan lingkungan hidup di sekitar wilayah operasional Perusahaan adalah konservasi *Mangrove*. Kegiatan konservasi *Mangrove* dilakukan melalui program pemberdayaan masyarakat, yaitu program Server Mang Budi (Konservasi & Diversifikasi *Mangrove* dan Budi daya Kepiting).

Server Mang Budi merupakan program pemberdayaan masyarakat yang dilakukan CSR Pupuk Kaltim di area *bufferzone* perusahaan, yaitu di RT 18 Kelurahan Loktuan, Kecamatan Bontang Utara, Kota Bontang. Program ini dikelola oleh kelompok Telok Bangko dengan 16 anggota yang terdiri dari 9 perempuan dan 7 laki-laki, dimana mayoritas berada di usia tua. Bentuk kegiatan dalam program ini berupa pelatihan pembibitan, penanaman, dan perawatan *Mangrove*. Selain itu, kelompok akan diberikan pendampingan untuk mengelola area *mangrove* menjadi salah satu destinasi wisata di Kota Bontang.

Pada tahun 2020 berbagai kegiatan dilakukan dalam kerangka program ini, mulai dari peningkatan kapasitas kelompok, pengembangan infrastruktur, dan juga kegiatan pelestarian *mangrove*. Pandemi COVID-19 yang melanda menjadi salah satu tantangan proses berjalannya program. Untuk memitigasi kondisi pandemi, Pupuk Kaltim kemudian mengintroduksi kegiatan rasionalisasi COVID-19, yakni beberapa kegiatan ditambahkan atau digantikan dengan kegiatan baru yang bisa dilakukan di tengah kondisi pandemi.

Adapun kegiatan yang dilakukan untuk meningkatkan kapasitas kelompok Telok Bangko, meliputi: pelatihan penghitungan HPP *mangrove* dan produk serta pendampingan kelompok dalam melakukan pembibitan

Pupuk Kaltim is a company that is committed to implementing the SDGs in its every business process. This form of commitment is also manifested through various activities with the aim of preserving the environment and improving the welfare of the community in the vicinity of the company. One of the activities carried out with the aim of preserving the environment in the vicinity the Company's operational areas is Mangrove conservation. Mangrove conservation activities are carried out through the community empowerment program, namely the Mang Budi Server (Mangrove Conservation & Diversification and Crab Cultivation) program.

Server Mang Budi is a community empowerment program carried out by the CSR of Pupuk Kaltim in the company's buffer zone, namely in RT 18 Loktuan Village, North Bontang District, Bontang City. This program is managed by the Telok Bangko group with 16 members consisting of 9 females and 7 males, the majority of whom are elderly. The form of activities in this program is in the form of training on mangrove nurseries, planting, and care. In addition, the group will be provided assistance to manage the mangrove area as a tourist destination in Bontang City.

In 2020, various activities will be carried out within the framework of this program, ranging from group capacity building, infrastructure development, as well as mangrove conservation activities. The COVID-19 pandemic was one of the challenges in the process of implementing the program. To mitigate the pandemic condition, Pupuk Kaltim then introduced the COVID-19 rationalization activity, namely adding or replacing several activities with new activities that could be carried out in the midst of a pandemic.

The activities carried out to increase the capacity of the Telok Bangko group include: training on calculating HPP mangroves and products as well as group assistance in conducting nurseries up to product diversification. The

hingga diversifikasi produk. Pelatihan penghitungan HPP *Mangrove* dilakukan untuk memberikan pengetahuan kepada kelompok dalam menentukan harga produk bibit *mangrove* secara tepat. Hal tersebut juga diiringi dengan kegiatan pelatihan pembibitan *mangrove*. Pelatihan pembibitan *mangrove* didampingi oleh tenaga ahli karena untuk melakukan pembibitan perlu adanya teknik khusus dari proses pencarian bibit *mangrove*, pembuatan media *mangrove*, pembibitan *mangrove* dalam polybag, perawatan bibit, hingga penanaman bibit *mangrove* di area yang ditentukan.

Selain kegiatan peningkatan kapasitas kelompok, juga dilakukan beberapa pengembangan infrastruktur pendukung pariwisata *mangrove* di area Telok Bangko. Beberapa infrastruktur yang dibangun, meliputi: gapura depan untuk penanda masuk area *mangrove*, pembangunan *track* jalan di sepanjang area *mangrove* Telok Bangko, hingga pembuatan Gazebo serta toilet untuk memberi kenyamanan bagi para pengunjung. Selain itu, untuk menambah daya tarik wisata, dilakukan pembangunan area *Photo booth* di ujung *track*.

Dalam hal pelestarian *mangrove*, pada tahun 2020, telah dilakukan penanaman bibit *mangrove* sejumlah 44.657 bibit. Adapun beberapa jenis bibit *mangrove* yang ditanam meliputi jenis *Rhizophora Apiculata*, *Rhizophora Mucronata*, dan *Ceriops Tagal*. Dalam kegiatan ini, kelompok secara mandiri melakukan proses pencarian bibit, pembibitan di polybag, hingga penanaman bibit di area konservasi *mangrove* Pupuk Kaltim. Untuk mengoptimalkan keberhasilan penanaman bibit yang dilakukan, kelompok melakukan perawatan bibit *mangrove* secara rutin. Hal tersebut dikarenakan adanya kemungkinan bibit yang mati karena terserang penyakit, tersangkut baling-baling kapal, hingga terjatuh sampah. Untuk menangani kondisi tersebut bibit yang mati digantikan dengan bibit baru.

Adanya pandemi COVID-19 yang dirasakan di seluruh dunia tak terkecuali Kota Bontang tentu menjadi tantangan keberlanjutan program. Pembatasan aktivitas dan penerapan protokol kesehatan yang ketat menjadi poin yang harus selalu diingat. Kondisi tersebut memang tidak secara langsung mempengaruhi kegiatan budi daya *mangrove*, namun tentu ada hal-hal tertentu yang harus diperhatikan. Dalam menanggapi kondisi tersebut dilakukan kegiatan pengadaan sembako, jamu dan suplemen guna meningkatkan daya tahan tubuh anggota kelompok, penutupan pengunjung, hingga pelaksanaan protokol kesehatan (menggunakan masker, mencuci tangan, dan menghindari kerumunan). Selain itu, untuk mendukung komunikasi kelompok dengan pihak-pihak tertentu, dilakukan pengadaan alat komunikasi (*handphone*) khusus untuk administrasi kelompok.

Sampai saat ini, kelompok telok Bangko terus melakukan budidaya *mangrove* dari proses pencarian bibit, penanaman bibit dalam polybag, hingga penanaman bibit di area konservasi serta melakukan perawatan. Bahkan, sejak tahun 2020 kelompok ini telah mampu melayani permintaan bibit *mangrove* bagi pihak-pihak yang membutuhkan, dari lingkup Perusahaan hingga pemerintahan. Adanya permintaan *mangrove* menjadi peluang ekonomi baru bagi kelompok Telok Bangko untuk meningkatkan pendapatan.

training on calculating HPP Mangrove was conducted to provide knowledge to the group to determine the price of mangrove seed products correctly. This is also complemented by mangrove nursery training activities. Mangrove nursery training is accompanied by experts as it requires special techniques from the process of finding mangrove seeds, making mangrove media, mangrove nurseries in polybags, seedling care, to planting mangrove seedlings in a specified area.

In addition to group capacity building activities, several infrastructure developments for supporting mangrove tourism were also carried out in the Telok Bangko area. Several infrastructures were built, including: a front gate to mark the entry of the mangrove area, the construction of a road track along the Telok Bangko mangrove area, to the construction of a gazebo as well as toilet to provide comfort for visitors. In addition, to add to the tourist attraction, a Photo booth area was built at the end of the track.

In terms of mangrove conservation, in 2020, 44,657 mangrove seedlings were planted. The types of mangrove seedlings planted include *Rhizophora Apiculata*, *Rhizophora Mucronata*, and *Ceriops Tagal*. In this activity, the group independently carried out the process of searching for seeds, seeding in polybags, to planting seeds in the Pupuk Kaltim mangrove conservation area. To optimize the success of the planting of seedlings, the group carries out routine maintenance of mangrove seedlings. This is due to the possibility of seeds that die due to disease, get caught in ship propellers, and become entangled in garbage. To address this condition, dead seeds are replaced with new seeds.

The COVID-19 pandemic that is felt globally, including Bontang City, is certainly a challenge for the sustainability of the program. Activity restrictions and the application of strict health protocols are points that must always be taken into account. This condition does not directly affect mangrove cultivation activities, but of course there are certain things that must be considered. In response to these conditions, activities were carried out to procure basic necessities, herbs, and supplements to increase the body's resistance of group members, closing visitors, to implementing health protocols (using masks, washing hands, and avoiding crowds). In addition, to support group communication with certain parties, special communication tools (mobile phones) are procured for the administration of the group.

Up to the present time, the Telok Bangko group continues to cultivate mangroves from the process of finding seeds, planting seedlings in polybags, to planting seedlings in conservation areas as well as carrying out maintenance. Furthermore, this group has been able to serve the demand for mangrove seedlings for parties in need since 2020, from the scope of the Company to the government. The demand for mangroves is a new economic opportunity for the Telok Bangko group to increase their income.



Better Living in Malahing

Better Living in Malahing



Sebuah perkampungan di tengah laut yang dihuni oleh masyarakat nelayan, kini memiliki daya tarik sendiri. Malahing, julukan perkampungan tersebut, terletak di tengah perairan laut Kota Bontang, Indonesia. Perkampungan yang kini dihuni oleh sekitar 52 KK, 217 jiwa penduduk ini tergolong masyarakat rentan. Betapa tidak, sebelumnya Malahing merupakan kampung yang kumuh dan belum tertata dengan baik, sarana kebutuhan pokok seperti air bersih dan listrik kurang mendukung, sanitasi juga kurang baik, karena masyarakat disana belum memiliki toilet komunal dan sebagian besar masyarakatnya belum menerapkan perilaku hidup bersih dan sehat. Jaraknya yang cukup jauh dari daratan, juga menjadi kendala bagi anak-anak kampung Malahing untuk mengakses pendidikan.

Sejak tahun 2014 sampai dengan sekarang, Pupuk Kaltim melalui Departemen *Corporate Social Responsibility* (CSR) aktif melakukan kegiatan *charity* untuk Kampung Malahing. Namun sejak tahun 2018, Pupuk Kaltim telah memiliki komitmen untuk menjadikan Malahing sebagai Kampung Ekowisata Pesisir yang mandiri dan berkelanjutan, dengan mengacu pada Master Plan dan *Detail Engineering Design* (DED) Malahing hingga tahun 2022. Sejak tahun 2018, pengembangan Malahing tidak hanya bersifat *charity* saja, namun dilakukan dengan melihat permasalahan dan mempertimbangkan berbagai aspek dan potensi yang tersedia, antara lain: infrastruktur, pendidikan, kesehatan, ekonomi dan lingkungan.

Pertama pada bidang lingkungan, air bersih di Malahing merupakan kebutuhan yang terkendala dalam pemenuhannya, namun kini kebutuhan air bersih masyarakat tercukupi dengan adanya *water harvesting* dan *sand filter*. Masalah yang tak kalah peliknya adalah ketiadaan sumber listrik yang kini terpenuhi dengan adanya Pembangkitan Listrik Tenaga Surya (PLTS) dan biodiesel yang ramah lingkungan dan mencukupi kebutuhan listrik masyarakat. Guna mengembangkan Malahing menjadi Kampung yang asri dan lestari, penghijauan pun dilakukan dengan mengembangkan teknik hidroponik dan tanaman buah dalam pot (Tabulapot) ditengah perkampungan.

Kedua dalam rangka mendukung meningkatnya kesehatan masyarakat, pembangunan sarana sanitisasi Kampung Malahing pun digarap serius oleh Pupuk Kaltim bersama masyarakat. Sebelum adanya pembinaan, kampung

A village in the middle of the sea inhabited by fishing communities, now has its own charm. Malahing, the nickname of the village, is located in the middle of the sea waters of Bontang City, Indonesia. The village, which is now inhabited by around 52 families, 217 inhabitants is classified as a vulnerable community. Malahing was previously a slum village and not well organized, basic necessities such as clean water and electricity were lacking in support, sanitation was also poor, as the people there did not have communal toilets and most of the people had not implemented clean and healthy lifestyles. Its far distance from land is also an obstacle for the children of Malahing village to access education.

Since 2014 up to the present time, Pupuk Kaltim through the Corporate Social Responsibility (CSR) Department has been actively conducting charity activities for Malahing Village. However, since 2018, Pupuk Kaltim has committed to make Malahing an independent and sustainable Coastal Ecotourism Village, with reference to the Master Plan and Detail Engineering Design (DED) of Malahing until 2022. Since 2018, the development of Malahing is not only charity, but it is carried out by looking at the issues and considering various aspects and available potentials, including: infrastructure, education, health, economy, and the environment.

Firstly, in the environmental field, clean water in Malahing is a need that is hampered in its fulfillment, but now the community's clean water needs are fulfilled with water harvesting and sand filters. The problem that is no less complicated is the absence of a source of electricity, which is now met by the existence of Solar Power Generation (PLTS) and biodiesel, which are environmentally friendly and meet the electricity needs of the community. In order to develop Malahing into a beautiful and sustainable village, reforestation is also carried out by developing hydroponic techniques and fruit plants in pots (Tabulapot) in the middle of the village.

Secondly, in order to support the improvement of public health, the construction of sanitation facilities for Kampung Malahing was seriously worked on by Pupuk Kaltim together with the community. Prior to the

ini merupakan kampung yang kumuh dan kurang baik sanitasinya. Namun kini menjadi lebih baik karena sudah adanya edukasi kepada masyarakat mengenai pengelolaan dan segregasi sampah, difasilitasi dengan keberadaan tong sampah di setiap sudut Malahing serta rumah pengelolaan sampah untuk pemilahan sampah.

Kesadaran warga mengenai pentingnya pemilahan sampah kini juga semakin meningkat dengan aktifnya Bank Sampah Pesisir Malahing. Keberadaan Toilet komunal juga menjadikan sanitasi kampung kini semakin membaik, didukung adanya Instalasi Pengelolaan Air Limbah (IPAL) dengan teknologi *biofill*. Pencemaran lingkungan pun menjadi berkurang karena air yang keluar dari toilet merupakan air bersih. Seiring dengan perbaikan sarana sanitasi yang mendukung kesehatan warga, kesehatan warga Malahing pun turut membaik karena dipantau secara berkala didukung oleh adanya kerja sama program kesehatan dengan Puskesmas Bontang Selatan.

Ketiga, pada bidang pendidikan Pupuk Kaltim turut berkontribusi dalam program renovasi gedung Sekolah Dasar YPPI Malahing dan mendukung pengadaan kapal sekolah. Kepedulian Pupuk Kaltim di bidang peningkatan kualitas pendidikan dibuktikan dengan adanya Program PKT Mengajar setiap dua minggu sekali dengan kurikulum yang sudah disusun dengan tema besar "Pentingnya Menjaga Kesehatan dan Kelestarian Lingkungan Sekitar".

Selanjutnya pada bidang ekonomi, Pupuk Kaltim berusaha menciptakan peluang pengembangan usaha yang dapat meningkatkan perekonomian masyarakat. Sampai saat ini, terdapat beberapa kelompok usaha masyarakat, di antaranya: kelompok budi daya rumput laut, kelompok pembuat kerajinan khas laut dan olahan hasil laut serta kelompok pengelola keramba jaring tancap. Pada tahun 2020, Pupuk Kaltim berinovasi dalam pembuatan batik khas Malahing (*Bate' Malolo*) yang mana sampai saat ini telah memiliki tiga motif khas, yakni: *mangrove*, perkampungan Malahing dan rumput laut.

Goals perkampungan Malahing menjadi kampung ekowisata juga digarap dengan serius melalui pengembangan bidang kelima, yakni infrastruktur yang tak kalah penting. Melalui pembuatan pargola di jalan-jalan Malahing, lingkungan menjadi hijau. Persiapan paket wisata juga dimatangkan dengan dibangunnya *cottage* dan resto apung serta beberapa *booth photo* di sudut-sudut Malahing. Mendukung kegiatan perekonomian, Pupuk Kaltim turut membantu pembangunan infrastruktur pendukung, yakni rumah produksi dan display produk sebagai sarana pemasaran.

"Kami ingin Malahing menjadi kawasan yang jauh lebih sehat. Tak hanya warga, nuansa dan lingkungan patut menjadi perhatian. Sejak dibina Pupuk Kaltim, ada perubahan yang signifikan dan menjadi hal positif untuk dikembangkan lagi," jelas Kepala Bidang Kesehatan Masyarakat, Dinas Kesehatan dan Keluarga Berencana Bontang, Kasdi.

Pengembangan infrastruktur, ekonomi, pendidikan, kesehatan dan lingkungan Malahing merupakan usaha untuk mencapai tujuan keberlanjutan. Namun, juga sejalan dengan beberapa poin tujuan SDG's antara lain poin (1) Tanpa Kemiskinan, (3) Kehidupan Sehat dan Sejahtera, (6) Air Bersih dan Sanitasi Layak, (7) Energi Bersih dan Terjangkau dan (8) Pekerjaan Layak dan Pertumbuhan Ekonomi.

construction, this village was a slum village and had poor sanitation. But now it is better because there is education to the public about waste management and segregation, facilitated by the presence of trash cans in every corner of Malahing and waste management houses for waste sorting.

Community awareness on the importance of sorting waste is also increasing with the activeness of the Malahing Coastal Waste Bank. The existence of communal toilets also improves the village sanitation, supported by a Waste Water Management Installation (IPAL) with *biofill* technology. Environmental pollution is also reduced because the water that comes out of the toilet is clean water. Along with the improvement in sanitation facilities that support the health of the community, the health of the Malahing community has also improved because it is monitored regularly and is supported by the cooperation in the health program with the South Bontang Health Center.

Third, in the education sector, Pupuk Kaltim contributed to the renovation program for the YPPI Malahing Elementary School and supported the procurement of school ships. Pupuk Kaltim's concern in improving the quality of education is evidenced by the existence of the PKT Teaching Program every two weeks with a curriculum that has been prepared with the big theme "The Importance of Maintaining Health and Sustainability of the Surrounding Environment".

Furthermore, in the economic sector, Pupuk Kaltim seeks to create business development opportunities that will improve the community's economy. Until now, there are a number of community business groups, among others: seaweed cultivation groups, groups of makers of typical marine crafts and processed marine products, and groups for managing net cages. In 2020, Pupuk Kaltim innovates in the manufacture of Malahing batik (*Bate' Malolo*), which until now has three distinctive motifs, namely: *mangrove*, Malahing village, and seaweed.

The goal of the Malahing village to become an ecotourism village is also being handled seriously through the development of the fifth field, namely infrastructure. Through the manufacture of pargolas on the streets of Malahing, the environment becomes green. The preparation of the tour packages was also finalized with the construction of floating cottages and restaurants as well as several photo booths in the corners of Malahing. To support economic activities, Pupuk Kaltim also assists in the construction of supporting infrastructure, namely production and product display houses as a means of marketing.

"We want Malahing to be a much healthier area. In addition to the community, nuances and the environment also deserve attention. Since being fostered by Pupuk Kaltim, there have been significant changes and become positive things to be further developed," stated Head of Public Health, Bontang Health and Family Planning Office, Kasdi.

The development of infrastructure, economy, education, health and the environment are efforts to achieve sustainability goals. However, it is also in line with several points of the SDG's, including (1) No Poverty, (3) Healthy and Prosperous Life, (6) Clean Water and Adequate Sanitation, (7) Clean and Affordable Energy, and (8) Decent Work and Growth Economy.



Inkubator Bisnis Permata Bunda

Permata Bunda Business Incubator



Inkubator Bisnis (Inbis) adalah wadah pengaplikasian keterampilan wirausaha siswa dan alumni Sekolah Luar Biasa (SLB) se-Kota Bontang dengan tujuan mempersiapkan keterampilan dan kecakapan penyandang disabilitas, atau dalam hal ini Anak Berkebutuhan Khusus (ABK), secara matang dan berkesinambungan agar dapat mandiri di masa mendatang. Inbis Permata Bunda berawal dari usaha pribadi seorang warga Bontang pada tahun 2013 dibidang jasa pemasangan *wallpaper* yang disebut dengan *#pola home decor*. Awalnya, usaha ini dilakoni dengan mempekerjakan seorang alumni ABK dari SLB Permata Bunda Bontang. Seiring berjalannya waktu, semakin banyak ABK lulusan SLB yang juga memiliki minat yang sama untuk bergabung menjadi karyawan. Pada saat itu, munculah kesadaran bahwa satu lini usaha tidaklah cukup untuk menampung banyaknya minat ABK yang ingin bergabung menjalankan usaha tersebut.

Melalui proses panjang, selain lini usaha pemasangan *wallpaper* (*#pola*), mulai diinisiasi jenis lini usaha baru, yakni Zing Moto Wash (Bidang pencucian dan perawatan kendaraan), Bota Event (Event Organizer) dan *Clothing* (bidang usaha sablon dan *merchandising*). Penambahan lini usaha yang awalnya diharapkan dapat menjadi kunci untuk menambah angka serapan tenaga kerja dari ABK nyatanya belum dapat menjadi jawaban yang tepat, pun ditambah dengan adanya kendala baru yakni terkait keberlanjutan dari usaha-usaha tersebut.

Tahun 2017, menjadi awal kontribusi Pupuk Kaltim dalam memberdayakan Anak Berkebutuhan Khusus (ABK). Pada tahun tersebut Pupuk Kaltim melakukan identifikasi mengenai permasalahan dan potensi yang berkaitan dengan ABK terutama di Kota Bontang. Berdasarkan beberapa pertemuan yang dilaksanakan dengan Sekolah Luar Biasa (SLB) Permata Bunda, disimpulkan permasalahan utama yang dihadapi oleh ABK adalah kurangnya penyerapan tenaga kerja ABK dan penerimaan ABK di masyarakat yang masih minim. Di sisi lain Pupuk Kaltim juga melihat adanya potensi dari ABK yang dapat dikembangkan setelah mengamati aktivitas pendampingan dan pelatihan yang sudah dilakukan oleh SLB Permata Bunda. Berangkat dari hal tersebut, Pupuk Kaltim dan SLB mencapai kesepakatan untuk

Business Incubator (Inbis) is a forum for applying the entrepreneurial skills of students and alumni of Special Schools (SLB) throughout the City of Bontang with the aim of preparing the skills and abilities of persons with disabilities, or in this case Children with Special Needs (ABK), in a mature and sustainable manner, enabling them to be independent in the future. Inbis Permata Bunda started as a personal business of a Bontang resident in 2013 in the field of wallpaper installation services called *#pola home decor*. Initially, this effort was carried out by employing an ABK alumni from Permata Bunda Bontang Special School. As time goes by, more and more ABK Special School graduates also have the same interest in joining as employees. At that time, the realization emerged that one line of business was not enough to accommodate the many interests of the children with special needs who wanted to join in running the business.

Through a lengthy process, in addition to the wallpaper installation business (*#pattern*), new types of business lines were initiated, namely Zing Moto Wash (vehicle washing and maintenance), Bota Event (Event Organizer) and Clothing (screen printing and merchandising business). The addition of business lines, which was originally expected to be the key to increasing the number of labor absorption from children with special needs, has not been the right answer, even though there are new obstacles related to the sustainability of these businesses.

2017 was the year Pupuk Kaltim began to contribute in empowering Children with Special Needs (ABK). In that year, Pupuk Kaltim identified problems and potentials related to Children with Special Needs, especially in Bontang City. Based on several meetings held with the Permata Bunda Special School (SLB), it was concluded that the main problems faced by Children with Special Needs were the lack of absorption of Children with Special Needs and the low acceptance of Children with Special Needs in the community. On the other hand, Pupuk Kaltim also sees the potential of Children with Special Needs that can be developed after observing the mentoring and training activities that have been carried out by Permata Bunda Special School. Based on this, Pupuk Kaltim and the Special School reached an agreement to jointly develop a

bersama-sama mengembangkan sebuah wadah (inkubasi kewirausahaan) berkelanjutan yang disebut dengan Inkubator Bisnis Permata Bunda.

ABK yang tergabung di dalam Inkubator Bisnis Permata Bunda tidak hanya diajarkan kecakapan wirausaha dalam bentuk simulasi, namun lebih dari pada itu, pembelajaran praktik wirausaha riil. Inkubator Bisnis Permata Bunda berfokus pada program yang dinamakan *Sustainable Entrepreneurship Program for Disability (SEP)* atau Program Kewirausahaan Berkelanjutan bagi Penyandang Disabilitas. Sejak dimulainya sinergi dengan Pupuk Kaltim, secara teknis dikenal perangkat P4 SEP (P for SEP), maksudnya agar ABK memiliki kemampuan yang proporsional. ABK di Inkubator Bisnis berkegiatan sesuai dengan fase program yang dijalankan. Fase tersebut meliputi:

- Pelatihan (selama satu tahun)
- Pemagangan (selama satu tahun)
- Penempatan Kerja (selama tiga s.d. empat tahun)
- Pendampingan Wirausaha

Sampai saat ini, Inkubator Bisnis Permata Bunda telah memberdayakan 54 ABK dan memiliki 12 lini usaha yang aktif berproduksi. Dua belas lini usaha tersebut, antara lain: Animatees, Aren Farm, Bota Projects, Coffee Break, Jaici Craft, Keripik Pisang Karamel, Jessie Valencia Make Up, INBIS Merchandising, Om Adut Clothing, A.Set Photography, #POLA dan ZING Moto Detailing.

Seluruh lini usaha tersebut dicetuskan dan dijalankan berdasarkan orientasi kebutuhan pasar dan pemetaan kemampuan anggota Inkubator Bisnis. Inkubator Bisnis juga terus berupaya untuk menjalankan peran pentingnya dalam membangun kemandirian ABK dengan terus melakukan upaya terbaik termasuk pelibatan masyarakat dan *stakeholder* lain dalam program. Diharapkan kedepannya, masyarakat sekitar tidak lagi hanya memandang ABK atau penyandang disabilitas sebatas pada kekurangan fisik dan mentalnya, namun lebih kepada karya dan produktivitasnya.

Mayoritas produk jasa dan kerajinan Inbis ABK tersebut dipromosikan secara *online*, namun pada tahun 2020 Inkubator Bisnis sudah memiliki Inbis Store, yakni toko khusus yang menyediakan produk-produk lini usaha Inkubator Bisnis.

Disesuaikan dengan potensi yang ada, pada tahun 2020 Inkubator Bisnis terus melakukan inovasi di tengah pandemi COVID-19. Pandemi COVID-19 berdampak pada lini usaha di Inbis terutama pada menurunnya omset lini usaha yang sudah ada. Menanggapi hal tersebut, Inbis melakukan Inovasi produk ABKulinary yang memiliki keluaran produk kue kering. Dampak yang kedua adalah tidak dapat dilaksanakannya replikasi program di wilayah lain karena adanya kebijakan *Social Distancing*.

Tidak berhenti berinovasi, dalam upaya perluasan penerima manfaat, saat ini sedang dirancang *digital platform* Inbis GO yang juga merupakan usaha replikasi program. Kedepan, *Platform* ini akan dapat diakses dari berbagai daerah secara *daring*, dan diharapkan mampu menjadi solusi dalam penyelesaian permasalahan sosial yang dihadapi oleh penyandang difabel Indonesia. Berinovasi dalam pemeliharaan lingkungan melalui kegiatan Gerakan Rombak Lingkungan Kampung Aren (Gerobak Lingkar), program Inbis juga telah menginisiasi lahirnya Kampung Aren Berdaya Ramah Disabilitas pada tahun 2018.

sustainable forum (entrepreneurship incubation) called the Permata Bunda Business Incubator.

Children with Special Needs who are members of the Permata Bunda Business Incubator are not only taught entrepreneurial skills in the form of simulations, but more than that, learning real entrepreneurship practices. The Permata Bunda Business Incubator focuses on a program called the Sustainable Entrepreneurship Program for Disability (SEP). Since the start of the synergy with Pupuk Kaltim, technically the P4 SEP (P for SEP) device is known, in order to prepare Children with Special Needs with proportional abilities. Children with Special Needs in the Business Incubator carries out activities according to the phase of the program being carried out. This phase includes:

- Training (for one year)
- Internship (for one year)
- Work Placement (for three to four years)
- Entrepreneur Assistance

To date, the Permata Bunda Business Incubator has empowered 54 Children with Special Needs and has 12 business lines that are actively running. The twelve business lines include: Animatees, Aren Farm, Bota Projects, Coffee Break, Jaici Craft, Caramel Banana Chips, Jessie Valencia Make Up, INBIS Merchandising, Om Adut Clothing, A.Set Photography, #POLA and ZING Moto Detailing.

All of these business lines were initiated and run based on the orientation of market needs and mapping the capabilities of the members. The Business Incubator also continues to strive to carry out its important role in building the independence of Children with Special Needs by continuing to make the best efforts including the involvement of the community and other stakeholders in the program. It is hoped that in the future, the surrounding community will no longer only view Children or persons with disabilities as limited to their physical and mental deficiencies, but rather to their work and productivity.

The majority of the Inbis ABK service and craft products are promoted online, but in 2020 the Business Incubator already has an Inbis Store, which is a special store that provides products for the Business Incubator line of business.

Adjusted to the existing potential, the Business Incubator continues to innovate in the midst of the COVID-19 pandemic in 2020. The COVID-19 pandemic has had an impact on the business lines at Inbis, especially the declining turnover of existing business lines. In response to this, Inbis innovated ABKulinary, which produced pastries. The second impact is that program replication cannot be carried out in other areas due to the Social Distancing policy.

Without seizing to innovate, in an effort to expand beneficiaries, the Inbis GO digital platform is currently being designed, which is also a program replication effort. In the future, this platform will be accessible from various regions online, and is expected to be a solution in solving social issues faced by people with disabilities in Indonesia. Innovating in environmental care through the Aren Village Environmental Remodeling Movement (Gerobak Lingkar), the Inbis program has also initiated the establishment of the Disability-Friendly Aren Village in 2018.

"Di sini saya melihat bagaimana BUMN berperan dalam menyiapkan adik-adik berkebutuhan khusus yang kreatif ini bisa produktif, memiliki percaya diri yang tinggi dan mendapatkan pendapatan mandiri. Senang sekali saya dengan inkubator bisnis ini, dan saya sangat bangga," ujar Menteri BUMN Rini M Soemarno mengunjungi Inkubator Bisnis Permata Bunda, di Bontang, Kalimantan Timur, pada Senin (29/10).

"in this place, I see how SOE plays a role in preparing creative children with special needs to be productive, have high self-confidence and earn independent income. I am very happy with this business incubator, and I am very proud," stated SOE Minister Rini M Soemarno visiting the Permata Bunda Business Incubator, in Bontang, East Kalimantan, on Monday (29/10).



Kampung Aren Berdaya Ramah Disabilitas

Disability-Friendly Environment of Aren Berdaya Village



Inovasi pengelolaan lingkungan oleh Inbis yakni Gerakan Rombak Lingkungan Kampung Aren (Gerobak Lingkar) adalah kegiatan inisiatif pelibatan Anak Berkebutuhan Khusus (ABK) Inbis agar mampu terlibat aktif dalam menggerakkan kesadaran lingkungan masyarakat Kampung Aren. Pelibatan mereka dilakukan melalui pelaksanaan aktivitas sederhana seperti kerja bakti berkala oleh ABK, sehingga secara perlahan warga mulai tergerak untuk mengelola kebersihan lingkungan.

Awalnya, Kampung Aren mendapatkan label sebagai daerah dengan lingkungan yang tidak layak (Label oleh Pemerintah Kota Bontang), hingga bersama Inbis, warga Kampung Aren menginisiasi pelaksanaan Program Kampung Aren Berdaya Ramah Disabilitas. Warga mendeklarasikan diri sebagai Kampung Aren Berdaya Ramah Disabilitas sejak Agustus tahun 2018 dengan mendapatkan Surat Keputusan dari Andiga Mufti Kuswardani selaku Lurah Api-api sejak awal tahun 2019.

The environmental management innovation by Inbis, namely the Aren Village Environmental Remodeling Movement (Gerobak Lingkar) is an initiative activity to involve Inbis Children with Special Needs (ABK), enabling them to be actively involved in mobilizing environmental awareness of the Aren Village community. Their involvement is carried out through the implementation of simple activities, such as periodic community service by the ABK, so that people are slowly starting to be inspired to manage environmental cleanliness.

Initially, Aren Village was labeled as an area with an inappropriate environment (Label by the Bontang City Government), until together with Inbis, the community of Aren Village initiated the implementation of the Disability Friendly Aren Village Program. The community declared themselves as Aren Village with Disability-Friendly Efficiency since August 2018 by obtaining a Decree from Andiga Mufti Kuswardani as Village Head of Api-api since early 2019.

PT Pupuk Kaltim selaku perusahaan yang berkomitmen tinggi bagi terciptanya kemajuan kesejahteraan masyarakat, turut berpartisipasi aktif dalam pembangunan Kampung Aren. PT Pupuk Kaltim menilai bahwa pengembangan Kampung Aren Berdaya Ramah Disabilitas merupakan sebuah bentuk sinergi dari program Inkubator Bisnis. Kampung Aren merupakan sebuah inovasi sosial yang lahir atas inisiatif masyarakat untuk menciptakan kehidupan yang inklusif. Masyarakat Kampung Aren sadar akan pentingnya untuk hidup berdampingan dengan Inkubator Bisnis. Mereka menyadari tujuan Inkubasi Bisnis ini, yakni untuk mencapai kesejahteraan di bidang Sosial, Lingkungan dan Ekonomi dimana kehidupan inklusif sudah termasuk di dalamnya. Untuk memastikan pencapaian tujuan tersebut, maka kemudian ditentukan sepuluh titik emas Kampung Aren, yakni:

- Gate Entrance
- Bridge Spot
- Aren Farm (Pusat Interaksi)
- Areal Pembibitan dan Komposter
- Emergency & Early Warning System
- Mushola Ramah Disabilitas
- Main Road Spot
- Usaha Terpadu Warga
- Sumur Resapan
- Inbis Permata Bunda

Pengembangan lingkungan Inklusif di Kampung Aren dilaksanakan dengan melibatkan ABK dalam struktur kepengurusan Kampung Aren maupun melaksanakan kegiatan langsung. Terwujudnya Kampung yang berdaya secara sosial, lingkungan dan ekonomi adalah tujuan besar berdirinya Kampung ini. Hal tersebut diwujudkan secara bertahap melalui adanya Rencana Kerja Tahunan program. Pertama, pada aspek sosial, Kampung ini telah memiliki kegiatan rutin guna mewujudkan lingkungan yang inklusif yakni melalui kegiatan Ngaji tuli yang diadakan secara rutin dan Gerobak Lingkar dan Gotong Royong Kampung.

Dalam rangka menjaga keamanan kampung, kemudian dibentuk pula manajemen keamanan kampung, yakni Siskamling. Sejalan dengan hal tersebut, Studi banding dengan kampung tema yang sudah *settle*, pelatihan kelembagaan dan tanggap bencana, pelatihan kelas bisindo (bahasa isyarat indonesia) dilakukan sebagai bentuk-bentuk pembangunan manusia.

Pada aspek ekonomi, Kampung Aren mencoba meningkatkan pendapatan warga melalui keberadaan Rumah Bibit. Selain menjadi sumber pendapatan tambahan warga, perluasan lahan pembibitan yang direalisasikan di tahun 2020 juga turut menjadi sumber pendapatan kas warga.

Pada aspek lingkungan, Kampung Aren dirancang sebagai Kampung yang asri dan lestari. Hal tersebut dicapai melalui realisasi program penghijauan yang massif, di antaranya dilakukan dengan penanaman tanaman tabe pouya dan adanya pergola di Kampung Aren. Terus berinovasi di tengah pandemi, Kampung Aren kini telah memiliki Posko Kedaruratan COVID-19 yang dikelola melalui kerja sama antara Inkubator Bisnis, usaha warga dan RT setempat.

Didukung oleh adanya realisasi pengembangan Kampung yang dilaksanakan secara terencana ini, PT Pupuk Kaltim dapat menunjukkan kiprahnya sebagai perusahaan pertama di Indonesia yang mengembangkan kampung yang ramah difabel.

As a company that is highly committed to the advancement of community welfare, PT Pupuk Kaltim actively participates in the development of Aren Village. PT Pupuk Kaltim considers that the development of the Disability Friendly Aren Village is a form of synergy from the Business Incubator program. Aren Village is a social innovation that was born at the initiative of the community to create an inclusive life. The people of Kampung Aren are aware of the importance of coexistence with the Business Incubator. They realize the purpose of the Business Incubation, which is to achieve prosperity in the Social, Environmental and Economic fields, where inclusive life is included. To ensure the achievement of these goals, ten golden points of Kampung Aren were determined, namely:

- Gate Entrance
- Bridge Spot
- Aren Farm (Interaction Center)
- Nursery and Composter Area
- Emergency & Early Warning System
- Disability Friendly Mosque
- Main Road Spot
- Integrated Community Business
- Infiltration wells
- Inbis Permata Bunda

The development of an inclusive environment in Aren Village is carried out by involving ABK in the management structure of Aren Village as well as implementing direct activities. The realization of a village that is socially, environmentally and economically empowered is the main goal of the establishment of this village. This is realized in stages through the program's Annual Work Plan. First, on the social aspect, this village already has routine activities to create an inclusive environment, namely through the hearing impaired reciting of the Koran activity, which are held regularly and the Gerobak Lingkar and Gotong Royong.

In order to maintain village security, a village security management was also formed, namely Siskamling. In line with this, comparative studies with settled theme villages, institutional and disaster response training, bisindo class training (Indonesian sign language) were carried out as forms of human development.

In the economic aspect, Aren Village tries to increase the income of its people through the Seedling House. In addition to being a source of additional income for residents, the expansion of nursery land realized in 2020 is also a source of cash income for residents.

In the environmental aspect, Aren Village is designed as a beautiful and sustainable village. This was achieved through the realization of a massive reforestation program, including the planting of tabe pouya plants and a pergola in Aren Village. Continuing to innovate in the midst of the pandemic, Aren Village now has a COVID-19 Emergency Post, which is managed through the collaboration between the Business Incubator, community businesses, and the local RT.

Supported by the realization of the village development that is carefully planned, PT Pupuk Kaltim is able to show its action as the first company in Indonesia to develop a village that is friendly to people with disabilities.



Pupuk Kaltim menunjukkan komitmennya untuk mendukung pengembangan potensi sektor pertanian dan perkebunan guna memastikan keberhasilan Program Ketahanan Pangan Nasional sekaligus memastikan meningkatnya kesejahteraan masyarakat dengan tetap mengoptimalkan produksi dan distribusi di tahun yang penuh tantangan akibat merebaknya pandemi agar dapat mendukung proses pemulihan dan percepatan pembangunan ekonomi nasional sekaligus meningkatkan kesejahteraan kehidupan masyarakat selaras dengan rumusan tujuan keberlanjutan pada aspek ekonomi.

Pupuk Kaltim demonstrates its commitment to support the development of the potential in the agricultural and plantation sectors to ensure the success of the National Food Security Program while ensuring the improvement of community welfare while optimizing production and distribution in a year full of challenges due to the outbreak of the pandemic in order to support the recovery process and accelerate national economic development while increasing the welfare of people's lives in line with the formulation of sustainability objectives in the economic aspect.



Ringkasan Ringkasan

- 1 Pada tahun 2020, Pupuk Kaltim memproduksi pupuk Urea 3,68 juta ton, Amoniak 2,83 juta ton dan pupuk NPK 0,22 juta ton, yang berarti masing-masing meningkat 7,93%, 3,89% dan 85,36% dari tahun sebelumnya.

In 2020, Pupuk Kaltim produced 3.68 million tons of Urea fertilizer, 2.83 million tons of Ammonia and 0.22 million tons of NPK fertilizer, which is an increase of 7.93%, 3.89% and 85.36%, respectively, compared to the previous year.

- 2 Di tahun 2020 Perusahaan menjual pupuk Urea sebesar 3,80 juta ton, Amoniak 0,67 juta ton dan pupuk NPK 0,23 juta ton, yang berarti masing-masing naik 17,12%, turun 8,68% dan naik 51,67%. In 2020 the Company sold 3.80 million tons of Urea fertilizer, 0.67 million tons of Ammonia and 0.23 million tons of NPK fertilizer, which is an increase of 17.12%, a decrease of 8.68%, and an increase of 51.67%.

Pupuk Kaltim membukukan nilai pendapatan usaha di tahun 2020 sebesar Rp18,49 triliun, naik 8,53% dari tahun sebelumnya.

Pupuk Kaltim posted Rp18.49 trillion in operating revenues in 2020, an increase of 8.53% compared to the previous year.

- 3 Kenaikan berbagai bahan baku dan biaya-biaya lainnya membuat Pupuk Kaltim membukukan laba tahun berjalan sebesar Rp1,82 triliun, naik 2,90% dari laba tahun berjalan tahun sebelumnya.

The increase in various raw materials and other costs made Pupuk Kaltim posted a profit for the year of Rp1.82 trillion, an increase of 2.90% from the profit for the year in the previous year.

Pada tahun 2020, Pupuk Kaltim mendistribusikan total nilai perolehan ekonomi sebesar Rp16,20 triliun, naik 6,69% dari tahun sebelumnya. 81,02% dari nilai tersebut atau sebesar Rp13,12 triliun di antaranya adalah distribusi kepada para pemasok dan mitra kerja.

In 2020, Pupuk Kaltim distributed a total economic value of Rp16.20 trillion, an increase of 6.69% compared to the previous year. 81.02% of this value or Rp13.12 trillion of which is distribution to suppliers and partners.

Pupuk Kaltim juga mendistribusikan sebagai nilai perolehan ekonominya kepada Pemerintah, dalam bentuk pembayaran pajak dan dividen.

Pupuk Kaltim also distributes its economic value to the Government, in the form of tax payments and dividends.





MENDUKUNG PEMBANGUNAN EKONOMI NASIONAL

Supporting the National
Economic Development

05





Komitmen dan Kebijakan [103-1, 103-2, 103-3]

Commitment and Policy

Pupuk Kaltim berkomitmen penuh untuk senantiasa menjalankan kegiatan operasional dengan sebaik-baiknya, selaras dengan butir pertama pernyataan misi perusahaan “Menjalankan bisnis produk-produk pupuk, kimia, serta portofolio investasi di bidang kimia, agro, energi, *trading* dan jasa pelayanan pabrik yang berdaya saing tinggi”. Untuk memastikan dihasilkannya produk-produk pupuk maupun bahan kimia lain yang bermutu sesuai spesifikasi yang ditetapkan, sesuai jumlahnya dan tepat waktu pengirimannya, Pupuk Kaltim menerapkan teknik dan inovasi operasional produksi dan distribusi terkini, didukung implementasi program berbasis teknologi informasi mutakhir.

Pupuk Kaltim juga telah menetapkan kebijakan mutu yang dituangkan dalam dokumen Pernyataan Kebijakan Mutu dan Pelayanan, untuk memastikan bahwa produk-produk pupuk, amoniak maupun produk kimia lain yang dihasilkan memenuhi persyaratan para pelanggan serta konsumen akhir, sehingga kepuasan para pelanggan dan konsumen dapat terjaga dan ditingkatkan.

Pupuk Kaltim is fully committed to performing operational activities in the best way possible, in line with the first point of the Company’s mission statements, “Engaging in a business that deals with fertilizer and chemical products as well as investment portfolios in chemical, agrobusiness, energy, trading and plant services that are highly competitive”. Pupuk Kaltim applies the latest operational techniques and innovations in production and distribution supported by the implementation of the latest information technology-based programs, to ensure that the Company produces quality fertilizer and other related chemical products according to the specified specifications, in the right quantity, and timely delivery.

Pupuk Kaltim has also established a quality policy as outlined in the Quality and Service Policy Statement document to ensure that the fertilizer, ammonia, and other chemical products produced meet the requirements of customers and end users, so that the satisfaction of customers and consumers can be maintained and improved.

Sebagian produk Pupuk Kaltim merupakan komoditas yang dijual dan diekspor ke berbagai negara. Agar dapat memenuhi persyaratan standar mutu, keselamatan kerja maupun standar pengelolaan lingkungan, bahkan standar pengelolaan energi dari seluruh rangkaian proses produksi produk yang dihasilkan di pasar internasional, maka Pupuk Kaltim telah mendapatkan sertifikasi ISO 9001:2015, ISO 14001:2015, ISO 45001:2018 dan ISO 55001:2014, dengan masa berlaku sampai dengan 2022, yang dikeluarkan oleh Lembaga Sertifikasi TUV Rheinland Indonesia dan PT TUV SUD (untuk ISO 55001).

Some of Pupuk Kaltim's products are exported and sold to a number of export destination countries. The international market requires strict standards with regard to product quality, work safety, environmental management, and even the management of energy within the entire production processes of products sold. Accordingly, Pupuk Kaltim has obtained ISO 9001:2015, ISO 14001:2015, ISO 45001:2018 and ISO 55001:2014 certifications, which are valid up to the year 2022, issued by TUV Rheinland Indonesia and PT TUV SUD (for ISO 55001) certification agencies.

Volume Produksi dan Penjualan Produk

Production and Sales Volume

Di tahun 2020 yang berkembang menjadi penuh tantangan Pupuk Kaltim secara umum berhasil mencatatkan pertumbuhan kinerja operasional dengan realisasi produksi urea meningkat 7,93%, menjadi sebesar 3,68 juta ton, bahkan lebih besar dari prosentase pertumbuhan di tahun 2019 yang sebesar 1,60%. Total produksi tersebut berarti 13,64% di atas target tahun 2020 yang sebesar 3,24 juta ton.

In 2020, which grew into a challenging year, Pupuk Kaltim in general managed to post growth in operational performance with the realization of urea production increasing by 7.93%, to 3.68 million tons, even higher than the percentage growth in 2019, which was 1.60%. The total production exceeded the 2020 target of 3.24 million tons by 13.64%.

Berikut adalah tabel realisasi produksi pupuk Urea Pupuk Kaltim, 2020.

The following is a table of realization of Urea fertilizer production by Pupuk Kaltim, 2020.

Tabel Perkembangan Produksi Urea, 2018-2020 Production of Urea, 2018-2020					
Produksi Urea Menurut Pabrik Production by Plant	2020	2019	2018	Pertumbuhan Growth	
	Ton Tonne			2020 (%)	2019 (%)
Pabrik 1 A Plant 1 A	550.613	545.684	475.995	0,90%	14,64%
Pabrik 2 Plant 2	675.818	671.341	660.696	0,67%	1,61%
Pabrik 3 Plant 3	607.404	630.187	613.600	-3,62%	2,70%
Pabrik 4 Plant 4	631.737	614.731	592.352	2,77%	3,78%
Pabrik 5 Plant 5	1.216.326	949.337	1.014.900	28,12%	-6,46%
Total	3.681.898	3.411.281	3.357.543	7,93%	1,60%

Volume penjualan total urea juga mencatatkan peningkatan, yakni mencapai 3,98 juta ton atau 17,11%, naik dari capaian tahun 2019 yang sebesar 3,24 juta ton atau turun 4,48% dari tahun sebelumnya. Kenaikan volume penjualan di tahun 2020 tersebut terjadi baik pada penjualan di pasar domestik maupun ekspor, dengan kontributor utama kenaikan adalah meningkatnya penjualan di pasar ekspor, sebagaimana ditunjukkan pada tabel berikut.

Total sales volume of urea also posted an increase, reaching 3.98 million tons or an increase of 17.11%, from the 2019 achievement of 3.24 million tons, a decrease of 4.48% from the previous year. The increase in sales volume in 2020 occurred both in sales in the domestic and export markets, with the main contributor to the increase being increased sales in the export market, as shown in the following table.

Tabel Perkembangan Penjualan Urea, 2018-2020
Urea Sales Development, 2018-2020

Penjualan Urea Menurut Pasar Sales by Market	2020	2019	2018	Tumbuh Growth
	Dalam Ton In Tonne			2020 (%)
Domestik Domestic	1,981,282	1,960,516	2,607,971	1.1%
* Subsidi Subsidized	1,052,661	1,164,129	1,434,698	-9.6%
* Non Subsidi Non-Subsidized	928,621	796,387	1,173,273	16.6%
Ekspor Export	1,815,861	1,281,522	785,999	41.7%
Jumlah Total	3,797,143	3,242,038	3,393,970	17.1%

Sekalipun total penjualan di pasar domestik tersebut meningkat, penjualan pupuk subsidi di tahun 2020 justru mengalami penurunan 9,58% menjadi sebesar 1,05 juta ton. Hal ini disebabkan oleh kondisi pandemi yang membuat aktivitas petani tradisional terkendala. Sementara aktivitas perkebunan skala besar dengan agenda utama peremajaan tanaman tetap berlangsung, dan membuat permintaan pupuk non-subsidi di pasar domestik. Akibatnya volume penjualan pupuk non-subsidi di pasar domestik meningkat hingga 16,60% menjadi sebesar 0,93 juta ton dari 0,80 juta ton di tahun sebelumnya, sehingga secara keseluruhan penjualan di pasar domestik di tahun 2020 kembali meningkat sebesar 1,06% dari sebelumnya menurun 24,83% di tahun 2019.

Sementara itu, penjualan ekspor di tahun 2020 kembali mencatatkan kenaikan cukup signifikan, 41,70% menjadi sebesar 1,82 juta ton dari 1,28 juta ton di tahun 2019. Tahun 2019, penjualan urea ekspor mencatatkan kenaikan sebesar 63,04%. Kenaikan tersebut menunjukkan keberhasilan Perusahaan dalam memanfaatkan momentum kenaikan harga Urea di pasar internasional. Adapun negara-negara utama tujuan ekspor urea untuk tahun 2020 adalah India, Filipina, dan Australia.

Untuk produk Amoniak, di tahun 2020 Pupuk Kaltim memproduksi sebesar 2,83 juta ton, naik 3,9% dari 2,72 juta ton di tahun sebelumnya, karena telah selesainya program perbaikan peralatan pabrik. Di tahun sebelumnya, karena perbaikan tersebut, Perusahaan mencatatkan penurunan volume produksi sebesar 1,1%.

Even though total sales in the domestic market increased, sales of subsidized fertilizers in 2020 actually decreased by 9.58% to 1.05 million tons. This is due to the pandemic conditions, which have hampered the activities of traditional farmers. Meanwhile, large-scale plantation activities with the main agenda of plant rejuvenation continue, and create demand for non-subsidized fertilizers in the domestic market. As a result, the sales volume of non-subsidized fertilizers in the domestic market increased by 16.60% to 0.93 million tons from 0.80 million tons in the previous year, hence, overall sales in the domestic market in 2020 increased by 1.06% from the previous decline of 24.83% in 2019.

Moreover, export sales in 2020 posted another significant increase, 41.70% to 1.82 million tons from 1.28 million tons in 2019. In 2019, export urea sales posted an increase of 63.04%. The increase indicates the success of the Company in taking advantage of the momentum of the increase in Urea prices in the international market. The main export destinations for urea in 2020 are India, the Philippines, and Australia.

For Ammonia products, Pupuk Kaltim produced 2.83 million tons in 2020, an increase of 3.9% from 2.72 million tons in the previous year, due to the completion of the factory equipment repair program. In the previous year, due to these improvements, the Company posted a 1.1% decrease in production volume.

Tabel Produksi Amoniak, 2018-2020
Table Production of Ammonia, 2018-2020

Produksi Amoniak Menurut Pabrik Production by Plant	2020	2019	2018	Pertumbuhan Growth	
	Dalam Ton In Tonne			2020 (%)	2019 (%)
Pabrik 1 A Plant 1 A	579.087	671.896	631.278	-13,8%	6,43%
Pabrik 2 Plant 2	631.647	612.867	608.638	3,1%	0,69%
Pabrik 3 Plant 3	365.948	388.349	389.508	-5,8%	-0,30%
Pabrik 4 Plant 4	375.451	376.704	360.325	-0,3%	4,55%
Pabrik 5 Plant 5	874.146	670.524	761.217	30,4%	-11,91%
Jumlah Total	2.826.279	2.720.340	2.750.966	3,9%	-1,11%

Amoniak tersebut sebagian digunakan sebagai bahan baku pembuatan urea. Sehingga saat produksi urea yang memiliki nilai margin lebih tinggi, meningkat, maka penjualan amoniak akan menurun. Selaras dengan peningkatan produksi dan penjualan Urea, pada tahun 2020, Pupuk Kaltim mencatatkan penurunan volume penjualan amoniak.

The ammonia is partly used as raw material for the manufacture of urea. So that when urea production, which has a higher margin value, increases, ammonia sales will decrease. In line with the increase in Urea production and sales, in 2020, Pupuk Kaltim posted a decrease in ammonia sales volume.

Adapun volume penjualan amoniak di tahun 2020 adalah sebesar 667,80 ribu ton, menurun 8,7% dari posisi tahun 2019 yang sebesar 731,2 ribu ton. Tahun 2019, penjualan amoniak Pupuk Kaltim juga menurun sebesar 8,5% dari tahun sebelumnya. Pertumbuhan negatif selama dua tahun berturut-turut ini terjadi karena adanya penurunan permintaan pasar internasional dan karena penerapan kebijakan Perusahaan yang mengarahkan penjualan kepada produk yang mampu memberikan margin lebih baik.

The sales volume of ammonia in 2020 amounted to 667.80 thousand tons, a decrease of 8.7% from the position in 2019, which was 731.2 thousand tons. In 2019, Pupuk Kaltim's ammonia sales also decreased by 8.5% from the previous year. The negative growth for the second year in a row occurred due to a decline in international market demand and due to the implementation of the Company's policies that direct sales to products that are able to provide better margins.

Perkembangan Volume Penjualan Amoniak, 2018 - 2020
Development Sales volume of Ammonia, 2018 - 2020

Penjualan Amoniak Menurut Pasar Sales by Market	2020	2019	2018	Pertumbuhan Growth	
	Dalam Ton In Tonne			2020 (%)	2019 (%)
Domestik Domestic	179.765	223.174	267.600	-19,45%	-16,60%
Ekspor Export	488.035	508.064	531.344	-3,94%	-4,38%
Jumlah Total	667.800	731.238	798.944	-8,68%	-8,47%

Seperti tampak pada tabel di atas, volume penjualan amoniak di pasar domestik mengalami penurunan hingga sebesar 19,50% menjadi 179,77 ribu ton pada tahun 2020 dari posisi 2019 yang sebesar 223,2 ribu ton. Tahun 2019, penjualan amoniak di pasar domestik menurun sebesar 16,60%. Sementara penjualan amoniak di pasar ekspor di tahun 2020 juga mengalami perlambatan 3,94% menjadi sebesar 488,0 ribu ton dari sebesar 508,06 ribu ton di tahun 2019. Sementara di tahun 2019, penjualan amoniak di pasar ekspor menurun 4,38%. Penurunan dua tahun berturut-turut tersebut sebagai akibat adanya pelemahan permintaan amoniak pasar global, selaras dengan melemahnya pertumbuhan perekonomian hampir seluruh negara di dunia.

As shown in the table above, the sales volume of ammonia in the domestic market decreased by 19.50% to 179.77 thousand tons in 2020 from the 2019 position, which amounted to 223.2 thousand tons. In 2019, ammonia sales in the domestic market decreased by 16.60%. Meanwhile, ammonia sales in the export market in 2020 also experienced a slowdown of 3.94% to 488.0 thousand tons from 508.06 thousand tons in 2019. Meanwhile in 2019, ammonia sales in the export market decreased by 4.38%. The decline for the second year in a row was the result of weakening global market demand for ammonia, in line with weakening economic growth in almost all countries in the world.

Untuk Pupuk NPK, di tahun 2020 Perusahaan mencatatkan peningkatan produksi substansial, yakni naik 85,45% menjadi sebesar 221,02 ribu ton dari capaian tahun 2019 yang sebesar 119,2 ribu ton. Di tahun 2019, produksi NPK justru mencatatkan penurunan sebesar 48,54%. Kenaikan produksi tersebut sebagai respons atas semakin berkurangnya stok NPK untuk dijual di tahun 2020, mengiringi kemajuan program peremajaan tanaman kelapa sawit di berbagai kawasan perkebunan.

For NPK Fertilizer, the Company posted a substantial increase in production in 2020, namely an increase of 85.45% to 221.02 thousand tons from the 2019 achievement of 119.2 thousand tons. In 2019, NPK production actually posted a decrease of 48.54%. The increase in production was in response to the decreasing stock of NPK for sale in 2020, following the progress of the oil palm rejuvenation program in various plantation areas.

Perkembangan Produksi Pupuk NPK, 2018-2020 Development Production of NPK Fertilizer, 2018 - 2020

Produksi NPK NPK Production	2020	2019	2018	Pertumbuhan Growth	
	Dalam Ton In Tonne			2020 (%)	2019 (%)
Pupuk NPK NPK Fertilizer	221.019	119.239	231.691	85,4%	-48,54%
Jumlah	221.019	119.239	231.691	85,4%	-48,54%

Mengiringi kenaikan volume produksi, angka penjualan pupuk NPK sepanjang tahun 2020 meningkat 51,67% menjadi sebesar 228,93 ribu ton dari sebesar 150,9 ribu ton di tahun 2019. Sementara di tahun 2019, angka penjualan pupuk NPK menurun 25,37%. Kenaikan volume penjualan di tahun 2020 tersebut terjadi mengiringi naiknya permintaan kelapa sawit di pasar global sehingga membuat penyerapan pupuk NPK dari petani plasma maupun perkebunan kelapa sawit meningkat.

Complementing the increase in production volume, NPK fertilizer sales throughout 2020 also increased by 51.67% to 228.93 thousand tons from 150.9 thousand tons in 2019. Meanwhile in 2019, NPK fertilizer sales decreased by 25.37%. The increase in sales volume in 2020 occurred in line with the increasing demand for palm oil in the global market, subsequently increasing the absorption of NPK fertilizer from plasma farmers and oil palm plantations.

Perkembangan Penjualan Pupuk NPK, 2018-2020 Development Sales of NPK Fertilizer, 2018-2020

Penjualan NPK Sales of NPK	2020	2019	2018	Pertumbuhan Growth	
	Dalam Ton In Tonne			2020 (%)	2019 (%)
Penjualan NPK Bersubsidi Subsidized NPK	175.794	126.980	175.718	38,44%	-27,74%
Penjualan NPK Perkebunan (Non Subsidi) Non-Subsidized NPK	53.135	23.959	26.521	121,77%	-9,66%
Jumlah	228.929	150.939	202.239	51,67%	-25,37%

Tanggung Jawab Produk dan Perlindungan Konsumen Product Responsibility and Consumer Protection

Sebagai bagian dari implementasi program ketahanan pangan Pemerintah Indonesia, Pupuk Kaltim bertanggung jawab untuk mendistribusikan urea bersubsidi di 2/3 wilayah Indonesia dan wajib menjamin ketersediaan pupuk bersubsidi saat dibutuhkan petani, termasuk menjalankan pemantauan, pengawasan dan melaporkan realisasi

As part of the implementation of the government's National Food Security Program, Pupuk Kaltim is responsible for the distribution of subsidized urea in 2/3 of the territory of Indonesia, and is obliged to guarantee the availability of subsidized fertilizer when needed by farmers, including carrying out the monitoring, supervision and reporting on the

pengadaan dan penyaluran Pupuk Bersubsidi di Lini 1 sampai Lini 4 hingga ke Petani. Agar dapat menjalankan tanggung jawab tersebut dengan optimal dan efisien, Pupuk Kaltim mengembangkan sistem pengelolaan yang didukung perangkat teknologi informasi dalam bentuk *Distribution Planning and Control System* (DPCS).

Sistem tersebut digunakan untuk melakukan pengawasan penyaluran maupun membantu pengambilan keputusan agar diperoleh model distribusi urea yang optimal, sehingga Pupuk Kaltim dapat menjalankan tugas pemerintah dalam menjamin tersedianya stok urea subsidi pada level aman (sesuai ketentuan) dengan efisien dan optimal sepanjang tahun, sehingga dapat menjamin tercapainya target pemenuhan kebutuhan pangan nasional.

Melalui aplikasi DPCS, distribusi pupuk subsidi ke seluruh wilayah tanggung jawab Pupuk Kaltim, jumlah stok, lokasi udang, lokasi distributor dan lokasi pengecer dapat langsung dimonitor melalui ruang kendali DPCS. Selain itu DPCS juga dapat melacak lokasi terkini dari angkutan distribusi pupuk, baik truk maupun kapal, serta status muat dan status bongkarnya.

realization of procurement and distribution of subsidized fertilizers in Line 1 through Line 4 up to the Farmers. In order to carry out these responsibilities optimally and efficiently, Pupuk Kaltim developed a management system that is supported by information technology in the form of a Distribution Planning and Control System (DPCS).

The system is used to supervise fertilizer distribution and to assist decision making in order to obtain an optimal urea distribution model, enabling Pupuk Kaltim to carry out the government's task of ensuring the availability of subsidized urea stocks at safe levels (in accordance with provisions) efficiently and optimally throughout the year, so as to guarantee the achievement of targets in national food requirement.

With the DPCS, distribution of subsidized fertilizer throughout Pupuk Kaltim working areas, the number of stocks, warehouse locations, distributor locations and retail locations can be directly monitored through the DPCS control room. DPCS can also track the current location of fertilizer transport, by trucks and ships, as well as the loading and unloading status.





Manfaat keberadaan DPCS monitoring *dashboard*:

- Data dalam bentuk informasi *geo-spacial* lebih mudah dibaca dan cepat dipahami daripada bentuk laporan berbasis kertas *spreadsheet*.
- Jumlah dan status stok pupuk urea subsidi di wilayah kerja PT Pupuk Kaltim secara menyeluruh (dari Lini-1 s/d Lini-4) dapat diketahui dengan cepat dan perencanaan dan pengambilan keputusan dapat dilakukan dengan cepat pula sehingga tidak terjadi kelangkaan pupuk di daerah dapat dihindari.
- Jumlah dan status stok pupuk urea subsidi dalam perjalanan (*in transit*) dapat diketahui dengan cepat sehingga prediksi ke depan dapat diantisipasi lebih dini.
- Penyerapan pupuk di daerah dapat diketahui dengan cepat.

Aplikasi DPCS juga telah mendapat pengakuan hak cipta dan tercatat di Kementerian Hukum dan HAM melalui Surat Pencatatan Ciptaan oleh Direktur Jenderal Kekayaan Intelektual, Nomor Pencatatan: 083248, dengan judul ciptaan: *Distribution Planning and Control System* Pupuk Kalimantan Timur. DPCS merupakan satu-satunya aplikasi *real time* yang dengan mudah menampilkan pengawasan stok pupuk hingga Distributor dan Pengecer.

Benefits of the DPCS monitoring dashboard:

- Data in the form of geo-spatial information is easier to read and comprehend than a paper-based spreadsheet report.
- The amount and status of subsidized urea fertilizer in Pupuk Kaltim working areas (from Line-1 to Line-4) can be known quickly, therefore enabling planning and decision-making to be conducted promptly, preventing the scarcity of fertilizer in any of the areas.
- The amount and status of subsidized urea fertilizer in transit can be determined quickly so that future predictions can be anticipated earlier.
- Fertilizer absorption in any area can be determined quickly.

The DPCS application has also received copyright recognition and is registered at the Ministry of Law and Human Rights through a Letter of Patent Registration by the Director General of Intellectual Property, Registration Number: 083248, with the title of the patent: *Distribution Planning and Control System* of Pupuk Kalimantan Timur. DPCS is the only real time application that easily displays monitoring of fertilizer stocks to Distributors and Retailers.

Surat Pencatatan Hak Cipta Oleh Direktur Jenderal Kekayaan Intelektual Letter of Patent Registration by the Director General of Intellectual Property


REPUBLIK INDONESIA
KEMENTERIAN HUKUM DAN HAK ASASI MANUSIA
SURAT PENCATATAN CIPTAAN

Menteri Hukum dan Hak Asasi Manusia Republik Indonesia, berdasarkan Undang-Undang Nomor 28 Tahun 2014 tentang Hak Cipta yaitu Undang-Undang tentang perlindungan ciptaan di bidang ilmu pengetahuan, seni dan sastra (tidak termasuk kekayaan intelektual lainnya), dengan ini menerangkan bahwa hal-hal tersebut di bawah ini telah tercatat dalam Daftar Umum Ciptaan:

I. Nomor dan tanggal permohonan	: 000201602385, 23 Juni 2016
II. Pencipta Nama	1. ARI NOVAN SETIONO; 2. SUPRSONO; 3. REVITA PRATIWI; 4. AZWAR JANUR; 5. M. MUBACHUL HUDA
Alamat	Jalan Kechung No. 4 PC VI I RT 10, 004 Rw. Kel. Bumbung, Kec. Bontang Barat, Kota Bontang Kalimantan Timur, Indonesia
Kewarganegaraan	
III. Pemegang Hak Cipta Nama Alamat	PT PUPUK KALIMANTAN TIMUR Jalan James Simanungkalak No. 1 Bontang, Kalimantan Timur
Kewarganegaraan	
IV. Jenis Ciptaan	Program Komputer
V. Judul Ciptaan	DISTRIBUTION PLANNING AND CONTROL SYSTEM PUPUK KALIMANTAN TIMUR
VI. Tanggal dan tempat diumumkan untuk pertama kali di wilayah Indonesia atau di luar wilayah Indonesia	20 Mei 2016, di Bontang
VII. Jangka waktu perlindungan	Berlaku selama 50 (lima puluh) tahun sejak pertama kali diumumkan.
VIII. Nomor pencatatan	083248

Pencatatan Ciptaan atau produk Hak Terkait dalam Daftar Umum Ciptaan bukan merupakan pemberian atau hak, atau, maknanya, atau bentuk dari Ciptaan atau produk Hak Terkait yang diizinkan. Menteri tidak bertanggung jawab atas isi, arti, makna, atau bentuk dari Ciptaan atau produk Hak Terkait yang terdaftar. (Pasal 72 dan Penjelasan Pasal 72 Undang-Undang Nomor 28 Tahun 2014 Tentang Hak Cipta)

a.n. MENTERI HUKUM DAN HAK ASASI MANUSIA
REPUBLIK INDONESIA
DIREKTUR JENDERAL KEKAYAAN INTELEKTUAL
u.n.
DIREKTUR HAK CIPTA DAN DESAIN INDUSTRI


Dr. Dra. Zemi Widhyastuti, Apt., M.Si.
NIP. 196003181991032001

Pupuk Kaltim memberikan kemudahan kepada pelanggan produk non subsidi, yaitu menyediakan sistem pembelian retail yang dapat langsung dilakukan di seluruh kantor perwakilan Pupuk Kaltim. Selain sistem pembelian, Pupuk Kaltim juga menerapkan inovasi kemasan pupuk, yaitu membuat karung pupuk retail dari semula berukuran 50 kg per karung, menjadi 2 kg, 5 kg, 10 kg dan 20 kg. Perbaikan dan inovasi tersebut dilakukan untuk menjaga kepuasan, loyalitas dan keamanan pelanggan.

Pada setiap kemasan produk, Pupuk Kaltim mencantumkan kegunaan, manfaat, kandungan, sifat fisika, kimia, jenis bahaya yang ditimbulkan, cara penanganan, tindakan khusus dalam keadaan darurat, risiko penyimpanan dari setiap produk

Pupuk Kaltim provides convenience to customers of non-subsidized products, namely providing retail purchasing systems that can be directly carried out in all Pupuk Kaltim representative offices. In addition to the purchasing system, Pupuk Kaltim also applied innovation in fertilizer packaging, using 2 kg, 5 kg, 10 kg, and 20 kg fertilizer retail sacks in place of the original one-size 50 kg sack. These improvements and innovations are carried out to maintain customer satisfaction, loyalty and security.

Each packaging includes information on product use, benefits, contents, physical, chemical characteristics, type of hazard posed, how to handle it, specific actions in an emergency, storage risk of each product and other necessary information. This is conducted

dan informasi lain yang diperlukan. Hal tersebut dilakukan sebagai wujud komitmen Pupuk Kaltim dalam memastikan keamanan produk saat pemuatan, transportasi melalui kapal, truk dan alat transportasi lain, maupun pembongkaran dan penyimpanannya di gudang-gudang pelanggan/petani. [417-1]

as a form of Pupuk Kaltim's commitment in ensuring product safety when loading, transportation by ship, truck, and other means of transportation, as well as in unloading and storing in customer/farmer's warehouses.

Produk Urea Kemasan Retail Urea Retail Packaging Products



Produk NPK Kemasan Retail NPK Retail Packaging Products



MENJAGA KEPUASAN PELANGGAN

Pelanggan merupakan salah satu *stakeholder* yang berperan penting dalam menjamin keberlangsungan bisnis Pupuk Kaltim melalui pembelian produk yang mereka lakukan. Oleh karenanya, Pupuk Kaltim mengembangkan budaya *Customer Focus* dengan mengacu pada rumusan nilai budaya “Insan Pupuk Kaltim selalu berusaha memberikan pelayanan terbaik dan berkomitmen pada kepuasan pelanggan dengan menegakkan nilai-nilai perhatian dan komitmen.”

Pupuk Kaltim mendengarkan, berinteraksi dan mengamati pelanggan di sepanjang *customer life cycle*, mulai dari calon pelanggan, pelanggan baru, pelanggan berulang hingga pelanggan utama guna memperoleh informasi yang dapat ditindaklanjuti dalam rangka pengembangan produk dan layanan Pupuk Kaltim. Tujuan akhirnya adalah menjaga

MAINTAINING CUSTOMER SATISFACTION

The customer is one of the stakeholders who has an important role in ensuring the continuity of the Company's business through the purchase of Company products. Therefore, Pupuk Kaltim develops a Customer Focus culture by referring to the formulation of the value of “Pupuk Kaltim's employees always try to provide the best service and are committed to customer satisfaction by upholding the values of attention and commitment.”

Pupuk Kaltim listens, interacts and observes the customers throughout the customer life cycle, from potential customers, new customers, repeat customers to key customers, in order to obtain information that can be followed up to develop Pupuk Kaltim's products and services. The ultimate goal is to maintain the satisfaction of all customers and users

kepuasan seluruh pelanggan dan pengguna produk Perusahaan agar senantiasa setia menggunakan produk yang dihasilkan sehingga skala usaha Pupuk Kaltim dapat terus berkembang di masa-masa mendatang.

of the Company's products so that they become loyal users of these products. In this way, the scale of Pupuk Kaltim's business can continue to grow in the future.

Tabel Jumlah Pelanggan Pupuk Kaltim - 2020
Number of Pupuk Kaltim Customers - 2020

Segmen Pasar Market Segment	Kelompok Pelanggan Customer Group	Jumlah Pelanggan Total Customer
Subsidi Subsidies	Distributor subsidi Distributor subsidies	222
	Pengecer/kios Retailer/kiosk	7.785
	Petani Farmer	6.148.624
Non Subsidi Unsubsidized	Ekspor Export	21
	Perkebunan Plantation	74
	Industri Industry	29
	Ritel Retail	314
	Non Subsidi Non Subsidized	438

PERLINDUNGAN KESEHATAN DAN KEAMANAN PELANGGAN

Pupuk Kaltim memastikan semua tahapan daur hidup produk seperti pupuk Urea, pupuk NPK, pupuk Hayati maupun produk Amoniak mulai dari tahap pra produksi, tahap produksi hingga tahap paska produksi sampai di tangan pelanggan telah dilakukan sesuai dengan Standar Operasional Prosedur (SOP) yang disusun dengan mengacu pada sistem manajemen terakreditasi ISO 9001:2015 maupun ISO 14001:2015, sebagai wujud komitmen terhadap pemenuhan aspek kesehatan dan keamanan bagi pelanggan pengguna setia produknya. Dengan demikian, mutu produk Perusahaan dapat terjaga kualitasnya.

Pupuk Kaltim juga memperhatikan setiap aspek keselamatan bahan kimia ataupun material yang digunakan, dengan cara mengikuti informasi yang tertera di dalam *Material Safety Data Sheet* (MSDS), yang disampaikan kepada pelanggan maupun calon pelanggan. [416-1]

Dalam rangka memastikan pemenuhan aspek kesehatan dan keselamatan bagi para pelanggan, Pupuk Kaltim secara berkala memberikan sosialisasi tentang cara penggunaan produk yang benar kepada pelanggan, seperti memupuk menggunakan sarung tangan, cuci tangan setelah selesai menggunakan pupuk dan bilas dengan air apabila terkena mata, serta menghubungi dokter apabila kulit iritasi. Hal tersebut merupakan salah satu bentuk tanggung jawab perusahaan kepada pelanggan. Konsistensi pelaksanaan sosialisasi tersebut membuat di sepanjang tahun 2020, tidak terdapat pengaduan mengenai kesehatan dan keselamatan pelanggan. [416-2]

CONSUMER HEALTH AND SAFETY

Pupuk Kaltim ensures that all stages of the product life cycle for Urea fertilizer, NPK fertilizer, Organic fertilizer, and Ammonia products starting from the pre-production stage, the production stage, to the post-production stage until it reaches the customers, are carried out in accordance with Standard Operating Procedures (SOPs) compiled with reference to the management systems accredited to ISO 9001: 2015 and ISO 14001: 2015 as a form of commitment to the health and safety of the loyal customers of its products. Therefore, the quality of the Company's products can be maintained.

Pupuk Kaltim also considers every aspect of the safety of chemicals or other materials used, by following the information contained in the Material Safety Data Sheet (MSDS), which is conveyed to customers and prospective customers. [416-1]

In order to ensure the health and safety of customers, Pupuk Kaltim regularly provides customers with information on how to properly use the product, such as handling fertilizer using gloves, washing the hands after handling fertilizer, rinsing with water if exposed to the eyes, and contacting a doctor if there are skin irritation. This is a form of corporate responsibility to customers. As a result of consistent implementation of the socialization of product information, there were no complaints regarding the health and safety of customers in 2020. [416-2]

PEMASARAN DAN PELABELAN PRODUK

Sesuai dengan ketentuan peraturan perundangan yang berlaku, pemenuhan permintaan para pelanggan serta dalam rangka memberikan jaminan pemenuhan kualitas kepada para pelanggan, setiap pengiriman produk Pupuk Kaltim dalam bentuk curah maupun kantong selalu disertai dengan sertifikat analisis produk saat *loading* yang dilakukan oleh surveyor independen, yakni informasi: kandungan persentase unsur hara, persentase biuret, persentase air, dan ukuran butiran. Analisis produk tersebut merupakan wujud tanggung jawab Pupuk Kaltim atas mutu setiap produk yang akan dikirimkan kepada para pelanggan.

Pada setiap produk kantong pupuk bersubsidi tercantum logo merk Pupuk Indonesia Holding Company untuk produk Urea dan Phonska Pupuk Indonesia Holding Company untuk produk NPK yang menunjukkan informasi bahwa pupuk bersubsidi dalam pengawasan pemerintah. Pupuk Kaltim juga mencantumkan berat bersih pupuk sebesar 50 kg, spesifikasi pupuk yang terdiri dari 46% N (Nitrogen) untuk Urea; 15% N (Nitrogen) - 15% P₂O₅ (Fosfat) - 15% K₂O (Kalium) untuk pupuk NPK 15-15-15; serta peringatan larangan penggunaan gancu.

Selain itu, pada kemasan kantong produk Urea maupun NPK subsidi juga dicantumkan informasi legalitas produk yakni Sertifikat Produk Penggunaan Tanda SNI (SPPT- SNI) atau LSPro, Masa Edar, Alamat Produsen, Nomor Pendaftaran Pupuk (NPP), serta Nomor Registrasi Produk (NRP) dari Kementerian Perdagangan. [417-1]

Pada produk nonsubsidi, Pupuk Kaltim menggunakan logo merek Daun Buah untuk Urea dan merek Pelangi Agro serta Pelangi masing-masing untuk NPK Fuse dan NPK Blending. Pada kemasan produk non subsidi ini juga dicantumkan informasi mengenai berat, spesifikasi pupuk, dan peringatan larangan penggunaan gancu seperti yang tertera pada kantong pupuk bersubsidi. Perusahaan juga mencantumkan informasi legalitas produk yakni SPPT-SNI atau LSPro, NPP, dan NRP.

Pupuk Kaltim juga menyertakan simbol Sistem Harmonisasi Global (GHS) di karung kemasan produk - baik produk subsidi maupun nonsubsidi - sesuai dengan Peraturan Menteri Perindustrian Nomor 87/M-IND/PER/9/2009 tentang Sistem Harmonisasi Global Klasifikasi dan Label pada Bahan Kimia, yang merujuk kepada Buku Panduan GHS Purple Book yang diterbitkan oleh Perserikatan Bangsa-Bangsa (PBB).

PRODUCT LABELING AND MARKETING

In accordance with regulatory provisions and the requirements of customers, and in order to provide guarantee of quality fulfillment to customers, each shipment of Pupuk Kaltim products in bulk or bag form is always accompanied by a certificate of product analysis by an independent surveyor at the time of product loading, which describes the percentage of nutrient, biuret and water content as well as grain size. This product analysis is a form of Pupuk Kaltim's responsibility for the quality of the product that will be given to customers.

Each bag of subsidized fertilizer displays the brand logo of Pupuk Indonesia Holding Company for urea fertilizer products, and of Phonska Pupuk Indonesia Holding Company for NPK fertilizer products, as indication that subsidized fertilizer is under government supervision. The product labelling also contains information on net weight of fertilizer at 50 kg, fertilizer specification of 46% N (Nitrogen) for urea fertilizer and of 15% N (Nitrogen) - 15% P₂O₅ (Phosphate) - 15% K₂O (Kalium) for NPK 15-15-15 fertilizer, as well as caution against the use of hooks.

In addition, the product labelling on the packaging of subsidized Urea and NPK fertilizer also contained information on product legality, namely the SNI Product Certification Marking (SPPT-SNI) or LSPro, valid period, address of producer, Fertilizer Registration Number (NPP) and Product Registration Number (NRP) from the Ministry of Trade. [417-1]

For non-subsidized products, Pupuk Kaltim uses the brand logo Daun Buah for urea fertilizer and Pelangi Agro and Pelangi respectively for NPK Fuse and NPK Blending fertilizer products. The packaging for non-subsidized products also contained information on weight, fertilizer specification, caution against the use of hooks, and product legality information such as SPPT-SNI or LSPro, NPP and NRP, as in the packaging for subsidized fertilizer products.

Pupuk Kaltim also includes the symbol of the Global Harmonized System (GHS) on product packaging sacks - both subsidized and non-subsidized products - in accordance with the Minister of Industry Regulation No. 87/M-IND/PER/9/2009 on the Globally Harmonized System of Classification and Labelling of Chemicals, which refers to the GHS Purple Book Guide published by the United Nations (UN).

KEAMANAN PRODUK

Sebagai wujud pemenuhan komitmen terhadap kelestarian lingkungan, Pupuk Kaltim secara berkala memberikan edukasi kepada pelanggan mengenai dampak lingkungan hidup dari produk yang dihasilkan. Sosialisasi mengenai takaran pupuk yang efisien dan dampak dari pemupukan berlebih terhadap lingkungan dilakukan secara rutin kepada pelanggan Pupuk Kaltim. Pupuk Kaltim sedang merencanakan penerapan *Extender Producer Responsibility* (EPR) untuk pengelolaan bekas kemasan pupuk di kawasan yang merupakan tanggung jawab distribusi Pupuk Kaltim. Selama 2019, tidak terdapat pelanggaran peraturan dan *voluntary codes* mengenai informasi dan pelabelan produk dan jasa Pupuk Kaltim. [417-2]

Pada setiap kegiatan promosi yang dilaksanakan, Pupuk Kaltim melakukan sosialisasi cara penggunaan produk yang agar memberi dampak minimal terhadap kelestarian lingkungan kepada para pelanggan, bekerja sama dengan Dinas Pertanian dan Dinas Perkebunan setempat, maupun dengan para distributor. Pupuk Kaltim berkomitmen penuh untuk senantiasa mengungkapkan informasi secara jujur dan benar pada setiap proses komunikasi produk, meliputi kegiatan promosi, iklan, maupun pelabelan produk.

Untuk itu, melalui *event customer gathering* yang dilaksanakan guna menciptakan hubungan timbal balik yang harmonis antara Perusahaan dengan pelanggan, Pupuk Kaltim mengundang semua kelompok pelanggan mulai dari distributor subsidi, pengecer, petani, distributor nonsubsidi, perusahaan perkebunan, perusahaan industri, dan eksportir/*trader*, menjalin komunikasi dua arah guna mendapatkan umpan balik bagi dilakukannya perbaikan layanan maupun peningkatan produk yang akan sangat bermanfaat dari pelanggan maupun bagi Perusahaan.

Berkat komunikasi yang terjalin dengan baik dan konsistensi Pupuk Kaltim dalam menunjukkan komitmen terhadap kualitas produk dan layanan, selama 2020, tidak terdapat pengaduan atau pelanggaran terhadap etika promosi, iklan, dan sponsor Perusahaan. [417-3]

PRODUCT SAFETY

As a form of its commitment to environmental sustainability, Pupuk Kaltim regularly provides education to customers about the environmental impact of the products produced. Information on efficient fertilizer application and the impact of excessive fertilization on the environment is carried out routinely to Pupuk Kaltim customers. Pupuk Kaltim is planning the implementation of *Extender Producer Responsibility* (EPR) for the management of used fertilizer packaging in the distribution areas of Pupuk Kaltim. During 2019, there were no violations of regulations and voluntary codes regarding information and labeling of Pupuk Kaltim products and services. [417-2]

In every promotional activity, Pupuk Kaltim socializes how to use products to ensure that they have a minimal impact on environmental sustainability to customers, in collaboration with the local Agriculture and Plantation Offices, as well as with distributors. Pupuk Kaltim is fully committed to always disclosing information in an honest and correct manner in every product communication process, including promotional activities, advertising, and product labeling.

To that end, through customer gathering events held to create a harmonious reciprocal relationship between the Company and customers, Pupuk Kaltim invites all customer groups ranging from subsidized distributors, retailers, farmers, non-subsidized distributors, plantation companies, industrial companies, and exporters/traders, to establish two-way communication to get feedback for service improvements and product improvements that will be very beneficial from customers and for the Company.

Due to the well-established communication as well as Pupuk Kaltim's consistency in demonstrating commitment to the quality of products and services, during 2020 there were no complaints or violations of the Company's promotional, advertising and sponsorship ethics. [417-3]

PRIVASI PELANGGAN

Pupuk Kaltim menerapkan kebijakan Standar Pelayanan Minimum (SPM) sesuai dengan persyaratan pelanggan, serta menyempurnakan sistem kerja dengan menggunakan ERP/SAP sehingga identitas dan informasi mengenai pelanggan dijamin aman. Sebagai wujud implementasi Budaya *Customer Focus*, Pupuk Kaltim juga senantiasa menaati setiap regulasi yang berlaku terkait produk dan perlindungan terhadap pelanggan.

Konsistensi penerapan komitmen menghargai privasi pelanggan tersebut membuat sepanjang tahun 2020 tidak ada pengaduan pelanggan terhadap Perusahaan perihal penyalahgunaan data pribadi pelanggan. Dengan demikian, tidak ada sanksi administrasi maupun hukum berkaitan dengan pelanggaran tersebut yang dikenakan terhadap Pupuk Kaltim.

[GRI 418-1]

CUSTOMER PRIVACY

Pupuk Kaltim applies the Minimum Service Standards (SPM) policy in accordance with customer requirements, as well as enhancing the work system by using ERP/SAP to ensure the safety of customer identity and information. As a form of Customer Focus Culture implementation, Pupuk Kaltim also complies with every applicable regulation related to product and customer protection at all times.

As a result of the consistency in the implementation of the commitment to respecting customer privacy, there were no customer complaints against the Company regarding the misuse of customer's personal data in 2020. Thus, there are no administrative or legal sanctions related to the violations imposed on Pupuk Kaltim.

Kontribusi terhadap Pertumbuhan Perekonomian

Contribution to Economic Growth

**KONTRIBUSI PADA PROGRAM
KETAHANAN PANGAN NASIONAL**

Dalam rangka membangun Ketahanan Pangan Nasional dan menegakan paradigma pertanian sebagai pilar pertumbuhan ekonomi nasional, Pemerintah Indonesia menjalankan program subsidi pupuk bagi petani, namun dengan tetap menerapkan pembatasan nilai subsidi dan volume penyaluran. Sebagai realisasi agenda nasional tersebut, Pupuk Kaltim menyalurkan pupuk subsidi dengan menerapkan pola distribusi dan pemasaran dengan sistem tertutup, sesuai Peraturan Menteri Pertanian dan Peraturan Menteri Perdagangan.

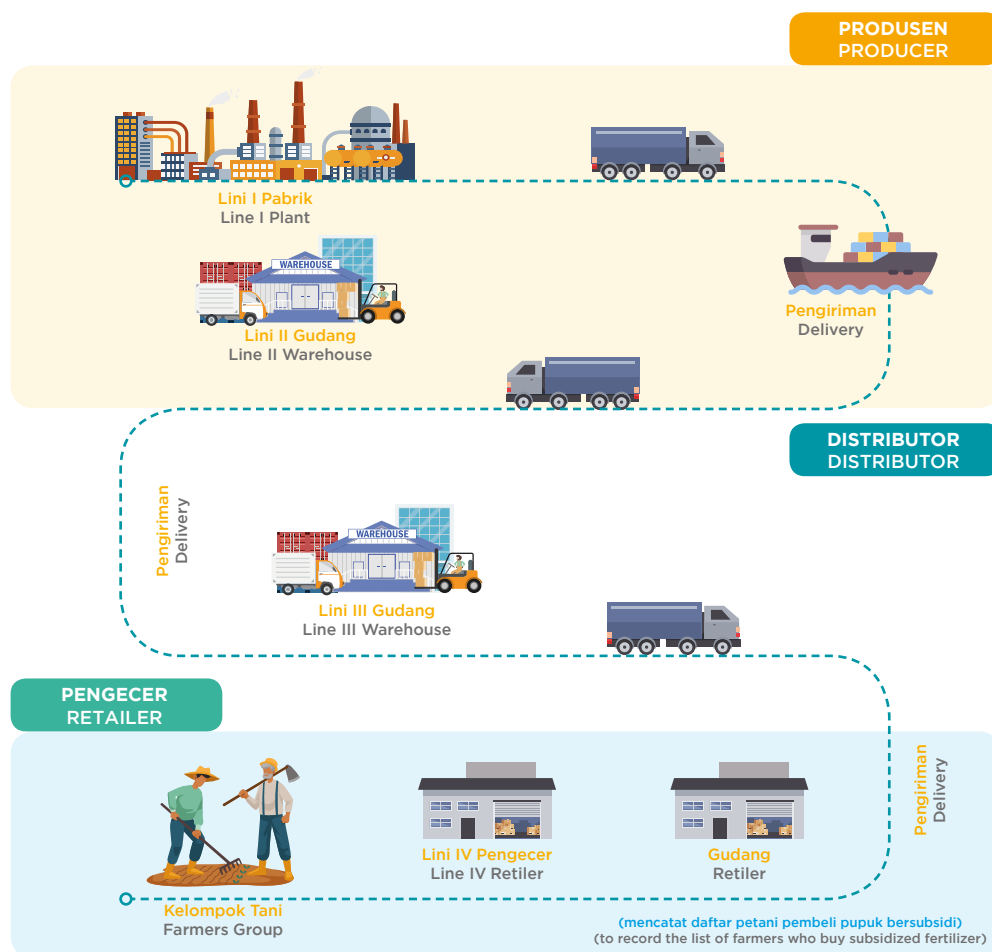
**CONTRIBUTION TO THE NATIONAL FOOD
SECURITY PROGRAM**

In order to develop National Food Security and uphold the paradigm of agriculture as a pillar of national economic growth, the Government of Indonesia implements a fertilizer subsidy program for farmers that is limited in terms of the value of subsidies and volume of distribution. In manifestation of this national agenda, Pupuk Kaltim distributes subsidized fertilizers by applying a distribution and marketing pattern with a closed system, in accordance with the Regulation of the Minister of Agriculture and Regulation of the Minister of Trade.

