



beyond construction

## Laporan Keberlanjutan 2023 2023 Sustainability Report



## Directing Sustainability to Create a Better Future

Mengarahkan Keberlanjutan untuk Menciptakan Masa Depan Lebih Baik



# PENJELASAN TEMA

## THEME EXPLANATION

### Directing Sustainability to Create a Better Future

Mengarahkan Keberlanjutan untuk Menciptakan Masa Depan Lebih Baik



Keberhasilan PT ADHI KARYA (Persero) Tbk memanfaatkan momentum pasca-pandemi COVID-19 dengan membukukan kinerja terbaik tahun 2023 merupakan pondasi bagi Perseroan untuk mewujudkan keberlanjutan bisnis. Tak sekadar keberlanjutan dari aspek ekonomi, tetapi juga keberlanjutan dari aspek masyarakat dan lingkungan. Bagi Perseroan, keselarasan pencapaian aspek ekonomi, sosial dan lingkungan merupakan sebuah keharusan di tengah tuntutan pentingnya korporasi menerapkan prinsip-prinsip Environmental, Social & Governance (ESG).

Lebih dari sekadar mewujudkan keselarasan ketiga aspek, ADHI juga berkomitmen untuk memfokuskan pada proyek-proyek baru yang sejalan dan memenuhi prinsip ESG atau proyek di sektor keberlanjutan. Bagi Perseroan, fokus pengerjaan proyek di sektor keberlanjutan tak hanya menjanjikan dari segi ekonomi, yaitu memberikan recurring income sekitar 30% ke perusahaan, tetapi terdapat nilai lebih di dalamnya. Dalam hal ini, Perseroan juga turut berkontribusi terhadap upaya kolektif warga dunia mewujudkan kehidupan bumi yang lebih baik dan lestari. ADHI meyakini komitmen dan fokus tersebut sekaligus menjadi panduan yang mengarahkan keberlanjutan Perseroan untuk menciptakan masa depan lebih baik.

The success of PT ADHI KARYA (Persero) Tbk in utilizing the momentum after the COVID-19 pandemic by posting the best performance in 2023 is the foundation for the Company to realize business sustainability. Not just sustainability from the economic aspect, but also sustainability from the community and environmental aspects. For the Company, harmony in achieving economic, social and environmental aspects is a necessity amidst the demands of the importance of corporations implementing Environmental, Social & Governance (ESG) principles.

More than just realizing harmony in the three aspects, ADHI is also committed to focusing on new projects that are in line and meet the ESG principles or projects in the sustainability sector. For the Company, the focus on project work in the sustainability sector is not only promising from an economic perspective, namely providing recurring income of around 30% to the company, but there is added value in it. In this case, the Company also contributes to the collective efforts of world citizens to create a better and more sustainable life on earth. ADHI believes that this commitment and focus is also a guide that directs the Company's sustainability to create a better future.

# DAFTAR ISI

## TABLE OF CONTENTS

|    |                                                                                                                            |    |                                                                                                                                                                                                     |
|----|----------------------------------------------------------------------------------------------------------------------------|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3  | <b>Penjelasan Tema</b><br>Theme Explanation                                                                                | 65 | <b>Direksi</b><br>Board of Directors                                                                                                                                                                |
| 4  | <b>Daftar Isi</b><br>Table of Contents                                                                                     | 65 | <b>Peran Badan Tata Kelola Tertinggi dalam Pelaporan Keberlanjutan</b><br>The Role of the Highest Governance Body in Sustainability Reporting                                                       |
| 6  | <b>Ikhtisar Kinerja Keberlanjutan</b><br>Sustainability Performance Overview                                               | 66 | <b>Pengembangan Kompetensi Keuangan Berkelanjutan</b><br>Sustainable Financial Competency Development                                                                                               |
| 8  | <b>Penjelasan Direksi</b><br>Directors' Explanation                                                                        | 69 | <b>Manajemen Risiko</b><br>Risk Management                                                                                                                                                          |
| 18 | <b>Tentang Laporan Keberlanjutan</b><br>About Sustainability Reports                                                       | 74 | <b>Kode Etik</b><br>Code of Conduct                                                                                                                                                                 |
| 26 | <b>Profil Perusahaan</b><br>Company Profile                                                                                | 75 | <b>Komunikasi Masalah Penting, serta Mekanisme untuk Mencari Nasihat dan Mengemukakan Masalah</b><br>Communication of Important Issues, as well as Mechanisms for Seeking Advice and Raising Issues |
| 28 | <b>Identitas Perusahaan</b><br>Company Identity                                                                            | 77 | <b>Whistleblowing System</b><br>Whistleblowing System                                                                                                                                               |
| 30 | <b>Riwayat Singkat Perusahaan</b><br>Brief Company History                                                                 | 78 | <b>Kebijakan Antikorupsi/Antigratifikasi</b><br>Anti-Corruption/Anti-Gratification Policy                                                                                                           |
| 32 | <b>Jejak Langkah</b><br>Milestones                                                                                         | 80 | <b>Pelibatan Pemangku Kepentingan</b><br>Stakeholder Involvement                                                                                                                                    |
| 34 | <b>Visi, Misi, dan Nilai Perusahaan</b><br>Company Vision, Mission and Values                                              | 81 | <b>Permasalahan terhadap Penerapan Keuangan Berkelanjutan</b><br>Problems with the Implementation of Sustainable Finance                                                                            |
| 37 | <b>Kepemilikan Saham</b><br>Share Ownership                                                                                | 82 | <b>Kinerja Keberlanjutan</b><br>Sustainability Performance                                                                                                                                          |
| 40 | <b>Struktur Organisasi</b><br>Organizational Structure                                                                     | 83 | <b>Membangun Budaya Keberlanjutan</b><br>Building a Culture of Sustainability                                                                                                                       |
| 42 | <b>Bidang Usaha</b><br>Business Sector                                                                                     | 84 | <b>Kinerja Ekonomi Keberlanjutan:</b><br>Sustainability Economic Performance:                                                                                                                       |
| 43 | <b>Bidang Usaha yang Dijalankan Pada Tahun Buku</b><br>Fields of business carried out in the financial year                | 86 | <b>Meraih Kinerja Optimal Pascapandemi</b><br>Achieving Optimal Post-Pandemic Performance                                                                                                           |
| 43 | <b>Empat Lini Bisnis ADHI</b><br>Four ADHI Business Lines                                                                  | 86 | <b>Sekilas Ekonomi Nasional</b><br>Overview of the National Economy                                                                                                                                 |
| 44 | <b>Wilayah Operasi dan Pasar yang Dilayani</b><br>Operation Area and Markets Served                                        | 86 | <b>Kinerja Lapangan Usaha Konstruksi Tahun 2023</b><br>Construction Business Field Performance in 2023                                                                                              |
| 44 | <b>Skala Organisasi</b><br>Organizational Scale                                                                            | 88 | <b>Inisiatif dan Kebijakan Strategis ADHI</b><br>ADHI Strategic Initiatives and Policies                                                                                                            |
| 44 | <b>Tenaga Kerja/Karyawan</b><br>Labor/Employees                                                                            | 89 | <b>Kinerja Ekonomi ADHI Tahun 2023</b><br>ADHI Economic Performance in 2023                                                                                                                         |
| 47 | <b>Pekerja yang Bukan Pekerja Langsung</b><br>Non Direct Workers                                                           | 90 | <b>Distribusi Nilai Ekonomi</b><br>Distribution of Economic Value                                                                                                                                   |
| 47 | <b>Rantai Pasokan</b><br>Supply Chain                                                                                      | 90 | <b>Proyek/Investasi yang Sejalan dengan Kegiatan Berkelanjutan</b><br>Projects/Investments that are in line with sustainable activities                                                             |
| 49 | <b>Perubahan Signifikan pada Organisasi dan Rantai Pasokan</b><br>Significant Changes to the Organization and Supply Chain | 91 | <b>Implikasi Finansial Serta Risiko dan Peluang Lain Akibat dari Perubahan Iklim</b><br>Financial Implications and Other Risks and Opportunities Resulting from Climate Change                      |
| 49 | <b>Pendekatan atau Prinsip Pencegahan</b><br>Prevention Approach or Principle                                              | 92 | <b>Program Pensiun</b><br>Pension Program                                                                                                                                                           |
| 50 | <b>Inisiatif Eksternal</b><br>External Initiatives                                                                         | 93 | <b>Bantuan Finansial yang Diterima dari Pemerintah</b><br>Financial Assistance Received from the Government                                                                                         |
| 55 | <b>Keanggotaan Asosiasi</b><br>Association Membership                                                                      | 94 | <b>Kinerja Lingkungan:</b><br>Environmental Performance:                                                                                                                                            |
| 58 | <b>Tata Kelola Keberlanjutan</b><br>Sustainability Governance                                                              | 96 | <b>Menguatkan Komitmen Memperkuat Daya Dukung Lingkungan</b><br>Confirming the Commitment to Strengthening Environmental Carrying Capacity                                                          |
| 61 | <b>Prinsip Tata Kelola</b><br>Governance Principles                                                                        | 96 | <b>Landasan Kebijakan</b><br>Policy Foundation                                                                                                                                                      |
| 62 | <b>Struktur Tata Kelola</b><br>Governance Structure                                                                        | 97 | <b>Komitmen ADHI terhadap Kelestarian Lingkungan</b><br>ADHI's commitment to environmental sustainability                                                                                           |
| 63 | <b>Rapat Umum Pemegang Saham (RUPS)</b><br>General Meeting of Shareholders (GMS)                                           |    |                                                                                                                                                                                                     |
| 64 | <b>Dewan Komisaris</b><br>Board of Commissioners                                                                           |    |                                                                                                                                                                                                     |

|     |                                                                                                                                                              |     |                                                                                                                                                          |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| 98  | <b>Implementasi Kepedulian terhadap Lingkungan</b><br>Implementation of Concern for the Environment                                                          | 149 | <b>Identifikasi Bahaya, Penilaian Risiko dan Pengendalian Bahaya</b><br>Hazard Identification, Risk Assessment and Hazard Control                        |
| 116 | <b>Pengelolaan Material/Bahan Baku</b><br>Raw Material Management                                                                                            | 153 | <b>Pelatihan dan Sertifikasi K3</b><br>K3 Training and Certification                                                                                     |
| 117 | <b>Pengelolaan Air</b><br>Water Management                                                                                                                   | 154 | <b>Tanggap Darurat</b><br>Emergency Response                                                                                                             |
| 118 | <b>Pengelolaan Energi</b><br>Energy Management                                                                                                               | 154 | <b>Kinerja K3 Tahun 2022</b><br>K3 Performance in 2022                                                                                                   |
| 119 | <b>Pengelolaan Emisi</b><br>Emission Management                                                                                                              | 155 | <b>Kesehatan Lingkungan Kerja</b><br>Healthy Work Environment                                                                                            |
| 122 | <b>Pengelolaan Limbah</b><br>Waste Management                                                                                                                | 156 | <b>Penghargaan K3</b><br>K3 Award                                                                                                                        |
| 126 | <b>Tumpahan yang Terjadi</b><br>Spills that occur                                                                                                            | 160 | <b>Memberikan Layanan Paripurna Untuk Pelanggan</b><br>Providing Complete Services for Customers                                                         |
| 126 | <b>Keanekaragaman Hayati</b><br>Biodiversity                                                                                                                 | 161 | <b>Landasan Kebijakan</b><br>Policy Foundation                                                                                                           |
| 127 | <b>Biaya Lingkungan</b><br>Environmental Costs                                                                                                               | 161 | <b>Konsep Sistem Manajemen Mutu</b><br>Quality Management System Concept                                                                                 |
| 127 | <b>Kepatuhan Lingkungan</b><br>Environmental Compliance                                                                                                      | 161 | <b>Layanan Setara untuk Konsumen</b><br>Equal Services for Consumers                                                                                     |
| 128 | <b>Kinerja Sosial:</b><br>Social Performance:                                                                                                                | 162 | <b>Informasi Produk/Jasa</b><br>Product/Service Information                                                                                              |
| 130 | <b>Sumber Daya Manusia Pilihan Penopang Kemajuan</b><br>Selected Human Resources to Support Progress                                                         | 162 | <b>Inovasi dan Pengembangan Produk dan/atau Jasa</b><br>Innovation and Development of Products and/or Services                                           |
| 131 | <b>Landasan Kebijakan</b><br>Policy Foundation                                                                                                               | 163 | <b>Evaluasi Keamanan Produk dan Jasa terhadap Pelanggan</b><br>Evaluation of product and service safety for customers                                    |
| 131 | <b>Program Human Capital ADHI</b><br>ADHI Human Capital Program                                                                                              | 164 | <b>Dampak Produk/Jasa</b><br>Product/Services Impact                                                                                                     |
| 132 | <b>Rekrutmen dan Turnover</b><br>Recruitment and Turnover                                                                                                    | 165 | <b>Produk yang Ditarik Kembali</b><br>Recalled Products                                                                                                  |
| 134 | <b>Kesetaraan Kesempatan Bekerja</b><br>Equal Employment Opportunities                                                                                       | 165 | <b>Survei Kepuasan Pelanggan</b><br>Customer Satisfaction Survey                                                                                         |
| 135 | <b>Upah Minimum Regional</b><br>Regional Minimum Wage                                                                                                        | 166 | <b>Menguatkan Komitmen Untuk Pemberdayaan Masyarakat</b><br>Strengthening Commitment to Community Empowerment                                            |
| 136 | <b>Tenaga Kerja Anak dan Tenaga Kerja Paksa</b><br>Child Labor and Forced Labor                                                                              | 168 | <b>TJSL dan Pembangunan Berkelanjutan</b><br>TJSL and Sustainable Development                                                                            |
| 137 | <b>Pelatihan dan Pengembangan Kemampuan Karyawan</b><br>Employee Training and Capacity Development                                                           | 169 | <b>Pemberdayaan Ekonomi Masyarakat</b><br>Community Economic Empowerment                                                                                 |
| 140 | <b>Perjanjian Kerja Bersama (PKB)</b><br>Collective Labor Agreement (PKB)                                                                                    | 170 | <b>Kepedulian terhadap Ketahanan Sosial dan Masyarakat</b><br>Concern for Social and Community Resilience                                                |
| 141 | <b>Sistem Manajemen untuk Kerja</b><br>Management System for Work                                                                                            | 174 | <b>Realisasi Program TJSL/CSR Tahun 2023</b><br>Realization of the TJSL/CSR Program in 2023                                                              |
| 142 | <b>Cuti Melahirkan</b><br>Maternity Leave                                                                                                                    | 175 | <b>Investasi Infrastruktur dan Dukungan Layanan</b><br>Infrastructure Investment and Service Support                                                     |
| 142 | <b>Tunjangan Karyawan</b><br>Employee Benefits                                                                                                               | 176 | <b>Penghargaan Atas Hak-hak Masyarakat Adat</b><br>Respect for the Rights of Indigenous Peoples                                                          |
| 144 | <b>Bersinergi Menciptakan Lingkungan Kerja Terbaik</b><br>Synergizing to Create the Best Work Environment                                                    | 177 | <b>Pengaduan Masyarakat terhadap Dampak Negatif yang Ditimbulkan Perseroan</b><br>Public Complaints regarding the Negative Impacts Caused by the Company |
| 144 | <b>Komitmen ADHI terhadap K3</b><br>ADHI's commitment to K3                                                                                                  | 178 | <b>Indeks GRI Universal Standards 2021</b><br>GRI Universal Standards Index 2021                                                                         |
| 144 | <b>Landasan Kebijakan</b><br>Policy Foundation                                                                                                               | 184 | <b>GRI G4 Pengungkapan Sektor Konstruksi dan Real Estat</b><br>GRI G4 Disclosures of Construction and Real Estate Sector                                 |
| 145 | <b>Sistem Manajemen Keselamatan dan Kesehatan Kerja dan Lingkungan (SMK3L)</b><br>Occupational and Environmental Safety and Health Management System (SMK3L) | 185 | <b>Verifikasi Tertulis dari Pihak Independen</b><br>Written Verification from an Independent Party                                                       |
| 147 | <b>Kesehatan, Keselamatan Kerja dan Lingkungan (K3L)</b><br>Occupational and Environmental Safety and Health Management System (SMK3L)                       | 186 | <b>Lembar Umpun Balik</b><br>Feedback Sheet                                                                                                              |
| 148 | <b>Roadmap K3L/HSE</b><br>K3L/HSE Roadmap                                                                                                                    | 188 | <b>Tanggapan terhadap Umpun Balik Laporan Keberlanjutan Tahun Sebelumnya</b><br>Response to Previous Year's Sustainability Report Feedback               |
| 148 | <b>Program K3L dan Pelaksanaan pada Tahun 2023</b><br>Health, Occupational Safety and Environment (K3L)                                                      | 189 | <b>Daftar Pengungkapan Sesuai POJK No.51/OJK.03/2017</b><br>List of Disclosures According to POJK No.51/OJK.03/2017                                      |
| 149 | <b>Promosi, Sosialisasi dan Komunikasi K3L</b><br>Promotion, Socialization and Communication of K3L                                                          |     |                                                                                                                                                          |



# IKHTISAR KINERJA KEBERLANJUTAN

## SUSTAINABILITY PERFORMANCE HIGHLIGHTS

| Deskripsi<br>Description                                                                                                             | Satuan<br>Unit                                  | 2021                                       | 2022                               | 2023                                       |
|--------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|--------------------------------------------|------------------------------------|--------------------------------------------|
| <b>Kinerja Ekonomi [OJK B.1]</b><br>Economic Performance [OJK B.1]                                                                   |                                                 |                                            |                                    |                                            |
| Kuantitas produk/jasa<br>Product/service quantity                                                                                    | Lini Usaha<br>Business Line                     | 4                                          | 4                                  | 4                                          |
| Pendapatan/Penjualan<br>Revenue/Sales                                                                                                | Miliar Rupiah<br>Billion Rupiah                 | 11.530,5                                   | 13.549,0                           | 20.073                                     |
| Laba (Rugi) Bersih Tahun Berjalan<br>Net Profit (Loss) for the Year                                                                  | Miliar Rupiah<br>Billion Rupiah                 | 55,1                                       | 81,2                               | 290                                        |
| Produk ramah lingkungan<br>Environmentally friendly product                                                                          | Unit Produk<br>Product Unit                     | -                                          | -                                  | 7                                          |
| Pelibatan pihak lokal/pemasok lokal<br>Involvement of local parties/local suppliers                                                  | Partisipasi (%)<br>Participation (%)            | 22 dari 112 (22,32%)<br>22 of 112 (22.32%) | 40 dari 84 (48%)<br>40 of 84 (48%) | 94 dari 277 (33,94%)<br>94 of 277 (33.94%) |
| <b>Kinerja Lingkungan [OJK B.2]</b><br>Environmental Performance [OJK B.2]                                                           |                                                 |                                            |                                    |                                            |
| Penggunaan listrik<br>Electricity usage                                                                                              | kWh                                             | 546.879 **)                                | 585.774 **)                        | 1.836.200 *)                               |
|                                                                                                                                      | Gigajoule                                       | 1.968,8 **)                                | 2.108,7 **)                        | 6.610,3 *)                                 |
| Penggunaan Air<br>Water usage                                                                                                        | Meter kubik<br>Cubic meter                      | 5.099                                      | 4.632                              | 66.794                                     |
| Penambahan/(Pengurangan) limbah<br>Addition/(Reduction) of waste                                                                     | Ton                                             | 17,07                                      | 365,9                              | 113,3                                      |
| Penambahan/(Pengurangan) emisi Cakupan 2 dari penggunaan listrik<br>Addition/(Reduction) of Scope 2 emissions from electricity usage | Kg CO2eq                                        | 91.922,41 **)                              | 36.327,94 **)                      | 1.050.377 *)                               |
| Pelestarian keanekaragaman hayati<br>Conservation of biodiversity                                                                    | Jumlah pohon ditanam<br>Number of trees planted | 63.137                                     | 178.150                            | 82.265                                     |
| <b>Kinerja Sosial [OJK B.3]</b><br>Social Performance [OJK B.3]                                                                      |                                                 |                                            |                                    |                                            |
| Insiden Kecelakaan Kerja<br>Work Accident Incidents                                                                                  | Kasus<br>Cases                                  | 16                                         | 10                                 | 4                                          |
| Jumlah Jam Pelatihan<br>Number of Training Hours                                                                                     | Jam<br>Hours                                    | 37.342                                     | 6.515,5                            | 5.197                                      |
| Indeks Kepuasan Pelanggan<br>Customer Satisfaction Index                                                                             | Persen<br>Percentage                            | 91,19%                                     | 88,35%                             | 94,15%                                     |
| Dana CSR<br>CSR Funds                                                                                                                | Jutaan Rupiah<br>Million Rupiah                 | 1.595                                      | 1.594                              | 2.206                                      |

\*\*) Kantor Pusat

\*) Kantor Pusat dan Proyek ADHI KARYA

\*)Head Office

\*\*)Head Office and ADHI KARYA Project







# PENJELASAN DIREKSI [GRI 2-22] [OJK D.1]

## PENJELASAN DIREKSI



**Entus Asnawi Mukhson**  
**Direktur Utama**  
President Director



## PEMEGANG SAHAM DAN PEMANGKU KEPENTINGAN YANG TERHORMAT,

Keberhasilan pemerintah menangani pandemi COVID-19, bahkan ditindaklanjuti dengan pencabutan kebijakan Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM) pada akhir Desember 2022, merupakan pondasi yang kuat bagi masyarakat untuk beraktivitas dan berkegiatan secara leluasa, termasuk kembali bekerja di berbagai lapangan usaha. Kondisi tersebut bermuara dengan bergerakinya roda perekonomian sehingga mendorong bertumbuhnya ekonomi Indonesia secara nasional. pada tahun 2023.

Badan Pusat Statistik (BPS) mencatat pertumbuhan ekonomi Indonesia untuk keseluruhan tahun 2023 sebesar 5,05% *year-on-year* (yoy). Pencapaian itu diraih Indonesia di tengah melambatnya perekonomian global dan menurunnya harga komoditas unggulan. Pertumbuhan ekonomi tahun 2023 tersebut melambat dibandingkan tahun 2022 yang mencapai 5,31%. Walau mengalami perlambatan, pertumbuhan ekonomi Indonesia masih di atas prediksi sejumlah lembaga ekonomi global. Bank Dunia (World Bank), Dana Moneter Internasional (IMF), dan Asian Development Bank (ADB), ketiganya memperkirakan pertumbuhan ekonomi Indonesia mencapai 5%.

## KINERJA LAPANGAN USAHA KONSTRUKSI TAHUN 2023

Pertumbuhan ekonomi Indonesia tahun 2023 sebesar 5,05% ditopang oleh bertumbuhnya 17 lapangan usaha yang dijadikan dasar perhitungan pertumbuhan ekonomi tahunan oleh BPS. Salah satu lapangan usaha yang tumbuh positif adalah konstruksi, bahkan BPS mencatat pertumbuhan lapangan usaha ini lebih dari dua kali lipat dibandingkan tahun sebelumnya, yaitu 4,91% pada tahun 2023 dan 2,01% pada tahun 2022.

Pertumbuhan lapangan usaha konstruksi tidak lepas dari konsistensi pemerintah dalam akselerasi pembangunan infrastruktur nasional dimana sektor konstruksi termasuk di dalamnya. Berkaitan dengan komitmen tersebut, sejumlah sektor diprioritaskan untuk mendorong pertumbuhan investasi nasional, regional serta ekonomi daerah. Komitmen pemerintah untuk mendorong pembangunan infrastruktur antara lain diwujudkan melalui alokasi anggaran pada Anggaran Pendapatan dan Belanja Negara (APBN) 2023 sebesar Rp392 triliun, naik dibanding tahun 2022 dengan anggaran sebesar Rp365,8 triliun.

Berkaitan dengan pemanfaatan anggaran infrastruktur, Kementerian Keuangan menegaskan bahwa anggaran tersebut diarahkan untuk mendorong percepatan pembangunan infrastruktur yang mendukung transformasi ekonomi dan sentra pertumbuhan baru, dengan arah kebijakan yaitu: (1) akselerasi pembangunan infrastruktur untuk pemenuhan layanan dasar; (2) mendukung pemerataan akses terhadap infrastruktur teknologi informasi dan komunikasi (TIK) dalam mendukung aktivitas ekonomi; (3) pembangunan infrastruktur yang mendukung transformasi ekonomi (energi, pangan, konektivitas, dan transportasi); (4) mendukung penyelesaian

## DEAR SHAREHOLDERS AND STAKEHOLDERS,

The government's success in handling the COVID-19 pandemic, which was even followed up with the revocation of the Community Activity Restrictions (PPKM) policy at the end of December 2022, is a strong foundation for the community to be active and carry out activities freely, including returning to work in various business fields. This condition stems from the movement the wheels of the economy so as to encourage the growth of the Indonesian economy nationally in 2023.

The Central Statistics Agency (BPS) recorded that Indonesia's economic growth for the whole of 2023 was 5.05% year-on-year (yoy). Indonesia achieved this achievement in the midst of a slowing global economy and declining prices of leading commodities. Economic growth in 2023 will slow down compared to 2022 which reached 5.31%. Even though it is experiencing a slowdown, Indonesia's economic growth is still above predictions from a number of global economic institutions. The World Bank (World Bank), International Monetary Fund (IMF) and Asian Development Bank (ADB) all estimate that Indonesia's economic growth will reach 5%.

## CONSTRUCTION BUSINESS FIELD PERFORMANCE IN 2023

Indonesia's economic growth in 2023 is 5.05% supported by the growth of 17 business fields which are used as the basis for calculating annual economic growth by BPS. One of the business fields that is growing positively is construction, BPS even recorded that the growth of this business field was more than double compared to the previous year, namely 4.91% in 2023 and 2.01% in 2022.

The growth of the construction business field cannot be separated from the government's consistency in accelerating national infrastructure development, of which the construction sector is included. In connection with this commitment, a number of sectors are prioritized to encourage national, regional and local economic investment growth. The government's commitment to encouraging infrastructure development is realized, among other things, through a budget allocation in the 2023 State Revenue and Expenditure Budget (APBN) of IDR 392 trillion, an increase compared to 2022 with a budget of IDR 365.8 trillion.

In relation to the utilization of the infrastructure budget, the Ministry of Finance emphasized that the budget is directed at encouraging the acceleration of infrastructure development that supports economic transformation and new growth centers, with policy directions, namely: (1) accelerating infrastructure development to provide basic services; (2) supporting equitable access to information and communication technology (ICT) infrastructure in supporting economic activities; (3) infrastructure development that supports economic transformation (energy, food, connectivity and transportation); (4) supporting the completion of national strategic projects (PSN) and the development of the National



proyek strategis nasional (PSN) dan pembangunan Ibu Kota Negara (IKN) secara bertahap dan berkelanjutan dengan mengoptimalkan peran Otorita Ibu Kota Nusantara (OIKN) untuk dapat beroperasi secara mandiri pada awal tahun 2023; (5) meningkatkan sinergitas pendanaan antar K/L, pusat dan daerah, serta melalui penerapan skema pembiayaan KPBU.

Lebih lanjut, data Kementerian Keuangan menunjukkan realisasi anggaran infrastruktur pada Anggaran Pendapatan dan Belanja Negara (APBN) 2023 mencapai Rp455,8 triliun atau tumbuh 22,2% dibandingkan tahun 2022 dengan realisasi sebesar Rp372,8 triliun. Anggaran tersebut dialokasikan untuk beragam jenis pembangunan infrastruktur antara lain pembangunan sistem pengelolaan air minum (SPAM) dengan kapasitas 1.226 liter/detik, tujuh unit bendungan baru, dan 18 unit bendungan lanjutan, jaringan irigasi baru 3.455 hektare dan rehabilitasi jaringan irigasi 74.560 hektare, serta pengelolaan air limbah 12.400 KK dan pengelolaan sampah 19.800 KK. Selanjutnya, pembangunan 377,5 kilometer jalan baru, 1.260 meter flyover/underpass, 217,7 kilometer jalan tol, dan 5.956 meter jalan baru. Anggaran tersebut juga digunakan untuk pembangunan dan pengembangan bandara di 114 lokasi, pelabuhan di 47 lokasi, dan pelabuhan penyeberangan di 44 lokasi.

Sebagai bagian dari perusahaan yang bergerak di konstruksi, ADHI turut ambil bagian dalam berbagai pengerjaan proyek infrastruktur di Tanah Air. Keikutsertaan itu turut menopang kinerja ekonomi Perusahaan pada tahun 2023.

## ADHI DAN KEUANGAN/ KEGIATAN BERKELANJUTAN

Sebagai bagian dari perusahaan publik, ADHI berkomitmen untuk menerapkan keuangan berkelanjutan sebagaimana diatur dalam POJK Keuangan Berkelanjutan. Menurut peraturan ini, keuangan berkelanjutan adalah dukungan menyeluruh dari sektor jasa keuangan untuk menciptakan pertumbuhan ekonomi berkelanjutan dengan menyelaraskan kepentingan ekonomi, lingkungan hidup, dan sosial. Dalam arti luas, keuangan berkelanjutan bagi emiten dan perusahaan publik dapat dimaknai sebagai kegiatan berkelanjutan (*sustainable operation*), yaitu kegiatan operasi perusahaan yang dijalankan dengan memperhatikan aspek ekonomi, lingkungan hidup, dan sosial.

Bagi ADHI, keselarasan antara aspek ekonomi, lingkungan hidup dan sosial merupakan suatu keharusan karena fungsi suatu perusahaan bukan hanya mencetak laba tetapi juga dituntut menjaga kelestarian lingkungan hidup dan menunjukkan kepedulian pada isu-isu sosial. Lebih dari itu, Perseroan meyakini keselarasan ketiga aspek merupakan pondasi penting untuk mewujudkan bisnis yang berkesinambungan dengan pencapaian kinerja yang optimal.

Capital City (IKN) in a gradual and sustainable manner by optimizing the role of the Archipelago Capital Authority (OIKN) to be able to operate independently in early 2023; (5) increasing funding synergy between ministries/institutions, central and regional, as well as through the implementation of PPP financing schemes.

Furthermore, data from the Ministry of Finance shows that the realization of the infrastructure budget in the 2023 State Revenue and Expenditure Budget (APBN) reached IDR 455.8 trillion or grew 22.2% compared to 2022 with a realization of IDR 372.8 trillion. The budget is allocated for various types of infrastructure development, including the construction of a drinking water management system (SPAM) with a capacity of 1,226 liters/second, seven new dam units and 18 advanced dam units, a new irrigation network of 3,455 hectares and rehabilitation of an irrigation network of 74,560 hectares, as well as management waste water for 12,400 families and waste management for 19,800 families. Furthermore, construction of 377.5 kilometers of new roads, 1,260 meters of flyover/underpass, 217.7 kilometers of toll roads and 5,956 meters of new roads. The budget is also used for the construction and development of airports in 114 locations, ports in 47 locations, and ferry ports in 44 locations.

As part of a company engaged in construction, ADHI takes part in various infrastructure projects in the country. This participation will help support the Company's economic performance in 2023.

## ADHI AND FINANCE/SUSTAINABLE ACTIVITIES

As part of a public company, ADHI is committed to implementing sustainable finance as regulated in the Sustainable Finance POJK. According to this regulation, sustainable finance is comprehensive support from the financial services sector to create sustainable economic growth by harmonizing economic, environmental and social interests. In a broad sense, sustainable finance for issuers and public companies can be interpreted as sustainable operations, namely company operational activities that are carried out by taking into account economic, environmental and social aspects.

For ADHI, harmony between economic, environmental and social aspects is a must because the function of a company is not only to make profits but is also required to preserve the environment and show concern for social issues. More than that, the Company believes that the harmony of these three aspects is an important foundation for realizing a sustainable business by achieving optimal performance.

## KEBIJAKAN ADHI UNTUK MERESPONS TANTANGAN DALAM PEMENUHAN STRATEGI KEBERLANJUTAAN [OJK A.1]

Keberadaan ADHI membukukan kinerja optimal merupakan cerminan atas implementasi sikap dasar dan budaya keberlanjutan Perseroan yaitu AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif). Budaya keberlanjutan tersebut merupakan identitas dan perekat budaya kerja yang mendukung peningkatan kinerja secara berkelanjutan pada seluruh sumber daya manusia BUMN.

Berdasarkan budaya keberlanjutan tersebut, seluruh insan ADHI berkomitmen untuk mewujudkan kinerja terbaik dengan senantiasa berpedoman pada Kode Etik Perusahaan (*Code of Conduct*) sebagai aturan main dalam berinteraksi dengan segenap pemangku kepentingan. Untuk memastikan bahwa ADHI menjalankan usaha sesuai dengan budaya keberlanjutan dan Kode Etik, maka Perusahaan secara berkesinambungan melakukan sosialisasi melalui berbagai kegiatan dan media, baik kepada pemangku kepentingan internal maupun eksternal.

Bagi ADHI, sosialisasi budaya keberlanjutan, terkhusus kepada pemangku kepentingan eksternal, sekaligus menjadi sarana untuk menyerap berbagai isu atau topik yang berkembang di tengah masyarakat. Dalam hal ini, ADHI telah berupaya semaksimal mungkin agar keberadaannya membawa manfaat sebesar-besarnya bagi masyarakat, namun potensi permasalahan sosial tetaplah ada.

Sebagai antisipasi atas potensi tersebut, Perseroan membuka diri untuk melibatkan para pemangku kepentingan, termasuk pelibatan dalam berbagai program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara (TJSL BUMN). Selain membuka kesempatan kerja bagi warga di sekitar proyek yang dikerjakan Perseroan untuk menjadi karyawan, ADHI juga memiliki program TJSL untuk memberdayakan dan meningkatkan perekonomian masyarakat dengan melalui dua program utama yaitu Pendanaan UMK serta Pemberian Bantuan dan/atau Kegiatan Lainnya.

Pelibatan pemangku kepentingan yang dilakukan ADHI melalui TJSL melengkapi aktivitas bisnis, produk dan jasa yang dikelola Perseroan dalam mendukung pencapaian Tujuan Pembangunan Berkelanjutan (TPB) atau *Sustainable Development Goals* (SDGs). TPB/SDGs terdiri dari 17 tujuan untuk mencapai pembangunan berkelanjutan pada tahun 2030.

Sebagaimana prinsip keberlanjutan, selain memaksimalkan kontribusinya terhadap pencapaian TPB/SDGs, ADHI berkomitmen untuk menyelaraskan pencapaian kinerja aspek ekonomi, sosial dan lingkungan. Pada tahun pelaporan, pencapaian aspek ekonomi tercatat tumbuh positif, bahkan kontrak baru melampaui target yang ditetapkan dalam Rencana Kerja dan Anggaran

## ADHI POLICY TO RESPOND TO CHALLENGES IN FULFILLING SUSTAINABILITY STRATEGY [OJK A.1]

ADHI's existence in recording optimal performance is a reflection of the implementation of the Company's basic attitude and culture of sustainability, namely AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative). This culture of sustainability is the identity and cement of work culture that supports continuous performance improvement for all BUMN human resources.

Based on this culture of sustainability, all ADHI employees are committed to achieving the best performance by always adhering to the Company's Code of Conduct as the rules of thumb in interacting with all stakeholders. To ensure that ADHI runs its business in accordance with the culture of sustainability and the Code of Ethics, the Company continuously carries out outreach through various activities and media, both to internal and external stakeholders.

For ADHI, socializing a culture of sustainability, especially to external stakeholders, is also a means of absorbing various issues or topics that are developing in society. In this case, ADHI has made every effort to ensure that its existence brings the greatest benefit to society, but the potential for social problems still exists.

In anticipation of this potential, the Company is open to involving stakeholders, including involvement in various Social and Environmental Responsibility programs for State-Owned Enterprises (TJSL BUMN). Apart from opening up job opportunities for residents around the projects carried out by the Company to become employees, ADHI also has a TJSL program to empower and improve the community's economy through two main programs, namely MSE Funding and Providing Assistance and/or Other Activities.

ADHI's stakeholder engagement through TJSL complements the business activities, products and services managed by the Company in supporting the achievement of the Sustainable Development Goals (SDGs). TPB/SDGs consist of 17 goals to achieve sustainable development by 2030.

As is the principle of sustainability, apart from maximizing its contribution to achieving the TPB/SDGs, ADHI is committed to harmonizing the achievement of economic, social and environmental aspects of performance. In the reporting year, the achievement of economic aspects was recorded as growing positively, with new contracts even exceeding the targets set



Perusahaan (RKAP) Tahun 2023. Atas pencapaian tersebut, ADHI meraih apresiasi dari pihak eksternal antara lain Peringkat I Kinerja Penyedia Jasa Proyek Strategis Nasional dalam Penerapan Implementasi Teknologi BIM Bidang Cipta Karya Terbaik dari Kementerian Pekerjaan Umum dan Perumahan Rakyat. Sementara itu, pada aspek lingkungan, komitmen Perusahaan mendapatkan apresiasi antara lain dari IDX Channel Anugerah Inovasi Indonesia berupa Penghargaan Utama Kategori Sustainability Fasilitas Pengelolaan Limbah Terpadu (FPLT) Tahun 2023. Untuk kinerja aspek sosial, selain melanjutkan berbagai program pemberdayaan melalui TJSL, ADHI juga mendapatkan berbagai apresiasi dari pihak eksternal di antaranya terkait K3 seperti Penghargaan Kecelakaan Nihil: 2.544.896 Safe Manhours Power Supply System LRT JABODEBEK dari Kementerian Ketenagakerjaan RI serta pencapaian *zero accident* untuk berbagai proyek yang dikerjakan ADHI.

## PENERAPAN KEUANGAN/KEGIATAN BERKELANJUTAN

Selama tahun 2023, manajemen dan karyawan ADHI telah berupaya semaksimal mungkin untuk melaksanakan kegiatan berkelanjutan dengan menyelaraskan pencapaian aspek ekonomi, lingkungan hidup, dan sosial. Upaya tersebut meraih hasil sebagai berikut:

### Aspek ekonomi:

Secara umum, ADHI berhasil mewujudkan target yang ditetapkan dalam RKAP Tahun 2023. Pendapatan operasional tercatat sebesar Rp20,07 triliun atau 106,34% dari target sebesar Rp18,87 triliun; laba bersih sebesar Rp290 miliar atau 134,88% dari target; ROE tercatat sebesar 3,3% atau 259,84% dari target sebesar 1,27%. Adapun beban pokok pendapatan, mencapai sebesar Rp17,75 triliun pada tahun 2023 dari target sebesar Rp16,81 triliun atau 105,59% dari target.

Dengan kinerja ekonomi di atas, maka nilai ekonomi langsung yang dihasilkan, nilai ekonomi yang didistribusikan, dan nilai ekonomi yang disimpan dapat disampaikan.

Nilai ekonomi langsung yang dihasilkan berupa pendapatan yang diperoleh dari hasil kegiatan bisnis Perseroan tercatat sebesar Rp20,07 triliun, naik dibandingkan tahun 2021 yang mencapai Rp13,55 triliun. Sedangkan nilai ekonomi yang didistribusikan merupakan beragam pengeluaran yang didistribusikan sebagai bentuk kontribusi Perseroan dalam meningkatkan laju pertumbuhan ekonomi dan kesejahteraan para pemangku kepentingan, seperti pembayaran gaji, pajak, dividen, pembayaran untuk pemasok, maupun realisasi dana untuk masyarakat sebagai salah satu bentuk perwujudan Tanggung Jawab Sosial dan Lingkungan (TJSL). Sejalan dengan perkembangan usaha, nilai ini juga naik dari tahun sebelumnya yaitu Rp12,59 triliun pada tahun 2022 menjadi Rp18,86 triliun pada tahun 2023.

in the 2023 Company Work Plan and Budget (RKAP). For this achievement, ADHI received appreciation from external parties, including Rank 1 in National Strategic Project Service Provider Performance. in the Best Implementation of BIM Technology in the Job Creation Sector from the Ministry of Public Works and Public Housing. Meanwhile, in the environmental aspect, the Company's commitment received appreciation, among others, from the IDX Channel Anugerah Innovation Indonesia in the form of the Main Award for the 2023 Integrated Waste Management Facility (FPLT) Sustainability Category. For social aspect performance, apart from continuing various empowerment programs through TJSL, ADHI also received various appreciations from external parties including those related to K3 such as the Zero Accident Award: 2,544,896 Safe Manhours Power Supply System LRT JABODEBEK from the Indonesian Ministry of Manpower as well as achieving zero accidents for various projects carried out by ADHI.

## IMPLEMENTATION OF SUSTAINABLE FINANCE/ACTIVITIES

During 2023, ADHI management and employees have made every effort to carry out sustainable activities by aligning the achievements of economic, environmental and social aspects. These efforts achieved the following results:

### Economic Aspect:

In general, ADHI succeeded in realizing the targets set in the Year's RKAP 2023. Operational income was recorded at IDR 20.07 trillion or 106.34% of the target of IDR 18.87 trillion; net profit of IDR290 billion or 134.88% of target; ROE was recorded at 3.3% or 296.85% of the target of 1.27%. The cost of revenue reached IDR17.75 trillion in 2023 from the target of IDR 16.81 trillion or 105.59% of the target.

With the above economic performance, the direct economic value produced, the economic value distributed, and the economic value saved can be delivered.

The direct economic value generated in the form of income obtained from the Company's business activities was recorded at IDR20.07 trillion, an increase compared to 2021 which reached IDR 13.55 trillion. Meanwhile, distributed economic value is a variety of expenditures distributed as a form of the Company's contribution to increasing the rate of economic growth and welfare of stakeholders, such as payment of salaries, taxes, dividends, payments to suppliers, as well as the realization of funds for the community as a form of manifestation of Social Responsibility and Environment (TJSL). In line with business development, this value also increased from the previous year, namely IDR12.59 trillion in 2022 to IDR18.86 trillion in 2023.



Sementara itu, nilai ekonomi yang disimpan yaitu selisih antara nilai ekonomi yang dihasilkan dikurangi dengan nilai ekonomi yang didistribusikan, yang digunakan untuk pengembangan usaha Perseroan, mengalami kenaikan signifikan. Pada tahun pelaporan, nilai ekonomi yang disimpan tercatat sebesar Rp1,21 triliun, naik dibanding tahun 2022, yang mencapai Rp960,64 miliar. Kenaikan ditopang oleh peningkatan pendapatan yang diraih ADHI selama tahun pelaporan.

### Aspek sosial:

ADHI berkomitmen untuk memenuhi tanggung jawab sosial terhadap para pemangku kepentingan, baik internal yaitu pemegang saham, karyawan dan manajemen, maupun pemangku kepentingan eksternal antara lain owner, pemasok, dan masyarakat di sekitar lokasi perusahaan beroperasi atau di sekitar proyek yang dikerjakan ADHI. Komitmen tersebut membuahkan berbagai pencapaian di antaranya tidak tercatat insiden diskriminasi dan pelanggaran hak-hak normatif karyawan, seperti kerja paksa, pekerja anak, pelanggaran ketentuan upah minimum dan sebagainya. Adapun upaya pengembangan kompetensi karyawan diwujudkan dengan menyelenggarakan 363 pelatihan yang diikuti oleh 3,166 karyawan dan manajemen dengan total biaya sebesar Rp6,95 miliar.

Selaras dengan itu, upaya Perseroan mewujudkan lingkungan kerja yang sehat dan aman membawa hasil berupa total jam kerja sebanyak 52.952.124 jam dengan *incident rate* sebesar 4. Dengan demikian, SMK3L di lingkungan ADHI telah berfungsi dengan baik. Pencapaian tersebut berdampak positif terhadap kepuasan pelanggan terhadap penerapan SMK3L pada tahun 2023 yaitu sebesar 90,99%. Khusus terkait pemasok, Perseroan berusaha semaksimal mungkin untuk mengutamakan dan memberdayakan pemasok lokal dan non-lokal (nasional) dalam memenuhi kebutuhan barang dan jasa sesuai dengan spesifikasi yang dibutuhkan ADHI. Pada tahun pelaporan tidak tercatat adanya pemasok asing/internasional. Per 31 Desember 2023, pemasok lokal dan nasional tercatat sebanyak 277 pemasok dengan total nilai kontrak sebesar Rp463,61 miliar.

Sementara itu, pemenuhan tanggung jawab kepada masyarakat sebagai salah satu pemangku kepentingan eksternal utama dilakukan ADHI dengan menyelenggarakan berbagai kegiatan dalam wadah Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara (TJSL BUMN). Pada tahun 2023, ADHI menyalurkan program Pendanaan UMK TJSL BUMN melalui mekanisme kerja sama sehingga alokasi berdasarkan sektor atas dana PUMK tersebut dilakukan berdasarkan penilaian pengelola kerja sama PUMK atas calon mitra binaan yang dinilai berhak mendapatkan PUMK. Adapun dana yang disalurkan melalui program ini tercatat sebesar Rp1,5 miliar.

Selain itu, Perseroan juga mengeluarkan biaya CSR sebesar Rp2,21 miliar untuk berbagai bantuan dan/atau kegiatan lainnya, seperti bantuan sosial masyarakat, pendidikan dan pelatihan, pembangunan sarana & prasarana umum, sarana ibadah, dan bantuan untuk korban bencana alam. Berdasarkan pemetaan yang dilakukan ADHI, pelaksanaan TJSL/CSR tahun 2023 telah mendukung 10 dari 17 Tujuan Pembangunan Berkelanjutan (TPB).

Meanwhile, the saved economic value, namely the difference between the economic value produced minus the distributed economic value, which is used for the Company's business development, has increased significantly. In the reporting year, the economic value saved was recorded at IDR1.21 trillion, an increase compared to 2022, which reached IDR960.64 billion. The increase was supported by the increase in revenue achieved by ADHI during the reporting year.

### Social aspect:

ADHI is committed to fulfilling its social responsibilities towards stakeholders, both internal, namely shareholders, employees and management, as well as external stakeholders, including owners, suppliers and communities around the locations where the company operates or around projects carried out by ADHI. This commitment has resulted in various achievements, including no recorded incidents of discrimination and violations of employee normative rights, such as forced labor, child labor, violations of minimum wage provisions and so on. Efforts to develop employee competency were realized by holding 363 trainings which were attended by 3,166 employees and management at a total cost of IDR 6.95 billion.

In line with this, the Company's efforts to create a healthy and safe working environment have resulted in total working hours of 52,952,124 hours with an incident rate of 4. Thus, SMK3L in the ADHI environment has functioned well. This achievement has a positive impact on customer satisfaction with the implementation of SMK3L in 2023, namely 90.99%. Specifically regarding suppliers, the Company makes every effort to prioritize and empower local and non-local (national) suppliers in meeting the needs for goods and services in accordance with ADHI's required specifications. In the reporting year there were no recorded foreign/international suppliers. As of December 31, 2023, there were 277 local and national suppliers with a total contract value of IDR 463.61 billion.

Meanwhile, ADHI fulfills its responsibilities to the community as one of the main external stakeholders by organizing various activities within the State-Owned Enterprise Social and Environmental Responsibility Program (TJSL BUMN). In 2023, ADHI distributed the TJSL BUMN UMK Funding program through a cooperation mechanism so that the sector-based allocation of PUMK funds is carried out based on the PUMK cooperation manager's assessment of prospective fostered partners who are deemed entitled to receive PUMK. The funds distributed through this program were recorded at IDR 1.5 billion.

Apart from that, the Company also spent CSR costs amounting to IDR 2.21 billion for various assistance and/or other activities, such as community social assistance, education and training, construction of public facilities & infrastructure, worship facilities, and assistance for victims of natural disasters. Based on mapping carried out by ADHI, the implementation of TJSL/CSR in 2023 has supported 10 of the 17 Sustainable Development Goals (TPB).





### Aspek lingkungan:

Sejalan dengan semakin pentingnya pemenuhan prinsip *Environmental Social & Governance* (ESG), maka dalam setiap proyek yang dikerjakan, ADHI berkomitmen untuk memenuhi semua regulasi, termasuk di bidang lingkungan sehingga dampak negatif terhadap lingkungan bisa diminimalkan. Di antara regulasi yang wajib sifatnya untuk dipenuhi dalam setiap proyek adalah Analisis Mengenai Dampak Lingkungan (AMDAL). Selain itu, Perseroan juga telah tersertifikasi ISO 9001:2015 tentang Sistem Manajemen Mutu dan ISO 14001:2015 tentang Sistem Manajemen Lingkungan. Secara spesifik, sebagai implementasi POJK Kegiatan Berkelanjutan, pada tahun 2021-2023, Perseroan melakukan pengerjaan proyek yang sesuai dengan prinsip kegiatan berkelanjutan yaitu Dumai Tirta Persada, Karian Water Service dan Kawasan Industri/FPLT Medan.

Implementasi prinsip ESG juga dilakukan ADHI dengan mengoptimalkan operasional perkantoran yang ramah lingkungan. Langkah nyata yang dilakukan antara lain melakukan efisiensi penggunaan energi listrik/BBM sehingga bisa menekan emisi gas rumah kaca, menghemat penggunaan air, mengurangi limbah, baik yang termasuk kategori bahan berbahaya dan beracun (B3) maupun non-B3, serta mengelola air limbah dengan baik sehingga tidak menyebabkan pencemaran. Walau demikian, apabila selama tahun pelaporan terdapat peningkatan penggunaan energi dan lain-lain, hal itu lebih disebabkan oleh adanya perluasan cakupan data, penambahan waktu operasional dan lokasi perkembangan proyek yang dikerjakan ADHI, dan sebagainya.

Per 31 Desember 2023, volume penggunaan listrik Kantor Pusat ADHI dan proyek yang dikerjakan tercatat sebesar 14.962.528 kWh atau 53.865 Gigajoule (GJ), naik dibandingkan tahun 2022 yang mencapai 585.774 kWh atau 2.108,8 GJ. Kenaikan signifikan terjadi karena data tahun 2022 hanya merujuk Kantor Pusat Perseroan.

Dengan kenaikan tersebut, maka emisi gas rumah kaca tidak langsung (cakupan 2) dari penggunaan listrik juga naik dari 547.113 kgCO<sub>2</sub>eq pada tahun 2022 menjadi 14.962.528 kgCO<sub>2</sub>eq pada tahun 2023. Di sisi lain, upaya pengurangan limbah yang dilakukan ADHI berhasil menurunkan volume limbah yang dihasilkan dari 389,6 ton pada tahun 2022 menjadi 309,95 ton pada tahun 2023. Penurunan juga terjadi dengan volume limbah berbahaya dari 132.392 ton pada tahun 2022 menjadi 117.044 ton pada tahun 2023.

Untuk memenuhi tanggung jawab terhadap upaya perbaikan lingkungan, sekaligus meningkatkan daya dukung lingkungan, ADHI mengalokasikan biaya lingkungan sebesar Rp2,21 miliar pada tahun 2023, naik dibandingkan tahun 2022 yang mencapai 1,59 miliar. Dana tersebut digunakan untuk membiayai berbagai program untuk menjaga keanekaragaman hayati antara lain berupa penanaman pohon sebanyak 82.265 batang melalui program TJSL/CSR bidang lingkungan. Pencapaian aspek lingkungan juga ditandai dengan tidak adanya pengaduan terkait lingkungan pada tahun pelaporan.

### Environmental Aspect:

In line with the increasing importance of fulfilling Environmental Social & Governance (ESG) principles, in every project undertaken, ADHI is committed to fulfilling all regulations, including in the environmental sector so that negative impacts on the environment can be minimized. Among the regulations that are mandatory for every project to fulfill is the Environmental Impact Analysis (AMDAL). Apart from that, the Company has also been certified to ISO 9001:2015 regarding Quality Management Systems and ISO 14001:2015 regarding Environmental Management Systems. Specifically, as an implementation of POJK Sustainable Activities, in 2021-2023, the Company carried out work on projects that are in accordance with the principles of sustainable activities, namely Dumai Tirta Persada, Karian Water Service and Medan Industrial Area/FPLT.

ADHI also implements ESG principles by optimizing environmentally friendly office operations. Concrete steps taken include making efficient use of electrical energy/fuel so that it can reduce greenhouse gas emissions, save water use, reduce waste, both categorized as hazardous and toxic (B3) and non-B3, and manage waste water well. so it doesn't cause pollution. However, if during the reporting year there was an increase in energy use, etc., this was more due to the expansion of data coverage, additional operational time and location of project developments carried out by ADHI, and so on.

As of 31 December 2023, the volume of electricity used by the ADHI Head Office and the projects being carried out was recorded at 14,962,528 kWh or 53,865 Gigajoules (GJ), an increase compared to 2022 which reached 585,774 kWh or 2,108.8 GJ. The significant increase occurred because the 2022 data only refers to the Company's Head Office.

With this increase, indirect greenhouse gas emissions (scope 2) from electricity use will also increase from 547,113 kgCO<sub>2</sub>eq in 2022 to 14,962,528 kgCO<sub>2</sub>eq in 2023. On the other hand, ADHI's waste reduction efforts have succeeded in reducing the volume of waste produced. generated from 389.6 tonnes in 2022 to 309.95 tonnes in 2023. A decrease also occurred in the volume of hazardous waste from 132,392 tonnes in 2022 to 117,044 tonnes in 2023.

To fulfill its responsibility for efforts to improve the environment, while increasing the carrying capacity of the environment, ADHI allocates environmental costs of IDR 2.21 billion in 2023, an increase compared to 2022 which reached 1.59 billion. These funds are used to finance various programs to maintain biodiversity, including planting 82,265 trees through the environmental TJSL/CSR program. Achievement of environmental aspects is also indicated by the absence of complaints related to the environment in the reporting year.

Prestasi dan pencapaian kinerja aspek ekonomi, lingkungan dan sosial selama tahun 2023 membuahkan apresiasi dari pihak eksternal. Penghargaan yang diraih ADHI di antaranya sejumlah penghargaan kecelakaan kerja nihil dari Kementerian Ketenagakerjaan RI atas pengerjaan berbagai proyek yang dikerjakan ADHI, meraih *Cloud Advocate Of The Year (Autodesk ASEAN Innovation Awards 2023)* Proyek Preservasi Jalan Lintas Timur Sumatera di Provinsi Riau dari ASEAN Innovation Award; 20 Million Manhours without LTI dari PT Chiyoda International Indonesia, dan sebagainya.

## STRATEGI PENCAPAIAN TARGET

ADHI menyadari dalam upaya mewujudkan target-target yang telah ditetapkan niscaya menghadapi berbagai risiko dan tantangan yang berpotensi menghambat pencapaian target-target tersebut. Untuk mitigasi sekaligus meminimalkan dampak atas risiko dan tantangan yang dihadapi tersebut, Perseroan terus menguatkan penerapan manajemen risiko yang komprehensif. Untuk itu, ADHI secara konsisten menerapkan SK Direksi PT Adhi Karya (Persero) Tbk No. 14-6/2020/502 tentang Penerapan Kebijakan Manajemen Risiko tanggal 17 Desember 2020 di mana kebijakan ini disusun dengan mengacu pada SNI ISO 31000:2018 – *Risk Management Guidelines*. Seiring dengan itu, Perseroan secara berkala melakukan evaluasi atas penerapan manajemen risiko serta menetapkan mitigasinya.

Selain menerapkan manajemen risiko secara konsisten, ADHI telah menetapkan serangkaian kebijakan strategis untuk mewujudkan target-target yang telah ditetapkan demi menjaga bisnis yang berkelanjutan. Kebijakan strategis ADHI tahun 2023 di antaranya mengedepankan inovasi bisnis dengan fokus pemasaran dalam negeri yakni sektor infrastruktur jalan tol, proyek IKN, bisnis konstruksi berbasis lingkungan (water & waste management), dan pengembangan kawasan properti berbasis *transit oriented development* (TOD). Untuk menopang kebijakan strategis di atas, Perseroan menetapkan serangkaian program strategis sebagai berikut:

1. Meningkatkan skala, spesialisasi dan diversifikasi
2. Membangun kompetensi melalui teknologi dan value chain
3. Memulai berkompetisi dalam proyek internasional
4. Memiliki keunggulan dalam operasional, keuangan, dan risiko

## PROSPEK DAN PELUANG

Lebih lanjut, ADHI telah menetapkan target produksi dan kinerja ekonomi yang telah dituangkan dalam RKAP tahun 2024, yang berisi target-target perusahaan, baik dari sisi perusahaan maupun dari sisi program-program yang akan diterapkan, di mana tujuan ADHI 2024 adalah mencapai tahap *Growth*.

Achievements and achievements in economic, environmental and social aspects during 2023 have resulted in appreciation from external parties. Awards received by ADHI include a number of zero work accident awards from the Indonesian Ministry of Manpower for the work on various projects carried out by ADHI, achieving *Cloud Advocate Of The Year (Autodesk ASEAN Innovation Awards 2023)* East Sumatra Highway Preservation Project in Riau Province from the ASEAN Innovation Award; 20 Million Manhours without LTI from PT Chiyoda International Indonesia, and so on.

## TARGET ACHIEVEMENT STRATEGY

ADHI is aware that in its efforts to realize the targets that have been set it will inevitably face various risks and challenges that have the potential to hinder the achievement of these targets. To mitigate and minimize the impact of the risks and challenges faced, the Company continues to strengthen the implementation of comprehensive risk management. For this reason, ADHI consistently implements Decree of the Board of Directors of PT Adhi Karya (Persero) Tbk No. 14-6/2020/502 concerning Implementation of Risk Management Policy dated 17 December 2020 where this policy was prepared by referring to SNI ISO 31000:2018 – *Risk Management Guidelines*. Along with this, the Company periodically evaluates the implementation of risk management and determines mitigation.

Apart from implementing risk management consistently, ADHI has established a series of strategic policies to realize the targets that have been set in order to maintain a sustainable business. ADHI's strategic policies for 2023 include prioritizing business innovation with a focus on domestic marketing, namely the toll road infrastructure sector, IKN projects, environmentally based construction business (water & waste management), and property area development based on transit oriented development (TOD). To support the above strategic policies, the Company has established a series of strategic programs as follows:

1. Increase scale, specialization and diversification
2. Building competency through technology and value chains
3. Start competing in international projects
4. Have excellence in operations, finance and risk.

## PROSPECTS AND OPPORTUNITIES

Furthermore, ADHI has set production targets and economic performance which have been outlined in the 2024 RKAP, which contains company targets, both from the company side and in terms of the programs that will be implemented, where ADHI's 2024 goal is to reach the *Growth* stage.



Untuk mencapai target di atas, ADHI telah menetapkan kebijakan strategis sebagaimana disampaikan dalam RKAP Tahun 2024. Kebijakan tersebut mengelola berbagai aspek perusahaan, mulai dari strategis, pemasaran, serta target-target keuangan yang harus dicapai. Dengan kerja keras dan bersinergi di semua lini, Perseroan optimistis dapat menangkap peluang dan meraih target-target tersebut demi mewujudkan bisnis ADHI yang berkelanjutan.

## APRESIASI

Prestasi ADHI membukukan kinerja optimal tahun 2023 merupakan cerminan atas ketepatan kebijakan dan inisiatif strategis yang diambil dan diimplementasikan selama tahun 2023. Lebih dari itu, pencapaian tersebut juga diraih karena kuatnya dukungan para pemangku kepentingan, baik internal maupun eksternal, terhadap operasional Perseroan. Untuk itu, kami mengucapkan terima kasih kepada Dewan Komisaris yang telah melakukan pengawasan dan memberikan arahan sehingga Direksi dapat menjalankan kebijakan dan strategi dengan baik. Ungkapan yang sama kami sampaikan kepada pemegang saham yang telah memberikan kepercayaan kepada kami untuk mengelola ADHI selama tahun pelaporan. Secara khusus, kepada seluruh karyawan, kami berterima kasih atas kerja keras, dedikasi dan loyalitas yang diberikan selama ini sehingga Perseroan berhasil mencatatkan peningkatan kinerja dibanding tahun sebelumnya.

Apresiasi juga kami sampaikan kepada segenap mitra/pemasok, pelanggan/*owner*, pemerintah, regulator, maupun masyarakat yang tak pernah putus memberikan dukungan untuk keberlangsungan Perseroan. Kami berharap dukungan dan kepercayaan tersebut tetap diberikan agar ADHI semakin maju dan berkembang untuk mewujudkan visi Menjadi Korporasi Inovatif dan Berbudaya Unggul untuk Pertumbuhan Berkelanjutan.

To achieve the above target, ADHI has established a strategic policy as stated in the 2024 RKAP. This policy manages various aspects of the company, starting from strategic, marketing, and financial targets that must be achieved. With hard work and synergy in all lines, the Company is optimistic can seize opportunities and achieve these targets in order to realize a sustainable ADHI business.

## APPRECIATION

ADHI's achievement in posting optimal performance in 2023 is a reflection of the accuracy of the policies and strategic initiatives taken and implemented during 2023. More than that, this achievement was also achieved due to the strong support of stakeholders, both internal and external, for the Company's operations. For this reason, we would like to thank the Board of Commissioners for supervising and providing direction so that the Board of Directors can implement policies and strategies well. We convey the same expression to shareholders who have trusted us to manage ADHI during the reporting year. In particular, to all employees, we are grateful for the hard work, dedication and loyalty given so far so that the Company succeeded in recording an increase in performance compared to the previous year.

We also express our appreciation to all partners/suppliers, customers/owners, government, regulators and the public who have never failed to provide support for the Company's sustainability. We hope that this support and trust will continue to be given so that ADHI will continue to progress and develop to realize its vision of becoming an innovative and culturally excellent corporation for sustainable growth.

**Jakarta, 08 Maret 2024**

Jakarta, March 08, 2024

**Atas Nama Direksi**

On behalf of Board of Directors

**PT ADHI KARYA (Persero) Tbk**

Entus Asnawi Mukhsion

**Direktur Utama**

President Director

halaman ini sengaja dikosongkan.  
this page intentionally left blank.





beyond construction



# TENTANG LAPORAN KEBERLANJUTAN

ABOUT THE SUSTAINABILITY REPORT

01





## Pelatihan Aneka Usaha Jarum Bayat

Melalui laporan ini, kami berharap para pemangku kepentingan dapat mengetahui komitmen dan kontribusi ADHI dalam upaya pencapaian Tujuan Pembangunan Berkelanjutan (Sustainable Development Goals/SDG's).

Through this report, we hope that stakeholders can find out ADHI's commitment and contribution in efforts to achieve the Sustainable Development Goals (SDG's).





# TENTANG LAPORAN KEBERLANJUTAN

## ABOUT SUSTAINABILITY REPORTS

PT ADHI KARYA (Persero) Tbk berkomitmen untuk terus meningkatkan kualitas transparansi dalam menjalankan aspek-aspek keberlanjutan. Sejalan dengan komitmen itu, maka setiap tahun Perseroan menerbitkan Laporan Keberlanjutan sebagai bagian tak terpisahkan dari Laporan Tahunan Perseroan. Laporan Keberlanjutan PT ADHI KARYA (Persero) Tbk Tahun 2023 ini merupakan penerbitan kedelapan, sedangkan laporan sebelumnya terbit pada 20 Maret 2023.

Penerbitan laporan ini merupakan kepatuhan Perseroan terhadap Peraturan Otoritas Jasa Keuangan (POJK) No.51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik atau POJK Keuangan/Kegiatan Berkelanjutan. ADHI sebagai bagian dari perusahaan publik wajib menerapkan peraturan ini per 1 Januari 2021. [\[GRI 2-3\]](#)

Selain bentuk kepatuhan terhadap POJK No.51/POJK.03/2017, penerbitan laporan ini sekaligus merupakan implementasi dan tanggung jawab Perseroan terhadap Undang-Undang yaitu Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas, yang mewajibkan Perseroan Terbatas menyampaikan pelaksanaan kegiatan Tanggung jawab Sosial dan Lingkungan (TJSL).

### PRINSIP PELAPORAN

Laporan ADHI disusun dengan merujuk pada delapan prinsip pelaporan sebagaimana ditentukan dalam GRI 1: Landasan 2021 sebagai berikut:

1. Akurasi:  
Perseroan melaporkan informasi yang benar dan cukup terperinci agar dapat dilakukan penilaian dampak organisasi.
2. Keseimbangan:  
Perseroan melaporkan informasi dengan cara netral dan menyediakan gambaran yang seimbang tentang dampak negatif dan positif organisasi.
3. Kejelasan:  
Perseroan menyajikan informasi dengan cara yang dapat diakses dan dapat dipahami.
4. Keterbandingan:  
Perseroan memilih, menyusun, dan melaporkan informasi secara konsisten agar mereka dapat melakukan analisis mengenai perubahan dalam dampak organisasi seiring waktu dan analisis dampak ini yang berkaitan dengan dampak organisasi lain.
5. Kelengkapan:  
Perseroan menyediakan informasi yang memadai agar penilaian dampak organisasi dapat dilakukan selama periode pelaporan.

PT ADHI KARYA (Persero) Tbk is committed to continuously improving the quality of transparency in carrying out sustainability aspects. In line with this commitment, every year the Company publishes a Sustainability Report as an integral part of the Company's Annual Report. The 2023 PT ADHI KARYA (Persero) Tbk Sustainability Report is the eighth publication, while the previous report was published on March 20, 2023.

The issuance of this report is the Company's compliance with the Financial Services Authority Regulation (POJK) No.51/POJK.03/2017 concerning the Application of Sustainable Finance for Financial Service Institutions, Issuers, and Public Companies or POJK Finance/Sustainable Activities. ADHI as part of a public company is required to implement this regulation as of January 1, 2021. [\[GRI 2-3\]](#)

In addition to compliance with POJK No.51/POJK.03/2017, the issuance of this report is also an implementation and responsibility of the Company towards the Law, namely Law No. 40 of 2007 concerning Limited Liability Companies, which requires Limited Liability Companies to submit the implementation of Social and Environmental Responsibility (TJSL) activities.

### REPORTING PRINCIPLES

The ADHI report is prepared by referring to eight reporting principles as specified in GRI 1: Foundation 2021 as follows:

1. Accuracy:  
The Company reports correct and detailed information sufficient for an organizational impact assessment to be carried out.
2. Balance:  
The Company reports information in a neutral manner and provides a balanced picture of the negative and positive impacts of the organization
3. Clarity:  
The Company presents information in an accessible and understandable manner.
4. Comparability:  
The Company selects, compiles, and reports information consistently so that they can analyze changes in organizational impact over time and analyze this impact as it relates to the impact of other organizations.
5. Completeness  
The Company provides adequate information so that the organization's impact assessment can be carried out during the reporting period.

6. Konteks keberlanjutan:  
Perseroan melaporkan informasi tentang dampak mereka dalam konteks yang lebih luas dari pembangunan berkelanjutan.
7. Ketepatan waktu:  
Perseroan melaporkan informasi secara rutin dan menyediakan informasi tersebut secara tepat waktu bagi pengguna informasi untuk mengambil keputusan.
8. Keterverifikasi:  
Perseroan mengumpulkan, mencatat, menyusun, dan menganalisis informasi dengan cara sedemikian rupa sehingga informasi tersebut dapat diteliti untuk menentukan kualitasnya.

## RUJUKAN LAPORAN

Laporan ini disusun berdasarkan POJK No.51/POJK.03/2017, SEOJK Nomer 16/SEOJK.04/2021 dan GRI Standards Universal 2021 (Standard GRI) yang diterbitkan oleh Global Sustainability Standards Board (GSBB) – lembaga yang dibentuk oleh Global Reporting Initiative (GRI) untuk menangani pengembangan standar laporan keberlanjutan. GRI G4 Pengungkapan Sektor Konstruksi dan Real Estat 2013 Sesuai bidang usaha ADHI, laporan dilengkapi dengan GRI G4 Pengungkapan Sektor Konstruksi dan Real Estat 2013.

Selaras dengan komitmen untuk menyelenggarakan kegiatan berkelanjutan, Perseroan berupaya untuk menyampaikan semua informasi dan data yang diminta oleh panduan. Untuk memudahkan pembaca menemukan informasi yang sesuai dengan panduan, kami menyertakan penanda khusus berupa huruf dan angka sesuai Lampiran II POJK No.51/2017 dan SEOJK Nomer 16/SEOJK.04/2021, atau pencantuman angka pengungkapan Standard GRI di belakang kalimat atau alinea yang relevan. Data lengkap kecocokan isi laporan dengan kedua rujukan disajikan di bagian belakang laporan ini.

Melalui laporan ini, kami berharap para pemangku kepentingan, seperti pelanggan, pemegang saham, karyawan, pemerintah, masyarakat, media, dan pemasok dan pemangku kepentingan lainnya, dapat mengetahui komitmen dan kontribusi Perseroan dalam upaya pencapaian Tujuan Pembangunan Berkelanjutan (*Sustainable Development Goals/SDG's*).

Data keuangan dalam laporan ini menggunakan nominasi Rupiah, kecuali diindikasikan lain. Dalam melaporkan data keuangan, kami menggunakan teknik berdasarkan Pernyataan Standar Akuntansi Keuangan ("PSAK") Indonesia. Sedangkan untuk data keberlanjutan, kami menggunakan teknik pengukuran data yang berlaku secara internasional. Untuk menjangkau pembaca yang lebih luas, laporan ini dibuat dalam dua bahasa, yakni Bahasa Indonesia dan Bahasa Inggris. Untuk membantu pemangku kepentingan melakukan analisis tren kinerja Perseroan, data kuantitatif dalam laporan ini disajikan dengan menggunakan prinsip daya banding (*comparability*), minimal dalam tiga tahun berturut-turut.

6. Sustainability context:  
The Company reports information on their impacts in the broader context of sustainable development.
7. Punctuality:  
The Company reports information regularly and provides such information in a timely manner for information users to make decisions.
8. Verifiability:  
The Company collects, records, compiles, and analyzes information in such a way that the information can be researched to determine its quality.

## REPORT REFERENCE

This report is prepared based on POJK No.51/POJK.03/2017, SEOJK No. 16/SEOJK.04/2021 and GRI Standards Universal 2021 (GRI Standard) issued by the Global Sustainability Standards Board (GSBB) – an institution formed by the Global Reporting Initiative (GRI) to handle the development of sustainability report standards. Due to ADHI's line of business, the report is accompanied by GRI G4 Construction and Real Estate Sector Disclosures 2013.

In line with its commitment to carry out sustainable activities, the Company strives to convey all information and data requested by the guidelines. To make it easier for readers to find information that is in accordance with the guidelines, we include special markers in the form of letters and numbers according to Appendix II POJK No.51/2017 and SEOJK Number 16/SEOJK.04/2021, or the inclusion of GRI Standard disclosure numbers behind relevant sentences or paragraphs. Complete data matching the contents of the report with both

Through this report, we hope that stakeholders, such as customers, shareholders, employees, government, society, media and suppliers and other stakeholders, can know the Company's commitment and contribution in achieving the Sustainable Development Goals (SDG's).

Financial data in this report uses Rupiah nominations, unless otherwise indicated. In reporting financial data, we use techniques based on Indonesia's Statement of Financial Accounting Standards ("PSAK"). As for sustainability data, we use internationally accepted data measurement techniques. To reach a wider audience, the report was made in two languages, namely Indonesian and English. To help stakeholders conduct analysis The Company's performance trends, quantitative data in this report are presented using the principle of comparability, at least in three consecutive years.



## CAKUPAN DAN BATASAN LAPORAN

Laporan ini mencakup kegiatan operasional ADHI di bidang ekonomi, lingkungan dan sosial beserta dampak yang ditimbulkannya selama periode 1 Januari-31 Desember 2023, termasuk di dalamnya dampak yang bermakna positif. Laporan tidak termasuk kegiatan operasional anak perusahaan. [GRI 2-2]

## SIKLUS, PERIODE PELAPORAN DAN PERNYATAAN PENGGUNAAN

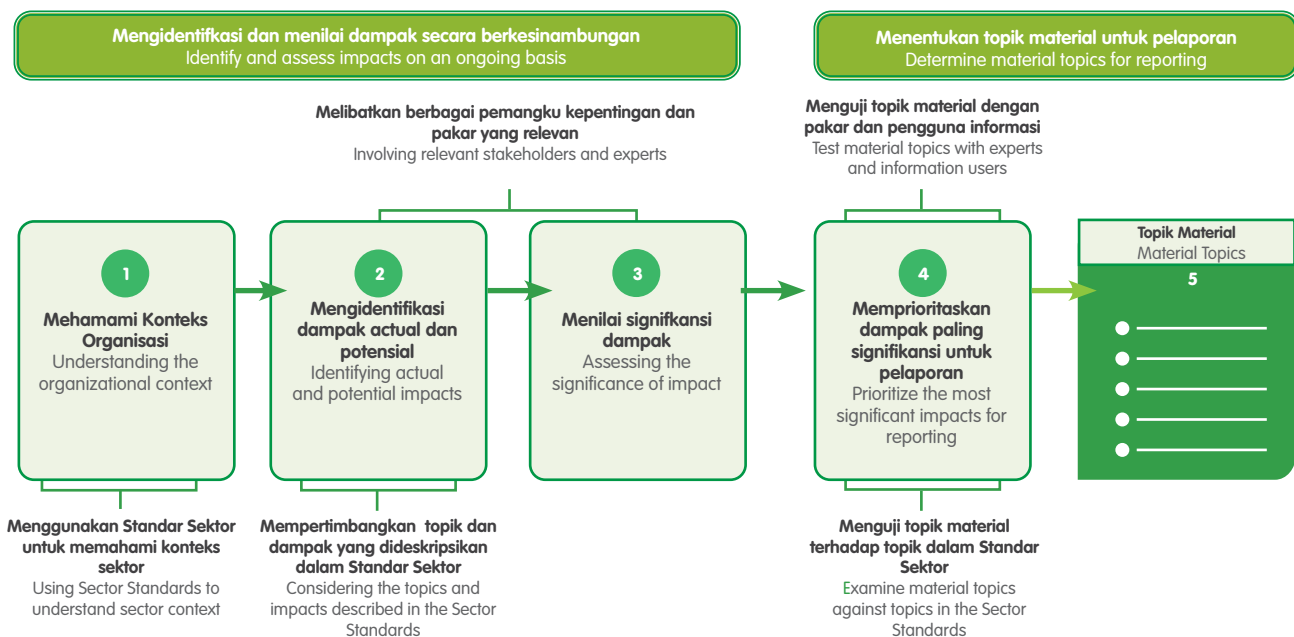
Sebagai bagian tak terpisahkan dari Laporan Tahunan Perseroan, laporan ini terbit setahun sekali. ADHI telah melaporkan informasi yang dikutip pada indeks konten GRI untuk periode dari 1 Januari-31 Desember 2023 "Sesuai dengan Standard GRI." [GRI 2-3]

## PERUBAHAN TERKAIT LAPORAN

Pada Laporan Keberlanjutan 2023 terdapat perubahan terkait topik material dibanding tahun sebelumnya. Penetapan adanya perubahan diputuskan setelah Perseroan melakukan peninjauan terhadap topik material tahun 2022 dengan melibatkan pemangku kepentingan internal dan eksternal sesuai panduan GRI Standards Universal Tahun 2021. Melalui peninjauan tersebut, selain mengidentifikasi dan menilai dampak secara berkesinambungan, sekaligus Perseroan dapat memastikan bahwa topik material dalam laporan ini mewakili dampak paling signifikan selama tahun pelaporan.

Peninjauan dilakukan melalui diskusi secara online pada 9 Januari 2024 yang diikuti oleh pemangku kepentingan internal dan eksternal Perseroan, yaitu manajemen dan karyawan lintas divisi, termasuk para penanggung jawab penyusunan laporan, serta konsultan, mitra dan pengguna laporan. [GRI 3-1]

### Proses untuk menentukan topik material Process for determining material topics



## COVERAGE AND REPORT LIMITATIONS

This report covers ADHI's economic, environmental and social operations and their impacts during the period 1 January-31 December 2023, including significant positive impacts. The report does not include the operational activities of the subsidiary. [GRI 2-2]

## CYCLES, REPORTING PERIODS AND USAGE STATEMENTS

As an integral part of the Company's Annual Report, this report is published once a year. ADHI has reported the information cited on the GRI content index for the period from January 1-December 31, 2023 "In accordance with GRI Standards." [GRI 2-3]

## CHANGES TO REPORTS

In the 2023 Sustainability Report, there were changes related to material topics compared to the previous year. The determination of the changes was decided after the Company conducted a review of the material topics in 2022 by involving internal and external stakeholders in accordance with the 2021 Universal GRI Standards guidelines. Through the review, in addition to identify and assess impacts on an ongoing basis, while the Company can ensure that the material topics in this report represent the most significant impacts during the reporting year.

The review was conducted through an online discussion on January 9, 2024 which was attended by the Company's internal and external stakeholders, namely management and employees across divisions, including those responsible for preparing the report, as well as consultants, partners and users of the report. [GRI 3-1]



Berdasarkan peninjauan secara internal dan eksternal, terdapat satu topik tahun 2022 yang tidak lagi ditetapkan sebagai topik pada laporan tahun 2023, yaitu Topik Kepatuhan Lingkungan. Sebab, GRI Universal Standards 2021 telah memasukkan kepatuhan tersebut ke dalam Pengungkapan Umum. Daftar Topik material laporan tahun 2023 yang berjumlah 15 topik setelah dilakukan peninjauan oleh pemangku kepentingan internal dan eksternal telah disetujui oleh Direksi. Daftar topik material Laporan Keberlanjutan Perseroan Tahun 2023 selengkapnya adalah sebagai berikut: [\[GRI 3-2\]](#)

Based on internal and external reviews, there is one topic for 2022 that is no longer designated as a topic in the 2023 report, namely the Environmental Compliance Topic. This is because GRI Universal Standards 2021 has included this compliance in the General Disclosure. The list of material topics for the 2023 report totaling 15 topics after review by internal and external stakeholders has been approved by the Board of Directors. The complete list of material topics for the Company's 2023 Sustainability Report is as follows: [\[GRI 3-2\]](#)

**Tabel Topik Material Tahun 2023**  
**2023 Material Topics Table**

| Topik Material<br>Material Topics                         | Kenapa Topik Ini Material<br><a href="#">[GRI 3-3]</a><br>Why This Topic Is Material                                                                                                                                                                         | Nomor Pengungkapan<br>Disclosure Number                                                                                                                                                        |
|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Topik Ekonomi</b><br>Economic Topics                   |                                                                                                                                                                                                                                                              |                                                                                                                                                                                                |
| Kinerja ekonomi<br>Economic performance                   | Menggambarkan pencapaian dan kinerja Perusahaan selama tahun pelaporan<br>Describe the Company's achievements and performance during the reporting year                                                                                                      | 201-1<br>Nilai ekonomi langsung yang dihasilkan dan didistribusikan<br>Generated and distributed Direct economic value                                                                         |
| Keberadaan Pasar<br>Market Existence                      | Menggambarkan komitmen Perseroan dalam memberikan upah dan gaji yang layak bagi seluruh karyawan<br>Describe the Company's commitment in providing decent wages and salaries for all employees                                                               | 202-1<br>Rasio standar upah karyawan entry-level berdasarkan jenis kelamin terhadap upah minimum regional<br>Ratio of standard wages of entry-level employees by sex to regional minimum wages |
| Dampak Ekonomi Tidak Langsung<br>Indirect Economic Impact | Menggambarkan komitmen Perusahaan dalam membangun sarana dan prasarana yang layak<br>Describes the Company's commitment to building adequate facilities and infrastructure                                                                                   | 203-1<br>Investasi infrastruktur dan dukungan layanan<br>Infrastructure investment and service support                                                                                         |
|                                                           |                                                                                                                                                                                                                                                              | 203-2<br>Dampak ekonomi tidak langsung yang signifikan<br>Significant indirect economic impact                                                                                                 |
| Praktik Pengadaan<br>Procurement Practices                | Menggambarkan komitmen Perseroan terhadap keberadaan pemasok lokal<br>Describes the Company's commitment to the existence of local suppliers                                                                                                                 | 204-1<br>Proporsi pengeluaran untuk pemasok lokal<br>Proportion of expenditure on local suppliers                                                                                              |
| Antikorupsi<br>Anti-corruption                            | Menggambarkan komitmen Perusahaan untuk memerangi dan mencegah adanya praktik korupsi di Perseroan<br>Describes the Company's commitment to combat and prevent corrupt practices in the Company                                                              | 205-3<br>Insiden korupsi yang terbukti dan tindakan yang diambil<br>Proven incidents of corruption and actions taken                                                                           |
| <b>Topik Lingkungan</b><br>Environmental Topics           |                                                                                                                                                                                                                                                              |                                                                                                                                                                                                |
| Material<br>Materials                                     | Menggambarkan kepedulian Perusahaan terhadap penggunaan material yang ramah lingkungan bagi kegiatan operasional di Perusahaan<br>Describe the Company's concern for the use of environmentally friendly materials for operational activities in the Company | 301-1<br>Material yang digunakan berdasarkan berat atau volume<br>Material used by weight or volume                                                                                            |



**Tabel Topik Material Tahun 2023**  
2023 Material Topics Table

| Topik Material<br>Material Topics                                 | Kenapa Topik Ini Material<br>[GRI 3-3]<br>Why This Topic Is Material                                                                                                                                                                             | Nomor Pengungkapan<br>Disclosure Number                                                                                                                                                                                            |
|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Energi<br>Energy                                                  | Menggambarkan kepedulian Perusahaan terhadap pengelolaan energi yang ketersediaannya kian terbatas<br>Describe the Company's concern for energy management whose availability is increasingly limited                                            | 302-1<br>Konsumsi energi dalam organisasi<br>Energy consumption in the organization                                                                                                                                                |
| Air dan Air Limbah<br>Water and Wastewater                        | Menggambarkan kepedulian Perusahaan terhadap pengelolaan sumber daya air yang ketersediaannya kian terbatas<br>Describe the Company's concern for the management of water resources whose availability is increasingly limited                   | 303-3<br>Pengambilan Air<br>Water Intake                                                                                                                                                                                           |
| Emisi<br>Emission                                                 | Menggambarkan Komitmen Perseroan terhadap pengurangan emisi<br>Describing the Company's Commitment to reducing emissions                                                                                                                         | 305-1<br>Emisi GRK (Cakupan 1) langsung<br>Direct GHG emissions (Scope 1)                                                                                                                                                          |
|                                                                   |                                                                                                                                                                                                                                                  | 305-2<br>Emisi GRK (Cakupan 2) tidak langsung<br>Indirect GHG emissions (Scope 2)                                                                                                                                                  |
| Limbah<br>Waste                                                   | Menggambarkan kepedulian Perusahaan terhadap pengelolaan limbah yang aman bagi lingkungan<br>Describe the Company's concern for safe waste management<br>Share the environment                                                                   | 306-3<br>Timbulan limbah<br>Waste generation                                                                                                                                                                                       |
| <b>Topik Sosial<br/>Social Topics</b>                             |                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                    |
| Kepegawaian<br>Employment                                         | Menggambarkan komitmen Perusahaan dalam memberikan kesempatan bekerja yang setara bagi seluruh insan serta menghormati HAM<br>Describe the Company's commitment in providing equal work opportunities for all people and respecting human rights | 401-1<br>Perekrutan karyawan baru dan pergantian karyawan<br>New employee recruitment and employee turnover                                                                                                                        |
|                                                                   |                                                                                                                                                                                                                                                  | 401-2<br>Tunjangan yang diberikan kepada karyawan purnawaktu yang tidak diberikan kepada karyawan sementara atau paruh waktu<br>Benefits provided to full-time employees that are not provided to temporary or part-time employees |
| Kesehatan dan Keselamatan Kerja<br>Occupational Health and Safety | Menggambarkan komitmen Perusahaan dalam menjaga keselamatan dan kesehatan karyawan di tempat kerja<br>Describes the Company's commitment to maintaining the safety and health of employees in the workplace                                      | 403-1<br>Sistem manajemen keselamatan dan kesehatan kerja<br>Occupational health and safety management system                                                                                                                      |
|                                                                   |                                                                                                                                                                                                                                                  | 403-9<br>Kecelakaan kerja<br>Work accidents                                                                                                                                                                                        |
| Pelatihan dan pendidikan<br>Training and education                | Menggambarkan komitmen Perseroan dalam upaya meningkatkan kompetensi pekerja<br>Describe the Company's commitment in an effort to improve the competence of workers                                                                              | 404-1<br>Rata-rata jam pelatihan per tahun per karyawan<br>Average training hours per year per employee                                                                                                                            |
|                                                                   |                                                                                                                                                                                                                                                  | 404-2<br>Program untuk meningkatkan keterampilan karyawan dan program bantuan peralihan<br>Programs to upskill employees and transition assistance programs                                                                        |
| Masyarakat Lokal<br>Local People                                  | Menggambarkan komitmen Perusahaan dalam menebar manfaatnya bagi masyarakat<br>Describe the Company's commitment in spreading its benefits to the community                                                                                       | 413-1<br>Operasi dengan keterlibatan masyarakat lokal, penilaian dampak, dan program pengembangan<br>Operations with local community involvement, impact assessment, and development programs                                      |

**Tabel Topik Material Tahun 2023**  
2023 Material Topics Table

| Topik Material<br>Material Topics                 | Kenapa Topik Ini Material<br>[GRI 3-3]<br>Why This Topic Is Material                                                                                                                     | Nomor Pengungkapan<br>Disclosure Number                                                                                                  |
|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| Pemasaran dan Pelabelan<br>Marketing and Labeling | Menggambarkan komitmen Perusahaan dalam menyediakan informasi produk yang jelas bagi pelanggan<br>Describe the Company's commitment in providing clear product information for customers | 417-1<br>Persyaratan untuk pelabelan dan informasi produk dan jasa<br>Requirements for labeling and information on products and services |

## PERNYATAAN ULANG INFORMASI

Untuk mendukung validitas isi laporan, apabila terdapat pernyataan ulang informasi yang diberikan dalam laporan sebelumnya, kami memberi tanda \*disajikan kembali. Dalam laporan ini, penyajian kembali antara lain terkait distribusi nilai ekonomi karena terdapat reklasifikasi akun keuangan. [GRI 2-4]

## VERIFIKASI OLEH PIHAK INDEPENDEN

GRI merekomendasikan penggunaan *external assurance* oleh pihak ketiga yang independen untuk memastikan kualitas dan keandalan informasi yang disampaikan dalam laporan ini. Pada laporan ini, Perseroan belum melakukan verifikasi oleh pihak independen. Namun demikian, ADHI menjamin kebenaran atas isi laporan sebagaimana disampaikan dalam Surat Pernyataan Tanggung Jawab atas Laporan Keberlanjutan PT Adhi Karya (Persero) Tbk Tahun 2023. [GRI 2-5]

## AKSESIBILITAS DAN UMPAN BALIK

ADHI mengundang para pembaca dan pemangku kepentingan untuk mengakses dan mengunduh laporan keberlanjutan melalui website [www.adhi.co.id](http://www.adhi.co.id). Kami menyambut baik komentar, ide dan umpan balik dari para pembaca demi perbaikan kualitas laporan kami berikutnya. Masukan-masukan tersebut dapat disampaikan kepada kami melalui: [GRI 2-3]

### Corporate Secretary

PT ADHI KARYA (Persero) Tbk  
Gedung Harmonis  
Jl. Raya Pasar Minggu Km.18  
Jakarta 12510 – Indonesia  
Telp: +62 21 797 5312  
Faks: +62 21 797 5311  
E-mail: [adhi@adhi.co.id](mailto:adhi@adhi.co.id)

## RESTATEMENT INFORMATION

To support the validity of the content of the report, if there is a restatement of the information provided in the previous report, we mark it \*restated. In this report, the restatement is related to the distribution of economic value because there is a reclassification of financial accounts. [GRI 2-4]

## INDEPENDENT VERIFICATION

GRI recommends the use of external assurance by an independent third party to ensure the quality and reliability of the information presented in this report. In this report, the Company has not been verified by an independent party. However, ADHI guarantees the correctness of the contents of the report as stated in the Statement of Responsibility for the 2023 Sustainability Report of PT Adhi Karya (Persero) Tbk. [GRI 2-5]

## ACCESSIBILITY AND FEEDBACK

ADHI invites readers and stakeholders to access and download sustainability reports through [www.adhi.co.id](http://www.adhi.co.id) website. We welcome comments, ideas and feedback from readers for future improvements to the quality of our reports. These inputs can be submitted to us via: [GRI 2-3]

### Corporate Secretary

PT ADHI KARYA (Persero) Tbk  
Gedung Harmonis  
Jl. Raya Pasar Minggu Km.18  
Jakarta 12510 – Indonesia  
Telp: +62 21 797 5312  
Faks: +62 21 797 5311  
E-mail: [adhi@adhi.co.id](mailto:adhi@adhi.co.id)



beyond construction



# *PROFIL PERUSAHAAN*

## COMPANY PROFILE

# 02







## Mangrove Karya

Tahun 2023, dua proyek prestisius ADHI diresmikan, yaitu Indonesia Arena International Venue Basketball – FIBA Certified, dan LRT Jabodebek sebagai salah satu landmark Ibukota..

In 2023, two prestigious ADHI projects were inaugurated, namely the Indonesia Arena International Venue Basketball – FIBA Certified, and the Jabodebek LRT as one of the capitals landmarks.



# IDENTITAS PERUSAHAAN

## COMPANY IDENTITY

| Nama<br>Name [GRI 2-1]                   |  | PT Adhi Karya (Persero) Tbk.            |
|------------------------------------------|--|-----------------------------------------|
| Nama Panggilan<br>Nickname [GRI 2-1]     |  | ADHI                                    |
| Bidang Usaha<br>Company Status [GRI 2-6] |  | Jasa Konstruksi<br>Construction Service |



|                                                                                     |                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | Status Perusahaan<br>Date of Establishment<br>[GRI 2-1]                    | Perusahaan Terbuka<br>Public Company                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                     | Tanggal Pendirian<br>Legal Basis                                           | 11 Maret 1960                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|  | Dasar Hukum<br>Legal Basis                                                 | <ol style="list-style-type: none"><li>1. Peraturan Pemerintah Republik Indonesia No. 2 Tahun 1960 Tentang Penentuan Pemborongan Milik Belanda Yang Dikenakan Nasionalisasi.</li><li>2. Surat Keputusan Menteri Pekerjaan Umum dan Tenaga Listrik No. 5 Tahun 1960 tanggal 11 Maret 1960.</li><li>3. Peraturan Pemerintah Republik Indonesia No. 65 Tahun 1961 Tentang Pendirian Perusahaan Negara "Adhi Karya".</li><li>4. Peraturan Pemerintah Republik Indonesia No. 41 Tahun 1971 Tentang Pengalihan Bentuk Perusahaan Bangunan Negara Adhi Karya Menjadi Perusahaan Perseroan (Persero).</li><li>5. Akta Notaris No. 1 Tanggal 1 Juli 1974 yang diubah melalui Akta No. 2 Tanggal 3 Desember 1974 dibuat di hadapan Kartini Muljadi SH, Notaris di Jakarta, yang telah disahkan oleh Menteri Kehakiman melalui Surat Keputusan Menteri Kehakiman No. Y.A.5/5/13 Tanggal 7 Januari 1975.</li></ol> |
|                                                                                     |                                                                            | <ol style="list-style-type: none"><li>1. Republic of Indonesia Government Regulation no. 2 of 1960 concerning Determination of Dutch-owned Contractors Subject to Nationalization.</li><li>2. Decree of the Minister of Public Works and Electrical Power No. 5 of 1960 dated 11 March 1960.</li><li>3. Republic of Indonesia Government Regulation no. 65 of 1961 concerning the Establishment of the State Company "Adhi Karya".</li><li>4. Republic of Indonesia Government Regulation no. 41 of 1971 concerning the Transfer of the State Building Company Adhi Karya to a Limited Liability Company (Persero).</li><li>5. Notarial Deed No. 1 dated 1 July 1974 which was amended by Deed no. 2 December 3, 1974 made before Kartini Muljadi SH, Notary in Jakarta, which was ratified by the Minister of Justice through Minister of Justice Decree No. Y.A.5/5/13 January 7, 1975.</li></ol>   |
|  | Akta Pendirian Perusahaan<br>Deed of Establishment                         | Akta No. 1 Tanggal 1 Juni 1974<br>Deed No. 1 June 1, 1974                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|  | Kepemilikan Saham<br>Shareholding [GRI 2-1] [OJK C.3]                      | <ul style="list-style-type: none"><li>• Pemerintah Republik Indonesia: 64%</li><li>• Publik: 36%</li><li>• Government of the Republic of Indonesia: 64%</li><li>• Public: 36%</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|  | Modal Dasar<br>Authorized Capital                                          | 22.000.000.000 saham dengan nilai nominal Rp2.200.000.000 atau masing-masing bernilai Rp100 per saham.<br>22,000,000,000 shares with a nominal value of IDR 2,200,000,000 or each worth IDR 100 per share.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|  | Modal Ditempatkan dan<br>Disetor Penuh<br>Issued and fully paid-up capital | 8.407.608.979 saham dengan nilai nominal Rp840.760.897.900<br>8,407,608,979 shares with a nominal value of IDR 840,760,897,900                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |





Pencatatan di Bursa  
Stock Exchange Listing

18 Maret 2004  
March 18, 2004



Bursa Saham  
Stock Exchange

Bursa Efek Indonesia  
Indonesia Stock Exchange



Jenis Saham  
Stock Type

Saham Seri A Dwiwarna dan Saham Seri B  
Dwiwarna Series A Shares and Series B Shares



Kode Saham  
Stock Code

ADHI



Hasil Pemeringkat obligasi  
Bond Rating Results

ID A- (Single A-)



Kode Obligasi  
Bond Code

- Obligasi Berkelanjutan II Adhi Karya Tahap I ADHI02CN1 jatuh tempo pada 22 Juni 2022
- Obligasi Berkelanjutan III Adhi Karya Tahap I ADHI03CN1 jatuh tempo pada 18 November 2023
- Obligasi Berkelanjutan II Adhi Karya Tahap II  
Seri A: ADHI02ACN2 jatuh tempo pada 25 Juni 2022  
Seri B: ADHI02BCN2 jatuh tempo pada 25 Juni 2024
- Adhi Karya Shelf Registration Bond II Phase I ADHI02CH1 maturing on June 22, 2022
- Adhi Karya Shelf Registration Bond III Phase I ADHI03CH1 maturing on November 18, 2023
- Adhi Karya Shelf Registration Bond II Phase I  
Series A: ADHI02ACN2 maturing on June 25, 2022  
Series B: ADHI02BCN2 maturing on June 25, 2024



Jumlah Pegawai  
Total Employees [\[GRI 2-6\]](#)

**2.595 orang per 31 Desember 2023**  
2,595 employees as of December 31, 2023



Alamat Kantor Pusat  
Head Office Address  
[\[GRI 2-1\]](#) [\[OJK C.2\]](#)

Gedung Harmonis  
Jl. Raya Pasar Minggu KM.18  
Jakarta 12510 - Indonesia



Kantor Pusat Operasional  
Operational Headquarters

MTH 27 Office Suites  
Jl. Letjen M.T. Haryono No.Kavling 27, RT.6/RW.14, Kb. Baru,  
Kec. Tebet, Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta 1363



Telepon  
Telephone

+62 21 797 5312



Faksimile  
Fax

+62 21 797 5311



Email  
E-mail

adhi@adhi.co.id



Situs Perusahaan  
Company Website

www.adhi.co.id



Entitas Anak dan Asosiasi  
Subsidiaries and Associations

**Entitas Anak:**

**Subsidiary Entity:**

- PT Adhi Persada Properti (APP)
- PT Adhi Persada Gedung (APG)
- PT Adhi Persada Beton (APB)
- PT Adhi Commuter Properti Tbk (ADCP)
- PT Dumai Tirta Persada (DTP)
- PT Jalintim Adhi Abipraya (JAA)
- PT Adhi Jalintim Riau (AJR)

**Entitas Asosiasi:**

**Associated Entities:**

- PT Jasamarga Bali Tol
- PT Trans-Pacific Petrochemicals Indotama
- PT Perusahaan Air Indonesia Amerika (PAIA)
- PT Jogjasolo Marga Makmur
- PT Jasamarga Jogja Bawen
- PT Karian Water Services



Sekretaris Perusahaan  
Corporate Secretary

Farid Budiyanto



Email Informasi  
Information Email

adhi@adhi.co.id



Layanan Informasi  
Information Services

+62 21 797 5312



Facebook

adhikaryaID



Instagram

@adhikaryaID



X

@adhikaryaID



YouTube

adhikaryaID



# RIWAYAT SINGKAT PERUSAHAAN

## BRIEF HISTORY OF THE COMPANY



Nama Adhi Karya untuk pertama kalinya tercantum dalam Surat Keputusan Menteri Pekerjaan Umum dan Tenaga Kerja tanggal 11 Maret 1960. Kemudian berdasarkan Peraturan Pemerintah (PP) No. 65 tahun 1961 Adhi Karya ditetapkan menjadi Perusahaan Negara Adhi Karya. Pada tahun itu juga, berdasarkan PP yang sama Perusahaan Konstruksi bekas milik Belanda yang telah dinasionalisasikan, Associate NV, dilebur ke dalam Perusahaan.

