

MENUJU BANDARA RAMAH LINGKUNGAN DENGAN SEMANGAT KEBERLANJUTAN

TOWARDS AN ECO-FRIENDLY AIRPORT WITH THE SPIRIT OF SUSTAINABILITY





Penjelasan Tema

Theme Explanation



Angkasa Pura | AIRPORTS

Menuju Bandara Ramah Lingkungan dengan Semangat Keberlanjutan

Towards an Eco-Friendly Airport with the Spirit of Sustainability

PT Angkasa Pura I berkomitmen untuk menghadirkan sarana dan prasarana bandara yang berkontribusi positif terhadap lingkungan hidup, yang dicerminkan melalui berbagai sertifikasi lingkungan serta pencapaian sertifikasi Green Building kategori "GOLD" di Bandara Internasional Yogyakarta Kulon Progo dan Bandara Jenderal Ahmad Yani Semarang.

Sebagai bagian dari tanggung jawab perusahaan, PT Angkasa Pura I menjalankan usahanya dengan memperhatikan aspek *environmental, social, and governance* (ESG). Perusahaan tidak hanya fokus pada keberlanjutan lingkungan, tetapi juga memperhatikan aspek sosial dan tata kelola perusahaan yang baik.

Melalui kolaborasi baik di skala nasional maupun internasional, PT Angkasa Pura I berupaya memanfaatkan berbagai sumber daya dengan lebih efisien serta membangun budaya perusahaan yang memprioritaskan praktik berkelanjutan dalam pengambilan keputusan dan pencapaian tujuan jangka panjang. Dengan menggabungkan inovasi, sinergi, dan semangat keberlanjutan, PT Angkasa Pura I berupaya memimpin penerapan keberlanjutan dalam bidang pelayanan jasa kebandarudaraan dan terdepan dalam berkontribusi menciptakan masa depan berkelanjutan.

PT Angkasa Pura I is committed to presenting airport facilities and infrastructure that are beneficial to the environment, as evidenced by various environmental certifications and the achievement of Green Building certification category "GOLD" at Yogyakarta International Airport Kulon Progo and Jenderal Ahmad Yani Airport Semarang.

As part of its corporate responsibility, PT Angkasa Pura I conducts business with an emphasis on environmental, social, and governance (ESG) considerations. The company prioritizes not only environmental sustainability, but also social responsibility and strong corporate governance.

PT Angkasa Pura I aspires to maximize the use of various resources through national and international collaboration, as well as to foster a corporate culture that promotes sustainable practices in decision making and long-term goal achievement. By integrating innovation, synergy, and the spirit of sustainability, PT Angkasa Pura I aims to lead the implementation of sustainability in airport services and contribute to the creation of a sustainable future.

Daftar Isi

Table of Contents

- 2 Penjelasan Tema
Theme Explanation
- 4 Daftar Isi
Table of Contents
- 8 Ikhtisar Kinerja Keberlanjutan
Sustainability Performance Highlights
- 10 Kilas Peristiwa
Timeline of Events
- 18 Penghargaan Tahun 2023
Awards in 2023
- 28 Pemetaan Tujuan Pembangunan Berkelanjutan (TPB/SDGs)
Mapping of Sustainable Development Goals
- 32 Sambutan Direksi
Message from the Board of Directors



38 TENTANG KAMI ABOUT US

- 40 Sekilas PT Angkasa Pura I
About PT Angkasa Pura I
- 41 Penjelasan Logo
Logo Explanation
- 42 Visi, Misi, dan Tata Nilai Perusahaan
Vision, Mission, and Corporate Values
- 45 Kegiatan Usaha Perusahaan
Company's Business Operation
- 48 Area Operasional
Area of Operation
- 49 Skala Perusahaan
Company Scale
- 49 Keanggotaan Asosiasi
Association Membership
- 49 Inisiatif Eksternal
External Initiative
- 50 Jejak Langkah PT Angkasa Pura I
The Milestones of PT Angkasa Pura I

56 MERAJUT KONEKTIVITAS DENGAN MENGUTAMAKAN PRINSIP KEBERLANJUTAN

FOSTERING CONNECTIVITY BY PRIORITIZING
THE PRINCIPLE OF SUSTAINABILITY

- 62 Implementasi Rekomendasi TCFD
Implementation of Recommendations
by the Task Force on Climate-Related
Financial Disclosures
- 71 Proses Implementasi ESG PT
Angkasa Pura I
PT Angkasa Pura I ESG Implementation
Process

74 MENDORONG TRANSFORMASI, MENINGKATKAN KINERJA EKONOMI

DRIVING TRANSFORMATION, ENHANCING
ECONOMIC PERFORMANCE

- 76 Nilai Ekonomi
Economic Value
- 80 Penumpang
Passengers
- 87 Penerbangan
Flights
- 90 Kargo
Cargo
- 97 Rantai Pasokan PT Angkasa Pura I
PT Angkasa Pura I Supply Chain
- 98 Kontribusi PT Angkasa Pura I
Terhadap Tingkat Komponen Dalam
Negeri (TKDN)
PT Angkasa Pura I's Contribution
to the Domestic Component Level
(TKDN)
- 99 Pendekatan Terhadap Pajak
Approach to Tax

104 MELESTARIKAN LINGKUNGAN, MELINDUNGI BUMI

PRESERVING THE ENVIRONMENT,
PROTECTING THE EARTH

- 109 Energi**
Energy
- 115 Emisi Gas Rumah Kaca (GRK)**
Greenhouse Gas Emission
- 117 Kualitas Udara Ambien**
Ambient Air Quality
- 119 Kebisingan**
Noise
- 121 Air**
Water
- 123 Limbah dan Efluen**
Waste and Effluent
- 132 Ketidakpatuhan terhadap Undang-Undang dan Peraturan Tentang Lingkungan Hidup**
Non-Compliance with Environmental Laws and Regulations

- 136 Relokasi Masyarakat**
Community Relocation

138 MELIBATKAN KARYAWAN, MENCIPTAKAN SUMBER DAYA MANUSIA UNGGUL

ENGAGING EMPLOYEES, CREATING
EXCELLENCE HUMAN RESOURCES

- 142 Strategi *Human Capital***
Human Capital Strategy
- 144 Keberagaman dan Kesempatan Setara**
Diversity and Equal Opportunity
- 150 Perekrutan Karyawan Baru dan Pergantian Karyawan**
New Employee Recruitment and Employee Turnover
- 154 Hak Karyawan**
Employee Rights
- 159 Pelatihan dan Pendidikan**
Training and Education

170 LINGKUNGAN KERJA YANG SELAMAT DAN AMAN

SAFE AND SECURE WORKING
ENVIRONMENT

- 173 Keselamatan Penerbangan serta Keselamatan dan Kesehatan Kerja**
Aviation Safety and Occupational Safety and Health
- 186 Identifikasi Bahaya, Penilaian Risiko, dan Investigasi Insiden**
Hazard Identification, Risk Assessment, and Incident Investigation
- 194 Kecelakaan Kerja**
Work-Related Injuries
- 200 Manajemen Mutu**
Quality Management
- 204 *Wildlife Strikes***
Wildlife Strikes



206 MELAYANI DENGAN PRIMA, MENINGKATKAN PENGALAMAN PELANGGAN

SERVING WITH EXCELLENCE, ELEVATING
CUSTOMER EXPERIENCE

- 209 Kebijakan Layanan**
Service Policy
- 210 Layanan Pelanggan**
Customer Service
- 217 Pengalaman Pelanggan**
User Experience
- 219 Penanganan Masukan dan Keluhan Pelanggan**
Customer Feedback and Complaint Handling
- 220 Kepuasan Pelanggan**
Customer Satisfaction
- 222 Pengukuran *Airport Service Quality* (ASQ) oleh Airports Council International (ACI)**
Airport Service Quality (ASQ)
Measurement by Airports Council International (ACI)



- 222 Pemasaran dan Informasi Produk
Marketing and Product Information
- 225 Manajemen Keamanan Bandara
Airport Safety Management
- 227 Optimalisasi Kegiatan Operasional
Optimization of Operational Activities

228 MEMBERDAYAKAN MASYARAKAT, MENCiptAKAN DAMPAK SOSIAL POSITIF

EMPOWERING THE COMMUNITY, CREATING
POSITIVE SOCIAL IMPACT

- 231 Tanggung Jawab Sosial dan
Lingkungan (TJSL)
Social and Environmental
Responsibility (TJSL)
- 238 Program Pendanaan PUMK
MSE Funding Program
- 241 Dana dan Penghargaan
Funds and Awards

242 TATA KELOLA KEBERLANJUTAN

SUSTAINABILITY GOVERNANCE

- 244 Struktur Tata Kelola
Governance Structure
- 267 Penerapan Tata Kelola Perusahaan
yang Baik
Implementation of Good Corporate
Governance
- 270 Kode Etik Perusahaan
Code of Conduct
- 275 Kebijakan Antikorupsi dan
Antigratifikasi
Anti-Corruption and Anti-Gratification
Policies
- 273 Sistem Pelaporan Pelanggaran
Whistleblowing System

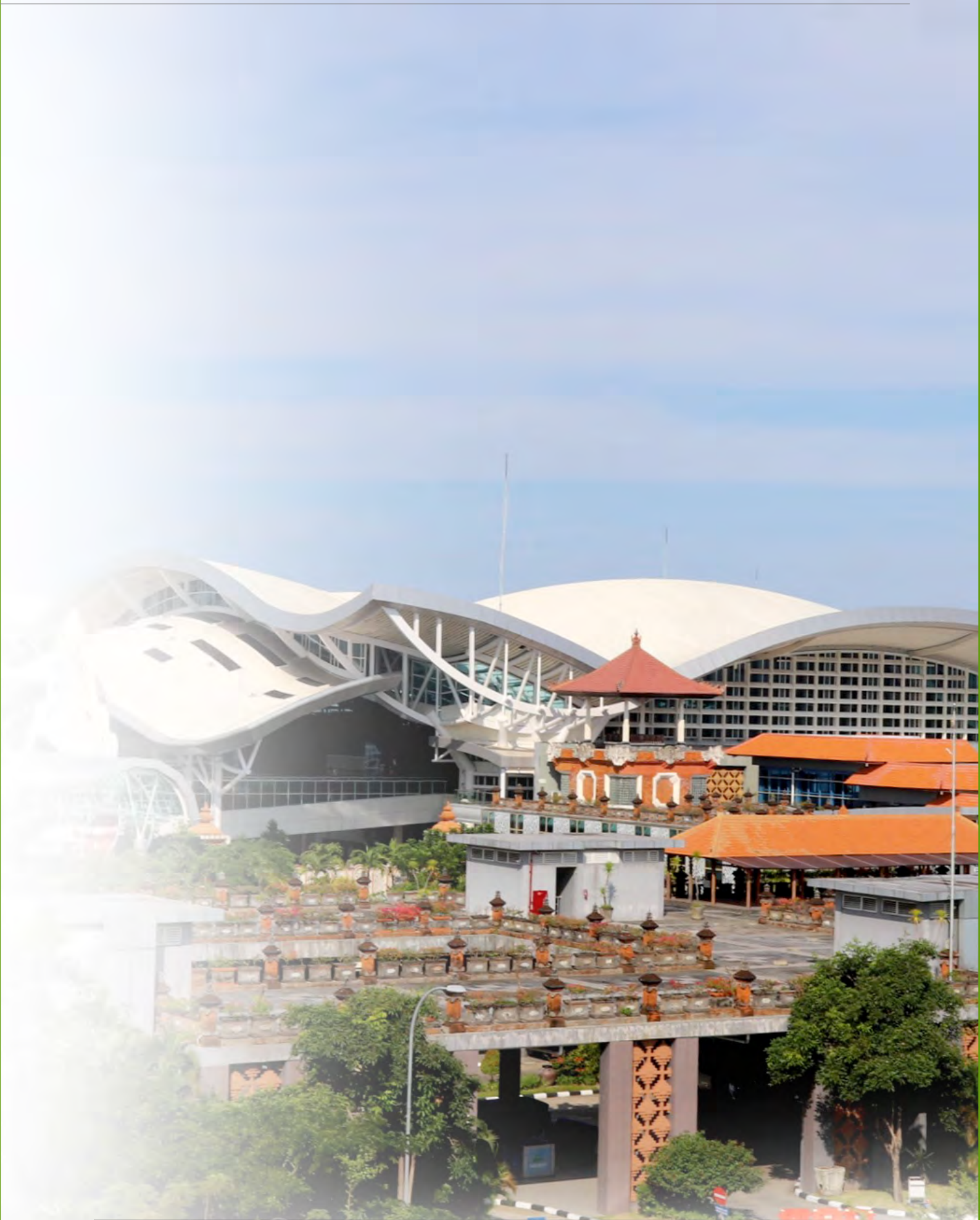
278 TENTANG LAPORAN

ABOUT THE REPORT

- 281 Identifikasi Batasan dan Topik
Material
Identification of Material Topics and
Boundaries
- 286 Pelibatan Pemangku Kepentingan
Stakeholder Engagement
- 289 Tingkat Materialitas
Materiality Level



- 290 Tautan Tujuan Pembangunan Berkelanjutan (TPB/SDG)
dalam Standar GRI
Sustainable Development Goals (SDGs) Links in GRI
Standards
- 302 Indeks Isi Standar GRI
GRI Standard Content Index
- 317 Referensi Otoritas Jasa Keuangan (OJK)
Financial Services Authority Reference
- 325 Lembar Umpan Balik
Feedback Sheet



Ikhtisar Kinerja Keberlanjutan [GRI 2-6] [OJK C.3] [OJK C.3.a]

Sustainability Performance Highlights

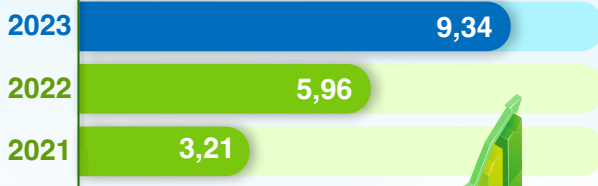
Ekonomi [OJK B.1]

Economics

Pendapatan Usaha

Operating Revenue

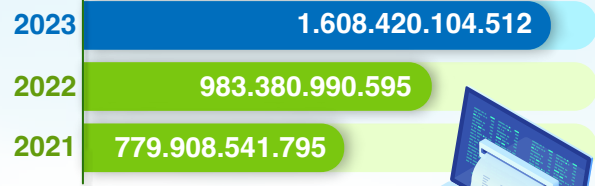
(dalam triliunan Rupiah) | (in trillion Rupiah)



Pembayaran Pajak

Tax Payment

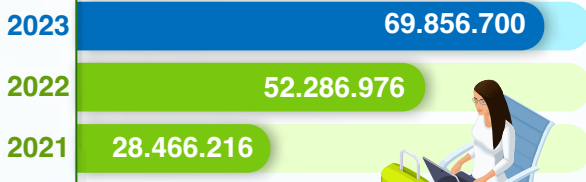
(dalam Rupiah) | (in Rupiah)



Trafik Penumpang

Passenger Movement

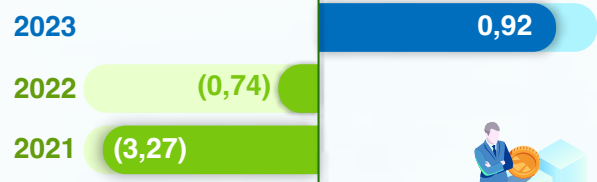
(Pergerakan) | (Movement)



Labar Tahun Berjalan

Current Year Earnings

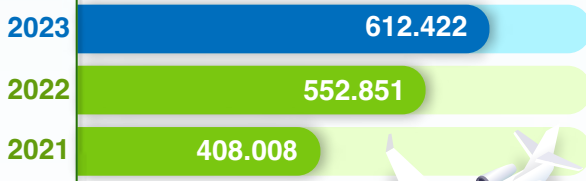
(dalam triliunan Rupiah) | (in trillion Rupiah)



Trafik Pesawat

Aircraft Movement

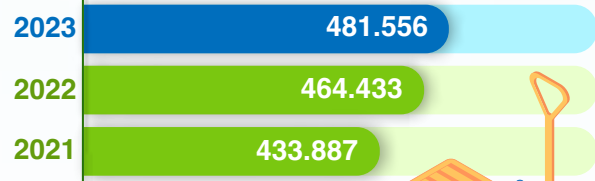
(Pergerakan) | (Movement)



Trafik Kargo

Cargo Movement

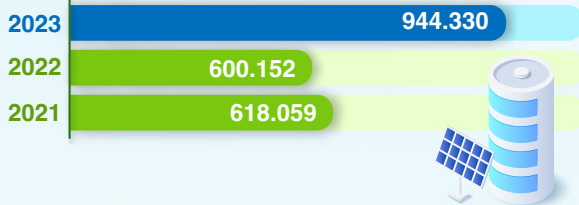
(Ton) | (Ton)



Lingkungan [OJK B.2] Environmental

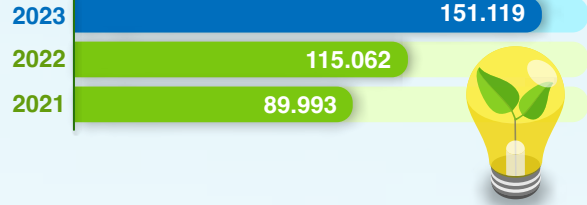
Penggunaan Energi Energy Usage

(GJ) | (GJ)



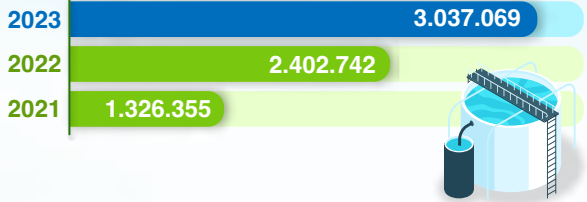
Emisi yang Dihasilkan Emissions Produced

(Ton CO₂ eq)



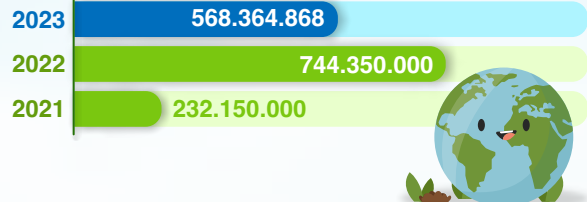
Penggunaan Air Water Usage

(m³)



Dana Pelestarian Lingkungan Environmental Conservation Fund

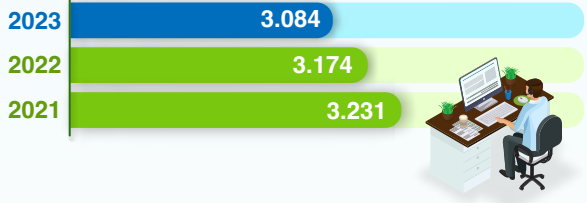
(dalam Rupiah) | (in Rupiah)



Sosial [OJK B.3] Social

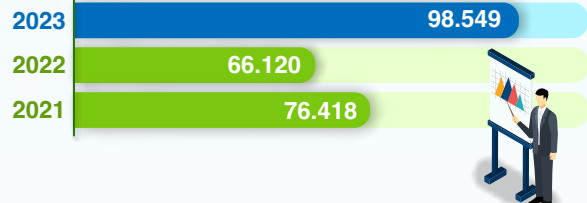
Jumlah Pekerja Number of Workers

(Orang) | (People)



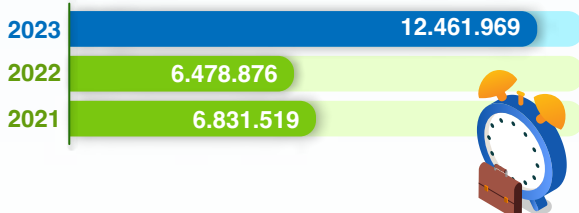
Jam Pelatihan Training Hours

(Jam) | (Hours)



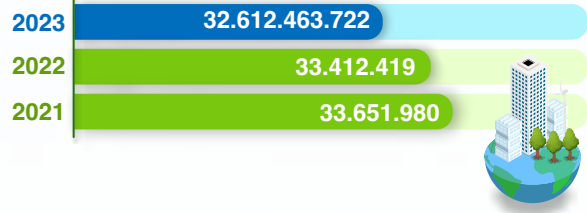
Jam Kerja Aman Safe Working Hours

(Jam) | (Hours)




Dana TJSL dan UMK CSR and UMK Fund

(dalam ribuan Rupiah) | (in thousand Rupiah)



Kilas Peristiwa

Timeline of Events



↙ 11


Januari 2023
January 2023

15 bandara yang dikelola PT Angkasa Pura I melayani sebanyak 52,2 juta pergerakan penumpang pesawat udara sepanjang tahun 2022.

15 airports managed by PT Angkasa Pura I served a total of 52.2 million passenger movements throughout the year 2022.

Januari 2023
January 2023

↘ 31



Penandatanganan nota kesepahaman atau *memorandum of understanding* (MoU) antara PT Angkasa Pura I dengan Jeju Air tentang Pengembangan Pariwisata dan Ekonomi Kreatif melalui pembukaan rute penerbangan strategis.

Signing of a memorandum of understanding (MoU) between PT Angkasa Pura I and Jeju Air regarding the Development of Tourism and Creative Economy through the opening of strategic flight routes.



↙ 9


Maret 2023
March 2023

8 bandara yang dikelola PT Angkasa Pura I meraih 18 penghargaan pada Airport Service Quality (ASQ) Awards 2022 yang diselenggarakan oleh organisasi bandara dunia Airports Council International (ACI).

8 airports managed by PT Angkasa Pura I received 18 awards at the Airport Service Quality (ASQ) Awards 2022 organized by the Airports Council International (ACI).

Maret 2023
March 2023

↘ 10



Pengangkatan kembali Lukman F. Laisa sebagai Direktur Teknik PT Angkasa Pura I oleh Kementerian BUMN dan PT Aviassi Pariwisata Indonesia (Persero) selaku pemegang saham berdasarkan Surat Keputusan Menteri Badan Usaha Milik Negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Nomor SK-048/MBU/03/2023 dan Nomor KEP.INJ.03.03/23/03/2023/A.0049 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Angkasa Pura I.

The reappointment of Lukman F. Laisa as the Technical Director of PT Angkasa Pura I by the Ministry of State-Owned Enterprises and PT Aviassi Pariwisata Indonesia (Persero) as the shareholders based on the Decree of the Minister of State-Owned Enterprises and the President Director of PT Aviassi Pariwisata Indonesia (Persero) Number SK-048/MBU/03/2023 and Number KEP.INJ.03.03/23/03/2023/A.0049 on the Termination and Appointment of Members of the Board of Directors of PT Angkasa Pura I.



11 Maret 2023
March 2023

PT Angkasa Pura I dan PT Jasa Angkasa Semesta resmi bekerja sama mengoperasikan terminal kargo dan pos internasional di Bandara I Gusti Ngurah Rai Bali.

PT Angkasa Pura I and PT Jasa Angkasa Semesta have officially collaborated to operate the international cargo and postal terminal at I Gusti Ngurah Rai Airport Bali.

13 Maret 2023
March 2023



Penandatanganan Perjanjian Kerja Bersama (PKB) 2023-2025 oleh Manajemen PT Angkasa Pura I dengan Serikat Pekerja Angkasa Pura I dan Asosiasi Karyawan Angkasa Pura I disaksikan oleh Menteri Ketenagakerjaan Republik Indonesia.

The signing of the Collective Labor Agreement (PKB) 2023-2025 by the Management of PT Angkasa Pura I with the Angkasa Pura I Workers Union and the Angkasa Pura I Employees Association attended by the Minister of Manpower of the Republic of Indonesia.



14 Maret 2023
March 2023

Penandatanganan nota kesepahaman atau *memorandum of understanding* (MoU) antara PT Angkasa Pura I dengan PT Rusky Aero Indonesia tentang Pemanfaatan Potensi Bisnis Kargo dan Logistik.

Signing of a memorandum of understanding (MoU) between PT Angkasa Pura I and PT Rusky Aero Indonesia regarding the Utilization of Cargo and Logistics Business Potential.

16 Maret 2023
March 2023



Penyerahan Sertifikat Program Kepatuhan Persaingan Usaha dari Komisi Pengawas Persaingan Usaha (KPPU) RI kepada PT Angkasa Pura I.

The awarding of the Business Competition Compliance Program Certificate from the Indonesian Business Competition Supervisory Commission (KPPU) to PT Angkasa Pura I.

20
Maret 2023
March 2023



Penandatanganan nota kesepahaman atau *memorandum of understanding* (MoU) antara PT Angkasa Pura I dan Perum LPPNPI (AirNav Indonesia) tentang Penyelenggaraan Koordinasi Pelayanan Jasa Kebandarudaraan dan Pelayanan Navigasi Penerbangan.

Signing of a memorandum of understanding (MoU) between PT Angkasa Pura I and Perum LPPNPI (AirNav Indonesia) regarding the Coordination of Airport Services and Flight Navigation Services.

27
Maret 2023
March 2023

Penandatanganan Perjanjian Kerja Sama Operasi (KSO) Bandara Doho Kediri antara PT Angkasa Pura I dengan PT Surya Doho Investama.

Signing of the Airport Operation Cooperation Agreement (KSO) for Doho Airport Kediri between PT Angkasa Pura I and PT Surya Doho Investama.



5
Mei 2023
May 2023



Pengangkatan MMA. Indah Prestuty sebagai Direktur Operasi PT Angkasa Pura I oleh Kementerian BUMN dan PT Aviasi Pariwisata Indonesia (Persero) selaku pemegang saham berdasarkan Keputusan Menteri Badan Usaha Milik Negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviasi Pariwisata Indonesia Nomor SK-93/MBU/05/2023 dan Nomor KEP.INJ.01.01/23/05/2023/A.0053 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Angkasa Pura I.

The appointment of MMA. Indah Prestuty as the Operation Director of PT Angkasa Pura I by the Ministry of State-Owned Enterprises and PT Aviasi Pariwisata Indonesia (Persero) as the shareholder based on the Decree of the Minister of State-Owned Enterprises and the President Director of PT Aviasi Pariwisata Indonesia (Persero) Number SK 93/MBU/05/2023 and Number KEP.INJ.01.01/23/05/2023/A.0053 on the Termination and Appointment of Members of the Board of Directors of PT Angkasa Pura I.