Pola tersebut dimulai dari pengadaan pupuk subsidi dari Gudang Pusat Produksi (Lini I). Selanjutnya, pupuk dikirim ke Gudang Provinsi/Pelabuhan tujuan (Lini II) untuk selanjutnya dipasok ke Gudang Kabupaten (Lini III). Distributor di daerah akan mendistribusikan pupuk subsidi tersebut ke pengecer. Petani yang memiliki Rencana Definitif Kebutuhan Kelompok (RDKK) dapat memperoleh pupuk berdasarkan alokasi yang telah ditetapkan oleh Dinas Pertanian setempat.

The distribution pattern starts from the procurement of subsidized fertilizers from the Production Center Warehouse (Line I). Subsequently, fertilizer is sent to the Provincial/Port of Destination Warehouse (Line II) to be subsequently supplied to the Regency Warehouse (Line III). Distributors in the area will then distribute the subsidized fertilizer to retailers. Farmers who have a Definitive Group Needs Plan (RDKK) can obtain fertilizer based on an allocation determined by the local Agriculture Agency.

Bagan Alur Distribusi dan Pemasaran Pupuk Subsidi Schematics of Subsidized fertilizer Distribution and Marketing



Pada tahun 2020, Pupuk Kaltim mendapat penugasan dari *Pupuk Indonesia Holding Company* (PIHC) dengan mengacu kepada Peraturan Menteri Pertanian No.01/Permentan/2020 untuk Tahun Anggaran 2020 dan Keputusan Direktur Jenderal Prasarana dan Sarana Pertanian Nomor 27/2020, untuk menyalurkan 1,06 (2019:1,18) juta ton Urea bersubsidi.

Alokasi penyaluran pupuk bersubsidi tersebut menurun 11% dari alokasi sebesar 1,18 juta ton urea bersubsidi di tahun 2019 (2019: lebih rendah 19% jika dibandingkan alokasi tahun 2018 yakni 1,45 juta ton). Dari penugasan tersebut, Perusahaan berhasil menyalurkan sebanyak 1,052 juta ton atau setara dengan 99,27% dari alokasi Permentan 2020.

Tidak tercapainya angka alokasi penyaluran pupuk bersubsidi tahun 2020 selain disebabkan oleh terjadinya pergeseran musim tanam di wilayah utama peredaran pupuk urea Perusahaan, juga karena adanya pandemi COVID-19 yang membuat aktivitas petani terhambat.

Sementara itu, untuk NPK bersubsidi, realisasi penyaluran di tahun 2020 adalah sebanyak 172,78 ribu ton atau 94,47% (2019: 97%) dibandingkan alokasi SK Mentan tahun 2020 yaitu sebesar 182,9 (2019: 130,00) ribu ton.

In 2020, Pupuk Kaltim received an assignment from Pupuk Indonesia Holding Company (PIHC) with reference to the Regulation of the Minister of Agriculture No. 01/Permentan/2020 for the 2020 Fiscal Year and the Decree of the Director General of Agricultural Infrastructure and Facilities No. 27/2020, to distribute 1.06 (2019:1,18) million tons of subsidized urea.

The allocation of subsidized fertilizers distribution decreased by 11% from the allocation of 1.18 million tons of subsidized urea in 2019 (2019: 19% lower than 1.45 million tons in 2018). From this assignment, the Company managed to distribute 1.052 million tons or equivalent to 99.27% of the 2020 Ministry of Agriculture allocation.

The failure to achieve the allocation figure for the distribution of subsidized fertilizers in 2020 was not only caused by a shift in the planting season in the main areas of the Company's urea fertilizer distribution, but also due to the COVID-19 pandemic which hampered farmers' activities.

Furthermore, for subsidized NPK, the realization of distribution in 2020 was 172.78 thousand tons or 94.47% (2019: 97%) compared to the 2020 Decree of the Minister of Agriculture, which amounted to 182.9 (2019: 130.00) thousand tons.

Peta Wilayah Distribusi Pupuk Urea Bersubsidi
Map of Distribution of Subsidized Urea Fertilizer



Tabel Penyaluran Distribusi Pupuk Urea dan NPK Bersubsidi
Distribution of Subsidized Urea and NPK Fertilizer

Provinsi Province	Urea				NPK			
	2020	2019	2018	Pertumbuhan Growth	2020	2019	2018	Pertumbuhan Growth
	Dalam Ton In Tonne			2020 (%)	Dalam Ton In Tonne			2020 (%)
Jawa Timur	276.845	431.939	635.585	-35,9%	0	0	-	0,0%
Bali	35.374	31.225	36.544	13,3%	0	0	-	0,0%
Nusa Tenggara Barat	189.087	159.407	179.660	18,6%	0	0	-	0,0%
Nusa Tenggara Timur	26.582	26.625	28.805	-0,2%	0	0	-	0,0%
Kalimantan Timur	17.233	13.661	17.720	26,1%	25.348	23.182	33.675	9,3%
Kalimantan Selatan	2.631	34.561	39.031	-92,4%	4.786	37.316	45.440	-87,2%
Kalimantan Tengah	3.871	15.455	16.349	-75,0%	43.229	29.885	32.359	44,7%
Kalimantan Utara	2.919	1.528	1.143	91,0%	30.761	4.097	4.230	650,8%
Kalimantan Barat	21.333	0	0	0,0%	0	32.501	60.014	-100,0%
Sulawesi Utara	38.814	20.129	20.754	92,8%	0	0	-	0,0%
Gorontalo	38.871	34.515	37.736	12,6%	0	0	-	0,0%
Sulawesi Tengah	25.522	34.392	37.021	-25,8%	2.054	0	-	0,0%
Sulawesi Tenggara	322.719	23.902	23.347	1250,2%	0	0	-	0,0%
Sulawesi Selatan	36.791	295.529	317.153	-87,6%	6.928	0	-	0,0%
Sulawesi Barat	3.263	29.551	30.640	-89,0%	0	0	-	0,0%
Maluku	785	2.768	3.360	-71,6%	0	0	-	0,0%
Maluku Utara	0	874	1.010	-100,0%	59.682	0	-	0,0%
Papua	7.689	7.154	7.804	7,5%	0	0	-	0,0%
Papua Barat	1.078	885	1.034	21,8%	0	0	-	0,0%
Jumlah Total	1.051.409	1.164.100	1.434.696	-9,7%	172.788	126.981	175.718	36,1%

Oleh karena adanya penugasan penyaluran pupuk bersubsidi tersebut, tiap produsen pupuk diaudit oleh Badan Pemeriksa Keuangan Republik Indonesia (BPK-RI). Hasil audit BPK-RI terhadap penyaluran pupuk subsidi oleh Pupuk Kaltim menunjukkan angka realisasi pada tahun 2020 adalah sebesar 1.051.409 (2019: 1.169.977) ton pupuk Urea, 163.806 (2019: 127.661) ton pupuk NPK dan 8.982 ton pupuk NPK Formula khusus.

Due to the assignment of subsidized fertilizer distribution, each fertilizer producer is audited by the Supreme Audit Board of the Republic of Indonesia (BPK-RI). The results of the BPK-RI audit of the distribution of subsidized fertilizers by Pupuk Kaltim showed the realization figures in 2020 were 1,051,409 (2019: 1,169,977) tons of Urea fertilizer, 163,806 (2019: 127,661) tons of NPK fertilizer, and 8,982 tons of Special formula NPK fertilizer.

NILAI PENDAPATAN, LABA BERSIH, LABA KOMPREHENSIF, PERTUMBUHAN ASET DAN EKUITAS

Peningkatan volume penjualan dan naiknya harga rata-rata urea non-subsidi Pupuk Kaltim di dalam negeri yang mampu mengkompensasi turunnya harga amoniak dipasar internasional di tahun 2020 membuat total nilai pendapatan Perusahaan kembali meningkat. Total nilai pendapatan konsolidasi Pupuk Kaltim di tahun 2020 adalah sebesar Rp18.486,45 miliar, naik 8,53% dari nilai sebesar Rp17.034,13 miliar di tahun sebelumnya.

Kondisi pandemi dan naiknya harga berbagai komponen bahan baku maupun pendukung membuat Pupuk Kaltim mencatatkan kenaikan beban pokok penjualan sebesar 13,06%, sehingga Perusahaan mencatatkan penurunan laba kotor.

Berkat penerapan berbagai inovasi dan efisiensi yang berhasil menurunkan biaya lain-lain hingga sebesar 8,91%, kemudian diikuti turunnya beban pajak sebesar 14,57%, Pupuk Kaltim berhasil mencatatkan kenaikan laba tahun berjalan sebesar 2,90% menjadi sebesar Rp1.819,67 miliar dari Rp1.768,34 miliar di tahun sebelumnya (setelah reklasifikasi).

Perusahaan pada akhirnya mencatatkan penurunan laba komprehensif hingga sebesar 112,57% menjadi sebesar Rp1.757,46 miliar dari sebesar Rp4.011,11 miliar di tahun sebelumnya (setelah reklasifikasi). Penurunan laba komprehensif tersebut terutama disebabkan oleh adanya penurunan nilai pengukuran kembali imbalan pasca kerja dan adanya beban pajak penghasilan terkait di tahun 2020, total sebesar Rp62,22 miliar.

Karena adanya pelunasan sebagian pinjaman jangka pendek dan jangka panjang yang jumlahnya lebih besar dari kenaikan laba bersih, di tahun 2020, Pupuk Kaltim membukukan penurunan total Aset 2,53% menjadi sebesar Rp27.952,63 miliar dari Rp28.679,17 miliar di tahun sebelumnya (setelah reklasifikasi). Pelunasan pinjaman tersebut membuat total nilai kewajiban Pupuk Kaltim terpangkas sebesar 25,09% menjadi sebesar Rp5.078,54 miliar dari Rp6.779,43 miliar di tahun sebelumnya (setelah reklasifikasi).

Adapun total ekuitas Pupuk Kaltim di tahun 2020 adalah sebesar Rp22.874,08 miliar, naik 4,45% dari nilai sebesar Rp21.899,73 miliar di tahun sebelumnya, terutama dikontribusikan oleh adanya kenaikan saldo laba yang belum ditentukan penggunaannya.

REVENUES, NET INCOME, COMPREHENSIVE INCOME, GROWTH OF ASSETS AND GROWTH OF EQUITY

The increase in sales volume and the increase in Pupuk Kaltim's average domestic price for non-subsidized urea that compensated for the decline in ammonia prices in the global market in 2020 resulted in an increase in the total value of the Company's revenue. The total value of Pupuk Kaltim's consolidated revenue in 2020 amounted to Rp18,486.45 billion, an increase of 8.53% from Rp17,034.13 billion in the previous year.

Due to the pandemic and the increase in prices of various components of raw and supporting materials lead to Pupuk Kaltim to post an increase in cost of goods sold by 13.06%, making the Company to post a decrease in gross profit.

Due to the successful implementation of various innovations and efficiencies that able to reduce other costs by 8.91%, as well as a decrease in tax expenses by 14.57%, Pupuk Kaltim was able to post an increase of 2.90% in income for the year to Rp1,819.67 billion from Rp1,768.34 in the previous year (after reclassification).

The Company ultimately posted a 112.57% decrease in comprehensive income to Rp1,757.46 billion from Rp4,011.11 billion in the previous year (after reclassification). The decrease in comprehensive income was mainly due to the decrease in the reassessment value of post-employment benefits and the related income tax expenses in 2020, which amounted to a total of Rp62.22 billion.

Due to the partial repayment of short-term and long-term loans, which was greater in amount than the increase in net profit, in 2020, Pupuk Kaltim posted a 2.53% decline in total assets to Rp27,952.63 billion from Rp28,679.17 billion in the previous year (after reclassification). The repayment of the loan reduced the total value of Pupuk Kaltim's liabilities by 25.09% to Rp5,078.54 billion from Rp6,779.43 billion in the previous year (after reclassification).

Furthermore, Pupuk Kaltim's total equity in 2020 amounted to Rp22,874.08 billion, an increase of 4.45% from Rp21,899.73 billion in the previous year, mainly contributed by an increase in unappropriated retained earnings.

Tabel Ringkasan Kinerja Keuangan Pupuk Kaltim, 2018-2020.
Financial Performance Highlights of Pupuk Kaltim, 2018-2020.

Ringkasan Kinerja Keuangan Financial Performance Highlight	2020	2019 (*)	2018 (*)	Pertumbuhan Growth	
	(Rp Miliar) (Rp Billion)	(Rp Miliar) (Rp Billion)	(Rp Miliar) (Rp Billion)	2020 (%)	2019 (%)
Pendapatan Usaha Operating Revenues	18.486,45	17.034,13	18.966,20	8,53%	-10,19%
Laba Tahun Berjalan Profit for the Year	1.819,67	1.768,34	1.848,50	2,90%	-4,34%
Laba Komprehensif Comprehensive Income	1.757,46	4.011,11	1.887,00	-56,19%	112,57%
Total Aset Total Assets	27.952,63	28.679,17	31.022,00	-2,53%	-7,55%
Total Kewajiban Total Liabilities	5.078,54	6.779,43	12.486,00	-25,09%	-45,70%
Total Ekuitas Total Equity	22.874,08	21.899,73	18.536,00	4,45%	18,15%

(*) Disajikan kembali dan Reklasifikasi | Restated and Reclassified

DISTRIBUSI PEROLEHAN NILAI EKONOMI [201-1]

Di tahun pelaporan Pupuk Kaltim kembali mendistribusikan sebagian besar perolehan ekonominya kepada para pemangku kepentingan terkait. Hal ini sesuai dengan komitmen Perusahaan untuk mengelola sumber daya yang dimiliki secara optimal dalam rangka memenuhi harapan para pemangku kepentingan, termasuk kepada para pemegang saham.

Perusahaan selalu berusaha meningkatkan nilai bagi para Pemangku Kepentingan, melalui upaya pengembangan bisnis agar dapat turut berperan aktif mendorong perkembangan perekonomian nasional dan meningkatkan kesejahteraan masyarakat. Penyediaan pupuk yang efisien dan efektif sangat berkontribusi bagi keberhasilan usaha pertanian dan perkebunan nasional, serta mendatangkan devisa dari pasar ekspor Urea dan amoniak.

Pupuk Kaltim juga secara konsisten berkontribusi meningkatkan kesejahteraan masyarakat melalui realisasi program pemberdayaan masyarakat, mendukung pelestarian lingkungan, membayar imbal jasa kepada para karyawan, serta berkontribusi langsung pada pendapatan keuangan negara melalui pembayaran pajak dan dividen kepada Pemerintah yang sangat berguna bagi pembangunan perekonomian nasional.

Selain kontribusi keuangan dalam bentuk pajak, Perusahaan juga memberi kontribusi ekonomi lainnya dalam bentuk penyediaan pupuk yang memadai. Penjualan Urea masih diutamakan untuk menunjang Program Ketahanan Pangan nasional dan penetrasi ke sektor perkebunan domestik agar memberikan margin optimal. Sementara itu, penjualan amoniak lebih difokuskan kepada *committed buyer* dan penjualan *spot* dengan sistem tender untuk mendapatkan harga

DISTRIBUTION OF ECONOMIC VALUE GENERATED [201-1]

In the reporting year, Pupuk Kaltim distributed most of its economic gains to relevant stakeholders. This is in accordance with the Company's commitment to optimally manage its resources in order to meet the expectations of stakeholders, including shareholders.

The Company always strives to increase value for the Stakeholders through business development efforts, which enabled it to play an active role in encouraging the development of the national economy and improving the welfare of the community. The efficient and effective distribution of fertilizers has greatly contributed to the success of the national agricultural and plantation businesses, as well as bringing in foreign exchange from the urea and ammonia export markets

Pupuk Kaltim also consistently contributes to community empowerment programs, environmental preservation, payment to employees, as well as direct financial contributions to national economic development through the payment of taxes and dividends to the Government, which is highly beneficial for the development of the national economy.

In addition to financial contributions in the form of taxes, the Company also provides other economic contributions in the form of providing adequate fertilizer. Urea sales are still prioritized to support the National Food Security Program and penetration into the domestic plantation sector in order to provide optimal margins. Moreover, ammonia sales are more focused on committed buyers and spot sales with a bidding system to obtain the best selling prices, in



jual terbaik, selain untuk memenuhi kebutuhan bahan baku produksi urea. Berbagai langkah yang dilakukan dalam rangka meningkatkan penetrasi pasar diharapkan mampu meningkatkan laba perusahaan serta menjaga stabilitas dan perkembangan usaha yang berkesinambungan di masa mendatang.

Dalam menjalankan usaha produksi dan distribusi pupuk ke berbagai pulau-pulau utama di Indonesia, Pupuk Kaltim senantiasa menghadapi risiko negatif maupun risiko positif terkait dengan perubahan iklim. Apabila curah hujan cukup dan cuaca mendukung musim tanam sektor pertanian, baik pertanian domestik maupun regional, maka Perusahaan memiliki kesempatan mencatatkan penjualan pupuk dalam volume yang lebih besar, demikian juga sebaliknya.

Dalam hal mengelola risiko dan kesempatan terkait dengan perubahan iklim tersebut, Perusahaan senantiasa melakukan pemantauan kondisi pasar dan harga jual yang ketat dalam rangka mendapatkan nilai penjualan yang optimal pada pasar yang sedang mengalami lonjakan permintaan terkait dengan musim tanam. Perusahaan mengeluarkan sejumlah biaya yang tidak signifikan untuk mengelola risiko atau kesempatan tersebut. [201-2]

Sebagai tambahan informasi, sekalipun memiliki kewajiban penyaluran pupuk bersubsidi dan memberi kontribusi keuangan langsung pada negara, Pupuk Kaltim tidak mendapatkan bantuan finansial langsung dari Pemerintah. Pendapatan subsidi dari Pemerintah yang tersaji pada Laporan Keuangan, dan ditampilkan dalam Tabel Distribusi Perolehan Nilai Ekonomi, merupakan pendapatan subsidi atas pupuk yang disalurkan ke sektor pertanian, namun subsidi tersebut diperuntukkan kepada Petani melalui Perusahaan, bukan subsidi untuk Perusahaan. [201-4]

Berikut gambaran distribusi perolehan ekonomi Pupuk Kaltim di tahun 2020 dan 2019 (setelah reklasifikasi).

addition to meeting the needs of raw materials for urea production. The various measures that have been taken to increase market penetration are expected to be able to increase the Company's profits and maintain stability and development in a sustainable manner into the future.

In managing the business of fertilizer production and fertilizer distribution to various major islands in Indonesia, Pupuk Kaltim always faces negative risks as well as positive risks related to changes in climate. In the event that sufficient rainfall and weather support the growing season of the agricultural sector, both domestic and regional agriculture, the Company has the opportunity to record fertilizer sales in larger volumes, and vice versa.

In managing risks and opportunities related to climate change, the Company constantly monitors market conditions and the fierce selling prices in order to obtain optimal sales value in markets that are experiencing a surge in demand related to the growing season. The Company incurs an insignificant amount of costs in the management of these risks or opportunities. [201-2]

As additional information, despite the obligation to distribute subsidized fertilizer and provide direct financial contributions to the state, Pupuk Kaltim does not get financial assistance from the Government. The subsidy income from the Government as presented in the Financial Statements and presented in the Table of Distribution of Economic Value Generated represents subsidy income for fertilizer distributed to the agricultural sector. However, this subsidy is intended for farmers through the Company, and not a subsidy for the Company. [201-4]

The following are details of Pupuk Kaltim economic value distribution in 2020 and 2019 (after reclassification).

Tabel Distribusi Perolehan Nilai Ekonomi [201-1]
Economic Value Generated

Perolehan Nilai Ekonomi Acquisition of Economic Value	2020	2019	2018	Pertumbuhan Growth
	(Rp Juta) (Rp Million)	(Rp Juta) (Rp Million)	(Rp Juta) (Rp Million)	2020 (%)
Pendapatan Penjualan Net revenues from sales	15.092.577	12.987.486	14.093.335	16,21%
Pendapatan Subsidi Subsidy Income	3.393.873	4.046.646	4.872.856	-16,13%
Pendapatan bunga bank dan deposito Interest income from banks and time deposits	43.965	51.087	23.315	-13,94%
Pendapatan dividen Dividend income	15.902	10.593	7.071	50,12%
Penerimaan penjualan aset perusahaan Income from sales of company assets	0	362	18.087	-100,00%
Bagian laba entitas asosiasi Share in profits of associated entities	23.668	28.234	35.356	-16,17%

Tabel Distribusi Perolehan Nilai Ekonomi [201-1]
Economic Value Generated

Perolehan Nilai Ekonomi Acquisition of Economic Value	2020	2019	2018	Pertumbuhan Growth
	(Rp Juta) (Rp Million)	(Rp Juta) (Rp Million)	(Rp Juta) (Rp Million)	2020 (%)
Penghasilan (Beban) Lain-lain - Bersih Other Income (Expenses) - Net	(35.676)	33.817	(153.564)	-205,50%
Pendapatan denda dan klaim Income from penalties and claims	7.031	9.500	15.685	-25,99%
Total Perolehan Nilai Ekonomi Total Economic Value Generated	18.534.309	17.167.725	18.912.141	7,96%
Pendistribusian Nilai Ekonomi Economic Value Distributed				
Beban Pokok Pendapatan (net biaya pegawai & penyusutan) Cost of Goods Sold (net of personnel and depreciation expenses)	12.280.466	10.732.798	11.201.004	14,42%
Beban Usaha (net biaya pegawai & penyusutan) Cost of Goods Sold (net of personnel and depreciation expenses)	844.197	1.028.471	1.017.700	-17,92%
Gaji Karyawan dan benefit lainnya Employee salaries and benefits:				
- Pekerja Operasional Produksi Production staff	1.030.582	975.105	1.149.187	5,69%
- Pekerja Penjualan, Administrasi dan Umum - Sales, Administration & General Affairs staff	607.047	596.750	1.056.636	1,73%
Kerugian selisih kurs Loss on foreign exchange translation	215	28.741	45.567	-99,25%
Pembayaran kepada penyandang dana Payment to fund providers:				
- Pembayaran dividen ke pemilik entitas induk - Payment of dividend to owner of parent entity	775.613	647.403	762.046	19,80%
- Beban bunga bank dan pinjaman - Interest expenses on banks' credit and loans	180.914	228.263	699.366	-20,74%
Jumlah pembayaran kepada penyandang dana: Total payment to fund providers:	956.527	875.666	1.461.412	9,23%
Pengeluaran untuk Pemerintah (dari Pajak pada Arus Kas) Spending for the Government	426.895	903.148	1.005.715	-52,73%
Pengeluaran untuk masyarakat Spending for the Public	52.582	414.434	60.170	-87,31%
Jumlah nilai perolehan ekonomi yang didistribusikan Total economic value distributed	16.198.511	15.555.113	16.997.391	4,14%
Nilai perolehan ekonomi yang ditahan sebelum dividen Economic Value Retained before Dividend Distribution	3.111.411	2.260.015	2.676.796	-15,57%
Nilai perolehan ekonomi yang ditahan Total economic value retained	2.335.798	1.612.612	1.914.750	44,85%

Seperti tampak pada Tabel - Distribusi Perolehan Nilai Ekonomi - di atas, di tahun 2020, Pupuk Kaltim mencatatkan peningkatan perolehan nilai ekonomi 7,96% menjadi sebesar Rp18.534,31 miliar dari Rp17.167,73 miliar di tahun sebelumnya (setelah reklasifikasi). Oleh karenanya, Pupuk Kaltim juga mencatatkan peningkatan total distribusi perolehan nilai ekonomi sebesar 6,69% menjadi senilai Rp16.198,51 miliar dari sebesar Rp15.182,12 miliar di tahun 2019.

Di tahun 2020 Pupuk Kaltim mendistribusikan perolehan nilai nekonomi kepada pemasok bahan baku, pemilik properti yang disewa, penyedia jasa angkutan, penyedia jasa pemeliharaan, fee untuk sistem TI yang digunakan dan berbagai biaya operasional lain, dengan total senilai Rp13.124,66 miliar, naik 11,59% dari Rp11.761,27 miliar di tahun 2019.

As indicated in the Table of Distribution of Economic Value Generated - above, in 2020, Pupuk Kaltim posted a 7.96% increase in the economic value generated to Rp18,534.31 billion from Rp17,167.73 billion in the previous year (after reclassification). Accordingly, Pupuk Kaltim also posted a 6.69% increase in the total distribution of economic value generated to Rp16,198.51 billion from Rp15,182.12 billion in 2019.

In 2020 Pupuk Kaltim distributed the economic value generated to suppliers of raw materials, owners of rented properties, transportation service providers, maintenance service providers, fee for IT systems, and other operational expenses, for a total of Rp13,124.66 billion, an increase of 11.59% from Rp11,761.27 billion in 2019.



Pupuk Kaltim mendistribusikan perolehan ekonomi kepada para karyawan sebagai salah satu pemangku kepentingan, sebesar total Rp1.637,63 miliar, naik 4,18% dari sebesar Rp1.571,86 miliar di tahun sebelumnya

Pupuk Kaltim juga mendistribusikan biaya bunga kepada beberapa bank yang memberikan pinjaman sebesar Rp180,91 miliar untuk tahun 2020, turun turun 20,74% dari nilai sebesar Rp228,26 miliar di tahun 2019 berkat adanya pengurangan jumlah kewajiban pokok pinjaman.

Kemudian Pupuk Kaltim membagikan dividen kepada pemegang saham senilai total Rp775,61 miliar di tahun 2020, naik 19,80% dari Rp647,40 miliar di tahun sebelumnya, selain mencatatkan pembayaran pajak sebesar Rp426,90 miliar, turun 52,73% dari tahun 2019 yang sebesar Rp903,15 miliar di tahun sebelumnya.

Sekalipun menjalankan tugas menyalurkan pupuk bersubsidi, Pupuk Kaltim tidak menerima bantuan finansial dari pemerintah dalam merealisasikan seluruh kegiatan operasional, baik berupa pembebasan pajak, hibah untuk penelitian dan pengembangan produk dan lain sebagainya.

Secara keseluruhan, di tahun 2020 Pupuk Kaltim masih menahan nilai perolehan ekonomi sebesar Rp2.335,80 miliar (2019: Rp1.985,60 miliar) untuk mendukung pengembangan usaha di masa mendatang.

MENDUKUNG PERTUMBUHAN PEREKONOMIAN DAERAH

Selain mendukung pembangunan perekonomian dalam skala nasional, Pupuk Kaltim juga turut mendukung pertumbuhan perekonomian daerah. Dukungan bagi pertumbuhan perekonomian daerah terwujud melalui kerja sama yang dilaksanakan Pupuk Kaltim dengan para mitra pemasok lokal dalam memenuhi kebutuhan operasional harian maupun kebutuhan harian para pekerja di area operasional, penerimaan pegawai tetap maupun kontrak dan paruh waktu dari area sekitar, pembangunan infrastruktur pendukung maupun pembayaran pajak kendaraan bermotor yang beroperasi di kawasan operasional sekitarnya.

Komitmen dan realisasi penerimaan pegawai dari area sekitar kegiatan operasional Perusahaan atau pekerja lokal, disampaikan pada uraian "Pengelolaan dan Pengembangan Sumber Daya Manusia."

Pupuk Kaltim distributed economic value generated to employees as one of the stakeholders, amounting to a total of Rp1,637.63 billion, an increase of 4.18% from Rp1,571.86 billion in the previous year

Pupuk Kaltim also distributed interest costs to a number of banks that provided loans amounting to Rp180.91 billion in 2020, a decrease of 20.74% from the value of Rp228.26 billion in 2019 due to a reduction in the amount of loan principal.

Furthermore, Pupuk Kaltim distributed dividends to shareholders amounting to a total of Rp775.61 billion in 2020, an increase of 19.80% from Rp647.40 billion in the previous year, in addition to recording tax payments of Rp426.90 billion, a decrease of 52.73% from 2019, which amounted to Rp903.15 billion in the previous year.

Despite carrying out the task of distributing subsidized fertilizer, Pupuk Kaltim does not receive financial assistance from the government in realizing all operational activities, whether in the form of tax exemptions, grants for product research and development, and so forth.

Overall, in 2020 Pupuk Kaltim managed to post economic value retained in the amount of Rp2,335.80 billion (2019: Rp1,985.60 billion) to support business development in the future.

SUPPORTING REGIONAL ECONOMIC GROWTH

In addition to supporting economic development on a national scale, Pupuk Kaltim also supports regional economic growth. Support for regional economic growth is realized through the collaboration carried out by Pupuk Kaltim with local supplier partners in meeting the daily operational needs and daily needs of workers in the operational area, recruitment of permanent and contract and part-time employees from the surrounding area, construction of supporting infrastructure, and payment of motor vehicle tax that operates in the surrounding operational areas.

The commitment and realization of employee recruitment from the vicinity of the Company's operational activities or local workers, is presented in the section on "Management and Development of Human Resources."

Pupuk Kaltim juga mendukung pembangunan perekonomian daerah melalui realisasi berbagai kegiatan dalam kerangka Program Pemberdayaan Masyarakat (Community Development/Comdev) sebagai bagian dari Program CSR Perusahaan. Untuk tahun 2020, berbagai kegiatan dalam Program Pemberdayaan ini, yang dikelompokkan ke dalam tiga sub program, yakni: Program Kemitraan, Bina Lingkungan dan Bina Wilayah, didukung dengan realisasi anggaran sebesar Rp52,58 miliar dari Rp41,44 miliar di tahun sebelumnya.

Melalui Program Kemitraan maupun Bina Wilayah, Pupuk Kaltim bahkan mengembangkan kawasan agribisnis di beberapa desa di *Ring 1* dari areal sekitar kawasan operasional Perusahaan. Penjelasan lengkap mengenai program pengembangan komunitas ini dapat dilihat pada uraian “Kinerja Pengembangan Komunitas”.

HUBUNGAN DENGAN PEMASOK DAN PARA MITRA KERJA [414-1]

Mengingat pemasok dan mitra kerja, baik yang termasuk dalam rantai pasok maupun tidak, merupakan salah satu kelompok pemangku kepentingan yang juga berperan besar bagi keberhasilan Perusahaan dalam mengembangkan usahanya dan menjalankan tugas penyediaan dan pendistribusian pupuk bersubsidi, Pupuk Kaltim berkomitmen penuh untuk mewujudkan interaksi positif timbal balik dengan para pemasok dan mitra kerja.

Dari sisi besaran distribusi nilai ekonomi juga tampak bahwa kelompok pemangku kepentingan ini mendapatkan porsi distribusi perolehan ekonomi terbesar. Untuk tahun 2020 porsi distribusi perolehan ekonomi bagi para pemasok dan mitra kerja Pupuk Kaltim mencapai nilai sebesar Rp13.124,66 miliar atau sekitar 81,02% dan di tahun 2019 adalah sebesar Rp11.761,27 miliar atau sekitar 77,47% total distribusi perolehan nilai ekonomi. Oleh karenanya Perusahaan menetapkan kebijakan khusus dalam mengelola hubungan dengan mereka.

Hubungan Pupuk Kaltim dengan para pemasok dan para mitra didasarkan pada asas profesionalisme, dengan mempertimbangkan berbagai persyaratan yang mencakup standar mutu, sistem manajemen dan keselamatan kerja maupun lingkungan. Asas profesionalisme mencakup juga pemenuhan ketentuan harga yang bersaing, kredibilitas, akuntabilitas, dan ketepatan atas pasokan barang maupun jasa dari para mitra kerja. Pupuk Kaltim menerapkan prosedur evaluasi berdasarkan CSMS (*Contractor Safety Management System*) terhadap seluruh pemasok dan mitra kerja yang saat ini menjalin kerja sama.

Pupuk Kaltim also supports regional economic development through the realization of various activities within the framework of the Community Development Program (Comdev) as part of the Company's CSR Program. For 2020, various activities in this Empowerment Program, which are grouped into three sub-programs, namely: Partnership Program, Community Development, and Regional Development, are supported by a budget realization of Rp52.58 billion from Rp41.44 billion in the previous year.

Through the Partnership and Regional Development Program, Pupuk Kaltim has also developed agribusiness areas in several villages within Ring 1 of the Company's operational area. A full description of these programs can be viewed in the Community Development Performance section.

RELATIONSHIP WITH SUPPLIERS AND BUSINESS PARTNERS [414-1]

Considering that suppliers and partners, whether included in the supply chain or not, are one of the stakeholder groups that also have a major role in the Company's success in developing its business and carrying out the task of supplying and distributing subsidized fertilizers, Pupuk Kaltim is fully committed to creating reciprocal positive interactions with suppliers and partners.

In terms of distribution of economic value, this stakeholder group receives the largest portion of distributed value. In 2020, the portion of the distribution of economic value for suppliers and business partners of Pupuk Kaltim amounted to Rp13,124.66 billion, or approximately 81.02% while in 2019, it amounted to Rp11,761,27 billion, or approximately 77.47% of the total economic value distributed. Accordingly, the Company sets a special policy in managing relationships with these stakeholders.

Pupuk Kaltim's relationship with suppliers and business partners is based on the principle of professionalism, taking into account various requirements that include quality standards, management systems and work safety, as well as the environment. The principle of professionalism includes the fulfillment of competitive pricing conditions, credibility, accountability, and accuracy in the supply of goods and services from business partners. Pupuk Kaltim applies an evaluation procedure that is based on the CSMS (*Contractor Safety Management System*) of all current suppliers and business partners.

Untuk memastikan dipenuhinya berbagai kriteria tersebut serta kualitas kerja, maka Pupuk Kaltim menjalankan program evaluasi kinerja para mitra kerja dan pemasok secara berkala. Evaluasi dilakukan baik dalam tahapan proses kerja hingga akhir kontrak kerja, sebagai dasar penilaian untuk proses seleksi dalam rangka menetapkan daftar rekanan kerja, yang dilakukan secara transparan dan akuntabel.

Berkaitan dengan pembinaan hubungan kerja dengan para mitra pemasok barang dan jasa ini, Pupuk Kaltim memiliki kebijakan terkait pengadaan barang dan jasa yang menjadi acuan utama semua aktivitas pengadaan barang dan jasa. Kebijakan ini merupakan salah satu perwujudan proses tata kelola perusahaan yakni transparansi dalam hal pengadaan, dimana proses pengadaan dilakukan melalui proses tender dengan memperhatikan beberapa aspek. Kebijakan dimaksud, beserta jumlah pemasok serta mitra kerja eksisting selengkapnya telah disampaikan pada uraian Bab "Profil Perusahaan", sub bab – Lokasi Operasi yang Signifikan untuk Para Pemasok Lokal.

To ensure that these criteria are met and the quality of work is fulfilled, Pupuk Kaltim runs a performance evaluation program for its partners and suppliers on a regular basis. Evaluation is carried out both in the work process stage until the end of the work contract, as the assessment basis for the selection process in order to establish a list of work partners, which is carried out in a transparent and accountable manner.

In connection with establishing work relationships with the partners of suppliers of goods and services, Pupuk Kaltim has a policy related to the procurement of goods and services, which is the main reference for all procurement activities of goods and services. This policy is a manifestation of the corporate governance process, namely transparency in terms of procurement, where the procurement process is carried out through a bidding process by taking into account several aspects. This policy, along with the total number of existing suppliers and business partners, is presented in the Chapter Company Profile, sub-chapter Significant Location of Operations for Local Suppliers.

Kepatuhan Sosial Ekonomi Social Economic Compliance

Proses produksi, pengadaan bahan baku, pengadaan jasa serta hubungan dengan para mitra pemasok dan mitra kerja, juga pemasaran pupuk yang dilakukan oleh Pupuk Kaltim senantiasa dilaksanakan dengan mengacu pada peraturan pemerintah melalui Kementerian Perdagangan, Kementerian Pertanian dan Kementerian Perindustrian serta Surat Keputusan dari Pupuk Indonesia (Persero). Oleh karenanya selama tahun pelaporan, Pupuk Kaltim tidak mencatatkan adanya insiden ketidak patuhan terhadap peraturan perundangan dalam menjalin hubungan dengan para pemasok maupun mitra kerja.

Disamping itu, praktik pemasaran dan penjualan pupuk dari segmen pasar subsidi maupun non subsidi pada 2020 telah berjalan dengan baik sesuai peraturan dari pemerintah serta sesuai dengan kaidah-kaidah penjualan produk secara internasional. Hal tersebut dibuktikan bahwa tidak terdapat produk yang melanggar peraturan Pemerintah juga tidak terdapat insiden ketidakpatuhan apa pun terhadap undang-undang dan/atau peraturan pemerintah maupun praktik-praktik perdagangan internasional, sehingga tidak ada denda maupun sanksi yang harus dipenuhi oleh Perusahaan. [419-1]

The process of production, procurement of raw materials, procurement of services and relationships with suppliers and business partners, as well as fertilizer marketing carried out by Pupuk Kaltim are always carried out by referring to government regulations through the Ministry of Trade, the Ministry of Agriculture, and the Ministry of Industry, as well as Decisions of PT Pupuk Indonesia (Persero). Therefore, during the reporting year, Pupuk Kaltim did not record any incidents of non-compliance with laws and regulations in establishing relationships with suppliers and business partners.

In addition, the practice of marketing and sales of fertilizers in the subsidized and non-subsidized market segments in 2020 have been conducted properly according to government regulations and in accordance with the internationally-accepted rules of selling products. As a result, there are no products that violate Government regulations, nor are there any incidents of non-compliance with laws and/or government regulations or international trade practices, so there are no fines or sanctions that must be met by the Company. [419-1]

Keselarasan dengan Pencapaian Tujuan Keberlanjutan di Bidang Ekonomi

Alignment with Achievement of Sustainability Development Goals in the Economic Aspect

Pupuk Kaltim meyakini bahwa secara keseluruhan, program-program pengembangan usaha dan kerja sama dengan para pemasok maupun mitra kerja yang dijalankan tersebut telah selaras dengan pencapaian berbagai rumusan tujuan pembangunan keberlanjutan dalam SDGs pada aspek ekonomi, khususnya Tujuan Ke-1 – Tanpa Kemiskinan, Tujuan ke-2 Tanpa Kelaparan, Tujuan ke-3 – Kesehatan dan Kesejahteraan, Tujuan ke-8 – Pertumbuhan Ekonomi dan Pekerjaan yang Layak, Tujuan ke-9 Industri, Inovasi dan Infrastruktur, Tujuan ke-12 Konsumsi dan Produksi Bertanggung-jawab dan Tujuan ke-15 – Kehidupan di Darat.

Pupuk Kaltim believes that in general, the business development programs and cooperation with suppliers and business partners have been carried out in line with the achievement of various formulations of sustainable development goals in the SDGs on economic aspects, specifically Goal 1 - No Poverty, Goal 2 - Zero Hunger, Goal 3 - Good Health and Well-being, Goal 8 - Decent Work and Economic Growth, Goal 9 - Industry, Innovation and Infrastructure, Goal 12 - Responsible Consumption and Production, and Goal 15 - Life on Land.



Mengantisipasi kondisi usaha yang berkembang penuh tantangan akibat pandemi COVID-19 yang melanda, Pupuk Kaltim memantapkan langkah dalam menjalankan program-program transformasi, meningkatkan kompetensi karyawan, meningkatkan produktivitas dan menilai kinerja serta memberi paket remunerasi berbasis kinerja.

Pupuk Kaltim juga meningkatkan pelaksanaan program *talent management* dalam rangka mempersiapkan calon-calon pemimpin perusahaan di masa mendatang yang memiliki kemampuan dalam mengantisipasi dan mengatasi berbagai tantangan pengembangan usaha.

Anticipating business conditions that grew to be full of challenges due to the COVID-19 pandemic, Pupuk Kaltim strengthens its measures in carrying out transformation programs, increasing employee competencies, increasing productivity, and assessing performance, as well as providing performance-based remuneration packages.

Pupuk Kaltim also intensifies the implementation of the talent management program in order to prepare future corporate leaders who have the ability to anticipate and overcome various business development challenges.



Ringkasan Ringkasan

- 1 Menyelenggarakan total 404 program (2019: 897) pelatihan teknis, manajerial maupun sertifikasi dengan total 178.456 *manhours* (2019: 196.944 *manhours*) dan rata-rata jam pelatihan per karyawan adalah 19,74 jam (2019: 28,58 jam) sebagian besar dilaksanakan secara *on-line*, untuk memutus penularan pandemi COVID-19.
Organized a total of 404 (2019: 897) technical, managerial, and certification training programs with a total of 178,456 manhours (2019: 196,944 manhours) and the average employee training hours was 19.74 hours (2019: 28.58 hours) mostly conducted online, to stop the transmission of the COVID-19 pandemic.
- 2 Pupuk Kaltim memproses berhentinya hubungan kerja dengan 166 karyawan organik, dan hanya merekrut 2 orang karyawan organik baru, sebagai wujud keberhasilan program peningkatan produktivitas dan efisiensi sumber daya manusia.
Pupuk Kaltim processed the termination of working relationships with 166 organic employees, and only recruited 2 new organic employees, as a form of the success of the program to increase productivity and efficiency of human resources.
- 3 Di tahun 2020, Pupuk Kaltim berhasil mengidentifikasi total 636 karyawan *talent* atau 41,54% total karyawan organik Perusahaan.
In 2020, Pupuk Kaltim succeeded in identifying a total of 636 talent employees or 41.54% of the Company's total organic employees.
- 4 Pupuk Kaltim kembali merealisasikan *Employee Engagement Survey* (EES), dan mencatatkan Indeks Keterikatan Karyawan (*Employee Engagement Index/EEI*) sebesar 86,17% dan Indeks Kepuasan Karyawan (*Employee Satisfaction Index/ESI*) sebesar 82,86%;
Pupuk Kaltim once again realized the Employee Engagement Survey (EES), and posted an Employee Engagement Index (EEI) of 86.17% and an Employee Satisfaction Index (ESI) of 82.86%;





PENGELOLAAN DAN PENGEMBANGAN SUMBER DAYA MANUSIA

Human Resource
Management and
Development

06





Komitmen dan Kebijakan Pengelolaan Sumber Daya Manusia [103-1, 103-2, 103-3]

Commitment and Policies in Human Resources Management

Pupuk Kaltim meyakini sumber daya manusia (SDM) sebagai salah satu pemangku kepentingan yang memiliki peran vital dan strategis dalam menjamin pertumbuhan dan keberlangsungan usaha. SDM merupakan aset utama yang memiliki peran penting dalam memastikan tercapainya target-target operasional maupun tujuan strategis Perusahaan. Oleh karena itulah, Pupuk Kaltim berkomitmen penuh untuk senantiasa mengelola dan meningkatkan kompetensi karyawan serta menciptakan lingkungan kerja yang kondusif dan harmonis sehingga produktivitasnya meningkat, berdedikasi, dan berdaya saing tinggi.

Untuk mewujudkan komitmen tersebut Pupuk Kaltim menetapkan berbagai kebijakan dasar dalam mengelola dan meningkatkan kompetensi SDMnya, termasuk menetapkan kebijakan menciptakan hubungan harmonis yang kondusif. Adapun kebijakan dasar yang diterapkan Pupuk Kaltim dalam pengelolaan SDM adalah persamaan hak dan kesempatan bagi setiap karyawan untuk memperoleh pendidikan, penilaian kinerja, kesempatan berkarir dan menerima imbalan jasa/remunerasi yang adil, wajar

Pupuk Kaltim believes that human resources (HR) as one of the stakeholders has a vital and strategic role in ensuring business growth and sustainability. HR is the main asset that has an important role in ensuring the achievement of the Company's operational targets and strategic objectives. To that end, Pupuk Kaltim is fully committed to continuously managing and improving employee competencies as well as creating a favorable and harmonious work environment toward increased employee productivity, dedicated, and highly competitive.

To realize this commitment Pupuk Kaltim established a variety of basic policies in managing and enhancing the competence of its human resources, including establishing policies in order to create a harmonious and favorable industrial relationship. The main policy applied by Pupuk Kaltim in the management of human resources is to ensure equal rights and opportunity to receive education, performance assessment, and career development as well as fair, reasonable, and accountable work remuneration. Furthermore,

dan akuntabel. Selanjutnya Pupuk Kaltim menyusun dan menerapkan beberapa kebijakan operasional di bidang pengelolaan dan pengembangan SDM, mencakup: Kebijakan Rekrutmen, Kebijakan Pelatihan, Kebijakan Penilaian Kinerja dan Jenjang Karir, Kebijakan Remunerasi, dan sebagainya.

Sebagai bagian upaya menciptakan dan menjaga hubungan yang harmonis, Pupuk Kaltim selalu melibatkan karyawan atau Serikat Pekerja dalam merumuskan sebagian besar kebijakan ketenagakerjaan, termasuk dalam merumuskan kebijakan pengelolaan SDM. Pada proses perubahan yang sifatnya signifikan dan memberi pengaruh besar antara lain seperti perjanjian kerja bersama, perubahan struktur gaji, maupun kesejahteraan, dilakukan pembahasan minimal selama 4 minggu, namun dapat disesuaikan dengan skala proyek atau perubahan yang terjadi.

Pupuk Kaltim juga mensosialisasikan kebijakan-kebijakan tersebut kepada karyawan, baik terkait kesejahteraan karyawan, sistem merit, ataupun rencana Perusahaan sebelum kebijakan dijalankan. Komunikasi tersebut dilakukan melalui pemberitahuan berbasis *e-mail*, portal intranet, rapat sosialisasi kebijakan baru, rapat *monitoring* kinerja Perusahaan, maupun rapat lain. Ketentuan tersebut sesuai dengan pasal 4 ayat 1 pada PKB yang sudah diberlakukan di Pupuk Kaltim. [402-1]

Pupuk Kaltim has compiled and implemented several operational policies in HR management and development, including: Recruitment Policies, Training Policies, Performance Assessment and Career Path Policies, Remuneration Policies, and others.

As part of the effort to create and maintain a harmonious industrial relationship, the Company ensures that employees or Employee Unions are involved in the formulation of most of the Company's policies, including policies in HR management. In the event of changes that are significant and have a big impact, such as the formulation of the collective labor agreement and changes in salary structure or employee welfare, a discussion is conducted for a minimum of 4 weeks, but can be adjusted to the scale of the project or changes that occur.

The Company also conduct socialization to employees prior to the implementation of such policies, including policies related to employee welfare, merit system, or the Company's future plans. This communication is done through e-mail-based notification, the intranet portal, meetings to disseminate the Company's new policy, the Company's performance monitoring meetings, and other meetings. The provision is in accordance with article 4, paragraph 1 in the current Collective Labor Agreement of Pupuk Kaltim. [402-1]

Hubungan Industrial Industrial Relations

Pupuk Kaltim berkomitmen penuh untuk membangun hubungan industrial yang konstruktif dan bermartabat dengan seluruh jajaran karyawannya dengan melibatkan mereka dalam pengambilan kebijakan-kebijakan strategis di bidang ketenagakerjaan. Untuk memastikan terjalinnnya hubungan industrial yang harmonis dan bermartabat, Pupuk Kaltim menjunjung tinggi hak asasi manusia dalam mengelola seluruh karyawannya, sebagaimana disampaikan pada uraian berikut.

HAK ASASI MANUSIA DAN ANTI-DISKRIMINASI [406-1]

Pupuk Kaltim telah mempunyai kebijakan yang mengatur nilai-nilai Hak asasi manusia dan Persamaan Kesempatan. Pada 2020 terdapat 27 kepala unit kerja (2019: 12 kepala unit kerja) setingkat departemen (manager) dengan jenis kelamin perempuan. Hal

Pupuk Kaltim is fully committed to develop a constructive and dignified industrial relationship with employees at all levels by involving them in the formulation of strategic policies in terms of employment. To ensure harmonious and dignified industrial relations, Pupuk Kaltim upholds basic human rights in the managing all of its employees, as shown in the following description.

HUMAN RIGHTS AND ANTI-DISCRIMINATION [406-1]

Pupuk Kaltim has established policies concerning Human rights and Equal opportunity principle. In 2020, a total of 27 (2018: 14) department-level head/manager are female. This is a positive evidence that the Company has implemented a career development

ini merupakan bukti nyata bahwa Perusahaan telah menerapkan sistem-sistem pengembangan karir yang mengedepankan persamaan hak dan kesempatan, khususnya kesetaraan gender antara karyawan laki-laki dan perempuan.

Perusahaan telah menerapkan sistem pengembangan karir yang mengedepankan persamaan hak dan kesempatan, khususnya kesetaraan gender antara karyawan laki-laki dan perempuan. Pelaksanaan rotasi, mutasi dan promosi karyawan, serta pengisian jabatan, wajib melalui mekanisme *fit and proper test/ assesment* baik potensi maupun *knowledge/skill* oleh pihak independen maupun pihak internal yang memiliki sertifikasi penguji.

Pupuk Kaltim berkomitmen penuh untuk terus meningkatkan evaluasi terhadap pelaksanaan Hak Asasi Manusia (HAM) di Perusahaan. Hasil evaluasi tersebut menunjukkan telah dipenuhinya seluruh kebijakan HAM dengan baik di Pupuk Kaltim.

Hasil evaluasi tersebut juga menunjukkan Pupuk Kaltim memegang teguh komitmen terhadap kebijakan kesetaraan kesempatan tersebut, sehingga selama tahun 2020, tidak ada kasus non-diskriminasi yang dijumpai di seluruh tingkatan organisasi di Perusahaan, sehingga tidak ada data status insiden maupun tindakan yang dilakukan untuk menyelesaikan kasus diskriminasi. **[406-1]**

Meskipun demikian Pupuk Kaltim tetap menyediakan mekanisme penyelesaian kasus HAM di Perusahaan melalui mekanisme pengaduan pelanggaran kode etik atau WBS, sehingga apabila pekerja mengalami tindakan pelanggaran HAM atau tindakan diskriminasi, mereka dapat melaporkan pelanggaran tersebut ke Perusahaan.

Pupuk Kaltim senantiasa berupaya untuk menjaga dan memperbaiki kualitas pelaksanaan HAM di Perusahaan. Pupuk Kaltim juga melibatkan peran Pekerja dalam mengawasi pelaksanaan HAM serta membekali mereka dengan penyelenggaraan pelatihan mengenai HAM. **[412-2]**

HAK BERSERIKAT DAN BERKUMPUL **[407-1]**

Pupuk Kaltim menjunjung tinggi kebebasan berserikat Pupuk Kaltim menjunjung tinggi kebebasan berserikat dan berkumpul, dibuktikan dengan terbentuknya beberapa serikat pekerja yang senantiasa diundang dalam membahas berbagai kebijakan penting terkait dengan pengelolaan SDM maupun pengelolaan kegiatan operasional dan berbagai aspek strategis lain.

system with emphasis on equal rights and opportunity, particularly with regard to gender equality, among its male and female employees.

The company has implemented a career development system that prioritizes equal rights and opportunities, especially gender equality between male and female employees. The implementation of employee rotation, transfer and promotion, as well as the staffing of vacant positions, must be undertaken through a fit and proper test/assessment mechanism, regarding the potential and knowledge/skills of the individual, conducted by independent external parties or qualified internal parties with examiner certification.

Pupuk Kaltim is fully committed to continuously improving the evaluation of the implementation of Human Rights in the Company. The results of this evaluation indicate that at Pupuk Kaltim, all human rights policies have been properly implemented.

The evaluation results also show that Pupuk Kaltim is firmly committed to the equal opportunity principle. During 2020, there were no non-discrimination cases at all levels of the organization of the Company, hence there is no data of the status of discrimination incident or actions taken to resolve discrimination cases. **[406-1]**

Nevertheless, Pupuk Kaltim has provided a mechanism to resolve human rights cases in the Company through the whistleblowing system (WBS) mechanism for complaints of violations of the code of conduct. Employees experiencing human rights violations or acts of discrimination can submit a report to the Company.

Pupuk Kaltim continuously strives to maintain and improve the quality of the implementation of human rights in the Company. Pupuk Kaltim will also involve employees in human rights monitoring and provide them with training on human rights. **[412-2]**

RIGHT TO ASSOCIATION AND ASSEMBLY **[407-1]**

Pupuk Kaltim upholds the principle of freedom of association and assembly, as indicated by the establishment of a number of employee unions. These employee unions are invited to participate in discussions of key policies related to Human Resources management, operational management, or other strategic aspects.

Kegiatan operasi Perusahaan tidak memiliki risiko yang signifikan terhadap kebebasan berserikat dan berkumpul. Untuk mengikuti kegiatan Serikat Pekerja, Karyawan dapat mengajukan izin maupun dispensasi. Pemberian izin maupun dispensasi tersebut telah dikaji secara saksama dan diatur dalam Perjanjian Kerja Bersama (PKB) antara Perusahaan dan Serikat Pekerja. Keberadaan PKB yang berlaku saat ini telah disahkan oleh Kementerian tenaga Kerja dan transmigrasi dan akan diperbaharui setiap 3 (tiga) tahun. Melalui mekanisme ini, seluruh Karyawan Pupuk Kaltim (100%) tercakup ke dalam Perjanjian Kerja Bersama.

Sehubungan dengan telah berakhirnya masa berlaku PKB periode 2016-2019, maka pada tahun 2019 kembali dilaksanakan pembahasan dan perundingan butir-butir kesepakatan PKB baru, untuk periode 2019-2022. Melalui serangkaian rapat pembahasan pada tanggal 19 Februari 2020 telah disepakati PKB 2020-2022, dimana dokumen PKB dimaksud telah diajukan ke Kemnaker pada tanggal 20 Februari 2020, dan ditetapkan Kemnaker pada tanggal 26 Maret 2020.

Terdapat 3 (tiga) serikat pekerja di lingkungan Perusahaan, yakni Korps Keluarga PT Pupuk Kaltim (KKPKT), Serikat Pekerja Operasi (SP Pro), dan Serikat Pekerja PT Pupuk Kaltim (Sepakat). Pupuk Kaltim mendukung keberadaan serikat pekerja sebagai pengakuan atas hak berserikat dan menyatakan pendapat. Perusahaan secara aktif menjamin para karyawan yang menjadi pengurusnya untuk menjalankan tugas-tugas organisasi, menyediakan fasilitas bagi acara serikat pekerja juga aktivitas para pengurusnya, termasuk penyediaan dana untuk kegiatan maupun pengembangan serikat pekerja.

Keberadaan Serikat Pekerja, termasuk pengaturan kegiatan organisasinya dan bentuk dukungan lainnya diberikan dengan mengacu pada PKB dan menjadi pedoman dalam penyelesaian perselisihan hubungan industrial.

Pupuk Kaltim juga mendukung keberadaan serikat pekerja di Perusahaan Penyedia jasa tenaga Kerja di Pupuk Kaltim, yaitu PT Kaltim Nusa Etika (PT KNE) dan PT Yepeka Usaha Mandiri (PT YUM). Dalam kerja samanya, Pupuk Kaltim mensyaratkan kepada Penyedia jasa tenaga Kerja untuk memenuhi setiap peraturan perundang-undangan yang berlaku, termasuk mengenai kebebasan berserikat. Kebebasan berserikat di Perusahaan Penyedia jasa dibuktikan dengan berdirinya Serikat Pekerja di PT KNE dan PT YUM. Pupuk Kaltim juga melibatkan serikat pekerja PT KNE dan PT YUM dalam mewakili aspirasi karyawan *outsourcing*, salah satunya melalui

The Company's operations do not have a significant risk to freedom of association and assembly. To participate in employee union activities, employees can apply to get a permit or dispensation. The granting of permits and dispensations has been carefully reviewed and regulated in a Collective Labor Agreement (CLA) between the Company and Employee Unions. The current Collective Labor Agreement has been approved by the Ministry of Manpower and Transmigration and will be renewed every 3 (three) years. Through this mechanism, all Pupuk Kaltim employees (100%) are included in the Collective Labor Agreement.

With the expiration of the 2016-2019 CLA period, in 2019 the discussion and negotiation of the points of the new CLA agreement was held for the 2019-2022 period. Through a series of discussion meetings on 19 February 2020, the 2020-2022 CLA was agreed upon, in which the CLA document was submitted to the Ministry of Manpower on 20 February 2020, and was determined by the Ministry of Manpower on 26 March 2020.

At Pupuk Kaltim, there are 3 (three) different employee unions, namely Korps Keluarga PT Pupuk Kalimantan Timur (KKPKT), Serikat Pekerja Operasi (SP Pro), and Serikat Pekerja PT Pupuk Kalimantan Timur (Sepakat). Pupuk Kaltim supports the existence of employee unions in recognition of the right to associate and express opinions. The Company actively guarantees its employees to carry out the tasks of the organization, providing facilities for employee union events as well as the activities of its management, including providing funds for the activities and development of employee unions.

The existence of employee unions, including the organization of their activities and other forms of support is provided by referring to the CLA and as a guideline for the settlement of industrial relations disputes.

Pupuk Kaltim also supports the existence of employee unions at the Manpower Service Provider companies of Pupuk Kaltim, namely PT Kaltim Nusa Etika (PT KNE) and PT Yepeka Usaha Mandiri (PT YUM). In its cooperation agreements, Pupuk Kaltim requires these companies to comply with all applicable laws and regulations, including in freedom of association. Freedom of association in service providers is evidenced by the establishment of Employee Unions at PT KNE and PT YUM. The employee unions at PT KNE and PT YUM were also involved in representing the aspirations of outsourced employees at Pupuk Kaltim, one of which was the involvement in the

pelibatan Perundingan Upah minimum Sektor Kimia setiap tahun.

Untuk mendukung kegiatan Serikat Pekerja dan mendukung implementasi PKB, Pupuk Kaltim mengalokasikan anggaran kesejahteraan untuk mendukung operasional Serikat Pekerja disamping melaksanakan agenda-agenda sosialisasi maupun pertemuan rutin. Seluruh Serikat Pekerja tersebut berhak mewakili mereka saat melakukan pembicaraan dan perundingan dengan pihak manajemen masing perusahaan dalam mendiskusikan, merundingkan dan menetapkan butir-butir kesepakatan bersama untuk dituangkan dalam Perjanjian Kerja Bersama (PKB). [102-41]

annual negotiations for minimum wage for workers in the Chemical Sector.

To support the activities of employee unions and the implementation of the CLA, Pupuk Kaltim has allocated a welfare budget to support the operations of employee unions and to carrying out socialization agendas and routine meetings. All of the Employee Unions have the right to represent employees in discussions and negotiations with the management of the respective company in discussing, negotiating and determining common agreement items to be set forth in a Collective Labor Agreement (CLA). [102-41]

Karyawan yang Tercakup dalam PKB, 2020 [102-41] Employees Covered in the CLA, 2020

Lokasi Bertugas/Serikat Pekerja Location of Duty/Worker Union	KKPKT	Sepakat	SPPRO	Non SP	TOTAL
Bontang	986	211	137	67	1.437
Luar Bontang Outside Bontang	37	33	1	23	94
Total	1.023	244	174	90	1.531

Sebagai bagian dari upaya membangun hubungan yang harmonis, Pupuk Kaltim menerapkan kebijakan pemberian jangka waktu minimum jika terdapat perubahan kebijakan operasional yang signifikan. Pemberitahuan perubahan tersebut dilakukan 4 minggu sebelum penerapan perubahan kebijakan tersebut kepada seluruh pekerja namun dapat disesuaikan dengan skala perubahan dimaksud. [402-1]

As part of the effort to build a harmonious industrial relation, Pupuk Kaltim applies a policy of providing a minimum time period if there are significant changes in operational policies. Notification of the change is made 4 weeks prior to the application of the policy change to all employees, adjustable if necessary to the scale of the intended change. [402-1]

LARANGAN PEKERJA ANAK [408-1]

Kegiatan industri di Pupuk Kaltim sebagian besar berada di area Pabrik yang memerlukan penerapan standar keamanan kerja yang ketat. Untuk melindungi pekerja, Pupuk Kaltim menerapkan Pasal 68 Undang-Undang Republik Indonesia tentang Ketenagakerjaan. Sesuai ketentuan undang-undang tersebut, Pupuk Kaltim menerapkan larangan yang keras terhadap keberadaan pekerja anak, terutama di area Pabrik.

PROHIBITION OF CHILD LABOR [408-1]

Industrial activities in Pupuk Kaltim are mostly in the Factory areas that require the application of strict work safety standards. To protect the workers, Pupuk Kaltim applies Article 68 of the Law of the Republic of Indonesia on Manpower. Based on this law, Pupuk Kaltim applies a strict prohibition on child labor, especially in Factory areas.

Sejak tahun 2018 dalam rangka menjamin pelaksanaan perlindungan terhadap Hak Asasi Manusia, Pupuk Kaltim menerapkan ISO 26000 dan di dalam pengelolaannya Pupuk Kaltim mengeluarkan kebijakan dan pedoman perlindungan terhadap Hak Asasi Manusia. Pedoman dan Kebijakan ini di sahkan pada tanggal 2 Mei 2018 guna memperkuat komitmen perusahaan terhadap aspek perlindungan terhadap HAM dan melarang penggunaan pekerja anak di dalam proses bisnis organisasi.

Since 2018, in order to guarantee the implementation of Human Rights protection, Pupuk Kaltim applies ISO 26000 standards, and in its management, Pupuk Kaltim issues policies and guidelines for the protection of Human Rights. These guidelines and policies were ratified on 2 May 2018 in order to strengthen the Company's commitment to the aspect of protection of human rights and prohibit the use of child labor in the business processes of the organization.

LARANGAN KERJA PAKSA [409-1]

Pupuk Kaltim menerapkan beberapa klausul dalam kontrak yang bertujuan melindungi pekerja dengan menitikberatkan pada poin-poin klausul hak asasi manusia yang diratifikasi dalam Deklarasi Organisasi Buruh Internasional tahun 1998, yang menyebutkan [412-1, 412-3]:

1. Tidak mendukung dan mempekerjakan buruh anak
2. Tidak mendukung adanya kerja paksa
3. Menjamin Keselamatan dan Kesehatan Kerja (K3)
4. Mendukung adanya kebebasan berserikat dan berkumpul untuk semua pekerja
5. Tidak mendukung adanya diskriminasi
6. Mendukung jam kerja sesuai dengan peraturan dan perundangan
7. Mendukung pembayaran upah kerja sesuai dengan peraturan dan perundangan
8. Mendorong para *supplier*, rekanan, dan subkontraktor untuk melibatkan tenaga lokal dalam pelaksanaan kontrak.
9. Melaksanakan peraturan dan perundangan serta kode etik perusahaan terkait dengan ketenagakerjaan
10. Melaksanakan seluruh peraturan dan ketentuan perusahaan di bidang K3.

Pupuk Kaltim telah melakukan tindakan preventif dengan mencantumkan persyaratan ketat dalam praktik pengadaan baik yang melalui proses kualifikasi sederhana maupun prakualifikasi dimana setiap bidder yang ikut serta dalam proses tender diwajibkan menyerahkan data kurang lebih namun tidak terbatas pada:

1. Data personil yang terlibat dalam pelaksanaan pekerjaan.
Untuk beberapa pekerjaan khusus yang dibutuhkan *skill* atau keahlian tertentu dalam pelaksanaannya, *bidder* juga diwajibkan melampirkan sertifikat keahlian.
2. Sertifikat CSMS (*Contractor Safety Management System*)
Rekanan yang ingin mengikuti tender di Pupuk Kaltim diwajibkan memiliki Sertifikat CSMS yang merupakan hasil assessment terhadap aspek K3 perusahaan rekanan. Di dalam aspek K3 tentunya telah diatur mengenai ketentuan jam kerja yang wajib dipatuhi oleh seluruh rekanan.
3. Analisa harga satuan upah personel
Peserta tender *bidder* diwajibkan mengirimkan analisa harga satuan upah yang berisi rincian dari aspek-aspek ketenagakerjaan seperti BPJS, asuransi, uang makan, uang transportasi, insentif, dan hak-hak tenaga kerja lainnya.

PROHIBITION OF FORCED LABOR [409-1]

Pupuk Kaltim applies several clauses in the contract aimed at protecting workers by emphasizing the points of the human rights clause ratified in the Declaration of the International Labor Organization in 1998, which states [412-1, 412-3]:

1. Does not support and employ child labor
2. Does not support forced labor
3. Ensure Occupational Safety and Health (OHS)
4. Support the freedom of association and assembly for all workers
5. Does not support discrimination
6. Support working hours in accordance with the rules and regulations
7. Support payment of wages in accordance with laws and regulations
8. Encourage suppliers, partners and subcontractors to involve local workers in the implementation of contracts.
9. Implement laws and regulations as well as company code of conduct related to employment
10. Implement all company rules and regulations in the field of OHS.

Pupuk Kaltim has taken preventive measures by including strict requirements in procurement practices, both through a simple qualification process and pre-qualification, in which every bidder participating in the bidding process is required to submit data of approximately but not limited to:

1. Data on personnel involved in carrying out the work.
For some special assignments that require certain skills or expertise in its implementation, bidders are also required to attach a certificate of expertise.
2. CSMS (*Contractor Safety Management System*) Certificate
Partners who wish to participate in a bid at Pupuk Kaltim are required to have a CSMS Certificate, which is the assessment result of the OHS aspects of the partner company. The OHS aspects include provisions regulating working hours that must be obeyed by all partners.
3. Analysis of the unit price of worker's wages
Bidders are required to send unit wage price analysis which contains details of aspects of employment such as BPJS, insurance, food allowance, transportation money, incentives, and other labor rights.

Berdasarkan penerapan persyaratan tersebut di atas, kemungkinan terjadinya pelanggaran-pelanggaran hak asasi manusia dalam bentuk kerja paksa/wajib kerja dan pekerja anak di area Pupuk Kaltim sangat kecil. [408-1, 409-1]

Based on the application of the above conditions, it is unlikely that there were human rights violations in the form of forced/compulsory labor and child labor in the operational areas of Pupuk Kaltim.

Pengelolaan Sumber Daya Manusia

Human Resources Management

Pupuk Kaltim senantiasa konsisten menerapkan asas kesetaraan kesempatan dalam rekrutmen dan penetapan jenjang karir. Proses seleksi dalam penerimaan karyawan baru dilaksanakan berdasarkan kualifikasi dari persyaratan jabatan yang dibutuhkan sebagaimana telah direncanakan oleh Divisi SDM. Sedangkan kenaikan golongan/jabatan disesuaikan dengan kebutuhan organisasi, dimana penilaian kinerja dan kesesuaian kompetensi menjadi faktor pertimbangan utama.

Pupuk Kaltim consistently applies the principle of equality of opportunity in recruitment and determination of career paths. The selection process for recruiting new employees is based on the qualifications of the required job requirements as planned by the HR Division. Whereas promotion of ranks/position is adjusted to the needs of the organization, where performance assessments and competency suitability are the main consideration factors.

REKRUTMEN [401-1]

Kebijakan Umum Rekrutmen

Pelaksanaan rekrutmen karyawan Pupuk Kaltim dilaksanakan dengan mengacu pada ketentuan peraturan perundang-undangan yang berlaku, yaitu Peraturan daerah (Perda) Kota Bontang nomor 1 tahun 2009 tentang rekrutmen dan Penempatan tenaga Kerja dan kepada Kebijakan Perusahaan mengenai Rekrutmen. Dengan adanya sinkronisasi antara program Perusahaan dengan program penciptaan lapangan kerja di daerah maka Pupuk Kaltim berkontribusi penting dalam membangun dan menyediakan lapangan kerja di daerah.

Proses rekrutmen di Pupuk Kaltim dilakukan dalam 3 (tiga) tahap dan dilaksanakan berdasarkan wilayah, yaitu:

1. Rekrutmen di wilayah Kota Bontang
2. Rekrutmen di wilayah Provinsi Kalimantan Timur dan
3. Rekrutmen di wilayah nasional

Mempertimbangkan kondisi usaha maupun kondisi perekonomian global dan nasional di tahun 2020 yang berkembang penuh tantangan akibat pandemi yang melanda, Pupuk Kaltim menerapkan strategi perencanaan dan pengelolaan sumber daya manusia dengan mengusung tema transformasi, dalam rangka menghadapi era *Volatility, Uncertainty, Complexity, Ambiguity* (VUCA).

RECRUITMENT [401-1]

General Policy of Recruitment

The implementation of Pupuk Kaltim employee recruitment is carried out with reference to the provisions of applicable laws and regulations, namely Bontang City Regional Regulation No. 1 of 2009 on Recruitment and Placement of Workers, and to the Company Policy on Recruitment. With the synchronization between the Company's programs and employment creation programs in the region, Pupuk Kaltim also has an important role in developing and providing employment to the region.

The recruitment process in Pupuk Kaltim is carried out in 3 (three) stages based on areas, namely:

1. Recruitment in Bontang City area
2. Recruitment in East Kalimantan Province, and
3. Nation-wide recruitment.

Taking into account the business conditions as well as global and national economic conditions in 2020, which were full of challenges due to the pandemic, Pupuk Kaltim implemented a strategy for planning and managing human resources with the theme of transformation, in order to face the era of Volatility, Uncertainty, Complexity, Ambiguity (VUCA).

Pupuk Kaltim berfokus pada pengelolaan SDM yang mampu mengatasi tantangan di masa mendatang melalui peningkatan kompetensi, sebagai upaya antisipasi perubahan kondisi bisnis yang tak menentu. Oleh karenanya, Perusahaan melakukan rekrutmen secara selektif sesuai kebutuhan, melakukan optimalisasi pemenuhan kebutuhan tenaga kerja pada bisnis inti Perusahaan, dalam rangka membentuk organisasi yang lebih ramping dan *cost-effective*.

Sesuai dengan kondisi yang dihadapi, Pupuk Kaltim kemudian memproses penerimaan 10 (2019: 2 orang) dari wilayah kota Bontang. Jumlah tersebut sangat kecil, yakni hanya sekitar 5% dari jumlah karyawan yang memasuki masa pensiun pada 2020.

Pupuk Kaltim focuses on managing human resources that will be able to overcome future challenges through competency improvement, as an effort to anticipate changes in uncertain business conditions. Therefore, the Company conducts recruitment selectively as needed, as well as optimizing the fulfillment of workforce needs in the Company's core business in order to form a leaner and more cost-effective organization.

In accordance with the conditions faced, Pupuk Kaltim processed the receipt of 10 (2019: 2 people) from the Bontang city area. This is a very small number, which is only about 5% of the total number of employees entering retirement in 2020.

Rekrutmen Karyawan Baru menurut Gender, 2019-2020 [401-1] Recruitment of New Employees by Gender, 2019-2020

Jenis Kelamin Gender	2020	2019
Laki-laki Male	10	2
Perempuan Female	0	0
Total	10	2

Perputaran Karyawan

Selain memproses penerimaan karyawan baru, di tahun 2019 Pupuk Kaltim juga memproses pemberhentian hubungan kerja dengan sejumlah karyawannya dengan berbagai sebab, mulai dari pensiun normal, meninggal dunia, hingga mengundurkan diri dan sebab lainnya, sebagaimana tampak pada tabel berikut.

Employee Turnover

In addition to processing the recruitment of new employees, in 2019 Pupuk Kaltim also processes the termination of employment for a number of employees for a variety of reasons, ranging from normal retirement, death, and up to resignation and other causes, as shown in the following table.

Perputaran Karyawan, 2019 - 2020 [401-1] Employee Turnover

Keterangan Description	2020	2019
Jumlah Penerimaan karyawan Baru Permanent New Recruitment	10	2
Jumlah Karyawan PHK Number of employees laid off (PHK)	166	170
Jumlah Karyawan Mengundurkan Diri Number of Employees Resigning	1	3
Jumlah Karyawan Meninggal Dunia Number of Employees Died	5	3
Jumlah Karyawan Pensiun Normal Number of Normal Retired Employees	151	160
Jumlah Karyawan Pensiun Dini Number of Employees Retiring Early	9	4
Jumlah Karyawan lain-lain Number of Other Employees	-	-
Total	342	342

Pemutusan Hubungan Kerja, menurut Usia 2019-2020
Termination (PHK) Employees by Age Group 2019-2020

PHK Menurut Kelompok Usia Termination (PHK) by Age Group	2020		2019	
	Total	%	Total	%
PHK Karyawan Usia < 25 Tahun Termination Employees Age < 25 Years	0	0%	1	0,59%
PHK Karyawan Usia 26-40 Tahun Termination Employees Age 26-40 Years	2	1,20%	2	1,18%
PHK Karyawan Usia 41-60 Tahun Termination Employees Age 41-60 Years	164	98,80%	167	98,24%
PHK Karyawan Usia > 60 Tahun Termination Employees Age > 60 Years	0	0%	0	0%
Total	166	100,00%	170	100,00%

Pemutusan Hubungan Kerja, menurut Gender 2019-2020
Termination (PHK) Employees by Gender 2019-2020

PHK Menurut Gender Termination (PHK) by Gender	2020		2019	
	Total	%	Total	%
Laki-Laki Male	156	93,98%	161	94,71%
Perempuan Female	10	6,02%	9	5,26%
Total	166	100,00%	169	100,00%

Pemutusan Hubungan Kerja, menurut Wilayah Kerja 2019-2020
Termination (PHK) Employees by Domicile 2019-2020

PHK Menurut Wilayah Kerja Termination (PHK) by Domicile	2020		2019	
	Total	%	Total	%
Bontang	144	86,75%	150	88,24%
Luar Bontang Outside Bontang	22	13,25%	20	11,76%
Total	166	100,00%	170	100,00%

Program Magang

Pupuk Kaltim memberikan kesempatan bagi Pelajar di tingkat SMA untuk mendaftarkan diri di Program magang selama 3 (tiga) bulan di area perkantoran. Program magang tersebut merupakan bagian dari program sekolah untuk memberikan kesempatan Pelajar untuk mengenal kegiatan kerja di Perusahaan, khususnya di area perkantoran. Melalui program magang ini, Pupuk Kaltim berharap bisa mendapatkan calon karyawan bertalenta terbaik di masa depan, mengingat melalui program magang tersebut, para pelajar mendapatkan gambaran nyata mengenai tingkat keahlian yang seharusnya dapat diperoleh dan diperdalam pada jenjang pendidikan selanjutnya.

Internship Program

Pupuk Kaltim provides opportunities for high school students to participate in a 3 (three)-month internship program in office jobs. The internship program is part of the school program to provide students with the opportunity to get to know work activities in the company, especially in office environment. Through this internship program, Pupuk Kaltim hopes to get the best talented prospective employees in the future, given that through the internship program, students get a real picture of the level of expertise that should be acquired and deepened at the next level of their education.

PENINGKATAN KOMPETENSI, PENILAIAN KINERJA DAN JENJANG KARIR
[404-1, 404-2]

Pupuk Kaltim menerapkan prinsip pemberian kesempatan yang sama bagi seluruh karyawan dalam mengikuti program-program pendidikan dan pelatihan maupun proses penilaian kinerja. Sebagai bagian dari implementasi program transformasi dalam pengelolaan SDM, Perusahaan berfokus pada pengelolaan karyawan yang mampu mengatasi tantangan di masa mendatang melalui peningkatan kompetensi, kemampuan adaptasi dan berinovasi, yang berarti juga berfokus pada pembentukan

COMPETENCY IMPROVEMENT, PERFORMANCE ASSESSMENT, AND CAREER PATH [404-1, 404-2]

Pupuk Kaltim applies the principle of equal opportunities for all employees to participate in education and training programs and in the performance assessment process. As part of implementing a transformation program in HR management, the Company focuses on managing employees who are able to face the future challenges by improving their competences and capacity to adapt and innovate, which means also focusing on the formation of talented employees. This is carried

karyawan-karyawan bertalenta. Hal ini dilakukan sebagai wujud antisipasi Perusahaan dalam menghadapi perubahan kondisi bisnis yang diliputi ketidakpastian di masa depan.

Karyawan bertalenta yang dimaksud ialah yang mampu membawa Perusahaan menuju kesuksesan di masa yang akan datang, melalui penerapan program *talent management*. Pada pelaksanaan program ini, Perusahaan berkomitmen penuh untuk memberikan program pengembangan dan penempatan karir strategis bagi karyawan yang tergolong *talent*.

Proses identifikasi karyawan dilakukan berdasarkan catatan kinerja dan potensi karyawan yang dilaksanakan secara adil, terbuka dan objektif dengan bantuan pihak independen. Pada 2020, Perusahaan telah mengidentifikasi 636 karyawan *talent* sebesar 50,4% (2019:1,7%) dari total populasi karyawan Grade 1 hingga 5.

Program Peningkatan Kompetensi

Pupuk Kaltim menunjukkan komitmen penuh terhadap peningkatan kompetensi SDM melalui pelaksanaan program pelatihan dan sertifikasi, baik diselenggarakan di dalam maupun di luar Perusahaan. Untuk maksud tersebut Pupuk Kaltim telah menyusun *Learning Roadmap* sebagai dasar pengembangan kompetensi karyawan sesuai tantangan usaha yang harus di atasi, dan kebutuhan Perusahaan.

Program peningkatan kompetensi karyawan dilaksanakan melalui beberapa kategori pelatihan, yaitu: pelatihan mandiri (*in-house training*), pelatihan yang diselenggarakan oleh lembaga pelatihan (*on-site training*), program pendidikan formal karyawan (program tugas belajar), dan program manajemen pengetahuan.

Pelatihan-pelatihan mandiri yang dilakukan pada 2020 terdiri dari pelatihan kepemimpinan (*Managerial and Leadership Programme*), pelatihan meningkatkan kompetensi, pelatihan dan sertifikasi oleh lembaga pelatihan keterampilan (LPK) Pupuk Kaltim, pelatihan dan sosialisasi program usaha, dan lain sebagainya.

Mempertimbangkan kondisi pandemi yang tengah melanda, program-program pelatihan umumnya dilaksanakan secara daring, dengan dukungan teknologi informasi terkini. Manakala pelatihan harus dilaksanakan secara tatap-muka, Pupuk Kaltim menerapkan kebijakan protokol kesehatan yang ketat. Selain itu jumlah peserta pelatihan tatap muka juga dibatasi, agar masing-masing dapat menjaga jarak dengan peserta lainnya.

out as a manifestation of the Company's anticipation in facing uncertain changes in business condition in the future.

Talented employees are employees who are able to bring the Company to success in the future, through the implementation of talent management programs. In implementing this program, the Company is fully committed to providing strategic career development and placement programs for talented employees.

The employee identification process is carried out based on the employee's performance record and potential, which is carried out in a fair, transparent, and objective manner with the assistance of an independent party. In 2020, the Company has identified 636 talent employees or 50.4% (2019:1.7%) of the total population of Grade 1 to 5 employees.

Competency Improvement Program

Pupuk Kaltim shows its full commitment in increasing HR competencies through the implementation of training and certification programs, both in and outside the Company. For this purpose Pupuk Kaltim has compiled a Learning Roadmap as a basis for developing employee competencies according to the business challenges that must be overcome, and the needs of the Company.

Employee competency improvement programs consist of several training categories, namely in-house training, on-site training by external training institutions, formal education for employees (company study assignment), and knowledge management program.

In-house trainings carried out in 2020 consist of leadership training (Managerial and Leadership Program), training to improve competence, training and certification by the skills training institute (LPK) of Pupuk Kaltim, training and socialization of business programs, and others.

Considering the current pandemic conditions, training programs are generally carried out online, with the support of the latest information technology. When training must be carried out in person, Pupuk Kaltim applies a strict health protocol policy. In addition, the number of in person training participants is also limited, allowing a distance between participants.

Adapun total *manhours* pelatihan yang dicapai Perusahaan di tahun 2020 adalah 239.640 *manhours* (2019: 196.944 *manhours*) atau setara dengan 173,85% dari RKAP. Total pelatihan kepemimpinan yang telah terselenggara di tahun 2020 adalah 20 pelatihan (2019: 28 kali pelatihan). Sedangkan total program pelatihan yang diselenggarakan secara mandiri oleh Perusahaan adalah sejumlah 102 pelatihan (2019: 126 pelatihan).

Pupuk Kaltim secara umum membedakan program pelatihan sebagai program pelatihan peningkatan kompetensi, program tugas belajar, dan peningkatan kompetensi lain-lain. Untuk program peningkatan kompetensi dibagi menjadi 3, antara lain: Kompetensi Inti (*Core Competence*), Kompetensi Peran (*Role Competence*), dan Kompetensi Perilaku (*Behaviour Competence*).

The total training manhours achieved by the Company in 2020 was 239,640 manhours (2019: 196,944 manhours) or equivalent to 173.85% of the RKAP. The total leadership training that has been organized in 2020 was 20 trainings (2019: 28 trainings). Moreover, the total number of in-house training programs by the Company was 102 trainings (2019: 126 trainings).

In general, training programs at Pupuk Kaltim are categorized into training programs for competency enhancement, company study assignment, and other competency improvement programs. The competency enhancement programs consist of three categories, namely Core Competence, Role Competence, and Behavior Competence.

Rekapitulasi Pengembangan Kompetensi Karyawan Employee Competency Development Recapitulation						
No.	Tujuan Pelatihan Training Objective	Jenis Pelatihan Type of Training	2020		2019	
			Jumlah Peserta Total Participants	Biaya Expense (Rp)	Jumlah Peserta Total Participants	Biaya Expense (Rp)
1.	Core Competencies	- Pelatihan Calon Karyawan Trainings for Prospective Employees - Corporate Culture and Awareness	8	151.225.725	10	59.565.000
			2.607	155.912.500	1.825	2.033.401.531
2.	Role Competencies				0	
	Leadership	Program Pengembangan Kepemimpinan dan Eksekutif Leadership and Executive Development Program	482	1.819.022.910	309	3.235.4460.21
	Professional/ Technical Competencies	Peningkatan Kompetensi Jabatan Enhanced Job Competence	2.038	15.951.562.039	2.446	19.936.628.115
		Tugas Kerja Work Assignment	9	-	195	-
		Sertifikasi Certification	215	1.648.079.804	607	5.297.182.656
		Tugas Belajar Learning Task	55	4.049.121.720	27	4.763.253.419
3.	Behaviour Competencies	Keselamatan dan Lingkungan Safety and the Environment	1.115	948.375.295	624	995.534.743
		Manajemen Kualitas Quality Management	883	2.784.936.583	490	6.590.389.748
		Peningkatan Kompetensi Jabatan Enhanced Job Competence	2.417	1.205.723.568	205	987.299.117
		Pelatihan Karir Kedua Second Career Training	84	686.600.000	162	986.199.400
Total			9.913	29.400.560.144	6.890	44.884.899.750

Selain program pelatihan tersebut, Pupuk Kaltim juga memberikan tugas belajar (dalam dan luar negeri) bagi karyawan berpotensi, di bidang-bidang yang mendukung strategi bisnis Perusahaan di masa yang akan datang. Beberapa bidang tersebut ialah *biofertilizer*, produksi ramah lingkungan, diversifikasi

In addition to these training programs, Pupuk Kaltim also provides study assignments (domestic and overseas) for potential employees, in fields that support the Company's business strategy in the future. These fields include biofertilizer, environmentally-friendly production, product diversification and

produk dan NPK *Chemical*. Total karyawan tugas belajar pada 2020 adalah 6 (2019: 6) orang di dalam negeri dan 2 (2019: 2) orang di luar negeri.

NPK *Chemical*. The number of employees on study assignments in 2020 is 6 (six) employees in Indonesia and 2 (two) employees overseas.

Tabel Rasio Jam Pelatihan menurut Gender
Table Ratio of Training Hours by Gender

Gender	2020	2019
	Rasio Jam Pelatihan Ratio of Training Hours	Rasio Jam Pelatihan Ratio of Training Hours
Laki-Laki Male	8,6	8,6
Perempuan Female	10,2	10,2

Rasio Jam Pelatihan menurut Golongan Karyawan
Ratio based on the Level Employee Training Hours

Golongan Karyawan Level of Employee	2020	2019
	Rasio Jam Pelatihan Ratio of Training Hours	Rasio Jam Pelatihan Ratio of Training Hours
Grade 1	9,34	9,34
Grade 2	9,18	9,18
Grade 3	9,11	9,11
Grade 4	6,79	6,79
Grade 5	12,61	12,61
Grade 6 - 7	43,63	21,03

Program peningkatan kompetensi SDM lainnya yang dilaksanakan meliputi program magang, penelitian dan Kerja Praktik (KP) bagi mahasiswa maupun siswa SMA. Pada 2020, program kerja praktik mahasiswa diikuti 94 (2019: 462 orang) dari target 90 orang; program kerja praktik siswa SMA diikuti 45 (2019: 118) orang dari target 41 orang; program magang diikuti 102 (2019: 149) orang dari target 100 orang; dan program penelitian diikuti 17 (2019: 32) orang dari target 15 orang.

Other HR competency improvement programs implemented include internship, research, and practical work (KP) programs for students and high school students. In 2020, 94 students attended the practical work programs (2019: 462 people) from a target of 90 people; the practical work program for high school students was attended by 45 people (2019: 118) from a target of 41 people; the internship program was attended by 102 people (2019: 149) from a target of 100 people; and the research program was attended by 17 people (2019: 32) people from the target 15.

Pelatihan Sertifikasi

PT Pupuk Kaltim memiliki program-program bersertifikasi untuk memfasilitasi pekerjaan-pekerjaan yang sifatnya spesifik, maupun untuk memberikan pengembangan portofolio individu terhadap karyawan. Pemberi sertifikasi merupakan lembaga penyelenggara yang memiliki ijin resmi dan Komite Akreditasi Nasional (KAN). Jadwal pelaksanaan sertifikasi mengikuti jadwal penyelenggaraan dari masing masing lembaga penyelenggara.

Contoh sertifikasi antara lain: sertifikasi profesi auditor, sertifikasi operator, ISO, dsb.

Certification Training

PT Pupuk Kaltim has certification programs to facilitate jobs that are specific in nature, as well as to provide for the development of the employee individual portfolio. The certificates are issued by licensed certification agencies that have an accreditation from the National Accreditation Committee (KAN). The certification implementation schedule follows the implementation schedule of the respective certification agency.

These certifications include auditor professional certification, operator certification, ISO certification, and others.

Pelatihan Prajabatan

Pelatihan prajabatan menjadi bagian dari pendidikan dan persiapan Karyawan untuk menduduki jabatan struktural. Di PT Pupuk Kaltim, pelaksanaan pendidikan pra jabatan diberikan sebagai syarat wajib sebelum karyawan melaksanakan *assessment*. Sehingga ketika Individu dijadwalkan untuk melaksanakan *assessment* dan mendekati masa evaluasi kesiapan menjabat posisi struktural, karyawan yang bersangkutan dapat memberikan kinerja sesuai ekspektasi perusahaan.

Adapun pelatihan pra jabatan struktural dimulai dari pendidikan level Kepala Regu, grade 5, hingga pendidikan Level General Manager, Grade 1. Namun demikian untuk penyelenggaraan pendidikan Grade 2 dan 1, dikoordinir oleh Pupuk Indonesia sebagai bagian program pengembangan *talent* seluruh Grup Pupuk Indonesia.

Pelatihan Milenial

Selain menjalankan program-program reguler tersebut, Pupuk Kaltim juga mengembangkan program peningkatan kompetensi karyawan melalui program-program yang berbasis pada pendekatan generasi milenial. Sebabnya adalah saat ini, 64% (2019: 61%) karyawan Pupuk Kaltim merupakan generasi milenial, yang memiliki semangat dan ide baru, sehingga diharapkan dapat mendukung pertumbuhan dan memastikan keberlangsungan bisnis Perusahaan di masa yang akan datang. Perusahaan berkomitmen memberdayakan karyawan generasi milenial dengan merealisasikan beberapa program spesifik di antaranya:

- **Millennials Talk**, bertujuan untuk memperluas wawasan milenial terkait kondisi ekonomi dan bisnis global melalui berbagai *sharing session* dengan tokoh-tokoh inspiratif.
- **Millennials TV**, ditujukan untuk memberikan informasi-informasi terkini, sekaligus memberikan wadah bagi karyawan milenial untuk mengekspresikan minat dalam bidang seni dan berbagai pengetahuan.
- **Coaching Millennials and Breakthrough Projects**. Melalui program ini, karyawan milenial diberi kesempatan untuk mengajukan gagasan-gagasan inovatif dalam bentuk *breakthrough project* kepada Manajemen, yang didampingi oleh para Senior Leader. Milenial juga diberi kesempatan untuk belajar dari para *Senior Leader* melalui kegiatan *coaching* individual.
- **Strategizing Millennials**, yakni diberikannya peningkatan wewenang dan tanggung jawab kepada milenial sehingga mereka dapat memberikan kontribusi yang lebih besar kepada Perusahaan melalui penerapan ide-ide kreatif dan

Pelatihan Prajabatan

Pre-Service Training

Pre-service training is part of the education and preparation of employees to occupy structural positions. At PT Pupuk Kaltim, the implementation of pre-service training is provided as a mandatory requirement before employees carry out the assessment. So that when an individual is scheduled to carry out the assessment and approach the evaluation period of readiness to occupy a structural position, the employee can perform according to Company expectations.