PT Adhi Karya (Persero) Tbk, selanjutnya disebut dengan “ADHI” atau “Perseroan” didirikan berdasarkan Akta Notaris No. 1 tanggal 1 Juni 1974 dari Kartini Mulyadi, S.H., yang telah diubah dengan akta No. 2 tanggal 3 Desember 1974 dari notaris yang sama. Akta Pendirian ini telah memperoleh pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. Y.A.5/5/13 tanggal 17 Januari 1975, dan diumumkan dalam Berita Negara Republik Indonesia No. 85 tanggal 24 Oktober 1975, Tambahan No. 600. [\[GRI 2-1\]](#)

The name Adhi Karya was listed for the first time in the Decree of the Minister of Public Works and Manpower dated March 11 1960. Then based on Government Regulation (PP) No. 65 of 1961 Adhi Karya was designated as the Adhi Karya State Company. In that same year, based on the same PP, the former Dutch-owned construction company which had been nationalized, Associate NV, was merged into the Company.

PT Adhi Karya (Persero) Tbk, hereinafter referred to as “ADHI” or “Company” was established based on Notarial Deed No. 1 dated 1 June 1974 from Kartini Mulyadi, S.H., which has been amended by deed no. 2 dated 3 December 1974 from the same notary. This Deed of Establishment has received approval from the Minister of Law and Human Rights of the Republic of Indonesia with Decree No. Y.A.5/5/13 dated 17 January 1975, and published in the State Gazette of the Republic of Indonesia No. 85 dated 24 October 1975, Supplement No. 600. [\[GRI 2-1\]](#)



Perkembangan bisnis yang pesat membawa ADHI menjadi perusahaan konstruksi pertama yang melantai di Bursa Efek Indonesia pada tanggal 18 Maret 2004. Hal ini melatarbelakangi perubahan nama Perseroan menjadi PT Adhi Karya (Persero) Tbk. Pada saat itu, tercatat mayoritas saham ADHI yaitu sebesar 51% dimiliki oleh Pemerintah Republik Indonesia, sedangkan sebesar 24,5% dimiliki oleh manajemen Perseroan yang diperoleh melalui program *Employee Management Buy Out* (EMBO) dan sisanya yang berjumlah 24,5% dimiliki oleh Publik.

Statusnya sebagai perusahaan terbuka menjadi pendorong bagi ADHI untuk menunjukkan karya dan kinerja terbaik. Saat ini, ADHI telah menjelma menjadi perusahaan konstruksi terkemuka di Asia Tenggara melalui daya saing dan pengalaman yang dibuktikan pada keberhasilan proyek konstruksi yang sudah dijalankan. Keberhasilan usaha yang sudah diraih ADHI tidak akan bermakna tanpa dukungan dan peran serta masyarakat. Untuk itu, ADHI sebagai salah satu BUMN RI memberikan sumbangsinya kepada seluruh masyarakat dengan senantiasa berupaya ikut berperan aktif menjadi bagian dari pertumbuhan infrastruktur di Indonesia.

Seiring dengan itu, ADHI juga berupaya secara maksimal untuk memenuhi tanggung jawabnya kepada segenap pemangku kepentingan, baik pada saat bisnis ADHI sedang berkembang maupun saat persaingan industri konstruksi di Indonesia semakin melaju. Adanya intensitas persaingan dan perang harga antar industri konstruksi menjadikan Perseroan melakukan redefinisi visi dan misi. Berdasarkan Surat Keputusan Direksi PT Adhi Karya (Persero) Tbk No. 014-6/2020/432 tanggal 2 Oktober 2020, Perseroan mengubah Visi, Misi, dan Nilai Perusahaan sebagai perwujudan komitmen Perseroan untuk terus tumbuh menjadi korporasi inovatif dan berbudaya unggul untuk pertumbuhan yang berkelanjutan.

Rapid business development led ADHI to become the first construction company to be listed on the Indonesia Stock Exchange on March 18 2004. This was the background to changing the Company's name to PT Adhi Karya (Persero) Tbk. At that time, it was recorded that the majority of ADHI shares, namely 51%, were owned by the Government of the Republic of Indonesia, while 24.5% were owned by the Company's management which was obtained through the Employee Management Buy Out (EMBO) program and the remaining 24.5% were owned by the Public.

Its status as a public company is an incentive for ADHI to show its best work and performance. Currently, ADHI has transformed into a leading construction company in Southeast Asia through competitiveness and experience proven in the success of construction projects that have been carried out. The business success that ADHI has achieved would not be meaningful without the support and participation of the community. For this reason, ADHI as one of the Indonesian SOEs makes its contribution to the entire community by always trying to play an active role in being part of infrastructure growth in Indonesia.

At the same time, ADHI is also making maximum efforts to fulfill its responsibilities to all stakeholders, both when ADHI's business is developing and when competition in the construction industry in Indonesia is accelerating. The intensity of competition and price wars between the construction industry has forced the Company to redefine its vision and mission. Based on the Decree of the Board of Directors of PT Adhi Karya (Persero) Tbk No. 014-6/2020/432 dated 2 October 2020, the Company changed its Vision, Mission and Company Values as a manifestation of the Company's commitment to continue to grow into an innovative corporation with an excellent culture for sustainable growth.

#### Keterangan Perubahan Nama dan Status Badan Hukum

#### Information on Changes on Name and Legal Entity Status





# JEJAK LANGKAH

## Milestones

### 1960

PN Adhi Karya dibentuk dari hasil nasionalisasi perusahaan Belanda bernama Associatie NV.

PN Adhi Karya was established as a result of nationalization a Dutch company called Associatie NV.

### 1961

Pemerintah Republik Indonesia secara resmi mengeluarkan Peraturan Pemerintah Republik Indonesia No. 65 Tahun 1961 Tentang Pendirian Perusahaan Negara "Adhi Karya".

The Republic of Indonesia's Government officially issued the Regulation No. 65 Year 1961 Concerning the Establishment of State Enterprise "Adhi Karya".

### 1971

Pemerintah Republik Indonesia mengeluarkan Peraturan Pemerintah Republik Indonesia No. 41 Tahun 1971 Tentang Pengalihan Bentuk Perusahaan Bangunan Negara Adhi Karya Menjadi Perusahaan Perseroan (Persero).

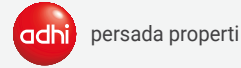
The Republic of Indonesia's Government issued the Regulation No. 41 Year 1971 Concerning the Transfer of State Construction Company Adhi Karya into Limited Liability Company (Persero).



### 1974

PN Adhi Karya berubah menjadi PT Adhi Karya (Persero).  
PN Adhi Karya changed to PT Adhi Karya (Persero).

### 2012



Mengembangkan bisnis dengan mendirikan entitas anak bernama PT Adhi Persada Properti.

Developing business by establishing a subsidiary under the name of PT Adhi Persada Properti.

### 2011

Mengalami transformasi bisnis dengan melakukan beberapa Langkah strategis, antara lain:

- Mengubah Visi, Misi, dan Tata Nilai Perseroan.
- Melakukan restrukturisasi organisasi.
- Mendirikan ADHI Learning Center (ALC).

Experienced business transformation by taking several strategic steps, including:

- Changing the Vision, Mission and Values of the Company.
- Carrying out organizational restructuring.
- Established ADHI Learning Center (ALC).

### 2004



Menjadi BUMN Konstruksi pertama yang tercatat di Bursa Efek Indonesia (BEI) d.h. Bursa Efek Jakarta (BEJ) pada tanggal 18 Maret 2004 sehingga berubah nama menjadi PT Adhi Karya (Persero) Tbk.

Becoming the first Construction SOE listed on Indonesia Stock Exchange (IDX) previously Jakarta Stock Exchange (JDX) on March 18, 2004 and changed its name into PT Adhi Karya (Persero) Tbk.

# 2014

 persada gedung

 persada beton

Mendirikan 2 (dua) entitas anak, yaitu

- PT Adhi Persada Gedung (APG).
- PT Adhi Persada Beton (APB).

Established 2 (two) subsidiaries, namely:

- PT Adhi Persada Gedung (APG).
- PT Adhi Persada Beton (APB).

# 2015

Memulai pelaksanaan proyek LRT Jabodebek yang ditandai dengan melakukan *groundbreaking*.

Starting the implementation of the Jabodebek LRT project marked by groundbreaking.

# 2018

 Commuter Properti

- Mendirikan entitas anak, yaitu PT Adhi Commuter Properti.
- Melakukan redefinisi visi dan misi Perseroan.
- Established a subsidiary, namely PT Adhi Commuter Properti.
- Redefining the Company's vision and mission.

# 2019



Mendirikan PT Dumai Tirta Persada, sebuah entitas anak Perseroan.

Established PT Dumai Tirta Persada, a subsidiary of the Company.

# 2023



- Peresmian Indonesia Arena International Venue Basketball – FIBA Certified
- Peresmian LRT Jabodebek sebagai salah satu Landmark Ibukota
- Inauguration of Indonesia Arena International Venue Basketball – FIBA Certified
- Inauguration of the Jabodebek LRT as one of the capital's landmarks

# 2022

- PT Adhi Commuter Properti Tbk. (ADCP) melantai di Bursa Efek Indonesia
- Pelaksanaan Penawaran Umum Terbatas II Tahun 2022
- Initial Public Offering of PT Adhi Commuter Property (ADCP)
- Execution of Limited Public Offering II in 2022

# 2021

 JALINTIM RIAU

- Pendirian PT Adhi Jalintim Riau.
- Peresmian FPLT KIM Medan.
- Establishment of PT Adhi Jalintim Riau.
- Inauguration of FPLT KIM Medan.

# 2020



- Mendirikan entitas anak, yaitu PT Jalintim Adhi Abipraya.
- Membuat perubahan Nilai Perseroan.
- Establishing a subsidiary, PT Jalintim Adhi Abipraya.
- Changing its Corporate Values.



## VISI, MISI, DAN NILAI PERUSAHAAN [GRI 2-23] [OJK C.1]

Perseroan telah menetapkan Visi, Misi, dan Nilai Budaya Perseroan berdasarkan Surat Keputusan Direksi PT Adhi Karya (Persero) Tbk No. 014-6/2020/432 tanggal 2 Oktober 2020 tentang Penetapan Visi, Misi, dan Nilai Perusahaan PT Adhi Karya (Persero) Tbk.

## VISION, MISSION AND CORPORATE VALUES [GRI 2-23] [OJK C.1]

The Company has determined the Company's Vision, Mission and Cultural Values based on the Decree of the Directors of PT Adhi Karya (Persero) Tbk No. 014-6/2020/432 dated 2 October 2020 concerning Determination of the Vision, Mission and Company Values of PT Adhi Karya (Persero) Tbk.

### Visi Vision

## Menjadi Korporasi Inovatif dan Berbudaya Unggul untuk Pertumbuhan Berkelanjutan.

Become an Innovative and Excellent-Cultured Corporation for Sustainable Growth.

### Misi Mission



- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>1. Membangun insan yang unggul, profesional, amanah, dan berjiwa wirausaha</li> <li>2. Mengembangkan bisnis konstruksi, rekayasa, properti, industri, dan investasi yang bereputasi</li> <li>3. Mengembangkan inovasi produk dan proses untuk memberi solusi serta impact bagi stakeholders</li> <li>4. Menjalankan organisasi dengan Tata Kelola Perusahaan yang Baik</li> <li>5. Menjalankan sistem manajemen yang menjamin pencapaian sasaran kualitas, keselamatan, kesehatan, dan lingkungan kerja</li> <li>6. Mengembangkan teknologi informasi dan komunikasi sebagai sarana untuk pembuatan keputusan dan pengelolaan risiko korporasi.</li> </ol> | <ol style="list-style-type: none"> <li>1. Develop people who are excellent, professional, trustworthy and have an entrepreneurial spirit.</li> <li>2. Develop a reputable construction, engineering, property, industrial and investment business.</li> <li>3. Develop product and process innovations to provide solutions and impact for stakeholders.</li> <li>4. Running an organization with good corporate governance.</li> <li>5. Implement a management system that ensures the achievement of quality, safety, health and work environment targets.</li> <li>6. Develop information and communication technology as a means for decision making and corporate risk management.</li> </ol> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### Nilai Budaya

Sejak tahun 2020, Perseroan mengadopsi Nilai Perusahaan yaitu AKHLAK yang ditetapkan berdasarkan Surat Keputusan Direksi Nomor 014-6/2020/432 tentang Penetapan Visi, Misi dan Nilai Perusahaan PT Adhi Karya (Persero) Tbk.

- Amanah  
Memegang teguh kepercayaan yang diberikan
- Kompeten  
Terus belajar dan mengembangkan kapabilitas
- Harmonis  
Saling peduli dan menghargai perbedaan
- Loyal  
Berdedikasi dan mengutamakan kepentingan bangsa dan negara
- Adaptif  
Terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan
- Kolaboratif  
Membangun kerjasama yang sinergis

### Cultural Value

Since 2020, the Company has adopted Corporate Values, namely AKHLAK which are determined based on Directors' Decree Number 014-6/2020/432 concerning Determination of the Vision, Mission and Company Values of PT Adhi Karya (Persero) Tbk.

- Trustworthy  
Uphold the trust given
- Competent  
Continue to learn and develop capabilities
- Harmonious  
Caring for each other and respecting differences
- Loyal  
Dedicated and prioritizing the interests of the nation and state
- Adaptive  
Continue to innovate and be enthusiastic in driving or facing change
- Collaborative  
Building synergistic collaboration



## Review Visi, Misi dan Nilai Perusahaan

Perseroan senantiasa mendukung program kerja Kementerian Badan Usaha Milik Negara dalam mewujudkan peran perusahaan BUMN sebagai ujung tombak pertumbuhan ekonomi, akselerator kesejahteraan sosial (*social welfare*), penyedia lapangan kerja, dan penyedia talenta yang kompeten. Untuk mencapai kondisi tersebut perlu dilakukan transformasi SDM BUMN di semua lini. Dengan transformasi SDM tersebut diharapkan dapat menjadi identitas dan perekat budaya kerja yang mendukung peningkatan kinerja secara berkelanjutan.

Salah satu langkah nyata yang dilakukan Perseroan untuk mewujudkan transformasi SDM pada tahun 2021 adalah dengan melakukan *review* terhadap visi, misi, dan nilai budaya. Perseroan menetapkan bahwa visi, misi, dan nilai budaya masih relevan dengan kondisi saat ini dan belum diperlukan penyesuaian. Dewan Komisaris dan Direksi pun telah mendukung penetapan tersebut.

## Roadmap Budaya Perusahaan

## Review the Vision, Mission and Corporate Values

The Company always supports the work program of the Ministry of State-Owned Enterprises in realizing the role of state-owned companies as spearheads of economic growth, accelerators of social welfare, providers of employment opportunities and providers of competent talent. To achieve this condition, it is necessary to transform BUMN HC at all levels. With this HC transformation, it is hoped that it can become an identity and glue for a work culture that supports continuous performance improvement.

One of the concrete steps taken by the Company to realize HC transformation in 2021 is to review its vision, mission and cultural values. The Company determines that its vision, mission and cultural values are still relevant to current conditions and no adjustments are needed. The Board of Commissioners and Directors have also supported this determination.

## Corporate Culture Roadmap

|      |                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------|-------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2023 | Menetapkan dan Membangun Momentum Budaya AKHLAK<br>Establishing and Building AKHLAK Cultural Momentum | Melakukan sosialisasi dan internalisasi nilai-nilai AKHLAK di perusahaan melalui 3 metode, yaitu internalisasi melalui sistem manajemen kinerja pegawai, aspek simbol dan atribut AKHLAK pada lingkungan kantor, baik atribut fisik maupun atribut pada sosial media, dan komitmen pimpinan yang ditunjukkan melalui berbagai kegiatan, seperti Townhall Meeting sebagai wadah diskusi refleksi perjalanan AKHLAK selama 3 tahun terakhir.<br>Socializing and internalizing AKHLAK values in the company through 3 methods, namely internalization through the employee performance management system, aspects of AKHLAK symbols and attributes in the office environment, both physical attributes and attributes on social media, and leadership commitment demonstrated through various activities, such as Townhall Meeting as a forum for discussion and reflection on AKHLAK journey over the last 3 years. |
| 2022 | Mendorong Kinerja dengan AKHLAK<br>Encouraging Performance with AKHLAK                                | Melakukan perbaikan alat ukur AKHLAK dalam sistem Performance Appraisal.<br>Menerapkan edukasi nilai-nilai AKHLAK melalui platform digital korporasi mengadakan perlombaan Semarak AKHLAK untuk memberikan reward & motivation kepada seluruh insan ADHI.<br>Carrying out repairs to AKHLAK measuring instruments in the Performance Appraisal system. Implementing AKHLAK values education through the corporate digital platform holding a Lively AKHLAK competition to provide rewards & motivation to all ADHI employees.                                                                                                                                                                                                                                                                                                                                                                                     |
| 2021 | Peringatan 1 tahun AKHLAK ADHI<br>1 year anniversary of ADHI AKHLAK                                   | Implementasi penerapan AKHLAK di ADHI selama 1 tahun terakhir.<br>Implementation of AKHLAK implementation at ADHI for the last 1 year.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 2020 | Konsep Peluncuran Program Budaya ADHI<br>ADHI Cultural Program Launch Concept                         | Bagaimana ADHI ingin meningkatkan kesadaran dalam learning organization dan meningkatkan tingkat adaptability dalam dunia bisnis.<br>How ADHI wants to increase awareness in learning organizations and increase the level of adaptability in the business world.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 2019 | Profiling Indeks Budaya ADHI<br>ADHI Cultural Index Profiling                                         | Pengukuran Indeks Budaya 2019 untuk menjadi program Peningkatan Indeks Budaya 2020.<br>Measurement of the 2019 Cultural Index to become the 2020 Cultural Index Improvement program.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 2018 | Transformasi 3.0 – Back to be the Best<br>Transformation 3.0 – Back to be the Best                    | ADHI ingin meraih kembali sebagai market leader industrinya dengan merumuskan Visi, Misi dan Nilai Budaya baru.<br>ADHI wants to regain its position as market leader in its industry by formulating a new Vision, Mission and Cultural Values.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 2017 | Budaya 3B<br>3B Culture                                                                               | Penerapan nilai budaya baru yaitu bekerja cerdas, jujur bertanggung jawab, dan bersahaja.<br>Implementation of new cultural values, namely working smart, honest, responsible and modest.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |



Implementasi Budaya Perusahaan

Era digitalisasi dan kompetisi bisnis yang semakin terbuka saat ini merupakan tantangan tersendiri bagi Perseroan untuk bertahan, beradaptasi terhadap perubahan, serta mengembangkan diri guna mewujudkan keberlanjutan usaha. Implementasi nilai budaya menjadi sangat penting dan diperlukan dalam menghadapi tantangan tersebut. Nilai budaya merupakan ciri pembeda yang menjadi karakteristik Perseroan di kondisi saat ini yang dinamis.

Fase Implementasi Perubahan Budaya  
Cultural Change Implementation Phase

| Tahap 1<br>Phase 1                                                      | Tahap 2<br>Phase 2                                | Tahap 3<br>Phase 3                             | Tahap 4<br>Phase 4                                | Tahap 5<br>Phase 5                                                             |
|-------------------------------------------------------------------------|---------------------------------------------------|------------------------------------------------|---------------------------------------------------|--------------------------------------------------------------------------------|
| Profiling Nilai Budaya Perseroan.<br>Profiling Company Cultural Values. | Launching Budaya ADHI.<br>ADHI Culture Launching. | Sosialisasi Budaya.<br>Cultural Socialization. | Aktivasi Budaya Cultural.<br>Cultural Activation. | Evaluasi dan Monitoring Budaya.<br>Evaluation and Monitoring of Cultural Value |

Program Sosialisasi Nilai-Nilai Budaya Perusahaan

Untuk memperkuat penanaman nilai-nilai budaya perusahaan, Perseroan melaksanakan program sosialisasi nilai-nilai budaya guna memberikan pengetahuan, menanamkan serta meningkatkan pemahaman mengenai nilai-nilai budaya Perseroan di dalam diri insan ADHI sehingga dapat menjadi acuan dalam berperilaku yang baik di lingkungan kerja. Program sosialisasi dilaksanakan melalui penyelenggaraan *workshop* dan penyebaran informasi melalui media internal, berupa tampilan pada *website*, *standing banner*, serta tampilan logo pada *id-card*, dan atribut lainnya.

Selain itu, dalam upaya untuk meningkatkan keterlibatan para karyawan terhadap budaya perusahaan, di tahun 2023 ADHI turut mendukung kegiatan AKHLAK Culture Festival BUMN yang diselenggarakan memperingati 3 tahun implementasi *Core Values* AKHLAK, yaitu melalui pelaksanaan *Town Hall Meeting* AKHLAK yang diikuti oleh seluruh karyawan. Dalam kegiatan ini, Direksi ADHI memberikan gambaran penerapan AKHLAK di perusahaan, yaitu dari sisi capaian-capaian transformasi kultur ADHI, peran transformasi kultur terhadap perusahaan.

Kampanye Melalui Media Sosial

Sesuai dengan perkembangan terkini, implementasi nilai budaya juga disebarluaskan Perseroan dengan melakukan kampanye melalui media sosial. Kampanye dilakukan pada hari-hari nasional tertentu untuk menampilkan nilai budaya perusahaan di seluruh media sosial. Ada beragam cara yang digunakan dalam kampanye melalui media sosial antara lain mem-posting status WhatsApp (WA), mengganti profile picture, atau mengunggah nilai-nilai budaya di media sosial lainnya. Selain itu, upaya-upaya lain yang dilakukan ADHI dalam rangka kampanye budaya AKHLAK adalah melalui pelaksanaan beberapa program lain di media sosial, seperti kuis, sosialisasi, serta lomba video AKHLAK.

Implementation of Corporate Culture

The current era of digitalization and increasingly open business competition is a challenge for the Company to survive, adapt to change, and develop itself to realize business sustainability. The implementation of cultural values is very important and necessary in facing these challenges. Cultural values are a distinguishing characteristic that characterizes the Company in today's dynamic conditions.

Corporate Cultural Values Socialization Program

To strengthen the instillation of corporate cultural values, the Company carries out a cultural values socialization program to provide knowledge, instill and increase understanding of the Company's cultural values within ADHI employees so that they can become a reference for good behavior in the work environment. The socialization program is carried out through holding workshops and disseminating information through internal media, in the form of displays on websites, standing banners, as well as displaying logos on ID-cards, and other attributes.

Apart from that, in an effort to increase employee involvement in company culture, in 2023 ADHI supported the BUMN AKHLAK Culture Festival which held to commemorate the 3rd anniversary of the implementation of AKHLAK Core Values, namely through the implementation of the AKHLAK Town Hall Meeting which was attended by all employees. In this activity, the ADHI Board of Directors provided an overview of the implementation of AKHLAK in the company, namely in terms of ADHI's cultural transformation achievements, the role of cultural transformation in the company.

Campaign via Social Media

In accordance with recent developments, the Company also disseminates the implementation of cultural values by conducting campaigns via social media. The campaign is carried out on certain national days to display the company's cultural values across social media. There are various methods used in campaigns via social media, including posting WhatsApp (WA) statuses, changing profile pictures, or uploading cultural values on other social media. Apart from that, other efforts made by ADHI in the framework of the AKHLAK culture campaign are through implementing several other programs on social media, such as quizzes, socialization, and AKHLAK video competitions.

Di samping itu, ADHI juga membuat akun Instagram @being.adhi, sebagai media untuk mengomunikasikan budaya kerja di lingkungan ADHI. Akun Instagram tersebut digunakan agar para pegawai, dimanapun ditugaskan mereka dapat terinformasi perihal program-program kepegawaian apa saja yang dimiliki oleh perusahaan.

Tak hanya itu, @being.adhi juga diharapkan dapat menarik calon pegawai potensial yang memiliki value atau budaya yang serupa dengan ADHI menjadi tertarik untuk bergabung dan berkembang bersama.

### Aktivasi

Program aktivasi dan internalisasi nilai-nilai budaya dilakukan oleh insan ADHI agar senantiasa diyakini dan diterapkan dalam kinerja sehari-hari. Melalui program ini diharapkan nilai-nilai budaya perusahaan dapat tertanam dan tercermin dalam perilaku para insan ADHI dalam bekerja demi mencapai visi dan misi Perseroan.

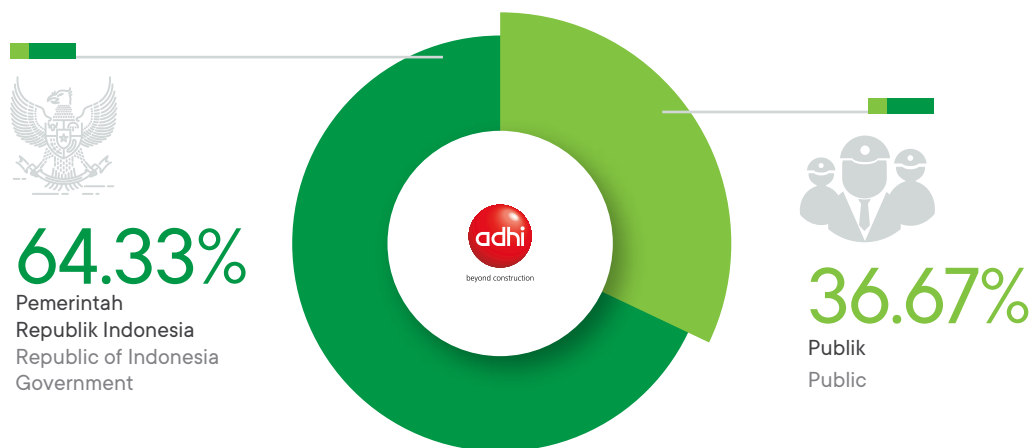
Apart from that, ADHI also created an Instagram account @being.adhi, as a medium for communicating work culture within ADHI. This Instagram account is used so that employees, wherever they are assigned, can be informed about what personnel programs the company has.

Not only that, @being.adhi is also expected to attract potential employees who have similar values or culture to ADHI to be interested in joining and developing together.

### Activation

The activation and internalization program of cultural values is carried out by ADHI personnel so that they are always believed in and applied in their daily performance. Through this program, it is hoped that corporate cultural values can be embedded and reflected in the behavior of ADHI employees in working to achieve the Company's vision and mission.

## KEPEMILIKAN SAHAM [OJK C.3][GRI 2-1]



### Pemegang Saham Utama dan Pengendali

Mayoritas saham ADHI, yaitu sebesar 64% saat ini dimiliki oleh Pemerintah Negara Republik Indonesia yang merupakan pemegang saham utama dan pengendali ADHI. Sedangkan 36% saham dimiliki oleh publik. Pada tanggal 7 April 2022 melalui Rapat Umum Pemegang Saham Tahunan telah ditetapkan bahwa terdapat perubahan klasifikasi saham ADHI yang semula tanpa seri, menjadi terdiri dari Saham Seri A Dwiwarna dan Saham Seri B. Dan ditetapkan 1 (satu) Saham Seri A Dwiwarna yang diambil dari kepemilikan 64% Pemerintah. Penetapan tersebut dituangkan dalam Akta No. 12, tanggal 7 April 2022 oleh Ashoya Ratam, S.H., M.Kn., Notaris di Jakarta.

### Majority and Controlling Shareholders

The majority of ADHI's shares, namely 64%, are currently owned by the Government of the Republic of Indonesia which is the main and controlling shareholder of ADHI. Meanwhile, 36% of shares are owned by the public. On April 7 2022, through the Annual General Meeting of Shareholders, it was determined that there was a change in the classification of ADHI shares from previously having no series, to consisting of Series A Dwiwarna Shares and Series B Shares. And it was determined that 1 (one) Series A Dwiwarna Share would be taken from ownership. 64% Govt. This determination is stated in Deed no. 12, April 7 2022 by Ashoya Ratam, S.H., M.Kn., Notary in Jakarta.



| Pemegang Saham<br>Shareholders                                                          | Per 1 Januari 2023<br>As of January 1, 2023                       |                                                    |                                                    | Per 31 Desember 2023<br>As of December 31, 2023                   |                                                    |                                                    |
|-----------------------------------------------------------------------------------------|-------------------------------------------------------------------|----------------------------------------------------|----------------------------------------------------|-------------------------------------------------------------------|----------------------------------------------------|----------------------------------------------------|
|                                                                                         | Jumlah Pemegang Saham (Lembar)<br>Number of Shareholders (Shares) | Jumlah Saham (Lembar)<br>Number of Shares (Shares) | Persentase Kepemilikan<br>Ownership Percentage (%) | Jumlah Pemegang Saham (Lembar)<br>Number of Shareholders (Shares) | Jumlah Saham (Lembar)<br>Number of Shares (Shares) | Persentase Kepemilikan<br>Ownership Percentage (%) |
| Nilai Nominal Saham = Rp100,-/lembar saham<br>Nominal Value of Shares = IDR 100,-/share |                                                                   |                                                    |                                                    |                                                                   |                                                    |                                                    |
| Pemodal Nasional<br>National Investor                                                   |                                                                   |                                                    |                                                    |                                                                   |                                                    |                                                    |
| Negara Republik Indonesia<br>Republic of Indonesia                                      | 1                                                                 | 5.408.773.792                                      | 64,33%                                             | 1                                                                 | 5.408.773.792                                      | 64,33%                                             |
| Perorangan Indonesia<br>Indonesian Individual                                           | 51.299                                                            | 2.100.740.796                                      | 24,99%                                             | 47.492                                                            | 2.115.708.356                                      | 25,16%                                             |
| Karyawan<br>Employee                                                                    | 1                                                                 | 10.000                                             | 0,00%                                              | 1                                                                 | 10.000                                             | 0,00%                                              |
| Koperasi<br>Cooperative                                                                 | 4                                                                 | 1.040.160                                          | 0,01%                                              | 4                                                                 | 1.655.060                                          | 0,02%                                              |
| Yayasan<br>Foundation                                                                   | 11                                                                | 28.987.451                                         | 0,34%                                              | 11                                                                | 24.634.651                                         | 0,29%                                              |
| Dana Pensiun<br>Pension fund                                                            | 78                                                                | 96.210.778                                         | 1,14%                                              | 64                                                                | 83.960.588                                         | 1,00%                                              |
| Asuransi<br>Insurance                                                                   | 32                                                                | 73.541.919                                         | 0,87%                                              | 17                                                                | 44.543.819                                         | 0,53%                                              |
| Bank                                                                                    | 1                                                                 | 3.000.000                                          | 0,04%                                              | 1                                                                 | 3.000.000                                          | 0,04%                                              |
| Perseroan Terbatas<br>Limited Liability Company                                         | 93                                                                | 214.726.614                                        | 2,55%                                              | 79                                                                | 213.089.923                                        | 2,53%                                              |
| Lembaga Pemerintah<br>Government agencies                                               | 1                                                                 | 87                                                 | 0,00%                                              | 1                                                                 | 87                                                 | 0,00%                                              |
| Reksadana<br>Mutual funds                                                               | 28                                                                | 140.934.435                                        | 1,68%                                              | 22                                                                | 146.829.723                                        | 1,75%                                              |
| Sub jumlah<br>Sub Total                                                                 | 51.549                                                            | 8.067.966.032                                      | 95,96%                                             | 47.693                                                            | 8.042.205.999                                      | 95,65%                                             |
| Pemodal Asing<br>Foreign Investors                                                      |                                                                   |                                                    |                                                    |                                                                   |                                                    |                                                    |
| Perorangan Asing<br>Foreign Individuals                                                 | 219                                                               | 2.625.858.556                                      | 31,23%                                             | 267                                                               | 6.902.546                                          | 0,08%                                              |
| Badan Usaha Asing<br>Foreign Corporation                                                | 80                                                                | 345.976.031                                        | 4,12%                                              | 76                                                                | 358.500.434                                        | 4,26%                                              |
| Sub jumlah<br>Sub Total                                                                 | 299                                                               | 2.998.835.187                                      | 35,67%                                             | 343                                                               | 365.402.980                                        | 4,35%                                              |
| Jumlah Total                                                                            | 51.848                                                            | 8.407.608.979                                      | 100,00%                                            | 48.036                                                            | 8.407.608.979                                      | 100,00%                                            |





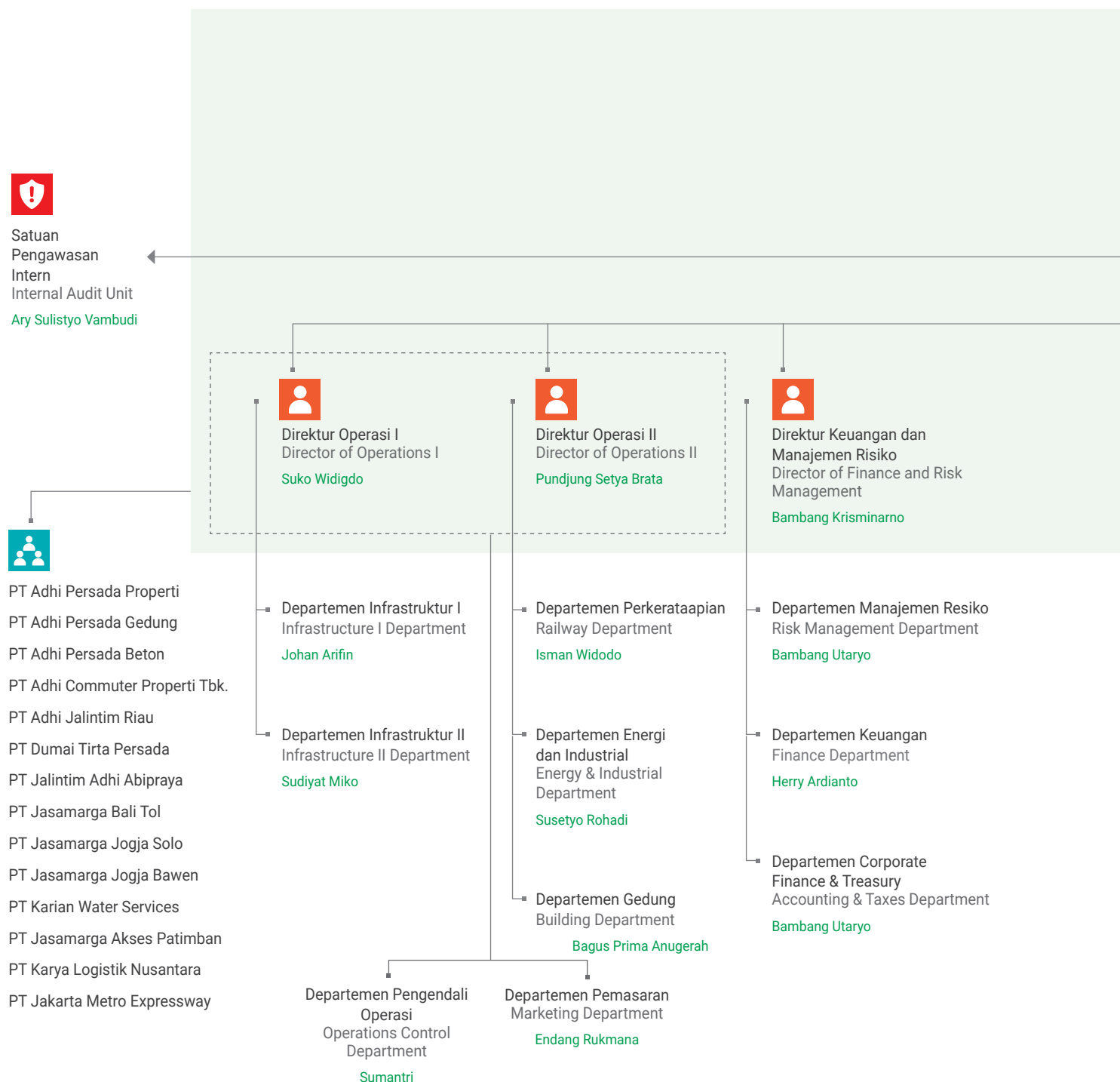


# STRUKTUR ORGANISASI

## ORGANIZATIONAL STRUCTURE

Struktur Organisasi ADHI per 31 Desember 2023, telah ditetapkan melalui Surat Keputusan Direksi No. 014-6/2023/256 tanggal 17 Juli 2023 tentang Penetapan Struktur Organisasi 2023 PT ADHI KARYA (Persero) Tbk. sebagaimana terlampir di bawah ini.

ADHI's organizational structure as of December 31, 2023, was set through Board of Directors' Decree No. 014-6/2023/256 dated July 17, 2023 concerning Determination of the 2023 Organizational Structure of PT ADHI KARYA (Persero) Tbk. as attached below.



## Struktur Organisasi PT Adhi Karya (Persero) Tbk per 31 Desember 2023

Organizational Structure of PT Adhi Karya (Persero) Tbk  
as of December 31, 2023



Direktur Utama  
President Director  
Entus Asnawi Mukhsan



Corporate  
Secretary  
Farid Budiyanto



Direktur Human  
Capital dan Sistem  
Director of Human Capital  
and Systems  
Ki Syahgolang Permata



Direktur QHSE dan  
Pengembangan Bisnis  
Director of QHSE and  
Business Development  
Vera Kirana

Departemen Human Capital  
Human Capital Department  
Hafiz Bambang P.

Departemen Legal  
Legal Department  
Bindut Agus Dewanto

Departemen Sistem, IT &  
Inovasi  
Systems, IT & Innovation  
Department  
Inonu Ferryanto

Project Management Office  
Wahyuni Sutantri  
Martinus Pauran  
R Pulung Prahasto

Departemen QHSE  
QHSE Department  
Achmad Afandi

Departemen Strategi Korporasi,  
Portofolio Bisnis & SCM  
Corporate Strategy, Business  
Portfolio & SCM Department  
Parwanto Noegroho

Departemen Pengembangan  
Bisnis  
Business Development  
Department  
Lasarus Bambang





## BIDANG USAHA [GRI 2-6] [OJK C.4]

Sesuai dengan Anggaran Dasar Perseroan Pasal 3 yang termasuk dalam Akta No. 47 tanggal 23 Juni 2021, Perseroan memiliki beragam kegiatan usaha, yang dapat dikelompokkan menjadi 4 lini bisnis utama, yaitu lini bisnis *Engineering & Construction, Property & Hospitality, Manufacture*, serta *Investment & Concession*. Untuk mencapai maksud dan tujuan tersebut, Perseroan menjalankan usahanya secara berkelanjutan dengan memiliki 5 (lima) departemen operasional dan 7 (tujuh) entitas usaha yang tersebar di seluruh wilayah Indonesia.

Sementara itu, berdasarkan sumber pendanaannya, Perseroan membagi segmentasi pasarnya menjadi beberapa segmen, yaitu: proyek pemerintah (APBN/APBD), swasta, dan BUMN. Perseroan juga mengelompokkan proyek yang dikerjakannya menjadi proyek infrastruktur dan energi, proyek properti, dan proyek lainnya.

Sejalan dengan perkembangan teknologi yang pesat di era digital, Perseroan saat ini mengandalkan penerapan teknologi, sekaligus secara berkesinambungan melakukan inovasi, dalam operasional usahanya, sebagaimana diatur dalam Tata kelola Inovasi MP 026. Beberapa teknologi dan inovasi yang diimplementasikan ADHI di antaranya:

1. *e-procurement*, yaitu proses pengadaan barang dan jasa tertentu di lingkungan Perseroan, di mana seluruh proses pengadaan dilakukan sesuai prosedur yang telah ada namun diterapkan secara elektronik.
2. *e-risk*, yaitu aplikasi yang digunakan untuk mendokumentasi tiap tahap manajemen risiko secara otomatis, yang meliputi risiko beserta *monitoring*-nya.
3. *u-shaped girder*, yaitu struktur beton yang digunakan Perseroan dalam membangun LRT. Untuk pertama kali *u-shaped girder* dibuat di Indonesia melalui pabrik *precast* milik Perseroan di Sentul, Bogor, Jawa Barat.
4. *Enterprise Resource Planning (ERP)*, yaitu sistem pengelolaan proses bisnis Perseroan yang mengintegrasikan seluruh sumber daya perusahaan sehingga memungkinkan setiap departemen di perusahaan dapat terhubung pada satu sistem yang sama.
5. *Artificial Intelligence (AI) Safety*, yaitu teknologi machine learning yang dipakai untuk memantau working safety di lingkungan kerja.
6. *Scanner 3D*, yaitu sistem yang digunakan untuk mempercepat proses identifikasi, evaluasi kondisi eksisting lokasi project termasuk autonomous progres recap.
7. *Glodon G Site*, yaitu platform construction management yang mencakup proses engineering, produksi dan safety yang terintegrasi.
8. *Building Information Modelling (BIM)*, yaitu suatu sistem atau teknologi yang mencakup Informasi penting dalam proses Design, Construction, Maintenance yang terintegrasi pada pemodelan 3D untuk menunjang pekerjaan konstruksi di proyek.
9. *Modular Box (MOBOX)*, yaitu proses di mana sebuah bangunan dibuat dalam bentuk modul-modul di luar lokasi di bawah kondisi pabrik yang terkendali, yang kemudian dikirimkan dan dibangun di lokasi proyek.

## LINE OF BUSINESS [GRI 2-6] [OJK C.4]

In accordance with the Company's Articles of Association Article 3 which is included in Deed No. 47 dated 23 June 2021, the Company has various business activities, which can be grouped into 4 main business lines, namely the Engineering & Construction, Property & Hospitality, Manufacturing, and Investment & Concession business lines. To achieve these aims and objectives, the Company runs its business sustainably by having 5 (five) operational departments and 7 (seven) business entities spread throughout Indonesia.

Meanwhile, based on funding sources, the Company divides its market segmentation into several segments, namely: government projects (APBN/APBD), private sector and BUMN. The company also groups the projects it carries out into infrastructure and energy projects, property projects and other projects.

In line with rapid technological developments in the digital era, the Company currently relies on the application of technology, while continuously innovating, in its business operations, as regulated in MP 026 Innovation Governance. Some of the technologies and innovations implemented by ADHI include:

1. *e-procurement*, namely the process of procuring certain goods and services within the Company, where the entire procurement process is carried out according to existing procedures but is implemented electronically.
2. *e-risk*, namely an application used to automatically document each stage of risk management, which includes risks and their monitoring.
3. *u-shaped girder*, namely the concrete structure used by the Company in building the LRT. For the first time, u-shaped girders were made in Indonesia through the Company's precast factory in Sentul, Bogor, West Java.
4. *Enterprise Resource Planning (ERP)*, namely the Company's business process management system which integrates all company resources so that every department in the company can be connected to the same system.
5. *Artificial Intelligence (AI) Safety*, namely machine learning technology used to monitor working safety in the work environment.
6. *3D Scanner*, which is a system used to speed up the identification process, evaluate the existing conditions of the project location including autonomous progress recap.
7. *Glodon G Site*, a construction management platform that includes integrated engineering, production and safety processes.
8. *Building Information Modeling (BIM)*, which is a system or technology that includes important information in the Design, Construction and Maintenance processes which is integrated into 3D modeling to support construction work on projects.
9. *Modular Box (MOBOX)*, which is a process where a building is made in the form of modules off site under controlled factory conditions, which are then shipped and built at the project site.



## BIDANG USAHA YANG DIJALANKAN PADA TAHUN BUKU [OJK C.4]

Pada tahun buku 2023, ADHI menjalankan seluruh kegiatan usaha yang tercantum dalam Anggaran Dasar Perseroan.

### EMPAT LINI BISNIS ADHI [OJK C.4]

Sesuai dengan Akta No. 47 tanggal 23 Juni 2021 tentang perubahan Anggaran Dasar PT Adhi Karya (Persero) Tbk, yang dibuat oleh Notaris dan PPAT Ashoya Ratam, S.H., M.Kn., dinyatakan bahwa bidang usaha ADHI adalah:

## LINE OF BUSINESS CONDUCTED IN THE FISCAL YEAR [OJK C.4]

In the 2023 fiscal year, ADHI carries out all business activities stated in the Company's Articles of Association.

### ADHI'S FOUR BUSINESS LINES [OJK C.4]

In accordance with Deed no. 47 dated 23 June 2021 concerning amendments to the Articles of Association of PT Adhi Karya (Persero) Tbk, made by Notary and PPAT Ashoya Ratam, S.H., M.Kn., it is stated that ADHI's Line of Businesss are:

| Lini Bisnis<br>Business Line                                                    |                        |                  |                                              |
|---------------------------------------------------------------------------------|------------------------|------------------|----------------------------------------------|
| Engineering & Construction                                                      | Property & Hospitality | Manufacture      | Investment & Confession                      |
| Infrastruktur<br>Infrastructure                                                 | Properti<br>Property   |                  | Infrastruktur<br>Infrastructure              |
| Building                                                                        | TOD                    |                  | Pengelolaan Air<br>Water<br>Management       |
| Power Plant                                                                     | Hotel                  | Precast Concrete | Pengelolaan<br>Limbah<br>Waste<br>Management |
| Oil and Gas                                                                     |                        |                  | Lainnya<br>Other                             |
| Operasional, Anak Usaha Dan Afiliasi<br>Operations, Subsidiaries and Affiliates |                        |                  |                                              |
| Operasional<br>Operational                                                      |                        |                  |                                              |
| Departemen Infrastruktur I dan II<br>Department of Infrastructure I and II      |                        |                  |                                              |
| Departemen Gedung<br>Building Department                                        |                        |                  |                                              |
| Departemen Energi dan Industrial<br>Energy and Industry Department              |                        |                  |                                              |
| Departemen Perkeretaapian<br>Railway Department                                 |                        |                  |                                              |
| Anak Usaha dan Afiliasi<br>Subsidiaries and Affiliates                          |                        |                  |                                              |
| Anak Usaha<br>Subsidiaries                                                      |                        |                  | Afiliasi<br>Affiliates                       |
| PT ADHI Persada Gedung (APG)                                                    |                        |                  | PT Jasamarga Bali Tol                        |
| PT ADHI Persada Properti (APP)                                                  |                        |                  | PT Trans-Pacific Petrochemicals Indotama     |
| PT Adhi Commuter Properti Tbk (ADCP)                                            |                        |                  | PT Perusahaan Air Indonesia Amerika (PAIA)   |
| PT ADHI Persada Beton (APB)                                                     |                        |                  | PT Jasamarga Jogjasolo                       |
| PT Dumai Tirta Persada (DTP)                                                    |                        |                  | PT Jasamarga Jogja Bawen                     |
| PT Jalintim Adhi Abipraya (JAA)                                                 |                        |                  | PT Karian Water Services                     |
| PT Adhi Jalintim Riau (AJR)                                                     |                        |                  | PT Jasamarga Akses Patimban                  |
|                                                                                 |                        |                  | PT Karya Logistik Nusantara                  |
|                                                                                 |                        |                  | PT Jakarta Metro Ekspresway                  |



## WILAYAH OPERASI DAN PASAR YANG DILAYANI [GRI 2-1, 2-6] [OJK C.3]

Perseroan menjalankan usahanya secara berkelanjutan di seluruh wilayah Indonesia. Per 31 Desember 2023, Perseroan memiliki 5 (lima) departemen operasional. Produk dan layanan yang diberikan ADHI seluruhnya ditujukan untuk segmen korporasi.

## OPERATING AREAS AND MARKETS SERVED [GRI 2-1, 2-6] [OJK C.3]

The Company carries out its business sustainably throughout Indonesia. As of December 31, 2023, the Company has 5 (five) operational departments. The products and services provided by ADHI are all aimed at the corporate segment.

## SKALA ORGANISASI [GRI 2-6] [OJK C.3]

## ORGANIZATION SCALE [GRI 2-6] [OJK C.3]

| Deskripsi<br>Description                                                            | Satuan<br>Unit                          | 2021                                                           | 2022                                                           | 2023                                                            |
|-------------------------------------------------------------------------------------|-----------------------------------------|----------------------------------------------------------------|----------------------------------------------------------------|-----------------------------------------------------------------|
| Jumlah Karyawan<br>Total Employees                                                  | Orang<br>Employees                      | 2.650                                                          | 2.667                                                          | 2.595                                                           |
| Jumlah Pendapatan<br>Total Revenue                                                  | Miliar Rupiah<br>Billion Rupiah         | 11.530,5                                                       | 13.549,0                                                       | 20.073                                                          |
| Jumlah Liabilitas<br>Total Liabilities                                              | Miliar Rupiah<br>Billion Rupiah         | 34.243                                                         | 31.162,6                                                       | 31.273                                                          |
| Jumlah Ekuitas<br>Total Equity                                                      | Miliar Rupiah<br>Billion Rupiah         | 5.658                                                          | 8.823,8                                                        | 9.219                                                           |
| Jumlah Aset<br>Total Assets                                                         | Miliar Rupiah<br>Billion Rupiah         | 39.900                                                         | 39.986,4                                                       | 40.492                                                          |
| Laba Tahun Berjalan<br>Profit for the Year                                          | Miliar Rupiah<br>Billion Rupiah         | 55                                                             | 81,2                                                           | 290                                                             |
| Jumlah Produk dan Jasa yang<br>Ditawarkan<br>Total Products and Services<br>Offered | Lini Bisnis<br>Business Line            | 4                                                              | 4                                                              | 4                                                               |
| Jumlah Total Operasi<br>Total Number of Operations                                  | Kantor Operasional<br>Operations Office | 5                                                              | 5                                                              | 5                                                               |
| Pemegang Saham Terbesar<br>Largest Shareholder                                      | Persen<br>Percent                       | Pemerintah Indonesia<br>(51%)<br>Indonesia Government<br>(51%) | Pemerintah<br>Indonesia (64%)<br>Indonesia Government<br>(64%) | Pemerintah Indonesia<br>(64%)<br>Indonesian Government<br>(64%) |

## TENAGA KERJA/KARYAWAN [GRI 2-7] [OJK C.3]

## LABOR/EMPLOYEES [GRI 2-7] [OJK C.3]

Per 31 Desember 2023, jumlah karyawan Perseroan tercatat sebanyak 2.595 orang, berkurang sebanyak 72 orang atau 2,7% dibandingkan tahun 2022 dengan karyawan sebanyak 2.667 orang, Pengurangan terjadi karena adanya karyawan yang berhenti bekerja. Demografi karyawan selengkapnya disajikan dalam tabel-tabel berikut: [GRI 3-3]

As of 31 December 2023, the total Company employees was recorded at 2,595 people, decreased by 72 people or 2.7% compared to 2022 with 2,667 employees, reductions occurred because employees resigned. Complete employee demographics are presented in the following tables: [GRI 3-3]

### Demografi Karyawan Berdasarkan Level Organisasi (orang) Employee Demographics Based on Organizational Level (employees)

| Level Organisasi<br>Organizational Level                      | 2021            |                          | 2022            |                          | 2023            |                          |
|---------------------------------------------------------------|-----------------|--------------------------|-----------------|--------------------------|-----------------|--------------------------|
|                                                               | Jumlah<br>Total | Persentase<br>Percentage | Jumlah<br>Total | Persentase<br>Percentage | Jumlah<br>Total | Persentase<br>Percentage |
| Direksi Anak Perusahaan<br>Board of Directors of Subsidiaries | 15              | 0,6%                     | 15              | 0,6%                     | 18              | 0,7%                     |
| General Manager                                               | 24              | 0,9%                     | 27              | 1%                       | 23              | 0,9%                     |
| Manajer Divisi<br>Division Manager                            | 115             | 4,3%                     | 139             | 5,2%                     | 120             | 4,6%                     |
| Tenaga Ahli<br>Experts                                        | 44              | 1,7%                     | 27              | 1%                       | 38              | 1,5%                     |
| Senior Staff                                                  | 180             | 6,8%                     | 198             | 7,4%                     | 218             | 8,4%                     |

### Demografi Karyawan Berdasarkan Level Organisasi (orang)

Employee Demographics Based on Organizational Level (employees)

| Level Organisasi<br>Organizational Level | 2021            |                          | 2022            |                          | 2023            |                          |
|------------------------------------------|-----------------|--------------------------|-----------------|--------------------------|-----------------|--------------------------|
|                                          | Jumlah<br>Total | Persentase<br>Percentage | Jumlah<br>Total | Persentase<br>Percentage | Jumlah<br>Total | Persentase<br>Percentage |
| Staff                                    | 580             | 21,9%                    | 591             | 22,2%                    | 572             | 22,0%                    |
| Admin                                    | 36              | 1,4%                     | 34              | 1,3%                     | 11              | 0,4%                     |
| Project Manager (PM)                     | 206             | 7,8%                     | 204             | 7,6%                     | 206             | 7,9%                     |
| Level 2 Proyek<br>Level 2 Project        | 675             | 25,5%                    | 689             | 25,8%                    | 708             | 27,3%                    |
| Level 3 Proyek<br>Level 3 Project        | 757             | 28,6%                    | 731             | 27,4%                    | 677             | 26,1%                    |
| Level 4 Proyek<br>Level 4 Project        | 18              | 0,7%                     | 12              | 0,4%                     | 4               | 0,2%                     |
| Level 5 Proyek<br>Level 5 Project        | 0               | 0,0%                     | 0               | 0                        | 0               | 0                        |
| <b>Jumlah<br/>Total</b>                  | <b>2.650</b>    | <b>100,0%</b>            | <b>2.667</b>    | <b>100%</b>              | <b>2.595</b>    | <b>100,0%</b>            |

Perseroan belum bisa menyampaikan proporsi manajemen senior dari masyarakat lokal karena data tidak tersedia. [GRI 202-2]

The Company is unable to provide the proportion of senior management from local communities as data is not available. [GRI 202-2]

### Demografi Karyawan Berdasarkan Tingkat Pendidikan (orang)

Employee Demographics Based on Education Level (employees)

| Tingkat Pendidikan<br>Education Level          | 2021            |                          | 2022            |                          | 2023            |                          |
|------------------------------------------------|-----------------|--------------------------|-----------------|--------------------------|-----------------|--------------------------|
|                                                | Jumlah<br>Total | Persentase<br>Percentage | Jumlah<br>Total | Persentase<br>Percentage | Jumlah<br>Total | Persentase<br>Percentage |
| S3                                             | 3               | 0,1%                     | 3               | 0,1%                     | 3               | 0,1%                     |
| S2                                             | 235             | 8,9%                     | 289             | 10,8%                    | 331             | 12,8%                    |
| S1                                             | 1.807           | 68,2%                    | 1.890           | 70,9%                    | 1.769           | 68,2%                    |
| D4                                             | 31              | 1,2%                     | 42              | 1,6%                     | 46              | 1,8%                     |
| D3                                             | 284             | 10,7%                    | 216             | 8,1%                     | 214             | 8,2%                     |
| D2                                             | 4               | 0,2%                     | 4               | 0,2%                     | 3               | 0,1%                     |
| D1                                             | 6               | 0,2%                     | 6               | 0,2%                     | 7               | 0,3%                     |
| SMA/SMK/STM<br>Senior High School/<br>Relevant | 278             | 10,5%                    | 215             | 8,1%                     | 221             | 8,5%                     |
| SMP<br>JUNIOR HIGH SCHOOL                      | 2               | 0,1%                     | 2               | 0,1%                     | 1               | 0,0%                     |
| SD<br>Elementary School                        | 0               | 0,0%                     | 3               | 0,1%                     | 0               | 0,0%                     |
| <b>Jumlah<br/>Total</b>                        | <b>2.650</b>    | <b>100,0%</b>            | <b>2.667</b>    | <b>100%</b>              | <b>2.595</b>    | <b>100,0%</b>            |

### Demografi Karyawan Berdasarkan Status Kepegawaian (orang)

Employee Demographics Based on Employment Status (employees)

| Status Kepegawaian<br>Employment Status | 2021            |                          | 2022            |                          | 2023            |                          |
|-----------------------------------------|-----------------|--------------------------|-----------------|--------------------------|-----------------|--------------------------|
|                                         | Jumlah<br>Total | Persentase<br>Percentage | Jumlah<br>Total | Persentase<br>Percentage | Jumlah<br>Total | Persentase<br>Percentage |
| Tetap<br>Permanent                      | 1.847           | 69,7%                    | 1.837           | 68,9%                    | 1.773           | 68,32%                   |
| Tidak Tetap<br>Contract                 | 803             | 30,3%                    | 830             | 31,1%                    | 822             | 31,68%                   |
| <b>Jumlah<br/>Total</b>                 | <b>2.650</b>    | <b>100,0%</b>            | <b>2.667</b>    | <b>100%</b>              | <b>2.595</b>    | <b>100,00%</b>           |



Demografi Karyawan Berdasarkan Status Kepegawaian dan Wilayah Kerja (orang)  
Employee Demographics Based on Employment Status and Work Area (employees)

| Status Kepegawaian<br>Employment Status | 2021 |     |       |     | 2022  |     |       |     | 2023 |    |       |     |
|-----------------------------------------|------|-----|-------|-----|-------|-----|-------|-----|------|----|-------|-----|
|                                         | KP   | %   | KD    | %   | KP    | %   | KD    | %   | KP   | %  | KD    | %   |
| Tetap Permanent                         | 694  | 26% | 1.153 | 44% | 814   | 31% | 1.023 | 38% | 189  | 7% | 1.584 | 61% |
| Tidak Tetap Contract                    | 299  | 11% | 504   | 19% | 329   | 12% | 501   | 19% | 37   | 1% | 785   | 30% |
| Jumlah Total                            | 993  | 37% | 1.657 | 63% | 1.143 | 43% | 1.524 | 57% | 226  | 9% | 2.369 | 91% |

KP=Kantor Pusat | KD=Kantor di Daerah/Proyek  
KP=Head Office | KD=Regional/Project Office

Demografi Karyawan Berdasarkan Status Kepegawaian dan Jenis Kelamin (orang)  
Employee Demographics Based on Employment Status and Gender (employees)

| Status Kepegawaian<br>Employment Status | 2021      |     |               |     | 2022      |     |               |     | 2023      |     |               |     |
|-----------------------------------------|-----------|-----|---------------|-----|-----------|-----|---------------|-----|-----------|-----|---------------|-----|
|                                         | Pria Male | %   | Wanita Female | %   | Pria Male | %   | Wanita Female | %   | Pria Male | %   | Wanita Female | %   |
| Tetap Permanent                         | 1.542     | 58% | 305           | 12% | 1.515     | 57% | 322           | 12% | 1.458     | 56% | 315           | 12% |
| Tidak Tetap Contract                    | 652       | 25% | 151           | 5%  | 694       | 26% | 136           | 5%  | 693       | 27% | 129           | 5%  |
| Jumlah Total                            | 2.194     | 83% | 456           | 17% | 2.209     | 83% | 458           | 17% | 2.151     | 83% | 444           | 17% |

Demografi Karyawan Berdasarkan Rentang Usia (orang)  
Employee Demographics Based on Age Range (employees)

| Rentang Usia<br>Age Range | 2021         |                       | 2022         |                       | 2023         |                       |
|---------------------------|--------------|-----------------------|--------------|-----------------------|--------------|-----------------------|
|                           | Jumlah Total | Persentase Percentage | Jumlah Total | Persentase Percentage | Jumlah Total | Persentase Percentage |
| <30 tahun/ Years old      | 904          | 34,1%                 | 886          | 33,2%                 | 750          | 28,9%                 |
| >31-45 tahun/ Years old   | 1.049        | 39,6%                 | 1.080        | 40,5%                 | 1.146        | 44,2%                 |
| >46-55 tahun/ Years old   | 662          | 25%                   | 685          | 25,7%                 | 677          | 26,1%                 |
| >55 tahun/ Years old      | 35           | 1,3%                  | 16           | 0,6%                  | 22           | 0,8%                  |
| Jumlah Total              | 2.650        | 100,0%                | 2.667        | 100%                  | 2.595        | 100,0%                |

Demografi Karyawan Berdasarkan Gender/Jenis Kelamin (orang)  
Employee Demographics Based on Gender (employees)

| Gender/Jenis Kelamin<br>Gender | 2021         |                       | 2022         |                       | 2023         |                       |
|--------------------------------|--------------|-----------------------|--------------|-----------------------|--------------|-----------------------|
|                                | Jumlah Total | Persentase Percentage | Jumlah Total | Persentase Percentage | Jumlah Total | Persentase Percentage |
| Laki-laki Male                 | 2.193        | 82,8%                 | 2.209        | 82,8%                 | 2.151        | 83%                   |
| Perempuan Female               | 457          | 17,2%                 | 458          | 17,2%                 | 444          | 17%                   |
| Jumlah Total                   | 2.650        | 100,0%                | 2.667        | 100%                  | 2.595        | 100%                  |



## PEKERJA YANG BUKAN PEKERJA LANGSUNG [GRI 2-8] [OJK C.3]

Selain tenaga kerja/karyawan dengan kategori di atas, Perseroan memiliki pekerja yang bukan pekerja langsung, yaitu mereka yang melakukan pekerjaan untuk ADHI tetapi tidak memiliki hubungan kerja langsung dengan ADHI. Pekerja yang termasuk dalam kategori ini antara lain tenaga kerja alih daya dan magang sebagaimana tabel berikut:

**Tabel Pekerja yang Bukan Pekerja Langsung Tahun 2021-2023**  
Table of Indirect Workers for 2021-2023

| Uraian<br>Description                          | 2021       | 2022       | 2023       |
|------------------------------------------------|------------|------------|------------|
| Tenaga kerja alih daya<br>Outsourced workforce | 111        | 110        | 229        |
| Tenaga kerja magang<br>Internship workforce    | 0          | 55         | 15         |
| <b>Jumlah<br/>Total</b>                        | <b>111</b> | <b>165</b> | <b>244</b> |

## INDIRECT WORKERS [GRI 2-8] [OJK C.3]

Apart from workers/employees in the above categories, the Company has indirect workers, namely those who do work for ADHI but do not have a direct working relationship with ADHI. Workers included in this category include outsourced workers and apprentices as shown in the following table:

## RANTAI PASOKAN [GRI 2-6]

ADHI menjalankan usaha dengan empat lini bisnis yang beragam, dan tidak bisa memenuhi kebutuhan barang dan jasa secara mandiri. Untuk itu, Perseroan menggandeng pemasok/vendor, baik barang maupun jasa, untuk pemenuhan kebutuhan tersebut. Kebutuhan barang antara lain berupa bahan baku/material yang diperlukan Perseroan seperti semen curah, batu split, besi beton, dan bahan material lainnya. Sedangkan kebutuhan jasa yang memerlukan kerja sama dengan pemasok di antaranya tenaga alih daya, penyediaan catering serta pelatihan, pengembangan karyawan, sewa alat berat proyek, sewa peralatan kantor, konsultan proyek dan supervisi jasa konstruksi. [GRI 3-3]

Kerja sama dengan pemasok dilakukan ADHI dengan mengedepankan prinsip transparansi, adil, dan akuntabel sehingga kebutuhan barang dan jasa yang dibutuhkan sesuai dengan spesifikasi/kualifikasi dan biaya yang telah disepakati. Untuk mendukung proses pengadaan yang transparan, Direksi ADHI menerbitkan Surat Keputusan Direksi PT Adhi Karya (Persero) Tbk, No. 014-6/2021/374 tentang MP 015 Manual Pengadaan Barang dan Jasa PT ADHI KARYA (Persero) Tbk. Edisi 1 pada tanggal 30 November 2021.

Upaya ADHI mengukuhkan transparansi dalam pengadaan barang dan jasa diwujudkan dengan mengembangkan *e-procurement*, yaitu proses pengadaan barang dan jasa tertentu di lingkungan Perseroan, di mana seluruh proses pengadaan dilakukan sesuai prosedur yang telah ada, namun diterapkan secara elektronik. Dengan sistem ini, ADHI telah memiliki Daftar Penyedia Barang dan Jasa yang terpilih yang dapat mengikuti pengadaan barang dan jasa yang diselenggarakan oleh ADHI (*Vendor Approved List/VAL* dan *Subcontractor Approved List/SAL*).

## SUPPLY CHAIN [GRI 2-6]

ADHI runs a business with four diverse business lines, and cannot meet the need for goods and services independently. For this reason, the Company collaborates with suppliers/vendors, both goods and services, to fulfill these needs. Requirements for goods include raw materials/materials required by the Company, such as bulk cement, split stone, concrete iron and other materials. Meanwhile, service needs that require collaboration with suppliers include outsourcing, providing catering and training, employee development, project heavy equipment rental, office equipment rental, project consultants and construction services supervision. [GRI 3-3]

ADHI carries out cooperation with suppliers by prioritizing the principles of transparency, fairness and accountability so that the required goods and services are in accordance with the agreed specifications/qualifications and costs. To support a transparent procurement process, the ADHI Board of Directors issued a Decree of the Board of Directors of PT Adhi Karya (Persero) Tbk, No. 014-6/2021/374 concerning MP 015 Manual for Procurement of Goods and Services PT ADHI KARYA (Persero) Tbk. Edition 1 on November 30, 2021.

ADHI's efforts to strengthen transparency in the procurement of goods and services are realized by developing *e-procurement*, namely the process of procuring certain goods and services within the Company, where the entire procurement process is carried out according to existing procedures, but implemented electronically. With this system, ADHI has a list of selected providers of goods and services who can participate in the procurement of goods and services organized by ADHI (*Vendor Approved List/VAL* and *Subcontractor Approved List/SAL*).



Selain mengadopsi perkembangan teknologi terbaru, fungsi keberadaan *e-procurement* adalah untuk mendukung Perseroan dalam memberikan perlakuan yang adil dan sama terhadap semua calon rekanan sehingga terwujud persaingan yang sehat dan tidak mengarah adanya pemberian keuntungan kepada pihak tertentu dengan alasan apapun, sesuai dengan prinsip dasar yang dianut oleh ADHI.

Untuk melengkapi penerapan *e-procurement*, Perseroan juga telah menerapkan CSMS (*Construction Safety Management System*) yang mendukung kontraktor-kontraktor lokal untuk memiliki standar mutu dan keselamatan kerja yang tinggi, sesuai dengan standar yang telah diterapkan oleh ADHI. Dengan adanya sistem manajemen keamanan konstruksi, Perseroan juga mendapatkan nilai tambah sebagai perusahaan yang terjamin keamanannya. Di samping itu, ADHI juga tengah mengimplementasikan SAP sebagai sistem terintegrasi yang juga mengelola rantai pasokan ADHI.

Lebih lanjut, sebagai bagian dari Badan Usaha Milik Negara (BUMN), pengadaan barang dan jasa di lingkungan Perseroan juga berpedoman pada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-2/MBU/03/2023 Tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. Sesuai dengan komitmen untuk memajukan pemasok lokal/dalam negeri, ADHI mendukung semangat dalam peraturan tersebut di antaranya meningkatkan dan mengutamakan penggunaan produksi dalam negeri serta pemberdayaan produk Usaha Mikro dan Usaha Kecil.

Sesuai dengan semangat tersebut, dalam pengadaan barang dan jasa, ADHI berusaha semaksimal mungkin untuk mengutamakan dan memberdayakan pemasok lokal, yaitu pemasok yang menjalankan usaha dan berdomisili dalam satu wilayah provinsi yang sama dengan operasional kantor cabang dimana proyek tersebut dikerjakan oleh ADHI. Kategori yang lain adalah pemasok non-lokal, yaitu pemasok yang menjalankan usaha dan berdomisili di luar Provinsi kantor operasional proyek ADHI. Jika pemasok lokal dan non lokal (nasional) tidak bisa menyediakan barang dan jasa yang dibutuhkan ADHI atau dengan pertimbangan tertentu, maka Perseroan akan bekerja sama dengan pemasok asing/internasional, yaitu pemasok yang menjalankan usaha dan berdomisili di luar Indonesia.

Selain sejalan dengan komitmen untuk memberdayakan pemasok lokal dan non-lokal/nasional, kebijakan ADHI menjalin kerja sama dengan kedua jenis pemasok juga didasari oleh pertimbangan lingkungan. Dalam hal ini, kerja sama dengan pemasok yang lebih dekat secara geografis akan mengurangi jejak karbon dari proses pengiriman barang/jasa diperlukan Perseroan.

Berdasarkan kriteria, kategorisasi dan pertimbangan di atas, maka rantai pasokan ADHI selama tahun 2021-2023 adalah sebagai berikut: [\[OJK 204-1\]](#)

In addition to adopting the latest technological developments, the function of *e-procurement* is to support the Company in providing fair and equal treatment to all prospective partners so that healthy competition can be achieved and does not lead to giving benefits to certain parties for any reason, in accordance with basic principles. which is adhered to by ADHI.

To complement the implementation of *e-procurement*, the Company has also implemented CSMS (*Construction Safety Management System*) which supports local contractors to have high quality and work safety standards, in accordance with the standards implemented by ADHI. By having a construction security management system, the Company also gets added value as a company whose security is guaranteed. Apart from that, ADHI is also implementing SAP as an integrated system that also manages ADHI's supply chain.

Furthermore, as part of a State-Owned Enterprise (BUMN), the procurement of goods and services within the Company is also guided by the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities State-owned enterprises. In accordance with its commitment to promote local/domestic suppliers, ADHI supports the spirit of this regulation, including increasing and prioritizing the use of domestic production and empowering Micro and Small Business products.

In accordance with this spirit, in the procurement of goods and services, ADHI makes every effort to prioritize and empower local suppliers, namely suppliers who run a business and are domiciled in the same province as the branch office where the project is carried out by ADHI. Another category is non-local suppliers, namely suppliers who run businesses and are domiciled outside the province of the ADHI project operational office. If local and non-local (national) suppliers cannot provide the goods and services that ADHI requires or with certain considerations, then the Company will collaborate with foreign/international suppliers, namely suppliers who run businesses and are domiciled outside Indonesia.

Apart from being in line with its commitment to empower local and non-local/national suppliers, ADHI's policy of collaborating with both types of suppliers is also based on environmental considerations. In this case, collaboration with suppliers who are geographically closer will reduce the carbon footprint of the goods/service delivery process required by the Company.

Based on the criteria, categorization and considerations above, ADHI's supply chain for 2021-2023 is as follows: [\[OJK 204-1\]](#)

**Tabel Pemasok Barang dan Jasa beserta Nilai Kontrak**  
**Table of Suppliers of Goods and Services along with Contract Values**

| Keterangan<br>Information                    | Jumlah Pemasok Barang<br>Number of Goods Suppliers |            | Nilai Kontrak Pekerjaan (Rp Miliar)<br>Work Contract Value (IDR Billion) |              |
|----------------------------------------------|----------------------------------------------------|------------|--------------------------------------------------------------------------|--------------|
|                                              | 2022                                               | 2023       | 2022                                                                     | 2023         |
| Lokal<br>Local                               | 40                                                 | 94         | 137,6                                                                    | 92           |
| Non-lokal (Nasional)<br>Non-local (National) | 44                                                 | 183        | 243,7                                                                    | 371,6        |
| Asing/Internasional<br>Foreign/International | -                                                  | -          | -                                                                        | -            |
| <b>Jumlah<br/>Total</b>                      | <b>84</b>                                          | <b>277</b> | <b>381,3</b>                                                             | <b>463,6</b> |

### PERUBAHAN SIGNIFIKAN PADA ORGANISASI DAN RANTAI PASOKAN [GRI2-6] [OJK C.6]

Pada tahun 2023, terdapat perubahan signifikan pada Perseroan antara lain perpindahan operasional Kantor Pusat PT Adhi Karya (Persero) Tbk dari kantor lama Gedung Harmonis, Jl. Raya Pasar Minggu KM.18, Jakarta, ke kantor baru MTH 27 Office Suites, Jl. Letjen M.T. Haryono No.Kavling 27, RT.6/RW.14, Kb. Baru, Kec. Tebet, Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta 1363.

Sementara itu, berkaitan dengan rantai pasokan, pada tahun 2023, terdapat perubahan berupa penambahan jumlah pemasok dari 84 pemasok pada tahun 2022 menjadi 277 pemasok pada tahun 2023. Perubahan tersebut diikuti dengan bertambahnya nilai kontrak dari Rp381,3 miliar pada tahun 2022 menjadi Rp463,6 miliar pada tahun 2023. Perubahan rantai pasokan ini berdampak positif dalam upaya ADHI mewujudkan target dan kinerja selama tahun pelaporan.

### PENDEKATAN ATAU PRINSIP PENCEGAHAN [GRI 2-23]

Dalam menjalankan usaha, ADHI menghadapi berbagai risiko yang berpotensi menghambat pencapaian kinerja dan target-target yang telah ditetapkan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP). Untuk itu, Perseroan secara konsisten menerapkan Manajemen Risiko sehingga berbagai risiko yang dihadapi akan dapat diidentifikasi, dikelola, dikendalikan, dan dilakukan mitigasi secara tepat. Dengan demikian, apabila risiko tidak bisa dicegah, risiko tersebut tidak menimbulkan dampak negatif yang signifikan bagi Perseroan. Dalam mengelola risiko, ADHI menggunakan pedoman SNI ISO 31000: 2018, dan telah menuangkannya di dalam *roadmap* akselerasi penerapan manajemen risiko. Uraian tentang Manajemen Risiko selengkapnya disajikan dalam Bab Tata Kelola Keberlanjutan pada laporan ini.

### SIGNIFICANT CHANGES TO ORGANIZATIONS AND SUPPLY CHAINS [GRI2-6] [OJK C.6]

In 2023, there were significant changes to the Company, including the transfer of operations to the Head Office of PT Adhi Karya (Persero) Tbk from the old office at Gedung Harmonis, Jl. Raya Pasar Minggu KM.18, Jakarta, to the new office MTH 27 Office Suites, Jl. Lt. Gen. M.T. Haryono No. Kavling 27, RT.6/RW.14, Kb. Baru, District. Tebet, South Jakarta City, Special Capital Region of Jakarta 1363.

Meanwhile, with regard to the supply chain, in 2023, there were changes in the form of increasing the number of suppliers from 84 suppliers in 2022 to 277 suppliers in 2023. These changes are followed by increasing contract values from IDR 381.3 billion in 2022 to IDR 463.6 billion in 2023. This change in the supply chain has had a positive impact on ADHI's efforts to realize targets and performance during the reporting year.

### APPROACH OR PREVENTION PRINCIPLES [GRI 2-23]

In running its business, ADHI faces various risks that have the potential to hamper the achievement of performance and targets set in the Company's Work Plan and Budget (RKAP). For this reason, the Company consistently implements Risk Management so that the various risks faced can be identified, managed, controlled and mitigated appropriately. Thus, if the risk cannot be prevented, the risk will not have a significant negative impact on the Company. In managing risk, ADHI uses the SNI ISO 31000: 2018 guidelines, and has outlined them in the roadmap for accelerating the implementation of risk management. A complete description of Risk Management is presented in the Sustainability Governance Chapter of this report.



## INISIATIF EKSTERNAL

Untuk mendapatkan hasil dan kinerja terbaik, ADHI mengadopsi berbagai standar eksternal yang relevan dengan kegiatan usaha Perseroan, antara lain, sertifikasi yang berskala nasional maupun internasional. Komitmen Perseroan dalam menerapkan operasional usaha dengan berpedoman pada standar terbaik tersebut telah mendapatkan apresiasi dari pihak eksternal dengan memberikan penghargaan. Sertifikasi yang berlaku dan penghargaan yang diperoleh selama tahun pelaporan adalah sebagai berikut:

### Sertifikasi Certification

| Nama Sertifikasi<br>Certification Name                                                                                                                                     | Ruang Lingkup Sertifikasi<br>Scope of Certification                                                                                                                                                                                                                                                                            | Deskripsi Singkat<br>Short Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Lembaga yang memberikan<br>Issuing Institution | Masa Berlaku Sertifikat<br>Certificate Validity Period                                                 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| Guidance on Project Management SNI ISO 21502:2020 PT Adhi Karya (Persero) Tbk.                                                                                             | <i>The Provision of Project Management for Engineering, Procurement and Construction, Building and Infrastructure</i>                                                                                                                                                                                                          | ISO 21502 memberikan panduan tentang berbagai praktik yang diperlukan dalam setiap fase siklus hidup proyek, termasuk perencanaan dan pengendalian, serta mengelola manfaat, perubahan dan informasi bisnis dan masyarakat.<br>ISO 21502 provides guidance on the various practices required in each phase of the project life cycle, including planning and controlling, as well as managing business and societal benefits, change and information.                                                                                                          | DGI Certification                              | Berlaku dari 10 Maret 2022 sampai 10 Maret 2025<br>Valid from March 10, 2022 to March 10, 2025         |
| BIM (Building information modelling) SNI ISO 19650 Kitemark PT Adhi Karya (Persero) Tbk.                                                                                   | <i>Achieved BIM for Design, Construction and Commissioning in Accordance with ISO 19650-1:2018, ISO 19650-2:2018, and the implementation of a Security-Minded Approach in Accordance with BS EN ISO 19650-5:2020 following the assessment of Project Delivery and Collaborative Working Maturity with project stakeholders</i> | ISO 19650-2018 Kitemark merupakan sertifikasi dengan standar internasional untuk penerapan implementasi BIM.<br>ISO 19650-2018 Kitemark is an international standard certification for the implementation of BIM implementation.                                                                                                                                                                                                                                                                                                                               | BSI Group                                      | Berlaku dari 12 Oktober 2022 sampai 11 Oktober 2025<br>Valid from October 12, 2022 to October 11, 2025 |
| Sistem Manajemen Keamanan Informasi SNI ISO 27001:2013 PT Adhi Karya (Persero) Tbk. Information Security Management System SNI ISO 27001:2013 PT Adhi Karya (Persero) Tbk. | Sistem Manajemen Keamanan Informasi untuk pengelolaan infrastruktur jaringan dan server dalam operasional data center<br>Information Security Management System for managing network and server infrastructure in data center operations                                                                                       | ISO 27001 adalah standar internasional yang mengatur Sistem Manajemen Keamanan Informasi (Information Security Management System/ISMS)<br>ISO 27001 is an international standard that regulates Information Security Management Systems (ISMS)                                                                                                                                                                                                                                                                                                                 | SUCOFINDO                                      | Berlaku dari 16 Maret 2023 sampai 30 September 2025<br>Valid from March 16, 2023 to September 30, 2025 |
| Sistem Manajemen Lingkungan SNI ISO 14001:2015 PT Adhi Karya (Persero) Tbk. Environmental Management System SNI ISO 14001:2015 PT Adhi Karya (Persero) Tbk.                | <i>Provision of construction business activities (including EPC, property and realty, and investment), covering construction of buildings and infrastructure, civil, mechanical, integrated project)</i>                                                                                                                       | ISO 14001 adalah bagian dari International Standard Series yang bisa diaplikasikan pada semua sistem organisasi dengan fokus pada kinerja lingkungan, yang didefinisikan sebagai hasil yang terukur dari pengelolaan yang dilakukan oleh suatu organisasi terhadap lingkungannya.<br>ISO 14001 is part of the International Standard Series which can be applied to all organizational systems with a focus on environmental performance, which is defined as the measurable results of the management carried out by an organization towards its environment. | SUCOFINDO                                      | Berlaku dari 27 Juli 2022 sampai 27 Juli 2024<br>Valid from July 27, 2022 to July 27, 2024             |

## EXTERNAL INITIATIVES

To obtain the best results and performance, ADHI adopts various external standards that are relevant to the Company's business activities, including national and international certification. The Company's commitment to implementing business operations based on the best standards has received appreciation from external parties with awards. Applicable certifications and awards obtained during the reporting year are as follows:



## Sertifikasi Certification

| Nama Sertifikasi<br>Certification Name                                                                                                                                                                      | Ruang Lingkup Sertifikasi<br>Scope of Certification                                                                                                                                                      | Deskripsi Singkat<br>Short Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Lembaga yang memberikan<br>Issuing Institution | Masa Berlaku Sertifikat<br>Certificate Validity Period                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|--------------------------------------------------------------------------------------------|
| Sistem Manajemen Mutu SNI ISO 9001:2015 PT Adhi Karya (Persero) Tbk. Quality Management System SNI ISO 9001:2015 PT Adhi Karya (Persero) Tbk.                                                               | <i>Provision of construction business activities (including EPC, property and realty, and investment), covering construction of buildings and infrastructure, civil, mechanical, integrated project)</i> | ISO 9001:2015 adalah standar internasional yang digunakan untuk menetapkan kebijakan dan sasaran mutu (quality objective) serta pencapaiannya yang bisa diterapkan dalam Perusahaan.<br>Dengan menerapkan SNI ISO 9001:2015 Perusahaan telah menjamin bahwa produk atau jasa yang dihasilkan sudah memenuhi standar yang diberlakukan di dunia<br>ISO 9001:2015 is an international standard used to establish quality policies and targets (quality objectives) and their achievements that can be implemented within the Company. By implementing SNI ISO 9001:2015, the company has guaranteed that the products or services produced meet the standards that apply worldwide.                                                                                                                                                                                                                                                                                                                                                             | SUCOFINDO                                      | Berlaku dari 27 Juli 2022 sampai 27 Juli 2024<br>Valid from July 27, 2022 to July 27, 2024 |
| Sistem Manajemen keselamatan dan kesehatan kerja (K3) SNI ISO 45001:2018 PT Adhi Karya (Persero) Tbk. Occupational safety and health (K3) Management System SNI ISO 45001:2018 PT Adhi Karya (Persero) Tbk. | <i>Provision of construction business activities (including EPC, property and realty, and investment), covering construction of buildings and infrastructure, civil, mechanical, integrated project)</i> | ISO 45001 adalah standar internasional untuk sistem manajemen keselamatan dan kesehatan kerja (K3) yang memberikan panduan bagi organisasi untuk mengidentifikasi, mengelola, dan mengurangi risiko terkait K3.<br>ISO 45001 is an international standard for occupational safety and health (K3) management systems that provides guidance for organizations to identify, manage and reduce risks related to K3.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | SUCOFINDO                                      | Berlaku dari 27 Juli 2022 sampai 27 Juli 2024<br>Valid from July 27, 2022 to July 27, 2024 |
| Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) berdasarkan PP 50 Tahun 2012 Occupational Safety and Health Management System (SMK3) based on PP 50 of 2012                                         | Jasa Konstruksi<br>Construction service                                                                                                                                                                  | SMK3 Sistem Manajemen Keselamatan dan Kesehatan Kerja PP 50 Tahun 2012, dalam peraturan tersebut, semua pemberi kerja wajib melaksanakan SMK3 terutama perusahaan yang mempekerjakan minimal 100 tenaga kerja atau perusahaan yang memiliki tingkat potensi kecelakaan yang tinggi akibat karakteristik proses kerja.<br>SMK3 adalah bagian dari sistem manajemen perusahaan secara keseluruhan dalam rangka pengendalian resiko yang berkaitan dengan kegiatan kerja guna terciptanya tempat kerja yang aman, efisien dan produktif.<br>SMK3 Occupational Safety and Health Management System PP 50 of 2012, in this regulation, all employers are required to implement SMK3, especially companies that employ a minimum of 100 workers or companies that have a high level of potential accidents due to the characteristics of the work process.<br>SMK3 is part of the company's overall management system in the context of controlling risks related to work activities in order to create a safe, efficient and productive workplace. | SUCOFINDO                                      | Berlaku dari 9 Juni 2023 sampai 9 Juni 2026<br>Valid from June 9, 2023 to June 9, 2026     |



## Sertifikasi Certification

| Nama Sertifikasi<br>Certification Name                                                                                                                            | Ruang Lingkup Sertifikasi<br>Scope of Certification                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Deskripsi Singkat<br>Short Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Lembaga yang memberikan<br>Issuing Institution | Masa Berlaku Sertifikat<br>Certificate Validity Period                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| Sistem Manajemen Anti Penyuapan SNI ISO 37001:2016 PT Adhi Karya (Persero) Tbk.<br>Anti-Bribery Management System SNI ISO 37001:2016 PT Adhi Karya (Persero) Tbk. | Departemen Infrastruktur 1, Departemen Infrastruktur 2, Departemen Perkeretaapian, Departemen Energi dan Industri, Departemen Gedung, Departemen Legal, Departemen Pemasaran, Departemen Pemasaran, Departemen Keuangan, Departemen Akutansi & Pajak, Departemen Manajemen Risiko, Departemen Pengembangan Bisnis, Departemen Human Capital, Departemen Sistem IT dan Inovasi, Departemen Strategi Korporasi, Portofolio Bisnis dan SCM, Departemen QHSE, Satuan Pengawas Intern, Corporate Secretary PT Adhi Karya (Persero) Tbk.<br>Infrastructure Department 1, Infrastructure Department 2, Railway Department, Energy and Industrial Department, Building Department, Legal Department, Marketing Department, Marketing Department, Finance Department, Accounting & Tax Department, Risk Management Department, Business Development Department, Human Capital Department, Systems Department IT and Innovation, Corporate Strategy Department, Business Portfolio and SCM, QHSE Department, Internal Supervisory Unit, Corporate Secretary PT Adhi Karya (Persero) Tbk. | ISO 37001:2016 adalah standar internasional mengenai Sistem Manajemen Anti Penyuapan. Standar ini bertujuan untuk memberikan kepastian kepada organisasi bahwa sistem anti penyuapan dengan menetapkan serangkaian langkah-langkah dan kontrol yang berurusan dengan penyuapan, dan juga dimaksudkan untuk mencegah, mengurangi, serta mendeteksi risiko korupsi.<br>ISO 37001:2016 is an international standard regarding Anti-Bribery Management Systems. This standard aims to provide assurance to organizations that anti-bribery systems are in place by establishing a series of measures and controls that deal with bribery, and is also intended to prevent, reduce and detect the risk of corruption. | SUCOFINDO                                      | Berlaku dari 4 September 2023 sampai 1 September 2026<br>Valid from September 4, 2023 until September 1, 2026 |

## Penghargaan Award

| Nama Penghargaan<br>Award Name                                                                                                                                                                                                                                             | Lembaga yang memberikan<br>Issuing Institution                    | Tanggal Perolehan<br>Date of acquisition |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|------------------------------------------|
| Penghargaan Zero Accident - Pekerjaan Tahun Jamak Pembangunan Masjid Raya Provinsi Jawa Barat (Tahap IV)<br>Zero Accident Award - Multi Year Work Construction of the Grand Mosque of West Java Province (Phase IV)                                                        | BPJS Ketenagakerjaan<br>BPJS of Employment                        | 12 Januari 2023<br>January 12, 2023      |
| Piagam Penghargaan 5R Proyek BI Karawang<br>BI Karawang Project 5R Award Charter                                                                                                                                                                                           | Bank Indonesia                                                    | 1 Maret 2023<br>March 1, 2023            |
| Penghargaan Covid 19 - Layanan Pekerjaan Konstruksi Pembangunan Jalan Tol Yogyakarta - Bawen Paket 1 (Seksi 1 dan Seksi 6)<br>Covid 19 Award - Yogyakarta - Bawen Toll Road Construction Work Services Package 1 (Section 1 and Section 6)                                 | Gubernur DIY<br>DIY Governor                                      | 31 Maret 2023<br>March 31, 2023          |
| Penghargaan Kecelakaan Nihil Proyek Penambahan Lajur ke-3 Segmen Cikande - Serang Timur Paket 1 dan 2 Kab. Serang Propinsi Banten<br>Zero Accident Award for 3rd Lane Addition Project for Cikande - East Serang Segment Packages 1 and 2 District. Attack Banten Province | Kementerian Ketenagakerjaan RI<br>Indonesian Ministry of Manpower | 9 Juni 2023<br>June 9, 2023              |
| Penghargaan Kecelakaan Nihil Proyek AMP Kawasan Medan Provinsi Sumatera Utara<br>Zero Accident Award for the AMP Project in the Medan Area, North Sumatra Province                                                                                                         | Kementerian Ketenagakerjaan RI<br>Indonesian Ministry of Manpower | 9 Juni 2023<br>June 9, 2023              |
| Penghargaan Kecelakaan Nihil Proyek IPAL Kota Palembang Paket B2A Provinsi Sumatera Selatan<br>Zero Accident Award for Palembang City WWTP Project, B2A Package, South Sumatra Province                                                                                    | Kementerian Ketenagakerjaan RI<br>Indonesian Ministry of Manpower | 9 Juni 2023<br>June 9, 2023              |