12
Mei 2023
May 2023

Penandatanganan nota kesepahaman atau *memorandum of understanding* (MoU) antara PT Angkasa Pura I dengan Pemerintah Provinsi Nusa Tenggara Barat tentang Kerja Sama Pemanfaatan Aset di Area Eks Bandara Selaparang Mataram.

Signing of a memorandum of understanding (MoU) between PT Angkasa Pura I and the Government of West Nusa Tenggara Province regarding the Cooperation in Utilizing Assets in the Former Selaparang Airport Mataram Area.





1

Juni 2023
June 2023

Bandara I Gusti Ngurah Rai Bali resmi melayani operasional penerbangan komersial reguler pesawat terbesar di dunia Airbus A380-800 yang dioperasikan oleh maskapai penerbangan Emirates.

I Gusti Ngurah Rai Airport Bali officially serves regular commercial flights of the world's largest aircraft, the Airbus A380-800, operated by Emirates airline.

Juni 2023
June 2023

26

PT Angkasa Pura I melalui enam bandara yang dikelola berhasil melayani keberangkatan sebanyak 107.222 calon jemaah Haji yang tergabung dalam 282 kelompok terbang (kloter) pada Angkutan Udara Jemaah Haji (Angkutan Haji) Tahun 2023.

PT Angkasa Pura I, through six managed airports, successfully served the departure of 107,222 prospective Hajj pilgrims grouped into 282 flight groups in the 2023 Hajj Pilgrimage Transport.



7

Juli 2023
July 2023

PT Angkasa Pura I berhasil meraih peringkat AA(idn) Outlook Positif dari lembaga pemeringkat kredit internasional Fitch Ratings.

PT Angkasa Pura I has successfully achieved an AA(idn) Outlook Positive rating from the international credit rating agency Fitch Ratings.

Agustus 2023
August 2023

7

Pengangkatan Novie Riyanto sebagai Komisaris Utama PT Angkasa Pura I oleh Kementerian BUMN dan PT Aviassi Pariwisata Indonesia (Persero) selaku pemegang saham berdasarkan Keputusan Menteri Badan Usaha Milik Negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Nomor SK-227/MBU/08/2023 dan Nomor KEP.INJ.03.06/23/08/2023/A.0069 tentang Pemberhentian dan Pengangkatan Anggota-Anggota Dewan Komisaris PT Angkasa Pura I.

The appointment of Novie Riyanto as the President Commissioner of PT Angkasa Pura I by the Ministry of State-Owned Enterprises and PT Aviassi Pariwisata Indonesia (Persero) as the shareholders based on the Decree of the Minister of State-Owned Enterprises and the President Director of PT Aviassi Pariwisata Indonesia (Persero) Number SK-227/MBU/08/2023 and Number KEP.INJ.03.06/23/08/2023/A.0069 on the Termination and Appointment of Members of the Board of Commissioners of PT Angkasa Pura I.





11

Agustus 2023
August 2023

PT Angkasa Pura I menyepakati perjanjian kerja sama dengan Perusahaan KSO PT Angkasa Pura Properti (APP) dan PT Avia Technics Dirgantara (FL Technics Indonesia) atau KSO APP-FLT terkait pembangunan dan pengembangan fasilitas *maintenance, repair, and overhaul* (MRO) di Bandara I Gusti Ngurah Rai Bali.

PT Angkasa Pura I has agreed to a cooperation agreement with the Joint Operation Company PT Angkasa Pura Properti (APP) and PT Avia Technics Dirgantara (FL Technics Indonesia) or KSO APP-FLT regarding the construction and development of maintenance, repair, and overhaul (MRO) facilities at I Gusti Ngurah Rai Airport Bali.

Agustus 2023
August 2023

25

Implementasi Airport Collaborative Decision Making (A-CDM) oleh PT Angkasa Pura I dan *stakeholder* bandara di Bandara I Gusti Ngurah Rai Bali untuk meningkatkan efisiensi operasional penerbangan.

The implementation of Airport Collaborative Decision Making (A-CDM) by PT Angkasa Pura I and airport stakeholders at I Gusti Ngurah Rai Airport Bali to improve flight operational efficiency.



September 2023
September 2023

11-15

PT Angkasa Pura I bersama Airports Council International (ACI) menggelar Airport Excellence (APEX) in Security di Bandara Internasional Yogyakarta Kulon Progo untuk meningkatkan standar keamanan.

PT Angkasa Pura I, together with the Airports Council International (ACI), held the Airport Excellence (APEX) in Security at Yogyakarta International Airport Kulon Progo to enhance security standards.



13

September 2023
September 2023



PT Angkasa Pura I menandatangani nota kesepahaman dengan International Air Transport Association (IATA) tentang Peningkatan Pelayanan dan Operasional di Bandar Udara PT Angkasa Pura I untuk meningkatkan standar pelayanan dan operasional.

PT Angkasa Pura I signed a memorandum of understanding (MoU) with the International Air Transport Association (IATA) regarding Improving Services and Operations at PT Angkasa Pura I's Airport to improve service and operational.



11 September 2023
September 2023

PT Angkasa Pura I bersama dengan Dufry secara resmi mengoperasikan berbagai macam toko ritel dan butik merk ternama di Bandara I Gusti Ngurah Bali.

PT Angkasa Pura I with Dufry officially operate retail shops and well-known brands boutiques at I Gusti Ngurah Rai Airport Bali

September 2023
September 2023 18-22



PT Angkasa Pura I bersama Airports Council International (ACI) menggelar Airport Excellence (APEX) in Security di Bandara Zainuddin Abdul Madjid Lombok untuk meningkatkan standar keamanan.

PT Angkasa Pura I, together with the Airports Council International (ACI), held the Airport Excellence (APEX) in Security at Zainuddin Abdul Madjid Airport Lombok to enhance security standards.



10 Oktober 2023
October 2023

PT Angkasa Pura I bersama dua anak usahanya yaitu PT Angkasa Pura Logistik dan PT Angkasa Pura Hotel bersinergi untuk mendukung penyelenggaraan kejuaraan dunia MotoGP seri Grand Prix of Indonesia 2023 di Sirkuit Mandalika.

PT Angkasa Pura I, along with its two subsidiaries, PT Angkasa Pura Logistik and PT Angkasa Pura Hotel, synergized to support the hosting of the Grand Prix of Indonesia 2023 of the MotoGP World Championship at the Mandalika Circuit.

24 Oktober 2023
October 2023



Pengangkatan Yanindya Bayu Wirawan sebagai Direktur Keuangan dan Manajemen Risiko PT Angkasa Pura I oleh Kementerian BUMN dan PT Aviassi Pariwisata Indonesia (Persero) selaku pemegang saham berdasarkan Surat Keputusan Menteri BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Nomor SK-294/MBU/10/2023 dan Nomor KEP.INJ.01.01/23/10/2023/A.0080 tanggal 24 Oktober 2023 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Angkasa Pura I.

The appointment of Yanindya Bayu Wirawan as the Finance and Risk Management Director of PT Angkasa Pura I by the Ministry of State-Owned Enterprises and PT Aviassi Pariwisata Indonesia (Persero) as the shareholders based on the Decree of the Minister of State-Owned Enterprises and the President Director of PT Aviassi Pariwisata Indonesia (Persero) Number SK-294/MBU/10/2023 and Number KEP.INJ.01.01/23/10/2023/A.0080 dated October 24, 2023, regarding the Termination and Appointment of Members of the Board of Directors of PT Angkasa Pura I.



22

November 2023
November 2023

Groundbreaking pembangunan fasilitas *maintenance, repair, and overhaul* (MRO) di Bandara I Gusti Ngurah Rai Bali yang dikelola oleh PT Angkasa Pura I, oleh Perusahaan KSO PT Angkasa Pura Properti dan PT Avia Technics Dirgantara (FL Technics Indonesia) atau KSO APP-FLT.

Groundbreaking for the construction of *maintenance, repair, and overhaul* (MRO) facilities at I Gusti Ngurah Rai Airport Bali managed by PT Angkasa Pura I, by the Joint Operation Company PT Angkasa Pura Properti and PT Avia Technics Dirgantara (FL Technics Indonesia) or KSO APP-FLT.

Desember 2023
December 2023

1

Bandara I Gusti Ngurah Rai Bali yang dikelola oleh PT Angkasa Pura I untuk pertama kalinya melayani pembukaan rute penerbangan atau *inaugural flight* rute Delhi-Bali-Delhi dari maskapai asal India bentukan Tata Group dan Singapore Airlines, Vistara.

I Gusti Ngurah Rai Airport Bali, managed by PT Angkasa Pura I, served the inaugural flight of the Delhi-Bali-Delhi route by Vistara, an airline jointly owned by India's Tata Group and Singapore Airlines.



1

Desember 2023
December 2023

Bandara Juanda Surabaya yang dikelola PT Angkasa Pura I menjadi bandara pertama yang mengimplementasikan Program Penataan Ekosistem Logistik Nasional atau *National Logistics Ecosystem* (NLE).

Juanda Airport Surabaya, managed by PT Angkasa Pura I, became the first airport to implement the National Logistics Ecosystem (NLE) program.



Desember 2023
December 2023

28



Pengangkatan MMA Indah Preastuty sebagai Direktur Utama PT Angkasa Pura I dan Wahyudi sebagai Direktur Operasi PT Angkasa Pura I oleh Kementerian BUMN dan PT Aviassi Pariwisata Indonesia (Persero) selaku pemegang saham berdasarkan Surat Keputusan Menteri BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Nomor SK-388/MBU/12/2023 dan Nomor KEP.INJ.01.01/23/12/2023/A.0094 tentang Pemberhentian, Perubahan Nomenklatur Jabatan, Pengalihan Tugas, dan Pengangkatan Anggota-Anggota Direksi PT Angkasa Pura I.

Dan pengangkatan Erwan Agus Purwanto sebagai Komisaris Utama PT Angkasa Pura I oleh Kementerian BUMN dan PT Aviassi Pariwisata Indonesia (Persero) selaku pemegang saham berdasarkan Surat Keputusan Menteri BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Nomor SK-389/MBU/12/2023 dan Nomor KEP.INJ.01.01/23/12/2023/A.0095 tentang Pemberhentian dan Pengangkatan Anggota-Anggota Dewan Komisaris PT Angkasa Pura I.

The appointment of MMA Indah Preastuty as the President Director and Wahyudi as the Operation Director of PT Angkasa Pura I by the Ministry of State-Owned Enterprises and PT Aviassi Pariwisata Indonesia (Persero) as the shareholders based on the Decree of the Minister of State-Owned Enterprises and the President Director of PT Aviassi Pariwisata Indonesia (Persero) Number SK-388/MBU/12/2023 and Number KEP.INJ.01.01/23/12/2023/A.0094 on the Termination, Job Title Nomenclature Changes, Task Transfers, and Appointment of Members of the Board of Directors of PT Angkasa Pura I.

And the appointment of Erwan Agus Purwanto as the President Commissioner of PT Angkasa Pura I by the Ministry of State-Owned Enterprises and PT Aviassi Pariwisata Indonesia (Persero) as the shareholders based on the Decree of the Minister of State-Owned Enterprises and the President Director of PT Aviassi Pariwisata Indonesia (Persero) Number SK-389/MBU/12/2023 and Number KEP.INJ.01.01/23/12/2023/A.0095 on the Termination and Appointment of Members of the Board of Commissioners of PT Angkasa Pura I.



Penghargaan Tahun 2023

Awards in 2023

PENGHARGAAN INTERNASIONAL INTERNATIONAL AWARDS

Ajang Penghargaan | Award Event
Airport Service Quality (ASQ) Awards 2023

Penyelenggara/Pemberi | Organizer/Awarding Entity
Airports Council International (ACI)



- Bandara I Gusti Ngurah Rai Bali**
I Gusti Ngurah Rai Airport Bali
 - Best Airport of 15 to 25 Million Passengers in Asia-Pacific
 - Cleanest Airport in Asia-Pacific
- Bandara Juanda Surabaya**
Juanda Airport Surabaya
 - Best Airport of 15 to 25 Million Passengers in Asia-Pacific
- Bandara Sultan Hasanuddin Makassar**
Sultan Hasanuddin Airport Makassar
 - Best Airport of 5 to 15 Million Passengers in Asia-Pacific
 - Airport with the Most Dedicated Staff in Asia-Pacific
 - Easiest Airport Journey in Asia-Pacific
 - Most Enjoyable Airport in Asia-Pacific
 - Cleanest Airport in Asia-Pacific
 - Director General's Roll of Excellence
- Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan**
Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan
 - Best Airport of 5 to 15 Million Passengers in Asia-Pacific
 - Airport with the Most Dedicated Staff in Asia-Pacific
 - Easiest Airport Journey in Asia-Pacific
 - Most Enjoyable Airport in Asia-Pacific
- Bandara Internasional Yogyakarta Kulon Progo**
Yogyakarta Internasional Airport Kulon Progo
 - Best Airport of 5 to 15 Million Passengers in Asia-Pacific
 - Airport with the Most Dedicated Staff in Asia-Pacific
 - Easiest Airport Journey in Asia-Pacific
 - Most Enjoyable Airport in Asia-Pacific
 - Cleanest Airport in Asia-Pacific
- Bandara Jenderal Ahmad Yani Semarang**
Jenderal Ahmad Yani Airport Semarang
 - Best Airport of 2 to 5 Million Passengers in Asia-Pacific
- Bandara Adi Soemarmo Solo**
Adi Soemarmo Airport Solo
 - Best Airport of 2 to 5 Million Passengers in Asia-Pacific
 - Airport with the Most Dedicated Staff in Asia-Pacific
 - Most Enjoyable Airport in Asia-Pacific
 - Cleanest Airport in Asia-Pacific
- Bandara Pattimura Ambon**
Pattimura Airport Ambon
 - Best Airport under 2 Million Passengers in Asia-Pacific

Juni 2023
June 2023

21

Energy Management Insight Award

Bandara I Gusti Ngurah Rai Bali
I Gusti Ngurah Rai Airport Bali

Ajang Penghargaan
Award Event

Energy Management Leadership Awards
2023

Penyelenggara/Pemberi
Organizer/Awarding Entity

The Clean Energy Ministerial



Agustus 2023
August 2023

25

Energy Management in Buildings and Industries - Building - Large Buildings

Bandara I Gusti Ngurah Rai Bali
I Gusti Ngurah Rai Airport Bali

Ajang Penghargaan
Award Event

ASEAN Energy Award 2023

Penyelenggara/Pemberi
Organizer/Awarding Entity

ASEAN Centre for Energy



Oktober 2023
October 2023

19

Kategori Bintang Empat (Gold)

Four Star Category (Gold)

Bandara I Gusti Ngurah Rai Bali
I Gusti Ngurah Rai Airport Bali

Ajang Penghargaan
Award Event

WSO Indonesia Safety Culture Award
(WISCA) 2023

Penyelenggara/Pemberi
Organizer/Awarding Entity

World Safety Organization



November 2023
November 2023

6

Platinum Rating

Angkasa Pura I

Ajang Penghargaan
Award Event

Asia Sustainability Reporting Rating 2023

Penyelenggara/Pemberi
Organizer/Awarding Entity

National Center for Sustainability Reporting



PENGHARGAAN NASIONAL

NATIONAL AWARDS

Maret 2023
March 2023



Perusahaan BUMN Kategori Program Pengembangan UMKM

State-Owned Enterprises Category MSME Development Program

Angkasa Pura I

Ajang Penghargaan

Award Event

Anugerah BUMN 2023 Tahun ke-12
12th SOEs Awards 2023

Penyelenggara/Pemberi

Organizer/Awarding Entity

Majalah BUMN Track

BUMN Track Magazine



April 2023
April 2023



OMNI Customer Experience Strategy

Angkasa Pura I

Ajang Penghargaan

Award Event

Marketeers OMNI Brand of the Year Awards
2023

Penyelenggara/Pemberi

Organizer/Awarding Entity

Marketeers



April 2023
April 2023



Indonesia 50 Most Popular CEO 2023

Faik Fahmi

Direktur Utama PT Angkasa Pura I
President Director of PT Angkasa Pura I

Ajang Penghargaan

Award Event

Indonesia Best CEO Awards 2023

Penyelenggara/Pemberi

Organizer/Awarding Entity

The Economics



Juni 2023
June 2023



Bronze Winner in The Most Promising Company in Branding Campaign

PT Angkasa Pura I

Ajang Penghargaan

Award Event

BUMN Entrepreneurial Marketing Award
(BEMA) 2023

Penyelenggara/Pemberi

Organizer/Awarding Entity

MarkPlus Inc.



Juni 2023
June 2023



Dewi BUMN 2023

MMA. Indah Preastuty

Direktur Operasi PT Angkasa Pura I
Operation Director of PT Angkasa Pura I

Ajang Penghargaan
Award Event

BUMN Entrepreneurial Marketing Award
(BEMA) 2023

Penyelenggara/Pemberi
Organizer/Awarding Entity

MarkPlus Inc.



Juni 2023
June 2023



Pemimpin Terpopuler di Media Pemberitaan Online 2023

Most Popular Leaders in Online News Media 2023

Faik Fahmi

Direktur Utama PT Angkasa Pura I
President Director of PT Angkasa Pura I

Ajang Penghargaan
Award Event

The 1st Indonesia Government
Public Relations Awards (IGA) 2023

Penyelenggara/Pemberi
Organizer/Awarding Entity

HUMAS Indonesia
HUMAS Indonesia



Juni 2023
June 2023



Bendera Emas Sertifikat Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3)

Gold Flag on Occupational Safety and Health Management System Certificate

Bandara Sultan Hasanuddin Makassar
Sultan Hasanuddin Airport Makassar

Ajang Penghargaan
Award Event

Penghargaan Keselamatan dan Kesehatan
Kerja (K3) 2023
Occupational Safety and Health Award 2023

Penyelenggara/Pemberi
Organizer/Awarding Entity

Kementerian Ketenagakerjaan Republik
Indonesia
Ministry of Manpower of the Republic of
Indonesia



Juni 2023
June 2023



Bendera Emas Sertifikat Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3)

Gold Flag on Occupational Safety and Health Management System Certificate

Bandara Sam Ratulangi Manado
Sam Ratulangi Airport Manado

Ajang Penghargaan
Award Event

Penghargaan Keselamatan dan Kesehatan
Kerja (K3) 2023
Occupational Safety and Health Award 2023

Penyelenggara/Pemberi
Organizer/Awarding Entity

Kementerian Ketenagakerjaan Republik
Indonesia
Ministry of Manpower of the Republic of
Indonesia



Juni 2023
June 2023



Bendera Emas Sertifikat Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3)

Gold Flag on Occupational Safety and Health Management System Certificate

Bandara Zainuddin Abdul Madjid Lombok
Zainuddin Abdul Madjid Airport Lombok

Ajang Penghargaan
Award Event

Penghargaan Keselamatan dan Kesehatan Kerja (K3) 2023
Occupational Safety and Health Award 2023

Penyelenggara/Pemberi
Organizer/Awarding Entity

Kementerian Ketenagakerjaan Republik Indonesia
Ministry of Manpower of the Republic of Indonesia



Juni 2023
June 2023



Zero Accident Award

Bandara I Gusti Ngurah Rai Bali
I Gusti Ngurah Rai Airport Bali

Ajang Penghargaan
Award Event

Penghargaan Keselamatan dan Kesehatan Kerja (K3) 2023
Occupational Safety and Health Award 2023

Penyelenggara/Pemberi
Organizer/Awarding Entity

Kementerian Ketenagakerjaan Republik Indonesia
Ministry of Manpower of the Republic of Indonesia



Juni 2023
June 2023



Zero Accident Award

Bandara Sultan Hasanuddin Makassar
Sultan Hasanuddin Airport Makassar

Ajang Penghargaan
Award Event

Penghargaan Keselamatan dan Kesehatan Kerja (K3) 2023
Occupational Safety and Health Award 2023

Penyelenggara/Pemberi
Organizer/Awarding Entity

Kementerian Ketenagakerjaan Republik Indonesia
Ministry of Manpower of the Republic of Indonesia



Juni 2023
June 2023



Zero Accident Award

Bandara Sultan Aji Muhammad Sulaiman Sepinggang Balikpapan
Sultan Aji Muhammad Sulaiman Sepinggang Airport Balikpapan

Ajang Penghargaan
Award Event

Penghargaan Keselamatan dan Kesehatan Kerja (K3) 2023
Occupational Safety and Health Award 2023

Penyelenggara/Pemberi
Organizer/Awarding Entity

Kementerian Ketenagakerjaan Republik Indonesia
Ministry of Manpower of the Republic of Indonesia



Juni 2023
June 2023



Zero Accident Award

Bandara Zainuddin Abdul Madjid Lombok
Zainuddin Abdul Madjid Airport Lombok

Ajang Penghargaan
Award Event

Penghargaan Keselamatan dan Kesehatan
Kerja (K3) 2023
Occupational Safety and Health Award 2023

Penyelenggara/Pemberi
Organizer/Awarding Entity

Kementerian Ketenagakerjaan Republik
Indonesia
Ministry of Manpower of the Republic of
Indonesia



Juni 2023
June 2023



Zero Accident Award

Bandara Adi Soemarmo Solo
Adi Soemarmo Airport Solo

Ajang Penghargaan
Award Event

Penghargaan Keselamatan dan Kesehatan
Kerja (K3) 2023
Occupational Safety and Health Award 2023

Penyelenggara/Pemberi
Organizer/Awarding Entity

Kementerian Ketenagakerjaan Republik
Indonesia
Ministry of Manpower of the Republic of
Indonesia



Juni 2023
June 2023



Zero Accident Award

Bandara Adisutjipto Yogyakarta
Adisutjipto Airport Yogyakarta

Ajang Penghargaan
Award Event

Penghargaan Keselamatan dan Kesehatan
Kerja (K3) 2023
Occupational Safety and Health Award 2023

Penyelenggara/Pemberi
Organizer/Awarding Entity

Kementerian Ketenagakerjaan Republik
Indonesia
Ministry of Manpower of the Republic of
Indonesia



Juni 2023
June 2023



Penghargaan Program Pencegahan dan Penanggulangan HIV/ AIDS (P2HIV/AIDS)

HIV/AIDS Prevention and Control Program Award

Bandara I Gusti Ngurah Rai Bali
I Gusti Ngurah Rai Airport Bali

Ajang Penghargaan
Award Event

Penghargaan Keselamatan dan Kesehatan
Kerja (K3) 2023
Occupational Safety and Health Award 2023

Penyelenggara/Pemberi
Organizer/Awarding Entity

Kementerian Ketenagakerjaan Republik
Indonesia
Ministry of Manpower of the Republic of
Indonesia



Juni 2023
June 2023



Penghargaan Program Pencegahan dan Penanggulangan Covid-19 (P2COVID)

Covid-19 Prevention and Control Program Award

Bandara I Gusti Ngurah Rai Bali
I Gusti Ngurah Rai Airport Bali

Ajang Penghargaan
Award Event

Penghargaan Keselamatan dan Kesehatan Kerja (K3) 2023
Occupational Safety and Health Award 2023

Penyelenggara/Pemberi
Organizer/Awarding Entity

Kementerian Ketenagakerjaan Republik Indonesia
Ministry of Manpower of the Republic of Indonesia



Juni 2023
June 2023



Penghargaan Program Pencegahan dan Penanggulangan Covid-19 (P2COVID)

Covid-19 Prevention and Control Program Award

Bandara Zainuddin Abdul Madjid Lombok
Zainuddin Abdul Madjid Airport Lombok

Ajang Penghargaan
Award Event

Penghargaan Keselamatan dan Kesehatan Kerja (K3) 2023
Occupational Safety and Health Award 2023

Penyelenggara/Pemberi
Organizer/Awarding Entity

Kementerian Ketenagakerjaan Republik Indonesia
Ministry of Manpower of the Republic of Indonesia



Juli 2023
July 2023



Penghargaan Nasional CSR SDGs

National CSR SDGs Award

PT Angkasa Pura I

Ajang Penghargaan
Award Event

Nusantara CSR Awards 2023

Penyelenggara/Pemberi
Organizer/Awarding Entity

La Tofi School of Social Responsibility



September 2023
September 2023



Anugerah Utama Kategori Internal

Main Award, Internal Category

PT Angkasa Pura I

Ajang Penghargaan
Award Event

IDX Channel Anugerah Inovasi Indonesia 2023
IDX Channel Innovation Award Indonesia 2023

Penyelenggara/Pemberi
Organizer/Awarding Entity

IDX Channel



September 2023
September 2023



Predikat Gold untuk The Best Contact Center Operations

Gold Predicate for The Best Contact Center Operations

PT Angkasa Pura I

Ajang Penghargaan

Award Event

The Best Contact Center Indonesia 2023

Penyelenggara/Pemberi

Organizer/Awarding Entity

Indonesia Contact Center Association



September 2023
September 2023



Predikat Silver untuk The Best Customer Experience

Silver Predicate for The Best Customer Experience

PT Angkasa Pura I

Ajang Penghargaan

Award Event

The Best Contact Center Indonesia 2023

Penyelenggara/Pemberi

Organizer/Awarding Entity

Indonesia Contact Center Association



September 2023
September 2023



Predikat Platinum untuk The Best Back Office

Platinum Predicate for The Best Back Office

Caesarani Lina Dwi Setyaning

Ajang Penghargaan

Award Event

The Best Contact Center Indonesia 2023

Penyelenggara/Pemberi

Organizer/Awarding Entity

Indonesia Contact Center Association



September 2023
September 2023



Predikat Gold untuk The Best Agent English Public

Gold Predicate for The Best Agent English Public

Chintika Yulitasari

Ajang Penghargaan

Award Event

The Best Contact Center Indonesia 2023

Penyelenggara/Pemberi

Organizer/Awarding Entity

Indonesia Contact Center Association



September 2023
September 2023

29

Peringkat 1 Kategori Manajemen Energi di Bangunan Gedung dan Industri

1st Ranking in the Energy Management Category in Buildings and Industry

Bandara Internasional Yogyakarta Kulon Progo Yogyakarta International Airport Kulon Progo

Ajang Penghargaan
Award Event

Penghargaan Subroto Bidang Efisiensi Energi Tahun 2023
Subroto Award for Energy Efficiency 2023