The structural pre-service training starts from the position of Team Leader, grade 5, to the level of General Manager, Grade 1. However, the implementation of the training in Grade 2 and Grade 1 levels is coordinated by Pupuk Indonesia as part of the talent development of the entire Pupuk Indonesia Group.

Millennial Training

In addition to the regular training programs, Pupuk Kaltim also develops employee competency improvement programs through programs that are designed specifically for the millennial generation. The reason is that currently, 64% (2019: 61%) of Pupuk Kaltim employees are millennials, who have new enthusiasm and ideas, so that they are expected to be able to support growth and ensure the sustainability of the Company's business in the future. The Company is committed to empowering these millennial employees by implementing a number of programs, including:

- **Millennials Talk**, which aims to broaden the millennial employee insights related to global economic and business conditions through various sharing sessions with inspirational figures.
- **Millennials TV**, which aims at providing the latest information, as well as providing a place for millennial employees to express interest in the arts and to knowledge sharing.
- **Coaching Millennials and Breakthrough Projects**. Through this program, millennial employees are given the opportunity to submit innovative ideas in the form of breakthrough projects to the Management, accompanied by Senior Leaders. Millennials are also given the opportunity to learn from Senior Leaders through individual coaching activities.
- **Strategizing Millennials**, namely giving increased authority and responsibility to millennials so that they can make a greater contribution to the Company through the application of creative ideas and supported with youthful enthusiasm. As of the

didukung energi yang bersemangat. Di akhir 2020, sebanyak 38 (2019: 21) karyawan milenial telah menduduki jabatan *middle management* dan 66 (2019: 49) karyawan memiliki wewenang setingkat supervisor (Kepala Bagian).

end of 2020, 38 (2019: 21) millennial employees had occupied middle management positions and 66 (2019: 49) employees had supervisor-level of authority (Section Head).

Pelatihan mengenai Kebijakan atau Prosedur Hak Asasi Manusia bagi Karyawan

Sebagai pembekalan dan rangka meningkatkan wawasan terhadap Hak asasi Manusia, Pupuk Kaltim menyediakan pelatihan kepada karyawan. Dalam periode tiga tahun pelaporan, sebaran pelatihan Hak asasi Manusia kepada karyawan yang diselenggarakan oleh Pupuk Kaltim dapat dilihat pada tabel berikut:

Training on Human Right Policy and Procedure for Employees

Pupuk Kaltim provides training on human rights policies and procedures to equip employees with greater insight on Human Rights issues. The distribution of training on Human Rights issues provided by Pupuk Kaltim for employees in the last three years are presented in the following table:

Tabel Karyawan Penerima Pelatihan Hak Asasi Manusia, 2018-2020 [412-2]
Table of Employees that Receives Training on Human Rights, 2018-2020

Tahun Year	Jumlah Karyawan Penerima Pelatihan HAM Employees that Receives Training on Human Rights	Total Karyawan Number of Employee	Persentase Percentage
2020	785	1.531	51,3%
2019	803	1.687	47,0%
2018	988	1.856	53,2%

Terlihat penurunan jumlah karyawan penerima pelatihan, hal ini disebabkan turunnya jumlah karyawan secara total.

There has been a decrease in the number of employees receiving training, this is due to a decrease in the total number of employees.

Tabel Jumlah Durasi Pelatihan Hak Asasi Manusia, 2018-2020 [412-2]
Table of Total Manhours Training on Human Rights

Tahun Year	Jumlah Karyawan Penerima Pelatihan HAM Employees that Receives Training on Human Rights	Manhours Manhours
2020	785	8.371
2019	803	7.344
2018	988	19.080

Data pelatihan HAM Karyawan tersebut hanya menampilkan jumlah pelatihan HAM bagi karyawan organik Pupuk Kaltim semata, sementara data untuk karyawan non-organik berada di bawah kewenangan perusahaan Penyedia Jasa Tenaga Kerja.

The data for Human Rights training presented above refers only to Pupuk Kaltim organic employees. Training data for non-organic employees is under the responsibility of the respective Manpower Service Provider company.

Pelatihan Kebijakan atau Prosedur Hak Asasi Manusia bagi Petugas Keamanan

Pupuk Kaltim menerapkan penegakan disiplin dan keamanan, namun tetap tidak melupakan pentingnya kepekaan terhadap wacana pemenuhan Hak asasi Manusia. Oleh karenanya Perusahaan membekali personel pengelola keamanan internal dengan pelatihan mengenai Hak asasi Manusia. [410-1]

Training of Human Right Policies or Procedures for Security Officers

In enforcing discipline and security, Pupuk Kaltim is always mindful of the importance of respect for human rights. Accordingly, the Company provides its internal security personnel with training on Human Rights. [410-1]

Di tahun 2020 100% karyawan petugas keamanan organik telah melaksanakan pelatihan tentang hak asasi manusia, yang menjadi bagian dari pencapaian *training* HAM yang ditetapkan sejak tahun 2018. Siklus

In 2020 100% of organic security officers have carried out training on human rights, which is part of the achievement of human rights training that has been established since 2018. The system management

pengelolaan sistem yang terkait pengelolaan hak asasi manusia di PT Pupuk Kaltim akan direncanakan untuk diperbaharui di tahun 2021.

Pemenuhan pelatihan mengenai *awareness* dan pemahaman hak asasi manusia juga dipersyaratkan bagi pihak ketiga yang menjadi mitra penyelenggara pengelolaan keamanan perusahaan.

cycle related to human rights management at PT Pupuk Kaltim is planned to be renewed in 2021.

Implementation of training on awareness and understanding of human rights is also required for third party partners in security management at the Company.

Tabel Jumlah Petugas Keamanan (Organik) Penerima Pelatihan HAM, 2018-2020 [410-1]
Number of Security Officers (Organic) that Receive Training on Human Rights

Tahun Year	Jumlah Petugas Keamanan (Organik) Penerima Pelatihan Number of Security Officers (Organic) that Receive Training	Total Petugas Keamanan (Organik) Total of Security Officers (Organic)	Persentase Percentage
2020	7	7	100%
2019	15	16	94,0%
2018	23	24	95.8%

Tenaga keamanan di Pupuk Kaltim menggunakan tenaga Organik dan Alih Daya, untuk tenaga Alih Daya pelatihan telah dipersyaratkan sebagai *requirement* dalam pemenuhan jasa pengamanan.

Security personnel at Pupuk Kaltim use Organic and Outsourced personnel, for Outsourced training staff, training has been required as a requirement in the fulfillment of security services.

Manajemen Pengetahuan

Sebagai bagian dari upaya mengakumulasi berbagai pengetahuan mengenai pengelolaan dan pengoperasian fasilitas produksi pupuk, termasuk aspek distribusi maupun pemasarannya, Pupuk Kaltim telah menginisiasi penerapan manajemen pengetahuan. Langkah ini ditempuh sebagai bagian dari upaya kapitalisasi pengetahuan dimaksud guna mendukung pengembangan usaha di masa mendatang maupun dalam rangka memastikan keberlangsungan usaha. Pupuk Kaltim berkomitmen untuk membangun budaya *learning agility* dengan memberikan fasilitas-fasilitas pembelajaran yang menarik dan mudah diakses seluruh karyawan, mencakup:

- Implementasi *roadmap knowledge management* melalui program berbagi pengetahuan rutin yang dikoordinir agen perubahan (NEXTGen) di seluruh unit kerja.
- Perpustakaan *online* yang dapat diakses seluruh karyawan kapan pun dan di mana pun.
- Aktivitas pembelajaran melalui metode *gamification* (aplikasi Android).
- Aplikasi *e-Learning* untuk meningkatkan kompetensi karyawan secara mandiri.
- Memfasilitasi karyawan untuk berkolaborasi melalui penyediaan *coworking space* di berbagai lokasi dalam lingkungan Perusahaan.

Sebagai wujud komitmen dukungan terhadap berkembangnya budaya inovasi, setiap karyawan didorong untuk melakukan inovasi yang memberikan nilai tambah bagi Perusahaan. Semua hasil inovasi tersebut diberi kesempatan untuk ikut dalam

Knowledge Management

As part of the effort to accumulate various knowledge regarding the management and operation of fertilizer production facilities, including aspects of distribution and marketing, Pupuk Kaltim has initiated the application of knowledge management. This measure was taken as part of the effort to capitalize the knowledge to support business development in the future and in order to ensure business continuity. Pupuk Kaltim is committed to developing a culture of learning agility by providing attractive and accessible learning facilities for all employees, including:

- Implementation of a knowledge management roadmap through a routine knowledge sharing program coordinated by change agents (NEXTGen) in all work units.
- An online library that can be accessed by all employees anytime and anywhere.
- Learning activities through the gamification method (for Android application).
- E-Learning application to improve employee competence by self-study.
- Encouraging greater collaboration among employees by providing coworking spaces in various locations within the Company.

As a form of commitment to support the development of a culture of innovation, all employees are encouraged to innovate that adds value to the Company. All innovations are provided the opportunity to participate in the annual internal innovation

konvensi inovasi internal tahunan, yaitu Pupuk Kaltim Innovation Awards (PIA). Seluruh pemenang dalam konvensi internal tersebut akan diberikan kesempatan untuk mengikuti konvensi tingkat nasional dan internasional. Jumlah tim yang berpartisipasi dalam kegiatan PIA terus meningkat setiap tahun.

Untuk tahun 2020 terdapat 313 (2019: 221) tim, mengalami perubahan sebesar 141% dari tahun sebelumnya. Hal itu menunjukkan bahwa inovasi telah menjadi budaya positif yang akan membantu Perusahaan terus berkembang semakin baik.

PENILAIAN KINERJA DAN JENJANG KARIR [404-3]

Pupuk Kaltim tetap melanjutkan kebijakan SDM yang telah dicanangkan tahun sebelumnya, memfokuskan peningkatan produktivitas individu, meningkatkan kelincuhan organisasi dalam merespons peluang dari dinamisnya kondisi usaha. Pupuk Kaltim menyelaraskan program perekrutan karyawan sesuai dengan arahan kebutuhan rekrut Bersama Pupuk Indonesia, sedangkan di sisi pengelolaan tenaga kerja dan kinerja, secara individu, karyawan didorong untuk aktif berperan ke dalam Tim-Tim *Ad-hoc* yang dibentuk sebagai respons atas fenomena dan dinamika dunia industri. Kepesertaan ke dalam Tim *Ad-hoc* ini akan menambah portofolio individu karyawan sembari memberikan nilai tambah bagi perusahaan.

Manajemen Karier di Pupuk Kaltim dilaksanakan sejalan dengan visi misi dan budaya perusahaan, sehingga di dalam pelaksanaannya, Pupuk Kaltim mengedepankan penghargaan terhadap pencapaian, inovasi, dan kesetaraan kesempatan. Dengan desain organisasi yang *flat* Karyawan dapat memilih untuk mengembangkan potensinya ke jabatan maupun proyek-proyek *ad-hoc* yang sesuai dengan minat dan peta jalur karier yang dipilih.

Pupuk Kaltim membuka jalur pengembangan karier ke arah jabatan-jabatan struktural yang tersedia sesuai formasi pada desain organisasi, maupun jabatan-jabatan profesional, dan lebih lanjut Pupuk Kaltim juga membuka kesempatan untuk mengembangkan diri ke program-program pengembangan karier yang dikelola oleh Holding Pupuk Indonesia.

Dalam menilai kinerja karyawan, Pupuk Kaltim menggunakan konsep pengelolaan *Individual Key Performance Indicator*, dimana setiap Karyawan dinilai kontribusinya berdasarkan indikator-indikator kinerja yang diturunkan dari program-program kerja, dan *action plan* perusahaan. Administrasi pengelolaan kinerja ini dilakukan secara *online* melalui aplikasi E-KPI yang dikembangkan sejak tahun 2017. Kinerja individu di Pupuk Kaltim dikelola secara berjenjang

convention, namely the Pupuk Kaltim Innovation Awards (PIA). All winners in the internal convention will be given the opportunity to participate in national and international conventions. The number of teams participating in PIA activities continues to increase every year.

In 2020, there were 313 (2019: 221) teams, a change of 141% compared to the previous year. This indicates that innovation has become a positive culture that will assist the Company continue to grow better.

PERFORMANCE ASSESSMENT AND CAREER PATH [404-3]

Pupuk Kaltim continues with the HR policy that was launched in the previous year, focusing on increasing individual productivity and improving organizational agility in responding to opportunities and business dynamics. Pupuk Kaltim aligns its employee recruitment program according to the direction of the joint recruitment program with Pupuk Indonesia. In terms of labor management and performance, individual employees are encouraged to play an active role in *Ad-hoc* Teams established in response to the phenomena and dynamics of the industry. Participation in these *Ad-hoc* Teams will add to the employee's individual portfolio while providing added value to the Company.

Career path management at Pupuk Kaltim is carried out in line with the company's vision and mission, subsequently in its implementation, Pupuk Kaltim prioritizes respect for achievement, innovation, and equality of opportunity. With a flat organizational design, employees can choose to expand their potential to positions and *ad-hoc* projects that are in accordance with their interests and chosen career path map.

Pupuk Kaltim provides career paths to structural positions that are available according to formation in organizational design, as well as professional positions. Furthermore, Pupuk Kaltim also opens opportunities for employees to develop themselves in career development programs organized by the holding company, Pupuk Indonesia.

In assessing employee performance, Pupuk Kaltim uses the concept of managing *Individual Key Performance Indicators*, in which each employee is assessed for his/her contribution based on performance indicators derived from company work programs and action plans. This performance management is administered online through the E-KPI application that was developed in 2017. Individual performance in Pupuk Kaltim is managed in stages starting from senior

mulai dari tingkat manajemen senior hingga pelaksana, sehingga dapat dilihat kesinambungan pencapaian di dalam tata kelola kinerja individu. Program penilaian kinerja ini dikombinasikan dengan program *coaching-counseling*, sehingga capaian yang terjustifikasi di dalam E-KPI merupakan hasil kerja yang telah dicapai individu selama tahun kerja yang dicanangkan.

Saat ini Pupuk Kaltim menerapkan 2 (dua) penilaian kinerja yaitu penilaian *Key Performance Indicator* (KPI) individu dan penilaian *soft competency* 360 derajat. Dengan adanya sistem penilaian kinerja tersebut memungkinkan Insan Pupuk Kaltim menerjemahkan ekspektasi dan strategi Perusahaan ke dalam target pribadi SDM. Dengan demikian, setiap Insan Pupuk Kaltim memiliki andil bagi keberhasilan pencapaian prestasi maupun target Perusahaan.

management level up to field executor, enabling the continuity of achievement in the individual performance governance. The performance appraisal program is combined with a coaching-counseling program, accordingly, the justified achievements in the E-KPI are the actual work achieved by individuals during the work year.

Currently, Pupuk Kaltim applies 2 (two) performance evaluation systems, namely the individual Key Performance Indicator (KPI) assessment and the 360-degree soft competency assessment. The performance assessment system enable Pupuk Kaltim personnel to translate the Company's expectations and strategies into HR's personal targets. Thus, every employee of Pupuk Kaltim has a stake in the success of the Company's achievements and targets.

Gambaran Sistem Penilaian Kinerja Pupuk Kaltim Performance Assessment Systems at Pupuk Kaltim



a. KPI Individu

Penilaian KPI merupakan metode penilaian kinerja untuk mengukur target kinerja yang disepakati untuk periode satu tahun. KPI Perusahaan yang ditetapkan oleh Pemegang Saham kemudian diturunkan menjadi KPI Unit Kerja yang kemudian diturunkan kembali menjadi KPI individu. Penilaian KPI individu bertujuan untuk mengukur efektivitas, produktivitas, dan kualitas pelaksanaan tugas oleh karyawan dalam melaksanakan target yang telah ditetapkan dalam KPI Perusahaan.

a. Individual KPI

The KPI assessment is a performance evaluation method to assess the achievement against the performance targets set for the one-year period. The Corporate KPI as determined by the Shareholder was first cascaded down into Work Unit KPIs, which were then further cascaded into Individual KPI. The Individual KPI assessment aims to assess the effectiveness, productivity, and quality of job accomplishment by individual employee, in performing toward the targets established in the Corporate KPI.

Terdapat 2 (dua) tahapan dalam penilaian KPI. Tahap pertama, yaitu perencanaan KPI. Perencanaan KPI dibuat oleh karyawan di awal tahun berjalan dan kemudian didiskusikan dengan atasan untuk mendapatkan persetujuan atasan. Perencanaan KPI tersebut menjadi pedoman untuk penentuan kinerja karyawan di awal tahun.

Tahap kedua, yaitu realisasi KPI yang dilakukan pada akhir tahun berjalan. Pada tahap realisasi KPI, karyawan melakukan *review* kinerja yang telah dilakukan selama 1 (satu) tahun berjalan dan kemudian dilakukan evaluasi dan penilaian oleh atasan. Hasil realisasi KPI individu tersebut kemudian diserahkan ke atasan karyawan untuk mendapatkan persetujuan.

b. Penilaian 360

Karyawan Pupuk Kaltim juga melakukan penilaian *soft competency* 360 derajat, yaitu sistem penilaian yang melibatkan semua pihak yang terkait dalam suatu hubungan kerja, baik dari diri sendiri, atasan, rekan Kerja, maupun Bawahan sesuai struktur organisasi dan keterkaitan kerja masing-masing.

Pada penilaian *soft competency* 360 derajat, karyawan dinilai tata cara berperilaku dan sikap kerja sehari-hari, yang meliputi aspek-aspek seperti dorongan berprestasi, orientasi pelayanan pelanggan, integritas kerja, orientasi bisnis, berpikir strategis, kepemimpinan kelompok, berpikir analitik, berpikir konseptual, keahlian teknis, kerja sama tim, dan lain-lain. Dengan adanya penilaian *soft competency* 360 derajat, Pupuk Kaltim dapat mengetahui bagaimana tata cara berperilaku dan sikap kerja karyawan sehari-hari dalam mewujudkan target Perusahaan.

Penilaian kinerja menjadi salah satu faktor yang dipertimbangkan dalam pengelompokan karyawan yang akan direkomendasikan untuk dievaluasi status rotasi, mutasi, maupun promosinya. Hasil penilaian hasil kinerja KPI dan 360 derajat akan mengelompokkan karyawan ke dalam beberapa kuadran kinerja. Dari kuadran kinerja ini akan diambil kelompok karyawan yang memiliki pencapaian target tinggi dan kematangan *soft competency* untuk diusulkan mendapatkan promosi. Kelompok karyawan yang memiliki kebutuhan pengembangan akan diambil dari kuadran pengembangan, dimana karyawan yang bersangkutan memiliki skor *soft competency* yang baik, namun gagal mencapai skor KPI, atau sebaliknya.

There are 2 (two) stages in the KPI assessment. The first stage is KPI planning, which is undertaken by the respective employee at the beginning of the current year, and discussed with his/her superior for approval. The KPI planning stage provides a guide to establish the performance level of an employee at the beginning of the year.

The second stage is the KPI realization, which is conducted at the end of the current year. At the KPI realization stage, employees conduct reviews on their performance conducted for 1 (one) year, which were then evaluated and assessed by superiors. The results of the individual KPI realization are then submitted to the employee's supervisor for approval.

b. 360 Assessment

Pupuk Kaltim employees also conduct a 360 degree soft competency assessment, which is an assessment system that involves all parties involved in a work relationship, both from themselves, superiors, coworkers, and subordinates according to their organizational structure and work relationships.

In the 360-degree soft competency assessment, employees are assessed on their day-to-day behavior and work attitude, which includes aspects such as the drive to excel, customer service orientation, work integrity, business orientation, strategic thinking, group leadership, analytic thinking, conceptual thinking, technical expertise, teamwork, and others. With a 360-degree soft competency assessment, Pupuk Kaltim can determine the day-to-day employee behavior and work attitude in realizing the Company's targets.

The employee performance assessment is used as a consideration in the grouping of employees that will be recommended for rotation, transfer, and promotion status. The results of the KPI assessment and the 360-degree assessment are used to place the respective employee into several performance quadrant. Groups of employees with high target achievement and soft competency maturity will be taken to be proposed for promotion from this performance quadrant, while employees with development needs will be taken from the development quadrant, where the employees concerned has a good soft competency score, but failed to achieve the KPI score, or vice versa.

Setiap karyawan wajib terlibat dalam proses penilaian KPI individu dan penilaian *soft competency* 360 derajat. Hasil penilaian tersebut kemudian diakumulasi dengan bobot sebesar 70% untuk KPI individu dan 30% untuk penilaian *soft competency* 360 derajat. Akumulasi penilaian KPI individu dan penilaian *soft competency* 360 derajat menjadi bahan kajian untuk mendapatkan nilai yang menjadi dasar bagi kenaikan upah pokok karyawan setiap tahunnya, maupun penetapan jenjang karir di masa depan.

Untuk tahun 2020, dari seluruh karyawan Pupuk Kaltim, terdapat 1 (2019: 1 orang karyawan) yang tidak melakukan penilaian kinerja dikarenakan karyawan-karyawan tersebut telah memasuki masa pensiun. Adapun karyawan yang melaksanakan penilaian kinerja adalah sejumlah 1416 (2019: 1.686) orang.

Each employee is required to be involved in the process of individual KPI and 360-degree soft competency assessments. The assessment results are then accumulated with a weight of 70% for individual KPIs and 30% for 360-degree soft competency assessment. The accumulation of individual KPI and 360-degree soft competency assessment results are used to obtain a value that will form the basis for an increase in employee base salary each year, as well as the determination of career paths in the future.

In 2020, of all Pupuk Kaltim employees, there was 1 (2019: 1 employee) who did not conduct the performance assessment as this employee has entered the retirement period. Moreover, employees who conducted the performance assessment amounted to 1,416 (2019: 1,686) people.

Tabel Persentase Karyawan yang Telah Melakukan Penilaian Kinerja [404-3]
Percentage of Employees who Conducted Performance Appraisals

Gender	2020		2019	
	Melakukan Penilaian Kinerja Conduct Performance Appraisals	Tidak Melakukan Penilaian Kinerja Do not Conduct Performance Appraisals	Melakukan Penilaian Kinerja Conduct Performance Appraisals	Tidak Melakukan Penilaian Kinerja Do not Conduct Performance Appraisals
Laki-laki Male	91,88%	-	92,00%	0,06%
Perempuan Female	8,05%	0%	7,94%	0,00%
Total			99.94%	0.06%

Promosi, Mutasi, dan Demosi Karyawan

Berdasarkan hasil penilaian kinerja tersebut, Manajemen kemudian memutuskan beberapa karyawan dengan kinerja terbaik untuk mendapatkan kenaikan grading/pangkat atau juga mendapatkan kepercayaan untuk mengemban jabatan tertentu di struktur organisasi, baik sebagai Ketua Departemen atau Ketuan Unit atau bahkan Kepala Divisi. Kenaikan grading dan/atau jabatan akan berarti pula adanya penyesuaian remunerasi, sesuai jabatan baru. Berikut adalah ringkasan daftar promosi karyawan menurut gender dan peringkat jabatan selama tahun 2020.

Employee Promotion, Transfer, and Demotion

Based on the performance assessment results, Management then decides on employees with the best performance to receive a grade increase or entrusted to assume certain positions in the organizational structure, either as Department Head, Unit Head, or even as Division Head. The increase in employee grade and/or position will also mean adjustment to the remuneration received, according to the new positions assumed. The following is a summary list of employee promotions by gender and job rankings during 2020.

Tabel Promosi Karyawan Menurut Gender - 2020
Table of Employee Promotions by Gender - 2020

Gender	2020		
	Jumlah Promosi Total Promotion	Jumlah Pegawai Total Employees	% Promosi % Promotion
Laki-laki Male	526	1.401	38%
Perempuan Female	51	130	39%
Total	577	1.531	77%

Paket Kesejahteraan

Employee Welfare

REMUNERASI

Kebijakan Remunerasi [102-35]

Pupuk Kaltim menerapkan kebijakan remunerasi dengan mengacu pada terciptanya keseimbangan antara insentif peningkatan kompetensi dan inovasi Karyawan yang selaras dengan peraturan perundangan Ketenagakerjaan yang berlaku. Kebijakan remunerasi untuk karyawan mengacu pada Undang-Undang Ketenagakerjaan nomor 13 tahun 2003 dan Peraturan Kementerian Ketenagakerjaan Nomor 1 Tahun 2017. Implikasinya adalah kebijakan remunerasi yang akan menyesuaikan dengan capaian kinerja tahun berjalan, Skala Usaha, Inflasi, serta Kondisi dan Kemampuan Perusahaan. Bagi Karyawan Pupuk Kaltim, ditambahkan kebijakan pemberian kenaikan Gaji berdasarkan Merit yang didasarkan oleh pencapaian Kinerja dan Kontribusi terhadap Inovasi Perusahaan yang mencakup topik ekonomi, lingkungan dan sosial, sesuai dengan Surat Keputusan Direksi No.58/DIR/VIII.2019 tahun 2019.

Hak-hak Karyawan diatur dalam PKB antara Perusahaan dan Serikat Pekerja. Selain hak-hak normatif dasar karyawan yang dipersyaratkan oleh peraturan perundang-undangan, PKB juga mengatur hak-hak normatif karyawan di atas hak-hak normatif yang dipersyaratkan oleh peraturan Perundang-undangan, antara lain pengaturan mengenai upah, insentif dan fasilitas lainnya yang dapat dinikmati oleh karyawan. PKB juga mengatur mengenai kewajiban-kewajiban yang dimiliki oleh karyawan seperti kewajiban untuk menegakkan disiplin kerja, meningkatkan produktivitas kerja dan lain sebagainya. PKB merupakan landasan dalam pelaksanaan hubungan industrial antara Perusahaan dan karyawan. Ketentuan yang terdapat dalam PKB berlaku bagi seluruh karyawan organik Pupuk Kaltim tanpa terkecuali.

Adapun remunerasi bagi Dewan Komisaris dan Direksi ditetapkan dengan mengacu pada ketentuan Undang-undang Perseroan Terbatas Nomor 40 tahun 2007 Pasal 96 yang menegaskan bahwa besaran gaji dan tunjangan Direksi ditetapkan berdasarkan keputusan RUPS, dan Pasal 113 yang mengatur bahwa besaran honorarium serta tunjangan bagi anggota Dewan Komisaris ditetapkan oleh RUPS, Peraturan Menteri BUMN Nomor PER-04/MBU/2014 beserta perubahannya yang terdiri dari gaji/honorarium, tunjangan, fasilitas dan tantiem/insentif kinerja, serta

REMUNERATION

Remuneration Policy [102-35]

Pupuk Kaltim implements a remuneration policy based on the goal of creating a balance between incentives to increase employee competency and innovation that remains in line with the prevailing laws and regulations. Remuneration policy for employees refers to Law No. 13 of 2003 on Labor, and the Regulation of the Ministry of Manpower No. 1 of 2017. The implication is the remuneration policy that will be adjusted to the achievements of the current year, the scale of the business, inflation rate, and the Company's conditions and capabilities. For employees of Pupuk Kaltim, there is an additional policy regarding a merit-based salary increase on the basis of achievements in Performance and Contribution to the Company's innovation covering economic, environmental, and social topics, in accordance with the Decree of the Board of Directors No. 58/DIR/VIII.2019 of 2019.

The rights of employees are regulated in a Collective Labor Agreement (CLA) between the Company and the Employee Union. In addition to the basic normative rights of employees as required by law, the CLA also regulates employees' normative rights above and beyond the normative rights required by law, including with respect to employee wages and incentives as well as other facilities that can be enjoyed by employees. The CLA also regulates the obligations of employees, such as the obligation to uphold work discipline, increase work productivity, and so forth. The CLA is the foundation in the implementation of industrial relations between the Company and employees. The provisions contained in the CLA apply to all Pupuk Kaltim organic employees without exception.

The remuneration for the Board of Commissioners and Board of Directors is determined based on the provisions of Limited Liability Company Law No. 40 of 2007 Article 96, which affirms that the amount of salaries and allowances of the Board of Directors is determined based on the resolution of the GMS, and Article 113 that stipulates that the amount of salary and honorarium and benefits for the Board of Commissioners is stipulated by the GMS, SOE Ministerial Regulation No. PER-04/MBU/2014 and its amendments consisting of salary/honorarium, benefits,

Surat PT Pupuk Indonesia (Persero) Nomor 2961/A/SM/E12/ET/2020 tanggal 6 Agustus 2020 tentang Penetapan Gaji/Honorarium, Tunjangan dan Fasilitas Direksi & Dewan Komisaris Tahun 2020 serta Tantiem atas Kinerja Tahun Buku 2019.

facilities and bonuses/performance incentives, and Letter of PT Pupuk Indonesia (Persero) No. 2961/A/SM/E12/ET/2020 dated 6 August 2020 on Determination of Salary/Honorarium, Allowances and Facilities of the Board of Directors & Board of Commissioners for 2020 and Tantiem for Performance of Fiscal Year 2019.

Tabel Komposisi Komponen Penghasilan Karyawan Pupuk Kaltim
Remuneration Components of Pupuk Kaltim Employees

Struktur Pendapatan Revenue Structure		
Pendapatan Tetap Fixed Income	Pendapatan Tidak Tetap Revenue Variable	Pendapatan Lain-lain Other Income
Upah Pokok Basic Wage	Upah Lembur Overtime Wages	Tunjangan Hari Raya Holiday Allowance
Tunjangan Rayon Allowances Rayon	Upah <i>Call Out</i> Wages Call Out	Bantuan Biaya Perjalanan Cuti Help Travel Expense Leave
Tunjangan Jabatan/Tunjangan Beban Kerja Functional Allowance/Allowance Workload	Upah <i>Schedule Call Out</i> Wage Schedule Call Out	Insentif Kinerja Performance incentives
Uang Pengganti Fasilitas Makan Money Substitutes Dining	Kompensasi Kelebihan Jam Kerja (KJK) Shift Compensation Excess Hours of Work (KJK) Shift	Jasa Operasi Operations Services
Uang Pengganti Fasilitas Transport Substitute money Transport Facility	Upah <i>Turn Around</i> Wages Turn Around	
Uang Pengganti Fasilitas Perumahan Money Replacement Housing Facilities	Upah <i>Crash Program</i> Wages Crash Program	
	Kompensasi <i>Stand by On Call</i> Compensation Stand by On Call	
	Kompensasi Penugasan Khusus Compensation Special Assignment	
	Kompensasi Tambahan Beban Kerja Pabrik NPK dan Boiler Batu Bara Additional Compensation Workload NPK Plant and Coal Boilers	

Proses Penetapan Remunerasi [102-36]

Penetapan remunerasi Dewan Komisaris dan Direksi Pupuk Kaltim dilaksanakan sesuai dengan peraturan perundang-undangan yang berlaku, yakni dimulai dengan Komite-Komite GCG - Manajemen Risiko, Nominasi, Remunerasi, SDM dan Investasi melakukan kajian penetapan remunerasi berdasarkan kinerja ekonomi, lingkungan dan sosial yang disampaikan kepada Dewan Komisaris. Selanjutnya Dewan Komisaris akan mengajukan usulan kepada pemegang saham. Usulan tersebut dibahas untuk persetujuan dan penetapan dalam RUPS.

Penetapan besaran remunerasi bagi karyawan Pupuk Kaltim dimulai dari usulan remunerasi baik dari serikat pekerja maupun pihak perusahaan kemudian dirundingkan dengan mempertimbangkan anggaran yang telah ditetapkan. Hasil perundingan tersebut akan diajukan kepada direksi untuk mendapatkan persetujuan. Pada proses penetapan remunerasi, perusahaan dan serikat pekerja tidak melibatkan konsultan.

Remuneration Determination Process [102-36]

The determination of remuneration for Pupuk Kaltim's Board of Commissioners and Board of Directors is carried out in accordance with applicable laws and regulations, starting with the GCG committees - Risk Management, Nomination, Remuneration, HR and Investment Committee, performing studies for the determination of remuneration based on economic, environmental, and social performance submitted to the Board Commissioner. Next, the Board of Commissioners will submit this proposal to the shareholders. The proposal is discussed for approval and determination in the GMS.

Determination of the amount of remuneration for Pupuk Kaltim employees starts from the proposed remuneration from both the employee union and the Company, which is then negotiated by considering the established budget. The negotiation results will be submitted to the Board of Directors for approval. In the process of determining remuneration, the Company and the employee unions do not involve consultants.

Struktur dan Jumlah Remunerasi [102-35]

Berdasarkan Keputusan Pemegang Saham dalam RUPS Kinerja Tahun Buku 2020 pada 6 Agustus 2020 struktur remunerasi Dewan Komisaris dan Direksi sebagai berikut:

Remuneration Structure and Amount [102-35]

Based on the Shareholders' Resolution at the Performance GMS for the 2020 Fiscal Year on 6 August 2020, the remuneration structure of the Board of Commissioners and the Board of Directors is as follows:

Tabel Struktur Remunerasi Dewan Komisaris dan Direksi Pupuk Kaltim Remuneration Structure for Pupuk Kaltim Board of Commissioners and Board of Directors			
Dewan Komisaris Board of Commissioners		Direksi Board of Directors	
Komponen Component	Keterangan Description	Komponen Component	Keterangan Description
1. Honorarium	a. Komisaris Utama: 45% dari gaji Direktur Utama b. Komisaris: 90% dari honorarium Komisaris Utama	1. Gaji	a. Direktur Utama: 100% b. Direktur: 90% dari Direktur Utama
Honorarium	a. President Commissioner: 45% of the President Director's salary b. Commissioner: 90% of the President Commissioner's honorarium	Salary	a. President Director: 100% b. Director: 90% from President Director
2. Tunjangan a. Tunjangan Hari Raya Keagamaan b. Tunjangan Transportasi c. Asuransi Purna Jabatan	a. 1 (satu) kali honorarium b. Paling banyak 20% dari honorarium c. Premi asuransi paling banyak 25% dari honorarium	2. Tunjangan a. Tunjangan Hari Raya Keagamaan b. Tunjangan Transportasi c. Asuransi Purna Jabatan	a. 1 (satu) kali gaji b. Diberikan fasilitas perumahan termasuk utilitas dan pemeliharaan rumah c. Premi asuransi paling banyak 25% dari gaji
Benefits a. Holiday Allowance b. Transportation Allowance c. Post-Employment Insurance	a. 1 (one) time honorarium b. At most 20% of the honorarium c. The insurance premium at most 25% of the honorarium	Allowance a. Religious holiday allowance b. Housing allowance c. Full Insurance Position	a. 1 (one) time salary b. Granted housing facilities including utilities and home maintenance c. The insurance premium at most 25% of the honorarium
3. Fasilitas a. Kesehatan b. Bantuan Hukum	a. <i>At cost</i> b. Sesuai dengan kebutuhan dan peraturan yang berlaku	3. Fasilitas a. Kendaraan Dinas b. Kesehatan c. Bantuan Hukum	a. 1 (satu) unit mobil, maksimum kapasitas 3000 cc. b. <i>At cost</i> . c. Sesuai dengan kebutuhan dan peraturan yang berlaku
Amenities a. Health b. Legal Aid	a. <i>At cost</i> b. In accordance with the requirements and regulations	Facility a. Office Vehicle b. Health c. Legal Aid	a. 1 (one) unit of the car, the maximum capacity of 3000 cc. b. <i>At cost</i> c. In accordance with the requirements and regulations
4. Lain-lain	Biaya operasional dianggarkan untuk pakaian seragam (apabila menerapkan ketentuan pemakaian seragam) dan keanggotaan perkumpulan profesi sesuai dengan kemampuan perusahaan dan telah dianggarkan pada RKAP 2020	4. Lain-lain a. Cuti b. Biaya Operasional	a. 12 hari kerja b. Biaya komunikasi, pakaian seragam, keanggotaan perkumpulan profesi, <i>club membership/corporate member</i> dan biayare presentasi yang telah dianggarkan pada RKAP 2020
Others	Operational costs are budgeted for uniforms (when applying the provisions of the uniform usage) and membership of professional associations in accordance with the ability of the company and has been budgeted at CBP 2020	Others a. Leave b. Operating Costs	a. 12 working days b. Communication costs, uniforms, membership of professional associations, club membership/corporate members and representation costs budgeted at CBP 2020
5. Tantiem	Ditetapkan setiap tahun sesuai keputusan RUPS	5. Tantiem	Ditetapkan setiap tahun sesuai keputusan RUPS
Tantiem	Assigned each year according to the AGM's decision	Tantiem	Assigned each year according to the AGM's decision

Remunerasi Dewan Komisaris Selama Tahun 2020
Remuneration for the Board of Commissioners 2020

(Dalam Rp) | (In Rp)

Nama Name	Posisi Position	Honorarium per Bulan Monthly Honorarium	Tunjangan Transportasi Transportation Allowance	Tunjangan Hari Raya Holiday Allowance	Tantiem
Momon Rusmono	Komisaris Utama President Commissioner	85.050.000	17.010.000	85.050.000	525.245.981
Zulkifli Arman	Komisaris Commissioner	76.545.000	15.309.000	76.545.000	2.300.577.398
Bambang Supriyambodo	Komisaris Commissioner	76.545.000	15.309.000	76.545.000	2.300.577.398
Sukardi Rinakit	Komisaris Commissioner	76.545.000	15.309.000	76.545.000	1.348.831.680
Sigit Hardwinarto	Komisaris Commissioner	76.545.000	15.309.000	76.545.000	472.721.384
Musthofa	Komisaris Commissioner	76.545.000	15.309.000	76.545.000	-
Gustaaf AC Patty	Komisaris Commissioner	76.545.000	15.309.000	76.545.000	-
Eka Sastra	Komisaris Commissioner	76.545.000	15.309.000	76.545.000	-

Tunjangan dan Fasilitas yang Diberikan kepada Dewan Komisaris 2020
Benefits and Facilities for the Board of Commissioners 2020

Nama Name	Jabatan Position	Tunjangan Benefits		Fasilitas Facilities			Lain-Lain Others
		THR Holiday Allowance	Asuransi Purna Jabatan Post- Employment Insurance	Kendaraan Dinas Company Vehicle	Kesehatan Health	Bantuan Hukum Legal Aid	
Koeshartono	Komisaris Utama President Commissioner	✓	✓	✓	✓	✓	✓
Zulkifli Arman	Anggota Dewan Komisaris Member of BOC	✓	✓	✓	✓	✓	✓
Sumardjo Gatot Irianto	Anggota Dewan Komisaris Member of BOC	✓	✓	✓	✓	✓	✓
Ade Rahardja	Anggota Dewan Komisaris Member of BOC	✓	✓	✓	✓	✓	✓
Bambang Supriyambodo	Anggota Dewan Komisaris Member of BOC	✓	✓	✓	✓	✓	✓
Sukardi Rinakit	Komisaris Independen Independent Commissioner	✓	✓	✓	✓	✓	✓
Momon Rusmono	Komisaris Utama President Commissioner	✓	✓	✓	✓	✓	✓
Sigit Hardwinarto	Anggota Dewan Komisaris Member of BOC	✓	✓	✓	✓	✓	✓

Tabel Jumlah Remunerasi Direksi Selama Tahun 2020
Remuneration for the Board of Directors 2020

(Dalam Rp) | (In Rp)

Nama Name	Posisi Position	Honorarium per Bulan Monthly Honorarium	Tunjangan Hari Raya Holiday Allowance	Tantiem
Achmad Bakir Pasaman	Direktur Utama President Director	189.000.000	189.000.000	5.680.438.018
Rahmad Pribadi	Direktur Utama President Director	189.000.000	-	-
Satriyo Nugroho	Direktur Teknik & Pengembangan Director of Engineering and Development	160.650.000	160.650.000	4.828.372.316
Bagya Sugihartana	Direktur Produksi Director of Production	160.650.000	160.650.000	4.828.372.316
Hanggara Patrianta	Direktur Operasi & Produksi Director of Operation & Production	160.650.000	-	-
Gatoet Gembiro Noegroho	Direktur Komersil Director of Commerce	160.650.000	160.650.000	4.828.372.316
Qomaruzzaman	Direktur Keuangan & Umum Director of Finance & General Affairs	170.100.000	-	-
Meizar Effendi	SEVP	140.000.000	-	-
Meizar Effendi	Direktur SDM & Umum Director of HR and General Affairs	170.100.000	170.100.000	5.112.394.218

Tunjangan dan Fasilitas yang Diberikan kepada Direksi 2020
Benefits and Facilities for the Board of Directors 2020

Nama Name	Jabatan Position	Tunjangan Benefits		Fasilitas Facilities			Lain-Lain Others	
		THR Holiday Allowance	Asuransi Purna Jabatan Post- Employment Insurance	Kendaraan Dinas Company Vehicle	Kesehatan Health	Bantuan Hukum Legal Aid	Cuti Leave	Biaya Operasional Operational Costs
Bakir Pasaman	Direktur Utama President Director	√	√	√	√	√	-	√
Bagya Sugihartana	Direktur Produksi Director of Production	√	√	√	√	√	-	√
Satriyo Nugroho	Direktur Teknik dan Pengembangan Director of Engineering and Development	√	√	√	√	√	-	√
Gatoet Gembiro Noegroho	Direktur Komersil Director of Commerce	√	√	√	√	√	-	√
Meizar Effendi	Direktur SDM dan Umum Director of HR and General Affairs	√	√	√	√	√	-	√

Komponen Gaji Karyawan Pupuk Kaltim, 2019 - 2020 The Salary Components for Pupuk Kaltim Employees, 2019 - 2020

2020:
Rp1.567 Miliar
Billion

2019:
Rp1.572 Miliar
Billion

Komponen Gaji Per Tahun Components of Annual Salary



Gaji Pokok
Main Salary



Intensif Kinerja Triwulan
Quarterly Performance Incentive



Jasa Operasi
Operational Service



Manfaat Kepegawaian
Employee Benefit



Pengganti Fasilitas
Facility Replacement



Tunjangan Tetap
Fixed Benefit

Tunjangan Pendapatan Pensiun
Pension Income Allowance
Asuransi Kesehatan
Health Insurance
Program Kesehatan Pensiun
Retirement Health Program
Program Tabungan Hari Tua
Old Age Savings Program

Uang Makan
Meal Allowance
Uang Pengganti Transportasi
Transport Substitute Allowance
Uang Rumah
Housing Allowance
Uang Pengganti Kendaraan Dinas
Operational Vehicle Substitute Allowance

Tunjangan Rayon
Rayon Allowance
Tunjangan Beban Kerja
Workload Allowance

Keterlibatan Pemangku Kepentingan dalam Proses Remunerasi [102-37]

Pelibatan Pemangku Kepentingan Pupuk Kaltim dalam proses penetapan besaran remunerasi dilakukan sesuai dengan peraturan perundang-undangan yang berlaku, yaitu melalui perundingan wakil perusahaan dengan serikat pekerja secara musyawarah mufakat.

Sejak tahun 2017, Perusahaan menitikberatkan Inovasi sebagai bagian dari Strategi Perusahaan, sehingga berimplikasi pada kebijakan pemberian remunerasi Kenaikan Merit A bagi karyawan yang berkontribusi kepada Inovasi Perusahaan. Pada tahun 2018, berdasarkan usulan karyawan melalui serikat pekerja, Perusahaan menyempurnakan beberapa komponen kebijakan remunerasi, antara lain kenaikan upah pokok, tunjangan rayon, fasilitas perumahan, fasilitas makan siang, dan fasilitas transportasi. Kesepakatan yang tercapai pada tahun 2019 tersebut kemudian disempurnakan lagi melalui serangkaian perundingan penetapan beberapa butir ketentuan dalam PKB yang dilaksanakan dalam beberapa kali pertemuan pembahasan PKB di tahun 2019 yang akhirnya disetujui untuk disahkan sebagai PKB periode 2020-2022.

Stakeholders Engagement in the Remuneration Process [102-37]

Stakeholder engagement in the process of determining the amount of remuneration at Pupuk Kaltim is carried out in accordance with applicable laws and regulations, namely through negotiations between Company representatives and employee unions to reach a consensus.

Since 2017, the Company has focused on Innovation as part of the Company's Strategy, which has implications for the policy of granting Merit A remuneration increase for employees who contribute to the Company's Innovations. In 2018, based on employee proposals through the employee unions, the Company improved several components of the remuneration policy, including increases in basic salary, area benefits, housing facilities, lunch facilities, and transportation facilities. The agreement that was reached in 2019 was further refined through a series of negotiations on the stipulation of several provisions in the Collective Labor Agreement (CLA) which was carried out in several meetings of CLA discussions in 2019, which was finally approved to be ratified as the CLA for the 2020-2022 period.

Rasio Kompensasi Tahunan [102-38]

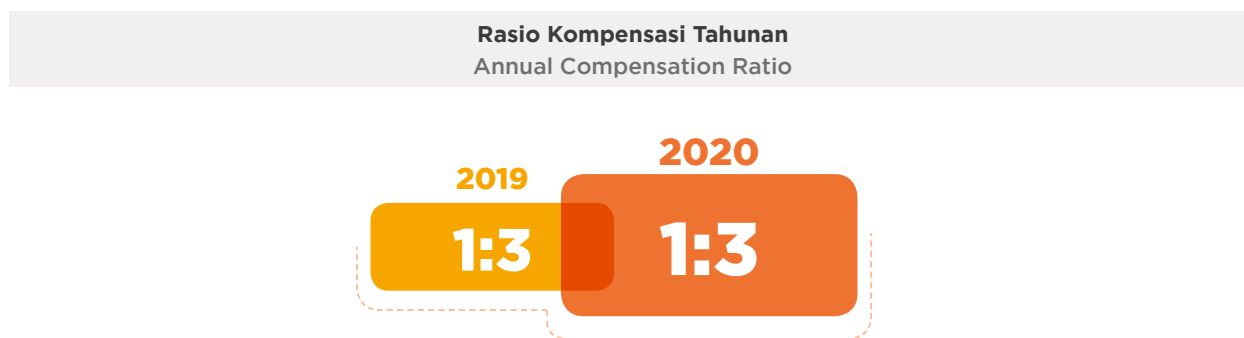
Pupuk Kaltim menetapkan besaran Kompensasi Karyawan dengan mengacu pada peraturan dan perundangan yang berlaku di Indonesia, antara lain pada Undang-Undang Ketenagakerjaan nomor 13 tahun 2003 dan Peraturan Kementerian Ketenagakerjaan nomor 1 tahun 2017. Perusahaan menetapkan rasio dengan pola yang spesifik mengikuti Strategi Perusahaan, yaitu mengakomodasi diferensiasi pendapatan menggunakan konsep kenaikan Merit yang berdasarkan pada kontribusi inovasi, dan mempertimbangan faktor-faktor lain seperti risiko, lokasi, dan beban kerja.

Dengan mempertimbangkan pendapatan tertinggi karyawan dan pendapatan rata-rata, kompensasi tahunan dapat diilustrasikan sebagai berikut:

Annual Compensation Ratio [102-38]

Pupuk Kaltim determines the amount of employee compensation by referring to the applicable laws and regulations in Indonesia, including the Law No. 13 of 2003 on Labor, and the Ministry of Manpower Regulation No. 1 of 2017. The Company sets the ratio with a specific pattern following the Corporate Strategy, which is to accommodate income differentiation using the concept of an increase by Merit based on the contribution to innovations, and taking into consideration other factors such as risk, work location, and workload.

Taking into account the highest employee earnings and average income, the annual compensation ratio can be illustrated as follows:



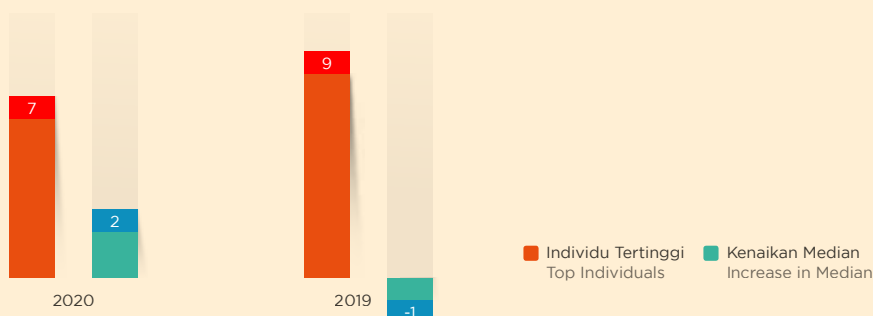
Persentase Kenaikan pada Rasio Kompensasi Tahunan [102-39]

Pupuk Kaltim menetapkan kenaikan kompensasi tahunan dengan memperhatikan kondisi keuangan, daya tarik tenaga kerja potensial, dan kondisi pasar tenaga kerja, khususnya di sektor yang sejenis. Berdasarkan seluruh pertimbangan tersebut, Perusahaan menetapkan kenaikan kompensasi sesuai dengan pola kenaikan kinerja tahunan yang terjadi pada organisasi juga dampak yang dirasakan secara individu. Adapun persentase kenaikan tahunan pada rasio total kompensasi apabila digunakan data setiap 31 Desember di setiap periode pelaporan dapat diilustrasikan sebagai berikut:

Percentage of Increase in the Annual Compensation Ratio [102-39]

Pupuk Kaltim determines the increase in annual compensation by taking into account financial conditions, potential labor attractiveness, and labor market conditions, particularly in similar industry sectors. Based on all these considerations, the Company determines compensation increases according to the pattern of annual performance improvements that occur in the organization as well as the impact felt individually. The annual percentage increase in the ratio of total compensation, using data for December 31 in each reporting period, can be illustrated as follows:

Persentase Kenaikan Rasio Kompensasi Tahunan 2020 Percentage of Increase in the Annual Compensation Ratio 2020



Remunerasi Karyawan PKWT Dan Non Organik [401-2]

Selain karyawan dengan Perjanjian Kerja Waktu tidak tertentu (PKWTT) atau Karyawan organik, di Pupuk Kaltim juga terdapat Karyawan dengan Perjanjian Kerja Waktu tertentu (PKWT). Kompensasi Karyawan PKWT disesuaikan dengan keahlian karyawan tersebut dan kemudian disesuaikan dengan kompensasi Karyawan organik di *grade* tertentu.

Secara umum, remunerasi Karyawan PKWT hampir sama dengan Karyawan PKWTT. Pupuk Kaltim tidak menerapkan perbedaan sistem remunerasi antara Karyawan PKWT dengan PKWTT berdasarkan lokasi operasi yang signifikan yaitu bekerja di lingkungan pabrik atau non pabrik. Perbedaan remunerasi Karyawan PKWT dan PKWTT hanya di aspek jaminan Pensiun.

Remuneration of Organic and Non-Organic Employees [401-2]

In addition to employees with Non-Specified Time Work Agreement (PKWTT) or organic/permanent employees, in Pupuk Kaltim there are also employees with Specified Time Work Agreement (PKWT). Compensation for a PKWT employee is adjusted to the respective employee's expertise and then adjusted to the compensation for organic employee at a certain grade.

Basically, there is no significant difference in remuneration for PKWT employees and PKWTT employees. Pupuk Kaltim does not apply the difference in remuneration system between PKWT and PKWTT employees based on significant operating locations, for example, working in a factory or non-factory environment. The difference in PKWT and PKWTT employee remuneration is only in the aspect of pension insurance.

Tabel Perbandingan Sistem Remunerasi Karyawan PKWTT dan PKWT [401-2]
Comparison of Remuneration System for PKWTT and PKWT Employees

Jenis Remunerasi Type of Remuneration	Karyawan PKWTT Employee of PKWTT	Karyawan PKWT Employee of PKWT
Upah Pokok Basic Wage	✓	✓
Tunjangan Rayon Allowances Rayon	✓	✓
Tunjangan Jabatan Positional allowance	✓	✓
Uang Pengganti Fasilitas Makan Money Substitutes Dining	✓	✓
Uang Pengganti Fasilitas Transport Substitute Money Transport Facility	✓	✓
Uang Pengganti Fasilitas Perumahan Money Replacement Housing Facilities	✓	✓
Tunjangan Hari Raya Holiday Allowance	✓	✓
Bantuan Biaya Perjalanan Cuti Help Travel Expense Leave	✓	✓
Insentif Kinerja Performance Incentives	✓	✓
Jasa Operasi Operations Services	✓	✓
Asuransi Jiwa Life insurance	✓	✓
Asuransi Kesehatan Health Insurance	✓	✓

Tabel Perbandingan Sistem Remunerasi Karyawan PKWTT dan PKWT [401-2]
Comparison of Remuneration System for PKWTT and PKWT Employees

Jenis Remunerasi Type of Remuneration	Karyawan PKWTT Employee of PKWTT	Karyawan PKWT Employee of PKWT
Perlindungan Kecacatan dan Ketidakmampuan Disability and Inability Protection	√	√
Cuti Melahirkan Maternity Leave	√	√
Pemberian Pensiun Retirement Provision	√	-
Kepemilikan Saham Shareholding	-	-

Perusahaan menyetarakan remunerasi karyawan PKWT dengan karyawan organik, termasuk komponen upah, pendapatan tetap dan pendapatan lain-lain. Karyawan PKWT akan dinilai kelayakannya untuk menempati jabatan dengan level *grade* tertentu sesuai dengan kompetensi yang dimilikinya. Remunerasi Karyawan PKWT di Pupuk Kaltim diatur dalam surat perjanjian kerja antara Perusahaan dan Karyawan PKWT yang bersangkutan.

Besaran dan komponen remunerasi karyawan non organik ditetapkan dalam Perjanjian Kerja Sama antara Pupuk Kaltim dengan perusahaan penyedia jasa tenaga kerja atau perusahaan penyedia jasa pemborongan pekerjaan. Pupuk Kaltim selalu berusaha menyesuaikan remunerasi karyawan non organik dengan ketentuan yang berlaku, termasuk ketentuan upah minimum kota dan upah minimum sektor yang berlaku. Hal tersebut dilakukan sebagai bentuk kepatuhan Pupuk Kaltim terhadap ketentuan di bidang ketenagakerjaan.

Adapun upah *entry level* karyawan organik pada level terendah di Perusahaan untuk tahun 2020 adalah sebesar Rp7,64 juta (2019: Rp7,65 juta), dengan rasio 2,28 (2019: 2,54) lebih besar dari Upah Minimum Sektor Kota (UMSK) di Bontang, yaitu sebesar Rp3,35 juta (2019: Rp2,9) juta.

Secara umum, terdapat 2 (dua) wilayah persebaran karyawan Pupuk Kaltim yang merupakan lokasi operasi yang signifikan, yaitu Lokal antara lain Bontang, Samarinda, Balikpapan dan Tarakan (Kalimantan) dimana Bontang sebagai pusat kegiatan produksi dan di luar Kalimantan, seperti Jakarta, Surabaya, dan Makassar. Bagi karyawan Pupuk Kaltim yang tersebar di beberapa kota selain Bontang, upah *entry level* karyawan dimaksud disesuaikan dengan upah minimum di daerah tersebut, sebagaimana tampak pada tabel berikut:

The Company provides equal remuneration for its PKWT employees as for organic employees, including in the components of wages, non-recurring income, and other income. PKWT employees will be assessed for eligibility to occupy positions with a certain grade level in accordance with their competencies. Remuneration of PKWT employees in Pupuk Kaltim is regulated in a work agreement between the Company and the respective PKWT employee.

The remuneration of non-organic employees is regulated in the Cooperation Agreement between Pupuk Kaltim and labor service providers or job contract service providers. Pupuk Kaltim always tries to adjust the remuneration of non-organic employees to the applicable provisions, including the provisions of the city minimum wage and the applicable sector minimum wage. This was carried out as a form of Pupuk Kaltim's compliance with regulations regarding employment.

The entry-level wages of organic employees at the lowest level in the Company for 2020 is Rp7.64 million (2019: Rp7.65 million), with a ratio of 2.28 (2019: 2.54) greater than the City Sector Minimum Wage (UMSK) in Bontang, which amounted to Rp3.35 million (2019: Rp2.9) million.

In general, there are 2 (two) Pupuk Kaltim employee distribution areas as significant operating locations, namely Local, including Bontang, Samarinda, Balikpapan, and Tarakan in Kalimantan, with Bontang as the center of production activities, and outside of Kalimantan, such as Jakarta, Surabaya, and Makassar. For Pupuk Kaltim employees in cities other than Bontang, the entry level employee wages referred to are adjusted to the minimum wage in the respective area, as shown in the following table:

Tabel Perbandingan Upah Minimum dengan Upah Minimum Regional [202-1]
Comparison of Minimum Wages and Regional Minimum Wages

Kota City	UMP/UMK & UMSK UMP/MSE & UMSK	Upah Minimum Provinsi/Kota/ Sektor Minimum Wage Province/City/ Sector	Upah Entry Level di Pupuk Kaltim Entry Level Wages in Pupuk Kaltim	Rasio Ratios
Bontang	UMSK	3.355.600	7.648.550	2,28
Jakarta	UMP	4.267.349	7.566.270	1,77
Balikpapan	UMK	3.069.315	7.566.270	2,47
Samarinda	UMK	3.112.156	7.566.270	2,43
Surabaya	UMK	4.200.479	7.566.270	1,80
Makassar	UMK	3.191.572	7.566.270	2,37

Persamaan Hak dalam Remunerasi

Pupuk Kaltim menerapkan kebijakan persamaan hak dalam seluruh aspek pengelolaan SDMnya, baik saat penerimaan, peningkatan kompetensi, penilaian kinerja maupun dalam penetapan jenjang karir, termasuk dalam hal penentuan besaran remunerasi. Perusahaan sama sekali tidak membedakan gender maupun bentuk-bentuk diskriminasi lainnya, semuanya didasarkan pada ukuran kompetensi dan kinerja. Sebagai bentuk tindakan anti diskriminasi, pemberian upah karyawan tidak membedakan antara karyawan perempuan dan karyawan laki-laki.

Guna meningkatkan prestasi kerja, pemberian upah semata-mata didasarkan atas golongan jabatan, masa kerja, beban kerja, lokasi kerja, dan prestasi kerja. Hal ini dapat menjadi motivasi bagi karyawan perempuan agar dapat berprestasi tanpa khawatir adanya bentuk diskriminasi gender. [405-2]

Adapun Pupuk Kaltim menetapkan tiga golongan jabatan karyawan, yakni:

- Golongan Langsung A, yang berkontribusi terhadap proses bisnis utama perusahaan,
- Golongan Langsung B, yang mendukung proses bisnis utama perusahaan, dan
- Golongan Tidak Langsung, yang merupakan proses bisnis korporasi.

Komitmen tersebut dapat dilihat pada tabel perbandingan Upah Pokok berdasarkan gender dan lokasi operasi yang signifikan yaitu Bontang sebagai Pusat Produksi dan Luar Bontang adalah sebagai berikut: [202-1]

Equal Rights in Remuneration

Pupuk Kaltim applies an equal rights policy in all aspects of human resource management, in terms of recruitment, competency enhancement, performance assessment, and in determining career paths, including in determining the amount of remuneration. The Company does not distinguish between gender and other forms of discrimination at all, with everything based on competency and performance criteria. As a form of anti-discrimination measures, employee wages do not differentiate between female employees and male employees.

In order to improve work performance, employee remuneration is based solely on class of position, years of service, workload, work location, and work performance. This can be a motivation for female employees to excel without worrying about gender discrimination. [405-2]

Pupuk Kaltim assigns three classes of employee positions, namely:

- Direct A class, or those directly contributing to the Company's core business processes,
- Direct B class, or those who support the Company's core business processes; and
- Non-Direct class, or those engaged in corporate business processes.

This commitment is indicated in the comparison table of basic wages based on gender and location of significant operations, namely Bontang as the Production Center and Outside Bontang, as follows: [202-1]

Perbandingan Upah Pokok Berdasarkan Gender dan Lokasi Operasi [202-1] Comparison of Basic Wages by Gender and Operational Location

Gender	2020				2019			
	Bontang		Luar Bontang Outside Bontang		Bontang		Luar Bontang Outside Bontang	
	Tertinggi Highest	Terendah Lowest	Tertinggi Highest	Terendah Lowest	Tertinggi Highest	Terendah Lowest	Tertinggi Highest	Terendah Lowest
Laki-Laki Male	31.230.000	2.057.000	28.706.000	4.657.000	28.887.000	2.057.000	29.344.000	4.644.000
Perempuan Female	28.304.000	4.114.000	17.447.000	4.846.000	27.268.000	3.829.000	21.050.000	4.232.000

CUTI DALAM TANGGUNGAN [401-3]

Pupuk Kaltim berkomitmen untuk memenuhi seluruh hak Karyawan yang telah dijamin oleh Undang-Undang, termasuk hak Cuti melahirkan. Karyawan perempuan yang mengambil Cuti melahirkan diberikan hak cuti selama 3 (tiga) bulan dan gaji tetap dibayar utuh atau disebut juga *paid leave*. Selain itu, Perusahaan juga memberikan hak ijin selama 2 (dua) hari bagi Karyawan untuk mendampingi istrinya yang sedang melahirkan.

Ketentuan mengenai Cuti melahirkan dan ijin menemani istri melahirkan telah dituangkan dalam PKB tahun 2015-2017 yang telah disepakati bersama antara Perusahaan dan serikat pekerja. Ketentuan cuti dalam PKB Tersebut telah disempurnakan dalam PKB 2019-2022 yang terbaru. Karyawan perempuan yang telah melaksanakan cuti melahirkan, tetap dijamin diterima bekerja kembali pada posisi semula dan mendapatkan kembali hak-haknya. Beberapa kebijakan cuti dalam tanggungan perusahaan yang dimaksud antara lain:

1. Cuti tugas negara
2. Cuti tahunan/Cuti Wajib
3. Cuti melahirkan
4. Cuti melaksanakan kegiatan keagamaan
5. Dst.

Selama tahun 2020, terdapat 18 (2019: 19) karyawan perempuan dan 87 (2019: 127) karyawan laki-laki yang telah mengambil cuti mendampingi istri melahirkan. Dari 105 karyawan (2019: 146 karyawan) yang mengambil cuti melahirkan maupun mendampingi istri melahirkan di tahun 2020, seluruhnya tetap kembali bekerja setelah cuti melahirkan berakhir.

Hal tersebut menunjukkan kondisi kerja di Pupuk Kaltim yang sangat mengakomodir kondisi karyawan perempuan, termasuk bagi karyawan yang mengambil cuti melahirkan.

PAID LEAVE [401-3]

Pupuk Kaltim is committed to fulfilling the rights of employees as guaranteed by the Law, including the rights for maternity leave. Female employees who take maternity leave are granted leave entitlements for 3 (three) months with the salary paid in full, or also called a paid leave. In addition, the Company also provides a 2 (two)-day leave of absence for male employees accompanying their wives giving birth.

The provisions regarding maternity leave and permission to accompany a wife to give birth have been set forth in the 2015-2017 CLA agreed upon between the Company and the employee union. Subsequently, these provisions were improved in the 2019-2022 CLA. Female employees who have carried out maternity leave are guaranteed to be re-employed in their original positions and regained their rights. The policy for paid leave at the Company covers the leave of absence for, among others:

1. Assignment from the State
2. Annual/Mandatory Leave
3. Maternity Leave
4. Leave for Religious Purposes
5. Others.

During 2020, 18 (2019: 19) female employees and 87 (2019: 127) male employees who had taken leave to accompany their wives to give birth. Out of 105 employees (2019: 146 employees) who took maternity leave or accompanied their wives to give birth in 2020, all of them still return to work after the maternity leave ends.

This is evidence that the working conditions at Pupuk Kaltim are very accommodating to the conditions of female employees, including employees who take maternity leave.

**Tabel Penggunaan Hak Cuti Melahirkan
Maternity Leave**

Gender	2020	2019
Perempuan Female	18	19
Laki-laki Male	87	127
Total	105	146

PROGRAM PURNA BAKTI [404-2]

Selain program-program peningkatan kompetensi selama aktif berkarya, Pupuk Kaltim juga mempunyai berbagai program bagi karyawan yang akan memasuki masa pensiun. Program-program ini bertujuan untuk mempersiapkan karyawan setelah pensiun, memberikan jaminan pensiun, dan menjaga *tacit knowledge* yang merupakan aset tak berwujud bagi pengelolaan Perusahaan.

Pelatihan Purna Tugas

Menjelang Masa pensiun Karyawan dibekali dengan pelatihan khusus, yakni pelatihan purna tugas untuk mempersiapkan mereka menghadapi masa pensiun, berupa pengenalan pendapatan pensiun, hak-hak pensiun, maupun pengelolaan keuangan paska pensiun. Selain *financial skill*, perusahaan juga menawarkan *training-training* yang sifatnya *entrepreneurship*, sesuai aspirasi karyawan.

Pelatihan Purna Tugas ini diberikan kepada para karyawan beserta pasangannya sekitar 2-3 tahun menjelang memasuki masa pensiun. Pelatihan ini dilakukan 2 (dua) kali setiap tahun masing-masing selama seminggu. Selain sebagai sarana sosialisasi hak-hak dan pensiun karyawan, program ini juga mempersiapkan mental setelah pensiun dan pelatihan kewirausahaan. dalam program tersebut karyawan diberikan pembekalan mental dan kesehatan masa pensiun, perencanaan keuangan menjelang pensiun, pelatihan kewirausahaan langsung di tempat wirausaha, dan juga *sharing* pengalaman dari para pensiunan langsung.

Program Berbagi Pengetahuan (PBP)

Tacit knowledge atau pengetahuan yang diperoleh melalui pengalaman kerja merupakan salah satu aset untuk pengelolaan Perusahaan. dalam rangka melestarikan *tacit knowledge*, Perusahaan membentuk PBP untuk memfasilitasi pembagian pengetahuan dari karyawan senior kepada para juniornya sehingga dapat terus dimanfaatkan untuk pengelolaan Perusahaan di masa mendatang.

Selama 6 (enam) bulan sebelum memasuki masa pensiun, karyawan harus mengikuti program ini, baik melalui pertemuan atau media lainnya seperti makalah, video, maupun buku.

POST-RETIREMENT PROGRAM [404-2]

In addition to competency improvement programs while actively working, Pupuk Kaltim employees also receive various training preparatory programs for entering retirement. These programs aim to prepare the employees after retirement, provide pension guarantees, and maintain tacit knowledge, which is an intangible asset for the management of the Company.

Post-Retirement Training

Towards retirement age, employees are provided with special training, or post-service training, to prepare them for retirement, in the form of introduction of retirement income, pension rights, as well as post-retirement financial management. In addition to financial skills, the Company also offers training in entrepreneurship according to employee aspirations.

Post-Retirement training is provided to employees and their spouses, approximately 2-3 years prior to the retirement age. The week-long training sessions are conducted 2 (two) times each year. Aside from being a means of socializing employee rights and pensions, this program also prepares the mental condition of employees after retirement and also entrepreneurship training. In the program, employees are given mental and health preparations for retirement, financial planning before retirement, entrepreneurship training directly at the place of entrepreneurship, and also sharing experiences directly from retirees.

Knowledge Sharing Program (PBP)

Tacit knowledge or knowledge gained through work experience is one of the assets for the management of the Company. In order to preserve tacit knowledge, the Company established PBP to facilitate the sharing of knowledge from senior employees to its juniors so that it can continue to be utilized for the management of the Company in the future.

During the 6 (six) months period prior to retirement, senior employees are obligated to attend this program, either through face-to-face meetings or other media, such as papers, videos, or books

Penghargaan Pensiun

Sebagai wujud penghargaan atas pengabdian karyawan, Perusahaan memberikan kenaikan gaji senilai satu *grade* di atasnya selama 6 (enam) bulan sebelum karyawan memasuki masa pensiun. Para pensiunan nantinya diikutsertakan program pensiun dan Program Kesehatan Pensiun (Prokespen) untuk menjamin biaya pengobatan selama masa pensiun.

Program-program tersebut diharapkan mampu meningkatkan fokus dan produktivitas karyawan selama aktif bekerja di Perusahaan.

Kewajiban Program Imbalan Pasti dan Program Pensiun Lainnya [201-3]

Sebagai bagian bentuk pemberian paket kesejahteraan dan bentuk tanggung jawab organisasi terhadap karyawan, Pupuk Kaltim memberikan fasilitas tunjangan yang dapat digunakan oleh karyawan ketika pensiun. Tunjangan tersebut secara garis besar terdiri atas beberapa kelompok besar, dengan penjelasan ringkas sebagai berikut.

1. Imbalan Pascakerja
Skema pensiun diklasifikasikan sebagai program iuran pasti atau program manfaat pasti, tergantung pada substansi ekonomi syarat dan kondisi utama program tersebut.
2. Imbalan Pascakerja lainnya.
Imbalan ini diberikan kepada pekerja yang tetap bekerja sampai usia pensiun dan memenuhi masa kerja minimum. Biaya yang diharapkan timbul atas imbalan ini terhutang selama masa kerja dengan menggunakan metode *projected unit credit* dan didiskontokan ke nilai kini. Perusahaan memberikan imbalan pascakerja lainnya dalam bentuk manfaat pesangon. Semua pekerja, setelah memenuhi periode bakti tertentu, berhak atas imbalan pesangon saat pensiun, cacat, atau meninggal dunia.
3. Pesangon Pemutusan Kontrak Kerja.
Perusahaan mengakui pesangon pemutusan kontrak kerja sebagai liabilitas dan beban jika, dan hanya jika, entitas berkomitmen untuk: memberhentikan pekerja, atau menyediakan pesangon bagi pekerja yang menerima penawaran mengundurkan diri secara sukarela pada tanggal yang lebih dahulu antara rencana formal terperinci atau secara realistis kecil kemungkinan untuk dibatalkan. Jika pesangon pemutusan kontrak kerja jatuh tempo lebih dari 12 bulan setelah periode pelaporan, maka besarnya pesangon pemutusan kontrak kerja harus didiskontokan dengan menggunakan tingkat diskonto.
4. Liabilitas Imbalan Kerja Jangka Panjang Lainnya
Perusahaan memberikan imbalan kerja jangka panjang lainnya dalam bentuk cuti panjang dan penghargaan masa kerja. Perkiraan biaya imbalan

Retirement Award

As a form of appreciation for the employee's dedication, the Company provides salary increase to the next higher grade for 6 (six) months before the employee enters retirement. The retirees will later be included in the pension program and the Pension Health Program (Prokespen) that covers all medical expenses during retirement.

These programs are expected to increase employee focus and productivity while actively working in the Company.

Defined Benefit Pension and Other Pension Program [201-3]

As part of providing welfare packages and organizational responsibilities to employees, Pupuk Kaltim provides benefits that can be used by employees when they retire. The benefits are broadly made up of several large groups, with the following brief explanation.

1. Post-Employment Benefits
The pension program is classified either as a defined contribution or defined benefit program, depending on the economic substance of the terms and conditions of the respective program.
2. Other Post-Employment Benefits.
This benefit is given to employees who continue to work until the retirement age and have met a minimum service period. Expected costs incurred for this benefit are payable over the period of employment using the projected unit credit method and discounted to present value. The Company provides other post-employment benefit in the form of severance benefit. All employees, after fulfilling a certain service period, are entitled to severance pay upon retirement, disability, or death.
3. Severance Payment on Termination of Work Contract.
The Company recognizes severance payment on termination of work contract as a liability and expenses only, and only if, the Company has determined to dismiss the employee, or to provide severance pay for employees accepting offer of voluntary early retirement on earlier dates than the formal detailed plans or that are realistically less likely to be cancelled. If severance pay for termination of work contract falls due more than 12 months after the reporting period, the amount of severance pay for termination of work contract shall be discounted using the discount level.
4. Other Long-Term Post-Employment Benefits
The Company provides other long-term employee benefits in the form of long leave and work service awards. The estimated cost of these benefits are

ini diakui sepanjang masa kerja karyawan, dengan menggunakan metodologi akuntansi yang hampir sama dengan metodologi yang digunakan dalam program imbalan pascakerja manfaat pasti, kecuali untuk keuntungan dan kerugian aktuarial yang diakui pada laba rugi konsolidasian.

recognized over the service time of the employee, using accounting methodologies that are similar to the methodology used in the defined benefit post-employment benefit plan, except for actuarial gains and losses that are recognized in the statements of consolidated profit or loss.

Demografi Sumber Daya Manusia [405-1, 102-8] Human Resources Demography

Berdasarkan status kepegawaian, komposisi tenaga kerja di Pupuk Kaltim terdiri dari karyawan organik dan karyawan non-organik. Total jumlah SDM pada 2019 adalah 3.191 orang (2019: 3.431 orang), dengan rincian 1.531 orang (2019: 1.687 orang) karyawan organik dan 1.660 orang (2019: 1.744 orang) karyawan non-organik. Data ini menunjukkan adanya pengurangan 156 orang karyawan organik 84 orang karyawan non-organik di tahun 2020.

Pengurangan angka tenaga kerja ini sejalan dengan penerapan program transformasi dan kebijakan efisiensi yang dilaksanakan oleh Pupuk Kaltim, dengan tujuan meningkatkan efektivitas dan produktivitas tenaga kerja organik.

Perubahan jumlah tenaga kerja Non Organik dilakukan sebagai strategi lanjutan berdasarkan analisis beban kerja dan kajian efektivitas organisasi untuk mengoptimalkan jumlah tenaga kerja organik sejak tahun 2018.

Strategi pertumbuhan tenaga kerja organik di Pupuk Kaltim yang tidak mengimbangi angka pensiun dikompensasi dengan rekrutmen untuk tenaga kerja non organik untuk memenuhi kebutuhan tenaga kerja di area proses kerja yang sifatnya administratif maupun *non core business* (diluar bisnis inti) yang dibutuhkan untuk pengembangan perusahaan.

Komposisi karyawan Pupuk Kaltim saat ini berasal dari berbagai latar belakang yang bervariasi, baik secara pendidikan maupun generasi. Dengan bermodalkan semangat *ACTIVE (Achievement Oriented, Customer Focus, Teamwork, Integrity, Visionary, dan Environmentally Friendly)* serta didukung keberagaman komposisi karyawan, Pupuk Kaltim optimis untuk mengembangkan kinerjanya.

Based on employment status, the composition of the workforce at Pupuk Kaltim consists of organic and non-organic employees. The total number of human resources in 2019 is 3,191 employees (2019: 3,431 employees), of which 1,531 (2018: 1,687) were organic employees and 1,660 (2018: 1,744) non-organic employees. The numbers represent reduction of 156 and 84, respectively, in the number of organic employees and non-organic employees.

This reduction in workforce numbers is in line with the implementation of the transformation program and the efficiency policy implemented by Pupuk Kaltim, by increasing the effectiveness and productivity of organic employees.

The change in the number of Non-Organic employees is carried out as a further strategy based on workload analysis and organizational effectiveness studies carried out since 2018 to optimize the number of organic workforce.

The strategy for the growth of organic employee at Pupuk Kaltim, which do not match the retirement rate, are compensated by recruitment of non-organic employees to meet the workforce needs in administrative and non-core business process areas needed for company development.

The current composition of Pupuk Kaltim employees is derived from various diverse backgrounds, both in education and generation. By capitalizing on the *ACTIVE (Achievement Oriented, Customer Focus, Teamwork, Integrity, Visionary, and Environmentally Friendly)* spirit and supported by a diverse composition of employees, Pupuk Kaltim is optimistic to develop its performance.

Perusahaan juga mengutamakan aspek pemberdayaan masyarakat lokal dalam proses penerimaan dan pengangkatan karyawan. Hal tersebut merupakan bukti komitmen Pupuk Kaltim dalam memaksimalkan potensi SDM dari masyarakat lokal. Pada tahun 2020, tercatat sebesar 94,71% dari 1.531 orang karyawan (2019: 95,91% dari total 1.687 orang karyawan) adalah mereka yang berasal dari Kalimantan Timur.

The Company also prioritizes aspects of empowering local communities in the process of recruiting employees. This is evidence of Pupuk Kaltim's commitment in maximizing the human resource potential of the local community. In 2020, 94.71% of 1,531 employees (2019: 95.91% of the total 1,687 employees) were those from East Kalimantan.

Rincian data tenaga kerja Pupuk Kaltim dalam dua tahun terakhir adalah sebagai berikut.

Details of the workforce at Pupuk Kaltim in the last two years are as follow.

1. Karyawan Organik Pupuk Kaltim
Jumlah karyawan organik adalah sebagai berikut.

1. Organic Employees of Pupuk Kaltim
The number of organic employees is as follow.

Karyawan Organik Organic Employees	2020		2019	
	Jumlah Total	%	Jumlah Total	%
Karyawan Tetap Permanent Employee	1.531	48,0%	1.687	49,2%
Karyawan PKWT Employee of PKWT	1.660	52,0%	1.744	50,8%
Total	3.191	100,0%	3.431	100,0%

2. Karyawan Non Organik Pupuk Kaltim
Total karyawan non organik pada tahun 2020 sejumlah 1.660 orang. Jika dibandingkan jumlah karyawan non organik di tahun 2019, terdapat pengurangan sebesar 84 orang.

2. Non-Organic Employees of Pupuk Kaltim
Total non-organic employees in 2020 was 1,660 employees. Compared to the number of non-organic employees in 2019, there was a reduction of 84 employees.

Karyawan Non Organik Pupuk Kaltim

Karyawan Non-Organik Non-Organic Employees	2019		2018	
	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female
Penyedia Jasa Tenaga Kerja	639	93	670	112
Borongan Pekerjaan	801	127	857	105
Total	1.660		1.744	

Pupuk Kaltim menyediakan fasilitas yang memadai demi meningkatkan produktivitas dan kinerja karyawan, antara lain berupa fasilitas tunjangan kesehatan, fasilitas perumahan, transportasi, dan lain sebagainya. Hal tersebut merupakan wujud komitmen Pupuk Kaltim dalam menjaga kesejahteraan karyawan, baik karyawan organik maupun non organik.

Pupuk Kaltim provides adequate facilities to increase employee productivity and performance, including health care facilities, housing facilities, transportation facilities, and others. This is a form of Pupuk Kaltim's commitment in maintaining employee welfare, both organic and non-organic employees.

Total Karyawan Organik menurut Masing-masing Grade Total Organic Employee by Grade

Grade Karyawan Organik Organic Employees Grade	2020	2019
Grade 1	29	38
Grade 2	132	137
Grade 3	221	237
Grade 4	548	558
Grade 5	318	391
Grade 6-7	283	326
Total	1.531	1.687

Total Karyawan Organik menurut Tingkat Pendidikan
Total Organic Employees by Education

Tingkat Pendidikan Karyawan Level of Education	2020	2019
Karyawan S3 Employees Doctorate	1	1
Karyawan S2 Employees Postgraduate	79	88
Karyawan S1 Employees Undergraduate	339	353
Karyawan D3 Employees Diploma	182	219
Karyawan SMA & SMP Senior High School and Junior High School	930	1.026
Total	1.531	1.687

Total Karyawan menurut Gender
Total Employees by Gender

Gender	2020	2019
Laki-Laki Male	1.401	1.550
Perempuan Female	130	137
Total	1.531	1.687

Jumlah Karyawan Menurut Usia
Total Employees by Age

Kelompok Usia Age Group	2020			2019		
	Laki-Laki Male	Perempuan Female	Total	Laki-Laki Male	Perempuan Female	Total
Usia 17-30 Years 17-30	423	48	471	416	46	462
Usia 31-40 Years 31-40	471	59	530	472	59	531
Usia 41-50 Years 41-50	167	9	176	170	9	179
Usia 51-59 Years 51-59	340	14	354	492	23	515
Total	1.401	130	1.531	1.550	137	1.687

Jumlah Karyawan menurut Wilayah Kerja
Total Employees by Work Locations

Wilayah Kerja Work Locations	2020	2019
Jakarta/Jawa/Bali/Sumatra	57	44
Kalimantan/Sulawesi	28	33
Bontang	1.437	1.602
Nusa Tenggara Timur East Nusa Tenggara	1	2
Nusa Tenggara Barat West Nusa Tenggara	4	3
Maluku/Papua	4	3
Total	1.531	1.687

PEKERJA LOKAL [405-1]

Pupuk Kaltim mengutamakan aspek pemberdayaan masyarakat lokal dalam proses penerimaan dan pengangkatan karyawan. Hal tersebut merupakan bukti komitmen Pupuk Kaltim dalam memaksimalkan potensi SDM dari masyarakat lokal. Masyarakat Lokal di Pupuk Kaltim diidentifikasi berdasarkan domisili karyawan pada lokasi operasi yaitu wilayah Kalimantan. Wilayah operasi signifikan Pupuk Kaltim yaitu wilayah Kalimantan dimana Bontang sebagai pusat kegiatan produksi dan di luar Kalimantan, seperti Jakarta, Surabaya, dan Makassar.

LOCAL WORKFORCE [405-1]

Pupuk Kaltim prioritizes the aspect of local community empowerment in the process of recruiting employees. This is evidence of Pupuk Kaltim's commitment in maximizing the human resource potential of the local community. At Pupuk Kaltim, Local Community is defined as the employee's domicile at the operational location, namely the Kalimantan region. The significant operational areas of Pupuk Kaltim are in the Kalimantan region with Bontang as the center of production activities, and outside of Kalimantan, such as Jakarta, Surabaya and Makassar.

Tabel Karyawan menurut Asal Domisili
Total Employees by Original Domicile

Asal Domisili Domicile	2020		2019	
	Jumlah Total	%	Jumlah Total	%
Karyawan Lokal Local Employee	1.450	94,7%	1.618	96,0%
Karyawan Non Lokal Non Local Employee	81	5,3%	69	4,0%
Total	1.531	100,00%	1.687	100,00%

Proporsi Senior Manajemen dari Masyarakat Lokal [202-2]

Pupuk Kaltim menerima dan mengembangkan tenaga kerja yang berasal dari seluruh wilayah Indonesia. Pada 2020 tercatat 15 orang (2019: 18 orang) karyawan yang telah mencapai level Manajemen Senior atau grade 1A struktural. Sebaran Manajemen Senior ini mewakili lokasi operasi signifikan Pupuk Kaltim (lokal operasi meliputi seluruh Kalimantan), yakni wilayah Kalimantan Timur. Manajemen senior merupakan para pejabat manajemen satu level di bawah Direksi, atau General Manager, PT Pupuk Kaltim.

Proportion of Senior Management from the Local Community [202-2]

Pupuk Kaltim employs and develops employees from all regions of Indonesia. In 2020, there were 15 personnel (2019: 18) who had reached Senior Management level or Grade 1A structural position. The distribution of Senior Management personnel represents the significant operational locations of Pupuk Kaltim (local operations covering the whole of Kalimantan), namely the East Kalimantan region. Senior Management at Pupuk Kaltim is defined as management officials one level below the Board of Directors, or General Manager level.

Tabel Karyawan Senior berdasarkan Lokasi Operasi yang Signifikan
Table of Total Senior Employee Based Operations Significant Location

Asal Wilayah Territory	Tahun Year	
	2020	2019
Kalimantan	8	1
Luar Kalimantan Outside Kalimantan	7	17
Total	15	18

EMPLOYEE ENGAGEMENT SURVEY

Guna mendapatkan umpan balik bagi perbaikan kualitas pengelolaan sumber daya manusia diseluruh tingkatan dan area operasional, Pupuk Kaltim menyelenggarakan *Employee Engagement Survey* (EES) yang dilaksanakan oleh konsultan independen dan berkompeten di bidangnya. Survei ini melibatkan hampir seluruh karyawan Pupuk Kaltim sebagai responden.

Dari hasil survei tersebut diperoleh Indeks Keterikatan Karyawan (*Employee Engagement Index/EEI*) sebesar 86,17% dan Indeks Kepuasan Karyawan (*Employee Satisfaction Index/ESI*) sebesar 82,86%, lebih besar dari capaian di tahun 2019, yakni 85,61% dan 82,79%. Hal tersebut menunjukkan adanya perbaikan kualitas pengelolaan SDM Perusahaan di tahun 2020.

EMPLOYEE ENGAGEMENT SURVEY

To obtain feedback for improving the quality of human resource management in all organizational levels and operational areas, Pupuk Kaltim conducted an *Employee Engagement Survey* (EES), which was carried out by independent and competent consultants. The survey involved almost all Pupuk Kaltim employees as respondents.

The survey results obtained an *Employee Engagement Index* (EEI) of 86.17% and an *Employee Satisfaction Index* (ESI) of 82.86%, greater than the achievements in 2019, namely 85.61% and 82.79%. This indicates an improvement in the quality of the Company's HR management in 2020.



Pupuk Kaltim menunjukkan komitmennya dalam meningkatkan kualitas kinerja aspek Kesehatan dan Keselamatan Kerja (K3) dengan menetapkan serangkaian kebijakan pengelolaan kegiatan operasional yang senantiasa mempertimbangkan aspek keamanan dan keselamatan kerja, mendukung dan turut menjalankan berbagai program pencegahan penyebaran serta penanggulangan dampak COVID-19 agar seluruh karyawan dapat menjalankan kegiatan bisnis secara aman, efektif dan efisien di tengah kondisi usaha yang berkembang penuh tantangan.

Pupuk Kaltim demonstrates its commitment to improving the performance quality of the Occupational Health and Safety (K3) aspect by establishing a series of operational activity management policies that always take into account security and safety aspects, supporting and participating in various programs to prevent the spread and mitigate the impact of COVID-19 to ensure that all employees will be able to carry out business activities safely, effectively, and efficiently in the midst of a business conditions that is increasingly challenging.



Ringkasan

Ringkasan

- 1 Pupuk Kaltim merealisasikan beragam program peningkatan kualitas pengelolaan aspek keselamatan dan kesehatan kerja. Pupuk Kaltim realizes various programs to improve the quality of the management of occupational safety and health aspect.
- 2 Pupuk Kaltim menerapkan berbagai kebijakan operasional dan protokol ketat sebagai langkah mitigasi sekaligus dukungan pencegahan dan penanggulangan pandemi COVID-19 di lingkup Perusahaan maupun lingkungan sekitar.
Pupuk Kaltim implements various operational policies and strict protocols as mitigation measures as well as support for the prevention and control of the COVID-19 pandemic within the Company and the surrounding environment.
- 3 Pupuk Kaltim mencatatkan akumulasi 37.294.665 (2019: 28.840.059) jam kerja dengan Loss Time Injury Frequency Rate (LTIFR) sebesar 0 (2019: 0,00) dan Total Recordable Injury Rate (TRIR) sebesar 0,3 (2019: 0,37).
Pupuk Kaltim posted an accumulated 37,294,665 (2019: 28,840,059) working hours with a Loss Time Injury Frequency Rate (LTIFR) of 0 (2019: 0.00) and a Total Recordable Injury Rate (TRIR) of 0.3 (2019: 0.37).
- 4 Pupuk Kaltim merealisasikan *first surveillance audit* ISO 45001 tanpa adanya temuan minor.
Pupuk Kaltim realizes the first surveillance audit of ISO 45001 without any minor findings.
- 5 Pupuk Kaltim menerima 7 penghargaan dari pihak independen terkait kinerjanya pada aspek K3.
Pupuk Kaltim received 7 awards from independent parties related to its performance in the OHS aspect.