## Penghargaan Award

| Nama Penghargaan<br>Award Name                                                                                                                                                                                                                                                                                                                                 | Lembaga yang memberikan<br>Issuing Institution                    | Tanggal Perolehan<br>Date of acquisition |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|------------------------------------------|
| Penghargaan Kecelakaan Nihil Proyek KPBU Kegiatan Preservasi Jalan Lintas Timur Sumatera Paket A Kota Palembang Provinsi Sumatera Selatan<br>Zero Accident Award PPP Project East Sumatra Cross Road Preservation Activities Package A Palembang City South Sumatra Province                                                                                   | Kementerian Ketenagakerjaan RI<br>Indonesian Ministry of Manpower | 9 Juni 2023<br>June 9, 2023              |
| Penghargaan Covid 19 - Proyek Pembangunan Menara BRI Medan Sumut<br>Covid 19 Award - BRI Medan North Sumatra Tower Construction Project                                                                                                                                                                                                                        | Kementerian Ketenagakerjaan RI<br>Indonesian Ministry of Manpower | 9 Juni 2023<br>June 9, 2023              |
| Penghargaan HIV&AIDS - Proyek Pembangunan Menara BRI Medan Sumut<br>HIV&AIDS Award - BRI Medan North Sumatra Tower Construction Project                                                                                                                                                                                                                        | Kementerian Ketenagakerjaan RI<br>Indonesian Ministry of Manpower | 9 Juni 2023<br>June 9, 2023              |
| Penghargaan Zero Accident - Proyek Pembangunan Menara BRI Medan Sumut<br>Zero Accident Award - BRI Medan North Sumatra Tower Construction Project                                                                                                                                                                                                              | Kementerian Ketenagakerjaan RI<br>Indonesian Ministry of Manpower | 9 Juni 2023<br>June 9, 2023              |
| Penghargaan K3 Tahun 2023<br>2023 K3 Award                                                                                                                                                                                                                                                                                                                     | Kementerian Ketenagakerjaan RI<br>Indonesian Ministry of Manpower | 22 Juni 2023<br>June 22, 2023            |
| Penghargaan HIV&AIDS - Layanan Pekerjaan Konstruksi Pembangunan Jalan Tol Yogyakarta - Bawen Paket 1 (Seksi 1 dan Seksi 6)<br>HIV&AIDS Award - Yogyakarta Toll Road Construction Work Services - Bawen Package 1 (Section 1 and Section 6)                                                                                                                     | Kementerian Ketenagakerjaan RI<br>Indonesian Ministry of Manpower | Juni 2023<br>June 2023                   |
| Penghargaan Covid 19 - Layanan Pekerjaan Konstruksi Pembangunan Jalan Tol Yogyakarta - Bawen Paket 1 (Seksi 1 dan Seksi 6)<br>Covid 19 Award - Yogyakarta - Bawen Toll Road Construction Work Services Package 1 (Section 1 and Section 6)                                                                                                                     | Kementerian Ketenagakerjaan RI<br>Indonesian Ministry of Manpower | Juni 2023<br>June 2023                   |
| Penghargaan Kecelakaan Nihil: 2.544.896 Safe Manhours Power Supply System LRT JABODEBEK<br>Zero Accident Award: 2,544,896 Safe Man Hours Power Supply System LRT JABODEBEK                                                                                                                                                                                     | Kementerian Ketenagakerjaan RI<br>Indonesian Ministry of Manpower | Juni 2023<br>June 2023                   |
| Penghargaan Kategori GOLD P2 HIV AIDS 2022-2023: Proyek Power Supply System LRT JABODEBEK<br>GOLD P2 HIV AIDS Category Award 2022-2023: JABODEBEK LRT Power Supply System Project                                                                                                                                                                              | Kementerian Ketenagakerjaan RI<br>Indonesian Ministry of Manpower | Juni 2023<br>June 2023                   |
| Pemenang 2 Lomba Peningkatan Kualitas Jalan dan Jembatan<br>Winner of 2 Road and Bridge Quality Improvement Competitions                                                                                                                                                                                                                                       | Direktorat Jendral Bina Marga<br>Directorate General of Highways  | 14 Juli 2023<br>July 14, 2023            |
| Top Leader on CSR Commitment                                                                                                                                                                                                                                                                                                                                   | Top CSR                                                           | 15 Juli 2023<br>July 15, 2023            |
| Top CSR Awards 2023                                                                                                                                                                                                                                                                                                                                            | Top CSR                                                           | 15 Juli 2023<br>July 15, 2023            |
| Penganugerahan Transparansi Perhitungan Emisi<br>Emission Calculation Transparency Award                                                                                                                                                                                                                                                                       | B Universe                                                        | 15 Juli 2023<br>July 15, 2023            |
| 20 Million Manhours without LTI                                                                                                                                                                                                                                                                                                                                | PT Chiyoda International<br>Indonesia                             | Juli 2023<br>July 2023                   |
| Penghargaan Indonesia Construction Safety Awards 2023 Kategori Emergency Response - Proyek Jalan Tol Ruas Tol Sigli Banda Aceh<br>Indonesia Construction Safety Awards 2023 Emergency Response Category - Sigli Banda Aceh Toll Road Project                                                                                                                   | ISCA Award 2023                                                   | 2 November 2023<br>November 2, 2023      |
| Penghargaan Indonesia Construction Safety Awards 2023 Kategori Emergency Response - Layanan Pekerjaan Konstruksi Pembangunan Jalan Tol Yogyakarta - Bawen Paket 1 (Seksi 1 dan Seksi 6)<br>Indonesia Construction Safety Awards 2023 Emergency Response Category - Yogyakarta - Bawen Toll Road Construction Work Services Package 1 (Section 1 and Section 6) | ISCA Award 2023                                                   | 2 November 2023<br>November 2, 2023      |
| Penghargaan Indonesia Construction Safety Awards 2023 Kategori Safety Innovation - Layanan Pekerjaan Konstruksi Pembangunan Jalan Tol Yogyakarta - Bawen Paket 1 (Seksi 1 dan Seksi 6)<br>Indonesia Construction Safety Awards 2023 Safety Innovation Category - Yogyakarta - Bawen Toll Road Construction Work Services Package 1 (Section 1 and Section 6)   | ISCA Award 2023                                                   | 2 November 2023<br>November 2, 2023      |



## Penghargaan Award

| Nama Penghargaan<br>Award Name                                                                                                                                                                                                                                                                                                                                                           | Lembaga yang memberikan<br>Issuing Institution                                                                          | Tanggal Perolehan<br>Date of acquisition |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| Penghargaan HIV&AIDS - Layanan Pekerjaan Konstruksi Pembangunan Jalan Tol Yogyakarta - Bawen Paket 1 (Seksi 1 dan Seksi 6)<br>HIV&AIDS Award - Yogyakarta Toll Road Construction Work Services - Bawen Package 1 (Section 1 and Section 6)                                                                                                                                               | Gubernur DIY<br>DIY Governor                                                                                            | 2 November 2023<br>November 2, 2023      |
| ASEAN Autodesk Innovation Awards 2023, sebagai Grand Winner Cloud Advocate of The Year<br>ASEAN Autodesk Innovation Awards 2023, as Grand Winner Cloud Advocate of The Year                                                                                                                                                                                                              | Autodesk                                                                                                                | 7 September 2023<br>September 7, 2023    |
| Cloud Advocate Of The Year (Autodesk ASEAN Innovation Awards 2023)<br>Proyek Preservasi Jalan Lintas Timur Sumatera di Provinsi Riau<br>Cloud Advocate Of The Year (Autodesk ASEAN Innovation Awards 2023)<br>East Sumatra Highway Preservation Project in Riau Province                                                                                                                 | ASEAN Innovation Award                                                                                                  | 7 September 2023<br>September 7, 2023    |
| Penghargaan Utama Kategori <i>Sustainability</i> Fasilitas Pengelolaan Limbah Terpadu (FPLT) Tahun 2023<br>Main Award in the 2023 Integrated Waste Management Facility (FPLT) Sustainability Category                                                                                                                                                                                    | IDX Channel Anugerah Inovasi Indonesia<br>IDX Channel Indonesian Innovation Award                                       | 20 September 2023<br>September 20, 2023  |
| Penghargaan <i>Zero Accident</i> - Proyek Pembangunan Gedung <i>Smart Automation Workshop</i><br>Zero Accident Award - Smart Automation Workshop Building Construction Project                                                                                                                                                                                                           | BPJS Ketenagakerjaan<br>BPJS of Employment                                                                              | 1 November 2023<br>November 1, 2023      |
| Penghargaan Indonesia <i>Construction Safety Awards</i> 2023 Kategori <i>Emergency Response</i> - Proyek BUMN Judul Video : <i>Qaurry Soft Rock Blasting</i> - Proyek Jalan Tol Ruas Sigli Banda Aceh<br>Indonesia Construction Safety Awards 2023 Emergency Response Category - BUMN Project Video Title: <i>Qaurry Soft Rock Blasting</i> - Banda Aceh Sigli Section Toll Road Project | Perkumpulan Ahli Keselamatan Konstruksi Indonesia (PAKKI)<br>Indonesian Construction Safety Experts Association (PAKKI) | 2 November 2023<br>November 2, 2023      |
| Penghargaan <i>Zero Accident Awards</i> - Layanan Pekerjaan Konstruksi Pembangunan Jalan Tol Yogyakarta - Bawen Paket 1 (Seksi 1 dan Seksi 6)<br>Zero Accident Awards - Yogyakarta Toll Road Construction Work Services - Bawen Package 1 (Section 1 and Section 6)                                                                                                                      | Gubernur DIY<br>DIY Governor                                                                                            | 2 November 2023<br>November 2, 2023      |
| Peringkat I Kinerja Penyedia Jasa Proyek Strategis Nasional dalam Penerapan Implementasi Teknologi BIM Bidang Cipta Karya Terbaik<br>Rank I for the Best Performance of National Strategic Project Service Providers in the Implementation of BIM Technology in the Sector of Human Creation                                                                                             | Kementerian Pekerjaan Umum dan Perumahan Rakyat<br>Minister For Public Works and Human Settlements                      | 3 November 2023<br>November 3, 2023      |
| <i>Autodesk Design &amp; Make Award</i> 2023, sebagai pemenang kategori <i>Accelerating Transformation</i><br>Autodesk Design & Make Award 2023, as winner of the Accelerating Transformation category                                                                                                                                                                                   | Autodesk                                                                                                                | 11 November 2023<br>November 11, 2023    |
| Juara 3, Kategori Infrastruktur<br>3rd Place, Infrastructure Category                                                                                                                                                                                                                                                                                                                    | Asean Federation of Engineering Organisation (AFEO)                                                                     | 23 November 2023<br>November 23, 2023    |
| <i>Safety Innovation</i> Kantor BUMN: E-Book JSA <i>Collection</i><br>Safety Innovation SOE Office: E-Book JSA Collection                                                                                                                                                                                                                                                                | Perkumpulan Ahli Keselamatan Konstruksi Indonesia<br>Indonesian Construction Safety Experts Association                 | November 2023                            |



## Penghargaan Award

| Nama Penghargaan<br>Award Name                                                                                                                                                                    | Lembaga yang memberikan<br>Issuing Institution                                                          | Tanggal Perolehan<br>Date of acquisition |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|------------------------------------------|
| <i>Safety Innovation</i> Proyek BUMN: Aplikasi 3R Proyek Manyar Smelter Paket Steel Structure<br>Safety Innovation SOE Project: 3R Application for Manyar Smelter Project Steel Structure Package | Perkumpulan Ahli Keselamatan Konstruksi Indonesia<br>Indonesian Construction Safety Experts Association | November 2023                            |
| PT Adhi Karya (KSO) Persero                                                                                                                                                                       | Kementerian Pekerjaan Umum dan Perumahan Rakyat<br>Minister For Public Works and Human Settlements      | 3 Desember 2023<br>December 3, 2023      |
| <i>Edge Advanced Preliminary Certificate</i>                                                                                                                                                      | Green Building Council Indonesia                                                                        | 9 Desember 2023<br>December 9, 2023      |
| Penghargaan <i>Zero Accident</i> - Proyek Pembangunan Gedung Presisi II<br>Zero Accident Award - Presisi Building Construction Project II                                                         | POLRI                                                                                                   | 22 Desember 2023<br>December 22, 2023    |
| Trenasia ESG Awards                                                                                                                                                                               | Trenasia                                                                                                | 2023                                     |
| Juara ke 3 ASEAN BIM <i>Comptetition</i><br>3rd place in the ASEAN BIM Competition                                                                                                                | CAFEQ 41 INDONESIA                                                                                      | 2023                                     |
| Penghargaan Kecelakaan Nihil Proyek Pembangunan Pengaman Pantai di Jakarta Tahap 4 Paket 1<br>Zero Accident Award for Beach Safety Development Project in Jakarta Phase 4 Package 1               | Satker SNVT PTPIN Kementerian PUPR<br>PUPR Ministry's SNVT PTPIN Working Unit                           | 31 Desember 2023<br>December 31, 2023    |

## KEANGGOTAAN ASOSIASI [GRI 2-28] [OJK C.5]

Selama tahun 2023, ADHI tergabung dalam beberapa asosiasi profesional dan organisasi lainnya untuk memperluas jaringan bisnis serta menjalin komunikasi yang lebih luas, termasuk untuk membahas berbagai isu dan kebijakan terkini di bidang jasa konstruksi. Berpartisipasi secara aktif sebagai anggota asosiasi dan organisasi ini sekaligus merupakan bagian dari upaya pelibatan pemangku kepentingan dalam menyelesaikan setiap persoalan yang dihadapi dalam menjalankan kegiatan operasional Perseroan. Selama tahun 2023, ADHI bergabung dalam asosiasi atau perhimpunan berikut:

## ASSOCIATION MEMBERSHIP [GRI 2-28] [OJK C.5]

During 2023, ADHI joins several professional associations and other organizations to expand its business network and establish broader communications, including discussing various current issues and policies in the field of construction services. Actively participating as a member of these associations and organizations is also part of efforts to involve stakeholders in resolving every problem faced in carrying out the Company's operational activities. During 2023, ADHI will join the following associations or associations:



| No. | Nama Asosiasi<br>Association Name                                                                                                            | Skala Asosiasi<br>Association Scale | Posisi<br>Position   | Iuran Tahunan<br>Annual Fee |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|----------------------|-----------------------------|
| 1   | KTA KADIN<br>Indonesian Chamber of Commerce and Industry Member                                                                              | Anggota<br>Member                   | Nasional<br>National | Rp6.500.000                 |
| 2   | Gabungan Pelaksana Konstruksi Nasional Indonesia (GAPENSI)<br>Indonesian National Construction Implementation Association (GAPENSI)          | Anggota<br>Member                   | Nasional<br>National | Rp15.000.000                |
| 3   | Gabungan Perusahaan Nasional Rancangbangun Indonesia (GAPENRI)<br>Association of Indonesian National Design and Building Companies (GAPENRI) | Anggota<br>Member                   | Nasional<br>National | Rp12.500.000                |
| 4   | Asosiasi Kontraktor Indonesia (AKI)<br>Indonesian Contractors Association (AKI)                                                              | Anggota<br>Member                   | Nasional<br>National | Rp12.000.000                |
| 5   | Komite Nasional Indonesia untuk Bendungan Besar (KNIBB)<br>Indonesian National Committee for Large Dams (KNIBB)                              | Anggota<br>Member                   | Nasional<br>National | Rp2.000.000                 |
| 6   | Perkumpulan Pengusaha Konstruksi Terintegrasi (PAKTI)<br>Integrated Construction Entrepreneurs Association (PAKTI)                           | Anggota<br>Member                   | Nasional<br>National | Rp5.563.220                 |
| 7   | Gabungan Perusahaan Kontraktor Nasional (GAPEKNAS)<br>Association of National Contractor Companies (GAPEKNAS)                                | Anggota<br>Member                   | Nasional<br>National | Rp15.000.000                |
| 8   | KTA Green Building (GBCI)                                                                                                                    | Anggota                             | Nasional             | Rp5.000.000                 |
| 9   | Asosiasi Jalan Tol Indonesia (ATI)<br>Indonesian Toll Road Association (ATI)                                                                 | Anggota<br>Member                   | Nasional<br>National | Rp5.000.000                 |
| 10  | Asosiasi Emiten Indonesia (AEI)<br>Association of Indonesian Issuers (AEI)                                                                   | Anggota<br>Member                   | Nasional<br>National | Rp 3.000.000                |





beyond construction



# *TATA KELOLA KEBERLANJUTAN*

**SUSTAINABLE CORPORATE GOVERNANCE**

**03**





## Mangrove Karya

ADHI meyakini penerapan GCG akan meningkatkan kepercayaan publik, terutama pemegang saham, bahwa investasi mereka dikelola dengan baik dan aman. Lebih dari itu, dengan pengelolaan perusahaan yang baik, dua keuntungan yang lazim diharapkan investor, yaitu dividen dan capital gain, bisa terwujud.

ADHI believes that implementing GCG will increase public confidence, especially shareholders, that their investments are managed well and safely. Moreover, with good company management, the two benefits that investors commonly hope for, namely dividends and capital gains, can be realized.



# TATA KELOLA KEBERLANJUTAN

## SUSTAINABILITY GOVERNANCE

Tata Kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG) merupakan fondasi bagi ADHI dalam menjalankan usaha. Berkaca pada posisi penting tersebut, Perseroan melaksanakan GCG di semua lini. Dengan implementasi seperti itu, Perseroan akan mampu menjalankan roda organisasi pada jalan yang benar, sekaligus mengurangi risiko terjadinya mismanajemen. Implementasi GCG secara konsisten juga akan membuat entitas bisnis lebih efisien dalam menjalankan operasional usaha, serta mampu mengukur target kinerja manajemen.

Bagi perusahaan publik, termasuk ADHI, penerapan GCG akan meningkatkan kepercayaan publik, terutama pemegang saham, bahwa investasi mereka dikelola dengan baik dan aman. Dengan pengelolaan perusahaan yang baik, dua keuntungan yang lazim diharapkan investor, yaitu dividen dan *capital gain*, bisa terwujud. Dividen adalah bagian laba atau pendapatan perusahaan yang besarnya ditetapkan oleh Direksi serta disahkan oleh rapat pemegang saham untuk dibagikan kepada para pemegang saham. Adapun *capital gain* adalah selisih antara harga beli dan harga jual saham. *Capital gain* terbentuk dengan adanya aktivitas perdagangan saham di pasar sekunder.

Dalam menjalankan GCG, ADHI senantiasa mengikuti perkembangan terkini, dan senantiasa terbuka untuk melakukan update dan pembaruan sehingga GCG yang diterapkan Perseroan selalu sesuai zaman. Untuk melakukan penyesuaian dan pembaruan tersebut, dukungan dari pemegang saham (*shareholder*) maupun para pemangku kepentingan (*stakeholder*), baik internal maupun eksternal, sangat dibutuhkan. Dengan semakin sempurnanya penerapan prinsip-prinsip GCG, maka kinerja ADHI akan meningkat, mampu menjawab tantangan zaman, serta terus tumbuh, berkembang dan berkelanjutan.

Sebagaimana harapan pemegang saham, sekaligus merujuk pada visi dan misi perusahaan, ADHI menerapkan GCG secara konsisten dan persisten. Melalui penerapan seperti itu, Perusahaan akan mampu mewujudkan keseimbangan dalam pengendalian perusahaan, sekaligus meminimalkan risiko terjadinya kesalahan dalam pengelolaan perusahaan. Penerapan GCG juga akan berdampak positif terhadap penciptaan nilai tambah yang optimal bagi ADHI.

Selaras dengan upaya mendapatkan hasil terbaik, prinsip-prinsip GCG yang dikembangkan dan diterapkan ADHI mengacu pada Undang-Undang tentang Perseroan Terbatas, Pedoman Umum GCG di Indonesia yang dikeluarkan oleh Komite Nasional Kebijakan Governance (KNKG), serta Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

Good Corporate Governance (GCG) is the foundation for ADHI in running its business. Reflecting on this important position, the Company implements GCG in all lines. With such implementation, the Company will be able to run the organization on the right path, while reducing the risk of mismanagement. Consistent implementation of GCG will also make business entities more efficient in carrying out business operations, as well as being able to measure management performance targets.

For public companies, including ADHI, implementing GCG will increase public confidence, especially shareholders, that their investments are well managed and safe. With good company management, the two benefits that investors commonly hope for, namely dividends and capital gains, can be realized. Dividends are a portion of a company's profits or income whose amount is determined by the Board of Directors and approved by a shareholder meeting to be distributed to shareholders. Capital gain is the difference between the purchase price and the sale price of shares. Capital gains are formed by stock trading activities in the secondary market.

In implementing GCG, ADHI always follows the latest developments, and is always open to making updates and upgrades so that the GCG implemented by the Company is always in line with the times. To make these adjustments and updates, support from shareholders and stakeholders, both internal and external, is needed. By increasingly perfecting the implementation of GCG principles, ADHI's performance will improve, be able to respond to the challenges of the times, and continue to grow, develop and be sustainable.

As expected by shareholders, as well as referring to the company's vision and mission, ADHI implements GCG consistently and persistently. Through such implementation, the Company will be able to achieve balance in company control, while minimizing the risk of errors in company management. The implementation of GCG will also have a positive impact on creating optimal added value for ADHI.

In line with efforts to obtain the best results, the GCG principles developed and implemented by ADHI refer to the Law on Limited Liability Companies, General Guidelines for GCG in Indonesia issued by the National Committee for Governance Policy (KNKG), as well as Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.



Selain menjadi pondasi dalam menjalankan operasional perusahaan, penerapan GCG oleh Perseroan sebagai bagian dari Badan Usaha Milik Negara di Indonesia juga bertujuan untuk:

1. Melindungi hak dan kepentingan Pemegang Saham dan pemangku kepentingan;
2. Mendorong Pemegang Saham, Dewan Komisaris, Direksi, dan Karyawan untuk mengambil keputusan dan menjalankan tindakannya dilandasi oleh nilai moral yang tinggi dan keputusan terhadap peraturan perundang-undangan; dan
3. Meningkatkan nilai Perusahaan.

## PRINSIP TATA KELOLA

ADHI berkomitmen untuk selalu menerapkan praktik bisnis yang sehat dengan mengedepankan prinsip-prinsip GCG saat menjalankan kegiatan bisnis maupun operasionalnya guna meningkatkan kualitas pengelolaan Perseroan. Sesuai regulasi yang berlaku, termasuk Peraturan Menteri BUMN tahun 2023, prinsip-prinsip tersebut adalah transparansi, akuntabilitas, pertanggungjawaban, independensi, serta kesetaraan dan kewajaran.

1. **Transparansi (Keterbukaan)**  
Keterbukaan adalah prinsip yang sangat vital dalam pengambilan keputusan dan pengungkapan informasi material yang relevan secara akurat dan tepat waktu kepada seluruh pemegang saham dan pemangku kepentingan guna menjamin terpenuhinya hak-hak seluruh pemegang saham dan pemangku kepentingan.
2. **Akuntabilitas (Pertanggungjawaban)**  
Prinsip akuntabilitas tidak bisa dihilangkan dalam mencapai efektivitas dan efisiensi kegiatan operasional Perseroan. Prinsip ini mengatur kejelasan fungsi, struktur, sistem, dan pertanggungjawaban masing-masing organ Perseroan.
3. **Responsibilitas (Tanggung Jawab)**  
Prinsip responsibilitas atau tanggung jawab berfungsi menjaga kepatuhan Perseroan terhadap peraturan perundang-undangan yang berlaku demi menciptakan iklim bisnis yang sehat dan kondusif.
4. **Independensi (Kemandirian)**  
Independensi berfungsi menjalankan pelaksanaan tugas, kewajiban serta wewenang dari masing-masing organ Perseroan tanpa keterlibatan organ-organ lainnya yang tidak sesuai dengan peraturan perundang-undangan yang berlaku. Prinsip ini memegang peran penting dalam pengambilan keputusan atau kebijakan manajemen agar keputusan yang dihasilkan bersifat objektif dan bebas dari konflik kepentingan atau pengaruh pihak manapun.
5. **Kesetaraan dan Kewajaran**  
Kewajaran diwujudkan dengan perlakuan yang adil dan setara di dalam memenuhi hak-hak para pemegang saham maupun pemangku kepentingan yang timbul berdasarkan perjanjian serta peraturan perundang-undangan yang berlaku, tanpa melakukan tindakan diskriminatif apapun dalam pelaksanaan prinsip tersebut.

Apart from being the foundation for carrying out company operations, the implementation of GCG by the Company as part of a State-Owned Enterprise in Indonesia also aims to:

1. Protect the rights and interests of Shareholders and stakeholders;
2. Encourage Shareholders, Board of Commissioners, Directors and Employees to make decisions and carry out their actions based on high moral values and decisions regarding statutory regulations; And
3. Increase corporate value.

## GOVERNANCE PRINCIPLES

ADHI is committed to always implementing healthy business practices by prioritizing GCG principles when carrying out its business and operational activities in order to improve the quality of the Company's management. In accordance with applicable regulations, including the 2023 BUMN Ministerial Regulation, these principles are transparency, accountability, accountability, independence, and equality and fairness.

1. **Transparency (Openness)**  
Openness is a very vital principle in making decisions and disclosing relevant material information accurately and in a timely manner to all shareholders and stakeholders in order to guarantee the fulfillment of the rights of all shareholders and stakeholders.
2. **Accountability (Explanation)**  
The principle of accountability cannot be eliminated in achieving effectiveness and efficiency in the Company's operational activities. This principle regulates the clarity of function, structure, system and accountability of each organ of the Company.
3. **Responsibility**  
The principle of responsibility or accountability functions to maintain the Company's compliance with applicable laws and regulations in order to create a healthy and conducive business climate.
4. **Independence**  
Independence functions to carry out the duties, obligations and authority of each organ of the Company without the involvement of other organs that are not in accordance with applicable laws and regulations. This principle plays an important role in decision making or management policies so that the resulting decisions are objective and free from conflicts of interest or influence from any party.
5. **Fairness and Equality**  
Fairness is realized by fair and equal treatment in fulfilling the rights of shareholders and stakeholders arising based on agreements and applicable laws and regulations, without carrying out any discriminatory actions in implementing these principles.



Selanjutnya, sebagaimana implementasi sikap terbuka dalam mengadopsi pembaruan, ADHI mengadopsi prinsip-prinsip baru yang dikeluarkan Komite Nasional Kebijakan Governance (KNKG) melalui penerbitan Pedoman Umum Governansi Korporat Indonesia (PUG-KI) di mana prinsip-prinsip di dalamnya dijiwai oleh empat pilar governansi korporat yaitu: perilaku beretika, akuntabilitas, transparansi, dan keberlanjutan, yang pertama kali diperkenalkan dalam PUGKI 2021. PUG-KI merupakan pengembangan sesuai dengan perkembangan terkini dari nilai dasar TARIF (Transparansi, Akuntabilitas, Responsibilitas, Independensi, dan *Fairness*) yang terakhir digunakan pada PUGKI 2019. Keempat prinsip dasar PUG-KI 2021 selengkapnya adalah sebagai berikut:

1. Perilaku Beretika

Dalam melaksanakan kegiatannya, korporasi senantiasa mengedepankan kejujuran, memperlakukan semua pihak dengan hormat (respect), memenuhi komitmen, membangun serta menjaga nilai-nilai moral dan kepercayaan secara konsisten. Korporasi memperhatikan kepentingan pemegang saham dan pemangku kepentingan lainnya berdasarkan asas kewajaran dan kesetaraan (*fairness*) dan dikelola secara independen sehingga masing-masing organ perusahaan tidak saling mendominasi dan tidak dapat diintervensi oleh pihak lain.

2. Akuntabilitas

Korporasi dapat mempertanggungjawabkan kinerjanya secara transparan dan wajar. Untuk itu Korporasi harus dikelola secara benar, terukur dan sesuai dengan kepentingan korporat dengan tetap memperhitungkan kepentingan pemegang saham dan pemangku kepentingan. Akuntabilitas merupakan prasyarat yang diperlukan untuk mencapai kinerja yang berkelanjutan.

3. Transparansi

Untuk menjaga obyektivitas dalam menjalankan bisnis, korporasi menyediakan informasi yang material dan relevan dengan cara yang mudah diakses dan dipahami oleh pemangku kepentingan. Korporasi mengambil inisiatif untuk mengungkapkan tidak hanya masalah yang disyaratkan oleh peraturan perundang-undangan, tetapi juga hal yang penting untuk pengambilan keputusan oleh pemegang saham, kreditur dan pemangku kepentingan lainnya.

4. Keberlanjutan

Korporasi mematuhi peraturan perundang-undangan serta berkomitmen melaksanakan tanggung jawab terhadap masyarakat dan lingkungan agar berkontribusi pada pembangunan berkelanjutan melalui kerjasama dengan semua pemangku kepentingan terkait untuk meningkatkan kehidupan mereka dengan cara yang selaras dengan kepentingan bisnis dan agenda pembangunan berkelanjutan.

Furthermore, as with implementing an open attitude in adopting reforms, ADHI adopted new principles issued by the National Governance Policy Committee (KNKG) through the publication of General Guidelines for Indonesian Corporate Governance (PUG-KI) which the principles therein are imbued with the four pillars of corporate governance namely: ethical behavior, accountability, transparency and sustainability, which were first introduced in PUGKI 2021. PUG-KI is a development in accordance with the latest developments of the basic values of TARIF (Transparency, Accountability, Responsibility, Independence and Fairness) which were last used in PUGKI 2019. The four basic principles of PUG-KI 2021 in full are as follows:

1. Ethical Behavior

In carrying out its activities, the corporation always prioritizes honesty, treats all parties with respect, fulfills commitments, builds and maintains moral values and trust consistently. Corporations pay attention to the interests of shareholders and other stakeholders based on the principles of fairness and equality and are managed independently so that each corporate organ does not dominate the other and cannot be intervened by other parties.

2. Accountability

Corporations can be accountable for their performance transparently and fairly. For this reason, corporations must be managed correctly, measurably and in accordance with corporate interests while still taking into account the interests of shareholders and stakeholders. Accountability is a necessary prerequisite for achieving sustainable performance.

3. Transparency

Maintain objectivity in running business, corporations provide material and relevant information in a way that is easily accessible and understood by stakeholders. Corporations take the initiative to disclose not only issues required by statutory regulations, but also matters that are important for decision making by shareholders, creditors and other stakeholders.

4. Sustainability

The corporation complies with statutory regulations and is committed to carrying out its responsibilities towards society and the environment in order to contribute to sustainable development by collaborating with all relevant stakeholders to improve their lives in a way that is consistent with business interests and the sustainable development agenda.

## STRUKTUR TATA KELOLA [GRI 2-9]

Sesuai dengan peraturan perundang-undangan yang berlaku, ADHI merancang struktur tata kelola perusahaan yang baik. Hal ini diimplementasikan ADHI merujuk pada Undang-Undang Republik Indonesia No. 40 tahun 2007 tentang Perseroan Terbatas. Berdasarkan peraturan perundang-undangan ini, terdapat 3 (tiga) organ utama tata kelola yaitu Rapat Umum Pemegang Saham

## GOVERNANCE STRUCTURE [GRI 2-9]

In accordance with applicable laws and regulations, ADHI designs a good corporate governance structure. This is implemented by ADHI referring to Law of the Republic of Indonesia no. 40 of 2007 concerning Limited Liability Companies. Based on these laws and regulations, there are 3 (three) main organs of governance, namely the General Meeting of Shareholders (GMS), the Board



(RUPS), Dewan Komisaris dan Direksi. Selanjutnya, sesuai dengan Anggaran Dasar Perseroan, sistem kepengurusannya menganut sistem dua badan (*two tier system*), yaitu Dewan Komisaris dan Direksi yang memiliki wewenang dan tanggung jawab yang jelas sesuai fungsinya masing-masing sebagaimana diamanatkan dalam Anggaran Dasar dan peraturan perundang-undangan. Di ADHI, Direksi sekaligus merupakan eksekutif senior yang dipilih langsung oleh pemegang saham dan memikul tanggung jawab terhadap jalannya perusahaan secara keseluruhan. [\[GRI 2-11\]](#)

Untuk mengoptimalkan dalam menjalankan tugas, Dewan Komisaris dibantu oleh Organ Pendukung yaitu Sekretaris Dewan Komisaris, Komite Audit, Komite Pemantau Manajemen Risiko dan Mutu, Komite Pengawasan GCG dan Legal, serta Komite Nominasi dan Remunerasi. Sementara itu, Direksi dibantu Organ Pendukung berupa *Corporate Secretary* dan Satuan Pengawasan Intern. Di antara organ pendukung Dewan Komisaris dan Direksi, pihak yang bertanggung jawab untuk mengambil keputusan dan mengawasi manajemen dampak Perusahaan terhadap ekonomi, lingkungan, dan masyarakat adalah *Corporate Secretary* yang melaksanakan tugasnya melalui pengelolaan program Tanggung Jawab Sosial dan Lingkungan. [\[GRI 2-9\]](#)

Dalam posisinya sebagai Perusahaan Publik, ADHI memiliki kewajiban untuk menerapkan Peraturan Otoritas Jasa Keuangan No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik, per 1 Januari 2020. Dalam Lampiran II, peraturan ini mengatur tentang adanya pegawai, pejabat dan/atau unit kerja yang menjadi penanggung jawab penerapan Keuangan Berkelanjutan. Namun demikian, hingga akhir tahun 2023, ADHI belum secara resmi membentuk atau menugaskan pegawai, pejabat atau unit kerja yang menjadi penanggung jawab penerapan keuangan berkelanjutan. Untuk itu, penanggung jawab penerapan keuangan/kegiatan berkelanjutan dilaksanakan oleh *Corporate Secretary*. [\[OJK E.1\]](#)

## RAPAT UMUM PEMEGANG SAHAM (RUPS)

Rapat Umum Pemegang Saham, yang selanjutnya disebut RUPS, adalah Organ Perusahaan yang mempunyai wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris dalam batas yang ditentukan dalam Undang-Undang ini dan/atau Anggaran Dasar. Sesuai Anggaran Dasar Perusahaan, RUPS terdiri atas RUPS Tahunan dan RUPS lainnya (RUPS Luar Biasa). RUPS tahunan wajib diselenggarakan dalam jangka waktu paling lambat 6 (enam) bulan setelah tahun buku berakhir, sedangkan RUPS lainnya dapat diselenggarakan pada setiap waktu berdasarkan kebutuhan untuk kepentingan Perusahaan.

Selama tahun pelaporan, ADHI menyelenggarakan 1 (satu) kali RUPS Tahunan, dan tidak menyelenggarakan RUPS Luar Biasa. RUPS Tahunan diselenggarakan pada 11 April 2023, pukul 14.35-16.20 WIB, di Ruang Auditorium Adaptif Lantai 3, PT Adhi Karya (Persero) Tbk, Jl. Raya Pasar Minggu Km 18, Jakarta Selatan.

of Commissioners and the Board of Directors. Furthermore, in accordance with the Company's Articles of Association, the management system adheres to a two-tier system, namely the Board of Commissioners and Directors who have clear authority and responsibilities according to their respective functions as mandated in the Articles of Association and statutory regulations. At ADHI, the Board of Directors is also a senior executive who is directly elected by shareholders and bears responsibility for the running of the company as a whole. [\[GRI 2-11\]](#)

To optimize the performance of its duties, the Board of Commissioners is assisted by supporting organs, namely the Secretary of the Board of Commissioners, the Audit Committee, the Risk and Quality Management Monitoring Committee, the GCG and Legal Oversight Committee, and the Nomination and Remuneration Committee. Meanwhile, the Board of Directors is assisted by supporting organs in the form of the Corporate Secretary and Internal Audit Unit. Among the supporting organs of the Board of Commissioners and Directors, the party responsible for making decisions and overseeing the management of the Company's impact on the economy, environment and society is the Corporate Secretary who carries out his duties through managing the Social and Environmental Responsibility program. [\[GRI 2-9\]](#)

In its position as a Public Company, ADHI is subject to the obligation to implement Financial Services Authority Regulation no. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers and Public Companies, as of 1 January 2020. In Appendix II, this regulation regulates the existence of employees, officials and/or work units who are responsible for implementing Sustainable Finance. However, until the end of 2023, ADHI has not officially formed or assigned employees, officials or work units who are responsible for implementing sustainable finance. For this reason, the person responsible for implementing sustainable finance/activities is carried out by the Corporate Secretary. [\[OJK E.1\]](#)

## GENERAL MEETING OF SHAREHOLDERS (GMS)

The General Meeting of Shareholders, hereinafter referred to as the GMS, is a Company Organ which has authority not granted to the Board of Directors or Board of Commissioners within the limits specified in this Law and/or Articles of Association. In accordance with the Company's Articles of Association, the GMS consists of the Annual GMS and other GMS (Extraordinary GMS). The annual GMS must be held no later than 6 (six) months after the financial year ends, while other GMS can be held at any time based on the need for the interests of the Company.

During the reporting year, ADHI held 1 (one) Annual GMS, and did not hold an Extraordinary GMS. The Annual GMS was held on April 11 2023, at 14.35-16.20 WIB, in the 3rd Floor Adaptive Auditorium, PT Adhi Karya (Persero) Tbk, Jl. Raya Pasar Minggu Km 18, South Jakarta.



## DEWAN KOMISARIS

Dewan Komisaris adalah Organ Perusahaan yang bertugas melakukan pengawasan secara umum dan/atau khusus sesuai dengan anggaran dasar serta memberi nasihat kepada Direksi. Tugas Dewan Komisaris selengkapnya disampaikan dalam Bab Tata Kelola Perusahaan yang Baik pada Laporan Tahunan ADHI halaman 383.

Berdasarkan Pasal 31 Undang-undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara (BUMN). Tugas dan wewenang pengawasan serta pemberian nasihat dari Dewan Komisaris kepada Direksi juga diatur di dalam *Board Manual* Perseroan dan mengacu dengan Anggaran Dasar Perseroan. Dewan Komisaris dalam melaksanakan tugas dan wewenang pengawasan dan pemberian nasihat terbatas pada isu - isu yang terkait dengan kegiatan usaha Perseroan (*going concern*). [GRI 2-12]

Sesuai Pedoman Kerja, Dewan Komisaris terdiri dari paling sedikit 2 (dua) orang, yang terdiri dari 1 (satu) orang Komisaris Utama; 1 (satu) orang Komisaris atau lebih; dengan memperhatikan peraturan yang berlaku di bidang Pasar Modal. Apabila Dewan Komisaris terdiri dari 2 (dua) orang anggota Dewan Komisaris, maka 1 (satu) di antaranya adalah Komisaris Independen. Sementara itu, bila Dewan Komisaris terdiri lebih dari 2 (dua) orang anggota Dewan Komisaris, maka jumlah Komisaris Independen wajib paling kurang 30% (tiga puluh persen) dari jumlah seluruh anggota Dewan Komisaris.

Pada tahun 2023, sebagaimana informasi selengkapnya disampaikan pada Laporan Tahunan Perseroan Tahun 2023, komposisi Dewan Komisaris ADHI mengalami perubahan dibanding tahun sebelumnya. Per 31 Desember 2023, susunan dan komposisi Dewan Komisaris Perseroan adalah sebagai berikut:

| Nama dan Jabatan<br>Name and Position                                      | Masa Jabatan<br>Term of Office               | Periode Jabatan<br>Office Period | Dasar Pengangkatan<br>Basis of Appointment                        |
|----------------------------------------------------------------------------|----------------------------------------------|----------------------------------|-------------------------------------------------------------------|
| Dody Usodo Hargo S.<br>(Komisaris Utama)<br>(President Commissioner)       | RUPST 2020–RUPST 2025<br>AGMS 2020-AGMS 2025 | Ke-1 (satu)<br>First             | Keputusan RUPST 8 Juni 2020<br>AGMS Resolution on 8 June 2020     |
| Widiarto<br>(Komisaris)<br>(Commissioner)                                  | RUPST 2020–RUPST 2025<br>AGMS 2020-AGMS 2025 | Ke-1 (satu)<br>First             | Keputusan RUPST 8 Juni 2020<br>AGMS Resolution on 8 June 2020     |
| Abdul Muni<br>(Komisaris Independen)<br>(Independent Commissioner)         | RUPST 2019–RUPST 2024<br>AGMS 2019-AGMS 2024 | Ke-1 (satu)<br>First             | Keputusan RUPST 9 Mei 2019<br>AGMS Resolution on 9 May 2019       |
| Hironimus Hilapok<br>(Komisaris Independen)<br>(Independent Commissioner)  | RUPST 2015–RUPST 2020<br>AGMS 2015-AGMS 2020 | Ke-1 (satu)<br>First             | Keputusan RUPST 20 Maret 2015<br>AGMS Resolution on 20 March 2015 |
|                                                                            | RUPST 2020–RUPST 2025<br>AGMS 2020-AGMS 2025 | Ke-2 (dua)<br>Second             | Keputusan RUPST 8 Juni 2020<br>AGMS Resolution on 8 June 2020     |
| Erwin Moeslimin S.<br>(Komisaris Independen)<br>(Independent Commissioner) | RUPST 2023–RUPST 2028<br>AGMS 2023-AGMS 2028 | Ke-1 (satu)<br>First             | Keputusan RUPST 11 April 2023<br>AGMS Resolution on 11 April 2023 |

## BOARD OF COMMISSIONERS

The Board of Commissioners is a Company Organ tasked with carrying out general and/or specific supervision in accordance with the articles of association and providing advice to the Board of Directors. The complete duties of the Board of Commissioners are presented in the Good Corporate Governance Chapter of the ADHI Annual Report page 383.

Based on Article 31 of Law no. 19 of 2003 concerning State-Owned Enterprises (BUMN). The duties and authority of supervision as well as providing advice from the Board of Commissioners to the Board of Directors are also regulated in the Company's Board Manual and refer to the Company's Articles of Association. The Board of Commissioners in carrying out its duties and authority to supervise and provide advice is limited to issues related to the Company's business activities (*going concerns*). [GRI 2-12]

In accordance with the Work Guidelines, the Board of Commissioners consists of at least 2 (two) people, consisting of 1 (one) President Commissioner; 1 (one) Commissioner or more; taking into account the applicable regulations in the Capital Market sector. If the Board of Commissioners consists of 2 (two) members of the Board of Commissioners, then 1 (one) of them is an Independent Commissioner. Meanwhile, if the Board of Commissioners consists of more than 2 (two) members of the Board of Commissioners, then the number of Independent Commissioners must be at least 30% (thirty percent) of the total number of members of the Board of Commissioners.

In 2023, as complete information is presented in the Company's 2023 Annual Report, the composition of ADHI's Board of Commissioners has changed comparing to the previous year. As of 31 December 2023, the composition and composition of the Company's Board of Commissioners is as follows:

## DIREKSI

Direksi adalah Organ Perusahaan yang berwenang dan bertanggung jawab penuh atas pengurusan Perusahaan untuk kepentingan Perusahaan, sesuai dengan maksud dan tujuan Perusahaan serta mewakili Perusahaan, baik di dalam maupun di luar pengadilan sesuai dengan ketentuan Anggaran Dasar. Secara umum, Direksi berperan untuk mengelola kegiatan operasional Perusahaan dengan orientasi kepentingan terbaik Perusahaan. Tugas Direksi selengkapnya diuraikan pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan ADHI. [GRI 2-12]

Merujuk pada Anggaran Dasar, Direksi Perusahaan terdiri dari paling sedikit 2 (dua) orang, yang terdiri dari:

1. 1 (satu) orang Direktur Utama; dan
2. 1 (satu) orang Direktur atau lebih.

Pada tahun 2023, sebagaimana informasi selengkapnya disampaikan pada Laporan Tahunan Perseroan Tahun 2023, komposisi Direksi ADHI mengalami perubahan dibanding tahun sebelumnya. Per 31 Desember 2023, susunan dan komposisi Direksi Perseroan adalah sebagai berikut:

| Nama dan Jabatan<br>Name and Position                                                                        | Masa Jabatan<br>Term of Office               | Periode Jabatan<br>Office Period | Dasar Pengangkatan<br>Basis of Appointment                        |
|--------------------------------------------------------------------------------------------------------------|----------------------------------------------|----------------------------------|-------------------------------------------------------------------|
| Entus Asnawi Mukhson<br>(Direktur Utama)<br>(President Director)                                             | RUPST 2020-RUPST 2023<br>AGMS 2020-AGMS 2023 | Ke-2 (dua)<br>Second             | Keputusan RUPST 4 Juni 2020<br>AGMS Resolution on 4 June 2020     |
| A. Suko Widigdo<br>(Direktur Operasi I)<br>(Director of Operations I)                                        | RUPST 2020-RUPST 2025<br>AGMS 2020-AGMS 2025 | Ke-1 (satu)<br>First             | Keputusan RUPST 4 Juni 2020<br>AGMS Resolution on 4 June 2020     |
| Pundjung Setya Brata<br>(Direktur Operasi II)<br>(Director of Operations II)                                 | RUPST 2020-RUPST 2023<br>AGMS 2020-AGMS 2023 | Ke-2 (dua)<br>Second             | Keputusan RUPST 24 April 2018<br>AGMS Resolution on 24 April 2018 |
| Bambang Krisminarno<br>(Direktur Keuangan dan Manajemen Risiko)<br>(Director of Finance and Risk Management) | RUPST 2023-RUPST 2028<br>AGMS 2023-AGMS 2028 | Ke-1 (satu)<br>First             | Keputusan RUPST 11 April 2023<br>AGMS Resolution on 11 April 2023 |
| Ki Syahgolang Permata<br>(Direktur Human Capital dan Sistem)<br>(Director of Human Capital and Systems)      | RUPST 2023-RUPST 2028<br>AGMS 2023-AGMS 2028 | Ke-1 (satu)<br>First             | Keputusan RUPST 11 April 2023<br>AGMS Resolution on 11 April 2023 |
| Vera Kirana<br>(Direktur QHSE dan Pengembangan Bisnis)<br>(Director of QHSE and Business Development)        | RUPST 2021-RUPST 2026<br>AGMS 2021-AGMS 2026 | Ke-1 (satu)<br>First             | Keputusan RUPST 25 Mei 2021<br>AGMS Resolution on 25 May 2021     |

## PERAN BADAN TATA KELOLA TERTINGGI DALAM PELAPORAN KEBERLANJUTAN [GRI 2-14]

Pelaporan keberlanjutan ADHI disampaikan melalui Laporan Keberlanjutan yang diterbitkan bersama dengan Laporan Tahunan Perusahaan. Berkaitan dengan pelaporan keberlanjutan, Direksi sebagai badan tata kelola tertinggi bertanggungjawab untuk meninjau dan menyetujui informasi yang disampaikan dalam Laporan Keberlanjutan sebagaimana disampaikan oleh *Corporate Secretary* sebagai penanggung jawab penyusunan laporan.

## BOARD OF DIRECTORS

The Board of Directors is a Company Organ with authority and full responsibility for managing the Company for the interests of the Company, in accordance with the aims and objectives of the Company and representing the Company, both inside and outside the court in accordance with the provisions of the Articles of Association. In general, the Board of Directors' role is to manage the Company's operational activities with an orientation towards the best interests of the Company. The Directors' duties are fully described in the Corporate Governance Chapter in the ADHI Annual Report. [GRI 2-12]

Referring to the Articles of Association, the Company's Board of Directors consists of at least 2 (two) people, consisting of:

1. 1 (one) President Director; And
2. 1 (one) Director or more.

In 2023, as complete information is presented in the Company's 2023 Annual Report, the composition of ADHI's Board of Directors will experience changes compared to the previous year. As of 31 December 2023, the composition and composition of the Company's Board of Directors is as follows:

## THE ROLE OF THE HIGHEST GOVERNANCE BODY IN SUSTAINABILITY REPORTING [GRI 2-14]

ADHI's sustainability reporting is submitted through the Sustainability Report which is published together with the Company's Annual Report. In relation to sustainability reporting, the Board of Directors as the highest governance body is responsible for reviewing and approving the information submitted in the Sustainability Report as submitted by the Corporate Secretary as the person responsible for preparing the report.



ADHI wajib menerapkan kegiatan berkelanjutan yang laporannya disampaikan melalui pelaporan keberlanjutan seperti diamanatkan dalam POJK Keuangan Berkelanjutan. Dengan demikian, sebagai salah satu perusahaan publik, penyampaian laporan keberlanjutan merupakan keharusan bagi ADHI. Berkaitan dengan hal ini, selain memberikan persetujuan atas topik material terpilih dengan mempertimbangkan *Sustainable Development Goals* (SDGs) serta aspek lingkungan, sosial-ekonomi dan tata kelola (*Environmental Social and Governance/ESG*), Direksi sebagai badan tata kelola tertinggi, senantiasa mendorong agar laporan keberlanjutan yang diterbitkan ADHI terus ditingkatkan kualitas dan kelengkapan kontennya agar memenuhi panduan penyusunan laporan yaitu POJK Keuangan Berkelanjutan dan GRI Universal Standards 2021. Dengan memenuhi kedua panduan, maka topik-topik material dalam Laporan Keberlanjutan telah mencakup penerapan aspek ESG yang sejalan dengan harapan pemangku kepentingan, baik internal maupun eksternal.

## PENGEMBANGAN KOMPETENSI KEUANGAN BERKELANJUTAN [GRI 2-17] [OJK E.2]

ADHI memberikan fasilitas dan kesempatan kepada Dewan Komisaris dan Direksi untuk meningkatkan pengetahuan dan kompetensi yang relevan dengan bisnis Perusahaan dalam rangka menunjang pelaksanaan tugas pengawasan Dewan Komisaris dan pengelolaan Perusahaan yang dilakukan oleh Direksi melalui program pengembangan kompetensi, termasuk yang berkaitan dengan keuangan/kegiatan berkelanjutan. Program pengembangan kompetensi yang diikuti bisa berupa pelatihan, *workshop*, seminar, *conference*, kursus, lokakarya dan lain-lain. Kesempatan yang sama diberikan kepada *Corporate Secretary* sebagai penanggung jawab sementara penerapan keuangan/kegiatan berkelanjutan di Perseroan.

ADHI is obliged to implement sustainable activities which reports are submitted through sustainability reporting as mandated in the Sustainable Finance POJK. Thus, as a public company, submitting sustainability reports is a must for ADHI. In this regard, apart from providing approval on selected material topics by considering Sustainable Development Goals (SDGs) as well as environmental, social-economic and governance (ESG) aspects, the Board of Directors as the highest governance body, always encourages reports. The quality and completeness of the content published by ADHI continues to be improved so that it meets the report preparation guidelines, namely POJK Sustainable Finance and GRI Universal Standards 2021. By fulfilling these two guidelines, the material topics in the Sustainability Report include the application of ESG aspects that are in line with stakeholder expectations, both internal and external.

## SUSTAINABLE FINANCIAL COMPETENCY DEVELOPMENT [GRI 2-17] [OJK E.2]

ADHI provides facilities and opportunities for the Board of Commissioners and Directors to increase knowledge and competencies relevant to the Company's business in order to support the implementation of supervisory duties of the Board of Commissioners and management of the Company carried out by the Board of Directors through competency development programs, including those related to finance/sustainable activities. The competency development program that is followed can be in the form of training, workshops, seminars, conferences, courses, workshops and others. The same opportunity is given to the Corporate Secretary as the temporary person in charge of implementing finance/sustainable activities in the Company.

| Nama dan Jabatan<br>Name and Position                               | Jenis Pendidikan dan Pelatihan<br>Type of Education and Training | Materi Pendidikan dan Pelatihan<br>Education and Training Materials                                                                                                                                                   | Tempat/Tanggal<br>Venue/Date         | Penyelenggara\ Organizer |
|---------------------------------------------------------------------|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|--------------------------|
| <b>Dewan Komisaris</b><br>Board of Commissioners                    |                                                                  |                                                                                                                                                                                                                       |                                      |                          |
| Dody Usodo Hargo S.<br>Komisaris Utama<br>President<br>Commissioner | Manajemen Risiko<br>Risk Management                              | Pelatihan BLMN GRC Masterclass 2023. Tema: GRC Integrated Information For Supervisory Board BLMN GRC Masterclass 2023 training. Theme: GRC Integrated Information For Supervisory Board                               | 05 Oktober 2023<br>October 5, 2023   | BUMN School              |
| Widiarto<br>Komisaris<br>Commissioner                               | Manajemen Risiko<br>Risk Management                              | Webinar GRC tema Diskusi "Cara Mudah Menentukan Key Risk Indicator dalam Rencana Strategic Organisasi"<br>GRC Webinar discussion theme "Easy Ways to Determine Key Risk Indicators in Organizational Strategic Plans" | 02 – 03 Mei 2023<br>02 – 03 May 2023 | LSPMR                    |



| <b>Nama dan Jabatan</b><br>Name and Position                          | <b>Jenis Pendidikan dan Pelatihan</b><br>Type of Education and Training   | <b>Materi Pendidikan dan Pelatihan</b><br>Education and Training Materials                                                                                                                                                                                                                                        | <b>Tempat/Tanggal</b><br>Venue/Date     | <b>Penyelenggara\ Organizer</b>                                                        |
|-----------------------------------------------------------------------|---------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|----------------------------------------------------------------------------------------|
| Widiarto<br>Komisaris<br>Commissioner                                 | Manajemen Risiko<br>Risk Management                                       | Pelatihan BLMN GRC Masterclass 2023. Tema: Risk Management Effectiveness Evaluation<br>BLMN GRC Masterclass 2023 training. Theme: Risk Management Effectiveness Evaluation                                                                                                                                        | 07 September 2023<br>September 7, 2023  | Kementerian BUMN<br>Ministry of BUMN                                                   |
| Widiarto<br>Komisaris<br>Commissioner                                 | Manajemen Risiko dan Keuangan<br>Risk Management and Finance              | Pelatihan GRC <i>Masterclass</i> 2023. Tema: <i>CG Methodology and Environmental and Social Management Systems</i><br>GRC Masterclass Training 2023. Theme: CG Methodology and Environmental and Social Management Systems                                                                                        | 25 Oktober 2023<br>October 25, 2023     | BUMN School                                                                            |
| Abdul Muni<br>Komisaris Independen<br>Independent Commissioner        | Internal Audit                                                            | Webinar Trends & Challenges Internal Audit in 2023-2025<br>Webinar Trends & Challenges Internal Audit in 2023-2025                                                                                                                                                                                                | 20 Januari 2023<br>January 20, 2023     | Yayasan Pendidikan Internal Audit<br>Internal Audit Education Foundation               |
| Abdul Muni<br>Komisaris Independen<br>Independent Commissioner        | Internal Audit dan Manajemen Risiko<br>Internal Audit and Risk Management | Webinar BLMI GRC Masterclass tema Diskusi "Pre IPO & Post IPO dari IDX dan Pernerangan dan Penerbitan Efek Bersifat Utang & Sukuk (EBUS) dari Pefindo"<br>BLMI GRC Masterclass Webinar with discussion theme "Pre IPO & Post IPO from IDX and Rating and Issuance of Debt Securities & Sukuk (EBUS) from Pefindo" | 10 Agustus 2023<br>August 10, 2023      | Kementerian BUMN<br>Ministry of BUMN                                                   |
| Abdul Muni<br>Komisaris Independen<br>Independent Commissioner        | Manajemen Risiko<br>Risk Management                                       | Pelatihan BLMN GRC Masterclass 2023. Tema: GRC Integrated Information For Supervisory Board<br>BLMN GRC Masterclass 2023 training. Theme: GRC Integrated Information For Supervisory Board                                                                                                                        | 05 Oktober 2023<br>October 5, 2023      | BUMN School                                                                            |
| Abdul Muni<br>Komisaris Independen<br>Independent Commissioner        | Manajemen Risiko dan Keuangan<br>Risk Management and Finance              | Pelatihan BLMN GRC Masterclass 2023. Tema: <i>Joint Venture between SOE and Private Sector</i><br>BLMN GRC Masterclass 2023 training. Theme: Joint Venture between SOE and Private Sector                                                                                                                         | 19 Oktober 2023<br>October 19, 2023     | BUMN School                                                                            |
| Abdul Muni<br>Komisaris Independen<br>Independent Commissioner        | Manajemen Risiko dan Keuangan<br>Risk Management and Finance              | Pelatihan GRC <i>Masterclass</i> 2023. Tema: <i>CG Methodology and Environmental and Social Management Systems</i><br>GRC Masterclass Training 2023. Theme: CG Methodology and Environmental and Social Management Systems                                                                                        | 25 Oktober 2023<br>October 25, 2023     | BUMN School                                                                            |
| Hironimus Hilapok<br>Komisaris Independen<br>Independent Commissioner | Internal Audit & Manajemen Risiko<br>Internal Audit and Risk Management   | Executive Forum YPIA dengan Tema "Mitigasi Risiko di Era Digital: Melindungi Bisnis di Dunia yang Saling Terhubung"<br>YPIA Executive Forum with the theme "Risk Mitigation in the Digital Era: Protecting Business in an Interconnected World"                                                                   | 27 September 2023<br>September 27, 2023 | Yayasan Pendidikan Internal Audit (YPIA)<br>Internal Audit Education Foundation (YPIA) |



| Nama dan Jabatan<br>Name and Position                                                                    | Jenis Pendidikan dan Pelatihan<br>Type of Education and Training | Materi Pendidikan dan Pelatihan<br>Education and Training Materials                                                                                                                          | Tempat/Tanggal<br>Venue/Date                     | Penyelenggara\ Organizer |
|----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|--------------------------|
| Hironimus Hilapok<br>Komisaris Independen<br>Independent Commissioner                                    | Manajemen Risiko<br>Risk Management                              | Pelatihan BLMN GRC Masterclass 2023. Tema: GRC Integrated Information For Supervisory Board BLMN GRC Masterclass 2023 training. Theme: GRC Integrated Information For Supervisory Board      | 05 Oktober 2023<br>October 5, 2023               | BUMN School              |
| Direksi<br>Board of Directors                                                                            |                                                                  |                                                                                                                                                                                              |                                                  |                          |
| Entus Asnawi Mukhsan<br>Direktur Utama<br>President Director                                             | Manajemen Risiko<br>Risk Management                              | Mitigasi Risiko dalam Pengambilan Keputusan Sebagai Komisaris dan Direksi Di Lingkungan BUMN<br>Risk Mitigation in Decision Making as Commissioners and Directors in State-Owned Enterprises | Kantor Adhi Karya<br>Adhi Karya Office (Inhouse) | Hotasi Nababan           |
| Ki Syahgolang Permata<br>(Direktur Human Capital dan Sistem)<br>(Director of Human Capital and Systems)  | Manajemen Risiko<br>Risk Management                              | Mitigasi Risiko dalam Pengambilan Keputusan Sebagai Komisaris dan Direksi Di Lingkungan BUMN<br>Risk Mitigation in Decision Making as Commissioners and Directors in State-Owned Enterprises | Kantor Adhi Karya<br>Adhi Karya Office (Inhouse) | Hotasi Nababan           |
| A. Suko Widigdo<br>Direktur Operasi 1<br>Director of Operations 1                                        | Manajemen Risiko<br>Risk Management                              | Mitigasi Risiko dalam Pengambilan Keputusan Sebagai Komisaris dan Direksi Di Lingkungan BUMN<br>Risk Mitigation in Decision Making as Commissioners and Directors in State-Owned Enterprises | Kantor Adhi Karya<br>Adhi Karya Office (Inhouse) | Hotasi Nababan           |
| A. Suko Widigdo<br>Direktur Operasi 1<br>Director of Operations 1                                        | Sertifikasi<br>Certification                                     | Sertifikasi ASEAN Engineering<br>ASEAN Engineering Certification                                                                                                                             | Daring<br>Online                                 | PII Sipil<br>PII Civil   |
| A. Suko Widigdo<br>Direktur Operasi 1<br>Director of Operations 1                                        | Sertifikasi<br>Certification                                     | Sertifikasi APEC<br>APEC certification                                                                                                                                                       | Daring<br>Online                                 | PII Sipil<br>PII Civil   |
| A. Suko Widigdo<br>Direktur Operasi 1<br>Director of Operations 1                                        | Sertifikasi<br>Certification                                     | Sertifikasi ACPE<br>ACPE Certification                                                                                                                                                       | Daring<br>Online                                 | PII Sipil<br>PII Civil   |
| Bambang Krisminarno<br>Direktur Keuangan dan Manajemen Risiko<br>Director of Finance and Risk Management | Sertifikasi<br>Certification                                     | Mitigasi Risiko dalam Pengambilan Keputusan Sebagai Komisaris dan Direksi Di Lingkungan BUMN<br>Risk Mitigation in Decision Making as Commissioners and Directors in State-Owned Enterprises | Kantor Adhi Karya<br>Adhi Karya Office (Inhouse) | Hotasi Nababan           |
| Vera Kirana<br>Direktur QHSE dan Pengembangan Bisnis<br>Director of QHSE and Business Development        | Manajemen Risiko<br>Risk Management                              | Mitigasi Risiko dalam Pengambilan Keputusan Sebagai Komisaris dan Direksi Di Lingkungan BUMN<br>Risk Mitigation in Decision Making as Commissioners and Directors in State-Owned Enterprises | Kantor Adhi Karya<br>Adhi Karya Office (Inhouse) | Hotasi Nababan           |

## MANAJEMEN RISIKO [GRI 2-23] [OJK E.3]

ADHI menyadari adanya berbagai risiko yang berpotensi menghambat pencapaian target dan kinerja yang telah ditetapkan Perusahaan. Untuk mencegah dan meminimalkan dampak atas risiko yang mungkin terjadi, Perusahaan menerapkan Manajemen Risiko, yang di dalamnya terdapat berbagai kebijakan terkait penyusunan peta risiko, menekan kemungkinan terjadinya risiko dan dampak risiko, serta menyusun upaya mitigasi risiko yang tepat dan efisien. Dengan pengelolaan risiko yang tepat, maka dampak berbagai risiko terhadap kinerja Perusahaan bisa ditekan dan diminimalkan.

Implementasi manajemen risiko dijalankan secara terpadu dari tahap awal hingga akhir demi meminimalkan potensi risiko terhadap perolehan pendapatan. Kebijakan manajemen risiko di Perseroan telah dibekali dengan kerangka manajemen risiko secara sistematis mulai dari proses identifikasi, pengukuran, mitigasi, hingga pemantauan pada semua level.

Direksi bersama-sama dengan Unit Audit Internal dan Dewan Komisaris yang diwakili oleh Komite Audit melakukan kajian dan merumuskan strategi pengelolaan dan mitigasi risiko yang diperlukan. Dewan Komisaris berperan dalam memonitor aktivitas manajemen risiko dengan tetap memberikan wewenang penuh kepada Direksi dan Unit Audit Internal untuk mengelola risiko sesuai profil risiko yang ditemui dalam aktivitas bisnis dan operasional.

### Identifikasi, Pengukuran, dan Pemantauan Risiko [GRI 2-24]

Dalam penerapannya, sistem manajemen risiko meliputi proses identifikasi, pengukuran, dan pemantauan risiko pada proses, aktivitas transaksi, portofolio, dan infrastruktur di seluruh kegiatan operasional Perseroan. Pemetaan terhadap profil risiko senantiasa dilakukan secara berkala dengan mengukur tingkat eksposur risiko, baik risiko yang berasal dari internal maupun eksternal perusahaan, dan dinilai memiliki dampak signifikan terhadap kegiatan operasional dan bisnis serta pencapaian tujuan Perseroan.

Hasil identifikasi dan pengukuran risiko kemudian menjadi dasar bagi Perseroan dalam menentukan langkah mitigasi yang tepat dan disesuaikan dengan masing-masing profil risiko. Bersamaan dengan proses tersebut, Perseroan secara berkesinambungan memastikan pemantauan dan *Review* risiko demi memastikan implementasi manajemen risiko berjalan secara efektif dan memberikan umpan balik bagi Perseroan dalam mencapai sasarannya.

Untuk mengelola risiko, sekaligus meminimalkan dampak yang mungkin timbul, ADHI telah menyusun kebijakan penerapan manajemen risiko yang dituangkan dalam Surat Keputusan Direksi Nomor: 014-6/2020/501 tanggal 17 Desember 2020 tentang Penetapan Manual Manajemen Risiko PT Adhi karya (Persero) Tbk.

## RISK MANAGEMENT [GRI 2-23] [OJK E.3]

ADHI is aware of various risks that have the potential to hamper the achievement of targets and performance set by the Company. To prevent and minimize the impact of risks that may occur, the Company implements Risk Management, in which there are various policies related to preparing risk maps, reducing the possibility of risks occurring and the impact of risks, as well as preparing appropriate and efficient risk mitigation efforts. With proper risk management, the impact of various risks on the Company's performance can be suppressed and minimized.

The implementation of risk management is carried out in an integrated manner from the beginning to the end in order to minimize potential risks to revenue generation. The Company's risk management policy is equipped with a risk management framework systematically starting from the process of identification, measurement, mitigation, to monitoring at all levels.

The Board of Directors together with the Internal Audit Unit and the Board of Commissioners, represented by the Audit Committee, conduct studies and formulate the necessary risk management and mitigation strategies. The Board of Commissioners plays a role in monitoring risk management activities while still providing full authority to the Board of Directors and the Internal Audit Unit to manage risks according to the risk profile encountered in business and operational activities.

### Risk Identification, Measurement and Monitoring [GRI 2-24]

In its implementation, the risk management system includes the process of identifying, measuring and monitoring risks in processes, transaction activities, portfolios and infrastructure throughout the Company's operational activities. Risk profile mapping is always carried out periodically by measuring the level of risk exposure, both risks originating from internal and external to the company, and is assessed as having a significant impact on operational and business activities as well as achieving the Company's objectives.

The results of risk identification and measurement then become the basis for the Company in determining appropriate mitigation steps tailored to each risk profile. Along with this process, the Company continuously ensures risk monitoring and review to ensure the implementation of risk management runs effectively and provides feedback for the Company in achieving its targets.

To manage risks, while minimizing the impacts that may arise, ADHI has developed a risk management implementation policy as outlined in the Directors' Decree Number: 014-6/2020/501 dated 17 December 2020 concerning Determination of the Risk Management Manual for PT Adhi Karya (Persero) Tbk.



Kebijakan tersebut memuat:

1. PT Adhi Karya (Persero) Tbk menerapkan sistem Manajemen Risiko berbasis standar SNI ISO 31000:2018, yang diintegrasikan ke dalam semua proses bisnis dan sesuai dengan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) dengan tujuan untuk menciptakan dan melindungi nilai perusahaan.
2. Dewan Komisaris bertanggung jawab dalam memastikan pemantauan atas efektivitas pelaksanaan sistem pengendalian internal dan pengendalian risiko oleh Direksi dan manajemen melalui *management review* atas:
  - a. Pelaksanaan strategi dan risiko strategis perusahaan secara berkala.
  - b. Pemantauan atas tindak lanjut temuan dan rekomendasi yang disampaikan oleh regulator, audit internal dan audit eksternal melalui Komite Audit dan Komite Pemantau Manajemen Risiko dan Mutu, dan Komite Pemantau *Good Corporate Governance* dan Legal.
  - c. Direksi bersama dengan manajemen melakukan *Review* secara berkala terhadap pelaksanaan strategi Perusahaan dalam kegiatan operasional maupun non-operasional berdasarkan kebijakan dan prosedur pengendalian internal.
3. Integrasi proses manajemen risiko dilakukan berdasarkan *risk based thinking approach* dimulai dari penetapan visi misi, RJPP, RKAP, KPI dan pelaksanaan seluruh proses bisnis termasuk pengambilan keputusan untuk lebih menjamin ketercapaian sasaran dengan target-target kinerjanya.
4. Manajemen memfasilitasi sumber daya yang diperlukan untuk memenuhi penerapan Manajemen Risiko berbasis standar SNI ISO 31000:2018.

### Penanggung Jawab Penerapan Manajemen Risiko

Penanggung jawab penerapan manajemen risiko di ADHI adalah Departemen Manajemen Risiko, yang bertanggung jawab kepada Direktur yang membidangi manajemen risiko. Departemen Manajemen Risiko merupakan pemilik fungsi Manajemen Risiko di tingkat Korporat.

Pada setiap unit kerja juga terdapat unit manajemen risiko yang bertanggung jawab dalam pelaksanaan manajemen risiko di lingkungannya masing-masing. Unit manajemen risiko ini terdiri dari *risk owner* yaitu pemilik risiko yang merupakan Kepala Satuan Kerja di setiap tingkatan organisasi, mulai dari Korporat hingga Proyek, yang memiliki kewenangan dan otoritas untuk mengelola risiko. *Risk treatment owner* merupakan seluruh jajaran pada Unit Pengelola Risiko yang membantu Pemilik Risiko mengelola berbagai risiko yang memengaruhi ketercapaian sasaran dan target-target kinerja. *Risk officer* sebagai peran fungsional untuk memfasilitasi (*daily coaching*) para *risk owner* di setiap satuan kerja dalam menjalankan proses manajemen risiko di unitnya masing-masing.

The policy contains:

1. PT Adhi Karya (Persero) Tbk implements a Risk Management system based on the SNI ISO 31000:2018 standard, which is integrated into all business processes and in accordance with Good Corporate Governance with the aim of creating and protecting company value.
2. The Board of Commissioners is responsible for ensuring monitoring of the effectiveness of the implementation of the internal control system and risk control by the Board of Directors and management through management reviews on:
  - a. Implementation of company strategy and strategic risks on a regular basis.
  - b. Monitoring the follow-up to findings and recommendations submitted by regulators, internal audit and external audit through the Audit Committee and Risk and Quality Management Monitoring Committee, and the Good Corporate Governance and Legal Monitoring Committee.
  - c. The Board of Directors together with management conduct regular reviews of the implementation of the Company's strategy in operational and non-operational activities based on internal control policies and procedures.
3. Integration of the risk management process is carried out based on a risk based thinking approach starting from determining the vision and mission, RJPP, RKAP, KPI and implementation of all business processes including decision making to further ensure the achievement of targets with performance targets.
4. Management facilitates the resources needed to fulfill the implementation of Risk Management based on the SNI ISO 31000:2018 standard.

### Responsible for Implementing Risk Management

The person responsible for implementing risk management at ADHI is the Risk Management Department, which is responsible to the Director in charge of risk management. The Risk Management Department is the owner of the Risk Management function at the Corporate level.

In each work unit there is also a risk management unit which is responsible for implementing risk management in their respective environments. This risk management unit consists of the risk owner, namely the risk owner who is the Head of the Work Unit at every level of the organization, from Corporate to Project, who has the power and authority to manage risk. Risk treatment owners are all levels of the Risk Management Unit who help Risk Owners manage various risks that affect the achievement of goals and performance targets. The risk officer has a functional role to facilitate (*daily coaching*) the risk owners in each work unit in carrying out the risk management process in their respective units.



## Roadmap Manajemen Risiko

Perseroan memiliki *Roadmap* Manajemen Risiko yang dibuat berdasarkan Manual Manajemen Risiko dengan tetap melaksanakan pengembangan Infrastruktur, Kapabilitas, Integrasi, dan Budaya Risiko.

1. Infrastruktur Manajemen Risiko  
Pengelolaan infrastruktur manajemen risiko menyediakan infrastruktur manajemen risiko dalam pengelolaan risiko di perusahaan, agar mampu mendukung pencapaian kinerja perusahaan secara maksimal dan meningkatkan level maturitas perusahaan.
  - a. Program digitalisasi (ADHI *e-risk*).
  - b. *Review* dan melaksanakan kajian *roadmap* Manajemen Risiko.
  - c. Pelaksanaan Asesmen Tingkat Maturitas Penerapan Manajemen Risiko oleh Pihak Eksternal.
2. Kapabilitas Manajemen Risiko  
Pengelolaan kapabilitas manajemen risiko melaksanakan kegiatan fungsi Kapabilitas Manajemen Risiko agar mampu mendukung pencapaian kinerja perusahaan secara optimal dan meningkatkan level maturitas.
  - a. Sosialisasi Manual dan Prosedur Manajemen Risiko beserta *risk appetite & risk tolerance* korporat.
  - b. *Risk Awareness*.
  - c. Peningkatan kapabilitas Manajemen Risiko.
  - d. *Benchmarking* Manajemen Risiko.
3. Integrasi Manajemen Risiko  
Pengelolaan integrasi manajemen risiko melaksanakan proses integrasi manajemen risiko ke dalam proses bisnis perusahaan, agar mampu mendukung pencapaian kinerja perusahaan secara maksimal dan meningkatkan level maturitas perusahaan.
  - a. Pelaksanaan *assessment* internal Manajemen Risiko.
  - b. Pembuatan RKAP berbasis risiko.
4. Budaya Manajemen Risiko  
Manajemen risiko mengusahakan agar tercipta budaya sadar risiko. Penerapan budaya perusahaan biasanya dilakukan melalui perumusan nilai-nilai yang akan dianut oleh perusahaan tersebut.
  - a. *Dashboard* Manajemen Risiko.
  - b. FGD antara *Risk Champion Team* dan *Risk Officer* dengan Biro Manajemen Risiko dan Komite Pemantau Manajemen Risiko dan Mutu.

## Risk Management Roadmap

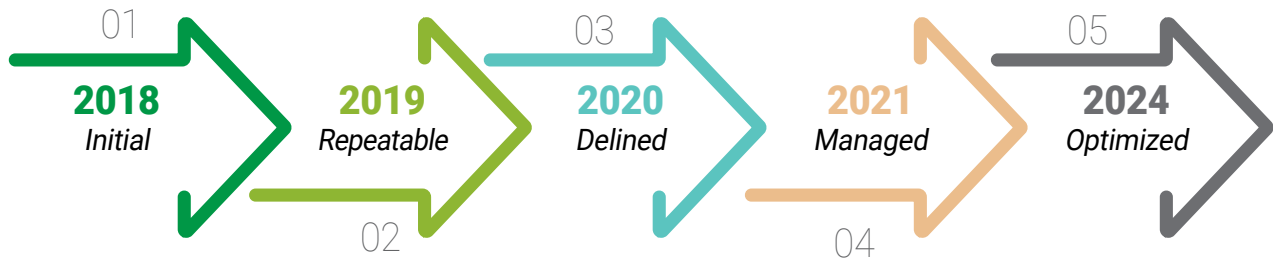
The Company has a Risk Management Roadmap created based on the Risk Management Manual while continuing to develop Infrastructure, Capabilities, Integration and Risk Culture.

1. Risk Management Infrastructure  
Risk management infrastructure management provides risk management infrastructure for risk management in the company, so that it is able to support the achievement of maximum company performance and increase the company's maturity level.
  - a. Digitization program (ADHI *e-risk*).
  - b. Review and carry out Risk Management roadmap studies.
  - c. Implementation of Risk Management Implementation Maturity Level Assessment by External Parties.
2. Risk Management Capability  
Risk management capability management carries out Risk Management Capability function activities to be able to support the achievement of optimal company performance and increase maturity levels.
  - a. Socialization of Risk Management Manuals and Procedures along with corporate risk appetite & risk tolerance.
  - b. Risk Awareness.
  - c. Increased Risk Management capabilities.
  - d. Risk Management Benchmarking.
3. Risk Management Integration  
Risk management integration management carries out the process of integrating risk management into the company's business processes, in order to be able to support the achievement of maximum company performance and increase the company's maturity level.
  - a. Implementation of internal Risk Management assessments.
  - b. Making risk-based RKAP.
4. Risk Management Culture  
Risk management seeks to create a culture of risk awareness. Implementing corporate culture is usually done through formulating the values that will be adhered to by the company.
  - a. Risk Management Dashboard.
  - b. FGD between the Risk Champion Team and Risk Officer with the Risk Management Bureau and the Risk and Quality Management Monitoring Committee.



## Bagan Roadmap Penerapan Manajemen Risiko

### Chart of Risk Management Implementation Roadmap



Mengacu pada program dan strategi *improvement* di atas, maka sasaran manajemen risiko ADHI pada tahun 2023 berada pada level “*Managed*” hingga 1 (satu) tahun ke depan.

### Profil Risiko ADHI Tahun 2023

ADHI telah mengidentifikasi risiko tahun 2023, termasuk mitigasi risiko yang dilakukan untuk meminimalkan dampak yang timbul, termasuk yang berkaitan dengan aspek lingkungan, sosial-ekonomi dan tata kelola (*Environmental Social and Governance/ ESG*). Profil risiko yang dihadapi Perseroan berikut mitigasi selengkapnya adalah sebagai berikut:

Referring to the improvement program and strategy above, ADHI's risk management target in 2023 is at the “*Managed*” level for the next 1 (one) year.

### ADHI Risk Profile for 2023

ADHI has identified risks in 2023, including risk mitigation carried out to minimize impacts arising, including those related to environmental, social-economic and governance (ESG) aspects. The risk profile faced by the Company and its complete mitigation are as follows:

| No | Jenis Risiko<br>Type of Risks | Risiko<br>Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Penanganan Risiko<br>Risk Management                                                                                                                                                                                                                                                                             |
|----|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Pemasaran<br>Marketing        | <p>Risiko pemasaran berdasarkan lini bisnis adalah:</p> <ol style="list-style-type: none"> <li>1. Lini Bisnis Konstruksi<br/>Merupakan risiko Ketidaktercapaian target perolehan kontrak sesuai dengan yang direncanakan, mulai dari perencanaan tender sampai pada pelaksanaannya.</li> <li>2. Lini Bisnis Properti<br/>Merupakan risiko pelaksanaan kegiatan mempromosikan suatu produk/layanan serta pencarian info pasar baru yang menjadi target dalam pencapaian KPI.</li> </ol> <p>Marketing risks based on business lines are:</p> <ol style="list-style-type: none"> <li>1. Construction Business Line<br/>This is the risk of not achieving the contract acquisition target as planned, from tender planning to implementation.</li> <li>2. Property Business Line<br/>This is the risk of carrying out activities to promote a product/service as well as searching for new market information which is the target for achieving KPIs.</li> </ol> | <p>Risiko ini dimitigasi dengan melakukan perkuatan perencanaan pemasaran, serta perkuatan struktur, proses dan SDM pada fungsi pemasaran</p> <p>This risk is mitigated by strengthening marketing planning, as well as strengthening the structure, processes and human resources in the marketing function</p> |

| No | Jenis Risiko<br>Type of Risks                                    | Risiko<br>Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Penanganan Risiko<br>Risk Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----|------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2  | Investasi<br>Investment                                          | Risiko yang dihadapi oleh entitas mulai dari perencanaan sampai pada pelaksanaan proyek investasi yang mencakup risiko pemilihan dan keputusan proyek investasi dan kelayakan investasi (Return, Payback period, dan strategi bisnis lainnya). The risks faced by the entity start from planning to implementing investment projects which include the risks of selecting and deciding on investment projects and investment feasibility (Return, Payback period, and other business strategies).                | Risiko investasi dapat dimitigasi dengan optimalisasi rencana penyerapan <i>Capital Expenditure</i> . Investment risk can be mitigated by optimizing Capital Expenditure absorption plans.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 3  | Produksi<br>Production                                           | Risiko terkait dengan biaya, mutu, dan waktu yang menyebabkan tidak tercapainya target <i>revenue</i> sesuai dengan rencana yang telah ditetapkan. Risks related to costs, quality and time which cause the revenue target to not be achieved according to the determined plan.                                                                                                                                                                                                                                  | Risiko Produksi dapat dimitigasi dengan melakukan percepatan produksi, berkoordinasi dengan pihak perencana untuk dilakukan percepatan desain. Serta melakukan negosiasi untuk addendum kontrak terkait waktu dan biaya pelaksanaan proyek. Production risks can be mitigated by accelerating production, coordinating with planners to accelerate design. As well as negotiating for contract addendums related to project implementation time and costs.                                                                                                                                                                                                                                                                       |
| 4  | Keuangan<br>Finance                                              | Risiko yang disebabkan oleh struktur dan akses pendanaan, terkait perpajakan, anggaran, akuntansi, piutang, pengelolaan modal kerja dan arus kas serta Risiko integritas atas penyusunan dan pelaporan keuangan. Risks caused by the structure and access to funding, related to taxation, budgeting, accounting, receivables, working capital and cash flow management as well as integrity risks regarding financial preparation and reporting.                                                                | Risiko Keuangan dapat dimitigasi dengan melakukan Analisa dan evaluasi atas rencana <i>cash flow</i> proyek dan Departemen Operasional, Anak Perusahaan dan Departemen Operasional, Anak Perusahaan maupun konsolidasian. Mempercepat penagihan uang muka proyek, dan penagihan piutang usaha. Serta melakukan skala prioritas pembayaran kepada pihak ketiga. Finance risks can be mitigated by analyzing and evaluating cash flow plans for projects and Operational Departments, Subsidiaries and Operational Departments, Subsidiaries and consolidated companies. Accelerate collection of project advances and collection of business receivables. As well as implementing a priority scale for payments to third parties. |
| 5  | Sumber Daya Manusia<br>Human Resources                           | Risiko SDM adalah risiko yang terkait dengan Sumber Daya Manusia (SDM) terkait dengan rekrutmen, produktivitas, kompetensi, kompensasi & benefit, industrial relationship, serta ketepatan penempatannya. HR risks are risks related to Human Resources (HR) related to recruitment, productivity, competency, compensation & benefits, industrial relationships, and accuracy of placement.                                                                                                                     | Risiko ini dapat dimitigasi dengan menempatkan SDM sesuai dengan kualifikasi dan berpedoman pada RKI pegawai, melaksanakan strategi program pendidikan dan pelatihan, serta melakukan identifikasi dalam perencanaan kebutuhan kompetensi SDM untuk memperkecil gap rencana kebutuhan SKA dan SKT. This risk can be mitigated by placing human resources in accordance with qualifications and guided by employee RKI, implementing education and training program strategies, as well as identifying in planning HR competency needs to reduce the gap in planning SKA and SKT needs.                                                                                                                                           |
| 6  | Hukum, Reputasi, dan Kepatuhan Legal, Reputation, and Compliance | Risiko yang disebabkan oleh tindakan dan/atau tuntutan hukum, kecurangan dalam konteks korupsi, kolusi dan nepotisme, perburukkan reputasi dan ketidakpatuhan pada peraturan perundang-undangan yang berlaku yang dapat berpengaruh terhadap reputasi dan kinerja. Risks caused by legal actions and/or demands, fraud in the context of corruption, collusion and nepotism, deterioration of reputation and non-compliance with applicable laws and regulations which can affect to reputation and performance. | Risiko ini dapat dimitigasi dengan optimalisasi tata kelola Good Corporate Governance, penerapan Whistleblowing System dan implementasi AKHLAK, hingga peningkatan kapabilitas SDM dan optimalisasi sistem, metodologi, program dan desain terkait asesmen. This risk can be mitigated by optimizing Good Corporate Governance, implementing the Whistleblowing System and implementing AKHLAK, as well as increasing HR capabilities and optimizing systems, methodologies, programs and designs related to assessments.                                                                                                                                                                                                        |



| No | Jenis Risiko<br>Type of Risks                                                                                      | Risiko<br>Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Penanganan Risiko<br>Risk Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----|--------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7  | Sistem & Teknologi Informasi<br>Information Systems & Technology                                                   | <p>Risiko yang disebabkan oleh kegagalan perangkat lunak, perangkat keras, jaringan, atau sistem teknologi informasi lainnya yang diakibatkan oleh serangan siber (cyber attacks), kehilangan data, pelanggaran privasi, manipulasi data berbahaya, dan/atau pengelolaan akses data.</p> <p>Risks caused by failure of software, hardware, networks, or other information technology systems resulting from cyber attacks, data loss, privacy violations, malicious data manipulation, and/or data access management.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p>Risiko ini dapat dimitigasi dengan melakukan evaluasi dan monitoring performance server, melakukan sosialisasi prosedur, pelatihan dan <i>supervise</i> Implementasi BIM secara optimal, serta menyiapkan infrastruktur pendukung dan membuat anggaran terkait implementasi BIM.</p> <p>This risk can be mitigated by evaluating and monitoring server performance, socializing procedures, training and supervising optimal BIM implementation, as well as preparing supporting infrastructure and creating a budget related to BIM implementation.</p>                                                                           |
| 8  | Kesehatan Keselamatan Kerja (K3), Lingkungan & Sosial<br>Occupational Health and Safety (K3), Environment & Social | <p>Risiko terhadap potensi kerugian yang disebabkan oleh proses internal, kegagalan sistem, kecelakaan dalam kesehatan keselamatan kerja, kesalahan manusia, atau kejadian eksternal yang mempengaruhi operasi bisnis sehari-hari. Risiko terkait lingkungan dan sosial yaitu potensi eksposur yang disebabkan oleh peristiwa perubahan iklim fisik, dan/atau Risiko transisi terkait perubahan kebijakan lingkungan, Risiko terkait hubungan yang tidak baik dengan komunitas/masyarakat sekitar dan social engagement.</p> <p>Risk of potential losses caused by internal processes, system failures, occupational health and safety accidents, human error, or external events that affect daily business operations. Risks related to the environment and social, namely potential exposure caused by physical climate change events, and/or transition risks related to changes in environmental policies, risks related to poor relationships with surrounding communities/society and social engagement.</p> | <p>Risiko ini dapat dimitigasi dengan meningkatkan sosialisasi pemahaman, serta pelatihan K3L kepada SDM di semua level. Menetapkan persyaratan K3L yang ketat kepada mitra kerja, dan melakukan monitoring, inspeksi dan evaluasi berkala terhadap pelaksanaan SMK3L di semua unit usaha dan proyek.</p> <p>This risk can be mitigated by increasing the dissemination of understanding and K3L training to human resources at all levels. Establish strict K3L requirements for work partners, and carry out regular monitoring, inspections and evaluations of the implementation of SMK3L in all business units and projects.</p> |

## KODE ETIK [GRI 2-23]

Dalam rangka meningkatkan penerapan prinsip-prinsip tata kelola perusahaan yang baik, ADHI memiliki *Code of Conduct* (Kode Etik) sebagai panduan perilaku bagi setiap insan Perusahaan, baik dalam berhubungan dengan pihak internal maupun eksternal. Kode etik ini berlaku bagi seluruh insan Perusahaan, mulai dari Dewan Komisaris, Direksi dan seluruh pegawai. Supaya seluruh insan Perusahaan mengerti, memahami dan bisa menerapkan Kode Etik, Perusahaan terus melakukan sosialisasi dengan berbagai peranti, seperti situs perusahaan, media teknologi informasi internal yang aksesnya terbuka bagi seluruh karyawan, atau memo dan surat edaran Direksi.

### Pokok-Pokok Kode Etik

Pedoman Etika Bisnis ADHI (*Code of ADHI Business Conduct*) memuat tingkah laku moral dan etika yang harus dimiliki oleh semua pegawai dan pengurus Perseroan. Pedoman tersebut berisi hal-hal berikut:

1. Aset dan informasi Perseroan.
2. Perseroan dan karyawan.
3. Berhati-hati dalam melakukan usaha dan pekerjaan sampingan.
4. Memperlakukan keluarga dan teman secara etis dalam pekerjaan.
5. Berhati-hati dalam menghadapi tawaran dan pemberian hadiah, jamuan, dan hiburan.
6. Menjalin hubungan yang wajar dengan pemerintah.

## CODE OF CONDUCT [GRI 2-23]

In order to improve the implementation of good corporate governance principles, ADHI has a Code of Conduct (Code of Ethics) as a behavioral guide for every Company employee, both in dealing with internal and external parties. This code of ethics applies to all Company personnel, starting from the Board of Commissioners, Directors and all employees. So that all Company personnel understand, understand and can apply the Code of Ethics, the Company continues to disseminate information using various tools, such as the company website, internal information technology media which is open to all employees, or memos and circulars from the Board of Directors.

### Principles of Code of Conduct

The ADHI Business Ethics Guidelines (*Code of ADHI Business Conduct*) contain moral and ethical behavior that must be possessed by all employees and management of the Company. The guidelines contain the following:

1. Company assets and information.
2. Company and employees.
3. Be careful when doing business and side jobs.
4. Treat family and friends ethically at work.
5. Be careful when dealing with offers and giving gifts, meals and entertainment.
6. Establish a reasonable relationship with the government.



7. Menjaga reputasi ADHI dalam aktivitas politik.
8. Memperlakukan mitra bisnis ADHI dengan adil.
9. Bersaing secara sehat.

Informasi selengkapnya tentang Kode Etik bisa diakses melalui situs: <https://adhi.co.id/wp-content/uploads/2022/03/code-of-conduct-2018.pdf>

### Sosialisasi dan Penyebarluasan Kode Etik [GRI 2-24]

Setiap Departemen/Divisi/Proyek diwajibkan untuk melakukan sosialisasi dan penyebarluasan Kode Etik kepada seluruh karyawan yang ada di lingkungan masing-masing. Secara berkala, setiap karyawan diwajibkan untuk mengisi lembar pernyataan kepatuhan terhadap Pedoman sebagai wujud komitmen. Departemen HC bersama *General Manager*, Kepala Divisi akan melakukan *monitoring* pelaksanaan pedoman di masing-masing Departemen/Divisi/Proyek dan melakukan evaluasi secara berkala terhadap penerapan pedoman tersebut.

### Sanksi bagi Pelanggar Kode Etik

Seluruh karyawan wajib mengikuti pelatihan kode etik Perusahaan yang memiliki maksud dan tujuan yang baik bagi keberlanjutan Perseroan. Untuk mengimplementasikan maksud dan tujuan tersebut, ADHI menegakkan Kode Etik dengan merumuskan mekanisme dan jenis sanksi bagi pelanggar. Dalam hal ini, mekanisme dan sanksi merujuk pada Peraturan Perusahaan, serta prosedur yang telah disepakati dalam Perjanjian Kerja Bersama (PKB). Sanksi dijatuhkan secara konsisten dan proporsional sesuai dengan tingkat atau derajat pelanggarannya. Di sisi lain, ADHI akan memberikan penghargaan terkait pelaksanaan Kode Etik sebagai bagian dari penilaian Insan ADHI. Untuk itu, Perseroan akan memilih Insan ADHI yang dinilai memiliki integritas yang tinggi dalam melaksanakan tugas dan wewenangnya, dan memberinya penghargaan.

### Jumlah Pelanggar Kode Etik

Sepanjang tahun 2023, tidak terdapat laporan mengenai pelanggaran Kode Etik sehingga Perseroan tidak menjatuhkan sanksi apapun sepanjang tahun buku.

### KOMUNIKASI MASALAH PENTING, SERTA MEKANISME UNTUK Mencari Nasihat dan Mengemukakan Masalah [GRI 2-16, 2-26]

ADHI membuka diri terhadap berbagai masalah penting tentang dampak negatif potensial maupun aktual dari pemangku kepentingan melalui mekanisme pengaduan berupa *Whistleblowing System* (WBS). Dampak dimaksud termasuk yang berkaitan dengan aspek lingkungan, sosial-ekonomi dan tata kelola (*Environmental Social and Governance/ESG*). Seluruh pengaduan yang masuk akan ditinjau oleh Tim WBS dan untuk pengaduan yang bersifat kritis atau penting akan dibahas oleh tim bersama badan tata kelola tertinggi yaitu Dewan Komisaris dan Direksi melalui rapat-rapat, baik rapat Dewan Komisaris, rapat Direksi maupun rapat gabungan Dewan Komisaris dan Direksi. Selanjutnya, untuk mengantisipasi isu-isu terkait ekonomi, lingkungan dan sosial – termasuk ESG, beserta dampak yang

7. Maintain ADHI's reputation in political activities.
8. Treat ADHI business partners fairly.
9. Compete healthily.

More information about the Code of Ethics can be accessed via the website: <https://adhi.co.id/wp-content/uploads/2022/03/code-of-conduct-2018.pdf>

### Socialization and Dissemination of the Code of Conduct [GRI 2-24]

Each Department/Division/Project is required to socialize and disseminate the Code of Ethics to all employees in their respective environments. Periodically, each employee is required to fill out a statement of compliance with the Guidelines as a form of commitment. The HC Department together with the General Manager, Head of Division will monitor the implementation of the guidelines in each Department/Division/Project and periodically evaluate the implementation of these guidelines.

### Sanctions for Violators of the Code of Conduct

All employees are required to take part in training on the Company's code of ethics which has good aims and objectives for the sustainability of the Company. To implement these aims and objectives, ADHI enforces a Code of Ethics by formulating mechanisms and types of sanctions for violators. In this case, the mechanisms and sanctions refer to Company Regulations, as well as procedures agreed in the Collective Labor Agreement (PKB). Sanctions are imposed consistently and proportionally according to the level or degree of the violation. On the other hand, ADHI will provide awards related to the implementation of the Code of Ethics as part of the assessment of ADHI personnel. For this reason, the Company will select ADHI personnel who are considered to have high integrity in carrying out their duties and authority, and give them awards.

### Number of Code of Conduct Violators

Throughout 2023, there were no reports regarding violations of the Code of Ethics so the Company did not impose any sanctions throughout the financial year.

### COMMUNICATION OF IMPORTANT ISSUES, AS WELL AS MECHANISMS FOR SEEKING ADVICE AND RAISING ISSUES [GRI 2-16, 2-26]

ADHI opens itself to various important issues regarding potential and actual negative impacts from stakeholders through a complaint mechanism in the form of a *Whistleblowing System* (WBS). The impacts referred to include those related to environmental, social-economic and governance aspects (ESG). All incoming complaints will be reviewed by the WBS Team and critical or important complaints will be discussed by the team together with the highest governance body, namely the Board of Commissioners and Directors through meetings, both Board of Commissioners meetings, Board of Directors meetings and joint meetings of the Board of Commissioners and Directors. Furthermore, to anticipate issues related to the economy, environment and social – including ESG, along with the



Adhi mengoptimalkan peran *Corporate Secretary* sebagai organ pendukung tata kelola yang bertanggung jawab untuk mengambil keputusan mengenai topik-topik ekonomi, lingkungan, dan sosial di Perseroan.

Adhi optimizes the role of the Corporate Secretary as a governance support organ responsible for making decisions regarding economic, environmental and social topics in Company.