Penyelenggara/Pemberi
Organizer/Awarding Entity

Kementerian Energi dan Sumber Daya Mineral Republik Indonesia
Ministry of Energy and Mineral Resources of the Republic of Indonesia



November 2023
November 2023

3

Bandara Terbaik Versi CSI 2023

CSI Best Airport 2023

Bandara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali

Ajang Penghargaan
Award Event

Penghargaan Bandara Terbaik Versi CSI 2023
CSI Best Airport Award 2023

Penyelenggara/Pemberi
Organizer/Awarding Entity

Indonesia National Air Carriers Association (INACA)



November 2023
November 2023

3

Bandara Terbaik Versi CSI 2023

CSI Best Airport 2023

Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan

Ajang Penghargaan
Award Event

Penghargaan Bandara Terbaik Versi CSI 2023
CSI Best Airport Award 2023

Penyelenggara/Pemberi
Organizer/Awarding Entity

Indonesia National Air Carriers Association (INACA)



November 2023
November 2023

3

Bandara Terbaik Versi CSI 2023

CSI Best Airport 2023

Bandara Syamsudin Noor Banjarmasin Syamsudin Noor Airport Banjarmasin

Ajang Penghargaan
Award Event

Penghargaan Bandara Terbaik Versi CSI 2023
CSI Best Airport Award 2023

Penyelenggara/Pemberi
Organizer/Awarding Entity

Indonesia National Air Carriers Association (INACA)



November 2023
November 2023

22

Bandara Terbaik dalam Pemantauan dan Evaluasi Kinerja Penyelenggaraan Pelayanan Publik Tahun 2023

Best Airport in Monitoring and Evaluation of Public Service Delivery Performance in 2023

Bandara I Gusti Ngurah Rai Bali
I Gusti Ngurah Rai Airport Bali

Ajang Penghargaan
Award Event

Penghargaan Pelayanan
Publik Tahun 2023
Public Service Award
2023

Penyelenggara/Pemberi
Organizer/Awarding Entity

Kementerian Pendayagunaan Aparatur Negara
dan Reformasi Birokrasi Republik Indonesia
Ministry of State Apparatus Empowerment and
Bureaucratic Reform of the Republic of Indonesia



Desember 2023
December 2023

1

Predikat Leadership A

Predicate Leadership A

PT Angkasa Pura I

Ajang Penghargaan
Award Event

ESG Disclosure Transparency
Awards 2023

Penyelenggara/Pemberi
Organizer/Awarding Entity

Bumi Global Karbon (BGK)
Foundation



Desember 2023
December 2023

8

BUMN CSR Award Ke-VI Provinsi Bali Tahun 2023

4th BUMN CSR Award for Bali Province in 2023

Bandara I Gusti Ngurah Rai Bali
I Gusti Ngurah Rai Airport Bali

Ajang Penghargaan
Award Event

Bali CSR Award

Penyelenggara/Pemberi
Organizer/Awarding Entity

Dewan Perwakilan Daerah RI Provinsi Bali
Bali Province Regional Representative Council of the Republic
of Indonesia



Desember 2023
December 2023

11

Peran dan Partisipasi dalam Kegiatan Forum Tanggung Jawab Sosial Perusahaan (TJSP) di Kabupaten Badung Tahun 2023

Role and Participation in Corporate Social Responsibility Forum Activities in Badung Regency in 2023

Bandara I Gusti Ngurah Rai Bali
I Gusti Ngurah Rai Airport Bali

Ajang Penghargaan
Award Event

Forum Tanggung Jawab Sosial Perusahaan (TJSP)
Corporate Social Responsibility Forum

Penyelenggara/Pemberi
Organizer/Awarding Entity

Pemerintah Kabupaten Badung Bali
Badung Regency Government, Bali





Pemetaan Tujuan Pembangunan Berkelanjutan (TPB/SDGs)

Sustainable Development Goals Mapping (TPB/SDGs)

TPB SDGs	Tujuan Goals	Kinerja Performance
	<p>Menghapus Kemiskinan No Poverty</p>	<ul style="list-style-type: none"> Menyediakan lapangan kerja untuk 3.084 karyawan; Mendukung ekonomi nasional melalui layanan kebandaraan bagi 69,8 juta penumpang; Mendukung kelancaran usaha dan transportasi barang melalui pengangkutan kargo sebanyak 481.556 ton; dan Mendukung pengembangan usaha nasional melalui kemitraan dengan 3.636 penyedia barang dan jasa; Providing job opportunities for 3,084 employees; Supporting the national economy through airport services for 69.8 million passengers; Facilitating business operations and goods transportation through the shipment of 481,556 tons of cargo; and Supporting national business development through partnerships with 3,636 providers of goods and services.
	<p>Mengakhiri Kelaparan Zero Hunger</p>	<ul style="list-style-type: none"> Memberikan dana bantuan bencana alam sebesar Rp102.588.400; dan Membagikan sembako gratis senilai Rp1.330.263.802. Providing natural disaster relief funds amounting to Rp102,588,400; and Distributing free staple food packages worth Rp1,330,263,802.
	<p>Kesehatan yang Baik dan Kesejahteraan Good Health and Well-Being</p>	<ul style="list-style-type: none"> Tiga bandara PT Angkasa Pura I meraih Penghargaan Bendera Emas Sertifikat Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3); PT Angkasa Pura I berhasil melebihi target implementasi keselamatan dengan capaian rata-rata 91,38% pada penerapan PP 50 Tahun 2012 dan 71,20% untuk penerapan KP 622 Tahun 2015; Menyediakan layanan kesehatan karyawan melalui penyelenggaraan layanan klinik satelit dan pemeriksaan kesehatan rutin; Menyediakan layanan bagi para difabel dan ruang multi sensor bagi para penyandang autisme di ruang tunggu bandara sebagai wujud komitmen memberikan layanan yang setara bagi semua pengguna bandara; Menyediakan pelayanan kesehatan keliling dan bantuan kesehatan sebesar Rp1.074.001.966. Three airports managed by PT Angkasa Pura I achieved the Gold Flag Awards for the Occupational Health and Safety Management System (OHSMS) Certification. PT Angkasa Pura I exceeded safety implementation targets with an average achievement of 91.38% for the implementation of PP 50 Year 2012 and 71.20% for the implementation of KP 622 Year 2015. Providing healthcare services for employees through satellite clinic services and regular health check-ups. Providing services for people with disabilities and multi-sensory rooms for autistic individuals in airport's boarding room as a commitment to providing equal services for all airport users. Providing mobile health services and health assistance totaling Rp1,074,001,966.

TPB SDGs	Tujuan Goals	Kinerja Performance
	Pendidikan Bermutu Quality Education	<ul style="list-style-type: none"> • Memberikan pelatihan dengan total peserta sebanyak 17.360 pegawai dan rata-rata jam pelatihan per karyawan sebanyak 98.549 jam; • Menyelenggarakan berbagai pelatihan untuk membekali karyawan dengan berbagai keterampilan dan persiapan psikologis dalam menghadapi masa pensiun; • Memberi Beasiswa D-3 Kebandarudaraan dengan total realisasi dana selama tahun 2023 sebesar Rp1.413.063.809. • Mencapai <i>talent female</i> dari total pegawai yaitu 12,62% • Providing training with a total of 17,360 participants and an average training hours per employee of 98.549 hours; • Conducting various training sessions to equip employees with various skills and psychological preparations for retirement; • Providing Diploma III scholarships on Aviation with a total realized fund in 2023 of Rp1,413,063,809. • Achieving a female talent ratio of 12.62% out of the total workforce.
	Kesetaraan Gender Gender Equality	<ul style="list-style-type: none"> • Memberi lapangan kerja bagi 806 perempuan; • Mendorong keberadaan perempuan di industri kebandarudaraan melalui kolaborasi dalam kegiatan <i>Srikandi Goes To Campus</i> (SGTC). • Providing job opportunities for 806 women; • Promoting the presence of women in the aviation industry through collaboration in activities such as <i>Srikandi Goes To Campus</i> (SGTC).
	Akses Air Bersih dan Sanitasi Clean Water and Sanitation	<ul style="list-style-type: none"> • Menggunakan air daur ulang air bersih sebanyak 66.106 m3; • Pengelolaan air bersih menggunakan Instalasi Pengolahan Air (IPA), tampungan sumur dalam, <i>reverse osmosis</i> air payau, dan pemanenan air hujan yang ditampung dalam <i>ground water tank</i> (GWT). • Utilizing 66,106 m3 of recycled water; • Managing clean water through Water Treatment Plants, deep well reservoirs, reverse osmosis for brackish water, and rainwater harvesting stored in ground water tanks.
	Energi Bersih dan Terjangkau Affordable and Clean Energy	<ul style="list-style-type: none"> • Sertifikasi Sistem Manajemen Energi ISO 50001:2018 yang diraih oleh Bandara I Gusti Ngurah Rai Bali; • PT Angkasa Pura I meraih Penghargaan Subroto Bidang Efisiensi Energi (PSBE) 2023 untuk Bandara Internasional Yogyakarta Kulon Progo atas upaya konservasi energi dan pelestarian lingkungan yang telah diterapkan; • Pengoperasian pembangkit listrik tenaga surya (PLTS) di Bandara I Gusti Ngurah Rai Bali dan Bandara Jenderal Ahmad Yani Semarang. • Melakukan kampanye <i>Earth Hour</i> secara rutin di masing-masing bandara. • I Gusti Ngurah Rai Airport Bali obtained ISO 50001:2018 Energy Management System certification; • PT Angkasa Pura I received the 2023 Subroto Award for Energy Efficiency for Yogyakarta International Airport Kulon Progo for the efforts in energy conservation and environmental preservation; • Operation of solar power plants (PLTS) at I Gusti Ngurah Rai Airport Bali and Jenderal Ahmad Yani Airport Semarang. • Regularly conducting Earth Hour campaigns at each airport.

TPB SDGs	Tujuan Goals	Kinerja Performance
	<p>Pekerjaan Layak dan Pertumbuhan Ekonomi Decent Work and Economic Growth</p>	<ul style="list-style-type: none"> • Mencatatkan jam kerja aman sebanyak 12.461.969 jam pada tahun 2023; • Memberikan hak dan kebebasan karyawan untuk berserikat melalui serikat pekerja yang ada, yaitu Serikat Pekerja Angkasa Pura I (SP) dan Asosiasi Karyawan Angkasa Pura I (AKA) serta Lembaga Kerjasama Bipartit (LKS Bipartit). • Menjunjung tinggi Hak Asasi Manusia (HAM) dengan tidak mempekerjakan anak di bawah umur dan tidak ada insiden kerja paksa; • Mengembangkan mitra UMKM, UMK, dan lembaga penyalur dengan jumlah mitra 14.845 UMKM dan total pinjaman sebesar Rp483.046.749.655; • Memberikan bantuan pinjaman lunak kepada 14.845 mitra; • Mengadakan pelatihan dan pengembangan mitra binaan, yang diikuti 81 mitra; dan • Pembangunan tempat wisata di kawasan wisata Gunung Kars Rammang-Rammang dengan total biaya Rp25.000.000. • Recorded 12,461,969 safe working hours in 2023; • Granting rights and freedoms for employees to unionize through existing labor unions, namely Angkasa Pura I Labour Union (SP) and Angkasa Pura I Employee Association (AKA), as well as Bipartite Cooperation Institutions (LKS Bipartit). • Upholding Human Rights by not employing underage children and having no incidents of forced labor; • Helping improve the competence of MSMEs, MSEs, and distribution institutions with total number of 14,845 fostered partners and a total loan amount of Rp483,046,749,655; • Providing soft loan to 14,845 partners; • Conducting training and development for fostered partners, involving 81 partners; and • Developing tourist attractions in Mount Kars Rammang-Rammang tourist area with a total cost of Rp25,000,000.
	<p>Infrastruktur, Industri, dan Inovasi Industry, Innovation, and Infrastructure</p>	<ul style="list-style-type: none"> • Mendapatkan sertifikasi <i>GreenShip Building</i> predikat <i>Gold</i> untuk Bandara Internasional Yogyakarta Kulon Progo dan Bandara Jenderal Ahmad Yani Semarang. • Obtaining Gold-level GreenShip Building certification for Yogyakarta International Airport Kulon Progo and Jenderal Ahmad Yani Airport Semarang
	<p>Mengurangi Ketimpangan Reduced Inequalities</p>	<ul style="list-style-type: none"> • Menerapkan keadilan dan inklusivitas dalam semua aspek operasional, mulai dari rekrutmen, remunerasi, pelatihan, dan aspek lainnya; • Pembayaran pajak pada pemerintah sebesar Rp1.608.420.104.512. • Implementing fairness and inclusivity in all operational aspects, from recruitment, remuneration, training, and other aspects; • Tax payments to the government totaling Rp1,608,420.104,512.
	<p>Kota dan Komunitas yang Berkelanjutan Sustainable Cities and Communities</p>	<ul style="list-style-type: none"> • Mengembangkan intermodalitas (angkutan umum) menuju bandara untuk mengurangi emisi akibat kendaraan pribadi. • Developing intermodality (public transport) to airports to reduce emissions from private vehicles;
	<p>Konsumsi dan Produksi yang Bertanggung Jawab Responsible Consumption and Production</p>	<ul style="list-style-type: none"> • Sertifikasi Sistem Manajemen Energi ISO 50001:2018 diperoleh Bandara I Gusti Ngurah Rai Bali. • Mengurangi penggunaan kertas dengan memanfaatkan teknologi dalam kegiatan operasional; • Melakukan pengelolaan sampah yang melibatkan daur ulang, komposting, dan kerjasama dengan bank sampah, serta penerapan <i>waste management</i> di Bandara Jenderal Ahmad Yani Semarang, Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan, Bandara Adi Soemarmo Solo, Bandara Internasional Yogyakarta Kulon Progo, dan Bandara Sam Ratulangi Manado. • I Gusti Ngurah Rai Bali Airport obtained ISO 50001:2018 Energy Management System certification. • Reducing paper usage by leveraging technology in operational activities. • Implementing waste management involving recycling, composting, and collaborating with waste banks, as well as waste management implementation at Ahmad Yani Airport Semarang, Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan, Adi Soemarmo Airport Solo, Yogyakarta International Airport Kulon Progo, and Sam Ratulangi Airport Manado.

TPB SDGs	Tujuan Goals	Kinerja Performance
	<p>Penanganan Perubahan Iklim Climate Action</p>	<ul style="list-style-type: none"> • Memetakan risiko dan potensi terkait perubahan iklim menggunakan kerangka <i>Task Force on Climate-Related Financial Disclosures</i> (TCFD); • Mewujudkan bandara berwawasan lingkungan dan melakukan pencegahan pencemaran lingkungan melalui program <i>green building</i>, <i>green procurement</i>, <i>green processes</i>, konsep <i>reduce, reuse, recycle</i> (3R), <i>habitat management</i>, konservasi energi, serta penerapan <i>eco airport</i>. • Mapping risks and potentials related to climate change using the Task Force on Climate-Related Financial Disclosures (TCFD) framework. • Creating environmentally conscious airports and preventing environmental pollution through the implementation of green building, green procurement, green process, reduce, reuse, recycle (3R) concept, habitat management, energy conservation program, as well as the implementation of eco airport.
	<p>Menjaga Ekosistem Laut Life Below Water</p>	<ul style="list-style-type: none"> • Penanaman pohon mangrove untuk mencegah abrasi di Bandara Sam Ratulangi Manado dan Bandara I Gusti Ngurah Rai Bali, dengan total bantuan yang diberikan sebesar Rp286.356.868; dan • Program transplantasi terumbu karang dengan total biaya sebesar Rp26.743.000. • Planting mangrove trees to prevent erosion at Sam Ratulangi Airport Manado and I Gusti Ngurah Rai Airport Bali, with total total assistance provided was Rp286,356,868; and • Coral transplantation program with a total cost of Rp26,743,000.
	<p>Menjaga Ekosistem Darat Life on Land</p>	<ul style="list-style-type: none"> • Menanam kurang lebih 350 bibit pohon dan melakukan aksi bersih-bersih di Hutan Kota Kemayoran; • Bekerjasama dengan Balai Besar Konservasi Sumber Daya Alam (BBKSDA) untuk mengendalikan dan mengawasi peredaran tumbuhan dan satwa liar di Bandara Sentani Jayapura, Bandara Jenderal Ahmad Yani Semarang, dan Bandara Juanda Surabaya; • Berkolaborasi dengan Sahabat Bekantan Indonesia untuk melindungi satwa endemik dan dilindungi. • Planting approximately 350 tree seedlings and conducting cleanup activities in the Kemayoran Urban Forest; • Collaborating with the Natural Resources Conservation Center (BBKSDA) to control and monitor the circulation of plants and wildlife at Sentani Airport Jayapura, Jenderal Ahmad Yani Airport Semarang, and Juanda Airport Surabaya. • Collaborating with Sahabat Bekantan Indonesia to protect endemic and protected wildlife.
	<p>Perdamaian, Keadilan, dan Kelembagaan yang Kuat Peace, Justice and Institutions</p>	<ul style="list-style-type: none"> • Melaksanakan Program Pengendalian Gratifikasi (PPG) sebagai upaya memastikan tata kelola perusahaan yang baik dan mencegah tindak korupsi. • Implementing the Gratuity Control Program as an effort to ensure good corporate governance and prevent corruption;
	<p>Kemitraan untuk Mencapai Tujuan Partnerships for the Goals</p>	<ul style="list-style-type: none"> • Menjadi anggota Airports Council International (ACI) dan Indonesian National Air Carriers Association (INACA); • Menandatangani nota kesepahaman dengan World Resources Institute (WRI) untuk melakukan kajian terkait pelestarian lingkungan hidup; • Bekerja sama dengan pemerintah daerah dalam pengembangan wisata, UMKM, dan berbagai fasilitas lokal. • Becoming a member of the Airports Council International (ACI) and Indonesian National Air Carriers Association (INACA); • Signing an memorandum of understanding (MoU) with the World Resources Institute (WRI) to conduct studies related to environmental conservation. • Collaborating with local governments in tourism development, MSMEs, and various local facilities.



Sambutan Direksi [GRI 2-22] [OJK D.1]

Message from the Board of Directors



MMA. Indah Preastuty

Direktur Utama | President Director



Para pemangku kepentingan yang terhormat,

Kami panjatkan puji syukur ke hadirat Tuhan Yang Maha Kuasa yang telah memberikan rahmat dan keberkahan-Nya sehingga PT Angkasa Pura I mampu melalui tahun 2023 dengan capaian kinerja terbaik. Kami berbahagia menyambut perilisian Laporan Keberlanjutan PT Angkasa Pura I edisi tahun 2023. Perilisian Laporan Keberlanjutan 2023 ini adalah momen bagi kami untuk terus mendukung inisiatif keberlanjutan PT Angkasa Pura I secara berkesinambungan.

Dengan berbagai tantangan yang muncul di tahun 2023, kami mengucapkan rasa terima kasih kepada para pemangku kepentingan yang telah memberikan dukungan dalam proses pengungkapan Laporan Keberlanjutan 2023. Laporan ini merupakan bentuk tanggung jawab perusahaan dalam memberikan gambaran kinerja dan prestasinya selama setahun terakhir di bidang ekonomi, lingkungan, dan sosial; pemaparan strategi keberlanjutan yang diterapkan; serta pemaparan program keberlanjutan dalam memenuhi aspek lingkungan, sosial, dan tata kelola (LST).

Tahun 2023 merupakan tahun yang dinamis dengan banyak perubahan terutama di bidang kebandarudaraan. Melalui upaya pemulihan global pascapandemi Covid-19 yang terus berlangsung, PT Angkasa Pura I selalu berupaya untuk beradaptasi dengan cepat dalam menghadapi berbagai risiko dan ketidakpastian. Tantangan yang ada tidak menghentikan usaha perusahaan untuk terus memberikan kinerja optimal. Perusahaan turut berkomitmen untuk menjalankan bisnis dan budaya yang berkelanjutan. Melalui perancangan strategi bisnis, perusahaan dapat menangkap peluang-peluang baru guna meningkatkan kinerja perusahaan. [OJK E.5]

Dear shareholder,

We thank the Almighty God for bestowing His grace and blessings on PT Angkasa Pura I, allowing it to achieve the highest performance levels in 2023. We are pleased to announce the release of the 2023 edition of the PT Angkasa Pura I Sustainability Report. The publishing of the 2023 Sustainability Report represents an opportunity for us to continue to support PT Angkasa Pura I's sustainability objectives on an ongoing basis.

With the different obstacles that arose in 2023, we would like to thank the stakeholders that assisted in the process of releasing the 2023 Sustainability Report. This report serves as a form of corporate responsibility by providing an overview of the company's performance and achievements in the economic, environmental, and social fields over the previous year; exposure of implemented sustainability strategies; and exposure of sustainability programs that meet environmental, social, and governance (ESG) criteria.

2023 is a lively year with numerous developments, particularly in the airport industry. Through global recovery efforts following the ongoing Covid-19 pandemic, PT Angkasa Pura I has always strived to react fast in the face of diverse dangers and uncertainty. The current obstacles do not deter the company's attempts to continue providing excellent performance. The company is also devoted to maintaining a sustainable business and culture. Designing business strategy allows the corporation to seize new chances for improving performance. [OJK E.5]

Kebijakan dan Strategi Keberlanjutan [OJK A.1, E.3]

Sustainability Policy and Strategy

Berlandaskan kinerja perusahaan yang mempraktikkan prinsip-prinsip keberlanjutan, PT Angkasa Pura I siap menghadapi tantangan perubahan iklim dan berkomitmen untuk memenuhi aspek ekonomi, lingkungan, dan sosial. Sebagai entitas yang berfokus pada pelayanan jasa kebandarudaraan, PT Angkasa Pura I berkomitmen untuk senantiasa mengintegrasikan nilai-nilai keberlanjutan dalam pengembangan bisnisnya. Perwujudan komitmen terlihat jelas melalui pembangunan bandara-bandara yang ramah lingkungan dan selaras dengan nilai-nilai PT Angkasa Pura I, yakni "AKHLAK", yang merupakan singkatan dari Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif. Nilai-nilai utama tersebut sesuai dengan Surat Keputusan Direksi Nomor KEP. DU.172/HK.01.01/2020 tentang Nilai-Nilai Utama (*Core Values*) di PT Angkasa Pura I.

PT Angkasa Pura I memformulasikan strategi keberlanjutan dengan fokus pada implementasi nilai-nilai keberlanjutan dalam mengelola aspek LST. Untuk mendukung strategi tersebut, perusahaan memberikan perhatian khusus terhadap aspek 3P (*profit, people, and planet*) dengan tujuan memastikan bahwa lingkungan dan masyarakat dapat merasakan dampak positif

Based on the company's performance in implementing sustainability principles, PT Angkasa Pura I is prepared to confront the challenges of climate change and is devoted to meeting economic, environmental, and social objectives. As an airport services provider, PT Angkasa Pura I is committed to incorporating sustainability values into all aspects of its business development. The development of environmentally friendly airports that comply with the values of PT Angkasa Pura I, namely "AKHLAK" (Amanah/Trustworthy, Kompeten/Competent, Harmonis/Harmonious, Loyal/Loyal, Adaptif/Adaptive, and Kolaboratif/Collaborative), demonstrates the realization of commitment. The major values are in compliance with the Board of Directors' Decree Number KEP. DU.172/HK.01.01/2020 on Core Values at PT Angkasa Pura I.

PT Angkasa Pura I develops a sustainability strategy, with a focus on incorporating sustainability values into ESG management. To support this strategy, the company focuses on the 3Ps (*profit, people, and planet*) with the goal of ensuring that the environment and society benefit from the company's overall effect while delivering the best benefits for all stakeholders. This

perusahaan secara menyeluruh, sekaligus memberikan hasil terbaik untuk semua pemangku kepentingan. Hal tersebut juga mencerminkan dukungan perusahaan terhadap pemerintah dalam mencapai Tujuan Pembangunan Berkelanjutan (*Sustainable Development Goals/SDGs*).

Pada tahun 2023, PT Angkasa Pura I berkomitmen untuk melaksanakan strategi keberlanjutan berdasarkan Rencana Jangka Panjang Perusahaan (RJPP) untuk periode 2020-2024 dengan arah pengembangan yang masih melanjutkan roadmap perusahaan. Tema strategi tahun 2023 yaitu *“Maturing the Business Organization and Global Network”* yang mencerminkan usaha PT Angkasa Pura I untuk mencapai pertumbuhan bisnis dengan berperan aktif dalam transformasi keberlanjutan melalui penguatan bisnis dan jaringan global. Perusahaan menyadari bahwa untuk mencapai tujuan tersebut, penting untuk menyelaraskan strategi keberlanjutan dengan inovasi dan kolaborasi yang menjadi faktor utama dalam menciptakan pertumbuhan yang berkelanjutan.

Mengacu pada visi *“Connecting the World Beyond Airport Operator with Indonesian Experience”*, PT Angkasa Pura I secara konsisten menerapkan transformasi bisnis perusahaan. Tiga pilar utama yang menyokong transformasi bisnis perusahaan tersebut meliputi (1) perputaran bisnis (*business turnaround*), (2) organisasi dan budaya (*organization and culture*), (3) restrukturisasi finansial (*financial restructuring*), serta digitalisasi sebagai pengaktif kunci (*key enablers*) dari transformasi itu. Dengan fokus untuk menerapkan transformasi, kami berharap dapat meningkatkan kinerja dan menciptakan bisnis ke depan yang berkelanjutan.

also demonstrates the company’s support for the government in reaching the Sustainable Development Goals (SDGs).

In 2023, PT Angkasa Pura I is committed to the implementation of a sustainability strategy based on the company’s long-term plan (RJPP) for the period 2020-2024, with a development direction that is still in line with the company’s roadmap. The theme of the 2023 strategy is *“Maturing the Business Organization and Global Network”*, which reflects PT Angkasa Pura I’s efforts to achieve business growth by playing an active role in sustainability transformation through strengthening the business organization and global network. The company recognizes the importance of aligning sustainability strategies with innovation and collaboration as key drivers of sustainable growth to achieve these goals.

PT Angkasa Pura I is continually implementing the company’s business transformation based on the mission of *“Connecting the World Beyond Airport Operator with Indonesian Experience”*. The company’s business transformation is supported by three main pillars: (1) business turnaround, (2) organization and culture, (3) financial restructuring, and digitalization as a crucial change facilitator. By focusing on change, we seek to increase performance and build a sustainable firm for the future.