KESELAMATAN DAN KESEHATAN KERJA

Occupational Health
and Safety

07





Komitmen dan Kebijakan [103-1]

Commitment and Policy

Pupuk Kaltim berkomitmen penuh untuk melaksanakan seluruh kegiatan bisnis secara aman, efektif dan efisien, bebas dari seluruh jenis insiden kecelakaan kerja untuk memastikan tingginya produktivitas seluruh jajaran melalui penerapan standar aspek Keselamatan dan Kesehatan Kerja terbaik. Mengacu pada amanat Undang-undang No. 1 Tahun 1970 tentang Keselamatan Kerja, Pupuk Kaltim berkomitmen untuk:

1. Mengutamakan kesehatan dan keselamatan kerja dalam melaksanakan kegiatan usaha
2. Melaksanakan praktik terbaik dalam pengelolaan mutu, kesehatan dan keselamatan kerja.
3. Mematuhi peraturan perundang-undangan dan persyaratan lainnya di bidang mutu, kesehatan dan keselamatan kerja serta lingkungan hidup
4. Melaksanakan kegiatan usaha dengan efektif dan efisien untuk menghasilkan produk dan jasa yang memenuhi persyaratan
5. Membina sumber daya manusia di bidang mutu, kesehatan dan keselamatan kerja serta lingkungan hidup.

Pupuk Kaltim is fully committed to carrying all business activities in a safe, effective, and efficient manner, free from all types of work accident incidents to ensure high productivity at all levels through the implementation of the best Occupational Safety and Health aspect standards. Referring to the mandate of Law no. 1 of 1970 on Occupational Safety, Pupuk Kaltim is committed to:

1. Prioritizing occupational health and safety in its business activities
2. Carrying out best practices in the management of quality and occupational health and safety.
3. Complying with regulations and other requirements in the fields of quality, health, safety, and environment
4. Conducting its business activities effectively and efficiently to deliver high quality products and services
5. Developing human resources in the fields of quality, health, safety, and environment.

KEBIJAKAN [103-2, 103-3]

Pupuk Kaltim telah menetapkan kebijakan khusus mengenai K3 yang dikeluarkan dengan tujuan agar seluruh jajaran dapat menjalankan kegiatan bisnis secara aman, efektif dan efisien demi tercapainya produktivitas yang tinggi melalui penerapan standar perusahaan terhadap aspek K3 yang konsisten untuk mencegah dan meminimalkan risiko terjadinya kecelakaan, kebakaran, peledakan, pelepasan bahan berbahaya beracun. Kebijakan mengenai K3 tersebut berlaku dan mencakup seluruh jajaran karyawan dan para pihak yang turut serta secara aktif terlibat dalam kegiatan bisnis Pupuk Kaltim, seperti para pemasok bahan baku dan jasa distribusi yang membentuk rantai pasok dari kegiatan usaha Perusahaan.

Kebijakan mengenai aspek K3 Perusahaan tersebut dituangkan dalam Piagam Kebijakan K3 Pupuk Kaltim sebagai berikut:

POLICY [103-2, 103-3]

Pupuk Kaltim has determined a special policy regarding the OHS aspect issued with the aim that all employees can carry out business activities in a safe, effective, and efficient manner in order to achieve high productivity, through the consistent implementation of OHS standards by the Company, in preventing and minimizing the risk of work accidents, fires, explosions, and the release of hazardous & toxic materials. The policy on OHS applies and covers all levels of employees and those who are actively involved in Pupuk Kaltim's business activities, such as suppliers of raw materials and distribution services that form the supply chain of the Company's business activities.

The policy regarding the Company's OHS aspect is stated in the following Pupuk Kaltim OHS Policy Charter:



Piagam Kebijakan tersebut dilengkapi dengan dokumen lengkap Kebijakan Keselamatan dan Kesehatan Kerja yang disusun dengan merujuk kepada Peraturan Pemerintah no. 50 Tahun 2021 serta ISO 45001:2018. Dokumen Kebijakan K3 tersebut juga menerapkan standar nasional maupun internasional terkait aspek K3, seperti UU-Keselamatan Kerja, Peraturan Pemerintah, Peraturan Menteri, Standar Nasional Indonesia, *Responsible Care Standards*, ISO, ANSI, NFPA, IFA *Protect and Sustain, Process*

The Policy Charter is complemented with a complete document of Occupational Health and Safety Policy, which was prepared by referring to Government Regulation No. 50 of 2021 and ISO 45001:2018. The OHS Policy Document also applies national and international standards related to the OHS aspect, such as the Occupational Safety Law, Government Regulations, Ministerial Regulations, Indonesian National Standards, Responsible Care Standards, ISO, ANSI, NFPA, IFA *Protect and Sustain, Process*

Safety Management (PSM) dan lain-lain yang detail pelaksanaannya diatur di dalam masing-masing prosedur kerja.

Lebih jauh lagi, sebagai wujud komitmen untuk senantiasa menjalankan prosedur kerja dan meraih kinerja aspek K3 terbaik, Pupuk Kaltim telah menerapkan standar sistem K3 sesuai ISO 4500:2018 sebagai standar pengganti OHSAS 18001.

ORGANISASI [103-3]

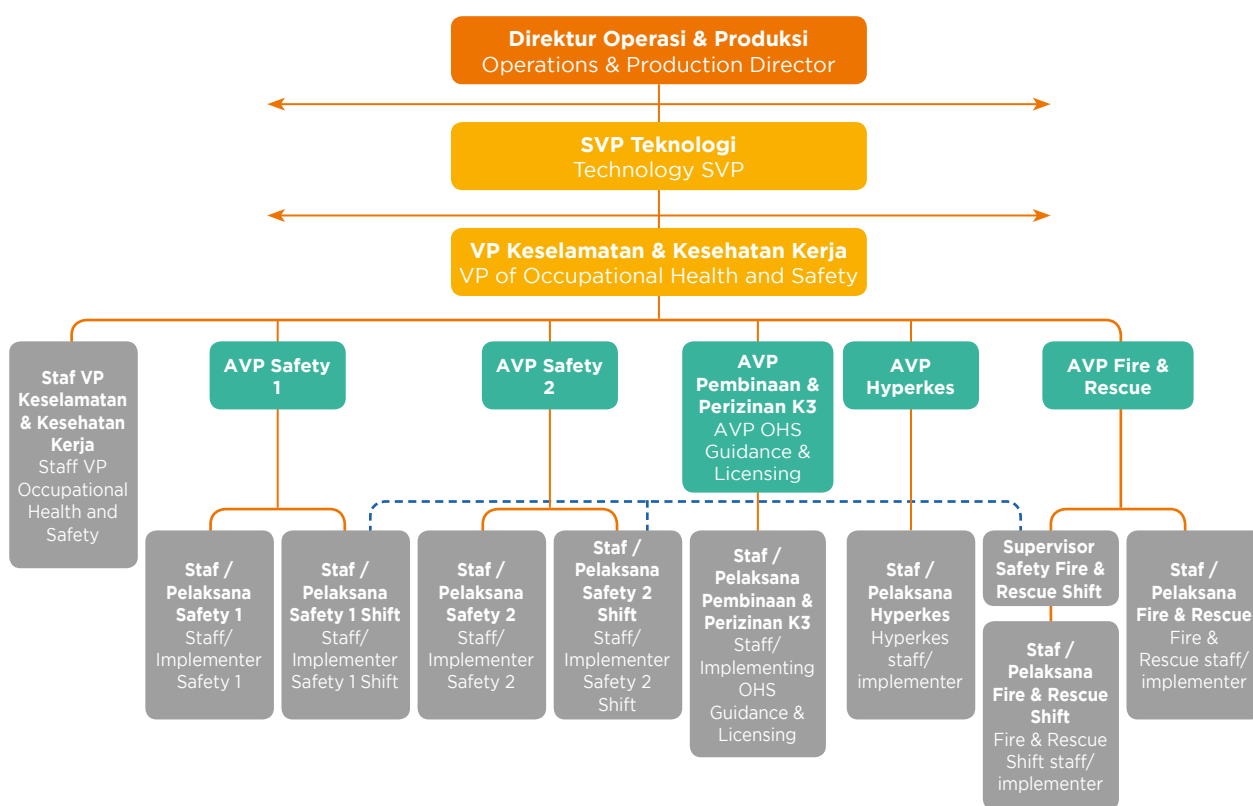
Adapun struktur organisasi pengelolaan aspek K3 Pupuk Kaltim adalah sebagai berikut:

Safety Management (PSM) and others, whose implementation details are regulated in each work procedure.

Furthermore, as a form of commitment to always implement work procedures and achieve the best performance in the OHS aspect, Pupuk Kaltim has implemented the OHS system standard according to ISO 4500:2018 as a substitute for the OHSAS 18001 standards.

ORGANIZATION [103-3]

The following is the organizational structure for managing the OHS aspect of Pupuk Kaltim:



Sistem Manajemen Keselamatan dan Kesehatan Kerja [403-1]

Occupational Health and Safety Management System

Pupuk Kaltim memiliki Sistem Manajemen K3 yang wajib diterapkan oleh setiap unit bisnis di lingkup internal maupun mitra kerja. Untuk mencegah terjadinya kecelakaan, PKT Membagi sistem manajemen menjadi 4 Fokus Utama, yaitu:

1. *Occupational Safety & Health.*
2. *Process Safety Management (PSM)*
3. *HSE Leadership & Culture*
4. *Product Stewardship.*

Pupuk Kaltim has an OHS Management System that must be implemented by each business unit in the organization as well as by business partners. To prevent accidents, Pupuk Kaltim divides the management system into 4 main focuses, namely:

1. Occupational Safety & Health.
2. Process Safety Management (PSM)
3. HSE Leadership & Culture
4. Product Stewardship.



CAKUPAN SISTEM MANAJEMEN KESELAMATAN KERJA [403-8]

Sistem manajemen keselamatan dan kesehatan kerja di Pupuk Kaltim berpedoman kepada Peraturan Pemerintah Nomor 50-2012 mengenai penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja. Selain itu untuk bersaing di skala internasional dalam pemenuhan sistem manajemen K3 perusahaan, Pupuk Kaltim juga telah menerapkan ISO 45001:2018. Pupuk Kaltim juga melaksanakan audit internal maupun eksternal secara berkala demi menjaga kualitas penerapan sistem manajemen K3 yang diakui secara nasional maupun internasional.

Sistem Manajemen Keselamatan dan Kesehatan Kerja dimaksud mencakup seluruh personel karyawan organik dan karyawan perbantuan Perusahaan dan Mitra Kerja yang terlibat dalam kegiatan distribusi/ logistik dari produk Pupuk Kaltim dan berperan sebagai bagian dari rantai distribusi produk. Tidak ada perbedaan perhitungan jumlah dan persentase karyawan organik dan non organik, baik yang tercatat di sistem internal perusahaan maupun di sistem internal/eksternal audit.

Adapun gambaran cakupan Sistem Manajemen Keselamatan Kerja pada seluruh kegiatan operasional, rantai pasok dan distribusi beserta nama perusahaan, jumlah karyawan dan sertifikasi K3 yang digunakan sebagai standard operasi adalah sebagai berikut:

SCOPE OF OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM [403-8]

The occupational health and safety management systems in Pupuk Kaltim refer to the Government Regulation No. 50/2012 on the Implementation of Occupational Health & Safety Management System. In addition, in order to compete on the international level in fulfillment of the OHS management system, Pupuk Kaltim is also guided by ISO 45001:2018 standard. Internal and external audits are conducted regularly in order to always maintain the Company's OHS management system that is recognized nationally and internationally.

The Occupational Health and Safety Management System includes all organic employees and assigned company personnel and Business Partners who are involved in the distribution/logistics activities of Pupuk Kaltim's products and act as part of the product distribution chain. There is no difference in the calculation of the number and percentage of organic and non-organic employees, both recorded in the company's internal system and in the internal/ external audit system.

The description of the scope of the Occupational Health & Safety Management System in all operational activities, supply chain, and distribution, along with the names of the company, number of employees and OHS certification used as operating standards are as follows:

Tabel Cakupan Sistem Manajemen Keselamatan Kerja, Internal Pupuk Kaltim [403-8]
Work Safety Management System Coverage, Internal Pupuk Kaltim

Keterangan Description	Jumlah Number	Persentase Percentage
Pegawai Employee	1.699	46,58
Outsource	1.948	53,42
Total	3.647	100,00

Tabel Cakupan Sistem Manajemen Keselamatan Kerja, Pupuk Kaltim dan Mitra [403-8]
Table of Work Safety Management System Coverage, Pupuk Kaltim and Partners

Nama Perusahaan Name of Company	Peran Role	Jumlah Karyawan Number of Employee	Sertifikasi Certification
PT Pupuk Kaltim	Produsen Pupuk & Amoniak Manufacturer of Fertilizers & Ammonia	1.531	ISO 45001:2018, SMK3
PT Kaltim Nusa Etika	Suplai tenaga kerja dan kontraktor umum Supply of labor and general contractor	724	Not Available
PT Yepeka Usaha Mandiri	Suplai tenaga kerja dan kontraktor umum Supply of labor and general contractor	1.204	Not Available

Agar dapat menerapkan sistem manajemen keselamatan dan kesehatan kerja di perusahaan secara menyeluruh dan berkesinambungan, Pupuk Kaltim juga mensyaratkan penerapan sistem manajemen K3 yang baik untuk seluruh kontraktor yang bekerja di dalam area perusahaan melalui implementasi CSMS (*Contractor Safety Management System*). Seluruh perusahaan pihak ketiga (kontraktor) yang mengikuti tender pekerjaan di Pupuk Kaltim, wajib memiliki sertifikat CSMS yang dikeluarkan oleh Departemen K3 Pupuk Kaltim. Semua klausul untuk persyaratan sertifikasi CSMS mengacu pada PP 50 tahun 2012. Sertifikat CSMS berlaku selama 2 tahun dan harus diresertifikasi kembali jika masa berlaku sudah berakhir.

SERTIFIKASI K3 [102-12]

Pupuk kaltim telah tersertifikasi ISO 45001:2018 pada bulan Mei 2019 dan resertifikasi Sistem Management K3 yang mengacu pada PP 50 tahun 2012 (SMK3) pada 2018.

Audit peresmian implementasi penerapan standar ISO 4500:2018 pertama telah dilaksanakan pada tanggal 06-10 Mei 2019 oleh PT TUV Rheinland Indonesia. Menyusul selesainya proses audit, sertifikat ISO 4500:2018 diterbitkan dengan nomor register sertifikat 01-113- 1935320 dan berlaku dari 22 Mei 2019 sampai dengan 21 Mei 2022.

Pada pelaksanaan audit eksternal tersebut, terdapat 11 temuan *non conformity* yang harus di tindaklanjuti. Tindak lanjut terhadap hasil audit ISO 45001:2018, telah dilakukan pada tanggal 16 Mei 2019.

Selanjutnya pada tanggal 02-04 Maret 2020 dilakukan *first surveillance audit* ISO 45001 dengan tidak adanya temuan minor serta tanggal 08-10 Maret 2021 dilakukan *2nd surveillance audit* ISO 45001 dengan tidak ada temuan minor.

Periode resertifikasi ISO45001:2018 berikutnya akan dilakukan sebelum masa sertifikat berakhir (21 Mei 2022).

To ensure a comprehensive and continuous implementation of occupational health and safety management system within the Company, Pupuk Kaltim also requires the proper implementation of OHS management system by all third-party contractors working within the premises of the Company through the implementation of the Contractor Safety Management System (CSMS). To participate in a bid for work at Pupuk Kaltim, third-party contractors are required to have a valid CSMS certificate issued by the OHS Department of Pupuk Kaltim. All clauses in the CSMS certification requirements refer to PP 50 Year 2012. The CSMS certificate is valid for 2 years, and requires a recertification at the end of that period.

OHS CERTIFICATION [102-12]

Pupuk Kaltim has been ISO 45001:2018 certified in May 2019 and recertified the K3 Management System which refers to PP 50 of 2012 (SMK3) in 2018.

The first official audit of the implementation of the ISO 4500:2018 standard was carried out on 06-10 May 2019 by PT TUV Rheinland Indonesia. Following the completion of the audit process, the ISO 4500:2018 certificate was issued with certificate register no. 01-113-1935320, valid from 22 May 2019 to 21 May 2022.

During the external audit, there were 11 non-conformity findings that had to be followed up. Follow-up on the results of the ISO 45001:2018 audit was carried out on 16 May 2019.

Furthermore, on 02-04 March 2020, the first ISO 45001 surveillance audit was conducted with no minor findings, and on 08-10 March 2021 a 2nd ISO 45001 surveillance audit was conducted with no minor findings.

The next ISO45001:2018 recertification period will take place before the certificate period ends (21 May 2022).

Organisasi dan Standar Pencegahan Insiden Kecelakaan Kerja

Organization and Work Accident Prevention Standards

Sebagaimana telah disinggung sebelumnya, Pupuk Kaltim memiliki Unit kerja departemen K3 yang bertanggung jawab sebagai pengelola sistem manajemen K3 diperusahaan. Perusahaan menerapkan SMK3 dengan mengacu kepada PP 50 tahun 2012 tentang Sistem Manajemen K3, serta mengadopsi beberapa standar internasional lainnya, di antaranya. OSHA, NFPA, American Institute of Chemical Engineering (AIChE), Responsible Care, International Fertilizer Association (IFA), dll.

KOMITE KESELAMATAN DAN KESEHATAN KERJA [403-1, 403-4]

Pupuk Kaltim memiliki Komite Keselamatan dan Kesehatan Kerja atau disebut juga Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) yang anggotanya terdiri Kepala Departemen maupun Karyawan berasal dari bagian K3, Operasional, dan perwakilan organisasi pekerja. Sesuai dengan Peraturan Menteri Ketenagakerjaan (Permenaker) Nomor Per-04/MEN/1987 tentang Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) dan tata cara penunjukan ahli keselamatan kerja, Pupuk Kaltim telah membentuk P2K3 yang telah diperbaharui dan ditetapkan melalui Surat Keputusan Direksi Nomor 43/DIR/VII.18 dan disahkan oleh Kepala Dinas Tenaga Kerja dan Transmigrasi Provinsi Kalimantan Timur melalui SK Nomor KEP.566/1057/P2K3/PPK/DTKT/2018.

P2K3 Pupuk Kaltim menjadi sarana komunikasi dan kerja sama antara manajemen dengan karyawan dalam meningkatkan komunikasi dan partisipasi efektif dalam penerapan K3. P2K3 mempunyai tugas memberikan saran dan pertimbangan baik diminta maupun tidak kepada Manajemen atau pengurus mengenai masalah K3. Tujuannya adalah agar Program K3 tetap terjaga dan terlaksana di segala aspek kegiatan Perusahaan.

Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) PT. Pupuk Kalimantan Timur dipimpin oleh Direktur Produksi, Sekretaris GM Teknologi dan anggotanya terdiri dari General Manager, Manager, Wakil serikat pekerja, Wakil Rumah Sakit, & Dokter perusahaan.

Total anggota P2K3 Perusahaan berjumlah 98 orang atau sekitar 5,76% dari total jumlah karyawan Pupuk Kaltim di akhir tahun 2020.

As previously mentioned, Pupuk Kaltim has an OHS Department work unit that is responsible for managing the OHS management system in the Company. The Company implements SMK3 based on PP 50 of 2012 on the OHS Management System, and adopts several other international standards, including OSHA, NFPA, American Institute of Chemical Engineering (AIChE), Responsible Care, International Fertilizer Association (IFA), and others.

OCCUPATIONAL HEALTH AND SAFETY COMMITTEE [403-1, 403-4]

Pupuk Kaltim has established an Occupational Health and Safety Committee or also known as the Guiding Committee for Occupational Health and Safety (P2K3) whose members consist of Department Heads and Employees from OHS, Operations and representatives of workers' organizations. In accordance with the Regulation of the Minister of Manpower (Permenaker) No. Per-04/MEN/1987 on the Guiding Committee for Occupational Health and Safety (P2K3) and procedure for the appointment of occupational safety expert, Pupuk Kaltim has established a renewed P2K3 as determined through Decree of the Board of Directors No. 43/DIR/VII.18 and approved by the Head of the Department of Manpower and Transmigration of East Kalimantan Province through SK No. KEP.566/1057/P2K3/PPK/DTKT/2018.

Pupuk Kaltim's P2K3 serves as a means of communication and collaboration between management and employees to improve communication and effective participation in the application of OHS. The P2K3 has the duty to provide advice and consideration, whether requested or not, to the management regarding OHS issues. The aim is that the OHS Program is maintained and implemented in all aspects of the Company's activities.

The Guiding Committee for Occupational Health and Safety (P2K3) of PT Pupuk Kalimantan Timur is led by the Production Director, GM Technology Secretary and its members consist of the General Manager, Managers, Employee Union Representatives, Hospital Representatives, & Company physicians.

The total P2K3 members of the Company are 98 people or around 5.76% of the total number of Pupuk Kaltim employees at the end of 2020.

Adapun tugas P2K3 Perusahaan antara lain adalah:

1. Melaksanakan rapat P2K3 minimal 10 kali dalam setahun.
2. Melaksanakan piket *Safety Health Assessment Risk Elimination* (SHARE) ke Area Kerja Unit Kerja untuk meningkatkan budaya K3 Perusahaan, melalui pelaksanaan inspeksi cara kerja aman dan lingkungan kerja serta mendorong tindakan perbaikan berkelanjutan dalam bidang K3.
3. Memberikan saran kepada Unit Kerja untuk evaluasi dan kaji ulang terhadap prosedur, dokumen SMK3, peraturan K3 maupun peraturan lalu lintas.
4. Memberikan saran, pertimbangan maupun rekomendasi dalam memecahkan masalah-masalah K3 dan Lingkungan Hidup (LH) yang dihadapi perusahaan.
5. Memberikan masukan dan upaya pengembangan sistem pengendalian bahaya terhadap Keselamatan dan Kesehatan Kerja.
6. Memberikan masukan Langkah-langkah perbaikan terhadap timbulnya insiden, *accident* ataupun penyakit akibat kerja.
7. Memberikan masukan terkait dengan upaya peningkatan Kesehatan tenaga kerja dan *hygiene* perusahaan.
8. Melaksanakan pengawasan, pembinaan dan penegakan terhadap ditaatinya peraturan K3 dan lalu lintas serta dilaksanakannya program-program K3 di perusahaan.
9. Memberikan saran kepada unit-unit kerja dalam penerapan klausul-klausul SMK3, ISO 45001, ISO 14001, Responsible Care dan IFA *Protect and Sustain* serta perbaikan terhadap temuan-temuan sesuai rekomendasi yang disampaikan oleh tim audit.
10. Menindaklanjuti program K3 dan Lingkungan Hidup (LH) dari Pemerintah baik dari Pemerintah Pusat maupun Daerah.

The tasks of P2K3 of the Company include:

1. Conduct P2K3 meetings at least 10 times a year.
2. Carry out a Safety Health Assessment Risk Elimination (SHARE) picket to the Work Area of the Work Unit to improve the Company's OHS culture, through inspections of safe working practices and the work environment as well as encouraging continuous improvement actions in the field of OHS.
3. Provide advice to Work Units for evaluation and review of procedures, SMK3 documents, OHS regulations and traffic regulations.
4. Provide advice, considerations, and recommendations in solving OHS and Environmental issues faced by the company.
5. Provide input and efforts to develop a hazard control system for Occupational Health and Safety.
6. Provide input on corrective steps towards incidents, accidents or occupational diseases.
7. Provide input related to efforts to improve workforce health and company hygiene.
8. Carry out supervision, guidance and enforcement of compliance with OHS and traffic regulations as well as the implementation of OHS programs in the company.
9. Provide advice to work units in the application of the clauses of SMK3, ISO 45001, ISO 14001, Responsible Care and IFA Protect and Sustain as well as improvements to the findings according to the recommendations submitted by the audit team.
10. Following up on the OHS and Environment (LH) program from the Government, both from the Central and Regional Governments.

Tabel Total Anggota P2K3 Pupuk Kaltim
Table Total Member of Kaltim P2K3

Keterangan Description	2020		2019		2018	
	Total (Orang Personnel)	%	Total (Orang Personnel)	%	Total (Orang Personnel)	%
Total Anggota P2K3 Total Member of P2K3	98	5,76	96	5,69	95	5,08

Adapun kegiatan P2K3 yang rutin dilaksanakan adalah:

- Piket SHARE (*Safety Health Assessment Risk Elimination*) yang dilakukan oleh Manajemen Pupuk Kaltim di seluruh area Perusahaan. Kegiatan ini bertujuan untuk melakukan inspeksi ke area kerja dan melakukan komunikasi langsung mengenai K3 dan LH dengan pekerja di lapangan serta tindak lanjutnya dari laporan piket yang sudah dibuat.

Some of the routine activities of the P2K3 are:

- SHARE (*Safety Health Assessment Risk Elimination*) picket by Pupuk Kaltim's Management on the Company's premises. This activity consists of a direct inspection of the work area concerned, direct communication with employees at the site/field on aspects of OHS and Environment, and follow-up measures on the previous picket report.

- Rapat koordinasi P2K3 yang dilaksanakan setiap bulan. Kegiatan ini bertujuan untuk menindaklanjuti temuan-temuan inspeksi di lapangan serta permasalahan mengenai K3 dan LH baik yang terkait secara internal maupun Eksternal Perusahaan.

Sebagai bentuk partisipasi seluruh karyawan dalam implementasi K3 di lingkungan kerja, Pupuk Kaltim juga telah memiliki *safety representative* yang melakukan meeting setiap bulan di unit kerjanya masing masing untuk mendiskusikan tindak lanjut temuan K3 serta memberi masukan yang berhubungan dengan evaluasi dan rekomendasi perbaikan kinerja aspek K3.

Melalui program ini, seluruh unit kerja memiliki *key person*/perwakilan dengan tugas khusus mengelola, mengevaluasi serta mengawal penerapan K3 di lingkungan kerjanya. *Meeting* berkala *safety representative* (bersama dengan pihak terkait) juga dilakukan 1 bulan sekali, yang akan membahas mengenai temuan-temuan tindakan/kondisi tidak aman beserta tindak lanjutnya ataupun peningkatan sistem K3 yang dapat dilakukan di lingkungan kerjanya.

Pupuk Kaltim senantiasa berkoordinasi dengan mitra kerja dalam meningkatkan kinerja aspek K3 dengan mengadakan pertemuan *safety committee* secara rutin. Tujuannya adalah untuk mengingatkan semua pihak agar senantiasa melaksanakan segala ketentuan mengenai aspek keselamatan dan keamanan kerja.

BUDAYA SADAR RISIKO K3 [103-2]

Perusahaan menjalankan program internalisasi budaya sadar risiko secara berkesinambungan agar tumbuh budaya sadar risiko K3 pada seluruh jajaran karyawan dalam melaksanakan tugasnya. Program-program yang dijalankan untuk menumbuhkan budaya sadar risiko, di antaranya adalah:

- Workplace Environmental Care & Risk Elimination (WE CARE)*
- Safety & Health Assessment and Risk Elimination (SHARE)*
- Safety Representative* setiap unit kerja
- Gugus Penanggulangan Kebakaran Setiap unit kerja (GUPENKAR)
- Individual Risk (I-Risk)*

KELENGKAPAN PROSEDUR [403-1]

Dalam rangka mendukung penerapan pelaksanaan kegiatan operasional yang aman dari risiko insiden K3, Pupuk Kaltim telah memiliki beragam prosedur operasional yang memadai, meliputi:

- Prosedur Penanggulangan Kecelakaan Industri dan Pengendalian Dampak Lingkungan serta Pemulihannya (P-SMK3-01)

- Monthly P2K3 coordination meeting. This activity aims to follow-up on findings of field/site inspections as well as issues of OHS and Environment both internal and external of the Company.

As a form of participation of all employees in the implementation of OHS in the work environment, Pupuk Kaltim also has safety representatives who hold monthly meetings in their respective work units to discuss the follow-up to OHS findings and provide input related to evaluation and recommendations for improving the performance of the OHS aspect.

Through this program, all work units have a key person/representative with a specific task of managing, evaluating, and overseeing the implementation of OHS in their work environment. Periodic meetings of safety representatives (together with related parties) are also held once a month, which will discuss the findings of unsafe actions/conditions and their follow-up or improvement of the OHS system that can be carried out in the work environment.

Pupuk Kaltim always coordinates with partners by holding regular safety committee meetings in order to improve the performance of the OHS aspect. The aim is to remind all parties to always implement all provisions relating to the provisions and rules of work safety and security.

RISK AWARENESS CULTURE [103-2]

The Company implements a risk-awareness culture internalization program on an ongoing basis in order to grow an OHS risk-awareness culture at all levels of employees in carrying out their duties. Programs implemented to foster a risk-aware culture include:

- Workplace Environmental Care & Risk Elimination (WE CARE)
- Safety & Health Assessment and Risk Elimination (SHARE)
- Safety Representative in each work unit
- Fire Fighting Task Force (GUPENKAR) in each work unit
- Individual Risk (I-Risk)

COMPLETENESS OF PROCEDURE [403-1]

In order to support the implementation of operational activities that are safe from the risk of OHS incidents, Pupuk Kaltim has a variety of adequate operational procedures, including:

- Industrial Accident Management Procedures and Environmental Impact Control and Recovery (P-SMK3-01)



- b. Prosedur Pekerjaan di Dalam Ruang terbatas (Confined space) (P-SMK3-02)
- c. Prosedur Penyediaan Alat pelindung Diri (APD) (P-SMK3-03)
- d. Prosedur *Job Risk Analysis* (JRA) (P-SMK3-04)
- e. Prosedur Peminjaman Alat Operasional K3 (P-SMK3-05)
- f. Prosedur Penunjukkan Anggota Gupenkar & Regu P3K Serta Petugas *Safety Representative* (P-SMK3-06)
- g. Prosedur *Lock Out Tag Out* (P-SMK3-07)
- h. Prosedur Pelaporan dan Investigasi kecelakaan (P-SMK3-08)
- i. Prosedur Pemantauan Lingkungan Kerja (P-SMK3-09)
- j. Prosedur Penempatan Rambu K3 dan Tanda Lalu Lintas (P-SMK3-10)
- k. Prosedur *Management of Change* (MOC) (P-SMK3-11)
- l. Prosedur *Work Permit* (SMT-KKK-08)
- m. Prosedur Penerapan Aspek K3 & Lingkungan pada Pengadaan Jasa (SMT-KKK-26)
- n. Dan lain-lain

FASILITAS DAN SARANA TANGGAP DARURAT [403-1]

Untuk menjamin kesiapan seluruh jajaran dalam mengantisipasi dan mengatasi kondisi darurat akibat adanya insiden K3, Pupuk Kaltim menyediakan infrastruktur fasilitas dan sarana tanggap darurat yang memadai, meliputi:

- a. Posko Komando Tanggap Darurat,
- b. Pos-Pos Lapangan Tim Penanggulangan Kecelakaan Industri,
- c. *Green Field* sebagai tempat aman sementara untuk menempatkan korban sebelum mendapat penanganan petugas P3K,
- d. *Assembly Point* di beberapa area,
- e. Gedung Aman Sementara (GAS) yang dilengkapi sarana pelayanan medis,
- f. Rumah Sakit Perusahaan,
- g. Dua unit mobil komando, delapan unit *fire truck*, dua unit mobil tangki air dan dua unit mobil *ambulance*,
- h. Fasilitas simulasi untuk penanggulangan keadaan darurat.
- i. Empat unit Pompa Pemadam Air Tawar dan dua unit Pompa Pemadam Air Laut,
- j. Satu unit tangki air kapasitas 2000 m³,
- k. Personil pemadam kebakaran (PMK) berjumlah 45 Orang,
- l. Fasilitas alat proteksi kebakaran di setiap gedung dan bangunan di lingkungan Perusahaan serta perumahan dinas karyawan,

- b. Working Procedure in Confined Space (P-SMK3-02)
- c. Procedure for Provision of Personal Protective Equipment (PPE) (P-SMK3-03)
- d. Job Risk Analysis (JRA) Procedure (P-SMK3-04)
- e. OHS Operational Equipment Loan Procedure (P-SMK3-05)
- f. Procedure for Appointing First Aid Members & First Aid Team and Safety Representative Officers (P-SMK3-06)
- g. Lock Out Tag Out Procedure (P-SMK3-07)
- h. Accident Reporting and Investigation Procedures (P-SMK3-08)
- i. Work Environment Monitoring Procedure (P-SMK3-09)
- j. Procedure for Placing K3 Signs and Traffic Signs (P-SMK3-10)
- k. Management of Change (MOC) Procedure (P-SMK3-11)
- l. Work Permit Procedure (SMT-KKK-08)
- m. Procedure for Implementing OHS & Environment Aspects in the procurement of services (SMT-KKK-26)
- n. And others

EMERGENCY RESPONSE FACILITIES [403-1]

To ensure the readiness of staff at all levels to anticipate and overcome emergencies due to K3 incidents, Pupuk Kaltim provides adequate infrastructure facilities and emergency response facilities, including:

- a. Emergency Response Command Post,
- b. Industrial Accident Response Team Field Posts,
- c. Green Field as a temporary safe place to put the victims before they get first aid treatment,
- d. Assembly Points in several areas,
- e. Temporary Safe Building (GAS) equipped with medical service facilities,
- f. Company Hospital,
- g. Two units of command cars, eight units of fire trucks, two units of water tankers, and two units of ambulances,
- h. Simulation facilities for emergency response.
- i. Four units of Fresh Water Pump and two units of Sea Water Pump,
- j. One unit of water tank with a capacity of 2,000 m³,
- k. Fire Fighting Personnel (PMK) totaling 45 people,
- l. Fire protection equipment facilities in every building and building within the Company as well as official housing of employee,

m. CCTV di lingkungan Pupuk Kaltim seperti di area Perusahaan (pabrik, perkantoran dan pergudangan) serta perumahan yang berjumlah 224 kamera yang dimonitor 24 jam melalui *Command Center* oleh Departemen Keamanan dan Ketertiban.

PENANGGUNG JAWAB PENGELOLAAN KINERJA ASPEK K3

Pada dasarnya seluruh pekerja (top management to bottom) bertanggung jawab pada pengelolaan aspek K3 di setiap aktivitas proses bisnisnya. Namun sesuai dengan struktur organisasi di PKT, Departemen K3 memiliki tugas untuk mengawal, memastikan serta mengevaluasi penerapan aspek K3 di PKT. Standar yang digunakan PKT untuk sistem manajemen K3 (*Occupational Health And Safety Management*) adalah PP 50 tahun 2012 (national standard) dan ISO 45001 (*international standard*) sedangkan untuk standar pada penerapan manajemen keselamatan proses/*process safety management*, PKT mengacu pada standar internasional OSHA 1910.119/3133.

m. CCTV in Pupuk Kaltim premises such as in the factories, offices and warehousing facilities and in company residential areas, totaling 224 cameras, which are monitored 24 hours through the *Command Center* by the Department of Security and Order.

PERSON IN CHARGE FOR THE MANAGEMENT OF OHS PERFORMANCE

In general, all workers (top management to bottom) are responsible for managing the OHS aspects in every activity of their business processes. However, in accordance with the organizational structure of PKT, the OHS Department has the duty to oversee, ensure, and evaluate the implementation of the OHS aspect in PKT. The standards used by PKT for the OHS management system (*Occupational Health and Safety Management*) are PP 50 of 2012 (national standard) and ISO 45001 (international standard) while for standards on the application of process safety management, PKT refers to OSHA 1910.119/3133 international standards.

Pencegahan Insiden K3 [403-7] OHS Incident Prevention

PKT memiliki sistem manajemen risiko yang mencakup seluruh aktivitas di seluruh tahapan proses operasional produksi maupun di proses operasional non produksi lainnya. Dengan sistem manajemen risiko yang terintegrasi dengan metode-metode identifikasi dan mitigasi risiko di PKT, hal ini berdampak langsung pada pencegahan insiden yang berakibat pada *property damage* ataupun kecelakaan kerja.

PKT has established a risk management system that covers all activities in all stages of the production operational process as well as in other non-production operational processes. With a risk management system that is integrated with risk identification and mitigation methods in PKT, this has a direct impact on preventing incidents that result in property damage or work accidents.

Untuk mencegah terjadinya insiden kecelakaan kerja, Pupuk Kaltim menetapkan prosedur standar sebagai berikut.

- Seluruh pekerja, tamu, mitra kerja yang masuk ke area fasilitas produksi/fasilitas kerja Pupuk Kaltim diwajibkan mendapatkan induksi mengenai aspek K3 terlebih dahulu.
- Sebagai upaya untuk mengendalikan potensi bahaya, maka setiap pekerjaan harus mendapatkan analisis potensi insiden K3.
- Untuk meningkatkan pemahaman pekerja akan K3, maka Pupuk Kaltim memberikan program *training* sesuai dengan matriks mitigasi risiko insiden K3 yang tersedia.
- Setiap personel harus memiliki tugas dan tanggung jawab yang jelas, dan di dalamnya mencakup aspek Keselamatan dan Kesehatan Kerja.

To prevent work accidents, Pupuk Kaltim has established the following standard procedure.

- All employees, guests and working partners who enter Pupuk Kaltim work area must first go through the OHS aspect induction process.
- As an effort to control potential hazards, each job should get an analysis of potential OHS incidents.
- In order to increase employees' understanding of OHS, Pupuk Kaltim provides training programs in accordance with the available OHS risk mitigation matrix.
- All personnel must have a clear duty and responsibility which include aspects of Occupational Health and Safety.



Sebelum melakukan pekerjaan yang memiliki potensi bahaya dan kondisinya memungkinkan terjadinya kecelakaan, maka akan dilakukan beberapa pembahasan khusus di antaranya membahas *Job Risk Analysis* (JRA) oleh unit kerja terkait yang terlibat dalam pekerjaan tersebut. Sehingga semua potensi bahaya telah di petakan dan di tentukan mitigasinya. Apabila mitigasi tersebut belum dilakukan maka pekerjaan tersebut belum diijinkan untuk dilaksanakan.

Work permit atau Ijin Kerja juga berfungsi untuk memastikan seluruh pengamanan sistem dan area telah dilakukan sehingga setiap *work permit* yang di terbitkan telah dilakukan pemeriksaan untuk meyakinkan seluruh aspek K3 telah terpenuhi.

Selain penerapan prosedur standar tersebut, Pupuk Kaltim juga menerapkan pendekatan lain, meliputi: Pengenalan dan Pengelolaan Risiko Aspek K3, Partisipasi Karyawan serta Pelaporan dan Evaluasi Insiden K3.

PENGENALAN DAN PENGELOLAAN RISIKO ASPEK K3 [403-2]

Pupuk Kaltim telah memiliki sistem manajemen risiko mengenai seluruh aktivitas terkait proses bisnis perusahaan yang selalu diregister pada awal tahun dan dilakukan *monitoring* serta dievaluasi secara rutin di setiap triwulan. Untuk itu, sambil menjalankan kegiatan operasionalnya setiap unit kerja di perusahaan membuat dokumen *Sistem Manajemen Risiko Terintegrasi* (*Simeri Terintegrasi*) setiap kuartal.

Pada dasarnya setiap jenis pekerjaan rutin yang dilakukan oleh pekerja di lingkup PKT telah memiliki *standard operating procedures* dan *work instruction* baku sehingga seluruh tahapan pekerjaan yang dilakukan sudah memiliki panduan untuk dilakukan seaman dan seefektif mungkin. Sedangkan untuk pekerjaan teknis yang memiliki potensi bahaya dan bersifat non rutin dilakukan *Job Risk Analysis* (JRA) sebelum pekerjaan dimulai, sehingga seluruh risiko dan bahaya dapat dilakukan identifikasi dan disiapkan langkah-langkah mitigasinya.

Proses identifikasi risiko K3 dilakukan dengan cara mempelajari dokumen atau catatan seperti laporan insiden, peraturan perundang-undangan dan persyaratan lainnya, *Material Safety Data Sheet*, laporan audit dan laporan inspeksi baik internal ataupun eksternal. Identifikasi risiko K3 juga dilakukan dengan metode wawancara terhadap karyawan yang melakukan pekerjaan, karyawan yang merancang

Prior to carrying out work that has the potential for danger and its condition allows for accidents, a number of special discussions will be conducted including discussing Job Risk Analysis (JRA) by the relevant work units involved in the work. Subsequently, all potential hazards have been mapped and mitigation has been determined. In the event that the mitigation has not been carried out, then the work will not be permitted to be carried out.

Work permit also serves to ensure that all security systems and areas have been carried out so that every work permit issued has been inspected to ensure all aspects of OHS have been met.

In addition to the application of these standard procedures, Pupuk Kaltim also adopts other approaches, including: Introduction and Management of OHS Aspects, Employee Participation, and OHS Incident Reporting and Evaluation.

INTRODUCTION AND MANAGEMENT OF OHS RISKS [403-2]

Pupuk Kaltim has established a risk management system regarding all activities related to the company's business processes, which are always registered at the beginning of the year and regularly monitored and evaluated every quarter. For this reason, while carrying out its operational activities, each work unit in the company prepares an Integrated Risk Management System (*Simeri Terintegrasi*) document every quarter.

Basically, every type of routine work carried out by workers within the PKT scope has standard operating procedures and standard work instructions, thus all stages of work carried out already have guidelines to be carried out as safely and effectively as possible. Meanwhile, for technical work that has potential hazards and is non-routine, a Job Risk Analysis (JRA) is carried out before the work commences, to ensure that all risks and hazards can be identified and the proper mitigation measures are prepared.

The OHS risk identification process is carried out by studying documents or logs, such as incident reports, laws, regulations, and other official requirements, Material Safety Data Sheets, audit reports, and inspection reports, both internal and external. OHS risk identification is also carried out by means of interviews with employees who perform or design work activities, people with expertise in the field

aktivitas pekerjaan dan orang yang mempunyai keahlian di bidang pekerjaan tersebut termasuk pelaksanaan *brainstorming* dan observasi atau inspeksi lapangan.

Identifikasi risiko K3 dilaksanakan dengan mempertimbangkan segala aktivitas di tempat kerja seperti aktivitas rutin, non-rutin, kondisi darurat dan aktivitas terhadap semua orang yang mempunyai akses ke area kerja (termasuk pelaksana pekerjaan sementara dan pengunjung, juga kelengkapan sarana, prasarana, serta dan peralatan yang ada di area kerja Perusahaan).

Sesuai dengan Surat Keputusan Direksi nomor 06/Dir/II.2012 tentang Peraturan Umum K3, Pupuk Kaltim memiliki pembagian zonasi area kerja sesuai dengan tingkat risiko bahayanya. Adapun pembagian zonasi adalah sebagai berikut:

of work, brainstorming, and observations or field inspections.

OHS risk identification must consider all activities in the workplace, such as routine activities, non-routine activities, emergency conditions, and activities of all people who have access to the work area (including contractors and visitors, facilities, infrastructure, installation and equipment in the Company's work area).

In accordance with Board of Directors' Decree No. 06/Dir/II.2012 on OHS General Regulations, Pupuk Kaltim has a zoning division of work areas in accordance with the level of hazard risk. The zoning division is as follows:

Tabel Pembagian Zonasi Risiko K3
OHS Risk Zoning Division Table

No	Zona Zone	Risiko Bahaya	Risk of Danger
1	Khusus Particular	• Peledakan skala besar • Kebakaran skala besar • Keracunan gas berbahaya • Paparan Amoniak dalam jumlah sangat besar • Terjatuh dari ketinggian	• Large-scale blast • Large-scale fire • Poisoning with dangerous gases • Ammonia exposure to a Threshold Value • Falling from a height
2	Tertutup Closed	• Peledakan skala besar • Kebakaran skala besar • Paparan Amoniak hingga sesuai Nilai Ambang Batas • Keracunan gas berbahaya • Kebisingan • Terpeleset • Tersayat benda tajam • Terjepit • Kejatuhan benda dari atas • Tertabrak • Bahaya ruang terbatas • Terjatuh dari ketinggian • Ergonomi untuk pekerjaan lapangan	• Large-scale blast • Large-scale fire • Ammonia exposure to a Threshold Value • Poisoning with dangerous gases • Noise • Slipped • Cut a sharp object • Pinched • Falling objects from above • Crashing • Confined space hazards • Falling from a height • Ergonomics for field work
3	Terlarang Prohibited	• Peledakan skala kecil • Kebakaran skala kecil • Terpeleset • Tersayat benda tajam • Terjepit • Kejatuhan benda dari atas • Terjatuh dari ketinggian • Ergonomi untuk pekerjaan lapangan	• Small scale blasting • Small scale fires • Slipped • Cut a sharp object • Pinched • Falling objects from above • Falling from a height • Ergonomics for field work
4	Terbatas Limited	• Kebakaran skala kecil • Terjatuh dari ketinggian • Ergonomi untuk pekerjaan lapangan	• Small scale fires • Falling from a height • Ergonomics for field work
5	Terbuka Open	Kebakaran skala kecil	Small scale fires



MENGHINDARI TUGAS BERBAHAYA DAN BERISIKO K3 [403-2]

Sesuai dengan UU No.1 tahun 1970 (tentang Keselamatan Kerja) pasal 12 yang tertuang pada prosedur *work permit* PKT (SMT-KKK-08), ditegaskan bahwa pekerja dapat menolak suatu pekerjaan ketika ditemukan kondisi tidak aman yang belum diidentifikasi maupun dimitigasi risikonya sehingga dapat membahayakan pekerja.

Pada penerbitan work permit; pemilik area/pemberi kerja, penerima kerja maupun pihak terlibat lainnya wajib melakukan identifikasi risiko terhadap pekerjaan tersebut, jika ada suatu hal yang membutuhkan penanganan lebih lanjut terkait aspek K3 pada pekerjaan tersebut maka akan dilakukan kajian dan penanganan sesuai dengan hirarki pengendalian bahaya sehingga keselamatan pekerja maupun peralatan dan area kerja dapat terjamin.

PARTISIPASI KARYAWAN [403-4]

Pupuk Kaltim memfasilitasi partisipasi dan konsultasi para karyawan dalam pengembangan, implementasi, dan evaluasi sistem manajemen kesehatan dan keselamatan kerja agar seluruh karyawan dapat memberikan saran untuk perbaikan kinerja aspek K3. Perusahaan juga mengakomodir partisipasi karyawan dalam melaporkan setiap temuannya baik kondisi berbahaya maupun perilaku yang berbahaya. Cara yang ditempuh adalah dengan memanfaatkan pengalaman, pengetahuan dan ide-ide seluruh karyawan termasuk pengalaman para kontraktor/mitra kerja, sehingga manajemen Pupuk Kaltim lebih mungkin mengidentifikasi semua bahaya dan memilih langkah-langkah pengendalian yang efektif.

Beberapa contoh program partisipasi karyawan yang dilaksanakan, meliputi:

- **Safety Health Assessment and Risk Elimination (SHARE)**
Merupakan program inspeksi silang yang wajib dilakukan oleh karyawan di level manajemen *grade 1* dan *grade 2*.
 - SHARE ini dilakukan setiap bulan dengan melibatkan 2 kelompok manajemen di setiap bulannya. Setiap kelompok terdiri dari 3 orang *grade 1* atau *grade 2* serta bergantian setiap bulannya.
 - Melakukan inspeksi di unit kerja yang berbeda setiap bulannya dan mencakup fasilitas perusahaan di seluruh lingkungan pupuk kaltim.
 - Objek pengamatannya adalah kondisi berbahaya, perilaku berbahaya, berkomunikasi dengan pekerja di lapangan serta memberikan motivasi dan pembinaan.

AVOIDING DANGEROUS AND RISKY TASKS [403-2]

In accordance with Law No. 1 of 1970 (regarding Occupational Safety) article 12 which is contained in the PKT work permit procedure (SMT-KKK-08), affirming that employees may refuse a job when unsafe conditions that have not been identified or with risks that have not been mitigated are found, subsequently putting the employees at risk.

In the issuance of a work permit; area owners/ employers, job recipients or other involved parties are required to identify risks to the work, if there is something that requires further handling related to the OHS aspects of the work, a study and handling will be carried out in accordance with the hazard control hierarchy, in order to ensure the safety of workers and equipment and work area can be guaranteed.

EMPLOYEE PARTICIPATION [403-4]

Pupuk Kaltim facilitates the participation and consultation of employees in the development, implementation, and evaluation of an occupational health and safety management system to ensure that all employees can provide suggestions for improving the performance of the OHS aspect. The Company also accommodates employee participation in reporting any findings of both dangerous conditions and dangerous behavior. The method adopted is to utilize the experience, knowledge and ideas of all employees including the experience of the contractors/work partners, enabling the management of Pupuk Kaltim to more likely to identify all hazards and choose effective control measures.

Some of the examples of employee participation programs implemented include:

- **Safety Health Assessment and Risk Elimination (SHARE)**
A cross-inspection program that must be carried out by employees at grade 1 and grade 2 management levels.
 - SHARE is done every month by involving 2 management groups in each month. Each group consists of 3 personnel of grade 1 or grade 2 and take turns every month.
 - Carry out inspections in different work units every month and include company facilities throughout Pupuk Kaltim environment.
 - The object of observation is dangerous conditions, dangerous behavior, communicating with workers in the field, and providing motivation and coaching.

- Hasil Inspeksi dilaporkan pada rapat P2K3 setiap bulan dan juga di hadiri oleh unit kerja pemilik area serta Direktur Produksi PKT.
- Rapat P2K3 di hadiri oleh seluruh perwakilan unit kerja dan serikat pekerja.
- Ketua P2K3 mengambil peran sebagai decision maker apabila terjadi *issue* K3 yang berhubungan dengan material, tenaga dan biaya.
- *Workplace & Environmental Care and Risk Elimination* (WE CARE)
Program Pelaporan kondisi berbahaya dan perilaku berbahaya yang mengakomodir seluruh karyawan dan kontraktor yang bekerja di lingkungan PKT.
- *Safety Representative*
Karyawan yang di tunjuk oleh masing masing unit kerjanya untuk melaporkan secara rutin pelaksanaan program K3 dan hasil inspeksi serta tindak lanjutnya di unit kerja tersebut.
- Gugus Penanggulangan Kebakaran (Gupenkar)
Karyawan yang ditunjuk oleh setiap unit kerja dan di tugaskan untuk berlatih penanggulangan keadaan darurat setiap minggunya. Di antaranya latihan evakuasi, teknik penanggulangan kebakaran, *smoke chamber*, *access rope*, P3K, dll.
- The inspection results are reported at P2K3 meetings every month and also attended by work units of the area owner and Production Director of Pupuk Kaltim.
- The P2K3 meeting was attended by all work unit representatives and trade unions.
- The Chairperson of P2K3 takes the role of decision maker in the event of a OHS issue relating to material, labor and costs.
- Workplace & Environmental Care and Risk Elimination (WE CARE)
Program for Reporting dangerous conditions and dangerous behavior that accommodates all employees and contractors working within PKT.
- Safety Representative
Employees appointed by each work unit to report routinely on the implementation of the OHS program and the results of inspections and follow-up actions in the work unit.
- Fire Fighting Group (Gupenkar)
Employees who are appointed by each work unit and are assigned to practice emergency response every week. Among them are evacuation drills, fire prevention techniques, smoke chambers, access ropes, first aid, and others.

ASPEK K3 DALAM PERJANJIAN KERJA BERSAMA

Pembahasan K3 tercantum dalam PKB Perusahaan periode 2019-2022. Terdapat 7 (tujuh) Bab pembahasan terkait K3 dari 23 Bab atau 30,43% dari total pembahasan dalam PKB.

PELATIHAN DAN SERTIFIKASI ASPEK K3 [403-5]

Pupuk Kaltim senantiasa memastikan bahwa setiap karyawan mendapatkan pelatihan K3 yang sesuai dengan *training need analysis* yang telah disusun oleh Perusahaan berdasarkan proses bisnisnya. Pelatihan yang dilakukan meliputi, pelatihan induksi karyawan mengenai K3 di Perusahaan, pelatihan umum dan penyegaran mengenai K3 serta pelatihan atau sertifikasi khusus yang wajib dimiliki oleh pekerja.

Pupuk Kaltim memberikan Pelatihan bersertifikasi mengenai keselamatan dan kesehatan kerja yang dibutuhkan oleh karyawan terkait dengan pekerjaannya. Pelatihan dan sertifikasi diselenggarakan secara *onsite* maupun *offsite* sesuai dengan kebutuhan dan dilaksanakan oleh *provider* yang berpengalaman serta memiliki wewenang untuk menyelenggarakan program pelatihan dan memberikan sertifikasi aspek K3 (terutama yang terkait dengan sertifikasi nasional karena berhubungan dengan kementerian RI).

OHS ASPECT IN THE COLLECTIVE LABOR AGREEMENT

OHS discussion is contained in the Company's Collective Labor Agreement (CLA) for the 2019-2022 period. There are 7 (seven) chapters related to OHS out of 23 chapters or 30.43% of the total discussions in the CLA.

OHS TRAINING AND CERTIFICATION [403-5]

Pupuk Kaltim always ensures that every employee receives the OHS training in accordance with the training need analysis that has been prepared by the Company based on its business processes. The training carried out includes, employee induction training on OHS in the Company, general training and refresher on OHS, as well as special training or certification that must be owned by workers.

Pupuk Kaltim provides certified training on occupational safety and health required by employees related to their work. Training and certification are held onsite and offsite as needed and carried out by experienced providers who have the authority to organize training programs and provide OHS aspects of certification (especially those related to national certification because it is related to the related Government ministries).

Pelatihan dan Sertifikasi K3 2017-2020 [403-5] Pupuk Kaltim's OHS Training and Certification in 2017-2020

No	Pelatihan/Sertifikasi	Training/Certification	Jumlah Peserta Number of Participants
1	Pelatihan & Sertifikasi Ak3 Umum	General Ak3 Training & Certification	49 Orang Persons
2	Pelatihan & Sertifikasi Ak3 Kimia	Ak3 Chemistry Training & Certification	5 Orang Persons
3	Pelatihan & Sertifikasi Petugas K3 Kimia	Training & Certification of Chemical K3 Officers	29 Orang Persons
4	Pelatihan & Sertifikasi Ak3 Listrik	Ak3 Electric Training & Certification	22 Orang Persons
5	Pelatihan & Sertifikasi Ak3 Konstruksi	Ak3 Construction Training & Certification	6 Orang Persons
6	Pelatihan & Sertifikasi Petugas K3 Listrik	Training & Certification of K3 Electrical Officers	8 Orang Persons
7	Pelatihan & Sertifikasi Ak3 Pesawat Uap dan Bejana Tekan	Training & Certification of Ak3 Steam and Pressure Vessels	21 Orang Persons
8	Pelatihan & Sertifikasi Operator Pesawat Uap dan Bejana Tekan (Sio)	Steam and Pressure Vessel Operator Training & Certification (Sio)	33 Orang Persons
9	Pelatihan & Sertifikasi Ak3 Kebakaran	Fire Ak3 Training & Certification	9 Orang Persons
10	Pelatihan & Sertifikasi Petugas K3 Ruang Terbatas	Limited Space K3 Officer Training & Certification	18 Orang Persons
11	Pelatihan & Sertifikasi Petugas K3 Lingkungan Kerja	Work Environment K3 Officer Training & Certification	3 Orang Persons
12	Pelatihan & Sertifikasi Petugas Pemeriksa Dan Penguji/Teknisi Pesawat Angkat Angkut	Training & Certification of Transport Inspectors and Examiners/Technicians	3 Orang Persons
13	Pelatihan & Sertifikasi Petugas K3 Perancah/Scaffolding	Training & Certification of Scaffolding K3 Officers	36 Orang Persons
14	Pelatihan & Sertifikasi Petugas K3 Teknisi Lift	Training & Certification of K3 Officers for Lift Technicians	2 Orang Persons
15	Pelatihan & Sertifikasi Tenaga Kerja pada Ketinggian	Workforce Training & Certification at Altitude	2 Orang Persons
16	Pelatihan & Sertifikasi Investigasi Kecelakaan	Accident Investigation Training & Certification	2 Orang Persons
17	Pelatihan & Sertifikasi Auditor SMK3	SMK3 Auditor Training & Certification	24 Orang Persons
18	Pelatihan & Sertifikasi Hazops	Hazops Training & Certification	65 Orang Persons
19	Pelatihan RCI	RCI Training	7 Orang Persons
20	Pelatihan & Sertifikasi Petugas K3 Operator Pesawat Angkat Angkut	Training & Certification of K3 Officers for Transport Aircraft Operators	43 Orang Persons
21	Pelatihan & Sertifikasi Internal Audit SMT ISO 9001, 14001, 45001	Internal Audit Training & Certification for SMT ISO 9001, 14001, 45001	24 Orang Persons
22	Pelatihan & Sertifikasi Rope Access	Rope Access Training & Certification	2 Orang Persons
23	Pelatihan Behaviour Based Safety	Behavior Based Safety Training	26 Orang Persons

HAZARD REPORTING [403-2]

Pupuk Kaltim telah memiliki program aplikasi berbasis web dan android untuk melaporkan tindakan maupun kondisi tidak aman bagi para pekerja di lapangan. Terdapat 2 (dua) program yang dapat digunakan oleh pekerja untuk pelaporan, antara lain WE CARE (*Workplace Environment Care and Risk Elimination*) dan *i-RISK*. Seluruh pelaporan yang di-input pada aplikasi tersebut akan direkap, dimonitor *progress* tindaklanjutnya hingga selesai dan temuan-temuan tidak aman sudah tereliminasi.

Tujuan dari *hazard reporting* adalah memastikan semua bahaya K3 yang teridentifikasi baik tindakan tidak aman dan kondisi tidak aman ditindaklanjuti dan diselesaikan sebagai bagian dari mitigasi risiko insiden K3, sehingga dapat meminimalkan atau menghilangkan insiden. Proses *hazard reporting* dimulai dari pekerja saat mengidentifikasi adanya potensi bahaya dan menuliskannya dalam *form hazard report*. Informasi *hazard* ini wajib diserahkan

HAZARD REPORTING [403-2]

Pupuk Kaltim has established a web and android-based application program to report unsafe actions and conditions for workers in the field. There are 2 (two) programs that can be used by workers for reporting, namely WE CARE (*Workplace Environment Care and Risk Elimination*) and *i-RISK*. All reports that are inputted into the application will be recapitulated, the follow-up progress will be monitored, up to completion, and unsafe findings have been eliminated.

The purpose of hazard reporting is to ensure all identified OHS hazards, both unsafe actions and unsafe conditions, are followed up on and resolved as part of mitigation of OHS incident risks, thus enabling minimization or elimination of incidents. The hazard reporting process begins with employees identifying a potential hazard and recording it in the hazard report form. This information must be submitted to the supervisor, who then checks and verifies the report.

kepada Supervisor dan selanjutnya Supervisor memeriksa dan memverifikasi laporan kondisi bahaya tersebut. Supervisor atau atasan karyawan dapat menghentikan aktivitas terkait jika dirasa mempunyai potensi bahaya yang serius (LTI dan *fatality*).

Aktivitas dapat kembali dilanjutkan jika tindakan perbaikan yang diambil dapat menghilangkan potensi kecelakaan. *Hazard report* disimpan dan dibuat ringkasan sambil memantau jalannya tindakan perbaikan.

MENCIPTAKAN LINGKUNGAN KERJA YANG AMAN DAN NYAMAN [403-7]

Pupuk Kaltim menyediakan berbagai infrastruktur pendukung dan peralatan tanggap darurat serta menerapkan berbagai prosuder kerja yang aman sesuai peraturan perundangan yang berlaku, dalam rangka menyediakan lingkungan atau tempat kerja yang aman dan nyaman dan menghindarkan terjadinya insiden K3 yang berdampak pada aspek proses bisnis maupun aset Perusahaan (karyawan, peralatan dan bangunan) serta dalam rangka menjamin keberlangsungan perusahaan.

Untuk memastikan terciptanya lingkungan kerja yang aman dan nyaman Perusahaan juga menjalankan program-program lain, seperti: melakukan pemantauan lingkungan kerja dan pengendalian bahaya-bahaya ditempat kerja (fisika, kimia, biologi, ergonomi dan psikososial) secara rutin, sertifikasi peralatan dan personil dan menyediakan alat pelindung diri (APD).

PELAPORAN INSIDEN KECELAKAAN KERJA

PKT memiliki prosedur Pelaporan dan Investigasi Kecelakaan Kerja (P-SMK3-08) yang mengatur tata cara pelaporan dan pembentukan tim investigasi kasus kecelakaan yang menimpa pekerja guna menghindari kasus serupa terulang.

Seluruh insiden risiko kecelakaan yang terjadi di kawasan pabrik Pupuk Kaltim, baik menyangkut karyawan perusahaan maupun karyawan kontraktor/mitra kerja dicatat dan menjadi bagian dari evaluasi perbaikan kinerja aspek K3. Adapun rujukan aturan yang dijadikan acuan untuk evaluasi ini adalah:

- Peraturan Menteri Tenaga Kerja Nomor Per.03/MEN/1998 tentang Tata Cara Pelaporan dan Pemeriksaan Kecelakaan
- Surat Keputusan Direktur Jenderal Pembinaan Hubungan Industrial dan Pengawasan Ketenagakerjaan Nomor KEP.84/BW/1998 tentang Cara Pengisian Formulir Laporan dan Analisis Statistik Kecelakaan.

The supervisor can stop an activity if it is deemed to be a potentially serious hazard (LTI and *fatality*).

The activity can resume if corrective action is taken to eliminate the potential for an accident. Hazard reports are kept and summarized while monitoring the course of corrective action.

CREATING A SAFE AND COMFORTABLE WORK ENVIRONMENT

Pupuk Kaltim provides a variety of supporting infrastructure and emergency response equipment and implements a variety of safe work procedures in accordance with applicable laws and regulations, as part of the Company's efforts in providing a safe and comfortable work environment and to guarantee the creation of OHS for all aspects of business processes and Company assets (employees, equipment and buildings) while also guaranteeing the sustainability of the Company.

To ensure the creation of a safe and comfortable work environment, the Company also runs other programs, such as monitoring work environment and controlling workplace hazards (physics, chemistry, biology, ergonomics and psychosocial) routinely, certifying equipment and personnel, as well as providing equipment personal protective equipment (PPE).

REPORTING OF WORK INCIDENT

PKT has a Work Accident Reporting and Investigation (P-SMK3-08) procedure that regulates the reporting procedures and the formation of an accident investigation team that befalls workers to avoid similar cases from recurring.

All accident risk incidents that occur in the Pupuk Kaltim factory area, both regarding company employees and contractor/work partner employees are recorded and become part of the evaluation of performance improvement of the OHS aspect. The reference regulation used as a reference for this evaluation are:

- Minister of Manpower Regulation No. Per.03/MEN/1998 on Procedures for Reporting and Inspecting Accidents
- Decree of the Director General of Industrial Relations Development and Labor Inspection No. KEP.84/BW/1998 on How to Fill in Accident Statistics Reports and Analysis Forms.

Program-Program Peningkatan Kinerja Aspek K3 di Tahun 2020

Programs to Improve OHS Performance in 2020

Dalam rangka meningkatkan kualitas kinerja aspek K3 di tahun 2020, Pupuk Kaltim merealisasikan berbagai inisiatif, mencakup:

- Menjalankan latihan penanganan kecelakaan industri/ERP (*Emergency Response Plan*), mencakup di antaranya: **[403-5]**
 - Sosialisasi penanggulangan HIV AIDS & NAPZA dan dampak industri kepada masyarakat Bontang.
 - Latihan penanggulangan kebakaran yang dilakukan oleh tim Gugus Pengendali Kebakaran (GUPENKAR) Pupuk Kaltim setiap 1x/minggu di hari Rabu.
- Sertifikasi ISO 45001:2018
- Mengikuti IFA Green Leaf Award.
- Melakukan *awareness training* PSM kepada karyawan
- Menerapkan program *Process Safety Management* (PSM) oleh Unit kerja terkait dengan melaksanakan Management of Change (MOC), *Pre Startup Safety Review* (PSSR) setiap sebelum pelaksanaan *start up* pabrik setelah *Turn Around* atau apabila ada modifikasi *major* terhadap pabrik, dan Process Hazard Analysis (PHA) yang dilakukan untuk mengkaji risiko dari suatu penambahan alat proses baru ataupun modifikasi alat proses. Dokumen rekap berupa dokumen MOC, Dokumen PSSR dan dokumen PHA.
- Peremajaan, penambahan dan sertifikasi *fire protection system*.
- Penambahan dan modifikasi sirine *emergency*
- Sertifikasi semua peralatan dan alat bantu angkat angkut sesuai dengan peraturan.
- Mengadakan pelatihan, *coaching* dan *counselling* tentang K3 secara periodik.
- Mengkampanyekan peduli terhadap cara kerja dan tempat kerja aman melalui *sharing knowledge* dan pemasangan spanduk kampanye K3.
- Melaksanakan *Contractor Safety Management System* bagi setiap kontraktor yang akan mengikuti proses tender dan memberikan penghargaan kepada kontraktor yang memiliki kinerja K3 terbaik.
- Program pencegahan dan penanggulangan COVID-19
- Program pencegahan & penanggulangan HIV/AIDS dan NAPZA
- Pelaksanaan *medical check-up* kepada seluruh karyawan
- Melakukan inovasi bidang K3

In order to improve the quality of OHS performance in 2020, Pupuk Kaltim implemented a number of initiatives, including:

- Conducting exercises in the handling of industrial accidents/ERP (*Emergency Response Plan*), including: **[403-5]**
 - Socialization of the handling of HIV AIDS & Drugs and industrial impact on the communities of Bontang.
 - Fire-fighting exercises, once each week on every Wednesday, conducted by the Fire Fighting Group (Gupenkar) of Pupuk Kaltim.
- ISO 45001:2018 Certification
- Participating in the IFA Green Leaf Award.
- Conduct PSM awareness training for employees
- Implementing the Process Safety Management (PSM) program by the respective work units by conducting Management of Change (MoC) and Pre-Startup Safety Review (PSSR) procedures prior to the start-up of a plant after a Plant Turn Around or major modification to the plant, and a Process Hazard Analysis (PHA) procedure to assess the risks related to the addition of a new process equipment or the modification of an existing process equipment. The recapitulation document consists of the MoC Document, PSSR Document, and PHA Document.
- Rejuvenation, addition, and certification of the fire protection system.
- Addition and modification of emergency sirens
- Certification of all lifting equipment and tools according to regulations.
- Conduct periodic training, coaching, and counseling on OHS.
- Campaign to care about working methods and safe workplace through knowledge sharing and installing OHS campaign banners.
- Implement a Contractor Safety Management System for each contractor participating in the bidding process and give awards to contractors with the best OHS performance.
- COVID-19 prevention and control program
- HIV/AIDS and Drugs Prevention & Control Program
- Implementation of medical check-ups for all employees
- Innovations in the field of OHS

- Melaksanakan Piket SHARE (*Safety Health Assessment Risk Elimination*) oleh anggota Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3)
- Melakukan *safety assessment* berkala terkait dengan kegiatan operasional pabrik serta dampaknya bagi lingkungan dan masyarakat sekitar perusahaan. *Safety assessment* berupa simulasi dengan menggunakan *software* permodelan dispersi gas amoniak.
- Melakukan registrasi risiko pada program SIMERI, seluruh risiko harus diregistrasi termasuk risiko K3 serta *existing control* dan mitigasi risiko dari risiko yang sudah diregistrasi.
- Melakukan pelaporan kondisi dan perilaku tidak aman secara *online* melalui program WE CARE (*Workplace and Environmental Care And Risk Elimination*).
- Melakukan pemeriksaan kondisi seluruh peralatan *emergency* pendukung operasional pabrik.
- Carry out a SHARE (Safety Health Assessment Risk Elimination) picket by members of the Occupational Health and Safety Guiding Committee (P2K3)
- Conduct periodic safety assessments related to factory operational activities and their impact on the environment and the community around the Company. Safety assessment is in the form of a simulation using ammonia gas dispersion modelling software.
- Registering risks in the SIMERI program, all risks must be registered including OHS risks as well as existing controls and risk mitigation from the risks that have been registered.
- Online reporting of unsafe conditions and behavior through the WE CARE (Workplace and Environmental Care and Risk Elimination) program.
- Check the condition of all emergency equipment supporting plant operations.

Kinerja dan Evaluasi Aspek Kecelakaan Kerja [403-9, 403-10]

Performance and Evaluation of Work Accident Aspect

DASAR EVALUASI DAN PENCATATAN [103-1, 103-2]

Pupuk Kaltim juga memiliki Prosedur Pelaporan Kinerja K3 (P-SMK3-12) untuk mengatur tentang tatacara pelaporan kinerja K3 Pupuk kaltim.

Pupuk Kaltim memiliki pedoman *life saving rules* yang mencakup pekerjaan dengan risiko tinggi dengan jenis bahaya sebagai berikut: Bahaya bekerja di ketinggian, bekerja di ruang terbatas (*confined space*), pekerjaan pengangkatan dengan menggunakan alat bantu peralatan & pesawat angkat angkut dan pekerjaan dengan melibatkan pemanasan (*hot work*)

Penentuan jenis bahaya tersebut terkait dengan kemungkinan dan konsekuensi ketika terjadi insiden, dapat berdampak pada konsekuensi tertinggi (*fatality*).

Berdasarkan kejadian kecelakaan kerja selama 10 tahun terakhir di perusahaan, pekerjaan pengangkatan dengan menggunakan alat bantu peralatan dan pesawat angkat angkut yang menjadi perhatian utama. Oleh karena pekerjaan pengangkatan dengan menggunakan alat bantu peralatan dan pesawat angkat angkut merupakan pekerjaan dengan risiko tinggi, dalam melakukan pekerjaan tersebut di area PKT, seluruh operator dan karyawan terkait diwajibkan:

BASIS FOR EVALUATION AND RECORDING [103-1, 103-2]

Pupuk Kaltim also has an OHS Performance Reporting Procedure (P-SMK3-12) to regulate Pupuk Kaltim's OHS performance reporting procedures.

Pupuk Kaltim has established guidelines for life-saving rules that cover high-risk work with the following types of hazards: Danger of working at heights, working in confined spaces, lifting work using equipment and lifting equipment and work involving heat (*hot work*)

The determination hazard type is related to the likelihood and consequences when an incident occurs, can have an impact on the highest consequence (*fatality*).

Based on the incidence of work accidents during the last 10 years at the company, lifting work using tools and lifting equipment is the main concern. This is because the lifting work using tools and lifting equipment is a high-risk job, in carrying out such work in the PKT area, all operators and related employees are required to:

1. Mengikuti seluruh prosedur pekerjaan pengangkatan (termasuk membuat *work permit*)
2. Seluruh peralatan dan pesawat angkat angkut yang digunakan dalam keadaan layak, baik dan tersertifikasi
3. Pengawas dan pekerja yang menggunakan pesawat angkat angkut harus memiliki lisensi K3 yang masih berlaku
4. Pekerjaan pengangkatan besar harus melakukan *rigging study*
5. Membuat identifikasi dan mitigasi risiko terhadap pekerjaan pengangkatan (pembuatan *Job risk analysis* maupun *tools* lainnya)

Pada dasarnya seluruh risiko dan bahaya yang ada pada aktivitas proses bisnis perusahaan telah diidentifikasi dan dimitigasi sesuai dengan hirarki pengendalian bahaya dan akan diturunkan tingkat risikonya hingga ke level yang ditoleransi oleh perusahaan berdasarkan *risk matrix* perusahaan. Namun demikian, Pupuk Kaltim tetap melakukan pencatatan dan perhitungan insiden kecelakaan kerja, dan menentukan tingkat kecelakaan kerja dengan basis 1.000.000 jam kerja, sebagai bahan evaluasi bagi peningkatan kualitas aspek K3. Perhitungan jam kerja, *rate of recordable work-related injuries* dan lainnya disesuaikan dengan panduan dari ILO (International Labor Organization).

Berikut adalah gambaran kinerja aspek K3 Perusahaan di tiga tahun terakhir.

1. Comply with all lifting work procedures (including making work permits)
2. All lifting equipment and transport used are in proper and good condition, as well as certified
3. Supervisors and workers who use lifting equipment and transport must have a valid OHS license
4. Big lifting work must perform a rigging study
5. Preparing risk identification and mitigation for lifting jobs (preparing job risk analysis as well as other tools)

Basically, all risks and hazards that exist in the company's business process activities have been identified and mitigated in accordance with the hazard control hierarchy and the risk level will be lowered to the level tolerated by the company based on the company's risk matrix. However, Pupuk Kaltim continues to record and calculate work incidents, and determine work accident rates on a 1,000,000 working hours basis, as an evaluation material for improving the quality of the OHS aspect. Calculation of working hours, rate of recordable work-related injuries and others are adjusted to the ILO (International Labor Organization) guidelines.

The following is an overview of the performance of the Company's OHS aspect in the last three years.

Kinerja Aspek K3 Pupuk Kaltim 2018 – 2020 [403-9, 403-10] OHS Performance Aspect of Pupuk Kaltim 2018 – 2020

Keterangan Description	Tahun Year					
	2020		2019		2018	
Total Karyawan Number of Employees	1.531 orang personnel		1.699 orang personnel		1.870 orang personnel	
Total Jam Kerja Aman dalam 1 Tahun Total of Safe Man-Hours in 1 Year	3.299.279 jam man-hours		3.490.582 jam man-hours		3.866.457 jam man-hours	
Gender	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female
Total Kecelakaan <i>Fatality</i> Fatality Total	0	0	0	0	0	0
Total Kecelakaan <i>First Aid & Medical Treatment</i> Total Accidents requiring First Aid & Medical Treatment	1	0	2	0	1	0
Total Penyakit akibat Kerja Number of Occupational Disease	0	0	0	0	0	0
Tingkat Kecelakaan Kerja Recordable Injury Rate	0,30	0,00	0,57	0,00	0,14	0,00
Tingkat Hari Hilang karena Kecelakaan Lost Day Rate because of Work Accident	0,00	0,00	0,00	0,00	0,00	0,00
Tingkat Penyakit akibat Kerja Occupational Disease Rate	0,00	0,00	0,00	0,00	0,00	0,00

Kinerja K3 Kontraktor Pupuk Kaltim 2017-2020 [403-9, 403-10] OHS Contractor Performance of Pupuk Kaltim 2018 – 2020

Keterangan Description	Tahun Year					
	2020		2019		2018	
Total Karyawan Number of Employees	1.928 orang personnel		1.948 orang personnel		1.865 orang personnel	
Total Jam Kerja Aman dalam 1 Tahun Total of Safe Man-Hours in 1 Year	3.389.175 jam man-hours		4.591.254 jam man-hours		3.389.175 jam man-hours	
Gender	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female
Total Kecelakaan Fatality Total Fatality	0	0	0	0	0	0
Total Kecelakaan First Aid & Medical Treatment Total Accidents requiring First Aid & Medical Treatment	1	0	1	0	3	0
Total Penyakit akibat Kerja Number of Occupational Disease	0	0	0	0	0	0
Tingkat Kecelakaan Kerja Recordable Injury Rate	0.29	0.00	0.22	0.00	0.89	0.00
Tingkat Hari Hilang karena Kecelakaan Lost Day Rate because of Work Accident	0.00	0.00	0.00	0.00	0.00	0.00
Tingkat Penyakit akibat Kerja Occupational Disease Rate	0.00	0.00	0.00	0.00	0.00	0.00

Akumulasi total jam kerja aman PT Pupuk Kalimantan Timur (karyawan dan kontraktor) hingga Desember 2020 telah mencapai 37.294.665 (2019: 28.840.059) jam kerja dengan *Loss Time Injury Frequency Rate* (LTIFR) sebesar 0 (2019: 0,00) dan *Total Recordable Injury Rate* (TRIR) sebesar 0,3 (2019: 0,37). Perhitungan TRIR dan LTIFR dihitung berdasarkan basis perhitungan 1.000.000 jam kerja.

EVALUASI INSIDEN KECELAKAAN KERJA [403-2]

Untuk meningkatkan kinerja aspek K3, seluruh insiden kejadian kecelakaan dilakukan investigasi sesuai prosedur hingga didapat kesimpulan penyebab utama terjadinya insiden. Proses investigasi insiden kecelakaan di PKT dilakukan dengan metode yang umum digunakan, seperti: *swiss cheese model*, *tripod analysis*, *bow tie*, *fault tree analysis* dan lain sebagainya. Tim investigasi akan menggunakan metode yang paling sesuai dengan kondisi insiden dalam setiap proses investigasi yang dijalankan. Tim investigasi akan melibatkan personil yang memiliki kompetensi dan bersertifikat sesuai kompetensi yang dimiliki.

Hasil investigasi akan berupa rekomendasi yang harus ditindaklanjuti oleh pihak-pihak yang terkait dan dimonitor oleh *top management* (progres tindak lanjut dilaporkan pada rapat P2K3). Rekomendasi hasil investigasi dapat berupa evaluasi *existing controls* ataupun penambahan *existing controls*. Seluruh rekomendasi tersebut akan ditindaklanjuti, agar tidak

Up to December 2020, the accumulation of total safe working hours of PT Pupuk Kalimantan Timur (employees and contractors) reached 37,294,665 working hours with a *Loss Time Injury Frequency Rate* (LTIFR) of 0 (2019: 0.00) and a *Total Recordable Injury Rate* (TRIR) of 0.3 (2019: 0.37). The calculation of TRIR and LTIFR is calculated based on 1,000,000 work hours.

WORK INCIDENT EVALUATION [403-2]

To improve the performance of the OHS aspect, all incident occurrences are investigated according to the procedures to conclude the main cause of the incident. The incident occurrence investigation process at PKT is carried out using the commonly used methods, such as: *swiss cheese model*, *tripod analysis*, *bow tie*, *fault tree analysis*, and so on. The investigation team will use the most appropriate method to the conditions of the incident in every investigation process. The investigation team will involve competent and certified personnel according to their competencies.

The investigation results will be in the form of recommendations that must be followed up by the relevant parties and monitored by top management (follow-up progress is reported at the P2K3 meeting). Recommendations from the investigation results can be in the form of evaluation on the existing controls or adding existing controls. All of these



terjadi lagi insiden kecelakaan dengan penyebab yang sama yang mengakibatkan kerusakan peralatan, ataupun adanya korban luka ringan maupun berat dan hilangnya waktu kerja.

recommendations will be followed up, to ensure that there are no more accidents with the same cause resulting in equipment damage, or minor or serious injuries and loss of work time.

Kesehatan Kerja [403-3, 403-6] Occupational Health

Selain aspek keselamatan kerja, Pupuk Kaltim juga mementingkan aspek kesehatan kerja seluruh karyawan. Untuk pemenuhan aspek kesehatan tersebut, Pupuk Kaltim menanggung keikutsertaan seluruh karyawan sebagai peserta BPJS kesehatan, selain itu Pupuk Kaltim juga mengasuransikan kesehatan seluruh karyawan pada provider asuransi ternama dan terpercaya (saat ini menggunakan provider Asuransi Ramayana). Ketika ada masalah kesehatan yang tidak dapat ditanggung oleh asuransi kesehatan maupun BPJS kesehatan maka perusahaan akan menanggung beban tersebut sesuai dengan kewajiban perusahaan dan hak pekerjaannya.

In addition to the occupational safety aspect, Pupuk Kaltim also prioritizes the occupational health aspect of all employees. To fulfill the health aspect, Pupuk Kaltim covers the costs of the participation of all employees as BPJS Health participants. In addition, Pupuk Kaltim also ensures the health of all employees at well-known and trusted insurance providers (currently using the Ramayana Insurance provider). In the event of a health issue that cannot be covered by health insurance or BPJS health, the company will bear the burden in accordance with the company's obligations and the rights of its workers.

Pupuk Kaltim senantiasa memperhatikan kesehatan karyawan dan lingkungan kerja dengan melakukan pengukuran iklim kerja yang sesuai persyaratan perundangan. PKT juga menyediakan berbagai macam pelayanan kesehatan untuk karyawan dengan tujuan selalu memastikan karyawan dalam kondisi sehat, secara fisik maupun kejiwaannya. Pelayanan kesehatan yang disediakan perusahaan antara lain: *medical check-up* rutin (1 tahun sekali) untuk seluruh karyawan, *medical check-up* lengkap untuk para calon karyawan, *review* kesehatan berkala terkait penempatan karyawan terutama yang bekerja pada sistem *shift* dan di area pabrik (zona 1) yang memiliki tingkat risiko lebih tinggi serta evaluasi kondisi lingkungan kerja yang mencakup tingkat pencahayaan, kebisingan, debu, higiene dan ergonomi kerja.

Pupuk Kaltim always pays attention to the health of employees and the work environment by measuring the work climate in accordance with statutory requirements. PKT also provides various kinds of health services for employees with the aim of always ensuring employees are in good health, physically and mentally. Health services provided by the company include: routine medical check-ups (once a year) for all employees, complete medical check-ups for prospective employees, periodic health reviews related to employee placement, especially for those working on the shift system and in the factory area (zone 1), which has a higher level of risk, and evaluation of working environmental conditions, which include levels of lighting, noise, dust, hygiene, and work ergonomics.

Adapun beragam tindakan preventif yang dilakukan guna menjamin kesehatan seluruh karyawannya, antara lain:

- Pengecekan kesehatan berkala terhadap seluruh karyawannya dengan *medical check up* yang dilakukan setahun sekali.
Kegiatan *medical check up* yang dilakukan oleh Pupuk Kaltim melalui rumah sakit mencakup:
 - Pemeriksaan fisik umum: Penimbangan berat badan, tinggi badan, lingkar perut, cek buta warna, pemeriksaan kelainan mata, pemeriksaan refleks dan syaraf utama.

The various preventive measures in order to ensure the health of all employees includes

- Periodic health checks with an annual medical check-up for all employees.

Medical check-up activities carried out by Pupuk Kaltim through hospitals include:

- General physical examination: weight, height, and abdominal girth measurement, color blindness check, examination of eye disorders, examination of reflexes and major nerves.

- Pemeriksaan fisik khusus (dilakukan untuk karyawan yang bekerja di area pabrik): tes pendengaran (audiometri) dan tes fungsi paru (spirometri)
- Pemeriksaan darah: kolesterol, asam urat, gula darah, fungsi hati dan ginjal
- Pemeriksaan THT: Cek kesehatan internal organ telinga, hidung dan tenggorokan
- Pemeriksaan Organ dalam: Rontgen paru, cek kesehatan jantung dengan EKG
- Pemeriksaan gigi: cek kebersihan dan kesehatan gigi dan gusi

Seluruh hasil *medical check-up* dan rekomendasi dokter akan diberikan kepada seluruh karyawan dan wajib dilakukan penanganan medis lebih lanjut jika terdapat kelainan kesehatan.

Karyawan dengan kelainan kesehatan yang cukup berisiko akan diikutsertakan dalam *Program Managed Care*. Program tersebut merupakan program rehabilitatif terhadap karyawan yang memiliki risiko kesehatan tinggi, seperti: diabetes, jantung, hati dan kondisi kesehatan lain yang membutuhkan tindakan rehabilitatif sesuai rekomendasi dokter. Dengan program ini, karyawan tersebut akan dijadwalkan kunjungan rutin ke dokter spesialis, cek kesehatan rutin dan mengikuti kegiatan-kegiatan olahraga rutin yang dikhususkan untuk pasien rehabilitatif.

- Pemantauan lingkungan kerja terkait higiene sanitasi perusahaan. Kegiatan yang dilakukan antara lain:
 - Pemeriksaan faktor fisik dan kimia lingkungan kerja yang meliputi: Pengukuran cahaya, kebisingan, getaran, debu dan gas kimia berbahaya.
 - *Pest and rodent control*: Usaha pengendalian hewan yang memiliki potensi bahaya penyakit terhadap karyawan (rayap, tawon, semut, nyamuk, tikus, dan kecoa).
- Pemeriksaan sampel makanan bagi karyawan, untuk selalu menjaga kebersihan, kesehatan serta gizi seimbang makanan
- Pemberian *extra fooding* untuk karyawan yang memiliki jam kerja *shift*
- Pemberian suplemen multivitamin untuk karyawan yang mengikuti pekerjaan *turn around* pabrik (jam kerja lebih panjang dan beban pekerjaan lebih berat dari biasanya)

PROMOSI KESEHATAN KERJA [403-6]

Promosi-promosi kesehatan juga selalu dilakukan di lingkungan perusahaan, baik melalui media promosi cetak seperti baliho, *flyer*, spanduk dan lainnya.

- Special physical examination (conducted for employees working in the factory area): hearing test (audiometry) and lung function test (spirometry)
- Blood tests: cholesterol, uric acid, blood sugar, liver and kidney function
- Ear, Nose, and Throat (THT) examination: Examining the internal health of the ear, nose and throat organs
- Examination of internal organs: X-ray of the lungs, checking heart health with ECG
- Dental check: examining the hygiene and health of teeth and gums

All medical check-up results and doctor's recommendations will be given to all employees and further medical treatment must be taken if there are health problems.

Employees with health disorders who are at sufficient risk will be included in the Managed Care Program. The program is a rehabilitative program for employees who have high health risks, such as diabetes, heart, liver and other health conditions that require rehabilitative measures according to doctor's recommendations. With this program, employees will be scheduled for regular visits to specialist doctors, routine health checks and attend routine sports activities specifically for rehabilitative patients.

- Monitoring work environment related to company sanitation hygiene. Activities undertaken include:
 - Examination of physical and chemical factors in the work environment which include: Measurement of light, noise, vibration, dust and hazardous chemical gases.
 - Pest and rodent control: Control of animals that have the potential danger of disease to employees (termites, wasps, ants, mosquitoes, rats, and cockroaches).
- Inspection of food samples for employees, to maintain cleanliness, health, and balanced nutrition of food
- Provision of extra food for employees who work in shifts
- Provision of multivitamin supplements for employees involved in plant turn around jobs (longer working hours and heavier workloads than usual)

PROMOTION OF OCCUPATIONAL HEALTH [403-6]

Health promotions are also always carried out within the company, both through printed promotional media, such as billboards, flyers, banners, and others.



Selain itu promosi kesehatan juga dilakukan melalui pemberian edukasi kesehatan berupa seminar/webinar kesehatan yang dilakukan rutin. Topik yang diberikan biasanya terkait dengan masalah kesehatan dari pemetaan kesehatan karyawan yang didapatkan dari hasil *medical check-up*. Selain melalui media informasi, promosi kesehatan juga dilakukan melalui program-program berbasis peningkatan kesehatan seperti program VIRAL 500K (*Virtual running, walking and cycling*) dan juga program *new you challenge* (program penurunan berat badan).

Khusus untuk HIV AIDS, perusahaan memiliki program *voluntary counselling and testing* yang bertujuan untuk deteksi dini sebagai langkah awal dalam mencegah penyebaran penyakit HIV AIDS

MITIGASI RISIKO KESEHATAN AKIBAT KERJA [403-3]

Pupuk Kaltim juga berkomitmen penuh untuk menjaga kesehatan kerja karyawan, termasuk memitigasi kondisi kesehatan karyawan dari penyakit akibat kerja, yang diwujudkan melalui:

- Program diabetesi untuk karyawan gula darah puasa > 125 mg/dl.
- Program konservasi pendengaran untuk karyawan *suspect* PAK (Penyakit Akibat Kerja).
- Skrining kesehatan bagi kontraktor yang akan bekerja di PKT.
- Melakukan pemeriksaan fisik dan tekanan darah pekerja sebelum bekerja di ketinggian, ruang terbatas dan mengoperasikan alat berat.
- Program *Return to Work* (RTW) bagi karyawan yang telah lama sakit dan telah dinyatakan sembuh dan layak untuk bekerja kembali.
- *Fitness To Work* (FTW).
- Tindakan medis serius.
- Pemeriksaan HIV sukarela
- Pemeliharaan kesehatan dengan senam kesegaran jasmani (SKJ) dan senam jantung sehat.
- Pemeriksaan kesehatan berkala secara menyeluruh bagi karyawan dan pasangan yang bertujuan untuk mengetahui sejak dini potensi penyakit yang diderita serta meningkatkan derajat kesehatan karyawan.
- Sosialisasi, promosi, dan seminar kesehatan bagi semua karyawan serta pemantauan iklim kerja di lokasi kerja.
- Penyediaan fasilitas pelayanan kesehatan yakni penyediaan fasilitas dan biaya pengobatan bagi karyawan dan keluarga.
- Kegiatan Jumat bersih/*housekeeping*.