Secara spesifik, topik ESG yang dibahas Dewan Komisaris dan Direksi selama tahun pelaporan di antaranya:

Specifically, ESG topics discussed by the Board of Commissioners and Directors during the reporting year included:

| Jenis Rapat<br>Type of Meeting                                              | Waktu/Tempat Rapat<br>Time/Meeting Venue                               | Topik ESG yang dibahas<br>ESG topics discussed                                                                                                                                                                                                                                                       | Peserta<br>Participants |
|-----------------------------------------------------------------------------|------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| Rapat Direksi dan Komisaris<br>Board of Directors and Commissioners Meeting | Gedung MTH 27, 31 Januari 2023<br>MTH Building 27, January 31, 2023    | Potensi Pengembangan Bisnis Terkait ESG<br>Potential for ESG-Related Business Development                                                                                                                                                                                                            | 13                      |
| Rapat Direksi dan Komisaris<br>Board of Directors and Commissioners Meeting | Gedung MTH 27, 28 Februari 2023<br>MTH Building 27, February 28, 2023  | Peta Risiko SDM, Tata Kelola, HSE<br>Pembahasan Program Prioritas<br>Environmental Management<br>HR Risk Map, Governance, HSE<br>Discussion of Environmental Management<br>Priority Programs                                                                                                         | 13                      |
| Rapat Direksi dan Komisaris<br>Board of Directors and Commissioners Meeting | Gedung MTH 27, 14 Maret 2023<br>MTH Building 27, March 14 2023         | Perubahan Struktur Organisasi ADHI<br>ADHI Organizational Structure Changes                                                                                                                                                                                                                          | 19                      |
| Rapat Direksi dan Komisaris<br>Board of Directors and Commissioners Meeting | Gedung MTH 27, 28 April 2023<br>MTH Building 27, April 28, 2023        | ERP ADHI Sosialisasi PerMen BUMN No. PER-03/MBU/03/2023 tentang Organ dan SDM BUMN<br>Program-Program Environmental di Proyek<br>ADHI ERP of Socialization of BUMN<br>Ministerial Regulation No. PER-03/MBU/03/2023 concerning BUMN Organs and Human Resources Environmental Programs in the Project | 15                      |
| Rapat Direksi dan Komisaris<br>Board of Directors and Commissioners Meeting | Gedung MTH 27, 31 Mei 2023<br>MTH Building 27, 31 May 2023             | ERP ADHI<br>Pembahasan TKDN ADHI<br>ADHI ERP<br>Discussion of TKDN ADHI                                                                                                                                                                                                                              | 13                      |
| Rapat Direksi dan Komisaris<br>Board of Directors and Commissioners Meeting | Gedung MTH 27, 26 Juni 2023<br>MTH Building 27, 26 June 2023           | Pembahasan ERP ADHI<br>Pembahasan TKDN ADHI<br>Discussion of ADHI ERP<br>Discussion of TKDN ADHI                                                                                                                                                                                                     | 12                      |
| Rapat Direksi dan Komisaris<br>Board of Directors and Commissioners Meeting | Gedung MTH 27, 31 Juli 2023<br>MTH Building 27, July 31, 2023          | Pembahasan Tata Kelola HC. Pembahasan Manajemen Talenta ADHI. Pembahasan ERP ADHI. Pembahasan TKDN ADHI<br>Discussion of HC Governance. Discussion of ADHI Talent Management. Discussion of ADHI ERP. Discussion of TKDN ADHI                                                                        | 14                      |
| Rapat Direksi dan Komisaris<br>Board of Directors and Commissioners Meeting | Gedung MTH 27, 31 Agustus 2023<br>MTH Building 27, 31 August 2023      | Pembahasan ERP ADHI<br>Pembahasan TKDN ADHI<br>Discussion of ADHI ERP<br>Discussion of TKDN ADHI                                                                                                                                                                                                     | 14                      |
| Rapat Direksi dan Komisaris<br>Board of Directors and Commissioners Meeting | Gedung MTH 27, 29 September 2023<br>MTH Building 27, 29 September 2023 | Manual ESG<br>Pembahasan ESG ADHI<br>ADHI ESG Discussion                                                                                                                                                                                                                                             | 14                      |
| Rapat Direksi dan Komisaris<br>Board of Directors and Commissioners Meeting | Gedung MTH 27, 30 Oktober 2023<br>MTH Building 27, 30 October 2023     | Pembahasan ESG ADHI. Pembahasan Tata Kelola HC & Pembahasan ERP ADHI<br>ADHI ESG Discussion. HC Governance Discussion & ADHI ERP Discussion                                                                                                                                                          | 21                      |
| Rapat Direksi dan Komisaris<br>Board of Directors and Commissioners Meeting | Gedung MTH 27, 29 November 2023<br>MTH Building 27, November 29, 2023  | Pembahasan ERP ADHI<br>Discussion of ADHI ERP                                                                                                                                                                                                                                                        | 13                      |

## WHISTLEBLOWING SYSTEM [GRI 2-25]

Untuk memperkuat penerapan tata kelola perusahaan yang baik dan menjalankan praktik terbaiknya, Perusahaan memiliki sistem pelaporan pelanggaran (*Whistleblowing System*) yang telah diimplementasikan sejak lama. Dengan adanya sistem ini, maka Perusahaan dapat mencegah dan meminimalkan terjadinya tindak kecurangan, sekaligus mendorong budaya kejujuran dan keterbukaan.

Setiap pengaduan yang masuk akan dikelola oleh Tim *Whistleblowing*, yang bertanggung jawab langsung kepada Direktur Utama. Hasil dari investigasi dapat digunakan sebagai landasan kebijakan Perusahaan terhadap suatu Tindakan penyimpangan atau pelanggaran. Adapun manfaat pengembangan sistem pelaporan pelanggaran di antaranya yaitu landasan Perusahaan dalam merancang tindakan perbaikan yang diperlukan dan menyediakan mekanisme deteksi dini (*early warning system*) atas kemungkinan terjadinya masalah akibat suatu pelanggaran. Sedangkan manfaat bagi pelapor adalah diberikan jaminan perlindungan dan kerahasiaan terhadap setiap pelapor pengaduan/pengungkapan.

### Pengelola WBS

Dalam mengelola pelaksanaan penelaahan awal terhadap pengaduan/penyungkapan pelanggaran, ADHI membentuk Komite Etik yang disahkan melalui Memo Direksi No. 026/DU/18 tanggal 28 Juni 2018 tentang Penetapan Direktur Penanggung Jawab WBS dan Komite Etik. Komite ini bersifat *Ad Hoc/Ex Officio*, yang bertugas memberikan kajian dan rekomendasi kepada Direksi untuk melakukan pengambilan keputusan. Komite Etik terdiri dari unsur-unsur sebagai berikut:

1. *General Manager* Legal.
2. *General Manager* HC.
3. Kepala SPI.
4. *Corporate Secretary*.

### Sarana/Media Pelaporan

Perseroan menyediakan media bagi para pelapor yang hendak menyampaikan pengungkapan/pelaporan pengaduan pelanggaran kepada Komite Etik melalui aplikasi e-WBS yang tersedia pada menu WBS di situs web ADHI ([www.adhi.co.id](http://www.adhi.co.id)) yang khusus bagi Sistem Pengelolaan Pelanggaran. Adapun pelanggaran yang dapat dilaporkan melalui WBS, meliputi:

1. Benturan Kepentingan;
2. Korupsi;
3. Kecurangan;
4. Penggelapan;
5. Gratifikasi;
6. Suap; dan
7. Pelanggaran dalam Proses Pengadaan Barang dan Jasa.

Perseroan senantiasa menjamin kerahasiaan identitas setiap pelapor (*whistleblower*), serta memberikan perlindungan dari segala bentuk ancaman, intimidasi, ataupun Tindakan tidak menyenangkan dari pihak manapun, sepanjang Pelapor dapat menjaga kerahasiaan kasus yang diadukan/dilaporkan.

## WHISTLEBLOWING SYSTEM [GRI 2-25]

To strengthen the implementation of good corporate governance and implement best practices, the Company has a whistleblowing system which has been implemented for a long time. With this system, the Company can prevent and minimize the occurrence of fraud, while encouraging a culture of honesty and openness.

Every complaint received will be managed by the Whistleblowing Team, which is directly responsible to the President Director. The results of the investigation can be used as a basis for Company policy regarding any acts of deviation or violation. The benefits of developing a violation reporting system include the Company's foundation in designing necessary corrective actions and providing an early warning system for possible problems resulting from a violation. Meanwhile, the benefit for whistleblowers is that they are given a guarantee of protection and confidentiality for every complainant/disclosure.

### WBS Manager

In managing the implementation of the initial review of complaints/disclosure of violations, ADHI formed an Ethics Committee which was approved through Directors Memo No. 026/DU/18 dated 28 June 2018 concerning the Determination of the Director in Charge of the WBS and Ethics Committee. This committee is *Ad Hoc/Ex Officio*, whose task is to provide studies and recommendations to the Board of Directors for decision making. The Ethics Committee consists of the following elements:

1. Legal General Manager.
2. HC General Manager.
3. Head of SPI.
4. Corporate Secretary.

### Means/Reporting Media

The Company provides a mean for whistleblowers who wish to submit disclosures/reports of violation complaints to the Ethics Committee through the e-WBS application which is available on the WBS menu on the ADHI website ([www.adhi.co.id](http://www.adhi.co.id)) which is specifically for the Violation Management System. The violations that can be reported via WBS include:

1. Conflict of Interest;
2. Corruption;
3. Fraud;
4. Embezzlement;
5. Gratification;
6. Bribery; And
7. Violations in the Goods and Services Procurement Process.

The Company always guarantees the confidentiality of the identity of every reporter (*whistleblower*), and provides protection from all forms of threats, intimidation, or unpleasant actions from any party, as long as the Whistleblower can maintain the confidentiality of the case being complained/reported.



Selain itu, seluruh petugas yang ditunjuk Perseroan juga mendapat perlindungan dalam melaksanakan investigasi, verifikasi maupun pihak-pihak yang memberikan informasi terkait dengan pengaduan/penyingkapan fakta penyimpangan.

Informasi selengkapnya tentang WBS bisa diakses melalui situs: <https://adhi.co.id/wp-content/uploads/2022/03/whistleblowing-system-wbs-pt-adhi-karya-persero-tbk.pdf>

### Sosialisasi WBS

Pada tahun 2023, Perseroan telah melakukan sosialisasi *Whistleblowing System* yang diikuti oleh karyawan dari seluruh Departemen. Sosialisasi tersebut dilakukan melalui ILMU ADHI yaitu media *e-learning* yang dapat diakses oleh seluruh Insan ADHI. Kegiatan ini diinisiasi oleh Departemen SDM dan ditujukan kepada insan ADHI yang mengikuti *Great Employee Development Program* dan *Fresh Graduate Development Program* (karyawan baru). Selain itu, Perseroan juga memberikan materi Gratifikasi dan *Code of Conduct* (CoC) pada sosialisasi tersebut.

### Jumlah Pengaduan dan Tindak Lanjut

Selama tahun 2023, ADHI menerima 3 (tiga) pengaduan melalui WBS dengan rincian dan tindak lanjut sebagai berikut:

| Tindak Lanjut<br>Follow-up                                          | 2022     | 2023     |
|---------------------------------------------------------------------|----------|----------|
| Laporan dalam Proses<br>Report in Process                           | 0        | 0        |
| Laporan yang Selesai Ditindaklanjuti<br>Completed Follow-up Reports | 0        | 2        |
| Laporan Tidak Terbukti<br>Unproven Report                           | 1        | 1        |
| <b>Jumlah</b><br>Jumlah                                             | <b>1</b> | <b>3</b> |

## KEBIJAKAN ANTIKORUPSI/ANTIGRATIFIKASI

Perseroan meyakini bahwa korupsi merupakan musuh bersama, sekaligus menjadi penghambat bagi lajunya pembangunan yang saat ini sedang dilakukan secara sungguh-sungguh dan berkelanjutan. Sikap dan komitmen ADHI tersebut merupakan dukungan dan implementasi Undang-Undang No. 20 Tahun 2001 tentang Perubahan atas Undang-Undang No. 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi, serta Surat Edaran No. S-35/MBU/01/2020 tanggal 10 Januari 2020, yang berisi instruksi agar Direksi BUMN mengimplementasikan Sistem Manajemen Anti-Suap (SMAP). [GRI 3-3]

Sebagai wujud komitmennya terhadap penerapan antikorupsi/antigratifikasi, Perseroan mengeluarkan Surat Keputusan Direksi PT Adhi Karya (Persero) Tbk No. 014-6/2020/389B Pedoman Pengendalian Gratifikasi PT Adhi Karya (Persero) Tbk yang disahkan pada tanggal 14 Agustus 2020, yang mengatur pengendalian gratifikasi yang dianggap berlawanan dengan tugas dan kewajiban karyawan. Setiap karyawan diwajibkan untuk melakukan penolakan secara sopan apabila ditawarkan gratifikasi

Apart from that, all officers appointed by the Company also receive protection in carrying out investigations, verification and parties who provide information related to complaints/disclosure of facts of irregularities.

Complete information about WBS can be accessed via the site: <https://adhi.co.id/wp-content/uploads/2022/03/whistleblowing-system-wbs-pt-adhi-karya-persero-tbk.pdf>

### WBS Socialization

In 2023, the Company has carried out socialization of the *Whistleblowing System* which was attended by employees from all departments. This socialization was carried out through ILMU ADHI, namely *e-learning* media that can be accessed by all ADHI personnel. This activity was initiated by the HC Department and is aimed at ADHI employees who take part in the *Great Employee Development Program* and *Fresh Graduate Development Program* (new employees). Apart from that, the Company also provided Gratification and *Code of Conduct* (CoC) material at the socialization.

### Number of Complaints and Follow-Ups

During 2023, ADHI received 3 (three) complaints via WBS with the following details and follow-up:

## ANTI-CORRUPTION/ANTI-GRATIFICATION POLICY

The Company believes that corruption is a common enemy, as well as an obstacle to the pace of development which is currently being carried out seriously and sustainably. ADHI's attitude and commitment is support and implementation of Law no. 20 of 2001 concerning Amendments to Law no. 31 of 1999 concerning the Eradication of Corruption Crimes, as well as Circular Letter no. S-35/MBU/01/2020 dated 10 January 2020, which contains instructions for BUMN Directors to implement an Anti-Bribery Management System (SMAP). [GRI 3-3]

As a form of its commitment to implementing anti-corruption/anti-gratification, the Company issued a Decree of the Directors of PT Adhi Karya (Persero) Tbk No. 014-6/2020/389B PT Adhi Karya (Persero) Tbk Gratification Control Guidelines which were ratified on August 14 2020, which regulates the control of gratification which is considered contrary to employee duties and obligations. Every employee is required to politely refuse if they are offered gratuities that do not comply with the provisions set out in the



yang tidak sesuai dengan ketentuan yang telah diatur dalam pedoman ADHI. Setiap penerimaan gratifikasi yang dianggap suap wajib ditolak, bilamana dengan penolakan dikhawatirkan bisa mengganggu hubungan dan/atau pemberian tersebut sudah berada di tempat penerima, maka gratifikasi tersebut wajib dilaporkan ke Komisi Pemberantas Korupsi (KPK) atau ke Tim Pelaksana Pengendali Gratifikasi (TPPG) sebagai pengelola gratifikasi di ADHI.

Informasi selengkapnya tentang pengendalian gratifikasi bisa diakses melalui situs <https://adhi.co.id/wp-content/uploads/2022/03/7-pedoman-pengendalian-gratifikasi.pdf>

Selain menerbitkan kebijakan pengendalian gratifikasi, ADHI telah melakukan pemetaan dan mitigasi terhadap proses bisnis yang berisiko besar terjadi korupsi/penyuapan antara lain pengadaan barang dan jasa, sumber daya manusia serta keuangan. Adapun mitigasi atas risiko terjadinya korupsi yang diambil Perseroan adalah pelaksanaan audit secara rutin baik internal maupun eksternal. [GRI 205-1]

Sejalan dengan penerapan kebijakan antikorupsi dan implementasi SMAP, ADHI telah melakukan berbagai upaya sosialisasi untuk mengomunikasikan kebijakan antikorupsi, baik kepada badan tata kelola (Dewan Komisaris dan Direksi), karyawan maupun mitra/vendor. Kepada badan tata kelola dan karyawan, sosialisasi dilakukan melalui Rapat Koordinasi Internal ADHI serta melalui daring. Dengan sosialisasi tersebut, per 31 Desember 2023, sebanyak 6 Dewan Komisaris, 6 Direksi, dan 502 dari karyawan telah mendapatkan informasi terkait kebijakan dan prosedur anti-korupsi. [GRI 205-2]

Sementara itu, sosialisasi kebijakan anti-korupsi kepada mitra/vendor dan stakeholder yang lain dilakukan Perseroan melalui penerapan dan penandatanganan pakta integritas pada mitra/vendor. Melalui sosialisasi tersebut, sebanyak 100% mitra/vendor telah mendapatkan informasi terkait kebijakan dan prosedur anti-korupsi yang diterapkan di Perseroan.

Selain sosialisasi, komitmen antikorupsi juga dilakukan dengan menyelenggarakan atau mengikutsertakan insan ADHI dalam program pelatihan antikorupsi. Dengan kebijakan tersebut, selama tahun 2023, 10 orang anggota badan tata kelola sudah mengikuti pelatihan antikorupsi, dan sebanyak 184 karyawan telah mengikuti program serupa. [GRI 205-2]

Komitmen dan kesungguhan insan ADHI terhadap antikorupsi membawa hasil positif dengan tidak terdapat insiden korupsi pada tahun pelaporan. Dengan demikian, Perseroan tidak mengambil tindakan tertentu untuk perbaikan, baik tindakan secara internal maupun eksternal, serta tidak terdapat tindakan tertentu terhadap mitra/vendor, misalnya pemutusan kerja sama karena terlibat tindak korupsi. [GRI 205-3]

ADHI guidelines. Any receipt of gratification which is considered a bribe must be rejected, if the refusal is feared to disrupt the relationship and/or the gift is already at the recipient's place, then the gratification must be reported to the Corruption Eradication Commission (KPK) or to the Gratification Control Implementation Team (TPPG) as the manager. gratuity at ADHI.

More information about gratification control can be accessed via the website <https://adhi.co.id/wp-content/uploads/2022/03/7-pedoman-pengendalian-gratifikasi.pdf>

In addition to issuing a gratuity control policy, ADHI has mapped and mitigated business processes that are at high risk of corruption/bribery, including the procurement of goods and services, human and financial resources. The mitigation for the risk of corruption that the Company takes is the implementation of routine audits, both internal and external. [GRI 205-1]

In line with the implementation of anti-corruption policies and the implementation of SMAP, ADHI has carried out various outreach efforts to communicate anti-corruption policies, both to governance bodies (Board of Commissioners and Directors), employees and partners/vendors. To governance bodies and employees, outreach is carried out through ADHI Internal Coordination Meetings and online. With this outreach, as of 31 December 2023, 6 Board of Commissioners, 6 Directors and 502 employees had received information regarding anti-corruption policies and procedures. [GRI 205-2]

Meanwhile, the Company carries out socialization of anti-corruption policies to partners/vendors and other stakeholders through the implementation and signing of integrity pacts with partners/vendors. Through this outreach, 100% of partners/vendors have received information regarding anti-corruption policies and procedures implemented in the Company.

Apart from socialization, anti-corruption commitment is also carried out by organizing or involving ADHI personnel in anti-corruption training programs. With this policy, by the end of 2023, During 2023, 10 members of the governance body have participated in anti-corruption training, and as many as 184 employees have participated in a similar program. [GRI 205-2]

The commitment and sincerity of ADHI personnel towards anti-corruption brought positive results with no incidents of corruption in the reporting year. Thus, the Company did not take certain actions for improvement, whether internal or external, and there were no specific actions against partners/vendors, for example terminating cooperation because they were involved in acts of corruption. [GRI 205-3]



## PELIBATAN PEMANGKU KEPENTINGAN [GRI 2-29] [OJK E.4]

Pemangku kepentingan adalah entitas atau individu yang terpengaruh oleh kegiatan, produk, dan jasa ADHI. Di sisi lain, keberadaan mereka juga memengaruhi ADHI dalam mewujudkan keberhasilan penerapan strategi dan pencapaian tujuan. Berkaitan dengan pemangku kepentingan, ADHI telah melakukan identifikasi individu atau kelompok yang merupakan pemangku kepentingan berdasarkan pengaruh masing-masing. Daftar dan pelibatan pemangku kepentingan ADHI selengkapnya disajikan pada tabel berikut:

## STAKEHOLDERS INVOLVEMENT [GRI 2-29] [OJK E.4]

Stakeholders are entities or individuals who are affected by ADHI's activities, products and services. On the other hand, their presence also influences ADHI in realizing successful implementation of strategies and achieving goals. In relation to stakeholders, ADHI has identified individuals or groups who are stakeholders based on their respective influences. The complete list and involvement of ADHI stakeholders is presented in the following table:

| Pemangku Kepentingan<br>Stakeholders | Topik Pembahasan<br>Discussion Topic                                                                                                                            | Pendekatan<br>Approach                                                                                                 | Frekuensi Pendekatan<br>Approach Frequency                        |
|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| Pemegang Saham<br>Shareholders       | Informasi kinerja keuangan terkait aksi korporat dan strategi perusahaan<br>Financial performance information related to corporate actions and company strategy | RUPS Tahunan<br>Annual GMS                                                                                             | Setahun Sekali<br>Once a Year                                     |
|                                      | Informasi kinerja non keuangan<br>Non-financial performance information                                                                                         | Laporan triwulanan<br>Quarterly Report                                                                                 | Setahun 4 Kali<br>4 Times a Year                                  |
| Karyawan<br>Employees                | Pemenuhan hak-hak normatif dan perlindungan kerja<br>Fulfillment of normative rights and work protection                                                        | Media internal [Majalah]<br>Internal media [Magazine]                                                                  | 3 Bulan sekali<br>Once every 3 months                             |
|                                      | Pengembangan karier<br>Career development                                                                                                                       | Perjanjian Kerja Bersama<br>Collective labor agreement                                                                 | 2 tahun sekali<br>every 2 years                                   |
|                                      | Kesetaraan kesempatan pengembangan karier<br>Equal career development opportunities                                                                             | Orientasi karyawan baru<br>Program pengembangan individu<br>New employee orientation<br>Individual development program | Setiap program Insidental<br>Any Incidental program               |
|                                      | Kesehatan dan keselamatan kerja<br>Occupational Health and Safety                                                                                               | Serikat Pekerja<br>Labor Union                                                                                         | Setahun sekali<br>Once a year                                     |
| Owner                                | Pelaksanaan pekerjaan tepat waktu, tepat anggaran, dan aman.<br>Execution of work on time, on budget and safely.                                                | Pelaporan kemajuan pekerjaan<br>Work progress reporting                                                                | Sesuai termin yang Ditentukan<br>According to the specified terms |
|                                      | Kualitas produk dan jasa<br>Quality of products and services                                                                                                    | Pengkajian Kontrak Kerja<br>Review of Employment Contracts                                                             | Saat dibutuhkan<br>When needed                                    |
|                                      | Inovasi<br>Innovation                                                                                                                                           | Survei kepuasan pelanggan<br>Customer satisfaction survey                                                              | Setahun 2 kali<br>2 times a year                                  |
| Pemerintah<br>Government             | Kepatuhan pada peraturan dan perundangan<br>Compliance with regulations and legislation                                                                         | Laporan Tahunan<br>Annual Report                                                                                       | Minimal setahun sekali<br>At least once a year                    |
|                                      | Transparansi dan informasi terkini<br>Transparency and up-to-date information                                                                                   | Laporan Keberlanjutan<br>Sustainability Report                                                                         | Minimal setahun sekali<br>At least once a year                    |
|                                      | Tata Kelola perusahaan yang baik<br>Good corporate governance                                                                                                   | Program Kemitraan dan Bina Lingkungan<br>Partnerships and community development program                                | Minimal setahun sekali<br>At least once a year                    |
|                                      | Anti korupsi dan etika bisnis<br>Anti-corruption and business ethics                                                                                            | Sosialisasi<br>Socialization                                                                                           | Minimal setahun sekali<br>At least once a year                    |

| Pemangku Kepentingan<br>Stakeholders | Topik Pembahasan<br>Discussion Topic                                                                                                                   | Pendekatan<br>Approach                                                                                     | Frekuensi Pendekatan<br>Approach Frequency     |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| Masyarakat<br>Community              | Program CSR yang direncanakan dan dilaksanakan<br>Planned and implemented CSR programs                                                                 | Kerja sama strategis dalam program CSR<br>Strategic cooperation in CSR programs                            | Minimal setahun sekali<br>At least once a year |
|                                      | Dampak dan kinerja lingkungan<br>Impact and Environmental performance                                                                                  | Pelaporan PKBL<br>PKBL Reporting                                                                           | Minimal setahun sekali<br>At least once a year |
|                                      | Kesempatan untuk berkolaborasi pada kegiatan CSR<br>Opportunity to collaborate on CSR activities                                                       | Program CSR di sekitar lingkungan proyek<br>CSR program around the project environment                     | Minimal setahun sekali<br>At least once a year |
|                                      | Informasi kegiatan<br>Activity information                                                                                                             | Media untuk masyarakat<br>Media for community                                                              | Minimal setahun sekali<br>At least once a year |
| Media                                | Kinerja keuangan dan non keuangan<br>Financial and non-financial performance                                                                           | Press release<br>Paparan publik kunjungan proyek<br>Public exposure of project visits                      | Insidental<br>Incidental                       |
| Pemasok<br>Suppliers                 | Proses pengadaan barang dan jasa yang Transparan<br>Transparent procurement process for goods and services                                             | Sosialisasi sistem pengadaan barang dan jasa<br>Socialization of the goods and services procurement system | Insidental<br>Incidental                       |
|                                      | Hubungan bisnis yang saling menguntungkan antara Perseroan dan pemasok<br>Mutually beneficial business relationships between the Company and suppliers | Apresiasi penghargaan bagi pemasok<br>Appreciation of awards for suppliers                                 | Insidental<br>Incidental                       |

## PERMASALAHAN TERHADAP PENERAPAN KEUANGAN BERKELANJUTAN [OJK E.5]

ADHI tidak menghadapi permasalahan yang signifikan dalam menerapkan kegiatan berkelanjutan (*sustainable operation*), yaitu kegiatan operasi Perusahaan dengan memperhatikan aspek ekonomi, lingkungan hidup, dan sosial. Secara khusus, berkaitan dengan penerapan kegiatan berkelanjutan melalui pengalokasian sebagian dana Tanggung Jawab Sosial dan Lingkungan (TJSL)/CSR untuk membiayai program-program yang selaras dengan kegiatan berkelanjutan seperti diatur dalam POJK Keuangan/Kegiatan Berkelanjutan, Perusahaan telah berupaya secara maksimal melaksanakannya selama tahun pelaporan. Kegiatan yang dilakukan antara lain membangun sarana dan prasarana untuk meningkatkan kualitas hidup masyarakat di sekitar daerah operasi perusahaan. Dalam menjalankan TJSL/CSR, Perusahaan juga tidak menghadapi permasalahan berarti.

## PROBLEMS WITH THE IMPLEMENTATION OF SUSTAINABLE FINANCE [OJK E.5]

ADHI does not face significant problems in implementing sustainable operations, namely the Company's operational activities by paying attention to economic, environmental and social aspects. In particular, with regard to the implementation of sustainable activities through the allocation of a portion of Social and Environmental Responsibility (TJSL)/CSR funds to finance programs that are in line with sustainable activities as regulated in POJK Finance/Sustainable Activities, the Company has made maximum efforts to implement this during the reporting year. Activities carried out include building facilities and infrastructure to improve the quality of life of communities around the company's operational areas. In implementing TJSL/CSR, the Company also does not face significant problems.



# KINERJA KEBERLANJUTAN

## SUSTAINABLE PERFORMANCE



ADHI sebagai bagian dari perusahaan publik di Indonesia memiliki kewajiban untuk menerapkan keuangan/kegiatan berkelanjutan sebagaimana diatur dalam POJK No.51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik atau POJK Keuangan Berkelanjutan.

Keuangan berkelanjutan adalah dukungan menyeluruh dari sektor jasa keuangan untuk menciptakan pertumbuhan ekonomi berkelanjutan dengan menyelaraskan kepentingan ekonomi, lingkungan hidup, dan sosial. Dalam arti luas, makna keuangan berkelanjutan bagi emiten dan perusahaan publik adalah kegiatan berkelanjutan (*sustainable operation*), yaitu kegiatan operasi perusahaan yang dijalankan dengan memperhatikan aspek ekonomi, lingkungan hidup, dan sosial.

Bagi ADHI, keserasian antara aspek ekonomi, lingkungan hidup dan sosial merupakan suatu keharusan. Sebab, fungsi suatu perusahaan bukan hanya mencetak laba tetapi juga dituntut menjaga kelestarian lingkungan hidup dan menunjukkan kepedulian terhadap isu-isu sosial. Lebih dari itu, Perseroan meyakini keserasian ketiga aspek merupakan pondasi penting untuk mewujudkan bisnis yang berkesinambungan dengan pencapaian kinerja yang optimal.

ADHI as part of a public company in Indonesia has an obligation to implement sustainable finance/activities as regulated in POJK No.51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers and Public Companies or POJK Sustainable Finance.

Sustainable finance is comprehensive support from the financial services sector to create sustainable economic growth by aligning economic, environmental and social interests. In a broad sense, the meaning of sustainable finance for issuers and public companies is sustainable operations, namely company operational activities that are carried out by paying attention to economic, environmental and social aspects.

For ADHI, harmony between economic, environmental and social aspects is a must. Because, the function of a company is not only to make profits but is also required to preserve the environment and show concern for social issues. More than that, the Company believes that the harmony of these three aspects is an important foundation for realizing a sustainable business by achieving optimal performance.



## KEGIATAN MEMBANGUN BUDAYA KEBERLANJUTAN [OJK F.1]

Komitmen dan dukungan ADHI terhadap kegiatan berkelanjutan direalisasikan melalui berbagai kebijakan antara lain melakukan pembiayaan atau investasi yang selaras dengan kegiatan berkelanjutan serta melaksanakan Tanggung Jawab Sosial dan Lingkungan (TJSL)/ *Corporate Social Responsibility* (CSR). Selanjutnya, untuk mewujudkan penerapan kegiatan berkelanjutan yang efektif, ADHI menggunakan 8 (delapan) prinsip keuangan berkelanjutan sebagai panduan yaitu:

1. Prinsip investasi bertanggung jawab;
2. Prinsip strategi dan praktik bisnis berkelanjutan;
3. Prinsip pengelolaan risiko sosial dan lingkungan hidup;
4. Prinsip tata kelola;
5. Prinsip komunikasi yang informatif;
6. Prinsip inklusif;
7. Prinsip pengembangan sektor unggulan prioritas; dan
8. Prinsip koordinasi dan kolaborasi

Merujuk pada delapan prinsip tersebut, ADHI menetapkan budaya keberlanjutan yang disosialisasikan kepada seluruh manajemen dan karyawan sehingga keberadaannya menjangkau seluruh insan Perseroan. Budaya keberlanjutan merujuk pada budaya ADHI sebagai bagian dari Badan Usaha Milik Negara (BUMN), yaitu AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif). Sosialisasi untuk membangun budaya keberlanjutan dilakukan Perseroan melalui berbagai media dan kesempatan, seperti situs/website, media sosial, pertemuan antara manajemen dengan pegawai atau pertemuan dengan mitra kerja, masyarakat atau pemangku kepentingan eksternal lainnya, baik yang terjadwal maupun yang insidental.

Selain itu, sosialisasi budaya keberlanjutan juga dilakukan melalui berbagai kegiatan yang sejalan dengan kaidah kegiatan berkelanjutan, seperti tidak berdampak negatif terhadap lingkungan, pelaksanaan TJSL/CSR, serta menerapkan operasional kantor yang ramah lingkungan. Operasional kantor ramah lingkungan diimplementasikan melalui serangkaian program seperti efisiensi penggunaan material, penghematan material pendukung berupa kertas, listrik, bahan bakar minyak (BBM), air dan sebagainya. Selaras dengan itu, budaya keberlanjutan yang juga dilaksanakan secara optimal oleh ADHI dengan menciptakan lingkungan kerja yang aman dan sehat sesuai dengan prinsip Kesehatan dan Keselamatan Kerja (K3) dengan tujuan tidak terjadi kecelakaan kerja dan serta terdapat penyakit akibat kerja

## BUILDING A SUSTAINABILITY CULTURE ACTIVITY [OJK F.1]

ADHI's commitment and support for sustainable activities is realized through various policies, including providing financing or investment that is in line with sustainable activities and implementing Social and Environmental Responsibility (TJSL)/ *Corporate Social Responsibility* (CSR). Furthermore, to realize effective implementation of sustainable activities, ADHI uses 8 (eight) principles of sustainable finance as a guide, namely:

1. Principles of responsible investment;
2. Principles of sustainable business strategies and practices;
3. Principles of social and environmental risk management;
4. Governance principles;
5. Principles of informative communication;
6. Inclusive principle;
7. The principle of developing priority leading sectors; And
8. Principles of coordination and collaboration

Referring to these eight principles, ADHI has established a culture of sustainability which is socialized to all management and employees so that its existence reaches all Company personnel. Sustainability culture refers to ADHI's culture as part of a State-Owned Enterprise (BUMN), namely AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative). Socialization to build a culture of sustainability is carried out by the Company through various media and opportunities, such as sites/websites, social media, meetings between management and employees or meetings with work partners, the community or other external stakeholders, both scheduled and incidental.

Apart from that, the promotion of a culture of sustainability is also carried out through various activities that are in line with the principles of sustainable activities, such as not having a negative impact on the environment, implementing TJSL/CSR, and implementing environmentally friendly office operations. Environmentally friendly office operations are implemented through a series of programs such as efficient use of materials, savings on supporting materials in the form of paper, electricity, fuel oil (BBM), water and so on. In line with this, ADHI also implements a culture of sustainability optimally by creating a safe and healthy work environment in accordance with the principles of Occupational Health and Safety (K3) with the aim of preventing work accidents and work-related diseases.



beyond construction



# *KINERJA EKONOMI BERKELANJUTAN*

**SUSTAINABLE ECONOMIC PERFORMANCE**

**04**





## Musholla Al Hikmah

ADHI turut terdampak positif atas pertumbuhan ekonomi Indonesia yang berkelanjutan pada tahun 2023. Secara umum, Perseroan berhasil mewujudkan target-target dalam RKAP Tahun 2023.

ADHI is also positively impacted by Indonesia's sustainable economic growth in 2023. In general, the Company has succeeded in realizing the targets in the 2023 RKAP.



# MERAIH KINERJA OPTIMAL PASCAPANDEMI

## ACHIEVE POST-PANDEMIC OPTIMAL PERFORMANCE

### SEKILAS EKONOMI NASIONAL

Keberhasilan pemerintah menangani pandemi COVID-19 yang diikuti dengan pencabutan kebijakan Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM) pada akhir Desember 2022, merupakan pondasi yang kuat bagi masyarakat untuk beraktivitas dan berkegiatan secara leluasa, termasuk kembali bekerja di berbagai lapangan usaha. Kondisi tersebut bermuara dengan bergeraknya roda perekonomian sehingga mendorong bertumbuhnya ekonomi Indonesia secara nasional pada tahun 2023.

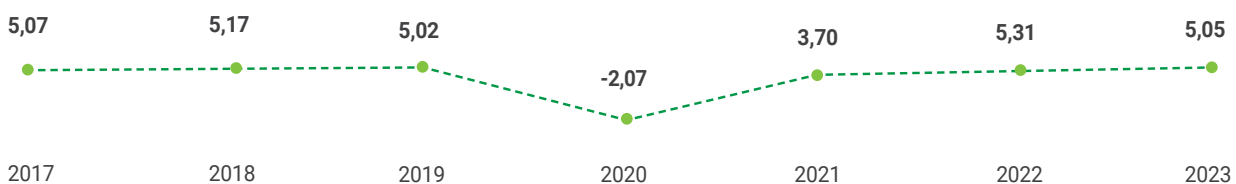
Badan Pusat Statistik (BPS) mencatat pertumbuhan ekonomi Indonesia untuk keseluruhan tahun 2023 sebesar 5,05% *year-on-year* (yoy). Pencapaian itu diraih Indonesia di tengah melambatnya perekonomian global dan menurunnya harga komoditas unggulan. Pertumbuhan ekonomi tahun 2023 tersebut melambat dibandingkan tahun 2022 yang mencapai 5,31%. Walau mengalami perlambatan, namun pertumbuhan ekonomi Indonesia masih di atas prediksi sejumlah lembaga ekonomi global. Bank Dunia (World Bank), Dana Moneter Internasional (IMF), dan Asian Development Bank (ADB), ketiganya memperkirakan pertumbuhan ekonomi Indonesia mencapai 5%.

### OVERVIEW OF THE NATIONAL ECONOMY

The government's success in handling the COVID-19 pandemic, which was even followed up with the revocation of the Community Activity Restrictions (PPKM) policy at the end of December 2022, is a strong foundation for the community to be active and carry out activities freely, including returning to work in various business fields. This condition results in the wheels of the economy moving, thereby encouraging the growth of the Indonesian economy nationally in 2023.

The Central Statistics Agency (BPS) recorded that Indonesia's economic growth for the whole of 2023 was 5.05% year-on-year (yoy). Indonesia achieved this achievement in the midst of a slowing global economy and declining prices of leading commodities. Economic growth in 2023 will slow down compared to 2022 which reached 5.31%. Even though it is experiencing a slowdown, Indonesia's economic growth is still above predictions from a number of global economic institutions. The World Bank (World Bank), International Monetary Fund (IMF) and Asian Development Bank (ADB) all estimate that Indonesia's economic growth will reach 5%.

### Pertumbuhan Produk Domestik Bruto (PDB) 2017-2023 Gross Domestic Product (GDP) Growth 2017-2023



Sumber: Berita Resmi Statistik BPS, 5 Februari 2024  
Source: BPS Official Statistics News, February 5, 2024

### KINERJA LAPANGAN USAHA KONSTRUKSI TAHUN 2023

Ekonomi Indonesia tahun 2023 tumbuh sebesar 5,05% pada seluruh lapangan usaha, di mana lapangan usaha yang mengalami pertumbuhan tertinggi adalah Transportasi dan Pergudangan sebesar 13,96%; diikuti Jasa Lainnya sebesar 10,52%; dan Penyediaan Akomodasi dan Makan Minum sebesar 10,01%. Sementara itu, Industri Pengolahan yang memiliki peran dominan tumbuh 4,64%. Adapun Pertanian, Kehutanan, dan Perikanan serta Perdagangan Besar dan Eceran; Reparasi Mobil dan Sepeda Motor masing-masing tumbuh sebesar 1,30% dan 4,85%.

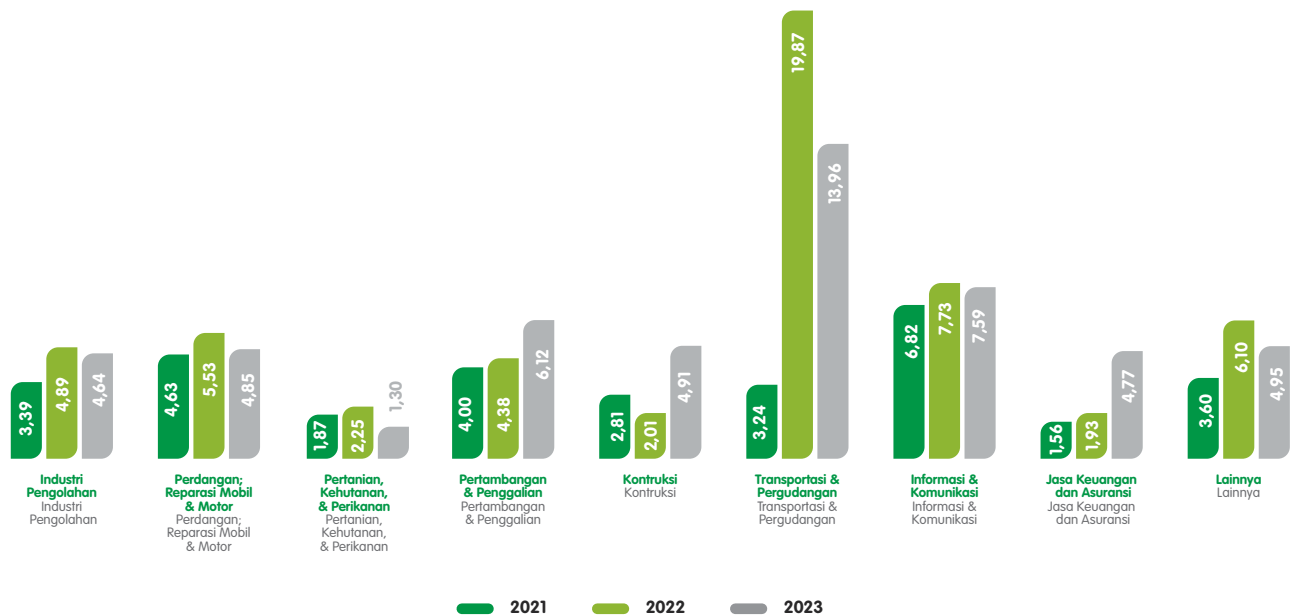
### CONSTRUCTION BUSINESS FIELDS PERFORMANCE IN 2023

The Indonesian economy in 2023 grew by 5.05% in all business fields, which the business fields experiencing the highest growth are Transportation and Warehousing at 13.96%; followed by Other Services at 10.52%; and Provision of Accommodation and Food and Drink amounting to 10.01%. Meanwhile, the Processing Industry which has a dominant role grew 4.64%. As for Agriculture, Forestry and Fisheries as well as Wholesale and Retail Trade; Car and Motorcycle Repairs grew by 1.30% and 4.85% respectively.



Lebih lanjut, BPS mencatat struktur PDB Indonesia menurut lapangan usaha atas dasar harga berlaku tahun 2023 tidak menunjukkan perubahan berarti. Perekonomian Indonesia masih didominasi oleh Lapangan Usaha Industri Pengolahan sebesar 18,67%; diikuti oleh Perdagangan Besar dan Eceran; Reparasi Mobil dan Sepeda Motor sebesar 12,94 persen; Pertanian, Kehutanan, dan Perikanan sebesar 12,53%; Pertambangan dan Penggalian sebesar 10,52%; serta Konstruksi sebesar 9,92%. Peranan kelima lapangan usaha tersebut dalam perekonomian Indonesia mencapai 64,58%

Furthermore, BPS noted that the structure of Indonesia's GDP by business field based on current prices in 2023 did not show any significant changes. The Indonesian economy is still dominated by the Processing Industry Business Field at 18.67%; followed by Wholesale and Retail Trade; Car and Motorcycle Repairs by 12.94 percent; Agriculture, Forestry and Fisheries at 12.53%; Mining and Quarrying at 10.52%; and Construction at 9.92%. The role of these five business fields in the Indonesian economy reached 64.58%



Merujuk diagram di atas, pertumbuhan lapangan usaha konstruksi tahun 2023 lebih dari dua kali lipat dibanding tahun sebelumnya. Kondisi tersebut tidak lepas dari konsistensi pemerintah dalam mengakselerasi pembangunan infrastruktur nasional dimana sektor konstruksi termasuk di dalamnya. Berkaitan dengan komitmen tersebut, sejumlah sektor diprioritaskan untuk mendorong pertumbuhan investasi nasional, regional serta ekonomi daerah. Komitmen pemerintah untuk mendorong pembangunan infrastruktur antara lain diwujudkan melalui alokasi anggaran pada Anggaran Pendapatan dan Belanja Negara (APBN) 2023 sebesar Rp392 triliun, naik dibanding tahun 2022 dengan anggaran sebesar Rp365,8 triliun.

Referring to the diagram above, the growth in the construction business field in 2023 was more than double compared to the previous year. This condition cannot be separated from the government's consistency in accelerating national infrastructure development, of which the construction sector is included. In connection with this commitment, a number of sectors are prioritized to encourage national, regional and regional economic investment growth. The government's commitment to encouraging infrastructure development is realized, among other things, through a budget allocation in the 2023 State Revenue and Expenditure Budget (APBN) of IDR 392 trillion, an increase compared to 2022 with a budget of IDR 365.8 trillion.

Berkaitan dengan pemanfaatan anggaran infrastruktur, Kementerian Keuangan menegaskan bahwa anggaran tersebut diarahkan untuk mendorong percepatan pembangunan infrastruktur yang mendukung transformasi ekonomi dan sentra pertumbuhan baru, dengan arah kebijakan yaitu: (1) mengakselerasi pembangunan infrastruktur untuk pemenuhan layanan dasar; (2) mendukung pemerataan akses terhadap infrastruktur teknologi informasi dan komunikasi (TIK) dalam mendukung aktivitas ekonomi; (3) pembangunan infrastruktur yang mendukung transformasi ekonomi (energi, pangan, konektivitas, dan transportasi); (4) mendukung penyelesaian

In relation to the utilization of the infrastructure budget, the Ministry of Finance emphasized that the budget is directed at encouraging the acceleration of infrastructure development that supports economic transformation and new growth centers, with policy directions, namely: (1) accelerating infrastructure development to provide basic services; (2) supporting equitable access to information and communication technology (ICT) infrastructure in supporting economic activities; (3) infrastructure development that supports economic transformation (energy, food, connectivity and transportation); (4) supporting the completion of national strategic projects (PSN) and the development of the National



proyek strategis nasional (PSN) dan pembangunan Ibu Kota Negara (IKN) secara bertahap dan berkelanjutan dengan mengoptimalkan peran Otorita Ibu Kota Nusantara (OIKN) untuk dapat beroperasi secara mandiri pada awal tahun 2023; (5) meningkatkan sinergitaspendanaan antar K/L, pusat dan daerah, serta melalui penerapan skema pembiayaan KPBU.

Lebih lanjut, data Kementerian Keuangan menunjukkan realisasi anggaran infrastruktur pada Anggaran Pendapatan dan Belanja Negara (APBN) 2023 mencapai Rp455,8 triliun atau tumbuh 22,2% dibandingkan tahun 2022 dengan realisasi sebesar Rp372,8 triliun. Anggaran tersebut dialokasikan untuk beragam jenis pembangunan infrastruktur antara lain pembangunan sistem pengelolaan air minum (SPAM) dengan kapasitas 1.226 liter/detik, tujuh unit bendungan baru, dan 18 unit bendungan lanjutan, jaringan irigasi baru 3.455 hektare dan rehabilitasi jaringan irigasi 74.560 hektare, serta pengelolaan air limbah 12.400 KK dan pengelolaan sampah 19.800 KK. Selanjutnya, pembangunan 377,5 kilometer jalan baru, 1.260 meter flyover/underpass, 217,7 kilometer jalan tol, dan 5.956 meter jalan baru. Anggaran tersebut juga digunakan untuk pembangunan dan pengembangan bandara di 114 lokasi, pelabuhan di 47 lokasi, dan pelabuhan penyeberangan di 44 lokasi.

Sebagai bagian dari perusahaan yang bergerak di konstruksi, ADHI turut ambil bagian dalam berbagai pengerjaan proyek infrastruktur di Tanah Air. Keikutsertaan itu turut menopang kinerja ekonomi Perusahaan pada tahun 2023.

## INISIATIF DAN KEBIJAKAN STRATEGIS ADHI [GRI 3-3]

Sebagai entitas bisnis di bidang konstruksi, ADHI turut terdampak positif atas pertumbuhan ekonomi Indonesia yang berkelanjutan pada tahun 2023. Hal itu ditunjukkan dengan pencapaian kinerja ekonomi sebagaimana disampaikan dalam laporan keuangan tahun pelaporan yang telah diaudit oleh Kantor Akuntan Publik

Pencapaian Perusahaan meraih kinerja positif tidak lepas dari ketepatan inisiatif dan kebijakan strategis yang ditetapkan ADHI untuk mewujudkan target dan kinerja terbaik dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2023. Rencana tersebut disusun berdasarkan evaluasi atas kondisi perekonomian Indonesia tahun 2022 dan prediksi dari berbagai lembaga terhadap perekonomian tahun 2023 yang bernada optimis.

Adapun inisiatif dan kebijakan strategis ADHI pada tahun 2023 adalah sebagai berikut:

1. Meningkatkan skala, spesialisasi dan diversifikasi
2. Membangun kompetensi melalui teknologi dan value chain
3. Memulai berkompetisi dalam proyek internasional
4. Memiliki keunggulan dalam operasional, keuangan, dan risiko.

Capital City (IKN) in a gradual and sustainable manner by optimizing the role of the Archipelago Capital Authority (OIKN) to be able to operate independently in early 2023; (5) increasing funding synergy between ministries/institutions, central and regional, as well as through the implementation of PPP financing schemes.

Furthermore, data from the Ministry of Finance shows that the realization of the infrastructure budget in the 2023 State Revenue and Expenditure Budget (APBN) reached IDR 455.8 trillion or grew 22.2% compared to 2022 with a realization of IDR 372.8 trillion. The budget is allocated for various types of infrastructure development, including the construction of a drinking water management system (SPAM) with a capacity of 1,226 liters/second, seven new dam units and 18 advanced dam units, a new irrigation network of 3,455 hectares and rehabilitation of an irrigation network of 74,560 hectares, as well as management waste water for 12,400 families and waste management for 19,800 families. Furthermore, construction of 377.5 kilometers of new roads, 1,260 meters of flyover/underpass, 217.7 kilometers of toll roads and 5,956 meters of new roads. The budget is also used for the construction and development of airports in 114 locations, ports in 47 locations, and ferry ports in 44 locations.

As part of a company engaged in construction, ADHI takes part in various infrastructure projects in the country. This participation will help support the Company's economic performance in 2023.

## ADHI STRATEGIC INITIATIVES AND POLICIES [GRI 3-3]

As a business entity in the construction sector, ADHI also have a positive impact on Indonesia's sustainable economic growth in 2023. This is demonstrated by the achievement of economic performance as presented in the financial report for the reporting year which has been audited by the Public Accounting Firm.

The Company's achievement of positive performance cannot be separated from the accuracy of the initiatives and strategic policies set by ADHI to realize the best targets and performance in the Company's Work Plan and Budget (RKAP) for 2023. This plan was prepared based on an evaluation of the condition of the Indonesian economy in 2022 and predictions from various institutions towards the economy in 2023 with an optimistic tone.

ADHI's strategic initiatives and policies in 2023 are as follows:

1. Increase scale, specialization and diversification
2. Building competency through technology and value chains
3. Start competing in international projects
4. Have excellence in operations, finance and risk.

## KINERJA EKONOMI ADHI TAHUN 2023

ADHI meyakini bahwa keberhasilan pelaksanaan inisiatif dan kebijakan strategis yang ditetapkan Perusahaan, termasuk pencapaian target RKAP tahun 2023, turut ditentukan oleh dukungan dari para pemangku kepentingan, baik internal maupun eksternal. Oleh karena itu, Perusahaan secara berkala melakukan sosialisasi berbagai kebijakan dan inisiatif strategis tersebut.

Sosialisasi kepada pemangku kepentingan internal dilakukan Perusahaan dengan memanfaatkan berbagai media dan kesempatan, termasuk saat manajemen melakukan rapat yang terjadwal maupun pertemuan-pertemuan lain yang bersifat insidental. Sosialisasi kebijakan dan inisiatif strategis, sekaligus merupakan bagian dari upaya ADHI membangun budaya keberlanjutan di lingkungan perusahaan. Sementara itu, sosialisasi kepada pemangku kepentingan eksternal, seperti pemerintah, regulator, kreditur, dan pemasok, antara lain dilakukan melalui *investor gathering update* korporasi kepada investor, keterbukaan publik/*public expose* setahun sekali.

Seiring dengan berbagai upaya sosialisasi di atas, manajemen dengan dukungan karyawan secara simultan menerapkan inisiatif dan kebijakan strategis tersebut selama tahun pelaporan. Pelaksanaannya terus dipantau dan dievaluasi sehingga Perusahaan bisa menentukan solusi terbaik apabila ditemukan deviasi atau hambatan di lapangan. Komitmen dan kesungguhan tersebut bermuara dengan pencapaian kinerja optimal ADHI pada tahun 2023, sekaligus berhasil mencapai sebagian target kinerja dalam RKAP tahun 2023 sebagai berikut: [\[GRI 3-3\]\[OJK F.2\]](#)

## ADHI ECONOMIC PERFORMANCE IN 2023

ADHI believes that the successful implementation of strategic initiatives and policies set by the Company, including achieving the 2023 RKAP target, is also determined by support from stakeholders, both internal and external. Therefore, the Company regularly disseminates various strategic policies and initiatives.

The Company carries out socialization to internal stakeholders by utilizing various media and opportunities, including when management holds scheduled meetings and other incidental meetings. Socialization of strategic policies and initiatives is also part of ADHI's efforts to build a culture of sustainability within the company. Meanwhile, outreach to external stakeholders, such as the government, regulators, creditors and suppliers, is carried out, among other things, through investor gatherings corporate updates to investors, public disclosure/public expose once a year.

In line with the various socializations efforts above, management with employee support simultaneously implemented these strategic initiatives and policies during the reporting year. Implementation continues to be monitored and evaluated so that the Company can determine the best solution if deviations or obstacles are found in the field. This commitment and seriousness culminates in ADHI achieving optimal performance in 2023, while also successfully achieving some of the performance targets in the 2023 RKAP as follows: [\[GRI 3-3\]\[OJK F.2\]](#)

### Target dan Realisasi Tahun 2021-2023 (dalam Miliar Rupiah) Target and Realization for 2021-2023 (in Billions Rupiah)

| No. | Uraian<br>Description                       | Satuan<br>Unit           | 2021     |                          | 2022     |                          | 2023     |                          |
|-----|---------------------------------------------|--------------------------|----------|--------------------------|----------|--------------------------|----------|--------------------------|
|     |                                             |                          | Target   | Realisasi<br>Realization | Target   | Realisasi<br>Realization | Target   | Realisasi<br>Realization |
| 1   | Pendapatan Operasional<br>Operating Revenue | Rp miliar<br>IDR billion | 13.614   | 11.530                   | 14.928   | 13.549                   | 18.876   | 20.073                   |
| 2   | Laba kotor<br>Gross Profit                  | Rp miliar<br>IDR billion | 1.749    | 1.756                    | 1.974    | 1.796                    | 2.065    | 2.323                    |
| 3   | Laba bersih<br>Net Profit                   | Rp miliar<br>IDR billion | 51       | 55                       | 70       | 81                       | 215      | 290                      |
| 4   | Beban pokok pendapatan<br>Cost of revenue   | Rp miliar<br>IDR billion | (11.865) | (9.774)                  | (12.953) | (11.753)                 | (16.811) | (17.750)                 |
| 5   | ROE                                         | Persen<br>Percent        | 0,7%     | 1,1%                     | 0,81%    | 1,8%                     | 1,27%    | 3,3%                     |

Sesuai dengan tabel di atas, secara umum, ADHI berhasil mewujudkan target yang ditetapkan dalam RKAP Tahun 2023. Hal itu dipengaruhi oleh Proyek Tol Sigli Banda Aceh senilai Rp 1.992.549.414.849. Uraian selengkapnya tentang kinerja ekonomi disampaikan dalam Bab Analisa dan Pembahasan Manajemen Laporan Tahunan Perseroan Tahun 2023 halaman 244.

In accordance with the table above, in general, ADHI has succeeded in realizing the targets set in the 2023 RKAP. This is influenced by the Sigli Banda Aceh Toll Project amount IDR 1,992,549,414,849. A complete description of economic performance is presented in the Management Analysis and Discussion Chapter of the Company's Annual Report Year 2023 page 244.



## DISTRIBUSI NILAI EKONOMI

Dengan pencapaian kinerja tersebut di atas, maka distribusi nilai ekonomi ADHI, yaitu nilai ekonomi langsung yang dihasilkan, nilai ekonomi yang didistribusikan, dan nilai ekonomi yang ditahan, dapat dihitung. Nilai ekonomi langsung yang dihasilkan adalah sejumlah pendapatan yang diperoleh dari hasil kegiatan bisnis Perseroan. Sedangkan nilai ekonomi yang didistribusikan merupakan sejumlah pengeluaran yang didistribusikan sebagai bentuk kontribusi Perseroan dalam meningkatkan laju pertumbuhan ekonomi dan kesejahteraan para pemangku kepentingan, seperti pembayaran gaji, pajak, dividen, pembayaran untuk pemasok, maupun realisasi dana untuk masyarakat sebagai salah satu bentuk perwujudan Tanggung Jawab Sosial dan Lingkungan (TJSL), yang diimplementasikan melalui berbagai Program Tanggung Jawab Sosial Perusahaan (*Corporate Social Responsibility/CSR*). Adapun nilai ekonomi yang disimpan adalah selisih antara nilai ekonomi yang dihasilkan dikurangi dengan nilai ekonomi yang didistribusikan, yang digunakan untuk pengembangan usaha Perseroan. [GRI 201-1]

## DISTRIBUTION OF ECONOMIC VALUE

By achieving the performance mentioned above, the distribution of ADHI's economic value, namely the direct economic value produced, the distributed economic value, and the retained economic value, can be calculated. The direct economic value generated is the amount of income obtained from the results of the Company's business activities. Meanwhile, distributed economic value is a number of expenditures distributed as a form of the Company's contribution to increasing the rate of economic growth and welfare of stakeholders, such as payment of salaries, taxes, dividends, payments to suppliers, as well as the realization of funds for the community as a form of manifestation of Social Responsibility and Environment (TJSL), which is implemented through various Corporate Social Responsibility (CSR) Programs. The economic value saved is the difference between the economic value produced minus the distributed economic value, which is used for the Company's business development. [GRI 201-1]

**Tabel Distribusi Nilai Ekonomi Tahun 2021-2023 (Rp Juta)**  
Economic Value Distribution Table 2021-2023 (IDR Million)

| Uraian<br>Description                                                                | 2021              | 2022*             | 2023              |
|--------------------------------------------------------------------------------------|-------------------|-------------------|-------------------|
| <b>Nilai ekonomi langsung yang dihasilkan</b><br>The direct economic value generated |                   |                   |                   |
| Pendapatan<br>Revenue                                                                | 11.530.472        | 13.549.010        | 20.072.993        |
| <b>Nilai ekonomi yang didistribusikan</b><br>Economic value Distributed              |                   |                   |                   |
| Beban Pokok Pendapatan<br>Cost of Revenue                                            | 9.774.046         | 11.752.722        | 17.750.066        |
| Beban Pegawai<br>Employee Expenses                                                   | 396.124           | 465.988           | 591.402           |
| Pembayaran Dividen kepada Pemegang Saham<br>Dividend Payment to Shareholders         | 0                 | 0                 | 0                 |
| Beban Pajak Penghasilan Final<br>Income Tax Expense                                  | 350.720           | 368.065           | 520.921           |
| Pengeluaran untuk Masyarakat<br>Public Expenditures                                  | 1.595             | 1.594             | 2.206             |
| <b>Jumlah Nilai Ekonomi yang Didistribusikan</b><br>Total Distributed Economic Value | <b>10.439.216</b> | <b>12.588.369</b> | <b>18.864.595</b> |
| <b>Nilai ekonomi disimpan</b><br>Economic value Saved                                | <b>1.002.924</b>  | <b>960.641</b>    | <b>1.208.398</b>  |

\*disajikan kembali  
restated

## PROYEK/INVESTASI YANG SEJALAN DENGAN KEGIATAN BERKELANJUTAN [OJK F.3]

Tahun 2022 merupakan tahun ketiga bagi ADHI menerapkan POJK No.51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik. Peraturan tersebut antara lain mengatur tentang perlunya perusahaan publik menyelenggarakan program pembiayaan atau investasi pada instrumen atau proyek yang sejalan dengan

## PROJECTS/INVESTMENTS THAT ARE IN LINE WITH SUSTAINABLE ACTIVITIES [OJK F.3]

2022 was the third year for ADHI to implement POJK No.51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers and Public Companies. This regulation, among other things, regulates the need for public companies to carry out financing or investment programs in instruments or projects that are in line with sustainable



keuangan/kegiatan berkelanjutan. Sesuai peraturan tersebut, kriteria program pembiayaan, investasi atau proyek yang sejalan dengan keuangan/kegiatan berkelanjutan adalah sebagai berikut:

1. mengutamakan upaya efisiensi dan efektivitas penggunaan sumber daya alam secara berkelanjutan;
2. mencegah/membatasi/mengurangi/memperbaiki kerusakan lingkungan hidup, peningkatan polusi, limbah, kerusakan ekosistem, dan ketidakadilan/kesenjangan sosial; atau
3. memberikan solusi bagi masyarakat yang menghadapi dampak perubahan iklim.

Sebagai korporasi yang bergerak di bidang jasa konstruksi, ADHI berkomitmen melaksanakan POJK No.51/POJK.03/201. Langkah nyata yang dilakukan Perusahaan di antaranya dengan melakukan pembiayaan proyek atau investasi yang sesuai dengan prinsip kegiatan berkelanjutan sebagai berikut: [\[GRI G4 : CRE8\]](#)

finance/activities. In accordance with these regulations, the criteria for financing programs, investments or projects that are in line with sustainable finance/activities are as follows:

1. prioritize efforts for efficiency and effectiveness in the use of natural resources in a sustainable manner;
2. prevent/limit/reduce/repair environmental damage, increased pollution, waste, ecosystem damage, and social injustice/inequality; or
3. provide solutions for communities facing the impacts of climate change.

As a corporation operating in the construction services sector, ADHI is committed to implementing POJK No.51/POJK.03/201. Concrete steps taken by the Company include financing projects or investments in accordance with the principles of sustainable activities as follows: [\[GRI G4 : CRE8\]](#)

**Tabel Perbandingan Target dan Realisasi Pembiayaan Investasi Ramah Lingkungan Tahun 2021-2023 (Rupiah)**  
**Comparison Table of Targets and Realization of Environmentally Friendly Investment Financing for 2021-2023 (Rupiah)**

| Uraian<br>Description                                       | 2021           |                          | 2022            |                          | 2023            |                          |
|-------------------------------------------------------------|----------------|--------------------------|-----------------|--------------------------|-----------------|--------------------------|
|                                                             | Target         | Realisasi<br>Realization | Target          | Realisasi<br>Realization | Target          | Realisasi<br>Realization |
| Dumai Tirta Persada                                         | -              | -                        | 500.000.000     | 170.051.000              | -               | -                        |
| Karian Water Service                                        | 94.019.000.000 | 1.426.022.796            | 714.956.000.000 | 60.361.912               | 703.663.000.000 | 35.000.000               |
| Kawasan Industri/ FPLT Medan<br>Industrial Area/ FPLT Medan | -              | -                        | 7.203.219.355   | 2.650.685.135            | 16.979.058.882  | 17.090.822.187           |

\*disajikan kembali  
\* restated

## IMPLIKASI FINANSIAL SERTA RISIKO DAN PELUANG LAIN AKIBAT DARI PERUBAHAN IKLIM

Saat ini warga dunia tengah menghadapi masalah besar yang menuntut kontribusi bersama untuk menanganinya. Masalah tersebut adalah perubahan iklim dan pemanasan global yang dampak negatifnya kian terasa. Dampak yang terjadi, antara lain, cuaca ekstrem, suhu udara lebih panas dibanding sebelumnya, hujan turun lebih deras dan waktunya kian sulit ditebak; sebaliknya, saat musim kemarau datang maka waktunya lebih lama dari biasanya sehingga memicu gagal panen dan sebagainya. Tak hanya menimbulkan bencana lingkungan, perubahan iklim juga berdampak negatif terhadap kehidupan manusia dan makhluk hidup lainnya. [\[GRI 3-3\]](#)

Dampak negatif perubahan iklim yang dipicu oleh pemanasan global menjadi tantangan seluruh sektor bisnis dan industri di Indonesia, termasuk konstruksi. Beberapa fenomena yang terjadi akibat perubahan iklim dan perlu diantisipasi antara lain adanya peningkatan atau penurunan curah hujan, peningkatan kejadian cuaca ekstrim, dan peningkatan tinggi muka laut. Bagi ADHI, fenomena tersebut turut berpengaruh terhadap pengerjaan dan penyelesaian proyek-proyek yang dikerjakan. Untuk itu, ADHI telah menetapkan mitigasi berupa: [\[GRI G4 : CRE8\]](#)

1. Memastikan semua proyek yang menerima dukungan Pemerintah menerapkan seluruh ruang lingkup Standar Mitigasi dan Adaptasi Perubahan Iklim serta risiko bencana

## FINANCIAL IMPLICATIONS AND OTHER RISKS AND OPPORTUNITIES RESULTING FROM CLIMATE CHANGE

Currently, world citizens are facing big problems that require joint contributions to deal with them. The problem is climate change and global warming, the negative impacts of which are increasingly being felt. The impacts that occur include extreme weather, the air temperature is hotter than before, the rain falls more heavily and the timing is increasingly difficult to predict; On the other hand, when the dry season comes, it lasts longer than usual, triggering crop failure and so on. Not only does it cause environmental disasters, climate change also has a negative impact on human life and other living creatures. [\[GRI 3-3\]](#)

The negative impact of climate change triggered by global warming is a challenge for all business and industrial sectors in Indonesia, including construction. Several phenomena that occur as a result of climate change and need to be anticipated include an increase or decrease in rainfall, an increase in extreme weather events, and an increase in sea level. For ADHI, this phenomenon also influences the work and completion of the projects being undertaken. For this reason, ADHI has established the following mitigation and policies in the form of: [\[GRI G4 : CRE8\]](#)

1. Ensure that all projects receiving Government support implement the entire scope of Climate Change Mitigation and Adaptation Standards and disaster risks



2. Mendorong pengelola proyek untuk memastikan pelaksanaan konstruksi berjalan lancar dan adanya upaya pencegahan terhadap perubahan kondisi iklim, seperti kenaikan suhu bumi, kenaikan muka air laut, perubahan pola curah hujan, dan perubahan pola badai serta menyiapkan mitigasinya
3. Memastikan setiap proyek yang menerima dukungan dari Pemerintah patuh dan melaksanakan segala jenis peraturan dan perundang-undangan yang berkaitan dengan bangunan dan bangunan hijau, serta peraturan yang terkait
4. Melakukan identifikasi Aspek & Dampak Lingkungan terhadap aspek limbah, aspek pencemaran, aspek sumber daya air & energi, aspek keanekaragaman hayati, aspek perubahan iklim, aspek cagar budaya, aspek 5R (Ringkas, Rapi, Resik, Rawat, Rajin), dan Aspek Sosial Lingkungan Sekitar yang didalamnya terdapat analisa dampak, mitigasi pengendalian, rencana program lingkungan, dan penanggungjawab. Hal ini tertera pada Petunjuk Kerja Identifikasi Aspek dan Dampak Lingkungan (IADL) dan Rencana Program Lingkungan SP 014 ES W01.

Sementara itu, berkaitan dengan implikasi atau dampak finansial akibat perubahan iklim pada tahun pelaporan, ADHI belum melakukan perhitungan khusus. [\[GRI 201-2\]](#)

## PROGRAM PENSIUN

ADHI senantiasa memperhatikan kesejahteraan karyawannya selama mengabdikan maupun saat memasuki masa purnabakti. Berkaitan dengan hal tersebut, karyawan yang memasuki masa purnabakti akan menerima dana pensiun sesuai perhitungan pesangon UU Ketenagakerjaan dan melakukan kerja sama pengelolaan dana program pensiun di Dana Pensiun Lembaga Keuangan (DPLK). [\[GRI 3-3\]](#)

Program Pensiun yang berlaku di lingkungan ADHI adalah Program Pensiun Iuran Pasti (PPIP) yang dikelola oleh DPLK BNI dan Program Pensiun Untuk Kompensasi Pesangon (PPUKP) yang dikelola oleh DPLK Jiwasraya. Adapun besaran manfaat pensiun yang akan diterima karyawan disesuaikan dengan ketentuan perhitungan pesangon pada UU Ketenagakerjaan yang berlaku. Di mana ADHI memiliki kewajiban untuk memenuhi hak tersebut dengan menggunakan nominal yang tertinggi antara perhitungan pesangon atau akumulasi saldo iuran kontribusi Perseroan. [\[GRI 201-3\]](#)

2. Encourage project managers to ensure that construction implementation runs smoothly and that there are efforts to prevent changes in climate conditions, such as rising earth temperatures, rising sea levels, changes in rainfall patterns and changes in storm patterns, as well as preparing for mitigation.
3. Ensure that every project that receives support from the Government complies with and implements all types of regulations and legislation relating to green buildings and buildings, as well as related regulations
4. Identify Environmental Aspects & Impacts on waste aspects, pollution aspects, water & energy resources aspects, biodiversity aspects, climate change aspects, cultural heritage aspects, 5R aspects (Concise, Neat, Clean, Careful, Diligent), and Aspects Environmental Social, which includes impact analysis, mitigation control, environmental program plans, and responsible persons. This is stated in the Work Instructions for Identification of Environmental Aspects and Impacts (IADL) and the Environmental Program Plan SP 014 ES W01.

Meanwhile, regarding the financial implications or impacts due to climate change in the reporting year, ADHI has not carried out special calculations. [\[GRI 201-2\]](#)

## PENSION PROGRAM

ADHI always pays attention to the welfare of its employees while serving and when entering retirement. In this regard, employees entering retirement will receive pension funds in accordance with the calculation of severance pay under the Employment Law and collaborate in managing program funds. retire at the Financial Institution Pension Fund (DPLK). [\[GRI 3-3\]](#)

The pension programs that apply within ADHI are the Defined Contribution Pension Program (PPIP) managed by DPLK BNI and the Pension Program for Severance Compensation (PPUKP) managed by DPLK Jiwasraya. The amount of pension benefits that employees will receive is adjusted to the provisions for calculating severance pay in the applicable Manpower Law. Where ADHI has the obligation to fulfill these rights by using the highest nominal amount between the calculation of severance pay or the accumulated balance of the Company's contribution dues. [\[GRI 201-3\]](#)

## BANTUAN FINANSIAL YANG DITERIMA DARI PEMERINTAH

Sejak tahun 2010, Pemerintah memberikan perhatian khusus kepada BUMN dengan menyalurkan dana melalui mekanisme Penyertaan Modal Negara (PMN). Kebijakan tersebut diambil sejalan dengan upaya pemerintah agar BUMN bisa menjadi salah satu motor penggerak perekonomian di Tanah Air. Pada tahun 2023, sumber resmi Kementerian Keuangan menyatakan ada penambahan PMN dalam bentuk tunai sebesar Rp42,8 triliun untuk 5 BUMN; tunai dalam bentuk cadangan pembiayaan investasi sebesar Rp4,5 triliun untuk 3 BUMN; Nontunai dalam bentuk konversi piutang APBN 2023 sebesar Rp3T untuk 2 BUMN; dan nontunai berupa BUMN kepada 5 BUMN. Di antara kelima BUMN, ADHI tidak termasuk salah satu di antaranya. Dengan demikian, pada tahun 2023, Perseroan tidak menerima bantuan finansial dari pemerintah, baik dalam bentuk pembebasan pajak dan kredit pajak, subsidi, hibah investasi, maupun bentuk lainnya. [\[GRI 3-3, 201 -4\]](#)

## FINANCIAL ASSISTANCE RECEIVED FROM THE GOVERNMENT

Since 2010, the Government has paid special attention to SOEs by distributing funds through the State Capital Participation (PMN) mechanism. The policy was taken in line with the government's efforts to ensure that SOEs can become one of the driving forces of the economy in the country. In 2023, official sources from the Ministry of Finance stated that there would be additional PMN in cash amounting to IDR 42.8 trillion for 5 BUMN; cash in the form of investment financing reserves amounting to IDR 4.5 trillion for 3 SOEs; Non-cash in the form of conversion of 2023 APBN receivables amounting to IDR 3T for 2 BUMN; and non-cash in the form of SOE to 5 SOEs. Among the five SOEs, ADHI is not one of them. Thus, in 2023, the Company did not receive financial assistance from the government, either in the form of tax exemptions and tax credits, subsidies, investment grants, or other forms. [\[GRI 3-3, 201-4\]](#)



beyond construction



# *KINERJA LINGKUNGAN*

ENVIRONMENTAL PERFORMANCE

05







## Musholla Al Hikmah

ADHI berkomitmen untuk mewujudkan lingkungan yang lebih baik sebagai sumbangsih untuk mengantisipasi dampak negatif pemanasan global dan perubahan iklim yang kian nyata.

ADHI is committed to creating a better environment as a contribution to anticipating the increasingly real negative impacts of global warming and climate change.



# MENGUKUHKAN KOMITMEN MEMPERKUAT DAYA DUKUNG LINGKUNGAN

## CONFIRMING THE COMMITMENT TO STRENGTHEN ENVIRONMENTAL SUPPORTING CAPACITY

Perubahan iklim dan pemanasan global merupakan masalah besar yang dihadapi warga dunia saat ini, termasuk Indonesia. Dampak negatif fenomena tersebut semakin terasa antara lain semakin seringnya terjadi bencana hidrometeorologi di Tanah Air. Bencana hidrometeorologi adalah bencana yang diakibatkan oleh aktivitas cuaca seperti siklus hidrologi, curah hujan, temperatur, angin dan kelembapan. Bentuk bencana hidrometeorologi sangat beragam seperti banjir, badai, longsor, angin puyuh, dan sebagainya.

Di sepanjang tahun 2023, menurut data Badan Nasional Penanggulangan Bencana (BNPB), terjadi 4.940 peristiwa bencana alam di Indonesia, dan sebagian besar masuk kategori bencana hidrometeorologi basah, seperti banjir (1.170 kejadian), tanah longsor (579 dan cuaca ekstrem). Angka kejadian bencana tersebut mengalami kenaikan sebesar 39,39% dibandingkan tahun 2022 dengan 3.544 kejadian bencana.

Bencana yang terjadi selama tahun 2023 telah mengakibatkan 877 fasilitas rusak, 34.832 rumah rusak (meliputi 4.233 rumah rusak berat), 5.569 rumah rusak sedang, dan 25.030 rumah rusak ringan. Selain itu, serangkaian bencana tersebut menyebabkan 267 orang meninggal dunia, 33 orang hilang, 5.785 orang luka-luka, serta 9.002.975 orang menderita dan mengungsi.

Sebagian ahli menyebut penyebab bencana hidrometeorologi adalah perubahan iklim dan cuaca ekstrem. Walau demikian, sebagian ahli meyakini bahwa perubahan iklim dan cuaca hanyalah pemicu, sedangkan penyebab utama bencana hidrometeorologi adalah kerusakan lingkungan yang semakin masif sehingga daya dukung lingkungan semakin menurun.

Untuk mengurangi terjadinya bencana hidrometeorologi sekaligus mengantisipasi dampak lanjut perubahan iklim dan pemanasan global, kontribusi semua pemangku kepentingan menjadi kunci. Pemerintah, masyarakat, dan kalangan dunia usaha harus bersinergi untuk menjaga kelestarian lingkungan untuk menguatkan daya dukung lingkungan.

### LANDASAN KEBIJAKAN [GRI 3-3]

ADHI berkomitmen untuk berkontribusi secara maksimal dalam mewujudkan lingkungan yang lebih baik dan lestari, sekaligus memperkuat daya dukung lingkungan. Untuk mewujudkan komitmen itu, Perseroan merujuk pada berbagai regulasi yang berlaku di bidang lingkungan, baik berupa undang-undang, peraturan pemerintah, peraturan menteri, beserta peraturan-peraturan turunannya, antara lain:

Climate change and global warming are major problems facing the world's citizens today, including Indonesia. The negative impacts of this phenomenon are increasingly felt, including the increasing frequency of hydrometeorological disasters in the country. Hydrometeorological disasters are disasters caused by weather activities such as the hydrological cycle, rainfall, temperature, wind and humidity. The forms of hydrometeorological disasters are very diverse, such as floods, storms, landslides, whirlwinds, and so on.

Throughout 2023, according to data from the National Disaster Management Agency (BNPB), there will be 4,940 natural disaster events in Indonesia, and most of them fall into the category of wet hydrometeorological disasters, such as floods (1,170 incidents), landslides (579 and extreme weather). Number of disaster incidents has increased by 39.39% compared to 2022 with 3,544 disaster events.

Disasters that occurred during 2023 have resulted in 877 facilities damaged, 34,832 houses damaged (including 4,233 houses heavily damaged), 5,569 houses moderately damaged, and 25,030 houses lightly damaged. Apart from that, the series of disasters caused 267 people to die, 33 people went missing, 5,785 people were injured, and 9,002,975 people suffered and were displaced.

Some experts say the causes of hydrometeorological disasters are climate change and extreme weather. However, some experts believe that climate and weather changes are only triggers, while the main cause of hydrometeorological disasters is increasingly massive environmental damage so that the environmental carrying capacity decreases.

To reduce the occurrence of hydrometeorological disasters while anticipating the further impacts of climate change and global warming, the contribution of all stakeholders is key. The government, society and the business world must work together to preserve the environment to strengthen the environment's carrying capacity.

### POLICY FOUNDATION [GRI 3-3]

ADHI is committed to contributing optimally in creating a better and more sustainable environment, while strengthening the environmental carrying capacity. To realize this commitment, the Company refers to various regulations that apply in the environmental sector, in the form of laws, government regulations, ministerial regulations, along with derivative regulations, including:



1. Undang-Undang Republik Indonesia Nomor 30 Tahun 2007 tentang Energi.
2. Undang-Undang Nomor 18 Tahun 2008 tentang Pengelolaan Sampah.
3. Undang-Undang Nomor 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup.
4. Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang
5. Peraturan Pemerintah Nomor 22 Tahun 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup.
6. Peraturan Pemerintah Nomor 74 Tahun 2001 tentang Pengelolaan Bahan Berbahaya dan Beracun.
7. Peraturan Pemerintah No. 33 Tahun 2023 tentang Konservasi Energi.
8. Instruksi Presiden Nomor 13 Tahun 2011 tentang Penghematan Energi.
9. Peraturan Menteri Lingkungan Hidup dan Kehutanan Republik Indonesia Nomor 12 Tahun 2010 tentang Pelaksanaan Pengendalian Pencemaran Udara di Daerah.
10. Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor 6 Tahun 2021 tentang Tata Cara dan Persyaratan Pengelolaan Limbah Bahan Berbahaya dan Beracun.
11. Keputusan Menteri Negara Lingkungan Hidup dan Kehutanan Republik Indonesia Nomor 111 Tahun 2003 Tentang Pedoman Mengenai Syarat dan Tata Cara Perizinan Serta Pedoman Kajian Pembuangan Air Limbah ke Air atau Sumber Air.
12. Keputusan Menteri Lingkungan Hidup dan Kehutanan Republik Indonesia No.45 Tahun 2005 tentang Pedoman Penyusunan Pelaksanaan RKL-RPL.
13. Indeks saham *Sustainable and Responsible Investment* (SRI)-KEHATI.

Merujuk berbagai regulasi di atas, Perseroan merumuskan berbagai peraturan internal dan acuan internal dalam mengimplementasikan kinerja keberlanjutan di bidang lingkungan hidup di lapangan. Perseroan juga senantiasa berupaya secara maksimal untuk meningkatkan daya dukung lingkungan, memiliki analisis mengenai dampak lingkungan hidup (AMDAL), melakukan upaya pengelolaan lingkungan hidup dan upaya pemantauan lingkungan hidup (UKL-UPL), memenuhi baku mutu lingkungan, serta mengedepankan operasional perusahaan yang ramah lingkungan, dan sebagainya. Dalam hal kinerja keberlanjutan lingkungan, Perseroan telah tersertifikasi ISO 9001:2015 tentang Sistem Manajemen Mutu dan ISO 14001:2015 tentang Sistem Manajemen Lingkungan.

### KOMITMEN ADHI TERHADAP KELESTARIAN LINGKUNGAN [GRI 3-3]

ADHI sebagai bagian dari pelaku usaha di Indonesia berkomitmen untuk mewujudkan lingkungan yang lebih baik. Selain turut berkontribusi untuk mencegah semakin seringnya terjadi bencana hidrometeorologi, komitmen tersebut dipegang sebagai sumbangsih untuk mengantisipasi dampak lanjutan pemanasan global dan perubahan iklim.

1. Law of the Republic of Indonesia Number 30 of 2007 concerning Energy.
2. Law Number 18 of 2008 concerning Waste Management.
3. Law Number 32 of 2009 concerning Environmental Protection and Management.
4. Law Number 6 of 2023 concerning the Stipulation of Government Regulations in Lieu of Law Number 2 of 2022 concerning Job Creation into Law.
5. Government Regulation Number 22 of 2021 concerning Implementation of Environmental Protection and Management
6. Government Regulation Number 74 of 2001 concerning Management of Hazardous and Toxic Materials.
7. Government Regulation no. 33 of 2023 concerning Energy Conservation.
8. Presidential Instruction Number 13 of 2011 concerning Energy Saving.
9. Regulation of the Minister of Environment and Forestry of the Republic of Indonesia Number 12 of 2010 concerning Implementation of Air Pollution Control in Regions.
10. Regulation of the Minister of Environment and Forestry Number 6 of 2021 concerning Procedures and Requirements for Management of Hazardous and Toxic Waste.
11. Decree of the Minister of Environment and Forestry of the Republic of Indonesia Number 111 of 2003 concerning Guidelines Regarding Licensing Requirements and Procedures as well as Guidelines for the Study of Waste Water Discharge into Water or Water Sources.
12. Decree of the Minister of Environment and Forestry of the Republic of Indonesia No. 45 of 2005 concerning Guidelines for Preparing the Implementation of RKL-RPL.
13. Sustainable and Responsible Investment (SRI)-KEHATI stock index.

Referring to the various regulations above, the Company formulates various internal regulations and internal references in implementing sustainability performance in the environmental sector in the field. The company also always makes maximum efforts to increase the carrying capacity of the environment, has an environmental impact analysis (AMDAL), carries out environmental management efforts and environmental monitoring efforts (UKL-UPL), meets environmental quality standards, and prioritizes environmentally friendly company operations, etc. In terms of environmental sustainability performance, the Company has been certified ISO 9001:2015 concerning Quality Management Systems and ISO 14001:2015 concerning Environmental Management Systems.

### ADHI'S COMMITMENT TO ENVIRONMENTAL SUSTAINABILITY [GRI 3-3]

ADHI as part of business actors in Indonesia is committed to creating a better environment. Apart from contributing to preventing the increasingly frequent occurrence of hydrometeorological disasters, this commitment is held as a contribution to anticipating the further impacts of global warming and climate change.



Implementasi atas komitmen tersebut semakin bermakna dengan terbitnya Peraturan Otoritas Jasa Keuangan No.51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten dan Perusahaan Publik atau POJK Keuangan Berkelanjutan. Peraturan ini membagi dua kategori perusahaan berdasarkan proses bisnis dan pengaruhnya terhadap lingkungan, yaitu perusahaan yang proses bisnisnya berkaitan langsung dengan lingkungan hidup dan perusahaan yang proses bisnisnya tidak berkaitan langsung dengan lingkungan hidup. Merujuk kategori ini, Perseroan termasuk dalam kategori pertama, yaitu perusahaan yang proses bisnisnya berkaitan langsung dengan lingkungan hidup

Perseroan meyakini upaya untuk menjaga kelestarian lingkungan dan memperkuat daya dukung lingkungan memerlukan kerja bersama dan kontribusi semua pemangku kepentingan. Oleh karena itu, ADHI mendukung sepenuhnya upaya Pemerintah melalui Kementerian Lingkungan Hidup dan Kehutanan yang telah berupaya untuk mengendalikan persoalan kerusakan lingkungan melalui koordinasi dengan para pemangku kepentingan. Selain Pemerintah pusat, koordinasi juga dilakukan dengan dunia usaha, dunia Pendidikan, LSM, serta para pelaku di lapangan.

Sejalan dengan spirit pentingnya kontribusi tersebut, ADHI sebagai perusahaan konstruksi senantiasa berusaha untuk melibatkan seluruh pemangku kepentingan dalam upaya menjaga kelestarian lingkungan. Kerja sama juga dilakukan dengan berbagai pihak untuk melakukan pengelolaan terkait masalah lingkungan. Melalui salah satu bisnis ADHI yang bergerak di pengelolaan lingkungan, yaitu FPLT Medan ADHI Estate Management, ADHI melakukan pengelolaan limbah lanjutan pada proyek - proyek ADHI. Bentuk kerja sama lainnya melalui Pelatihan Perhitungan Emisi Gas Rumah Kaca, Pelatihan ISO 14001. Berbagai kerja sama yang dilakukan oleh Perseroan merupakan bentuk dukungan kepada Pemerintah dalam percepatan program *go green* yang diusung oleh Pemerintah.

## IMPLEMENTASI KEPEDULIAN TERHADAP LINGKUNGAN [GRI 3-3]

Kepedulian ADHI terhadap lingkungan diwujudkan melalui berbagai program dan kebijakan di antaranya dengan memenuhi berbagai regulasi lingkungan. Regulasi Lingkungan terkait ESG yang sudah diterbitkan antara lain, Manual ESG, Prosedur Pengelolaan Lingkungan, Prosedur Penerapan Sistem Manajemen Lingkungan, dan beberapa Petunjuk Kerja antara lain Identifikasi Analisa Dampak Lingkungan, Pengelolaan Limbah Konstruksi, Domestik dan B3, Pelaksanaan Penghijauan di lingkungan proyek. Selain kebijakan di atas ADHI telah menerapkan SKD Kebijakan ESG nomor 014-6/2023/279 yang memuat komitmen ADHI untuk melakukan pembangunan dengan memperhatikan aspek

Implementation of this commitment has become more meaningful with the issuance of Financial Services Authority Regulation No.51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers and Public Companies or POJK Sustainable Finance. This regulation divides two categories of companies based on business processes and their impact on the environment, namely companies whose business processes are directly related to the environment and companies whose business processes are not directly related to the environment. Referring to this category, the Company is included in the first category, namely companies whose business processes are directly related to the environment.

The Company believes that efforts to preserve the environment and strengthen the carrying capacity of the environment require joint work and contributions from all stakeholders. Therefore, ADHI fully supports the Government's efforts through the Ministry of Environment and Forestry which has attempted to control the issue of environmental damage through coordination with stakeholders. Apart from the central government, coordination is also carried out with the business world, the world of education, NGOs, and actors in the field.

In line with the spirit of the importance of this contribution, ADHI as a construction company always strives to involve all stakeholders in efforts to preserve the environment. Collaboration is also carried out with various parties to manage environmental issues. Through one of ADHI's businesses engaged in environmental management, namely FPLT Medan ADHI Estate Management, ADHI carries out advanced waste management on ADHI projects. Other forms of collaboration include Greenhouse Gas Emission Calculation Training, ISO 14001 Training. Various collaborations carried out by the Company are a form of support to the Government in accelerating the go green program promoted by the Government.

## IMPLEMENTATION OF CONCERN FOR THE ENVIRONMENT [GRI 3-3]

ADHI's concern for the environment is realized through various programs and policies, including complying with various environmental regulations. Environmental regulations related to ESG that have been published include the ESG Manual, Environmental Management Procedures, Environmental Management System Implementation Procedures, and several Work Instructions, including Identification of Environmental Impact Analysis, Management of Construction, Domestic and B3 Waste, Implementation of Greening in the project environment. In addition to the above policies, ADHI has implemented ESG Policy SKD number 014-6/2023/279 which contains ADHI's



lingkungan, yaitu untuk mengurangi limbah dan mengelola gas rumah kaca. Program lain yang diterapkan pada saat membangun kantor operasional atau saat mengerjakan berbagai proyek jasa konstruksi yang dipercayakan kepada Perseroan. Dalam operasional kantor, Perseroan berupaya semaksimal mungkin menerapkan operasional kantor yang ramah lingkungan. Penggunaan Direksi Keet ramah lingkungan dengan pemakaian Mobox yang dibuat dengan material ramah lingkungan dengan konsep mengurangi sampah di proyek saat pembangunan nya. ADHI juga menerapkan program Public Transportation Day untuk mengurangi emisi, di mana melalui program ini diestimasikan kantor pusat ADHI dapat mengurangi 1.755 ton CO2 perhari. Kebijakan lain terkait lingkungan tersebut diimplementasikan melalui penggunaan material ramah lingkungan penggunaan semen non OPC di beberapa proyek, pengujian baku mutu lingkungan, hemat energi, hemat air, pengelolaan limbah konstruksi, domestik dan B3 dan secara konsisten menerapkan prinsip 3R (*Reduce, Reuse & Recycle*), sebagainya dengan sebaik-baiknya sesuai ketentuan yang berlaku. Strategi yang diterapkan untuk mengoptimalkan keberhasilan program tersebut dilakukan salah satunya dengan sosialisasi dan kampanye prosedur, kebijakan dan program kerja di lingkungan proyek ADHI.

Adapun dalam pengerjaan konstruksi, ADHI berkomitmen untuk mengedepankan keseimbangan dan kelestarian lingkungan, baik di sekitar area proyek maupun lokasi sekitar pekerjaan konstruksi. Komitmen tersebut direalisasikan melalui berbagai kebijakan di antaranya menginisiasi program penanaman sejuta pohon untuk mengurangi efek pemanasan global dan menjaga keseimbangan lingkungan.

Perseroan berkomitmen dan turut berkontribusi terhadap kelestarian lingkungan karena meyakini bahwa lingkungan hidup yang baik dan sehat merupakan hak asasi setiap warga negara, sebagaimana diamanatkan dalam Pasal 28H Undang-Undang Dasar Negara Republik Indonesia Tahun 1945: "Setiap orang berhak hidup sejahtera lahir batin, bertempat tinggal, dan mendapatkan lingkungan hidup yang baik dan sehat serta berhak memperoleh pelayanan kesehatan."

commitment to carry out development by paying attention to environmental aspects, namely to reduce waste and manage greenhouse gases. In office operations, the Company makes every effort to implement environmentally friendly office operations. The use of environmentally friendly directors kept by using Moboxes which are made from environmentally friendly materials with the concept of reducing waste in the project during its construction. ADHI also implements the Public Transportation Day program to reduce emissions, where through this program it is estimated that ADHI head office can reduce 1,755 tons of CO2 per day. Other policies related to the environment are implemented through the use of environmentally friendly materials, the use of non-OPC cement in several projects, testing environmental quality standards, saving energy, saving water, managing construction, domestic and B3 waste and consistently implementing the 3R principle (*Reduce, Reuse & Recycle*), and so on as best as possible in accordance with applicable regulations. One of the strategies implemented to optimize the success of the program is socialization and campaigning for procedures, policies and work programs within the ADHI project environment.

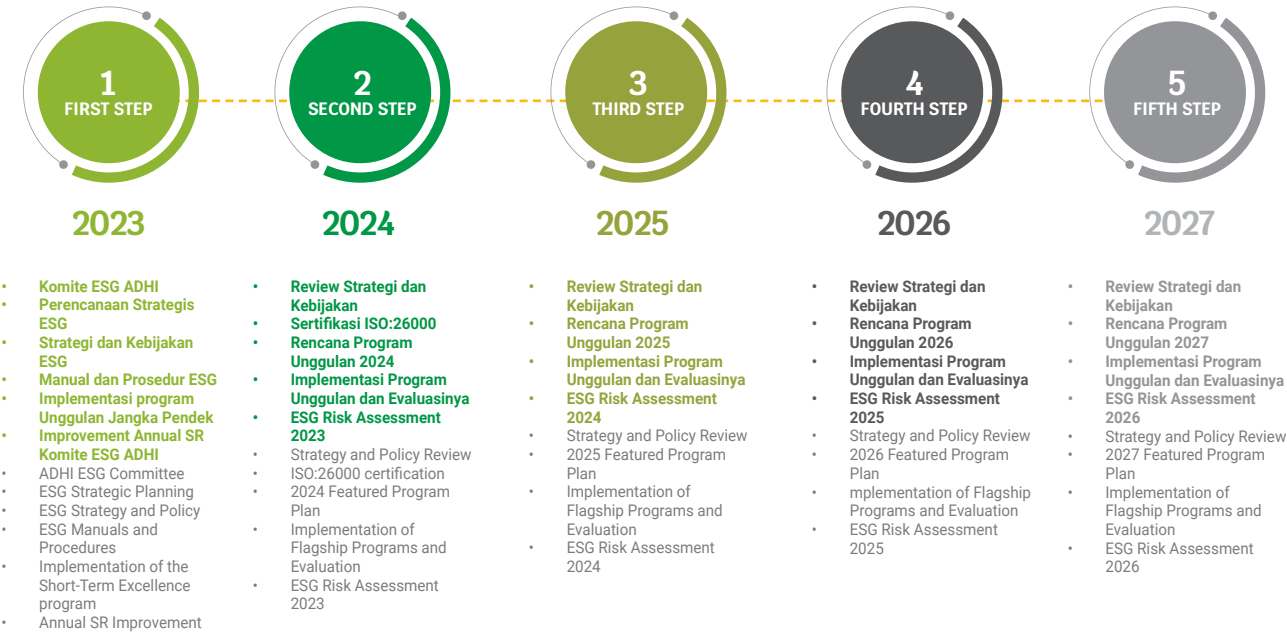
As for construction work, ADHI is committed to prioritizing balance and environmental sustainability, both around the project area and locations around construction work. This commitment is realized through various policies, including initiating a program to plant a million trees to reduce the effects of global warming and maintain environmental balance.

The Company is committed and contributes to environmental sustainability because it believes that a good and healthy living environment is the human right of every citizen, as mandated in Article 28H of the 1945 Constitution of the Republic of Indonesia: "Everyone has the right to live in prosperity physically and mentally, to live, and get a good and healthy living environment and have the right to receive health services."