Keberhasilan Kinerja Perusahaan yang Berkelanjutan

The Success of Sustainable Company Performances

Walaupun tahun 2023 masih berada dalam fase penyesuaian terhadap pandemi, semangat kami tidak kendur untuk mencapai kinerja yang positif, baik dari segi ekonomi, lingkungan, sosial, maupun tata kelola. Dalam aspek ekonomi, PT Angkasa Pura I berhasil mencapai keuntungan sebesar Rp922 miliar, yang menunjukkan peningkatan signifikan sebesar 223% dibandingkan dengan tahun 2022. Kami optimis bahwa kondisi keuangan perusahaan akan membaik seiring dengan pemulihan bertahap pada penerbangan domestik dan internasional.

Selama tahun 2023, PT Angkasa Pura I mencatat peningkatan kinerja trafik yang signifikan seiring dengan pergerakan lalu lintas pesawat yang kembali normal. Peningkatan jumlah pergerakan penumpang tercatat dari total 52.286.976 penumpang menjadi 69.856.700 penumpang atau naik sekitar 33,62%. Jumlah pergerakan pesawat udara juga meningkat dari total 552.851 pergerakan pada tahun sebelumnya, menjadi 612.422 pergerakan pesawat udara atau meningkat 10,78%. Selain itu, terjadi peningkatan lalu lintas kargo sebesar 3,69%, dari 464.433 ton pada tahun 2022 menjadi 481.556 ton.

Pada aspek lingkungan, PT Angkasa Pura I berkomitmen untuk berperan aktif dalam upaya pengurangan dampak perubahan iklim. Upaya ini dilakukan melalui kegiatan inventarisasi emisi gas rumah kaca (GRK) dan mitigasi emisi GRK. Metodologi

Although 2023 is still in the phase of adjusting to the pandemic, our enthusiasm has not diminished to achieve positive performance, both in terms of economy, environment, social, and governance. In the economic aspect, PT Angkasa Pura I managed to achieve a profit of Rp922 billion, demonstrating a significant increase of 223% compared to the year 2022. We are optimistic that the company’s financial condition will improve along with the gradual recovery of domestic and international flights.

In 2023, PT Angkasa Pura I recorded a significant improvement in traffic performance alongside the normalization of aircraft movements. The increase in passenger movements number rose from a total of 52,286,976 passengers to 69,856,700 passengers, marking an approximate 33.62% increase. Additionally, the number of aircraft movements increased from a total of 552,851 movements in the previous year to 612,422 movements, representing a 10.78% increase. Furthermore, there was a 3.69% increase in cargo traffic, from 464,433 tons in 2022 to 481,556 tons.

In terms of the environmental aspect, PT Angkasa Pura I is committed to play an active role in the efforts to reduce the impact of climate change. This effort is carried out through greenhouse gas (GHG) emission inventory and GHG emission

ACERT (*Airport Carbon Emission Reporting Tool*) menjadi cara bagi perusahaan untuk menghitung konsumsi bahan bakar dan listrik serta emisi GRK dari aktivitas bandara melalui inventarisasi emisi GRK pada *scope 1* dan *2*.

Pengurangan emisi GRK di sektor transportasi menjadi fokus arah mitigasi dengan menerapkan prinsip bandara ramah lingkungan. Program mitigasi melibatkan langkah-langkah seperti penghijauan di bandara, penggunaan lampu LED, penggunaan lampu penerangan jalan umum yang menggunakan sel surya, penerapan PLTS atap, penerapan konsep *green building* dan ISO 50001:2018 Sistem Manajemen Energi, pengoperasian *rapid exit taxiway*, pemanfaatan *Building Automatic System* (BAS), serta pengoperasian tempat pengelolaan sampah terpadu (TPST) 3R (*reduce, reuse, recycle*). [OJK F.5]

Pada tahun 2023, PT Angkasa Pura I telah sukses melakukan inventarisasi emisi GRK di 15 bandara, mencapai total sebanyak 151.119 ton CO₂eq. Selain itu, perusahaan juga berperan aktif dalam mengurangi emisi GRK di sektor transportasi, dengan berhasil menurunkan sebanyak 440.985 ton CO₂eq melalui berbagai tindakan mitigasi sesuai dengan pemaparan sebelumnya.

Terkait konsumsi energi, PT Angkasa Pura I mencatat peningkatan konsumsi listrik di dalam dan di luar perusahaan. Konsumsi energi listrik di dalam perusahaan naik 58,6%, dari 144.064.734 kWh menjadi 228.544.232 kWh pada tahun 2023. Sementara itu, konsumsi energi listrik di luar perusahaan naik sekitar 35,2%, dari 18.113.518 kWh menjadi 24.502.759 kWh. Kenaikan konsumsi energi listrik ini disebabkan oleh pertumbuhan trafik baik penumpang, pesawat, maupun kargo yang berdampak pada peningkatan penggunaan listrik serta mempengaruhi aktivitas operasional seiring kondisi perusahaan yang mulai pulih dari pandemi.

Kami berkomitmen menerapkan prinsip-prinsip keberlanjutan dalam penyusunan kebijakan, strategi, dan rencana aksi keberlanjutan. Kebijakan dan tata kelola lingkungan PT Angkasa Pura I mengacu pada berbagai standar, baik nasional maupun internasional, termasuk Undang-Undang Nomor 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup, Peraturan Pemerintah (PP) Nomor 40 Tahun 2012 tentang Pembangunan dan Pelestarian Lingkungan Hidup Bandar Udara, serta ICAO Annex 16 tentang *Environment Protection*.

Pada aspek sosial, PT Angkasa Pura I meneguhkan komitmen terhadap keberlanjutan dengan menunjukkan kepedulian terhadap masyarakat. Kami secara aktif melibatkan masyarakat melalui berbagai kegiatan Tanggung Jawab Sosial Lingkungan (TJSL). Program Pendanaan PUMK menjadi sarana bagi kami untuk memberdayakan usaha kecil dan meningkatkan keterampilan masyarakat. Pada tahun 2023, kami telah membina sebanyak 14.845 mitra dengan total pinjaman mencapai Rp483.046.749.655. Selain itu, upaya kami melibatkan pembangunan fasilitas umum dan penyelenggaraan berbagai pelatihan yang bertujuan untuk meningkatkan kemampuan masyarakat, khususnya masyarakat yang tinggal di wilayah sekitar bandara.

Adapun dalam aspek tata kelola, kami berkomitmen untuk menerapkan prinsip-prinsip tata kelola perusahaan yang baik (*good corporate governance*) dalam setiap kegiatan perusahaan. Implementasi prinsip-prinsip tersebut memainkan peran kunci dalam memastikan pertumbuhan jangka panjang perusahaan agar sejalan dengan tujuan pengembangan berkelanjutan yang

reduction activities. The Airport Carbon Emission Reporting Tool (ACERT) methodology is a way for companies to calculate fuel and electricity consumption and GHG emissions from airport activities through *Scope 1* and *2* GHG emission inventories.

Reducing GHG emissions in the transportation sector is the focus of the mitigation direction through the application of the green airport principle. The mitigation program includes measures such as the greening of the airport, the use of LED lights, the use of public street lighting with solar cells, the implementation of rooftop solar power plants, the implementation of green building concept and ISO 50001:2018 Energy Management System, the operation of rapid exit taxiway, the use of Building Automatic System (BAS), and the operation of integrated waste management sites (TPST) 3R (*reduce, reuse, recycle*). [OJK F.5]

In 2023, PT Angkasa Pura I has successfully conducted GHG emission inventories at 15 airports, reaching a total of 151,119 tons of CO₂eq. In addition, the company also plays an active role in reducing GHG emissions in the transportation sector by successfully reducing up to 440,985 tons of CO₂eq through various mitigation measures in accordance with the previous statement.

Regarding energy consumption, PT Angkasa Pura I recorded an increase in electricity consumption both within and outside the company. Electricity consumption within the company rose by 58.6%, from 144,064,734 kWh to 228,544,232 kWh in 2023. Meanwhile, electricity consumption outside the company increased by approximately 35.2%, from 18,113,518 kWh to 24,502,759 kWh. This rise in electricity consumption is attributed to the growth in traffic of passengers, aircraft, and cargo, which has led to increased electricity usage and affected operational activities as the company begins to recover from the pandemic.

We are committed to incorporating sustainability concepts into the development of sustainability policies, strategies, and plans. PT Angkasa Pura I's environmental policy and management adhere to a variety of national and international standards, including Law No. 32 of 2009 on Environmental Protection and Management, Government Regulation (PP) No. 40 of 2012 on Airport Environmental Development and Conservation, and ICAO Annex 16 on Environmental Protection.

On the social aspect, PT Angkasa Pura I affirms its commitment to sustainability by showing concern for the community. We actively involve the community through various Corporate Social Responsibility (CSR) activities. The SMEs Funding Program is a means for us to empower small businesses and improve the skills of the community. As of 2023, we have sponsored as many as 14,845 partners with total loans reaching Rp483,046,749,655. In addition, our efforts include the construction of public facilities and the organization of various training courses aimed at improving the skills of the community, especially those living in the area around the airport.

As for governance aspects, we are committed to implementing the principles of good corporate governance in every aspect of our company's activities. The implementation of these principles plays a key role in ensuring the long-term growth of the company in line with responsible sustainable development objectives. This is evidenced by the achievement in the

bertanggung jawab. Hal ini terbukti dari capaian atas penilaian GCG yang memperoleh skor 95,83 dengan predikat “Sangat Baik” berdasarkan assessment untuk periode 2023. Dengan demikian dapat terlihat bahwa dari seluruh aspek penilaian yaitu komitmen terhadap penerapan tata kelola perusahaan yang baik secara berkelanjutan, pemegang saham dan RUPS, Dewan Komisaris, Direksi, pengungkapan informasi dan transparansi serta aspek lainnya berada pada pencapaian “Sangat Baik”.

Perusahaan juga secara rutin melakukan pemantauan terhadap kode etik dan praktik antikorupsi dalam setiap operasionalnya, serta menyediakan mekanisme pengaduan terkait pelanggaran kode etik perusahaan. Selama tahun 2023, PT Angkasa Pura I tidak menemukan adanya insiden korupsi dalam aktivitas bisnisnya.

GCG assessment, which obtained a score of 95.83 with the predicate “Very Good” based on the assessment for the 2023 period. Therefore, it can be seen that across all assessment aspects, including commitment to sustainable good corporate governance, shareholders and General Meetings of Shareholders (RUPS), the Board of Commissioners, the Board of Directors, information disclosure and transparency, and other aspects, the company has achieved a “Very Good” rating.

The company also routinely monitors its code of ethics and anti-corruption practices in all operations, and provides a mechanism for reporting any violations of the company's code of ethics. Throughout 2023, PT Angkasa Pura I did not encounter any incidents of corruption in its business activities.

Penghargaan dan Apresiasi terhadap Kontributor Perusahaan

Rewards and Appreciation for Company Contributors

Dengan penuh rasa syukur atas nama PT Angkasa Pura I, kami menyampaikan terima kasih kepada seluruh kontributor perusahaan dan semua yang turut serta mendukung usaha perusahaan dalam menerapkan prinsip keberlanjutan. Dedikasi dan kerja keras dari seluruh insan perusahaan semakin memperkuat posisi perusahaan sebagai pelopor dalam menerapkan prinsip-prinsip keberlanjutan di sektor kebandarudaraan, sehingga perusahaan mampu meraih penghargaan dan apresiasi dari berbagai pihak.

Selama periode pelaporan, PT Angkasa Pura I berhasil meraih prestasi di tingkat nasional dan internasional. Pada tingkat internasional, melalui Bandara I Gusti Ngurah Rai Bali, PT Angkasa Pura I berhasil meraih penghargaan *Energy Management Insight Award* dalam ajang Energy Management Leadership Awards 2023. Melalui penyelenggaraan penghargaan tersebut, The Clean Energy Ministerial (CEM) mengapresiasi para pelaku industri dan entitas usaha lintas sektor di seluruh dunia yang telah menerapkan sistem manajemen energi untuk mencapai manfaat di bidang energi, ekonomi, dan keberlanjutan. Selain itu, Bandara I Gusti Ngurah Rai Bali juga memenangkan penghargaan tertinggi ASEAN Energy Awards 2023 dari ASEAN Centre for Energi (ACE) dengan kategori “Energy Management in Buildings and Industries - Buildings - Large Buildings” yang menyorot upaya para entitas usaha dalam bidang efisiensi energi dan pengembangan energi terbarukan di regional Asia Tenggara.

Pada ajang nasional, tiga bandara yang dikelola PT Angkasa Pura I berhasil meraih penghargaan dari Kementerian Ketenagakerjaan Republik Indonesia (Kemnaker RI) berupa Penghargaan Bendera Emas Sertifikat Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) dalam Penghargaan Keselamatan dan Kesehatan Kerja (K3) Tahun 2023. Ketiga bandara yang meraih Penghargaan Bendera Emas SMK3 tersebut adalah Bandara Sultan Hasanuddin Makassar, Bandara Sam Ratulangi Manado, dan Bandara Zainuddin Abdul Madjid Lombok. PT Angkasa Pura I melalui Bandara Internasional Yogyakarta Kulon Progo berhasil meraih Peringkat 1 Kategori

On behalf of PT Angkasa Pura I, we would like to express our gratitude to all the company's contributors and all those who support the company's efforts in implementing sustainability principles. The dedication and hard work of all the company's employees further strengthens the company's position as a pioneer in implementing sustainability principles in the airport sector, enabling the company to receive awards and recognition from various parties.

During the reporting period, PT Angkasa Pura I managed to achieve achievements at the national and international levels. At the international level, through I Gusti Ngurah Rai Airport Bali, PT Angkasa Pura I won the Energy Management Insight Award in the Energy Management Leadership Awards 2023. Through the award, The Clean Energy Ministerial (CEM) appreciates industry players and cross-sector business entities around the world who have implemented energy management systems to achieve benefits in the fields of energy, economy, and sustainability. In addition, I Gusti Ngurah Rai Airport Bali also won the highest award of ASEAN Energy Awards 2023 from the ASEAN Center for Energy (ACE) in the category of “Energy Management in Buildings and Industries - Buildings - Large Buildings” which highlights the efforts of business entities in the field of energy efficiency and renewable energy development in the Southeast Asia region.

At the national level, three airports under the management of PT Angkasa Pura I were awarded the Gold Flag Award for Occupational Safety and Health Management System (OSHMS) Certificate in the Occupational Health and Safety (OHS) Award 2023 by the Ministry of Manpower of the Republic of Indonesia (Kemnaker RI). The three airports that received the Gold Flag Award are Sultan Hasanuddin Airport Makassar, Sam Ratulangi Airport Manado, and Zainuddin Abdul Madjid Airport Lombok. PT Angkasa Pura I through Yogyakarta International Airport Kulon Progo succeeded in achieving 1st Place in the Energy Management Category in Buildings and Industry in the

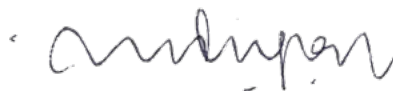
Manajemen Energi di Bangunan Gedung dan Industri dalam Penghargaan Subroto Bidang Efisiensi Energi (PSBE) Tahun 2023 dari Direktorat Jenderal Energi Baru, Terbarukan, dan Konservasi Energi (Ditjen EBTKE) Kementerian Energi dan Sumber Daya Mineral (Kementerian ESDM).

Perolehan prestasi sejumlah pencapaian dan penghargaan sepanjang tahun 2023 semakin mendorong perusahaan untuk terus mempertahankan dan mengembangkan inovasi serta pelayanan terbaik bagi penumpang dan pemangku kepentingan lainnya. Kami menyadari bahwa semua capaian prestasi dan penghargaan perusahaan tidak terlepas dari kerja keras dan dukungan yang diberikan oleh berbagai pihak. Kami berharap bahwa kinerja perusahaan selama tahun 2023 akan menjadi pijakan untuk berbagai peningkatan dan prestasi di masa depan. Kami yakin bahwa melalui kerja keras dan dukungan dari semua pihak, perusahaan dapat meningkatkan kinerja keberlanjutan dan mengatasi tantangan-tantangan Lingkungan, Sosial, dan Tatahan (LST) guna mewujudkan masa depan yang berkelanjutan. [OJK E.5]

2023 Subroto Award for Energy Efficiency (PSBE) from the Directorate General of New, Renewable Energy and Energy Conservation (Ditjen EBTKE) of the Ministry of Energy and Mineral Resources (MEMR).

The achievement of a number of achievements and awards in 2023 has further encouraged the company to continue to maintain and develop innovation and the best service for passengers and other stakeholders. We recognize that all of the company's achievements and awards are inseparable from the hard work and support of various parties. We hope that the company's performance in 2023 will be a springboard for various improvements and achievements in the future. We believe that through hard work and support from all parties, the company can improve its sustainability performance and overcome environmental, social, and governance (ESG) challenges to realize a sustainable future. [OJK E.5]

Jakarta, 30 April 2024 | Jakarta, April 30, 2024



MMA. Indah Preastuty

Direktur Utama | President Director



TENTANG KAMI

ABOUT US



Sekilas PT Angkasa Pura I

About PT Angkasa Pura I

Nama Perusahaan [GRI 2-1] Company Name

PT ANGKASA PURA I

Bentuk Hukum [GRI 2-1] Legal Form

Perseroan Terbatas (PT)
Limited Liability Company (LLC)

Bidang Usaha [GRI 2-6] Line of Business

1. Pelayanan jasa kebandarudaraan
 2. Pelayanan jasa terkait bandara
1. Airport services
 2. Airport related services

Kepemilikan Saham [GRI 2-1] [OJK C.3.c] Kepemilikan Saham

Negara Republik Indonesia: 0,000016%
PT Aviasi Pariwisata Indonesia (Persero):
99,99998%

Republic of Indonesia: 0.000016%
PT Aviasi Pariwisata Indonesia (Persero):
99,99998%

Tanggal Pendirian Date of Establishment

15 November 1962
November 15, 1962

Pasar yang Dilayani [GRI 2-6] Market Served

Melayani penumpang domestik dan internasional
di berbagai bandara yang tersebar di seluruh
Indonesia.

Serving domestic and international passengers at
various airports spread throughout Indonesia.

Dasar Hukum Pendirian Legal Basis of Establishment

PP No. 5 Tahun 1992
Government Regulation (PP) No. 5 Year 1992

Kode Obligasi Bond Code

APAI

Lokasi Kantor Pusat [GRI 2-1] Head Office Location

Kota Baru Bandar Kemayoran Blok B12 Kav. 2
Jakarta, 10610
Telepon: 62-21 6541961
Faksimile: 62-21 6541513, 6541514
Surel: humas@ap1.co.id
Situs web: www.ap1.co.id

Kota Baru Bandar Kemayoran Blok B12 Kav. 2
Jakarta, 10610
Phone : 62-21 6541961
Fax : 62-21 6541513, 6541514
Email : humas@ap1.co.id
Website : www.ap1.co.id

Entitas Anak [GRI 2-2] Subsidiary

1. PT Angkasa Pura Hotel
2. PT Angkasa Pura Logistik
3. PT Angkasa Pura Properti
4. PT Angkasa Pura Retail
5. PT Angkasa Pura Suport

Penjelasan Logo

Logo Explanation



Angkasa Pura | AIRPORTS

Logo bertulisan “**Angkasa Pura I**” yang berdampingan dengan kata “**Airports**” dipilih untuk memperjelas sektor bisnis operasional yang dijalankan oleh perusahaan. Pemilihan warna hijau bermakna bisnis yang membumi, berakar, tumbuh, dan lestari yang dipadu dengan warna biru yang melambangkan langit atau angkasa. Perpaduan warna yang harmonis ini memberikan kesan tentang cita-cita yang setinggi langit dengan sinergi konsep dan kerja yang membumi, berakar, tumbuh, dan lestari.

The logo that reads “**Angkasa Pura I**” alongside the word “**Airports**” was chosen to emphasize the operational business sector run by the company. The choice of green color means a business that is down to earth, rooted, growing, and sustainable combined with blue which symbolizes the sky or space. This harmonious color combination gives the impression of sky-high ideals with the synergy of concepts and work that is down to earth, rooted, growing, and sustainable.

Selain tulisan, terdapat juga simbol dan unsur “*give and take*” yang memiliki makna bahwa suatu perolehan adalah merupakan konsekuensi logis dari memberi. Konsep ini merupakan dasar dari prinsip kemuliaan pelayanan dan profesionalisme dalam kebersamaan (*together stronger*). Logo ini juga memiliki makna “senyuman” yang melambangkan keramahan pelayanan yang manusiawi, sebagai bagian dari kebanggaan perusahaan. Selain itu, terdapat kedua unsur “*interlocking*” yang mencerminkan *safety and security concept* yang merupakan faktor terpenting dalam *airport business*.

In addition to the writing, there are also symbols and elements of “*give and take*”, which means that taking is a logical consequence of giving. This concept is the basis of the principle of noble service and professionalism in togetherness. The logo also has the meaning of “smile”, which symbolizes the friendliness of human service as part of the company’s pride. In addition, there are two “*interlocking*” elements that reflect the concept of safety and security, which is the most important factor in airport business.

Penerapan simbol dengan sudut aerodinamis yang naik ke kanan mencerminkan tekad dan semangat transformasi yang progresif demi kemajuan perusahaan.

The application of the symbol with an aerodynamic angle that rises to the right reflects the determination and spirit of progressive transformation for the company’s progress.

Visi, Misi, dan Tata Nilai Perusahaan [GRI 2-6] [OJK C.1]

Vision, Mission, and Corporate Values

Visi Vision

“Menjadi penghubung dunia yang lebih dari sekadar operator bandar udara dengan keunggulan layanan yang menampilkan keramahmatan khas Indonesia.”

“Connecting the world beyond airport operator with Indonesian experience”.

Visi dan misi PT Angkasa Pura I tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP) 2019—2023 yang telah disahkan oleh Menteri BUMN melalui Surat Menteri BUMN selaku Rapat Umum Pemegang Saham Nomor S-292/MBU/05/2019 pada tanggal 7 Mei 2019. Sehubungan dengan adanya penurunan jumlah trafik yang signifikan pada tahun 2020 akibat pandemi Covid-19, serta bentuk penyesuaian RJPP terhadap Rencana Pembangunan Jangka Menengah Nasional (RPJMN) tahun 2020—2024, maka perusahaan melakukan penyesuaian terhadap sasaran strategis, strategi, serta target perusahaan yang kemudian dituangkan dalam RJPP Tahun 2020—2024 dengan tidak mengubah visi dan misi yang telah disusun sebelumnya.

The vision and mission of PT Angkasa Pura I is contained in the Company's Long-Term Plan (RJPP) 2019-2023 which has been approved by the Minister of SOEs through the Letter of the Minister of SOEs as the General Meeting of Shareholders Number S-292/MBU/05/2019 on May 7, 2019. Due to a significant decrease in traffic in 2020 due to the Covid-19 pandemic, as well as a form of adjustment of the RJPP to the 2020-2024 National Medium-Term Development Plan (RPJMN), the company made adjustments to the company's strategic goals, strategies, and targets which were then outlined in the RJPP 2020-2024 without changing the vision and mission that had been previously compiled.



Misi Mission



Memberikan layanan berskala global dalam standar keselamatan, keamanan, dan kenyamanan terbaik.
Providing world class service in compliance with the best safety, security and comfort standards.



Meningkatkan nilai pemangku kepentingan.
Improve stakeholder value.



Menjadi mitra pemerintah dan penggerak pertumbuhan ekonomi.
Being a partner of the government and driving economic growth.



Meningkatkan daya saing perusahaan melalui kreativitas dan inovasi.
Improving the company's competitiveness through creativity and innovation.



Memberikan kinerja pelayanan bandar udara yang prima dalam memenuhi harapan pemangku kepentingan melalui pengelolaan sumber daya manusia yang unggul.
Providing excellent airport services in meeting stakeholders' expectations through an outstanding human resource management.



Memberikan kontribusi positif pada kelestarian lingkungan.
Make a positive contribution to the environmental sustainability.

Tata Nilai Perusahaan Corporate Values

A

Amanah | Trustworthy

Memegang teguh kepercayaan yang diberikan dengan panduan perilaku sebagai berikut:

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

Trust means hold fast the trust given, with the behavioral guidelines as follows:

- Keep promises and commitments.
- Responsible for the tasks, decisions and actions performed.
- Uphold moral and ethical values.

K

Kompeten | Competent

Terus belajar dan mengembangkan kapabilitas, dengan panduan perilaku sebagai berikut:

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

Competent means continue to learn and develop capabilities, with the behavioral guidelines as follows:

- Improve self-competence to respond to everchanging challenges.
- Help others to learn.
- Complete tasks of the highest quality.

H

Harmonis | Harmonious

Saling peduli dan menghargai perbedaan:

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

Harmonious means mutual care and respect for differences:

- Respect everyone regardless of their background.
- Likes to help others.
- Build a conducive work environment.

L

Loyal | Loyal

Berdedikasi dan mengutamakan kepentingan bangsa dan negara dengan panduan perilaku sebagai berikut:

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

Loyal means dedicated to and prioritizing the interests of the nation and state, with the behavioral guidelines as follows:

- Maintain reputation of employees, the Board of Directors, SOE and the State.
- Willing to make sacrifices to achieve greater goals.
- Obey to the Board of Directors as long as it is not against the law and ethics.

A

Adaptif | Adaptive

Terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan, dengan panduan perilaku sebagai berikut:

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

Adaptive means continue to innovate and be enthusiastic in moving or facing change, with the behavioral guidelines as follows:

- Quickly adjust to be better.
- Make improvements continuously by keeping up technological advancements.
- Be proactively.

K

Kolaboratif | Collaborative

Membangun kerja sama yang sinergis, dengan panduan perilaku sebagai berikut:

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

Collaborative means build synergistic cooperation, with the behavioral guidelines as follows:

- Provide opportunities for various parties to contribute.
- Be open in working together to generate added value.
- Mobilize the utilization of various resources for common goals.