Berbagai kegiatan di atas memiliki indikator pencapaian masing-masing, sehingga untuk memastikan tercapainya kualitas layanan dari

In addition, health promotion is also carried out through the provision of health education in the form of regular health seminars/webinars. The topics are usually related to health issues from employee health mapping obtained from the results of medical check-ups. In addition to information media, health promotion is also carried out through health improvement-based programs, such as the VIRAL 500K (*Virtual running, walking and cycling*) program, and the new you challenge (weight loss program) program.

Specifically for HIV AIDS, the company has a voluntary counseling and testing program aimed at early detection as an initial step in preventing the spread of HIV AIDS.

MITIGATION OF WORK-RELATED HEALTH RISK [403-3]

Pupuk Kaltim is also fully committed to maintaining the occupational health aspect of employees, including mitigating the health conditions of employees from occupational diseases, which are realized through:

- Diabetes program for employees with fasting blood sugar > 125 mg/dl.
- Hearing conservation program for employees suspected of suffering from PAK (Occupational Disease).
- Health screening for contractors who will work at PKT.
- Conduct physical examination and blood pressure of workers before working at heights, confined spaces, and operating heavy equipment.
- Return to Work (RTW) program for employees who have been sick for a long time and have been declared cured and eligible to return to work.
- Fitness To Work (FTW).
- Serious medical measures.
- Voluntary HIV testing
- Maintaining health with physical fitness exercises (SKJ) and healthy heart exercises.
- Comprehensive periodic health checks for employees and spouses aiming to find out early on the potential for illnesses and improve the health status of employees.
- Health outreach, promotion and seminars for all employees as well as monitoring work climate on the job site.
- Provision of health care facilities, namely the provision of facilities and medical expenses for employees and families.
- Clean Friday/*housekeeping* activities.

The various activities above have their respective achievement indicators, in order to ensure the achievement of quality services from occupational

occupational health services sesuai target yang ditetapkan, seluruh kegiatan tersebut dimonitor serta dimasukkan sebagai bahan pembahasan kinerja kesehatan kerja dalam rapat P2K3 setiap bulan.

Sampai tahun pelaporan Pupuk Kaltim belum pernah mencatat adanya insiden pekerja-pekerja yang mengalami sakit karena sebab yang berhubungan langsung karena pekerjaannya. Hal ini didukung dengan data kunjungan rumah sakit dan hasil *medical check-up*, yang menunjukkan tidak terdapat penyakit akibat kerja yang diderita oleh karyawan.

Hasil ini menunjukkan bahwa program-program kesehatan yang telah disusun oleh perusahaan berhasil dijalankan dengan baik oleh seluruh karyawan yang bekerja di Lingkungan PT Pupuk Kaltim. **[403-10]**

health services according to the set targets, all activities are monitored and included as material for discussion of occupational health performance in P2K3 meetings every month.

Up to the reporting year, Pupuk Kaltim had never recorded any incidents of workers who had been ill due to causes that were directly related to their work. This is supported by hospital visit data and medical check-up results, which show there are no occupational illnesses suffered by employees.

These results indicate that the health programs that have been prepared by the company have been successfully implemented by all employees who work in Pupuk Kaltim.



Mencegah dan Menanggulangi Pandemi COVID-19

Preventing and Overcoming the COVID-19 Pandemic

Sebagaimana diketahui bersama, sejak Maret 2020, Indonesia dilanda pandemi COVID-19 yang mempengaruhi seluruh sendi kehidupan, baik bagi masyarakat luas, bagi pelaku bisnis maupun bagi penyelenggara negara. Menyusul pemberlakuan kebijakan PSBB yang kemudian diikuti dengan peluncuran program Pemulihan Ekonomi Nasional (PEN), seluruh pelaku usaha dan BUMN, termasuk Pupuk Kaltim bergerak bersama-sama mendukung program-program yang diluncurkan Pemerintah Indonesia.

Dalam rangka mencegah merebaknya pandemi COVID-19 di lingkungan Pupuk Kaltim dan turut menanggulangi dampak yang ditimbulkan dari pandemi di lingkup Perusahaan maupun terhadap masyarakat sekitarnya, PKT menerapkan berbagai kebijakan yang intinya adalah menjalankan protokol kesehatan ketat dalam menjalankan kegiatan operasional, antara lain:

1. Membentuk Tim Crisis Center COVID-19 PKT
2. Kebijakan Pencegahan dan Penanganan COVID-19 di Lingkungan PT Pupuk Kaltim
3. Kebijakan Pembatasan Akses Keluar Masuk Wilayah Perumahan PC VI, BSD dan BTN.
4. Kebijakan Pembatasan Keluar Rumah bagi yang Bertempat tinggal di luar wilayah Perumahan PC VI PKT, BSD dan BTN
5. Protokol Kegiatan *Work From Office* (WFO) PT Pupuk Kalimantan Timur
6. Protokol Pengaturan Vendor PKT dari Luar Bontang Sebelum Memasuki Lingkungan Perusahaan
7. Protokol Kegiatan ke dan dari Luar Daerah PT Pupuk Kaltim
8. Protokol Pencegahan dan Penanganan COVID-19 Pada Pelaksanaan TA di Pabrik PKT

As we all know, since March 2020, Indonesia has been hit by the COVID-19 pandemic, which has affected all aspects of life, both for the wider community, for businesses, and for state officials. Following the implementation of the PSBB policy, which was followed by the launch of the National Economic Recovery (PEN) program, all business actors and SOEs, including Pupuk Kaltim, moved jointly to support the programs launched by the Government.

In order to prevent the outbreak of the COVID-19 pandemic within Pupuk Kaltim and to help overcome the impact caused by the pandemic within the Company and the surrounding community, PKT has implemented various policies, which essentially is to implement strict health protocols in carrying out operational activities, including:

1. Forming the PKT COVID-19 Crisis Center Team
2. Policies for the Prevention and Handling of COVID-19 in PT Pupuk Kaltim
3. Policy on Restriction of Access and Exit to PC VI, BSD and BTN Residential Areas.
4. Policy on Leaving the House Restriction for those residing outside the PC VI PKT, BSD and BTN Housing areas
5. PT Pupuk Kalimantan Timur Work from Office (WFO) Activity Protocol
6. PKT Vendor Regulation Protocol from Outside Bontang Prior to Entering the Company Environment
7. Protocol for Activities to and from Outside of PT Pupuk Kaltim Regions
8. COVID-19 Prevention and Handling Protocol in the Implementation of TA in PKT plants

Target dan Kegiatan Peningkatan Kinerja K3 di Tahun 2021

Targets and Activities for Improving OHS Performance in 2021

Untuk meningkatkan kinerja aspek K3, Pupuk Kaltim telah menetapkan serangkaian target dan rencana kegiatan terkait di tahun 2021, sebagai berikut:

To improve the performance of the OHS aspect, Pupuk Kaltim has set a series of targets and related activity plans in 2021, as follows:

Target	Rencana Kegiatan	Activity Plan
Meminimalkan terjadinya kerugian (<i>loss prevention</i>) yang disebabkan karena "personal safety incident" (LTIFR < 0,5) dan "tier 1 process safety event rate" (PSE Rate < 0,18) Minimizing the occurrence of losses (<i>loss prevention</i>) due to "personal safety incidents" (LTIFR < 0.5) and "tier 1 process safety event rate" (PSE Rate < 0.18)	- Melakukan survei budaya K3 untuk mengetahui pencapaian budaya K3 perusahaan dengan mencapai tingkat Pro Aktif - Pelatihan terkait K3 kepada tenaga kerja organik seperti bekerja di ketinggian, bekerja dalam ruang terbatas, penanggulangan kebakaran, pelatihan penyegaran K3 dan lain lain. - Melakukan revitalisasi dan penambahan <i>fire protection system</i> - Melakukan sertifikasi peralatan, alat bantu, operator pesawat angkat angkut dan sertifikasi keahlian K3 sesuai peraturan yang berlaku - Melakukan audit internal SMK3 dan ISO 45001. - Penerapan <i>Life Saving Rule</i> - Penerapan 14 elemen <i>Process Safety Management</i> sesuai standar OSHA - Melakukan <i>self-assessment</i>/audit internal PSM	- Conduct a OHS culture survey to find out the Company's OHS culture achievements with a proactive level attainment - OHS related training for organic workers such as working at heights, working in confined spaces, fire management, OHS refresh training, and others. - Revitalizing and adding the fire protection system - Certification of equipment, supporting devices, lift equipment and transport operators, and OHS expertise certification in accordance with applicable regulations - Conduct internal audit of SMK3 and ISO 45001. - Implementation of Life Saving Rule - Implementation of 14 elements of Process Safety Management according to OSHA standards - Conducting PSM self-assessment/internal audit
Meminimalkan terjadinya kerugian (<i>loss prevention</i>) yang disebabkan karena tenaga kerja non organik / kontraktor Minimize the occurrence of losses (<i>loss prevention</i>) due to non-organic/contractor personnel	- Penerapan Prosedur Penerapan Aspek K3 dan LH dalam pengadaan jasa - Pembuatan analisa risiko pekerjaan dan langkah pengendaliannya oleh setiap kontraktor - Penerapan <i>Life Saving Rule</i> pada pekerja kontraktor dan anorganik. <i>Life Saving Rule</i> dimasukkan ke dalam TOR ataupun berita acara lain yang mengikat. - Penilaian kinerja K3 kontraktor wajib dilakukan di dalam evaluasi akhir kinerja kontraktor. - Pemutakhiran/update form penilaian kinerja K3. - Melakukan penyegaran pelatihan dan knowledge sharing/lesson learned terkait K3 kepada tenaga kerja non organik/ kontraktor	- Applying the procedures for implementation of OHS and Environment aspects in the procurement of services - Develop a work risk analysis and control measures for each contractor - Application of Life Saving Rule to contractors and inorganic personnel. Life Saving Rule is included in the TOR or other binding minutes. - Contractor OHS performance evaluation must be carried out in the final evaluation of the contractor's performance. - Update of the OHS performance assessment form. - Conduct refresher training and knowledge sharing/lesson learned related to OHS to non-organic/contractor personnel
Mempertahankan sertifikasi baik nasional/internasional dan memperoleh penghargaan di bidang K3 baik nasional/internasional menuju perusahaan kelas dunia Maintain both national/international certification and obtain awards in the field of OHS both national/international towards world-class company standard	- Pelaksanaan audit/verifikasi kecelakaan nihil dan program P2HIV di tempat kerja - Laporan KPI RCI dan Verifikasi/Audit 7 Codes of RCI. - Mengikuti ajang penghargaan nasional dan internasional di bidang K3 lainnya sesuai dengan kebutuhan perusahaan menuju perusahaan kelas dunia	- Implementation of audit/verification of zero accidents and P2HIV programs in the workplace - RCI KPI Report and Verification/Audit 7 Codes of RCI. - Participate in international OHS award events in accordance with Company needs towards a world-class company standard

Keselarasan dengan Pencapaian Tujuan Keberlanjutan

Alignment with the Achievement of Sustainability Goals

Program-program peningkatan kinerja aspek K3 yang dijalankan tersebut telah selaras dengan pencapaian beberapa rumusan tujuan pembangunan keberlanjutan dalam SDGs, khususnya adalah Tujuan ke-8 - Pertumbuhan Ekonomi dan Pekerjaan yang Layak dan Tujuan ke-12 - Konsumsi dan Produksi Bertanggung Jawab.

The OHS performance improvement programs that have been implemented have been aligned with the achievement of a number of sustainable development goals in the SDGs, specifically the 8th Goal - Economic Growth and Decent Work and 12th Goal - Responsible Consumption and Production.

Penghargaan K3

OHS Awards

Berbagai upaya yang dijalankan dan prestasi yang diraih berkat konsistensinya dalam meningkatkan kinerja aspek K3, membuat Pupuk Kaltim menerima berbagai penghargaan dari berbagai institusi terkait, seperti:

- Resertifikasi IFA *Protect and Sustain* (Desember, 2020)
- Penghargaan IFA *Green Leaf Award* (September, 2020)
- Sertifikasi penghargaan Sistem Manajemen K3 dari Kementerian Ketenagakerjaan Republik Indonesia (September, 2020)
- Penghargaan Indonesia Responsible Care Award (Juni, 2020)
- *Zero Accident Award* dari Kementerian Ketenagakerjaan Republik Indonesia (September, 2020).
- Penghargaan Program Pencegahan dan Penanggulangan HIV dan AIDS di Tempat Kerja Kategori Platinum dari Pemerintah Provinsi Kalimantan Timur (September, 2020)
- Penghargaan Program Pencegahan dan Penanggulangan HIV dan AIDS di Tempat Kerja Kategori *Gold* dari Kementerian Ketenagakerjaan Republik Indonesia (Oktober, 2020)

As a result of the various initiatives undertaken and achievements due to its consistency in improving the performance of the OHS aspects, Pupuk Kaltim received various awards from various related institutions, such as:

- Recertification of IFA *Protect and Sustain* (December, 2020)
- IFA Green Leaf Award (September, 2020)
- OHS Management System award certification from the Ministry of Manpower of the Republic of Indonesia (September, 2020)
- Indonesia Responsible Care Award (June, 2020)
- Zero Accident Award from the Ministry of Manpower of the Republic of Indonesia (September, 2020).
- Award for HIV and AIDS Prevention and Management Program in the Workplace Platinum Category from the Provincial Government of East Kalimantan (September, 2020)
- Award for HIV and AIDS Prevention and Management Program in the Workplace Gold Category from the Ministry of Manpower of the Republic of Indonesia (October, 2020)



Meyakini pencapaian tujuan keberlanjutan akan dapat diraih lebih efisien melalui penerapan prinsip-prinsip terbaik Tata Kelola Perusahaan yang Baik, Pupuk Kaltim merealisasikan berbagai program peningkatan kualitas pengelolaan Perusahaan, memperbaiki kualitas pengelolaan risiko, mengintrodusir nilai-nilai etika terbaru, melakukan program pengawasan dan menjalankan evaluasi berkala terhadap kualitas penerapan tata kelola perusahaan disertai pelaksanaan upaya perbaikannya.

Believing that the achievement of sustainability goals will be achieved more efficiently through the application of the best principles of Good Corporate Governance, Pupuk Kaltim realizes various programs to improve the quality of corporate management, improve the quality of risk management, introduce the latest ethical values, conduct monitoring programs, and carry out periodic evaluations on the quality of corporate governance implementation along with the implementation of improvement efforts.



Ringkasan Ringkasan

- 1 Pada tahun 2020 Pupuk Kaltim melaksanakan 3 kali RUPS dan melakukan perubahan dan penambahan personalia Dewan Komisaris. In 2020, Pupuk Kaltim held 3 GMS and made changes and additions to the personnel of the Board of Commissioners.
- 2 Indeks hasil penilaian kinerja Dewan Komisaris, Direksi, Kesehatan Pupuk Kaltim dan KPKU masing-masing adalah 94,28 Sangat Baik, 107,06 SUKSES, 84 SUKSES dan 662,50. The index results of the performance assessment of the Board of Commissioners, Board of Directors, Soundness of Pupuk Kaltim, and KPKU were 94.28 Very Good, 107.06 SUCCESSFUL, 84 SUCCESSFUL, and 662.50.
- 3 Skor *self-assessment* kualitas penerapan GCG tahun 2020 adalah 95,074, sementara hasil penilaian menurut CGPI adalah 86,72, kategori "Sangat Terpercaya". The self-assessment score for the quality of GCG implementation in 2020 is 95,074, while the assessment result according to the CGPI is 86.72, category "Highly Trusted".
- 4 Indeks maturitas pengelolaan risiko Pupu Kaltim tahun 2020 adalah 3,19 "Advance-Managed". Pupuk Kaltim's 2020 risk management maturity index is 3.19 "Advance-Managed".
- 5 Di tahun 2020, WBS Pupuk Kaltim menerima 7 aduan pelanggaran, semuanya telah diselesaikan, 2 di antaranya ditindaklanjuti dengan pemberian tindakan tegas. In 2020, the WBS of Pupuk Kaltim received 7 complaints of violations, all of which have been resolved, 2 of which were followed up by giving strict action.
- 6 Di tahun 2020, Pupuk Kaltim mengintrodusir Tata Nilai Perusahaan – AKHLAK. In 2020, Pupuk Kaltim introduced the Corporate Values – AKHLAK.

Di tahun 2020 Unit Pengelola Gratifikasi menerima total 152 Laporan Gratifikasi. In 2020, the Gratuity Management Unit received a total of 152 Gratuity Reports.





TATA KELOLA KEBERLANJUTAN

Sustainable Corporate
Governance

08





Komitmen dan Tujuan Penerapan Tata Kelola Terbaik [103-1, 103-2, 103-3]

Commitment and Purpose of the Implementing the Best Governance

PT Pupuk Kaltim (PKT) berkomitmen penuh untuk senantiasa melaksanakan prinsip dasar tata kelola perusahaan yang baik (GCG), yaitu transparansi, akuntabilitas, tanggung jawab, independensi, dan keadilan pada seluruh proses aktivitas bisnisnya maupun dalam proses pengambilan keputusan. Komitmen tersebut juga ditunjukkan dengan pelaksanaan asesmen berkala terhadap penerapan prinsip-prinsip GCG, diikuti upaya perbaikan secara berkesinambungan.

PT Pupuk Kaltim (PKT) is fully committed to continuously implement the basic principles of good corporate governance (GCG), namely transparency, accountability, responsibility, independence, and fairness in all of its business activity processes as well as in the decision-making process. The commitment is also demonstrated through the implementation of periodic assessment on the implementation of GCG principles, followed by continuous improvement efforts.

PKT menerapkan praktik terbaik GCG dengan mengacu kepada beberapa aturan formal, antara lain: Peraturan Menteri Negara BUMN Nomor PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN; dan Keputusan Sekretaris Kementerian Badan Usaha Milik Negara No.SK-16/S.MBU/2012 tanggal 06 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik GCG Pada BUMN. Selain itu, juga mengacu pada Pedoman Umum GCG Indonesia yang dikeluarkan oleh Komite Nasional Kebijakan Governance (KNKG).

Tujuan penerapan praktik terbaik GCG di seluruh lingkup operasional PKT meliputi:

- Mengoptimalkan nilai Pupuk Kaltim agar memiliki daya saing yang kuat, baik secara nasional maupun internasional, sehingga mampu mempertahankan keberadaannya dan hidup berkelanjutan untuk mencapai maksud dan tujuan Pupuk Kaltim.
- Mendorong pengelolaan Pupuk Kaltim secara profesional, efisien dan efektif serta memberdayakan fungsi dan meningkatkan kemandirian Organ Pupuk Kaltim.
- Mendorong Organ Pupuk Kaltim dalam membuat keputusan dan menjalankan tindakan dengan dilandasi nilai moral yang tinggi dan kepatuhan terhadap peraturan perundang-undangan serta kesadaran akan adanya tanggung jawab sosial Perusahaan terhadap pemangku kepentingan maupun kelestarian lingkungan di sekitar.
- Meningkatkan kontribusi Pupuk Kaltim dalam perekonomian nasional.
- Meningkatkan iklim yang kondusif bagi perkembangan investasi nasional.

PKT implements GCG best practices by referring to several formal rules, including: Regulation of the Minister of State-Owned Enterprises No. PER-01/MBU/2011 on the Implementation of Good Corporate Governance in SOEs; and Decree of the Secretary of the Ministry of State-Owned Enterprises No.SK-16/S.MBU/2012 dated 6 June 2012 on Indicators/Parameters of Assessment and Evaluation of the Implementation of Good Corporate Governance (GCG) in SOEs. As well as referring to the General Guidelines of the Indonesian GCG issued by the National Committee on Governance Policy (KNKG).

The objectives of implementing GCG practices in all operational areas of PKT include:

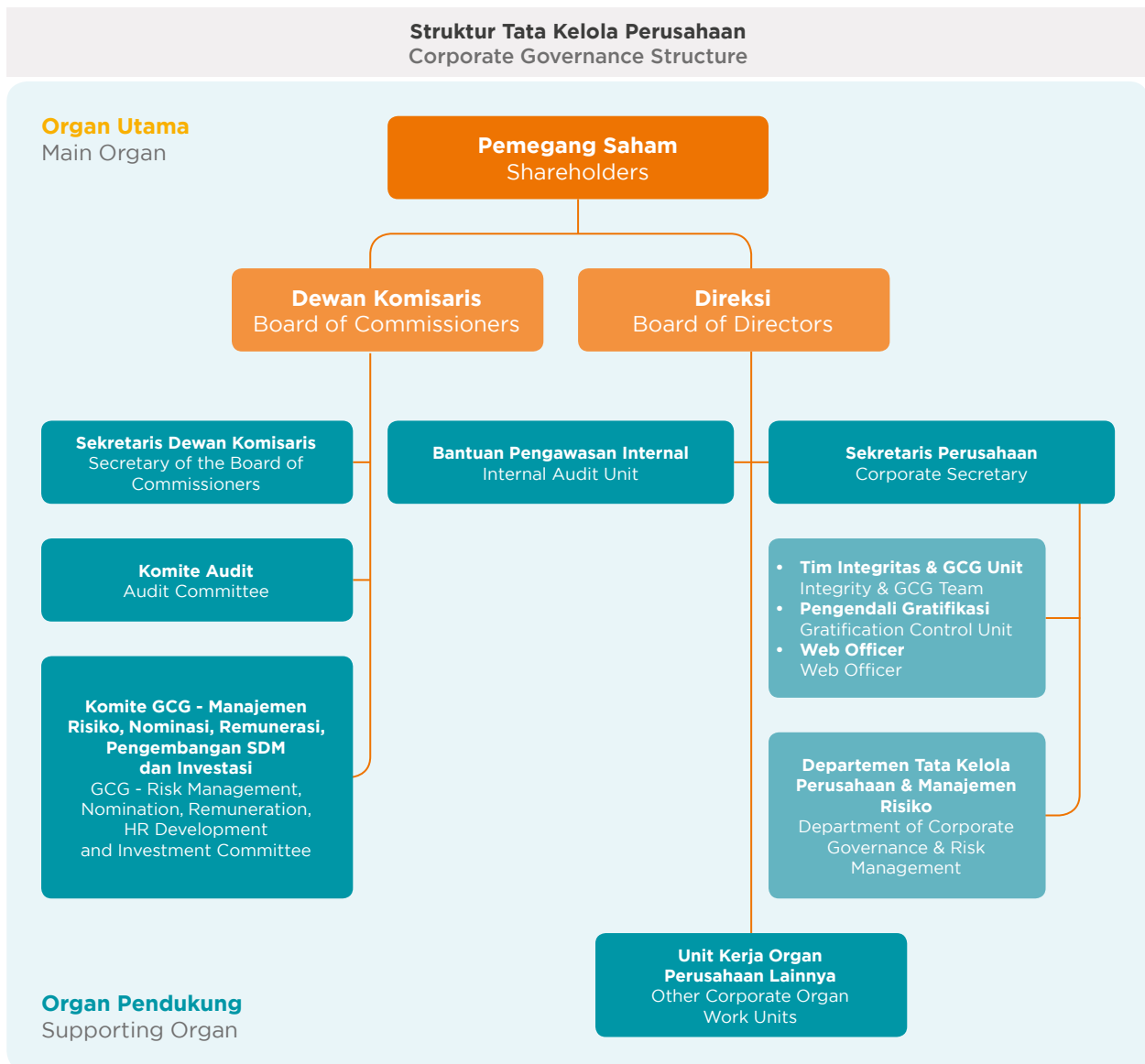
- Optimizing the value of Pupuk Kaltim in order to have a strong competitive edge, at national and international level, enabling it to maintain its existence and to grow sustainably to achieve the goals and objectives of Pupuk Kaltim.
- Encouraging the management of the Company in a professional, efficient and effective manner and empower functions and increase the independence of the Pupuk Kaltim Organ.
- Encouraging Pupuk Kaltim Organs to make decision and take action based on high moral values and compliance with laws and regulations as well as awareness of the Company's social responsibility towards stakeholders and the preservation of the surrounding environment.
- Increasing the contribution of Pupuk Kaltim for the national economy.
- Improving a favorable climate for the development of national investment.

Struktur dan Mekanisme Tata Kelola ^[102-18]

Corporate Governance Structure and Mechanism

STRUKTUR TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE



Struktur Tata Kelola Perusahaan yang dimiliki Pupuk Kaltim terbagi menjadi 2 (dua), yaitu:

1. Organ Utama: Pemegang Saham, Dewan Komisaris dan Direksi.
2. Organ Pendukung: Sekretaris Dewan Komisaris, Komite Audit, Komite GCG-Manajemen Risiko, Nominasi, Remunerasi, SDM dan Investasi yang berada di bawah garis koordinasi Dewan Komisaris, kemudian Satuan Pengawasan Intern, Sekretaris Perusahaan dan Unit lain Organ Perusahaan,

The Corporate Governance Structure in Pupuk Kaltim is divided into 2 (two) parts, namely:

1. Main Organs: Shareholders, Board of Commissioners, and Board of Directors.
2. Supporting Organs: Secretary to the Board of Commissioners, Audit Committee, GCG-Risk Management, Nomination, Remuneration, HR and Investment Committee under the coordination of the Board of Commissioners and the Internal Control Unit, Corporate Secretary and other Unit

yang berada di bawah garis koordinasi Direksi. Selanjutnya adalah Tim Integritas & GCG, Pengendali Gratifikasi dan *Web Offices* serta Departemen TKP & Manajemen Risiko yang berada dibawah koordinasi Sekretaris Perusahaan.

Masing-masing organ Perseroan tersebut menjalankan tugas, fungsi dan tanggung jawabnya secara independen untuk kepentingan Perseroan sesuai dengan ketentuan perundang-undangan, Anggaran Dasar Perusahaan, dan ketentuan lain yang berlaku.

MEKANISME TATA KELOLA PERUSAHAAN

Sesuai dengan struktur tata kelola, Organ Perusahaan tertinggi adalah Rapat Umum Pemegang Saham (RUPS), kemudian Dewan Komisaris sebagai pengawas dan Direksi sebagai pelaksana kegiatan operasional sehari-hari. Dalam menjalankan tugas dan kewajibannya, mereka didukung oleh organ pendukung dan dilengkapi oleh perangkat tata kelola atau *soft structure* yang berlaku di PKT, termasuk Kode Etik, Nilai-nilai Perusahaan, Pedoman Direksi dan Dewan Komisaris (*Board Manual*), Piagam Komite Audit dan Komite GCG-Manajemen Risiko, Nominasi, Remunerasi, Pengembangan SDM dan Investasi, Piagam Satuan Pengawasan Intern serta didukung oleh berbagai kebijakan operasional lainnya.

Tugas dan fungsi Dewan Komisaris telah tertuang pada Keputusan Dewan Komisaris nomor: KEP-08/KOM-PKT/2019 tentang Pedoman Pelaksanaan Tugas Organ Pedukung Dewan Komisaris Pupuk Kaltim tanggal 11 April 2019. Setiap Komite masing-masing beranggotakan satu orang yang merupakan anggota Dewan Komisaris yang merangkap sebagai Ketua Komite dan dua orang lagi merupakan profesional yang berasal dari luar Perusahaan dan bukan merupakan anggota Dewan Komisaris.

Pupuk Kaltim secara berkala mengkaji dan menyempurnakan *soft-structure* GCG ini guna memastikan penerapan GCG sejalan dengan kebutuhan proses bisnis maupun peraturan yang berlaku. Seluruh *soft-structure* penerapan GCG tersebut dipublikasikan dalam portal intranet Pupuk Kaltim dengan alamat www.gcg.pupukkaltim.com dan *website* Pupuk Kaltim dengan alamat www.pupukkaltim.com.

Pendelegasian Wewenang

Melalui penerapan prinsip 3P (*Profil, People, Planet*) secara konsisten Pupuk Kaltim berkomitmen penuh untuk menyeimbangkan antara kinerja ekonomi serta tanggung jawab lingkungan dan sosial. Tanggung

Organs of the Company under the coordination of the Board of Directors. The Integrity and GCG Team and the TKP and MR Department that are under the coordination of the Corporate Secretary.

Each organ of the Company carries out its duties, functions, and responsibilities independently in the interest of the Company in accordance with the provisions of the law, the Company's Articles of Association, and other applicable provisions.

MECHANISM OF CORPORATE GOVERNANCE

In accordance with the governance structure, the Company's highest organ is the General Meeting of Shareholders (GMS), then the Board of Commissioners as the supervisor and the Board of Directors as the executive for daily operational activities. In carrying out their duties and obligations, they are assisted by supporting organs and equipped with soft-governance structures that apply to PKT, including the Code of Conduct, Corporate Values, Guidelines for the Board of Directors and Board of Commissioners (*Board Manual*), Audit Committee Charter, and GCG-Risk Management, Nomination, Remuneration, HR Development and Investment Committee, Internal Audit Charter, and supported by various other operational policies.

The duties and functions of the Board of Commissioners have been stated in the Decree of the Board of Commissioners No. KEP-08/KOM-PKT/2019 on Guidelines for the Implementation of Duties of Supporting Organs of the Board of Commissioners of Pupuk Kaltim dated 11 April 2019. Each Committee consists of one person who is a member of the Board of Commissioners concurrently serving as the Chairman of the Committee and two others, who are professionals from outside the Company and are not members of the Board of Commissioners.

Pupuk Kaltim regularly reviews and improves the GCG soft-structure to ensure the implementation of GCG is in line with business processes and applicable regulations. All GCG soft-structures are published on Pupuk Kaltim's intranet portal at www.gcg.pupukkaltim.com and Pupuk Kaltim's website at www.pupukkaltim.com.

Delegation of Authority

Through the consistent application of 3P (Profile, People, Planet) principles, Pupuk Kaltim is fully committed to balancing economic performance as well as environmental and social responsibility.



jawab pencapaian kinerja pada aspek ekonomi, lingkungan, dan sosial tersebut secara umum melekat pada Direksi secara kolegal. Pembagian tugas dilakukan tanpa menghilangkan tanggung jawab kolegal. Pembagian tugas antara sesama anggota Direksi diatur dalam dokumen *Board Manual* (Pedoman Direksi dan Dewan Komisaris). [102-20]

Direksi kemudian mendelegasikan sebagian wewenang pengambilan keputusan operasional di bidang ekonomi, lingkungan, dan sosial kepada beberapa eksekutif senior dalam struktur organisasi. Eksekutif senior dimaksud kemudian dapat melakukan pendelegasian kepada sub-ordinasi di bawahnya. Pendelegasian wewenang dari Direksi tersebut melekat pada tugas dan tanggung jawab unit-unit di bawahnya, dimana unit-unit dimaksud bertanggung jawab secara langsung kepada atasan langsung, dan akhirnya kepada Direksi.

Adapun tugas Dewan Komisaris adalah melakukan pengawasan dan koordinasi, baik secara langsung maupun melalui komite kepada pejabat-pejabat tersebut. Pendelegasian wewenang ini tercermin pada Bagan Struktur Tata Kelola tersebut di atas [102-19].

Konsultasi dengan Pemangku Kepentingan [102-21]

Pupuk Kaltim, baik melalui Direksi maupun melalui eksekutif senior, melakukan kegiatan diskusi dan konsultasi dengan para Pemangku Kepentingan dalam bentuk pertemuan formal dan nonformal. Konsultasi dengan Pemegang Saham dilakukan secara rutin setiap bulan melalui rapat kinerja dan RUPS, atau melalui rapat koordinasi formal maupun non formal setiap saat. Hal ini bisa dilaksanakan, karena PKT bukan perusahaan publik dan merupakan anak usaha dengan kepemilikan mayoritas oleh PT Pupuk Indonesia.

Konsultasi dengan karyawan dilakukan secara berkala melalui rapat *monitoring* bulanan. Sedangkan Konsultasi dengan Pemangku Kepentingan lainnya dilakukan melalui kegiatan pertemuan tahunan baik secara formal maupun nonformal. Setiap umpan balik dari konsultasi Pemangku Kepentingan tersebut akan dipertimbangkan dalam pengambilan setiap keputusan strategis perusahaan termasuk program kerja terkait topik ekonomi, lingkungan, dan sosial.

Pupuk Kaltim juga menyediakan sarana penyaluran pendapat karyawan pada media komunikasi dan informasi melalui forum tatap muka maupun forum elektronik menggunakan Portal Intranet Perusahaan sehingga para karyawan dapat menyampaikan pendapat secara langsung kepada Manajemen.

The responsibility for achieving performance in the economic, environmental, and social aspects is generally inherent to the Board of Directors in a collegial manner. The division of tasks is carried out without eliminating collegial responsibilities. The division of tasks among members of the Board of Directors is regulated in the Board Manual (Guidelines for the Board of Directors and Board of Commissioners). [102-20]

The Board of Directors delegates some of the authority for making operational decisions in the economic, environmental, and social fields to several senior executives in the organizational structure. The senior executive can then delegate the subordinates below him. The delegation of authority from the Board of Directors is attached to the duties and responsibilities of the units under it, where the units referred directly to the direct supervisor, and finally to the Board of Directors.

The Board of Commissioners carries out supervision and coordination, both directly and through the committee to these officials. The delegation of authority is illustrated in the Chart of Governance Structure mentioned above [102-19].

Consultation with Stakeholders [102-21]

Pupuk Kaltim, both through the Board of Directors and through senior executives, conducts discussion and consultation activities with the Stakeholders through formal and informal meetings. Consultation with Shareholders is conducted every month through performance meetings and GMS, or through formal and informal coordination meetings at any time. This can be done, as the Company is not a public company and is a subsidiary with majority ownership by PT Pupuk Indonesia.

Consultations with employees are carried out through monitoring meetings on a monthly basis. Whereas the Consultation with other Stakeholders is carried out through annual meetings, both formally and informally. Any feedback from the Stakeholder consultation will be considered in making every strategic decision, including work programs related to economic, environmental, and social topics.

Pupuk Kaltim also provides a means of channeling employee opinions on communication and information media, as well as through face-to-face and electronic forums using the Company Intranet Portal, allowing Pupuk Kaltim employees to express their opinions directly to the Management.

RAPAT UMUM PEMEGANG SAHAM (RUPS)

Rapat Umum Pemegang Saham ("RUPS") merupakan forum pengambilan keputusan yang tertinggi untuk pemegang saham. RUPS merupakan platform pemegang saham untuk mendapatkan informasi, mengemukakan pendapat, dan memberikan suara (*voting*) terkait kepentingan bisnis perusahaan.

Sesuai dengan waktu dan urgensi penyelenggaraannya, terdapat dua kelompok besar RUPS, yakni:

1. RUPS Tahunan, wajib diselenggarakan satu kali dalam setahun, selain wajib diselenggarakan dalam jangka waktu paling lambat 6 (enam) bulan setelah tahun buku berakhir.
2. RUPS Luar Biasa, dapat diselenggarakan setiap waktu berdasarkan kebutuhan untuk kepentingan Perusahaan. Pelaksanaan RUPS mengacu kepada anggaran dasar Perseroan dan peraturan perundang-undangan yang berlaku.

Pada tahun 2020, para pemegang saham menyelenggarakan 3 (tiga) kali RUPS, yakni RUPS Kinerja Tahun Buku 2019, RUPS RKAP 2020 dan RUPSLB 2020

DEWAN KOMISARIS [102-22]

Dewan Komisaris bertugas melakukan pengawasan secara umum dan/atau khusus sesuai dengan Anggaran Dasar Perusahaan serta memberikan nasihat kepada Direksi dengan memastikan bahwa Perusahaan telah menjalankan GCG secara efektif dan berkelanjutan.

Dewan Komisaris harus menjalankan tugas dan tanggung jawab dengan itikad baik, penuh tanggung jawab dan kehati-hatian serta selalu menempatkan kepentingan terbaik PT Pupuk Kaltim di atas kepentingan lainnya.

Masa Jabatan Dewan Komisaris

Masa jabatan anggota Dewan Komisaris 1 (satu) periode ditetapkan 5 (lima) tahun terhitung sejak tanggal RUPSLB mengangkatnya. Namun demikian, anggota Dewan Komisaris dapat diberhentikan sewaktu-waktu berdasarkan keputusan RUPSLB. Setelah masa jabatannya berakhir, anggota Dewan Komisaris tersebut dapat diangkat kembali untuk 1 (satu) kali masa jabatan.

Ketentuan ini juga berlaku untuk Komisaris Independen yang diangkat sesuai keputusan RUPSLB.

Komposisi Dewan Komisaris

Dewan Komisaris dipilih, diangkat dan mempertanggungjawabkan pelaksanaan tugasnya melalui RUPS. Komposisi dan jumlah anggota Dewan

GENERAL MEETING OF SHAREHOLDERS

The General Meeting of Shareholders ("GMS") is the highest decision-making forum for shareholders. The GMS is a shareholder platform for obtaining information, expressing opinions, and voting related to the company's business interests.

Depending on the appropriate time or need for urgency, there are two major types of GMS, namely:

1. The Annual GMS is held once a year, within 6 (six) months of the end of the fiscal year at the latest.
2. The Extraordinary GMS can be held at any time based on Company needs. Implementation of the GMS is in line with the Company's articles of association and applicable laws and regulations.

In 2020, the shareholders held 3 (three) GMS, namely the 2019 Fiscal Year Performance GMS, the 2020 WP&B GMS, and the 2020 EGMS.

BOARD OF COMMISSIONERS [102-22]

The Board of Commissioners is tasked with conducting supervision in general and/or specifically in accordance with the Articles of Association of the Company and advising the Board of Directors by ensuring that the Company has been conducting GCG effective and sustainable.

The Board of Commissioners must carry out their duties and responsibilities in good faith, full of responsibility and prudence and always put the best interests of Pupuk Kaltim above other interests.

Term of Office of the Board of Commissioners

The term of office of members of the Board of Commissioners is set for a period of 5 (five) years effective from the date of the appointment by the EGMS. However, members of the Board of Commissioners may be dismissed at any time based on the resolution of the EGMS. After the term of office expires, members of the Board of Commissioners may be reappointed for 1 (one) term of office.

This provision also applies to the Independent Commissioner appointed pursuant to the resolutions of the EGMS.

Composition of the Board of Commissioners

The Board of Commissioners is elected, appointed, and held accountable for the implementation of its duties through the GMS. Composition and number

Komisaris ditetapkan oleh RUPS untuk mendukung pengambilan keputusan yang efektif, tepat dan cepat serta terhindar dari benturan kepentingan dengan memperhatikan visi misi Pupuk Kaltim.

Komposisi Dewan Komisaris pada periode pelaporan terdiri atas 1 orang Komisaris Utama dan empat orang Komisaris.

Susunan Dewan Komisaris Pupuk Kaltim per 31 Desember 2020 adalah sebagai berikut:

Nama Name	Jenis Kelamin Gender	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Periode Jabatan Term of Office	Kompetensi Competence
Momon Rusmono	Laki-Laki Male	Komisaris Utama President Commissioner	Keputusan RUPSLB 18 Oktober 2019	18 Oktober 2019 - 18 Oktober 2024	Kompetensi Bidang Pertanian, Sosial dan Lingkungan Agriculture, Social and Environmental Competencies
Sigit Hardwinarto	Laki-Laki Male	Komisaris Commissioner	Keputusan RUPSLB 18 Oktober 2019	18 Oktober 2019 - 18 Oktober 2024	Kompetensi Bidang Lingkungan dan Sosial Social and Environmental Competencies
Sukardi Rinakit	Laki-Laki Male	Komisaris Commissioner	Keputusan RUPSLB 18 Oktober 2019	31 Mei 2019 - 31 Mei 2024	Kompetensi Bidang Sosial dan Politik Social and Political Competencies
Mushofa	Laki-Laki Male	Komisaris Commissioner	Keputusan RUPSLB 27 April 2020	27 April 2020 - 27 April 2025	Kompetensi Bidang Sosial, Lingkungan dan Tata Kelola. Social and Environmental and Governance Competencies
Gustaaf AC Patty	Laki-Laki Male	Anggota Dewan Komisaris Member of Commissioner	Keputusan RUPSLB 25 Agustus 2020	25 Agustus 2020 - 25 Agustus 2025	Kompetensi Bidang SDM, Bidang Umum, serta Bidang PKBL/CSR
Eka Sastra	Laki-Laki Male	Anggota Dewan Komisaris Member of Commissioner	Keputusan RUPSLB 25 Agustus 2020	25 Agustus 2020 - 25 Agustus 2025	Kompetensi Bidang Pemasaran, dan Bidang Keuangan

Tugas dan Tanggung Jawab Dewan Komisaris

Dewan Komisaris memiliki tugas dan tanggung jawab secara independen mengawasi dan memberikan nasihat kepada Direksi untuk kemudian dilaporkan kepada RUPS. Lingkup tugas dan tanggung jawab Dewan Komisaris berdasarkan Anggaran Dasar dan peraturan perundangan yang berlaku adalah sebagai berikut:

1. Melakukan pengawasan dan nasihat terhadap kebijakan pengurusan serta jalannya pengurusan pada umumnya, baik mengenai Tata Kelola Perusahaan maupun usaha Pupuk Kaltim yang dilakukan oleh Direksi.
2. Memantau secara berkelanjutan efektivitas praktik GCG yang diterapkan di seluruh tingkatan organisasi.
3. Mengawasi, mengkaji, mengarahkan tujuan strategis, rencana kerja, rencana strategis, anggaran kerja tahunan, dan rencana usaha yang dipersiapkan oleh Direksi.

of members of the Board of Commissioners is determined by the GMS to support effective, precise, and fast decision-making and avoid conflict of interest by observing the vision and mission of Pupuk Kaltim.

The composition of the Board of Commissioners in the reporting period consists of 1 President Commissioner and four Commissioners.

The composition of Pupuk Kaltim Board of Commissioners as of 31 December 2020 is as follows:

Duties and Responsibilities of the Board of Commissioners

The Board of Commissioners has the duty and responsibility to independently oversee and advise the Board of Directors and subsequently reported to the GMS. The scope of duties and responsibilities of the Board of Commissioners based on the Articles of Association and prevailing laws and regulations are as follows:

1. Oversee and advise on management policy and the general management of the Company, both regarding GCG and Pupuk Kaltim's business operation performed by the Board of Directors.
2. Sustainably monitor the effectiveness of GCG practices applied across all levels of the organization.
3. Oversee, review, and direct strategic objectives, work plans, strategic plans, annual budgets, and business plans prepared by the Board of Directors.

4. Memberikan tanggapan atas nominasi anggota Dewan Komisaris dan Direksi Anak Perusahaan.
5. Mengawasi dan memberikan nasihat kepada Direksi terkait pengelolaan risiko.
6. Menilai kinerja Direksi dan melaporkan hasil penilaian kinerja kepada Pemegang Saham.
7. Mengusulkan remunerasi Direksi sesuai ketentuan yang berlaku dan penilaian kinerja Direksi.

Selain tugas kolegial, masing-masing anggota Dewan Komisaris menjalankan tugas pengawasan yang bersifat spesifik sesuai bidang keahliannya, dengan penetapan pembagian tugas sebagai berikut.

4. Provide feedback on the nomination of members of the Board of Commissioners and Board of Directors of Subsidiaries.
5. Oversee and provide advice to the Board of Directors related to risk management.
6. Assess the performance of the Board of Directors and report the performance assessment results to Shareholders.
7. Propose remuneration for the Board of Directors in accordance with the prevailing regulations and assessment of the Board of Directors' performance.

In addition to collegial duties, each member of the Board of Commissioners carries out specific supervisory duties according to their field of expertise, with the determination of the division of tasks as follows.

Pembagian Tugas Dewan Komisaris

Nama Name	Posisi Position	Tugas Pengawasan Supervisory Task
Momon Rusmono	Komisaris Utama President Commissioner	Melaksanakan koordinasi tugas Dewan Komisaris Coordinating the duties of the Board of Commissioners
Sigit Hardwinarto	Komisaris Commissioner	Melaksanakan tugas Dewan Komisaris di bidang: • Produksi • Pemeliharaan • Teknologi Carry out the duties of the Board of Commissioners in the field of: • Production • Maintenance • Technology
Sukardi Rinakit	Komisaris Independen Independent Commissioner	Melaksanakan tugas Dewan Komisaris di bidang: • SDM dan Umum • Hubungan Masyarakat dan Kelembagaan • PKBL/CSR Carrying out the duties of the Board of Commissioners in: • Human Resources and General Affairs • Community and institutional relations. • PKBL/CSR.
Musthofa	Komisaris Commissioner	Melaksanakan tugas Dewan Komisaris di bidang: • Pemasaran. • Keuangan • Menjabat Ketua Komite Audit Carrying out the duties of the Board of Commissioners in: • Marketing • Finance • Serves as Chairman of the Audit Committee
Gustaaf AC Patty	Komisaris Commissioner	Melaksanakan tugas Dewan Komisaris di bidang: • Pengembangan Usaha dan Investasi • Pengelolaan anak Perusahaan/Usaha Patungan • Menjabat Ketua Komite GCG, Manajemen Risiko, Nominasi Remunerasi, Pengembangan Sumber Daya Manusia dan Investasi Carrying out the duties of the Board of Commissioners in: • Business development and investment. • The management of subsidiaries/joint ventures. • Serves as Chairman of the GCG, Risk Management, Nomination, Remuneration, Human Resources and Investment Development Committee
Eka Sastra	Komisaris Independen Independent Commissioner	Melaksanakan tugas Dewan Komisaris di bidang: • Pemasaran • Keuangan • Menjabat Ketua Komite Audit Carrying out the duties of the Board of Commissioners in: • Marketing • Finance • Serves as Chairman of the Audit Committee

Organ Pendukung Dewan Komisaris

Dalam menjalankan tugasnya, Dewan Komisaris memiliki beberapa organ pendukung, antara lain Komite Audit, Komite GCG-Manajemen Risiko, Nominasi, Remunerasi, Pengembangan SDM dan investasi serta Sekretaris Dewan Komisaris. Pembentukan Organ Pendukung Dewan Komisaris Pupuk Kaltim berdasarkan surat edaran PT Pupuk Indonesia (Persero) Nomor SE-23/XII/2013 pada 1 Desember 2013 tentang Pedoman Organ Pendukung Dewan Komisaris Anak Perusahaan PT Pupuk Indonesia (Persero).

Komite Audit

Komite Audit dibentuk dengan tujuan untuk memastikan efektivitas sistem pengendalian internal dan pemenuhan prinsip tata kelola yang baik. Sebagaimana diatur dalam Piagam Komite Audit, Komite Audit PKT bertugas membantu Dewan Komisaris dalam menilai kecukupan sistem pengendalian internal, kecukupan pelaporan dan pengungkapan laporan keuangan serta memantau perencanaan dan pelaksanaan program investasi dan tugas lainnya.

Personalia Komite Audit diangkat dan diberhentikan oleh Dewan Komisaris dan dilaporkan kepada RUPS. Pemberhentian anggota Komite Audit dapat dilakukan apabila masa jabatannya telah berakhir dan diberhentikan berdasarkan keputusan Dewan Komisaris apabila tidak memenuhi kinerja yang telah ditetapkan dan/atau tidak kompeten dalam melaksanakan tugasnya. Masa jabatan anggota Komite Audit yang bukan anggota Dewan Komisaris paling lama 3 (tiga) tahun dan dapat diperpanjang 1 (satu) kali selama 2 (dua) tahun masa jabatan.

Pada tahun 2020 Dewan Komisaris mengeluarkan beberapa keputusan mengenai pergantian personalia Komite Audit, sebagai berikut:

- Keputusan Dewan Komisaris PT Pupuk Kalimantan Timur tentang Pemberhentian dan Pengangkatan Anggota Komite Good Corporate Governance-Manajemen Risiko (GCG-MR), Remunerasi, Nominasi, Pengembangan Sumber Daya Manusia, dan Investasi PT Pupuk Kalimantan Timur.
- Memberhentikan dengan hormat Sdr. Lien Herliani Kusumah sebagai Anggota Komite Good Corporate Governance-Manajemen Risiko (GCG-MR) PT Pupuk Kalimantan Timur dengan ucapan terima kasih atas segala sumbangan tenaga dan pikirannya selama memegang jabatan tersebut.
- Mengangkat Sdr. Wahyu Supriyanto sebagai Anggota Komite GRI PT Pupuk Kalimantan Timur.

Supporting Organs of the Board of Commissioners

In carrying out its duties, the Board of Commissioners has several supporting organs, including the Audit Committee, the GCG-Risk Management, Nomination, Remuneration, HR and Investment Development Committee, and Secretary to the Board of Commissioners. The establishment of Supporting Organs for the Board of Commissioners of Pupuk Kaltim is based on PT Pupuk Indonesia (Persero) Circular Letter No. SE-23/XII/2013 on 1 December 2013 on Guidelines for Supporting Organs of the Board of Commissioners of Subsidiaries of PT Pupuk Indonesia (Persero).

Audit Committee

The Audit Committee was established with the aim of ensuring the effectiveness of the internal control system and the fulfillment of good governance principles. As stipulated in the Audit Committee Charter, the Audit Committee of PKT is tasked with assisting the Board of Commissioners in assessing the adequacy of the internal control system, the adequacy of reporting and disclosure of financial statements as well as monitoring the planning and implementation of investment programs and other tasks.

The Audit Committee personnel are appointed and dismissed by the Board of Commissioners and reported to the GMS. Dismissal of members of the Audit Committee can be done when the term of office has expired and dismissed based on the decision of the Board of Commissioners if not fulfilling the performance set and/or not competent in carrying out its duties. The term of office of members of the Audit committee member who is not a member of the Board of Commissioners is no longer than 3 (three) years and can be extended 1 (one) time for 2 (two) years.

In 2020, the Board of Commissioners issued several decisions regarding the change of the Audit Committee personnel, as follows:

- Decision of the Board of Commissioners of PT Pupuk Kalimantan Timur on the Dismissal and Appointment of Members of the Good Corporate Governance-Risk Management (GCG-MR), Remuneration, Nomination, Human Resource Development, and Investment Committee of PT Pupuk Kalimantan Timur.
- Dismiss with honor Ms. Lien Herliani Kusumah as Member of the Good Corporate Governance-Risk Management (GCGMR) Committee of PT Pupuk Kalimantan Timur with gratitude for all the contributions of her energy and thoughts during her tenure.
- Appoint Mr. Wahyu Supriyanto as Member of the GRI Committee of PT Pupuk Kalimantan Timur.

- Komite GRI bersifat mandiri baik dalam pelaksanaan tugasnya maupun dalam pelaporan dan bertanggung jawab langsung kepada Dewan Komisaris.

Sebagaimana diatur dalam Piagam Komite Audit PKT, tugas dan tanggung jawab Komite Audit meliputi hal-hal berikut:

1. Membantu Dewan Komisaris untuk memastikan efektivitas sistem pengendalian internal dan efektivitas pelaksanaan tugas auditor internal dan eksternal;
2. Menilai pelaksanaan kegiatan serta hasil audit yang dilakukan SPI maupun auditor eksternal;
3. Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya;
4. Memastikan telah terdapat prosedur evaluasi yang memuaskan terhadap segala informasi yang dikeluarkan Perusahaan;
5. Melaksanakan identifikasi hal yang memerlukan perhatian Dewan Komisaris serta tugas Dewan Komisaris lainnya;
6. Melaksanakan tugas lain yang diberikan oleh Dewan Komisaris sepanjang terkait dengan fungsi Dewan Komisaris.

Komite GCG – Manajemen Risiko, Nominasi, Remunerasi, SDM, dan Investasi

Komite GCG-Manajemen Risiko, Nominasi, Remunerasi, Pengembangan Sumber Daya Manusia dan Investasi (Komite GRI) dibentuk pada 2 Agustus 2018 sesuai Keputusan Dewan Komisaris Pupuk Kaltim nomor: KEP-10/KOM-PKT/2018 tentang Pembentukan dan Pengangkatan anggota Komite GRI Pupuk Kaltim.

Tujuan pembentukannya adalah untuk membantu tugas pengawasan terkait penerapan GCG, Manajemen Risiko dan Investasi yang efektif dan efisien serta sejalan dengan peraturan dan perundang-undangan yang berlaku.

Sesuai dengan Piagam Komite GCG, Pemantauan Manajemen Risiko dan Investasi Pupuk Kaltim, pengangkatan dan pemberhentian Komite GCG, Pemantauan Manajemen Risiko dan Investasi Pupuk Kaltim dilakukan oleh Dewan Komisaris dan dilaporkan kepada RUPS.

Pemberhentian anggota Komite GCG, Pemantauan Manajemen Risiko dan Investasi dapat dilakukan apabila masa jabatan telah berakhir dan dapat diberhentikan sewaktu-waktu berdasarkan keputusan Dewan Komisaris apabila tidak memenuhi kinerja yang telah ditetapkan dan/atau tidak kompeten dalam

- The GRI Committee is independent, both in performing its duties and in reporting, and is directly responsible to the Board of Commissioners.

As stipulated in the Audit Committee Charter of PKT, the duties and responsibilities of the Audit Committee include the following:

1. Assist the Board of Commissioners in ensuring the effectiveness of the internal control system as well as execution of duties of the internal and external auditors;
2. Assess the implementation of activities and results of audits by the IAU or external auditor;
3. Provide recommendations on the improvement of the management control system and its implementation;
4. Ensure a satisfactory evaluation procedure is available for all information issued by the Company;
5. Identify matters requiring the attention of the Board of Commissioners and other duties of the Board of Commissioners;
6. Carry out other duties assigned by the Board of Commissioners as long as they related to the functions of the Board of Commissioners.

GCG-Risk Management, Nomination, Remuneration, HR, and Investment Committee

The GCG-Risk Management, Nomination, Remuneration, Human Resources and Investment Development Committee (GRI Committee) was established on 2 August 2018 in accordance with the Decision of the Board of Commissioners of Pupuk Kaltim No. KEP-10/KOM-PKT/2018 on the Establishment and Appointment of members of the GRI Committee of Pupuk Kaltim.

The purpose of its establishment is to assist supervisory tasks related to the implementation of GCG, Risk Management and Investment that are effective and efficient and in line with applicable laws and regulations.

In accordance with the GCG, Risk Management and Investment Monitoring Committee Charter of Pupuk Kaltim, the appointment and dismissal of the GCG Risk Management and Investment Monitoring Committee of Pupuk Kaltim is carried out by the Board of Commissioners and reported to the GMS.

Dismissal of members of the GCG, Risk Management and Investment Monitoring Committee can be carried out when the term of office has expired and can be dismissed at any time based on the decision of the Board of Commissioners if unable to meet the set performance and/or incompetent in carrying out its

melaksanakan tugas. Masa jabatan anggota Komite GCG, Pemantauan Manajemen Risiko dan Investasi yang bukan anggota Dewan Komisaris paling lama 3 (tiga) tahun dan dapat diperpanjang 1 (satu) kali selama 2 (dua) tahun masa jabatan.

Tugas dan tanggung jawab Komite GRI Pupuk Kaltim adalah membantu tugas Dewan Komisaris dalam bidang GCG-Manajemen Risiko (GCG-MR), Nominasi, Remunerasi, Pengembangan Sumber Daya Manusia, dan Investasi sesuai yang tercantum dalam Piagam Komite GRI, adalah sebagai berikut:

1. Membantu Dewan Komisaris untuk memastikan efektivitas pelaksanaan GCG;
2. Membantu Dewan Komisaris untuk memastikan efektivitas pelaksanaan manajemen risiko;
3. Membantu Dewan Komisaris untuk melakukan penelaahan investasi Perusahaan agar dapat dilaksanakan secara efektif dan efisien;
4. Membantu Dewan Komisaris untuk melakukan penelaah Nominasi, Remunerasi dan Pengembangan Sumber Daya Manusia agar dapat dilaksanakan secara efektif dan efisien;
5. Melaporkan semua hasil-hasil pembahasan dan evaluasi yang telah dilakukan kepada Dewan Komisaris.

Sekretaris Dewan Komisaris

Sekretaris Dewan Komisaris diangkat oleh dan bertanggung jawab kepada Dewan Komisaris. Jabatan Sekretaris Dewan Komisaris saat ini dijabat oleh RM Wiratmoko Prasadhanto yang diangkat pada 7 Juni 2018. Tanggung jawab Sekretaris Dewan Komisaris antara lain mengatur administrasi dan pelaksanaan tata kelola yang baik dan benar dalam rangka membantu Dewan Komisaris dalam melaksanakan fungsi pengawasan yang efektif

DIREKSI [102-22]

Direksi bertanggung jawab penuh secara kolektif dalam melaksanakan tugasnya untuk kepentingan Perusahaan dalam mencapai maksud dan tujuan Perusahaan. Setiap Direksi wajib dengan itikad baik dan penuh tanggung jawab menjalankan tugasnya untuk kepentingan dan usaha Perusahaan dengan memperhatikan peraturan perundang-undangan yang berlaku. Direksi juga memastikan agar Pupuk Kaltim melaksanakan tanggung jawab sosial serta memperhatikan kepentingan dari berbagai pemangku kepentingan sesuai dengan ketentuan Anggaran Dasar Perusahaan dan Peraturan Perundang-undangan yang berlaku.

duties. The term of office of members of the GCG, Risk Management and Investment Monitoring Committee who are not members of the Board of Commissioners is a maximum of 3 (three) years and can be extended for 1 (one) term of office for 2 (two) years.

The duties and responsibilities of the Pupuk Kaltim GRI Committee are to assist the Board of Commissioners' duties in the areas of GCG-Risk Management (GCGMR), Nomination, Remuneration, Human Resources Development, and Investment as stated in the GRI Committee Charter, as follows:

1. Assist the Board of Commissioners to ensure the effectiveness of GCG implementation;
2. Assist the Board of Commissioners to ensure the effectiveness of the implementation of risk management;
3. Assist the Board of Commissioners in reviewing the Company's investment so that it can be carried out in an effective and efficient manner;
4. Assist the Board of Commissioners to review Nomination, Remuneration and Human Resource Development so that it can be carried out in an effective and efficient manner;
5. Report all the results of discussions and evaluations that have been made to the Board of Commissioners.

Sekretaris Dewan Komisaris

Secretary to the Board of Commissioners
The Secretary to the Board of Commissioners is appointed by and is responsible to the Board of Commissioners. The position of Secretary of the Board of Commissioners is currently held by RM Wiratmoko Prasadhanto, who was appointed on 7 June 2018. The responsibilities of the Secretary to the Board of Commissioners include regulating the administration and implementation of proper and adequate governance in order to assist the Board of Commissioners in carrying out effective oversight functions

BOARD OF DIRECTORS

The Board of Directors is fully responsible collectively to carry out its tasks for the interests of the Company towards achieving the Company's purpose and goals. Each member of the Board of Directors is required, with good intentions and full responsibility, to do their duties for the interests and business of the Company while taking into account all prevailing provisions of the laws and regulations. The Board of Directors also assures that Pupuk Kaltim carries out its social responsibility as well as puts attention on the interests of the stakeholders in line with the Articles of Association and applicable laws and regulations.

Masa Jabatan Direksi

Masa jabatan anggota Direksi ditetapkan 5 (lima) tahun terhitung sejak tanggal RUPS mengangkatnya dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan. Namun demikian, anggota Direksi dapat diberhentikan sewaktu-waktu berdasarkan keputusan RUPS.

Komposisi Direksi

Komposisi dan jumlah anggota Direksi ditetapkan oleh RUPS dengan memperhatikan visi, misi dan rencana strategis Pupuk Kaltim untuk mendukung pengambilan keputusan yang efektif, tepat dan cepat serta terhindar dari benturan kepentingan.

Komposisi Direksi Pupuk Kaltim per 31 Desember 2020 adalah sebagai berikut:

Nama Name	Jabatan Position	Dasar Pengangkatan Legal Basis of Appointment	Periode Jabatan Terms of Office
Rahmad Pribadi	Direktur Utama President Director	Keputusan RUPSLB tanggal 25 Agustus 2020 Decision of EGMS on 25 August 2020	2020-2025
Hanggara Patrianta	Direktur Operasi & Produksi Director of Operations & Production	Keputusan RUPSLB tanggal 25 Agustus 2020 Decision of EGMS on 25 August 2020	2020-2025
Qomaruzzaman	Direktur Keuangan & Umum Director of Finance & General Affair	Keputusan RUPSLB tanggal 25 Agustus 2020 Decision of EGMS on 25 August 2020	2020-2025

Tugas dan Tanggung Jawab Direksi

Direksi bertugas dan bertanggung jawab dalam mengelola Perusahaan secara kolegal. Tugas dan tanggung jawab Direksi sesuai dengan ketentuan *Board Manual* di antaranya mencakup:

- Mengusahakan dan menjamin terlaksananya usaha dan kegiatan Perusahaan sesuai dengan maksud dan tujuan serta kegiatan usahanya;
- Menyiapkan RJP Perusahaan, RKAP dan perubahannya serta menyampaikannya kepada Dewan Komisaris dan Pemegang Saham untuk mendapatkan pengesahan RUPS;
- Memberikan penjelasan kepada RUPS mengenai RJP Perusahaan dan RKAP;
- Membuat Daftar Pemegang Saham, Daftar Khusus, Risalah RUPS dan Risalah Rapat Direksi;
- Membuat Laporan Tahunan sebagai wujud pertanggungjawaban pengurusan Perusahaan serta dokumen keuangan Perusahaan sebagaimana dimaksud dalam undang-undang tentang dokumen Perusahaan;

Term of Office of the Board of Directors

The term of office of members of the Board of Directors is 5 (five) years, effective from the date of appointment by the GMS and can be reappointed for 1 (one) term of office. However, members of the Board of Directors may be dismissed at any time based on the resolution of the GMS.

Composition of the Board of Directors

The composition and number of members of the Board of Directors are determined by the GMS with due regard to Pupuk Kaltim's vision, mission, and strategic plan to support effective, precise, and prompt decision making, as well as to avoid conflicts of interest.

The following is the composition of the Board of Directors of Pupuk Kaltim as of 31 December 2020:

Duties and Responsibilities of the Board of Directors

The Board of Directors has the duty and responsibility to manage the Company collegially. In accordance with the Board Manual, the duties and responsibilities of the Board of Directors include:

- To endeavor and guarantee the implementation of the Company's business and activities in accordance with the aims and objectives and business activities;
- To prepare the Company's RJP, RKAP and amendments to be submitted to the Board of Commissioners and Shareholders for approval from the GMS;
- To provide an explanation of the Company's RJP and RKAP to the GMS;
- To prepare a Register of Shareholders, Special Register, Minutes of GMS and Minutes of Board of Directors' Meetings;
- To make an Annual Report as a form of accountability for the management of the Company as well as the Company's financial documents as referred to in the law regarding Company documents;

- Menyusun Laporan Keuangan berdasarkan PSAK dan menyerahkan kepada Akuntan Publik untuk diaudit;
- Menyampaikan Laporan Tahunan termasuk Laporan Keuangan kepada RUPS untuk disetujui dan disahkan;
- Memberikan penjelasan kepada RUPS mengenai Laporan Tahunan;
- Menyiapkan susunan organisasi Perusahaan lengkap dengan perincian dan tugasnya
- Memberikan penjelasan tentang segala hal yang ditanyakan atau yang diminta Dewan Komisaris dan para Pemegang Saham;
- Menyusun dan menetapkan *blue print* organisasi Pupuk Kaltim;
- Menjalankan kewajiban-kewajiban lainnya sesuai dengan ketentuan yang diatur dalam Anggaran Dasar dan yang ditetapkan RUPS berdasarkan peraturan perundang-undangan.

Selain tugas kolegal, masing-masing anggota Direksi menjalankan tugas spesifik sesuai bidang keahliannya. Pembagian tugas spesifik di antara anggota Direksi tidak menghilangkan tanggung jawab Direksi secara kolegal dalam pengurusan Pupuk Kaltim. Adapun pembagian tugas anggota Direksi sebagai berikut:

- To prepare Financial Statements based on PSAK and submit to the Public Accountant to be audited;
- To submit an Annual Report including Financial Statements to the GMS for approval and ratification;
- To provide an explanation to the GMS regarding the Annual Report;
- To prepare the Company organizational structure complete with details and duties
- To provide an explanation of all questions or requests from the Board of Commissioners and Shareholders;
- To compile and determine the blueprint for the Pupuk Kaltim organization;
- To carry out other obligations in accordance with the provisions stipulated in the Articles of Association and those determined by the GMS based on statutory regulations.

In addition to collegial duties, each member of the Board of Directors carries out specific duties according to their field of expertise. The division of specific tasks among members of the Board of Directors does not eliminate the collegiate responsibility of the Board of Directors in managing Pupuk Kaltim. The division of duties for members of the Board of Directors is as follows:

Jabatan Position	Tugas dan Tanggung Jawab	Duties and Responsibilities
Direktur Utama President Director	• Mengkoordinasikan tugas-tugas yang dilakukan oleh dan merupakan tanggung jawab dari Direktur Produksi, Direktur Komersil, Direktur Teknik dan Pengembangan serta Direktur SDM dan Umum; • Mengarahkan, menetapkan dan mengendalikan sistem manajemen terpadu; • Mengarahkan dan menetapkan sistem pengendalian internal untuk memastikan jalannya kegiatan operasional dan pencapaian kinerja Perusahaan sesuai dengan kebijakan dan peraturan perundang-undangan, Anggaran Dasar dan RJP; • Mengarahkan, menetapkan dan mengendalikan kebijakan dalam pengembangan program <i>community development</i>, agar sesuai dengan kebijakan dan keputusan pemerintah, visi, misi dan strategi Perusahaan; • Membuat Laporan Tahunan serta laporan lainnya sesuai ketentuan yang berlaku; • Memberikan penjelasan tentang segala hal yang diminta oleh Anggota Dewan Komisaris dan para Pemegang Saham.	• Coordinate tasks performed by and is the responsibility of Director of Production, Director of Commercial, Director of Engineering and Development and Director of Human Resources and General Affairs; • Directing, establishing and controlling an integrated management system; • Directs and establishes an internal control system to ensure the operation and performance of the company in accordance with the laws and regulations, the Articles of association and the RJP; • Directing, establishing and controlling policies in the development of community development programs, in order to comply with the policies and decisions of the Company's government, vision, mission and strategy; • Create Annual Report and other reports as per prevailing provisions; • Provide explanations on all matters requested by the Board of Commissioners and Shareholders.
Direktur Produksi Director of Production	• Mengarahkan, mengevaluasi, mengelola serta bertanggung jawab atas seluruh perencanaan kegiatan yang terkait produksi; • Mengevaluasi dan bertanggung jawab atas pemeliharaan pabrik dan pendukung pabrik lainnya untuk meningkatkan produktivitas, efisiensi, keselamatan proses produksi sesuai standar ISO dan peraturan lainnya; • Sebagai penanggung jawab dalam memutuskan pelaksanaan <i>Turn Around</i> dan <i>Shut Down</i> pabrik baik terencana maupun tidak terencana; • Mengawasi, mengelola, mengevaluasi menyetujui serta bertanggung jawab atas pengeluaran biaya operasi, pemeliharaan dan investasi yang berkaitan dengan kegiatan produksi.	• Directing, evaluating, managing and responsible for the entire planning of production-related activities; • Evaluating and be responsible for the maintenance of factories and other factory supporters to improve productivity, efficiency, safety of production processes according to ISO standards and other regulations; • As a responsible person in deciding the implementation of the Turn Around and Shut Down factories are both planned and unplanned; • Supervises, manages, evaluates and is responsible for the expenditure of operating costs, maintenance and investments related to the specificity of production.

Jabatan Position	Tugas dan Tanggung Jawab	Duties and Responsibilities
Direktur Teknik dan Pengembangan Director of Engineering and Development	- Memimpin, mengarahkan serta bertanggung jawab atas seluruh perencanaan maupun pelaksanaan kegiatan yang terkait dengan bidang teknik dan pengembangan perusahaan untuk digunakan sebagai acuan dalam pelaksanaan RKAP dan RJP; - Mengarahkan, mengkoordinasikan dan mengawasi serta bertanggung jawab atas kegiatan <i>engineering</i>, logistik suku cadang yang efisien dan efektif untuk mendukung aktivitas di bidang produksi dan pemeliharaan kawasan agar dapat berjalan dengan lancar; - Mengarahkan, mengawasi dan mengevaluasi perkembangan anak Perusahaan dan melakukan mediasi antara Perusahaan dengan afiliasi yang terdiri dari JVC, Yayasan, Koperasi termasuk anak Perusahaan dilingkungan Pupuk Kaltim; - Sebagai penasihat dalam membina dan mengawasi bidang investasi strategi, manajemen keuangan, pengembangan bisnis dan organisasi kepada Anak Perusahaan, JVC, Yayasan dan institusi dalam Pupuk Kaltim.	- Leading, directing and responsible for the entire planning and implementation of activities related to the field of engineering and development of the company to be used as a reference in the implementation of RKAP and RJP; - Directing, coordinating and supervising and responsible for engineering activities, the logistics of efficient and effective parts to support activities in the field of production and maintenance of the area in order to run smoothly; - Directing, supervising and evaluating the development of the subsidiary company and mediating between the firm and its affiliates consisting of JVC, Yayasan, cooperatives including the subsidiary of Pupuk Kaltim; - As a counselor in building and supervising the field of investment strategy, financial management, business development and organization to subsidiaries, JVC, foundations and institutions in Pupuk Kaltim.
Direktur Komersial Director of Commercial	- Mengarahkan dan mengkoordinasikan perencanaan maupun kegiatan yang terkait dengan bidang pemasaran, penjualan produk, dan keuangan sesuai dengan ketentuan yang ditetapkan dalam RKAP maupun RJP; - Mengarahkan, mengevaluasi serta bertanggung jawab atas pengendalian pengelolaan fungsi-fungsi perbendaharaan, pengendalian keuangan, akuntansi dan perpajakan agar kondisi keuangan Perusahaan berjalan lancar; - Mengarahkan pendanaan dari sumber perbankan atau lembaga keuangan yang sesuai dengan prosedur dan ketentuan yang berlaku di Perusahaan, Anggaran Dasar, ketentuan Pemegang Saham dan peraturan perundangan yang bertujuan untuk menjamin berjalannya operasional pabrik; - Mengarahkan perencanaan dan penyusunan program promosi produk-produk kepada konsumen dan pemangku kepentingan; - Mengarahkan pengadaan jasa distribusi pupuk sesuai dengan Prosedur dan ketentuan yang berlaku di Perusahaan.	- Directing and coordinating the planning and activities related to the field of marketing, product sales, and finance in accordance with the provisions stipulated in the RKAP or RJP; - Directing, evaluating and responsible for controlling the management of treasury functions, financial control, accounting and taxation in order for the company's financial condition to run smoothly; - Direct funding from a banking source or financial institution that is in accordance with the applicable procedures and regulations in the Company, the Articles of Association, the provisions of shareholders and the legislation that aims to ensure the Operation of the plant; - Directing the planning and preparation of promotional programs of products to consumers and stakeholders; - Directing the procurement of fertilizer distribution services in accordance with the procedures and provisions applicable in the Company.
Direktur SDM dan Umum Director of HR and General Affairs	- Memimpin, mengarahkan serta bertanggung jawab atas seluruh perencanaan maupun kegiatan yang terkait dengan bidang SDM dan Umum untuk digunakan sebagai acuan dalam mencapai target sesuai dengan RKAP dan RJP Pupuk Kaltim; - Mengarahkan, memimpin dan memotivasi SDM serta bertanggung jawab untuk memelihara dan meningkatkan kepuasan, keterikatan serta keunggulan SDM sehingga produktivitas SDM dan tata nilai perusahaan dapat dicapai dengan optimal; - Bertanggung jawab atas penyelesaian permasalahan tanah milik Pupuk Kaltim agar tidak terjadi benturan kepentingan kepemilikan antara Perusahaan dengan pihak lain.	- Leading, directing and responsible for all planning and activities related to human resources and general to be used as a reference in achieving the target in accordance with RKAP and RJP Pupuk Kaltim; - Directs, leads and motivates human resources and is responsible for maintaining and enhancing the satisfaction, bonding and excellence of human resources so that HR productivity and corporate values can be achieved optimally; - Responsible for solving the problem of land owned by Pupuk Kaltim in order to avoid conflict of ownership interests of the Company with other parties.

RANGKAP JABATAN BADAN TATA KELOLA [102-23]

Sesuai Anggaran Dasar Perusahaan Pasal 14 ayat (32), anggota Dewan Komisaris maupun anggota Direksi dilarang memegang jabatan rangkap sebagai jabatan lainnya sesuai dengan ketentuan peraturan perundang-undangan, pengurus partai politik dan/atau calon anggota legislatif dan/atau calon Kepala Daerah/Wakil Kepala Daerah.

CONCURRENT POSITIONS OF GOVERNANCE BOARD [102-23]

In accordance with the Articles of Association of the Company Article 14 paragraph (32), members of the Board of Commissioners and Board of Directors are prohibited from holding other positions as stipulated in the legislation, being a board of management of political parties and/or becoming candidates for legislative members and/or candidates for Regional Head/Deputy Regional Head.

Selama 2019, tidak terdapat anggota Dewan Komisaris dan anggota Direksi Pupuk Kaltim yang merangkap jabatan sebagaimana dimaksud dalam Pasal 14 ayat (32) Anggaran Dasar Perusahaan Perusahaan.

Dalam struktur Tata Kelola Perusahaan Pupuk Kaltim, Tidak terdapat ketua Badan Tata Kelola Tertinggi dikarenakan Dewan Komisaris dan Direksi bekerja secara kolegal.

PROSEDUR NOMINASI DEWAN KOMISARIS DAN DIREKSI [102-24]

Persyaratan calon anggota Dewan Komisaris dan Direksi Pupuk Kaltim tercantum dalam *Board Manual*. Selain kriteria-kriteria tertentu yang diatur dalam acuan-acuan di atas, proses nominasi dan pemilihan tersebut mempertimbangkan aspek keragaman, keahlian dan pengalaman, kemandirian, dan masukan para Pemangku Kepentingan. Perusahaan juga melakukan uji kelayakan dan kepatutan tertentu terhadap calon Dewan Komisaris dan Direksi dengan mengacu Peraturan Menteri BUMN terkait. Kandidat anggota Dewan Komisaris & Direksi Pupuk Kaltim harus memenuhi kriteria sebagai berikut:

Persyaratan Formal

- Cakap melakukan perbuatan hukum;
- Dalam waktu 5 (lima) sebelum pengangkatan dan selama menjabat:
 - Tidak pernah dinyatakan pailit;
 - Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu Perseroan pailit;
 - Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan.

Persyaratan Materiil

- Memiliki integritas dan moral yang memadai;
- Memiliki kompetensi teknis atau keahlian, pengetahuan dan kemampuan untuk pengelolaan strategis Perusahaan yang memadai;
- Memiliki tingkat intelegensia dan emosional yang memadai;
- Memenuhi persyaratan lain yang ditetapkan oleh RUPS.

Persyaratan lain anggota Dewan Komisaris dan Direksi tercantum dalam *Board Manual*, mencakup di antaranya:

- Bukan pengurus partai politik dan/atau anggota legislatif dan/atau tidak sedang mencalonkan diri sebagai calon anggota legislatif;

During 2019, there were no members of the Board of Commissioners and members of the Pupuk Kaltim Board of Directors who held concurrent positions as referred to in Article 14 paragraph (32) of the Company's Articles of Association.

In the Pupuk Kaltim Corporate Governance structure, there is no chairman of the Supreme Governance Agency because the Board of Commissioners and Directors work collegially.

NOMINATION PROCEDURE OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS [102-24]

Requirements for candidates of members of the Board of Commissioners and Board of Directors of Pupuk Kaltim are stipulated in the Board Manual. In addition to certain criteria set out in the references above, the nomination and selection process considers aspects of diversity, expertise and experience, independence, and input from Stakeholders. The Company also conducts a fit and proper test on candidates for the Board of Commissioners and Board of Directors with reference to relevant Regulations from the Minister of SOEs. Pupuk Kaltim's Board of Commissioners & Board of Directors candidates must meet the following criteria:

Formal Requirements

- Competent in carrying out legal actions;
- Within 5 (five) before appointment and during the term of office:
 - Never been declared bankrupt;
 - Never been a member of the Board of Directors and/or a Board of Commissioners who was found guilty of causing a Company to go bankrupt;
 - Has never been convicted of a criminal offense that is detrimental to the country's finances and/or related to the financial sector.

Material Requirements

- Have adequate integrity and morals;
- Have technical competence or expertise, knowledge, and ability for adequate strategic management of the Company;
- Have an adequate level of intelligence and emotional;
- Meet other requirements set by the GMS.

Other requirements for members of the Board of Commissioners and Board of Directors are listed in the Board Manual, including:

- Is not an official of a political party and/or legislative member and/or is not nominating himself as a candidate for the legislative member;

- Bukan kepala/wakil kepala daerah dan/atau tidak sedang mencalonkan diri sebagai calon kepala/wakil kepala daerah;
- Berusia tidak melebihi 58 tahun ketika akan menjabat Direksi; sedangkan untuk Dewan Komisaris tidak ada ketentuan terkait batasan umur;
- Tidak sedang menduduki jabatan yang berpotensi menimbulkan benturan kepentingan dengan perusahaan yang bersangkutan kecuali menandatangani surat pernyataan bersedia mengundurkan diri dari jabatan tersebut jika terpilih sebagai anggota Direksi;
- Tidak sedang menduduki jabatan yang berdasarkan peraturan perundang-undangan dilarang untuk dirangkap dengan jabatan anggota Dewan Komisaris/Direksi kecuali menandatangani surat pernyataan bersedia mengundurkan diri dari jabatan tersebut jika terpilih sebagai anggota Dewan Komisaris/Direksi;
- Tidak menjabat sebagai anggota Dewan Komisaris/Direksi pada perusahaan yang bersangkutan selama 2 (dua) periode berturut-turut;
- Sehat jasmani dan rohani, tidak sedang menderita suatu penyakit yang dapat menghambat pelaksanaan tugas sebagai anggota Direksi yang dibuktikan dengan surat keterangan sehat dari rumah sakit pemerintah.
- Not a regional head/deputy regional head and/or not nominating himself as a candidate for regional head/deputy regional head;
- Age not more than 58 years old when he will be appointed as Director; whereas for the Board of Commissioners there are no provisions related to age restrictions;
- Not currently serving in a position that has the potential to cause a conflict of interest with the company unless signing a statement of willingness to resign from that position if elected as a member of the Board of Directors;
- Not currently serving in a position based on statutory regulations that is prohibited from being concurrent with the position of a member of the Board of Commissioners/Board of Directors unless signing a statement agreeing to resign from that position if elected as a member of the Board of Commissioners/Board of Directors;
- Not serving as a member of the Board of Commissioners/Board of Directors of the company for 2 (two) consecutive periods;
- Physically and mentally healthy, not suffering from an illness that can hamper the implementation of duties as a member of the Board of Directors as evidenced by a health certificate from a government hospital.

Anggota Dewan Komisaris dan Direksi diangkat dan diberhentikan oleh Pemegang Saham dengan mengikuti proses uji kelayakan dan kepatutan berdasarkan Peraturan Menteri BUMN No.PER-02/MBU/02/2015 tentang Persyaratan, Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris dan peraturan Menteri BUMN No.PER-03/MBU/02/2015 tentang Persyaratan, Tata Cara Pengangkatan dan Pemberhentian Anggota Direksi.

Members of the Board of Commissioners and Board of Directors are appointed and dismissed the Shareholders by following the fit and proper test process based on SOE Ministerial Regulation No. PER-02/MBU/02/2015 on Requirements, Procedure for Appointment and Dismissal of Members of the Board of Commissioners and SOE Ministerial Regulation No. PER-03/MBU/02/2015 on Requirements, Procedures for Appointment and Dismissal of Members of the Board of Directors

BENTURAN KEPENTINGAN [102-25]

Kebijakan Benturan Kepentingan

Pengelolaan kegiatan usaha Pupuk Kaltim tidak lepas dari hubungan dan interaksi antara para pihak baik internal maupun eksternal. Terkait hubungan bisnis, maka sering terjadi dan muncul kondisi pengambilan keputusan yang dibayangi adanya konflik kepentingan dari satu pihak kepada pihak lainnya. Guna menghindari terjadinya kondisi tersebut Pupuk Kaltim menetapkan pedoman penanganan benturan kepentingan yang tertuang pada SK Direksi Nomor 46/DIR/VII.16 tanggal 5 Juli 2016. Pupuk Kaltim menetapkan pedoman penanganan benturan kepentingan di lingkungan Perusahaan dan menjadi acuan bagi seluruh Anak Perusahaan.

CONFLICTS OF INTEREST [102-25]

Policy on Conflict of Interest

Pupuk Kaltim's business management cannot be separated from relationships and interactions with various parties, both internal and external. Regarding business relations, situations often occur where decision making is overshadowed by conflicts of interest from one party to another. To avoid this, Pupuk Kaltim established guidelines for handling conflicts of interest through the Decree of the Board of Directors No. 46/DIR/VII.16 on 5 July 2016. Pupuk Kaltim established guidelines for handling conflicts of interest within the Company as a reference for all Subsidiaries.

Pengelola

Sesuai dengan SK Direksi Nomor 46/DIR/VII.16 struktur organisasi pengelola penanganan benturan kepentingan adalah:

Ketua Chairman	Sekretaris Perusahaan Corporate Secretary	
Wakil Ketua I Vice Chairman I	Kepala SPI Head of SPI	
Wakil Ketua II Vice Chairman II	General Manager SDM SDM General Manager	
Sekretaris Secretary	Manager TKP & MR MR & TKP Manager	
Anggota Member	Tim Integritas & GCG bidang Kode Etik Perusahaan, WBS dan Pengendalian Gratifikasi Integrity Team & GCG field of Corporate Ethics, WBS and Gratuities Control	
	Koordinator Coordinator	Manager Hukum Legal Manager
	Anggota Member	- Manager Kamtib Manager of Kamtib - Manager KHI Manager of KHI - Superintendent Evaluasi hasil audit, Departemen, Departemen TKP & MR Superintendent Evaluation of Audit Results, Department of Planning and evaluation - Staf Analisis Manajemen Risiko, Departemen TKP & MR Staff of Risk Management Analysis, Department of Corporate Governance & Risk Management - Staf Kepatuhan dan Keefektifan Proses, Departemen TKP & MR Staff of Compliance and the Effectiveness of the Process, Department of Corporate Governance & Risk Management

Person in Charge

In accordance with the Decree of the Board of Directors No. 46/DIR/VII.16 the organizational structure of the management of conflict of interest is:

Tugas dan Kewenangan Pengelola Penanganan Benturan Kepentingan

- Menerima, mereviu dan mengadministrasikan laporan benturan kepentingan dari Insan Pupuk Kaltim;
- Menyampaikan hasil penanganan benturan kepentingan kepada Pemegang Saham, Direksi dan pihak lainnya yang wajib menerima laporan penanganan benturan kepentingan;
- Memberikan rekomendasi tindak lanjut kepada Satuan Pengawasan Intern jika terjadi pelanggaran atas Peraturan ini oleh Insan Pupuk Kaltim;
- Melakukan pengkajian titik rawan potensi terjadinya benturan kepentingan di lingkungan Perusahaan;
- Mengusulkan kebijakan/pedoman pengelolaan benturan kepentingan di lingkungan Perusahaan.

Duties and Authorities of Conflict-of-Interest Manager

- Receive, review, and administer reports on conflicts of interest from Personnel of Pupuk Kaltim;
- Submitting the results of the handling of conflicts of interest to Shareholders, Board of Directors, and other parties who must receive reports on the handling of conflicts of interest;
- Provide follow-up recommendations to the Internal Audit Unit in case of violations of this regulation by Pupuk Kaltim Personnel;
- Assessing the vulnerable points of potential conflicts of interest within the Company;
- Propose policies/guidelines for managing conflicts of interest within the Company.

Pencegahan Transaksi Benturan Kepentingan

Guna menghindari benturan kepentingan, Pejabat Perusahaan wajib mempergunakan kewenangannya secara baik dan benar dengan mempertimbangkan kepentingan Perusahaan, masyarakat, Insan Pupuk Kaltim dan berbagai faktor lainnya. Setia Insan Pupuk Kaltim yang menyadari adanya potensi benturan kepentingan dalam suatu program tertentu, dilarang mengikuti seluruh proses pengambilan keputusan program terkait.

Prevention of Conflict of Interest Transactions

In order to avoid conflicts of interest, Company Officials are required to use their authority appropriately and by taking into account the interests of the Company, the community, Pupuk Kaltim, Personnel, and various other factors. Every Pupuk Kaltim Personnel who is aware of potential conflicts of interest in a particular program, is prohibited from following the decision-making process of the related program.

Upaya lain yang dilakukan Pupuk Kaltim di antaranya mempublikasikan kebijakan dan pedoman benturan kepentingan, menjamin peraturan dan prosedur mudah diperoleh dan diketahui, memberikan pengarahan tentang penanganan benturan kepentingan termasuk juga kepada pihak-pihak luar yang berkaitan atau berhubungan dengan Perusahaan.

Mekanisme Pelaporan terhadap Benturan Kepentingan

Apabila terjadi situasi benturan kepentingan, maka Insan Pupuk Kaltim wajib melaporkan hal tersebut melalui:

1. Atasan Langsung
Penyampaian surat pernyataan benturan kepentingan kepada atasan langsung paling lambat 5 (lima) hari sejak terjadinya situasi/kondisi tersebut. Atasan mempelajari situasi yang menunjukkan indikasi adanya benturan kepentingan yang dilaporkan paling lambat 5 (lima) hari kerja untuk mengambil keputusan situasi tersebut.
2. Sistem Pelaporan Pelanggaran/WBS
Pelaporan melalui WBS dilakukan apabila pelapor adalah Insan Pupuk Kaltim atau pemangku kepentingan lainnya mengetahui potensi terjadinya benturan kepentingan di Perusahaan dengan melampirkan bukti pelaporan. Pelapor dapat memonitor tindak lanjut penanganan yang dilaporkan.

Sanksi terhadap Pelanggaran Kebijakan Benturan Kepentingan

Pelanggaran terhadap ketentuan dalam pedoman benturan kepentingan ini akan dikenakan sanksi sesuai dengan ketentuan dan peraturan yang berlaku di Perusahaan.

Selama 2020, tidak terdapat kepemilikan saham Perusahaan oleh Direksi maupun Dewan Komisaris dan tidak terdapat situasi dengan potensi benturan kepentingan yang dihadapi oleh anggota Dewan Komisaris dan Direksi dalam pengambilan keputusan. Hal tersebut dibuktikan dengan pernyataan Direksi yang tertuang dalam Daftar Khusus Kepemilikan Saham Dewan Komisaris dan Direksi, Pakta Integritas yang ditandatangani oleh masing-masing Dewan Komisaris dan Direksi.

Other efforts made by Pupuk Kaltim include publishing policies and guidelines on conflicts of interest, ensuring that rules and procedures are easily obtained and known, providing guidance on handling conflicts of interest, including external parties associated or related to the Company.

Mechanism of Reporting on Conflicts of Interest

In the event of a conflict of interest, Pupuk Kaltim Personnel must report the matter to:

1. Direct Supervisor
Submitting a statement of conflict of interest to the direct supervisor, no later than 5 (five) days after the incident. Supervisors must study the situation that shows an indication of a conflict of interest reported no later than 5 (five) working days to make a decision regarding the incident.
2. Violation Reporting System/WBS
Reporting through WBS is carried out in the event the reporter is a Pupuk Kaltim Personnel or other stakeholders who know the potential conflict of interest in the Company, by attaching evidence of reporting. The whistleblowers can monitor the follow-up of their reports.

Sanctions Against Violation of Conflict-of-Interest Policy

Violations of the provisions in the guidelines of conflict of interest will be subject to sanctions in accordance with the provisions and regulations in force in the Company.

During 2020, there were no ownerships of the Company's shares by the Board of Directors or Board of Commissioners, and there were no situations with potential conflicts of interest by members of the Board of Commissioners and Board of Directors in making decisions. This is evidenced by the statement of the Board of Directors contained in the Special Register of Shareholders of the Board of Commissioners and Board of Directors, the Integrity Pact signed by each Board of Commissioners and Board of Directors.