Langkah nyata yang dilakukan ADHI terhadap aspek lingkungan juga diwujudkan dengan menetapkan Sustainability ADHI dan melakukan Identifikasi Aspek & Dampak Lingkungan (IADL) di setiap proyek sebagai berikut: [\[GRI 3-3\] \[OJK A.1\]](#)

The concrete steps taken by ADHI towards environmental aspects are also realized by establishing ADHI Sustainability and carrying out Environmental Aspects & Impact Identification (IADL) in each project as follows: [\[GRI 3-3\] \[OJK A.1\]](#)



**Identifikasi Aspek & Dampak Lingkungan (IADL)**  
**Environmental Aspects & Impact Identification (IADL)**

| No. | ASPEK LINGKUNGAN<br>ENVIRONMENTAL ASPECTS               | NAMA KEGIATAN<br>ACTIVITY NAME                      | DAMPAK<br>IMPACT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----|---------------------------------------------------------|-----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.  | ASPEK LIMBAH<br>WASTE ASPECT                            |                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|     | LIMBAH KONSTRUKSI ORGANIK<br>ORGANIC CONSTRUCTION WASTE |                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|     | Limbah Kayu Bekisting<br>Waste Wood Formwork            | Pekerjaan bekisting beton<br>Concrete formwork work | Limbah kayu bekisting yang tidak dikelola dengan baik, dapat menimbulkan dampak negatif <ul style="list-style-type: none"><li>Kondisi proyek tidak rapi &amp; kotor</li><li>Jika dibakar, menimbulkan emisi gas CO2</li><li>Bahan kimia pengawet pada kayu dapat larut sehingga mencemari tanah dan mempengaruhi kualitas air tanah</li></ul> Formwork wood waste that is not managed properly, can have a negative impact <ul style="list-style-type: none"><li>Untidy &amp; dirty project condition</li><li>If burned, it causes CO2 gas emissions</li><li>Preservative chemicals in wood can dissolve so that they pollute the soil and affect the quality of groundwater</li></ul> |
|     | Sisa Beton Readymix<br>Readymix Concrete Time           | Pekerjaan pengecoran beton<br>Concrete casting work | Sisa beton readymix jika tidak dikelola dengan baik, dapat menimbulkan dampak negatif terhadap lingkungan, di antaranya: <ul style="list-style-type: none"><li>Kondisi proyek tidak rapi &amp; kotor</li><li>Senyawa kimia dalam beton dapat memengaruhi pH tanah</li><li>Jika masuk ke saluran air, dapat menyebabkan sedimentasi</li></ul> The rest of readymix concrete if not managed properly, can have a negative impact on the environment, including: <ul style="list-style-type: none"><li>Untidy &amp; dirty project condition</li><li>Chemical compounds in concrete can affect soil pH</li><li>If it gets into waterways, it can cause sedimentation</li></ul>             |



Metode bekisting dari bahan besi yang bisa menghilangkan limbah kayu dan bisa dipakai berulang kali (*Reduce*)  
Iron formwork method that can eliminate wood waste and can be used repeatedly (*Reduce*)

Program Metode Kerja & Teknologi Berkelanjutan  
Work Method & Sustainable Technology Program

Pengadaan material kayu dan multipleks yang kuat tahan lama, sehingga bisa dipakai secara berulang (*Reuse*)  
Procurement of wood and multiplex materials that are strong, durable, so that they can be used repeatedly (*Reuse*)

Program Procurement Berkelanjutan  
Sustainable Procurement Program

Jika dalam kondisi tidak dapat dipakai kembali, maka diolah menjadi pupuk kompos atau dipakai untuk alat bantu (*Recycle*)  
If it is in a condition that cannot be reused, it is processed into compost or used for tools (*Recycle*)

Program Pengelolaan Limbah Non B3  
Non B3 Waste Management Program

Mitigasi terakhir, jika masih terdapat limbah kayu, maka dipindahkan ke lokasi tempat pembuangan sampah akhir (*Landfill*)  
The last mitigation, if there is still wood waste, is moved to the location of the landfill

Program Pengelolaan Limbah Non B3  
Non B3 Waste Management Program

Pengadaan beton sesuai dengan perhitungan quantity pengecoran sehingga meminimalkan sisa beton (*Reduce*)  
Procurement of concrete in accordance with the calculation of casting quantity so as to minimize the remaining concrete (*Reduce*)

Program Procurement Berkelanjutan  
Sustainable Procurement Program

Metode pemasangan sarung pada corong tuang beton truck mixer (*Reduce*)  
Method of mounting the sheath on the concrete pour funnel of the mixer truck (*Reduce*)

Program Metode Kerja & Teknologi Berkelanjutan  
Work Method & Sustainable Technology Program

Pemanfaatan sisa beton untuk pembuatan produk lain misal untuk jalan kerja, kanstin, saluran precast U-ditch (*Recycle*)  
Utilization of concrete residue for the manufacture of other products for example for work roads, canteens, U-ditch precast channels (*Recycle*)

Program Pengelolaan Limbah Non B3  
Non B3 Waste Management Program

Penyediaan area khusus pembuangan sisa beton yang terkendali  
Provision of a special area of controlled disposal of concrete residue

Program Pengelolaan Limbah Non B3  
Non B3 Waste Management Program

Pembersihan ceceran beton yang jatuh di jalan  
Cleaning of concrete splatters that fall on the road

Program Pengelolaan Limbah Non B3  
Non B3 Waste Management Program



## Identifikasi Aspek & Dampak Lingkungan (IADL)

### Environmental Aspects & Impact Identification (IADL)

| No.                                                                | ASPEK LINGKUNGAN<br>ENVIRONMENTAL ASPECTS    | NAMA KEGIATAN<br>ACTIVITY NAME                                          | DAMPAK<br>IMPACT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------|----------------------------------------------|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>LIMBAH KONSTRUKSI ANORGANIK</b><br>INORGANIC CONSTRUCTION WASTE |                                              |                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                    | Scrap besi beton<br>Iron concrete scrap      | Pekerjaan pembesian beton bertulang<br>Reinforced concrete ironing work | Scrap besi beton jika tidak dikelola dengan baik, dapat menimbulkan dampak negatif terhadap lingkungan, diantaranya: <ul style="list-style-type: none"><li>• Kondisi proyek tidak rapi &amp; kotor</li><li>• Kondisi korosi besi dapat mencemari tanah dan kualitas air tanah</li><li>• Serbuk potongan besi dapat membahayakan kesehatan</li></ul> Iron concrete scrap if not managed properly, can have a negative impact on the environment, including: <ul style="list-style-type: none"><li>• Untidy &amp; dirty project condition</li><li>• Iron corrosion conditions can contaminate soil and groundwater quality</li><li>• Iron cut powder can be harmful to health</li></ul>                                                                                        |
| <b>LIMBAH KONSTRUKSI B3</b><br>B3 CONSTRUCTION WASTE               |                                              |                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                    | Oli mesin bekas<br>Used engine oil           | Operasional Alat Berat<br>Machine Operations                            | Oli mesin bekas yang tidak dikelola dengan baik, dapat menimbulkan dampak negatif terhadap lingkungan, diantaranya: <ul style="list-style-type: none"><li>• Kondisi proyek tidak rapi &amp; kotor</li><li>• Bahan kimia dalam oli dapat menyebabkan pencemaran tanah dan kualitas air tanah</li><li>• Jika masuk ke saluran air, dapat menyebabkan kerusakan ekosistem air</li></ul> Used engine oil that is not managed properly, can have a negative impact on the environment, including: <ul style="list-style-type: none"><li>• Untidy &amp; dirty project condition</li><li>• Chemicals in oil can cause soil pollution and groundwater quality</li><li>• If it enters waterways, it can cause damage to aquatic ecosystems</li></ul>                                  |
| <b>LIMBAH DOMESTIK ORGANIK</b><br>ORGANIC DOMESTIC WASTE           |                                              |                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                    | Kertas bekas print<br>Print waste paper      | Kegiatan kantor proyek<br>Project office activities                     | Kertas bekas misal bekas print yang tidak dikelola dengan baik, dapat menyebabkan dampak negatif terhadap lingkungan, diantaranya: <ul style="list-style-type: none"><li>• Kondisi kantor tidak rapi</li><li>• Jika dibakar, dapat menimbulkan emisi gas CO2.</li></ul> Waste paper, for example printed waste that is not managed properly, can cause negative impacts on the environment, including: <ul style="list-style-type: none"><li>• Untidy office conditions</li><li>• If burned, it can cause CO2 gas emissions.</li></ul>                                                                                                                                                                                                                                       |
| <b>LIMBAH DOMESTIK ANORGANIK</b><br>INORGANIC DOMESTIC WASTE       |                                              |                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                    | Sampah botol plastik<br>Plastic bottle waste | Kegiatan kantor proyek<br>Project office activities                     | Sampah botol plastik yang tidak dikelola dengan baik, dapat menimbulkan dampak negatif terhadap lingkungan, diantaranya: <ul style="list-style-type: none"><li>• Kondisi kantor tidak rapi</li><li>• Jika dibuang ke saluran air, dapat mempengaruhi ekosistem air</li><li>• Jika dibuang ke tanah, menimbulkan pencemaran tanah</li><li>• Jika dibakar, menimbulkan emisi gas CO2</li></ul> Plastic bottle waste that is not managed properly, can have a negative impact on the environment, including: <ul style="list-style-type: none"><li>• Untidy office conditions</li><li>• If discharged into waterways, it can affect aquatic ecosystems</li><li>• If thrown into the ground, it causes soil pollution</li><li>• If burned, it causes CO2 gas emissions</li></ul> |



| MITIGASI PENGENDALIAN<br>CONTROL MITIGATION                                                                                                                                                                                                                                                                                  | RENCANA PROGRAM LINGKUNGAN<br>ENVIRONMENTAL PROGRAM PLAN                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| <p>Pengadaan besi sesuai perhitungan kebutuhan besi dengan cermat, sehingga meminimalkan kelebihan sisa besi (<i>Reduce</i>)<br/>Procurement of iron according to the calculation of iron needs carefully, so as to minimize excess residual iron (<i>Reduce</i>)</p>                                                        | <p>Program Procurement Berkelanjutan<br/>Sustainable Procurement Program</p>                                   |
| <p>Metode bestad potongan besi dengan cermat sehingga meminimalkan potongan besi beton (<i>Reduce</i>)<br/>The bestad method of iron pieces meticulously so as to minimize concrete iron pieces (<i>Reduce</i>)</p>                                                                                                          | <p>Program Metode Kerja &amp; Teknologi Berkelanjutan<br/>Work Method &amp; Sustainable Technology Program</p> |
| <p>Dimanfaatkan ulang untuk stek besi pekerjaan arsitektur (<i>Reuse</i>)<br/>Reused for iron cuttings architectural work (<i>Reuse</i>)</p>                                                                                                                                                                                 | <p>Program Pengelolaan Limbah Non B3<br/>Non B3 Waste Management Program</p>                                   |
| <p>Mitigasi terakhir, jika masih terdapat scrap besi, maka kerjasama dengan pihak pengolahan besi (<i>Recycle</i>)<br/>The last mitigation, if there is still iron scrap, then cooperation with the iron processing party (<i>Recycle</i>)</p>                                                                               | <p>Program Pengelolaan Limbah Non B3<br/>Non B3 Waste Management Program</p>                                   |
| <p>Pengadaan alat berat dengan umur dibawah 5 tahun dan kondisi baik, sehingga frekuensi penggantian oli mesin bisa diminimalkan (<i>Reduce</i>)<br/>Procurement of heavy equipment with age under 5 years and good condition, so that the frequency of engine oil changes can be minimized (<i>Reduce</i>)</p>              | <p>Program Procurement Berkelanjutan<br/>Sustainable Procurement Program</p>                                   |
| <p>Dimanfaatkan kembali untuk pelumas alternatif pada alat tertentu (<i>Reuse</i>)<br/>Reused for alternative lubricants in certain tools (<i>Reuse</i>)</p>                                                                                                                                                                 | <p>Program Pengelolaan Limbah B3<br/>B3 Waste Management Program</p>                                           |
| <p>Dikemas dan dikumpulkan di TPS Limbah B3 dan kerjasama dengan pihak ketiga pengolahan olie mesin bekas (<i>Recycle</i>)<br/>Packed and collected at TPS Waste B3 and cooperation with third parties processing used machine olie (<i>recycle</i>)</p>                                                                     | <p>Program Pengelolaan Limbah B3<br/>B3 Waste Management Program</p>                                           |
| <p>Jika status alat berat adalah sewa atau milik subkontraktor, meminta kepada Pemilik Alat untuk membawa olie bekas keluar lokasi proyek (<i>Recover</i>)<br/>If the status of the machine is leased or owned by a subcontractor, ask the Equipment Owner to take the used oil out of the project site (<i>Recover</i>)</p> | <p>Program Pengelolaan Limbah B3<br/>B3 Waste Management Program</p>                                           |
| <p>Mengurangi sampah kertas dengan cara dokumen digital dan surat elektronik (<i>Reduce</i>)<br/>Reduce paper waste by means of digital documents and electronic mail (<i>Reduce</i>)</p>                                                                                                                                    | <p>Program Digitalisasi<br/>Digitization Program</p>                                                           |
| <p>Pemanfaatan kembali kertas bekas dengan cara bolak balik / duplex (<i>Reuse</i>)<br/>Reuse of waste paper by going back and forth / duplex (<i>Reuse</i>)</p>                                                                                                                                                             | <p>Program Pengelolaan Limbah Non B3<br/>Non B3 Waste Management Program</p>                                   |
| <p>Jika sudah tidak dipakai lagi, kerjasama dengan pihak ketiga pengolahan kertas bekas (<i>Recycle</i>)<br/>If it is no longer used, cooperation with third parties processing waste paper (<i>Recycle</i>)</p>                                                                                                             | <p>Program Pengelolaan Limbah Non B3<br/>Non B3 Waste Management Program</p>                                   |
| <p>Menggunakan peralatan minum yang bisa diisi ulang (<i>Reduce</i>)<br/>Using refillable drinking utensils (<i>Reduce</i>)</p>                                                                                                                                                                                              | <p>Program Pengelolaan Limbah Non B3<br/>Non B3 Waste Management Program</p>                                   |
| <p>Pemanfaatan kembali botol plastik, misal untuk wadah penyimpanan, pot bunga, kerajinan seni (<i>Reuse</i>)<br/>Reuse of plastic bottles, for example for storage containers, flower pots, art crafts (<i>Reuse</i>)</p>                                                                                                   | <p>Program Pengelolaan Limbah Non B3<br/>Non B3 Waste Management Program</p>                                   |
| <p>Kondisi terakhir, jika masih terdapat sampah botol plastik, maka kerjasama dengan pihak ketiga pengolahan plastik bekas (<i>Recycle</i>)<br/>The last condition, if there is still plastic bottle waste, then cooperation with third parties processing used plastic (<i>Recycle</i>)</p>                                 | <p>Program Pengelolaan Limbah Non B3<br/>Non B3 Waste Management Program</p>                                   |



Identifikasi Aspek & Dampak Lingkungan (IADL)  
Environmental Aspects & Impact Identification (IADL)

| No.                                     | ASPEK LINGKUNGAN<br>ENVIRONMENTAL ASPECTS                                                                     | NAMA KEGIATAN<br>ACTIVITY NAME                                                | DAMPAK<br>IMPACT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------|---------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| LIMBAH DOMESTIK B3<br>B3 DOMESTIC WASTE |                                                                                                               |                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                         | Limbah cartridge tinta printer<br>Waste printer ink cartridge                                                 | Kegiatan kantor proyeK<br>ProyeK office activities                            | Cartridge tinta printer yang tidak dikelola dengan baik, dapat menimbulkan dampak negatif lingkungan, diantaranya: <ul style="list-style-type: none"><li>Kondisi kantor tidak rapi</li><li>Bahan kimianya dapat menyebabkan pencemaran tanah dan kualitas air tanah</li></ul> Printer ink cartridges that are not managed properly, can cause negative environmental impacts, including: <ul style="list-style-type: none"><li>Untidy office conditions</li><li>Its chemicals can cause soil pollution and groundwater quality</li></ul> |
| 2                                       | ASPEK PENCEMARAN<br>POLLUTION ASPECT                                                                          |                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                         | 2.1. PENCEMARAN UDARA<br>2.1. AIR POLLUTION                                                                   |                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                         | Debu tanah<br>Soil dust                                                                                       | Timbunan tanah<br>Landfill                                                    | Debu tanah yang timbul pada pekerjaan timbunan tanah berpotensi mempengaruhi kualitas udara dan mengganggu kesehatan, dan dapat menimbulkan komplain warga sekitar<br>Soil dust that arises in landfill work has the potential to affect air quality and interfere with health, and can cause complaints from local residents                                                                                                                                                                                                            |
|                                         | 2.2. PENCEMARAN AIR<br>WATER POLLUTION                                                                        |                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                         | Air hasil cucian sisa beton dari Truck Mixer<br>Water washed from the remaining concrete from the mixer truck | Pek. pengecoran beton<br>Pack of concrete casting                             | Air hasil cucian sisa beton dari Truck Mixer yang tidak dikelola dengan baik, saat masuk dalam saluran air berpotensi menyebabkan pencemaran air dan sedimentasi<br>Water from washing the remaining concrete from the Mixer Truck that is not managed properly, when it enters the waterway has the potential to cause water pollution and sedimentation                                                                                                                                                                                |
|                                         | 2.3. PENCEMARAN TANAH<br>SOIL POLLUTION                                                                       |                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                         | Kebocoran dan tumpahan solar kedalam tanah<br>Leakage and spillage of diesel into the ground                  | Kegiatan pengisian dan pengeluaran<br>Replenishment and dispensing activities | Kebocoran dan tumpahan solar yang masuk ke dalam tanah dapat menyebabkan pencemaran tanah, karena senyawa kimia dalam solar akan merusak kualitas tanah<br>Leaks and spills of diesel that enter the soil can cause soil pollution, because chemical compounds in diesel will damage the quality of the soil                                                                                                                                                                                                                             |

| MITIGASI PENGENDALIAN<br>CONTROL MITIGATION                                                                                                                                                                                                                                                                                                                                                    | RENCANA PROGRAM LINGKUNGAN<br>ENVIRONMENTAL PROGRAM PLAN                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| <p>Mengurangi pemakaian tinta printer dengan cara dokumen digital dan surat elektronik (<i>Reduce</i>)<br/>Reduce printer ink consumption by means of digital documents and electronic mail (<i>Reduce</i>)</p>                                                                                                                                                                                | <p>Program Digitalisasi<br/>Digitization Program</p>                                                           |
| <p>Pengadaan printer dan cartridge yang dapat diisi ulang (<i>Reduce</i>)<br/>Procurement of printers and refillable cartridges (<i>Reduce</i>)</p>                                                                                                                                                                                                                                            | <p>Program Procurement Berkelanjutan<br/>Sustainable Procurement Program</p>                                   |
| <p>Jika kondisi cartridge sudah rusak, dikumpulkan di TPS Limbah B3 dan kerja sama dengan pihak ketiga yang mempunyai ijin pengangkutan dan pengolahan limbah B3 (<i>Recycle</i>)<br/>If the condition of the cartridge has been damaged, it is collected at the B3 Waste TPS and cooperates with third parties who have permits for transporting and processing B3 waste (<i>Recycle</i>)</p> | <p>Program Pengelolaan Limbah B3<br/>B3 Waste Management Program</p>                                           |
| <p>Metode pemasangan terpal penutup pada dump truk pengangkut tanah (<i>Reduce</i>)<br/>Method of installing tarpaulin cover on dump trucks (<i>Reduce</i>)</p>                                                                                                                                                                                                                                | <p>Program Metode Kerja &amp; Teknologi Berkelanjutan<br/>Work Method &amp; Sustainable Technology Program</p> |
| <p>Pembatasan kecepatan dump truck pengangkut tanah (<i>Reduce</i>)<br/>Speed limitation of dump trucks (<i>Reduce</i>)</p>                                                                                                                                                                                                                                                                    | <p>Program Pengelolaan Limbah Non B3<br/>Non B3 Waste Management Program</p>                                   |
| <p>Penyiraman rutin lokasi disaat kondisi tidak hujan (<i>Reduce</i>)<br/>Regular watering of the location when conditions are not rainy (<i>Reduce</i>)</p>                                                                                                                                                                                                                                   | <p>Program Pengelolaan Limbah Non B3<br/>Non B3 Waste Management Program</p>                                   |
| <p>Sosialisasi saat akan mulai kegiatan proyek dengan unsur pemerintahan setempat, perwakilan masyarakat termasuk wartawan dan LSM (<i>reduce</i>)<br/>Socialization when starting project activities with elements of local government, community representatives including journalists and NGOs (<i>Reduce</i>)</p>                                                                          | <p>Program Sosialisasi &amp; Koordinasi Pihak Terkait<br/>Program &amp; Coordination of Related Parties</p>    |
| <p>Uji kualitas udara, termasuk tingkat partikel debu<br/>Test air quality, including dust particle levels</p>                                                                                                                                                                                                                                                                                 | <p>Program Analisis Kualitas Lingkungan<br/>Quality Analysis Program</p>                                       |
| <p>Pengadaan beton secara tepat sesuai kebutuhan, sehingga meminimalkan sisa beton<br/>Procure concrete appropriately as needed, thus minimizing concrete residue</p>                                                                                                                                                                                                                          | <p>Program Procurement Berkelanjutan<br/>Sustainable Procurement Program</p>                                   |
| <p>Metode pembuatan tempat khusus pencucian dan pengolahan air beton bekas cuci TM, sehingga terkendali dan air hasil pengolahan dapat dimanfaatkan kembali (<i>Reuse</i>)<br/>The method of making a special place for washing and treating concrete water used for washing TM, so that it is controlled and the treated water can be reused</p>                                              | <p>Program Metode Kerja &amp; Teknologi Berkelanjutan<br/>Work Method &amp; Sustainable Technology Program</p> |
| <p>Uji kualitas air di saluran eksisting<br/>Test water quality in existing channels</p>                                                                                                                                                                                                                                                                                                       | <p>Program Analisis Kualitas Lingkungan<br/>Environmental Quality Analysis Program</p>                         |
| <p>Memilih petugas yang terampil dalam pengisian dan pengeluaran solar sehingga menghindari tumpahan solar (<i>Reduce</i>)<br/>Selecting officers who are skilled in charging and dispensing diesel so as to avoid solar spills (<i>Reduce</i>)</p>                                                                                                                                            | <p>Program Pengelolaan Limbah B3<br/>B3 Waste Management Program</p>                                           |
| <p>Tangki penyimpanan solar dalam kondisi baik dan tidak bocor, sehingga tidak terjadi kebocoran (<i>Reduce</i>)<br/>The solar storage tank is in good condition and does not leak, so there is no leakage (<i>Reduce</i>)</p>                                                                                                                                                                 | <p>Program Pengelolaan Limbah B3<br/>B3 Waste Management Program</p>                                           |
| <p>Bangunan tempat tangki BBM sesuai standar, di antaranya lantai dari beton, terdapat saluran dan bak penampungan tumpahan solar (<i>Reduce</i>)<br/>The building where the fuel tank complies with standards, including concrete floors, there are channels and diesel spill reservoirs (<i>Reduce</i>)</p>                                                                                  | <p>Program Pengelolaan Limbah B3<br/>B3 Waste Management Program</p>                                           |
| <p>Uji kualitas kondisi tanah<br/>Test the quality of soil conditions</p>                                                                                                                                                                                                                                                                                                                      | <p>Program Analisis Kualitas Lingkungan<br/>Environmental Quality Analysis Program</p>                         |



## Identifikasi Aspek & Dampak Lingkungan (IADL)

### Environmental Aspects & Impact Identification (IADL)

| No. | ASPEK LINGKUNGAN<br>ENVIRONMENTAL ASPECTS                                                                    | NAMA KEGIATAN<br>ACTIVITY NAME                                                    | DAMPAK<br>IMPACT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3   | <b>ASPEK SUMBER DAYA AIR &amp; ENERGI</b><br><b>ASPECTS OF WATER &amp; ENERGY RESOURCES</b>                  |                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|     | <b>3.1. SUMBER DAYA AIR</b><br><b>3.1. WATER RESOURCES</b>                                                   |                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|     | Berkurangnya area resapan air hujan<br>Reduced rainwater catchment area                                      | Bangunan kantor proyek dan landscape<br>Office buildings, projects and landscapes | Berkurangnya area resapan air hujan akibat pembangunan kantor proyek berpotensi dampak negatif terhadap lingkungan yaitu berkurangnya ketersediaan air tanah<br>The reduction in rainwater catchment area due to the construction of the project office has the potential to have a negative impact on the environment, namely reduced groundwater availability                                                                                                                                                                                                                           |
|     | <b>3.2. EFISIENSI ENERGI &amp; ENERGI TERBARUKAN</b><br><b>3.2. ENERGY EFFICIENCY &amp; RENEWABLE ENERGY</b> |                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|     | Penggunaan lampu listrik siang hari<br>Use of daytime electric lights                                        | Kegiatan kantor proyek<br>Project office activities                               | Penggunaan lampu listrik saat kerja kantor siang hari dapat menyebabkan peningkatan konsumsi listrik PLN atau inefisiensi energi<br>The use of electric lights during daytime office work can cause an increase in PLN's electricity consumption or energy inefficiency                                                                                                                                                                                                                                                                                                                   |
|     | Penggunaan lampu listrik PJU<br>Use of PJU electric lights                                                   | Landscape kantor<br>Office landscape                                              | Penggunaan lampu listrik PJU pada area landscape menyebabkan peningkatan konsumsi listrik PLN atau inefisiensi energi<br>The use of PJU electric lights in landscape areas causes an increase in PLN electricity consumption or energy inefficiency                                                                                                                                                                                                                                                                                                                                       |
| 4   | <b>ASPEK KEANEKARAGAMAN HAYATI</b><br><b>BIODIVERSITY ASPECTS</b>                                            |                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|     | <b>4.1. KEANEKARAGAMAN HAYATI FLORA</b><br><b>4.1. BIODIVERSITY OF FLORA</b>                                 |                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|     | Penebangan pohon<br>Tree cutting                                                                             | Land clearing bangunan<br>Land clearing buildings                                 | Penebangan pohon berdiameter besar saat pekerjaan land clearing, akan menimbulkan dampak negatif terhadap lingkungan, diantaranya: <ul style="list-style-type: none"> <li>• Peningkatan suhu lingkungan sekitar</li> <li>• Berkurangnya resapan air hujan</li> <li>• Terganggunya ekosistem</li> </ul> Cutting down large-diameter trees during land clearing work will have a negative impact on the environment, including: <ul style="list-style-type: none"> <li>• Increased ambient temperature</li> <li>• Reduced rainwater recharge</li> <li>• Disruption of exosystems</li> </ul> |
|     | <b>4.2. KEANEKARAGAMAN HAYATI FAUNA</b><br><b>4.2. FAUNAL BIODIVERSITY</b>                                   |                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|     | Gangguan ekosistem satwa hewan<br>Disruption of animal ecosystems                                            | Land clearing<br>Land clearing                                                    | Terganggunya ekosistem monyet ekor panjang akibat penebangan pohon buah saat pekerjaan land clearing, berpotensi menyebabkan ketidakseimbangan ekosistem dan hewan tersebut dapat mengganggu aktifitas proyek<br>Disruption of the ecosystem of long-tailed monkeys due to the cutting of fruit trees during land clearing work, has the potential to cause ecosystem imbalance and these animals can disrupt project activities                                                                                                                                                          |
| 5   | <b>ASPEK PERUBAHAN IKLIM</b><br><b>ASPEK PERUBAHAN IKLIM</b>                                                 |                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |



| MITIGASI PENGENDALIAN<br>CONTROL MITIGATION                                                                                                                                                                                                                                                                 | RENCANA PROGRAM LINGKUNGAN<br>ENVIRONMENTAL PROGRAM PLAN                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| Desain bangunan dengan tetap semaksimal mungkin mempertahankan vegetasi eksisting, sehingga tidak mengurangi daya resap air hujan ( <i>Reduce</i> )<br>Design the building while maintaining existing vegetation as much as possible, so as not to reduce the responsiveness of rainwater ( <i>Reduce</i> ) | Program Bangunan Ramah Lingkungan<br>Green Building Program                    |
| Desain jalan dan parkir kendaraan menggunakan produk yang bisa menyerap air hujan, misalkan paving blok permeable ( <i>Reduce</i> )<br>Road design and vehicle parking use products that can absorb rainwater, for example paving permeable blocks ( <i>Reduce</i> )                                        | Program Bangunan Ramah Lingkungan<br>Green Building Program                    |
| Membuat sumur resapan di area strategis ( <i>Reduce</i> )<br>Create infiltration wells in strategic areas ( <i>Reduce</i> )                                                                                                                                                                                 | Program Konservasi Sumber Daya Air<br>Water Resources Conservation Program     |
| Penanaman pohon dan vegetasi yang bisa meningkatkan penyerapan air<br>Planting trees and vegetation that can increase water absorption                                                                                                                                                                      | Program Konservasi Sumber Daya Air<br>Water Resources Conservation Program     |
| Desain bangunan kantor proyek dengan banyak jendela kaca sehingga tidak perlu menhidupkan lampu listrik saat siang hari ( <i>Reduce</i> )<br>Design of the project office building use with many glass windows so there is no need to turn on electric lights during the day ( <i>Reduce</i> )              | Program Hemat Energi<br>Energy Saving Program                                  |
| Efisiensi pemakaian listrik<br>Electricity efficiency                                                                                                                                                                                                                                                       | Program Hemat Energi<br>Energy Saving Program                                  |
| Pemakaian produk energi terbarukan diantaranya lampu panel surya ( <i>Reduce</i> )<br>The use of renewable energy products including solar panel lights ( <i>Reduce</i> )                                                                                                                                   | Program Hemat Energi<br>Energy Saving Program                                  |
| Semaksimal mungkin tetap mempertahankan pohon eksisting ( <i>Reduce</i> )<br>As much as possible still maintain the existing tree ( <i>Reduce</i> )                                                                                                                                                         | Program Pelestarian Keanekaragaman Hayati<br>Biodiversity Conservation Program |
| Pemindahan pohon eksisting ke lokasi sekitar ( <i>Reuse</i> )<br>Transfer of existing trees to the surrounding location ( <i>Reuse</i> )                                                                                                                                                                    | Program Pelestarian Keanekaragaman Hayati<br>Biodiversity Conservation Program |
| Pergantian dengan pohon baru dengan perbandingan 1 : 10, artinya 1 pohon lama hilang kemudian diganti 10 pohon baru ( <i>Recycle</i> )<br>Replacement with a new tree with a ratio of 1: 10, meaning that 1 old tree is lost then replaced by 10 new trees ( <i>Recycle</i> )                               | Program Pelestarian Keanekaragaman Hayati<br>Biodiversity Conservation Program |
| Penanaman pohon pengganti yang menjadi sumber makanan alami satwa tersebut ( <i>Reduce</i> )<br>Planting replacement trees that are the natural source of food for these animals ( <i>Reduce</i> )                                                                                                          | Program Pelestarian Keanekaragaman Hayati<br>Biodiversity Conservation Program |



Identifikasi Aspek & Dampak Lingkungan (IADL)  
Environmental Aspects & Impact Identification (IADL)

| No.                                                                                      | ASPEK LINGKUNGAN<br>ENVIRONMENTAL ASPECTS               | NAMA KEGIATAN<br>ACTIVITY NAME                                                                 | DAMPAK<br>IMPACT                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------------------|---------------------------------------------------------|------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.1. PEMANASAN GLOBAL & KENAIKAN PERMUKAAN AIR<br>5.1. GLOBAL WARMING & WATER LEVEL RISE |                                                         |                                                                                                |                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                          | Penggunaan BBM alat berat<br>Heavy equipment fuel usage | Operasional alat berat<br>Machine operation                                                    | Penggunaan BBM alat berat akan mengeluarkan emis gas buang diantaranya CO2 yang berpotensi meningkatkan<br>The use of heavy equipment fuel will emit exhaust gases including CO2 which has the potential to increase                                                                                                                                   |
| 5.2.PERUBAHAN CUACA<br>5.2.WEATHER CHANGES                                               |                                                         |                                                                                                |                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                          | Penggunaan freon CFC<br>Use of CFC freon                | Kegiatan Kantor Proyek<br>Project Office Activities                                            | Penggunaan freon CFC pada alat elektronik AC dan kulkas dapat menyebabkan penipisan lapisan ozon, yang berpotensi peningkatan radiasi UV matahari<br>The use of CFC freon in air conditioning electronics and refrigerators can cause depletion of the ozone layer, which has the potential to increase solar UV radiation                             |
| 5.3. RISIKO BENCANA<br>5.3. DISASTER RISK                                                |                                                         |                                                                                                |                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                          | Bencana tanah longsor<br>Landslide disaster             | Pemancangan pondasi spun pile di bangunan IPA<br>Erection spun pile foundation in IPA building | Pemancangan pondasi spun pile di bangunan IPA yang berdekatan dengan perbukitan, berpotensi menyebabkan bencana tanah longsor di area perbukitan tersebut<br>The erection of spun pile foundations in IPA buildings adjacent to the hills, has the potential to cause landslides in the hilly area                                                     |
|                                                                                          | Bencana Banjir<br>Flood Disaster                        | Pondasi main hole perpipaan<br>Piping main hole foundation                                     | Pekerjaan galian pondasi main hole perpipaan di lokasi yang berdekatan dengan saluran irigasi eksisting, berpotensi jebolnya tanggul yang akan menyebabkan banjir di area tersebut<br>Piping main hole foundation excavation work in locations adjacent to existing irrigation canals, potentially breaking dikes that will cause flooding in the area |

| MITIGASI PENGENDALIAN<br>CONTROL MITIGATION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | RENCANA PROGRAM LINGKUNGAN<br>ENVIRONMENTAL PROGRAM PLAN                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| <p>Pengendalian emisi gas buang alat berat (reduce ) dengan cara diantaranya :</p> <ul style="list-style-type: none"> <li>• Pemilihan alat berat umur dibawah 5 tahun</li> <li>• Pemilihan alat berat yang mempunyai teknologi pengurangan emisi</li> <li>• Pemilihan alat yang mempunyai SILO dan uji riksa rutin berkala</li> <li>• Pergantian alat yang tidak memenuhi syarat uji emisi gas buang</li> </ul> <p>Control of heavy equipment exhaust emissions (reduce) by means of:</p> <ul style="list-style-type: none"> <li>• Selection of heavy equipment under 5 years old</li> <li>• Selection of machines that have emission reduction technology</li> <li>• Selection of tools that have SILO and periodic routine checks</li> <li>• Replacement of equipment that does not meet the exhaust emission test requirements</li> </ul> | <p>Program Procurement Berkelanjutan<br/>Sustainable Procurement Program</p>                                       |
| <p>Mengurangi emisi gas buang alat berat (reduce) dengan cara diantaranya :</p> <ul style="list-style-type: none"> <li>• Perawatan alat secara rutin berkala</li> <li>• Pemakaian BBM yang lebih bersih dan alternatif</li> </ul> <p>Reducing heavy equipment exhaust emissions (reduce) by means of:</p> <ul style="list-style-type: none"> <li>• Regular maintenance of equipment</li> <li>• Use of cleaner and alternative fuel</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                | <p>Program Procurement Berkelanjutan<br/>Program Procurement Berkelanjutan<br/>Sustainable Procurement Program</p> |
| <p>Uji emisi gas buang secara berkala<br/>Periodic exhaust emission test<br/>Regularly test exhaust emissions</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>Program Analisis Kualitas<br/>Quality Analysis Program</p>                                                      |
| <p>Pengadaan alat elektronik (AC dan kulkas) yang menggunakan bahan pendingin pengganti freon yang lebih ramah lingkungan dan tidak merusak ozon diantaranya memakai bahan pendingin hidrofluorokarbon (HFC)<br/>Procurement of electronic devices (air conditioners and refrigerators) that use refrigerants to replace freon that are more environmentally friendly and do not damage ozone, including using hydrofluorocarbon refrigerants (HFCs)</p>                                                                                                                                                                                                                                                                                                                                                                                     | <p>Program Procurement Berkelanjutan<br/>Sustainable Procurement Program</p>                                       |
| <p>Metode pancang dengan metode yang ramah lingkungan, misal metode Hydraulic Static Pile Driver (HSDP) dapat meminimalkan terjadinya getaran (Reduce )<br/>The piling method with environmentally friendly methods, for example the Hydraulic Static Pile Driver (HSDP) method can minimize the occurrence of vibration (Reduce)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p>Program Metode Kerja &amp; Teknologi Berkelanjutan<br/>Work Method &amp; Sustainable Technology Program</p>     |
| <p>Laporan pemantauan dan dokumentasi kondisi lereng perbukitan sebelum, selama dan sesudah pemancangan<br/>Monitoring report and documentation of hillside conditions before, during and after erection</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>Program Pengendalian Aset &amp; Utilitas Publik<br/>Asset Control Program &amp; Public Utilities</p>            |
| <p>Pemantauan kondisi tanggul saluran irigasi, jika ditemukan kondisi kerusakan, dilakukan perbaikan tanggul dahulu (Reduce )<br/>Monitoring the condition of the irrigation canal embankment, if damage conditions are found, repair the embankment first (Reduce)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>Program Pengendalian Aset &amp; Utilitas Publik<br/>Asset Control Program &amp; Public Utilities</p>            |
| <p>Koordinasi dengan pihak terkait (BBWS) tentang pelaksanaan pekerjaan di area tersebut<br/>Coordination with related parties (BBWS) on the implementation of work in the area</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>Program Sosialisasi &amp; Koordinasi Pihak Terkait<br/>Program &amp; Coordination of Related Parties</p>        |
| <p>Metode penguatan dinding mainhole dengan sheetpile sebelum penggalian pondasi (Reduce )<br/>Method of strengthening mainhole walls with sheetpile before foundation excavation (Reduce)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>Program Metode Kerja &amp; Teknologi Berkelanjutan<br/>Work Method &amp; Sustainable Technology Program</p>     |



Identifikasi Aspek & Dampak Lingkungan (IADL)  
Environmental Aspects & Impact Identification (IADL)

| No. | ASPEK LINGKUNGAN<br>ENVIRONMENTAL ASPECTS                                                           | NAMA KEGIATAN<br>ACTIVITY NAME                       | DAMPAK<br>IMPACT                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----|-----------------------------------------------------------------------------------------------------|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6   | ASPEK CAGAR BUDAYA<br>HERITAGE ASPECTS                                                              |                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                        |
|     | 6.1. BANGUNAN & SITUS CAGAR BUDAYA<br>6.1. HERITAGE BUILDINGS & SITES                               |                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                        |
|     | Cagar budaya makam kuno<br>Heritage of ancient tombs                                                | Galian tanah bangunan<br>Excavation of building soil | Pekerjaan galian tanah untuk pondasi bangunan berpotensi merusak cagar budaya berupa makam kuno yang terletak di bawah permukaan tanah<br>Excavation work for building foundations has the potential to damage cultural heritage in the form of ancient tombs located below ground level                                                                                                                               |
|     | 6.2. FOSIL PURBAKALA<br>6.2. ANCIENT FOSSILS                                                        |                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                        |
|     | Fosil hewan purbakala<br>Fossils of ancient animals                                                 | Galian tanah bangunan<br>Excavation of building soil | Pekerjaan galian tanah untuk pondasi bangunan berpotensi merusak fosil hewan purbakala yang terletak di bawah<br>Excavation work for building foundations has the potential to damage ancient animal fossils located below                                                                                                                                                                                             |
| 7   | ASPEK 5R (Ringkas, Rapi, Resik, Rawat, Rajin)<br>5R ASPECT (Concise, Neat, Clean, Caring, Diligent) |                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                        |
|     | 7.1. KONDISI 5R DI KANTOR<br>7.1. 5R CONDITIONS IN THE OFFICE                                       |                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                        |
|     | Kondisi 5R Kantor Proyek<br>Project Office 5R Conditions                                            | Kegiatan kantor proyek<br>Project office activities  | Kegiatan kantor yang tidak terkontrol program 5R nya, berpotensi menimbulkan ketidakrapian dan ketidakbersihan lokasi kantor, dapat menimbulkan ketidaknyamanan bagi personil<br>Office activities that are not controlled by the 5R program, potentially causing tidiness and uncleanliness of office locations, can cause inconvenience to personnel                                                                 |
|     | 7.2. KONDISI 5R DI LAPANGAN<br>7.2. 5R CONDITIONS IN THE FIELD                                      |                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                        |
|     | Kondisi 5R Lapangan<br>Field 5R Conditions                                                          | Pekerjaan konstruksi<br>Construction work            | Pekerjaan konstruksi di lapangan yang tidak terkontrol program 5R, berpotensi menimbulkan ketidakrapian dan ketidakbersihan lokasi, yang dapat menghambat kecepatan produksi dan kenyamanan pekerja<br>Construction work in the field that is not controlled by the 5R program, has the potential to cause tidiness and uncleanliness of the site, which can hamper the speed of production and the comfort of workers |



|  | MITIGASI PENGENDALIAN<br>CONTROL MITIGATION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | RENCANA PROGRAM LINGKUNGAN<br>ENVIRONMENTAL PROGRAM PLAN                                                                                                                                              |
|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <p>Tes Georadar atau GPR untuk memastikan ada tidaknya bangunan cagar budaya yang kemungkinan ada dibawah permukaan tanah lokasi proyek (reduce )<br/>Georadar or GPR tests to ascertain the presence or absence of cultural heritage buildings that may exist below the ground surface of the project location (reduce)</p> <p>Jika ditemukan cagar budaya, segera koordinasi dengan otoritas terkait untuk penanganan dan pelestarian (reduce )<br/>If cultural heritage is found, immediately coordinate with the relevant authorities for handling and preservation (reduce)</p>                                                                                                                                                                                                                                   | <p>Program Pelestarian Cagar Budaya<br/>Heritage Preservation Program</p> <p>Program Pelestarian Cagar Budaya<br/>Heritage Preservation Program</p>                                                   |
|  | <p>Tes Georadar atau GPR untuk memastikan ada tidaknya fosil hewan purbakala yang kemungkinan ada dibawah permukaan tanah lokasi proyek (reduce )<br/>Georadar or GPR tests to ascertain the presence or absence of ancient animal fossils that may exist below the surface of the project site (reduce)</p> <p>Jika ditemukan fosil hewan purbakala, segera koordinasi dengan otoritas terkait untuk penanganan dan pelestarian (reduce )<br/>If fossils of ancient animals are found, immediately coordinate with the relevant authorities for handling and preservation (reduce)</p>                                                                                                                                                                                                                                | <p>Program Pelestarian Cagar Budaya<br/>Heritage Preservation Program</p> <p>Program Pelestarian Cagar Budaya<br/>Heritage Preservation Program</p>                                                   |
|  | <p>Membentuk tim khusus memantau dan bertanggungjawab keberlanjutan kondisi 5R<br/>Forming a special team to monitor and be responsible for the sustainability of 5R conditions</p> <p>Memisahkan barang yang tidak terpakai kedalam gudang penyimpanan (Ringkas )<br/>Separating unused goods into storage warehouses (Compact)</p> <p>Menata barang pada tempatnya dan menyediakan lemari rak penyimpanan (Rapi )<br/>Arrange items in place and provide storage shelf cabinets (Neat)</p> <p>Merawat peralatan dan bangunan kantor (Rawat )<br/>Caring for office equipment and buildings (Take care of)</p> <p>Rutin melakukan pembersihan ruang kantor (Resik )<br/>Routinely clean office space (Resik)</p> <p>Edukasi dan pengarahan tentang 5R<br/>Education and briefing on the 5Rs</p>                       | <p>Program 5R<br/>5R Program</p> <p>Program 5R<br/>5R Program</p> <p>Program 5R<br/>5R Program</p> <p>Program 5R<br/>5R Program</p> <p>Program 5R<br/>5R Program</p> <p>Program 5R<br/>5R Program</p> |
|  | <p>Membentuk tim khusus memantau dan bertanggungjawab keberlanjutan kondisi 5R<br/>Forming a special team to monitor and be responsible for the sustainability of 5R conditions</p> <p>Membentuk pekerja khusus yang bertanggungjawab kebersihan lapangan<br/>Forming special workers responsible for field cleaning</p> <p>Memisahkan barang yang tidak terpakai kedalam gudang penyimpanan (Ringkas )<br/>Separating unused goods into storage warehouses (Compact)</p> <p>Menata barang pada tempatnya dan menyediakan rak penyimpanan di gudang (Rapi )<br/>Arrange goods in place and provide storage racks in the warehouse (Neat)</p> <p>Merawat peralatan kerja (Rawat)<br/>Caring for work equipment (Rawat)</p> <p>Rutin melakukan pembersihan lapangan (Resik )<br/>Routinely do field cleaning (Resik)</p> | <p>Program 5R<br/>5R Program</p> <p>Program 5R<br/>5R Program</p> <p>Program 5R<br/>5R Program</p> <p>Program 5R<br/>5R Program</p> <p>Program 5R<br/>5R Program</p> <p>Program 5R<br/>5R Program</p> |

**Identifikasi Aspek & Dampak Lingkungan (IADL)****Environmental Aspects & Impact Identification (IADL)**

| No. | ASPEK LINGKUNGAN<br>ENVIRONMENTAL ASPECTS                                                      | NAMA KEGIATAN<br>ACTIVITY NAME                                                    | DAMPAK<br>IMPACT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----|------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 8   | <b>ASPEK SOSIAL LINGKUNGAN SEKITAR</b><br><b>SOCIAL ASPECTS OF THE SURROUNDING ENVIRONMENT</b> |                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|     | <b>8.1. LALU LINTAS</b><br><b>8.1. TRAFFIC</b>                                                 |                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|     | Penutupan sebagian jalan umum<br>Partial closure of public roads                               | Pek. perpipaan HDPE di tepi jalan raya<br>Pack of Piping HDPE at the edge highway | Pekerjaan perpipaan HDPE di sepanjang tepi jalan raya berpotensi menyebabkan kemacetan lalu lintas sekitar 1 - 2 jam, yang dapat menimbulkan keluhan warga dan pengguna jalan<br>HDPE piping work along the edge of the highway has the potential to cause traffic jams of about 1 - 2 hours, which can cause complaints from residents and road users                                                                                                                                                                  |
|     | Parkir dump truck tanah<br>Land dump truck parking                                             | Pek. timbunan tanah<br>Pack of Landfill                                           | Parkir kendaraan dump truck tanah berpotensi menimbulkan kemacetan dan kerusakan jalan umum, yang dapat menimbulkan keluhan dari warga dan pengguna jalan<br>Parking of land dump trucks has the potential to cause congestion and damage to public roads, which can cause complaints from residents and road users                                                                                                                                                                                                     |
|     | <b>8.2. UTILITAS DAN ASET PUBLIK</b><br><b>8.2. UTILITY AND PUBLIC ASSETS</b>                  |                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|     | Kerusakan Utilitas Pihak Ketiga<br>Third-Party Utility Malfunctions                            | Pek. perpipaan HDPE di tepi jalan raya<br>Pack. Piping HDPE at the edge highway   | Pekerjaan perpipaan HDPE di sepanjang tepi jalan raya berpotensi menyebabkan kerusakan utilitas milik Pihak Ketiga (Telkom, PLN, PGN), dan jika terjadi kerusakan akan menyebabkan layanan publik terganggu dan terkena denda dari Pihak Ketiga tersebut<br>HDPE piping work along the edge of the highway has the potential to cause damage to utilities owned by Third Parties (Telkom, PLN, PGN), and if there is damage it will cause public services to be disrupted and subject to fines from these Third Parties |
|     | Lahan belum bebas<br>The land is not yet free                                                  | Pek. perpipaan HDPE<br>Pack. HDPE piping                                          | Terdapat beberapa titik di jalur perpipaan HDPE yang belum selesai pembebasan lahan oleh Owner, yang berpotensi terjadi resistensi dan demonstrasi oleh warga saat pekerjaan tersebut dimulai<br>There are several points in the HDPE pipeline that have not yet been completed land acquisition by the Owner, which has the potential for resistance and demonstrations by residents when the work begins                                                                                                              |

| MITIGASI PENGENDALIAN<br>CONTROL MITIGATION                                                                                                                                                                                                                           | RENCANA PROGRAM LINGKUNGAN<br>ENVIRONMENTAL PROGRAM PLAN                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
| Metode pelaksanaan yang tepat dan pemilihan waktu kerja di malam hari (reduce )<br>Proper implementation methods and selection of working time at night (reduce)                                                                                                      | Program Metode Kerja & Teknologi Berkelanjutan<br>Work Method & Sustainable Technology Program            |
| Pengaturan lalu lintas dengan penempatan personil lalu lintas yang kompeten, papan rambu yang sesuai (Reduce)<br>Traffic regulation with the placement of competent traffic personnel, appropriate signs (Reduce)                                                     | Program Traffic Management<br>Program Traffic Management                                                  |
| Berkoordinasi dan perijinan dengan instansi terkait diantaranya Dishub, Polantas<br>Coordinate and permit with related agencies including Dishub, Polantas                                                                                                            | Program Traffic Management<br>Program Traffic Management                                                  |
| Sosialisasi dan komunikasi ke publik tentang adanya pekerjaan tersebut, sehingga pengguna jalan sudahantisipasi terhadap kemacetan<br>Socialization and communication to the public about the work, so that road users have anticipated congestion                    | Program Traffic Management<br>Program Traffic Management                                                  |
| Sosialisasi dan komunikasi dengan warga sekitar tentang area parkir kendaraan dump truck tanah<br>Socialization and communication with local residents about the parking area of land dump trucks                                                                     | Program Traffic Management<br>Program Traffic Management                                                  |
| Penempatan area khusus parkir kendaraan dump truck, sehingga bisa terkontrol dengan baik<br>Placement of a special dump truck parking area, so that it can be well controlled                                                                                         | Program Traffic Management<br>Program Traffic Management                                                  |
| Berkoordinasi dan inspeksi bersama dengan Pihak Ketiga pemilik utilitas tentang jenis utilitas dan titik lokasi dan kedalaman (reduce )<br>Coordinate and inspect together with Third Party utility owners about utility types and location points and depth (reduce) | Program Pengendalian Aset & Utilitas Publik<br>Asset Control Program & Public Utilities                   |
| Tes Georadar atau GPR untuk memastikan ada tidaknya utilitas dibawah permukaan tanah (reduce )<br>Georadar or GPR tests to ensure the presence or absence of utility below the ground surface (reduce)                                                                | Program Pengendalian Aset & Utilitas Publik<br>Asset Control Program & Public Utilities                   |
| Laporan identifikasi aset atau lahan warga yang terkena dampak pekerjaan, termasuk yang sudah pembebasan atau belum<br>Report on the identification of assets or land of residents affected by the work, including those that have been liberated or not yet          | Program Pengendalian Aset & Utilitas Publik<br>Asset Control Program & Public Utilities                   |
| Sosialisasi komunikasi ke warga yang lahan atau asetnya terdampak pekerjaan<br>Socialization of communication to residents whose land or assets are affected by work                                                                                                  | Program Sosialisasi & Koordinasi Pihak Terkait<br>Socialization Program & Coordination of Related Parties |
| Monitoring perkembangan progress pembebasan lahan oleh Owner<br>Monitoring the progress of land acquisition progress by the Owner                                                                                                                                     | Program Pengendalian Aset & Utilitas Publik<br>Asset Control Program & Public Utilities                   |
| Menghindari melakukan pekerjaan di lokasi yang belum bebas<br>Avoid doing work in locations that are not yet free                                                                                                                                                     | Program Pengendalian Aset & Utilitas Publik<br>Asset Control Program & Public Utilities                   |



## Identifikasi Aspek & Dampak Lingkungan (IADL)

### Environmental Aspects & Impact Identification (IADL)

| No.                                                 | ASPEK LINGKUNGAN<br>ENVIRONMENTAL ASPECTS                                              | NAMA KEGIATAN<br>ACTIVITY NAME                                                                                             | DAMPAK<br>IMPACT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------|----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 8.3. KEBISINGAN & GETARAN<br>8.3. NOISE & VIBRATION |                                                                                        |                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                     | Kebisingan<br>Noise                                                                    | Pek. perpipaan HDPE<br>Pack of HDPE piping                                                                                 | Pemakaian excavator breaker untuk memecah jalan beton eksisting pada pekerjaan pipa HDPE, berpotensi menimbulkan kebisingan suara yang dapat mengganggu kenyamanan warga dan timbul komplain<br>The use of excavator breakers to break existing concrete roads in HDPE pipe work, has the potential to cause noise that can disturb the comfort of residents and arise complaints                                                                                                                                                                                                                                                                                                                 |
|                                                     | Getaran dan Keretakan Bangunan Warga<br>Vibration and Cracking of Residents' Buildings | Pemancangan pondasi spun pile di lokasi Bangunan Reservoir<br>Spun pile foundation erection at the Reservoir Building site | Getaran pada pekerjaan pemancangan spun pile dapat menyebabkan keretakan pada rumah warga sekitar terdekat, yang dapat menyebabkan komplain warga dan biaya klaim perbaikan<br>Vibration in spun pile erection work can cause cracks in nearby homes, which can cause residents' complaints and repair claim costs                                                                                                                                                                                                                                                                                                                                                                                |
| 8.4. KETENAGAKERJAAN LOKAL<br>8.4. LOCAL EMPLOYMENT |                                                                                        |                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                     | Penggunaan tenaga kerja lokal<br>Use of local labor                                    | Konstruksi pekerjaan<br>Construction of works                                                                              | Adanya permintaan atau desakan dari warga sekitar untuk dikaryakan sebagai pekerja. Jika tidak dipenuhi, akan terjadi kecemburuan sosial yang berpotensi terjadi "gangguan" atas pelaksanaan proyek<br><br>Akan tetapi, jika pemberdayaan tenaga lokal berjalan dengan baik, akan memberikan dampak positif secara ekonomi dan kelancaran proyek<br>There is a request or insistence from local residents to be worked as workers. If not met, there will be social jealousy that has the potential to "disrupt" the implementation of the project<br><br>However, if the empowerment of local workers goes well, it will have a positive impact on the economy and smooth running of the project |



|  | MITIGASI PENGENDALIAN<br>CONTROL MITIGATION                                                                                                                                                                                                                                                                                                            | RENCANA PROGRAM LINGKUNGAN<br>ENVIRONMENTAL PROGRAM PLAN                                                  |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
|  | Pengadaan alat breaker yang mempunyai teknologi rendah kebisingan (reduce )<br>Procurement of breaker equipment that has low noise technology (reduce)                                                                                                                                                                                                 | Program Procurement Berkelanjutan<br>Sustainable Procurement Program                                      |
|  | Metode waktu pelaksanaan di siang hari (Reduce )<br>Method of implementation time during the day (Reduce)                                                                                                                                                                                                                                              | Program Metode Kerja & Teknologi Berkelanjutan<br>Work Method & Sustainable Technology Program            |
|  | Pemantauan dan pengukuran tingkat kebisingan<br>Noise level monitoring and measurement                                                                                                                                                                                                                                                                 | Program Analisis Kualitas Lingkungan<br>Environmental Quality Analysis Program                            |
|  | Sosialisasi saat akan mulai kegiatan proyek dengan unsur pemerintahan setempat, perwakilan masyarakat termasuk wartawan dan LSM (reduce )<br>Socialization when starting project activities with elements of local government, community representatives including journalists and NGOs (reduce)                                                       | Program Sosialisasi & Koordinasi Pihak Terkait<br>Socialization Program & Coordination of Related Parties |
|  | Metode pancang dengan metode yang ramah lingkungan, misal metode Hydraulic Static Pile Driver (HSDP) dapat meminimalkan terjadinya getaran dan kebisingan (Reduce )<br>The piling method with environmentally friendly methods, for example the Hydraulic Static Pile Driver (HSDP) method can minimize the occurrence of vibration and noise (Reduce) | Program Metode Kerja & Teknologi Berkelanjutan<br>Work Method & Sustainable Technology Program            |
|  | Sosialisasi saat akan mulai kegiatan proyek dengan unsur pemerintahan setempat, perwakilan masyarakat termasuk wartawan dan LSM (reduce )<br>Socialization when starting project activities with elements of local government, community representatives including journalists and NGOs (reduce)                                                       | Program Sosialisasi & Koordinasi Pihak Terkait<br>Socialization Program & Coordination of Related Parties |
|  | Laporan pemantauan dan dokumentasi kondisi bangunan rumah warga sebelum, selama dan sesudah pemancangan<br>Monitoring reports and documentation of the condition of residents' houses before, during and after erection                                                                                                                                | Program Pengendalian Aset & Utilitas Publik<br>Asset Control Program & Public Utilities                   |
|  | Sosialisasi dan komunikasi pendekatan ke warga sekitar<br>Socialization and communication approach to surrounding residents                                                                                                                                                                                                                            | Program Sosialisasi & Koordinasi Pihak Terkait<br>Socialization Program & Coordination of Related Parties |
|  | Program padat karya<br>Labor-intensive program                                                                                                                                                                                                                                                                                                         | Program Ketenagakerjaan Lokal<br>Local Employment Program                                                 |
|  | Menetapkan standar kualifikasi dan kompetensi sebagai syarat lowongan pekerja<br>Establish qualification and competency standards as a condition for job vacancies                                                                                                                                                                                     | Program Ketenagakerjaan Lokal<br>Local Employment Program                                                 |



PENGELOLAAN MATERIAL/BAHAN BAKU

Sesuai dengan bidang usaha di bidang jasa konstruksi, ADHI memerlukan berbagai jenis bahan baku/material yang dapat dibedakan menjadi 2 (dua) kategori, yakni material terbarukan dan tidak terbarukan. Perseroan senantiasa memastikan bahwa semua bahan baku yang digunakan oleh Perseroan diperoleh dari sumber-sumber resmi yang legal dan memiliki izin resmi. Volume bahan baku dan jenisnya yang digunakan Perseroan sepanjang 3 (tiga) tahun terakhir adalah sebagai berikut: [GRI 301-1]

Tabel Penggunaan Bahan Baku/Material
Table of Use of Raw Materials

Table with 9 columns: No., Nama Material, Satuan, and grouped columns for 2021, 2022, and 2023 (Volume and Nilai). It lists non-renewable materials like Sand, Crushed Stone, and Cement, and renewable materials like Wood.

Sesuai tabel di atas, sebagian besar material yang digunakan oleh Perseroan bersumber dari alam dan masuk dalam kategori tak terbarukan, seperti pasir, batu pecah, batu armour, batu kali, sirtu, semen, dan sebagainya. Sebagai material tak terbarukan, Perseroan menyadari betul bahwa ketersediaannya kian terbatas. Oleh karena itu, Perseroan berupaya untuk menggunakannya seefisien mungkin sehingga tidak menghasilkan banyak limbah, sekaligus menghemat bahan baku. Bahkan, untuk material tertentu yang memungkinkan untuk dipakai kembali, Perseroan berkomitmen untuk memanfaatkannya dengan baik.

Merujuk Identifikasi Aspek & Dampak Lingkungan (IADL), beberapa material yang sudah masuk kategori limbah dan bisa didaur ulang di antaranya limbah kayu bekisting, sisa beton readymix, scrap besi beton, kertas bekas print, oli mesin bekas, sampah botol plastik, dan limbah cartridge tinta printer. Adapun beberapa material/limbah yang bisa digunakan kembali (reuse)

RAW MATERIAL MANAGEMENT

In accordance with the business sector in the field of construction services, ADHI requires various types of raw materials / materials that can be divided into 2 (two) categories, namely renewable and non-renewable materials. The Company always ensure that all raw materials used by the Company are obtained from official sources that are legal and have official permits. The volume of raw materials and their types used by the Company throughout the last 3 (three) years are as follows: [GRI 301-1]

According to the table above, most of the materials used by the Company are sourced from nature and fall into the non-renewable category, such as sand, crushed stone, armour stone, river stone, sirtu, cement, and so on. As a non-renewable material, the Company realizes It is true that its availability is increasingly limited. Therefore, the Company strives to use it as efficiently as possible so that it does not produce much waste, while saving raw materials.

Referring to the Identification of Environmental Aspects & Impacts (IADL), some materials that have been categorized as waste and can be recycled include formwork wood waste, readymix concrete residue, concrete iron scrap, print waste paper, used engine oil, plastic bottle waste, and printer ink cartridge waste. Some materials/wastes that can be used for reuse include formwork

di antaranya limbah kayu bekisting, *scrap* besi beton, oli mesin bekas, kertas bekas print, sampah botol plastik, air hasil cucian sisa beton dari *truck mixer*. Selanjutnya, sesuai dengan bidang usaha Perseroan di jasa konstruksi, maka tidak terdapat produk reclaimed dan material kemasannya. [GRI 301-2, 301-3]

Selain bahan baku/material utama untuk menopang pekerjaan di bidang konstruksi, ADHI membutuhkan kertas sebagai salah satu bahan baku atau material pendukung, terkhusus di perkantoran. Kertas digunakan untuk keperluan administrasi, seperti surat menyurat, kontrak kerja dengan mitra, memo, dan sebagainya. Perseroan menyadari bahwa pembuatan kertas memerlukan bubur kayu dari penebangan pohon, energi listrik dan bahan bakar minyak sebagai sumber energi, air dan zat kimia lainnya. Proses pembuatan kertas juga menghasilkan berbagai macam limbah, baik padat, cair maupun gas, serta limbah yang masuk kategori bahan berbahaya dan beracun (B3) maupun non-B3. Dengan demikian, proses pembuatan kertas turut menyumbang dan berdampak pada lingkungan, termasuk menyebabkan pemanasan global dan perubahan iklim.

Becermin dari proses pembuatan kertas, termasuk dampaknya terhadap lingkungan, ADHI berkomitmen untuk mengurangi penggunaan kertas. Upaya yang dilakukan, antara lain, mengoptimalkan penggunaan kertas bekas dokumen yang tidak bersifat rahasia untuk digunakan kembali pada sisi lainnya yang masih kosong untuk keperluan-keperluan internal. Upaya lain untuk menghemat kertas dilakukan dengan melakukan pengecekan secara optimal sebelum mencetak naskah atau surat-surat sehingga terhindar dari kemungkinan harus mencetak ulang karena salah ketik atau salah ejaan.

Penggunaan kertas oleh Perseroan secara otomatis menimbulkan limbah yang masuk kategori non-B3 (Bahan Berbahaya dan Beracun). Untuk pengolahan limbah kertas, Perseroan menyerahkan kepada pihak ketiga, termasuk kemungkinan untuk digunakan kembali atau didaur ulang. Namun demikian, hingga akhir tahun 2023, ADHI tidak memanfaatkan hasil kertas daur ulang tersebut dalam operasional sehari-hari. [OJK F.5]

## PENGELOLAAN AIR

Air merupakan salah satu kebutuhan pokok bagi ADHI yang bergerak di bidang usaha jasa konstruksi. Selain untuk keperluan domestik karyawan di perkantoran dan di lokasi-lokasi proyek, seperti aktivitas MCK, dapur, wudu, dan sebagainya, air juga digunakan sebagai salah satu komponen penting dalam proses konstruksi. Sebagian besar air yang dikonsumsi oleh Perseroan berasal dari air tanah. [GRI 3-3]

Perseroan menyadari bahwa air bersih sebagai sumber daya bersama ketersediannya kian terbatas. Bahkan, dalam wilayah tertentu tercipta kondisi yang lazim disebut sebagai wilayah stres air yaitu wilayah yang tidak memiliki kemampuan untuk memenuhi kebutuhan air untuk manusia maupun lingkungan di sekitarnya. Stres air merujuk pada ketersediaan, kualitas, atau aksesibilitas terhadap air bersih. Untuk itu, ADHI berupaya menggunakan air dengan bijaksana antara lain dengan melakukan kampanye penghematan air, mengecek saluran air, keran, *valve*

wood waste, concrete iron scrap, used engine oil, print waste paper, plastic bottle waste, Water washed from the remaining concrete from the mixer truck. Furthermore, in accordance with the Company's business field in construction services, there are no reclaimed products and packaging materials. [GRI 301-2, 301-3]

In addition to the main raw materials to support work in the construction sector, ADHI requires paper as one of the raw materials or supporting materials, especially in offices. Paper is used for administrative purposes, such as correspondence, employment contracts with partners, memos, and so on. The Company recognizes that papermaking requires pulp wood from felling trees, electrical energy and fuel oil as a source of energy, water and other chemicals. The papermaking process also produces various kinds of waste, both solid, liquid and gas, as well as waste that falls into the category of hazardous and toxic materials (B3) and non-B3. Thus, the papermaking process contributes and has an impact on the environment, including causing global warming and climate change

Reflecting on the papermaking process, including its impact on the environment, ADHI is committed to reducing paper use. Efforts made, among others, optimize the use of waste paper documents that are not confidential to be reused on the other side that is still blank for internal purposes. Another effort to save paper is done by checking optimally before printing the manuscript or The letters thus avoid the possibility of having to reprint due to typos or misspellings.

The use of paper by the Company automatically causes waste that falls into the non-B3 category (Hazardous and Toxic Materials). For paper waste treatment, the Company submits to third parties, including the possibility to be reused or recycled. However, until the end of 2023, ADHI will not utilize recycled paper products repeat it in daily operations. [OJK F.5]

## WATER MANAGEMENT

Water is one of the basic needs for ADHI which is engaged in the construction service business. In addition to the domestic needs of employees in offices and at project sites, such as MCK activities, kitchens, ablution, and so on, water is also used as one of the important components in the construction process. Most of the water consumed by the Company comes from groundwater. [GRI 3-3]

The Company realizes that clean water as a shared resource is increasingly limited in availability. In fact, in certain areas created conditions that are commonly referred to as water stress areas, namely areas that do not have the ability to meet water needs for humans and the surrounding environment. Water stress refers to the availability, quality, or accessibility to clean water. To that end, ADHI strives to use water wisely, among others, by conducting water saving campaigns, checking water channels, faucets, valves regularly to prevent leaks and immediately make



secara berkala untuk mencegah terjadinya kebocoran serta segera melakukan perbaikan apabila ditemukan adanya kerusakan. Selain itu di Kantor Induk ADHI telah memanfaatkan daur ulang air untuk penyiraman tanaman di area kantor. Sebagai bentuk tanggung jawab sosial dan lingkungan, ADHI juga telah melaksanakan kegiatan penyediaan air bersih untuk daerah rawan air, salah satunya kerja sama penyediaan air bersih di Desa Golo Ketak untuk masyarakat yang membutuhkan. Dengan pengelolaan air seperti itu, maka penggunaan air oleh Perseroan tidak berdampak negatif terhadap lingkungan dan masyarakat di sekitar perusahaan beroperasi dan mengerjakan proyek, terkhusus tidak ada kawasan stres air yang terdampak dari penggunaan air oleh ADHI. [GRI 303-1] [OJK F.5]

Di sisi lain, pemanfaatan dan pengambilan air oleh ADHI membawa konsekuensi dengan adanya air limbah (efluen) yang perlu dibuang ke badan air sebagai penerima antara lain ke parit/selokan. Sebelum dibuang ke badan air, Perseroan melakukan *treatment* atau pengolahan tertentu sehingga air limbah yang dibuang memenuhi standar baku mutu dan tidak membahayakan bagi lingkungan, baik habitat perairan maupun pengguna air berikutnya. [GRI 303-2]

Per 31 Desember 2023, ADHI belum melakukan pencatatan secara spesifik volume pembuangan air dan volume penggunaan sehingga belum bisa menyampaikan informasi tersebut dalam laporan ini. Adapun volume pengambilan air adalah sebagai berikut: [OJK F.8] [GRI 303-3, 303-4, 303-5]

**Tabel Pengambilan Air Tahun 2021-2023**  
Water Intake Table 2021-2023

| Sumber Air<br>Water Source      | Satuan<br>Unit | 2021*) | 2022*) | 2023   |
|---------------------------------|----------------|--------|--------|--------|
| Pengambilan Air<br>Water Intake |                |        |        |        |
| Air tanah<br>Groundwater        | M3             | 5.099  | 4.632  | 66.794 |
|                                 | Megaliter      | 5,10   | 4,63   | 66,79  |

\*)data merujuk penggunaan air kantor pusat ADHI  
\*)data refers to ADHI head office water usage

Data tahun 2023 merupakan volume total pengambilan air Kantor Pusat dan proyek di berbagai daerah yang dikerjakan Perseroan. Pada tahun pelaporan, ADHI belum memiliki data spesifik tentang volume penggunaan air Kantor Pusat Operasional di Jl. MT. Haryono dan Kantor Pusat di Jl. Pasar Minggu, Jakarta, sehingga belum bisa menyampaikan intensitas pengambilan air per karyawan tahun 2023. Adapun intensitas pengambilan air Kantor Pusat Jl. Pasar Minggu tahun 2022 adalah 2,52 m3/karyawan/tahun. Perhitungan diperoleh dengan membagi volume pengambilan air Kantor Pusat dengan jumlah karyawan di Kantor Pusat. [GRI G4: CRE2]

**PENGELOLAAN ENERGI**

ADHI menggunakan dua sumber energi utama dalam menjalankan usaha, yaitu listrik dan bahan bakar minyak (BBM) yang dipasok oleh pihak ketiga. Perusahaan menggunakan listrik sebagai

repairs if damage is found. In addition, the ADHI Main Office has utilized water recycling for watering plants in the office area. As a form of social and environmental responsibility, ADHI also has carried out clean water supply activities for water-prone areas, one of which is cooperation in providing clean water in Golo Ketak Village for people in need. With such water management, the use of water by the Company does not have a negative impact on the environment and the community around the company operate and work on projects, in particular no water stress areas are affected by ADHI's water use. [GRI 303-1] [OJK F.5]

On the other hand, the utilization and extraction of water by ADHI has consequences with the presence of wastewater (effluent) that needs to be discharged into water bodies as recipients, among others, into ditches/gutters. Before being discharged into water bodies, the Company carries out certain treatments or treatments so that the wastewater discharged meets quality standards and is not harmful to the environment, both aquatic habitats and subsequent water users. [GRI 303-2]

As of December 31, 2023, ADHI has not recorded the specific volume of water disposal and usage volume so that it has not been able to submit the information in this report. The volume of water intake is as follows: [OJK F.8] [GRI 303-3, 303-4, 303-5]

Data for 2023 is the total volume of water extraction from the Head Office and projects in various regions carried out by the Company. In the reporting year, ADHI did not yet have specific data regarding the volume of water use at the Operational Head Office at Jl. MT. Haryono and Head Office at Jl. Pasar Minggu, Jakarta, so we did not convey the intensity of water extraction per employee in 2023. The intensity of water extraction at the Head Office at Jl. Pasar Minggu in 2022 was 2.52 m3/employee/year. The calculation is obtained by dividing the Head Office water extraction volume by the number of employees at the Head Office. [GRI G4: CRE2]

**ENERGY MANAGEMENT**

ADHI uses two main energy sources in running its business, namely electricity and fuel oil (BBM) supplied by third parties. The company uses electricity as an energy source for various



sumber energi berbagai peralatan, sarana/prasarana elektronik di kantor pusat maupun di proyek-proyek yang dikerjakan ADHI, sedangkan BBM digunakan sebagai sumber energi alat berat di lokasi proyek, kendaraan operasional kantor, dan sebagainya. [\[GRI 3-3\]](#)

Saat ini, sebagian besar listrik di Indonesia masih memanfaatkan batu bara sebagai sumber energi pembangkit, yang notabene termasuk dalam sumber energi tak terbarukan yang ketersediaannya terbatas. Kategori yang sama berlaku untuk BBM sebagai sumber energi berbasis fosil. Untuk itu, Perseroan berkomitmen untuk melakukan efisiensi dalam menggunakan kedua jenis energi, sekaligus sebagai dukungan implementasi Peraturan Pemerintah No. 70 tahun 2009 tentang Konservasi Energi. Upaya efisiensi energi yang sekaligus mengurangi tingkat emisi dilakukan Perusahaan antara lain: [\[OJK F.7, F.12\]](#) [\[GRI 302-4, 302-5, 305-5\]](#)

1. Meminimalisasi mobilitas dalam rangka perjalanan dinas.
2. Mengajak karyawan ADHI untuk lebih sering menggunakan sepeda sebagai metode transportasi, melalui komunitas ADHIGOS.
3. Transportaion Day di mana pada waktu-waktu tertentu semua manajemen dan staf menggunakan transportasi publik untuk berangkat ke kantor.
4. Memasang panel surya di atap gedung Kantor Pusat sebagai implementasi program *green office*.
5. Optimalisasi penggunaan AC pada saat jam pulang kantor.
6. Penggunaan lampu LED di ruang Direksi.
7. Mengurangi penggunaan *microwave*.
8. Desain bangunan kantor proyek dengan banyak jendela kaca sehingga tidak perlu menghidupkan lampu listrik saat siang hari.

Per 31 Desember 2023, volume penggunaan listrik ADHI adalah sebagai berikut: [\[GRI 302-1\]](#) [\[OJK F.6\]](#)

**Tabel Konsumsi Listrik Tahun 2021-2023**  
**Electricity Consumption Table 2021-2023**

| No. | Jenis Type          | Satuan Unit | 2021**) | 2022**) | 2023*)     |
|-----|---------------------|-------------|---------|---------|------------|
| 1   | Listrik Electricity | kWh         | 546.879 | 585.774 | 14.962.528 |
|     |                     | Gigajoule   | 1.968,8 | 2.108,8 | 53.865     |

\*)Data ADHI dan Proyek ADHI

\*\*) Data Kantor Pusat ADHI (Pasar Minggu). Pencatatan listrik di proyek tidak tercatat karena tersebarnya proyek di berbagai daerah sehingga belum adanya angka konsolidasi penggunaan energi listrik Perseroan.

\*)ADHI Data and ADHI Project

\*\*) ADHI Head Office Data (Pasar Minggu). The recording of electricity in the project is not recorded due to the spread of projects in various regions so that there is no consolidated figure of the Company's electrical energy use.

Sesuai tabel di atas, penggunaan energi listrik tahun 2023 naik dibandingkan tahun 2022. Kenaikan dipengaruhi oleh adanya perluasan cakupan pendataan konsumsi listrik. Dari jumlah tersebut, penggunaan listrik Kantor Pusat Perseroan tahun 2023 sebanyak 1.836.200 kWh. Berdasarkan data tersebut, maka intensitas penggunaan listrik Kantor Pusat tahun 2023 adalah 1.036 kWh/karyawan/tahun, naik dibandingkan tahun 2022 yang mencapai 512,49 kWh/karyawan/tahun. Kenaikan terjadi karena pada tahun pelaporan, ADHI mulai menggunakan Kantor Pusat Operasional di Jl. MT. Haryono dan Kantor Pusat Jl. Pasar Minggu, Jakarta. Adapun tahun 2022, Perseroan hanya menggunakan Kantor Pusat di Jl. Pasar Minggu. Perhitungan diperoleh dengan membagi penggunaan listrik kedua Kantor Pusat dengan jumlah karyawan di Kantor Pusat. [\[GRI G4: CRE1\]](#)

equipment, electronic facilities/infrastructure at the head office and in projects undertaken by ADHI, while fuel is used as an energy source for heavy equipment at the project site, office operational vehicles, and so on. [\[GRI 3-3\]](#)

Currently, most electricity in Indonesia still utilizes coal as a source of generating energy, which in fact is included in non-renewable energy sources whose availability is limited. The same category applies to fuel as a fossil-based energy source. For this reason, the Company is committed to making efficiency in using both types of energy, as well as supporting the implementation of Government Regulation No. 70 of 2009 concerning Energy Conservation. Energy efficiency efforts that simultaneously reduce emission levels are carried out by the Company, among others: [\[OJK F.7, F.12\]](#) [\[GRI 302-4, 302-5, 305-5\]](#)

1. Minimize mobility in the context of business travel.
2. Encourage ADHI employees to use bicycles more often as a method of transportation, through the ADHIGOS community.
3. Transportaion Day where at certain times all management and staff use public transportation to go to the office.
4. Installing solar panels on the roof of the Head Office building as an implementation of the green office program.
5. Optimization of the use of air conditioning during office hours.
6. Use of LED lights in the Board of Directors room.
7. Reduce microwave use.
8. Design a project office building with many glass windows so there is no need to turn on electric lights during the day.

As of December 31, 2023, ADHI's electricity volumes are as follows: [\[GRI 302-1\]](#) [\[OJK F.6\]](#)

According to the table above, the use of electrical energy in 2023 will increase compared to 2022. The increase was influenced by the expansion of the scope of data collection of electricity consumption. From his amount, electricity usage for the Company's Head Office in 2023 was 1,836,200 kWh. Based on this data, the electricity usage intensity of the Head Office in 2023 was 1,036 kWh/employee/year, an increase compared to 2022 which reached 512.49 kWh/employee/year. The increase realized because in the reporting year, ADHI began using the Operational Head Office at Jl. MT. Haryono and Head Office at Jl. Pasar Minggu, Jakarta. As for 2022, the Company only operate in the Head Office at Jl. Pasar Minggu. The calculation is obtained by dividing the electricity usage of the two Head Offices by the number of employees at the Head Office. [\[GRI G4: CRE1\]](#)



Adapun penggunaan BBM jenis bensin untuk Kantor Pusat ADHI tercatat sebanyak 499,2 liter atau setara dengan 17 GJ. Pada tahun pelaporan, Perseroan belum menghitung intensitas energi secara keseluruhan, termasuk dari penggunaan BBM karena data belum tersedia. Sementara itu, untuk konsumsi energi di luar organisasi, seperti penggunaan BBM dan listrik oleh pemasok/mitra, ADHI tidak bisa melaporkan karena dalam perjanjian kerja sama dengan pemasok tidak terdapat klausul tentang pencatatan volume energi yang dikeluarkan oleh mitra. [GRI 302-1, 302-2, 302-3] [OJK F.6]

**PENGELOLAAN EMISI**

ADHI berkomitmen untuk berkontribusi dalam penanganan perubahan iklim dan pemanasan global yang saat ini menjadi fokus dan perhatian masyarakat global. Komitmen diwujudkan Perseroan dengan mengurangi emisi gas rumah kaca yang dihasilkan dari penggunaan listrik, BBM dan perjalanan dinas dengan pesawat terbang. Dalam laporan ini, emisi yang dilaporkan adalah emisi GRK langsung (cakupan 1) yang dihasilkan dari penggunaan bahan bakar fosil (bensin dan solar) dan emisi GRK (cakupan 2) tidak langsung yang bersumber dari penggunaan listrik. Emisi GRK dominan yang dihasilkan, baik cakupan 1 dan 2 adalah karbon dioksida (CO2). Perseroan belum menghitung emisi GRK (cakupan 3) tidak langsung lainnya dari perjalanan dinas dengan pesawat karena data tidak tersedia. [GRI 305-3]

Untuk menghitung emisi GRK (Cakupan 1) langsung, metode yang dipakai di Indonesia dan negara-negara *non-Annex 1* (negara berkembang) adalah Tier-1, yaitu berdasarkan data konsumsi energi dikalikan faktor emisi *default IPCC 2019 (Intergovernmental Panel on Climate Change/Panel antar Pemerintah tentang Perubahan Iklim)* dengan rumus sebagai berikut:

**EMISI HASIL PEMBAKARAN BAHAN BAKAR**  
Fuel Combustion Emissions

Emisi GRK  
GHG emissions

$\left[ \frac{\text{kg}}{\text{thn}} \right]$

=

Konsumsi Energi  
Energy Consumption

$\left[ \frac{\text{TJ}}{\text{thn}} \right]$

x

Faktor Emisi  
Emission Factor

$\left[ \frac{\text{kg}}{\text{TJ}} \right]$

Dari hasil perhitungan sesuai rumus di atas, maka selama tahun pelaporan, dari penggunaan BBM di Kantor Pusat sebesar 499 liter, Perusahaan menghasilkan emisi gas rumah kaca langsung (cakupan 1) dari penggunaan bensin sebesar 1.386 kg CO2eq. [GRI 305-1][OJK F.11]

Sedangkan emisi gas rumah kaca tidak langsung (cakupan 2, yaitu yang bersumber dari energi dari luar berupa listrik) diperoleh dengan mengalikan konsumsi listrik (dalam Kwh per tahun) dengan *average grid emission factor* yang dikeluarkan Kementerian ESDM merujuk RUPTL PLN 2015-2024 yaitu sebesar 0,934 kgCO2/Kwh (2017). Berdasarkan perhitungan itu, emisi gas rumah kaca tidak langsung (cakupan 2) adalah sebagai berikut: [GRI 305-2][OJK F.11]

The use of gasoline type fuel for ADHI Head Office was recorded at 499.2 liters or equivalent to 17 GJ. In the reporting year, In the Company has not calculated the energy intensity. The Company has not calculated the overall energy intensity, including from fuel use because the data is not yet available. Meanwhile, for energy consumption outside the organization, such as the use of fuel and electricity by suppliers/partners, ADHI cannot report because in the cooperation agreement with suppliers there is no clause on recording the volume of energy issued by partners. [GRI 302-1, 302-2, 302-3] [OJK F.6]

**EMISSIONS MANAGEMENT**

ADHI is committed to contributing to handling climate change and global warming which is currently the focus and attention of the global community. The Company's commitment is realized by reducing greenhouse gas emissions resulting from the use of electricity, fuel and business travel by airplane. In this report, the reported emissions are direct GHG emissions (scope 1) resulting from the use of fossil fuels (gasoline and diesel), indirect GHG emissions (scope 2) sourced from electricity use. The dominant GHG emissions produced, both scope 1 and 2 are carbon dioxide (CO2). The Company has not calculated other indirect GHG (scope 3) emissions from business travel by airplane because data is not available. [GRI 305-3]

To calculate direct GHG emissions (Scope 1), the method used in Indonesia and non-Annex 1 (developing countries) countries is Tier-1, that is, based on energy consumption data multiplied by the default emission factor of the IPCC 2019 (Intergovernmental Panel on Climate Change) with the following formula:

From the calculation according to the formula above, during the reporting year, from the use of fuel at the Head Office amounting to 499 liters, the Company produced direct greenhouse gas emissions (scope 1) from the use of gasoline amounting to 1,386 kg CO2eq. [GRI 305-1] [OJK F.11]

Meanwhile, indirect greenhouse gas emissions (scope 2, namely those originating from external energy in the form of electricity) are obtained by multiplying electricity consumption (in Kwh per year) by the average grid emission factor issued by the Ministry of Energy and Mineral Resources referring to the 2015-2024 PLN RUPTL, namely 0.934 kgCO2/Kwh (2017). Based on that calculation, indirect greenhouse gas emissions (scope 2) are as follows: [GRI 305-2][OJK F.11]

**Tabel Emisi Gas Rumah Kaca Tidak Langsung (Cakupan 2) Tahun 2021-2023**  
**Table of Indirect Greenhouse Gas Emissions (Scope 2) 2021-2023**

| Konsumsi Energi<br>Energy Consumption | Tahun (kWh)<br>Year (kWh) |         |            | Emisi CO2 yang Dihasilkan (kg)<br>Emisi CO2 yang Dihasilkan (kg)<br>Produced CO2 Emissions (kg) |            |            |
|---------------------------------------|---------------------------|---------|------------|-------------------------------------------------------------------------------------------------|------------|------------|
|                                       | 2021                      | 2022    | 2023       | 2021                                                                                            | 2022       | 2023       |
| Listrik<br>Electricity                | 546.879                   | 585.774 | 14.962.528 | 510.784,98                                                                                      | 547.112,92 | 15.824.120 |

Berdasarkan perhitungan itu, emisi gas rumah kaca tidak langsung (cakupan 2) dari penggunaan energi listrik tahun 2023 tercatat sebesar 15.824.120 kgCO<sub>2</sub>eq, naik 15.277.007 kgCO<sub>2</sub>eq atau 2.792,30% dibandingkan tahun 2022 yang mencapai 547.112,92vkgCO<sub>2</sub>eq. Kenaikan tersebut terjadi karena adanya penambahan cakupan data di tahun 2023. [OJK. F.11]

Adapun intensitas emisi dari penggunaan listrik Kantor Pusat Perseroan tahun 2023 tercatat sebesar 967 kgCO<sub>2</sub>eq, naik dibandingkan tahun 2022 yang mencapai 479 kg/CO<sub>2</sub>eq. Kenaikan terjadi sejalan dengan bertambahnya penggunaan listrik karena pada tahun pelaporan, ADHI mulai menggunakan Kantor Pusat Operasional di Jl. MT. Haryono dan Kantor Pusat Jl. Pasar Minggu, Jakarta. Adapun tahun 2022, Perseroan hanya menggunakan Kantor Pusat di Jl. Pasar Minggu. Perhitungan diperoleh dengan membagi emisi dari penggunaan listrik Kantor Pusat dengan jumlah karyawan di Kantor Pusat. Adapun intensitas emisi gas rumah kaca dari penggunaan listrik berdasarkan aktivitas pembangunan konstruksi dan proyek yang dikerjakan Perseroan tahun 2023 adalah sebesar 7,88 tonCO<sub>2</sub>eq/juta pendapatan. Perhitungan diperoleh dengan membagi total emisi gas rumah kaca dari penggunaan listrik dengan pendapatan yang diraih Perseroan pada tahun pelaporan. [GRI G4: CRE3, CRE4]

Selaras dengan komitmen Perusahaan dalam mengurangi emisi GRK, khususnya emisi udara yang dihasilkan di lingkungan *plant* atau unit proyek, ADHI melakukan beberapa kebijakan. Untuk pengendalian emisi gas buang alat berat (*reduce*) misalnya, Perusahaan melakukan upaya sebagai berikut: [GRI 305-5]

1. Pemilihan alat berat umur di bawah 5 tahun
2. Pemilihan alat berat yang mempunyai teknologi pengurangan emisi
3. Pemilihan alat yang mempunyai SILO dan uji riksa rutin berkala
4. Pergantian alat yang tidak memenuhi syarat uji emisi gas buang
5. Perawatan alat secara rutin berkala
6. Pemakaian BBM yang lebih bersih dan alternatif
7. Uji emisi gas buang secara berkala

Based on this calculation, indirect greenhouse gas emissions (scope 2) from the use of electrical energy in 2023 were recorded at 15,824,120 kgCO<sub>2</sub>eq, an increase of 15,277,007 kgCO<sub>2</sub>eq or 2,792.30% compared to 2022 which reached 547,112.92vkgCO<sub>2</sub>eq. This increase occurred due to additional data coverage in 2023. [OJK. F.11]

The emission intensity from electricity use at the Company's Head Office in 2023 was recorded at 967 kgCO<sub>2</sub>eq, an increase compared to 2022 which reached 479 kg/CO<sub>2</sub>eq. The increase realized in line with increasing electricity use because in the reporting year, ADHI began operating in the Operational Head Office at Jl. MT. Haryono and Head Office at Jl. Pasar Minggu, Jakarta. As for 2022, the Company only operate in the Head Office at Jl. Pasar Minggu. The calculation was obtained by dividing emissions from Head Office electricity use by the number of employees at Head Office. The intensity of greenhouse gas emissions from electricity use based on construction activities and projects carried out by the Company in 2023 is 7.88 tonCO<sub>2</sub>eq/million revenue. The calculation is obtained by dividing the total greenhouse gas emissions from electricity use by the revenue achieved by the Company in the reporting year. [GRI G4: CRE3, CRE4]

In line with the Company's commitment to reducing GHG emissions, especially air emissions produced in plant or project unit environments, ADHI has implemented several policies. To control heavy equipment exhaust emissions (*reduce*), for example, the Company makes the following efforts: [GRI 305-5]

1. Selection of heavy equipment under 5 years old
2. Selection of heavy equipment that has emission reduction technology
3. Selection of equipment that has a SILO and regular routine checks
4. Replacement of equipment that does not meet exhaust emission test requirements
5. Regular maintenance of equipment
6. Use of cleaner and alternative fuel
7. Regularly test exhaust emissions



Selanjutnya, intensitas emisi dihitung Perusahaan dengan menggunakan rumus berikut:

Next, the Company calculates emission intensity using the following formula:

$$\text{Intensitas Emisi | Emission Intensity} = \frac{\text{Total Emisi (CO2eq) | Total Emission (CO2eq)}}{\text{Jumlah Produksi (M3) | Production Amount (M3)}}$$

Sesuai rumus di atas didapat intensitas emisi GRK tahun 2023 adalah sebesar 2,36 kgCO<sub>2</sub>eq/M<sub>3</sub>, naik dibandingkan tahun 2022, yaitu 0,37 kgCO<sub>2</sub>eq/M<sub>3</sub>. [\[GRI 305-4\] \[OJK F.11\]](#)

According to the formula above, the GHG emission intensity in 2023 is 2.36 kgCO<sub>2</sub>eq/M<sub>3</sub>, an increase compared to 2022, namely 0.37 kgCO<sub>2</sub>eq/M<sub>3</sub>. [\[GRI 305-4\] \[OJK F.11\]](#)

Berkaitan dengan pengelolaan emisi, ADHI juga memerhatikan penggunaan Bahan Perusak Ozon (BPO), yaitu senyawa kimia yang potensial dapat bereaksi dengan molekul ozon di lapisan stratosfer. BPO biasa digunakan untuk mesin pendingin ruangan (AC), kulkas, dan tabung pemadam api. Penggunaan BPO akan menyebabkan terjadinya penipisan lapisan ozon yang mengakibatkan terjadinya degradasi lingkungan, keterbatasan sumber air bersih, kerusakan rantai makanan di laut, menurunnya hasil produksi pertanian perubahan iklim, pemanasan global, dan sebagainya.

In connection with emissions management, ADHI also pays attention to the use of Ozone Depleting Substances (BPO), namely chemical compounds that have the potential to react with ozone molecules in the stratosphere. BPO is commonly used for air conditioning (AC), refrigerators and fire extinguishers. The use of BPO will cause depletion of the ozone layer which will result in environmental degradation, limited sources of clean water, damage to the marine food chain, decreased agricultural production, climate change, global warming, and so on.