Kegiatan Usaha Perusahaan [GRI 2-6] [OJK C.4]

Company's Business Operation

PT Angkasa Pura I memiliki bisnis yang menyediakan jasa kebandarudaraan, pelayanan terkait bandar udara, dan usaha-usaha lain yang mempunyai hubungan dengan usaha tersebut sesuai dengan prinsip-prinsip Perseroan Terbatas. Tujuan dari bisnis yang dilaksanakan oleh perusahaan adalah untuk melaksanakan dan menunjang kebijakan dan program pemerintah di bidang ekonomi dan pembangunan, serta memberikan keuntungan bagi perusahaan dengan menyelenggarakan usaha di bidang jasa kebandarudaraan dalam arti seluas-luasnya dan usaha lainnya yang berhubungan.

Kegiatan usaha PT Angkasa Pura I yaitu sebagai berikut:

1. Kegiatan usaha utama yaitu pengangkutan dan pergudangan dengan klasifikasi aktivitas kebandarudaraan yang mencakup kegiatan atau usaha jasa pelayanan pesawat udara dan penumpang yang terdiri atas:

- Penyediaan dan/atau pengembangan fasilitas untuk kegiatan pelayanan pendaratan, lepas landas, manuver, parkir, dan penyimpanan pesawat udara (PJP4U) termasuk semua fasilitas yang terdapat di landasan pacu (*runway*), *taxiway*, apron, serta penanganan kecelakaan pesawat udara dan pemadam kebakaran.
- Penyediaan dan/atau pengembangan fasilitas terminal untuk pelayanan angkutan penumpang (PJP2U) termasuk pelayanan pemakaian garbarata (*aviobridge*) dan pelayanan pemakaian tempat pelaporan keberangkatan (*check-in counter*).
- Penyediaan dan/atau pengembangan kegiatan atau usaha jasa terkait untuk menunjang kegiatan pelayanan operasi pesawat udara di bandar udara termasuk penyediaan hanggar pesawat udara, perbengkelan pesawat udara, pelayanan teknis penanganan pesawat udara di darat (*ground handling*), pelayanan penumpang dan bagasi, pemeriksaan barang muatan dalam kargo dan/atau peti kemas dengan menggunakan radiasi pengion (zat radioaktif dan pembangkit radiasi pengion), dan depo pengisian bahan bakar pesawat udara (DPPU).

2. PT Angkasa Pura I dapat melaksanakan kegiatan usaha penunjang dalam rangka optimalisasi pemanfaatan sumber daya yaitu sebagai berikut:

- Pertanian, kehutanan, dan perikanan dengan klasifikasi yaitu pertanian padi hibrida, pertanian hortikultura buah, pertanian hortikultura sayuran buah, pertanian hortikultura sayuran umbi.
- Industri pengolahan dengan klasifikasi yaitu industri kartu cerdas, industri peralatan komunikasi lainnya, dan reparasi pesawat terbang.
- Pengadaan listrik, gas, uap/air panas dan udara dingin dengan klasifikasi yaitu pembangkitan tenaga listrik, transmisi tenaga listrik, distribusi tenaga listrik, penjualan tenaga listrik, distribusi dan penjualan tenaga listrik dalam satu kesatuan usaha, dan aktivitas penunjang tenaga listrik lainnya.

PT Angkasa Pura I has business activities that provide airport services, airport-related services, and other businesses that have a relationship with the business in accordance with the principles of Limited Liability Companies. The purpose of the business carried out by the company is to implement and support government policies and programs in the field of economy and development, as well as providing profits for the company by conducting business in the field of airport services in the broadest sense and other related businesses.

PT Angkasa Pura I's business operations are as follows:

1. The main business operation is transportation and warehousing with an airport activity classification that includes aircraft and passenger service activities or businesses consisting of:

- Provision and/or development of facilities for aircraft landing, take-off, maneuvering, parking, and storage services (PJP4U) including all facilities located on runways, taxiways, aprons, as well as aircraft accident handling and firefighting.
- Provision and/or development of terminal facilities for passenger transportation services (PJP2U) including aviobridge and check-in counter services.
- Provision and/or development of related service activities or businesses to support aircraft operation service activities at airports including the provision of aircraft hangars, aircraft workshops, technical services for aircraft (ground handling), passenger and baggage services, inspection of cargo goods in cargo and/or containers using ionizing radiation (radioactive substances and ionizing radiation generators), and aircraft refueling depots (ARD).

2. PT Angkasa Pura I can carry out supporting business activities in order to optimize the utilization of resources, as follows:

- Agriculture, forestry, and fisheries with classifications including hybrid rice farming, fruit horticulture farming, fruit vegetable horticulture farming, tuber vegetable horticulture farming.
- Processing industry with classifications including smart card industry, other communication equipment industry, and aircraft repair.
- Electricity, gas, steam/hot water, and cold air procurement with classifications of electricity generation, electricity transmission, electricity distribution, electricity sales, electricity distribution and sales in one business unit, and other electricity support activities.

- *Treatment* air, *treatment* air limbah, *treatment* dan pemulihan material sampah, dan aktivitas remediasi dengan klasifikasi yaitu penampungan, penjernihan, dan penyaluran air minum; pengumpulan air limbah tidak berbahaya; *treatment* dan pembuangan air limbah tidak berbahaya; pengumpulan limbah dan sampah tidak berbahaya; pengumpulan limbah berbahaya; *treatment* dan pembuangan limbah dan sampah tidak berbahaya; produksi kompos sampah organik; *treatment* dan pembuangan limbah berbahaya.
- Konstruksi dengan klasifikasi yaitu konstruksi gedung perbelanjaan, konstruksi gedung penginapan, konstruksi gedung lainnya, konstruksi bangunan sipil jalan, konstruksi bangunan sipil pengolahan air bersih, konstruksi bangunan sipil elektrikal, konstruksi sentral telekomunikasi, penyiapan lahan, instalasi listrik, instalasi elektronika, dan instalasi saluran air (*plumbing*).
- Perdagangan besar dan eceran, reparasi dan perawatan mobil dan sepeda motor, dengan klasifikasi perdagangan besar bahan bakar padat, cair, dan gas, serta produk yang berhubungan dengan jenis tersebut.
- Pengangkutan dan pergudangan dengan klasifikasi yaitu pergudangan dan penyimpanan, aktivitas *bounded warehousing* atau wilayah kawasan berikat, aktivitas parkir di luar badan jalan (*off street parking*), dan angkutan multimoda.
- Penyediaan akomodasi dan penyediaan makan minum dengan klasifikasi yaitu hotel bintang, apartemen hotel, restoran, dan bar.
- Informasi dan komunikasi dengan klasifikasi yaitu aktivitas telekomunikasi dengan kabel, jasa nilai tambah telepon lainnya, internet *service provider*, aktivitas jasa informasi lainnya yang tidak dapat diklasifikasikan di tempat lain.
- Aktivitas keuangan dan asuransi dengan klasifikasi yaitu kegiatan penukaran valuta asing (*money changer*).
- *Real estat* dengan klasifikasi yaitu *real estat* yang dimiliki sendiri atau disewa, dan kawasan industri.
- Aktivitas kantor pusat.
- Aktivitas profesional, ilmiah dan teknis, dengan klasifikasi yaitu aktivitas konsultasi transportasi, aktivitas konsultasi manajemen lainnya, periklanan, dan penelitian pasar.
- Aktivitas penyewaan dan sewa guna usaha tanpa hak opsi, ketenagakerjaan, agen perjalanan, dan penunjang usaha lainnya dengan klasifikasi yaitu aktivitas agen perjalanan wisata dan aktivitas kebersihan umum bangunan.
- Pendidikan dengan klasifikasi yaitu pendidikan lainnya swasta dan kegiatan penunjang pendidikan.
- Aktivitas kesehatan manusia dan aktivitas sosial dengan klasifikasi yaitu aktivitas rumah sakit dan lainnya.
- Kesenian, hiburan dan rekreasi dengan klasifikasi yaitu aktivitas hiburan, seni, dan kreativitas lainnya.
- Usaha dalam rangka optimalisasi pemanfaatan sumber daya yang dimiliki perusahaan yang berada di luar daerah lingkungan kerja bandar udara, meliputi usaha properti, pergudangan, perkantoran, perhotelan, perumahan, apartemen, bursa mobil, bengkel, restoran, SPBU, pusat perbelanjaan dan bisnis pariwisata, resort, olahraga dan rekreasi, rumah sakit, pendidikan dan penelitian, prasarana telekomunikasi dan sumber daya energi, jasa penyewaan dan pengusaha sarana dan prasarana yang dimiliki perusahaan serta optimalisasi pemanfaatan dana perusahaan melalui pasar modal dan pasar uang.
- Water treatment, wastewater treatment, waste material treatment and recovery, and remediation activities with classifications of drinking water collection, purification, and distribution; non-hazardous wastewater collection; non-hazardous wastewater treatment and disposal; non-hazardous waste and garbage collection; hazardous waste collection; non-hazardous waste and garbage treatment and disposal; organic waste composting production; hazardous waste treatment and disposal.
- Construction with classifications of shopping building construction, lodging building construction, other building construction, road civil building construction, water treatment civil building construction, electrical civil building construction, telecommunication center construction, land preparation, electrical installation, electronic installation, and plumbing installation.
- Wholesale and retail trade, repair and maintenance of automobiles and motorcycles, with the classification of wholesale trade in solid, liquid, and gaseous fuels and related products.
- Transportation and warehousing with classifications of warehousing and storage, bounded warehousing activities, off street parking activities, and multimodal transportation.
- Accommodation and food and beverage provision with classifications including star hotels, hotel apartments, restaurants, and bars.
- Information and communication activities classified as wireline telecommunications, other value-added telephone services, internet service providers, and other information service activities that cannot be classified elsewhere.
- Financial and insurance activities classified as money changers.
- Real estate with classifications of real estate owned or leased, and industrial estates.
- Head office activities.
- Professional, scientific, and technical activities, classified as transportation consulting activities, other management consulting activities, advertising, and market research.
- Rental and leasing activities without option rights, employment, travel agency, and other business support activities, classified as travel agency activities and general building cleaning activities.
- Education with classifications including other private education and education support activities.
- Human health and social activities classified as hospitals and other activities.
- Arts, entertainment, and recreation with the classification of other entertainment, arts, and other creative activities.
- Businesses in order to optimize the utilization of resources owned by the company outside the airport working environment area, including property, warehousing, offices, hotels, housing, apartments, car exchanges, workshops, restaurants, gas stations, shopping centers and tourism businesses, resorts, sports and recreation, hospitals, education and research, telecommunications infrastructure and energy resources, rental services and exploitation of facilities and infrastructure owned by the company as well as optimizing the utilization of company funds through capital markets and money markets.

Produk dan layanan yang disediakan oleh PT Angkasa Pura I adalah sebagai berikut: [GRI 2-6]

1. Pelayanan Jasa Pendaratan, Penempatan, dan Penyimpanan Pesawat Udara (PJP4U), yang diperuntukkan bagi pesawat udara yang mendarat di bandara. PJP4U mencakup juga penempatan pesawat udara di tempat terbuka di area bandara dan penyimpanan pesawat udara di dalam hanggar;
2. Pelayanan Jasa Penumpang Pesawat Udara (PJP2U), yang ditujukan kepada setiap penumpang di terminal keberangkatan atau kedatangan bandar udara;
3. Garbarata (*aviobridge*), merupakan jasa pemakaian garbarata (*aviobridge*) yang diberikan kepada perusahaan angkutan udara atau operator pesawat udara pada saat keberangkatan atau kedatangan;
4. *Check-in counter*, yaitu layanan kepada perusahaan angkutan udara atau operator pesawat udara sehubungan dengan pemakaian fasilitas bandara, khususnya terkait proses *check-in* penumpang;
5. Konsesi atas Jasa Penggunaan Fasilitas Bandara, yaitu hak penggunaan fasilitas bandara kepada pihak ketiga terkait kegiatan usaha yang dilakukan di bandara. Konsesi ini dikenakan kepada perusahaan-perusahaan yang memiliki usaha di bandara, seperti usaha ekspedisi muatan pesawat udara (EMPU), *regulated agent* (RA), *ground handling*, dan *in-flight catering*.

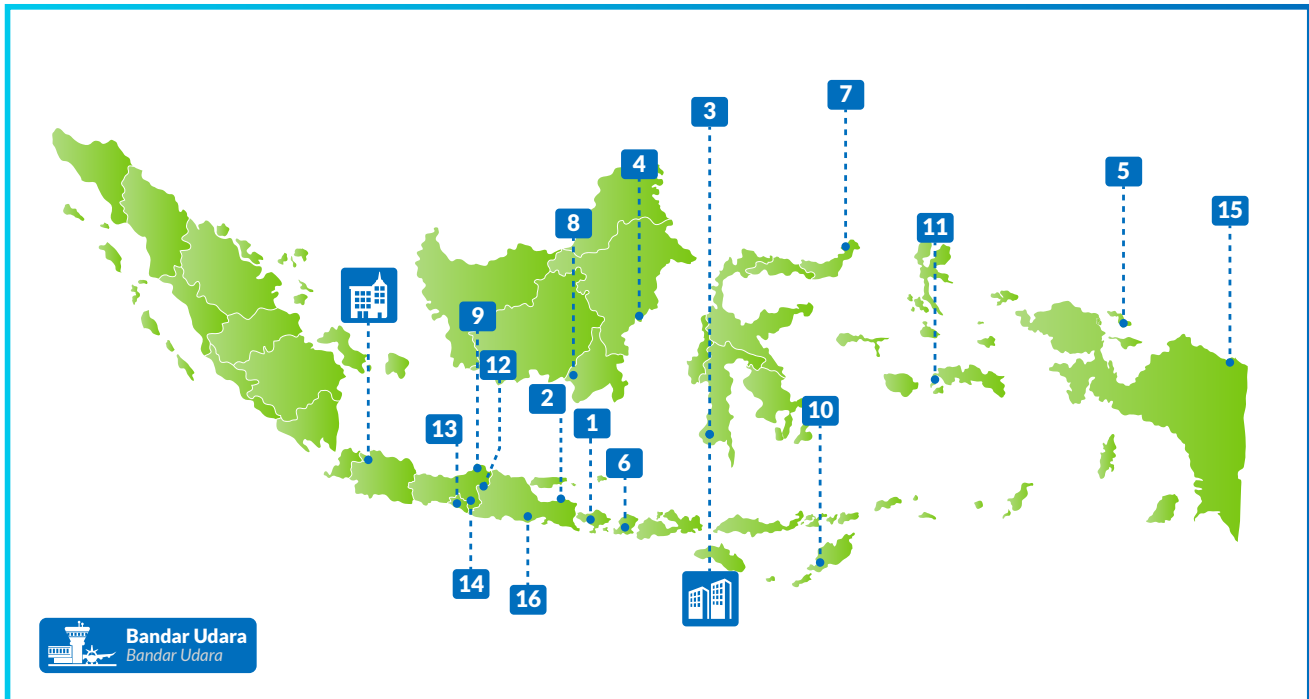
Products and services provided by PT Angkasa Pura I are as follows: [GRI 2-6]

1. Aircraft Landing, Placement and Storage Services (PJP4U), which is intended for aircraft landing at the airport. PJP4U also includes the placement of aircraft in an open area in the airport area and the storage of aircraft in hangars;
2. Aircraft Passenger Services (PJP2U), which is provided to every passenger at the departure or arrival terminal of the airport;
3. Providing *aviobridge* service utilization to air transportation companies or aircraft operators upon departure or arrival;
4. Check-in counter, which is a service to air transportation companies or aircraft operators in connection with the use of airport facilities, especially related to the passenger check-in process;
5. Concession on Airport Facility Usage Services, which is the right to use airport facilities to third parties related to business activities carried out at the airport. This concession is imposed on companies that have businesses at the airport, such as the aircraft load expedition (ALE), regulated agent (RA), ground handling, and in-flight catering businesses.



Area Operasional [GRI 2-1] [OJK C.3.d]

Area of Operation



Saat ini, PT Angkasa Pura I mengelola 16 (enam belas) bandara dan 1 proyek yang tersebar di kota-kota besar di wilayah barat, tengah, dan timur Indonesia, yaitu:

Currently, PT Angkasa Pura I manages 16 (sixteen) airports and 1 project spread across major cities in western, central, and eastern Indonesia, namely:



Bandar Udara Airports



Lokasi Kantor Proyek Project Office Location

1. Proyek Pengembangan Bandara Sultan Hasanuddin Makassar
Sultan Hasanuddin Airport Makassar Development Project



Kantor Pusat Head Office

Kota Baru Bandar Kemayoran
Blok B 12 Kav. 2 Jakarta,
10610
Kota Baru Bandar Kemayoran
Blok B 12 Kav. 2 Jakarta,
10610

1. Bandara I Gusti Ngurah Rai Bali
I Gusti Ngurah Rai Airport Bali
2. Bandara Juanda Surabaya
Juanda Airport Surabaya
3. Bandara Sultan Hasanuddin Makassar
Sultan Hasanuddin Airport Makassar
4. Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan
Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan
5. Bandara Frans Kaisiepo Biak
Frans Kaisiepo Biak Airport
6. Bandara Zainuddin Abdul Madjid Lombok
Zainuddin Abdul Madjid Airport Lombok
7. Bandara Sam Ratulangi Manado
Sam Ratulangi Airport Manado
8. Bandara Syamsudin Noor Banjarmasin
Syamsudin Noor Airport Banjarmasin

9. Bandara Jenderal Ahmad Yani Semarang
Jenderal Ahmad Yani Airport Semarang
10. Bandara El Tari Kupang
Kupang El Airport Kupang
11. Bandara Pattimura Ambon
Pattimura Airport Ambon
12. Bandara Adi Soemarmo Solo
Adi Soemarmo Airport Solo
13. Bandara Internasional Yogyakarta Kulon Progo
Yogyakarta International Airport Kulon Progo
14. Bandara Adisutjipto Yogyakarta
Adisutjipto Airport Yogyakarta
15. Bandara Sentani Jayapura
Sentani Airport Jayapura
16. Bandara Doho Kediri
Doho Airport Kediri

Skala Perusahaan [GRI 2-6] [OJK C.3] [OJK C.3.a]

Company Scale

Keterangan Description	Satuan Unit	2023	2022	2021
Jumlah pekerja Number of workers	Orang Orang	3.084	3.174	3.231
Jumlah bandara Number of airports	Unit Unit	16	15	15
Pendapatan usaha Operating revenue	Ribu Rupiah Thousands of Rupiah	9.338.014.721	5.962.854.424	3.205.665.458
Aset Assets	Ribu Rupiah Thousands of Rupiah	43.741.817.269	41.135.340.830	42.629.101.572
Ekuitas Equities	Ribu Rupiah Thousands of Rupiah	10.163.941.323	9.363.063.582	10.009.471.508
Liabilitas Liabilities	Ribu Rupiah Thousands of Rupiah	33.573.562.989	31.772.277.791	32.619.630.064
Jumlah destinasi yang dilayani Number of destinations served	Kota City	317	125	103
Jumlah maskapai yang dilayani Number of airlines served	Maskapai Airline	45	39	29
Panjang landasan pacu (15 bandara) Runway length (15 airports)	Km Km	44.832	44.832	44.850

Keanggotaan Asosiasi [GRI 2-28] [OJK C.5]

Association Membership

Saat ini, keterlibatan PT Angkasa Pura I masih sebatas sebagai anggota dari beberapa asosiasi di Indonesia seperti di bawah ini:

Currently, PT Angkasa Pura I's involvement is still limited as a member of the following associations in Indonesia:

Airports Council International (ACI)	Indonesian National Air Carrier Association (INACA)
Indonesia Aviation and Tourism Learning Institute (IATLI)	Forum Tanggung Jawab Sosial dan Lingkungan (TJSL) BUMN Social and Environmental Responsibility Forum (TJSL) BUMN

Inisiatif Eksternal

External Initiative

Dalam meningkatkan kredibilitas perusahaan, PT Angkasa Pura I telah mengadopsi berbagai standar internasional sebagai komitmen pada kualitas, keamanan, dan pencapaian praktik terbaik dalam layanan perusahaan.

1. ISO 14001:2015 tentang Sistem Manajemen Lingkungan
2. ISO 9001:2015 tentang Sistem Manajemen Mutu
3. ISO 45001:2018 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja
4. *Airport Excellence (APEX) in Safety and Security*

In order to improve the company's credibility, PT Angkasa Pura I has adopted various international standards as a commitment to quality, safety, and the achievement of best practices in corporate services.

1. ISO 14001:2015 on Environmental Management System
2. ISO 9001:2015 on Quality Management System
3. ISO 45001:2018 on Occupational Safety and Health Management System
4. *Airport Excellence (APEX) in Safety and Security*

Jejak Angkasa Pura I

The Milestones of Angkasa Pura I

1962

15 November 1962. Pemerintah RI mengeluarkan Peraturan Pemerintah (PP) No. 33 Tahun 1962 tentang Pendirian Perusahaan Negara (PN) Angkasa Pura Kemayoran, dengan tugas pokok mengelola Bandara Kemayoran Jakarta yang saat itu merupakan satu-satunya bandara internasional di tanah air.

November 15, 1962. The Indonesian government issued Government Regulation (PP) No. 33 of 1962 concerning the Establishment of State Company (PN) Angkasa Pura Kemayoran, with the main task of managing Jakarta's Kemayoran Airport, which at that time was the only international airport in the country.

1965

17 Mei 1965. PP No. 21 Tahun 1965 tentang Perubahan dan Tambahan PP No. 33 Tahun 1962 mengatur perubahan nama PN Angkasa Pura Kemayoran menjadi PN Angkasa Pura dan membuka kemungkinan mengelola bandara lain di Indonesia.

May 17, 1965. Government Regulation No. 21 of 1965 on the Amendment and Supplement to Government Regulation No. 33 of 1962 regulates the changing of the name of PN Angkasa Pura Kemayoran to PN Angkasa Pura and opens the possibility of managing other airports in Indonesia.



20 Februari 1964. PN Angkasa Pura Kemayoran resmi mengambil alih secara penuh aset dan operasional Bandara Kemayoran dari Kementerian Perhubungan Udara Republik Indonesia. Tanggal 20 Februari menjadi hari jadi perusahaan.

February 20, 1964. PN Angkasa Pura Kemayoran officially took over the full assets and operations of Kemayoran Airport from the Ministry of Civil Aviation of the Republic of Indonesia. February 20th became the company's anniversary.

1964

24 Oktober 1974. PP No. 37 Tahun 1974 mengubah status badan hukum PT Angkasa Pura menjadi Perusahaan Umum (Perum).

October 24, 1974. PP No. 37 Year 1974 changed the legal entity status of PT Angkasa Pura into a Public Company (Perum).

1974

1986

19 Mei 1986. Perum Angkasa Pura menjadi Perum Angkasa Pura I seiring dengan dibentuknya Perum Angkasa Pura II. Perum Angkasa Pura I mengelola bandara di wilayah timur Indonesia, sedangkan Perum Angkasa Pura II mengelola bandara di wilayah barat.

May 19, 1986. Perum Angkasa Pura became Perum Angkasa Pura I along with the establishment of Perum Angkasa Pura II. Perum Angkasa Pura I manages airports in the eastern region of Indonesia, while Perum Angkasa Pura II manages airports in the western region.

2008

22 September 2008. Peresmian Bandara Sultan Hasanuddin Makassar oleh Presiden RI.

September 22, 2008. Inauguration of Sultan Hasanuddin Airport Makassar by the President of Indonesia.

1992

4 Februari 1992. Berdasarkan PP No.5 Tahun 1992, bentuk Perum Angkasa Pura I diubah menjadi Perseroan Terbatas (PT) Angkasa Pura I, dengan kepemilikan saham secara penuh oleh Negara Republik Indonesia.

February 4, 1992. Based on Government Regulation No.5 of 1992, the form of Perum Angkasa Pura I was changed to a Limited Liability Company (PT) Angkasa Pura I, with full share ownership by the Republic of Indonesia.

2011

20 Oktober 2011. Peresmian Bandara Internasional Lombok di Lombok Tengah oleh Presiden RI.

October 20, 2011. Inauguration of Lombok International Airport in Central Lombok by the President of Indonesia.

1 Desember 2011. Peletakan batu pertama proyek pembangunan Terminal 2 (T2) Bandara Juanda Surabaya.

December 1, 2011. Groundbreaking of the construction project of Terminal 2 (T2) of Juanda Airport Surabaya.

30 Desember 2011. Penggunaan logo baru PT Angkasa Pura I sebagai salah satu identitas perusahaan (*corporate identity*).

December 30, 2011. The use of PT Angkasa Pura I's new logo as one of the corporate identities.

2012

6 Januari 2012. Pembentukan Angkasa Pura Hotel, Angkasa Pura Properti, dan Angkasa Pura Logistik sebagai entitas anak PT Angkasa Pura I.

January 6, 2012. Establishment of Angkasa Pura Hotel, Angkasa Pura Properti, and Angkasa Pura Logistik as subsidiaries of PT Angkasa Pura I.

9 Februari 2012. Pembentukan entitas anak Angkasa Pura Supports.

February 9, 2012. Establishment of subsidiary Angkasa Pura Supports.

20 Februari 2012. Peluncuran identitas perusahaan (*corporate identity*) berupa visi, misi, dan nilai-nilai serta himne, mars dan seragam baru PT Angkasa Pura I.

February 20, 2012. Launching of corporate identity in the form of vision, mission, and values as well as hymn, march, and new uniforms of PT Angkasa Pura I.

2014

14 Februari 2014. Pengoperasian Terminal 2 (T2) Bandara Juanda Surabaya.

February 14, 2014. Operation of Terminal 2 (T2) of Juanda Airport Surabaya.

17 Juni 2014. Peletakan batu pertama proyek pengembangan Bandara Jenderal Ahmad Yani Semarang.

June 17, 2014. Groundbreaking of Jenderal Ahmad Yani Airport Semarang development project.

17 September 2014. Pengoperasian terminal domestik baru Bandara I Gusti Ngurah Rai Bali.

September 17, 2014. Operation of the new domestic terminal of I Gusti Ngurah Rai Airport Bali.

22 Maret 2014. Pengoperasian terminal baru Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan

March 22, 2014. Operation of the new terminal of Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan

15 September 2014. Peresmian Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan dan Terminal 2 (T2) Bandara Juanda Surabaya oleh Presiden RI.