Informasi tersebut dilaporkan kepada para Pemangku Kepentingan melalui Laporan Tahunan.

This information is reported to the Stakeholders through an Annual Report.

Tabel Kepemilikan Saham Dewan Komisaris dan Direksi
Share Ownership of the Board of Commissioners and Board of Directors

Nama Name	Jabatan Position	Kepemilikan Saham Share Ownership			
		Pribadi pada Pupuk Kaltim Personal in Pupuk Kaltim	Keluarga pada Pupuk Kaltim Family in Pupuk Kaltim	Pribadi pada Anak Perusahaan Personal in Subsidiary	Pribadi pada Perusahaan Lain Personal in Other Company
Dewan Komisaris Board of Commissioners					
Momon Rusmono	Komisaris Utama President Commissioner	x	x	x	x
Sigit Hardwinarto	Komisaris Commissioner	x	x	x	x
Sukardi Rinakit	Komisaris Commissioner	x	x	x	x
Mushofa	Komisaris Commissioner	x	x	x	x
Gustaaf AC Patty	Komisaris Commissioner	x	x	x	x
Eka Sastra	Komisaris Commissioner	x	x	x	x
Direksi Board of Directors					
Bakir Pasaman	Direktur Utama President Director	x	x	x	x
Bagya Sugihartana	Direktur Produksi Director of Production	x	x	x	x
Satriyo Nugroho	Direktur Teknik dan Pengembangan Director of Engineering and Development	x	x	x	x
Gatoet Gembiro Noegroho	Direktur Komersil Director of Commercial	x	x	x	x
Meizar Effendi	Direktur SDM dan Umum Director of Human Resources and General Affairs	x	x	x	x

PROGRAM PELATIHAN DAN PENGEMBANGAN KOMPETENSI DEWAN KOMISARIS DAN DIREKSI [102-27]

Sebagaimana ditetapkan dalam *Board Manual*, Dewan Komisaris dan Direksi harus senantiasa meningkatkan dan memutakhirkan kompetensinya sesuai dengan perkembangan skala usaha dan kebutuhan pengembangan Pupuk Kaltim.

Selama 2020 belum ada pelatihan yang dilakukan oleh jajaran Dewan Komisaris dan Direksi baru.

PENILAIAN KINERJA DEWAN KOMISARIS DAN DIREKSI [102-28]

Penilaian Kinerja Dewan Komisaris

Penilaian kinerja Dewan Komisaris ditetapkan berdasarkan SK Dewan Komisaris No. KEP-01/KOM-PKT/2015 pada 27 Januari 2015. Penilaian kinerja Dewan Komisaris dilakukan setiap tahun dimana hasilnya disampaikan dalam RUPS.

Pihak yang Melakukan Penilaian Kinerja Dewan Komisaris

Penilaian kinerja Dewan Komisaris dilakukan secara kolegial dengan metode *self-assessment* dan oleh RUPS berdasarkan indikator penilaian kinerja tahun 2020.

Hasil Penilaian Kinerja Dewan Komisaris

Realiasi capaian KPI Dewan Komisaris pada 2020 sebesar 94,28% dengan kategori Sangat Baik.

COMPETENCY TRAINING AND DEVELOPMENT PROGRAMS OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS [102-27]

As stipulated in the Board Manual, the Board of Commissioners and Board of Directors must always improve and update their competencies in accordance with the development of the business scale and the development needs of Pupuk Kaltim.

During 2020 there has been no training conducted by the new Board of Commissioners and Board of Directors

PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS [102-28]

Performance Assessment of the Board of Commissioners

The performance assessment of the Board of Commissioners is determined based on the Decree of the Board of Commissioners No. KEP-01/KOMPKT/2015 on 27 January 2015. Performance assessment of the Board of Commissioners is carried out every year to be submitted at the GMS.

Party Conducting Performance Assessment of the Board of Commissioners

The performance assessment of the Board of Commissioners is conducted in a collegial manner with the self-assessment method and by the GMS based on the performance assessment indicator of 2020.

Performance Assessment Results of the Board of Commissioners

The achievement of the KPIs of the Board of Commissioners in 2020 was 94.28% in the category Very Good.

Aspek dan Parameter Perspektif KPI Dewan Komisaris	Aspect and Perspective KPI Parameters of the Board of Commissioners	Bobot (%) Weight (%)	Nilai Akhir (%) Final Score (%)
Aspek Pengawasan dan Nasihat 1. Pengawasan atas kinerja keuangan terhadap RKAP tahun berjalan. 2. Pengawasan atas kinerja penyaluran pupuk subsidi. 3. Pengawasan atas kinerja pemasaran pupuk non subsidi.	Aspects of supervision and advice 1. Supervision over financial performance of the RKAP year is running. 2. Monitoring the distribution performance of subsidized fertilizers. 3. Supervision over the marketing performance of fertilizer non subsidies.	35,00	37,33
Aspek Pengawasan atas Kinerja Operasional dan Investasi 1. Pengawasan atas kinerja operasional. 2. Pengawasan atas investasi rutin.	Aspects of Supervision on operational and investment performance 1. Supervision of operational performance. 2. Supervision on routine investments.	25,00	27,05
Aspek Pengawasan atas Kinerja Fokus Pelanggan 1. Responsivitas terhadap usulan/permintaan persetujuan dan tanggapan. 2. Penyampaian laporan hasil rapat bulanan Dewan Komisaris dan Direksi dalam rangka pengawasan Perusahaan beserta tindak lanjut.	Supervision aspects of Customer focus performance 1. Responsiveness to proposals/requests for approval and response. 2. Submission of a report of the monthly meeting of the Commissioners and Directors in order to supervise the company and follow-up.	10,00	6,98
Aspek Pengawasan atas Kinerja Kepemimpinan, Tata Kelola dan Manajemen Risiko 1. Pengawasan atas penerapan GCG Perusahaan dan KPKU; 2. Pengawasan atas pengelolaan risiko dan rencana mitigasi risiko; 3. Pengawasan atas pelaksanaan pengawasan internal, pemenuhan keputusan dan arahan RUPS serta rekomendasi hasil audit eksternal.	Supervision aspects for Leadership performance, governance and risk management 1. Supervision over the implementation of GCG company and KPKU; 2. Supervision of risk management and risk mitigation plan; 3. Supervision over the implementation of internal supervision, decision fulfillment and direction of the RUPS and recommendations of external audit results.	30,00	22,92
Jumlah Total		100,00	94,28

Penilaian Kinerja Direksi

Pupuk Kaltim menetapkan kriteria penilaian kinerja Direksi didasarkan pada target kinerja yang telah disepakati bersama dalam Kontrak Manajemen berdasarkan *Key Performance Indicator* (KPI) mencakup aspek financial, operasional termasuk pelanggan.

Perhitungan pencapaian KPI Perusahaan didasarkan pada Surat Sekretaris Kementerian BUMN Nomor: S-08/S.MBU/2013 tanggal 16 Januari 2013 tentang Penyampaian Pedoman KPI dan Kriteria Penilaian Kinerja Unggul pada BUMN.

Pada 2020, penilaian kinerja Direksi telah dilakukan dengan menggunakan beberapa kriteria sebagai berikut:

1. Pencapaian *Key Performance Indicators* (KPI) dalam Kontrak Manajemen 2020;
2. Pencapaian Tingkat Kesehatan Perusahaan 2020 berdasarkan kinerja keuangan, operasional dan administrasi;
3. Kriteria Penilaian Kinerja Unggul (KPKU) 2020;

Pihak yang Melakukan Penilaian

Kinerja Direksi dievaluasi secara kolegal oleh Pemegang Saham dalam RUPS Kinerja Tahunan mengacu pada KPI yang telah ditetapkan. Sedangkan,

Performance Assessment of the Board of Directors

Pupuk Kaltim establishes the criteria for the performance assessment of the Board of Directors based on the performance targets that have been agreed in the Contract Management based on Key Performance Indicators (KPI) to cover the aspects of financial, operational, including customers.

Calculations of the Company's KPI achievement is based on the Secretary of the Ministry of SOEs Letter No. S-08 /S.MBU/2013 dated 16 January 2013 on the Submission of Guidelines for KPI and Superior Performance Assessment Criteria in SOEs.

In 2020, the performance assessment of the Board of Directors has been carried out using the following criteria:

1. Achievement of Key Performance Indicators (KPI) in the 2020 Management Contract;
2. Achievement of 2020 Corporate Soundness Level based on financial, operational, and administrative performance;
3. 2020 Superior Performance Assessment Criteria (KPKU);

Parties Conducting the Assessment

The performance assessment of the Board of Directors is evaluated collegially by the Shareholders in the Annual Performance GMS referring to the KPIs that have been

KPKU dilaksanakan oleh asesor dari PT Pupuk Indonesia Grup.

Hasil Penilaian Kinerja Direksi

KPI Direksi

Berdasarkan indikator penilaian yang telah disepakati dalam Kontrak Manajemen, capaian KPI Direksi Pupuk Kaltim pada 2020 berhasil meraih nilai 107,06% dengan kategori SUKSES.

determined. Meanwhile, the KPKU was carried out by assessors from PT Pupuk Indonesia Group.

Performance Assessment Results of the Board of Directors

KPI of the Board of Directors

Based on the assessment indicators that have been agreed in the Management Contract, the KPI achievement of the Directors of Pupuk Kaltim in 2020 managed to reach a score of 107.06% in the SUCCESS category.

Perspektif Perspective	Bobot (%) Weight (%)	Capaian KPI 2020 KPI Achievement in 2020
Perspektif Keuangan Financial Perspective	35,00	37,49
Perspektif Fokus Pelanggan Customer Focus Perspective	25,00	26,91
Perspektif Efektivitas Bisnis Internal Effectiveness of Internal Business Perspective	30,00	31,66
Perspektif Inovasi dan Pengembangan Innovation and Development Perspective	10,00	11,00
Jumlah Total	100,00	107,06
Konvensi Pencapaian Achievement Convention		SUKSES SUCCESS

Tingkat Kesehatan Perusahaan

Penilaian kinerja Direksi juga dilihat dari tingkat kesehatan perusahaan berdasarkan Pedoman Penilaian Tingkat Kesehatan Perusahaan yang dikeluarkan oleh PT Pupuk Indonesia (Persero) yang mengacu pada Keputusan Menteri BUMN No. KEP.100/MBU/2002.

Corporate Soundness Level

The performance assessment of the Board of Directors is also indicated by the corporate soundness level based on the Corporate Soundness Level Rating Guidelines that was issued by PT Pupuk Indonesia (Persero), referring to the Decision of the Minister of SOEs No. KEP.100/MBU/2002.

Hasil evaluasi atas tingkat Kesehatan Perusahaan menunjukkan kinerja Perusahaan pada tahun 2020 tergolong dalam kondisi “SEHAT” kategori “AA” dengan skor 84,00 (2019: 86,50). Rincian bobot dan skor untuk masing-masing aspek adalah sebagai berikut:

The results of the evaluation on the Corporate Soundness Level showed that the Company's performance in 0220 was classified as “HEALTHY” in the “AA” category with a score of 84.00 (2019: 86,50). The weighting and score details for each aspect are as follows:

Indikator Penilaian Indicators	Bobot (%) Weight (%)	Skor Score	
		RKAP 2020 (%)	Realisasi 2020 (%) 2020 Realization (%)
Aspek Keuangan Financial Aspect	70	50,00	54,00
Aspek Operasional Operational Aspect	15	15,00	15,00
Aspek Administrasi Administrative Aspect	15	14,00	15,00
Total	100	79,00	84,00
Kategori		SEHAT “A”	SEHAT “AA”

Kriteria Penilaian Kinerja Unggul (KPKU)

Berdasarkan KPKU 2020 yang dinilai oleh asesor dari PT Pupuk Indonesia Grup, capaian kinerja Direksi meraih peringkat *Emerging Industri Leader* dengan skor 662,50 (2019: 642,25).

Criteria for Superior Performance Assessment (KPKU)

Based on the 2020 KPKU assessed by assessors from PT Pupuk Indonesia Group, the Board of Directors' performance achievements received the Emerging Industry Leader rank with a score of 662.50 (2019: 642.25).

Penilaian KPKU Pupuk Kaltim 2020
KPKU Assessment of Pupuk Kaltim in 2020

Sub Kategori Sub Category	Bobot (%) Weight (%)	Capaian Nilai Tahun 2020 Achievement in 2020
KEPEMIMPINAN LEADERSHIP		
Kepemimpinan Senior Senior Leadership	70	49,00
Tata Kelola dan Tanggung Jawab Kemasyarakatan Community Governance and Responsibility	50	35,00
PERENCANAAN STRATEGIS STRATEGIC PLANNING		
Pengembangan Strategi Strategy Development	45	31,35
Implementasi Strategi Strategy Implementation	40	28,00
FOKUS PELANGGAN CUSTOMER FOCUS		
Suara Pelanggan Voice of the Customer	40	28,00
Keterikatan Pelanggan Customer Attachment	45	31,50
PENGUKURAN MEASUREMENT		
Pengukuran, Analisis dan Peningkatan Kinerja Perusahaan Measurement, Analysis and Improvement of Company Performance	45	31,50
Pengelolaan Informasi, Pengetahuan dan Teknologi Informasi Management of Information, Knowledge and Information Technology	45	31,50
FOKUS PADA TENAGA KERJA WORKFORCE FOCUS		
Lingkungan Tenaga Kerja Workforce Environment	40	28,00
Keterikatan Tenaga Kerja Labor Attachment	45	31,50
FOKUS PADA OPERASI FOCUS ON OPERATIONS		
Sistem Kerja Work System	45	31,50
Proses Kerja Work Process	40	28,00
SKOR KATEGORI PROSES PROCESS CATEGORY SCORE		
KATEGORI HASIL RESULTS CATEGORY		
Kinerja Produk dan Layanan Product and Service Performance	120	72,00
Kepuasan Pelanggan Customer Satisfaction	80	52,00
Fokus Tenaga Kerja Workforce Focus	80	52,00
Kepemimpinan dan Tata Kelola Leadership and Governance	80	52,00
Hasil Keuangan dan Pasar Financial and Market Results	90	49,50
SKOR KATEGORI HASIL RESULTS CATEGORY SCORE		
TOTAL SKOR TOTAL SCORE	1.000	662,50
PERINGKAT RANKING		

Penilaian Penerapan

GCG 2020 [102-28]

2020 GCG Application Assessment

Penilaian penerapan GCG di lingkungan Pupuk Kaltim dilaksanakan secara berkala setiap tahun. Hal ini bertujuan untuk mengetahui tingkat kecukupan penerapan GCG di Perusahaan, yang pelaksanaannya dilakukan oleh asesor independen.

Perusahaan melakukan asesmen pelaksanaan praktik GCG dengan tujuan mengukur kedalaman implementasi praktik GCG sekaligus mendapatkan umpan balik bagi perbaikannya di masa mendatang.

The assessment on GCG implementation in Pupuk Kaltim is carried out regularly every year. This aims to determine the level of adequacy of GCG implementation in the Company, which is carried out by independent assessors.

The Company conducts assessment on GCG practices with the aim to measure how in-depth is the actual practices of GCG implementation while also expect feedback that is useful for future improvements.

Asesmen terhadap penerapan GCG di Perusahaan di tahun 2020 dilakukan dengan menggunakan 2 (dua) kriteria, dengan hasil seperti berikut: Skor *self-assessment* kualitas penerapan GCG tahun 2020 adalah 95,07 (Sangat Baik), sementara hasil penilaian menurut CGPI adalah 86,72, kategori "Sangat Terpercaya"

Kriteria Penilaian Tata Kelola Perusahaan

1. Peraturan Menteri Negara BUMN Nomor PER-09/MBU/2012 tanggal 6 Juli 2012 tentang Perubahan atas Peraturan Menteri Negara BUMN Nomor PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara;
2. Surat Keputusan Sekretaris Kementerian Badan Usaha Milik Negara Nomor SK-16/S. MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

ASESMEN GCG

Pada 2020, Pupuk Kaltim melaksanakan evaluasi GCG o dengan mengacu pada Surat Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara. Evaluasi ini dilaksanakan oleh konsultan eksternal yaitu PT Sinergi Daya Prima melalui pengadaan bersama PT Pupuk Indonesia (Group). *Assessment* GCG 2020 terlaksana pada 17 Desember 2020-26 Februari 2021

METODE PENILAIAN TATA KELOLA PERUSAHAAN

Penilaian/evaluasi GCG oleh Perseroan dilakukan dengan mengacu kepada indikator dan parameter dalam SK-16/S.MBU/2012 dan dilaksanakan dengan melalui empat tahapan yakni:

1. Mempelajari dan memahami aspek/indikator/parameter dan faktor-faktor yang diuji kesesuaian penerapannya;
2. Menyusun analisis kecukupan pelaksanaan GCG;
3. Mengambil kesimpulan melalui penetapan tingkat pemenuhan setiap parameter/sub-indikator beserta penjelasannya dengan berpedoman pada faktor-faktor yang diuji kesesuaian penerapannya; dan
4. Menyusun hasil akhir penilaian/evaluasi.

Pendekatan yang digunakan oleh Perseroan dalam melakukan penilaian dan evaluasi terhadap kualitas penerapan GCG dilakukan dengan beberapa tahapan yaitu *review* dokumen, wawancara, dan kuesioner.

The assessment on the Company's GCG implementation in 2020 was carried out using 2 (two) criteria, with the following results: The self-assessment score on the quality of GCG implementation in 2020 was 95.07 (Very Good), while the results of the assessment according to the CGPI was 86.72, which falls in the "Highly Trusted" category.

Corporate Governance Assessment Criteria

1. Regulation of the SOE Minister No. PER09/MBU/2012 dated 6 July 2012 on the Amendment of the Regulation of the SOE Minister No. PER-01/MBU/2011 dated 1 August 2011 on the Implementation of Good Corporate Governance in State-Owned Enterprises;
2. Decision Letter of the Secretary of the SOE Ministry No. SK-16/S.MBU/2012 dated 6 June 2012 on the Indicators/Parameters of Assessment and Evaluation on the Implementation of Good Corporate Governance in State-Owned Enterprises.

GCG ASSESSMENT

In 2020, Pupuk Kaltim implemented a GCG assessment by referring to the Decree of the Secretary of the Ministry of SOEs No. SK-16/S.MBU/2012 dated 6 June 2012 on Indicators/Parameters of Assessment and Evaluation of Good Corporate Governance Implementation in State-Owned Enterprises. The assessment was carried out by an external consultant, namely PT Sinergi Daya Prima through joint procurement with PT Pupuk Indonesia (Group). The 2020 GCG assessment was implemented on 17 December 2020-26 February 2021

METHOD OF CORPORATE GOVERNANCE ASSESSMENT

The GCG assessment/evaluation conducted by the Company refers to the indicators and parameters in SK-16/S.MBU/2012 and conducted in four stages, namely:

1. To study and understand the aspects/indicators/parameters and factors that are tested for compliance;
2. Formulate the analysis for GCG implementation sufficiency;
3. To draw a conclusion through the establishment of the level of compliance of each parameter/sub-indicators and an explanation with reference to the factors tested for compliance; and
4. Set the final results of the assessment/evaluation.

The approach taken by the Company in the assessment and evaluation of GCG implementation is conducted in several stages, namely document review, interview, and questionnaire.

Skor Assessment GCG 2020

Berdasarkan hasil *assessment* 2019 dan 2020, penerapan GCG di Pupuk Kaltim masuk dalam kategori Sangat Baik. Capaian skor pada tahun 2019 adalah 94,60 dan pada tahun 2020 95,07 dari skor maksimal 100, dengan rincian sebagai berikut:

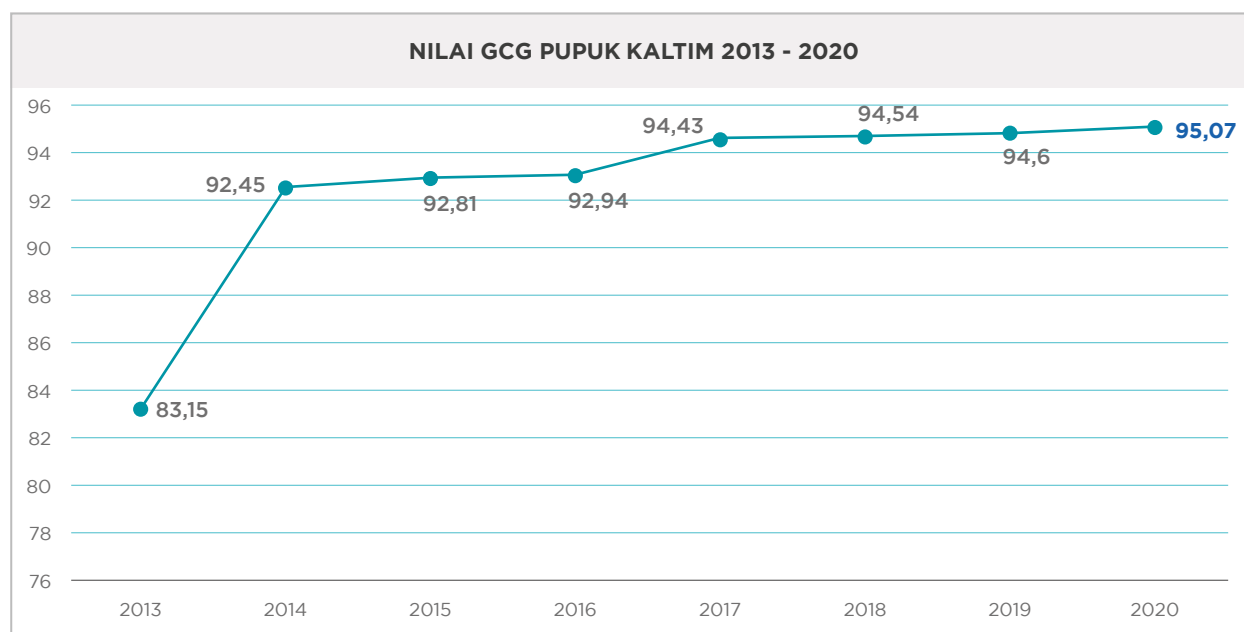
Aspek Pengujian/Indikator Aspects of Testing/Indicator		Bobot Maksimal Maximum Weight	Capaian Bobot Achievement Weight	Presentase Percentage
I	Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan Commitment to Implementation of Sustainable Good Corporate Governance	7,000	6,592	94,18%
II	Pemegang Saham dan RUPS/Pemilik Modal Shareholders and GMS/Capital Ownership	9,000	8,339	92,65%
III	Dewan Komisaris/Dewan Pengawas Board of Commissioners/Board of Trustees	35,000	33,484	95,67%
IV	Direksi Board of Directors	35,000	33,483	95,67%
V	Pengungkapan Informasi dan Transparansi Disclosure and Transparency	9,000	8,553	94,82%
VI	Aspek Lainnya Other Aspects	5,000	4,643	92,86%
Skor Keseluruhan Overall Score		100,000	95,074	95,07%
Kualifikasi Kualitas Penerapan GCG Qualifications Quality GCG		Sangat Baik Very Good		

Adapun grafik perkembangan skor penilaian GCG Pupuk Kaltim 2013-2020 dengan menggunakan penilaian Parameter Nomor SK 16/S.MBU/2012 adalah sebagai berikut.

Score of 2020 GCG Assessment

Based on the 2019 and 2020 assessment results, GCG implementation in Pupuk Kaltim is in the Very Good category. The achievement score in 2019 was 94.60 and 95.07 in 2020 from a maximum score of 100, with the following details:

The comparison chart for Pupuk Kaltim GCG assessment scores in 2013 to 2020 by using assessment parameters Decree No. 16/S.MBU/2012 is as follows.



Hasil penilaian tersebut menunjukkan konsistensi upaya Manajemen dalam memperbaiki kualitas penerapan GCG dengan senantiasa menjunjung tinggi etika bisnis serta selalu mengungkapkan data/informasi yang materiil dan relevan secara transparan, akurat, terpercaya, dan tepat waktu.

The assessment results indicate excellent consistency of GCG implementation that always take into account business ethics and the disclosure of material and relevant data in a transparent, accurate, reliable, and timely manner.

Asesmen GCG Berdasarkan CGPI

Keikutsertaan Perusahaan dalam CGPI tahun 2020 merupakan kedua kalinya, sesuai arahan dari Pemegang Saham. Program CGPI menggunakan 3 (tiga) ruang lingkup penerapan GCG dalam perspektif keberlanjutan yang terdiri dari lingkup kepatuhan (*compliance*), lingkup kesesuaian (*conformance*) dan lingkup kinerja (*performance*).

Penilaian CGPI 2020 dilaksanakan oleh The Indonesian Institute of Corporate Governance (IICG).

Metode Penilaian

Dalam melakukan penilaian, setiap tahun CGPI menggunakan tema yang berbeda. Untuk 2020 tema yang diangkat adalah “Membangun Keunggulan Bersaing Dalam Kerangka GCG”. Tema tersebut diartikan dengan system dan mekanisme yang digunakan Organ Perusahaan dalam mengelola perubahan model bisnis untuk menjamin pertumbuhan yang menciptakan nilai bagi para pemangku kepentingan guna mewujudkan tujuan keberlanjutan.

Aspek dan indikator penilaian CGPI terbagi menjadi 3 (tiga), yaitu; struktur organisasi, proses governansi, hasil governansi. Penilaian CGPI dilaksanakan dengan tahapan analisis instrument dan dokumen melalui kegiatan *self-assessment*, sistem terdokumentasi dengan sumber pemenuhan kelengkapan dokumen bukti implementasi dan pengisian data perusahaan, serta tahapan observasi. Bobot penilaian CGPI menggunakan metode ANP (*Analytical Network Process*) untuk mengukur tingkat kepentingan dan hubungan antar aspek, lingkup, dan fokus serta tahapan penilaian dalam metodologi CGPI. Pemeringkatan CGPI menggunakan norma penilaian berdasarkan rentang nilai yang dicapai peserta dengan kategorisasi istilah Sangat Terpercaya, Terpercaya, dan Cukup Terpercaya.

Hasil Penilaian

Nilai yang diperoleh Pupuk Kaltim pada CGPI Tahun 2020 adalah sebagai berikut:

GCG Assessment Based on CGPI

The Company's participation in the 2020 CGPI is the second time, in accordance with the directive of the Shareholders. The CGPI program uses 3 (three) scopes of GCG implementation in the perspective of sustainability, which consists of the scope of compliance, the scope of conformance, and the scope of performance.

The 2020 CGPI assessment was carried out by The Indonesian Institute of Corporate Governance (IICG).

Assessment Method

The CGPI uses a different theme every year in conducting the assessment. For 2020 the theme was “Building Competitive Advantage Within the GCG Framework”. The theme is defined by the systems and mechanisms used by the Company's organs in managing changes in business models to ensure growth that creates value for stakeholders in order to realize sustainability goals.

The aspects and indicators in the CGPI assessment is divided into 3 (three), namely; governance structure, governance process, governance results. The CGPI assessment is carried out in stages, involving the instruments and documents analysis stage through self-assessment activities, well-documented source of system documents and the implementation of evidence of corporate data, as well as the observation stage. The CGPI weight rating uses the ANP (*Analytical Network Process*) method to measure the level of interest and the relationship between aspect, scope, and focus as well as the assessment stages in the CGPI methodology. The CGPI ranking uses the assessment norms based on the range of the value achieved by the participant in the category of Most Trusted, Trusted, and Fairly Trusted.

Assessment Result

The following is the score received by Pupuk Kaltim in the 2020 CGPI:

Indikator Penilaian Indicators	Nilai Score
Struktur Governansi Governance Structure	23,57
Proses Governansi Governance Process	31,48
Hasil Governansi Governance Results	31,67
Total	86,72 (Sangat Terpercaya Most Trusted)

Rencana Peningkatan Kualitas Penerapan GCG 2021

Plans for GCG Development and Implementation 2021

Pupuk Kaltim telah menyiapkan berbagai rencana perbaikan dan pengembangan guna meningkatkan kualitas penerapan GCG di tahun 2021, dengan mempertimbangkan hasil rekomendasi asesmen GCG dan penerapan manajemen risiko di tahun 2020. Berikut rencana pengembangan dan penerapan GCG 2021:

1. Merencanakan rencana kerja penerapan ISO 37001 Anti Penyuapan;
2. Menyempurnakan dan memperbaharui sistem-sistem pendukung dalam penerapan GCG di Perusahaan;
3. Meningkatkan sosialisasi Penerapan GCG, Pengendalian Gratifikasi, WBS, SMAP, dan Kode Etik Perusahaan kepada karyawan Pupuk Kaltim dengan metode yang menarik dan mudah dipahami;
4. Berkelanjutan dalam sosialisasi Penerapan GCG, Pengendalian Gratifikasi, WBS, SMAP, dan Kode Etik Perusahaan kepada eksternal Perusahaan;
5. Menindaklanjuti rekomendasi *Fraud Risk Assessment*;
6. Menindaklanjuti Aol *assessment* GCG 2019 untuk persiapan *assessment* GCG tahun 2020;
7. Mengikuti pelatihan-pelatihan, studi banding, *workshop*, dan seminar bidang GCG dan SMAP dalam meningkatkan kompetensi karyawan;
8. Implementasi Manajemen Risiko berbasis ISO 31000:2018;
9. Pemutakhiran Prosedur Manajemen Risiko;
10. Pemutakhiran *Risk Criteria*;
11. Pelaksanaan *Risk Control Self Assessment* (RCSA) level korporasi hingga individu;
12. Rapat koordinasi pembahasan penerapan Manajemen Risiko dan RTM Perusahaan Bersama Direksi dan Dewan Komisaris;
13. Pengelolaan *Systemic Risk*;
14. Pelaksanaan program peningkatan budaya sadar risiko kepada insan Pupuk Kaltim.

Pupuk Kaltim has prepared a variety of improvement and development plans in order to improve the quality of GCG implementation in 2020, taking into account the recommendation of GCG and risk management implementation in 2020. The following is the 2021 GCG implementation development plan:

1. Planning the ISO 37001 Anti Bribery implementation work plan;
2. Improving and updating the supporting systems in GCG implementation in the Company;
3. Increasing the socialization of the implementation of GCG, Gratuity Control, WBS, SMAP, and the Company's Code of Conduct to Pupuk Kaltim employees in an appealing and easy-to-understand method;
4. Continuously disseminate the implementation of GCG, Gratuity Control, WBS, SMAP, and the Company's Code of Conduct to external companies;
5. Following-up Fraud Risk Assessment recommendations;
6. Following-up the 2019 GCG Aol assessment to prepare for the 2020 GCG assessment;
7. Participate in trainings, comparative studies, workshops, and seminars in the fields of GCG and SMAP to improve employee competence;
8. Implementation of ISO 31000:2018-based Risk Management;
9. Updating the Risk Management Procedures;
10. Updating the Risk Criteria;
11. Implementation of Risk Control Self-Assessment from the corporate to individual level;
12. Coordination meeting to discuss the implementation of the Company's Risk Management and Risk That Matter with the Board of Directors and Board of Commissioners;
13. Management of Systemic Risk;
14. Implementation of risk awareness culture improvement program for Pupuk Kaltim personnel.

Penerapan Prinsip Pencegahan dan Kehati-Hatian [102-11]

Application of Preventive and Prudent Principles

Pupuk Kaltim selalu memenuhi persyaratan SNI ISO 9001:2011 dalam menjaga kualitas produk sesuai yang diharapkan. PKT melakukan *quality control* (QC) mulai dari pengujian bahan baku, bahan proses pabrik sampai dengan produk akhir dalam rangka menjaga kualitas produk yang dipasarkan. Laboratorium PKT sendiri telah terakreditasi ISO 17025:2017 oleh Komite Akreditasi Nasional (KAN) dengan ruang lingkup pengujian pupuk dan pengujian mutu lingkungan. Metode pengujian yang digunakan laboratorium PKT sesuai dengan Standar Nasional maupun Standar Internasional.

Pengujian produk pupuk urea dilakukan menggunakan SNI 2801-2010, pupuk NPK menggunakan SNI 2803-2012, sedangkan pengujian amoniak cair menggunakan SNI 06-0045-2006. Jaminan mutu produk juga dapat dibuktikan dengan penggunaan tanda SNI pada kemasan produk, dimana untuk mendapatkan ijin penggunaan tanda SNI ini harus melalui berbagai tahapan evaluasi/audit, bahkan hingga pengujian sampel produk PKT ke laboratorium terakreditasi KAN.

Application of Preventive and Prudent Principle

Pupuk Kaltim always complies with SNI ISO 9001:2011 standard requirements in maintaining the expected product quality. To ensure the quality of products sold, PKT has implemented Quality Control (QC) starting from the testing of raw material, factory processed material, up to the finished product. PKT's Laboratory has also been accredited to ISO 17025:2017 standard by the National Accreditation Committee (KAN) with the scope on fertilizer quality testing and environmental quality testing. The testing method used by Pupuk Kaltim's Laboratory is in accordance with National Standard and International Standard.

Testing of Urea Fertilizer product is conducted according to SNI 28031-2010, NPK fertilizer is tested according to SNI 2803-2012, while liquid ammonia testing is conducted according to SNI 06-0045-2006. Product quality assurance is shown with the usage of the SNI sign on product package, as to obtain the license to use the SNI sign the Company must go through various evaluation/audit processes, up to product's sample testing in KAN-accredited laboratories each year.

Pengelolaan Risiko

Risk Management

Pupuk Kaltim berkomitmen penuh untuk senantiasa menerapkan manajemen risiko terbaik berbasis SNI-ISO 31000 yang direalisasikan dalam Kebijakan manajemen risiko yang telah dimutakhirkan dan disahkan oleh Direksi pada 17 Juni 2017. Kebijakan ini dikomunikasikan secara berkesinambungan kepada seluruh Pemangku Kepentingan agar dipahami serta dievaluasi keefektifannya secara berkala.

Melalui Unit Tata Kelola Perusahaan dan Manajemen Risiko (TKP dan MR), Pupuk Kaltim memastikan senantiasa menjalankan manajemen risiko sesuai acuan yang telah ditetapkan regulator dan pemangku kepentingan dalam rangka menerapkan praktik terbaik GCG. Adapun acuan pelaksanaan manajemen risiko dimaksud, mencakup di antaranya:

Pupuk Kaltim is fully committed to consistently implementing the best risk management based on SNI-ISO 31000, which is realized in the risk management policy that has been updated and approved by the Board of Directors on 17 June 2017. This policy is continuously communicated to all Stakeholders to be comprehended and periodically evaluated of its effectiveness.

Through the Corporate Governance and Risk Management (TKP and MR) Unit, Pupuk Kaltim ensures that it consistently carries out risk management according to the guidelines set by the regulators and stakeholders in order to implement best GCG practices. The reference for the implementation of the risk management includes:

1. Peraturan Menteri Negara BUMN No. PER 01/MBU/2011 tentang Penerapan GCG pada Badan Usaha Milik Negara Pasal 25.
2. Keputusan RUPS Pupuk Kaltim tanggal 5 Juni 2012 untuk menerapkan Praktik GCG mengacu pada Keputusan Menteri Negara BUMN No. PER-01/MBU/2011 dan untuk menerapkan manajemen risiko menggunakan kerangka kerja SNI ISO 31000.
3. Surat Keputusan Direksi PT Pupuk Kaltim Nomor: 30/DIR/V.18 tanggal 24 Juli 2018 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) PT Pupuk Kaltim.
4. Surat Edaran PT Pupuk Indonesia (Persero) No. SE-04/I/2018 tanggal 23 Januari 2018 tentang Penyampaian Pedoman Penerapan Manajemen Risiko Terintegrasi No. Dokumen PI-TKK-PD-005 Rev.0.
5. Surat Keputusan Direksi No. 40/DIR/VI.18 tanggal 29 Juni 2018 tentang Pedoman dan *roadmap* Manajemen Risiko PT Pupuk Kalimantan Timur.

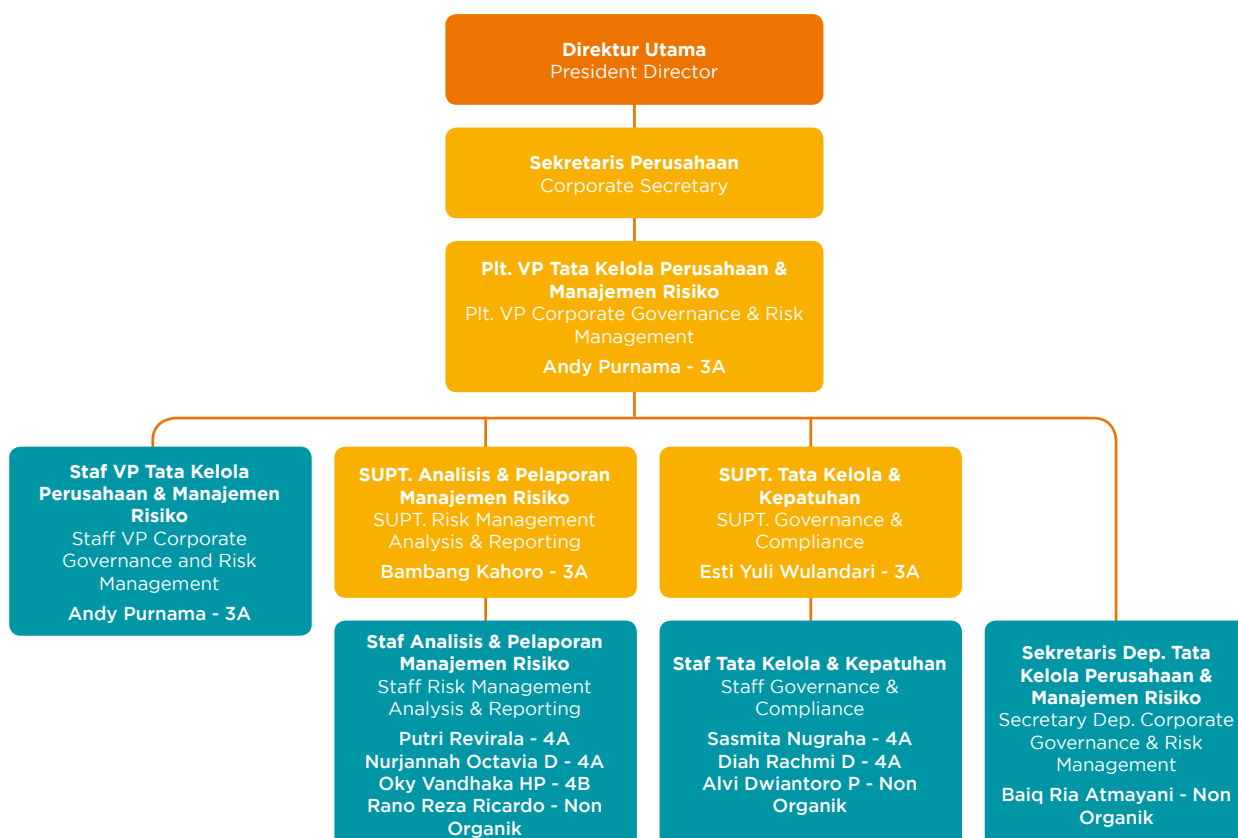
1. Regulation of the Minister of SOEs No. PER 01/MBU/2011 on the Implementation of GCG in State-Owned Enterprises Article 25.
2. Pupuk Kaltim GMS Resolution on 5 June 2012 to implement GCG practices referring to the Decision of the Minister of SOEs No. PER-01/MBU/2011 and to implement risk management using the SNI ISO 31000 framework.
3. Decree of the Board of Directors of PT Pupuk Kaltim No. 30/DIR/V.18 dated 24 July 2018 on the Implementation of Good Corporate Governance at PT Pupuk Kaltim.
4. Circular Letter of PT Pupuk Indonesia (Persero) No. SE-04/I/2018 dated 23 January 2018 on Submission of Integrated Risk Management Implementation Guidelines, Document No. PI-TKK-PD-005 Rev.0.
5. Decree of the Board of Directors No. 40/DIR/VI.18 dated 29 June 2018 on Risk Management Guidelines and Roadmap of PT Pupuk Kalimantan Timur.

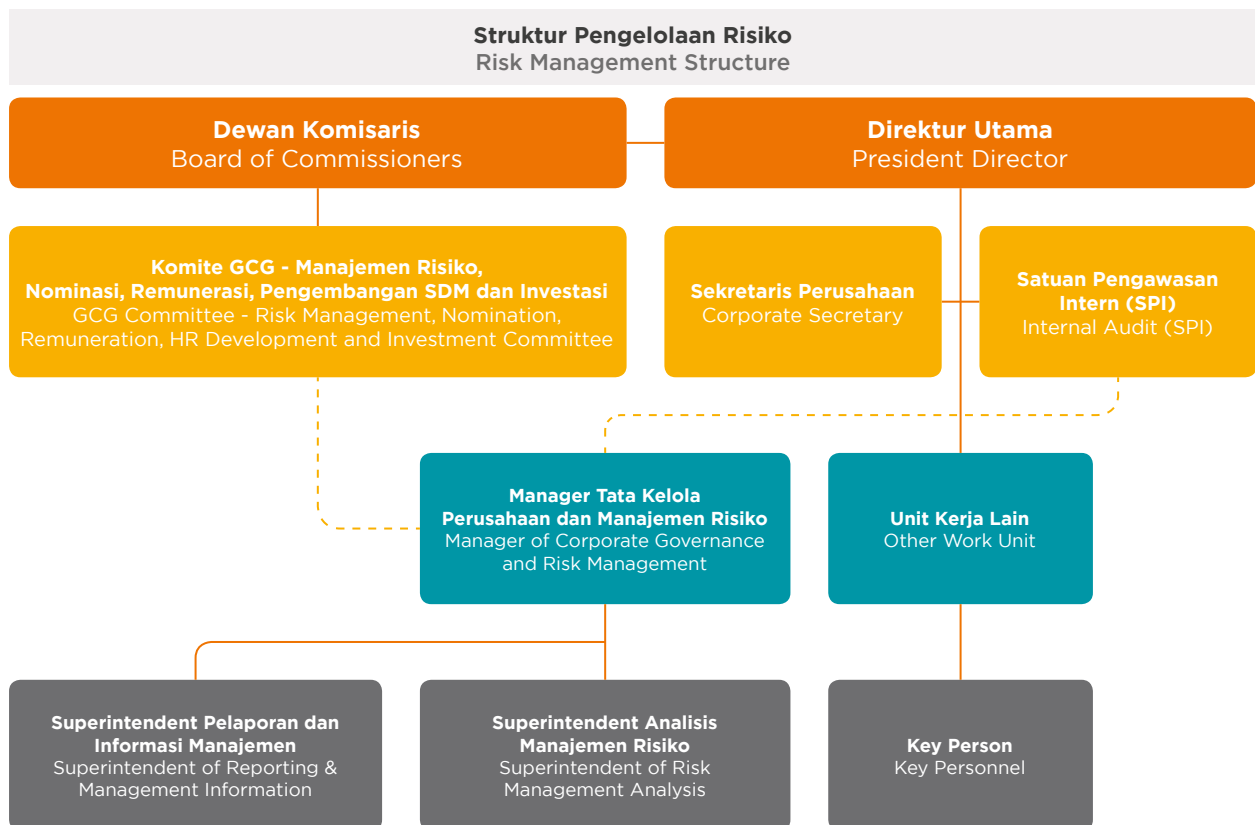
STRUKTUR PENGELOLAAN RISIKO

Sesuai Surat Keputusan Direksi Nomor 50/DIR/X.2014 tanggal 1 Oktober 2014 tentang Susunan Organisasi, Departemen Tata Kelola Perusahaan dan Manajemen Risiko berada di bawah Sekretaris Perusahaan dengan struktur sebagai berikut:

RISK MANAGEMENT STRUCTURE

Based on the Board of Directors Decree No. 50/DIR/X.2014 dated 1 October 2014 on Organizational Structure, the Department of Corporate Governance and Risk Management is under the Corporate Secretary with the following structure:





TUGAS DAN TANGGUNG JAWAB UNIT PENGELOLA RISIKO

Sesuai Pedoman Manajemen Risiko, tugas dan tanggung jawab Unit Pengelola Risiko di antaranya adalah sebagai berikut:

- Menyusun dan mengkoordinasikan strategi pengembangan kerangka kerja dan metodologi manajemen risiko agar pengelolaan risiko di Perusahaan selalu selaras dengan perkembangan bisnis Perusahaan dan dapat diaplikasikan;
- Merencanakan dan mengusulkan kebijakan, pedoman dan prosedur Manajemen Risiko kepada Direksi;
- Memastikan pelaksanaan proses identifikasi, pengelolaan, penanganan dan pemantauan risiko di setiap fungsi organisasi;
- Memberikan arahan dan koordinasi terkait proses penentuan risiko strategis sehingga manajemen lebih fokus dalam mengelola risiko;
- Mengkoordinasikan dan memberikan arahan proses analisis kajian risiko terkait keputusan bisnis yang bersifat strategis sehingga memberikan keyakinan manajemen dalam pengambilan keputusan;
- Memberikan arahan dan evaluasi pada proses pengelolaan indikator kunci risiko sehingga manajemen dapat memiliki informasi *early warning value* sebagai langkah antisipasi meminimalkan risiko;

DUTIES AND RESPONSIBILITIES OF THE RISK MANAGEMENT UNIT

Based on the Risk Management Guidelines, the duties and responsibilities of Risk Management Unit are as follows:

- Develop and coordinate the strategy for a risk management framework and methodology to ensure that risk management in the Company is aligned with the business development and is applicable;
- Plan and propose policies, guidelines, and procedures of risk management to the Board of Directors;
- Ensuring the implementation of the identification, management, mitigation, and monitoring of risks in each function of the organization;
- Provide directives and coordination related to the strategic risk determination process to ensure that the management is more focused in managing risk;
- Coordinate and provide directives for the risk assessment analysis process related to strategic business decisions in order to provide management confidence in decision making;
- Provide directive and evaluation in the process of managing key risk indicators to ensure that the management have an early warning value information as an anticipatory measure to minimize risk;

- Melakukan koordinasi dan pemantauan kegiatan manajemen risiko untuk memastikan bahwa seluruh rencana kerja telah dijalankan dengan baik;
- Mengembangkan budaya sadar risiko di seluruh level Perusahaan dan para Pemangku Kepentingan.

Adapun peran dan tanggung jawab masing-masing pihak dalam penerapan manajemen risiko, sebagai berikut:

- Dewan Komisaris dan Komite GCG, Pemantauan Manajemen Risiko dan Investasi berperan dalam mengawasi dan memberikan saran perbaikan atas penerapan Kebijakan Manajemen Risiko;
- Direksi berperan dalam menetapkan, melaksanakan dan mengevaluasi *soft-structure* manajemen risiko, memantau program manajemen risiko, melaporkan pelaksanaan manajemen risiko kepada Dewan Komisaris dan pemegang saham, memastikan manajemen risiko selaras dengan sasaran Perusahaan dan mengembangkan budaya manajemen risiko;
- General Manager berperan dalam mengawasi penerapan manajemen risiko di unit kerja;
- SPI berperan dalam mengevaluasi kepatuhan dan efektivitas penerapan manajemen risiko dan menggunakan hasil manajemen risiko sebagai dasar pemeriksaan (audit berbasis risiko).
- Unit kerja pengelola risiko berperan dalam penguatan *soft structure* dan infrastruktur manajemen risiko dan memastikan penerapan manajemen risiko dilaksanakan secara komprehensif di Pupuk Kaltim

PENGEMBANGAN KOMPETENSI MANAJEMEN RISIKO

Pengelolaan risiko Pupuk Kaltim didukung oleh SDM yang kompeten dan berintegritas untuk menjamin akuntabilitas hasil yang diperoleh. Komitmen Pupuk Kaltim terhadap pengembangan kompetensi SDM terkait manajemen risiko ditunjukkan dengan mengikutsertakan karyawan dalam program sertifikasi dan pelatihan bidang manajemen risiko.

Sampai dengan 2020, karyawan Pupuk Kaltim yang telah memiliki sertifikasi bidang manajemen risiko adalah sebagai berikut:

- Coordinate and monitor the risk management activities to ensure that all work plans have been carried out properly;
- Develop a risk awareness culture at all levels of the Company and the Stakeholders.

The following are the roles and responsibilities of each party in the application of risk management:

- The Board of Commissioners and the Corporate Governance, Risk Management, and Investment Monitoring Committee oversees and provide improvement recommendations for the implementation of Risk Management Policy;
- The Board of Directors determines, implements, and evaluates the risk management soft-structure, monitors risk management programs, reports the implementation of risk management to the Board of Commissioners and Shareholders, ensuring risk management is in line with the Company's goals and developing a risk management culture;
- The General Manager oversees the implementation of risk management in work units;
- The IAU evaluates the compliance and effectiveness of risk management implementation and uses the results of risk management as a basis for audit (risk-based audit).
- The risk management work unit strengthens the soft-structure and infrastructure of risk management and ensures the implementation of risk management is carried out comprehensively at Pupuk Kaltim

RISK MANAGEMENT COMPETENCE DEVELOPMENT

Risk management at Pupuk Kaltim is supported by competent human resources (HR) with integrity to ensure the accountability of the results. Pupuk Kaltim's commitment to HR competency development related to risk management is demonstrated by engaging employees in certification and training programs in the field of risk management.

The following are Pupuk Kaltim employees with certifications in risk management up to 2020:

No.	Jenis Sertifikasi Certification	Jumlah Pemegang Sertifikat Number of Certificate Holders
1.	Enterprise Risk Management Certifies Professional (ERMCP)	1
2.	Enterprise Risk Management Associate Professional (ERMAP)	9
3.	Qualified Risk Management Analyst (QRMA)	7
4.	Qualified Risk Management Profesional (QRMP)	2

Adapun program pengembangan kompetensi manajemen risiko yang diikuti karyawan Pupuk Kaltim selama 2020, adalah sebagai berikut:

The following are risk management competency development programs attended by Pupuk Kaltim employees during 2020:

No.	Pelatihan Training	Tempat dan Waktu Venue and Date	Jumlah Peserta Number of Participants (orang person)	Penyelenggara Organizer
1.	Workshop Awareness ISO 31000/2011 dan ISO 37001/2018 bagi Key Person Manajemen Risiko, HIRARC, dan ASDAM Workshop Awareness ISO 31000/2011 dan ISO 37001/2018 bagi Key Person Manajemen Risiko, HIRARC, dan ASDAM	Samarinda, 27-28 Februari 2020 Samarinda, February 27-28, 2020	52	Internal Dep. TKP & MR, Dep. LH, Dep. K3
2.	Sosialisasi dan <i>Sharing Knowledge</i> SIMERI Socialization and Knowledge Sharing SIMERI			Internal Dep. TKP & MR
	Klinikal Identifikasi Risiko Triwulan I 2020 Clinical Risk Identification Quarter I 2020	27 Februari 2020 February 27, 2020 5 Maret 2020 March 5, 2020 6 Maret 2020 March 6, 2020 9 Maret 2020 March 9, 2020 10 Maret 2020 March 10, 2020	12 29 42 21 17	
	Klinikal Identifikasi Risiko Anti Penyuapan ISO 37001/2018 Clinical Identification of Anti-Bribery Risks ISO 37001/2018	Meeting Online 7-8 Mei 2020 May 7-8, 2020 18-20 Mei 2020 May 18-20, 2020	Seluruh Unit Kerja All Work Units	
	Klinikal Monitoring Risiko Triwulan II - IV 2020 Clinical Risk Monitoring Quarter II - IV 2020	1-10 September 2020 September 1-10, 2020 10-16 Desember 2020 September 10-16, 2020		
3.	Pendampingan Penyusunan Kajian Risiko Assistance in the Preparation of Risk Assessment	Ruang Rapat Unit Kerja terkait/ Dep. TKP & MR	Key Person masing-masing Kajian Risiko Key Person for Each Risk Assessment	Internal Dep. TKP & MR
4.	Forum Evaluasi Pengisian iRisk (<i>Closing Risk in Progress</i>) iRisk Charging Evaluation Forum (Closing Risk in Progress)	Zoom Meeting, 21 dan 23 Agustus 2020 Zoom Meeting, August 21 and 23, 2020	85	Internal Dep. TKP & MR
5.	Webinar "Meningkatkan Agility Organisasi melalui Penerapan Manajemen Risiko Terpadu pada Tataran Strategis Webinar "Improving Organizational Agility through Implementation of Integrated Risk Management at a Strategic Level	Zoom Meeting, 6 Oktober 2020 Zoom Meeting, October 6, 2020	117	Yenny Koestijani, SE, QIA, ERMCP, QRMP, QCRO
6.	Webinar "Penerapan Manajemen Terpadu pada Operasional Perusahaan untuk Meningkatkan Agility Organisasi" Webinar "Application of Integrated Management in Company Operations to Improve Organizational Agility	Zoom Meeting, 8 Oktober 2020 Zoom Meeting, October 8, 2020	119	Yenny Koestijani, SE, QIA, ERMCP, QRMP, QCRO
7.	Sharing Session " Pemahaman Filosofi dan Model Struktural Pengelolaan Governance, Risk, and Compliance (GRC)" Sharing Session "Understanding the Philosophy and Structural Model of Governance, Risk, and Compliance (GRC) Management"	Zoom Meeting, 24 Oktober 2020 Zoom Meeting, October 24, 2020	85	SDP Consulting

PENERAPAN MANAJEMEN RISIKO

Selama tahun 2020, unit pengelola risiko melaksanakan beragam kegiatan penerapan manajemen risiko, di antaranya:

- Implementasi Manajemen Risiko berbasis ISO 31000:2018;

IMPLEMENTATION OF RISK MANAGEMENT

During 2020, the risk management unit has implemented various risk management activities, including:

- Implementation of ISO 31000:2018-based Risk Management;

- Pemutakhiran Prosedur Manajemen Risiko;
- Pemutakhiran *Risk Criteria*;
- Pelaksanaan *Risk Control Self Assessment* (RCSA) level korporasi hingga individu;
- Rapat koordinasi pembahasan penerapan Manajemen Risiko dan RTM Perusahaan bersama Direksi dan Komisaris;
- Pengelolaan *Systemic Risk*;
- Pelaksanaan program peningkatan budaya sadar risiko kepada insan Pupuk Kaltim;

SOSIALISASI MANAJEMEN RISIKO 2020

Selama tahun 2020 Pupuk Kaltim melaksanakan sosialisasi manajemen risiko melalui berbagai media kepada seluruh Insan Pupuk Kaltim, meliputi: tatap muka, media cetak, *webmail*, *banner*, pamflet dan berbagai media lainnya secara terus menerus dan berkelanjutan.

SISTEM INFORMASI MANAJEMEN RISIKO

Pupuk Kaltim telah mengembangkan 3 (tiga) sistem manajemen risiko, yaitu Sistem Informasi Manajemen Risiko (SIMERI), Sistem Informasi Manajemen Risiko Individu (iRisk) dan Kajian Risiko (KARISMA).

Sistem Informasi Manajemen Risiko (SIMERI)

Sejak tahun 2014 Pupuk Kaltim telah mengembangkan sistem informasi manajemen risiko berbasis *website* yang disebut SIMERI. SIMERI digunakan untuk mengelola dan melaporkan risiko dari seluruh unit kerja dan proyek. SIMERI telah terintegrasi dengan sistem manajemen di antaranya *Hazard Identification, Risk Assessment and Risk Control* (HIRARC) yang dikelola oleh Departemen Kesehatan dan Keselamatan Kerja (K3) dan Aspek Dampak Lingkungan (ASDAM) yang dikelola oleh Departemen Lingkungan Hidup (LH).

SIMERI dapat diakses pada alamat www.simeri.pupukkaltim.com oleh seluruh *key person* manajemen risiko dan Manajemen Pupuk Kaltim yang disesuaikan dengan tingkat kewenangannya. SIMERI dievaluasi setiap tahun dan disesuaikan dengan kebutuhan pengelolaan risiko Perusahaan.

Ruang lingkup utama SIMERI, yaitu *Risk and Control Self-Assessment* (RCSA), analisis kondisi dan upaya yang telah dilakukan, persetujuan dan pelaporan manajemen risiko. Laporan Manajemen Risiko yang dihasilkan melalui SIMERI akan digunakan dalam proses audit berbasis risiko dan bahan pengambilan keputusan bisnis.

- Update of Risk Management Procedures;
- Update of Risk Criteria;
- Implementation of Risk Control Self-Assessment from the corporate to individual level;
- Coordination meeting to discuss the implementation of the Company's Risk Management and Risk That Matter with the Board of Directors and Board of Commissioners;
- Management of Systemic Risk;
- Implementation of risk awareness culture improvement to Pupuk Indonesia personnel;

SOCIALIZATION OF RISK MANAGEMENT IN 2020

During 2020, Pupuk Kaltim has conducted socialization of risk management through various media to all personnel of Pupuk Kaltim, including through face-to-face interaction, print media, *webmail*, *banners*, pamphlets and other media, in a continuous and sustainable manner.

RISK MANAGEMENT INFORMATION SYSTEM

Pupuk Kaltim has developed 3 (three) risk management systems, namely Risk Management Information System (SIMERI), Individual Risk Management Information System (iRisk), and Risk Study (KARISMA).

Risk Management Information System (SIMERI)

Since 2014, Pupuk Kaltim has developed a website-based risk management information system called SIMERI. SIMERI is used to manage and report risks from all work units and projects. SIMERI has been integrated with management systems, including Hazard Identification, Risk Assessment and Risk Control (HIRARC) which is managed by the Department of Occupational Health and Safety (OHS), and Environmental Impact Aspects (ASDAM), which is managed by the Department of Environment (LH).

SIMERI can be accessed at www.simeri.pupukkaltim.com by all key person of risk management and Pupuk Kaltim Management, adjusted to their level of authority. SIMERI is evaluated annually and adjusted to the Company's risk management needs.

The main scope of SIMERI are Risk and Control Self-Assessment (RCSA), analysis of conditions and efforts that have been made, approval and reporting of risk management. Risk Management Reports generated through SIMERI will be used in the risk-based audit process and as a basis for business decision-making.

Sistem Informasi Laporan Manajemen Risiko Individu (iRisk)

Pupuk Kaltim juga telah mengembangkan Sistem Informasi Manajemen Risiko Individu (iRisk) yang telah dibangun sejak 24 Agustus 2016. Sistem ini dapat digunakan oleh seluruh karyawan Pupuk Kaltim hingga setingkat Direktur Utama untuk melaporkan risiko masing-masing individu setiap waktu.

iRisk bertujuan untuk mendukung penerapan manajemen risiko yang terintegrasi di setiap tingkatan dan fungsi organisasi sehingga meningkatkan kesadaran seluruh karyawan atas risiko setiap sasaran pekerjaannya. iRisk dapat diakses pada alamat www.irisk.pupukkaltim.com oleh seluruh karyawan Pupuk Kaltim.

Hasil dari laporan manajemen risiko melalui iRisk adalah Laporan Manajemen Risiko Individu yang menjadi bahan pertimbangan pengambilan keputusan.

Jumlah risiko yang telah teridentifikasi dalam Laporan Manajemen Risiko Individu selama periode 1 Januari s.d 31 Desember 2020 adalah 19.065 (2019: 13.023) risiko.

KAJIAN RISIKO (KARISMA)

Pupuk Kaltim terus berinovasi dengan memanfaatkan teknologi yang ada. Pada tahun 2019 Pupuk Kaltim mengembangkan Sistem Informasi Kajian Risiko yang diharapkan akan meningkatkan fungsi analisis Manajemen Risiko dalam melakukan kajian risiko atas keputusan-keputusan bisnis yang memiliki dampak yang cukup signifikan bagi Perusahaan. KARISMA dapat diakses pada alamat www.karisma.pupukkaltim.com.

ASESMEN RISIKO

Pupuk Kaltim telah melaksanakan proses *Risk and Control Self-Assessment* (RCSA) di seluruh aktivitas operasional secara berkala. Dalam proses asesmen risiko ini, unit pengelola risiko berperan sebagai fasilitator dalam proses manajemen risiko dimana pelaksanaan RCSA telah dilakukan melalui SIMERI oleh *key person* masing-masing unit kerja.

Asesmen risiko pada aktivitas operasional dilakukan terhadap 15 (2019: empat belas) bidang, yaitu pengembangan dan diversifikasi usaha, pemasaran, keuangan, produksi, pengadaan, lingkungan serta kesehatan dan keselamatan kerja, SDM, teknologi informasi, hukum dan reputasi, pengendalian internal, manajemen risiko, umum, distribusi dan keamanan.

Individual Risk Management Report Information System (iRisk)

Pupuk Kaltim has also developed an Individual Risk Management Information System (iRisk) that was first launched on 24 August 2016. This system can be used by all Pupuk Kaltim employees up to the level of the President Director to report the risks of each individual at any time.

iRisk aims to support the application of integrated risk management at all levels and functions of the organization in order to increase the awareness of all employees of the risks of each work target. iRisk can be accessed at www.irisk.pupukkaltim.com by all Pupuk Kaltim employees.

The results of the risk management report through iRisk are Individual Risk Management Reports, which are considered for decision making.

The number of risks that have been identified in the Individual Risk Management Report from 1 January to 31 December 2020, is 19,065 risks.

RISK STUDY

Pupuk Kaltim continues to innovate by utilizing existing technology. In 2019 Pupuk Kaltim developed a Risk Assessment Information System, which is expected to improve the Risk Management analysis function in conducting risk studies of business decisions that have a significant impact on the Company. KARISMA can be accessed at the address www.karisma.pupukkaltim.com.

RISK ASSESSMENT

Pupuk Kaltim has carried out the Risk and Control Self-Assessment (RCSA) process throughout all operational activities on a regular basis. In the risk assessment process, the risk management unit serves as a facilitator in the risk management process where RCSA implementation has been carried out through SIMERI by the key person of each work unit.

Risk assessments in operational activities have been carried out in 15 (2019: fourteen) areas, namely business development and diversification, marketing, finance, production, procurement, environment and occupational health and safety, HR, information technology, legal and reputation, internal control, risk management, general affairs, distribution, and security.

No.	Bidang Field
1	Distribusi Distribution
2	Hukum & Reputasi Law & Reputation
3	Keamanan Security
4	Keuangan Finance
5	Lingkungan & K3 Lingkungan & OHS
6	Pemasaran Marketing
7	Pengadaan Procurement
8	Pengembangan & Diversifikasi Usaha Business Development & Diversification
9	Pengendalian Internal Internal Control
10	Produksi Production
11	Sumber Daya Manusia Human Resources
12	Tata Kelola Governance
13	Teknologi Informasi Information Technology
14	Umum General
15	Corporate Social Responsibility

RISIKO-RISIKO UTAMA DAN STRATEGIS

Risiko That Matter (RTM) adalah risiko utama yang berdampak langsung terhadap pencapaian target perusahaan. RTM ini ditetapkan melalui evaluasi Unit Pengelola Risiko terhadap peta seluruh risiko Perusahaan melalui proses RCSA dalam SIMERI. Data risiko tersebut menjadi dasar usulan risiko strategis/utama Perusahaan oleh Unit pengelola risiko. Risiko strategis/utama Perusahaan diperoleh melalui pendekatan *bottom up* (hasil RCSA) maupun pendekatan *top down* yang merupakan *helicopter view* Manajemen. Risiko strategis/utama Perusahaan.

KEY AND STRATEGIC RISKS

Risk That Matters (RTM) is the main risk that has a direct impact on achieving the company's targets. RTM is determined through an evaluation of the Risk Management Unit on the map of all Company risks through the RCSA process in SIMERI. The risk data is the basis of the Company's strategic/key risk proposals by the risk management unit. The Company's strategic/key risks are obtained through a bottom-up approach (RCSA results) as well as a top-down approach, which is the Management's helicopter view. Strategic/key risks of the Company.

Bagan Ringkas Proses Penentuan Risiko Strategis [102-33]

Chart of Strategic Risk Determination Process



Bagan *Monitoring* Risiko Strategis Korporasi Chart of Corporate Strategic Risk Monitoring



Adapun daftar Risiko Strategis/Utama Pupuk Kaltim 2020 terkait topik ekonomi, lingkungan dan sosial beserta upaya pengelolannya adalah sebagai berikut. [102-34, 102-29, 102-31]

The list of Strategic/Key Risk of Pupuk Kaltim in 2020 related to the economic, environmental, and social topics and their mitigation efforts is as follows. [102-34, 102-29, 102-31]

No.	Risiko Risk	2020		Upaya Mitigasi Risiko Risk Mitigation Efforts
		Nilai Risiko Awal Tahun Early Year Risk Value	Nilai Risiko Residual Residual Risk Value	
1.	Unschedule Shutdown Pabrik 1A	9	6	- TA Pabrik Amoniak 1A di bulan September: penggantian R-0502, E-0208 WHB - TA Pabrik Urea 1A di bulan November, penggantian HP Stripper P2-E-201 - Pengaturan dan <i>Monitoring</i> Kondisi Operasi pasca TA Amonia 1A, - Pengaturan dan <i>Monitoring</i> Kondisi Operasi pasca TA Urea 1A, - <i>Preventive</i> dan <i>Predictive Maintenance</i> - Melakukan protokol BCP Penyebaran COVID-19 dalam proses produksi sehari-hari - TA of Ammonia Plant 1A in September: replacement of R-0502, E-0208 WHB - TA of Urea Plant 1A in November, replacement of HP Stripper P2-E-201 - Management and Monitoring of Operational Conditions after the TA of Ammonia Plant 1A, - Management and Monitoring of Operational Conditions after the TA of Urea Plant 1A, - Preventive and Predictive Maintenance - Conducting the BCP protocol to prevent the Transmission of Covid-19 in daily production processes
2.	Unschedule Shutdown Pabrik 2	9	4	- Pengaturan dan <i>Monitoring</i> Kondisi Operasi pasca TA - <i>Preventive</i> dan <i>Predictive Maintenance</i> - Menjaga Keandalan Pabrik - Melakukan protokol BCP Penyebaran COVID-19 dalam proses produksi sehari-hari - Management and Monitoring of Operational Conditions after the TA - Preventive and Predictive Maintenance - Maintaining Plant Reliability - Conducting the BCP protocol to prevent the Transmission of Covid-19 in daily production processes
3.	Unschedule Shutdown Pabrik 3	15	6	- Pengaturan Kondisi Operasi - <i>Preventive</i> dan <i>Predictive Maintenance</i> - Menjaga Keandalan Pabrik - <i>Monitoring</i> Pasca TA - Melakukan protokol BCP Penyebaran COVID-19 dalam proses produksi sehari-hari - Setting of Operating Conditions - Preventive and Predictive Maintenance - Maintaining Plant Reliability - Monitoring After the TA - Conducting the BCP protocol to prevent the Transmission of Covid-19 in daily production processes
4.	Unschedule Shutdown Pabrik 4	9	6	- Pengaturan dan <i>Monitoring</i> Kondisi Operasi pasca TA - <i>Preventive</i> dan <i>Predictive Maintenance</i> - Melakukan protokol BCP Penyebaran COVID-19 dalam proses produksi sehari-hari - Management and Monitoring of Operational Conditions after the TA - Preventive and Predictive Maintenance - Conducting the BCP protocol to prevent the Transmission of Covid-19 in daily production processes
5.	Unschedule Shutdown Pabrik 5	15	9	- <i>Preventive</i> dan <i>Predictive Maintenance</i> - Melakukan protokol BCP Penyebaran COVID-19 dalam proses produksi sehari-hari - Preventive and Predictive Maintenance - Conducting the BCP protocol to prevent the Transmission of Covid-19 in daily production processes

No.	Risiko Risk	2020		Upaya Mitigasi Risiko Risk Mitigation Efforts
		Nilai Risiko Awal Tahun Early Year Risk Value	Nilai Risiko Residual Residual Risk Value	
6.	Tidak Tercapainya Target Penjualan Pupuk Non PSO Failure to Achieve Non-PSO Fertilizer Sales Target	15	8	1. Memonitor harga pasar Internasional secara intensif dan menginformasikannya kepada manajemen. 2. Memantau rencana dan realisasi produksi serta jadwal pengapalan harian, untuk memastikan kapal tiba dan pemuatan dilakukan dengan <i>rate</i> maksimal. 3. Melakukan upaya Penetrasi Pasar antara lain: • Menawarkan kargo pada pembeli potensial. • Memantau rencana dan realisasi produksi serta simulai pengapalan harian. Memantau harga pasar dan permintaan pasar secara intensif serta melaporkannya kepada manajemen. 1. Intensively monitoring the international market prices as well as informing it the management. 2. Monitoring the production plans and realizations as well as daily shipping schedules, to ensure ships arrive and loading is carried out at the maximum rate. 3. Conducting Market Penetration efforts, among others: • Offering cargo to potential buyers. • Monitoring production plans and realizations as well as simulating daily shipments. Intensively monitoring the market prices and market demand as well as informing it to the management.
7.	Terhambatnya penjualan urea dalam negeri Inhibition in domestic urea sales	12	6	- Melakukan koordinasi dengan Departemen Pelabuhan dan Pengapalan (P&P) terkait dengan proses di dermaga. - Melakukan koordinasi dengan Departemen Rendalsar & Distribusi terkait dengan pengiriman stok di daerah. - Melakukan Upaya Penetrasi Pasar • Pendekatan kepada <i>loyal customer</i>. • Penerapan kebijakan harga yang menguntungkan. • Melakukan pengenalan produk melalui promosi-promosi. • Mencari pembeli potensial baru. - Coordinating with the Department of Ports and Shipping (P&P) related to the process at the port. - Coordinating with the Department of Rendalsar & Distribution related to the shipping of stocks in regions. - Conducting Market Penetration Efforts • Approach to loyal customers. • Application of favorable pricing policy. • Introducing the products through promotions. • Look for new potential buyers.
8.	Terhambatnya penjualan Amonia Ekspor Inhibition of Export Sales of Ammonia	8	6	• Berkoordinasi dengan pihak Operasi mengenai ketersediaan stok dan pihak Pelabuhan & Pengapalan untuk menyesuaikan jadwal sandar muat kapal. • Berkoordinasi secara intens dengan pembeli dan <i>Local Agent</i> mengenai <i>update</i> kedatangan/ETA kapal sehingga progress posisi kapal dapat termonitor. • Berkoordinasi secara intens dengan pihak Operasi untuk memastikan ketersediaan stok ammonia yang dapat dijual. • Berkoordinasi dengan pihak Dep. Operasi P6 dan Dep. PPE mengenai progress pengiriman ammonia via <i>pipeline</i>. • Coordinating with Operations regarding stock availability and Port & Shipping parties to adjust vessels' docking schedule. • Intensively coordinating with buyers and Local Agents regarding ship arrival/ETA updates to ensure that the progress of the ship's position can be monitored. • Intense coordination with Operations to ensure the amount of ammonia stock available for sale. • Coordinating with the Dept. Operation P6 and Dept. PPE regarding the progress of ammonia shipment via the pipeline.

No.	Risiko Risk	2020		Upaya Mitigasi Risiko Risk Mitigation Efforts
		Nilai Risiko Awal Tahun Early Year Risk Value	Nilai Risiko Residual Residual Risk Value	
9.	Kecelakaan Kerja Work Accident	15	5	a. Membuat manual PSM dan Prosedur terkait b. Peremajaan dan penambahan <i>fire protection system</i> c. Penambahan <i>fire water system</i> (tangki, jockey pump, fire water pump dan peralatan pendukung) d. Melakukan pengecekan Tanki Amoniak dengan metode <i>Risk Based Inspection</i> (RBI) yaitu metode pengecekan tanpa membuka alat. Program tahun 2020 adalah RBI untuk seluruh peralatan kritis (bejana tekan, piping, dan <i>boiler</i>) di Pabrik-3 dan Pabrik-5. a. Preparing the PSM manual and the relevant Procedures b. Revitalization and addition of fire protection system c. Addition of fire water system (tank, jockey pump, fire water pump, and supporting equipment) d. Checking the Ammonia Tank using the Risk Based Inspection (RBI) method, which is a method of checking without opening the tool. The 2020 program is RBI for all critical equipment (pressure vessels, piping, and boilers) at Plant-3 and Plant-5.
10.	Capaian peringkat Properda dan Propernas mengalami penurunan Decline in the rank of Properda and Propernas	15	5	a. Memasang Sistem Pemantauan Air Limbah secara <i>online</i> (SPARING). b. Pemanfaatan limbah abu batubara sebagai stabilisasi tanah Berlangsung penyiapan infrastruktur dan pengurusan perizinannya c. Pengolahan limbah cair domestik d. Pemasangan dan operasional SISPEK (Sistem Pemantauan Emisi Kontinyu) yang terintegrasi dengan KLHK e. Melaksanakan klausul-klausul Beyond Compliance serta Inovasi dan Paten f. Pengembangan kajian LCA dan sertifikasi <i>green building</i>. g. Pemasangan pemantau amoniak <i>online</i>. h. <i>Surveillance</i> ISO 14001. a. Installing an online Wastewater Monitoring System (SPARING). b. Utilization of coal ash waste as soil stabilizer Preparation for infrastructure and and licensing is being carried out c. Domestic waste water treatment d. Installation and operation of SISPEK (Continuous Emission Monitoring System) that is integrated with the KLHK e. Implementing Beyond Compliance clauses as well as Innovations and Patents f. Development of LCA studies and green building certification. g. Installation of online ammonia monitor. h. ISO 14001 surveillance.

No.	Risiko Risk	2020		Upaya Mitigasi Risiko Risk Mitigation Efforts
		Nilai Risiko Awal Tahun Early Year Risk Value	Nilai Risiko Residual Residual Risk Value	
11.	Tidak terpenuhinya pembayaran tagihan subsidi Non-fulfillment of subsidy bill payments	15	10	1. Koordinasi dengan PT. Pupuk Indonesia terkait piutang subsidi Kurang Bayar TA.2017, 2018 dan 2019 2. Koordinasi dengan kementan mengenai data Piutang Kurang Bayar TA. 2017, 2018, dan 2019 3. Koordinasi dengan PT. Pupuk Indonesia untuk proses tagihan bulanan 2020 secara rutin serta jadwal pembayarannya. 4. Mengumpulkan surat tagihan dan dokumen pembayaran ke PT.PI dan Kementan secara <i>ontime</i> untuk menghindari keterlambatan proses pembayaran 5. PKT telah mengirimkan tagihan kurang bayar TA.2017, 2018, dan sebagian 2019. 6. November 2020, Piutang Subsidi TA 2017 dan 2018 telah lunas dibayarkan, dan sebagian TA 2019 telah dibayarkan sesuai Pagu Anggaran tersedia 1. Coordination with PT. Pupuk Indonesia relating to underpaid subsidy receivables for 2017, 2018, and 2019 2. Coordination with the Ministry of Agriculture relating to underpaid subsidy receivables for 2017, 2018, and 2019 3. Coordination with PT. Pupuk Indonesia to process the 2020 monthly receivables on a regular basis as well as the payment schedule. 4. Collect invoices and payment documents to PT. PI and the Ministry of Agriculture in a timely manner to avoid delays in the payment process 5. PKT has sent an underpayment bill for 2017, 2018, and part of 2019. 6. November 2020, Subsidized Receivables for 2017 and 2018 have been paid in full, and part of 2019 has been paid in accordance with the available Budget Ceiling
12.	Meningkatnya Rugi Selisih Kurs (Fluktuasi kurs) Increase in Foreign Exchange Loss (Exchange Fluctuations)	12	6	1. Melakukan <i>hedging</i>. 2. Koordinasi dengan pemasaran untuk meningkatkan penjualan 3. Melakukan penyusunan protokol BCP Penyebaran COVID-19 khususnya terhadap <i>Cashflow</i> Perusahaan 4. <i>Switch</i> penjualan non sub dalam negeri ke pasar ekspor sebesar selisih (defisit USD) 5. Alokasi pada sektor produk yang paling menguntungkan 1. Hedging. 2. Coordination with marketing to increase sales 3. Prepare the BCP protocol to prevent the spread of COVID-19, particularly for the Company's Cashflow 4. Switch of domestic non-sub sales to the export market in the amount of the difference (USD deficit) 5. Allocation to the most profitable product sector
13.	Tidak Tercapainya Target Penjualan Pupuk PSO Failure to Achieve the Sales Target of PSO Fertilizer	12	9	• Berkoordinasi dengan departemen terkait di internal PKT guna mengoptimalkan distribusi pupuk sampai ke Lini-IV secara kontinyu • Melakukan koordinasi dengan kementerian pertanian, Dinas pertanian provinsi dan Kabupaten/Kota, guna sinkronisasi kuantum penyaluran. secara kontinyu • Membina hubungan baik dengan stakeholder terkait secara kontinyu • Melakukan rapat koordinasi internal PSO dalam rangka memonitoring realisasi penjualan dan hal-hal terkait dengan penyaluran setiap bulannya • Aktif mengikuti Rapat Koordinasi dengan KP3 baik provinsi maupun kabupaten/Kota. • Internal coordination with relevant departments in PKT to optimize fertilizer distribution up to Line-IV in a continuous manner • Coordinate with the Ministry of Agriculture, Provincial and District/City Agriculture Offices, in order to synchronize the distribution of the quantum in a continuous manner • Fostering good relations with relevant stakeholders on an ongoing basis • Conducting PSO internal coordination meetings in order to monitor the realization of sales and other matters related to distribution every month • Actively participate in Coordination Meetings with KP3 both provincial and district/city.

No.	Risiko Risk	2020		Upaya Mitigasi Risiko Risk Mitigation Efforts
		Nilai Risiko Awal Tahun Early Year Risk Value	Nilai Risiko Residual Residual Risk Value	
14.	Keterlambatan pelaksanaan Proyek NPK Delay in NPK Project implementation	12	8	Penyusunan Kajian pasar dan pemilihan teknologi Proses Penyusunan <i>Bankable</i> FS Pembangunan Pabrik NPK tengah dilakukan oleh konsultan independen Preparation of Market study and technology selection for Bankable FS Development Process of The NPK Plant Construction is being carried out by an independent consultant
15.	Penurunan Pendapatan Subsidi karena Revisi Permentan Nomor: 01/Permentan/ Sr.130/1/2012 Decrease in Subsidy Income due to Revision of the Ministry of Agriculture No. 01/ Permentan/Sr.130/1/2012	12	8	- Melakukan pengalihan/<i>switch</i> kepada produk Non Sub dengan harga terbaik - Melakukan kordinasi sebagai langkah antisipasi dampak terjadinya pengalihan area distribusi kepada anggota Pupuk Indonesia lainnya terkait komplain masyarakat dan administrasi distribusi (sewa gudang, dll) secara kontinyu - Berkoordinasi dengan PT Pupuk Indonesia untuk menyesuaikan perhitungan HPP Pupuk Subsidi secara kontinyu - Switch to Non-Sub products at the best prices - Coordinate as a measure to anticipate the impact of the transfer of distribution areas to other members of Pupuk Indonesia related to community complaints and distribution administration (warehouse rental, and others) on an ongoing basis - Coordinate with PT Pupuk Indonesia to continuously adjust the calculation of COGS of Subsidized Fertilizer
16.	Penurunan Kinerja Perusahaan atas diberlakukannya PSAK 73 Decrease in Company Performance due to the enactment of PSAK 73	20	12	- Turut serta dalam mendukung proses asesmen implementasi PSAK 73 di PT Pupuk Indonesia Grup oleh KAP Parker Randall - Melakukan <i>review</i> atas hasil perhitungan KAP Parker Randall - Telah dilakukan pencatatan dampak implementasi PSAK 73 di laporan keuangan November 2020 - Turut serta dalam mendukung proses penyusunan update kebijakan akuntansi PT Pupuk Indonesia Grup terkait PSAK 73 - Participate in supporting the assessment process for PSAK 73 implementation at PT Pupuk Indonesia Group by KAP Parker Randall - Reviewing the calculation results of KAP Parker Randall - The impact of PSAK 73 implementation has been recorded in the November 2020 financial report - Participate in supporting the process of preparing the accounting policy update of PT Pupuk Indonesia Group related to PSAK 73
17.	Menurunnya Kualitas Piutang Usaha Declining Quality of Accounts Receivable	9	6	- Turut serta dalam mendukung proses kajian asesmen implementasi PSAK 71 di PT Pupuk Indonesia Grup oleh KAP Parker Randall - Melakukan <i>review</i> atas hasil perhitungan KAP Parker Randall - Telah dilakukan pencatatan dampak implementasi PSAK 71 di laporan keuangan Oktober 2020 - Turut serta dalam mendukung proses penyusunan update kebijakan akuntansi PT Pupuk Indonesia Grup terkait PSAK 71 - Participate in supporting the assessment process for the implementation of PSAK 71 at PT Pupuk Indonesia Group by KAP Parker Randall - Reviewing the calculation results of KAP Parker Randall - The impact of PSAK 71 implementation has been recorded in the October 2020 financial report - Participate in supporting the process of preparing the accounting policy update of PT Pupuk Indonesia Group related to PSAK 71

No.	Risiko Risk	2020		Upaya Mitigasi Risiko Risk Mitigation Efforts
		Nilai Risiko Awal Tahun Early Year Risk Value	Nilai Risiko Residual Residual Risk Value	
18.	Tidak Terpenuhinya Jumlah Karyawan Talenta Unggul PI Group Failure to Meet the Number of Talented Employee in PI Group	9	6	1. Menetapkan kebijakan dan prosedur <i>talent management</i> di PKT 2. Melakukan pemetaan potensi karyawan tahun 2020 untuk mendapatkan jumlah <i>talent</i> yang lebih besar 3. Melakukan penyusunan protokol BCP Penyebaran COVID-19 khususnya dalam bidang SDM 4. Pengaturan WFH yang tidak mengganggu operasional 5. Pemanfaatan kehandalan IT untuk <i>support Online Meeting/Video Call</i>. dan Penambahan anggaran untuk fasilitas <i>meeting online</i> 1. Establish talent management policies and procedures in PKT 2. Mapping the potential of employees in 2020 to get a larger number of talents 3. Prepare the BCP protocol to prevent the Transmission of COVID-19, especially in HR 4. Setting of WFH that does not interfere with operations 5. Utilization of IT reliability to support online meeting/ video call, and addition of budget for online meeting facilities
19.	Belum Terinternalisasi Tata Nilai Perusahaan Failure to Internalize the Corporate Values	12	6	- Melakukan pemetaan terhadap hasil pengukuran OCHI 2019 - Melakukan pelatihan terkait gap budaya pengukuran OCHI 2019 - Melakukan evaluasi konstruk budaya untuk pengukuran OCHI berikutnya - Melakukan sosialisasi dan <i>awareness</i> tatap muka secara <i>online</i> atau menggunakan media-media <i>online</i> yang tersedia - Mapping the 2019 OCHI measurement results - Conduct training related to the 2019 OCHI cultural gap measurement - Conduct cultural construct evaluations for the next OCHI measurement - Conducting socialization and face-to-face awareness online or using the available online media
20.	Macetnya Pengembalian Pinjaman dari Mitra Bisnis terkait Program Kemitraan Loan Repayment from Business Partners in the Partnership Program at Halt	9	6	• Memberikan pembekalan untuk meningkatkan kompetensi SDM dalam penagihan • Mengatur jadwal penagihan lebih intensif • Mengevaluasi mekanisme pengajuan pinjaman yang ada saat ini • Mengevaluasi rencana untuk membangun sistem daftar catatan peminjam yang dapat memberikan insentif dan pencegahan atas potensi keterlambatan • Melakukan penyusunan protokol BCP Penyebaran COVID-19 khususnya terhadap Pengelolaan Program Kemitraan Mitra Binaan • Pemanfaatan kehandalan IT untuk <i>support Online Meeting/Video Call</i>. dan Penambahan anggaran untuk fasilitas <i>meeting online</i> • Provide briefing to improve HR competency in billing • Set billing schedule more intensively • Evaluating the current loan application mechanism • Evaluate the plans to establish a borrower record register system that can provide incentives and prevent potential delays • Preparing the BCP protocol to prevent the spread of COVID-19, particularly for the Management of the Partnership Program of Fostered Partners • Utilization of IT reliability to support online meeting/ video call, and addition of budget for online meeting facilities

KAJIAN RISIKO KORPORASI

Dalam rangka meningkatkan fungsi Analisis Manajemen Risiko, maka Departemen TKP & MR aktif melaksanakan kajian risiko setiap aksi korporasi yang memiliki dampak cukup signifikan bagi Perusahaan. Kajian risiko tersebut memberikan gambaran risiko-risiko yang teridentifikasi, baik yang dapat menghambat pencapaian sasaran maupun menjadi peluang/nilai tambah bagi Perusahaan.

CORPORATE RISK ASSESSMENT

In order to improve the function of Risk Management Analysis, the TKP & MR Department began to actively conduct risk studies on every corporate action that has a significant impact on the Company. The risk assessment provides an overview of the identified risks, which can hinder the achievement of corporate targets or provide opportunities/added value for the Company.

Sepanjang 2020, Pupuk Kaltim telah menerbitkan 26 (2019: 22) kajian risiko mengenai pengadaan, rencana kerja sama dengan perusahaan lain, divestasi dan tambahan penyertaan saham Anak Perusahaan maupun perusahaan patungan, proyek investasi pengembangan serta peminjaman aset.

EVALUASI EFEKTIVITAS PENERAPAN MANAJEMEN RISIKO [102-30]

Evaluasi efektivitas penerapan manajemen risiko di Pupuk Kaltim dilakukan secara berkala. Tujuannya adalah mendapatkan gambaran tingkat kematangan Perusahaan dalam menerapkan manajemen risiko, mengetahui gap antara kondisi eksisting dengan yang diharapkan sesuai kaidah SNI ISO 31000:2011 serta mendapatkan masukan dalam meningkatkan kualitas penerapan manajemen risiko di lingkungan Pupuk Kaltim.

Pada 2020, kembali dilaksanakan Penilaian Tingkat Maturitas Penerapan Manajemen Risiko (PMPMR) dengan dukungan konsultan eksternal yang kompeten dibidangnya dan diprakarsai PT Pupuk Indonesia (Persero) beserta seluruh anak perusahaan. Metode penilaian dilakukan dengan kuesioner independen, observasi, wawancara dan penjaminan mutu.

Berdasarkan hasil penilaian tersebut, tingkat maturitas penerapan manajemen risiko di Pupuk Kaltim untuk tahun 2020 adalah sebagai berikut:

Perusahaan Company	Indeks Maturitas 2020 Maturity Index 2020	Kategori Category
PT Pupuk Kalimantan Timur	3,19	Advance-Managed

Nilai indeks tersebut menunjukkan peningkatan dari indeks di tahun 2019 yang berada pada angka 3,06 dengan kategori Advance-Managed.

UPAYA PENINGKATAN BUDAYA SADAR RISIKO

Unit Pengelola Risiko berupaya memastikan terjadinya peningkatan budaya sadar risiko ke seluruh proses bisnis dalam rangka meningkatkan efektivitas penerapan manajemen risiko melalui sosialisasi, pelatihan, dan pemanfaatan sistem informasi berkelanjutan.

Selama tahun 2020, Pupuk Kaltim melaksanakan sosialisasi manajemen risiko kepada seluruh Insan Pupuk Kaltim melalui berbagai media, di antaranya tatap muka, media cetak, webmail, baliho maupun pamflet.

Throughout 2020, Pupuk Kaltim has issued 26 (2019: 22) risk assessments on procurement, cooperation plan with other companies, divestment, and additional investment in subsidiaries or joint ventures, project development investments, and asset lending.

EVALUATION ON THE EFFECTIVENESS OF RISK MANAGEMENT IMPLEMENTATION [102-30]

Pupuk Kaltim conducts regular evaluation on the effectiveness of risk management implementation. The objectives are to obtain a picture of the maturity level in risk management implementation, determine the gap between the existing and expected conditions in accordance with ISO 31000:2011 principles, and to obtain input in improving the quality of risk management implementation in Pupuk Kaltim.

In 2020, the Risk Management Application Maturity Level Assessment (PMPMR) was carried out with the support of external consultants that are competent in their fields and initiated by PT Pupuk Indonesia (Persero) and all of its subsidiaries. The assessment method is conducted by independent questionnaires, observations, interviews, and quality assurance.