ADHI menyadari adanya berbagai risiko lingkungan akibat penggunaan BPO. Untuk itu, Perusahaan mendukung penuh kebijakan pemerintah memperketat, bahkan melarang, penggunaan BPO. Terkait hal ini, Perusahaan telah melakukan pemetaan untuk mengetahui ada atau tidaknya penggunaan zat tersebut. Hasil pemetaan menunjukkan adanya penggunaan BPO, yaitu pada penggunaan AC dan Kulkas. Selanjutnya, sesuai dengan komitmen awal untuk mengurangi emisi gas rumah kaca, termasuk emisi akibat BPO, Perusahaan telah memiliki kebijakan untuk mengurangi emisi BPO, yaitu menggunakan refrigeran AC dan kulkas yang ramah lingkungan yaitu hidrofluorokarbon (HFC). [\[GRI 305-6\] \[OJK F.12\]](#)

ADHI is aware of various environmental risks due to the use of ODS. For this reason, the Company fully supports government policies to tighten, even prohibit, the use of BPO. In this regard, the Company has carried out mapping to determine whether or not there is use of these substances. The mapping results show the use of BPO, namely the use of AC and refrigerators. Furthermore, in accordance with the initial commitment to reduce greenhouse gas emissions, including emissions due to BPO, the Company has a policy to reduce BPO emissions, namely using environmentally friendly AC and refrigerator refrigerants, namely hydrofluorocarbons (HFC). [\[GRI 305-6\] \[OJK F.12\]](#)

Pengelolaan emisi yang juga mendapat perhatian ADHI adalah emisi terkait nitrogen oksida (NOX), sulfur oksida (SOX), dan emisi udara signifikan lainnya yang dihasilkan dalam proses konstruksi dan produksi readymix. Langkah nyata yang dilakukan Perusahaan untuk mengurangi pencemaran udara dilakukan dengan penggunaan material yang lebih ramah lingkungan seperti penggunaan semen non-OPC dan campuran FABA, serta menerapkan kebijakan berupa Manual ESG, SKD Kebijakan ESG, Prosedur Pengelolaan Lingkungan, Prosedur Penerapan Sistem Manajemen Lingkungan, dan beberapa Petunjuk Kerja antara lain Identifikasi Analisa Dampak Lingkungan, Pengelolaan Limbah Konstruksi, Domestik dan B3, Pelaksanaan Penghijauan di lingkungan proyek. [\[GRI 305-7\]](#)

Emission management that also receives ADHI's attention is emissions related to nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions produced in the construction and readymix concrete production process. The concrete steps taken by the Company to reduce air pollution are carried out by utilizing more environmentally friendly materials such as the use of non-OPC cement and FABA mixtures, and implementing policies in the form of an ESG Manual, ESG Policy SKD, Environmental Management Procedures, Environmental Management System Implementation Procedures, and several Work Instructions including Identification of Environmental Impact Analysis, Management of Construction, Domestic and B3 Waste, Implementation of Greening in the project environment. [\[GRI 305-7\]](#)

## PENGELOLAAN LIMBAH

Limbah merupakan salah satu sumber kerusakan bagi lingkungan apabila pengelolaannya tidak dijalankan dengan baik. Untuk itu, sejalan dengan komitmen terhadap kelestarian lingkungan, ADHI melakukan pengelolaan limbah dengan menerapkan prosedur pengelolaan yang sesuai dengan karakteristik masing-masing

## WASTE MANAGEMENT

Waste is a source of damage to the environment if its management is not carried out properly. For this reason, in line with its commitment to environmental sustainability, ADHI carries out waste management by implementing management procedures that are appropriate to the characteristics of each



limbah. Limbah dikategorikan sebagai limbah organik, limbah non-organik, limbah B3 cair, dan padat. Masing-masing limbah akan dimasukkan ke dalam kontainer yang berbeda untuk mendapatkan pengelolaan yang berbeda pula. Sesuai dengan Prosedur Pengelolaan Limbah Konstruksi, Domestik dan B3, pengelolaan limbah dilakukan dengan pengumpulan, pemilahan, pencatatan, pengelolaan sisa limbah sesuai 3R (*Reduce, Reuse, Recycle*) dan pembuangan akhir di TPS, dimana limbah sisa yang tidak bisa dikelola akan dibuang dan diolah oleh Pihak Ketiga yang sudah berijin. Khusus limbah B3 ditempatkan tersendiri di TPS B3. Penanganan limbah B3 ini dilakukan oleh mitra pihak ketiga yang bersertifikasi, dan setiap tahunnya diaudit berdasarkan standar yang ditetapkan oleh Pemerintah. Volume limbah yang dihasilkan Perseroan selama tahun 2023 disampaikan dalam tabel berikut: [GRI 3-3,306-1, 306-3][OJK F.13, F.14]

waste. Waste is categorized as organic waste, non-organic waste, liquid and solid B3 waste. Each waste will be put into a different container to get different management. In accordance with the Construction, Domestic and B3 Waste Management Procedures, waste management is carried out by collecting, sorting, recording, managing residual waste according to 3R (*Reduce, Reuse, Recycle*) and final disposal at TPS, where residual waste that cannot be managed will be disposed of and processed by a licensed third party. Specifically for B3 waste in a separate place at TPS B3. Handling of B3 waste is carried out by certified third party partners, and is audited every year based on standards set by the Government. The volume of waste generated by the Company during 2023 is presented in the following table: [GRI 3-3,306-1, 306-3][OJK F.13, F.14]

**Tabel Volume Limbah yang Dihasilkan Tahun 2021-2023**  
Table of Waste Volume Generated in 2021-2023

| No. | Jenis Limbah<br>Waste Type                | Satuan     | 2021        | 2022         | 2023          |
|-----|-------------------------------------------|------------|-------------|--------------|---------------|
| 1.  | Organik<br>Organic                        | Ton        | 8           | 183,6        | 37,09         |
| 2.  | Non-organik<br>Non-Organic                | Ton        | 3           | 78,1         | 267,82        |
| 3.  | Limbah padat Non-B3<br>Non-B3 solid waste | Ton        | 11          | 6            | 0             |
| 4   | Limbah padat B3<br>B3 solid waste         | Ton        | 1,7         | 121,9        | 5,04          |
|     | <b>Jumlah<br/>Total</b>                   | <b>Ton</b> | <b>23,7</b> | <b>389,6</b> | <b>309,95</b> |

**Tabel Volume Limbah Padat dan Metode Pengelolaan Tahun 2021-2023**  
Table of Solid Waste Volume and Management Methods for 2021-2023

| Uraian<br>Description                                             | Satuan<br>Unit | 2021  | 2022    | 2023    |
|-------------------------------------------------------------------|----------------|-------|---------|---------|
| Total limbah padat yang dihasilkan<br>Total solid waste generated | Kg             | 2.572 | 135.442 | 309.955 |
| Penggunaan Kembali<br>Reuse                                       | Kg             | 10    | -       | 113.300 |
| Daur ulang<br>Recycle                                             | Kg             | -     | -       | 15.170  |
| Pengolahan menjadi kompos<br>Processing into compost              | Kg             | -     | -       | 320     |
| Pembakaran massa<br>Mass burning                                  | Kg             | -     | 108.140 | 0       |
| Tempat pembuangan akhir<br>Landfills                              | Kg             | 2.562 | 27.237  | 181.165 |

Dalam upaya untuk menjaga keberlangsungan usaha, ADHI berinovasi untuk mengembangkan sarana pengelolaan lingkungan, yaitu dengan mengembangkan Fasilitas Pengelolaan Limbah Terpadu (FPLT) Kawasan Medan. Fasilitas ini diresmikan dan mulai beroperasi pada akhir tahun 2021, dan melalui fasilitas ini ADHI dapat meningkatkan jumlah limbah yang dikelola. Melalui pengelolaan limbah yang dilakukan FPLT Kawasan Medan, ADHI dapat turut mengambil peran aktif dalam pengelolaan lingkungan, sehingga dapat meningkatkan kualitas hidup masyarakat sekitar. [GRI 306-2]

In an effort to maintain business continuity, ADHI innovates to develop environmental management facilities, namely by developing the Medan Area Integrated Waste Management Facility (FPLT). This facility was inaugurated and began operating at the end of 2021, and through this facility ADHI can increase the amount of waste managed. Through waste management carried out by FPLT in the Medan area, ADHI can take an active role in environmental management, so that it can improve the quality of life of the surrounding community. [GRI 306-2]



Tabel Limbah Berbahaya Tahun 2021-2023  
Hazardous Waste Table 2021-2023

| Uraian<br>Description                                                                     | Satuan<br>Unit | 2021  | 2022    | 2023*   |
|-------------------------------------------------------------------------------------------|----------------|-------|---------|---------|
| Total berat limbah berbahaya yang dihasilkan<br>Total weight of hazardous waste generated | Kg             | 1.705 | 132.392 | 117.044 |
| Total berat limbah berbahaya yang diangkut<br>Total weight of hazardous waste transported | Kg             | 1.705 | 132.392 | 117.044 |

\*) data dari 10 pilot project pengukuran limbah  
\*) data from 10 waste measurement pilot projects

Merujuk tabel di atas, terdapat pengurangan volume limbah berbahaya yang dihasilkan/diangkut. Adapun pengelolaan limbah padat domestik dari aktivitas perkantoran dilakukan Perusahaan dengan menyediakan tempat penampungan sampah sementara (TPS) sesuai jenisnya (organik & anorganik). Selanjutnya, sampah tersebut diangkut oleh petugas Dinas Lingkungan Hidup setempat secara berkala. [GRI 306-3, 306-5][OJK F.14]

Referring to the table above, there is a reduction in the volume of hazardous waste produced/transported. The company manages domestic solid waste from office activities by providing temporary waste storage areas (TPS) according to type (organic & inorganic). Furthermore, the waste is be transported by local Environmental Service officers periodically. [GRI 306-3, 306-5][OJK F.14]

Tabel Limbah yang Dialihkan dari Pembuangan Akhir Tahun 2021-2023 [GRI 306-4, 306-5]  
Table of Waste Diverted from Final Disposal 2021-2023 [GRI 306-4, 306-5]

| Jenis Pengolahan Limbah<br>Jenis Pengolahan Limbah                                            | Satuan<br>Satuan | Limbah Padat B3<br>Limbah Padat B3 | Limbah Padat Non-B3<br>Limbah Padat Non-B3 |
|-----------------------------------------------------------------------------------------------|------------------|------------------------------------|--------------------------------------------|
|                                                                                               |                  | 2023                               | 2023*                                      |
| Persiapan untuk digunakan kembali<br>Preparation for reuse                                    | Ton              | 0                                  | 113,3                                      |
| Daur ulang<br>Recycle                                                                         | Ton              | 0                                  | 15,17                                      |
| Pengerjaan pemulihan lainnya<br>Other restoration work                                        | Ton              | 0                                  | 0                                          |
| Total Limbah yang Dialihkan dari Pembuangan Akhir<br>Total Waste Diverted from Final Disposal | Ton              | 0                                  | 128,47                                     |

\*) data dari 10 pilot project pengukuran limbah  
\*) data from 10 waste measurement pilot projects

Limbah yang Dikirim ke Pembuangan Akhir tahun 2021-2023  
Waste Sent to Final Disposal in 2021-2023

| Jenis Pengolahan Limbah<br>Types of Waste Processing                                | Satuan<br>Unit | Limbah Padat B3<br>B3 Solid Waste |         |         |
|-------------------------------------------------------------------------------------|----------------|-----------------------------------|---------|---------|
|                                                                                     |                | 2021                              | 2022    | 2023*   |
| Insinerasi dengan perolehan energi<br>Incineration with energy recovery             | Ton            | 0                                 | 0       | 0       |
| Insinerasi tanpa perolehan energi<br>Incineration without energy recovery           | Ton            | 0                                 | 0       | 0       |
| Penimbunan<br>Hoarding                                                              | Ton            | 1,705                             | 132,392 | 117,044 |
| Cara pembuangan lainnya<br>Other disposal methods                                   |                | 0                                 | 0       | 0       |
| Total Limbah yang Dikirim ke Pembuangan Akhir<br>Total Waste Sent to Final Disposal | Ton            | 1,705                             | 132,392 | 117,044 |

\*) data dari 10 pilot project pengukuran limbah  
\*) data from 10 waste measurement pilot projects

Salah satu upaya ADHI untuk mengurangi limbah domestik dari aktivitas perkantoran, antara lain, dilakukan melalui Program Diet Plastik. Melalui program ini karyawan dihimbau agar bijak dalam menggunakan plastik sekali pakai untuk meminimalisir sampah plastik di lingkungan kantor maupun lingkungan proyek ADHI. Himbauan untuk membawa botol minum pribadi dan kantong

One of ADHI's efforts to reduce domestic waste from office activities is, among other things, through the Plastic Diet Program. Through this program, employees are encouraged to be wise in using single-use plastic to minimize plastic waste in the office environment and ADHI project environment. The appeal to bring personal drinking bottles and non-plastic shopping bags is also

belanja non-plastik juga disampaikan terus menerus sehingga diharapkan menjadi gaya hidup insan ADHI, yang kemudian menularkannya kepada lingkungan terdekat seperti keluarga dan teman. [GRI 3-3]

Selain itu ADHI juga memahami bahwa kegiatan operasi sehari-hari perusahaan menghasilkan limbah kertas, yaitu dari surat menyurat, kontrak kerja dengan mitra, memo, dan sebagainya. Untuk menghemat limbah yang dihasilkan dari produksi kertas maupun limbah kertas itu sendiri ADHI juga telah mengimplementasikan kegiatan diet kertas.

## Pengelolaan Limbah IKN

Pengelolaan sampah merupakan salah satu aspek yang penting untuk diperhatikan, di mana pengelolaan sampah berdampak ke kesehatan lingkungan sekitar, kebersihan lingkungan hidup, serta kualitas hidup masyarakat dan ekosistem sekitar. Dengan berkembangnya proyek infrastruktur, peningkatan *volume* sampah menjadi tantangan yang tidak dapat diabaikan, dan potensi dampak negatifnya menjadi penting untuk dimitigasi. Melalui pengelolaan sampah yang efektif, maka dapat dipastikan bahwa proyek infrastruktur berkontribusi positif tidak hanya terhadap pembangunan fisik, tetapi juga terhadap kesejahteraan lingkungan dan masyarakat secara keseluruhan.

Salah satu proyek yang dimulai pada tahun 2022 dan tengah dikerjakan ADHI pada tahun 2023 adalah Pembangunan IKN yang menjadi salah satu Proyek Strategis Nasional. Dalam proyek Pembangunan IKN, ADHI dipercaya untuk melaksanakan *Estate Management* ADHI, yaitu kegiatan pengelolaan pembangunan kawasan IKN, termasuk untuk mengelola aktivitas penyiraman jalan, *traffic management*, jasa ambulance dan *rescue*, serta pengelolaan sampah dan limbah yang dihasilkan dari proyek IKN.

Lingkup pengelolaan sampah dan limbah dalam *Estate Management* ADHI adalah untuk pengelolaan sampah dan limbah seluruh proyek pembangunan IKN, baik dari proyek ADHI maupun dari proyek-proyek yang dikerjakan perusahaan lainnya. Sampah yang dihasilkan dari proses konstruksi bermacam-macam, mulai dari sampah organik seperti bekas makanan, daun, dan kayu; sampah anorganik seperti botol plastik, kertas, logam besi, dan sisa kabel; serta sampah B3 seperti oli bekas, gypsum, limbah cat, dan sisa konstruksi terkontaminasi B3. Sampah yang dikelola untuk proses ini dibagi 3, yaitu sampah spesifik, sampah kegiatan sehari-hari, serta sampah B3, yang pengelolaannya berbeda beda tergantung jenisnya. Untuk proses pengelolaan sampah dalam kegiatan *Estate Management* ADHI dilakukan melalui kerja sama pihak ketiga.

conveyed continuously so that it is hoped that it will become a lifestyle for ADHI people, who will then spread it to their closest environment such as family and friends. [GRI 3-3]

In addition, ADHI also understands that the company's daily operations generate paper waste, namely from correspondence, work contracts with partners, memos, and so on. To reduce waste generated from paper production and paper waste itself, ADHI has also implemented diet kertas activities.

## IKN Waste Management

Waste management is an important aspect to be concerned, which the waste management has an impact on the health of the surrounding environment, environmental cleanliness, as well as the quality of life of the community and surrounding ecosystem. With the development of infrastructure projects, increasing waste volumes is a challenge that cannot be ignored, and its potential negative impacts are important to mitigate. Through effective waste management, it can be ensured that infrastructure projects contribute positively not only to physical development, but also to the welfare of the environment and society as a whole.

One of the projects that started in 2022 and is being carried out by ADHI in 2023 is the IKN Development which is one of the National Strategic Projects. In the IKN Development project, ADHI is trusted to carry out ADHI Estate Management, namely management activities for the development of the IKN area, including managing road watering activities, traffic management, ambulance and rescue services, as well as managing rubbish and waste generated from the IKN project.

The scope of rubbish and waste management in ADHI Estate Management is for the management of rubbish and waste from all IKN development projects, both from ADHI projects and from projects carried out by other companies. The waste generated from the construction process varies, ranging from organic waste such as food waste, leaves and wood; inorganic waste such as plastic bottles, paper, ferrous metal and cable waste; as well as B3 waste such as used oil, gypsum, paint waste and construction waste contaminated with B3. The waste managed for this process is divided into 3, namely specific waste, waste from daily activities, and B3 waste, the management of which differs depending on the type. The waste management process in ADHI's Estate Management activities is carried out through third party collaboration.



## TUMPAHAN YANG TERJADI [OJK F.15]

Tumpahan minyak, bahan bakar minyak, dan zat kimia tertentu merupakan salah satu risiko dalam operasional usaha ADHI, khususnya di lokasi proyek. Apabila terjadi tumpahan, insiden itu bisa memengaruhi kualitas tanah, air, udara, keanekaragaman hayati, dan kesehatan manusia yang berada di lokasi. Komitmen ADHI untuk mencegah terjadinya tumpahan membawa hasil dengan tidak adanya insiden tumpahan yang signifikan selama tahun pelaporan. Dengan demikian, tidak ada tindakan khusus yang diambil Perseroan terkait insiden tumpahan termasuk tindakan perbaikan terhadap tanah yang terkontaminasi (remediasi). [GRI G4: CRE5]

Untuk pengelolaan limbah ADHI mengacu pada:

1. Prosedur Pengelolaan Lingkungan (BP 014 ES P01)
2. Petunjuk Kerja Pengelolaan Limbah Konstruksi dan Limbah Domestik (SP 014 ES W03)
3. Petunjuk Kerja Pengelolaan Limbah Bahan Berbahaya dan Beracun (SP 014 ES W04)

## KEANEKARAGAMAN HAYATI

Upaya melestarikan keanekaragaman hayati merupakan salah satu perhatian ADHI. Perusahaan menyadari bahwa melindungi keanekaragaman hayati merupakan hal yang penting untuk memastikan kemampuan spesies tanaman dan hewan, keanekaragaman genetik, dan ekosistem alami untuk bertahan hidup. Untuk itu, Perusahaan melakukan berbagai upaya untuk menjaga keanekaragaman hayati, terutama bagi habitat ekosistem dan flora-fauna yang berada di sekitar area operasional maupun di luar area operasional.

Seiring dengan itu, Perusahaan memastikan bahwa wilayah operasional ADHI maupun proyek yang dikerjakan tidak berada di dalam atau berdekatan dengan kawasan lindung, atau kawasan dengan keanekaragaman hayati tinggi di luar kawasan hutan lindung. Dengan demikian, tidak terdapat dampak signifikan dari operasional maupun proyek yang dikerjakan ADHI terhadap keanekaragaman hayati. [OJK F.9]

Sementara itu, langkah konkret yang dilakukan Perusahaan untuk menjaga keanekaragaman hayati antara lain dilakukan dengan penanaman pohon sebanyak 82.265 batang dan menangkarkan hewan/fauna tertentu, yang direalisasikan melalui program TJSL/CSR bidang lingkungan. [OJK F.10]

**Tabel Konservasi Keanekaragaman Hayati Tahun 2022-2023**  
Biodiversity Conservation Table 2022-2023

| Uraian<br>Description                | Satuan<br>Unit             | 2021   | 2022    | 2023   |
|--------------------------------------|----------------------------|--------|---------|--------|
| Penanaman Pohon<br>Tree planting     | Batang Pohon<br>Tree trunk | 63.137 | 178.150 | 82.265 |
| Penangkaran Fauna<br>Fauna Captivity | Ekor<br>Tail               | 80     | 80      | 80     |

## OCCURING SPILLS [OJK F.15]

Spills of oil, fuel oil and certain chemicals are a risk in ADHI's business operations, especially at project sites. If a spill occurs, the incident can affect the quality of soil, water, air, biodiversity and human health at the location. ADHI's commitment to preventing spills resulted in no significant spill incidents during the reporting year. Thus, there was no special action taken by the Company regarding the spill incident, including remedial action for contaminated land (remediation). [GRI G4: CRE5].

For ADHI waste management refers to:

1. Environmental Management Procedures (BP 014 ES P01)
2. Work Instructions for Construction Waste and Domestic Waste Management (SP 014 ES W03)
3. Work Instructions for Hazardous and Toxic Waste Management (SP 014 ES W04)

## BIODIVERSITY

Efforts to preserve biodiversity are one of ADHI's concerns. The company recognizes that protecting biodiversity is critical to ensuring the ability of plant and animal species, genetic diversity and natural ecosystems to survive. For this reason, the Company makes various efforts to maintain biodiversity, especially for ecosystem habitats and flora and fauna located around operational areas and outside operational areas.

Along with this, the Company ensures that ADHI's operational areas and the projects being carried out are not in or close to protected areas, or areas with high biodiversity outside protected forest areas. Thus, there is no significant impact from ADHI's operations or projects on biodiversity. [OJK F.9]

Meanwhile, concrete steps taken by the Company to maintain biodiversity include planting 82,265 trees and breeding certain animals/fauna, which are realized through the TJSL/CSR program in the environmental sector. [OJK F.10]



## BIAYA LINGKUNGAN

ADHI berkomitmen untuk mewujudkan lingkungan yang lebih baik dengan mengalokasikan biaya lingkungan yang digunakan untuk berbagai keperluan terkait lingkungan. Pada tahun 2022, Perusahaan mengeluarkan biaya lingkungan sebesar Rp2.205.801.500 yang dimanfaatkan untuk membiayai berbagai program untuk menjaga keanekaragaman hayati antara lain berupa penanaman pohon sebanyak 80.360 batang dan menangkarkan hewan/fauna tertentu. Jumlah itu naik dibandingkan tahun 2022, yang mencapai Rp1.593.776.210. Biaya lingkungan dan pemanfaatan selengkapannya adalah sebagai berikut: [OJK F.4]

**Tabel Biaya Lingkungan Tahun 2021-2023**  
Environmental Cost Table 2021-2023

| Tahun<br>Year | Jumlah Biaya Lingkungan<br>Total Environmental Costs | Pemanfaatan/Penggunaan<br>Utilization/Use                                                                                                   |
|---------------|------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| 2023          | 2.205.801.500                                        | Pengeluaran program Tanggung Jawab Sosial dan Lingkungan tahun 2023<br>Social and Environmental Responsibility program expenditures in 2023 |
| 2022          | 1.593.776.210                                        | Pengeluaran program Tanggung Jawab Sosial dan Lingkungan tahun 2022<br>Social and Environmental Responsibility program expenditures in 2022 |
| 2021          | 1.594.701.158                                        | Pengeluaran program Tanggung Jawab Sosial dan Lingkungan tahun 2021<br>Social and Environmental Responsibility program expenditures in 2021 |

## KEPATUHAN LINGKUNGAN

Dalam menjalankan usaha, ADHI berkomitmen untuk senantiasa mematuhi peraturan pemerintah di bidang lingkungan hidup. Komitmen itu membawa hasil dengan tidak adanya sanksi atau denda, baik material maupun non-material, terkait ketidakpatuhan terhadap regulasi lingkungan selama tahun 2023. Selain itu, selama tahun pelaporan, Perseroan juga tidak menerima pengaduan terkait lingkungan hidup. [GRI 2-27] [OJK F.16]

## ENVIRONMENTAL COSTS

ADHI is committed to creating a better environment by allocating environmental costs which are used for various environmental-related purposes. In 2022, the Company will pay environmental costs of IDR 2,205,801,500 which will be used to finance various programs to maintain biodiversity, including planting 80,360 trees and breeding certain animals/fauna. This amount increases compared to 2022, which reached IDR 1,593,776,210. The complete environmental and utilization costs are as follows: [OJK F.4]

## ENVIRONMENTAL COMPLIANCE

In running its business, ADHI is committed to always complying with government regulations in the environmental sector. This commitment has resulted in the absence of sanctions or fines, both material and non-material, related to non-compliance with environmental regulations during 2023. In addition, during the reporting year, the Company also did not receive complaints related to the environment. [GRI 2-27] [OJK F.16]



beyond construction



# *KINERJA SOSIAL*

**SOCIAL PERFORMANCE**



**06**





## Masjid Nurul Hikmah

Keberhasilan ADHI meraih kinerja terbaik merupakan cerminan atas menguatnya kepercayaan dan dukungan segenap pemangku kepentingan terhadap keberadaan Perseroan. Dukungan diraih sebagai timbal balik atas pemenuhan tanggung jawab ADHI kepada para pemangku kepentingan.

ADHI's success in achieving the best performance reflects the strengthening trust and support of all stakeholders in the existence of the Company. Support is achieved in return for fulfilling ADHI's responsibilities to stakeholders.





# SUMBER DAYA MANUSIA PILIHAN PENOPANG KEMAJUAN

SELECTED HUMAN RESOURCES TO SUPPORT PROGRESS



Sumber daya manusia (SDM), yaitu semua orang yang terlibat dan berkomitmen untuk mewujudkan tujuan dan maksud atas keberadaan ADHI memegang peran yang sangat penting dalam mewujudkan operasional bisnis yang berkelanjutan. Mereka terbagi dalam berbagai level dengan level paling bawah adalah Level 5 Proyek, sedangkan level tertinggi adalah Direksi Anak Perusahaan. Walau terbagi dalam berbagai level, mereka disatukan dalam satu wadah penamaan, yaitu karyawan. [\[GRI 3-3\]](#)

Pekerja ADHI adalah personel terpilih yang memiliki kompetensi tinggi sehingga keberadaannya menjadi ujung tombak untuk mewujudkan target dan kinerja sebagaimana ditetapkan dalam Rencana Kerja dan Anggaran Perusahaan. Lebih dari itu, yang tak kalah penting, karyawan yang ada memiliki loyalitas dan visi yang

Human resources (HR), namely all people involved and committed to realizing the goals and objectives of ADHI's existence, play a very important role in realizing sustainable business operations. They are divided into various levels with the lowest level being Project Level 5, while the highest level is the Directors of Subsidiaries. Even though they are divided into various levels, they are united under one name, namely employees. [\[GRI 3-3\]](#)

ADHI workers are selected personnel who have high competence so that their presence is the spearhead for realizing targets and performance as stipulated in the Company's Work Plan and Budget. More than that, which is no less important, existing employees have the same loyalty and vision as the Company.



sama dengan Perseroan. Kehadiran karyawan dengan kualifikasi seperti di atas sekaligus menjadi penopang kemajuan bagi ADHI.

## LANDASAN KEBIJAKAN

ADHI mengelola karyawan secara komprehensif dengan merujuk pada sejumlah regulasi di antaranya: [\[GRI 3-3\]](#)

1. Undang-Undang Presiden Republik Indonesia Nomor 11 Tahun 1992 tentang Dana Pensiun
2. Undang-Undang Republik Indonesia Nomor 21 Tahun 2000 tentang Serikat Pekerja/Serikat Buruh
3. Undang-Undang No. 13 tahun 2003 tentang Ketenagakerjaan
4. Undang-Undang Republik Indonesia Nomor 24 Tahun 2011 tentang Badan Penyelenggara Jaminan Sosial
5. Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang
6. Peraturan Pemerintah Republik Indonesia Nomor 35 Tahun 2021 tentang
7. Perjanjian Kerja Waktu Tertentu, Alih Daya, Waktu Kerja dan Waktu Istirahat, dan Pemutusan Hubungan Kerja
8. Peraturan Pemerintah Republik Indonesia Nomor 36 Tahun 2021 tentang Pengupahan

Berdasarkan berbagai regulasi di atas, selanjutnya Perseroan menyusun dan menerbitkan kebijakan internal terkait pengelolaan karyawan seperti rekrutmen, pengupahan, jam kerja, pendidikan dan pelatihan, penilaian karyawan dan sebagainya. Pengelolaan karyawan juga berkaitan dengan penghargaan hak-hak normatif yang melekat pada setiap karyawan seperti kebebasan untuk berserikat dan berkumpul, kesetaraan kesempatan dalam bekerja, dan sebagainya.

## PROGRAM HUMAN CAPITAL ADHI

Pengelolaan sumber daya manusia di Perseroan dilakukan secara *incorporated* oleh Departemen Sumber Daya Manusia. Untuk mendapatkan kualitas pengelolaan terbaik, ADHI telah menyusun Program Human Capital 2023. Melalui program tersebut, Perseroan menetapkan arah pengembangan pengelolaan sumber daya manusia secara berkelanjutan dengan mempertimbangkan kebutuhan dan tantangan bisnis saat ini maupun di masa mendatang. Dalam implementasi di lapangan, program tersebut menjadi acuan dalam menetapkan setiap kebijakan dan strategi pengelolaan SDM di lingkup ADHI.

Program Human Capital 2023 selengkapnya adalah sebagai berikut:

1. Program Pelatihan *Hard & Soft Competency*
2. Sertifikasi Sipil & Non Sipil untuk karyawan aktif
3. Penghargaan Masa Kerja Dwi Dasawarsa
4. Peningkatan dan Pemeliharaan Kesejahteraan Karyawan
5. Program Pendidikan dan Pengembangan Kompetensi Pegawai
6. Internalisasi Budaya Perusahaan

The presence of employees with qualifications as above also supports ADHI's success.

## POLICY FOUNDATION

ADHI manages employees comprehensively by referring to a number of regulations including: [\[GRI 3-3\]](#)

1. Law of the President of the Republic of Indonesia Number 11 of 1992 concerning Pension Funds
2. Law of the Republic of Indonesia Number 21 of 2000 concerning Trade Unions
3. Law no. 13 of 2003 concerning Employment
4. Law of the Republic of Indonesia Number 24 of 2011 concerning Social Security Administering Bodies
5. Law Number 6 of 2023 concerning the Stipulation of Government Regulations in Lieu of Law Number 2 of 2022 concerning Job Creation into Law
6. Republic of Indonesia Government Regulation Number 35 of 2021 concerning
7. Specific Time Work Agreements, Outsourcing, Working Time and Rest Time, and Termination of Employment Relations
8. Republic of Indonesia Government Regulation Number 36 of 2021 concerning Wages

Based on the various regulations above, the Company then prepares and publishes internal policies related to employee management such as recruitment, wages, working hours, education and training, employee assessment and so on. Employee management is also related to respecting the normative rights inherent in each employee such as freedom to associate and assemble, equality of opportunity at work, and so on.

## ADHI HUMAN CAPITAL PROGRAM

Management of human resources in the Company is carried out in an incorporated manner by the Human Capital Department. To obtain the best management quality, ADHI has prepared the 2023 Human Capital Program. Through this program, the Company sets a direction for developing sustainable human resource management by considering current and future business needs and challenges. In the field implementation, this program becomes a reference in determining every HR management policy and strategy within ADHI.

The complete 2023 Human Capital Program is as follows:

1. Hard & Soft Competency Training Program
2. Civil & Non-Civil Certification for active employees
3. Two Decades of Service Award
4. Improvement and maintenance of employee welfare
5. Employee Education and Competency Development Program
6. Internalization of Company Culture



## REKRUTMEN DAN TURNOVER

Rekrutmen dilakukan ADHI untuk mencari kandidat terbaik dengan kemampuan, keahlian, dan pengetahuan yang sesuai dengan perencanaan kepegawaian di Perseroan. Proses rekrutmen juga bertujuan untuk mempersiapkan calon-calon pemimpin di masa mendatang. Rekrutmen dilakukan secara terbuka bagi warga negara Indonesia tanpa membedakan suku, ras, golongan, agama dan jenis kelamin. Untuk jenis pekerjaan tertentu, Perseroan memiliki kebijakan untuk menerima tenaga kerja lokal dengan kualifikasi dan kompetensi yang setara. Selama tahun 2023, ADHI menerima karyawan baru dari hasil rekrutmen sebanyak 74 orang, turun dibandingkan tahun 2022 dengan hasil rekrutmen sebanyak 184 orang. Komposisi karyawan baru berdasarkan usia, jenis kelamin dan wilayah kerja disajikan dalam tabel berikut: [GRI 401-1]

## RECRUITMENT AND TURNOVER

Recruitment is carried out by ADHI to find the best candidates with abilities, skills and knowledge that are in accordance with the Company's personnel planning. The recruitment process also aims to prepare potential leaders in the future. Recruitment is carried out openly for Indonesian citizens without distinction of ethnicity, race, class, religion and gender. For certain types of work, the Company has a policy of accepting local workers with equivalent qualifications and competencies. During 2023, ADHI received 74 new employees from recruitment, a decrease compared to 2022 with recruitment of 184 people. The composition of new employees based on age, gender and work area is presented in the following table: [GRI 401-1]

### Komposisi karyawan baru berdasarkan usia tahun 2021-2023

Composition of new employees based on age in 2021-2023

| Kelompok Usia<br>Age Group | 2021      | 2022       | 2023      |
|----------------------------|-----------|------------|-----------|
| <29 tahun   Years old      | 32        | 107        | 45        |
| 30-50 tahun   Years old    | 16        | 73         | 28        |
| >51 tahun   Years old      | 1         | 4          | 1         |
| <b>Jumlah<br/>Total</b>    | <b>49</b> | <b>184</b> | <b>74</b> |

### Komposisi karyawan baru berdasarkan jenis kelamin tahun 2021-2023

Composition of new employees by gender in 2021-2023

| Jenis Kelamin<br>Gender | 2021      | 2022       | 2023      |
|-------------------------|-----------|------------|-----------|
| Pria<br>Male            | 40        | 151        | 55        |
| Wanita<br>Female        | 9         | 33         | 19        |
| <b>Jumlah<br/>Total</b> | <b>49</b> | <b>184</b> | <b>74</b> |

### Komposisi karyawan baru berdasarkan wilayah kerja tahun 2021-2023

Composition of new employees based on work area in 2021-2023

| Jenis Kelamin<br>Gender                         | 2021      | 2022       | 2023      |
|-------------------------------------------------|-----------|------------|-----------|
| Kantor Pusat<br>Head Office                     | 1         | 14         | 2         |
| Unit kerja operasional<br>Operational work unit | 35        | 149        | 46        |
| Anak perusahaan<br>Subsidiaries                 | 13        | 21         | 26        |
| <b>Jumlah<br/>Total</b>                         | <b>49</b> | <b>184</b> | <b>74</b> |

Selain bertambah dari hasil rekrutmen, karyawan ADHI berkurang karena adanya karyawan yang berhenti bekerja atau meninggalkan Perseroan dengan alasan yang dibenarkan undang-undang. Selama tahun 2023, karyawan yang berhenti atau meninggalkan Perseroan sebanyak 149 orang dengan berbagai latar belakang, yaitu mencapai usia pensiun, berhenti bekerja, meninggal, dan lain-lain. Bagi karyawan yang mengajukan pengunduran diri, maka sesuai UU No.13 Tahun 2003 tentang Ketenagakerjaan, surat pengunduran diri harus disampaikan kepada atasan minimum 1 bulan sebelumnya. Secara lengkap, komposisi karyawan yang berhenti bekerja atau meninggalkan ADHI berdasarkan kelompok usia, jenis kelamin dan wilayah kerja disajikan dalam tabel berikut: [\[GRI 401-1\]](#)

Apart from increasing from recruitment results, ADHI employees decreased due to employees who stopped working or left the Company for reasons justified by law. During 2023, 149 employees quit or leave the Company with various backgrounds, namely reaching retirement age, resign, pass away, etc. For employees who submit their resignation, according to Law No. 13 of 2003 concerning Employment, a letter of resignation must be submitted to the superior at least 1 month in advance. In full, the composition of employees who stopped working or left ADHI based on age group, gender and work area is presented in the following table: [\[GRI 401-1\]](#)

### Komposisi karyawan meninggalkan Perusahaan berdasarkan usia tahun 2021-2023

Composition of employees leaving the Company based on age in 2021-2023

| Kelompok Usia           | 2021       | 2022       | 2023       |
|-------------------------|------------|------------|------------|
| <29 tahun   Years old   | 33         | 54         | 44         |
| 30-50 tahun   Years old | 50         | 43         | 48         |
| >51 tahun   Years old   | 69         | 66         | 57         |
| <b>Jumlah</b>           | <b>152</b> | <b>163</b> | <b>149</b> |

### Komposisi karyawan meninggalkan Perusahaan berdasarkan jenis kelamin tahun 2021-2023

Composition of employees leaving the Company based on gender in 2021-2023

| Jenis Kelamin<br>Gender | 2021       | 2022       | 2023       |
|-------------------------|------------|------------|------------|
| Pria<br>Male            | 119        | 134        | 115        |
| Wanita<br>Female        | 33         | 29         | 34         |
| <b>Jumlah<br/>Total</b> | <b>152</b> | <b>163</b> | <b>149</b> |

### Komposisi karyawan meninggalkan Perusahaan berdasarkan wilayah kerja tahun 2021-2023

Composition of employees leaving the Company based on work area in 2021-2023

| Jenis Kelamin<br>Gender                         | 2021       | 2022       | 2023       |
|-------------------------------------------------|------------|------------|------------|
| Kantor Pusat<br>Head Office                     | 17         | 17         | 27         |
| Unit kerja operasional<br>Operational work unit | 85         | 95         | 74         |
| Anak perusahaan<br>Subsidiaries                 | 50         | 51         | 48         |
| <b>Jumlah<br/>Total</b>                         | <b>152</b> | <b>163</b> | <b>149</b> |



Adapun penyebab karyawan meninggalkan Perseroan dan tingkat *turnover* disajikan dalam tabel berikut: [GRI 3-3]

The reasons why employees leave the Company and the turnover rate are presented in the following table: [GRI 3-3]

**Tabel Penyebab Karyawan Keluar dan Turnover Tahun 2021-2023**  
Table of Causes of Employee Leaving and Turnover in 2021-2023

| Penyebab<br>Reason                                      | 2021         | 2022         | 2023         |
|---------------------------------------------------------|--------------|--------------|--------------|
| Pensiun<br>Pension                                      | 57           | 51           | 46           |
| Meninggal Dunia<br>Passed Away                          | 15           | 2            | 6            |
| Berhenti Kerja<br>Resigned                              | 80           | 110          | 97           |
| Jumlah karyawan yang keluar<br>Total resigned employees | 152          | 163          | 149          |
| <b>Total karyawan<br/>Total employees</b>               | <b>2.650</b> | <b>2.667</b> | <b>2.595</b> |
| <b>Persentase turnover<br/>Turnover percentage</b>      | <b>6%</b>    | <b>6%</b>    | <b>5,66%</b> |

Sesuai tabel di atas, tingkat *turnover* tahun 2023 lebih rendah dibandingkan tahun 2022 sebesar 6%. Hal itu menunjukkan bahwa upaya-upaya yang telah dilakukan ADHI untuk mempertahankan talenta-talenta unggul cukup berhasil. Untuk menekan tingkat *turnover*, sekaligus mempertahankan seluruh karyawannya (tetap maupun kontrak/outsource), Perseroan melakukan langkah dan kebijakan dengan meningkatkan *engagement* karyawan salah satunya dengan membuat kegiatan-kegiatan yang mendukung hobi karyawan, penghargaan untuk memperingati masa kerja karyawan yang telah mencapai *milestone* tertentu, pemberian imbalan finansial ataupun non finansial yang kompetitif, memfasilitasi perkumpulan olah raga, seni, dan keagamaan melalui adanya Badan Pengurus Olahraga dan Seni (BAPORSI) dan Badan Koordinator Kerohanian (BAKKO), serta adanya kegiatan perayaan HUT ADHI ke-63 di mana karyawan dapat berpartisipasi ataupun berkompetisi dalam kegiatan-kegiatan menarik seperti Futsal, Basket, Gowes, E-Sports, BIM Competition, dan ADHI Innovation Challenge. [GRI 401-1]

According to the table above, the turnover rate in 2023 is lower than in 2022 by 6%. This shows that the efforts that ADHI has made to retain superior talents have been quite successful. To reduce the turnover rate, while retaining all its employees (permanent and contract/outsource), the Company takes steps and policies to increase employee engagement, one of which is by creating activities that support employee hobbies, awards to commemorate the work period of employees who have reached certain milestones, providing competitive financial and non-financial rewards, facilitating sports, arts and religious associations through the existence of the Sports and Arts Management Board (BAPORSI) and the Spiritual Coordinating Board (BAKKO), as well as activities to celebrate ADHI's 63rd anniversary in which employees can participate or compete in interesting activities such as Futsal, Basketball, Gowes, E-Sports, BIM Competition, and ADHI Innovation Challenge. [GRI 401-1]

## KESETARAAN KESEMPATAN BEKERJA [OJK F.18]

Prinsip kesetaraan atau non-diskriminasi kepada karyawan diterapkan ADHI sejak proses rekrutmen, dalam pengembangan kompetensi dan karier, pemberian remunerasi, dan lain-lain. Berdasarkan prinsip tersebut, Perseroan memberikan kesempatan yang sama kepada karyawan untuk bekerja dan mengisi posisi atau jabatan sesuai dengan kapasitas dan kompetensi karyawan. Per 31 Desember 2023, komposisi karyawan ADHI berdasarkan jenis kelamin terdiri dari 82,89% laki-laki dan 17,11% perempuan. Perbedaan persentase terjadi bukan karena diskriminasi, tetapi lebih karena kebutuhan industri konstruksi di mana banyak melakukan pekerjaan lapangan.

## EQUAL EMPLOYMENT OPPORTUNITIES [OJK F.18]

ADHI applies the principle of equality or non-discrimination to employees since the recruitment process, in developing competencies and careers, providing remuneration, and so on. Based on this principle, the Company provides equal opportunities for employees to work and fill positions or positions according to the employee's capacity and competency. As of December 31, 2023, ADHI's employee composition by gender consisted of 82.89% men and 17.11% women. The difference in percentages occurs not because of discrimination, but rather because of the needs of the construction industry where a lot of field work is done.



Selain merupakan kepatuhan terhadap Undang-Undang Ketenagakerjaan dan Cipta Kerja, penghargaan terhadap kesetaraan kesempatan dalam bekerja selaras dengan Undang-Undang Nomor 21 Tahun 1999 tentang Pengesahan *ILO Convention No. 111 Concerning Discrimination in Respect of Employment and Occupation* (Konvensi ILO Mengenai Diskriminasi dalam Pekerjaan dan Jabatan), serta Panduan Kesetaraan dan Non Diskriminasi di Tempat Kerja di Indonesia (Kementerian Tenaga Kerja dan Transmigrasi RI).

Komitmen ADHI untuk mewujudkan kesetaraan atau non-diskriminasi dengan memberikan kesempatan yang sama kepada karyawan untuk bekerja dan menempati berbagai posisi, termasuk posisi sebagai *top management*, membawa hasil dengan tidak adanya insiden diskriminasi selama tahun pelaporan. Dengan demikian, Perseroan tidak perlu melakukan tindakan perbaikan terkait kebijakan kesetaraan atau non-diskriminasi tersebut. [GRI 2-27]

## UPAH MINIMUM REGIONAL

Upah atau imbalan kerja/remunerasi merupakan hak normatif karyawan yang dijunjung tinggi pemenuhannya oleh ADHI. Pemberian upah di Perusahaan berpedoman pada asas keadilan serta kompetitif dengan sesama industri atau segmen bisnis sehingga memacu semangat karyawan untuk bekerja dan berprestasi. Selaras dengan itu, Perusahaan mengadopsi sistem upah tanpa diskriminasi sehingga setiap karyawan berhak memperoleh perlakuan yang sama tanpa membedakan jenis kelamin. Jika terdapat perbedaan jumlah upah yang diterima, hal itu lebih disebabkan oleh pencapaian kinerja atau prestasi masing-masing karyawan. [GRI 3-3]

Pemberian upah di ADHI diarahkan pada pencapaian kebutuhan hidup layak bagi karyawan. Dengan pendekatan itu, maka besaran upah minimum bagi karyawan tetap level terendah akan menyesuaikan dengan harga kebutuhan pokok, tingkat inflasi, standar kelayakan hidup, dan variabel lainnya. Sehubungan dengan keberadaan lokasi proyek ADHI berada di berbagai wilayah di Indonesia, maka upah minimum karyawan tetap level terendah menyesuaikan dengan UMR dimana proyek tersebut dikerjakan. Pemberian upah di Perseroan tidak didasarkan pada jenis kelamin sehingga upah yang diterima karyawan pria dan wanita adalah sama. Jika terjadi perbedaan, hal itu lebih dipengaruhi oleh pencapaian kinerja masing-masing karyawan.

Selain merujuk berbagai kebijakan internal, pemberian upah di ADHI juga merujuk pada Keputusan Menteri Tenaga Kerja dan Transmigrasi Nomor 226 Tahun 2000 tentang Perubahan Pasal 1, Pasal 3, Pasal 4, Pasal 8, Pasal 11, Pasal 20, dan Pasal 21 Peraturan Menteri Tenaga Kerja Nomor PER-01/MEN/1999 tentang Upah Minimum. Secara khusus, untuk upah karyawan tetap level terendah tahun 2023, ADHI merujuk pada Peraturan Menteri Ketenagakerjaan (Permenaker) Nomor 18 Tahun 2022 tentang Penetapan Upah Minimum Tahun 2023. Rasio standar upah karyawan tetap level terendah terhadap upah minimum regional selengkapnya disampaikan dalam tabel berikut: [GRI 202-1][OJK F.20]

Apart from complying with the Employment and Job Creation Law, respect for equal opportunities in work is in line with Law Number 21 of 1999 concerning Ratification of ILO Convention No. 111 Concerning Discrimination in Respect of Employment and Occupation (ILO Convention Concerning Discrimination in Employment and Occupation), as well as Guidelines for Equality and Non-Discrimination in the Workplace in Indonesia (Ministry of Manpower and Transmigration of the Republic of Indonesia).

ADHI's commitment to realizing equality or non-discrimination by providing equal opportunities for employees to work and occupy various positions, including top management positions, brought results with no incidents of discrimination during the reporting year. Thus, the Company does not need to take corrective action regarding the equality or non-discrimination policy. [GRI 2-27]

## REGIONAL MINIMUM WAGE

Wages or employee benefits/remuneration are employee normative rights which ADHI upholds. Remuneration in the Company is guided by the principles of fairness and is competitive with fellow industries or business segments so as to encourage employee enthusiasm to work and achieve. In line with this, the Company adopts a wage system without discrimination so that every employee has the right to receive equal treatment regardless of gender. If there is a difference in the amount of wages received, this is more due to the performance or achievements of each employee. [GRI 3-3]

Wages at ADHI are directed at achieving the needs of a decent living for employees. With this approach, the minimum wage for the lowest level permanent employees will be adjusted to the price of basic necessities, inflation rate, living standards and other variables. Due to the existence of ADHI project locations in various regions in Indonesia, the minimum wage for employees remains at the lowest level according to the UMR where the project is carried out. Wages in the Company are not based on gender so that the wages received by male and female employees are equal. If differences occur, this is more influenced by the performance achievements of each employee.

Apart from referring to various internal policies, the payment of wages at ADHI also refers to the Decree of the Minister of Manpower and Transmigration Number 226 of 2000 concerning Amendments to Article 1, Article 3, Article 4, Article 8, Article 11, Article 20 and Article 21 of the Regulation of the Minister of Energy Work Number PER-01/MEN/1999 concerning Minimum Wages. Specifically, for the wages of the lowest level permanent employees in 2023, ADHI refers to the Minister of Manpower Regulation (Permenaker) Number 18 of 2022 concerning Determination of Minimum Wages in 2023. The ratio of the standard wages of the lowest level permanent employees to the regional minimum wages is presented in full in the following table: [GRI 202-1][OJK F.20]



**Tabel Upah Karyawan Tetap Level Terendah Dibanding Upah Minimum Provinsi Tahun 2023**  
**Table of Lowest Level Permanent Employee Wages Compared to Provincial Minimum Wages in 2023**

| Area Operasional<br>Operational Area                                                                                                                                                                                   | Provinsi/Daerah<br>Province/Region | Upah Minimum<br>Provinsi/Regional<br>Provincial/Regional<br>Minimum Wage | Upah Karyawan<br>Tetap Tingkat<br>Terendah<br>Employee Wages<br>Remain at the Lowest<br>Level | Persentase<br>Percentage |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|--------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|--------------------------|
| Kantor Pusat<br>Head Office                                                                                                                                                                                            | DKI Jakarta                        | Rp4.900.798                                                              | Rp5.572.560                                                                                   | 114%                     |
| Proyek Railway System Pembangunan<br>Prasarana Lrt Jabodetabek Cawang -<br>Cibubur - Dukuh Atas<br>Railway System Project for<br>Development of LRT Infrastructure<br>for Jabodetabek Cawang - Cibubur -<br>Dukuh Atas | DKI Jakarta                        | Rp4.900.798                                                              | Rp7.773.800                                                                                   | 159%                     |
| Proyek Revitalisasi Terminal II<br>Terminal II Revitalization Project                                                                                                                                                  | Tangerang                          | Rp4.584.519                                                              | Rp6.867.402                                                                                   | 150%                     |
| Proyek Pengendalian Banjir Kali Bekasi<br>Bekasi River Flood Control Project                                                                                                                                           | Bekasi                             | Rp5.158.248                                                              | Rp5.972.685                                                                                   | 116%                     |

## TENAGA KERJA ANAK DAN TENAGA KERJA PAKSA [OJK F.19]

ADHI mendukung sepenuhnya penghapusan tenaga kerja anak dan praktik tenaga kerja paksa karena keduanya merupakan pelanggaran hak asasi manusia. Upaya nyata untuk mengukuhkan dukungan tersebut adalah Perseroan menetapkan usia minimal dan jam kerja karyawan secara jelas. Usia minimal karyawan adalah 22 tahun, sedangkan jam kerja yang disepakati adalah 8 (delapan) jam 1 (satu) hari dan 40 (empat puluh) jam 1 (satu) minggu untuk 5 (lima) hari kerja dalam 1 (satu) minggu, sesuai dengan pasal 77 Undang-Undang No. 13 tahun 2003 tentang Ketenagakerjaan.

Pada unit kerja dan level karyawan tertentu, Perusahaan melaksanakan sistem kerja giliran (*shift work*) yang pengaturannya disesuaikan dengan kondisi lapangan pekerjaan. Dengan pengaturan tersebut, apabila terdapat kelebihan waktu kerja akan diperhitungkan sebagai kerja lembur yang besaran kompensasinya sudah ditetapkan dan tidak merugikan karyawan. Selaras dengan itu, Perseroan juga memberikan kesempatan untuk beristirahat pada jam-jam tertentu.

Selain bentuk ketaatan terhadap undang-undang ketenagakerjaan, kebijakan terkait usia karyawan selaras dengan Undang-Undang Republik Indonesia Nomor 20 Tahun 1999 tentang Pengesahan ILO *Convention No. 138 Concerning Minimum Age for Admission to Employment* (Konvensi ILO Mengenai Usia Minimum Untuk Diperbolehkan Bekerja), dan Undang-Undang Republik Indonesia Nomor 1 Tahun 2000 tentang Pengesahan ILO *Convention No. 182 Concerning The Prohibition And Immediate Action for The Elimination of The Worst Forms of Child Labour* (Konvensi ILO No. 182 Mengenai Pelarangan dan Tindakan Segera Penghapusan Bentuk-Bentuk Pekerjaan Terburuk untuk Anak). Sedangkan pemberlakuan jam kerja dengan batasan waktu yang jelas sejalan dengan Undang-Undang Republik Indonesia Nomor 19 Tahun 1999 Tentang Pengesahan ILO *Convention No. 105 Concerning The*

## CHILD LABOR AND FORCED LABOR [OJK F.19]

ADHI fully supports the elimination of child labor and forced labor practices because both are violations of human rights. A concrete effort to strengthen this support is for the Company to clearly determine the minimum age and working hours of employees. The minimum age of employees is 22 years, while the agreed working hours are 8 (eight) hours 1 (one) day and 40 (forty) hours 1 (one) week for 5 (five) working days in 1 (one) week, according to with article 77 of Law no. 13 of 2003 concerning Employment.

In certain work units and employee levels, the Company implements a shift work system whose arrangements are adjusted to work conditions. With this arrangement, if there is excess working time it will be counted as overtime work with the amount of compensation having been determined and not detrimental to the employee. In line with this, the Company also provides the opportunity to rest at certain times.

Apart from compliance with labor laws, policies regarding employee age are in line with Law of the Republic of Indonesia Number 20 of 1999 concerning Ratification of ILO *Convention No. 138 Concerning Minimum Age for Admission to Employment* (ILO *Convention Concerning Minimum Age for Admission to Employment*), and Law of the Republic of Indonesia Number 1 of 2000 concerning Ratification of ILO *Convention No. 182 Concerning The Prohibition And Immediate Action for The Elimination of The Worst Forms of Child Labor* (ILO *Convention No. 182 Concerning Prohibition and Immediate Action for the Elimination of the Worst Forms of Child Labor*). Meanwhile, the implementation of working hours with clear time limits is in line with Law of the Republic of Indonesia Number 19 of 1999 concerning Ratification of ILO *Convention No. 105 Concerning The*

*Abolition of Forced Labour* (Konvensi ILO Mengenai Penghapusan Kerja Paksa).

Komitmen ADHI terhadap penghapusan pekerja anak dan kerja paksa membawa hasil positif dengan tidak adanya insiden pekerja anak maupun kerja paksa selama tahun pelaporan. [\[GRI 2-27\]](#)

## PELATIHAN DAN PENGEMBANGAN KEMAMPUAN KARYAWAN

Peningkatan kapasitas dan kemampuan karyawan merupakan kunci penting untuk mewujudkan pertumbuhan dan kinerja keberlanjutan ADHI. Untuk itu, Perusahaan secara berkala menyelenggarakan pengembangan kompetensi melalui berbagai program pelatihan dan pendidikan untuk karyawan, baik yang diselenggarakan secara internal maupun eksternal. Sesuai prinsip kesetaraan, Perseroan memberikan kesempatan yang sama kepada seluruh karyawan mengikuti program pendidikan dan pelatihan untuk mengembangkan kompetensinya. Untuk membiayai program pengembangan kompetensi, pada tahun 2023, Perseroan mengeluarkan dana sebesar Rp6.951.927.794 turun dibandingkan tahun 2022 yang mencapai Rp9.494.090.694. Penyelenggaraan pengembangan kompetensi selama tahun 2023 disampaikan dalam tabel berikut: [\[GRI 404-1, 404-2\]](#) [\[OJK F.22\]](#)

**Tabel Jam Pelatihan dan Pendidikan Tahun 2021-2023**  
Table of Training and Education Hours 2021-2023

| Jenis Pelatihan<br>Type of Training                             | Jumlah Pelatihan<br>Number of Training | Jumlah Peserta<br>Number of participants | Durasi (jam)<br>Duration (hours)             | Rata-rata pelatihan<br>(jam/orang)<br>Average training<br>(hours/person) |
|-----------------------------------------------------------------|----------------------------------------|------------------------------------------|----------------------------------------------|--------------------------------------------------------------------------|
| <b>2023</b>                                                     |                                        |                                          |                                              |                                                                          |
| Public Training                                                 | 265                                    | 701                                      | 3.297 jam I hours                            | 4,70 jam I hours                                                         |
| In House Training                                               | 91                                     | 2.453                                    | 1.875 jam I hours                            | 0,76 jam I hours                                                         |
| Dewan Komisaris & Direksi<br>Board of Commissioners & Directors | 7                                      | 12                                       | 25 jam I hours                               | 1,8 jam I hours                                                          |
| <b>2022</b>                                                     |                                        |                                          |                                              |                                                                          |
| Public Training                                                 | 248                                    | 951                                      | 4.826 jam I hours                            | 5,1 jam I hours                                                          |
| In House Training                                               | 66                                     | 2.066                                    | 1.222 jam I hours                            | 1 jam I hours                                                            |
| Dewan Komisaris & Direksi<br>Board of Commissioners & Directors | 4                                      | 7                                        | 467,5 jam I hours                            | 66,7 jam I hours                                                         |
| <b>2021</b>                                                     |                                        |                                          |                                              |                                                                          |
| Public Training                                                 | 185                                    | 1.270                                    | 2.421 jam 30 menit<br>2.421 hours 30 minutes | 13,1                                                                     |
| In House Training                                               | 58                                     | 3.273                                    | 1.130 jam 55 menit<br>1.130 hours 55 minutes | 19,5                                                                     |
| Dewan Komisaris & Direksi<br>Board of Commissioners & Directors | 8                                      | 34                                       | 103 jam 15 menit<br>103 hours 15 minutes     | 12,9                                                                     |

The Abolition of Forced Labor (ILO Convention Concerning the Abolition of Forced Labor).

ADHI's commitment to the elimination of child labor and forced labor brought positive results with no incidents of child labor or forced labor during the reporting year. [\[GRI 2-27\]](#)

## TRAINING AND DEVELOPMENT FOR EMPLOYEE CAPABILITY

Increasing employee capacity and capability is an important key to realizing ADHI's sustainable growth and performance. For this reason, the Company regularly organizes competency development through various training and education programs for employees, both internally and externally. In accordance with the principle of equality, the Company provides equal opportunities to all employees to take part in education and training programs to develop their competencies. To finance the competency development program, in 2023, the Company will spend IDR 6,951,927,794, a decrease compared to 2022 which reached IDR 9,494,090,694. The implementation of competency development during 2023 is presented in the following table: [\[GRI 404-1, 404-2\]](#) [\[OJK F.22\]](#)



**Tabel Pelatihan Berdasarkan Jenis Kelamin dan Kategori Jabatan Tahun 2021-2023**  
 Training Table Based on Gender and Position Category for 2021-2023

| Uraian<br>Description                                                               | Jumlah Pekerja yang Memperoleh Pelatihan<br>Number of Workers Who Received Training |       |       |  |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------|-------|--|
|                                                                                     | 2021                                                                                | 2022  | 2023  |  |
| Keseluruhan<br>Whole                                                                | 4.577                                                                               | 3.024 | 3.166 |  |
| <b>Berdasarkan Gender</b><br>Based on Gender                                        |                                                                                     |       |       |  |
| Laki-laki<br>Male                                                                   | 3.769                                                                               | 2.494 | 2.573 |  |
| Perempuan<br>Female                                                                 | 808                                                                                 | 530   | 593   |  |
| <b>Berdasarkan kategori jabatan karyawan</b><br>Based on employee position category |                                                                                     |       |       |  |
| Komisaris<br>Board of Commissioner                                                  | 30                                                                                  | 5     | 2     |  |
| Direksi<br>Board of Directors                                                       | 4                                                                                   | 2     | 10    |  |
| Direksi.AP<br>Board of Directors of Subsidiaries                                    | 30                                                                                  | 18    | 33    |  |
| GM                                                                                  | 58                                                                                  | 40    | 52    |  |
| M.Opr                                                                               | 0                                                                                   | 17    | 2     |  |
| M.Div                                                                               | 0                                                                                   | 0     | 0     |  |
| M.Biro                                                                              | 27                                                                                  | 197   | 140   |  |
| M.BD                                                                                | 365                                                                                 | 11    | 6     |  |
| PD                                                                                  | 53                                                                                  | 0     | 0     |  |
| Koordinator<br>Coordinator                                                          | 0                                                                                   | 27    | 12    |  |
| PM                                                                                  | 0                                                                                   | 139   | 386   |  |
| L.2P                                                                                | 527                                                                                 | 565   | 550   |  |
| L.3P                                                                                | 67                                                                                  | 1004  | 1194  |  |
| L.4P                                                                                | 34                                                                                  | 21    | 5     |  |
| SPC                                                                                 | 835                                                                                 | 6     | 5     |  |
| Sr SPC                                                                              | 0                                                                                   | 17    | 5     |  |
| SS                                                                                  | 1.325                                                                               | 272   | 244   |  |
| Staf                                                                                | 34                                                                                  | 635   | 506   |  |
| Admin                                                                               | 24                                                                                  | 8     | 7     |  |
| No Cluster                                                                          | 12                                                                                  | 14    | 7     |  |



|  | Jam Pelatihan<br>Training Hours          |                      |        | Rata-rata Jam Pelatihan<br>Setiap Pekerja<br>Average Training Hours<br>Every Worker |                    |      |
|--|------------------------------------------|----------------------|--------|-------------------------------------------------------------------------------------|--------------------|------|
|  | 2021                                     | 2022                 | 2023   | 2021                                                                                | 2022               | 2023 |
|  | 37.341 jam I hours<br>30 menit I minutes | 6.515,5 jam I hours  | 68.091 | 8,1                                                                                 | 2,2                | 22   |
|  |                                          |                      |        |                                                                                     |                    |      |
|  | 31.065 jam I hours<br>45 menit I minutes | 44.267 jam I hours   | 55.108 | 8,2                                                                                 | 17,75 jam I hours  | 21   |
|  | 6.276 jam I hours<br>45 menit I minutes  | 11.872 jam I hours   | 12.983 | 7,7                                                                                 | 22,4 jam I hours   | 21,9 |
|  |                                          |                      |        |                                                                                     |                    |      |
|  | 225                                      | 36 jam I hours       | 8      | 8                                                                                   | 7,20 jam           | 4,0  |
|  | 72 jam I hours<br>45 menit I minutes     | 440,5 jam I hours    | 32     | 18                                                                                  | 220,25 jam I hours | 3,2  |
|  | 344                                      | 305 jam I hours      | 332    | 12                                                                                  | 33,13 jam I hours  | 10,1 |
|  | 477                                      | 763 jam I hours      | 571    | 8                                                                                   | 35,18 jam I hours  | 11,0 |
|  | 0                                        | 0                    | 6      | 0                                                                                   | 26, 59 jam I hours | 3,0  |
|  | 0                                        | 0                    | 0      | 0                                                                                   | 0                  | 0    |
|  | 160 jam I hours<br>40 menit I minutes    | 3.234 jam            | 2.231  | 6                                                                                   | 16,42 jam I hours  | 15,9 |
|  | 3.022 jam I hours<br>10 menit I minutes  | 110 jam              | 135    | 8                                                                                   | 10 jam I hours     | 22,5 |
|  | 389                                      | 0                    | 0      | 7                                                                                   | 0                  | 0    |
|  | 0                                        | 379 jam I hours      | 179    | 0                                                                                   | 14,04 jam          | 14,9 |
|  | 0                                        | 3.526 jam I hours    | 5.338  | 0                                                                                   | 25,37 jam I hours  | 13,8 |
|  | 4.020 jam I hours<br>45 menit I minutes  | 9.946 jam I hours    | 15.285 | 8                                                                                   | 17,6 jam I hours   | 27,8 |
|  | 408 jam I hours<br>30 menit I minutes    | 13.661 jam I hours   | 26.513 | 6                                                                                   | 13,61 jam I hours  | 22,2 |
|  | 359 jam I hours<br>40 menit I minutes    | 299 jam I hours      | 156    | 11                                                                                  | 14,24 jam I hours  | 31,2 |
|  | 5.389 jam I hours<br>30 menit I minutes  | 70 jam I hours       | 91     | 7                                                                                   | 11, 67 jam I hours | 18,2 |
|  | -                                        | 461 jam I hours      | 19     | 0                                                                                   | 27,12 jam I hours  | 3,8  |
|  | 12.748 jam I hours<br>55 menit I minutes | 6.378,5 jam I hours  | 5014   | 10                                                                                  | 23,45 jam I hours  | 20,5 |
|  | 160                                      | 15.005,5 jam I hours | 11.827 | 5                                                                                   | 23,63 jam I hours  | 23,4 |
|  | 161 jam I hours<br>15 menit I minutes    | 566 jam I hours      | 278    | 7                                                                                   | 70,75 jam I hours  | 39,7 |
|  | 44                                       | 196 jam I hours      | 76     | 4                                                                                   | 14 jam I hours     | 10,9 |



Selain memberikan pelatihan kepada karyawan yang masih aktif, ADHI juga memberikan pelatihan bagi karyawan yang akan pensiun. Tujuan pelatihan antara lain memberikan bekal psikis dan keahlian praktis agar mereka tetap produktif pada saat pensiun. Karyawan yang berhak mengikuti pelatihan ini adalah mereka yang dua tahun lagi memasuki pensiun yaitu pada usia 58 tahun untuk BOD-1 dan 56 tahun untuk di bawah BOD-1. Penyelenggaraan pelatihan menjelang pensiun pada tahun 2023 adalah sebagai berikut: [GRI 404-2]

Apart from providing training to the active employees, ADHI also provides training for employees who are about to retire. The aim of the training includes providing psychological provisions and practical skills so that they remain productive in retirement. Employees who are entitled to take part in this training are those who are two years away from retirement, namely at the age of 58 years for BOD-1 and 56 years for below BOD-1. The implementation of training before retirement in 2023 is as follows: [GRI 404-2]

### Pelatihan Menjelang Pensiun/Program Bantuan Peralihan Tahun 2023 2023 Pre-Retirement Training/Transition Assistance Program

| No. | Materi Pelatihan<br>Training Materials                                                                                                                                                                                      | Tujuan<br>Objective                                                                                                                                                       | Waktu/Tempat<br>Time/Venue    | Syarat Peserta<br>Participant Requirements           | Jumlah Peserta<br>Number of Participants |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------------------------------------------------|------------------------------------------|
| 1   | 7 Langkah Pensiun Bebas Stress<br>7 Steps to a Stress-Free Retirement                                                                                                                                                       | Memberikan informasi terkait apa saja yang harus dimiliki sebelum dan pada saat pensiun<br>Provides information regarding what you must have before and during retirement | 3 Maret 2023<br>March 3, 2023 | 2 tahun sebelum pensiun<br>2 years before retirement | 90 orang / 1 people                      |
| 2   | Kepesertaan dan Manfaat Program Jaminan Kesehatan Nasional (Jkn) Bagi Peserta Pekerja Bukan Penerima Upah<br>Program Participation and Benefits National Health Insurance (JKN) For Participants Non-Wage Recipient Workers | Penjelasan Program Jaminan Kesehatan Nasional<br>Explanation of the National Health Insurance Program                                                                     | 3 Maret 2023<br>March 3, 2023 | 2 tahun sebelum pensiun<br>2 years before retirement | 90 orang / 1 people                      |
| 3   | Sehat Mental dan Bahagia di Usia Emas<br>Mental Health and Happiness in the Golden Age                                                                                                                                      | Persiapan kesehatan mental untuk para calon pensiunan<br>Mental health preparation for prospective retirees                                                               | 3 Maret 2023<br>March 3, 2023 | 2 tahun sebelum pensiun<br>2 years before retirement | 90 orang / 1 people                      |

### PERJANJIAN KERJA BERSAMA (PKB) [GRI 2-30]

Kebebasan bagi karyawan untuk berserikat dan berkumpul merupakan salah satu hak normatif karyawan yang dijamin implementasinya oleh ADHI, termasuk di dalamnya mendirikan Serikat Pekerja Adhi Karya. Adanya kebebasan bagi karyawan untuk membentuk serikat pekerja merupakan kepatuhan ADHI atas Undang-Undang No. 21 Tahun 2000 tentang Serikat Pekerja/ Serikat Buruh dan International Labour Organization (ILO) *Convention 87*. Regulasi tersebut mengatur tentang perlunya jaminan kebebasan bagi semua karyawan untuk masuk dalam organisasi pekerja yang dikelola secara profesional sebagai sarana penghubung antar karyawan dan perusahaan demi menciptakan hubungan industrial yang harmonis dan saling menguntungkan semua pihak.

Lebih dari itu, ADHI juga memberikan keleluasaan kepada karyawan yang menjadi pengurus serikat pekerja untuk memenuhi tanggung jawabnya dengan melaksanakan kegiatan organisasi. Perjanjian Kerja Bersama (PKB) merupakan perjanjian kerja antara manajemen ADHI dengan karyawan yang dilakukan melalui perwakilan mereka dalam serikat pekerja.

### COLLECTIVE LABOR AGREEMENT (PKB) [GRI 2-30]

Freedom for employees to associate and assemble is one of the normative rights of employees guaranteed to be implemented by ADHI, including establishing the Adhi Karya Workers Union. The freedom for employees to form labor unions is ADHI's compliance with Law no. 21 of 2000 concerning Trade Unions and International Labor Organization (ILO) *Convention 87*. This regulation regulates the need to guarantee freedom for all employees to join professionally managed workers' organizations as a means of liaison between employees and companies in order to create harmonious industrial relations that are mutually beneficial to all parties.

More than that, ADHI also provides flexibility to employees who are trade union officials to fulfill their responsibilities by carrying out organizational activities. The Collective Labor Agreement (PKB) is a work agreement between ADHI management and employees which is carried out through their representatives in the labor union.

Dalam konteks hubungan antara manajemen dengan karyawan, PKB menjadi perangkat yang menegaskan komitmen bersama antara karyawan dan Perusahaan dalam menciptakan iklim hubungan industrial harmonis dan berkeadilan. PKB bersifat mengikat dan melindungi seluruh (100%) karyawan ADHI. PKB juga menjadi acuan bersama dalam penyelesaian setiap perselisihan hubungan industrial dan ketenagakerjaan dengan tetap memperhatikan peraturan perundang-undangan yang berlaku di Indonesia. Per 31 Desember 2023, jumlah karyawan ADHI yang menjadi anggota serikat pekerja tercatat sebanyak 2.365 orang, atau 91,14% dari total karyawan.

Selama tahun 2023 tidak ada laporan terkait tindakan atau kebijakan Perusahaan yang dapat digolongkan sebagai bentuk-bentuk penekanan terhadap kebebasan berpendapat dan berserikat. Di sisi lain, sepanjang tahun 2023, hubungan industrial antara ADHI dengan karyawan melalui serikat pekerja telah berjalan dengan baik. Pertemuan manajemen dengan serikat kerja telah dilakukan per 1 (satu) semester yang membahas hal-hal yang terkait dengan ketenagakerjaan antara lain pembahasan hak dan kewajiban pegawai, kenaikan gaji serta penyesuaian inflasi.

## SISTEM MANAJEMEN UNTUK KERJA

ADHI melakukan penilaian kinerja kepada seluruh karyawan (100 persen) secara adil tanpa membedakan jenis kelamin. Penilaian kinerja diawali dengan penetapan *performance planning* di awal tahun yang dituangkan dalam bentuk KPI, yang kemudian diturunkan hingga tingkatan KPI individu. Tahap selanjutnya adalah *performance review* yang dilakukan setiap triwulan bersama dengan *review informal* yang dilakukan sesuai kebutuhan. Di tahap ini, para pemimpin melakukan *coaching* dan *counseling*, mengevaluasi kinerja tim dan masing-masing individu dan langsung menyusun *action plan* pencapaian sisa target ke depannya. [GRI 3-3]

Pada awal tahun berikutnya dilakukan performance appraisal untuk menilai kinerja selama satu tahun, dengan sistem gabungan antara penilaian kinerja individu (aspek bisnis dan perilaku) dan potensi pengembangan karyawan. Berdasarkan hasil penilaian pada tahun 2023, sebanyak 212 karyawan atau 8,17% dari total karyawan mendapatkan promosi, sebanyak 518 karyawan atau 19,96% dari total karyawan menjalani rotasi, dan 63 karyawan atau 2,43% di-demosi. [GRI 404-3]

In the context of the relationship between management and employees, PKB is a tool that confirms the joint commitment between employees and the Company in creating a climate of harmonious and just industrial relations. The PKB is binding and protects all (100%) ADHI employees. The PKB is also a common reference in resolving every industrial and employment relations dispute while still paying attention to the laws and regulations in force in Indonesia. As of December 31, 2023, the number of ADHI employees who are members of the labor union is recorded at 2,365 people, or 91.14% of the total employees.

During 2023 there were no reports regarding Company actions or policies that could be classified as forms of suppression of freedom of opinion and association. On the other hand, throughout 2023, industrial relations between ADHI and employees through labor unions have been going well. Management meetings with the work union have been held every 1 (one) semester to discuss matters related to employment, including discussion of employee rights and obligations, salary increases and inflation adjustments.

## MANAGEMENT SYSTEMS FOR WORK

ADHI carries out performance appraisals for all employees (100 percent) fairly without discriminating against gender. Performance assessment begins with determining performance planning at the beginning of the year which is outlined in the form of KPIs, which are then reduced to the individual KPI level. The next stage is a performance review which is carried out every quarter along with informal reviews which are carried out as needed. At this stage, the leaders carry out coaching and counseling, evaluate the performance of the team and each individual and immediately prepare an action plan to achieve the remaining targets in the future. [GRI 3-3]

At the beginning of the following year, a performance appraisal is carried out to assess performance for one year, with a combined system of assessing individual performance (business and behavioral aspects) and employee development potential. Based on the assessment results in 2023, as many as 212 employees or 8.17% of the total employees received promotions, as many as 518 employees or 19.96% of total employees underwent rotation, and 63 employees or 2.43% were demoted. [GRI 404-3]



## CUTI MELAHIRKAN

Cuti melahirkan merupakan hak normatif bagi karyawan perempuan dan bagi karyawan laki-laki yang istrinya melahirkan (*paternity leave*) yang dijamin pemenuhannya oleh ADHI. Dengan memberikan hak-hak cuti tersebut, Perseroan memberikan kesempatan kepada karyawan tersebut agar bisa menyiapkan kelahiran anaknya dengan baik. Sesuai undang-undang ketenagakerjaan, Perseroan memberikan izin dengan upah dibayar bagi karyawan yang melahirkan dan menjalankan cuti kelahiran selama 90 hari kalender. Adapun kepada karyawan laki-laki yang istrinya melahirkan, Perseroan memberikan izin tidak masuk kerja sebanyak 2 hari, baik di dalam kota maupun di luar kota. [\[GRI 3-3\]](#)

Berdasarkan ketentuan tersebut, per 31 Desember 2023, jumlah karyawan perempuan yang memiliki hak cuti melahirkan tercatat sebanyak 22 orang, dan yang mengambil hak tersebut sebanyak 22 orang. Dari jumlah itu, sebanyak 22 orang atau 100% telah kembali bekerja. Adapun karyawan perempuan yang tetap bertahan di ADHI hingga 12 bulan berikutnya setelah masa cutinya berakhir pada tahun sebelumnya sebanyak 22 orang atau 100% dari total 22 orang. Sementara itu, pada tahun 2023, tidak tercatat karyawan laki-laki yang memanfaatkan izin tidak masuk kerja untuk mendampingi istrinya melahirkan, demikian juga untuk tahun 2022. Dengan demikian, laporan ini tidak terdapat informasi tentang karyawan pria yang kembali bekerja setelah memanfaatkan izin tidak masuk kerja karena istrinya mau melahirkan, atau karyawan pria yang masih bekerja hingga 12 bulan berikutnya setelah mengambil izin tidak mau kerja karena istrinya melahirkan. [\[GRI 401-3\]](#)

## TUNJANGAN KARYAWAN

Berdasarkan statusnya, karyawan ADHI terbagi menjadi karyawan tetap dan tidak tetap. Walau demikian, perbedaan status tersebut tidak berpengaruh terhadap jenis tunjangan yang diterima, sebagaimana disajikan dalam tabel berikut: [\[GRI 401-2\]](#)

**Tabel Tunjangan yang Diberikan kepada Karyawan Tetap dan Kontrak**  
Table of Benefits Given to Permanent and Contract Employees

| Jenis Tunjangan<br>Types of Benefits   | Karyawan Tetap<br>Permanent Employees     | Karyawan Kontrak<br>Contract Employees    |
|----------------------------------------|-------------------------------------------|-------------------------------------------|
| Asuransi Jiwa<br>Life Insurance        | ✓                                         | ✓                                         |
| BPJS Tenaga Kerja<br>BPJS Employment   | ✓                                         | ✓                                         |
| BPJS Kesehatan<br>BPJS Health          | Karyawan + Keluarga<br>Employees + Family | Karyawan + Keluarga<br>Employees + Family |
| Asuransi Kesehatan<br>Health Insurance | Karyawan + Keluarga<br>Employees + Family | Karyawan + Keluarga<br>Employees + Family |

## MATERNITY LEAVE

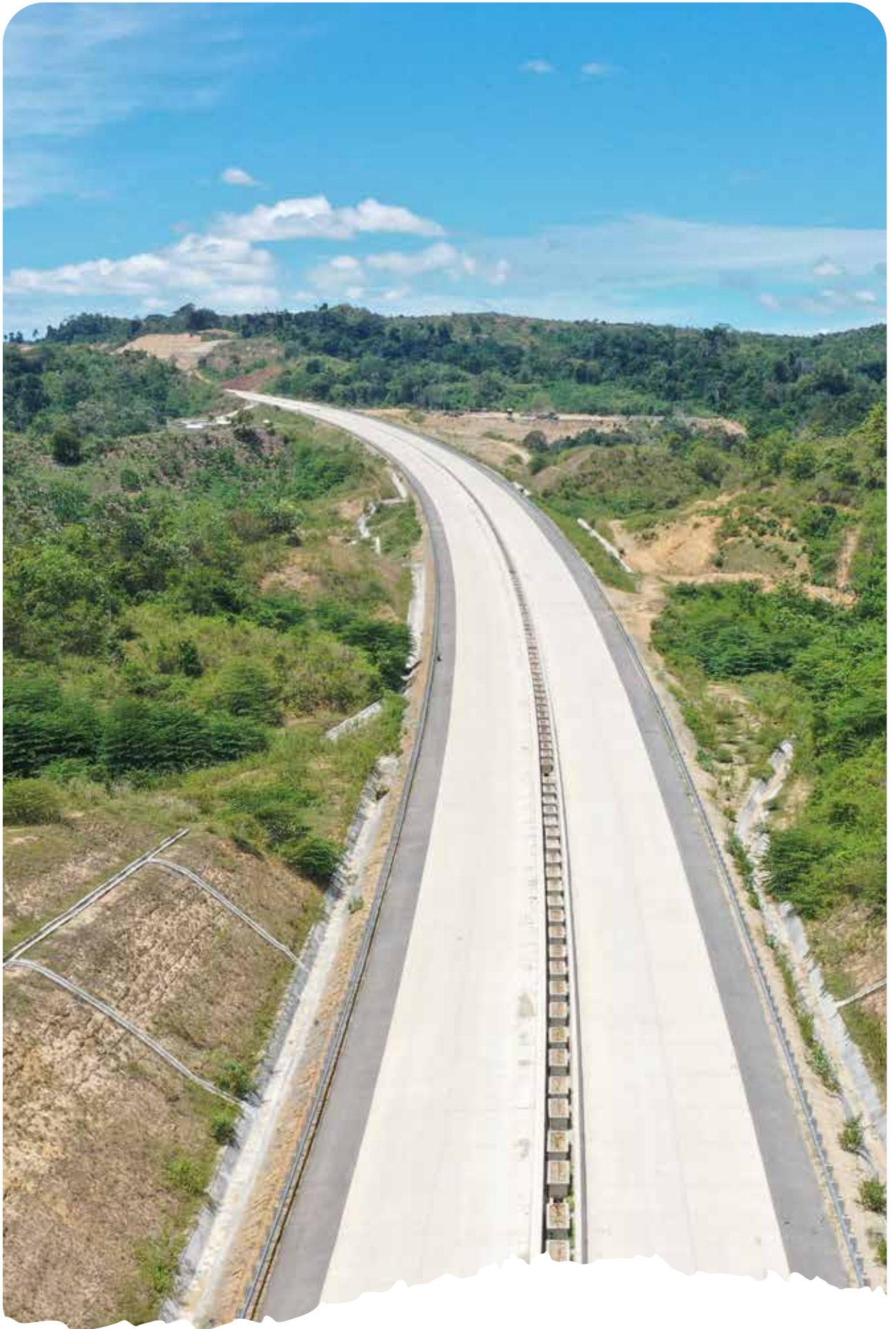
Maternity leave is a normative right for female employees and for male employees whose wives give birth (*paternity leave*) which is guaranteed to be fulfilled by ADHI. By providing these leave rights, the Company gives employees the opportunity to prepare well for the birth of their child. In accordance with labor law, the Company provides permission with paid wages for employees who give birth and take birth leave for 90 calendar days. As for male employees whose wives give birth, the Company gives permission to be absent from work for 2 days, both in the city and outside the city. [\[GRI 3-3\]](#)

Based on these provisions, as of December 31 2023, the number of female employees who have maternity leave rights is recorded at 22 people, and 22 people who take this right. Of that number, 22 people or 100% have returned to work. There were 22 female employees who remained at ADHI for the next 12 months after their leave period ended in the previous year or 100% of the total 22 people. Meanwhile, in 2023, there were no recorded male employees who took advantage of permission not to come to work to accompany their wives to give birth, and likewise for 2022. Thus, this report does not contain information about male employees who returned to work after taking advantage of permission not to come to work because his wife is about to give birth, or a male employee who is still working for the next 12 months after taking permission does not want to work because his wife is giving birth. [\[GRI 401-3\]](#)

## EMPLOYEE BENEFITS

Based on their status, ADHI employees are divided into permanent and non-permanent employees. However, the difference in status does not affect the type of benefits received, as presented in the following table: [\[GRI 401-2\]](#)







# BERSINERGI MENCIPTAKAN LINGKUNGAN KERJA TERBAIK

## SYNERGY TO CREATE THE BEST WORK ENVIRONMENT

### KOMITMEN ADHI TERHADAP K3 [GRI 3-3][OJK F.21]

Penciptaan lingkungan kerja yang layak dan aman sesuai kaidah Keselamatan dan Kesehatan Kerja (K3) akan berbanding lurus dengan tingkat kinerja karyawan. Oleh karena itu, ADHI berupaya semaksimal mungkin untuk mewujudkan lingkungan kerja terbaik dengan mematuhi regulasi yang berlaku, baik yang berkaitan dengan keselamatan kerja, kesehatan, maupun penyakit akibat kerja. Melalui berbagai upaya tersebut, Perseroan optimis akan berdampak positif dengan meningkatnya kinerja karyawan, yang bermuara pada meningkatnya kinerja perusahaan secara keseluruhan.

Kesehatan kerja menjadi fokus Perseroan sebagai bentuk kepatuhan terhadap Pasal 98, Undang-Undang Republik Indonesia Nomor 17 Tahun 2023 tentang Kesehatan, yang mengatur bahwa pemberi kerja bertanggung jawab melaksanakan Upaya Kesehatan Kerja yang terintegrasi dengan sistem keselamatan dan kesehatan kerja.

Sejalan dengan itu, keselamatan kerja juga mendapat perhatian ADHI karena hal tersebut sesuai dengan spirit Undang-Undang Republik Indonesia Nomor 1 Tahun 1970 tentang Keselamatan Kerja, yaitu setiap tenaga kerja berhak mendapat perlindungan atas keselamatannya dalam melakukan pekerjaan untuk kesejahteraan hidup dan meningkatkan produksi serta produktivitas nasional, dan setiap orang lainnya yang berada di tempat kerja perlu terjamin pula keselamatannya. Berkaitan dengan implementasi K3, penyakit akibat kerja juga tidak diabaikan oleh Perseroan. Dalam hal ini, Perseroan merujuk pada Peraturan Presiden Republik Indonesia Nomor 7 Tahun 2019 tentang Penyakit Akibat Kerja, yang mendefinisikan penyakit akibat kerja sebagai penyakit yang disebabkan oleh pekerjaan dan/atau lingkungan kerja.

Upaya mewujudkan lingkungan kerja terbaik sesuai kaidah K3 tidak sebatas mengadopsi regulasi, tapi manajemen dan karyawan ADHI berkomitmen untuk bersinergi dan bersama-sama menerapkan regulasi tersebut sehingga tercipta budaya K3 di lingkungan Perseroan. Melalui penerapan budaya K3, Perseroan optimis akan dapat menekan angka kecelakaan kerja menuju *zero accident*, sekaligus tidak terdapat penyakit akibat kerja.

### LANDASAN KEBIJAKAN [GRI 3-3]

Upaya ADHI mewujudkan lingkungan bekerja yang layak dan aman merujuk berbagai regulasi sebagai berikut:

1. Undang-Undang No. 13 Tahun 2013 tentang Ketenagakerjaan;
2. Undang-Undang No.1 Tahun 1970 tentang Keselamatan Kerja, Undang-Undang No. 23 Tahun 1992 tentang Kesehatan;
3. Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan;

### ADHI'S COMMITMENT TO OHS. [GRI 3-3][OJK F.21]

Creating a decent and safe work environment in accordance with Occupational Health and Safety (OHS) principles will be directly proportional to the level of employee performance. Therefore, ADHI makes every effort to create the best working environment by complying with applicable regulations, both relating to work safety, health and occupational diseases. Through these various efforts, the Company is optimistic that it will have a positive impact by increasing employee performance, which will lead to increasing overall company performance.

Occupational health is the Company's focus as a form of compliance with Article 98, Law of the Republic of Indonesia Number 17 of 2023 concerning Health, which regulates that employers are responsible for implementing Occupational Health Efforts that are integrated with the occupational safety and health system.

In line with that, work safety also receives ADHI's attention because this is in accordance with the spirit of Law of the Republic of Indonesia Number 1 of 1970 concerning Work Safety, namely that every worker has the right to receive protection for their safety in carrying out work for the welfare of life and increasing production and national productivity, and everyone else in the workplace needs to be guaranteed their safety. In connection with the implementation of OHS, occupational diseases are also not ignored by the Company. In this case, the Company refers to the Presidential Regulation of the Republic of Indonesia Number 7 of 2019 concerning Occupational Diseases, which defines occupational diseases as diseases caused by work and/or the work environment.

Efforts to create the best work environment in accordance with OHS principles are not limited to adopting regulations, but ADHI management and employees are committed to synergizing and jointly implementing these regulations so as to create an OHS culture within the Company. By implementing an OHS culture, the Company is optimistic that it will be able to reduce the number of work accidents towards zero accidents, while at the same time there will be no work-related illnesses.

### POLICY FOUNDATION [GRI 3-3]

ADHI's efforts to create a decent and safe working environment refer to various regulations as follows:

1. Law no. 13 of 2013 concerning Employment;
2. Law No.1 of 1970 concerning Work Safety, Law no. 23 of 1992 concerning Health;
3. Law no. 13 of 2003 concerning Employment;



4. Undang-Undang Republik Indonesia Nomor 24 Tahun 2011 tentang Badan Penyelenggara Jaminan Sosial
5. Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang
6. Peraturan Pemerintah (PP) Nomor 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja
7. Peraturan Presiden Republik Indonesia Nomor 7 Tahun 2019 tentang Penyakit Akibat Kerja
8. Peraturan Menteri Ketenagakerjaan Nomor 26 Tahun 2014 tentang Penyelenggaraan Penilaian Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja
9. Peraturan Menteri Tenaga Kerja Republik Indonesia Nomor: PER.04/MEN/1987 tentang Panitia Pembina Keselamatan Dan Kesehatan Kerja Serta Tata Cara Penunjukan Ahli Keselamatan Kerja

Selain regulasi tersebut di atas, ADHI memiliki sejumlah kebijakan internal terkait kebijakan mutu dan K3L sebagai berikut:

1. Kebijakan Mutu, K3L, dan Sasaran Mutu PT ADHI KARYA (Persero) Tbk. No. 014-6/2020/357 tanggal 2 Juli 2020;
2. Manual Manajemen Risiko No. 014-6/2021/359 tanggal 17 Desember 2021;
3. Surat Keputusan Direksi PT Adhi Karya (Persero) Tbk No. 014-6/2023/380 tentang Perubahan Struktur Organisasi Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) Tanggal 31 Oktober 2023;
4. Kebijakan SWA (*Stop Work Authority*) No. 014-6/2020/369 tanggal 22 Juli 2020;
5. Kebijakan Sistem Manajemen Risiko Asesmen Berbasis Manajemen Risiko sesuai dokumen No. BP 013 RS P04 tanggal 17 Desember 2020;
6. Prosedur Penerapan SMM sesuai dokumen No. BP 024 QS P01 tanggal 18 Oktober 2021; dan
7. Penerapan Prosedur Sistem Manajemen K3L sesuai dokumen No. BP 014 HS P01 Edisi Ke-2 tanggal 9 Oktober 2023.

## SISTEM MANAJEMEN KESELAMATAN DAN KESEHATAN KERJA DAN LINGKUNGAN (SMK3L)

ADHI sebagai korporasi yang bergerak di bidang jasa konstruksi terkena kewajiban untuk menerapkan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) sebagaimana diatur dalam peraturan pemerintah dan peraturan menteri ketenagakerjaan. Kewajiban penerapan SMK3 karena Perseroan memenuhi dua kualifikasi yaitu mempekerjakan pekerja/buruh paling sedikit 100 (seratus) orang, serta mempunyai tingkat potensi bahaya tinggi dalam menjalankan usaha. Sebagai tindak lanjut dan kepatuhan terhadap regulasi tersebut, ADHI menerbitkan Sistem Manajemen Keselamatan Kesehatan Kerja dan Lingkungan (SMK3L) yang pemberlakuannya mencakup semua karyawan Perseroan (100%), baik karyawan yang bekerja di Kantor Pusat maupun di semua proyek yang dikerjakan Perseroan. [GRI G4 : CRE6]

Implementasi sistem manajemen K3 di ADHI memiliki tujuan sebagai berikut: [GRI 403-1, 403-8]

4. Law of the Republic of Indonesia Number 24 of 2011 concerning Social Security Administering Bodies
5. Law Number 6 of 2023 concerning the Stipulation of Government Regulations in Lieu of Law Number 2 of 2022 concerning Job Creation into Law
6. Government Regulation (PP) Number 50 of 2012 concerning Implementation of the Occupational Safety and Health Management System
7. Presidential Regulation of the Republic of Indonesia Number 7 of 2019 concerning Occupational Diseases
8. Minister of Manpower Regulation Number 26 of 2014 concerning Implementation Assessment of Occupational Safety and Health Management Systems
9. Regulation of the Minister of Manpower of the Republic of Indonesia Number: PER.04/MEN/1987 concerning the Occupational Safety and Health Advisory Committee and Procedures for Appointing Occupational Safety Experts

Apart from the regulations mentioned above, ADHI has a number of internal policies related to quality and K3L policies as follows:

1. Quality Policy, K3L, and Quality Targets of PT ADHI KARYA (Persero) Tbk. No. 014-6/2020/357 dated 2 July 2020;
2. Risk Management Manual No. 014-6/2021/359 dated 17 December 2021;
3. Board of Directors Decree of PT Adhi Karya (Persero) Tbk No. 014-6/2023/380 concerning Changes in the Organizational Structure of the Occupational Safety and Health Advisory Committee (P2K3) dated 31 October 2023;
4. SWA (*Stop Work Authority*) Policy No. 014-6/2020/369 dated 22 July 2020;
5. Risk Management System Policy Risk Management Based Assessment according to document No. BP 013 RS P04 dated 17 December 2020;
6. QMS Implementation Procedures according to document No. BP 024 QS P01 dated 18 October 2021; And
7. Implementation of K3L Management System Procedures according to document No. BP 014 HS P01 2nd Edition dated 9 October 2023.

## OCCUPATIONAL AND ENVIRONMENTAL SAFETY AND HEALTH MANAGEMENT SYSTEM (SMK3L)

ADHI as a corporation operating in the construction services sector is subject to the obligation to implement an Occupational Safety and Health Management System (SMK3) as regulated in government regulations and regulations of the Minister of Manpower. The obligation to implement SMK3 is because the Company meets two qualifications, namely employing at least 100 (one hundred) workers/laborers, and having a high level of potential danger in running the business. As a follow-up and compliance with these regulations, ADHI publishes the Occupational Health and Environmental Safety Management System (SMK3L) which applies to all Company employees (100%), both employees working at the Head Office and in all projects carried out by the Company. [GRI G4: CRE6]

Implementation of the K3 management system at ADHI has the following objectives: [GRI 403-1, 403-8]



1. meningkatkan efektivitas perlindungan keselamatan dan kesehatan kerja yang terencana, terukur, terstruktur, dan terintegrasi;
2. mencegah dan mengurangi kecelakaan kerja dan penyakit akibat kerja dengan melibatkan unsur manajemen, pekerja/buruh, dan/atau serikat pekerja/serikat buruh; serta
3. menciptakan tempat kerja yang aman, nyaman, dan efisien untuk mendorong produktivitas.

Selanjutnya, sebagai konsekuensi penerapan SMK3, maka Perseroan membentuk Panitia Pembina Keselamatan dan Kesehatan Kerja dan Lingkungan (P2K3L) sebagai penanggung jawab di bidang K3. P2K3L adalah badan pembantu di Perseroan yang merupakan wadah kerja sama antara pengusaha dan tenaga kerja atau pekerja/buruh untuk mengembangkan kerja sama saling pengertian dan partisipasi efektif dalam penerapan keselamatan dan kesehatan kerja. Sesuai regulasi yang berlaku keanggotaan P2K3L terdiri dari unsur pengusaha dan karyawan yang susunannya terdiri dari Ketua, Sekretaris dan Anggota. Organisasi ini mempunyai tugas memberikan saran dan pertimbangan baik diminta maupun tidak kepada pengusaha atau pengurus mengenai masalah keselamatan dan kesehatan kerja. [GRI 403-4]

Untuk melaksanakan tugasnya, P2K3 mempunyai fungsi sebagai berikut:

1. Menghimpun dan mengolah data tentang Keselamatan dan Kesehatan Kerja di tempat kerja;
2. Membantu menunjukkan dan menjelaskan kepada setiap tenaga kerja:
  - a. Berbagai faktor bahaya di tempat kerja yang dapat menimbulkan gangguan
  - b. keselamatan dan kesehatan kerja, termasuk bahaya kebakaran dan peledakan serta cara penanggulangannya.
  - c. Faktor yang dapat mempengaruhi efisiensi dan produktivitas kerja;
  - d. Alat pelindung diri bagi tenaga kerja yang bersangkutan;
  - e. Cara dan sikap yang benar dan aman dalam melaksanakan pekerjaannya;
3. Membantu pengusaha atau pengurus dalam:
  - a. Mengevaluasi cara kerja, proses dan lingkungan kerja;
  - b. Menentukan tindakan koreksi dengan alternatif terbaik;
  - c. Mengembangkan sistem pengendalian bahaya terhadap keselamatan dan kesehatan kerja;
  - d. Mengevaluasi penyebab timbulnya kecelakaan, penyakit akibat kerja serta mengambil langkah-langkah yang diperlukan;
  - e. Mengembangkan penyuluhan dan penelitian di bidang keselamatan kerja, hygiene perusahaan, kesehatan kerja dan ergonomi;
  - f. Melaksanakan pemantauan terhadap gizi kerja dan menyelenggarakan makanan di perusahaan;
  - g. Memeriksa kelengkapan peralatan keselamatan kerja;
  - h. Mengembangkan pelayanan kesehatan tenaga kerja;
  - i. Mengembangkan laboratorium kesehatan dan keselamatan kerja, melakukan pemeriksaan laboratorium dan melaksanakan interpretasi hasil pemeriksaan;

1. increasing the effectiveness of planned, measurable, structured and integrated occupational safety and health protection;
2. prevent and reduce work accidents and work-related diseases by involving elements of management, workers/laborers, and/or trade/labor unions; as well as
3. creating a safe, comfortable and efficient workplace to encourage productivity.

Furthermore, as a consequence of implementing SMK3, the Company formed an Occupational Health and Safety and Environmental Advisory Committee (P2K3L) as the person responsible for the K3 sector. P2K3L is a subsidiary body in the Company which is a forum for cooperation between employers and workers or workers/laborers to develop mutual understanding and effective participation in implementing occupational safety and health. In accordance with applicable regulations, P2K3L membership consists of entrepreneurs and employees whose composition consists of a Chairman, Secretary and Members. This organization has the task of providing advice and considerations, whether requested or not, to employers or administrators regarding occupational safety and health issues. [GRI 403-4]

To carry out its duties, P2K3 has the following functions:

1. Collect and process data on Occupational Health and Safety in workplace;
2. Help in showing and explaining to each worker:
  - a. Various dangerous factors in the workplace that can cause disruption
  - b. occupational safety and health, including fire and explosion hazards and how to deal with it.
  - c. Factors that can influence work efficiency and productivity;
  - d. Personal protective equipment for the workers concerned;
  - e. Correct and safe methods and attitudes in carrying out work;
3. Assist entrepreneurs or administrators in:
  - a. Evaluate work methods, processes and work environment;
  - b. Determine corrective action with the best alternative;
  - c. Developing a hazard control system for occupational health and safety;
  - d. Evaluate the causes of accidents and work-related illnesses and take the necessary steps;
  - e. Developing outreach and research in the field of work safety, company hygiene, occupational health and ergonomics;
  - f. Carrying out monitoring of work nutrition and organizing food in the company;
  - g. Check completeness of work safety equipment;
  - h. Developing workforce health services;
  - i. Develop an occupational health and safety laboratory, carry out laboratory examinations and carrying out interpretation of examination results;



- j. Menyelenggarakan administrasi keselamatan kerja, hygiene perusahaan dan kesehatan kerja.
4. Membantu pimpinan perusahaan menyusun kebijaksanaan manajemen dan pedoman kerja dalam rangka upaya meningkatkan keselamatan kerja, hygiene perusahaan, kesehatan kerja, ergonomi dan gizi tenaga kerja.

Sesuai dengan Surat Keputusan Direksi tentang Perubahan Struktur Organisasi Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) No. 014-6/2023/380 tanggal 31 Oktober 2023, struktur dan kepengurusan P2K3 ADHI tahun 2023 adalah sebagai berikut :

1. Ketua : Vera Kirana
2. Wakil Ketua : Achmad Afandi
3. Sekretaris : Dalimin
4. Anggota : Subandi  
Yang Gisela  
Natali Agung  
Noval Kurniawan  
Syahrudin  
Anisful Lailil M.  
Wahyudi  
Sutarto  
Tatak Nurwahyudo  
Sigit Santoso  
Aditya Yuwono

## KESEHATAN, KESELAMATAN KERJA DAN LINGKUNGAN (K3L)

Untuk mewujudkan lingkungan kerja yang sehat dan aman, sekaligus meraih tujuan K3, ADHI membentuk organisasi Kesehatan, Keselamatan Kerja dan Lingkungan (K3L), yang berada di bawah pengawasan langsung Direktur QHSE dan Pengembangan. ADHI menerapkan K3L dengan tujuan sebagai berikut: [\[GRI 403-7\]](#)

Meningkatkan efektivitas perlindungan keselamatan dan kesehatan kerja yang terencana, terukur, terstruktur, dan terintegrasi.