September 15, 2014. Inauguration of Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan, and Terminal 2 (T2) of Juanda Airport Surabaya by the President of Indonesia.

19 Desember 2014. Peresmian Bandara I Gusti Ngurah Rai Bali oleh Menteri Perhubungan RI.

December 19, 2014. Inauguration of I Gusti Ngurah Rai Airport Bali by the Minister of Transportation of the Republic of Indonesia.



2 Januari 2013. Implementasi tahap pertama proyek *Enterprise Resource Planning* (ERP).

January 2, 2013. Implementation of the first phase of the Enterprise Resource Planning (ERP) project.

6 Januari 2013. Pengalihan tugas pengelolaan terkait navigasi ke Perusahaan Umum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (Perum LPPNPI) berdasarkan PP Nomor 77 Tahun 2012.

January 6, 2013. Transfer of navigation-related management tasks to the Public Company of Indonesian Aviation Navigation Service Providers (Perum LPPNPI) based on Government Regulation No. 77 Year 2012.

4 Januari 2013. Pendirian SBU Commercial Ngurah Rai Bali sesuai dengan Keputusan Direksi No. KEP.02/OM.01.01/2013.

January 4, 2013. Establishment of SBU Commercial Ngurah Rai Bali in accordance with the Decree of the Board of Directors No. KEP.02/OM.01.01/2013.

12 September 2013. Pengoperasian terminal internasional baru Bandara I Gusti Ngurah Rai Bali.

September 12, 2013. Operation of the new international terminal of I Gusti Ngurah Rai Airport Bali.

2013

2016

23 November 2016. Penerbitan Obligasi I PT Angkasa Pura I tahun 2016 dan Sukuk Ijarah I PT Angkasa Pura I tahun 2016.

November 23, 2016. Issuance of PT Angkasa Pura I Bonds I of 2016 and Sukuk Ijarah I of PT Angkasa Pura I of 2016.



18 Mei 2015. Peletakan batu pertama proyek pembangunan terminal baru Bandara Syamsudin Noor Banjarmasin.

May 18, 2015. Groundbreaking of the new terminal construction project at Syamsudin Noor Airport Banjarmasin.

17 Agustus 2015. Pengoperasian Terminal B Bandara Adisutjipto Yogyakarta.

August 17, 2015. Operation of Terminal B of Adisutjipto Airport Yogyakarta.

13 Desember 2015. Pengoperasian terminal khusus umrah Bandara Juanda Surabaya.

December 13, 2015. Operation of the special umrah terminal of Juanda Airport Surabaya.

2015



27 Januari 2017. Peletakan batu pertama pembangunan Bandara Internasional Yogyakarta Kulon Progo oleh Presiden RI.

January 27, 2017. Groundbreaking of Yogyakarta International Airport Kulon Progo by the President of Indonesia.

08 April 2017. Peletakan batu pertama pembangunan Kereta Api Bandara Adi Soemarmo Solo oleh Presiden RI.

April 08, 2017. Groundbreaking of Adi Soemarmo Airport Solo Train by the President of Indonesia.

2017

2018

11 Februari 2018. Seremonial *topping off* terminal baru Bandara Jenderal Ahmad Yani Semarang.

February 11, 2018. Ceremonial *topping off* of the new terminal of Jenderal Ahmad Yani Airport Semarang.

07 Juni 2018. Presiden RI meresmikan terminal baru Bandara Jenderal Ahmad Yani Semarang.

June 07, 2018. Inauguration of the new terminal of Jenderal Ahmad Yani Airport Semarang by the President of the Republic of Indonesia.

2020

28 Agustus 2020. Peresmian Bandara Internasional Yogyakarta Kulon Progo oleh Presiden RI.

August 28, 2020. Inauguration of Yogyakarta International Airport Kulon Progo by the President of the Republic of Indonesia.

2019

6 Mei 2019. Bandara Internasional Yogyakarta Kulon Progo mulai beroperasi.

May 6, 2019. Yogyakarta International Airport Kulon Progo began its operation.

18 Desember 2019. Peresmian terminal baru Bandara Syamsudin Noor Banjarmasin oleh Presiden RI.

December 18, 2019. Inauguration of the new terminal of Syamsuddin Noor Airport Banjarmasin by the President of the Republic of Indonesia.

2022

24 Juni 2022. Konsorsium PT Angkasa Pura I, Incheon International Airport Corporation (IIAC), dan PT Wijaya Karya (Persero) Tbk, yakni PT Bandara Internasional Batam (BIB) resmi mengelola Bandara Internasional Hang Nadim Batam.

June 24, 2022. The consortium of PT Angkasa Pura I, Incheon International Airport Corporation (IIAC), and PT Wijaya Karya (Persero) Tbk., namely PT Bandara Internasional Batam (BIB) officially manages Hang Nadim International Airport Batam.



21 Desember 2021.

Penandatanganan Kerja Sama Pengelolaan Bandara Hang Nadim Batam dengan PT Bandara Internasional Batam sebagai Badan Usaha Pelaksana (BUP).

December 21, 2021. Signing of Cooperation for the Management of Hang Nadim Airport Batam with PT Bandara Internasional Batam as the Implementing Business Entity (BUP).

2021



29 Maret 2023. Penandatanganan Kerja Sama Operasi Bandara Dhoho Kediri oleh PT Angkasa Pura I dan PT Surya Dhoho Investama (SDHI) yang menandai PT Angkasa Pura I sebagai operator Bandara Dhoho Kediri

March 29, 2023. The signing of Dhoho Airport Kediri Operation Cooperation by PT Angkasa Pura I and PT Surya Dhoho Investama (SDHI) which marks PT Angkasa Pura I as the operator of Dhoho Airport Kediri.

28 Desember 2023. Pembentukan *sub holding* PT Angkasa Pura Indonesia atau InJourney Airports yang dilaksanakan oleh Kementerian BUMN dan PT Aviasi Pariwisata Indonesia (Persero) selaku pemegang saham PT Angkasa Pura I.

December 28, 2023. The establishment of the sub holding of PT Angkasa Pura Indonesia or InJourney Airports carried out by the Ministry of SOEs and PT Aviasi Pariwisata Indonesia (Persero) as the shareholders of PT Angkasa Pura I.

2023



MERAJUT KONEKTIVITAS DENGAN MENGUTAMAKAN PRINSIP KEBERLANJUTAN

FOSTERING CONNECTIVITY BY PRIORITIZING THE PRINCIPLE OF SUSTAINABILITY



Merajut Konektivitas dengan Mengutamakan Prinsip Keberlanjutan [OJK A.1, F.1]

Fostering Connectivity by Prioritizing the Principle of Sustainability

Dalam konteks tantangan global seperti perubahan iklim, praktik pengelolaan berkelanjutan menjadi sangat vital dan tidak dapat perusahaan abaikan. Sebagai perusahaan pengelola bandara yang senantiasa berupaya meningkatkan konektivitas udara, PT Angkasa Pura I mengambil langkah-langkah konkret dalam mendukung usaha keberlanjutan. PT Angkasa Pura I memulai upaya ini lewat perumusan kebijakan yang sangat memprioritaskan perlindungan lingkungan dan kesejahteraan masyarakat. PT Angkasa Pura I meyakini bahwa pengembangan berkelanjutan adalah elemen kunci dalam mewujudkan visi perusahaan. Pandangan ini tertuang di strategi perusahaan untuk mencapai visi “*Connecting the world beyond airport operator with Indonesian experience*” dengan salah satu strategi fungsionalnya yaitu “*Renewed focus on safe, secure, and environmentally sustainable development*”. Strategi tersebut menjadi landasan komitmen PT Angkasa Pura I untuk menyelaraskan pengembangan bisnis yang memenuhi tanggung jawab sosial perusahaan sebagai warga korporasi yang baik, bersama dengan seluruh pemangku kepentingan. [OJK F.1]

Sebagai wujud komitmen keberlanjutan khususnya dalam menghadapi tantangan perubahan iklim, PT Angkasa Pura I telah melakukan beberapa upaya di antaranya:

1. Penerapan prinsip *green building* pada pembangunan dan operasional Bandara Internasional Yogyakarta Kulon Progo dan Pembangunan Bandara Jenderal Ahmad Yani Semarang yang telah mendapatkan sertifikasi dari Green Building Council Indonesia (GBCI) dengan predikat “Gold” Greenship New Building pada tahun 2021 dan 2022.
2. Perancangan bandara yang mempertimbangkan risiko perubahan iklim sekaligus menjadi program ketahanan iklim yang dilakukan perusahaan. Hal tersebut meliputi mitigasi gempa bumi dengan desain struktur bangunan di bandara YIA yang dapat menahan gempa hingga 8,8 SR, tsunami, likuifaksi dan banjir, serta desain atap yang dapat memitigasi ancaman abu vulkanik.
3. Perancangan dan perencanaan terkait drainase di bandara telah mengakomodir risiko banjir melalui perhitungan Q50 yang juga termasuk ke dalam profil risiko berdasarkan kondisi masing-masing bandara.
4. Beberapa bandara kelolaan PT Angkasa Pura I seperti Bandara Jenderal Ahmad Yani Semarang telah memiliki *ponding water* management sistem untuk mengurangi risiko cuaca ekstrim dan banjir rob.
5. Bekerja sama dengan BMKG untuk *early warning* bencana terkait meteorologi.
6. Pemasangan instalasi Pembangkit Listrik Tenaga Surya (PLTS) yang dibangun secara bertahap serta penggunaan bahan *chiller* maupun Alat Pemadam Api Ringan (APAR) yang tidak mengandung bahan perusak ozon (BPO) dan penerapan prinsip *eco-airport* lainnya.

Seiring dengan upaya-upaya tersebut, PT Angkasa Pura I merajut konektivitas dengan mengutamakan prinsip berkelanjutan. Perusahaan telah mengkaji dampak bangkitan lalu lintas yang akan ditimbulkan serta memperoleh persetujuan analisis dampak lalu lintas (ANDALALIN). Perusahaan juga telah mengintegrasikan perencanaan dan pertimbangan terkait alternatif transportasi antarmoda dari pesawat ke transportasi

In the context of global challenges such as climate change, sustainable management practices are essential and cannot be ignored. As an airport management company always striving to improve air connectivity, PT Angkasa Pura I is taking concrete steps to support sustainability efforts. PT Angkasa Pura I has started these efforts by formulating policies that give high priority to environmental protection and community welfare. PT Angkasa Pura I believes that sustainable development is a key element in realizing the company’s vision. This view is embodied in the company’s strategy to achieve its vision of “*Connecting the world beyond airport operators with Indonesian experience*” through one of its functional strategies, namely “*Renewed focus on safe and environmentally sustainable development*”. The strategy is the foundation of PT Angkasa Pura I’s commitment to harmonize business development that fulfills corporate social responsibility as a good corporate citizen together with all stakeholders. [OJK F.1]

As a manifestation of our commitment to sustainability, particularly in addressing the challenges of climate change, PT Angkasa Pura I has undertaken several initiatives, including:

1. Implementing green building principles in the construction and operation of Yogyakarta Kulon Progo International Airport and the development of Jenderal Ahmad Yani Airport Semarang, both of which received certification from the Green Building Council Indonesia (GBCI) with a “Gold” Greenship New Building predicate in 2021 and 2022.
2. Designing airports that consider climate change risks while also serving as climate resilience programs for the company. This includes earthquake mitigation with building structure designs at YIA capable of withstanding earthquakes up to 8.8 SR, as well as tsunamis, liquefaction, floods, and roof designs capable of mitigating volcanic ash threats.
3. Designing and planning drainage systems at airports to accommodate flood risks through Q50 calculations, which are also included in the risk profiles based on each airport’s conditions.
4. Implementing ponding water management systems in several PT Angkasa Pura I-managed airports, such as Jenderal Ahmad Yani Airport Semarang, to reduce the risks of extreme weather and flash floods.
5. Collaborating with BMKG for early warning of meteorological disasters.
6. Installing Solar Power Generation (PLTS) installations gradually and using chiller materials and Light Fire Extinguishing Tools (APAR) that do not contain ozone-depleting substances (ODS), as well as implementing other eco-airport principles.

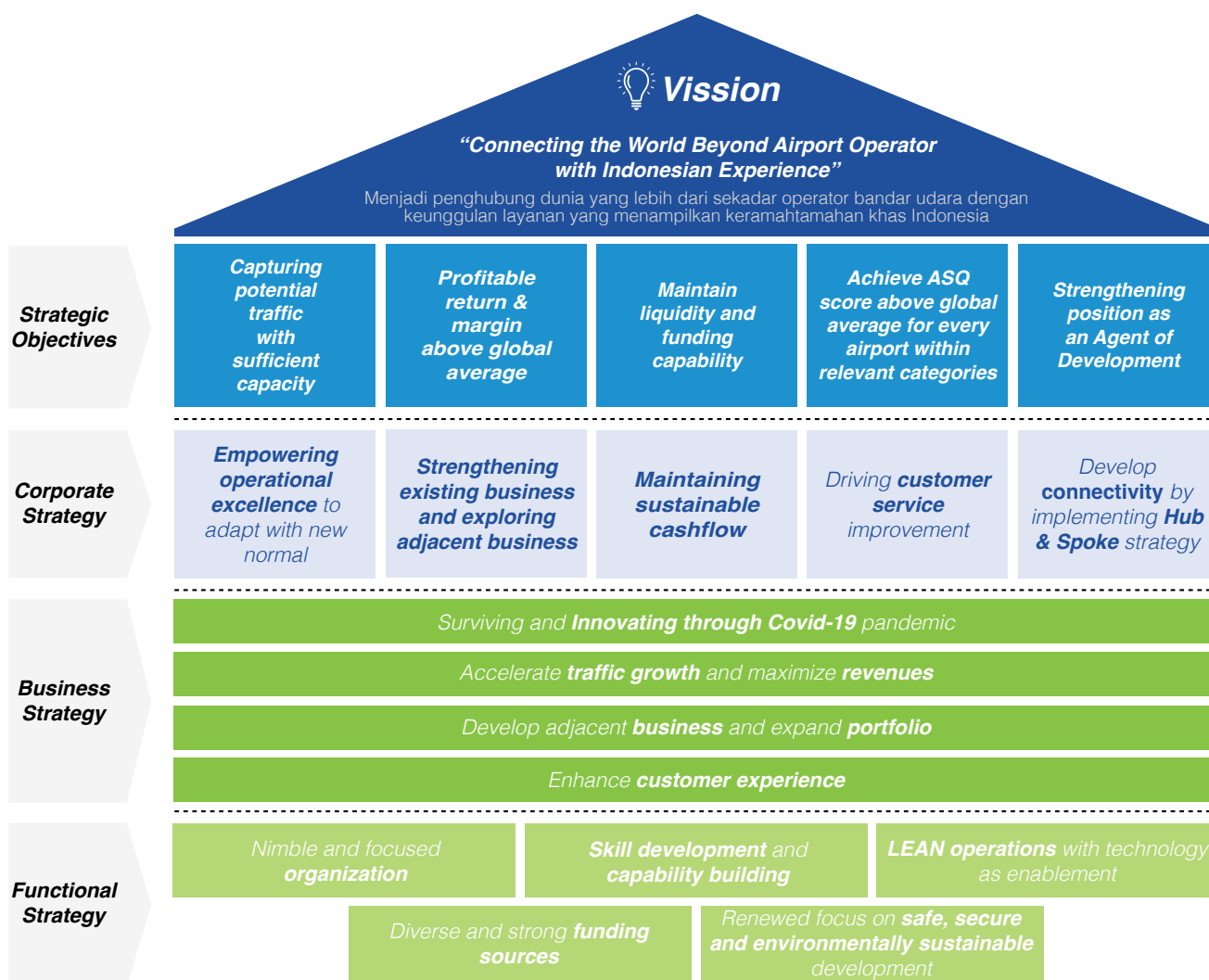
In conjunction with these efforts, PT Angkasa Pura I has woven connectivity by prioritizing sustainable principles. The company has assessed the traffic generation impacts and obtained approval for Traffic Impact Analysis (ANDALALIN). Additionally, the company has integrated planning and considerations for intermodal transportation alternatives from aircraft to mass public transportation (mode shifting) focusing on Transit

umum massal (mode shifting) yang megacu pada prinsip Transit Oriented Development (TOD) serta melakukan evaluasi terhadap upaya pengelolaan lingkungan yang telah dilakukan melalui pelaporan implementasi RKL RPL setiap semester yang didukung dengan kegiatan survei secara berkala pada catchment area yang dimaksud.

Oriented Development (TOD) principles and evaluating environmental management efforts through bi-annual RKL RPL implementation reporting supported by periodic surveys in the designated catchment areas.

Strategy House Rencana Jangka Panjang Perusahaan (RJPP) 2020-2024 PT Angkasa Pura I

Strategy House of PT Angkasa Pura I Company's Long Term Plan 2020-2024



Dalam menghadapi tantangan bisnis yang dinamis dan guna percepatan pemulihan kondisi kesehatan perusahaan, PT Angkasa Pura I melaksanakan program *corporate transformation* dengan berfokus pada empat pilar utama yaitu:

1. Business Turnaround

Transformasi yang berfokus pada restrukturisasi operasional, transformasi bisnis, optimalisasi *capital expenditure (capex)*, serta peningkatan *customer experience*.

2. Organization and Culture

Mengembangkan sumber daya dan budaya PT Angkasa Pura I dengan tujuan untuk memberikan layanan yang terbaik serta meningkatkan fungsi manajemen risiko.

In facing dynamic business challenges and to accelerate the recovery of the company's health condition, PT Angkasa Pura I implemented a corporate transformation program by focusing on four main pillars, namely:

1. Business Turnaround

The transformation focuses on operational restructuring, business transformation, capital expenditure (*capex*) optimization, and customer experience improvement.

2. Organization and Culture

Developing the resources and culture of PT Angkasa Pura I with the aim of providing the best service and improving the risk management function.

3. Financial Restructuring

Rencana PT Angkasa Pura I sebagai solusi untuk menghadapi tekanan likuiditas akibat pandemi saat ini melalui dua *stream* sebagai berikut:

- Debt restructuring, cashlab, and fundraising;
- Deleveraging initiatives.

4. Digitalization – Structure/Process/People

Digitalisasi menjadi enabler untuk proses implementasi dan *monitoring* inisiatif-inisiatif pada agenda transformasi *Business Turnaround, Organization and Culture, dan Financial Restructuring*.

3. Financial Restructuring

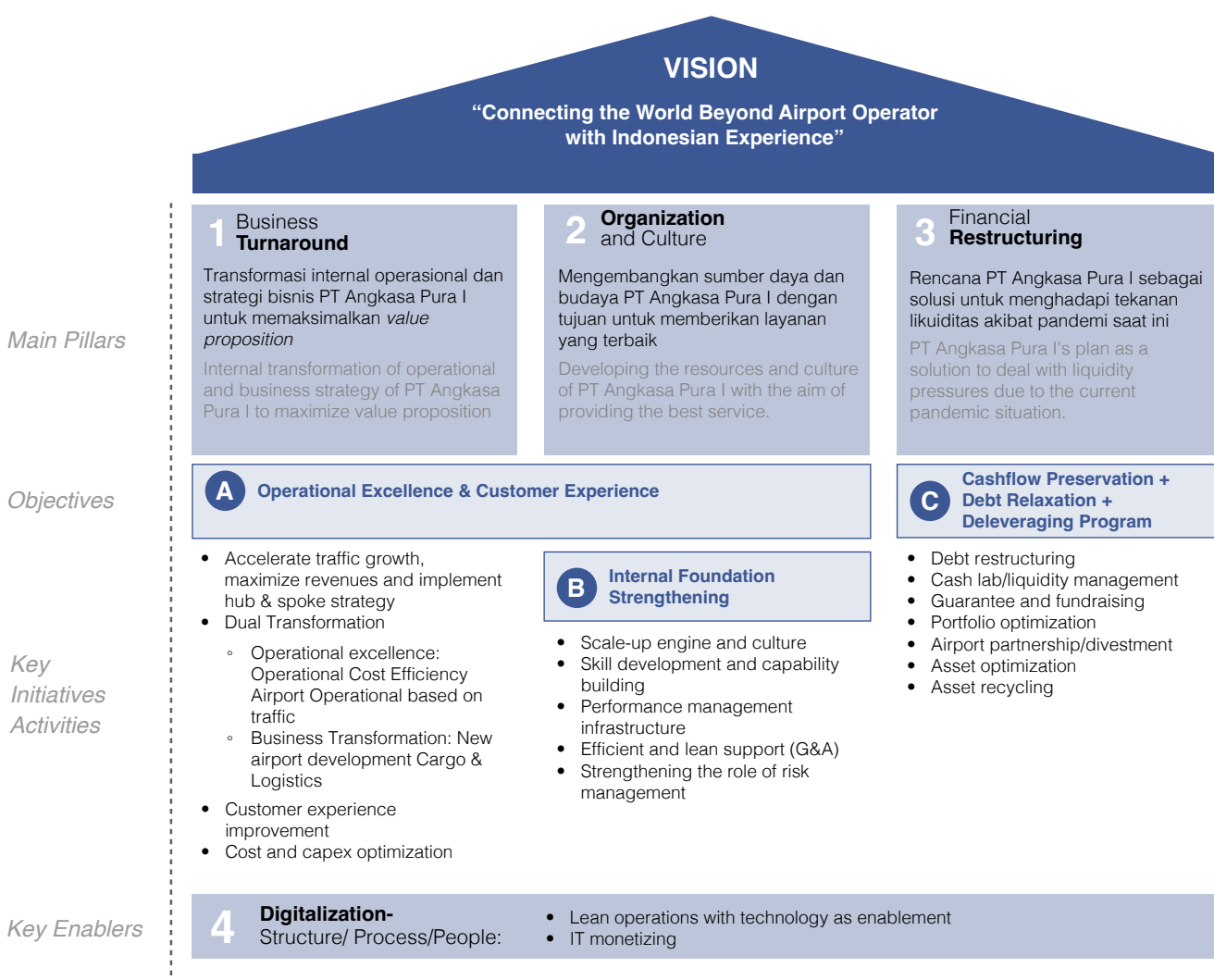
PT Angkasa Pura I plans to address the liquidity pressure caused by the current pandemic through the following two streams:

- Debt restructuring, cash lab, and fundraising;
- Deleveraging initiatives.

4. Digitalization – Structure/Process/People

Digitalization is an enabler for the implementation and monitoring of initiatives in the Business Turnaround, Organization and Culture, and Financial Restructuring transformation agendas.

Strategy House Transformasi Perusahaan Strategy House of Corporate Transformation

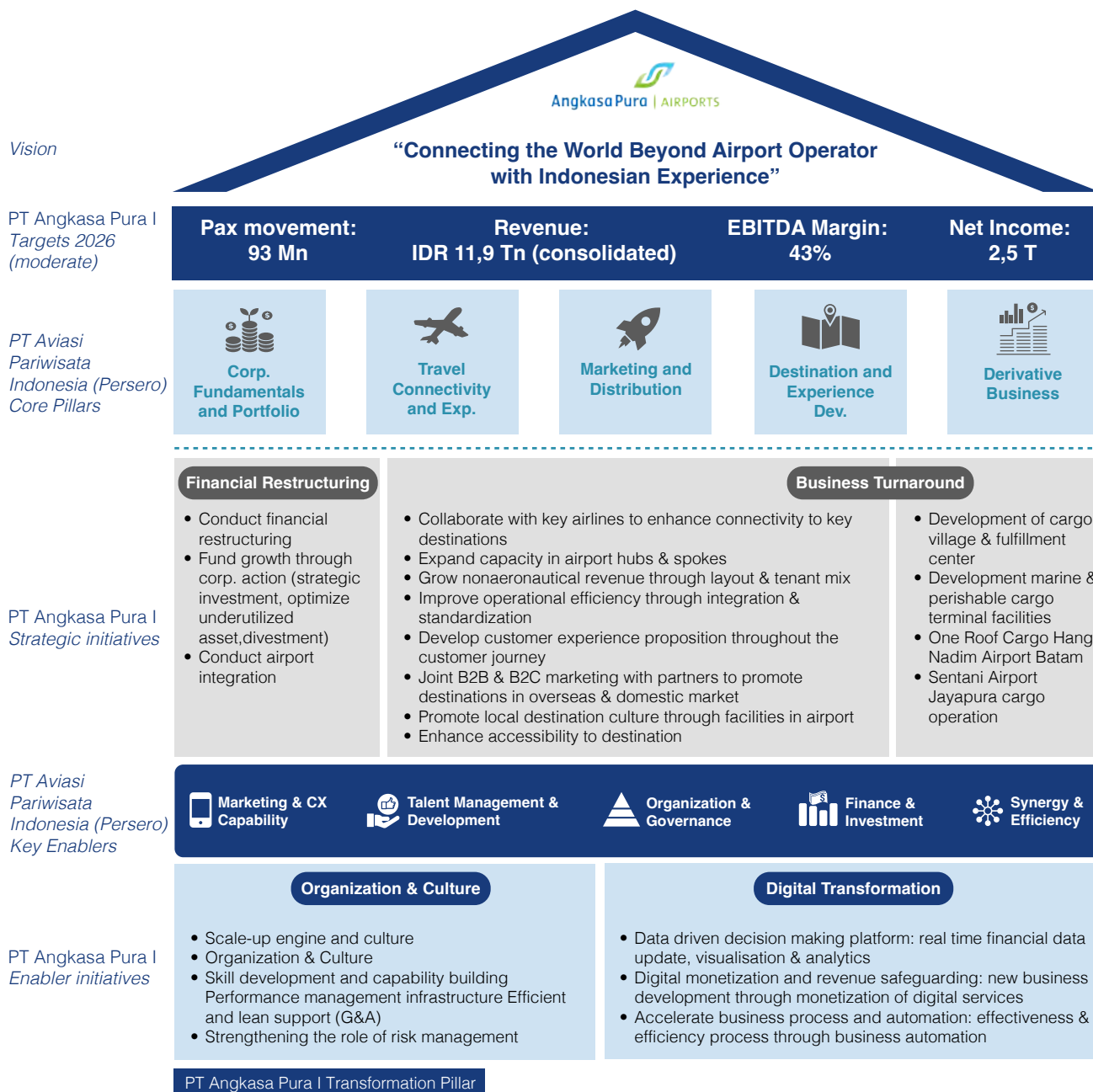


Sebagai anggota *holding* pariwisata dan pendukung, PT Angkasa Pura I telah melakukan penyelarasan inisiatif strategis dengan Rencana Jangka Panjang Perusahaan (RJPP) PT Aviassi Pariwisata Indonesia (Persero) selaku pemegang saham.