Based on the assessment results, the following is the maturity level of risk management implementation at Pupuk Kaltim for 2020:

The index value indicates an increase from the index in 2019 which was at 3.06 with Advance-Managed category.

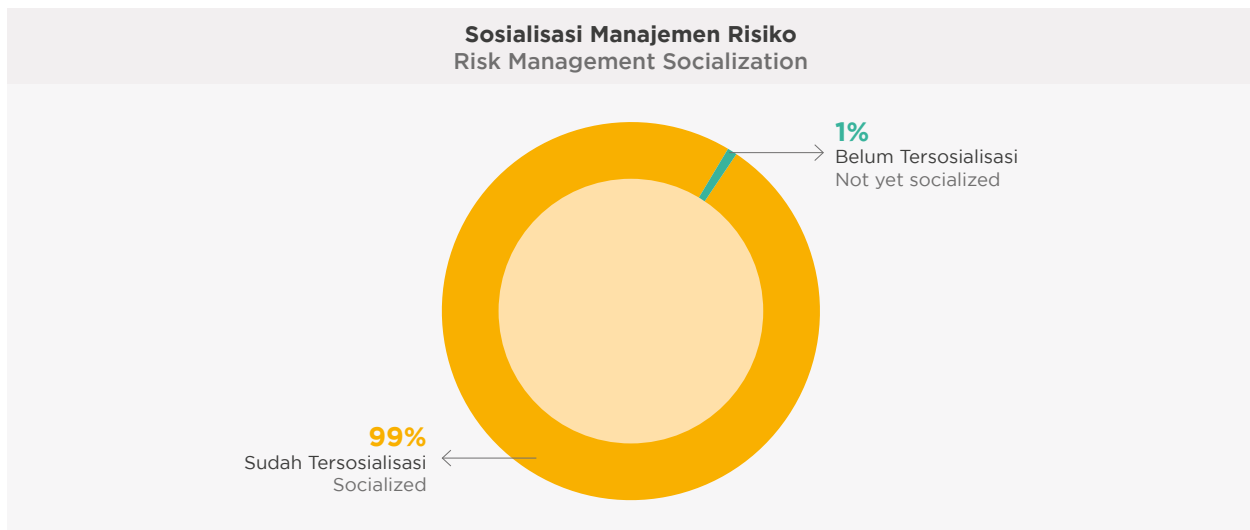
RISK AWARENESS CULTURE IMPROVEMENT EFFORTS

The Risk Management Unit strives to ensure an increase in risk awareness culture throughout business processes in order to increase the effectiveness of risk management implementation through socialization, training, and sustainable use of information systems.

During 2020, Pupuk Kaltim carried out risk management socialization to all Pupuk Kaltim personnel through various media, including face-to-face, print media, webmail, billboards, and pamphlets.

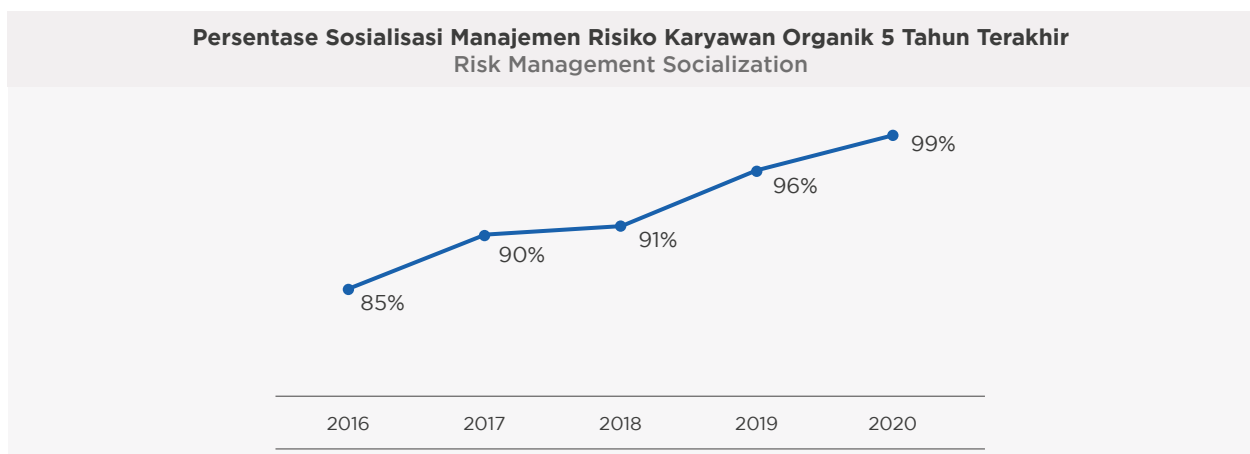
Berikut adalah persentase karyawan Pupuk Kaltim yang telah tersosialisasi manajemen risiko berdasarkan hasil survei GCG dan Budaya Sadar Manajemen Risiko 2020:

The following is the percentage of Pupuk Kaltim employees who have received the socialization on risk management based on the 2020 GCG and Risk Management Awareness Culture survey results:



Dalam kurun waktu 2014 hingga 2020 prosentase karyawan yang telah tersosialisasi manajemen risiko terus bertambah, sebagai hasil upaya nyata upaya Pupuk Kaltim dalam mengembangkan budaya sadar risiko yang dilaksanakan secara berkelanjutan.

From 2014 to 2020, the percentage of employees who have received socialization on risk management continues to grow, this is in line with Pupuk Kaltim's efforts to develop a sustainable culture of risk awareness.



Dengan diterapkannya pelaporan manajemen risiko individu melalui sistem informasi iRisk dan sosialisasi berkelanjutan, diharapkan setiap Insan Pupuk Kaltim semakin sadar untuk senantiasa mengelola dan memitigasi risiko, mengingat upaya tersebut akan dapat mempengaruhi pencapaian target pekerjaan hingga sasaran Perusahaan dengan semakin efisien.

With the implementation of individual risk management reporting through the iRisk information system and ongoing socialization, every Pupuk Kaltim Personnel is expected to be more aware to consistently manage and mitigate risks, considering that these efforts will be able to affect the achievement of work targets to the Company's goals more efficiently.

Pengendalian Gratifikasi, Anti Korupsi dan Persaingan Usaha Sehat

Gratification Control, Anti-Corruption and Healthy Business Competition

Pupuk Kaltim selalu mengutamakan pengelolaan bisnis yang bebas dari Korupsi, Kolusi, dan Nepotisme (KKN). Ini berarti pengelolaan bisnis Pupuk Kaltim harus senantiasa dilaksanakan dengan memperhatikan prinsip-prinsip GCG. Untuk mendorong pelaksanaan GCG yang lebih baik dan menjaga hubungan bisnis yang sehat, Perusahaan memberlakukan kebijakan larangan penerimaan dan pemberian gratifikasi.

Pupuk Kaltim dengan tegas menyatakan netralitasnya terhadap kepentingan politik manapun, sehingga Perusahaan tidak memberikan kontribusi apapun kepada partai politik atau pihak-pihak lainnya. Gratifikasi dianggap sebagai ancaman bagi Insan Pupuk Kaltim untuk bersikap obyektif, adil, dan profesional dalam melaksanakan tugasnya. [415-1]

KETERLIBATAN DALAM POLITIK [415-1]

Sesuai butir ketentuan Pedoman Kode Etik Korporasi Pupuk Kaltim, Perusahaan tidak berafiliasi dengan partai politik dan bertindak netral di dalam penyikapan yang berkaitan dengan partai politik, calon, dan pemilih serta tidak membenarkan adanya partisipasi Perusahaan dalam kegiatan yang dilaksanakan oleh partai politik. Tidak ada nilai moneter baik secara finansial maupun dalam bentuk benda/barang yang diberikan langsung dan tidak langsung oleh Perusahaan kepada kegiatan politik.

KEBIJAKAN GRATIFIKASI

Untuk mendorong pelaksanaan GCG yang baik dan menjaga hubungan bisnis yang sehat, Perusahaan memberlakukan kebijakan larangan penerimaan dan pemberian gratifikasi. Kebijakan Perusahaan tersebut secara formal ditetapkan mulai 16 Oktober 2015 melalui Surat Keputusan Direksi Nomor 55/DIR/X.2015 tentang Pedoman Pengendalian Gratifikasi PT Pupuk Kalimantan Timur. Surat Keputusan tersebut berisikan Pedoman Pengendalian Gratifikasi, pembentukan Unit Pengendali Gratifikasi (UPG) terkait struktur, tugas dan kewenangan unit, juga Pelaporan Pengendalian Gratifikasi. Kebijakan tersebut melengkapi WBS yang telah ada. Pupuk Kaltim bekerja sama dengan Komisi Pemberantasan Korupsi (KPK) dalam upaya pengendalian gratifikasi ini.

Pupuk Kaltim always prioritizes business management that is free from Corruption, Collusion, and Nepotism (KKN). This means that the business management of Pupuk Kaltim must always be carried out by taking into account the principles of GCG. To encourage better GCG implementation and maintain sound business relations, the Company enforces a policy of prohibiting acceptance and giving of gratuities.

Pupuk Kaltim firmly declared its independence from any political interest, hence the Company does not provide any contribution to political parties or other parties. Gratuity is considered a threat to the ability of Pupuk Kaltim personnel to be objective, fair, and professional in performing their duties. [415-1]

INVOLVEMENT IN POLITICS [415-1]

Based on the provisions of the Pupuk Kaltim Code of Corporate Ethics related to involvement in political activities, Pupuk Kaltim is not affiliated with any political party and act neutral in attitude with regard to political parties, candidates, and voters and do not justify the participation of the Company in the activities undertaken by the political parties. The Company does not provide, directly or indirectly, monetary value in the form of financial or objects/goods to political activities.

GRATUITY POLICY

To encourage the implementation of good corporate governance and maintain a sound business relationship, the Company enforces a policy that prohibits the acceptance and giving of gratuity. The company policy is formally set effectively from 16 October 2015, through the Decree of the Board of Directors No. 55 BOD/DIR/X.2015 on Guidelines for Gratuity Control of PT Pupuk Kalimantan Timur. The decree contains Gratuity Control Guidelines, the establishment of a Gratuity Control Unit (UPG) related to the structure, duties, and authorities of the unit, as well as Gratuity Control Reporting. The policy complements the existing WBS. Pupuk Kaltim cooperates with the Corruption Eradication Commission (KPK) in gratuity control initiative.

Perusahaan bergerak di bidang industri pupuk dan amoniak melayani pasar domestik dan pasar ekspor. Pasar pupuk dalam negeri terbagi dalam PSO (*public service obligation*) dan non-PSO. PSO merupakan penugasan pemerintah pada induk perusahaan untuk mengamankan pasokan pupuk dalam negeri untuk sektor pertanian dalam rangka menunjang ketahanan pangan nasional. Pemerintah memberikan subsidi bagi petani melalui mekanisme tertentu yang diatur oleh pemerintah. Dalam pasar pupuk non-PSO terbuka persaingan, begitu juga untuk pasar amoniak.

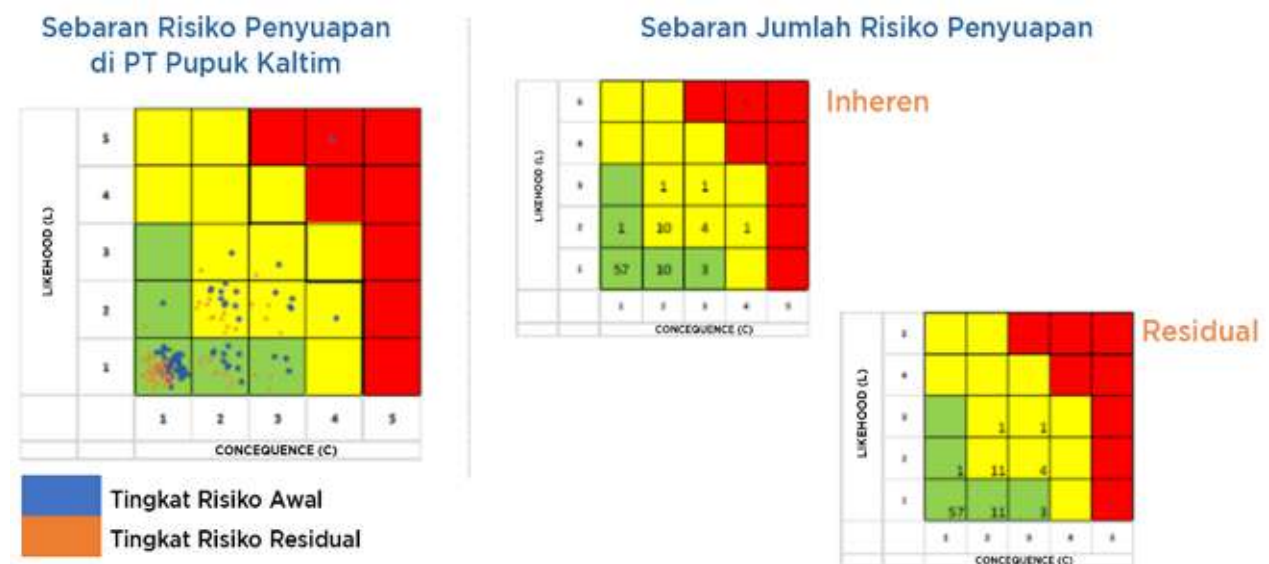
The Company is engaged in the field of fertilizers and ammonia industries, serving domestic and export markets. The domestic fertilizer market is divided into PSO (public service obligation) and non-PSO segments. The PSO is a government assignment to the parent company to secure the country's supply of fertilizer in the agricultural sector in order to support national food security. The government provides subsidies for farmers through specific mechanisms regulated by the government. The non-PSO fertilizer market is open for competition, and likewise for the ammonia market.

Selama 2020, Pupuk Kaltim tidak memiliki permasalahan hukum terkait dengan perilaku anti-persaingan serta terhadap peraturan *anti-trust* dan monopoli. [103-3, 206-1]

During 2020, Pupuk Kaltim has no legal issues related to anti-competition behavior as well as to anti-trust regulations and monopolies. [103-3, 206-1]

Dalam rangka mencegah terjadinya korupsi di Perusahaan, UPG Pupuk Kaltim melakukan survei kepada Insan Pupuk Kaltim untuk mengetahui Departemen/Unit Kerja yang memiliki risiko atau berpotensi menimbulkan gratifikasi. Di tahun 2020 semua Unit Kerja telah mengidentifikasi Risiko Penyuapan dan terdapat 89 Register Risiko penyuapan yang telah dimitigasi/ditindak lanjuti.

In order to prevent corruption in the Company, the UPG of Pupuk Kaltim conducted a survey on Pupuk Kaltim personnel to determine the department/work unit that has the potential or risk for gratuity. In 2020, all Work Units have identified the Bribery Risk and 89 Bribery Risk Registers have been mitigated/followed up.



Dari seluruh risiko penyuapan yang teridentifikasi tersebut Terdapat 1 Risiko tinggi yaitu terkait dengan proses rekrutmen tenaga kerja organik dan non-organik namun risiko tersebut dapat dikendalikan oleh Perusahaan. [103-2, 205-1]

Of all the identified bribery risks, there is 1 high risk, which is related to the recruitment process for organic and non-organic employee, but these risks can be controlled by the Company. [103-2, 205-1]

FRAUD CONTROL SYSTEM (FCS) [205-2]

Dalam rangka mewujudkan manajemen Perusahaan yang bebas dari potensi terjadinya kecurangan, Pupuk Kaltim telah memiliki kebijakan anti

FRAUD CONTROL SYSTEM [205-2]

In realizing the Company's management that is free of the potential for fraud, Pupuk Kaltim has established anti-fraud policies, including for anti-corruption as

fraud termasuk anti korupsi yang tertuang dalam bentuk Visi, Misi, Sasaran, Tujuan Organisasi dan Kebijakan Manajemen serta telah memiliki fungsi pengawasan yang optimal. Salah satu upaya yang dilakukan untuk menciptakan lingkungan usaha yang bebas dari kecurangan, sejak tahun 2018 Pupuk Kaltim mengembangkan Sistem Kendali Kecurangan (selanjutnya disebut FCS).

Dasar Penerapan FCS [103-1]

Dasar penerapan FCS di Pupuk Kaltim mengacu pada:

1. Surat Keputusan Direksi Nomor SK/DIR/043/2018 tanggal 3 Juli 2018 tentang Tim Penyusun *Fraud Control System* di Lingkungan Pupuk Indonesia (Persero) Group;
2. Memo Direksi Nomor 17/MO-D50000/IX.18 tanggal 21 September 2018 tentang Tim Penyusunan *Fraud Control System* di PT Pupuk Kalimantan Timur.

Tim Penyusunan FCS [103-2]

Direksi Pupuk Kaltim menetapkan Direktur SDM dan Umum sebagai Penanggung Jawab FCS, Sekretaris Perusahaan sebagai Ketua Tim, Kepala SPI sebagai Wakil Ketua dengan didukung oleh anggota dari berbagai unit kerja di Pupuk Kaltim.

Garis besar tugas dan tanggung jawab Tim Penyusunan FCS adalah:

1. Penyusunan *road map* pengembangan dan kebijakan FCS serta pelaksanaan *fraud risk assessment* di lingkungan Pupuk Kaltim;
2. Pengawasan, analisis dan evaluasi pelaksanaan penyusunan *road map* pengembangan dan kebijakan FCS serta pelaksanaan *fraud risk assessment*;
3. Menyampaikan hasil pengelolaan penyusunan FCS kepada Direksi.

Implementasi FCS [103-3]

Sebagai wujud implementasi FCS, sejak tahun 2018, Pupuk Kaltim telah melaksanakan *fraud risk assessment* terhadap 4 (empat) bidang usaha yang dinilai memiliki risiko tinggi terkait *fraud* atau korupsi, yaitu pengadaan, investasi pengembangan, pemasaran dan keuangan dengan menggunakan model Association of Certified Fraud Examiners (ACFE). Identifikasi risiko kecurangan dilakukan oleh *Key Person* dari masing-masing unit kerja yang berada dalam 4 (bidang) tersebut). Selanjutnya *fraud risk assessment* tersebut akan diimplementasikan ke seluruh unit unit kerja sehingga memperkuat sistem pengendalian kecurangan.

outlined in the Vision, Mission, Goals, Organizational Objectives, and Management Policy, and has an optimum supervisory function. In an effort to create a business environment that is free of fraud, in 2018 Pupuk Kaltim developed the Fraud Control System (FCS).

Basis of FCS Implementation [103-1]

The basis for the implementation of FCS in Pupuk Kaltim refers to:

1. Board of Directors Decree No. SK/DIR/043/2018 dated 3 July 2018 on Fraud Control System Development Team in Pupuk Indonesia (Persero) Group;
2. Memo of the Board of Directors No. 17/MO-D50000/IX.18 dated 21 September 2018 on Fraud Control System Preparation Team in PT Pupuk Kalimantan Timur.

FCS Preparation Team

The Board of Directors of Pupuk Kaltim has determined the Director of Human Resources and General Affairs as the Person in Charge of FCS, the Corporate Secretary as Team Leader, the Head of IAU as Deputy Team Leader, and supported by team members from various units in Pupuk Kaltim.

The duties and responsibilities of the FCS Preparation Team is:

1. Preparing the road map for FCS development and policy and the implementation of fraud risk assessment within Pupuk Kaltim;
2. Monitoring, analysis, and evaluation of the preparation for the road map of FCS development and policy as well as the implementation of fraud risk assessment;
3. Submitting the FCS preparation results to the Board of Directors.

FCS Implementation [103-3]

As a form of FCS implementation, since 2018, Pupuk Kaltim has conducted fraud risk assessments on 4 (four) business areas that are considered to have high risk related to fraud or corruption, namely procurement, investment development, and marketing and finance, by using the model of the Association of Certified Fraud Examiners (ACFE). Identification of the risk of fraud is conducted by the Key Person of each work unit in the four areas. Furthermore, fraud risk assessment will be implemented to all work units in order to strengthen the fraud control system.

DIAGNOSTIC ASSESSMENT FRAUD CONTROL PLAN (FCP)

Pelaksanaan *Diagnostic Assessment Fraud Control Plan* didasarkan pada:

1. Surat Direktur SDM dan Tata Kelola PT Pupuk Indonesia (Persero) No.U-0485/E00.UM/2018 tanggal 14 Maret 2018 perihal Permohonan Pelaksanaan Koordinasi Penyusunan *Fraud Control System* di Pupuk Indonesia Group;
2. Berita Acara Kesepakatan *Diagnostic Assessment Fraud Control Plan* pada PT Pupuk Kalimantan Timur tanggal 10 Agustus 2018 antara Kepala Perwakilan BPKP Provinsi Kalimantan Timur dengan Direktur SDM dan Umum PT Pupuk Kalimantan Timur;
3. Surat Kepala Perwakilan Nomor S-946/PW17/5/2018 dan Surat Tugas Kepala Perwakilan Nomor ST-947/PW17/5/2018 tanggal 20 Agustus 2018 hal *Diagnostic Assessment Fraud Control Plan* (FCP) pada PT Pupuk Kalimantan Timur.

Tujuan *Diagnostic Assessment FCP*

1. Membantu mengidentifikasi kelemahan dalam tata kelola, pengendalian intern dan manajemen risiko terkait pengendalian risiko fraud dengan mengacu pada atribut-atribut *Fraud Control Plan* (FCP) sebagai acuan penyusunan Pedoman *Fraud Control System*;
2. Asistensi terhadap pelaksanaan *Fraud Risk Assessment* (FRA) untuk mengidentifikasi dan menganalisis risiko-risiko *fraud* pada beberapa proses bisnis utama perusahaan, serta membantu menetapkan langkah-langkah penanganan risiko-risiko tersebut;
3. Meningkatkan penerapan tata kelola yang baik terutama dalam mengontrol dan melakukan pencegahan terhadap terjadinya suatu tindakan *fraud* yang dapat merugikan perusahaan secara finansial maupun dapat mempengaruhi kinerja operasional perusahaan secara keseluruhan.

Ruang Lingkup *Diagnostic Assessment FCP*

Berdasarkan Berita acara kesepakatan *Diagnosis Assesment - Fraud Control Plan* pada PT Pupuk Kalimantan Timur, Perseroan bersepakat bahwa ruang lingkup dalam *Fraud Risk Assesment* adalah:

1. Fungsi Keuangan
 - Sub fungsi Akuntansi
 - Sub fungsi Keuangan Bagian Pembayaran
2. Fungsi Pemasaran
 - Sub fungsi Pemasaran PSO
3. Fungsi Investasi.
 - Sub fungsi Pengembangan Bisnis
4. Fungsi Pengadaan.
 - Sub fungsi Pengadaan Jasa Konstruksi
 - Sub fungsi Pengadaan Barang untuk Mesin Pabrik

DIAGNOSTIC ASSESSMENT FRAUD CONTROL PLAN (FCP)

Fraud Control Plan (FCP) Diagnostic Assessment
The implementation of Fraud Control Plan Diagnostic Assessment is based on:

1. Letter of the Director of Human Resources and Governance of PT Pupuk Indonesia (Persero) No. U-0485/E00.UM/2018 dated 14 March 2018 on the Request for Coordination in the Formulation of Fraud Control System in Pupuk Indonesia Group;
2. Minutes of Agreement of Fraud Control Plan Diagnostic Assessment at PT Pupuk Kalimantan Timur dated August 10 2018 between the Head of BPKP Representative of East Kalimantan province with the Director of Human Resources and General Affairs of PT Pupuk Kalimantan Timur;
3. Letter of Head of Representative No. S-946/PW17/5/2018 and Letter of Assignment of Representative Head No. ST-947/PW17/5/2018 dated 20 August 2018 on Fraud Control Plan (FCP) Diagnostic Assessment at PT Pupuk Kalimantan Timur.

Objective of FCP Diagnostic Assessment

1. Help to identify weaknesses in governance, internal control, and risk management related to fraud risk control by referring to the attributes Fraud Control Plan (FCP) as a reference in formulating the Fraud Control System Guidelines;
2. Assisting to the implementation of Fraud Risk Assessment (FRA) to identify and analyze the risks of fraud in some of the Company's main business processes, as well as to help establish counter measures to address such risks;
3. Improving the implementation of good governance, particularly in the control and prevention of the occurrence of an act of fraud that could be detrimental to the company financially and can affect the overall operational performance of the Company.

Scope of FCP Diagnostic Assessment

Based on the minutes of the agreement on the Diagnostic Assessment - Fraud Control Plan at PT Pupuk Kalimantan Timur, the Company agreed that the scope of the Fraud Risk Assessment is:

1. Financial Function
 - Accounting sub-function
 - Finance - Payment Section sub-function
2. Marketing function
 - PSO Marketing sub-function
3. Investment function
 - Business Development sub-function
4. Procurement function
 - Construction Procurement sub-function
 - Procurement of Goods for Factory Machinery sub-function

Kesimpulan Hasil *Diagnostic Assessment* FCP

Dalam upayanya menerapkan pengendalian kecurangan, Pupuk Kaltim telah memiliki hal-hal sebagai berikut:

1. Kebijakan *Anti Fraud* yang telah diimplementasikan dalam kegiatan operasional, disosialisasikan dan dievaluasi secara berkala;
2. Struktur organisasi yang spesifik dalam upaya pengendalian kecurangan yang terintegrasi;
3. Identifikasi gejala risiko kecurangan (*red flags*) dari risiko tersebut menggunakan model Association of Certified Fraud Examiners (ACFE);
4. Program sosialisasi baik diinternal maupun eksternal dalam upaya peningkatan kepedulian karyawan atas kecurangan dan strategi pengendalian kecurangan;
5. Sistem/prosedur pelaporan pelanggaran (WBS);
6. Kebijakan untuk melindungi pelapor pelanggaran yang terjadi di lingkungan kerja;
7. Komitmen anti kecurangan Perusahaan yg disosialisasikan kepada masyarakat dan telah dilakukan tindak lanjut atas kegiatan tersebut;
8. Pedoman Audit Investigasi/Audit Khusus;
9. Mekanisme investigasi atas dugaan kecurangan;
10. Kriteria kompetensi spesifik/keahlian khusus bagi karyawan yang akan melakukan investigasi.

SOSIALISASI DAN DISEMINASI GOOD CORPORATE GOVERNANCE DAN KEBIJAKAN ANTI FRAUD

Selama periode 2019, Pupuk Kaltim kembali melaksanakan berbagai kegiatan yang mendukung penerapan praktik terbaik GCG termasuk penerapan kebijakan *Anti Fraud*. Kegiatan tersebut meliputi rangkaian seminar, sosialisasi, diseminasi, dan pelatihan untuk meningkatkan nilai kegiatan yang melibatkan karyawan Pupuk Kaltim di semua level dengan mendatangkan pembicara atau narasumber yang berkualitas. Rincian sosialisasi dan diseminasi selama tahun 2019 adalah sebagai berikut:

Conclusion of FCP Diagnostic Assessment Results

In its effort to implement fraud controls, Pupuk Kaltim has had the following:

1. Anti-Fraud policies that have been implemented in the operational activities are disseminated and evaluated regularly;
2. Specific organizational structure in an integrated fraud control measure;
3. Identification of symptoms fraud risk (*red flags*) of the risk, using the model of the Association of Certified Fraud Examiners (ACFE);
4. Socialization Program, both internal and external, in effort to increase employee awareness of fraud and fraud control strategies;
5. Systems/procedures for reporting violations (WBS);
6. Policies to protect whistleblowers regarding violations occurring in the workplace;
7. The Company's anti-fraud commitment that has been disseminated to the public and has been followed up on these activities;
8. Guidelines for Investigative Audit/Special Audit;
9. Mechanism of investigations for suspected fraud;
10. Criteria for specific competencies/special skills for employees who will conduct the investigation.

SOCIALIZATION AND DISSEMINATION OF GOOD CORPORATE GOVERNANCE AND ANTI-FRAUD POLICY

During 2019 (2020?), Pupuk Kaltim carried out various activities that supported the implementation of GCG best practices, including the implementation of the Anti-Fraud policy. These activities include a series of seminars, socialization, dissemination, and training to increase the value of activities involving Pupuk Kaltim employees at all levels by bringing in qualified speakers or sources. The following are details of the socialization and dissemination during 2019 (2020?):

Kegiatan Sosialisasi GCG dan Kebijakan *Anti Fraud* 2020 Socialization of GCG Activities and Anti Fraud Policy in 2019

No	Kegiatan Sosialisasi GCG 2020 Socialization GCG Activities in 2020	Jumlah Peserta Number of Participants
1	Sosialisasi <i>Sharing Knowledge</i> terkait <i>Good Corporate Governance</i> , COC, COI, Gratifikasi, WBS, dan Sistem Manajemen Anti Penyuapan kepada karyawan Non Organik di Departemen Jasa Pelayanan Pabrik pada 4 Februari 2020 Knowledge Sharing Socialization related to Good Corporate Governance, COC, COI, Gratuity, WBS, and Anti-Bribery Management System to Non-Organic employees in the Procurement Compartment on 4 February 2020	(42 orang Persons)
2	Sosialisasi <i>Sharing Knowledge</i> terkait <i>Good Corporate Governance</i> , COC, COI, Gratifikasi, dan WBS kepada Dewan Komisaris & Direksi PT Kaltim Industrial Estate pada 25 Februari 2020 Knowledge Sharing Socialization related to Good Corporate Governance, COC, COI, Gratuity, and WBS to the Board of Commissioners and Board of Directors of PT Kaltim Industrial Estate on 25 February 2020	(5 orang Persons)

Kegiatan Sosialisasi GCG dan Kebijakan Anti Fraud 2020 Socialization of GCG Activities and Anti Fraud Policy in 2019

No	Kegiatan Sosialisasi GCG 2020 Socialization GCG Activities in 2020	Jumlah Peserta Number of Participants
3	Sosialisasi <i>Sharing Knowledge</i> terkait <i>Good Corporate Governance</i> , COC, COI, Gratifikasi, WBS, dan Sistem Manajemen Anti Penyuapan kepada Karyawan Baru (<i>Management Trainee</i>) Angkatan 4 pada 9 Maret 2020 Knowledge Sharing Socialization related to Good Corporate Governance, COC, COI, Gratuity, WBS, and Anti-Bribery Management System to Management Trainee Batch-4 on 9 March 2020	(9 orang Persons)
4	Sosialisasi <i>Sharing Knowledge</i> terkait <i>Awareness</i> ISO 37001:2016 kepada Manager (VP) dan Tim SMAP pada 21-24 Januari 2020 Knowledge Sharing Socialization related to ISO 37001:2016 Awareness to Manager (VP) and SMAP Team on 21-24 January 2020	(28 orang Persons)
5	Sosialisasi <i>Sharing Knowledge</i> terkait <i>Awareness</i> ISO 37001:2016 Sistem Manajemen Anti Penyuapan kepada <i>Key Person</i> Manajemen Risiko pada 27 s.d 28 Februari 2020 Knowledge Sharing Socialization related to ISO 37001:2016 Anti-Bribery Management System Awareness to Risk Management Key Personnel on 27 to 28 February 2020	(52 orang Persons)
6	Sosialisasi <i>Sharing Knowledge</i> terkait <i>Awareness</i> ISO 37001:2016 Sistem Manajemen Anti Penyuapan kepada Karyawan PT Pupuk Kaltim pada tanggal 13 April 2020 Knowledge Sharing Socialization related to ISO 37001:2016 Anti-Bribery Management System Awareness to Employees of PT Pupuk Kaltim on 13 April 2020	(578 orang Persons)
7	Sosialisasi <i>Sharing Knowledge</i> terkait Kode Etik, WBS, Benturan Kepentingan, Penerapan Penegendalian Gratifikasi, dan Sistem Manajemen Anti Penyuapan kepada seluruh insan PT Pupuk Kalimantan Timur melalui Webinar "Mempertahankan Integritas dan Kepatuhan" pada 28 Juli 2020 Knowledge Sharing Socialization related to the Code of Conduct, WBS, Conflicts of Interest, Application of Gratuity Control, and Anti-Bribery Management System to all personnel of PT Pupuk Kalimantan Timur through the "Maintaining Integrity and Compliance" Webinar on 28 July 2020	(135 orang Persons)
8	Sosialisasi Penerapan <i>Good Corporate Governance</i> kepada seluruh insan PT Pupuk Kaltim Melalui Webinar "Mengawal Kinerja Perusahaan dengan GCG" pada tanggal 11 Agustus 2020 Socialization of the Implementation of Good Corporate Governance to all personnel of PT Pupuk Kaltim through the "Safeguarding Corporate Performance with GCG" Webinar on 11 August 2020	(115 orang Persons).
9	Sosialisasi <i>Sharing Knowledge</i> terkait Tata Kelola Korporasi dan Pengelolaan GCG kepada Staf dan pengurus Perseroan YKHT-PKT dan Anak Perusahaan melalui Webinar "Tata Kelola Gemilang, Kinerja Gemilang" pada 21 Oktober 2020 Knowledge Sharing Socialization related to Corporate Governance and GCG Management to the staff and management of YKHT-PKT and its Subsidiaries through the Webinar "Excellent Governance, Excellent Performance" on 21 October 2020	(40 orang Persons)
10	Sosialisasi <i>Sharing Knowledge</i> terkait Tata Kelola Korporasi dan Pengelolaan GCG kepada Dewan Komisaris, OPD, Direksi, SVP, Dewan Komisaris dan Direksi Anper PKT melalui Webinar "Governance & Risk Compliance (GRC) bagi Dewan Komisaris dan Direksi" pada 24 Oktober 2020 Knowledge Sharing Socialization related to Corporate Governance and GCG Management to the Board of Commissioners, OPD, Board of Directors, SVP, Board of Commissioners and Board of Directors of Subsidiaries of PKT through the "Governance & Risk Compliance (GRC) for the Board of Commissioners and Board of Directors" Webinar on 24 October 2020	(73 orang Persons)
11	Sosialisasi <i>Sharing Knowledge</i> terkait Tata Kelola Korporasi dan Pengelolaan GCG pada Anak Perusahaan kepada seluruh insan PT Pupuk Kalimantan Timur melalui Webinar "Peran Dewan Komisaris dan Direksi dalam Subsidiary Governance" pada 18 November 2020 Knowledge Sharing Socialization related to Corporate Governance and GCG Management in Subsidiaries to all personnel of PT Pupuk Kalimantan Timur through "The Role of the Board of Commissioners and Board of Directors in Subsidiary Governance" Webinar on 18 November 2020	(63 orang Persons)

Tabel Komunikasi dan Sosialisasi Kebijakan/Prosedur Anti Korupsi

No.	Badan Tata Kelola Board Governance	Wilayah Regional	Kebijakan/Prosedur Anti Korupsi telah Dikomunikasikan Anti-Corruption Policies/Procedures have been Communicated
1.	Dewan Komisaris Board of Commissioners	Jawa Java	6 (100%)
2.	Direksi Board of Directors	Kalimantan	3 (100%)
3.	SEVP	Kalimantan	1 (100%)
4.	Karyawan Employees	Kalimantan	1.449 (100%)
		Jawa Java	53 (100%)
		Sumatera	2 (100%)
		Sulawesi	16 (100%)
		Maluku, Papua	4 (100%)
		Bali & Nusa Tenggara	7 (100%)

SISTEM PELAPORAN PELANGGARAN KODE ETIK PERUSAHAAN [102-17]

Direksi membentuk Tim Integritas dan GCG dengan tugas dan peran sebagai penasihat Direksi atas pengaduan-pengaduan yang memiliki dampak besar terhadap Perusahaan yang disampaikan Pengelola WB (Pengaduan) kepada Direksi. Tim integritas dan GCG tersebut diketuai oleh Sekretaris Perusahaan. Di dalam menjalankan peran dan tugasnya tersebut Tim Integritas dan GCG memiliki kewenangan sebagai berikut:

- Menerima laporan kegiatan pelaksanaan pelaporan pelanggaran dari Pengelola Pengaduan.
- Diseminasi, sosialisasi Kode Etik Perusahaan, *Whistleblowing System*, dan pengendalian gratifikasi di Pupuk Kaltim secara berkala.
- Memberikan saran dan masukan kepada karyawan dan pihak eksternal mengenai Pedoman Perilaku Korporasi ataupun Pedoman Perilaku Individu sesuai dengan Kode Etik Perusahaan dan Perundangan yang berlaku.
- Berkoordinasi dengan Komite Audit /SPI dalam rangka memantau perkembangan pelaksanaan penyelidikan/investigasi.
- Memberi saran mengenai pengaduan-pengaduan yang diterima kepada Direksi terkait.

Dalam menjalankan tugas, fungsi, dan kewenangannya, Tim Integritas dan GCG wajib menjaga prinsip kerahasiaan dan perlindungan.

WHISTLEBLOWING SYSTEM

Whistleblowing System (WBS) bagi Pupuk Kaltim merupakan salah satu wujud tekad penerapan praktik terbaik GCG, juga merupakan unsur dalam pengendalian internal Perusahaan yang dirancang dan dijalankan untuk mengidentifikasi, mendeteksi dan menyelesaikan pelanggaran yang dapat mengakibatkan kerugian bagi Perusahaan. WBS juga menjadi media bagi karyawan dan pemangku kepentingan di lingkungan Pupuk Kaltim untuk menyampaikan pengaduan atau keluhan. WBS Pupuk Kaltim dapat diakses pada alamat www.pktbersih.com.

Pupuk Kaltim telah mengimplementasikan WBS sejak 2013. Pupuk Kaltim telah memperbarui Pedoman Pelaporan Dugaan Penyimpangan (WBS) pada tahun 2017 melalui penetapan SK Direksi Nomor 56/DIR/XI.17 tanggal 20 November 2017. Penyempurnaan tersebut berdasarkan evaluasi tim WBS bersama dengan Dewan Komisaris Pupuk Kaltim. Pedoman Pelaporan Dugaan Penyimpangan (WBS) berisikan kebijakan umum yang terdiri dari prinsip dasar, kerahasiaan, sanksi, perlindungan bagi pelapor, tindak lanjut pemantauan serta prosedur penanganan pengaduan dan bagan alur penanganan pengaduan.

CORPORATE CODE OF CONDUCT VIOLATION REPORTING SYSTEM [102-17]

The Board of Directors has established the Integrity and GCG team, tasked with assisting and advising the Board of Directors on complaints that have a major impact on the Company as submitted by the WBS Manager to the Board of Directors. The Integrity and GCG team is chaired by the Corporate Secretary. In carrying out its roles and duties, the Integrity and GCG team has the following authorities:

- Receive the activity report on violation reporting from the WBS manager.
- Dissemination and socialization of the Code of Conduct, Whistleblowing System, and gratuity control at Pupuk Kaltim at regular intervals.
- Provide advice and feedback to employees and external parties regarding the Code of Corporate Conduct or Code of Individual Conduct in accordance with the Code of Conduct and applicable regulations.
- In coordination with the Audit Committee/IAU, in monitoring the progress of the implementation of an inquiry/investigation.
- Providing advice to the Board of Directors related to complaints received.

In carrying out the duties, functions, and authorities, the Integrity and GCG team must maintain the principle of confidentiality and protection.

WHISTLEBLOWING SYSTEM

For Pupuk Kaltim, the Whistleblowing System (WBS) is a manifestation of the determination to implement the best practices of GCG, as well as an element in the Company's internal control, which is designed and implemented to identify, detect, and resolve violations that may result in losses for the Company. WBS is also a medium for employees and stakeholders within Pupuk Kaltim to submit complaints or grievance. The WBS of Pupuk Kaltim can be accessed at www.pktnet.com.

Pupuk Kaltim has implemented the WBS since 2013. Pupuk Kaltim has updated the Guidelines for the Whistleblowing System (WBS) in 2017 through the ratification of the Decree of the Board of Directors No. 56/DIR/XI.17 dated 20 November 2017. This improvement is based on the evaluation of the WBS team together with the Board of Commissioners of Pupuk Kaltim. The Guidelines for the Whistleblowing System (WBS) contain general policies consisting of basic principles, confidentiality, sanctions, protection for whistleblowers, follow-up monitoring, and procedures for handling complaints and complaint handling flowcharts.

Ruang Lingkup WBS

1. Permasalahan akuntansi dan pengendalian internal atas pelaporan keuangan yang berpotensi mengakibatkan salah saji secara material dalam laporan keuangan;
2. Permasalahan yang menyangkut independensi audit;
3. Pelanggaran peraturan yang berkaitan dengan penyelenggaraan program Perusahaan;
4. Peraturan internal yang berpotensi kerugian bagi Pupuk Kaltim;
5. Kecurangan dan/atau dugaan korupsi;
6. Perilaku Insan Pupuk Kaltim yang tidak sesuai Kode Etik Perusahaan.

Penyampaian Laporan Pelanggaran

Pelapor menyampaikan laporan dengan disertai dokumen pendukung yang diperlukan. Laporan ini disampaikan melalui salah satu di antara cara berikut:

- Website www.pktbersih.com
- Surat yang ditujukan kepada Tim Integritas dan GCG Pupuk Kaltim, c.q. Departemen TKP dan MR. Jl. James Simandjuntak Nomor 1, Bontang Utara 75313
- Telepon (0548) 41202, 41203 ext. 5170
- E-mail pada alamat etik@pupukkaltim.com

Mekanisme Sistem Penyampaian Pelaporan Pelanggaran

Pelapor dapat menyampaikan pengaduan pelanggaran melalui mekanisme sebagai berikut:

Membuat Laporan Pengaduan Create Reports Complaint



WBS menyediakan 2 (dua) macam pilihan penulisan identitas, yakni bersedia ataupun anonim. Pupuk Kaltim menjamin kerahasiaan identitas pelapor, baik yang mencantumkan data diri atau tidak.

Scope of WBS

1. Accounting and internal control issues over financial reporting that may result in a material misstatement in the financial statements;
2. Issues concerning the independence of the audit;
3. Violation to the rules relating to the implementation of the Company's programs;
4. Internal regulations that have the potential losses for Pupuk Kaltim;
5. Fraud and/or corruption;
6. Behavior of Pupuk Kaltim personnel that does not fit the Code of Conduct.

Submission of Violation Report

The whistleblower submits a report, accompanied by the necessary supporting documents. This report is delivered through one of the following methods:

- Website www.pktbersih.com
- In writing, addressed to Tim Integritas dan GCG Pupuk Kaltim, c.q. Departemen TKP dan MR. Jl. James Simandjuntak Nomor 1, Bontang Utara 75313
- Phone: (0548) 41202, 41203 ext. 5170
- E-mail to etik@pupukkaltim.com

Violation Report Submission Mechanism

The whistleblower submits complaint of violations through the following mechanisms:

WBS accepts reports from the whistleblower with a clear identity as well as from those preferring to be anonymous. Pupuk Kaltim ensure the confidentiality of the whistleblower's identity, with or without personal data.

Prosedur Pelaporan Pengaduan Pelanggaran

Pupuk Kaltim memiliki prosedur baku pelaporan pengaduan yang mengatur pelanggaran Kode Etik Perusahaan dan di dalamnya termasuk masalah integritas, antara lain seperti penerimaan suap, korupsi, pemberian dan penerimaan hadiah serta kegiatan lainnya yang patut diduga dapat merugikan dan mencemarkan nama baik Perusahaan. Tata cara penyampaian laporan pelanggaran dan pihak yang mengelola pengaduan adalah sebagai berikut:

1. Setiap Insan Pupuk Kaltim dan pemangku kepentingan lainnya dapat melaporkan pelanggaran yang dilakukan oleh karyawan, Direksi dan Komisaris melalui media pelaporan yang tersedia.
2. Hirarki otoritas yang menangani dugaan pengaduan penyimpangan di Pupuk Kaltim sebagai berikut:

Procedure for Reporting Violation

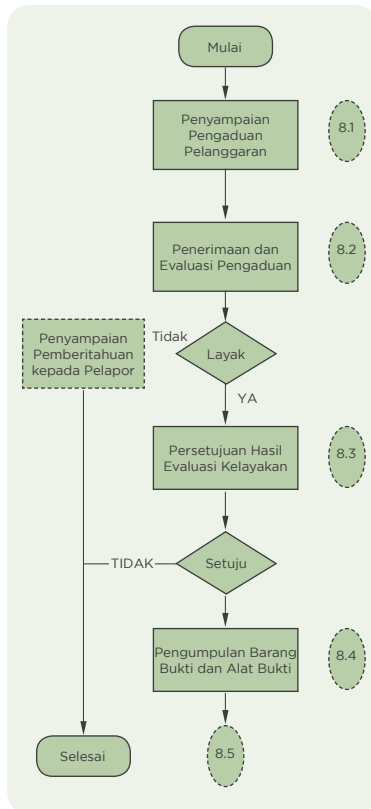
Pupuk Kaltim has a standard procedure for reporting complaints that regulates violations of the Company's Code of Conduct and includes integrity issues, such as accepting bribes, corruption, giving and receiving gifts, as well as other activities that are reasonably expected to be detrimental to and defame the Company's good reputation. The procedure for submitting a violation and the party managing the complaint is as follows:

1. Every Pupuk Kaltim personnel and other stakeholders can report violations committed by employees, Directors, and Commissioners through the available reporting media.
2. The hierarchy of authority that handles alleged complaints of irregularities in Pupuk Kaltim is as follows:

No.	Terlapor Reported	Yang Menangani That Handle	Penerima Hasil Tindak Lanjut Follow-up Recipient Results	Verifikator Verifier
1.	Dewan Komisaris Board of Commissioners	Pemegang Saham Shareholders	Pemegang Saham Shareholders	Pemegang Saham Shareholders
2.	Direksi Board of Directors	Dewan Komisaris dan Pemegang Saham Board of Commissioners and Shareholders	Dewan Komisaris dan Komite Audit Board of Commissioners and Audit Committee	Dewan Komisaris dan Pemegang Saham Board of Commissioners and Shareholders
3.	General Manager	Tim Integritas dan GCG Integrity and GCG Team	Direksi Board of Directors	SPI
4.	Karyawan sampai dengan setingkat Manager Employees up to Manager level	Tim Integritas dan GCG Integrity and GCG Team	Direksi Board of Directors	SPI
5.	Pihak yang berkepentingan Interested party	Tim Integritas dan GCG Integrity and GCG Team	Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors	SPI

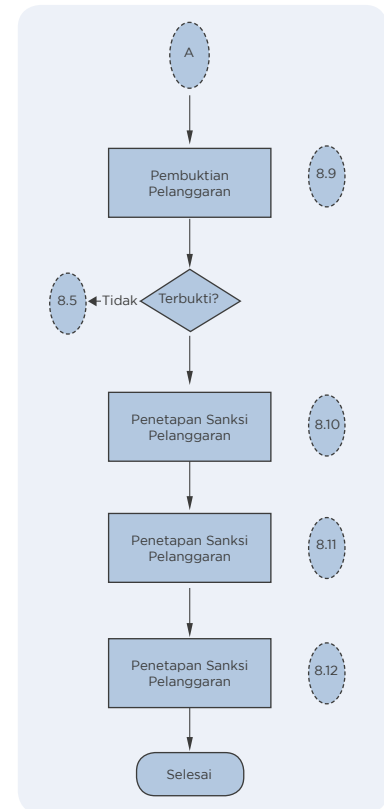
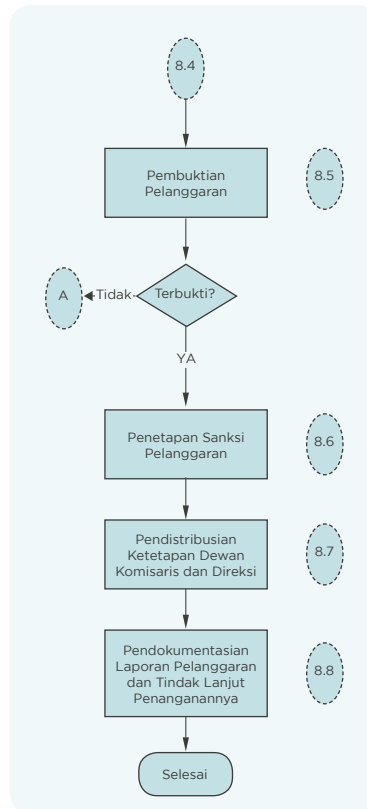
Mekanisme Penanganan Pengaduan Pelanggaran

Bagan berikut memberi gambaran mekanisme penanganan pengaduan yang dijalankan.



Mechanism for Handling Complaint

The following chart illustrates the mechanism for handling complaints.



Pelaporan Pelanggaran Dan Tindak Lanjut [205-3]

Pada 2019, terdapat 7 (tujuh) laporan pengaduan yang sudah ditindaklanjuti seluruhnya. Penanganan WBS Pupuk Kaltim menjadi ranah WBS Officer dengan maksud agar seluruh pelaporan yang diterima dapat ditindaklanjuti secara independen, bebas dari segala bentuk benturan kepentingan, serta memberi kepercayaan kepada pelapor atas penjamin kerahasiaan identitas pelapor. Berikut adalah rekapitulasi laporan tersebut:

Reporting of Violation and Follow-up [205-3]

In 2019, there were 7 (seven) complaints reports that have been followed up entirely. The handling of Pupuk Kaltim's WBS is the domain of the WBS Officer with the intention that all reports received can be followed up independently, free from any form of conflict of interest, as well as giving confidence to the whistleblower to guarantee the confidentiality of the whistleblower's identity. The following is a summary of the report:

No.	Status Laporan WBS WBS Report Status	Jumlah Total
Jumlah Aduan Number of Complaints		7
1.	Memenuhi Syarat Meet the Requirements	4
a	Proses Klarifikasi Clarification Process	0
b	Proses Investigasi Investigation Process	0
2	Tidak Memenuhi Syarat Does not Meet the Requirements	3
3	Putusan Decision	
a	Punishment Punishment	2
b	Tidak Terbukti Not Proven	2

Detail Laporan | Details of Report:

4 Laporan dugaan penyimpangan terkait COVID-19 | 4 Reports of alleged irregularities related to COVID-19

2 Laporan tidak memenuhi syarat terkait dengan pelaporan terkait penipuan mengatas namakan karyawan PT Pupuk Kaltim dan

1 Laporan tidak memenuhi syarat terkait COVID

2 did not meet the requirements related to reporting related to fraud claiming to be on behalf of employee of PT Pupuk Kaltim, and

1 Report did not meet the requirements related to Covid-19

Kode Etik

Sebagai salah satu BUMN, Pupuk Kaltim menerapkan rumusan Tata Nilai dan Budaya Perusahaan “AKHLAK” dengan penjelasan ringkas sebagai berikut:

1. Amanah

Memegang teguh kepercayaan yang diberikan
Panduan perilaku:

- Memenuhi janji dan komitmen;
- Bertanggung jawab atas tugas, keputusan dan tindakan yang dilakukan;
- Berpegang teguh kepada nilai moral dan etika.

2. Kompeten

Terus belajar dan mengembangkan kapabilitas
Panduan perilaku:

- Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah;
- Membantu orang lain belajar;
- Menyelesaikan tugas dengan kualitas terbaik.

3. Harmonis

Saling peduli dan menghargai perbedaan
Panduan perilaku:

- Menghargai setiap orang apapun latar belakangnya;
- Suka menolong orang lain;
- Membangun lingkungan yang kondusif.

4. Loyal

Berdedikasi dan mengutamakan kepentingan Bangsa dan Negara
Panduan perilaku:

- Menjaga nama baik sesama karyawan, pimpinan, BUMN dan Negara;
- Rela berkorban untuk mencapai tujuan yang lebih besar;
- Patuh kepada Pimpinan sepanjang tidak bertentangan dengan hukum dan etika.

5. Adaptif

Terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan.
Panduan perilaku:

- Cepat menyesuaikan diri untuk menjadi lebih baik;
- Terus-menerus melakukan perbaikan mengikuti perkembangan teknologi;
- Bertindak proaktif.

6. Kolaboratif

Membangun kerja sama yang sinergis.
Panduan perilaku:

- Memberi kesempatan kepada berbagai pihak untuk berkontribusi;
- Terbuka dalam bekerja sama untuk menghasilkan nilai tambah;
- Menggerakkan pemanfaatan berbagai Sumber Daya untuk tujuan bersama.

Code of Conduct

As one of the SOEs, Pupuk Kaltim applies the formulation of “AKHLAK” Corporate Values and Culture, with the following brief explanation:

1. Trustworthy

Upholding the trust given
Behavioral guideline:

- Fulfilling promises and commitments;
- Responsible for tasks, decisions, and actions taken;
- Upholding moral and ethical values.

2. Competent

Continue to learn and develop capabilities
Behavioral guideline:

- Improve self-competence to respond to continuously changing challenges;
- Help others to learn;
- Completing tasks with the best quality.

3. Harmonious

Caring for each other and respecting differences
Behavioral guideline:

- Respect everyone regardless of background;
- Fond of helping others;
- Build a favorable environment.

4. Loyal

Dedicated and prioritizing the interests of the Nation and the State
Behavioral guideline:

- Maintaining the good reputation of fellow employees, leaders, SOEs, and the State;
- Willing to sacrifice to achieve a bigger purpose;
- Conform to the leadership as long as it is not against the law and ethics.

5. Adaptive

Continue to innovate and enthusiastic in moving or facing change.
Behavioral guideline:

- Quick to adapt to become better;
- Continue to improve in order to keep up with technological advances;
- To be proactive.

6. Collaborative

Building a synergistic collaboration.
Behavioral guideline:

- Provide opportunities for various parties to contribute;
- Transparent in collaboration to generate added value;
- Mobilize the use of various Resources for the common goals.

Penerapan Kode Etik Perusahaan sebagai Pedoman Korporasi Implementation of the Company's Code of Conduct as Corporate Guidelines

1.	Integritas Integrity
2.	Kepatuhan terhadap Hukum dan Perundangan Compliance with the Laws and Legislation
3.	Penanganan Benturan Kepentingan Handling of Conflicts of Interest
4.	Keterlibatan dalam Kegiatan Politik Involvement in Political Activities
5.	Jaminan Produk Product Warranty
6.	Pelaporan Keuangan Financial Reporting
7.	Periklanan Promosi Promotional Advertisement
8.	Komitmen Perusahaan terhadap Pemegang Saham Company's Commitment to the Shareholders
9.	Komitmen Pupuk Kaltim terhadap Karyawan Pupuk Kaltim's Commitment to the Employees
10.	Komitmen terhadap Etika Perusahaan terhadap Pemegang Saham Commitment to the Company's Ethics to Shareholders
11.	Komitmen terhadap Mitra Usaha Commitment to Business Partners
12.	Komitmen terhadap Lingkungan, Kesehatan dan Kesejahteraan Commitment to the Environment, Health, and Welfare
13.	Komitmen terhadap Persaingan Usaha Commitment to Business Competition
14.	Komitmen terhadap Hubungan dengan Konsumen dan Pemasok Commitment to Relations with the Consumers and Suppliers
15.	Komitmen terhadap Hubungan dengan Kreditur Commitment to Relations with Creditors
16.	Komitmen terhadap Hubungan Perusahaan dengan Pemerintah Commitment to Company's Relations with the Government
17.	Komitmen terhadap Hubungan Perusahaan dengan Masyarakat Commitment to Company's Relations with the Community
18.	Komitmen terhadap Etika Perusahaan dengan Media Massa Commitment to the Company's Ethics with Mass Media
19.	Komitmen terhadap Etika Perusahaan dengan Organisasi Profesi Commitment to the Company's Ethics with Professional Organizations
20.	Hak Individu Individual Rights
21.	Peran Sosial Kemasyarakatan Social Role in the Community
22.	Komunikasi Communication
23.	Hak atas Kekayaan Intelektual (HAKI) Intellectual Property Rights (HAKI)

Penerapan Kode Etik Perusahaan sebagai Pedoman Perilaku Individu Implementation of the Company's Code of Conduct as an Individual Code of Conduct



IMPLEMENTASI BUTIR-BUTIR KODE ETIK

Pupuk Kaltim senantiasa mendorong kepatuhan terhadap Kode Etik Perusahaan dan berkomitmen penuh untuk mengimplementasikan butir-butir kode etik di seluruh jenjang pengelolaan Perusahaan. Untuk itu Pupuk Kaltim mewajibkan seluruh pimpinan di Perusahaan agar bertanggung jawab untuk memastikan bahwa pedoman Kode Etik Perusahaan dipatuhi dan dijalankan dengan baik.

1. Pernyataan Komitmen Manajemen

Komitmen Manajemen Pupuk Kaltim untuk menerapkan Kode Etik Perusahaan ditunjukkan dengan pernyataan komitmen seluruh Dewan Komisaris dan Direksi terhadap penerapan Kode Etik Perusahaan Pupuk Kaltim sebagai acuan utama bagi perilaku korporasi dan Insan Pupuk Kaltim sesuai ketentuan Perusahaan yang berlaku.

Selain itu, dalam pelaksanaan GCG oleh setiap Insan Pupuk Kaltim, membuat pernyataan komitmen dan integritas kepada Perusahaan guna menghindari tindakan melawan hukum yang akan merugikan kepentingan Perusahaan. Pernyataan komitmen yang ada di Perusahaan antara lain:

- **Daftar Khusus**
Daftar khusus yang dimaksud adalah merupakan daftar yang berisi kepemilikan saham Dewan Komisaris dan Direksi beserta keluarganya di perusahaan lainnya. Daftar khusus diperbarui setiap tahun dan disimpan oleh Perusahaan.
- **Pernyataan Tidak Adanya Benturan Kepentingan**
Dalam rangka mendukung praktik GCG, Dewan Komisaris, Direksi dan pihak-pihak yang terkait dalam aktivitas bisnis dan operasional Perusahaan dilarang melakukan transaksi yang mengandung benturan kepentingan, baik langsung maupun tidak langsung. Setiap tahun Dewan Komisaris dan Direksi menandatangani surat pernyataan mengenai benturan kepentingan tersebut. Insan Pupuk Kaltim yang memiliki potensi benturan kepentingan dalam salah satu kegiatan Perusahaan wajib memberitahukannya dengan menggunakan formulir yang disediakan Perusahaan.
- **Pernyataan Kepatuhan Kode Etik**
Segenap Insan Pupuk Kaltim wajib menyatakan kepatuhannya terhadap Kode Etik Perusahaan dengan menandatangani Piagam Pakta Integritas dan Kepatuhan tahunan yang merupakan salah satu syarat bagi keberlanjutan masa bakti di Perusahaan.

IMPLEMENTATION OF THE POINTS OF THE CODE OF CONDUCT

Pupuk Kaltim always encourages compliance with the Code of Conduct and is fully committed to implementing the points of the code of conduct at all levels of the Company's management. For this reason, Pupuk Kaltim requires all leaders in the Company to be responsible for ensuring that the guidelines for the Corporate Code of Conduct are adhered to and implemented properly.

1. Management Statement of Commitment

The commitment of Pupuk Kaltim's Management to implement the Code of Conduct is conveyed through the commitment statement of all members of the Board of Commissioners and Board of Directors to the implementation of Code of Conduct in Pupuk Kaltim as the main reference to corporate and employee's behavior in Pupuk Kaltim in accordance with the prevailing Company regulations.

In addition, in GCG implementation, every Pupuk Kaltim Personnel prepares a statement of commitment and integrity to the Company in order to avoid unlawful acts that will harm the interests of the Company. Statements of commitment in the Company include:

- **Special List**
The Special List is a list of share ownership of the Board of Commissioners and Board of Directors and their family members in other companies. The list is annually updated and filed by the company.
- **Statement of No Conflict of Interest**
In support of GCG practices, the Board of Commissioners, Board of Directors, and other parties related to Company's business and operational activities are prohibited to conduct any transaction that may contain elements of conflict of interest, both direct and indirect. Every year, the Board of Commissioners and Board of Directors sign statement letter on such conflict of interest. Personnel of Pupuk Kaltim having potential conflict of interest in any one of the Company's activities are required to notify by using the form provided by the Company.
- **Compliance to the Code of Conduct Statement**
All Personnel of Pupuk Kaltim are required to state their compliance to the Company's Code of Conduct by signing the annual Integrity and Compliance Pact Charter, which is one of the requirements for sustainable term of employment in the Company.

- **Penandatanganan Pakta Integritas**
Pupuk Kaltim mewajibkan penandatanganan Piagam Pakta Integritas kepada Insan Pupuk Kaltim sebagai bentuk kepatuhan dan komitmen pelaksanaan Kode Etik Perusahaan setiap tahunnya. Pupuk Kaltim telah menggunakan sistem online untuk penandatanganan komitmen melalui elektronik-Pakta Integritas (e-PI) Pupuk Kaltim yang dapat diakses pada alamat epi.pupukkaltim.com. Sistem tersebut meningkatkan efisiensi dari sisi waktu, biaya dan pendokumentasian. Pada 2015, 2016, 2017, 2018, 2019 dan 2020 capaian penandatanganan Piagam Pakta Integritas yang diraih sebesar 100%.

Konsistensi pencapaian persentase penandatanganan Piagam Pakta Integritas terpenuhi dikarenakan Insan Pupuk Kaltim telah merasakan manfaatnya bekerja di lingkungan yang transparan, bersih dan berintegritas serta adanya kemudahan pelaksanaan penandatanganan dengan aplikasi e-PI.

Sistem Elektronik Pakta Integritas (e-PI)

Implementasi e-PI dilaksanakan sejak 2014 oleh Dewan Komisaris, Direksi dan seluruh karyawan Pupuk Kaltim yang dapat diakses pada alamat epi.pupukkaltim.com secara internet. Penandatanganan melalui e-PI telah sah dan memenuhi Undang-Undang Keterbukaan Informasi. Selain itu, Pupuk Kaltim telah mendaftarkan aplikasi e-PI kepada Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia. e-PI mendapatkan surat pencatatan ciptaan dengan Nomor C00201600907 pada 16 Maret 2016.

- **Signing of the Integrity Pact**

Pupuk Kaltim requires the signing of the Integrity Pact Charter for Personnel of Pupuk Kaltim as a form of compliance and commitment to the implementation of the Company's Code of Conduct every year. Pupuk Kaltim has used an online system for signing commitments through the electronic Pupuk Kaltim Integrity Pact (e-PI) which can be accessed at epi.pupukkaltim.com. The system increases efficiency in terms of time, cost, and documentation. In 2015, 2016, 2017, 2018, 2019, and 2020 the achievement of signing the Integrity Pact was 100%.

The consistency of achieving the percentage of signing of the Integrity Pact Charter was fulfilled because Personnel of Pupuk Kaltim have felt the benefits of working in a transparent, clean, and integrity environment as well as the efficiency of signing with the e-PI application.

Electronic Integrity Pact (E-PI) System

The implementation of e-PI has been carried out since 2014 by the Board of Commissioners, Board of Directors, and all employees of Pupuk Kaltim, which can be accessed at epi.pupukkaltim.com online. The signing through the e-PI is legal and complies with the Law on Information Disclosure. In addition, Pupuk Kaltim has registered the e-PI application with the Ministry of Law and Human Rights of the Republic of Indonesia. e-PI received a creation registration letter No. C00201600907 on 16 March 2016.



2. Program Awareness

Guna meningkatkan pemahaman dan kesadaran Insan Pupuk Kaltim terhadap Kode Etik Perusahaan, maka Pupuk Kaltim menyelenggarakan sosialisasi dan program penyebaran wawasan mengenai Kode Etik Perusahaan secara berkala setiap tahun. Dalam mengukur tingkat pemahaman Insan Pupuk Kaltim, setiap tahun dilakukan pengukuran tingkat pemahaman melalui Survey GCG dan Manajemen Risiko.

PENGENDALIAN GRATIFIKASI

Kebijakan pengendalian gratifikasi di lingkup Perusahaan dituangkan dalam SK Direksi Nomor 55/DIR/X.2015 tentang Pedoman Pengendalian Gratifikasi PT Pupuk Kalimantan Timur tanggal 15 Oktober 2015.

Sebagai implementasinya, Pupuk Kaltim memiliki Unit Pengendali Gratifikasi (UPG) yang berfungsi mengelola pelaporan, melakukan analisis dan tindak lanjut gratifikasi di Pupuk Kaltim. Direksi Pupuk Kaltim menetapkan Sekretaris Perusahaan sebagai ketua UPG dengan dibantu Manager TKP dan MR selaku Sekretaris, Superintendent dan Staf Kepatuhan dan Keefektifan Proses Departemen TKP dan MR selaku anggota UPG.

Pupuk Kaltim telah mengembangkan sistem pelaporan gratifikasi yang memudahkan seluruh Insan Pupuk Kaltim untuk melaporkan penerimaan gratifikasi, permintaan gratifikasi, dan pemberian gratifikasi melalui aplikasi Gratifikasi Online (GRANOL). Alamat GRANOL dapat diakses pada www.granol.pupukkaltim.com.

2. Awareness Program

In order to increase the understanding and awareness of Pupuk Kaltim Personnel on the Company's Code of Conduct, Pupuk Kaltim organizes socialization and knowledge dissemination programs regarding the Company's Code of Conduct on a regular basis every year. In measuring the level of understanding of Pupuk Kaltim personnel, every year the level of understanding is measured through the GCG and Risk Management Survey.

GRATUITY CONTROL

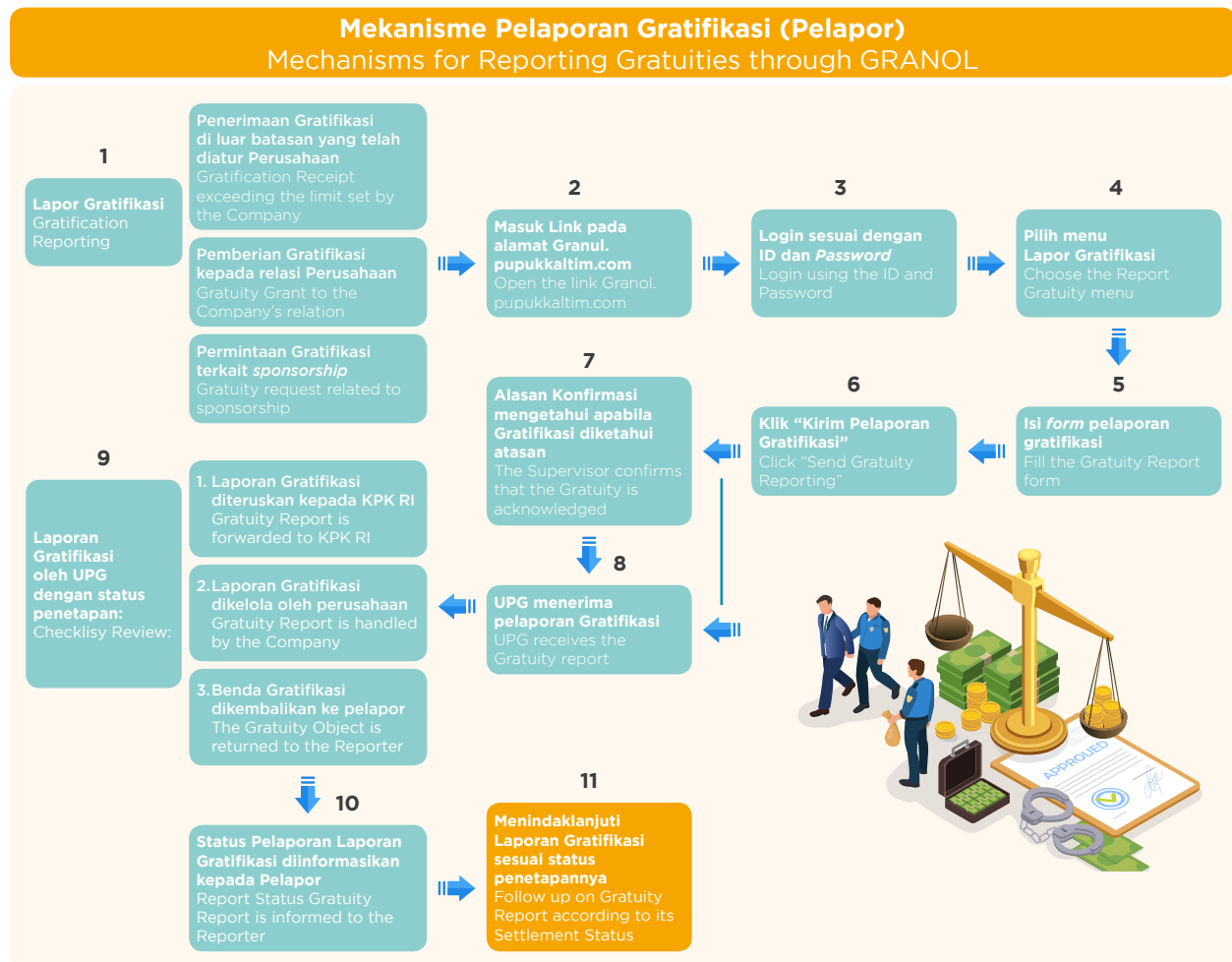
The gratuity control policy within the Company is stated in the Decree of the Board of Directors No. 55/DIR/X.2015 on Guidelines for Gratuity Control of PT Pupuk Kalimantan Timur dated 15 October 2015.

As implementation, Pupuk Kaltim has a Gratuity Control Unit (UPG) that serves to manage reporting, analyze, and follow up on gratuity in Pupuk Kaltim. The Board of Directors of Pupuk Kaltim appoints the Corporate Secretary as chair of the UPG, assisted by the TKP and MR Manager as the Secretary, Superintendent and Compliance and Effectiveness Staff of the TKP and MR Department Processes as members of the UPG.

Pupuk Kaltim has developed a gratification reporting system that facilitates all Pupuk Kaltim employees to report receipt of gratuities, requests for gratuities, and giving of gratuities through the Online Gratification (GRANOL) application. The GRANOL can be accessed at www.granol.pupukkaltim.com.

Mekanisme Pelaporan Gratifikasi Melalui Granol

Mechanism for Reporting Gratuity through Granol Mechanism



Laporan Pengendalian Gratifikasi [205-3]

Selama tahun 2020, unit pengelola gratifikasi menerima laporan sebagai berikut:

Gratuity Control Report[205-3]

Throughout 2020, the gratuity control unit received the following reports:

No.	Status	Pelaporan Reporting		
		Sampai dengan Bulan Lalu Until Last Month	Bulan Ini This Month	Sampai dengan Bulan Ini Until This Month
I	Penolakan Rejection	0	0	0
II	Penerimaan (1+2+3) Acceptance (1 + 2 + 3)	12	3	15
	Dikelola Perusahaan/UPG Managed Company/UPG	3	0	3
	Menjadi Milik Negara Being a State Owned	1	0	11
	Dikembalikan ke Penerima Return to Recipient	8	3	8
	Masih dalam Review KPK Still in the review of the Directorate of Gratification KPK	0	0	0
III	Pemberian Administration	4	0	4
IV	Permintaan/Sponsorship Demand/Sponsorship	1	0	1
Total		17	3	20



Pupuk Kaltim menyampaikan Laporan Keberlanjutan untuk memberi gambaran mengenai upaya yang dilakukan dalam memenuhi harapan seluruh pemangku kepentingan, mendukung pertumbuhan ekonomi nasional melalui penyediaan pupuk berkualitas guna meningkatkan kesejahteraan jutaan petani di seluruh wilayah Indonesia serta mendukung upaya pencapaian tujuan pembangunan berkelanjutan dalam SDGs.

Pupuk Kaltim submits a Sustainability Report to illustrate the efforts that have been made in meeting the expectations of all stakeholders and support the national economic growth through the provision of quality fertilizers that can support the development of the welfare of millions of farmers throughout Indonesia as well as supporting the efforts for the achievement of various sustainable development goals in the SDGs.





TENTANG LAPORAN

About Report

09





Tentang Laporan Keberlanjutan

About Sustainability Report

Kembali PT Pupuk Kalimantan Timur atau (“Pupuk Kaltim” atau “Perseroan”) menyajikan Laporan Keberlanjutan atau “Laporan” edisi kesepuluh ditahun 2021, setelah terakhir kali menerbitkannya pada bulan September tahun 2020 lalu. Perseroan menerbitkan Laporan ini secara reguler dengan Laporan tahun 2011 sebagai edisi perdana. **[102-50]**

Dalam Laporan ini, Perseroan memberikan gambaran upaya yang telah dilakukan dalam menunjukkan komitmen terhadap pembangunan negeri maupun dukungan terhadap pencapaian tujuan keberlanjutan. Perseroan mendukung pembangunan negeri melalui penyediaan produk: amoniak, pupuk urea, pupuk NPK yang berkualitas, dikelola dan diedarkan ke seluruh pelosok negeri dengan menerapkan prinsip-prinsip terbaik GCG. Perseroan juga menerapkan berbagai langkah peningkatan kehidupan sosial ekonomi masyarakat di sekitar area operasional maupun di seluruh wilayah Nusantara melalui pelaksanaan program Tanggung Jawab Sosial Perusahaan.

PT Pupuk Kalimantan Timur or (“Pupuk Kaltim” or the “Company”) submits the tenth edition of the Sustainability Report or “Report” in 2021, having last published it in September 2020. The Company publishes this Report regularly with the 2011 Report as the inaugural edition. **[102-50]**

In this report, the Company provides an overview of the efforts that have been carried out to demonstrate the commitment to the country’s development as well as support for the achievement of sustainability goals. The Company supports the country’s development by providing quality products: ammonia, urea fertilizer, NPK fertilizer, managed, and distributed throughout the country by applying the best principles of GCG. The Company also implements various measures to improve the socio-economic life of the community in the vicinity of its operational areas and throughout the archipelago through the implementation of the Corporate Social Responsibility program.

Melalui Laporan ini Perseroan juga menguraikan berbagai program yang dijalankan dalam rangka membina hubungan timbal balik serta memenuhi harapan para pemangku kepentingan.

Laporan ini juga menguraikan beragam upaya yang dilakukan Pupuk Kaltim untuk mendukung pencapaian tujuan keberlanjutan dalam rumusan *Sustainable Development Goals* (SDGs).

Through this report, the Company also describes various programs that have been carried out in order to foster reciprocal relationships and meet the expectations of stakeholders.

This report also describes the various efforts conducted by Pupuk Kaltim to support the achievement of sustainability goals in the formulation of the Sustainable Development Goals (SDGs).

Pedoman, Standar Laporan & Assurance Guidelines, Standard of Reports & Assurance

Laporan ini disusun menggunakan Pedoman Penyusunan Laporan Keberlanjutan *Global Reporting Initiatives* (GRI), pilihan standar “Comprehensive” dengan pilihan topik material yang ditetapkan sesuai prinsip materialitas. [102-54] Adapun indeks indikator *disclosure GRI Standard Comprehensive* yang diaplikasikan disajikan dalam kurung berwarna khusus pada setiap halaman yang relevan dan dirangkum dalam Daftar Indeks *Standard Comprehensive* pada halaman 331. [102-55]

Tidak ada perubahan data-data kuantitatif tahun lalu yang ditampilkan pada periode pelaporan tahun ini namun terdapat penyajian kembali terhadap data keuangan pada Laporan Keuangan Auditan sebagai penerapan beberapa ketentuan pencatatan data keuangan sesuai Pernyataan Standar Akuntansi Keuangan (PSAK), terutama PSAK 71 dan 73 di tahun pelaporan. Namun demikian, mengingat tahun 2020 diwarnai dengan terjadinya pandemi COVID-19, aspek keamanan dan kesehatan karyawan maupun para pelanggan menjadi salah satu pertimbangan utama dari setiap kegiatan operasional yang dijalankan Pupuk Kaltim.

Pupuk Kaltim menggunakan jasa penjamin (*assurance*) *independence* terpercaya dan kredibel, yang dipilih dengan memegang teguh azas transparansi untuk menjamin kredibilitas dan kualitas informasi yang tercantum dalam laporan ini. Namun demikian Pupuk Kaltim tetap menerapkan tahap verifikasi internal guna menjamin akurasi data dan keterangan yang disampaikan. [102-56]

This report was prepared using the Global Reporting Initiatives (GRI) Sustainability Report Preparation Guidelines, with “Comprehensive” standard option, with material topics that have been set according to materiality principles. The GRI Comprehensive Standard disclosure indicators applied in this report are presented with indexes in special-colored brackets on each relevant page and summarized in the List of Standard Comprehensive Indexes on page 331. [102-55]

There were no changes to quantitative data from last year displayed in this year’s reporting period, but there was a restatement of financial data in the Audited Financial Statements as the implementation of several provisions on financial data recording in accordance with the Statement of Financial Accounting Standards (PSAK), particularly PSAK 71 and 73 in reporting. However, given that 2020 was marked by the COVID-19 pandemic, the safety and health aspects of employees and customers are one of the main considerations of every operational activity carried out by Pupuk Kaltim.

Pupuk Kaltim uses the services of a trusted and credible independence assurance, which was appointed by adhering to the principle of transparency to ensure the credibility and quality of the information contained in this report. However, Pupuk Kaltim continues to implement the internal verification stage to ensure the accuracy of the data and information submitted. [102-56]

Periode dan Siklus Laporan [102-51, 102-52]

Period and Report Cycle

Laporan ini memuat berbagai program dan kegiatan yang dilaksanakan Pupuk Kaltim dalam menjalankan kegiatan operasionalnya sebagai salah satu produsen pupuk terintegrasi terkemuka di Indonesia. Pelaporan hasil realisasi program tersebut dilengkapi dengan data-data yang relevan dengan pilihan topik material selama dua tahun terakhir, pada periode 1 Januari 2020 sampai dengan 31 Desember 2020 dan perbandingannya untuk periode tahun 2019.

Data dan kegiatan yang dicantumkan dalam laporan ini menyangkut data Pupuk Kaltim saja. Sementara data keuangan yang ditampilkan dan disusun berdasarkan PSAK Indonesia, mengacu pada laporan audit konsolidasian Pupuk Kaltim dengan PT Kaltim Indonesia Estate. [102-45]. Sedangkan untuk data keberlanjutan, Perseroan menggunakan teknik pengukuran data yang berlaku secara internasional. Data kuantitatif dalam laporan ini, disajikan dengan menggunakan prinsip daya banding (*comparability*) dalam dua tahun.

This report contains various programs and activities implemented by Pupuk Kaltim in its operations as one of the leading integrated fertilizer producers in Indonesia. Reporting on the results of the realization of the program is complemented with data relevant to the choice of material topics over the past two years, namely in the period 1 January 2020 to 31 December 2020, and as a comparison for the 2019 period.

The data and activities included in this report concern Pupuk Kaltim data only. Meanwhile the financial data that is displayed and compiled based on PSAK Indonesia, refers to Pupuk Kaltim's consolidated audit report with PT Kaltim Indonesia Estate. As for sustainability data, the Company uses internationally accepted data measurement techniques. Quantitative data in this report is presented using the principle of comparability within two years.

Proses Penentuan Isi Laporan

Process of Determining Report Content

Pupuk Kaltim menentukan isi Laporan dengan mengacu pada empat prinsip sesuai Standar GRI, yaitu:

1. Keterlibatan Pemangku Kepentingan.

Pupuk Kaltim menyajikan laporan keberlanjutan yang mempertimbangkan masukan dari pemangku kepentingan. Isi laporan menjelaskan perkembangan isu-isu terkait keberlanjutan yang terjadi di Perseroan sehingga pemangku kepentingan dapat mengetahui kondisi perusahaan dengan cepat.

2. Konteks Keberlanjutan.

Isi laporan keberlanjutan disampaikan untuk menyajikan kinerja Perseroan terkait aspek lingkungan, sosial, dan ekonomi sebagai penjabaran konsep keberlanjutan. Terdapat penyajian kembali terhadap beberapa informasi keuangan yang dimuat di Laporan edisi tahun 2019, sebagai konsekuensi pemberlakuan PSAK 71 dan 73. Namun demikian tidak ada data kuantitatif yang berubah secara signifikan dari pelaporan tahun sebelumnya. [102-48] [102-49]

3. Materialitas.

Dalam laporan ini Perseroan berupaya mengungkapkan isu-isu penting yang menjadi aspek material dan berpengaruh secara substansial terhadap keputusan pemangku kepentingan.

4. Kelengkapan

Pemenuhan kelengkapan data dan informasi yang disajikan merupakan hal yang menjadi prioritas Perseroan. Data dan informasi yang disampaikan dalam laporan ini merupakan seluruh data Pupuk Kaltim yang mencakup data kualitatif dan kuantitatif.

Penentuan isi laporan dilakukan melalui beberapa tahapan. Tahap pertama adalah mengumpulkan data dan informasi terkait aspek material. Tahap kedua, setelah data dan informasi terkumpul, dilakukan prioritas aspek material untuk menentukan aspek mana saja yang akan dilaporkan. Tahap ketiga, melakukan validasi data dan informasi serta kelengkapan data pendukung lainnya. Tahap keempat, menyerahkan laporan kepada tim Quality Control (QC) untuk ditinjau serta dilengkapi berdasarkan saran dan masukan.

Pupuk Kaltim determines the contents of the Report by referring to four principles according to GRI Standards, namely:

1. Stakeholder Engagement.

Pupuk Kaltim presents a sustainability report that considers input from stakeholders. The contents of the report describe the development of issues that occurred in the company, allowing stakeholders to determine the condition of the company quickly.

2. Context of Sustainability.

The contents of the sustainability report are submitted to present the Company's performance related to environmental, social, and economic aspects as an elaboration of the sustainability concept. There is a restatement of several financial information contained in the 2019 edition of the Report, as a consequence of the implementation of PSAK 71 and 73. However, there is no quantitative data that has changed significantly from the previous year's reporting. [102-48] [102-49]

3. Materiality

In this report, the Company seeks to disclose crucial issues that are material aspects and have a substantial influence on stakeholder decisions.

4. Completeness

The fulfillment of the completeness of the data and information presented is a priority for the Company. The data and information presented in this report are all Pupuk Kaltim data, which includes qualitative and quantitative data.

The determination of the report content is conducted through several stages. The first phase is collecting data and information regarding material aspects. The second stage, after data and information is gathered, the material aspect priorities to determine which aspects will be reported. The third stage, validation of data and information and completeness of other supporting data. The fourth stage, submit a report to the Quality control (QC) team for review and be equipped based on suggestions and feedback.

Secara keseluruhan, proses penetapan isi laporan keberlanjutan dapat dilihat sebagai berikut: [102- 46]

Overall, the process of determining the content of the sustainability report can be seen as follows: [102- 46]

Proses penentuan isi laporan berkelanjutan berdasarkan standar GRI
The Process of Determining The Content of The Sustainability Report based upon GRI Standard



Uji Materialitas dan Batasan Laporan [102-47]

Materiality Determination and Boundary of the Report

Pupuk Kaltim menyelenggarakan Focus Group Discussion (FGD) secara berkala guna menentukan aspek material dan batasan laporan dalam penyusunan Laporan Keberlanjutan. Pembahasan tersebut dilakukan dengan mendatangkan wakil pemangku kepentingan, baik dari dalam maupun luar perusahaan, seperti karyawan yang diwakili oleh tim

Pupuk Kaltim conducts Focus Group Discussions (FGD) on a regular basis to determine material aspects and report boundaries in the preparation of the Sustainability Report. The discussion was carried out by bringing in representatives of stakeholders, both from inside and outside the company, such as employees represented by the writing team, buffer

penulis, penduduk *buffer zone*, distributor, Pemerintah Daerah, dan lain-lain.

Pelibatan perwakilan pemangku kepentingan tersebut diharapkan dapat memperjelas makna topik material yang sebagaimana ditetapkan oleh GRI Standar. Tim penulis laporan ini diketuai oleh Sekretaris Perusahaan melalui surat penunjukan dari Direksi Pupuk Kaltim. [102-32]

Teknis pelaksanaan FGD dilakukan dengan setiap peserta memberikan pendapat masing-masing sesuai dengan latar belakang kepentingan. Skala penilaian yang digunakan adalah skala 1 untuk “sangat tidak penting” sampai 10 untuk “sangat penting”. Hasil penilaian untuk aspek yang mendapatkan lebih dari 50% persetujuan peserta FGD atau minimal 14 poin, diputuskan menjadi material dalam laporan ini. Hasil Penilaian kemudian direpresentasikan dalam grafik dua kuadran, sebagai berikut:

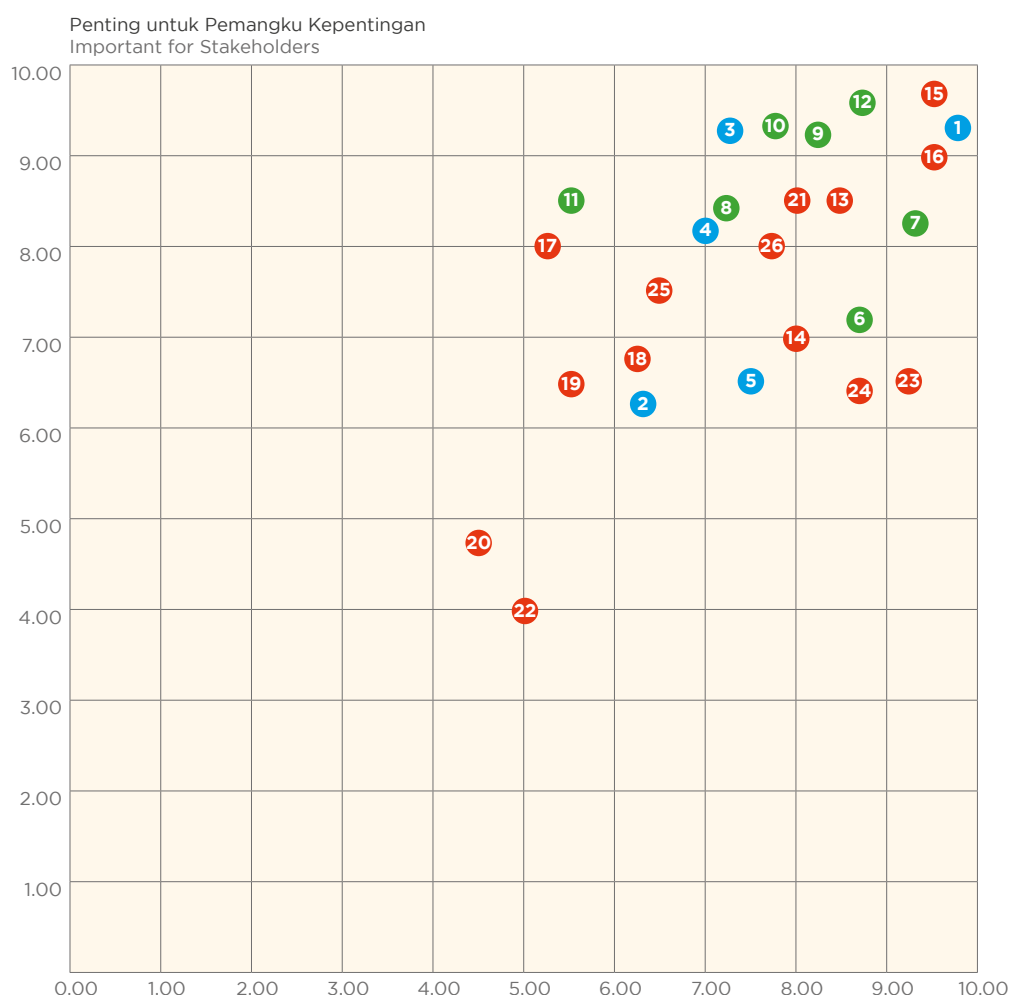
zone residents, distributors, local governments, and others.