1. Mencegah dan mengurangi kecelakaan kerja dan penyakit akibat kerja dengan melibatkan unsur manajemen, pekerja/buruh dan serikat pekerja/serikat buruh.
2. Menciptakan tempat kerja yang aman, nyaman, sehat dan efisien untuk mendorong produktivitas.
3. Pelaksanaan inisiatif Kesehatan, Keselamatan Kerja dan Lingkungan (K3L) atau *Health, Safety and Environment* (HSE) di ADHI merupakan realisasi dari komitmen Perseroan untuk melayani pelanggan dan *stakeholder* dengan sebaik-baiknya.

Tujuan lain pelaksanaan K3L adalah mencapai sasaran Perseroan tanpa kecelakaan fatal (*zero fatality accident*) dan pencegahan polusi. Oleh karena itu, ADHI senantiasa berupaya untuk meningkatkan semua aspek yang berhubungan dengan K3L. Sejalan dengan itu, Perseroan juga telah mengadopsi ISO 45001:2018 tentang Sistem Manajemen Kesehatan dan Keselamatan Kerja.

- j. Organizing work safety administration, company hygiene and occupational health.
4. Helping company leaders develop management policies and work guidelines in order to improve work safety, company hygiene, occupational health, ergonomics and workforce nutrition.

In accordance with the Directors' Decree regarding Changes in the Organizational Structure of the Occupational Safety and Health Advisory Committee (P2K3) No. 014-6/2023/380 dated 31 October 2023, the structure and management of P2K3 ADHI for 2023 is as follows:

1. Chairman: Vera Kirana
2. Vice Chairman: Achmad Afandi
3. Secretary: Dalimin
4. Member : Subandi  
Yang Gisela  
Natali Agung  
Noval Kurniawan  
Syahrudin  
Anisful Lailil M.  
Wahyudi  
Sutarto  
Tatak Nurwahyudo  
Sigit Santoso  
Aditya Yuwono

## HEALTH, OCCUPATIONAL SAFETY AND ENVIRONMENT (K3L)

To create a healthy and safe work environment, while achieving K3 goals, ADHI formed a Health, Work Safety and Environment (K3L) organization, which is under the direct supervision of the Director of QHSE and Development. ADHI implements K3L with the following objectives: [\[GRI 403-7\]](#)

Increase the effectiveness of planned, measurable, structured and integrated occupational safety and health protection.

1. Prevent and reduce work accidents and disease
2. work consequences involving elements of management, workers/laborers and workers/labor unions.
3. Creating a safe, comfortable, healthy and efficient workplace to encourage productivity.
4. Implementation of the Health, Safety and Environment (HSE) initiative at ADHI is a realization of the Company's commitment to serve customers and stakeholders as well as possible.

Another aim of implementing K3L is to achieve the Company's target of zero fatality accidents and preventing pollution. Therefore, ADHI always strives to improve all aspects related to K3L. In line with this, the Company has also adopted ISO 45001:2018 concerning Occupational Health and Safety Management Systems.



## Roadmap K3L/HSE

Untuk memandu penerapan dan pencapaian, sekaligus evaluasi atas pelaksanaan program K3L/HSE, ADHI telah Menyusun *roadmap* sebagai berikut :

## K3L/HSE Roadmap

To guide implementation and achievement, as well as evaluate the implementation of the K3L/HSE program, ADHI has prepared a roadmap as follows:

### ROAD MAP Health & Safety ADHI

| 2023                                                                                                                                                                                                                                                                                                                                | 2024                                                                                                                                                                                                                                                                                                                                | 2025                                                                                                                                                                                                                                                                                                                                | 2026                                                                                                                                                                                                                                                                                                                                                      | 2027                                                                                                                                                                                                                                                                                                                                 | 2028                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>1. Zero Fatality Accident (SR maks 1,67 dan FR maks 0,92)</li> <li>2. Jumlah rekanan terverifikasi CQSMS = 20% dari total rekanan</li> <li>3. Skor Budaya &amp; Leadership K3 distage 4: proactive</li> <li>4. Target single number SMKk min. 95% dan Keselamatan Publik min. 92%</li> </ol> | <ol style="list-style-type: none"> <li>1. Zero Fatality Accident (SR maks 1,68 dan FR maks 0,92)</li> <li>2. Jumlah rekanan terverifikasi CQSMS = 30% dari total rekanan</li> <li>3. Skor Budaya &amp; Leadership K3 distage 4: proactive</li> <li>4. Target single number SMKk min. 95% dan Keselamatan Publik min. 93%</li> </ol> | <ol style="list-style-type: none"> <li>1. Zero Fatality Accident (SR maks 1,67 dan FR maks 0,92)</li> <li>2. Jumlah rekanan terverifikasi CQSMS = 40% dari total rekanan</li> <li>3. Skor Budaya &amp; Leadership K3 distage 4: proactive</li> <li>4. Target single number SMKk min. 95% dan Keselamatan Publik min. 94%</li> </ol> | <ol style="list-style-type: none"> <li>1. Zero Fatality Accident (SR maks 1,67 dan FR maks 0,92)</li> <li>2. Jumlah rekanan terverifikasi CQSMS = 50% dari total rekanan</li> <li>3. Skor Budaya &amp; Leadership K3 distage 4: proactive</li> <li>4. Target single number SMKk min. 95% dan Keselamatan Publik min. 95%</li> </ol>                       | <ol style="list-style-type: none"> <li>1. Zero Fatality Accident (SR maks 1,68 dan FR maks 0,93)</li> <li>2. Jumlah rekanan terverifikasi CQSMS = 60% dari total rekanan</li> <li>3. Skor Budaya &amp; Leadership K3 distage 5: generative</li> <li>4. Target single number SMKk min. 95% dan Keselamatan Publik min. 95%</li> </ol> | <ol style="list-style-type: none"> <li>1. Zero Fatality Accident (SR maks 1,68 dan FR maks 0,93)</li> <li>2. Jumlah rekanan terverifikasi CQSMS = 70% dari total rekanan</li> <li>3. Skor Budaya &amp; Leadership K3 distage 5: generative</li> <li>4. Target single number SMKk min. 95% dan Keselamatan Publik min. 95%</li> </ol> |
| <ol style="list-style-type: none"> <li>1. Zero Fatality Accident (max SR 1.67 and max FR 0.92)</li> <li>2. Number of CQSMS verified partners = 20% of total partners</li> <li>3. OHS Culture &amp; Leadership Score in stage 4: proactive</li> <li>4. Target SMKk single number min. 95% and Public Safety min. 92%</li> </ol>      | <ol style="list-style-type: none"> <li>1. Zero Fatality Accident (max SR 1.68 and max FR 0.92)</li> <li>2. Number of CQSMS verification partners = 30% of total partners</li> <li>3. K3 Culture &amp; Leadership Score in stage 4: proactive</li> <li>4. Target SMKk single number min. 95% and Public Safety min. 93%</li> </ol>   | <ol style="list-style-type: none"> <li>1. Zero Fatality Accident (max SR 1.67 and max FR 0.92)</li> <li>2. Number of CQSMS verified partners = 40% of total partners</li> <li>3. K3 Culture &amp; Leadership Score in stage 4: proactive</li> <li>4. Target SMKk single number min. 95% and Public Safety min. 94%</li> </ol>       | <ol style="list-style-type: none"> <li>1. Zero Fatality Accident Zero Fatality Accident (max SR 1.67 and max FR 0.92)</li> <li>2. Number of CQSMS verification partners = 50% of total partners</li> <li>3. OHS Culture &amp; Leadership Score in stage 4: proactive</li> <li>4. Target SMKk single number min. 95% and Public Safety min. 95%</li> </ol> | <ol style="list-style-type: none"> <li>1. Zero Fatality Accident (Max SR 1.68 and max FR 0.93)</li> <li>2. Number of CQSMS verified partners = 60% of total partners</li> <li>3. OHS Culture &amp; Leadership Score in stage 5: generative</li> <li>4. Target SMKk single number min. 95% and Public Safety min. 95%</li> </ol>      | <ol style="list-style-type: none"> <li>1. Zero Fatality Accident (max SR 1.68 and max FR 0.93)</li> <li>2. Number of CQSMS verified partners = 70% of total partners</li> <li>3. OHS Culture &amp; Leadership Score in stage 5: generative</li> <li>4. Target of SMKk single number min. 95% and Public Safety min. 95%</li> </ol>   |

Berdasarkan evaluasi atas implementasi *roadmap* K3L tahun 2023, ADHI telah membukukan pencapaian sebagai berikut: [\[GRI 403-7\]](#)

Based on the evaluation of the implementation of the 2023 K3L roadmap, ADHI has recorded the following achievements: [\[GRI 403-7\]](#)

| No. | 2023                                                                                                                                                    | Pencapaian Achievement                                                                                                                                                                                                                                                                          |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.  | Zero Fatality Accident (SR maks 1,67 dan FR maks 0,92)<br>Zero Fatality Accident (max SR 1.67 and max FR 0.92)                                          | SR 0<br>FR 0                                                                                                                                                                                                                                                                                    |
| 2.  | Jumlah rekanan terverifikasi CQSMS = 20% dari total rekanan<br>Number of CQSMS verified partners = 20% of total partners                                | 11,75%                                                                                                                                                                                                                                                                                          |
| 3   | Skor Budaya & Leadership K3 di stage 4: proactive<br>OHS Culture & Leadership Score at stage 4: proactive                                               | Realisasi : level 4 (Nilai 3,92) Proactive atau Independent<br>Realization: level 4 (Score 3.92) Proactive or Independent                                                                                                                                                                       |
| 4.  | Target single number SMKk minimal 95% dan Keselamatan Publik minimal 92%<br>SMKk single number target is at least 95% and Public Safety is at least 92% | Keselamatan Publik : 81,77%<br>Keselamatan Lingkungan : 87,41%<br>Keselamatan Keteknikan (Mutu) : 90,62%<br>Keselamatan dan Kesehatan Kerja : 88,76%<br>Public Safety: 81.77%<br>Environmental Safety: 87.41%<br>Engineering Safety (Quality): 90.62%<br>Occupational Safety and Health: 88.76% |

## Program K3L dan Pelaksanaan pada Tahun 2023

Berpedoman pada *roadmap* K3L, pada tahun 2023, ADHI telah merancang berbagai program K3L sebagai berikut: [\[403-3, 403-6\]](#)

1. Manajemen dan Tata Kelola K3
2. Promotif
3. Preventif
4. Kuratif dan Rehabilitatif

## K3L Program and Implementation in 2023

Guided by the K3L roadmap, in 2023, ADHI has designed various K3L programs as follows: [\[403-3, 403-6\]](#)

1. OHS Management and Governance
2. Promotional
3. Preventive
4. Curative and Rehabilitative

Selanjutnya, per 31 Desember 2023, implementasi atas program K3L pada tahun pelaporan adalah sebagai berikut:

1. Penyelenggaraan pelayanan kesehatan tenaga kerja
2. Update HRA
3. Review & update prosedur kesehatan kerja
4. Membuat laporan kesehatan kerja
5. Health talk
6. Memfasilitasi program ASI Eksklusif
7. Memfasilitasi konseling kesehatan kerja
8. Menyelenggarakan pelatihan-pelatihan HSE dan AIDS
9. MCU dan evaluasi hasil pemeriksaan kesehatan
10. Penatalaksanaan tindak lanjut hasil pemeriksaan kesehatan berkala
11. Penyediaan dan pemberian APD untuk pencegahan penularan penyakit
12. Pengukuran risiko lingkungan kerja
13. Memfasilitasi program gizi pekerja
14. *Health Prevention Event*
15. Jaminan kesehatan bagi karyawan
16. Penanganan penyakit di tempat Kerja
17. Upaya kesehatan rehabilitatif
18. Sistem tanggap darurat

## PROMOSI, SOSIALISASI DAN KOMUNIKASI K3L

Selama tahun 2023, ADHI telah melaksanakan berbagai program untuk mempromosikan, mensosialisasikan dan mengomunikasikan K3L sebagai berikut : [\[GRI 403-3\]](#)

1. *Management Walkthrough*
2. Sosialisasi Prosedur dan Petunjuk Kerja QHSE
3. *Health Talk*
4. Buletin QHSE
5. *Health Note*
6. Peringatan HIV AIDS
7. Webinar
8. Sosialisasi Regulasi terbaru
9. Promosi peduli lingkungan
10. Sosialisasi *First Aid Series*
11. *Health talk*

## IDENTIFIKASI BAHAYA, PENILAIAN RISIKO DAN PENGENDALIAN BAHAYA

ADHI telah melakukan pemetaan dan identifikasi berbagai jenis pekerjaan dan risiko yang mungkin timbul, termasuk melakukan mitigasi untuk mengurangi dampak risiko tersebut. Pemetaan dan identifikasi serta pengujian risiko dilaksanakan dengan memperhatikan lingkup aktivitas, persyaratan peraturan pemerintah, standar dan persyaratan kontrak. Dalam konteks ini, Perseroan mengimplementasikan *Hazard Identification Risk Assessment and Determining Control* (HIRADC) di setiap proyek dalam rangka melakukan pengendalian bahaya yang ada di area lingkungan bekerja di Perseroan.

Proses identifikasi segala bentuk potensi bahaya K3 dilakukan Perseroan dengan mengimplementasikan *Hazard Identification Risk Assessment and Determining Control* (HIRADC) dan

Furthermore, as of 31 December 2023, the implementation of the K3L program in the reporting year is as follows:

1. Implementation of workforce health services
2. Update HRA
3. Review & update occupational health procedures
4. Make an occupational health report
5. Health talk
6. Facilitate an exclusive breastfeeding program
7. Facilitate occupational health counseling
8. Organizing HSE and AIDS training
9. MCU and evaluation of health examination results
10. Management of follow-up to the results of periodic health examinations
11. Provision and administration of PPE to prevent disease transmission
12. Measurement of work environment risks
13. Facilitate worker nutrition programs
14. Health Prevention Events
15. Health insurance for employees
16. Handling illnesses in the workplace
17. Rehabilitative health efforts
18. Emergency response system

## K3L PROMOTION, SOCIALIZATION AND COMMUNICATION

During 2023, ADHI has implemented various programs to promote, socialize and communicate K3L as follows: [\[GRI 403-3\]](#)

1. Management Walkthrough
2. Socialization of QHSE Procedures and Work Instructions
3. Health Talk
4. QHSE Bulletin
5. Health Notes
6. HIV AIDS warning
7. Webinars
8. Socialization of the latest regulations
9. Promotion of environmental care
10. First Aid Series outreach
11. Health talk

## HAZARD IDENTIFICATION, RISK ASSESSMENT AND HAZARD CONTROL

ADHI has mapped and identified various types of work and risks that may arise, including implementing mitigation to reduce the impact of these risks. Risk mapping and identification and testing are carried out by taking into account the scope of activities, government regulatory requirements, standards and contract requirements. In this context, the Company implements Hazard Identification Risk Assessment and Determining Control (HIRADC) in each project in order to control the hazards that exist in the Company's work environment.

The Company carries out the process of identifying all forms of potential OHS hazards by implementing Hazard Identification Risk Assessment and Determining Control (HIRADC) and implementing



melaksanakan segala tindakan pengendalian untuk meminimalisir potensi bahaya yang ada. Untuk memastikan segalanya berjalan di bawah pengawasan ADHI, pelaporan terkait data K3 kepada Departemen QHSE senantiasa ditinjau minimal satu kali setiap bulan untuk mengetahui *severity rate*, *frequency rate*, *incident rate*, jam kerja, jumlah pekerja, hingga kecelakaan kerja yang nyaris terjadi. Dengan demikian, upaya-upaya perbaikan senantiasa dapat dilakukan dari masa ke masa. Pemetaan dan identifikasi risiko kerja selengkapnya disampaikan dalam tabel berikut: [GRI 403-2]

all control measures to minimize existing potential hazards. To ensure everything runs under ADHI's supervision, reporting related to K3 data to the QHSE Department is always reviewed at least once every month to determine the severity rate, frequency rate, incident rate, working hours, number of workers, and work accidents that almost occurred. In this way, improvement efforts can always be made from time to time. Complete work risk mapping and identification is presented in the following table: [GRI 403-2]

**Tabel Pemetaan Risiko K3 Berdasarkan Unit Kerja**  
OHS Risk Mapping Table Based on Work Unit

| Jenis Pekerjaan<br>Type of work             | Potensi risiko K3<br>Potential OHS risks                                                                                                                                                                                                                                                                                                                                                                                                           | Mitigasi Risiko<br>Risk Mitigation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pembangunan Jembatan<br>Bridge construction | <ul style="list-style-type: none"> <li>Girder Patah</li> <li>Jatuh dari ketinggian</li> <li>Terkena Swing/Manuver Alat Berat</li> <li>Pekerja Kejatuhan Material</li> <li>Tali Sling Crane Putus</li> <li>Crane terguling</li> <li>Broken Girder</li> <li>Falling from a height</li> <li>Affected by heavy equipment swings/ maneuvers</li> <li>Material Fallout Workers</li> <li>Crane Sling Rope Broken</li> <li>The crane overturned</li> </ul> | <ul style="list-style-type: none"> <li>Terdapat Perhitungan Safety Faktor erection girder yang akurat</li> <li>Bekerja sesuai Prosedur / WI yang telah disepakati</li> <li>Dilakukan checklist kesiapan peralatan bersama (internal &amp; eksternal)</li> <li>Metode kerja, request kerja permit sesuai jsa telah diperiksa tim pengawas</li> <li>Manajemen Lalu Lintas, jalur kondisi darurat dan perkuatan Tanah dasar</li> <li>Alat pelindung diri dan pemeriksaan kesehatan semua operator</li> <li>There is an accurate calculation of the safety factor for girder erection</li> <li>Work according to agreed Procedures / WI</li> <li>Conducted joint equipment readiness checklist (internal &amp; external)</li> <li>Work methods, work permit requests according to JSA have been checked by the supervisory team</li> <li>Traffic Management, emergency routes and subgrade strengthening</li> <li>Personal protective equipment and health checks of all operators</li> </ul>                                 |
|                                             | <ul style="list-style-type: none"> <li>Alat pancang roboh pada saat melakukan pemancangan spunpile</li> <li>The piling tool collapsed on when carrying out erection spunpile</li> </ul>                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Melakukan TBM sebelum melaksanakan pekerjaan</li> <li>Menjelaskan metode kerja yang akan digunakan kepada seluruh pekerja</li> <li>Melakukan pemeriksaan alat berat maupun alat kerja sebelum melakukan pekerjaan</li> <li>Memasang pelat besi untuk landasan alat pancang pada tanah yang tidak stabil/ lunak</li> <li>Selalu melakukan koordinasi dengan Stasiun Kadipiro terkait jadwal kereta</li> <li>Menghentikan pekerjaan saat kereta lewat</li> <li>Operator harus bersertifikat dan masih berlaku</li> <li>Carry out TBM before carrying out work</li> <li>Explain the work methods that will be used to all workers</li> <li>Inspect heavy equipment and work equipment before carrying out work</li> <li>Install an iron plate as a foundation for the piling tool on unstable/soft ground</li> <li>Always coordinate with Kadipiro Station regarding train schedules</li> <li>Stop work when a train passes</li> <li>Operators must be certified and valid</li> </ul> |



**Tabel Pemetaan Risiko K3 Berdasarkan Unit Kerja**  
OHS Risk Mapping Table Based on Work Unit

| Jenis Pekerjaan<br>Type of work           | Potensi risiko K3<br>Potential OHS risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Mitigasi Risiko<br>Risk Mitigation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pembangunan Jalan<br>Road Construction    | <ul style="list-style-type: none"> <li>Lereng badan jalan longsor yang mengakibatkan kerusakan badan jalan</li> <li>Bangunan pelengkap jalan rusak</li> <li>Komplain warga yang fasilitas/ lahannya terimbas longsor</li> <li>Tertabrak alat berat</li> <li>Tertimbun beton basah</li> <li>The slope of the road body is a landslide cause bodily harm road</li> <li>Road accessory buildings damaged</li> <li>Residents complain about the facilities/ the land was affected by landslides</li> <li>Being hit by heavy equipment</li> <li>Buried by wet concrete</li> </ul> | <ul style="list-style-type: none"> <li>Terdapat hasil-hasil pengujian tanah existing dan tanah timbunan</li> <li>Dibuat SOP/WI metode kerja khusus pada timbunan tinggi</li> <li>Pada area timbunan tinggi didesain dasar timbunan ada saluran melintang</li> <li>Lereng-lereng timbunan langsung ditanami tanaman penahan longsor</li> <li>Dibuatkan saluran penangkap air hujan diarahkan ke saluran pembuangan</li> <li>Terdapat Metode kerja dan SOP Pekerjaan</li> <li>Operator dan Alat Berat berlisensi</li> <li>Terdapat Rambu dan Alat pelindung Kerja yang mumpuni</li> <li>Terdapat Izin Kerja &amp; Pengawas di lokasi</li> <li>Tersedia APD yang sesuai</li> <li>Tersedia Flag man</li> <li>There are test results for existing soil and embankment soil</li> <li>Created SOP/WI for special work methods for high piles</li> <li>In high embankment areas, the base of the embankment is designed to have a transverse channel</li> <li>The embankment slopes are immediately planted with landslide-resistant plants</li> <li>Create a rainwater catchment channel directed to the drain</li> <li>There are work methods and work SOPs</li> <li>Licensed Operator and Heavy Equipment</li> <li>There are adequate work signs and protective equipment</li> <li>There is a Work Permit &amp; Supervisor on site</li> <li>Suitable PPE is available</li> <li>Flag man available</li> </ul>                                           |
| Pembangunan Bendungan<br>Dam Construction | <ul style="list-style-type: none"> <li>Komunikasi antara pelaksana dengan tim K3 tidak berjalan baik (miskomunikasi)</li> <li>Kurangnya sosialisasi kepada pihak ekstern terhadap jadwal pelaksanaan peledakan</li> <li>Tim peledakan tidak kompeten</li> <li>Communication between implementers with the OHS team it didn't go well (miscommunication)</li> <li>Lack of socialization to external parties regarding the schedule carrying out blasting</li> <li>The blasting team is incompetent</li> </ul>                                                                 | <ul style="list-style-type: none"> <li>Mitigasi area terkena dampak ledakan</li> <li>radius minimal untuk manusia = 500 m</li> <li>radius minimal untuk struktur bangunan = 300 m</li> <li>Gunakan HT untuk komunikasi antar tim</li> <li>Lakukan Simulasi prosedur pengamanan pekerjaan peledakan</li> <li>Untuk struktur bangunan yang sudah terlanjur ada dan masuk area terkena dampak ledakan (&lt;300 m), maka gunakan rekayasa teknik peledakan untuk arah lontaran ledakan menjauhi struktur bangunan</li> <li>Sosialisasi kepada pekerja lain dan warga masyarakat sekitar min 3 hari sebelum pelaksanaan</li> <li>Memastikan Subkon memiliki pekerja bersertifikat KTT dan Pelaksana Blasting yang masih valid</li> <li>Mitigation of areas affected by explosions</li> <li>Mitigation of areas affected by explosions</li> <li>minimum radius for humans = 500 m</li> <li>minimum radius for building structures = 300 m</li> <li>Use HT for communication between teams</li> <li>Simulate safety procedures for blasting work</li> <li>For building structures that already exist and are in the area affected by the explosion (&lt;300 m), use blasting techniques to direct the blast away from the building structure.</li> <li>Socialization to other workers and local residents at least 3 days before implementation</li> <li>Ensure that the Subcontractor has valid KTT certified workers and Blasting Executors</li> </ul> |



**Tabel Pemetaan Risiko K3 Berdasarkan Unit Kerja**  
OHS Risk Mapping Table Based on Work Unit

| Jenis Pekerjaan<br>Type of work                                    | Potensi risiko K3<br>Potential OHS risks                                                                                                                                                                                                                                                                          | Mitigasi Risiko<br>Risk Mitigation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pembangunan Stadium<br>Stadium Construction                        | <ul style="list-style-type: none"> <li>• Terjatuh dari ketinggian</li> <li>• Tertimpa material</li> <li>• Tersayat besi</li> <li>• Tergantung di full body harness</li> <li>• Falling from a height</li> <li>• Being crushed by material</li> <li>• Iron cut</li> <li>• Hangs from a full body harness</li> </ul> | <ul style="list-style-type: none"> <li>• Mendatangkan pekerja sesuai skill dan memiliki pengalaman sesuai medan kerja</li> <li>• Membuat perencanaan sesuai dengan kendala yang sekiranya akan muncul</li> <li>• Memastikan alat pelindung diri yang disediakan sesuai jenis pekerjaan dan layak digunakan</li> <li>• Memastikan alat kerja lengkap dan layak dioperasikan</li> <li>• Pekerja memiliki kondisi kesehatan yang fit</li> <li>• Memiliki sertifikat atau sudah pernah mengikuti pelatihan sesuai jenis pekerjaan</li> <li>• Mengadakan refresh ulang pelatihan yang sesuai medan kerja</li> <li>• Memastikan jadwal kerja setiap minggu sesuai kondisi cuaca dan medan kerja</li> <li>• Memastikan material datang sesuai dan dicek sebelum dipasang</li> <li>• Wajib melakukan briefing sebelum bekerja</li> <li>• Bring in workers according to skills and experience according to the work field</li> <li>• Make plans according to obstacles that may arise</li> <li>• Ensure that the personal protective equipment provided is appropriate to the type of work and suitable for use</li> <li>• Ensure work equipment is complete and suitable for operation</li> <li>• Workers have a fit health condition</li> <li>• Have a certificate or have attended training according to the type of work</li> <li>• Hold training refreshes that are appropriate to the work field</li> <li>• Ensure weekly work schedules are appropriate to weather conditions and work terrain</li> <li>• Ensure that materials arrive in accordance and are checked before installation</li> <li>• Mandatory briefing before work</li> </ul>                   |
| Pekerjaan Pemasangan<br>Bekisting<br>Installation work<br>Formwork | <ul style="list-style-type: none"> <li>• Terjatuh dari ketinggian</li> <li>• Terpeleset</li> <li>• Tergantung di full body harness</li> <li>• Kejatuhan material</li> <li>• Falling from a height</li> <li>• Slip</li> <li>• Hangs from a full body harness</li> <li>• Material fallout</li> </ul>                | <ul style="list-style-type: none"> <li>• Mendatangkan pekerja sesuai skill dan memiliki pengalaman sesuai medan kerja</li> <li>• Membuat perencanaan sesuai dengan kendala yang sekiranya akan muncul</li> <li>• Memastikan alat pelindung diri yang disediakan sesuai jenis pekerjaan dan layak digunakan</li> <li>• Memastikan alat kerja lengkap dan layak dioperasikan</li> <li>• Pekerja memiliki kondisi kesehatan yang fit</li> <li>• Memiliki sertifikat atau sudah pernah mengikuti pelatihan sesuai jenis pekerjaan</li> <li>• Mengadakan refresh ulang pelatihan yang sesuai medan kerja</li> <li>• Memastikan jadwal kerja setiap minggu sesuai kondisi cuaca dan medan kerja</li> <li>• Memastikan bersama QC terkait ukuran dan kekuatan bekisting sebelum dilakukan pengecoran</li> <li>• Wajib melakukan briefing sebelum bekerja</li> <li>• Bring in workers according to skills and experience according to the work field</li> <li>• Make plans according to obstacles that may arise</li> <li>• Ensure that the personal protective equipment provided is appropriate to the type of work and suitable for use</li> <li>• Ensure work equipment is complete and suitable for operation</li> <li>• Workers have a fit health condition</li> <li>• Have a certificate or have attended training according to the type of work</li> <li>• Hold training refreshes that are appropriate to the work field</li> <li>• Ensure weekly work schedules are appropriate to weather conditions and work terrain</li> <li>• Confirm with QC the size and strength of the formwork before casting</li> <li>• Mandatory briefing before work</li> </ul> |

**Tabel Pemetaan Risiko K3 Berdasarkan Unit Kerja**  
OHS Risk Mapping Table Based on Work Unit

| Jenis Pekerjaan<br>Type of work               | Potensi risiko K3<br>Potential OHS risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Mitigasi Risiko<br>Risk Mitigation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pembangunan Jalan Tol<br>Highway construction | <ul style="list-style-type: none"> <li>Ikatan sling pada girder putus</li> <li>Crane roboh atau terguling</li> <li>Terkena manuver alat</li> <li>The sling ties on the girder are broken</li> <li>The crane collapses or overturns</li> <li>Subject to tool maneuvers</li> </ul>                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Melakukan safety induction, Toolbox meeting sebelum bekerja</li> <li>Petugas Rigger harus memiliki kompetensi di bidang pengikatan</li> <li>Melakukan perhitungan alat crane dengan beban yang diangkat</li> <li>Dipasang rambu "DILARANG DEKAT MANUEVER ALAT BERAT"</li> <li>Memakai APD ( Helm, Rompi, Sepatu Safety)</li> <li>Conduct safety induction, Toolbox meeting before work</li> <li>Rigger officers must have competence in the field of lashing</li> <li>Calculating the crane with the load being lifted</li> <li>Posted signs "PROHIBITED NEAR HEAVY EQUIPMENT MANEUVERS"</li> <li>Wear PPE (Helmet, Vest, Safety Shoes)</li> </ul> |
| Pembangunan Irigasi<br>Irrigation Development | <ul style="list-style-type: none"> <li>Pekerja jatuh ke sungai</li> <li>Terkena <i>swing alat servis crane</i></li> <li>Pekerja tertabrak material <i>spunpile</i> pada saat <i>swing</i></li> <li>Pekerja tertimpa, terjepit, kejatuhan material <i>spun pile</i></li> <li>Servis <i>crane/ HSPD</i> terguling</li> <li>Worker falls into river</li> <li>Affected by the swing of the crane service tool</li> <li>Workers hit by spunpile material while swinging</li> <li>Workers are crushed, crushed, spun pile material falls</li> <li>Crane service/HSPD overturned</li> </ul> | <ul style="list-style-type: none"> <li>Melakukan Tool Box Meeting (TBM)</li> <li>Berhenti bekerja ketika cuaca buruk (hujan dan arus sungai deras)</li> <li>Memastikan kondisi alat dalam kondisi baik dan layak pakai (tersedia Surat Ijin Alat/ SIA)</li> <li>Inspeksi rutin alat berat dan kelengkapannya</li> <li>Conduct Tool Box Meeting (TBM)</li> <li>Stop working when the weather is bad (rain and strong river currents)</li> <li>Ensure that the equipment is in good condition and suitable for use (Equipment Permit/ SIA available)</li> <li>Routine inspection of heavy equipment and equipment</li> </ul>                                                                |

ADHI menetapkan metodologi identifikasi aspek K3L dan pengujian risiko di dalam menentukan pengendalian risiko bahaya, sasaran dan program K3L. Metodologi identifikasi aspek K3L dan pengujian risiko bahaya dilaksanakan dengan memperhatikan lingkup aktivitas, persyaratan peraturan pemerintah, standar dan persyaratan kontrak. ADHI melakukan HIRADC di setiap proyek dalam rangka melakukan pengendalian bahaya yang ada di lingkungan kerja proyek. HIRADC dilakukan untuk mengetahui semua potensi bahaya K3 yang berpotensi terjadi selama aktivitas kerja berlangsung di tempat kerja, serta merencanakan tindakan pengendalian untuk menghilangkan atau meminimalisir potensi bahaya yang ada. Secara berkala, dilakukan peninjauan HIRADC untuk memastikan bahwa tidak ada potensi risiko bahaya yang tidak teridentifikasi dan dikendalikan.

## PELATIHAN DAN SERTIFIKASI K3

ADHI secara berkala melakukan peningkatan kompetensi karyawan terkait K3 melalui pelatihan dan sertifikasi K3. Selain mendapatkan pengetahuan terbaru terkait K3, keikutsertaan dalam pelatihan juga akan mengasah ketrampilan dan kesiapsiagaan apabila terjadi kedaruratan terkait K3. Per 31 Desember 2023, tercatat sebanyak 410 karyawan mengikuti pelatihan dan sertifikasi K3. Program pelatihan dan sertifikasi K3 yang diikuti karyawan selama tahun adalah sebagai berikut: [\[GRI 403-5\]](#)

ADHI establishes a methodology for identifying K3L aspects and risk testing in determining hazard risk controls, K3L targets and programs. The methodology for identifying K3L aspects and testing hazard risks is carried out by taking into account the scope of activities, government regulatory requirements, standards and contract requirements. ADHI carries out HIRADC on every project in order to control the hazards that exist in the project work environment. HIRADC is carried out to determine all potential K3 hazards that have the potential to occur during work activities in the workplace, as well as planning control actions to eliminate or minimize existing potential hazards. Periodically, HIRADC reviews are carried out to ensure that there are no potential hazard risks that are not identified and controlled.

## OHSTRAINING AND CERTIFICATION

ADHI regularly improves employee competency related to OHS through OHS training and certification. Apart from gaining the latest knowledge regarding OHS, participation in training will also hone skills and preparedness in the event of an emergency related to K3. As of 31 December 2023, 410 employees had participated in K3 training and certification. The K3 training and certification program that employees participated in during the year is as follows: [\[GRI 403-5\]](#)



1. Sertifikasi Ahli K3
2. Pelatihan ISO 9001, ISO 14001, ISO 45001
3. Pelatihan Sertifikasi Pemadam Kebakaran Kelas D Kemnaker RI
4. Pelatihan Sertifikasi Petugas Pemadam Kebakaran Kelas D Kemnaker RI
5. Pelatihan Refresh & Recharge QHSE
6. Pelatihan Sertifikasi Ahli Utama Ruang Terbatas (Confined Space)
7. Pelatihan Refreshment P3K
8. Pelatihan Supervisor Scaffolding Sertifikasi Kemnaker RI

## TANGGAP DARURAT

Selain memastikan bahwa seluruh operasional bisnis di lokasi proyek sesuai dengan peraturan dan standar keselamatan yang berlaku, ADHI juga memiliki standar operasional dalam menghadapi situasi darurat atau kecelakaan kerja. Kebijakan ini di antaranya memastikan bahwa seluruh area kerja telah dilengkapi dengan sarana dan prasarana pendukung, tersedianya prosedur tanggap darurat, terbentuknya tim tanggap darurat dan merencanakan serta melaksanakan program simulasi tanggap darurat.

Standar keselamatan Simulasi Tanggap Darurat (*Emergency Response Drill*) di Perseroan dilaksanakan secara rutin dengan ketentuan minimal 1 (satu) bulan sekali. Simulasi ini melibatkan seluruh karyawan, baik di kantor pusat, kantor departemen maupun proyek. Simulasi Tanggap Darurat ini juga dimaksudkan untuk memastikan perlindungan yang maksimal bagi karyawan dan semua orang yang berada di lingkungan Perseroan juga merupakan upaya penyelamatan aset berharga dan dokumen penting di Perseroan. [\[GRI 403-7\]](#)

## KINERJA K3 TAHUN 2023

Segenap manajemen dan karyawan ADHI telah berupaya semaksimal mungkin untuk mewujudkan tujuan K3, yaitu *zero accident* dan tidak ada penyakit akibat kerja, dengan melaksanakan semua regulasi dan prosedur kerja. Melalui berbagai upaya tersebut, pencapaian kinerja K3 selama tahun 2023 adalah sebagai berikut: [\[GRI 403-9\]](#)

**Tabel Kinerja K3 Tahun 2021-2023**  
OHS Performance Table 2021-2023

| Deskripsi<br>Description                                         | Target   | Realisasi<br>Realization |      |       |
|------------------------------------------------------------------|----------|--------------------------|------|-------|
|                                                                  |          | 2021                     | 2022 | 2023  |
| Kecelakaan yang Nyaris Terjadi<br>Accidents That Nearly Happened | -        | 53                       | 13   | 7     |
| Insiden<br>Incident                                              | -        | 16                       | 10   | 4     |
| Tingkat Insiden<br>Incident Rate                                 | -        | 0,27                     | 0,15 | 0,003 |
| Tingkat Keparahan<br>Severity Level                              | Max 0,50 | 1,40                     | 0,15 | 0     |

1. OHS Expert Certification
2. ISO 9001, ISO 14001, ISO 45001 training
3. Indonesian Ministry of Manpower Class D Firefighter Certification Training
4. Indonesian Ministry of Manpower Class D Firefighter Certification Training
5. QHSE Refresh & Recharge Training
6. Master Confined Space Expert Certification Training
7. First Aid Refreshment Training
8. Scaffolding Supervisor Training for Indonesian Ministry of Manpower Certification

## EMERGENCY RESPONSE

Apart from ensuring that all business operations at the project site comply with applicable regulations and safety standards, ADHI also has operational standards for dealing with emergency situations or work accidents. This policy includes ensuring that all work areas are equipped with supporting facilities and infrastructure, the availability of emergency response procedures, the formation of an emergency response team and planning and implementing an emergency response simulation program.

Emergency Response Simulation (Emergency Response Drill) safety standards in the Company are carried out routinely with a minimum requirement of once every 1 (one) month. This simulation involves all employees, both at head office, department offices and projects. This Emergency Response Simulation is also intended to ensure maximum protection for employees and everyone in the Company's environment as well as an effort to save valuable assets and important documents in the Company. [\[GRI 403-7\]](#)

## OHS PERFORMANCE IN 2023

All ADHI management and employees have made every effort to realize the K3 goal, namely zero accidents and no work-related illnesses, by implementing all work regulations and procedures. Through these various efforts, the OHS performance achievements during 2023 are as follows: [\[GRI 403-9\]](#)



**Tabel Kinerja K3 Tahun 2021-2023**  
OHS Performance Table 2021-2023

| Deskripsi<br>Description                                                            | Target   | Realisasi<br>Realization |            |            |
|-------------------------------------------------------------------------------------|----------|--------------------------|------------|------------|
|                                                                                     |          | 2021                     | 2022       | 2023       |
| Tingkat Keseringan<br>Severity Level                                                | Max 0,40 | 0,10                     | 0,02       | 0          |
| Total Jam Kerja<br>Total Working Hours                                              | -        | 60.071.614               | 65.624.363 | 52.952.124 |
| Implementasi SMK3L<br>Implementation of SMK3L                                       | 92,00%   | 90,5%                    | 91,86%     | 88,76%     |
| Kepuasan Pelanggan Penerapan SMK3L<br>Customer Satisfaction of SMK3L Implementation | 90,00%   | 87,26%                   | 89,62%     | 90,99%     |

Berdasarkan tabel di atas, dengan total jam kerja sebanyak 52.952.124 jam, tercatat *incident rate* sebesar 0,003. Dengan demikian, SMK3L di lingkungan ADHI telah berfungsi dengan baik. Hal itu dipengaruhi oleh upaya-upaya ADHI dalam menjamin keselamatan dalam proyek. ADHI memiliki kewajiban untuk menjamin keselamatan dan kesehatan pekerja serta kondisi lingkungan di sekitar proyek.

Sebagai bentuk komitmen manajemen perusahaan, ADHI menetapkan kebijakan mutu dan K3L yang ditandatangani oleh Direktur Utama tanggal 2 Juli 2020. Kebijakan ini akan direviu dan di evaluasi setiap diperlukan. Selain itu, ADHI juga memiliki kebijakan Tanggap Darurat, Kebijakan *Stop Work Authority*, Kebijakan Obat-obatan Terlarang dan kebijakan pencegahan dan penanggulangan HIV-AIDS. Semua kebijakan itu ditujukan untuk mendukung sasaran ADHI dalam bidang K3L yaitu mencegah terjadinya kecelakaan konstruksi, kecelakaan kerja, mencegah penyakit akibat kerja serta mencegah terjadinya pencemaran lingkungan.

Selain itu, di setiap unit kerja, terdapat fungsi QHSE yang bertugas memastikan program-program keselamatan, kesehatan kerja dan lingkungan dilaksanakan. Terdapat juga petugas tanggap darurat yang siap siaga dan memastikan fasilitas tanggap darurat seperti APAR, Hidran, kotak P3K kondisinya tetap layak saat terjadi keadaan darurat. Adapun kepuasan pelanggan terhadap penerapan SMK3L pada tahun 2023 tercatat sebesar 90,99%, naik dibandingkan dengan tahun 2022 yang mencapai 89,62%.

Seiring dengan itu, ADHI juga telah melakukan evaluasi terhadap risiko terjadinya penyakit akibat kerja yang dialami pekerja karena jenis pekerjaannya atau akibat paparan zat-zat tertentu di tempat kerja. Berdasarkan evaluasi tersebut, pada tahun pelaporan, Perseroan tidak menerima laporan adanya pekerja yang mengalami penyakit akibat kerja. [GRI 403-10]

## KESEHATAN LINGKUNGAN KERJA

Komitmen ADHI untuk mewujudkan lingkungan kerja yang sehat dan aman dikukuhkan melalui pemberian layanan kesehatan di lingkungan kerja di antaranya: [GRI 403-3]

Based on the table above, with a total of 52,952,124 working hours, an incident rate of 0.003 was recorded. Thus, SMK3L in the ADHI environment has functioned well. This is influenced by ADHI's efforts to ensure safety in the project. ADHI has an obligation to guarantee the safety and health of workers as well as environmental conditions around the project.

As a form of company management commitment, ADHI established a quality and K3L policy which was signed by the President Director on July 2 2020. This policy will be reviewed and evaluated whenever necessary. Apart from that, ADHI also has an Emergency Response policy, Stop Work Authority Policy, Illegal Drugs Policy and HIV-AIDS prevention and control policy. All of these policies are aimed at supporting ADHI's targets in the K3L sector, namely preventing construction accidents, work accidents, preventing work-related diseases and preventing environmental pollution.

Apart from that, in each work unit, there is a QHSE function which is tasked with ensuring that safety, occupational health and environmental programs are implemented. There are also emergency response officers who are ready to stand by and ensure that emergency response facilities such as fire extinguishers, hydrants, first aid boxes remain in proper condition when an emergency occurs. Meanwhile, customer satisfaction regarding the implementation of SMK3L in 2023 was recorded at 90.99%, an increase compared to 2022 which reached 89.62%.

Along with this, ADHI has also carried out an evaluation of the risk of occupational diseases experienced by workers due to the type of work or due to exposure to certain substances in the workplace. Based on this evaluation, in the reporting year, the Company did not receive reports of workers experiencing work-related illnesses. [GRI 403-10]

## WORK ENVIRONMENT HEALTH

ADHI's commitment to creating a healthy and safe work environment is confirmed by providing health services in the work environment including: [GRI 403-3]



1. Pemeriksaan rutin kesehatan lingkungan kerja ADHI, baik di proyek, kantor divisi maupun kantor pusat.
2. Penyuluhan kesehatan dan pelatihan.
3. Penyemprotan nyamuk dan serangga.
4. Pengukuran tingkat kebisingan.
5. Pengukuran kualitas air dan udara.
6. Tingkat penerangan lampu.
7. Pengukuran kadar emisi kendaraan bermotor di lingkungan kantor pusat.

Sejalan dengan implementasi berbagai kegiatan di atas, Perseroan juga melakukan berbagai kebijakan untuk memastikan terpeliharanya kesehatan seluruh karyawan. Selain melakukan penyuluhan intensif mengenai pengelolaan kesehatan, ADHI juga menekankan pentingnya menjaga keseimbangan antara pekerjaan, kesehatan jasmani dan rohani. Untuk menopang terciptanya kondisi kesehatan dan kebugaran karyawan sehingga tetap bisa bekerja dengan baik, Perseroan melaksanakan berbagai program sebagai berikut: [\[GRI 403-6\]](#)

1. *Medical check up* setahun sekali.
2. Evaluasi risiko kesehatan.
3. Pengukuran kelembaban, pencahayaan dan suhu ruangan.
4. Pemeriksaan *biometric*.
5. Pemeriksaan *bio-monitoring* air minum.
6. Poster-poster yang mendorong pola hidup sehat.
7. Pengukuran ergonomi.
8. Program olah raga karyawan.
9. Penyelenggaraan pelayanan kesehatan tenaga kerja
10. Memfasilitasi program ASI Eksklusif
11. Memfasilitasi konseling kesehatan kerja
12. Penyediaan dan pemberian APD untuk pencegahan penularan penyakit
13. Memfasilitasi program gizi pekerja
14. *Health Prevention Event*
15. Penanganan penyakit di tempat Kerja

Selain melakukan berbagai program di atas, Perseroan memberikan dukungan untuk terwujudnya *work life balance*. Dukungan diimplementasikan dengan menyediakan berbagai fasilitas olahraga di kantor pusat, seperti lapangan badminton, tenis lapangan, dan futsal melalui ADHI Sports Centre. Selain itu, Perseroan juga memberi keleluasaan terbentuknya berbagai komunitas sesuai dengan minat insan ADHI, di antaranya komunitas olahraga, seperti sepeda, badminton, tenis lapangan, futsal, bola basket, serta komunitas seni, seperti fotografi, video, dan lain-lain. [\[GRI 403-6\]](#)

## PENGHARGAAN K3

Komitmen dan kesungguhan manajemen dengan dukungan segenap karyawan untuk mewujudkan lingkungan kerja yang sehat dan aman sesuai prinsip K3 selama tahun 2023 mendapatkan apresiasi dari pihak eksternal berupa penghargaan sebagai berikut:

1. Routine health checks of ADHI's work environment, both in projects, division offices and head offices.
2. Health education and training.
3. Spraying for mosquitoes and insects.
4. Noise level measurement.
5. Measurement of water and air quality.
6. Lamp illumination level.
7. Measurement of motor vehicle emission levels in the head office environment.

In line with the implementation of the various activities above, the Company also implements various policies to ensure the health of all employees is maintained. Apart from providing intensive counseling regarding health management, ADHI also emphasizes the importance of maintaining a balance between work, physical and spiritual health. To support the creation of employee health and fitness conditions so that they can continue to work well, the Company implements various programs as follows: [\[GRI 403-6\]](#)

1. Medical check up once a year.
2. Evaluate health risks.
3. Measurement of humidity, lighting and room temperature.
4. Biometric checks.
5. Bio-monitoring examination of drinking water.
6. Posters encouraging healthy lifestyles.
7. Ergonomic measurements.
8. Employee sports programs.
9. Implementation of workforce health services
10. Facilitate exclusive breastfeeding programs
11. Facilitate occupational health counseling
12. Provision and administration of PPE to prevent disease transmission
13. Facilitate employee nutrition programs
14. Health Prevention Events
15. Handling illnesses in the workplace

Apart from carrying out the various programs above, the Company provides support for the realization of work life balance. Support is implemented by providing various sports facilities at the head office, such as badminton courts, tennis courts and futsal through the ADHI Sports Center. Apart from that, the Company also provides flexibility to form various communities according to the interests of ADHI people, including sports communities, such as cycling, badminton, tennis, futsal, basketball, as well as arts communities, such as photography, video, etc. [\[GRI 403-6\]](#)

## OHS AWARD

Management's commitment and seriousness with the support of all employees to create a healthy and safe work environment in accordance with OHS principles during 2023 has received appreciation from external parties in the form of the following awards:

| Waktu Perolehan<br>Acquisition Time   | Nama Penghargaan<br>Award Name                                                                                                                                                                                                                                                                                                                                             | Penyelenggara<br>Organizer                                                          |
|---------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| 9 Juni 2023<br>June 9 2023            | Penghargaan Kecelakaan Nihil Proyek Penambahan Lajur ke-3<br>Segmen Cikande - Serang Timur Paket 1 dan 2 Kab. Serang Propinsi<br>Banten<br>Zero Accident Award for 3rd Lane Addition Project for Cikande - East<br>Serang Segment Packages 1 and 2 District. Attack Banten Province                                                                                        | Menteri Ketenagakerjaan RI<br>Minister of Manpower of the<br>Republic of Indonesia  |
| 9 Juni 2023<br>June 9, 2023           | Penghargaan Kecelakaan Nihil Proyek AMP Kawasan Medan<br>Propinsi Sumatera Utara<br>Zero Accident Award for the AMP Project in the Medan Area, North<br>Sumatra Province                                                                                                                                                                                                   | Menteri Ketenagakerjaan RI<br>Minister of Manpower of the<br>Republic of Indonesia  |
| 9 Juni 2023<br>June 9, 2023           | Penghargaan Kecelakaan Nihil Proyek IPAL Kota Palembang Paket<br>B2A Propinsi Sumatera Selatan<br>Zero Accident Award for Palembang City WWTP Project, B2A<br>Package, South Sumatra Province                                                                                                                                                                              | Menteri Ketenagakerjaan RI<br>Minister of Manpower of the<br>Republic of Indonesia  |
| 9 Juni 2023<br>June 9, 2023           | Penghargaan Kecelakaan Nihil Proyek KPBU Kegiatan Preservasi<br>Jalan Lintas Timur Sumatera Paket A Kota Palembang Propinsi<br>Sumatera Selatan<br>Zero Accident Award PPP Project East Sumatra Cross Road<br>Preservation Activities Package A Palembang City South Sumatra<br>Province                                                                                   | Menteri Ketenagakerjaan RI<br>Minister of Manpower of the<br>Republic of Indonesia  |
| 31 Desember 2022<br>December 31, 2022 | Penghargaan Kecelakaan Nihil Proyek Pembangunan Pengaman<br>Pantai di Jakarta Tahap 4 Paket 1<br>Zero Accident Award for Beach Safety Development Project in<br>Jakarta Phase 4 Package 1                                                                                                                                                                                  | Satker SNVT PTPIN Kementerian<br>PUPR<br>PUPR Ministry's SNVT PTPIN<br>Working Unit |
| 02 November 2023<br>November 02, 2023 | Penghargaan Indonesia Construction Safety Awards 2023 Kategori<br>Emergency Response - Proyek Jalan Tol Ruas Tol Sigli Banda Aceh<br>Indonesia Construction Safety Awards 2023 Emergency Response<br>Category - Sigli Banda Aceh Toll Road Project                                                                                                                         | ISCA Award 2023                                                                     |
| 02 November 2023<br>November 02, 2023 | Penghargaan Indonesia Construction Safety Awards 2023 Kategori<br>Emergency Response - Layanan Pekerjaan Konstruksi Pembangunan<br>Jalan Tol Yogyakarta - Bawen Paket 1 (Seksi 1 dan Seksi 6)<br>Indonesia Construction Safety Awards 2023 Emergency Response<br>Category - Yogyakarta - Bawen Toll Road Construction Work Services<br>Package 1 (Section 1 and Section 6) | ICSA Award 2023                                                                     |
| 02 November 2023<br>November 02, 2023 | Penghargaan Indonesia Construction Safety Awards 2023 Kategori<br>Safety Innovation - Layanan Pekerjaan Konstruksi Pembangunan<br>Jalan Tol Yogyakarta - Bawen Paket 1 (Seksi 1 dan Seksi 6)<br>Indonesia Construction Safety Awards 2023 Safety Innovation<br>Category - Yogyakarta - Bawen Toll Road Construction Work Services<br>Package 1 (Section 1 and Section 6)   | ICSA Award 2023                                                                     |
| 02 November 2023<br>November 02, 2023 | Penghargaan HIV&AIDS - Layanan Pekerjaan Konstruksi<br>Pembangunan Jalan Tol Yogyakarta - Bawen Paket 1 (Seksi 1 dan<br>Seksi 6)<br>HIV&AIDS Award - Yogyakarta Toll Road Construction Work Services<br>- Bawen Package 1 (Section 1 and Section 6)                                                                                                                        | Gubernur DIY<br>DIY Governor                                                        |
| Maret 31 2023<br>March 31, 2023       | Penghargaan Covid 19 - Layanan Pekerjaan Konstruksi<br>Pembangunan Jalan Tol Yogyakarta - Bawen Paket 1 (Seksi 1 dan<br>Seksi 6)<br>Covid 19 Award - Yogyakarta - Bawen Toll Road Construction Work<br>Services Package 1 (Section 1 and Section 6)                                                                                                                        | Gubernur DIY<br>DIY Governor                                                        |
| 02 November 2023<br>November 02, 2023 | Penghargaan Zero Accident Awards - Layanan Pekerjaan Konstruksi<br>Pembangunan Jalan Tol Yogyakarta - Bawen Paket 1 (Seksi 1 dan<br>Seksi 6)<br>Zero Accident Awards - Yogyakarta Toll Road Construction Work<br>Services - Bawen Package 1 (Section 1 and Section 6)                                                                                                      | Gubernur DIY<br>DIY Governor                                                        |
| Juni 2023<br>June 2023                | Penghargaan HIV&AIDS - Layanan Pekerjaan Konstruksi<br>Pembangunan Jalan Tol Yogyakarta - Bawen Paket 1 (Seksi 1 dan<br>Seksi 6)<br>HIV&AIDS Award - Yogyakarta Toll Road Construction Work Services<br>- Bawen Package 1 (Section 1 and Section 6)                                                                                                                        | Kemenaker<br>Ministry of Manpower                                                   |



| Waktu Perolehan<br>Acquisition Time   | Nama Penghargaan<br>Award Name                                                                                                                                                                                                             | Penyelenggara<br>Organizer                 |
|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| Juni 2023<br>June 2023                | Penghargaan Covid 19 - Layanan Pekerjaan Konstruksi Pembangunan Jalan Tol Yogyakarta - Bawen Paket 1 (Seksi 1 dan Seksi 6)<br>Covid 19 Award - Yogyakarta - Bawen Toll Road Construction Work Services Package 1 (Section 1 and Section 6) | Kemenaker<br>Ministry of Manpower          |
| 12 Januari 2023<br>January 12, 2023   | Penghargaan Zero Accident - Pekerjaan Tahun Jamak Pembangunan Masjid Raya Provinsi Jawa Barat (Tahap IV)<br>Zero Accident Award - Multi Year Work Construction of the Grand Mosque of West Java Province (Phase IV)                        | BPJS Ketenagakerjaan<br>BPJS of Employment |
| 09 Juni 2023<br>June 09, 2023         | Penghargaan Covid 19 - Proyek Pembangunan Menara BRI Medan Sumut<br>Covid 19 Award - BRI Medan North Sumatra Tower Construction Project                                                                                                    | Kemenaker<br>Ministry of Manpower          |
| 09 Juni 2023<br>June 09, 2023         | Penghargaan HIV&AIDS - Proyek Pembangunan Menara BRI Medan Sumut<br>HIV&AIDS Award - BRI Medan North Sumatra Tower Construction Project                                                                                                    | Kemenaker<br>Ministry of Manpower          |
| 09 Juni 2023<br>June 09, 2023         | Penghargaan Zero Accident - Proyek Pembangunan Menara BRI Medan Sumut<br>Zero Accident Award - BRI Medan North Sumatra Tower Construction Project                                                                                          | Kemenaker<br>Ministry of Manpower          |
| 22 Desember 2023<br>December 22, 2023 | Penghargaan Zero Accident - Proyek Pembangunan Gedung Presisi II<br>Zero Accident Award - Presisi Building Construction Project II                                                                                                         | POLRI<br>INDONESIAN REPUBLIC POLICE        |
| 01 Maret 2023<br>March 10, 2023       | Piagam Penghargaan 5R Proyek BI Karawang<br>BI Karawang Project 5R Award Charter                                                                                                                                                           | Bank Indonesia                             |
| 01 November 2023<br>November 01, 2023 | Penghargaan Zero Accident - Proyek Pembangunan Gedung Smart Automation Workshop<br>Zero Accident Award - Smart Automation Workshop Building Construction Project                                                                           | BPJS Ketenagakerjaan<br>BPJS of Employment |
| 09 Juni 2023<br>June 09, 2023         | Zero Accident/Kecelakaan Nihil - Kantor Pusat, PT Adhi Persada Beton<br>Zero Accident / Zero Accidents - Head Office, PT Adhi Persada Beton                                                                                                | Kemenaker<br>Ministry of Manpower          |
| 09 Juni 2023<br>June 09, 2023         | P2 HIV/IDS - Kantor Pusat, PT Adhi Persada Beton<br>P2 HIV/IDS - Head Office, PT Adhi Persada Beton                                                                                                                                        | Kemenaker<br>Ministry of Manpower          |
| 09 Juni 2023<br>June 09, 2023         | P2 Covid 19 - Kantor Pusat, PT Adhi Persada Beton<br>P2 Covid 19 - Head Office, PT Adhi Persada Beton                                                                                                                                      | Kemenaker<br>Ministry of Manpower          |
| 09 Juni 2023<br>June 09, 2023         | P2 HIV/IDS - Pabrik Sadang, PT Adhi Persada Beton<br>P2 HIV/IDS - Sadang Factory, PT Adhi Persada Beton                                                                                                                                    | Kemenaker<br>Ministry of Manpower          |
| 09 Juni 2023<br>June 09, 2023         | P2 Covid 19 - Pabrik Sadang, PT Adhi Persada Beton<br>P2 Covid 19 - Sadang Factory, PT Adhi Persada Beton                                                                                                                                  | Kemenaker<br>Ministry of Manpower          |
| 09 Juni 2023<br>June 09, 2023         | Zero Accident/Kecelakaan Nihil - Pabrik Precast Sibanceh, PT Adhi Persada Beton<br>Zero Accident / Zero Accidents - Precast Sibanceh Factory, PT Adhi Persada Beton                                                                        | Kemenaker<br>Ministry of Manpower          |
| 09 Juni 2023<br>June 09, 2023         | Zero Accident/Kecelakaan Nihil - Pabrik RMC Sibanceh, PT Adhi Persada Beton<br>Zero Accident / Zero Accidents - RMC Sibanceh Factory, PT Adhi Persada Beton                                                                                | Kemenaker<br>Ministry of Manpower          |
| 09 Juni 2023<br>June 09, 2023         | P2 HIV/IDS - Pabrik Margorejo, PT Adhi Persada Beton<br>P2 HIV/IDS - Margorejo Factory, PT Adhi Persada Beton                                                                                                                              | Kemenaker<br>Ministry of Manpower          |
| 09 Juni 2023<br>June 09, 2023         | P2 Covid 19 - Pabrik Margorejo, PT Adhi Persada Beton<br>P2 Covid 19 - Margorejo Factory, PT Adhi Persada Beton                                                                                                                            | Kemenaker<br>Ministry of Manpower          |
| 09 Juni 2023<br>June 09, 2023         | Zero Accident/Kecelakaan Nihil - Pabrik Margorejo, PT Adhi Persada Beton<br>Zero Accident / Zero Accidents - Margorejo Factory, PT Adhi Persada Beton                                                                                      | Kemenaker<br>Ministry of Manpower          |



| Waktu Perolehan<br>Acquisition Time   | Nama Penghargaan<br>Award Name                                                                                                                        | Penyelenggara<br>Organizer        |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| 09 Juni 2023<br>June 09, 2023         | Zero Accident/Kecelakaan Nihil - Pabrik Mojokerto, PT Adhi Persada Beton<br>Zero Accident / Zero Accidents - Mojokerto Factory, PT Adhi Persada Beton | Kemenaker<br>Ministry of Manpower |
| 02 November 2023<br>November 02, 2023 | Safety Performance - Kantor Pusat, PT Adhi Persada Beton<br>Safety Performance - Head Office, PT Adhi Persada Beton                                   | PAKKI                             |
| 02 November 2023<br>November 02, 2023 | CEO Safety Leadership - Kantor Pusat, PT Adhi Persada Beton<br>CEO Safety Leadership - Head Office, PT Adhi Persada Beton                             | PAKKI                             |
| 02 November 2023<br>November 02, 2023 | Director Safety Leadership - Kantor Pusat, PT Adhi Persada Beton<br>Director Safety Leadership - Head Office, PT Adhi Persada Beton                   | PAKKI                             |
| 02 November 2023<br>November 02, 2023 | Safety Inovation - Pabrik Margorejo, PT Adhi Persada Beton<br>Safety Innovation - Margorejo Factory, PT Adhi Persada Beton                            | PAKKI                             |



# MEMBERIKAN LAYANAN PARIPURNA UNTUK PELANGGAN

PROVIDE THE EXCELLENT SERVICE FOR CUSTOMERS



Keberlanjutan usaha ADHI sangat dipengaruhi oleh seberapa besar dukungan yang diberikan oleh konsumen/pelanggan/pemberi kerja. Semakin besar dukungan diperoleh, maka keberlangsungan Perseroan akan lebih terjamin. Begitu pula sebaliknya.

Berkaca pada posisi konsumen yang sangat strategis, maka ADHI berupaya semaksimal mungkin untuk memberikan produk dan layanan terbaik untuk konsumen.

Bagi Perseroan, memberikan pelayanan terbaik termasuk di dalamnya adalah melakukan inovasi dalam pengembangan produk/jasa, pelayanan, pemasaran, membuka saluran pengaduan bagi konsumen, serta berupaya maksimal untuk memberikan solusi terbaik segera.

ADHI's business sustainability is greatly influenced by how much support is provided by consumers/customers/employers. The greater support obtained, the more guaranteed the Company's sustainability will be. Vice versa.

Reflecting on the very strategic position of consumers, ADHI makes every effort to provide the best products and services to consumers.

For the Company, providing the best service includes innovation in product/service development, service, marketing, opening complaint channels for consumers, and making maximum efforts to provide the best solution immediately.

Selanjutnya, untuk mendapatkan respons atas kualitas produk dan layanan, sekaligus berkomitmen untuk meningkatkan kualitas apabila terdapat kekurangan, ADHI melakukan survei kepuasan konsumen secara rutin setiap tahun. Apabila semua upaya tersebut bisa diwujudkan dengan sebaik-baiknya, maka tingkat penerimaan dan kepercayaan kepada ADHI akan semakin meningkat, yang pada gilirannya akan meningkatkan citra Perseroan.

### LANDASAN KEBIJAKAN [GRI 3-3]

Pemenuhan tanggung jawab terhadap konsumen dilakukan ADHI dengan merujuk sejumlah regulasi, terutama Undang-Undang No. 8 Tahun 1999 tentang Perlindungan Konsumen, beserta aturan-aturan turunannya.

### KONSEP SISTEM MANAJEMEN MUTU

Upaya ADHI memberikan produk dan layanan paripurna kepada konsumen dilakukan dengan merujuk pada berbagai regulasi dan panduan, antara lain, Sistem Manajemen Mutu ISO 9001:2015. Merujuk sistem manajemen mutu tersebut, Perseroan memenuhi seluruh persyaratan pengguna sesuai dengan lingkup pekerjaan, anggaran dan waktu yang telah disepakati. Pemenuhan sistem manajemen mutu merupakan tanggung jawab dan komitmen ADHI terhadap hak-hak konsumen sebagaimana diatur dalam undang-undang perlindungan konsumen. Konsep Sistem Manajemen Mutu (SMM) yang menjadi pegangan ADHI di antaranya:

1. Fokus kepada pelanggan
2. Kepemimpinan
3. Keterlibatan orang
4. Pendekatan proses
5. Peningkatan
6. Pengambilan keputusan berbasis bukti
7. Manajemen hubungan

### LAYANAN SETARA UNTUK KONSUMEN [OJK F.17]

Kesetaraan layanan kepada konsumen merupakan prinsip yang dipegang ADHI dalam menjalankan usaha. Oleh karena itu, Perseroan tidak membedakan layanan berdasarkan suku, agama, ras, warna kulit, pandangan politik, dan sebagainya. Penerapan kesetaraan layanan tersebut merupakan kepatuhan Perseroan terhadap Undang-Undang Perlindungan Konsumen pasal 7, huruf c, yang mewajibkan pelaku usaha memperlakukan atau melayani konsumen secara benar dan jujur serta tidak diskriminatif. Dalam penjelasan pasal tersebut disebutkan, "Pelaku usaha dilarang membedakan konsumen dalam memberikan pelayanan. Pelaku usaha dilarang membedakan mutu pelayanan kepada konsumen."

Perlakuan setara terhadap konsumen/pelanggan juga merupakan penerapan *Code of Conduct* Perseroan tahun 2020, terkhusus Pedoman 8: Memperlakukan Mitra Bisnis ADHI dengan Adil.

Furthermore, to get a response to the quality of products and services, as well as being committed to improving quality if there are deficiencies, ADHI conducts regular consumer satisfaction surveys every year. If all these efforts can be realized as well as possible, the level of acceptance and trust in ADHI will increase, which in turn will improve the Company's image.

### POLICY FOUNDATION [GRI 3-3]

ADHI fulfills its responsibilities towards consumers by referring to a number of regulations, especially Law no. 8 of 1999 concerning Consumer Protection, along with its derivative regulations.

### QUALITY MANAGEMENT SYSTEM CONCEPT

ADHI's efforts to provide complete products and services to consumers are carried out by referring to various regulations and guidelines, including the ISO 9001:2015 Quality Management System. Referring to the quality management system, the Company fulfills all user requirements in accordance with the agreed scope of work, budget and time. Fulfillment of the quality management system is ADHI's responsibility and commitment to consumer rights as regulated in the consumer protection law. The Quality Management System (QMS) concept that ADHI relies on includes:

1. Focus on customers
2. Leadership
3. Involvement of people
4. Process approach
5. Enhancement
6. Evidence-based decision making
7. Relationship management

### EQUAL SERVICES FOR CONSUMERS [OJK F.17]

Equality of service to consumers is a principle adhered to by ADHI in running its business. Therefore, the Company does not differentiate services based on ethnicity, religion, race, skin color, political views, and so on. The implementation of equal service is the Company's compliance with the Consumer Protection Law article 7, letter c, which requires business actors to treat or serve consumers correctly and honestly and not to be discriminatory. In the explanation of the article, it is stated, "Business actors are prohibited from discriminating against consumers in providing services. Business actors are prohibited from varying the quality of service to consumers."

Equal treatment of consumers/customers is also an implementation of the Company's 2020 Code of Conduct, specifically Guideline 8: Treating ADHI Business Partners Fairly. In



Dalam hal ini, yang dimaksud mitra di antaranya adalah pelanggan. Perilaku yang harus dilakukan adalah memperlakukan pelanggan dengan adil, sedangkan larangan atau yang harus dihindari adalah melakukan praktik yang tidak adil.

## INFORMASI PRODUK/JASA

ADHI menjunjung tinggi hak atas informasi yang benar, jelas, dan jujur yang melekat pada konsumen sebagaimana diatur dalam Pasal 4, Undang-Undang No. 8 Tahun 1999 tentang Perlindungan Konsumen. Untuk memenuhi hak konsumen tersebut, selain mengadopsi ISO 9001:2015 tentang Sistem Manajemen Mutu, Perseroan menyediakan informasi terkait produk dan layanan melalui *website* resmi perusahaan, yakni [www.adhi.co.id](http://www.adhi.co.id) yang dapat diakses secara mudah di mana pun dan kapanpun. Pemberian informasi yang jelas terkait produk maupun layanan, selain sebagai bentuk ketaatan terhadap regulasi yang berlaku, sekaligus merupakan komitmen ADHI untuk memasarkan produk secara adil dan bertanggung jawab. [GRI 3-3] [GRI G4 : CRE8]

Pemberian informasi secara transparan juga merupakan mitigasi Perseroan dari segala klaim berlebihan, tidak jujur, hingga yang berpotensi menipu pelanggan dengan mengambil keuntungan dari kurangnya informasi yang dimiliki oleh pelanggan. Prinsip tentang kejujuran dan integritas terkait produk dan layanan kepada konsumen/pelanggan juga secara tegas diatur dalam *Code of Conduct* Perseroan, yaitu pada Pedoman 8.3 Produk dan Kualitas Layanan. Dengan memberikan informasi produk yang jelas, transparan dan obyektif, maka selama tahun pelaporan tidak terdapat insiden ketidakpatuhan terkait informasi dan pelabelan produk dan jasa yang ditujukan ke ADHI. [GRI 417-1, 417-2]

Selain pemberian informasi produk, ADHI juga menjunjung tinggi etika dalam memasarkan produk dan layanan yang ditawarkan kepada konsumen/pelanggan. *Code of Conduct* Perseroan menekankan pentingnya menerapkan prinsip kehati-hatian dalam proses pemasaran dan produksi dengan tidak mengorbankan kualitas produk. Selaras dengan itu, dalam menjalankan komunikasi pemasaran, ADHI senantiasa mentaati aturan dan kaidah yang berlaku, termasuk mengikuti etika dan aturan main dalam periklanan, promosi, maupun sponsor.

Kesungguhan ADHI mematuhi etika dan regulasi lain dalam memasarkan produk dan layanan yang dimilikinya berdampak positif dengan tidak adanya insiden atau laporan terkait ketidakpatuhan terhadap komunikasi pemasaran, termasuk periklanan, promosi dan sponsor, yang ditujukan kepada Perseroan. [GRI 417-3].

## INOVASI DAN PENGEMBANGAN PRODUK DAN/ATAU JASA [OJK F.26]

Inovasi dan pengembangan produk dan layanan/jasa merupakan prioritas bagi ADHI dalam memenuhi kebutuhan dan harapan konsumen/pelanggan. Terlebih lagi, mengembangkan inovasi produk merupakan salah satu misi Perseroan. Tak sekadar terkait produk dan layanan, inovasi dan pengembangan juga dilakukan

this case, what is meant by partners are customers. The behavior that must be carried out is treating customers fairly, while what is prohibited or must be avoided is carrying out unfair practices.

## PRODUCT/SERVICE INFORMATION

ADHI upholds the right to correct, clear and honest information inherent in consumers as regulated in Article 4, Law no. 8 of 1999 concerning Consumer Protection. To fulfill consumer rights, in addition to adopting ISO 9001: 2015 on Quality Management System, the Company provides information related to products and services through the company's official website, namely [www.adhi.co.id](http://www.adhi.co.id) which can be accessed easily anywhere and at any time. Providing clear information regarding products and services, apart from being a form of compliance with applicable regulations, is also ADHI's commitment to market products fairly and responsibly. [GRI 3-3] [GRI G4 : CRE8]

Providing transparent information is also the Company's mitigation against all excessive, dishonest claims, and those which have the potential to deceive customers by taking advantage of the lack of information held by customers. Principles of honesty and integrity regarding products and services to consumers/customers are also strictly regulated in the Company's Code of Conduct, namely in Guideline 8.3 Product and Service Quality. By providing clear, transparent and objective product information, during the reporting year there were no incidents of non-compliance related to information and labeling of products and services addressed to ADHI. [GRI 417-1, 417-2]

Apart from providing product information, ADHI also upholds ethics in marketing the products and services offered to consumers/customers. The Company's Code of Conduct emphasizes the importance of implementing the precautionary principle in the marketing and production process without sacrificing product quality. In line with this, in carrying out marketing communications, ADHI always complies with applicable rules and regulations, including following ethics and rules in advertising, promotions and sponsorship.

ADHI's seriousness in complying with ethics and other regulations in marketing its products and services has had a positive impact in the absence of incidents or reports regarding non-compliance with marketing communications, including advertising, promotions and sponsorships, aimed at the Company. [GRI 417-3].

## INNOVATION AND DEVELOPMENT OF PRODUCTS AND/OR SERVICES [OJK F.26]

Innovation and development of products and services is a priority for ADHI in meeting the needs and expectations of consumers/customers. Moreover, developing product innovation is one of the Company's missions. Not only related to products and services, innovation and development are also carried out by the Company



Perseroan di bidang pemasaran dan sebagainya. Adapun inovasi dan pengembangan produk dan layanan yang dilakukan ADHI selama tahun 2023 adalah sebagai berikut :

1. Mobox
2. BIM
3. *Recycle* Limbah Beton
4. Perancangan Metode Penyisihan Kadar Besi pada Air Sumur
5. Alat Pembuat Bevel Keramik
6. Pemanfaatan Limbah *Sludge* AMP
7. Pemanfaatan limbah cangkang kulit sawit sebagai BBM Alternatif pengganti BBM Solar pada *Dryer Asphalt Mixing Plant*
8. CDE Program

## EVALUASI KEAMANAN PRODUK DAN JASA TERHADAP PELANGGAN [OJK F.27]

ADHI menjamin produk yang dihasilkan aman dan berkualitas tinggi sehingga aman bagi konsumen/pengguna. Jaminan tersebut diberikan karena produk yang ditawarkan Perseroan dihasilkan dari pabrikasi yang memiliki standar keselamatan dan Kesehatan yang sesuai dengan peraturan perundang-undangan yang berlaku. Tahapan perizinan, sertifikasi, serta distribusi telah dilakukan untuk memastikan keamanan pelanggan. ADHI menjamin bahwa 100% produk yang dihasilkan oleh Perseroan telah memenuhi standar keamanan dan regulasi yang relevan serta telah melalui pengawasan dan evaluasi yang ketat sehingga terjamin kualitas dan keamanannya.

Untuk mengukuhkan jaminan yang diberikan, ADHI memastikan keamanan *owner*/pelanggan/pemangku kepentingan melalui petugas QHSE di lapangan operasional dalam memberikan *safety induction* kepada pengunjung. Petugas juga menjelaskan kewajiban, potensi bahaya yang dihadapi, serta informasi penting lainnya seperti toilet, lokasi ibadah, hingga jalur evakuasi dan titik kumpul kepada pengunjung yang mengunjungi lokasi proyek ADHI. Semua itu dilakukan ADHI guna mendukung terwujudnya angka kecelakaan kerja nihil (*zero accident*) sebagai tujuan akhir K3 Perseroan.

Jaminan keamanan juga diberikan ADHI karena secara faktual Perseroan telah melakukan penilaian pada semua produk yang akan diserahkan kepada pelanggan. Perseroan juga melakukan uji kualitas pada semua produknya. Dalam setiap produk yang dihasilkan, ADHI telah pula memberikan peringatan pada produk yang berisiko tinggi hingga rendah, seperti fasilitas-fasilitas yang terdapat tegangan tinggi atau berpotensi terjadi arus pendek, akan diberikan *tagging* informasi bahwa lokasi tersebut berbahaya.

Sebagai bagian dari implementasi tata kelola perusahaan yang baik, ADHI senantiasa berkomitmen untuk mematuhi setiap regulasi Keselamatan dan Kesehatan terkait produk dan/atau jasa yang dihasilkan. Atas komitmen tersebut sepanjang tahun 2023, tidak terdapat insiden ketidakpatuhan terkait kesehatan dan keselamatan kerja dari produk dan jasa yang dihasilkan oleh Perseroan.

in the field of marketing and so on. The innovations and product and service developments carried out by ADHI during 2023 are as follows:

1. Mobox
2. BIM
3. Recycle Concrete Waste
4. Designing a Method for Removing Iron Levels in Well Water
5. Ceramic Bevel Making Tool
6. Utilization of AMP Sludge Waste
7. Utilization of palm shell waste as an alternative fuel to replace diesel fuel in the Asphalt Mixing Plant Dryer
8. CDE Program

## EVALUATION OF PRODUCT AND SERVICE SAFETY FOR CUSTOMERS [OJK F.27]

ADHI guarantees that the products produced are safe and of high quality so that they are safe for consumers/users. This guarantee is given because the products offered by the Company are produced from manufacturers that have safety and health standards that comply with applicable laws and regulations. Licensing, certification and distribution stages have been carried out to ensure customer safety. ADHI guarantees that 100% of the products produced by the Company have met relevant safety standards and regulations and have gone through strict monitoring and evaluation so that quality and safety are guaranteed.

To strengthen the guarantees provided, ADHI ensures the safety of owners/customers/stakeholders through QHSE officers in operational fields in providing safety induction to visitors. Officers also explained their obligations, potential dangers faced, as well as other important information such as toilets, places of worship, evacuation routes and gathering points to visitors visiting the ADHI project site. ADHI does all this to support the realization of zero work accidents as the Company's ultimate K3 goal.

ADHI also provides a security guarantee because in fact the Company has carried out an assessment of all products that will be handed over to customers. The company also carries out quality tests on all its products. In every product produced, ADHI has also provided warnings for products with high to low risk, such as facilities that have high voltage or the potential for short circuits, they will be tagged with information that the location is dangerous.

As part of the implementation of good corporate governance, ADHI is always committed to complying with every Safety and Health regulation regarding the products and/or services produced. Based on this commitment throughout 2023, there will be no incidents of non-compliance related to occupational health and safety for the products and services produced by the Company.



## DAMPAK PRODUK/JASA [OJK F.28]

Pembangunan infrastruktur melalui berbagai proyek konstruksi seperti jalan, jembatan, bendungan, dan sebagainya berperan sangat penting dalam memperkuat ekonomi Indonesia. Sebagai korporasi yang bergerak di bidang jasa konstruksi, ADHI turut berkontribusi dalam pembangunan infrastruktur di berbagai sektor di Tanah Air. Selama tahun 2023, proyek yang dikerjakan dan sudah diselesaikan Perseroan antara lain Pembangunan Kawasan Budidaya Udang, Pembangunan Indonesia Arena, Pembangunan LRT Jabodebek, Pembangunan IPAL SEI Palembang, dan lainnya. Semua proyek atau pekerjaan tersebut berdampak positif terhadap masyarakat dan memberikan nilai tambah bagi penggunanya.

Di sisi lain, Perseroan menyadari bahwa pembangunan berbagai proyek konstruksi juga berpotensi atau secara faktual menimbulkan dampak negatif akibat perubahan bentang alam yang terjadi. Dampak negatif tersebut antara lain deforestasi, pencemaran air, tanah, dan udara, serta hilangnya habitat alam bagi beberapa spesies makhluk hidup. Meski begitu beberapa program telah dilakukan untuk memitigasi dampak potensial di atas, seperti penanaman pohon, pengolahan limbah dan penggunaan kembali limbah proyek.

Dampak yang lain, pembangunan konstruksi juga potensial mengenai lahan dan permukiman warga sehingga memerlukan upaya pembebasan sebelum proyek dikerjakan. Untuk meminimalkan dampak negatif terkait masalah ini, penyelesaian musyawarah untuk mufakat dan win-win solution menjadi alternatif terbaik, termasuk di dalamnya opsi pemindahan dan permukiman kembali warga yang lahan dan permukimannya terkena proyek. Per 31 Desember 2023, ADHI belum bisa menyampaikan informasi tentang jumlah penduduk yang pindah atau menjalani permukiman kembali karena datanya belum tersedia. [GRI G4 : CRE7]

Sebagai bagian dari pemenuhan tanggung jawab terhadap masyarakat dan lingkungan, ADHI membuka diri terhadap pelanggan atau pemangku kepentingan yang lain ingin menyampaikan keluhan/pengaduan atas dampak yang timbul dari operasional Perseroan. Terhadap keluhan/pengaduan yang masuk, Perseroan akan memberikan tanggapan dan mencari solusi terbaik sesuai standar operasi yang berlaku. Saluran pengaduan yang bisa dimanfaatkan oleh pelanggan, masyarakat maupun pemangku kepentingan yang lain adalah sebagai berikut: [GRI 2-25]

- **Website Perseroan:** [www.adhi.co.id](http://www.adhi.co.id)
- **Call Center:** PT Adhi Karya (Persero) Tbk, Telpn: +62 21 797 5312, Faksimile: +62 21 797 5311
- **Email:** [adhi@adhi.co.id](mailto:adhi@adhi.co.id)
- **Alamat Surat Menyurat:**  
Kantor Pusat  
PT Adhi Karya (Persero) Tbk  
Gedung Harmonis  
Jl. Raya Pasar Minggu KM.18  
Jakarta 12510 – Indonesia

## PRODUCT/SERVICE IMPACT [OJK F.28]

Infrastructure development through various construction projects such as roads, bridges, dams, and so on plays a very important role in strengthening the Indonesian economy. As a corporation operating in the construction services sector, ADHI contributes to infrastructure development in various sectors in the country. During 2023, the projects carried out and completed by the Company include the construction of a shrimp cultivation area, the construction of the Indonesia Arena, the construction of the Jabodebek LRT, the construction of the SEI Palembang IPAL, and others. All these projects or work have a positive impact on society and provide added value for their users.

On the other hand, the Company is aware that the development of various construction projects also has the potential or factually to cause negative impacts due to changes in the natural landscape that occur. These negative impacts include deforestation, water, soil and air pollution, as well as loss of natural habitat for several species of living creatures. However, several programs have been carried out to mitigate the potential impacts above, such as tree planting, waste processing and reuse of project waste.

Another impact, construction development also has the potential to affect residents' land and settlements so that it requires clearance efforts before the project is carried out. To minimize the negative impacts related to this issue, deliberation to reach consensus and a win-win solution is the best alternative, including the option of relocating and re-settlement of residents whose land and settlements are affected by the project. As of December 31, 2023, ADHI did not provide information about the number of residents who have moved or undergone resettlement because the data is not yet available. [GRI G4 : CRE7]

As part of fulfilling its responsibilities towards society and the environment, ADHI is open to customers or other stakeholders wishing to submit complaints/complaints regarding the impacts arising from the Company's operations. Regarding incoming complaints/complaints, the Company will provide a response and find the best solution in accordance with applicable operating standards. Complaint channels that can be utilized by customers, the public and other stakeholders are as follows: [GRI 2-25]

- **Company Website:** [www.adhi.co.id](http://www.adhi.co.id)
- **Call Center:** PT Adhi Karya (Persero) Tbk, Telephone: +62 21 797 5312, Fax: +62 21 797 5311
- **Email:** [adhi@adhi.co.id](mailto:adhi@adhi.co.id)
- **Mailing address:**  
Head Office  
PT Adhi Karya (Persero) Tbk  
Harmonious Building  
Jl. Raya Pasar Minggu KM.18  
Jakarta 12510 – Indonesia

Selain dampak produk/jasa, pengaduan yang bisa disampaikan kepada Perseroan adalah sebagai berikut:

1. Penyalahgunaan wewenang (benturan kepentingan, penyuapan, dan gratifikasi).
2. Penyalahgunaan aset (*cash*, *non cash*, dan pemalsuan pengeluaran).
3. Pemalsuan laporan (keuangan dan non keuangan/operasional).

Selama tahun 2023, ADHI menerima pengaduan, termasuk dari pelanggan sebanyak 15 laporan, antara lain, berisi kebersihan area proyek, peralatan keamanan petugas, serta jalan akses warga. Dari jumlah tersebut, sebanyak 15 laporan sudah diselesaikan, sehingga seluruh laporan telah diselesaikan.

### PRODUK YANG DITARIK KEMBALI [GRI 301-3] [OJK F.29]

Selama tahun 2023, tidak terdapat produk dan layanan ADHI yang ditarik kembali/ditutup/dibatalkan dengan alasan apapun, baik karena pengaduan dari konsumen, regulator maupun pemangku kepentingan lainnya.

### SURVEI KEPUASAN PELANGGAN [OJK F.30]

Kepuasan konsumen/pelanggan merupakan tujuan akhir dari layanan yang diberikan ADHI. Pencapaian kepuasan konsumen yang optimal akan membuat tingkat kepercayaan kepada Perseroan semakin meningkat, yang bermuara terhadap semakin kukuhnya brand dan image ADHI di industri infrastruktur/konstruksi. Untuk mengetahui dan mengukur tingkat kepuasan konsumen/pelanggan, ADHI secara berkala melakukan survei kepuasan pelanggan, khususnya untuk proyek-proyek yang tengah berjalan dan telah mencapai progres pekerjaan minimal 50%.

Merujuk hasil survei kepuasan pelanggan tahun 2023 menunjukkan sebanyak 94,15% pelanggan menyatakan puas terhadap produk dan layanan ADHI, naik dibandingkan hasil survei tahun sebelumnya dengan tingkat kepuasan pelanggan sebesar 88,35%. Hasil tersebut menunjukkan bahwa pelanggan menyatakan kepuasan tertinggi terhadap produk dan layanan kami. Sebuah loncatan signifikan dari tahun sebelumnya yang mencapai 88,35%, pencapaian ini menjadi pendorong utama bagi ADHI untuk terus mengukir inovasi, memperbaiki kualitas, dan memenuhi harapan pelanggan dengan lebih baik lagi. Dengan berkesinambungan, survei ini bukan hanya sekadar pemantauan, melainkan peta arah yang memandu perjalanan kami menuju keunggulan. ADHI berkomitmen untuk menjadi mitra yang handal dan memastikan bahwa setiap proyek yang kami jalankan menciptakan dampak positif yang berkelanjutan bagi masyarakat dan lingkungan.

Bagi ADHI, hasil yang diperoleh dalam survei kepuasan merupakan dasar untuk terus berupaya memperbaiki kualitas produk dan layanan sehingga dapat memenuhi kebutuhan dan kepuasan pelanggan. Dengan adanya survei kepuasan pelanggan secara berkala, Perseroan dapat memperoleh masukan yang berharga dari para pelanggan untuk terus mengembangkan diri sebagai perusahaan yang kompetitif dan handal di bidangnya.

Apart from the impact of products/services, complaints that can be submitted to the Company are as follows:

1. Abuse of authority (conflicts of interest, bribery and gratification).
2. Misuse of assets (cash, non-cash, and falsification of expenditure).
3. Falsification of reports (financial and non-financial/operational).

During 2023, ADHI received 15 complaints, including from customers, regarding, among other things, the cleanliness of the project area, security equipment for officers, and access roads for residents. From this number, 15 reports have been completed, so all reports have been completed.

### RECALLED PRODUCTS [GRI 301-3] [OJK F.29]

During 2023, there were no ADHI products and services that recalled/closed/cancelled for any reason, whether due to complaints from consumers, regulators or other stakeholders.

### CUSTOMER SATISFACTION SURVEY [OJK F.30]

Consumer/customer satisfaction is the ultimate goal of the services provided by ADHI. Achieving optimal customer satisfaction will increase the level of trust in the Company, which will lead to a stronger ADHI brand and image in the infrastructure/construction industry. To find out and measure the level of consumer/customer satisfaction, ADHI periodically conducts customer satisfaction surveys, especially for projects - projects that are ongoing and have achieved work progress of at least 50%.

Referring to the results of the 2023 customer satisfaction survey, it shows that 94.15% of customers expressed satisfaction with ADHI's products and services, an increase compared to the previous year's survey results with a customer satisfaction level of 88.35%. These results show that customers express the highest satisfaction with our products and services. A significant jump from the previous year which reached 88.35%, this achievement is the main driver for ADHI to continue to innovate, improve quality and meet customer expectations even better. Continuously, this survey is not just monitoring, but a roadmap that guides our journey towards excellence. ADHI is committed to being a reliable partner and ensuring that every project we carry out creates a sustainable positive impact on community and the environment.

For ADHI, the results obtained in satisfaction surveys are the basis for continuing to strive to improve the quality of products and services so that they can meet customer needs and satisfaction. By conducting regular customer satisfaction surveys, the Company can obtain valuable input from customers to continue developing itself as a competitive and reliable company in its field.



# MENGUKUHKAN KOMITMEN UNTUK PEMBERDAYAAN MASYARAKAT

CONFIRMED THE COMMITMENT TO COMMUNITY EMPOWERMENT



Keberadaan ADHI sebagai salah satu perusahaan konstruksi terbaik di Indonesia tidak semata-mata mengejar keuntungan. Sebagai bagian dari Badan Usaha Milik Negara (BUMN), tujuan pendirian Perseroan juga memiliki nilai luhur, yaitu turut aktif memberikan bimbingan dan bantuan kepada pengusaha golongan ekonomi lemah, koperasi, dan masyarakat. Sebab itu, sesuai dengan tujuan pendiriannya, maka ADHI berupaya untuk meraih keuntungan sebesar-besarnya, sekaligus tetap mengukuhkan komitmennya untuk memberdayakan pelaku Usaha Mikro, Kecil, Menengah (UMKM), koperasi, dan masyarakat di sekitarnya. [\[GRI 3-3\]](#)

ADHI's existence as one of the best construction companies in Indonesia is not solely about pursuing profit. As part of a State-Owned Enterprise (BUMN), the aim of establishing the Company also has noble values, namely actively participating in providing guidance and assistance to entrepreneurs from economically weak groups, cooperatives and the community. Therefore, in accordance with the objectives of its establishment, ADHI strives to achieve maximum profits, while continuing to strengthen its commitment to empower Micro, Small and Medium Enterprises (MSMEs), cooperatives and the surrounding community. [\[GRI 3-3\]](#)



Kontribusi BUMN dalam pemberdayaan terhadap UMKM, koperasi dan masyarakat dikuatkan dengan terbitnya Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-1/MBU/03/2023 Tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara. Berdasarkan peraturan terbaru tersebut, BUMN bisa menerapkan TJSL melalui Program Pendanaan Usaha Mikro dan Usaha Kecil atau Program Pendanaan UMK, serta Bantuan dan/atau Kegiatan Lainnya, termasuk Pembinaan. Peraturan baru yang terbit dan mulai berlaku pada 24 Maret 2023 itu menggantikan peraturan sebelumnya yaitu Peraturan Menteri Badan Usaha Milik Negara Nomor PER-05/MBU/04/2021 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara (Berita Negara Republik Indonesia Tahun 2021 Nomor 438) sebagaimana telah diubah dengan Peraturan Menteri Badan Usaha Milik Negara Nomor PER-6/MBU/09/2022 tentang Perubahan atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-05/MBU/04/2021 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara (Berita Negara Republik Indonesia Tahun 2022 Nomor 939).

Sesuai dengan regulasi terbaru, Program Tanggung Jawab Sosial dan Lingkungan BUMN (Program TJSL BUMN) adalah kegiatan yang merupakan komitmen dan bakti BUMN terhadap pembangunan yang berkelanjutan dengan memberikan manfaat pada ekonomi, sosial, lingkungan serta hukum dan tata kelola dengan prinsip yang lebih terintegrasi, terarah, terukur dampaknya serta dapat dipertanggungjawabkan dan merupakan bagian dari pendekatan bisnis perusahaan. Spirit program ini sejalan dengan TJSL sebagaimana diatur dalam Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas, yang pelaksanaannya diatur dalam Peraturan Pemerintah Republik Indonesia Nomor 47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan Perseroan Terbatas. (TJSL PT).

Kebijakan nyata yang dilakukan ADHI untuk memberdayakan pelaku Usaha Mikro, Kecil, Menengah (UMKM) dan masyarakat antara lain membuka peluang sebesar-besarnya kepada pelaku UMKM menjadi pemasok lokal barang dan jasa, serta merekrut masyarakat lokal/putra daerah di sekitar Perseroan beroperasi untuk bergabung menjadi karyawan. Dalam laporan ini, masyarakat lokal atau putra daerah adalah mereka yang berdomisili dan memiliki Kartu Tanda Penduduk dalam satu provinsi dengan lokasi proyek yang dikerjakan ADHI atau operasional perusahaan, termasuk Kantor Pusat. Seperti karyawan putra daerah, dalam laporan ini, pemasok lokal adalah mereka yang berdomisili dan menjalankan usaha dengan alamat berada dalam satu provinsi dengan lokasi proyek atau operasional perusahaan, termasuk Kantor Pusat.

Selama tahun 2023, ADHI menjalin kerja sama pemasok lokal barang dan jasa sebanyak 94 pemasok, naik dibandingkan tahun 2022 yang mencapai 40 pemasok. Barang yang dipasok antara lain berupa bahan baku konstruksi seperti pasir, batu pecah, semen, sedangkan jasa yang dipasok di antaranya tenaga alih

The contribution of BUMN in empowering MSMEs, cooperatives and the community was strengthened by the issuance of Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises. Based on the latest regulations, BUMN can implement TJSL through the Micro and Small Business Funding Program or MSE Funding Program, as well as assistance and/or other activities, including coaching. The new regulation, which was issued and came into effect on March 24 2023, replaces the previous regulation, namely Regulation of the Minister of State-Owned Enterprises Number PER-05/MBU/04/2021 concerning Social and Environmental Responsibility Programs for State-Owned Enterprises (State Gazette of the Republic of Indonesia 2021 Number 438) as amended by the Regulation of the Minister of State-Owned Enterprises Number PER-6/MBU/09/2022 concerning Amendments to the Regulation of the Minister of State-Owned Enterprises Number PER-05/MBU/04/2021 concerning the Agency's Social and Environmental Responsibility Program State-Owned Enterprises (State Gazette of the Republic of Indonesia 2022 Number 939).

In accordance with the latest regulations, the BUMN Social and Environmental Responsibility Program (BUMN SER Program) is an activity that represents BUMN's commitment and service to sustainable development by providing economic, social, environmental, legal and governance benefits with more integrated, directed, the impact is measurable and can be accounted for and is part of the company's business approach. The spirit of this program is in line with TJSL as regulated in Law Number 40 of 2007 concerning Limited Liability Companies, the implementation of which is regulated in Government Regulation of the Republic of Indonesia Number 47 of 2012 concerning Social and Environmental Responsibility of Limited Liability Companies.

The real policies implemented by ADHI to empower Micro, Small, Medium Enterprises (MSMEs) and the community include opening up maximum opportunities for MSMEs to become local suppliers of goods and services, as well as recruiting local people/people from the areas around which the Company operates to join as employee. In this report, local people or local people are those who are domiciled and have a Resident Identity Card in the same province as the location of the project carried out by ADHI or the company's operations, including the Head Office. Like local employees, in this report, local suppliers are those who are domiciled and running a business with an address in the same province as the company's project or operational location, including the Head Office.

During 2023, ADHI collaborated with 94 local suppliers of goods and services, an increase compared to 2022 which reached 40 suppliers. The goods supplied include construction raw materials such as sand, crushed stone, cement, while the services supplied include outsourcing, catering and employee training and

daya, penyediaan catering serta pelatihan dan pengembangan karyawan. Adapun rekrutmen karyawan putra daerah tahun 2023 sebanyak 19.944 orang, naik dibandingkan tahun sebelumnya yang mencapai 15.577 orang. Mereka menduduki posisi sebagai pekerja proyek. Rekrutmen dilakukan secara terbuka dan putra daerah yang terpilih tetap harus memenuhi kualifikasi yang dibutuhkan Perusahaan. [OJK F.23]

## TJSL DAN PEMBANGUNAN BERKELANJUTAN

Tuntutan atas implementasi TJSL bagi emiten dan perusahaan publik semakin kuat dengan terbitnya Peraturan Otoritas Jasa Keuangan (POJK) No.51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten dan Perusahaan Publik atau POJK Keuangan/Kegiatan Berkelanjutan, per 1 Januari 2021. Pasal 8 peraturan ini menyatakan perusahaan publik yang diwajibkan melaksanakan TJSL dapat mengalokasikan sebagian dana TJSL untuk mendukung kegiatan penerapan keuangan berkelanjutan. Sesuai dengan pedoman teknis peraturan ini, dalam arti luas, keuangan berkelanjutan bagi emiten dan perusahaan publik dapat dimaknai sebagai kegiatan berkelanjutan (*sustainable operation*), yaitu kegiatan operasi perusahaan yang dijalankan dengan memperhatikan aspek ekonomi, lingkungan hidup, dan sosial.