As a member of the tourism and supporting holding, PT Angkasa Pura I has aligned strategic initiatives with the Company's Long-Term Plan (RJPP) of PT Aviassi Pariwisata Indonesia (Persero) as the shareholder.

Penyelarasan *Strategy House* PT Angkasa Pura I dengan Rencana Jangka Panjang Perusahaan (RJPP) 2022-2026 PT Aviassi Pariwisata Indonesia (Persero) selaku Pemegang Saham

The alignment of PT Angkasa Pura I's *Strategy House* with the Company's Long-Term Plan (RJPP) 2022-2026 PT Aviassi Pariwisata Indonesia (Persero) as the Shareholder



Melalui implementasi inisiatif strategis yang sesuai dengan RJPP serta inisiatif transformasi perusahaan, dan selaras dengan RJPP PT Aviassi Pariwisata Indonesia (Persero), PT Angkasa Pura I berupaya untuk dapat berkontribusi dalam pembangunan berkelanjutan. Dengan demikian, perusahaan mampu memberikan manfaat jangka panjang, baik pada komunitas, lingkungan, maupun masyarakat secara keseluruhan.

Through the implementation of strategic initiatives in accordance with the RJPP and corporate transformation initiatives, and in line with the RJPP of PT Aviassi Pariwisata Indonesia (Persero), PT Angkasa Pura I strives to contribute to sustainable development. Thus, the company is able to provide long-term benefits, both to the community, the environment, and society as a whole.

Implementasi Rekomendasi *Task Force on Climate-Related Financial Disclosures* (TCFD)

Implementation of Recommendations by the Task Force on Climate-Related Financial Disclosures

PT Angkasa Pura I menyadari bahwa terdapat potensi disrupsi perubahan iklim terhadap bisnis perusahaan. Sebagai pengelola aset infrastruktur penting dan pintu gerbang bagi aktivitas perdagangan dan perjalanan, perusahaan berkomitmen untuk merespons tantangan iklim dengan mewujudkan *eco-airport*, serta mengungkapkan risiko dan peluang terkait perubahan iklim sesuai dengan *Task Force on Climate-Related Financial Disclosures* (TCFD). Rekomendasi TCFD dapat perusahaan gunakan sebagai informasi kepada investor, pemegang saham, dan masyarakat tentang risiko keuangan terkait perubahan iklim. Hal ini bertujuan untuk meningkatkan transparansi dalam mengungkapkan risiko perubahan iklim perusahaan.

Kerangka TCFD membagi risiko perubahan iklim perusahaan menjadi dua yaitu risiko fisik dan risiko transisi. Risiko fisik mencakup peristiwa cuaca ekstrem, seperti kekeringan atau banjir, dan dampak jangka lebih panjang berupa meningkatnya suhu rata-rata global. Sementara itu, risiko transisi meliputi peralihan global menuju ekonomi rendah karbon, regulasi baru, dan inovasi pada efisiensi energi. Maka dari itu, perusahaan secara teratur mendorong keterlibatan pelanggan, penyedia barang/jasa, dan pemangku kepentingan lainnya dalam mengurangi dampak lingkungan yang mungkin terjadi akibat kegiatan usaha. Kerja sama ini menjadi kunci dalam mengelola risiko perubahan iklim serta memastikan keberlanjutan bisnis.

Rekomendasi TCFD mendefinisikan tata kelola, strategi, manajemen risiko, serta metrik dan target perusahaan dalam menghadapi perubahan iklim sebagai elemen inti.

PT Angkasa Pura I recognizes the potential disruption of climate change to the company's business. As a manager of critical infrastructure assets and a gateway for trade and travel activities, the company is committed to responding to climate challenges by realizing *eco-airports*, and disclosing risks and opportunities related to climate change in accordance with the *Task Force on Climate-Related Financial Disclosures* (TCFD). The TCFD recommendations can be used by companies to inform investors, shareholders and the public about financial risks related to climate change. It aims to increase transparency in disclosing companies' climate change risks.

The TCFD framework divides corporate climate change risks into two: physical risks and transition risks. Physical risks include extreme weather events, such as droughts or floods, and the longer-term impacts of rising global average temperatures. Meanwhile, transition risks include the global shift to a low-carbon economy, new regulations, and innovations in energy efficiency. Therefore, the company regularly encourages the involvement of customers, goods/services providers, and other stakeholders in reducing the environmental impacts that may occur due to business activities. This collaboration is key to managing climate change risks and ensuring business sustainability.

The TCFD recommendations define governance, strategy, risk management, and corporate metrics and targets in dealing with climate change as core elements.

Elemen Inti Rekomendasi TCFD atas Pengungkapan *Financial* terkait Iklim Core Elements of TCFD Recommendations on Climate-related Financial Disclosures

Tata Kelola | Governance

Tata kelola perusahaan seputar risiko dan peluang terkait iklim.
Corporate governance around climate-related risks and opportunities.

Strategi | Strategy

Dampak aktual dan potensial dari risiko dan peluang terkait iklim pada bisnis, strategi, dan perencanaan keuangan perusahaan.

Actual and potential impacts of climate-related risks and opportunities on a company's business, strategy, and financial planning.

Manajemen Risiko | Risk Management

Proses yang perusahaan lakukan untuk mengidentifikasi, menilai, dan mengelola risiko iklim.

The process the company uses to identify, assess, and manage climate risks.

Metrik dan Target | Metrics and Targets

Metrik dan target yang perusahaan gunakan untuk menilai serta mengelola risiko dan peluang terkait iklim yang relevan.

The metrics and targets the company uses to assess and manage relevant climate-related risks and opportunities.



Tata Kelola

Governance

PT Angkasa Pura I menerapkan tata kelola keberlanjutan dengan Dewan Direksi sebagai pengawas atas aspek Lingkungan, Sosial, dan Tata Kelola (LST). Dalam penyusunan strategi perusahaan guna mencapai visi “*Connecting the World Beyond Airport Operator with Indonesian Experience*”, PT Angkasa Pura I menetapkan strategi fungsional yang mengacu pada aspek LST yaitu pembaruan fokus pada pembangunan yang aman, terlindungi, dan berkelanjutan secara lingkungan. Dalam mewujudkan strategi fungsional tersebut, PT Angkasa Pura I mengembangkan beberapa program kerja sebagai berikut:

1. Menerapkan keunggulan operasional dalam aspek keselamatan, keamanan, kenyamanan, dan kepatuhan melampaui standar nasional dan praktik terdepan;
2. Mengurangi jumlah karbon yang dihasilkan melalui perhitungan nilai intensitas karbon per trafik unit di setiap bandara;
3. Menjalankan sistem pengelolaan lingkungan yang efektif dan efisien;
4. Meningkatkan efektivitas pelaksanaan Tanggung Jawab Sosial perusahaan; dan
5. Menjaga keberlanjutan bisnis melalui keunggulan manajemen kinerja.

PT Angkasa Pura I implements sustainability governance with the Board of Directors as the supervisor of the Environmental, Social, and Governance (ESG) aspects. In preparing the company's strategy to achieve the vision of “*Connecting the World Beyond Airport Operator with Indonesian Experience*”, PT Angkasa Pura I establishes a functional strategy that refers to the ESG aspects, namely renewed focus on safe, secure, and environmentally sustainable development. In realizing the functional strategy, PT Angkasa Pura I developed several work programs as follows:

1. Implement operational excellence in safety, security, comfort and compliance beyond national standards and leading practices;
2. Reduce the amount of carbon generated by calculating the carbon intensity value per traffic unit at each airport;
3. Implement an effective and efficient environmental management system;
4. Improving the effectiveness of the implementation of corporate social responsibility; and
5. Maintain business sustainability through performance management excellence.

Strategi dan Manajemen Risiko [OJK E.3]

Strategy and Risk Management

Perubahan iklim berpotensi atas dampak terasa baik secara fisik pada bisnis maupun dampak transisi sebagai imbas dari perubahan peraturan, perkembangan teknologi, dan kondisi sosial-ekonomi. Oleh karena itu, mengatasi risiko dan peluang terkait iklim menjadi inti dari keberlanjutan PT Angkasa Pura I.

Climate change has the potential to have both physical and transitional implications on businesses due to legislative changes, technological advancements, and socioeconomic conditions. As a result, addressing climate risks and opportunities is central to PT Angkasa Pura I's sustainability strategy.

Merujuk pada Rekomendasi *Task Force on Climate-Related Financial Disclosures* (TCFD), risiko finansial atas perubahan iklim dapat timbul akibat dua faktor risiko utama yaitu risiko fisik dan risiko transisi. PT Angkasa Pura I telah mengidentifikasi beberapa risiko dan peluang terkait iklim yang berpotensi memiliki dampak baik secara material maupun finansial (sebagaimana tertera dalam tabel berikut ini):

Referring to the Task Force on Climate-Related Financial Disclosures (TCFD) Recommendations, financial risks of climate change may arise from two main risk factors, physical risks, and transition risks. PT Angkasa Pura I has identified several climate-related risks and opportunities that have the potential to have both material and financial impacts (as listed in the following table):

Pemicu Causes of Risk	Risiko Risk Occurrence	Potensi Dampak Finansial Potential Financial Impact	Langkah Mitigasi Mitigation Steps
Risiko Fisik Physical Risk			
<ul style="list-style-type: none"> • Curah hujan yang lebih besar selama musim hujan. • Banjir dan/atau tanah longsor di area bandara. • Greater rainfall during the rainy season. • Flooding and/or landslides in the airport area. 	<ul style="list-style-type: none"> • Terjadinya banjir di bandara dan/atau terganggunya akses menuju bandara. • Flooding at the airport and/or disruption of access to the airport. 	<ul style="list-style-type: none"> • Terjadinya kerusakan <i>runway</i> atau fasilitas bandara lainnya. • Perubahan fisik infrastruktur. • Penundaan dan/atau pembatalan penerbangan. • Kesulitan dalam proses <i>boarding</i> dan <i>landing</i>. • Peningkatan keluhan pelanggan. • Peningkatan belanja modal untuk perbaikan infrastruktur dan peralatan. • <i>Potential revenue</i> yang hilang karena terhentinya 	<ul style="list-style-type: none"> • Meningkatkan pemeriksaan rutin di area landasan pacu, <i>taxiway</i>, dan apron. • Penyusunan <i>business continuity management</i> (BCM) jika terjadi risiko bencana. • Menyiapkan skenario <i>contingency plan</i> jika terjadi kejadian risiko. • Pelaksanaan <i>stress testing</i> atas infrastruktur, fasilitas, dan SOP untuk memastikan kesiapan bandara. • Memastikan sistem drainase dan pompa yang memperhatikan debit

Pemicu Causes of Risk	Risiko Risk Occurrence	Potensi Dampak Finansial Potential Financial Impact	Langkah Mitigasi Mitigation Steps
		<p>penerbangan untuk sementara waktu.</p> <ul style="list-style-type: none"> • Damage to runways or other airport facilities. • Physical changes to infrastructure. • Flight delays and/or cancellations. • Difficulties in the boarding and landing process. • Increase in customer complaints. • Increased capital expenditure for infrastructure and equipment repairs. • Potential revenue lost due to temporary flight delays. 	<p>hujan 25 tahunan dan/atau 50 tahunan.</p> <ul style="list-style-type: none"> • Meningkatkan luas area resapan untuk mempercepat laju aliran air ke dalam tanah. • Melaksanakan sosialisasi dan pelatihan untuk memastikan seluruh personel bandara memahami SOP yang diperlukan. • Meningkatkan kerjasama dengan <i>stakeholder</i> terkait, seperti Badan Meteorologi, Klimatologi, dan Geofisika (BMKG), Balai Besar Wilayah Sungai (BBWS), Dinas Pekerjaan Umum, dan Badan Perencanaan Pembangunan Daerah (Bappeda). • Increase routine inspections in the runway, taxiway, and apron areas. • Preparation of business continuity management (BCM) if it occurs disaster risk. • Stress testing of infrastructure, facilities, and SOPs to ensure airport readiness. • Ensure drainage and pumping systems that take into account the 25-year and/or 50-year rainfall discharge. • Increase the area of infiltration areas to accelerate the rate of water flow into the ground. • Conduct socialization and training to ensure all airport personnel understand the necessary SOPs. • Increase cooperation with relevant stakeholders, such as the Meteorology, Climatology and Geophysics Agency (BMKG), River Basin Center (BBWS), Public Works Office, and Regional Development Planning Agency (Bappeda).
<ul style="list-style-type: none"> • Adanya pemanasan global. • Perubahan iklim regional. • Pengurangan vegetasi pantai sekitar bandara. • Aktivitas manusia (pembangunan di pesisir, reklamasi tanah). • The presence of global warming. • Regional climate change. • Reduction of coastal vegetation around the airport. 	<ul style="list-style-type: none"> • Terjadinya kenaikan permukaan air laut di sekitar bandara. • Rising sea level in the coastal area around the airport 	<ul style="list-style-type: none"> • Terjadinya pasang air laut yang memicu genangan air drainase di area bandara. • Gangguan operasional sementara di bandara. • Meningkatnya frekuensi, durasi perbaikan, dan kegiatan pemeliharaan yang mengakibatkan peningkatan biaya. • Kerusakan infrastruktur dan fasilitas bandara karena intrusi air laut. • Terganggunya kualitas air tanah di area bandara. • The occurrence of sea tides that triggered inundation of 	<ul style="list-style-type: none"> • Penanaman pohon mangrove untuk mencegah abrasi di salah satu bandara yang dikelola PT Angkasa Pura I, yakni di Bandara Internasional Yogyakarta Kulon Progo di tiga titik yang meliputi wilayah sisi selatan, barat, dan timur bandara. • Pada bandara yang melaksanakan reklamasi, turut dilakukan pemantauan tinggi muka air laut secara berkala sebagai program monitoring pengelolaan lingkungan hidup. • Pembuatan tanggul untuk bandara yang memiliki risiko tinggi terdampak pasang surut air laut.

Pemicu Causes of Risk	Risiko Risk Occurrence	Potensi Dampak Finansial Potential Financial Impact	Langkah Mitigasi Mitigation Steps
<ul style="list-style-type: none"> Human activities (coastal development, land reclamation). 		<p>drainage water in the airport area.</p> <ul style="list-style-type: none"> Temporary operational disruption at the airport. Increased frequency, duration of repair and maintenance activities resulting in increased costs. Damage to airport infrastructure and facilities due to seawater intrusion. Disruption of groundwater quality in the airport area. 	<ul style="list-style-type: none"> Memastikan kesiapan sistem drainase di area bandara. Komitmen dan kebijakan terkait efisiensi dan sumber daya air. Inisiatif konservasi air, seperti pengelolaan air hujan di bandara disertai penggunaan kembali hasil olahan <i>grey water</i>. Mengurangi lahan untuk pengembangan bandara di masa depan. Mangrove tree planting to prevent abrasion at one of the airports managed by PT Angkasa Pura I, namely at Yogyakarta International Airport Kulon Progo at three points covering the south, west and east sides of the airport. At the airport that carries out reclamation, regular monitoring of sea level is also carried out as an environmental management monitoring program. Construction of embankments for airports that have a high risk of being affected by sea tides. Ensuring the readiness of the drainage system in the airport area. Commitments and policies related to water efficiency and resources. Water conservation initiatives, such as rainwater management at the airport along with reuse of processed gray water. Reducing land for future airport development.
<ul style="list-style-type: none"> Peningkatan emisi gas rumah kaca, seperti karbon dioksida (CO₂) dan metana. Pembakaran bahan bakar fosil berlebih, deforestasi, dan industri. Increasing greenhouse gas emissions, such as carbon dioxide (CO₂) and methane. Excess fossil fuel burning, deforestation and industry. 	<ul style="list-style-type: none"> Terjadinya kenaikan suhu udara Increasing air temperature 	<ul style="list-style-type: none"> Peningkatan beban fasilitas pendingin terminal bandara. Peningkatan biaya pemeliharaan (rutin dan non-rutin) serta beban listrik terkait energi. Standar suhu ruangan yang ditetapkan tidak tercapai. Peningkatan jumlah keluhan dari pengguna jasa bandara karena suhu di area terminal tidak nyaman. Increased load on airport terminal cooling facilities. Increased maintenance costs (routine and non-routine) as well as energy-related electrical loads. Established room temperature standards are not achieved. Increased number of complaints from airport service 	<ul style="list-style-type: none"> Komitmen dan kebijakan efisiensi energi. Penerapan ISO 50001:2018 Sistem Manajemen Energi dan pemanfaatan energi terbarukan. Perencanaan tata ruang hijau. Melakukan penanaman serta perawatan pohon di dalam kawasan bandara sebagai media penyerap emisi gas rumah kaca. Penggunaan <i>solar cell</i> sebagai sumber listrik untuk lampu penerangan jalan umum. Perencanaan rekayasa/ desain bangunan, selubung bangunan dan sistem ventilasi pada terminal bandara dengan mempertimbangkan efisiensi energi. Efisiensi energi dengan penerapan Manajemen Operasional Berbasis Trafik (MOT). Bekerjasama dengan <i>stakeholder</i>

Pemicu Causes of Risk	Risiko Risk Occurrence	Potensi Dampak Finansial Potential Financial Impact	Langkah Mitigasi Mitigation Steps
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users due to uncomfortable temperatures in the terminal area.

terkait untuk integrasi transportasi umum dari dan ke bandara, serta moda transportasi berkelanjutan (moda elektrifikasi).

- Menetapkan target reduksi penggunaan sumber daya energi, serta pelaksanaan monitoring dan pelaporan pemakaian energi.
- Sosialisasi kepada komunitas bandara untuk penghematan konsumsi energi.
- Commitment and energy efficiency policy.
- Implementation of ISO 50001:2018 Energy Management System and utilization of renewable energy.
- Green space planning.
- Planting and maintaining trees in the airport area as a medium for absorbing greenhouse gas emissions.
- Use of solar cells as a source of electricity for public street lighting.
- Engineering planning/design of buildings, building envelopes and ventilation systems at airport terminals by considering energy efficiency.
- Energy efficiency by implementing Traffic Based Operational Management (MOT).
- Cooperate with relevant stakeholders for the integration of public transportation to and from the airport, as well as sustainable transportation modes (electrification modes).
- Setting targets for reducing the use of energy resources, as well as implementing monitoring and reporting on energy usage.
- Socialization to the airport community to save energy consumption.

Risiko Transisi

Transition Risk

- Perubahan kebijakan dari pemerintah yang mengatur standar kinerja energi, iklim, dan emisi perusahaan dengan pembatasan emisi perjalanan udara atau pada sektor penyedia layanan bandara.
- Government policy changes that regulate corporate energy, climate, and emissions
- Terjadinya penurunan permintaan jumlah penerbangan.
- There was a decrease in flight demand.
- Perubahan pola perjalanan dengan transportasi udara.
- Penurunan pendapatan bandara, baik dari aeronautika maupun nonaeronautika.
- Peningkatan biaya operasional bandara untuk pemenuhan standar regulasi.
- Gangguan kepada kondisi keuangan perusahaan.
- Ketidakpastian keberlangsungan perusahaan dalam jangka panjang.
- Sanksi dari regulator jika tidak memenuhi standar dimaksud.
- Inisiasi implementasi *Environmental, Social, and Governance (ESG) Framework* dan *Social Environmental Management System (SEMS)*.
- Komitmen dan kebijakan terkait penerapan prinsip bandara ramah lingkungan (*eco airport*) dalam menjalankan kegiatan operasional bandara.
- Penerapan ISO 50001:2018 Sistem Manajemen Energi untuk memastikan persyaratan energi terpenuhi.
- Melakukan perhitungan emisi gas

Pemicu Causes of Risk	Risiko Risk Occurrence	Potensi Dampak Finansial Potential Financial Impact	Langkah Mitigasi Mitigation Steps
<p>performance standards with restrictions on air travel emissions or on the airport service provider sector.</p>		<ul style="list-style-type: none"> • Changes in travel patterns by air transportation. • Decrease in airport revenue, both from aeronautics and non-aeronautics. • Increased airport operating costs to meet regulatory standards. • Disruption to the company's financial condition. • Uncertainty of company sustainability in the long term. • Sanctions from Regulators if they do not meet these standards. 	<p>rumah kaca serta menetapkan <i>baseline</i> dan target penurunan emisi gas rumah kaca sebagai antisipasi pemberlakuan <i>carbon pricing</i>.</p> <ul style="list-style-type: none"> • Penerapan efisiensi energi dan Energi Baru Terbarukan (EBT). • Evaluasi infrastruktur ramah lingkungan. • Program penghijauan dan penanaman pohon secara berkala. • Penerapan transportasi berkelanjutan. • Program pemantauan emisi berkala. • Pengenaan biaya karbon dan sertifikasi lingkungan. • Kebijakan pengelolaan limbah. • Pelaksanaan sosialisasi dan pelatihan secara berkala untuk meningkatkan kesadaran dan kapabilitas terkait pengelolaan lingkungan. • Initiation of the implementation of Environmental, Social, and Governance (ESG) Framework and Social Environmental Management System (SEMS). • Commitments and policies related to the application of eco airport principles in carrying out airport operational activities. • Implementation of ISO 50001:2018 Energy Management System to ensure energy requirements are met. • Calculating greenhouse gas emissions and setting baselines and targets for reducing greenhouse gas emissions in anticipation of carbon pricing. • Implementation of energy efficiency and New Renewable Energy (EBT). • Evaluation of environmentally friendly infrastructure. • Regular reforestation and tree planting programs. • Implementation of sustainable transportation. • Periodic emission monitoring program. • Carbon pricing and environmental certification. • Waste management policy. • Regular socialization and training to increase awareness and capability related to environmental management.

Pemicu Causes of Risk	Risiko Risk Occurrence	Potensi Dampak Finansial Potential Financial Impact	Langkah Mitigasi Mitigation Steps
<ul style="list-style-type: none"> • Penutupan destinasi wisata alam akibat dampak perubahan iklim (banjir, kekeringan, dan bencana alam) dan perubahan kebijakan regulasi terkait pariwisata. • Closure of natural tourist destinations due to climate change impacts (floods, droughts, and natural disasters) and changes in tourism-related regulatory policies. 	<ul style="list-style-type: none"> • Terjadinya penurunan volume penumpang, baik domestik maupun internasional. • There has been a decline in passenger volumes, both domestic and international. 	<ul style="list-style-type: none"> • Penurunan pendapatan akibat turunnya jumlah penumpang dan pengguna jasa bandara. • Pembatalan operasional maskapai penerbangan. • Menurunnya minat investor untuk berusaha di area bandara karena ketidakpastian bisnis • Decrease in revenue due to a decrease in the number of passengers and airport service users. • Cancellation of airline operations. • Decreased investor interest in doing business in the airport area due to business uncertainty. 	<ul style="list-style-type: none"> • PT Angkasa Pura I merupakan member dari PT Aviawi Pariwisata Indonesia (Persero) yang merupakan BUMN di sektor aviawi dan pariwisata yang dibentuk untuk meningkatkan kolaborasi dan integrasi dalam pengembangan wisata Indonesia. • Bekerja sama dengan <i>stakeholder</i> terkait, seperti maskapai penerbangan, instansi pemerintah daerah, dan lain-lain, dalam peningkatan program terkait destinasi wisata. • Penerapan diversifikasi pendapatan. • Penerapan manajemen keuangan yang konservatif. • Fleksibilitas infrastruktur. • Diversifikasi rute penerbangan. • PT Angkasa Pura I is a member of PT Aviawi Pariwisata Indonesia (Persero) which is a state-owned enterprise in the aviation and tourism sector formed to increase collaboration and integration in the development of Indonesian tourism. • Cooperate with relevant stakeholders, such as airlines, local government agencies, and others, in improving programs related to tourist destinations. • Implementation of revenue diversification. • Implementation of conservative financial management. • Infrastructure flexibility. • Diversification of flight routes.

Kontribusi PT Angkasa Pura I dalam mengatasi perubahan iklim juga menghasilkan peluang bagi operasional perusahaan. Inisiatif konservasi energi dan reduksi emisi GRK yang telah perusahaan canangkan akan berdampak pada penghematan konsumsi energi. Hal ini akan mendorong penurunan biaya operasional perusahaan.

Di samping itu, seluruh bangunan bandara PT Angkasa Pura I telah menerapkan konsep bandar udara ramah lingkungan (*eco-airport*) dalam operasionalnya. Saat ini, terdapat dua bandara yang telah mendapat sertifikat *GreenShip* dari Green Building Council Indonesia (GBCI) dengan peringkat *Gold* yaitu Bandara Internasional Yogyakarta Kulon Progo dan Bandara Jenderal Ahmad Yani Semarang. Penerapan *green airport* ini akan menjadi nilai tambah yang menarik bagi para mitra usaha dan/atau mitra kerja.

PT Angkasa Pura I's contribution to addressing climate change also generates opportunities for the company's operations. The energy conservation and GHG emission reduction initiatives that the company has launched will have an impact on saving energy consumption. This will drive down the company's operational costs.

Furthermore, all of PT Angkasa Pura I's airport buildings have implemented the *eco-airport* concept in their operations. Currently, there are two airports that have received *GreenShip* certificates from the Green Building Council Indonesia (GBCI) with a *Gold* rating, namely Yogyakarta International Airport Kulon Progo and Jenderal Ahmad Yani Airport Semarang. The implementation of this green airport will be an attractive added value for business partners and/or partners.

Perusahaan telah memetakan risiko dan peluang perubahan iklim, serta telah memulai perhitungan implikasi biaya atau finansial sebagai akibat dari risiko dan peluang perubahan iklim, salah satunya melalui data historis dan metode penghitungan lainnya. [GRI 201-2]

Risiko-risiko yang terkait perubahan iklim telah diidentifikasi dalam Profil Risiko (termasuk dampak jika risiko tersebut terjadi) pada seluruh wilayah bandara yang dikelola PT Angkasa Pura I. Pengelolaan risiko dilakukan secara berkala melalui monitoring realisasi tindak lanjut rencana perlakuan risiko sehingga risiko dapat diyakinkan untuk berada pada level selera risiko manajemen. Setiap tahun PT Angkasa Pura I telah menetapkan kapasitas risiko, toleransi risiko, selera risiko dan limit risiko untuk menjadi acuan dalam melakukan proses kuantifikasi dan pengelolaan risiko.