The involvement of stakeholder representatives is expected to clarify the meaning of material topics as defined by the GRI Standards. The writing team for this report is chaired by the Corporate Secretary through a letter of appointment from the Board of Directors of Pupuk Kaltim. [102-32]

The technical implementation of FGD is conducted with each participant giving their respective opinion according to the background of interest. The scale of the assessment used is the 1 scale for “very insignificant” to 10 to “very important”. The assessment results for aspects of more than 50% of FGD participant approval or a minimum of 14 points, were decided to be the material in this report. The assessment results are represented in the two-quadrant graph, as follows:

Diagram Matriks Materialitas [102-47]
Materiality Matrix Digaram

Ekonomi Economic	
1	9.75; 9.25
2	6.25; 6.25
3	7.20; 9.20
4	7.00; 8.25
5	7.50; 6.50
Lingkungan Environment	
6	8.75; 7.15
7	9.25; 8.15
8	7.20; 8.35
9	8.25; 9.10
10	7.90; 9.25
11	5.5; 8.50
12	8.75; 9.5
Sosial Social	
13	8.45; 8.50
14	8.00; 7.00
15	9.55; 9.65
16	9.50; 9.00
17	5.25; 8.00
18	6.20; 6.80
19	5.50; 6.50
20	4.50; 4.75
21	8.00; 8.50
22	5.00; 4.00
23	9.15; 6.55
24	8.75; 6.50
25	6.50; 7.50
26	7.85; 8.00



Terdapat 26 kelompok topik material yang memenuhi kriteria dampak paling material terhadap kinerja keberlanjutan PKT. Pupuk Kaltim kemudian menetapkan tidak kurang 71 indeks *disclosure* dari topik material dimaksud.

Berikut adalah aspek material, batasan dan indeks *disclosure* dari Laporan Keberlanjutan Pupuk Kaltim 2019: **[102-46, 102-47]**

There are 26 material topic groups that meet the most material impact criteria on the PKT's sustainability performance. Pupuk Kaltim then determined no less than 71 disclosure indices from the material topic.

The following are the material aspects, boundary, and disclosure index of the 2019 (2020?) Pupuk Kaltim Sustainability Report: **[102-46, 102-47]**

Daftar Topik Material, *Boundary*, dan *index disclosure* [102-46], [102-47]
List of Material Aspects, Boundary and Disclosure Index

No.	Topik Material Material Aspects	Alasan Materialitas Materiality	Indeks <i>Disclosure</i> Disclosure Index	Boundary	
				Di dalam PKT Within PKT	Di luar PKT Outside PKT
Ekonomi Economic					
1.	Kinerja Ekonomi Economic Performance	Berdampak signifikan pada pemangku kepentingan Has a significant impact on stakeholders	201-1, 201-2, 201-3, 201-4	√	
2.	Keberadaan Pasar Market Presence	Berdampak signifikan pada pemangku kepentingan Has a significant impact on stakeholders	202-1, 202-2	√	
3.	Dampak ekonomi tak langsung Indirect economic impact	Berdampak signifikan pada pemangku kepentingan Has a significant impact on stakeholders	203-1, 203-2	√	√
4.	Praktik Pengadaan Procurement Practices	Berdampak signifikan pada pemangku kepentingan Has a significant impact on stakeholders	204-1	√	
5.	Anti Korupsi Anti Corruption	Berdampak signifikan pada pembangunan dan pada reputasi Perseroan Has a significant impact on the development and on the Company's reputation	205-1, 205-2, 205-3	√	√
Lingkungan Environment					
6.	Material	Berdampak signifikan pada pemangku kepentingan Has a significant impact on stakeholders	301-1, 301-2, 301-3	√	√
7.	Energy	Berdampak signifikan pada pemangku kepentingan dan reputasi Perseroan Has a significant impact on stakeholders and the Company's reputation	302-1, 302-3, 302-3, 302-4, 302-5	√	
8.	Air Water	Berdampak signifikan pada pemangku kepentingan dan reputasi Perseroan Has a significant impact on stakeholders and the Company's reputation	303-1, 303-2, 303-3	√	
9.	Keanekaragaman Hayati Bio-Diversity	Berdampak signifikan pada pemangku kepentingan dan reputasi Perseroan Has a significant impact on stakeholders and the Company's reputation	304-1, 304-2, 304-3, 304-4	√	
10.	Emisi Emission	Berdampak signifikan pada pemangku kepentingan Has a significant impact on stakeholders	305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7	√	
11.	Limbah dan <i>Effluent</i> Waste and Effluent	Berdampak signifikan pada pemangku kepentingan dan reputasi perusahaan Has a significant impact on stakeholders and the Company's reputation	306-1, 306-2, 306-3, 306-4, 306-5	√	√
12.	Kepatuhan Lingkungan Environment Compliance	Berdampak signifikan pada pemangku kepentingan dan reputasi Perseroan Has a significant impact on stakeholders and the Company's reputation	307-1	√	√

Daftar Topik Material, *Boundary*, dan *index disclosure* [102-46], [102-47]
List of Material Aspects, Boundary and Disclosure Index

No.	Topik Material Material Aspects	Alasan Materialitas Materiality	Indeks <i>Disclosure</i> Disclosure Index	Boundary	
				Di dalam PKT Within PKT	Di luar PKT Outside PKT
Sosial Social					
13.	Kepegawaian Employment	Berdampak signifikan pada pemangku kepentingan dan bagi kesinambungan usaha Has a significant impact on stakeholders and on business continuity	401-1, 401-2, 401-3	✓	
14.	Hubungan Tanaga Kerja Industrial Relationship	Berdampak signifikan pada pemangku kepentingan dan bagi kesinambungan usaha Has a significant impact on stakeholders and business continuity	402-1	✓	
15.	Aspek K3 OHS Aspects	Berdampak signifikan pada pemangku kepentingan dan bagi kesinambungan usaha Has a significant impact on stakeholders and on business continuity	403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10	✓	
16.	Pelatihan dan Pendidikan Training and Education	Berdampak signifikan pada pemangku kepentingan dan bagi kesinambungan usaha Has a significant impact on stakeholders and stakeholders and on business continuity	404-1, 404-2, 404-3	✓	
17.	Keberagaman dan Persamaan Kesempatan Diversity and Equal Opportunity	Berdampak signifikan pada pemangku kepentingan Has a significant impact on stakeholders	405-1, 405-2	✓	
18.	Non Diskriminasi Non-Discrimination	Berdampak signifikan pada pemangku kepentingan Has a significant impact on stakeholders	406-1	✓	
19.	Kebebasan Berserikat dan PKB Freedom of Association and Collective Labor Agreement	Berdampak signifikan pada pemangku kepentingan dan reputasi Perseroan Has a significant impact on stakeholders and the Company's reputation	407-1	✓	✓
20.	Pekerja Anak Child Labor	Berdampak signifikan pada pemangku kepentingan dan reputasi Perseroan Has a significant impact on stakeholders and the Company's reputation	408-1	✓	✓
21.	Masyarakat Lokal Local Community	Berdampak signifikan pada pemangku kepentingan dan reputasi Perseroan Has a significant impact on stakeholders and the Company's reputation	411-1, 412-1, 412-3, 413-1, 413-2	✓	
22.	Kebijakan publik Public policy	Berdampak signifikan pada pemangku kepentingan dan reputasi Perseroan Has a significant impact on stakeholders and the Company's reputation	415-1	✓	✓
23.	K2 Pelanggan Customers Health and Safety	Berdampak signifikan pada pemangku kepentingan dan reputasi Perseroan Has a significant impact on stakeholders and the Company's reputation	416-1	✓	
24.	Pemasaran dan Pelabelan Marketing and Labeling	Berdampak signifikan pada pemangku kepentingan dan reputasi Perseroan Has a significant impact on stakeholders and the Company's reputation	417-1, 417-2, 417-3	✓	
25.	Privasi Pelanggan Customer Privacy	Berdampak signifikan pada pemangku kepentingan dan reputasi Perseroan Has a significant impact on stakeholders and the Company's reputation	418-1	✓	
26.	Kepatuhan Sosial & Ekonomi Social & Economic Compliance	Berdampak signifikan pada pemangku kepentingan dan reputasi Perseroan Has a significant impact on stakeholders and the Company's reputation	419-1	✓	

Data dan informasi yang disampaikan dalam laporan ini hanya sebatas aspek material dan kinerja dari Pupuk Kaltim saja, tidak meliputi data kinerja anak perusahaan dan afiliasi.

Dalam upaya meningkatkan kualitas laporan ke depan, Pupuk Kaltim mengharapkan umpan balik dari pembaca. Perbaikan serta data dan informasi yang akurat akan terus disampaikan oleh Pupuk Kaltim di periode mendatang. Umpan balik dari pembaca dapat disampaikan melalui kontak berikut ini:

Kontak [102-53]

Contact

Apabila memerlukan informasi lebih lanjut atau pertanyaan-pertanyaan tentang Laporan ini, silahkan menghubungi:

SEKRETARIS PERUSAHAAN

PT Pupuk Kalimantan Timur
Jl. James Simanjuntak no. 1
Bontang-Kalimantan Timur - Indonesia
Tel. : (0548) 41202, 41203
Fax. : (0548) 41616, 41626

The data and information submitted in this report are limited to material aspects and performance of Pupuk Kaltim, excluded the data of the subsidiaries and affiliates performance.

In an effort to improve the quality of the report ahead, Pupuk Kaltim expects feedback from readers. Pupuk Kaltim will always convey revised and accurate data and information in the future. Feedback from readers can be conveyed through the following:

For further inquiries regarding this report, please contact:

CORPORATE SECRETARY

PT Pupuk Kalimantan Timur
Jl. James Simanjuntak no. 1
Bontang-Kalimantan Timur - Indonesia
Tel. : (0548) 41202, 41203
Fax. : (0548) 41616, 41626





KEMENTERIAN RISET, TEKNOLOGI, DAN PENDIDIKAN TINGGI
UNIVERSITAS BRAWIJAYA
PUSAT PENGKAJIAN SUSTAINABILITAS BISNIS, SOSIAL DAN LINGKUNGAN
FAKULTAS EKONOMI DAN BISNIS
Jalan MT Haryono 165, Malang 65145, Indonesia
Telp. +62341-555000 (Hunting), 551396, Fax. 553834
<http://www.feb.ub.ac.id>, E-mail: feb@ub.ac.id

Laporan Asuran Independen

Kepada Komisaris dan Direktur Utama PT Pupuk Kalimantan Timur

Kami telah ditugaskan dalam situasi Pandemi COVID-19 oleh Direktur Utama PT Pupuk Kalimantan Timur (“Perusahaan”) untuk melakukan asuran independen sehubungan dengan Informasi Keberlanjutan yang dilaporkan dalam Laporan Keberlanjutan Perusahaan untuk tahun yang berakhir pada tanggal 31 Desember 2020 (“Laporan”). Laporan ini dibuat sesuai dengan ketentuan kontrak kami dengan Perusahaan tertanggal 01 Juli 2021 dengan berbagai keterbatasan Pandemi COVID-19.

Standar dan Ruang Lingkup Asuran

Penugasan Asuran dilaksanakan sesuai dengan asuran Tipe 2 dari AA1000 Assurance Standard (AA1000AS 2018), yang terdiri dari:

- Mengevaluasi kerangka kerja dan proses keberlanjutan PT Pupuk Kalimantan Timur dengan menggunakan kriteria inklusivitas, materialitas, responsif dan dampak dari AA1000 AccountAbility (AA1000AP 2018).
- Mereview evaluasi kinerja yang diungkapkan dan proses pengumpulan data yang relevan terhadap Prinsip Pelaporan Comprehensive Option Indeks Standar GRI: inklusivitas stakeholder, konteks keberlanjutan, materialitas, kelengkapan, keseimbangan, komparabilitas, akurasi, ketepatan waktu, kejelasan, dan reliabilitas.

Asuran tersebut meliputi Laporan Keberlanjutan dan memfokuskan pada pengungkapan, pernyataan dan klaim yang terkait dengan informasi kinerja keberlanjutan khusus selama periode pelaporan dari bulan Januari 2020 sampai Desember 2020. Informasi kinerja keberlanjutan khusus tersebut terdiri dari Program Kemitraan dan Bina Lingkungan, Manajemen Lingkungan, dan Kesehatan dan Keselamatan Kerja.

Tingkat Asuran dan Keterbatasan

Tingkat asuran yang moderat (atau terbatas) diberikan dengan tinjauan ulang dan verifikasi data tingkat manajemen. Ruang lingkup pekerjaan tidak termasuk informasi historis, akuisisi dan data keuangan, deskripsi teknis tentang peralatan dan proses produksi atau informasi lainnya yang tidak terkait dengan keberlanjutan atau yang sudah didukung oleh dokumen yang ada, seperti Laporan Keberlanjutan dan Laporan Tahunan PT Pupuk Kalimantan Timur sebelumnya atau audit pihak ketiga dan sertifikasi. Kami tidak menilai angka dan temuan yang ditemukan dalam laporan pelaksanaan keterlibatan pemangku kepentingan yang dimulai pada tahun 2020.

Independent Assurance Report

To the Commissioner and President Director of PT Pupuk Kalimantan Timur

We have been engaged in the situation of Covid-19 Pandemic by the President Director of PT Pupuk Kalimantan Timur (the “Company”) to perform an independent assurance engagement in respect of Sustainability Information reported in the Company’s Sustainability Report for the year ending 31 December 2020 (the “Report”). This report is produced in accordance with the terms of our contract with the Company dated 01 July 2021 with the limitation caused by COVID-19 Pandemic.

Standard and Scope of Assurance

The assurance engagement was executed in accordance with a Type 2 assurance of the AA1000 Assurance Standard (AA1000AS 2018), which consists of:

- Evaluating PT Pupuk Kalimantan Timur’s sustainability framework and processes using the inclusivity, materiality, responsiveness, and impact criteria of the AA1000 AccountAbility Principles (AA1000AP 2018).
- Reviewing the disclosed performance evaluation and the relevant data collection processes against the GRI Standards Comprehensive option Index Reporting Principles: stakeholder inclusiveness, sustainability context, materiality, completeness, balance, comparability, accuracy, timeliness, clarity, and reliability.

The assurance encompassed the Sustainability Report and focussed on disclosures, statements and claims related to specified sustainability performance information during the reporting period from January 2020 to December 2020. The specified sustainability performance information consists of Partnership and Community Development Program, Environmental Management, and Occupational Health and Safety.

Level of Assurance and Limitations

A moderate (or limited) level of assurance was provided with desktop review and management-level data verification. The scope of work did not include historical information, acquisition and financial data, technical descriptions of equipment and production processes or other information not related to sustainability or already supported by existing documents, such as PT Pupuk Kalimantan Timur’s previous Sustainability Reports and Annual Reports or third-party audits and certifications. We did not assess the figures and findings found in the report on the stakeholder engagement initiated in 2020.

Tanggung Jawab, Kemandirian dan Ketidakberpihakan

Pernyataan ini merepresentasikan pendapat independen kami. Manajemen PT Pupuk Kalimantan Timur bertanggung jawab atas penyusunan Laporan dan semua pernyataan dan angka yang terkandung di dalamnya. Tanggung jawab kami adalah untuk melaksanakan perjanjian assurance, menyiapkan laporan assurance dan pernyataan assurance untuk pengelolaan PT Pupuk Kalimantan Timur saja dan tanpa tujuan lain. Kami tidak terlibat dalam pengembangan Laporan atau proses manajemen yang diungkapkan. Kegiatan kami tidak tergantung pada PT Pupuk Kalimantan Timur dan tidak memiliki kepentingan finansial dalam operasi bisnis PT Pupuk Kalimantan Timur.

Metodologi Asuran

Penugasan dilakukan dengan menggunakan metodologi sebagai berikut:

1. Mengidentifikasi pernyataan dan kumpulan data, yang diklasifikasikan berdasarkan kepemilikan data yang relevan dan jenis bukti yang diperlukan untuk proses verifikasi.
2. Mengumpulkan data melalui kuesioner dan atau melakukan wawancara menggunakan Video Conference dengan manajemen dan pemilik data di PT Pupuk Kalimantan Timur. Verifikasi data meliputi:
 - Mengajukan serangkaian pertanyaan mengenai aspek kuantitatif dan kualitatif dari pengungkapan Laporan, termasuk informasi kinerja, kebijakan, prosedur dan sistem pengelolaan yang mendasarinya.
 - Meminta bukti sumber data dan penjelasan metode pengumpulan dan perhitungan yang relevan untuk memperkuat angka dan klaim.
 - Sampling data kuantitatif yang berasal dari berbagai sumber.
 - Menguji klaim yang dibuat dalam Laporan dan mengkonfirmasi bukti yang disajikan, termasuk metode perhitungan, kriteria dan asumsi, dengan beberapa pemilik data dan dokumentasi lainnya dari sumber internal dan eksternal.
 - Mendata secara silang antara laporan Keberlanjutan PT Pupuk Kalimantan Timur sebelumnya dan Laporan terbaru PT Pupuk Kalimantan Timur.
3. Mengkaji informasi yang dikumpulkan dan berikan rekomendasi untuk segera diperbaiki bila diperlukan atau untuk peningkatan isi Laporan yang akan datang.

Temuan

Evaluasi ketaatan terhadap Prinsip Akuntabilitas AA1000

Inklusivitas - Bagaimana organisasi terlibat dengan pemangku kepentingan dan memungkinkan partisipasi mereka dalam mengidentifikasi masalah dan menemukan solusi?

PT Pupuk Kalimantan Timur dalam situasi sulit selama Pandemi COVID-19 tetap mempertahankan dan memperkuat upaya untuk mengidentifikasi dan melibatkan pemangku kepentingan yang relevan dalam pelaporan keberlanjutan periode 2020 secara baik. Metode pelibatan pemangku kepentingan seperti pertemuan dan saluran umpan balik pada periode 2020 banyak dilakukan secara online dan media sosial, semua ini dalam rangka terus

Responsibility, Independence and Impartiality

This statement represents our independent opinion. The management of PT Pupuk Kalimantan Timur was responsible for the preparation of the Report and all statements and figures contained within it. Our responsibility was to execute the assurance engagement, prepare the assurance report and this assurance statement for the management of PT Pupuk Kalimantan Timur alone and for no other purpose. We were not involved in the development of the Report or the disclosed management processes. Our activities are independent of PT Pupuk Kalimantan Timur and contain no financial interest in PT Pupuk Kalimantan Timur's business operation.

Assurance methodology

The engagement was carried out using the following methodology:

1. To identify statements and data sets, which were classified according to the relevant data owners and the type of evidence required for the verification process.
2. To carry out interviews using Video Conference with key functional managements and data owners at PT Pupuk Kalimantan Timur. Data verification included the following:
 - Asking a series of the questions on the quantitative and qualitative aspects of the Report disclosures, including performance information, policies, procedures and underlying management systems.
 - Requesting evidence of the data sources and explanation of relevant collection and calculation methods to substantiate the figures and claims.
 - Sampling quantitative data that originated from multiple sources.
 - Challenging the claims made in the Report and confirming the presented evidence, including calculation methods, criteria and assumptions, with multiple data owners and other documentation from internal and external sources.
 - Crosschecking data with previous PT Pupuk Kalimantan Timur Sustainability reports and PT Pupuk Kalimantan Timur's latest published report.
3. To assess the collected information and provide recommendations for immediate correction where required or for future improvement of the Report content.

Findings

Evaluation of the adherence to AA1000 Accountability Principles

Inclusivity - How the organisation engages with stakeholders and enables their participation in identifying issues and finding solutions?

PT Pupuk Kalimantan Timur, in a difficult situation during the COVID-19 Pandemic, continues to maintain and strengthen efforts to identify and involve relevant stakeholders in proper sustainability reporting for the 2020 period. Stakeholder engagement methods such as meetings and feedback channels in the 2020 period are mostly done online and on social media, all of this in order to continuously play an important role in understanding the

menerus memainkan peran penting pemahaman perusahaan terhadap harapan stakeholder yang berkembang. Sejalan dengan bisnis inti perusahaan, adopsi aktif dan pemanfaatan keterlibatan baru juga diamati melalui kerja assurance kami, terutama dengan karyawan.

Materialitas - Bagaimana organisasi mengenali isu-isu yang relevan dan signifikan terhadapnya dan pemangku kepentingannya?

Masa Pandemi COVID-19 tidak menghalangi penugasan asuran, kami telah mengamati proses melalui pengumpulan data dengan kuesioner dan komunikasi dengan Video Conference yang memungkinkan Perusahaan untuk memahami 26 isu-isu materialitas yang bereaksi terhadap bisnis dan pemangku kepentingannya, yang kemudian kami menyeleksi sebagaimana difokuskan pada 3 informasi kinerja sustainabilitas khusus. Hal ini termasuk pertemuan lintas unit reguler, seminar kelompok CSR, interaksi dengan perwakilan pemangku kepentingan dan media sosial.

Responsiveness - Bagaimana organisasi menanggapi isu dan umpan balik pemangku kepentingan melalui keputusan, tindakan, kinerja dan komunikasi?

Umpan balik pada masa Pandemi COVID-19 atas tanggapan isu oleh pemangku kepentingan dilakukan secara sangat baik oleh perusahaan. Bukti menunjukkan bahwa kekhawatiran pemangku kepentingan diakui dan diselesaikan pada waktu yang tepat, dengan departemen khusus yang bertanggung jawab untuk melakukan dan merespons. Secara khusus, komunitas lokal diberi berbagai macam saluran yang memungkinkan mereka memberikan umpan balik mengenai perusahaan dan produk dan layanannya. Kami juga menemukan bahwa Program Kemitraan dan Bina Lingkungan sebagai ujung tombak merespon isu dari pemangku kepentingan telah tersedia di situs web perusahaan dan media publikasi dan dilaporkan secara reguler.

Impact – Bagaimana organisasi memonitor, mengukur, dan bertanggungjawab pada aksi mereka yang berpengaruh terhadap ekosistem lingkungan secara meluas?

Masa Pandemi COVID-19 Perusahaan tetap memiliki komitmen tinggi untuk memantau, mengukur, dan bertanggung jawab atas perencanaan dan operasinya di seluruh unit organisasi. Kendatipun sulit Manajemen tetap berkomitmen mengungkapkan secara adil dampaknya pada isu-isu material yang relevan dari 26 aspek material. Dampak operasinya pada aspek lingkungan, sosial dan ekonomi telah diungkapkan secara baik mengenai kepatuhan terhadap Standar GRI.

Evaluasi Kepatuhan Terhadap Standar GRI dan Informasi Kinerja Sustainability Khusus

Laporan ini menyajikan informasi yang berkaitan dengan permasalahan keberlanjutan utama PT Pupuk Kalimantan Timur dan pemangku kepentingan utama, dan telah disajikan sesuai dengan Standar GRI. Dengan pengungkapan informasi yang konsisten dan direpresentasikan melalui tabel terhadap target dan capaian yang rinci, kinerja PT Pupuk Kalimantan Timur dapat dibandingkan secara historis dengan laporan sebelumnya.

Pada masa Pandemi COVID-19 aspek pengungkapan Program Kemitraan dan Bina Lingkungan dan kinerja Manajemen Lingkungan, dan Kesehatan dan Keselamatan Kerja tetap dijalankan secara konsisten dengan keterbatasan situasi dan mobilisasi. Perusahaan tetap berkomitmen melaksanakan beberapa inisiatif filantropi yang tercantum

company's evolving stakeholder expectations. In line with the company's core business, active adoption and utilization of new engagements are also observed through our assurance work, especially with employees.

Materiality - How the organisation recognises issues that are relevant and significant to it and its stakeholders?

The COVID-19 Pandemic period did not prevent the assignment of assurance, we have observed the process through data collection with questionnaires and communication with Video Conference which allows the Company to understand 26 materiality issues that react to the business and its stakeholders, which we then select as focused on 3 specific sustainability performance information. This includes regular cross-unit meetings, CSR group seminars, interaction with stakeholder representatives and social media.

Responsiveness - How the organisation responds to stakeholder issues and feedback through decisions, actions, performance and communication?

Feedback during the COVID-19 Pandemic on issue responses by stakeholders was carried out very well by the company. Evidence shows that stakeholder concerns are recognized and resolved in a timely manner, with a dedicated department responsible for undertaking and responding. In particular, local communities are provided with a variety of channels that allow them to provide feedback on the company and its products and services. We also found that the Partnership and Community Development Program as the spearhead of responding to issues from stakeholders was available on the company's website and publication media and reported regularly.

Impact – How the organization monitor, measure, and be accountable for their action affect their broader ecosystems?

During the COVID-19 Pandemic, the Company remains highly committed to monitoring, measuring, and being responsible for its planning and operations in all organizational units. Even though it is difficult, Management remains committed to fairly disclosing its impact on relevant material issues from 26 material aspects. The impact of its operations on environmental, social and economic aspects has been well disclosed regarding compliance with the GRI Standards.

Evaluation of Adherence to the GRI Standards and the Specified Sustainability performance information

The Report presents information relating to PT Pupuk Kalimantan Timur's key sustainability issues and key stakeholders, and reported in accordance with GRI Standards Through the consistent representation of information and the inclusion of detailed target tables, PT Pupuk Kalimantan Timur's performance can be compared historically against previous reports.

During the COVID-19 Pandemic, the disclosure aspects of the Partnership and Community Development Program and the performance of Environmental Management, and Occupational Health and Safety continued to be carried out consistently with the limitations of the situation and mobilization. The company remains committed to implementing several philanthropic initiatives listed in

dalam Laporan Keberlanjutan yang menunjukkan penggunaan secara baik dari sumber daya dan keahlian perusahaan dalam pelaksanaan program pada tahun 2020.

Kami mengamati secara sistematis dengan sample bahwa tingkat akurasi dan keandalan informasi yang diungkapkan secara wajar. Sebagian besar sumber data dan metode perhitungan yang disajikan bersifat komprehensif, dipersiapkan dengan baik dan ditunjukkan secara menyeluruh oleh pemilik data yang relevan. Keandalan dan konsistensi informasi didukung oleh data yang terstruktur yang dihasilkan dari sistem pengelolaan data organisasi di bidang sumber daya manusia dan keuangan.

Kami tidak menemukan adanya ketidakkonsistenan antara data yang disajikan dan pengungkapan Laporan, yang telah terbukti didukung oleh sumber dan proses pengelolaan yang dapat diverifikasi. Perusahaan secara konsisten pengungkapan dalam bentuk teks dan tabel untuk mudah dimengerti oleh pemangku kepentingan perusahaan.

Kesimpulan

Atas dasar pekerjaan asuran yang dilakukan, Kami menyimpulkan bahwa klaim dalam Laporan Keberlanjutan PT Pupuk Kalimantan Timur 2020 menyajikan laporan yang dapat dipercaya dan wajar mengenai laporan keberlanjutan organisasi dan penerapan yang wajar sesuai GRI Standards. Hasil temuan asuran kami juga menyimpulkan bahwa berdasarkan asuran moderat, pernyataan dan pengungkapan Laporan mencapai tingkat keandalan dan akurasi yang memadai.

Kami menyimpulkan bahwa Program Kemitraan dan Bina Lingkungan telah diungkapkan dan menjadi bagian penting dalam pelaporan sustainabilitas tahun 2020 dan diungkapkan secara wajar.

Kami juga menyimpulkan bahwa sistem manajemen lingkungan perusahaan telah diterapkan secara konsisten dan efektif dalam menjamin bahwa perusahaan mempunyai komitmen tinggi berkesadaran lingkungan di semua level operasional perusahaan.

Kami juga menyimpulkan bahwa kesehatan dan keselamatan kerja menjadi prioritas dalam sistem kerja di perusahaan dan telah diungkapkan secara wajar. Program ini menjadi sistem baku dan secara konsisten diterapkan di perusahaan secara menyeluruh di semua level operasional.

Rekomendasi

Kami merekomendasikan bahwa dalam situasi Pandemi COVID-19, aspek yang utama adalah kesehatan. Sistem health care dan manajemen lingkungan diusulkan untuk membuat kerangka evaluasi secara komprehensif untuk semua unit organisasi dengan sistem pengendalian secara terukur. Kami juga merekomendasikan bahwa perusahaan perlu menjaga secara terus menerus dalam keterlibatan program kemitraan dan bina lingkungan dan dalam membangun pemahaman saling peran yang lebih baik pencapaian tujuan nya.

Kami juga merekomendasikan bahwa implementasi kesadaran keberlanjutan dalam situasi Pandemi COVID-19 yang meliputi peningkatan kepedulian hidup sehat, ramah lingkungan, peduli sosial, dan efisiensi ke-ekonomian kinerja perusahaan harus disosialisasikan secara lebih luas dilingkungan perusahaan dan ke pemangku kepentingan utama.

the Sustainability Report that demonstrates the good use of company resources and expertise in program implementation in 2020.

We observed systematically by sampling but varying that levels of accuracy and reliability of the disclosed information were done fairly. Most of the data sources and calculation methods presented were comprehensive, well prepared and demonstrated thoroughly by the relevant data owners. Information reliability and consistency were supported by wellstructured datasets generated from the organisation's data management systems in human resource and finance. In many instances, we were also able to conduct successful samplings.

We have not found any inconsistencies between the presented data and the Report disclosures, which have shown to be supported by verifiable sources and management processes. Where adaption was required, changes to the text and figures were applied by PT Pupuk Kalimantan Timur and crosschecked by our Assurance Team in the final version of the Report.

Conclusion

On the basis of the assurance work undertaken, We conclude that the claims in PT Pupuk Kalimantan Timur's Sustainability Report 2019 present a credible and fair report of the organisation's sustainability report and a reasonable application in accordance with GRI Standards. Our assurance findings also conclude that based on the moderate assurance, the Report's statements and disclosures achieve an adequate level of reliability and accuracy.

We conclude that the relevant Partnership and Community Development Program was disclosed and become an important part of the 2020 Sustainability Report and presented fairly.

We also conclude that environmental management system of the company was implemented consistently and effectively in assuring that the company has highly committed of its environmental awareness in all levels of the company's operations.

We also conclude that occupational health and safety become priority in the company's working system and disclosed in fair and view presentation. The program also becomes a standard system and consistently implemented in all levels of the company's operations.

Recommendations

We recommend that in the situation of COVID-19 Pandemic, the implementation of health care and the environmental management system is proposed to prepare a comprehensive evaluation framework that covers all factories and related surrounding social areas. We also recommend that PT Pupuk Kalimantan Timur has to maintain continuously to engage the partnership and community development program and to create a better mutual understanding of its objectives.

We also recommend that the implementation of sustainability awareness in the situation of COVID-19 pandemic including the increase of health care, friendly environment, social care, and economic efficiency of the company performance should be socialized more widely to the company as a whole and to the key stakeholders.

Malang, 30 Agustus 2021
Assurance Leader



DR. SULTAN SYAH, S.E., Akt., M.M.,
M.Ak., C.A., CSRS., CSRA
Assuror Laporan Keberlanjutan Bersertifikat

Pusat Pengkajian Sustainabilitas Bisnis, Sosial dan Lingkungan adalah Pusat penelitian sustainabilitas nir-laba yang memfokuskan pada pengembangan dan inovasi sustainabilitas bisnis dan akuntansi, dipimpin oleh Prof. Eko Ganis Sukoharsono, SE, MCOM (ACCY), MCOM-HONS, CSRS, CSRA, CA, PH.D. Pusat penelitian ini memiliki kompetensi pada analisa dan penyiapan laporan sustainabilitas dan laporan assurance untuk institusi secara luas – nasional, multinasional, pemerintahan dan LSM. Pusat pengkajian ini memiliki manajemen dan professional peneliti bersertifikat CSRS dan CSRA, serta pengalaman yang sangat memadai.

Malang, 30 August 2021
Assurance Leader



DR. SULTAN SYAH, S.E., Akt., M.M.,
M.Ak., C.A., CSRS., CSRA
Certified Sustainability Reporting Assuror

The Center for Sustainability Research on Business, Society and Environment (Pusat Pengkajian Sustainabilitas Bisnis, Sosial dan Lingkungan) is a non-profit sustainability research center focusing on the development and innovation of sustainability businesses and accounting, and directed by Prof. Eko Ganis Sukoharsono, SE, MCOM (ACCY), MCOM-HONS, CSRS, CSRA, CA, PH.D. The Center has competencies on the analysis and preparation of sustainability reports and its assurance statements for broad range of institutions – national, multinational, governmental and NGOs. The Center has management and research professionals with certified sustainability reporting specialists and assurers, and distinct experiences.

Indeks Standar GRI

Comprehensive [GRI 102-55]

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Kinerja Pupuk Kaltim Laporan Keberlanjutan 2019 dan 2020

Linking SDGs and GRI Standards

Pupuk Kaltim Performance Sustainability Report 2019 and 2020 Linking SDGs and GRI Standards

Tujuan SDGs SDGs Goal	Target SDGs		Relevansi Standar GRI 2016	Indikator GRI 2016	Tema PKT 2020
	No	SDGs Indikator SDGs Indicator			
1. Mengakhiri kemiskinan dalam segala bentuk dimanapun End poverty in all its forms everywhere	1	Menghapus kemiskinan ekstrim (penduduk di bawah garis kemiskinan) dengan daya beli kurang dari \$1,25 PPP (<i>Purchasing Power Parity</i>) atau sekitar Rp7.800 perhari. Eradicate extreme poverty (people below the poverty line) with a purchasing power of less than \$1.25 PPP (<i>Purchasing Power Parity</i>) or around Rp7,800 per day.	GRI 203: Dampak Ekonomi Secara Tidak Langsung dan GRI 413: Masyarakat Lokal	203-2, 413-1, 413-2	Program Kemitraan, Program Bina Lingkungan, Program Pengembangan Sosial Kemasyarakatan Perusahaan Partnership Program, Community Development Program, Corporate Social Development Program
	2	Mengurangi setidaknya separuh dari jumlah penduduk miskin (laki-laki, perempuan dan anak dari segala usia) berdasarkan definisi nasional. Reduce by at least half the number of people in poverty (men, women, and children of all ages) based on the national definitions.	GRI 203: Dampak Ekonomi Secara Tidak Langsung dan GRI 413: Masyarakat Lokal	203-2, 413-1, 413-3	Program Kemitraan, Program Bina Lingkungan, Program Pengembangan Sosial Kemasyarakatan Perusahaan Partnership Program, Community Development Program, Corporate Social Development Program
	3	Di tingkat nasional mengimplementasikan sistem dan ukuran perlindungan sosial yang tepat bagi semua level masyarakat. Tahun 2030 berhasil memberikan perlindungan yang substansial bagi kelompok miskin dan rentan At the national level, implement appropriate social protection systems and measures for all levels of society. Succeeded in providing substantial protection for the poor and vulnerable in 2030	GRI 203: Dampak Ekonomi Secara Tidak Langsung dan GRI 413: Masyarakat Lokal	203-2, 413-1, 413-4	Program Kemitraan, Program Bina Lingkungan, Program Pengembangan Sosial Kemasyarakatan Perusahaan Partnership Program, Community Development Program, Corporate Social Development Program
	4	Memastikan semua penduduk, terutama penduduk miskin dan rentan mendapat hak setara mengakses sumber ekonomi (seperti halnya hak layanan dasar), kepemilikan dan akses pada lahan. Memastikan mereka memperoleh akses teknologi. Ensure that all population, particularly the poor and vulnerable, have equal rights to access economic resources (such as rights to basic services), ownership, and access to land. Ensure they have access to technology.	GRI 302: Energi GRI 413: Masyarakat Lokal	302-5 413-1	Program Konversi Energi Energy Conservation Program Manfaat Program Pengembangan Sosial Kemasyarakatan Perusahaan Benefits of the Company's Social Community Development Program

Tujuan SDGs SDGs Goal	Target SDGs		Relevansi Standar GRI 2016	Indikator GRI 2016	Tema PKT 2020
	No	SDGs Indikator SDGs Indicator			
	5	Membangun yang dibutuhkan dan layanan keuangan termasuk keuangan mikro. Daya tahan dan kesiapan masyarakat miskin dan kelompok rentan menghadapi perubahan iklim, krisis lingkungan, ekonomi, sosial, dan bencana. Build the requirements and financial services, including microfinance. Resilience and readiness of the poor and vulnerable groups to face climate change, environmental, economic, social, and disaster crises.	GRI 302: Energi	302-5	Program Konversi Energi Energy Conservation Program
			GRI 413: Masyarakat Lokal	413-1	Program Kemitraan, Program Bina Lingkungan, Program Pengembangan Sosial Kemasyarakatan Perusahaan Partnership Program, Community Development Program, Corporate Social Development Program
	6	Memastikan mobilisasi sumber daya yang signifikan dari berbagai sumber, termasuk melalui kerja sama pembangunan yang diperluas, dalam rangka menyediakan alat-alat yang cukup dan mudah diprediksi oleh negara-negara berkembang, khususnya negara-negara kurang berkembang, untuk mengimplementasikan program dan kebijakan yang dapat mengakhiri kemiskinan dalam semua dimensinya. Ensure significant mobilization of resources from multiple sources, including through the expansion of development cooperation, in order to provide developing countries with sufficient and predictable tools, in particular least developed countries, to implement programs and policies that can end poverty in all its dimensions.	GRI 203: Dampak Ekonomi Secara Tidak Langsung dan GRI 413: Masyarakat Lokal	203-2, 413-1, 413-2	Program Kemitraan, Program Bina Lingkungan, Program Pengembangan Sosial Kemasyarakatan Perusahaan Partnership Program, Community Development Program, Corporate Social Development Program
	7	Menciptakan kerangka kerja kebijakan pada level nasional, regional dan internasional, yang berdasarkan pada strategi pembangunan yang berpihak pada yang miskin dan <i>gender sensitive</i> , untuk mempercepat investasi dalam aksi-aksi pengentasan kemiskinan Create policy frameworks at national, regional, and international levels, based on pro-poor and gender sensitive development strategies, to accelerate investment in poverty alleviation actions.	GRI 413: Masyarakat Lokal	413-1	Program Pengembangan Sosial Kemasyarakatan Community Social Development Program
	2. Mengakhiri kelaparan, mencapai ketahanan pangan dan nutrisi yang lebih baik dan mendukung pertanian berkelanjutan End hunger, achieve food security and better nutrition, and support sustainable agriculture	1 Pada tahun 2030, mengakhiri kelaparan dan memastikan adanya akses bagi seluruh rakyat, khususnya mereka yang miskin dan berada dalam situasi rentan, termasuk bayi, terhadap pangan yang aman, bernutrisi dan berkecukupan sepanjang tahun By 2030, end hunger and ensure access for all, in particular the poor and those in vulnerable situations, including infants, to safe, nutritious, and sufficient food throughout the year.	GRI 102: Pengungkapan Umum	102-2	Program-Program Pengembangan Usaha Dan Kerja sama Dengan Para Pemasok Maupun Mitra Kerja Business Development Programs and Cooperation with Suppliers and Partners

Tujuan SDGs SDGs Goal	Target SDGs		Relevansi Standar GRI 2016	Indikator GRI 2016	Tema PKT 2020
	No	SDGs Indikator SDGs Indicator			
	2	Pada tahun 2030, mengakhiri segala macam bentuk malnutrisi, termasuk pada tahun 2025 mencapai target-target yang sudah disepakati secara internasional tentang gizi buruk dan penelantaran pada anak balita, dan mengatasi kebutuhan nutrisi untuk para remaja putri, ibu hamil dan menyusui dan manula By 2030, end all forms of malnutrition, including achieving the internationally agreed targets on malnutrition and neglect of children under five, and addressing the nutritional needs of young women, pregnant and lactating women, and the elderly by 2025.	GRI 102: Pengungkapan Umum	102-2	Program-Program Pengembangan Usaha Dan Kerja sama Dengan Para Pemasok Maupun Mitrak Kerja Business Development Programs and Cooperation with Suppliers and Partners
	3	Pada tahun 2030, menggandakan produktivitas agrikultur dan pendapatan dari produsen makanan berskala kecil, khususnya perempuan, masyarakat adat, pertanian keluarga, peternak dan nelayan, termasuk melalui akses yang aman dan setara terhadap tanah, sumber-sumber produksi lainnya dan juga input, pengetahuan, layanan finansial, pasar dan kesempatan untuk mendapatkan nilai tambah dan lapangan kerja bukanpertanian By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farms, ranchers and fishermen, including through secure and equal access to land, other sources of production as well as inputs, knowledge, financial services, market, and opportunities to create added value, and non-agricultural employment.	GRI 413: Masyarakat Lokal	413-1	Program Pengembangan Sosial Kemasyarakatan Perusahaan The Company's Social Development Program
	4	Pada tahun 2030, memastikan sistem produksi pangan yang berkelanjutan dan mengimplementasikan praktik-praktik agrikultur yang tahan lama yang dapat menaikkan produktivitas dan produksi, yang dapat membantu menjaga ekosistem, yang dapat menguatkan kapasitas adaptasi terhadap perubahan iklim, cuaca ekstrem, kekeringan, banjir, dan bencana lainnya, serta secara progresif memperbaiki kualitas lahan dan tanah By 2030, ensure sustainable food production systems and implement sustainable agricultural practices that increase productivity and production, that will help protect the ecosystems, which will strengthen adaptive capacity to climate change, extreme weather, droughts, floods and other disasters, as well as progressively improve the quality of land and soil.	GRI 102: Pengungkapan Umum	102-2	Program-Program Pengembangan Usaha Dan Kerja sama Dengan Para Pemasok Maupun Mitrak Kerja Business Development Programs and Cooperation with Suppliers and Partners

Tujuan SDGs SDGs Goal	Target SDGs		Relevansi Standar GRI 2016	Indikator GRI 2016	Tema PKT 2020
	No	SDGs Indikator SDGs Indicator			
	5	Pada tahun 2020, memelihara keanekaragaman genetika benih, mengolah tanaman dan persawahan serta melestarikan hewan jinak dan spesies liar yang terkait, termasuk melalui bank benih dan tumbuhan yang dipelihara dengan baik keragamannya pada level nasional, regional dan internasional, dan mendukung akses terhadap pembagian keuntungan yang adil dan setara yang berasal dari pemanfaatan sumber-sumber genetik dan pengetahuan tradisional, seperti yang telah disepakati secara internasional By 2020, maintain genetic diversity of seeds, cultivate crops and rice fields, as well as conserve domesticated animals and related wild species, including through a diverse and well-maintained plant and seed banks at the national, regional, and international levels, as well as support for access to equitable benefit sharing and equivalents, deriving from the use of genetic resources and traditional knowledge, as internationally agreed.	GRI 413: Masyarakat Lokal	413-1	Program Pengembangan Sosial Kemasyarakatan Perusahaan The Company's Social Development Program
	6	Menaikkan investasi, termasuk melalui kerja sama internasional yang diperluas, dalam hal infrastruktur pedesaan, penelitian pertanian dan perluasan pelayanan, pengembangan teknologi dan tanaman serta bank genetik ternak dalam upaya untuk meningkatkan kapasitas produksi agrikultur di negara-negara berkembang, terutama di negara-negara kurang berkembang Increase investment, including through the expansion in international cooperation in terms of rural infrastructure, agricultural research and service expansion, technology, and plant development and livestock genetic banking in an effort to increase agricultural production capacity in developing countries, particularly in least developed countries.	GRI 102: Pengungkapan Umum	102-2	kerja sama dan hubungan yang harmonis dengan para pemangku kepentingan tersebut akan membantu pupuk kaltim mencapai visi dan misinya harmonious cooperation and relationships with these stakeholders will assist pupuk kaltim to achieve its vision and mission
	7	Memperbaiki dan mencegah pembatasan perdagangan dan distorsi dalam pasar agrikultur dunia, termasuk melalui penghilangan bersamaan dari segala bentuk subsidi ekspor agrikultur dan semua ukuran ekspor lainnya yang memiliki efek yang sama, sesuai dengan mandat Putaran Pembangunan Doha Enhance and prevent trade restrictions and distortions in global agricultural markets, including through the simultaneous removal of all forms of agricultural export subsidies and all other export measures that have a similar effect, in accordance with the mandate of the Doha Development Round.	GRI 102: Pengungkapan Umum	102-2	Ekspor Ke Negara-Negara Di Kawasan Asia Pasifik, Amerika Serikat, Amerika Selatan, dan Lain Sebagainya Export To Countries In The Asia Pacific, The United States, South America, and Other Regions

Tujuan SDGs SDGs Goal	Target SDGs		Relevansi Standar GRI 2016	Indikator GRI 2016	Tema PKT 2020
	No	SDGs Indikator SDGs Indicator			
	8	Mengadopsi ukuran-ukuran yang dapat memastikan fungsi yang layak bagi pasar komoditi pangan dan turunannya dan memfasilitasi akses terhadap informasi pasar, termasuk persediaan pangan, dalam rangka untuk membatasi pergolakan ekstrem harga bahan pangan Adopting measurements to ensure the proper functioning of food commodity markets and their derivatives as well as facilitate access to market information, including food supplies, in order to limit extreme volatility in food prices.	GRI 102: Ethics and integrity	102-16	Visi, Misi & Budaya Perusahaan Vision, Mission, & Corporate Culture
3. Memastikan kehidupan yang sehat dan mendukung kesejahteraan bagi semua usia Ensuring healthy lives that support the well-being of all ages	1	Pada tahun 2030, mengurangi rasio angka kematian ibu menjadi kurang dari 70 per 100.000 kelahiran By 2030, reduce the maternal mortality ratio to less than 70 per 100,000 births.	GRI 413: Masyarakat Lokal	413-1	Program Pengembangan Sosial Kemasyarakatan Perusahaan The Company's Social Development Program
	2	Pada tahun 2030, mengakhiri kematian yang dapat dicegah pada bayi baru lahir dan balita, dimana setiap negara menargetkan untuk mengurangi kematian neonatal setidaknya menjadi kurang dari 12 per 1000 kelahiran dan kematian balita menjadi serendah 25 per 1.000 kelahiran By 2030, end preventable deaths in newborns and under-fives, with each country targeting to reduce neonatal mortality to at least 12 per 1000 births and under-five mortality to as low as 25 per 1,000 births.	GRI 413: Masyarakat Lokal	413-1	Program Pengembangan Sosial Kemasyarakatan Perusahaan The Company's Social Development Program
	3	Pada tahun 2030, mengakhiri epidemi AIDS, <i>tuberculosis</i> , malaria, dan penyakit tropis lainnya dan memerangi hepatitis, penyakit yang ditularkan lewat air dan penyakit menular lainnya By 2030, end the epidemics of AIDS, tuberculosis, malaria, and other tropical diseases, as well as combat hepatitis, waterborne diseases, and other contagious diseases.	GRI 413: Masyarakat Lokal	413-1	Program Pengembangan Sosial Kemasyarakatan Perusahaan The Company's Social Development Program
	4	Pada tahun 2030, mengurangi sepertiga dari kematian dini yang disebabkan oleh penyakit tidak menular, melalui tindakan pencegahan dan pengobatan serta menaikkan kesehatan mental dan kesejahteraan By 2030, reduce premature deaths from non-communicable diseases by one third, through prevention and treatment, as well as promoting mental health and well-being.	GRI 403: Kesehatan dan Keselamatan Kerja	403-1	Program Pengembangan Sosial Kemasyarakatan Community Social Development Program
	5	Memperkuat pencegahan dan pengobatan dari penyalahgunaan zat berbahaya, termasuk penyalahgunaan narkoba dan penggunaan yang berbahaya dari alkohol Strengthen the prevention and treatment of substance abuse, including drug abuse and harmful use of alcohol.	GRI 413: Masyarakat Lokal	413-1	Program Pengembangan Sosial Kemasyarakatan Community Social Development Program

Tujuan SDGs SDGs Goal	Target SDGs		Relevansi Standar GRI 2016	Indikator GRI 2016	Tema PKT 2020
	No	SDGs Indikator SDGs Indicator			
	6	Pada tahun 2020, secara global mengurangi setengah dari angka kematian dan cedera akibat kecelakaan lalu lintas By 2020, globally reduce the number of deaths and injuries from traffic accidents by half.	GRI 413: Masyarakat Lokal	413-2	Program Pengembangan Sosial Kemasyarakatan Community Social Development Program
	7	Pada tahun 2030, memastikan akses universal terhadap layanan kesehatan seksual dan reproduksi, termasuk untuk perencanaan, informasi, dan pendidikan keluarga, dan mengintegrasikan kesehatan reproduksi ke dalam strategi dan program nasional By 2030, ensuring universal access to sexual and reproductive health services, including for family planning, information, and education, and integrating reproductive health into national strategies and programs.	GRI 413: Masyarakat Lokal	413-1	Program Pengembangan Sosial Kemasyarakatan Community Social Development Program
	8	Mencapai cakupan layanan kesehatan universal, termasuk perlindungan risiko finansial, akses terhadap layanan kesehatan dasar yang berkualitas dan akses terhadap obat-obatan dan vaksin yang aman, efektif, berkualitas dan terjangkau bagi semua Achieve universal health care coverage, including financial risk protection, access to quality basic health services and access to safe, effective, quality and affordable medicines and vaccines for all.	GRI 413: Masyarakat Lokal	413-1	Program Pengembangan Sosial Kemasyarakatan Community Social Development Program
	9	Pada tahun 2030, secara substansial mengurangi angka kematian dan penyakit yang disebabkan oleh bahan kimia berbahaya dan juga polusi dan kontaminasi udara, air dan tanah By 2030, substantially reduce the number of deaths and illnesses caused by hazardous chemicals as well as air, water, and soil pollution and contamination.	GRI 306: Air Limbah (Efluen) dan Limbah	306-1	Pengelolaan Dan Pemanfaatan Limbah Waste Management and Utilization
	10	Mendukung riset dan pengembangan dari vaksin dan obat-obatan untuk penyakit menular dan tidak menular, yang secara khusus mempengaruhi negara-negara berkembang, menyediakan akses terhadap obat-obatan dasar dan vaksin yang terjangkau, sesuai dengan Deklarasi Doha mengenai Perjanjian TRIPS dan Kesehatan Publik, yang menegaskan hak dari negara-negara berkembang untuk menggunakan secara penuh provisi dalam Perjanjian Aspek Terkait Perdagangan Hak Properti Intelektual mengenai fleksibilitas untuk melindungi kesehatan publik, dan terutama akses terhadap obat-obatan untuk semua Support research and development of vaccines and drugs for contagious and non-contagious diseases, particularly affecting developing countries, providing access to affordable basic medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right from developing countries to take full advantage of the provisions in the Trade-Related Aspects Agreement on Intellectual Property Rights regarding flexibility to protect public health, and in particular access to medicines for all.	GRI 413: Masyarakat Lokal	413-1	Program Pengembangan Sosial Kemasyarakatan Community Social Development Program

Tujuan SDGs SDGs Goal	Target SDGs		Relevansi Standar GRI 2016	Indikator GRI 2016	Tema PKT 2020
	No	SDGs Indikator SDGs Indicator			
	11	Secara substansial meningkatkan pendanaan dan untuk perekrutan, pengembangan, <i>training</i> dan daya serap tenaga kerja kesehatan di negara-negara berkembang, terutama di negara kurang berkembang dan negara berkembang kepulauan kecil Substantially increase funding and for the recruitment, development, training, and absorption of health personnel in developing countries, particularly in least developed countries and small island developing countries.	GRI 413: Masyarakat Lokal	413-1	Program Pengembangan Sosial Kemasyarakatan Community Social Development Program
	12	Menguatkan kapasitas di setiap negara, khususnya di negara berkembang untuk peringatan dini, pengurangan risiko dan manajemen risiko kesehatan nasional dan global Strengthen the capacity in each country, particularly in developing countries for early warning, risk reduction, and management of national and global health risks.	GRI 413: Masyarakat Lokal	413-2	Program Pengembangan Sosial Kemasyarakatan Community Social Development Program
4. Memastikan pendidikan yang inklusif dan berkualitas setara, juga mendukung kesempatan belajar seumur hidup bagi semua Ensure inclusive and equitable quality education, while also supporting lifelong learning opportunities for all	1	Pada tahun 2030, memastikan bahwa semua anak perempuan dan laki-laki menyelesaikan pendidikan primer dan sekunder yang gratis, setara dan berkualitas, yang mengarah pada hasil belajar yang relevan dan efektif By 2030, ensure that all girls and boys complete free, equal, and quality primary and secondary education, leading to relevant and effective learning outcomes.	GRI 413: Masyarakat Lokal	413-3	Program Pengembangan Sosial Kemasyarakatan Community Social Development Program
	2	Pada tahun 2030, memastikan bahwa semua anak perempuan dan laki-laki mendapat akses terhadap pengembangan masa kanak-kanak secara dini yang berkualitas, juga pengasuhan dan pendidikan pra-dasar agar mereka siap untuk masuk ke pendidikan dasar By 2030, ensure that all girls and boys have access to quality early childhood development, as well as care and pre-primary education to prepare them for entry into primary education.	GRI 413: Masyarakat Lokal	413-4	Program Pengembangan Sosial Kemasyarakatan Community Social Development Program
	3	Pada tahun 2030, memastikan akses yang setara bagi semua perempuan dan laki-laki terhadap pendidikan tinggi, teknis dan kejuruan yang berkualitas dan terjangkau, termasuk universitas By 2030, ensure equal access for all women and men to quality and affordable tertiary, technical, and vocational education, including university.	GRI 413: Masyarakat Lokal	413-1	Program Pengembangan Sosial Kemasyarakatan Community Social Development Program
	4	Pada tahun 2030, secara substansial meningkatkan jumlah remaja dan orang dewasa yang memiliki keahlian yang relevan, termasuk keahlian teknis dan kejuruan, untuk mendapatkan pekerjaan yang layak dan wirausaha By 2030, substantially increase the number of youth and adults who have the relevant skills, including technical and vocational skills, for decent work and self-employment.	GRI 413: Masyarakat Lokal	413-1	Program Pengembangan Sosial Kemasyarakatan Community Social Development Program

Tujuan SDGs SDGs Goal	Target SDGs		Relevansi Standar GRI 2016	Indikator GRI 2016	Tema PKT 2020
	No	SDGs Indikator SDGs Indicator			
	5	Pada tahun 2030, menghilangkan disparitas gender dalam pendidikan dan memastikan akses yang setara terhadap semua tingkatan pendidikan dan training kejuruan bagi mereka yang rentan, termasuk yang memiliki disabilitas, masyarakat adat dan anak-anak yang berada dalam situasi rentan By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including those with disabilities, indigenous peoples, and children in vulnerable situations.	GRI 413: Masyarakat Lokal	413-1	Program Pengembangan Sosial Kemasyarakatan Community Social Development Program
	6	Pada tahun 2030, memastikan bahwa semua remaja dan sejumlah orang dewasa, baik laki-laki maupun perempuan, mencapai kemampuan baca-tulis dan kemampuan berhitung By 2030, ensure that all youth and some adults, both boys and girls, achieve literacy and numeracy skills.	GRI 404: Pelatihan dan Pendidikan	404-0	Program Peningkatan Kompetensi, Penilaian Kinerja Dan Jenjang Karir Competency Improvement, Performance Assessment, and Career Path Program
	7	Pada tahun 2030, memastikan bahwa mereka yang belajar mendapatkan pengetahuan dan keahlian yang dibutuhkan untuk mendukung pembangunan yang berkelanjutan, termasuk antara lain, melalui pendidikan untuk pembangunan berkelanjutan dan gaya hidup yang berkelanjutan, HAM, kesetaraan gender, mendukung budaya perdamaian dan anti kekerasan, kependudukan global dan apresiasi terhadap keberagaman budaya dan kontribusi budaya kepada pembangunan berkelanjutan By 2030, ensure that those who study acquire the required knowledge and skills to support sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promoting a peace and non-violence culture, global citizenship and appreciation of cultural diversity, and the contribution of culture to sustainable development.	GRI 404: Pelatihan dan Pendidikan	404-1	Program Peningkatan Kompetensi, Penilaian Kinerja Dan Jenjang Karir Competency Improvement, Performance Assessment, and Career Path Program
	8	Membangun dan meningkatkan mutu fasilitas pendidikan yang sensitif terhadap gender, anak dan disabilitas dan menyediakan lingkungan belajar yang aman, tanpa kekerasan, inklusif dan efektif bagi semua Develop and improve the quality of gender, child and disability sensitive educational facilities and provide a safe, non-violent, inclusive, and effective learning environment for all.	GRI 413: Masyarakat Lokal	413-1	Program Pengembangan Sosial Kemasyarakatan Community Social Development Program

Tujuan SDGs SDGs Goal	Target SDGs		Relevansi Standar GRI 2016	Indikator GRI 2016	Tema PKT 2020
	No	SDGs Indikator SDGs Indicator			
	9	Pada 2020, secara substansial memperbanyak jumlah beasiswa yang tersedia untuk negara-negara berkembang, khususnya negara kurang berkembang, negara berkembang kepulauan kecil dan negara- negara Afrika, untuk masuk ke pendidikan tinggi, termasuk pelatihan kejuruan dan teknologi informasi dan komunikasi, teknik, program teknik dan sains, di negara-negara maju dan negara berkembang lainnya By 2020, substantially increase the number of scholarships available to developing countries, in particular least developed countries, small island developing States, and African countries, for entry into higher education, including vocational training and information and communication technology, engineering, engineering, and science programs, in other developed and developing countries.	GRI 413: Masyarakat Lokal	413-1	Program Pengembangan Sosial Kemasyarakatan Community Social Development Program
5. Mencapai kesetaraan gender dan memberdayakan semua perempuan dan anak perempuan Achieve gender equality and empower all women and girls		Mengakhiri segala bentuk diskriminasi terhadap semua perempuan dan anak perempuan dimana saja End all forms of discrimination against all women and girls everywhere.	GRI 405: Keanekaragaman dan Kesempatan Setara	405-2	Program Persamaan Hak Dalam Remunerasi Equal Rights in Remuneration Program
	2	Mengeliminasi segala bentuk kekerasan terhadap perempuan dan anak perempuan pada ruang publik dan privat, termasuk perdagangan (<i>trafficking</i>) dan seksual dan bentuk eksploitasi lainnya Eliminating all forms of violence against women and girls in public and private spaces, including trafficking and sexual exploitation, and other forms of exploitation.	GRI 408: Pekerja Anak	408-1	Program Kriteria Penilaian Pemasok Supplier Criteria Assessment Program
	3	Memastikan bahwa semua perempuan dapat berpartisipasi penuh dan mendapat kesempatan yang sama untuk kepemimpinan pada semua level pengambilan keputusan dalam kehidupan politik, ekonomi dan publik Ensure that all women can fully participate and have equal opportunities for leadership at all decision-making levels in political, economic, and public life.	GRI 404: Pelatihan dan Pendidikan	404-3	Program Penilaian Kinerja Dan Jenjang Karir Performance Assessment and Career Path Program
	4	Melakukan reformasi untuk memberikan hak yang sama bagi perempuan terhadap sumber-sumber ekonomi dan juga akses terhadap kepemilikan dan kontrol terhadap tanah dan bentuk property lainnya pelayanan finansial, warisan dan sumber daya alam, sesuai dengan hukum nasional Undertake reforms to provide women equal rights to economic resources as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.	GRI 404: Pelatihan dan Pendidikan	404-3	Program Penilaian Kinerja Dan Jenjang Karir Performance Assessment and Career Path Program

Tujuan SDGs SDGs Goal	Target SDGs		Relevansi Standar GRI 2016	Indikator GRI 2016	Tema PKT 2020
	No	SDGs Indikator SDGs Indicator			
	5	Mengadopsi dan menguatkan kebijakan yang jelas dan penegakkan perundang-undangan untuk mendorong kesetaraan gender dan pemberdayaan semua perempuan dan anak perempuan pada semua level Adopt and strengthen clear policies and enforce legislation to promote gender equality and the empowerment of all women and girls at all levels.	GRI 405: Keanekaragaman dan Kesempatan Setara	405-2	Program Persamaan Hak Dalam Remunerasi Equal Rights in Remuneration Program
6. Memastikan ketersediaan dan manajemen air bersih yang berkelanjutan dan sanitasi bagi semua Ensure the availability and sustainable management of clean water and sanitation for all	1	Pada tahun 2030, mencapai akses terhadap sanitasi dan kebersihan yang layak dan adil untuk semua dan mengakhiri buang air di tempat terbuka, dengan memberikan perhatian khusus pada kebutuhan perempuan dan anak perempuan serta mereka yang berada dalam situasi rentan By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls as well as those in vulnerable situations.	GRI 303: Air	303-0	Program Penghematan Air Water Saving Program
	2	Pada tahun 2030, memperbaiki kualitas air dengan mengurangi polusi, menghapuskan pembuangan limbah dan meminimalisir pembuangan bahan kimia dan materi berbahaya, mengurangi separuh dari proporsi air limbah yang tidak diolah dan secara substansial meningkatkan daur ulang dan penggunaan ulang yang aman secara global By 2030, improve water quality by reducing pollution, eliminating waste disposal, and minimizing the disposal of hazardous chemicals and materials, reducing the proportion of untreated wastewater by half, and substantially increasing safe recycling and reuse globally.	GRI 303: Air	303-1	Program Penghematan Air Water Saving Program
	3	Pada tahun 2030, secara substantif meningkatkan penggunaan air secara efisien di semua sektor dan memastikan pengambilan dan suplai air bersih yang berkelanjutan untuk mengatasi kelangkaan air dan secara substansial mengurangi jumlah orang yang mengalami kelangkaan air By 2030, substantially increase the efficient use of water in all sectors and ensure sustainable uptake and supply of clean water to address water scarcity, and substantially reduce the number of people experiencing water scarcity.	GRI 303: Air	303-2	Program Penghematan Air Water Saving Program
	4	Pada tahun 2030, mengimplementasikan pengelolaan sumber air yang terintegrasi pada setiap level, termasuk melalui kerja sama antar batas selainya By 2030, implement integrated water resource management at all levels, including through an appropriate cross-border cooperation.	GRI 303: Air	303-3	Program Penghematan Air Water Saving Program

Tujuan SDGs SDGs Goal	Target SDGs		Relevansi Standar GRI 2016	Indikator GRI 2016	Tema PKT 2020
	No	SDGs Indikator SDGs Indicator			
	5	Pada tahun 2020, melindungi dan memperbaiki ekosistem terkait air, termasuk pegunungan, hutan, rawa, sungai, resapan air dan danau By 2020, protect and improve water-related ecosystems, including mountains, forests, swamps, rivers, watersheds, and lakes.	GRI 304: Keanekaragaman Hayati	304-2 304-3	Keanekaragaman Hayati Biodiversity
	6	Pada tahun 2030, memperbanyak kerja sama internasional dan dukungan pengembangan kapasitas kepada negara-negara berkembang dalam aktivitas dan program terkait air dan sanitasi, termasuk <i>water harvesting</i> , desalinasi, efisiensi air, pengolahan air limbah, teknologi daur ulang dan penggunaan ulang By 2030, increase international cooperation and capacity building support to developing countries in water and sanitation related activities and programs, including water harvesting, desalination, water efficiency, wastewater treatment, as well as recycling and reuse technologies.	GRI 303: Air	303-3	Program Penghematan Air Water Saving Program
	7	Mendukung dan menguatkan partisipasi masyarakat lokal dalam memperbaiki pengelolaan air dan sanitasi Support and strengthen the participation of local community in improving water and sanitation management.	GRI 304: Keanekaragaman Hayati	304-2 304-3	Program Keanekaragaman Hayati Biodiversity
			GRI 413: Masyarakat Lokal	413-1	Program Pengembangan Sosial Kemasyarakatan Community Social Development Program
7. Memastikan akses terhadap energi yang terjangkau, dapat diandalkan, dan berkelanjutan Ensure access to affordable, reliable, and sustainable energy	1	Pada tahun 2030, memastikan adanya akses universal terhadap pelayanan energi yang terjangkau, dapat diandalkan dan modern By 2030, ensure universal access to affordable, reliable and modern energy services.	GRI 203: Dampak Ekonomi Tidak Langsung	203-2	Program Kemitraan Partnership Program
	2	Pada tahun 2030, meningkatkan secara substantif proporsi energi terbarukan dalam energi campuran global By 2030, substantially increase the share of renewables in the global energy mix	GRI 302: Energi	302-4 302-5	Program Intensitas Energi Energy Intensity Program Program Intensitas Energi Energy Intensity Program
	3	Pada tahun 2030, menggandakan laju perbaikan efisiensi energi By 2030, double the rate of energy efficiency improvements	GRI 302: Energi	302-4 302-5	Program Intensitas Energi Energy Intensity Program Program Intensitas Energi Energy Intensity Program

Tujuan SDGs SDGs Goal	Target SDGs		Relevansi Standar GRI 2016	Indikator GRI 2016	Tema PKT 2020
	No	SDGs Indikator SDGs Indicator			
	4	Pada tahun 2030, memperbanyak kerja sama internasional untuk memfasilitasi akses terhadap riset dan teknologi energi bersih termasuk energi infrastruktur dan energi By 2030, increase the number of international cooperation to facilitate access to clean energy research and technology, including energy infrastructure and energy.	GRI 302: Energi	302-4	Program Intensitas Energi Energy Intensity Program
				302-5	Program Intensitas Energi Energy Intensity Program
	5	Pada tahun 2030, menambah infrastruktur dan meningkatkan mutu teknologi untuk <i>supply</i> pelayanan energi modern dan berkelanjutan untuk By 2030, add infrastructure and improve the quality of technology to supply modern and sustainable energy services for (??)		302-4	Program Intensitas Energi Energy Intensity Program
				302-5	Program Intensitas Energi Energy Intensity Program
8. Mendukung pertumbuhan ekonomi yang inklusif dan berkelanjutan, tenaga kerja penuh dan produktif dan pekerjaan yang layak bagi semua Support inclusive and sustainable economic growth, full and productive employment, and decent work for all	1	Memelihara pertumbuhan ekonomi perkapita sesuai dengan situasi nasional dan, khususnya, setidaknya mempertahankan 7 persen pertumbuhan produk domestik bruto pertahunnya di negara-negara kurang berkembang Maintain per capita economic growth in accordance with the national conditions and, in particular, maintain at least 7 percent annual gross domestic product growth in least developed countries.	GRI 413: Masyarakat Lokal		Program Intensitas Energi Energy Intensity Program
	2	Mencapai level yang lebih tinggi untuk produktivitas ekonomi melalui disertifikasi, peningkatan mutu teknologi dan inovasi, termasuk melalui fokus terhadap sektor-sektor yang mempunyai nilai tambah lebih dan padat karya Achieving higher levels of economic productivity through certification, technological quality improvement, and innovation, including through a focus on more value-added and labor-intensive sectors.		413-1	Program Pengembangan Sosial Kemasyarakatan Community Social Development Program
	3	Mendorong kebijakan yang berorientasi pembangunan yang mendukung aktivitas produktif, penciptaan lapangan kerja, kewirausahaan, kreativitas dan inovasi, dan mendorong pembentukan dan pertumbuhan usaha mikro, kecil dan menengah, termasuk melalui akses terhadap layanan pendanaan/permodalan Promote development-oriented policies that support productive activities, job creation, entrepreneurship, creativity and innovation, and encourage the formation and growth of micro, small, and medium enterprises, including through access to financing/capital services.		413-1	Program Pengembangan Sosial Kemasyarakatan Community Social Development Program

Tujuan SDGs SDGs Goal	Target SDGs		Relevansi Standar GRI 2016	Indikator GRI 2016	Tema PKT 2020
	No	SDGs Indikator SDGs Indicator			
	4	Pada tahun 2030, mencapai ketenagakerjaan secara penuh dan produktif dan pekerjaan yang layak bagi seluruh perempuan dan laki-laki, termasuk untuk kaum muda dan orang dengan disabilitas, juga kesetaraan upah bagi pekerjaan yang mempunyai nilai yang sama By 2030, achieve full and productive employment and decent work for all women and men, including for youth and persons with disabilities, as well as equal pay for work with equal value nilai yang sama	GRI 405: Keanekaragaman dan Kesempatan Setara	405-2	Program Persamaan Hak Dalam Remunerasi Equal Rights in Remuneration Program
	5	Pada tahun 2020, secara substansial mengurangi proporsi usia muda yang tidak bekerja, tidak berpendidikan atau terlatih By 2020, substantially reduce the proportion of young people who are unemployed, uneducated, or untrained.	GRI 413: Masyarakat Lokal	413-1	Program Pengembangan Sosial Kemasyarakatan Community Social Development Program
	6	Mengambil langkah-langkah segera dan efektif untuk mengentaskan kerja paksa, mengakhiri perbudakan modern dan perdagangan manusia dan menegakkan larangan dan eliminasi bentuk terburuk dari tenaga kerja anak, termasuk perekrutan dan pemanfaatan serdadu anak, dan pada tahun 2025 mengakhiri segala bentuk tenaga kerja anak Take immediate and effective measures to end forced labor, end modern slavery and human trafficking, and enforce the prohibition and elimination of the worst forms of child labor, including the recruitment and use of child soldiers, and by 2025, end all forms of child labor.	GRI 408: Pekerja Anak	408-1	Program Kriteria Penilaian Pemasok Supplier Criteria Assessment Program
	7	Melindungi hak-hak pekerja dan mendukung lingkungan kerja yang aman bagi seluruh pekerja, khususnya bagi perempuan buruh migran, dan pekerja dalam situasi genting Protect the rights of workers and support a safe work environment for all workers, in particular for women migrant workers and workers in emergency situations.	GRI 403: Kesehatan dan Keselamatan Kerja	403-4	Sistem Manajemen Keselamatan Dan Kesehatan Kerja Occupational Health and Safety Management System
	8	Pada tahun 2030, merancang dan mengimplementasikan kebijakan yang mendukung pariwisata yang berkelanjutan yang dapat menciptakan lapangan kerja sekaligus mendukung budaya dan produk lokal By 2030, design and implement policies that support sustainable tourism that can create jobs while supporting the local culture and products.	GRI 413: Masyarakat Lokal	413-1	Program Pengembangan Sosial Kemasyarakatan Community Social Development Program

Tujuan SDGs SDGs Goal	Target SDGs		Relevansi Standar GRI 2016	Indikator GRI 2016	Tema PKT 2020
	No	SDGs Indikator SDGs Indicator			
9. Membangun infrastruktur yang tangguh, mendukung industrialisasi yang inklusif dan berkelanjutan dan membantu perkembangan inovasi Build resilient infrastructure, support inclusive and sustainable industrialization and foster innovation	1	Membangun infrastruktur yang berkualitas, dapat diandalkan, berkelanjutan dan tahan lama, termasuk infrastruktur regional dan antar batas, untuk mendukung pembangunan ekonomi dan kesejahteraan manusia, dengan berfokus pada akses yang terjangkau dan sama rata bagi semua Build quality, reliable, sustainable, and durable infrastructure, including regional and cross-border infrastructure, to support economic development and human welfare, with a focus on affordable and equitable access for all.	GRI 203: Indirect Economic Impacts	203-1	Program Kemitraan Partnership Program
	2	Meningkatkan akses industri skala kecil dan usaha skala kecil lainnya, khususnya di negara-negara berkembang terhadap layanan pendanaan, termasuk kredit yang terjangkau dan digabungkan dengan <i>value chains</i> dan pasar Increase access of small-scale industries and other small-scale enterprises, particularly in developing countries to financial services, including affordable credit, combined with value chains and markets.	GRI 413: Masyarakat Lokal	413-1	Program Pengembangan Sosial Kemasyarakatan Community Social Development Program
10. Mengurangi ketimpangan didalam dan antar negara Reducing inequality within and between countries	1	Pada tahun 2030, memberdayakan dan mendorong penyertaan sosial, ekonomi dan politik bagi semua, tanpa melihat usia, jenis kelamin, disabilitas, bangsa, suku, asal, kelompok etnis, agama atau ekonomi atau status lainnya By 2030, empower and promote social, economic, and political inclusion for all, regardless of age, gender, disability, nationality, ethnicity, origin, ethnic group, religion or economic, or other status.	GRI 405: Keanekaragaman dan Kesempatan Setara	405-1	Program Kemitraan Partnership Program
	2	Memastikan kesempatan yang sama dan mengurangi ketimpangan pendapatan/ <i>outcome</i> , termasuk dengan mengeliminasi diskriminasi terhadap hukum, kebijakan dan praktik-praktik dan mendorong adanya legislasi, kebijakan dan aksi yang sepantasnya untuk hal ini Ensure equal opportunity and reduce income inequality, including by eliminating discrimination against laws, policies, and practices and promoting the appropriate legislation, policies, and actions in this regard	GRI 405: Keanekaragaman dan Kesempatan Setara	405-2	Keberagaman dan Persamaan Kesempatan Diversity and Equality of Opportunity
	3	Mengadopsi kebijakan, terutama kebijakan fiskal, upah dan perlindungan sosial, dan secara progresif mencapai kesetaraan Adopt policies, particularly fiscal, wage, and social protection policies, and progressively achieve equality.	GRI 405: Keanekaragaman dan Kesempatan Setara	405-2	Keberagaman dan Persamaan Kesempatan Diversity and Equality of Opportunity

Tujuan SDGs SDGs Goal	Target SDGs		Relevansi Standar GRI 2016	Indikator GRI 2016	Tema PKT 2020
	No	SDGs Indikator SDGs Indicator			
11. Membangun kota dan pemukiman yang inklusif, aman, tangguh dan berkelanjutan Building inclusive, safe, resilient, and sustainable cities and settlements	1	Pada tahun 2030, menyediakan akses terhadap sistem transportasi yang aman, terjangkau, mudah diakses, dan berkelanjutan bagi semua, meningkatkan keamanan jalan, dengan memperbanyak transportasi publik, dengan perhatian khusus terhadap kebutuhan dari mereka yang berada di situasi rentan, perempuan, anak-anak, orang dengan disabilitas dan manula By 2030, provide access to safe, affordable, accessible, and sustainable transport systems for all, improve road safety, by increasing public transport, with particular considerations to the needs of those in vulnerable situations, such as women, children, people with disabilities, and seniors.	GRI 413: Masyarakat Lokal	413-1	Program Pengembangan Sosial Kemasyarakatan Community Social Development Program
	2	Memperkuat upaya untuk melindungi dan menjaga warisan budaya dan natural dunia Strengthen the efforts to protect and preserve the world's cultural and natural heritage.	GRI 304: Keanekaragaman Hayati	304-1	
	3	Pada tahun 2030, secara signifikan mengurangi jumlah kematian dan jumlah orang yang terkena dampak dan secara substantif mengurangi kerugian ekonomi langsung yang berhubungan dengan produk domestik bruto global yang disebabkan oleh bencana, termasuk bencana terkait air, dengan fokus kepada melindungi yang miskin dan yang berada disituasi rentan By 2030, significantly reduce the number of deaths and the number of people affected and substantially reduce the direct economic losses associated with global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and those in vulnerable situations.	GRI 305: Air Limbah (Efluen) dan Limbah	306-1	Program Keanekaragaman Hayati Biodiversity Program
	4	Pada tahun 2030, mengurangi dampak buruk terhadap lingkungan perkapita di perkotaan, termasuk dengan memberikan perhatian khusus kepada kualitas udara dan kotamadya dan manajemen limbah lainnya By 2030, reduce the adverse environmental impacts per capita in cities, including by taking into account air and municipal quality, as well as other waste management.	GRI 305: Emisi	305-6	Program Pengurangan Emisi Emission Reduction Program

Tujuan SDGs SDGs Goal	Target SDGs		Relevansi Standar GRI 2016	Indikator GRI 2016	Tema PKT 2020
	No	SDGs Indikator SDGs Indicator			
12. Memastikan pola konsumsi dan produksi yang berkelanjutan Ensure sustainable consumption and production patterns	1	Pada tahun 2030, mencapai manajemen berkelanjutan dan penggunaan yang efisien dari sumber daya alam By 2030, achieve sustainable management and efficient use of natural resources.	GRI 302: Energi	302-4	Program Intensitas Energi Energy Intensity Program
				302-5	Program Intensitas Energi Energy Intensity Program
	2	Pada tahun 2020, meraih manajemen ramah lingkungan dari bahan kimia dan limbah lainnya sepanjang siklus hidupnya, sesuai dengan kerangka kerja internasional yang telah disepakati, dan secara signifikan mengurangi pelepasan bahan-bahan tersebut ke udara, air dan tanah dalam rangka meminimalisir dampak buruk bahan tersebut terhadap kesehatan manusia dan lingkungan By 2020, achieve environmentally friendly management of chemicals and other wastes throughout their life cycle, in accordance with the agreed international frameworks, and significantly reduce their release into the air, water, and soil in order to minimize their adverse effects on human health and the environment.	GRI 305: Emisi	305-7	Program Pengurangan Emisi Emission Reduction Program
	3	Pada tahun 2030, secara substansial mengurangi produksi limbah melalui tindakan pencegahan, pengurangan, daur ulang dan penggunaan kembali By 2030, substantially reduce waste production through prevention, reduction, as well as recycling and reuse measures.	GRI 306: Air Limbah (Efluen) dan Limbah	306-4	Limbah Cair Liquid Waste
	4	Mendorong perusahaan, terutama perusahaan skala besar dan transnasional untuk mengadopsi praktik-praktik yang berkelanjutan dan untuk memasukkan informasi yang berkelanjutan di dalam siklus laporan mereka Encourage companies, especially large-scale and transnational companies to adopt sustainable practices and to include sustainability information in their reporting cycles.	GRI 102: Pengungkapan Umum	102-52	Periode Dan Siklus Laporan Reporting Period and Cycle
13. Mengambil aksi segera untuk memerangi perubahan iklim dan dampaknya Take urgent action to combat climate change and its impacts	1	Menguatkan daya tahan dan kapasitas adaptasi terhadap bahaya hal-hal yang berkaitan dengan iklim dan bencana alam di semua negara Strengthen the resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.	GRI 413: Masyarakat Lokal	413-1	Program Pengembangan Sosial Kemasyarakatan Community Social Development Program
14. Mengkonservasi dan memanfaatkan secara berkelanjutan sumber daya laut, samudra dan maritim untuk pembangunan yang berkelanjutan Sustainably conserving and utilizing marine, oceanic, and maritime resources for sustainable development	1	Pada tahun 2025, mencegah dan secara signifikan mengurangi segala jenis polusi kelautan, terutama dari aktivitas daratan, termasuk serpihan sisa barang laut dan dan polusi bahan makanan By 2025, prevent and significantly reduce all types of marine pollution, particularly from land-based activities, including marine debris and food pollution.	GRI 306: Air Limbah (Efluen) dan Limbah	306-1	Pengelolaan dan Pemanfaatan limbah Waste Management and Utilization

Tujuan SDGs SDGs Goal	Target SDGs		Relevansi Standar GRI 2016	Indikator GRI 2016	Tema PKT 2020
	No	SDGs Indikator SDGs Indicator			
	2	Pada tahun 2020, secara berkelanjutan mengelola dan melindungi ekosistem laut dan pesisir untuk menghindari dampak buruk yang signifikan, termasuk dengan memperkuat daya tahannya, dan melakukan aksi restorasi agar dapat mencapai kelautan yang sehat dan produktif By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and taking restoration actions in order to achieve healthy and productive oceans.	GRI 306: Air Limbah (Efluen) dan Limbah	306-5	Pengelolaan dan Pemanfaatan limbah Waste Management and Utilization
	3	Meminimalisir dan mengatasi dampak dari bertambahnya keasaman air laut, termasuk memperbanyak kerja sama ilmiah pada setiap level Minimize and overcome the impact of increasing acidity of seawater, including increasing scientific cooperation at every level.	GRI 306: Air Limbah (Efluen) dan Limbah	306-5	Pengelolaan dan Pemanfaatan Limbah Waste Management and Utilization
	4	Pada tahun 2020, secara efektif meregulasi panen dan pengambilan ikan secara berlebihan, pemancingan ilegal, tidak dilaporkan dan tidak teregulasi, juga praktik-praktik pemancingan yang destruktif serta mengimplementasikan perencanaan manajemen berbasis ilmiah agar dapat mengembalikan persediaan ikan secepat mungkin, setidaknya pada level dimana dapat memproduksi hasil maksimum yang berkelanjutan sebagaimana karakteristik biologis masing-masing ikan By 2020, effectively regulate illegal, unreported, and unregulated overharvesting and overfishing, as well as destructive fishing practices, and implement scientifically based management planning in order to restore fish stocks as quickly as possible, at least to a level where they can produce maximum sustainable yield in accordance with the biological characteristics of each fish	GRI 413: Masyarakat Lokal	413-1	Analisa Isu dan Dampak Sosial, Ekonomi dan Lingkungan Analysis of Social, Economic, and Environmental Issues and Impacts
	5	Pada tahun 2020, mengkonservasi setidaknya 10 persen dari area pesisir laut, konsisten dengan hukum nasional dan internasional dan berdasarkan informasi ilmiah terbaik yang tersedia By 2020, conserve at least 10 percent of coastal marine areas, consistent with national and international law, based on the best available scientific information.	GRI 413: Masyarakat Lokal	413-1	Analisa Isu dan Dampak Sosial, Ekonomi dan Lingkungan Analysis of Social, Economic, and Environmental Issues and Impacts
	6	Menyediakan akses terhadap sumber daya kelautan dan pasar bagi nelayan kecil Provide access to marine resources and markets for small fishermen.	GRI 413: Masyarakat Lokal	413-1	Program Pengembangan Sosial Kemasyarakatan Community Social Development Program

Tujuan SDGs SDGs Goal	Target SDGs		Relevansi Standar GRI 2016	Indikator GRI 2016	Tema PKT 2020
	No	SDGs Indikator SDGs Indicator			
	7	Memperbanyak konservasi dan penggunaan yang berkelanjutan terhadap laut dan sumber dayanya, seperti yang tertera di paragraf 158 dari "The Future We Want" (Masa Depan yang Kami Inginkan) Promote the conservation and sustainable use of the ocean and its resources, as stated in paragraph 158 of "The Future We Want".	GRI 413: Masyarakat Lokal	413-1	Program Pengembangan Sosial Kemasyarakatan Community Social Development Program
15. Melindungi, memulihkan dan mendukung penggunaan yang berkelanjutan terhadap ekosistem daratan, mengelola hutan secara berkelanjutan, memerangi desertifikasi (penggurunan), dan menghambat dan membalikkan degradasi tanah dan menghambat hilangnya keanekaragaman hayati Protect, restore, and support sustainable use of land ecosystems, manage forests in a sustainable manner, combat desertification, and halt and reverse land degradation, as well as halt biodiversity loss	1	Pada tahun 2020, mendukung pengimplementasian manajemen yang berkelanjutan untuk semua tipe hutan, menghambat deforestasi, merestorasi hutan terdegradasi dan secara substansial meningkatkan aforestasi dan reforestasi secara global By 2020, support the implementation of sustainable management for all types of forest, inhibit deforestation, restore degraded forests, and substantially increase afforestation and reforestation globally	GRI 304: Keanekaragaman Hayati	304-1	Program Perlindungan Keanekaragaman Hayati Biodiversity Protection Program
	2	Pada tahun 2030, memastikan konservasi ekosistem pegunungan, termasuk keanekaragaman hayati, agar dapat meningkatkan kapasitasnya untuk memberikan manfaat yang esensial bagi pembangunan berkelanjutan By 2030, ensure the conservation of mountain ecosystems, including biodiversity, in order to increase their capacity to provide essential benefits for sustainable development.	GRI 304: Keanekaragaman Hayati	304-4	Program Perlindungan Keanekaragaman Hayati Biodiversity Protection Program
	3	Melakukan aksi segera dan signifikan untuk mengurangi degradasi natural habitat, menghambat hilangnya keanekaragaman hayati dan, pada tahun 2020, melindungi dan mencegah kepunahan spesies terancam/langka Take immediate and significant action to reduce natural habitat degradation, halt biodiversity loss, and, by 2020, protect and prevent the extinction of threatened/rare species.	GRI 304: Keanekaragaman Hayati	304-4	Program Perlindungan Keanekaragaman Hayati Biodiversity Protection Program

Tujuan SDGs SDGs Goal	Target SDGs		Relevansi Standar GRI 2016	Indikator GRI 2016	Tema PKT 2020
	No	SDGs Indikator SDGs Indicator			
	4	Pada tahun 2020, mengintegrasikan nilai ekosistem dan keanekaragaman hayati kedalam perencanaan nasional dan lokal, proses pembangunan, dan strategi pengentasan kemiskinan By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, and poverty reduction strategies.	GRI 304: Keanekaragaman Hayati	304-4	Program Keanekaragaman Hayati Biodiversity Program
	5	Memobilisasi dan secara signifikan meningkatkan sumber daya finansial dari segala macam sumber untuk melakukan konservasi dan pemanfaatan yang berkelanjutan terhadap keanekaragaman hayati dan ekosistem Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems.	GRI 304: Keanekaragaman Hayati	304-1	
16. Mendukung masyarakat yang damai dan inklusif untuk pembangunan berkelanjutan, menyediakan akses terhadap keadilan bagi semua dan membangun institusi-institusi yang efektif, akuntabel dan inklusif di semua level Support peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels	1	Mengakhiri pelecehan, eksploitasi, perdagangan dan segala macam bentuk kekerasan dan penyalahgunaan terhadap anak End abuse, exploitation, trafficking, and all forms of violence and abuse against children	GRI 408: Pekerja Anak	408-1	Larangan Pekerja Anak Child Labor Prohibition
	2	Secara substansial mengurangi korupsi dan suap dalam segala bentuk Substantially reduce corruption and bribery in all its forms	GRI 205: Anti Korupsi	205-2	Fraud Control System (Fcs)
	3	Membangun institusi-institusi yang akuntabel dan transparan di semua level Establish accountable and transparent institutions at all levels	GRI 205: Anti Korupsi	205-2	Fraud Control System (Fcs)
	4	Memastikan akses publik terhadap informasi dan melindungi kebebasan fundamental, sesuai dengan perundang-undangan nasional dan perjanjian internasional Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international treaties.	GRI 407: Kebebasan Berserikat dan Perundingan Kolektif	407-1	Kebebasan Berserikat dan PKB Freedom of Association and CLA

Tujuan SDGs SDGs Goal	Target SDGs		Relevansi Standar GRI 2016	Indikator GRI 2016	Tema PKT 2020
	No	SDGs Indikator SDGs Indicator			
	5	Mendukung dan mendorong hukum dan kebijakan non-diskriminatif untuk pembangunan berkelanjutan Support and encourage non-discriminatory laws and policies for sustainable development	GRI 405: Keanekaragaman dan Kesempatan Setara	405-2	Persamaan Hak Dalam Remuneras Equal Rights in Remuneration Program
			GRI 406: Non-Diskriminasi	406-1	Hak Asasi Manusia Dan Anti-Diskriminasi Human Rights and Anti-Discrimination
17. Memperkuat ukuran implementasi dan merevitalisasi kemitraan global untuk pembangunan yang berkelanjutan Strengthen the measurement of implementation and revitalize the global partnership for sustainable development	1	Secara signifikan meningkatkan ekspor dari negara-negara berkembang, dengan pandangan untuk menggandakan porsi ekspor global negara-negara kurang berkembang pada tahun 2020 Significantly increase exports from developing countries, with a perspective of doubling the export shares of least developed countries by 2020.	GRI 102: Pengungkapan Umum	102-6	Periode dan Siklus Laporan Reporting Period and Cycle
	2	Meningkatkan koherensi kebijakan untuk Pembangunan berkelanjutan Improving policy coherence for sustainable development.	GRI 102: Pengungkapan Umum	102-14	Pelaporan Reporting
	3	Memperluas kemitraan global untuk pembangunan berkelanjutan, dilengkapi dengan kemitraan multi-pihak yang dapat memobilisasi dan membagi pengetahuan, keahlian, teknologi, dan sumber daya finansial, untuk mendukung pencapaian Tujuan di semua negara, terutama negara berkembang Expanding global partnerships for sustainable development, complemented by multi-stakeholder partnerships that can mobilize and share knowledge, expertise, technology, and financial resources, to support the achievement of the Goals in all countries, especially developing countries.	GRI 102: Pengungkapan Umum	102-6	Periode Dan Siklus Laporan Reporting Period and Cycle
	4	Mendorong dan mendukung kemitraan publik, publik-swasta, dan masyarakat sipil yang efektif, yang dibangun dari pengalaman dan strategi dalam bermitra Encourage and support effective public, public-private, and civil society partnerships, which is developed from experience and strategies in partnering.	GRI 102: Pengungkapan Umum	102-42	Identifikasi Dan Pengelolaan Pemangku Kepentingan Identification and Management of Stakeholders



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Jl. James Simanjuntak No.1 Bontang 75313 Kalimantan Timur, Indonesia.
Telp | Phone: (0548) 41202, 41203 Faks | Fax: (0548) 41616, 41626
E-mail: corsec@pupukkaltim.com

www.pupukkaltim.com

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