ADHI menerapkan TJSL melalui program Tanggung Jawab Sosial Perusahaan (*Corporate Social Responsibility/CSR*). Selain merujuk Undang-Undang Perseroan Terbatas, pelaksanaan CSR sekaligus merupakan pemenuhan kewajiban Undang-Undang No.25 Tahun 2007 tentang Penanaman Modal, Pasal 15 huruf b, bahwa setiap penanam modal berkewajiban melaksanakan tanggung jawab sosial perusahaan (CSR). Selanjutnya, merujuk Surat Edaran Otoritas Jasa Keuangan Republik Indonesia Nomor 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik sebagai pedoman teknis pelaksanaan POJK Keuangan Berkelanjutan, kegiatan TJSL tersebut perlu dikaitkan dengan 17 (tujuh belas) Tujuan Pembangunan Berkelanjutan/ TPB (*Sustainable Development Goals/SDGs*) di Indonesia. Tautan implementasi program tersebut disampaikan melalui Laporan Keberlanjutan.

Sesuai dengan regulasi terbaru, yaitu Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-1/MBU/03/2023 Tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara, ADHI sebagai bagian dari BUMN menerapkan TJSL melalui Program Pendanaan Usaha Mikro dan Usaha Kecil (Program Pendanaan UMK, serta Program Pemberian Bantuan dan/atau Kegiatan lainnya, termasuk Pembinaan. Pelaksanaan Program TJSL BUMN berorientasi pada pencapaian Tujuan Pembangunan Berkelanjutan (TPB) serta berpedoman kepada ISO 26000 sebagai panduan pelaksanaan program, dengan harapan pelaksanaan Program TJSL BUMN yang lebih terukur, berdampak dan berkelanjutan. Adapun program TJSL BUMN bertujuan untuk: [GRI 3-3]

1. memberikan kemanfaatan bagi pembangunan ekonomi, pembangunan sosial, pembangunan lingkungan serta pembangunan hukum dan tata kelola bagi perusahaan;

development. Meanwhile, recruitment of regional male employees in 2023 was 19,944 people, an increase compared to the previous year which reached 15,577 people. They occupy positions as project workers. Recruitment is carried out openly and selected regional youth must still meet the qualifications required by the Company. [OJK F.23]

## CSR AND SUSTAINABLE DEVELOPMENT

The demand for the implementation of CSR for issuers and public companies is getting stronger with the issuance of Financial Services Authority Regulation (POJK) No.51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers and Public Companies or POJK Finance/Sustainable Activities, per January 1 2021. Article 8 of this regulation states that public companies that are required to implement CSR can allocate a portion of CSR funds to support activities implementing sustainable finance. In accordance with the technical guidelines of this regulation, in a broad sense, sustainable finance for issuers and public companies can be interpreted as sustainable operations, namely company operational activities that are carried out by taking into account economic, environmental and social aspects.

ADHI implements CSR through the Corporate Social Responsibility (CSR) program. Apart from referring to the Limited Liability Company Law, implementing CSR also fulfills the obligations of Law No. 25 of 2007 concerning Capital Investment, Article 15 letter b, that every investor is obliged to carry out corporate social responsibility (CSR). Furthermore, referring to the Circular Letter of the Financial Services Authority of the Republic of Indonesia Number 16/SEOJK.04/2021 concerning the Form and Content of Annual Reports of Issuers or Public Companies as technical guidelines for implementing the Sustainable Finance POJK, TJSL activities need to be linked to 17 (seventeen) Sustainable Development Goals / TPB (*Sustainable Development Goals/SDGs*) in Indonesia. The program implementation link is conveyed through the Sustainability Report.

In accordance with the latest regulations, namely the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises, ADHI as part of BUMN implements CSR through the Business Funding Program Micro and Small Businesses (UMK Funding Program, as well as Programs Providing Donation and/or other Activities, including Coaching. Implementation of the BUMN TJSL Program is oriented towards achieving the Sustainable Development Goals (TPB) and is guided by ISO 26000 as a guide for program implementation, with the hope of implementing the TJSL Program BUMN that is more measurable, impactful and sustainable. The BUMN CSR program aims to: [GRI 3-3]

1. provide benefits for economic development, social development, environmental development as well as legal development and governance for companies;

2. memberikan kontribusi pada penciptaan nilai tambah bagi perusahaan dengan prinsip yang terintegrasi, terarah dan terukur dampaknya serta akuntabel; dan
3. membina usaha mikro dan usaha kecil agar lebih tangguh dan mandiri, serta masyarakat sekitar perusahaan.

Sesuai dengan berbagai regulasi di atas, ADHI menjalankan kegiatan CSR dengan berorientasi pada kepedulian dan membangun ketahanan sosial masyarakat, serta pengembangan dan pemberdayaan masyarakat baik dari sosial maupun ekonomi.

## PEMBERDAYAAN EKONOMI MASYARAKAT

Selama tahun 2023, ADHI melaksanakan Program Pendanaan UMK untuk meningkatkan kemampuan Usaha Mikro dan Usaha Kecil (UMKM) sebagai mitra binaan agar menjadi tangguh dan mandiri. Dana program disalurkan dalam bentuk pinjaman untuk membiayai modal kerja dan/atau pembelian aset tetap dalam rangka meningkatkan produksi dan penjualan serta pinjaman tambahan untuk membiayai kebutuhan yang bersifat jangka pendek untuk memenuhi pesanan dari rekanan usaha mitra binaan. [GRI 3-3]

Sesuai regulasi terbaru, Perseroan menetapkan jumlah pinjaman untuk setiap mitra binaan dari program pembinaan dan dukungan kepada UMK paling banyak adalah Rp250.000.000 (dua ratus lima puluh juta Rupiah). Adapun besarnya jasa administrasi pinjaman dana pembinaan UMK adalah sebesar 3% (tiga persen) efektif per tahun dari saldo pinjaman awal tahun. Selain menyalurkan pinjaman lunak kepada mitra binaan, ADHI juga melakukan pembinaan secara terintegrasi, baik untuk membiayai pendidikan, pelatihan pemagangan, pemasaran, promosi, dan hal-hal lain yang menyangkut peningkatan produktivitas mitra binaan, maupun untuk pengkajian/penelitian yang berkaitan dengan Program Pendanaan UMK.

Per 31 Desember 2023, ADHI merealisasikan penyaluran dana sebesar Rp1.500.000.000 yang disalurkan melalui mekanisme kerja sama Penyaluran PUMK. Pencapaian tersebut merupakan 50% dari RKA dengan dana sebesar Rp3.000.000.000, Penyaluran dana dan mitra binaan pada tahun 2023, turun dibandingkan tahun 2022, yang mencapai Rp4.035.000.000 kepada 42 mitra binaan. Penurunan terjadi karena perubahan kebijakan di mana semula Program PUMK disalurkan melalui mekanisme mandiri dan kerja sama, sekarang Program PUMK hanya disalurkan melalui mekanisme kerja sama. Melalui penyaluran Program PUMK secara kerja sama, dana PUMK ADHI dititipkan ke pengelola kerja sama yang kemudian menyalurkan dana tersebut ke mitra binaan yang sesuai kualifikasi. Penyaluran tersebut tidak termasuk pelaksanaan pembinaan dan pelatihan yang diberikan kepada 20 mitra binaan ADHI periode 2023 yang terpilih dengan total serapan tenaga kerja sebanyak 32 orang. [GRI 203-1, 203-2, 413-1][OJK F.3]

2. contribute to the creation of added value for the company with principles that are integrated, directed and measurable in impact and accountable; And
3. fostering micro and small businesses to be more resilient and independent, as well as the communities surrounding the company.

In accordance with the various regulations above, ADHI carries out CSR activities with an orientation towards caring and building community social resilience, as well as community development and empowerment both socially and economically.

## COMMUNITY ECONOMIC EMPOWERMENT

During 2023, ADHI implemented the MSE Funding Program to improve the capabilities of Micro and Small Enterprises (MSMEs) as fostered partners to become resilient and independent. Program funds are distributed in the form of loans to finance working capital and/or purchase fixed assets in order to increase production and sales as well as additional loans to finance short-term needs to fulfill orders from business partners. [GRI 3-3]

In accordance with the latest regulations, the Company determines that the loan amount for each fostered partner from the guidance and support program for MSMEs is a maximum of IDR 250,000,000 (two hundred and fifty million Rupiah). The amount of loan administration services for MSME development funds is 3 (three percent) effectively per year of the loan balance at the beginning of the year. Apart from distributing soft loans to fostered partners, ADHI also provides integrated coaching, both to finance education, apprenticeship training, marketing, promotions and other matters related to increasing the productivity of fostered partners, as well as for studies/research related to the MSE Funding Program.

As of December 31 2023, ADHI realized the distribution of funds amounting to IDR 1,500,000,000 which was distributed through the PUMK Distribution cooperation mechanism. This achievement represents 50% of RKA with funds of IDR 3,000,000,000. Distribution of funds and fostered partners in 2023, down compared to 2022, which reached IDR 4,035,000,000 to 42 fostered partners. The decline occurred due to changes in policy where initially the PUMK Program was distributed through independent and cooperative mechanisms, now the PUMK Program is only channeled through cooperative mechanisms. Through the cooperative distribution of the PUMK Program, ADHI PUMK funds are entrusted to the cooperation manager who then distributes the funds to development partners who meet the qualifications. This distribution does not include the implementation of guidance and training provided to 20 selected ADHI fostered partners for the 2023 period with a total workforce absorption of 32 people. [GRI 203-1, 203-2, 413-1][OJK F.3]

**Tabel Realisasi Program Pendanaan UMKM Berdasarkan Sektor (Rp juta)**  
**Table of Realization of MSME Funding Programs by Sector (IDR million)**

| No.                     | Sektor<br>Sector                    | 2021         | 2022         | 2023         |
|-------------------------|-------------------------------------|--------------|--------------|--------------|
| 1.                      | Industri<br>Industry                | -            | 750          | -            |
| 2.                      | Pertanian<br>Agriculture            | -            | -            | -            |
| 3.                      | Perdagangan<br>Trading              | -            | 1.785        | -            |
| 4.                      | Jasa<br>Service                     | 250          | -            | -            |
| 5.                      | Peternakan<br>Farm                  | 1.000        | 700          | -            |
| 6.                      | Perikanan<br>Fishery                | -            | -            | -            |
| 7.                      | Perkebunan<br>Plantation            | 600          | 800          | -            |
| 8.                      | Pembinaan Mitra<br>Partner Coaching | -            | -            | -            |
| 9.                      | Lainnya<br>Other                    | -            | -            | 1.500        |
| <b>Jumlah<br/>Total</b> |                                     | <b>1.850</b> | <b>4.035</b> | <b>1.500</b> |

Table di atas menunjukkan penyaluran Program Pendanaan UMK ADHI di tahun 2021 sampai dengan tahun 2023 berdasarkan sektor usaha. Pada tahun 2023, dana PUMK ADHI disalurkan melalui mekanisme kerja sama sehingga alokasi berdasarkan sektor atas dana PUMK tersebut dilakukan berdasarkan penilaian pengelola kerja sama PUMK atas calon mitra binaan yang dinilai berhak mendapatkan PUMK.

The table above shows the distribution of the ADHI MSE Funding Program from 2021 to 2023 based on business sector. In 2023, ADHI's PUMK funds are distributed through a cooperation mechanism so that sector-based allocation of PUMK funds is carried out based on the PUMK cooperation management's assessment of prospective fostered partners who are deemed entitled to receive PUMK.

## KEPEDULIAN TERHADAP KETAHANAN SOSIAL DAN MASYARAKAT

Sebagai bentuk kepatuhan terhadap Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-1/MBU/03/2023 Tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara, implementasi TJSL dilaksanakan berdasarkan pilar utama:

1. Sosial, untuk tercapainya pemenuhan hak dasar manusia yang berkualitas secara adil dan setara untuk meningkatkan kesejahteraan bagi seluruh masyarakat.
2. Lingkungan, untuk pengelolaan sumber daya alam dan lingkungan yang berkelanjutan sebagai penyangga seluruh kehidupan.
3. Ekonomi, untuk tercapainya pertumbuhan ekonomi berkualitas melalui keberlanjutan peluang kerja dan usaha, inovasi, industri, inklusif, infrastruktur memadai, energi bersih yang terjangkau dan didukung kemitraan.
4. Hukum dan Tata Kelola, untuk terwujudnya kepastian hukum dan tata kelola yang efektif, transparan, akuntabel dan partisipatif untuk menciptakan stabilitas keamanan dan mencapai negara berdasarkan hukum.

## CONCERN FOR SOCIAL AND COMMUNITY RESILIENCE

As a form of compliance with the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises, TJSL implementation is carried out based on the main pillars:

1. Social, to achieve quality fulfillment of basic human rights in a fair and equal manner to improve welfare for the entire community.
2. Environment, for sustainable management of natural resources and the environment as a support for all life.
3. Economy, to achieve quality economic growth through sustainable employment and business opportunities, innovation, industry, inclusiveness, adequate infrastructure, affordable clean energy and supported by partnerships.
4. Law and Governance, to create legal certainty and effective, transparent, accountable and participatory governance to create security stability and achieve a state based on law.



Untuk mendukung terselenggaranya program CSR secara optimal, Perseroan senantiasa menjalin komunikasi dengan masyarakat setempat. Dengan pendekatan seperti itu, maka Perseroan bisa mendapatkan informasi dan data tentang kebutuhan masyarakat secara akurat, termasuk mencari solusi apabila terdapat hambatan dalam pelaksanaan program CSR. Upaya pelibatan masyarakat tersebut sesuai dengan prinsip ADHI dalam menjalankan kegiatan TJSL, yaitu ADHI Peduli. [\[OJK F.23\]](#)

Per 31 Desember 2023, ADHI mengeluarkan biaya TJSL sebesar Rp2.205.801.500, naik dibandingkan tahun 2022 yang mencapai Rp1,6 miliar. Kenaikan dipengaruhi oleh peningkatan jumlah program yang didanai TJSL serta peningkatan nilai anggaran. Dana tersebut disalurkan ke 7 sektor sebagaimana tabel berikut: [\[GRI 203-1, 203-2, 413-1\]\[OJK F.3\]](#)

To support the optimal implementation of the CSR program, the Company always communicates with the local community. With such an approach, the Company can obtain accurate information and data about community needs, including finding solutions if there are obstacles in implementing CSR programs. These community involvement efforts are in accordance with ADHI's principles in carrying out CSR activities, namely ADHI Cares. [\[OJK F.23\]](#)

As of 31 December 2023, ADHI incurred CSR costs of IDR 2,205,801,500, an increase compared to 2022 which reached IDR 1.6 billion. The increase was influenced by an increase in the number of programs funded by CSR as well as an increase in the budget value. These funds are distributed to 7 sectors as shown in the following table: [\[GRI 203-1, 203-2, 413-1\]\[OJK F.3\]](#)

**Tabel Realisasi Program TJSL Tahun 2021-2023 (Rp juta)**  
**SER Program Realization Table for 2021-2023 (IDR million)**

| Program TJSL<br>SER Program                                   | 2021            | 2022            | 2023            |
|---------------------------------------------------------------|-----------------|-----------------|-----------------|
| Bantuan Sosial Masyarakat<br>Community Social Donation        | 572,88          | 463,75          | 448,73          |
| Pendidikan dan Pelatihan<br>Education and Training            | 354,05          | 664,83          | 537,58          |
| Sarana & Prasarana Umum<br>Public Facilities & Infrastructure | 97,62           | 175,20          | 549,99          |
| Sarana Ibadah<br>Place of Worship                             | 175,00          | 175,00          | 365,00          |
| Bencana Alam<br>Natural Disasters                             | 147,30          | -               | 97,31           |
| Pelestarian Alam<br>Nature Conservation                       | 77,04           | 115,00          | 15,00           |
| Sarana Ibadah<br>Place of worship                             | 170,81          | -               | 192,19          |
| <b>Jumlah<br/>Total</b>                                       | <b>1.594,70</b> | <b>1.593,78</b> | <b>2.205,80</b> |

Selanjutnya, Perseroan telah memetakan implementasi program TJSL/CSR tahun 2023 dalam mendukung Tujuan Pembangunan Berkelanjutan (TPB). Berdasarkan pemetaan tersebut, ADHI telah mendukung 10 dari 17 TPB, sebagaimana tabel berikut: [\[GRI 203-1, 203-2\]](#) [\[OJK F.23, F.25\]](#)

Furthermore, the Company has mapped out the implementation of the TJSL/CSR program in 2023 in support of the Sustainable Development Goals (TPB). Based on this mapping, ADHI has supported 10 of the 17 TPB, as in the following table: [\[GRI 203-1, 203-2\]](#) [\[OJK F.23, F.25\]](#)

**Tabel Program TJSL/CSR dan Dukungan terhadap TPB Tahun 2023**  
**SER/CSR Program Table and Support for TPB 2023**

| No.                                   | Pilar dan Kesesuaian dengan SDGs<br>Pillars and Alignment with SDGs | Uraian Kegiatan<br>Description of Activities                                                                                                                        | Realisasi Anggaran<br>Budget Realization |
|---------------------------------------|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| <b>Pilar Sosial<br/>Social Pillar</b> |                                                                     |                                                                                                                                                                     |                                          |
| 1                                     | TPB ke-1<br>1st SDG                                                 | Safari Ramadhan 2023<br>Ramadan Safari 2023                                                                                                                         | 163.059.000                              |
| 2                                     | TPB ke-1<br>1st SDG                                                 | Mudik Dinanti, Mudik di Hati Bersama BUMN 2023<br>Homecoming Awaited, Homecoming in Heart with SOE 2023                                                             | 102.070.000                              |
| 3                                     | TPB ke-1<br>1st SDG                                                 | Program Ramadhan 1444 H Santunan Yatim Piatu & Duafa<br>Ramadhan 1444 H Compensation Program for Orphans & Duafa                                                    | 10.000.000                               |
| 4                                     | TPB ke-1<br>1st SDG                                                 | Kegiatan Bakti Sosial Bulan Suci Ramadhan 1444 H<br>Social Service Activities for the Holy Month of Ramadan 1444 H                                                  | 30.000.000                               |
| 5                                     | TPB ke-1<br>1st SDG                                                 | Sembako Masyarakat - MUI Jateng<br>Community Basic Food - MUI Central Java                                                                                          | 20.900.000                               |
| 6                                     | TPB ke-1<br>1st SDG                                                 | Sembako Masyarakat - PP Alfadlu Kaliwungu<br>Community Basic Food - PP Alfadlu Kaliwungu                                                                            | 41.800.000                               |
| 7                                     | TPB ke-1<br>1st SDG                                                 | Sembako Masyarakat - PP Al Itqon<br>Community Basic Food - PP Al Itqon                                                                                              | 20.900.000                               |
| 8                                     | TPB ke-2<br>2nd SDG                                                 | Bantuan Sembako Masyarakat Yayasan Pinasungkulan Ne Matuari<br>Pinasungkulan Ne Matuari Foundation Community Basic Food Donation                                    | 10.000.000                               |
| 9                                     | TPB ke-3<br>3rd SDG                                                 | Kegiatan Khitanan Massal dan Donor Darah dalam rangka HUT ADHI ke-63<br>Mass Circumcision and Blood Donation Activities in the framework of ADHI's 63rd Anniversary | 192.190.000                              |
| 10                                    | TPB ke-3<br>3rd SDG                                                 | Puskesmas Darurat MOBOX<br>MOBOX Emergency Health Center                                                                                                            | 97.310.000                               |
| 11                                    | TPB ke-4<br>4th SDG                                                 | Santri Juara (Temukan Bakat dan Minat - Rancang Masa Depan)<br>Champion Santri (Discover Talents and Interests - Design the Future)                                 | 5.220.000                                |
| 12                                    | TPB ke-4<br>4th SDG                                                 | Pencetakan Buku Moderasi Beragama Dalam Bingkai Kebhinekaan<br>Printing of Books on Religious Moderation in the Frame of Diversity                                  | 50.000.000                               |
| 13                                    | TPB ke-4<br>4th SDG                                                 | Adhi Mengajar HUT ADHI ke-63<br>Adhi Teaches ADHI's 63rd Anniversary                                                                                                | 91.000.000                               |
| 14                                    | TPB ke-4<br>4th SDG                                                 | Haul dan Ahirusanah TPQ Darusalam<br>Haul and Ahirusanah TPQ Darusalam                                                                                              | 12.470.000                               |
| 15                                    | TPB ke-4<br>4th SDG                                                 | Bantuan Rehabilitasi Gedung Madrasah Ibtidaiyah Raudlotur Ridlwan<br>Donation for Rehabilitation of Madrasah Ibtidaiyah Raudlotur Ridlwan Building                  | 50.000.000                               |
| 16                                    | TPB ke-4<br>4th SDG                                                 | Program Pendidikan Kewirausahaan<br>Entrepreneurship Education Program                                                                                              | 112.000.000                              |
| 17                                    | TPB ke-4<br>4th SDG                                                 | Bantuan Sarana Prasarana Madrasah Ibtidaiyah Islamiyah<br>Donation for Facilities and Infrastructure for Madrasah Ibtidaiyah Islamiyah                              | 50.000.000                               |
| 18                                    | TPB ke-4<br>4th SDG                                                 | Bantuan Pembangunan Pondasi Gedung SMP<br>Donation for Construction of Middle School Building Foundations                                                           | 50.000.000                               |
| 19                                    | TPB ke-4<br>4th SDG                                                 | Bantuan Rehab berat ruang kelas madrasah YPI Nurul Athfal<br>Donation for heavy rehabilitation of YPI Nurul Athfal madrasa classrooms                               | 50.000.000                               |
| 20                                    | TPB ke-4<br>4th SDG                                                 | Permohonan Bantuan Rehab Berat Ruang Kelas Madrasah Al Hadzig<br>Request for Donation for Heavy Rehabilitation for Madrasah Al Hadzig Classrooms                    | 50.000.000                               |
| 21                                    | TPB ke-4<br>4th SDG                                                 | Bantuan Pembangunan Paud RW 009<br>RW 009 Early Childhood Development Donation                                                                                      | 50.000.000                               |
| 22                                    | TPB ke-4<br>4th SDG                                                 | Program Tana Lino Lestari II, Pulau Komodo, Labuan Bajo<br>Tana Lino Lestari II Program, Komodo Island, Labuan Bajo                                                 | 44.990.000                               |
| 23                                    | TPB ke-4<br>4th SDG                                                 | Bantuan Ruang Kelas Madrasah Ibtidaiyah Plus<br>Madrasah Ibtidaiyah Plus Classroom Donation                                                                         | 5.000.000                                |

**Tabel Program TJSL/CSR dan Dukungan terhadap TPB Tahun 2023**  
SER/CSR Program Table and Support for TPB 2023

| No.                                              | Pilar dan Kesesuaian dengan SDGs<br>Pillars and Alignment with SDGs | Uraian Kegiatan<br>Description of Activities                                                                                                     | Realisasi Anggaran<br>Budget Realization |
|--------------------------------------------------|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| 24                                               | TPB ke-4<br>4th SDG                                                 | Pelatihan BUMN Karya<br>SOE Karya training                                                                                                       | 15.000.000                               |
| 25                                               | TPB ke-4<br>4th SDG                                                 | Permohonan Bantuan Rehab Berat Ruang Kelas Madrasah Al Hadzig<br>Request for Donation for Heavy Rehabilitation for Madrasah Al Hadzig Classrooms | 50.000.000                               |
| <b>Pilar Ekonomi<br/>Economic Pillar</b>         |                                                                     |                                                                                                                                                  |                                          |
| 26                                               | TPB ke-8<br>8th TPB                                                 | Capacity Building Mitra Binaan Aneka Usaha - Jarum Bayat<br>Capacity Building Partners for Various Businesses - Needle Bayat                     | 51.892.500                               |
| 27                                               | TPB ke-8<br>8th TPB                                                 | Bantuan Pelatihan E-Market UMKM<br>MSME E-Market Training Donation                                                                               | 100.000.000                              |
| 28                                               | TPB ke-8<br>8th TPB                                                 | Sertifikasi Halal Mitra Binaan<br>Halal Certification for Foster Partners                                                                        | 50.000.000                               |
| 29                                               | TPB ke-8<br>8th TPB                                                 | Bantuan Plengsengan Saluran Air Irigasi Kelompok Masyarakat<br>Community Group Irrigation Water Channel Cleaning Donation                        | 50.000.000                               |
| 30                                               | TPB ke-9<br>9th TPB                                                 | Bantuan Pembangunan Jembatan Jalan Kelompok Masyarakat<br>Community Group Road Bridge Construction Donation                                      | 50.000.000                               |
| 31                                               | TPB ke-10<br>10th TPB                                               | Dharma Santi BUMN<br>Dharma Santi SOE                                                                                                            | 50.000.000                               |
| <b>Pilar Lingkungan<br/>Environmental Pillar</b> |                                                                     |                                                                                                                                                  |                                          |
| 32                                               | TPB ke-6<br>6th TPB                                                 | Bantuan MCK Kelompok Masyarakat<br>Community Group MCK Donation                                                                                  | 50.000.000                               |
| 33                                               | TPB ke-11<br>11th TPB                                               | Renovasi Musholla Al Hidayah<br>Renovation of Al Hidayah Prayer Room                                                                             | 10.000.000                               |
| 34                                               | TPB ke-11<br>11th TPB                                               | Bantuan Pembangunan Perluasan Masjid Jami' Al-Muqorrobin<br>Donation for the Expansion of the Al-Muqorrobin Jami' Mosque                         | 5.000.000                                |
| 35                                               | TPB ke-11<br>11th TPB                                               | Bantuan Renovasi dan Perluasan Masjid Darul Hikmah<br>Donation for Renovation and Expansion of the Darul Hikmah Mosque                           | 50.000.000                               |
| 36                                               | TPB ke-11<br>11th TPB                                               | Bantuan Renovasi Musholla Al-Hikmah<br>Al-Hikmah Prayer Room Renovation Donation                                                                 | 50.000.000                               |
| 37                                               | TPB ke-11<br>11th TPB                                               | Bantuan Renovasi Masjid Nuru Huda<br>Donation for the renovation of the Nuru Huda Mosque                                                         | 50.000.000                               |
| 38                                               | TPB ke-11<br>11th TPB                                               | Bantuan Sound System & Tikar Lipat Fasilitas Desa<br>Donation with Sound System & Folding Mats for Village Facilities                            | 50.000.000                               |
| 39                                               | TPB ke-11<br>11th TPB                                               | Bantuan Pengadaan Sarana Prasarana Kematian Kelompok Masyarakat<br>Donation in Procuring Facilities for Community Group Deaths                   | 50.000.000                               |
| 40                                               | TPB ke-11<br>11th TPB                                               | Bantuan Pengadaan Sarana Prasarana Ibadah Madrasah Diniyah<br>Donation for Procurement of Worship Infrastructure for Diniyah Madrasahs           | 50.000.000                               |
| 41                                               | TPB ke-11<br>11th TPB                                               | Bantuan Penerangan Jalan Umum Kelompok Masyarakat<br>Community Group Public Street Lighting Donation                                             | 50.000.000                               |
| 42                                               | TPB ke-11<br>11th TPB                                               | Bantuan Sumur Bor<br>Well Drilling Donation                                                                                                      | 50.000.000                               |
| 43                                               | TPB ke-11<br>11th TPB                                               | Bantuan Tenda Terop Kelompok Masyarakat<br>Community Group Tropical Tent Donation                                                                | 50.000.000                               |
| 44                                               | TPB ke-13<br>13th TPB                                               | Kolaborasi Mangrove BUMN KARYA<br>BUMN KARYA Mangrove Collaboration                                                                              | 15.000.000                               |

**Tabel Program TJSL/CSR dan Dukungan terhadap TPB Tahun 2023**  
SER/CSR Program Table and Support for TPB 2023

| No.                                                         | Pilar dan Kesesuaian dengan SDGs<br>Pillars and Alignment with SDGs | Uraian Kegiatan<br>Description of Activities | Realisasi Anggaran<br>Budget Realization |
|-------------------------------------------------------------|---------------------------------------------------------------------|----------------------------------------------|------------------------------------------|
| Pilar Hukum dan Tata Kelola<br>Legal and Governance Pillars |                                                                     |                                              |                                          |
| -                                                           | -                                                                   | -                                            | -                                        |
| -                                                           | -                                                                   | -                                            | -                                        |
| <b>Jumlah</b><br>Total                                      |                                                                     |                                              | <b>2,205,801,500</b>                     |

## REALISASI PROGRAM TJSL TAHUN 2023

Pada tahun 2023, ADHI merealisasikan berbagai kegiatan CSR salah satunya adalah kegiatan Sosial HUT ADHI ke-63. Kegiatan diisi dengan serangkaian program yaitu khitanan massal, donor darah, dan ADHI Mengajar. Khitanan massal dilakukan secara cuma-cuma kepada anak yang membutuhkan, khususnya untuk daerah sekitar operasional Perseroan. Adapun program donor darah dilakukan berkolaborasi dengan Palang Merah Indonesia untuk memberikan kesempatan bagi karyawan ADHI untuk mendonasikan sedikit darah mereka. Sementara itu, program ADHI Mengajar dilaksanakan berkolaborasi dengan beberapa institusi pendidikan di mana Perseroan menghadirkan karyawan ADHI sebagai tenaga pengajar memberikan paparan kepada siswa/mahasiswa tentang dunia konstruksi. Dengan program ini diharapkan siswa/mahasiswa dapat mempersiapkan diri sebagai tenaga kerja masa depan.

Kegiatan TJSL ADHI lainnya adalah kegiatan Safari Ramadhan 2023 di mana menyelenggarakan pasar murah serta bazaar UMKM. Pasar murah dilaksanakan dengan menjual paket sembako dengan harga di bawah harga beli kepada masyarakat yang membutuhkan. Paket sembako berisi gula, minyak, serta beras dengan harga pasar sebesar Rp100.000 dan dijual dengan harga Rp60.000. Bazaar UMKM dilaksanakan dengan menjual makanan ringan yang dapat dikonsumsi sebagai takjil. Kegiatan ini dilaksanakan selama satu hari di lokasi Kantor Kecamatan Pasar Minggu.

Selanjutnya, ADHI juga menyelenggarakan kegiatan berupa Capacity Building Mitra Binaan ADHI. Pada tahun 2023, kegiatan tersebut dilakukan kepada Kelompok Petani Lemon Gumelar Sejahtera dan Kelompok Usaha Jarum Bayat. Melalui kegiatan ini ADHI bersama dengan PT PNM memberikan pelatihan dalam bentuk pemasaran digital dan motivasi kewirausahaan dengan tujuan menumbuhkan semangat kerja sama dalam kelompok tersebut. Kegiatan ini diharapkan dapat meningkatkan kualitas UMKM baik dari sisi produktivitas usaha maupun dari kapabilitas sumber daya manusia serta menciptakan UMKM naik kelas.

## REALIZATION OF THE CSR PROGRAM IN 2023

In 2023, ADHI realized various CSR activities, one of which is the ADHI 63rd Anniversary Social Activity. The activity was filled with a series of programs, namely mass circumcision, blood donation, and ADHI Mengajar. Mass circumcisions are carried out free of charge for children in need, especially in areas around the Company's operations. The blood donation program is carried out in collaboration with the Indonesian Red Cross to provide an opportunity for ADHI employees to donate a little of their blood. Meanwhile, the ADHI Mengajar program was implemented in collaboration with several educational institutions where the Company invited ADHI employees as teaching staff to provide exposure to students about the world of construction. With this program, it is hoped that students can prepare themselves as future workers.

Another ADHI CSR activity is the 2023 Ramadhan Safari activity, which organizes cheap markets and MSME bazaars. The cheap market is implemented by selling basic food packages at prices below the purchase price to people in need. The basic food packages contain sugar, oil and rice with a market price of IDR 100,000 and are sold for IDR 60,000. The MSME bazaar is carried out by selling snacks that can be consumed as takjil. This activity was carried out for one day at the Pasar Minggu District Office.

Furthermore, ADHI also held activities in the form of Capacity Building for ADHI's Fostered Partners. In 2023, this activity will be carried out for the Gumelar Sejahtera Lemon Farmers Group and the Needle Bayat Business Group. Through this activity, ADHI together with PT PNM provide training in the form of digital marketing and entrepreneurial motivation with the aim of fostering a spirit of cooperation within the group. This activity is expected to improve the quality of MSMEs both in terms of business productivity and human resource capabilities as well as creating MSMEs that move up in class.



Untuk CSR bidang lingkungan, ADHI turut berkontribusi dalam Program Kolaborasi Penanaman Mangrove BUMN Karya. Program penanaman mangrove dilaksanakan di Desa Timbulsloko, Demak, Jawa Tengah. Selain penanaman mangrove, program kolaborasi ADHI dengan 7 BUMN Karya lainnya ini juga diisi dengan pelatihan kewirausahaan pengembangan produk mangrove kelompok tani Rejeki Makmur. Melalui kegiatan TJSL hasil kolaborasi ini diharapkan dapat meningkatkan manfaat yang diterima, baik bagi lingkungan maupun bagi penerima manfaat.

## INVESTASI INFRASTRUKTUR DAN DUKUNGAN LAYANAN [GRI 203-1] [OJK F.23, F.25]

Selain pelaksanaan CSR yang bersifat *community engagement* di atas, ADHI memahami bahwa operasi perusahaan memberikan dampak untuk lingkungan sekitarnya, baik positif maupun negatif. Beberapa dampak negatif dari kegiatan operasi perusahaan antara lain adalah peningkatan debu yang dihasilkan dari mobilisasi kendaraan proyek, kerusakan jalan akses, gangguan kesehatan bagi warga sekitar, serta pengalihan jalan ke jalan alternatif. Untuk mengatasi dampak negatif tersebut, maka beberapa kegiatan CSR yang dilakukan di proyek ADHI adalah penyiraman jalan di area proyek dan jalan warga untuk mengurangi debu yang beterbangan; pelaksanaan cek kesehatan kepada warga, pembagian masker, pemberian obat-obatan serta vitamin kepada warga; perbaikan akses jalan warga; pemasangan *speed bump*; *Scrubbing* jalan akses rutin; melakukan pembersihan selokan sekitar; serta pemasangan rambu-rambu terkait pengerjaan proyek.

Di samping itu, Anak Perusahaan ADHI juga telah melakukan CSR, baik untuk mengelola dampak operasi maupun kegiatan yang sifatnya *engagement* dengan komunitas sekitar. Salah satu contoh anak usaha ADHI yang melaksanakan CSR adalah APB yang bergerak di bidang manufaktur. Dalam hal ini pelaksanaan CSR menjadi penting baik untuk mengatasi dampak operasi perusahaan maupun untuk peningkatan kesejahteraan komunitas sekitar. Beberapa kegiatan CSR yang dilakukan APB di 2023 adalah pemberian sembako untuk masyarakat sekitar; santunan untuk anak yatim dan kaum dhuafa; serta pelaksanaan kegiatan qurban. Di samping itu, mengingat sifat kegiatan APB yang manufaktur maka dengan mengedepankan prinsip 3R, beberapa kegiatan CSR mereka dilakukan dengan memanfaatkan bahan sisa konstruksi seperti pemanfaatan Benda Uji Beton untuk taman warga; pemanfaatan dry sludge untuk penimbunan jalan desa; serta pemanfaatan silinder untuk fasilitas desa.

Sebagai Anak Perusahaan ADHI yang bergerak di bidang *Transit Oriented Development*, ADCP memiliki tanggung jawab untuk pengembangan dan peningkatan kesejahteraan komunitas lingkungan sekitar yang salahsatunya direalisasikan melalui kegiatan CSR. Beberapa kegiatan CSR yang telah dilakukan ADCP di 2023 adalah pelaksanaan kegiatan donor darah; pemberian takjil dan sahur untuk kaum dhuafa; pelaksanaan kegiatan qurban; renovasi fasilitas ibadah; santunan anak yatim dan kaum dhuafa; serta penanaman pohon dan pelestarian keanekaragaman hayati.

For environmental CSR, ADHI contributes to the BUMN Karya Mangrove Planting Collaboration Program. The mangrove planting program was implemented in Timbulsloko Village, Demak, Central Java. Apart from planting mangroves, ADHI's collaboration program with 7 other Karya BUMNs also includes entrepreneurship training for developing mangrove products for the Rejeki Makmur farmer group. Through TJSL activities, the results of this collaboration are expected to increase the benefits received, both for the environment and for the beneficiaries.

## INFRASTRUCTURE INVESTMENT AND SERVICE SUPPORT [GRI 203-1] [OJK F.23, F.25]

In addition to implementing CSR in the form of community engagement above, ADHI understands that company operations have an impact on the surrounding environment, both positive and negative. Some of the negative impacts of the company's operational activities include increased dust resulting from the mobilization of project vehicles, damage to access roads, health problems for local residents, and diversion of roads to alternative roads. To overcome these negative impacts, several CSR activities carried out in the ADHI project are watering roads in the project area and residents' roads to reduce flying dust; carrying out health checks for residents, distributing masks, providing medicines and vitamins to residents; improving road access for residents; installation of speed bumps; Routine scrubbing of access roads; cleaning surrounding gutters; as well as installing signs related to project work.

In addition, ADHI's subsidiaries have also carried out CSR, both to manage the impact of operations and engagement activities with the surrounding community. One example of an ADHI subsidiary that implements CSR is APB which operates in the manufacturing sector. In this case, implementing CSR is important both to overcome the impact of company operations and to improve the welfare of the surrounding community. Some of the CSR activities carried out by APB in 2023 are providing basic necessities to local communities; compensation for orphans and the poor; as well as carrying out sacrificial activities. In addition, considering the manufacturing nature of APB's activities, by prioritizing the 3R principle, several of their CSR activities are carried out by utilizing construction waste materials such as the use of concrete test objects for residents' parks; utilization of dry sludge for filling village roads; as well as the use of cylinders for village facilities.

As a subsidiary of ADHI which operates in the field of Transit Oriented Development, ADCP has responsibility for developing and improving the welfare of the surrounding environmental community, one of which is realized through CSR activities. Some of the CSR activities that ADCP has carried out in 2023 are blood donation activities; providing takjil and sahur for the poor; implementation of sacrificial activities; renovation of worship facilities; compensation for orphans and the poor; as well as planting trees and preserving biodiversity.

Contoh lainnya anak usaha ADHI yang melaksanakan CSR adalah APP, yang bergerak di bidang properti. Tanggung jawab sosial dan lingkungan yang dilaksanakan APP dilakukan dengan tujuan mengelola dampak perusahaan terhadap lingkungan. Kegiatan-kegiatan CSR yang dilakukan perusahaan di tahun 2023 mencakup kegiatan sumbangan dan santunan anak yatim dan dhuafa, program bingkisan ramadhan, serta pelaksanaan kegiatan qurban.

Pembangunan infrastruktur yang mendukung peningkatan layanan berbagai sektor kehidupan masyarakat merupakan salah satu prioritas pelaksanaan TJSL ADHI. Hal itu tidak terlepas dari banyaknya manfaat yang diambil dari ketersediaan infrastruktur tersebut. Tersedianya infrastruktur berupa jalan atau jembatan misalnya, maka masyarakat yang sebelumnya terisolasi akan terbuka aksesnya. Sementara itu, ketersediaan sekolah akan mampu meningkatkan kualitas pendidikan, pembangunan layanan kesehatan yang lain akan menaikkan derajat kesehatan, sedangkan berdirinya sarana ibadah akan membuat penganut agama tersebut bisa menunaikan ibadah dengan khusyuk.

Berkaitan dengan program TJSL di bidang pembangunan infrastruktur, Perseroan banyak menerima proposal atau usulan program dari masyarakat, dan ADHI berupaya semaksimal mungkin untuk menyerap dan mengakomodasi proposal tersebut. Namun demikian, ADHI tetap melakukan seleksi agar program-program yang terpilih bisa memberikan manfaat yang optimal bagi masyarakat.

Berdasarkan evaluasi yang dilakukan ADHI, beragam infrastruktur yang dibangun selama tahun pelaporan merupakan investasi yang sangat berharga dan memberikan manfaat yang sangat besar bagi masyarakat. Semua program tersebut merupakan bantuan dari Perseroan sehingga masyarakat dapat menggunakannya secara gratis. Walaupun ada bantuan dan penggunaannya harus mengeluarkan sejumlah biaya secara komersial, misalnya pembangunan sarana kesehatan, namun uang dari masyarakat tersebut tidak masuk ke kas Perseroan. Beragam investasi infrastruktur yang dilakukan ADHI dan terbukti membawa perubahan dan kemajuan bagi masyarakat.

## PENGHARGAAN ATAS HAK-HAK MASYARAKAT ADAT

Dalam melaksanakan pembangunan dan pengembangan infrastruktur, ADHI memahami adanya interaksi dan peran penting dari masyarakat adat setempat, khususnya di tempat proyek dibangun. Menanggapi hal ini, ADHI senantiasa melaksanakan kegiatan Tanggung Jawab Sosial dan Lingkungan dengan lingkup yang dapat mencapai masyarakat adat tempat dilaksanakannya proyek. Dengan penerapan TJSL diharapkan dapat memitigasi dampak negatif operasi perusahaan terhadap masyarakat adat, sekaligus memberikan dampak positif bagi mereka melalui peningkatan kesejahteraan dan kualitas hidup dari program-program yang dilaksanakan. Kegiatan TJSL ini dilaksanakan melalui berbagai proyek seperti kegiatan santunan dan sebagainya.

Another example of an ADHI subsidiary that implements CSR is APP, which operates in the property sector. APP's social and environmental responsibilities are carried out with the aim of managing the company's impact on the environment. The CSR activities carried out by the company in 2023 include donations and compensation for orphans and the poor, the Ramadan gift program, and the implementation of qurban activities.

Infrastructure development that supports improving services in various sectors of community life is one of ADHI's CSR implementation priorities. This cannot be separated from the many benefits derived from the availability of this infrastructure. With the availability of infrastructure in the form of roads or bridges, for example, access will be opened to communities that were previously isolated. Meanwhile, the availability of schools will be able to improve the quality of education, the development of other health services will increase the level of health, while the establishment of religious facilities will enable followers of these religions to carry out their worship solemnly.

In connection with the CSR program in the field of infrastructure development, the Company receives many proposals or program suggestions from the community, and ADHI makes every effort to absorb and accommodate these proposals. However, ADHI continues to carry out selections so that the selected programs can provide optimal benefits for the community.

Based on the evaluation carried out by ADHI, the various infrastructure built during the reporting year was a very valuable investment and provided enormous benefits for the community. All of these programs are assistance from the Company so that the public can use them for free. Even though there is assistance and the user has to pay a number of commercial costs, for example the construction of health facilities, the money from the community does not enter the Company's coffers. ADHI has made various infrastructure investments which have been proven to bring change and progress to society.

## RESPECT FOR THE RIGHTS OF INDIGENOUS PEOPLES

In carrying out infrastructure construction and development, ADHI understands the interaction and important role of local indigenous communities, especially where the project is being built. In response to this, ADHI always carries out Social and Environmental Responsibility activities with a scope that can reach the indigenous communities where the project is implemented. By implementing CSR, it is hoped that it can mitigate the negative impact of company operations on indigenous communities, while also providing a positive impact on them through improving welfare and quality of life from the programs implemented. CSR activities are carried out through various projects such as compensation activities and so on.

## PENGADUAN MASYARAKAT TERHADAP DAMPAK NEGATIF YANG DITIMBULKAN PERSEROAN

ADHI berkomitmen menjalankan usaha dengan mematuhi semua regulasi yang berlaku agar keberadaannya tidak memberikan dampak negatif terhadap masyarakat maupun lingkungan. Walau demikian, Perseroan menyadari bahwa dalam pengerjaan suatu proyek berpotensi, bahkan secara faktual, menimbulkan dampak tertentu. Pengerjaan proyek yang berada atau berdekatan dengan jalan misalnya, hal itu akan menyebabkan terganggunya arus lalu lintas, bahkan berpotensi mengenai sarana atau infrastruktur lain yang sudah ada sebelumnya. [GRI 3-3]

Berkaitan dengan risiko atas dampak negatif tersebut, sebelum melakukan pengerjaan suatu proyek, ADHI terlebih dulu melakukan koordinasi dengan pihak/instansi terkait untuk mendapat izin. Adapun saat pengerjaan proyek, Perseroan menempatkan personel pengawas, memasang rambu peringatan, pagar pengaman, dan sarana penunjang lain agar proyek berjalan sesuai rencana, sekaligus mengurangi dampak negatif yang timbul seperti risiko kecelakaan akibat lalu lintas yang terganggu dan sebagainya. Melalui mekanisme seperti itu, Perseroan bisa meminimalkan dampak yang timbul bagi masyarakat maupun lingkungan [GRI 413-2]

Selaras dengan itu, sebagai bentuk pemenuhan tanggung jawab terhadap masyarakat maupun pemangku kepentingan yang lain, Perseroan juga membuka diri jika ada keluhan atau dampak negatif yang timbul akibat dari operasional maupun pengerjaan proyek oleh ADHI. Untuk itu, Perseroan menyediakan saluran pengaduan melalui: [OJK F.24]

### Unit Kepatuhan PT Adhi Karya (Persero) Tbk

Gedung Harmonis  
Jl. Raya Pasar Minggu KM.18 Jakarta 12510 - Indonesia  
Telp. +62 21 797 5312  
Faksimile: +62 21 797 5311  
Email: unit.kepatuhan@adhi.co.id

Per 31 Desember 2023, ADHI menerima pengaduan masyarakat sebanyak 14 pengaduan. Dari pengaduan sebanyak itu, sebanyak 14 pengaduan sudah diselesaikan. [OJK F.24]

## COMMUNITY COMPLAINTS REGARDING THE NEGATIVE IMPACTS CAUSED BY THE COMPANY

ADHI is committed to running its business in compliance with all applicable regulations so that its existence does not have a negative impact on society or the environment. However, the Company is aware that carrying out a project has the potential, even factually, to cause certain impacts. Carrying out a project that is on or close to a road, for example, will cause disruption to traffic flow, and potentially even affect other pre-existing facilities or infrastructure. [GRI 3-3]

Regarding the risk of negative impacts, before carrying out work on a project, ADHI first coordinates with the relevant parties/agencies to obtain permission. Meanwhile, during project work, the Company places supervisory personnel, installs warning signs, safety fences and other supporting facilities so that the project runs according to plan, while reducing negative impacts that arise such as the risk of accidents due to disrupted traffic and so on. Through such a mechanism, the Company can minimize the impact on society and the environment [GRI 413-2]

In line with this, as a form of fulfilling its responsibilities towards the community and other stakeholders, the Company also opens itself up if there are complaints or negative impacts arising from ADHI's operations or project work. For this reason, the Company provides a complaint channel through: [OJK F.24]

### PT Adhi Karya (Persero) Tbk Compliance Unit

Gedung Harmonis  
Jl. Raya Pasar Minggu KM.18 Jakarta 12510 - Indonesia  
Tel. +62 21 797 5312  
Fax: +62 21 797 5311  
Email: unit.kepatuhan@adhi.co.id

As of 31 December 2023, ADHI received 14 complaints from the public. Of that number of complaints, as many as 14 complaints have been resolved. [OJK F.24]

# INDEKS KONTEN GRI STANDARD 2021

## CONTENT INDEX OF GRI STANDARD 2021

|                                              |                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pernyataan penggunaan<br>Usage statements    | PT Adhi Karya (Persero) Tbk telah melaporkan informasi yang dikutip dalam indeks konten GRI ini untuk periode 1 Januari 2023-31 Desember 2023 sesuai dengan Standard GRI.<br>PT ADHI KARYA (Persero) Tbk. has reported the information stated in this GRI content index for the period 1 January 2023-31 December 2023 in accordance to the GRI Standards. |
| GRI 1                                        | GRI 1: Landasan 2021<br>GRI 1: 2021 Foundation                                                                                                                                                                                                                                                                                                             |
| GRI Sektor Standards<br>GRI Sector Standards | GRI G4 Pengungkapan Sektor Konstruksi dan Real Estat 2013<br>GRI G4 Disclosures of Construction and Real Estate Sector                                                                                                                                                                                                                                     |

| Standar GRI<br>GRI Standard                                      |      | PENGUNGKAPAN<br>DISCLOSURE                                                                                                                      | Halaman<br>Page       | Pengecualian<br>Exception                                |                  |                                                            |
|------------------------------------------------------------------|------|-------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------------------------------------------|------------------|------------------------------------------------------------|
|                                                                  |      |                                                                                                                                                 |                       | Persyaratan<br>yang<br>Dikecualikan<br>Excluded<br>Terms | Alasan<br>Reason | Penjelasan<br>Explanation                                  |
| GRI 2<br>Pengungkapan<br>Umum 2021<br>General Disclosure<br>2021 | 2-1  | Detail Organisasi<br>Organization Details                                                                                                       | 28, 29, 30,<br>37,44  |                                                          |                  |                                                            |
|                                                                  | 2-2  | Entitas yang termasuk dalam pelaporan keberlanjutan<br>Entities included in the organization's sustainability reporting                         | 22                    |                                                          |                  |                                                            |
|                                                                  | 2-3  | Periode pelaporan, frekuensi dan titik kontak<br>Reporting period, frequency and contact points                                                 | 20, 22, 25,<br>187    |                                                          |                  |                                                            |
|                                                                  | 2-4  | Pernyataan ulang informasi<br>Restatement of information                                                                                        | 25                    |                                                          |                  |                                                            |
|                                                                  | 2-5  | Assurance oleh pihak eksternal<br>Assurance by external parties                                                                                 | 25                    |                                                          |                  |                                                            |
|                                                                  | 2-6  | Aktivitas, rantai nilai dan hubungan bisnis lainnya<br>Activities, value chains and other business relationships                                | 28, 29, 42,<br>44, 47 |                                                          |                  |                                                            |
|                                                                  | 2-7  | Karyawan<br>Employees                                                                                                                           | 44                    |                                                          |                  |                                                            |
|                                                                  | 2-8  | Pekerja yang bukan karyawan<br>Workers who are not employees                                                                                    | 47                    |                                                          |                  |                                                            |
|                                                                  | 2-9  | Struktur tata kelola dan komposisi<br>Governance structure and composition                                                                      | 62, 63                |                                                          |                  |                                                            |
|                                                                  | 2-10 | Nominasi dan seleksi untuk badan tata kelola tertinggi<br>Nomination and selection to the highest governance body                               |                       |                                                          |                  | Bab Tata Kelola Perusahaan, Laporan Tahunan, hlm. 430      |
|                                                                  | 2-11 | Ketua badan tata kelola tertinggi<br>Chair of the highest governance body                                                                       | 63                    |                                                          |                  |                                                            |
|                                                                  | 2-12 | Peran badan tata kelola tertinggi dalam mengawasi pengelolaan dampak<br>The role of the highest governance body in overseeing impact management | 64, 65                |                                                          |                  |                                                            |
|                                                                  | 2-13 | Pendelegasian tanggung jawab untuk mengelola dampak<br>Delegation of responsibility for managing impacts                                        |                       |                                                          |                  | Bab Tata Kelola Perusahaan, Laporan Tahunan, hlm. 388, 409 |
|                                                                  | 2-14 | Peran badan tata kelola tertinggi dalam pelaporan keberlanjutan<br>The role of the highest governance body in sustainability reporting          | 65                    |                                                          |                  |                                                            |
|                                                                  | 2-15 | Konflik kepentingan<br>Conflict of interest                                                                                                     |                       |                                                          |                  | Bab Tata Kelola Perusahaan, Laporan Tahunan, hlm. 253      |
|                                                                  | 2-16 | Komunikasi keprihatinan kritis<br>Communication of critical concerns                                                                            | 75                    |                                                          |                  |                                                            |



| Standar GRI<br>GRI Standard | PENGUNGKAPAN<br>DISCLOSURE                                                                                          | Halaman<br>Page | Pengecualian<br>Exception                                |                  |                                                       |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------|-----------------|----------------------------------------------------------|------------------|-------------------------------------------------------|
|                             |                                                                                                                     |                 | Persyaratan<br>yang<br>Dikecualikan<br>Excluded<br>Terms | Alasan<br>Reason | Penjelasan<br>Explanation                             |
| 2-17                        | Pengetahuan kolektif badan tata kelola tertinggi<br>The collective knowledge of the highest governance body         | 66              |                                                          |                  |                                                       |
| 2-18                        | Evaluasi kinerja badan tata kelola tertinggi<br>Evaluation of the performance of the highest governance body        |                 |                                                          |                  | Bab Tata Kelola Perusahaan, Laporan Tahunan, hlm. 426 |
| 2-19                        | Kebijakan Remunerasi<br>Remuneration Policy                                                                         |                 |                                                          |                  | Bab Tata Kelola Perusahaan, Laporan Tahunan, hlm. 430 |
| 2-20                        | Proses penentuan remunerasi<br>The process of determining remuneration                                              |                 |                                                          |                  | Bab Tata Kelola Perusahaan, Laporan Tahunan, hlm.432  |
| 2-21                        | Rasio kompensasi total tahunan<br>Annual total compensation ratio                                                   |                 |                                                          |                  | Bab Tata Kelola Perusahaan, Laporan Tahunan, hlm. 440 |
| 2-22                        | Pernyataan tentang strategi pembangunan berkelanjutan<br>Statement on sustainable development strategy              | 8               |                                                          |                  |                                                       |
| 2-23                        | Komitmen kebijakan<br>Policy commitment                                                                             | 34, 49, 69, 74  |                                                          |                  |                                                       |
| 2-24                        | Menanamkan komitmen kebijakan<br>Instilling policy commitment                                                       | 69,75           |                                                          |                  | 515                                                   |
| 2-25                        | Proses untuk memulihkan dampak negatif<br>Process for reversing negative impacts                                    | 77, 164         |                                                          |                  |                                                       |
| 2-26                        | Mekanisme untuk mencari nasihat dan menyampaikan kekhawatiran<br>Mechanisms for seeking advice and raising concerns | 75              |                                                          |                  |                                                       |
| 2-27                        | Kepatuhan terhadap hukum dan peraturan<br>Compliance with laws and regulations                                      | 127, 135, 137   |                                                          |                  |                                                       |
| 2-28                        | Keanggotaan asosiasi<br>Association membership                                                                      | 55              |                                                          |                  |                                                       |
| 2-29                        | Pendekatan terhadap keterlibatan pemangku kepentingan<br>Approaches to stakeholder engagement                       | 80              |                                                          |                  |                                                       |
| 2-30                        | Perjanjian perundingan kolektif<br>Collective bargaining agreement                                                  | 140             |                                                          |                  |                                                       |

#### TOPIK MATERIAL MATERIAL TOPICS

|                                                       |     |                                                                                       |    |  |
|-------------------------------------------------------|-----|---------------------------------------------------------------------------------------|----|--|
| GRI 3:<br>Topik Material 2021<br>Material Topics 2021 | 3-1 | Proses untuk menentukan topik material<br>The process for determining material topics | 22 |  |
|                                                       | 3-2 | Daftar topik material<br>List of material topics                                      | 23 |  |

#### PENGUNGKAPAN STANDAR KHUSUS SPECIFIC STANDARD DISCLOSURES

#### TOPIK EKONOMI ECONOMIC TOPICS

#### KINERJA EKONOMI ECONOMIC PERFORMANCE

|                                                                  |       |                                                                                                                                                                         |                           |  |
|------------------------------------------------------------------|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--|
| GRI 3:<br>Topik Material 2021<br>Material Topics 2021            | 3-3   | Manajemen topik material<br>Material topic management                                                                                                                   | 23, 88, 89,<br>91, 92, 93 |  |
| GRI 201: Kinerja Ekonomi<br>2016<br>Economic Performance<br>2016 | 201-1 | Nilai ekonomi langsung yang dihasilkan dan didistribusikan<br>Generated and distributed Direct economic value                                                           | 90                        |  |
|                                                                  | 201-2 | Implikasi finansial serta risiko dan peluang lain akibat dari perubahan iklim<br>Financial implications and other risks and opportunities resulting from climate change | 92                        |  |

|                                                                       |       |                                                                                                                                                                                      |                         |
|-----------------------------------------------------------------------|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
|                                                                       | 201-3 | Kewajiban program pensiun manfaat pasti dan program pensiun lainnya<br>Obligations of defined benefit pension plans and other pension plans                                          | 92                      |
|                                                                       | 201-4 | Bantuan finansial yang diterima dari pemerintah<br>Financial assistance received from the government                                                                                 | 93                      |
| <b>KEBERADAAN PASAR<br/>EXISTENCE OF MARKETS</b>                      |       |                                                                                                                                                                                      |                         |
| GRI 3:<br>Topik Material 2021<br>Material Topics 2021                 | 3-3   | Manajemen topik material<br>Material topic management                                                                                                                                | 23, 44, 135             |
| GRI 202: Keberadaan Pasar<br>2016<br>Existence Of Markets 2016        | 202-1 | Rasio standar upah karyawan entry-level berdasarkan jenis kelamin terhadap upah minimum regional<br>Ratio of standard entry-level employee wages by gender to regional minimum wages | 135                     |
|                                                                       | 202-2 | Proporsi manajemen senior yang berasal dari masyarakat lokal<br>The proportion of senior management who come from the local community                                                | 45                      |
| <b>DAMPAK EKONOMI TIDAK LANGSUNG<br/>INDIRECT ECONOMIC IMPACT</b>     |       |                                                                                                                                                                                      |                         |
| GRI 3:<br>Topik Material 2021<br>Material Topics 2021                 | 3-3   | Manajemen topik material<br>Material topic management                                                                                                                                | 23, 166,<br>168, 169    |
| GRI 203: Dampak Ekonomi<br>Tidak Langsung<br>Indirect Economic Impact | 203-1 | Investasi infrastruktur dan dukungan layanan<br>Infrastructure investment and service support                                                                                        | 169, 171,<br>175        |
|                                                                       | 203-2 | Dampak ekonomi tidak langsung yang signifikan<br>Significant indirect economic impact                                                                                                | 169, 171                |
| <b>PRAKTIK PENGADAAN<br/>PROCUREMENT PRACTICES</b>                    |       |                                                                                                                                                                                      |                         |
| GRI 3:<br>Topik Material 2021<br>Material Topics 2021                 | 3-3   | Manajemen topik material<br>Material topic management                                                                                                                                | 23, 47                  |
| GRI 204: Praktik Pengadaan<br>2016<br>Procurement Practices<br>2016   | 204-1 | Proporsi pengeluaran untuk pemasok lokal<br>Proportion of spending on local suppliers                                                                                                | 48                      |
| <b>ANTI KORUPSI<br/>ANTI CORRUPTION</b>                               |       |                                                                                                                                                                                      |                         |
| GRI 3:<br>Topik Material 2021<br>Material Topics 2021                 | 3-3   | Manajemen topik material<br>Material topic management                                                                                                                                | 23                      |
| GRI 205: Antikorupsi 2016<br>Anti Corruption 2016                     | 205-1 | Operasi-operasi yang dinilai memiliki risiko terkait korupsi<br>Operations assessed as having corruption-related risks                                                               | 79                      |
|                                                                       | 205-2 | Komunikasi dan pelatihan tentang kebijakan dan prosedur anti-korupsi<br>Communication and training on anti-corruption policies and procedures                                        | 79                      |
|                                                                       | 205-3 | Insiden korupsi yang terbukti dan tindakan yang diambil<br>Proven incidents of corruption and actions taken                                                                          | 79                      |
| <b>TOPIK LINGKUNGAN<br/>ENVIRONMENTAL TOPICS</b>                      |       |                                                                                                                                                                                      |                         |
| <b>MATERIAL</b>                                                       |       |                                                                                                                                                                                      |                         |
| GRI 3:<br>Topik Material 2021<br>Material Topics 2021                 | 3-3   | Manajemen topik material<br>Material topic management                                                                                                                                | 23, 97, 98,<br>100, 116 |
| GRI 301: Material 2016                                                | 301-1 | Material yang digunakan berdasarkan berat atau volume<br>The materials used are based on weight or volume                                                                            | 116                     |
|                                                                       | 301-2 | Material input dari daur ulang yang digunakan<br>Input materials from recycling are used                                                                                             | 117                     |
|                                                                       | 301-3 | Produk reclaimed dan material kemasannya<br>Reclaimed products and packaging materials                                                                                               | 117, 165                |
| <b>ENERGI<br/>ENERGY</b>                                              |       |                                                                                                                                                                                      |                         |
| GRI 3:<br>Topik Material 2021<br>Material Topics 2021                 | 3-3   | Manajemen topik material<br>Material topic management                                                                                                                                | 24, 96, 97,<br>98, 100  |
| GRI 302: Energi 2016<br>Energy 2016                                   | 302-1 | Konsumsi energi dalam organisasi<br>Energy consumption in organizations                                                                                                              | 119, 120                |
|                                                                       | 302-2 | Konsumsi energi di luar organisasi<br>Energy consumption outside the organization                                                                                                    | 120                     |

|                                                        |       |                                                                                                                                                                   |                               |
|--------------------------------------------------------|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
|                                                        | 302-3 | Intensitas energi<br>Energy intensity                                                                                                                             | 120                           |
|                                                        | 302-4 | Pengurangan konsumsi energi<br>Reduction of energy consumption                                                                                                    | 119                           |
|                                                        | 302-5 | Pengurangan pada energi yang dibutuhkan untuk produk dan jasa<br>Reduction in energy required for products and services                                           | 119                           |
| <b>AIR DAN EFLUEN<br/>WATER AND EFLUENT</b>            |       |                                                                                                                                                                   |                               |
| GRI 3: Topik Material 2021<br>Material Topics 2021     | 3-3   | Manajemen topik material<br>Material topic management                                                                                                             | 24, 96, 97, 98, 100, 117      |
| GRI 303: Air dan Efluen 2018<br>Water And Efluent 2018 | 303-1 | Interaksi dengan air sebagai sumber daya bersama<br>Interaction with water as a shared resource                                                                   | 118                           |
|                                                        | 303-2 | Manajemen dampak yang berkaitan dengan pembuangan air<br>Management of impacts related to water discharge                                                         | 118                           |
|                                                        | 303-3 | Pengambilan air<br>Water collection                                                                                                                               | 118                           |
|                                                        | 303-4 | Pembuangan air<br>Water disposal                                                                                                                                  | 118                           |
|                                                        | 303-5 | Konsumsi air<br>Water consumption                                                                                                                                 | 118                           |
| <b>EMISI<br/>EMISSION</b>                              |       |                                                                                                                                                                   |                               |
| GRI 3: Topik Material 2021<br>Material Topics 2021     | 3-3   | Manajemen topik material<br>Material topic management                                                                                                             | 24, 96, 97, 98, 100           |
| GRI 305: Emisi 2016<br>Emission 2016                   | 305-1 | Emisi GRK (Cakupan 1) langsung<br>Direct (Scope 1) GHG emissions                                                                                                  | 120                           |
|                                                        | 305-2 | Emisi energi GRK (Cakupan 2) tidak langsung<br>Indirect (Scope 2) GHG energy emissions                                                                            | 120                           |
|                                                        | 305-3 | Emisi GRK (Cakupan 3) tidak langsung lainnya<br>Other indirect GHG (Scope 3) emissions                                                                            | 120                           |
|                                                        | 305-4 | Intensitas emisi GRK<br>GHG emission intensity                                                                                                                    | 122                           |
|                                                        | 305-5 | Pengurangan emisi GRK<br>GHG emission reduction                                                                                                                   | 119, 121                      |
|                                                        | 305-6 | Emisi zat perusak ozon (ODS)<br>Emissions of ozone depleting substances (ODS)                                                                                     | 122                           |
|                                                        | 305-7 | Nitrogen Oksida (NOX), sulfur oksida (SOX), dan emisi udara signifikan lainnya<br>Nitrogen Oxides (NOX), sulfur oxides (SOX), and other significant air emissions | 122                           |
| <b>LIMBAH<br/>WASTE</b>                                |       |                                                                                                                                                                   |                               |
| GRI 3: Topik Material 2021<br>Material Topics 2021     | 3-3   | Manajemen topik material<br>Material topic management                                                                                                             | 24, 96, 97, 98, 100, 123, 125 |
| GRI 306: Limbah 2020<br>Waste 2020                     | 306-1 | Timbulan limbah dan dampak signifikan terkait limbah<br>Waste generation and significant impacts related to waste                                                 | 123                           |
|                                                        | 306-2 | Pengelolaan dampak yang signifikan terkait limbah<br>Management of significant impacts related to waste                                                           | 123                           |
|                                                        | 306-3 | Timbulan limbah<br>Waste generation                                                                                                                               | 123, 124                      |
|                                                        | 306-4 | Limbah yang dialihkan dari pembuangan akhir<br>Waste diverted from final disposal                                                                                 | 124                           |
|                                                        | 306-5 | Limbah yang dikirimkan ke pembuangan akhir<br>Waste sent to final disposal                                                                                        | 124                           |
| <b>TOPIK SOSIAL<br/>SOCIAL TOPIC</b>                   |       |                                                                                                                                                                   |                               |
| <b>KEPEGAWAIAN<br/>EMPLOYEES</b>                       |       |                                                                                                                                                                   |                               |
| GRI 3: Topik Material 2021<br>Material Topics 2021     | 3-3   | Manajemen topik material<br>Material topic management                                                                                                             | 24, 130, 131, 134, 142        |
| GRI 401: Kepegawaian 2016<br>Employees 2016            | 401-1 | Perekrutan karyawan baru dan pergantian karyawan<br>Recruitment of new employees and employee turnover                                                            | 132, 133, 134                 |

|                                                                                      |        |                                                                                                                                                                                                                                                |               |
|--------------------------------------------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
|                                                                                      | 401-2  | Tunjangan yang diberikan kepada karyawan purnawaktu yang tidak diberikan kepada karyawan sementara atau paruh waktu<br>Benefits provided to full-time employees that are not provided to temporary or part-time employees                      | 142           |
|                                                                                      | 401-3  | Cuti melahirkan<br>Maternity leave                                                                                                                                                                                                             | 142           |
| <b>KESEHATAN DAN KESELAMATAN KERJA</b><br><b>OCCUPATIONAL HEALTH AND SAFETY</b>      |        |                                                                                                                                                                                                                                                |               |
| GRI 3:<br>Topik Material 2021<br>Material Topics 2021                                | 3-3    | Manajemen topik material<br>Material topic management                                                                                                                                                                                          | 24, 144       |
| GRI 403: Kesehatan dan Keselamatan Kerja 2018<br>Occupational Health And Safety 2018 | 403-1  | Sistem manajemen keselamatan dan kesehatan kerja<br>Occupational safety and health management system                                                                                                                                           | 145           |
|                                                                                      | 403-2  | Identifikasi bahaya, penilaian risiko, dan investigasi insiden<br>Hazard identification, risk assessment, and incident investigation                                                                                                           | 150           |
|                                                                                      | 403-3  | Layanan kesehatan kerja<br>Occupational health services                                                                                                                                                                                        | 148, 149, 155 |
|                                                                                      | 403-4  | Partisipasi, konsultasi, dan komunikasi pekerja tentang keselamatan dan kesehatan kerja<br>Worker participation, consultation and communication regarding occupational safety and health                                                       | 146           |
|                                                                                      | 403-5  | Pelatihan bagi pekerja mengenai keselamatan dan kesehatan kerja<br>Training for workers regarding occupational safety and health                                                                                                               | 153           |
|                                                                                      | 403-6  | Peningkatan kualitas kesehatan pekerja<br>Improving the quality of workers' health                                                                                                                                                             | 148, 156      |
|                                                                                      | 403-7  | Pencegahan dan mitigasi dampak dari keselamatan dan kesehatan kerja yang secara langsung terkait hubungan bisnis<br>Prevention and mitigation of impacts on occupational safety and health that are directly related to business relationships | 147, 148, 154 |
|                                                                                      | 403-8  | Pekerja yang tercakup dalam sistem manajemen keselamatan dan kesehatan kerja<br>Workers covered by the occupational safety and health management system                                                                                        | 145           |
|                                                                                      | 403-9  | Kecelakaan kerja<br>Work accident                                                                                                                                                                                                              | 154           |
|                                                                                      | 403-10 | Penyakit akibat kerja<br>Occupational illness                                                                                                                                                                                                  | 155           |
| <b>PELATIHAN DAN PENDIDIKAN</b><br><b>TRAINING AND EDUCATION</b>                     |        |                                                                                                                                                                                                                                                |               |
| GRI 3:<br>Topik Material 2021<br>Material Topics 2021                                | 3-3    | Manajemen topik material<br>Material topic management                                                                                                                                                                                          | 24, 130, 141  |
| GRI 404: Pelatihan dan Pendidikan 2016<br>Training And Education 2016                | 404-1  | Rata-rata jam pelatihan per tahun per karyawan<br>Average training hours per year per employee                                                                                                                                                 | 137           |
|                                                                                      | 404-2  | Program untuk meningkatkan keterampilan karyawan dan program bantuan peralihan<br>Programs to improve employee skills and transition assistance programs                                                                                       | 137, 140      |
|                                                                                      | 404-3  | Persentase karyawan yang menerima tinjauan rutin terhadap kinerja dan pengembangan karier<br>Percentage of employees who receive regular performance and career development reviews                                                            | 141           |
| <b>MASYARAKAT LOKAL</b><br><b>LOCAL COMMUNITIES</b>                                  |        |                                                                                                                                                                                                                                                |               |
| GRI 3:<br>Topik Material 2021<br>Material Topics 2021                                | 3-3    | Manajemen topik material<br>Material topic management                                                                                                                                                                                          | 24, 169, 177  |
| GRI 413: Masyarakat Lokal 2016<br>Local Communities 2016                             | 413-1  | Operasi dengan keterlibatan masyarakat lokal, penilaian dampak, dan program pengembangan<br>Operations with local community involvement, impact assessments, and development programs                                                          | 169, 171      |



|                                                                      |       |                                                                                                                                                                                                       |             |
|----------------------------------------------------------------------|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
|                                                                      | 413-2 | Operasi yang secara aktual dan yang berpotensi memiliki dampak negatif signifikan terhadap masyarakat lokal<br>Actual and potential operations have significant negative impacts on local communities | 177         |
| <b>PEMASARAN DAN PELABELAN</b><br><b>MARKETING AND LABELING</b>      |       |                                                                                                                                                                                                       |             |
| GRI 3:<br>Topik Material 2021<br>Material Topics 2021                | 3-3   | Manajemen topik material<br>Material topic management                                                                                                                                                 | 25, 161,162 |
| GRI 417: Pemasaran dan Pelabelan 2016<br>Marketing And Labeling 2016 | 417-1 | Persyaratan untuk pelabelan dan informasi produk dan jasa<br>Requirements for product and service labeling and information                                                                            | 162         |
|                                                                      | 417-2 | Insiden ketidakpatuhan terkait informasi dan pelabelan produk dan jasa<br>Incidents of non-compliance related to product and service information and labeling                                         | 162         |
|                                                                      | 417-3 | Insiden ketidakpatuhan terkait komunikasi pemasaran<br>Incidents of non-compliance related to marketing communications                                                                                | 162         |

# GRI G4 PENGUNGKAPAN SEKTOR KONSTRUKSI DAN REAL ESTAT

## GRI G4 DISCLOSURES OF CONSTRUCTION AND REAL ESTATE SECTOR

| No. | Indikator<br>Indicator | Deskripsi<br>Description                                                                                                                                                                                                                                                                                                                                                                                            | Halaman<br>Page |
|-----|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| 1   | CRE1                   | Intensitas energi bangunan<br>Building energy intensity                                                                                                                                                                                                                                                                                                                                                             | 119             |
| 2   | CRE2                   | Intensitas air bangunan<br>Building water intensity                                                                                                                                                                                                                                                                                                                                                                 | 118             |
| 3   | CRE3                   | Intensitas emisi gas rumah kaca bangunan<br>Intensity of building greenhouse gas emissions                                                                                                                                                                                                                                                                                                                          | 121             |
| 4   | CRE4                   | Intensitas emisi gas rumah kaca dari kegiatan konstruksi dan pembangunan kembali<br>Intensity of greenhouse gas emissions from construction and redevelopment activities                                                                                                                                                                                                                                            | 121             |
| 5   | CRE5                   | Lahan yang diperbaiki dan membutuhkan perbaikan (remediasi) akibat terjadinya kontaminasi dari aktivitas pembangunan konstruksi atau real estat yang dilakukan sesuai standar dan regulasi yang berlaku<br>Land that is repaired and requires repair (remediation) due to contamination from construction or real estate development activities carried out in accordance with applicable standards and regulations | 126             |
| 6   | CRE6                   | Kepatuhan organisasi terhadap implementasi Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) dalam memberikan perlindungan kepada karyawan<br>Organizational compliance with the implementation of the Occupational Safety and Health Management System (SMK3) in providing protection to employees                                                                                                           | 145             |
| 7   | CRE7                   | Jumlah orang yang secara sukarela/tidak sukarela menjalani perpindahan atau permukiman kembali karena lahan/ permukimanya terkena aktivitas pembangunan konstruksi dan real estat<br>Number of people who voluntarily/involuntarily underwent displacement or resettlement because their land/settlement was affected by construction and real estate development activities                                        | 164             |
| 8   | CRE8                   | Jenis dan jumlah sertifikasi keberlanjutan, skema peringkat dan pelabelan untuk konstruksi baru, manajemen, pekerjaan dan pembangunan kembali<br>Types and number of sustainability certifications, rating and labeling schemes for new construction, management, employment and redevelopment                                                                                                                      | 91,162          |

# VERIFIKASI TERTULIS DARI PIHAK INDEPENDEN [OJK G.1]

## WRITTEN VERIFICATION FROM INDEPENDENT PARTIES [OJK G.1]

Laporan Keberlanjutan ini belum diverifikasi oleh Penyedia Jasa Assurance (*Assurance Services Provider*). Namun demikian, PT ADHI KARYA (Persero) Tbk menjamin bahwa seluruh informasi yang diungkapkan dalam laporan ini adalah benar, akurat, dan faktual.

This Sustainability Report has not been verified by the Assurance Services Provider. However, PT ADHI KARYA (Persero) Tbk guarantees that all information disclosed in this report is true, accurate and factual.

# LEMBAR UMPAN BALIK [OJK G.2]

## FEEDBACK SHEET [OJK G.2]

Terima kasih kepada Bapak/Ibu/Saudara yang telah berkenan membaca Laporan Keberlanjutan PT Adhi Karya (Persero) Tbk Tahun 2023. Untuk meningkatkan isi Laporan Keberlanjutan pada tahun-tahun mendatang, kami berharap Bapak/Ibu/Saudara bersedia untuk mengisi Lembar Umpan Balik ini dengan melingkari salah satu jawaban dan mengisi titik-titik yang tersedia. Terima kasih.

Laporan Keberlanjutan ini sudah memberikan informasi yang jelas mengenai kinerja ekonomi, sosial dan lingkungan PT Adhi Karya (Persero) Tbk:

a. Setuju                      b. Tidak Setuju.                      c. Tidak tahu

Laporan Keberlanjutan ini sudah memberikan informasi yang jelas mengenai pemenuhan tanggung jawab sosial dan lingkungan PT Adhi Karya (Persero) Tbk:

a. Setuju                      b. Tidak Setuju                      c. Tidak tahu

Materi dan data dalam Laporan Keberlanjutan ini mudah dimengerti dan dipahami:

a. Setuju                      b. Tidak Setuju                      c. Tidak tahu

Materi dan data dalam Laporan Keberlanjutan ini sudah cukup lengkap:

a. Setuju                      b. Tidak Setuju                      c. Tidak tahu

Apakah desain, tata letak, grafis dan foto-foto dalam Laporan Keberlanjutan ini sudah bagus?

a. Sudah bagus                      b. Belum bagus                      c. Tidak tahu

Informasi apa yang paling bermanfaat dari Laporan Keberlanjutan ini?

---

Informasi apa yang dinilai kurang bermanfaat dari Laporan Keberlanjutan ini?

---

Informasi apa yang dinilai masih kurang dari Laporan Keberlanjutan ini dan perlu ditambahkan pada Laporan Keberlanjutan mendatang?

---

Thank you to Mr/Mrs/Sister for reading the 2023 Sustainability Report of PT Adhi Karya (Persero) Tbk. To improve the content of the Sustainability Report in the coming years, we hope that Mr/Mrs/Brother will be willing to fill out this Feedback Sheet by circle one of the answers and fill in the blanks provided. Thank You.

This Sustainability Report provides clear information regarding the economic, social and environmental performance of PT Adhi Karya (Persero) Tbk:

a. Agree                      b. Disagree.                      c. Don't know

This Sustainability Report has provided clear information regarding the fulfillment of PT Adhi Karya (Persero) Tbk's social and environmental responsibilities:

a. Agree                      b. Disagree                      c. Don't know

The material and data in this Sustainability Report are easy to understand and understand:

a. Agree                      b. Disagree                      c. Don't know

The material and data in this Sustainability Report are quite complete:

a. Agree                      b. Disagree                      c. Don't know

Are the design, layout, graphics and photos in this Sustainability Report good?

a. Good                      b. Not good yet                      c. Don't know

What is the most useful information from this Sustainability Report?

---

What information is considered less useful in this Sustainability Report

---

What information is considered lacking in this Sustainability Report and needs to be added to the next Sustainability Report?.

---

Identitas Pengirim:

Nama :

Email

HP :

Identifikasi menurut kategori pemangku kepentingan:

- Pelanggan
- Pegawai/Organisasi Pegawai
- Pemegang saham
- Pemerintah, Regulator, Legislatif
- Mitra kerja
- Media massa
- Masyarakat
- Lain-lain, sebutkan.....

Mohon lembar umpan balik ini dikirimkan ke:

PT Adhi Karya (Persero) Tbk. [GRI 2-3]  
Sekretaris Perusahaan  
South Building  
Jl. Raya Psar Minggu Km 18  
Jakarta Selatan 12510  
Indonesia  
P: +62 21 797 5312  
F: +62 21 797 5311  
E: adhi@adhi.co.id  
www.adhi.co.id

Sender Identity:

Name:

Email

HP :

Identify by stakeholder category:

- Customer
- Employees/Employee Organizations
- Shareholders
- Government, Regulator, Legislature
- Work partners
- Mass media
- Community
- Others, please specify.....

Please send this feedback sheet to:

PT Adhi Karya (Persero) Tbk. [GRI 2-3]  
Corporate Secretary  
South Building  
Jl. Raya Pasar Minggu Km 18  
South Jakarta 12510  
Indonesia  
P: +62 21 797 5312  
F: +62 21 797 5311  
E: adhi@adhi.co.id  
www.adhi.co.id



# TANGGAPAN TERHADAP UMPAN BALIK LAPORAN TAHUN SEBELUMNYA [OJK G.3]

## RESPONSE TO PREVIOUS YEAR REPORT FEEDBACK [OJK G.3]

Pada tahun 2023, PT Adhi Karya (Persero) Tbk menerima tanggapan atas Laporan Keberlanjutan tahun 2022 dari Otoritas Jasa Keuangan (OJK) dan Tim Assurer Badan Pengawasan Keuangan dan Pembangunan (BPKP). Atas tanggapan tersebut, Perseroan telah menindaklanjuti dengan menambahkan dan melengkapi saran serta rekomendasi dari kedua lembaga tersebut dalam laporan ini. Upaya dan perbaikan tersebut dilakukan Perseroan sebagai perwujudan komitmen untuk menyampaikan laporan yang comply terhadap panduan penulisan laporan, yaitu POJK No.51/POJK.03/2017 dan GRI Universal Standards Tahun 2021.

In 2023, PT Adhi Karya (Persero) Tbk received responses to the 2022 Sustainability Report from the Financial Services Authority (OJK) and the Assurer Team of the Financial and Development Supervisory Agency (BPKP). Based on this response, the Company has followed up by adding and completing suggestions and recommendations from the two institutions in this report. These efforts and improvements were carried out by the Company as a manifestation of its commitment to submit reports that comply with report writing guidelines, namely POJK No.51/POJK.03/2017 and GRI Universal Standards for 2021.

# DAFTAR PENGUNGKAPAN SESUAI POJK 51/2017 [OJK G.4]

LIST OF DISCLOSURES ACCORDING TO POJK 51/2017 [OJK G.4]

| No Indeks<br>Index Number                                                                    | Nama Indeks<br>Index Name                                                                                              | Halaman<br>Page |
|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-----------------|
| <b>Strategi Keberlanjutan</b><br>Sustainability Strategy                                     |                                                                                                                        |                 |
| A.1                                                                                          | Penjelasan Strategi Keberlanjutan<br>Explanation of Sustainability Strategy                                            | 11, 100         |
| <b>Ikhtisar Kinerja Aspek Keberlanjutan</b><br>Sustainability Aspects Performance Highlights |                                                                                                                        |                 |
| B.1                                                                                          | Aspek Ekonomi<br>Economic Aspects                                                                                      | 6               |
| B.2                                                                                          | Aspek Lingkungan Hidup<br>Environmental Aspects                                                                        | 6               |
| B.3                                                                                          | Aspek Sosial<br>Social Aspects                                                                                         | 6               |
| <b>Profil Perusahaan</b><br>Company Profile                                                  |                                                                                                                        |                 |
| C.1                                                                                          | Visi, Misi, dan Nilai Keberlanjutan<br>Vision, Mission and Sustainability Values                                       | 34              |
| C.2                                                                                          | Alamat Perusahaan<br>Company's Address                                                                                 | 29              |
| C.3                                                                                          | Skala Usaha<br>Business Scale                                                                                          | 28,37,44, 47    |
| C.4                                                                                          | Produk, Layanan, dan Kegiatan Usaha yang Dijalankan<br>Products, Services and Business Activities Carried Out          | 42, 43          |
| C.5                                                                                          | Keanggotaan pada Asosiasi<br>Membership in the Association                                                             | 55              |
| C.6                                                                                          | Perubahan Emiten dan Perusahaan Publik yang Bersifat Signifikan<br>Significant Changes of Issuers and Public Companies | 49              |
| <b>Penjelasan Direksi</b><br>Board of Directors' Explanation                                 |                                                                                                                        |                 |
| D.1                                                                                          | Penjelasan Direksi<br>Board of Directors' Explanation                                                                  | 8               |
| <b>Tata Kelola Keberlanjutan</b><br>Sustainability Governance                                |                                                                                                                        |                 |
| E.1                                                                                          | Penanggungjawab Penerapan Keuangan berkelanjutan<br>Responsible for implementing sustainable finance                   | 63              |
| E.2                                                                                          | Pengembangan Kompetensi Terkait Keuangan Berkelanjutan<br>Competency Development Related to Sustainable Finance        | 66              |
| E.3                                                                                          | Penilaian Risiko Atas Penerapan Keuangan berkelanjutan<br>Risk Assessment of the Implementation of Sustainable Finance | 69              |
| E.4                                                                                          | Hubungan dengan Pemangku Kepentingan<br>Relationships with Stakeholders                                                | 80              |
| E.5                                                                                          | Permasalahan terhadap Penerapan Keuangan berkelanjutan<br>Problems with the Implementation of Sustainable Finance      | 81              |

| No Indeks<br>Index Number                                    | Nama Indeks<br>Index Name                                                                                                                                                                                                                                                                                                                                                 | Halaman<br>Page |
|--------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <b>Kinerja Keberlanjutan</b><br>Sustainability Performance   |                                                                                                                                                                                                                                                                                                                                                                           |                 |
| F.1                                                          | Kegiatan Membangun Budaya Keberlanjutan<br>Activities to Build a Culture of Sustainability                                                                                                                                                                                                                                                                                | 83              |
| <b>Kinerja Ekonomi</b><br>Economic Performance               |                                                                                                                                                                                                                                                                                                                                                                           |                 |
| F.2                                                          | Perbandingan Target dan Kinerja Produksi, Portofolio, Target Pembiayaan, atau Investasi, Pendapatan dan Laba Rugi<br>Comparison between Targets and Performance of Production, Portfolio, Financing, or Investment, Income and Profit and Loss                                                                                                                            | 89              |
| F.3                                                          | Perbandingan Target dan Kinerja Portofolio, Target Pembiayaan, atau Investasi Pada Instrumen Keuangan atau Proyek yang Sejalan dengan Penerapan Keuangan Berkelanjutan<br>Comparison between Targets and Performance of Portfolio, Financing Targets, or Investments in Financial Instruments or Projects that are in Line with the Implementation of Sustainable Finance | 90, 169, 171    |
| <b>Kinerja Lingkungan Hidup</b><br>Environmental Performance |                                                                                                                                                                                                                                                                                                                                                                           |                 |
| <b>Aspek Umum</b><br>General Aspects                         |                                                                                                                                                                                                                                                                                                                                                                           |                 |
| F.4                                                          | Biaya Lingkungan Hidup<br>Environmental Costs                                                                                                                                                                                                                                                                                                                             | 127             |
| <b>Aspek Material</b><br>Material Aspect                     |                                                                                                                                                                                                                                                                                                                                                                           |                 |
| F.5                                                          | Penggunaan Material yang Ramah Lingkungan<br>Use of Environmentally Friendly Materials                                                                                                                                                                                                                                                                                    | 117, 118        |
| <b>Aspek Energi</b><br>Energy Aspects                        |                                                                                                                                                                                                                                                                                                                                                                           |                 |
| F.6                                                          | Jumlah dan Intensitas Energi yang Digunakan<br>Amount and Intensity of Energy Used                                                                                                                                                                                                                                                                                        | 119,120         |
| F.7                                                          | Upaya dan Pencapaian Efisiensi Energi dan Penggunaan Energi Terbarukan<br>Efforts and Achievements of Energy Efficiency and Use of Renewable Energy                                                                                                                                                                                                                       | 119             |
| <b>Aspek Air</b><br>Water Aspects                            |                                                                                                                                                                                                                                                                                                                                                                           |                 |
| F.8                                                          | Penggunaan Air<br>Water Usage                                                                                                                                                                                                                                                                                                                                             | 118             |
| <b>Aspek Keanekaragaman Hayati</b><br>Biodiversity Aspects   |                                                                                                                                                                                                                                                                                                                                                                           |                 |
| F.9                                                          | Dampak dari Wilayah Operasional yang Dekat atau Berada di Daerah Konservasi atau Memiliki Keanekaragaman Hayati<br>Impact of Near Operational Areas or Located in a Conservation Area or Owned Biodiversity                                                                                                                                                               | 126             |
| F.10                                                         | Usaha Konservasi Keanekaragaman Hayati<br>Biodiversity Conservation Efforts                                                                                                                                                                                                                                                                                               | 126             |
| <b>Aspek Emisi</b><br>Emission Aspects                       |                                                                                                                                                                                                                                                                                                                                                                           |                 |
| F.11                                                         | Jumlah dan Intensitas Emisi yang Dihasilkan Berdasarkan Jenisnya<br>Number and Intensity of Emissions Produced Based on Type                                                                                                                                                                                                                                              | 121, 122        |
| F.12                                                         | Upaya dan Pencapaian Pengurangan Emisi yang Dilakukan<br>Emission Reduction Efforts and Achievements Made                                                                                                                                                                                                                                                                 | 119, 122        |
| <b>Aspek Limbah dan Efluen</b><br>Waste and Effluent Aspects |                                                                                                                                                                                                                                                                                                                                                                           |                 |
| F.13                                                         | Jumlah Limbah dan Efluen yang Dihasilkan Berdasarkan Jenis<br>Amount of Waste and Effluent Generated Based on Type                                                                                                                                                                                                                                                        | 123             |
| F.14                                                         | Mekanisme Pengelolaan Limbah dan Efluen<br>Waste and Effluent Management Mechanism                                                                                                                                                                                                                                                                                        | 123, 124        |

| No Indeks<br>Index Number                                                                                                  | Nama Indeks<br>Index Name                                                                                                                                                                                                                          | Halaman<br>Page |
|----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| F.15                                                                                                                       | Tumpahan yang Terjadi (Jika Ada)<br>Spills that Occur (If Any)                                                                                                                                                                                     | 126             |
| <b>Aspek Pengaduan Terkait Lingkungan Hidup</b><br>Aspects of Complaints Related to the Environment                        |                                                                                                                                                                                                                                                    |                 |
| F.16                                                                                                                       | Jumlah dan Materi Pengaduan Lingkungan Hidup yang Diterima dan Diselesaikan<br>Number and Material of Environmental Complaints Accepted and Completed                                                                                              | 126             |
| <b>Kinerja Sosial</b><br>Social Performance                                                                                |                                                                                                                                                                                                                                                    |                 |
| F.17                                                                                                                       | Komitmen LJK, Emiten, atau Perusahaan Publik untuk Memberikan Layanan Atas Produk dan/atau Jasa yang Setara Kepada Konsumen<br>LJK, Issuer or Public Company commitment to Providing Services for Products and/or Services that Equal to Consumers | 161             |
| <b>Aspek Ketenagakerjaan</b><br>Employment Aspects                                                                         |                                                                                                                                                                                                                                                    |                 |
| F.18                                                                                                                       | Kesetaraan Kesempatan Bekerja<br>Equal Employment Opportunities                                                                                                                                                                                    | 134             |
| F.19                                                                                                                       | Tenaga Kerja Anak dan Tenaga Kerja Paksa<br>Child Labor and Forced Labor                                                                                                                                                                           | 136             |
| F.20                                                                                                                       | Upah Minimum Regional<br>Regional minimum wage                                                                                                                                                                                                     | 135             |
| F.21                                                                                                                       | Lingkungan Bekerja yang Layak Dan Aman<br>Decent and Safe Working Environment                                                                                                                                                                      | 144             |
| F.22                                                                                                                       | Pelatihan dan Pengembangan Kemampuan Pegawai<br>Employee Capacity Training and Development                                                                                                                                                         | 137             |
| <b>Aspek Masyarakat</b><br>Community Aspects                                                                               |                                                                                                                                                                                                                                                    |                 |
| F.23                                                                                                                       | Dampak Operasi Terhadap Masyarakat Sekitar<br>Impact of Operations on Surrounding Communities                                                                                                                                                      | 168, 171, 175   |
| F.24                                                                                                                       | Pengaduan Masyarakat<br>Community Complaints                                                                                                                                                                                                       | 177             |
| F.25                                                                                                                       | Kegiatan Tanggung Jawab Sosial Lingkungan (TJSL)<br>Activities of Social and Environmental Responsibility (TJSL)                                                                                                                                   | 171, 175        |
| <b>Tanggung Jawab Pengembangan Produk/Jasa Berkelanjutan</b><br>Responsibility for Sustainable Product/Service Development |                                                                                                                                                                                                                                                    |                 |
| F.26                                                                                                                       | Inovasi dan Pengembangan Produk/Jasa Keuangan berkelanjutan<br>Sustainable Financial Product/Service Innovation and Development                                                                                                                    | 162             |
| F.27                                                                                                                       | Produk/Jasa yang Sudah Dievaluasi Keamanannya Bagi Pelanggan<br>Products/Services that have been evaluated for safety for customers                                                                                                                | 163             |
| F.28                                                                                                                       | Dampak Produk/Jasa<br>Product/Service Impact                                                                                                                                                                                                       | 164             |
| F.29                                                                                                                       | Jumlah Produk yang Ditarik Kembali<br>Number of Products Recalled                                                                                                                                                                                  | 165             |
| F.30                                                                                                                       | Survei Kepuasan Pelanggan terhadap Produk dan/atau Jasa Keuangan Berkelanjutan<br>Customer Satisfaction Survey with Products and/or Sustainable Financial Services                                                                                 | 165             |
| <b>Lain-lain</b><br>Others                                                                                                 |                                                                                                                                                                                                                                                    |                 |
| G.1                                                                                                                        | Verifikasi Tertulis dari Pihak Independen (jika Ada)<br>Written Verification from an Independent Party (if any)                                                                                                                                    | 185             |
| G.2                                                                                                                        | Lembar Umpan Balik<br>Feedback Sheet                                                                                                                                                                                                               | 186             |

| No<br>Indeks<br>Index<br>Number | Nama Indeks<br>Index Name                                                                                                                                                                                                                                                                                                     | Halaman<br>Page |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| G.3                             | Tanggapan terhadap Umpan Balik Laporan Keberlanjutan Tahun Sebelumnya<br>Response to Previous Year's Sustainability Report Feedback                                                                                                                                                                                           | 188             |
| G.4                             | Daftar Pengungkapan Sesuai POJK 51/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga<br>Jasa Keuangan, Emiten dan Perusahaan Publik<br>List of Disclosures in Accordance with POJK 51/2017 concerning the Implementation of Sustainable<br>Finance for Financial Services Institutions, Issuers and Public Companies | 189             |



halaman ini sengaja dikosongkan.  
this page intentionally left blank.

# Directing Sustainability to Create a Better Future

Mengarahkan Keberlanjutan untuk Menciptakan Masa Depan Lebih Baik



beyond construction

**PT Adhi Karya (Persero) Tbk**

South Building  
Jl. Raya Pasar Minggu Km. 18 Jakarta 12510 - Indonesia  
P. +62 21 797 5312  
F. +62 21 797 5311  
E. [adhi@adhi.co.id](mailto:adhi@adhi.co.id) [www.adhi.co.id](http://www.adhi.co.id)