PT Angkasa Pura I telah melakukan proses pengelolaan risiko (mulai dari proses identifikasi, analisis risiko, dan monitoring realisasi tindak lanjut) dengan menggunakan sistem berbasis web (*I-Risk*). Pada menu *I-Risk* telah disediakan juga kolom untuk menilai atau mengkuantifikasi dampak finansial terhadap risiko yang perlu diisi oleh pemilik risiko (*risk owner*). Adapun terkait proses kuantifikasi dampak finansial dilakukan oleh pemilik risiko (*risk owner*) dengan 2 (dua) pendekatan yaitu:

1. Dengan menggunakan nilai dampak pada *historical data* atas risiko yang teridentifikasi pada lokasi yang sama;
2. Dengan menggunakan perhitungan *professional judgement* oleh pemilik risiko (*risk owner*) pada lokasi dimana risiko teridentifikasi.

Selanjutnya, proses kuantifikasi dampak finansial risiko dilakukan dengan mengikuti SOP/ juknis yang saat ini dalam proses penerbitan pada *holding company* (PT Aviastar Pariwisata Indonesia).

Perusahaan telah memetakan risiko dan peluang atas perubahan iklim dan energi. Adapun program-program konservasi energi seperti penerapan sistem manajemen energi dan lingkungan di bandara, pemanfaatan Energi Baru Terbarukan (EBT) berupa *solar panel* untuk pembangkit listrik dan lampu penerangan jalan, penggunaan lampu LED pada *Airfield Lighting System* (AFL), serta penerapan Manajemen Operasi Berbasis Trafik (MOT) guna efisiensi energi yang juga telah diapresiasi oleh Kementerian Energi dan Sumber Daya Mineral Republik Indonesia di tingkat nasional, serta oleh ASEAN Centre for Energy dan Clean Energy Ministerial di tingkat internasional. Namun sampai dengan saat ini, perusahaan belum sepenuhnya melakukan perhitungan implikasi biaya atau finansial sebagai akibat dari risiko dan peluang perubahan iklim. PT Angkasa Pura I menyadari pentingnya melakukan analisis atas nilai finansial dari risiko atau peluang akibat perubahan iklim untuk ke depannya, sehingga pada masa mendatang perusahaan perlu melakukan penyusunan analisis. [GRI 201-2]

The company has mapped the risks and opportunities of climate change and has initiated the calculation of cost or financial implications resulting from climate change risks and opportunities, including through historical data and other calculation methods. [GRI 201-2]

Risks related to climate change have been identified in the Risk Profile (including the impact if these risks occur) across all airport regions managed by PT Angkasa Pura I. Risk management is conducted periodically through monitoring the realization of risk treatment plans so that risks can be ensured to be at the desired level of risk appetite management. Each year, PT Angkasa Pura I has established risk capacity, risk tolerance, risk appetite, and risk limits to serve as references in the process of quantifying and managing risks.

PT Angkasa Pura I has conducted risk management processes (starting from identification, risk analysis, and monitoring of follow-up actions) using a web-based system (*I-Risk*). The *I-Risk* menu also includes a column for assessing or quantifying the financial impact of risks, to be filled in by the risk owners. Regarding the process of quantifying financial impacts, the risk owners use two approaches:

1. Using the impact value from historical data on risks identified in the same location.
2. Using professional judgment calculations by the risk owners at locations where risks are identified.

Furthermore, the process of quantifying the financial impact of risks follows the Standard Operating Procedures (SOP) / guidelines, which are currently in the process of being issued by the

The company has mapped the risks and opportunities of climate change and energy. Energy conservation programs such as the implementation of an energy and environmental management system at the airport, the use of New Renewable Energy (EBT) in the form of solar panels for power generation and street lighting, the use of LED lights on the Airfield Lighting System (AFL), and the implementation of Traffic Based Operations Management (MOT) for energy efficiency have also been appreciated by the Ministry of Energy and Mineral Resources of the Republic of Indonesia at the national level, as well as by the ASEAN Center for Energy and Clean Energy Ministerial at the international level. But until now, the company has not fully calculated the cost or financial implications as a result of climate change risks and opportunities. PT Angkasa Pura I realizes the importance of analyzing the financial value of risks or opportunities due to climate change in the future, so in the future the company needs to prepare an analysis. [GRI 201-2]



Metrik dan Target

Matrics and Targets

PT Angkasa Pura I telah melakukan inventarisasi emisi gas rumah kaca yang dihasilkan bandar udara, serta masih dalam proses melakukan kajian untuk mitigasi emisi gas rumah kaca untuk mencapai *Net Zero Carbon Emission*. Selain itu, perusahaan juga telah mengungkapkan metrik lain seperti penggunaan energi, emisi udara, produksi limbah, dan penggunaan air. Pelaporan atas metrik tersebut membantu PT Angkasa Pura I dalam memahami risiko terkait iklim perusahaan. PT Angkasa Pura I belum melakukan perhitungan untuk nilai ekonomi karbon, *carbon footprint* berdasarkan *Life Cycle Analysis* (LCA) sebagai dasar untuk *carbon pricing* ke depannya.

PT Angkasa Pura I juga terus berupaya untuk memantau indikator iklim di masa mendatang. Salah satu strategi inisiatif yang PT Angkasa Pura I wujudkan yaitu “Mengurangi jejak karbon di bandara”. Pengurangan jejak karbon berlangsung dengan dukungan kebijakan instruksi Direksi Nomor INST. DU.4/HK.01.02/2018 tentang langkah-langkah penurunan emisi gas rumah kaca di bandar udara PT Angkasa Pura I yang memuat rencana aksi untuk mendukung konservasi energi.

Dalam rangka mendukung program Pemerintah Republik Indonesia dalam penurunan emisi gas rumah kaca di tahun 2030 melalui program *Enhanced Nationally Determined Contribution* (ENDC), PT Angkasa Pura I juga telah mengimplementasikan sejumlah program di Bandara I Gusti Ngurah Rai Bali, di antaranya pembangunan pembangkit listrik tenaga surya (PLTS) berupa *solar panel system* atau *photovoltaics* dengan kapasitas maksimal hingga 155 kWp dan di Bandara Bandara Jenderal Ahmad Yani Semarang dengan kapasitas 101 kWp. Selain itu, PT Angkasa Pura I juga telah memasang instalasi sistem pendingin terminal (*chiller*) terzonasi yang diatur sesuai kebutuhan yang dibantu dengan sistem SCADA, *my inspection* dan *Management Operation by Traffic*, penggunaan *solar cell* untuk lampu penerangan jalan, penggunaan lampu LED, serta desain arsitektur terminal bandara yang mendukung implementasi program penghematan energi.

PT Angkasa Pura I has conducted an inventory of greenhouse gas emissions generated by airports, and is still in the process of conducting studies to mitigate greenhouse gas emissions to achieve Net Zero Carbon Emission. In addition, the company has also disclosed other metrics such as energy use, air emissions, waste production, and water use. Reporting on these metrics helps PT Angkasa Pura I understand the company’s climate-related risks. PT Angkasa Pura I has not yet calculated the economic value of carbon, carbon footprint based on Life Cycle Analysis (LCA) as the basis for carbon pricing in the future.

PT Angkasa Pura I also continues to strive to monitor climate indicators in the future. One of the initiative strategies that have been actualized by PT Angkasa Pura I is “Reducing the carbon footprint at the airport”. Carbon footprint reduction takes place with the support of the Board of Directors instruction policy Number INST.DU.4/HK.01.02/2018 concerning measures to reduce greenhouse gas emissions at PT Angkasa Pura I airports which contains an action plan to support energy conservation.

In order to support the Government of the Republic of Indonesia’s program in reducing greenhouse gas emissions in 2030 through the Enhanced Nationally Determined Contribution (ENDC) program, PT Angkasa Pura I has also implemented a number of programs at I Gusti Ngurah Rai Airport Bali, including the construction of solar power plants (PLTS) in the form of solar panel systems or photovoltaics with a maximum capacity of up to 155 kWp and at Jenderal Ahmad Yani Airport Semarang with a capacity of 101 kWp. In addition, PT Angkasa Pura I has also installed a zoned terminal cooling system (*chiller*) that is regulated according to needs assisted by a SCADA system, *my inspection* and *Management Operation by Traffic*, the use of solar cells for street lighting, the use of LED lights, and airport terminal architectural designs that support the implementation of energy saving programs.



Proses Implementasi ESG PT Angkasa Pura I

PT Angkasa Pura I ESG Implementation Process

ESG adalah rangkaian faktor-faktor lingkungan sosial dan tata kelola yang perlu dipertimbangkan oleh sebuah perusahaan dan oleh para investor ketika berinvestasi sesuai dengan panduan IFC-ESG *Guidebook* tahun 2021. Ini melibatkan evaluasi terhadap berbagai risiko, dampak dan peluang-peluang, tapi tidak terbatas kepada masalah lingkungan, sosial, dan tata kelola.

PT Angkasa Pura I menerapkan standar ESG internasional untuk memastikan keberlanjutan dan tanggung jawab dalam operasional bandara serta pembangunan bandara yang ramah lingkungan, sosial, dan ekonomis. Standar tersebut melibatkan referensi pada IFC *Performance Standard* (2012), ILO *Core Labor Standards Conventions*, IFC *ESG Guide Book* (2021), *Sustainable Development Goals* (2015), *Airports Council International Sustainability Strategy* (2020), dan *Airports Council International ESG Management Best Practice* (2022).

Selain itu, PT Angkasa Pura I juga mempertimbangkan standar nasional dengan merujuk pada dokumen ESG, serta regulasi dan kebijakan di Indonesia yang mendukung penerapan prinsip ESG. Ini termasuk Laporan ESG Kementerian BUMN Republik Indonesia (2022), Kerangka ESG Kementerian Keuangan Republik Indonesia (2022), dan peraturan di Indonesia terkait operasional bandara, seperti perlindungan lingkungan hidup, penerbangan, tenaga kerja, hak asasi manusia, CSR, pengadaan tanah, keanekaragaman hayati, masyarakat adat, dan tata kelola.

ESG is the set of environmental, social and governance factors that a company and investors need to consider when investing in accordance with the 2021 IFC-ESG *Guidebook*. It involves evaluating risks, impacts and opportunities, but is not limited to environmental, social and governance issues.

PT Angkasa Pura I applies international ESG standards to ensure sustainability and responsibility in airport operations and airport development that is environmentally, socially, and economically friendly. The standard involves references to the IFC *Performance Standard* (2012), ILO *Core Labor Standards Conventions*, IFC *ESG Guidebook* (2021), *Sustainable Development Goals* (2015), *Airports Council International Sustainability Strategy* (2020), and *Airports Council International ESG Management Best Practice* (2022).

Additionally, PT Angkasa Pura I also takes the national standards into consideration by referring to ESG documents, as well as regulations and policies in Indonesia that support the implementation of ESG principles. These include the ESG Report of the Ministry of SOEs of the Republic of Indonesia (2022), the ESG Framework of the Ministry of Finance of the Republic of Indonesia (2022), and regulations in Indonesia related to airport operations, such as environmental protection, aviation, labor, human rights, CSR, land acquisition, biodiversity, indigenous peoples, and governance.

Topik Materialitas

Materiality Topic

Implementasi ESG secara prinsip mengacu pada seperangkat kriteria yang digunakan untuk mengevaluasi kinerja dan dampak perusahaan dalam tiga bidang utama:

Lingkungan (E):

Aspek ini berfokus pada bagaimana perusahaan dapat mengelola dampak lingkungan dari kegiatan operasional usaha yang dilakukan. Topik materialitas dalam aspek lingkungan mencakup emisi karbon, efisiensi penggunaan sumber daya, keanekaragaman hayati, pengelolaan sampah dan limbah, rantai pasokan yang berkelanjutan, dan sebagainya.

Sosial (S):

Komponen sosial melihat bagaimana perusahaan berinteraksi dengan dan memberikan dampak kepada karyawan, pelanggan, masyarakat, dan pemangku kepentingan lainnya. Topik materialitas dari komponen ini meliputi praktik ketenagakerjaan, keragaman dan kesetaraan gender, kesehatan dan keselamatan kerja, penanganan keluhan, pelibatan pemangku kepentingan, dan sebagainya.

Principally, ESG implementation refers to a set of criteria used to evaluate a company's performance and impact in three major areas:

Environment (E):

This aspect focuses on how the company can manage the environmental impacts of its business operations. Materiality topics in the environmental aspect include carbon emissions, resource use efficiency, biodiversity, waste and waste management, sustainable supply chains, and so on.

Social (S):

The social component looks at how companies interact with and impact employees, customers, communities, and other stakeholders. Materiality topics of this component include labor practices, gender diversity and equality, occupational health and safety, grievance handling, stakeholder engagement, and so on.

Tata Kelola (G):

Tata kelola berkaitan dengan struktur, kepemimpinan, dan transparansi pada suatu perusahaan. Topik materialitas pada aspek tata kelola meliputi faktor-faktor seperti komposisi dewan direksi, kompensasi eksekutif, praktik bisnis yang beretika, tingkat akuntabilitas dan transparansi organisasi, pengungkapan informasi, dan sebagainya. Sebagai referensi praktik terbaik (*best practices*) ESG untuk operasional bandara, PT Angkasa Pura I mengacu pada beberapa standar internasional yang telah ditetapkan oleh International Finance Corporation (IFC) dan Airports Council International (ACI).

Governance (G):

Governance relates to the structure, leadership, and transparency of a company. Materiality topics in the governance aspect include factors such as board composition, executive compensation, ethical business practices, the level of accountability and transparency of the organization, information disclosure, and so on. As a reference for ESG best practices for airport operations, PT Angkasa Pura I refers to several international standards set by the International Finance Corporation (IFC) and Airports Council International (ACI).



Bandara dan fasilitas penunjangnya, sebagai infrastruktur kritis dan kontributor untuk transportasi global, memiliki dampak yang signifikan pada berbagai aspek pembangunan berkelanjutan. Dengan menyelaraskan operasional bandara dengan SDGs dan prinsip ACI, maka PT Angkasa Pura I nantinya dapat memainkan peran sentral dalam berkontribusi pada agenda keberlanjutan yang lebih luas.

Dalam menentukan topik materialitas ESG ini, PT Angkasa Pura I utamanya mengacu pada ACI ESG *Management Best Practice*, dan juga mengacu pada standar nasional dari Laporan ESG Kementerian BUMN Tahun 2022, di mana telah diatur bahwa PT Angkasa Pura I termasuk ke dalam Klaster Jasa Pariwisata dan Pendukung, dengan Sub-Klaster Pariwisata, Transportasi Udara, dan Navigasi Udara.

Kerangka kerja ESG PT Angkasa Pura I berfokus pada topik materialitas yang telah disusun. Pada masing-masing topik materialitas, dilakukan pembahasan kerangka kerja untuk tiap subtopik materialitas dan relevansinya dengan IFC *Performance Standard, Sustainability Strategy* ACI, *Sustainable Development Goals* (SDGs), serta disertakan juga metrik pengukuran kinerja untuk tiap sub-topik yang mengacu pada IFC ESG Guidebook.

Dalam rangka implementasi ESG, PT Angkasa Pura I juga membentuk Satuan Tugas/Satgas ESG (*ESG Task Force*) yang bertanggungjawab untuk mengawasi pelaksanaan persyaratan-persyaratan ESG dan berperan sebagai perpanjangan tangan dari Direksi.

Pemantauan dan evaluasi dalam konteks ESG sangat penting untuk menilai kinerja organisasi, melacak kemajuan, dan membuat keputusan yang tepat. Pemantauan dan evaluasi yang efektif dalam ESG membutuhkan komitmen terhadap transparansi, integritas data, adaptabilitas dengan praktik terbaik yang terus berkembang, dan harapan pemangku kepentingan. Pemantauan dan evaluasi merupakan proses berkelanjutan yang membantu perusahaan untuk meningkatkan kinerja ESG dan menunjukkan komitmen terhadap praktik bisnis yang berkelanjutan dan bertanggung jawab.

Direksi PT Angkasa Pura I berkomitmen untuk mengembangkan kapasitas dari karyawan PT Angkasa Pura I untuk memajukan ESG dalam siklus proyek. Pelatihan dapat dilakukan oleh pihak luar yang ditunjuk oleh PT Angkasa Pura I. Inisiatif tersebut adalah sebagai berikut, namun tidak terbatas pada:

- Pengenalan, pelatihan, dan penyegaran untuk semua karyawan PT Angkasa Pura I tentang isu-isu dan kebijakan ESG, prosedur-prosedur dan pedoman-pedoman, termasuk pelatihan berkala tentang kesiapsiagaan dan tanggap darurat;
- Lokakarya untuk meningkatkan kepedulian tentang norma, prosedur-prosedur, dan tinjauan ESG;
- Pelatihan merupakan kewajiban semua karyawan PT Angkasa Pura I untuk penyegaran, serta penambahan dan peningkatan kapasitas dan keahlian, dengan wajib menghadiri pelatihan setiap tahun. Pelatihan dapat mencakup kursus/pelatihan/seminar/lokakarya yang terkait dengan aspek ESG.

Airports and their support facilities, as critical infrastructure, and contributors to global transportation, have a significant impact on various aspects of sustainable development. By aligning airport operations with the SDGs and ACI principles, PT Angkasa Pura I will be able to play a central role in contributing to the broader sustainability agenda.

In determining the topic of ESG materiality, PT Angkasa Pura I mainly refers to the ACI ESG Management Best Practice, and also refers to the national standards of the Ministry of BUMN's ESG Report 2022, where it has been regulated that PT Angkasa Pura I is included in the Tourism and Support Services Cluster, with the Tourism, Air Transportation and Air Navigation Sub-Cluster.

PT Angkasa Pura I's ESG framework focuses on the materiality topics that have been compiled. In each materiality topic, a discussion of the framework for each materiality subtopic and its relevance to the IFC Performance Standard, Sustainability Strategy ACI, Sustainable Development Goals (SDGs), and also includes performance measurement metrics for each sub-topic that refers to the IFC ESG Guidebook.

In order to implement ESG, PT Angkasa Pura I also established an ESG Task Force that is responsible for overseeing the implementation of ESG requirements and acts as an extension of the Board of Directors.

Monitoring and evaluation in the context of ESG is essential for assessing organizational performance, tracking progress, and making informed decisions. Effective monitoring and evaluation in ESG requires a commitment to transparency, data integrity, adaptability to evolving best practices, and stakeholder expectations. Monitoring and evaluation is an ongoing process that helps companies to improve ESG performance and demonstrate commitment to sustainable and responsible business practices.

The Board of Directors of PT Angkasa Pura I is committed to developing the capacity of PT Angkasa Pura I employees to advance ESG in the project cycle. Training can be conducted by external parties appointed by PT Angkasa Pura I. The initiatives are as follows, but not limited to:

- Introduction, training, and refreshers for all PT Angkasa Pura I employees on ESG issues and policies, procedures, and guidelines, including periodic training on emergency preparedness and response;
- Workshops to raise awareness about ESG norms, procedures, and reviews;
- Training is mandatory for all PT Angkasa Pura I employees for refreshment, as well as addition and enhancement of capacity and expertise, with mandatory training attendance annually. Training may include courses/training/seminars/workshops related to ESG aspects.



MENDORONG TRANSFORMASI, MENINGKATKAN KINERJA EKONOMI

DRIVING TRANSFORMATION, ENHANCING ECONOMIC PERFORMANCE



Nilai Ekonomi

Economic Value

Industri aviasi terus mencatat tren pertumbuhan sepanjang tahun 2023. Momentum pemulihan industri penerbangan mulai terlihat pasca ketentuan pelonggaran dari pemerintah, seiring dengan meningkatnya minat masyarakat untuk bepergian jauh dengan pesawat. PT Angkasa Pura I mencatat jumlah penumpang transportasi udara selama tahun 2023 sebanyak 54,9 juta pergerakan penumpang untuk penerbangan domestik dan 15,0 juta pergerakan penumpang untuk penerbangan internasional. Masing-masing naik sebesar 18,25% dan 154,46% dibandingkan dengan kondisi selama periode yang sama pada tahun 2022. Pertumbuhan di sektor ini membawa peningkatan di sektor lain dan memicu pemulihan ekonomi Indonesia secara keseluruhan. Berdasarkan data Badan Pusat Statistik (BPS), pertumbuhan ekonomi Indonesia pada triwulan III 2023 mencapai 4,94% (*year on year*).

PT Angkasa Pura I tidak hanya mendukung arus barang dan jasa, tetapi juga turut berperan dalam mengembangkan industri pariwisata serta menyediakan sarana bagi masyarakat Indonesia untuk saling berkunjung, berinteraksi, dan menjalankan kegiatan usahanya. PT Angkasa Pura I berkomitmen mendukung pertumbuhan ekonomi nasional dengan mengembangkan usaha kebandarudaraan di seluruh tanah air. **[GRI 3-3]**

Terus melakukan transformasi bisnis secara menyeluruh, PT Angkasa Pura I memiliki tujuan untuk memperbaiki kinerja dan menciptakan bisnis yang berkelanjutan. Perusahaan membentuk transformasi bisnis atas dasar visi perusahaan mencakup empat aspek utama yaitu pemulihan bisnis, organisasi dan budaya, restrukturisasi keuangan, serta digitalisasi. **[OJK E.3]**

Fase pemulihan bisnis ini bertujuan untuk memaksimalkan proposisi nilai dengan menjalankan inisiatif kunci. Beberapa inisiatif kunci pada fase ini mencakup peningkatan pertumbuhan trafik, memaksimalkan pendapatan, implementasi strategi *hub & spoke airport*, transformasi ganda baik dari sisi keunggulan operasional maupun dari transformasi bisnis, meningkatkan pengalaman pengguna bandara, serta optimalisasi modal dan pengeluaran operasional.

Berlandaskan pada *Roadmap Rencana Jangka Panjang Perusahaan (RJPP) Tahun 2020-2024*, pada tahun 2023, arah dan pengembangan perusahaan dapat mencapai kondisi *Maturing the Business Organization and Global Network* dengan *key objective* sebagai berikut:

The aviation industry will continue to show a growth trend throughout 2023. The momentum for the recovery of the aviation industry began to appear after the easing of government regulations, along with the increasing public interest in traveling long distances by air. PT Angkasa Pura I recorded the number of air passengers in 2023 as many as 54.9 million passenger movements for domestic flights and 15.0 million passenger movements for international flights. This is an increase of 18.25% and 154.46%, respectively, compared to the conditions during the same period in 2022. Growth in this sector will lead to improvements in other sectors, triggering Indonesia's overall economic recovery. Based on data from the Central Statistics Agency (BPS), Indonesia's economic growth in the third quarter of 2023 reached 4.94% (*year-on-year*).

In addition to facilitating the movement of products and services, PT Angkasa Pura I contributes to the growth of the tourism industry by allowing Indonesians to visit, interact, and conduct business with one another. PT Angkasa Pura I is committed to supporting the national economic growth by developing airport businesses across the country. **[GRI 3-3]**

PT Angkasa Pura I is still implementing a thorough business transformation to increase performance and build a sustainable firm. The corporation established a business transformation based on its vision, which includes four major components: business recovery, organization and culture, financial restructuring, and digitalization. **[OJK E.3]**

This business recovery phase strives to maximize the value proposition by implementing critical activities. This phase's key initiatives include improving traffic growth, maximizing revenue, implementing a hub-and-spoke airport strategy, dual transformation in terms of operational excellence and business transformation, improving airport user experience, and optimizing capital and operational expenditures.

Based on the Company's Long-Term Plan (RJPP) 2020-2024 Roadmap, in 2023, the direction and development of the company can achieve the condition of *Maturing the Business Organization and Global Network* with the following key objectives:

Achieving operational excellence through innovation

Strengthening business by maximising asset utilisation

Actively collaborating across organization

Nilai Ekonomi Langsung yang Dihasilkan dan Didistribusikan [GRI 201-1]

Direct Economic Value Generated and Distributed

Keterangan Description	2023 (Dalam jutaan Rupiah) (In millions of Rupiah)	2022 (Dalam jutaan Rupiah) (In millions of Rupiah)	2021 (Dalam jutaan Rupiah) (In millions of Rupiah)
NILAI EKONOMI YANG DIHASILKAN GENERATED ECONOMIC VALUE			
Pendapatan Revenue	9.338.015	6.921.735	3.375.788
NILAI EKONOMI YANG DIDISTRIBUSIKAN DISTRIBUTED ECONOMIC VALUE			
Biaya operasional bandara Airport operating costs	4.058.681	3.516.451	3.477.542
Biaya pegawai Employee costs	1.629.576	1.159.925	1.104.035
Biaya umum dan administrasi General and administrative expenses	1.009.135	1.194.918	1.188.838
Biaya pemasaran Marketing costs	20.166	14.325	10.464
Biaya lain-lain Miscellaneous expenses	31.505	95.945	103.526
Biaya keuangan Financial cost	1.602.355	1.637.532	1.572.063
Pembayaran untuk penyandang dana (bunga bank dan dividen) Payments to funders (bank interest and dividends)	886.613	1.055.928	1.572.063
Pembayaran pajak kepada pemerintah Tax payments to the government	1.608	983.381	779.908*
Pengeluaran untuk masyarakat (TJSL dan PUMK) Expenditure on community (TJSL and PUMK)	32.612	33.412	33.651
Total Nilai Ekonomi yang Didistribusikan Total Distributed Economic Value	9.272.251	9.691.817	9.842.090
NILAI EKONOMI YANG DIDISTRIBUSIKAN RETAINED ECONOMIC VALUE	(314.865)	(2.770.082)	(6.466.302)

*Terdapat perubahan angka karena perbedaan pencatatan

*There are changes in numbers due to differences in data recording

Ikhtisar Kinerja Aspek Keberlanjutan [OJK B.1] Overview of Sustainability Aspect Performance

Uraian Description	Satuan Unit	2023	2022	2021
Kinerja: jumlah penumpang datang dan berangkat, domestik dan internasional* Performance: number of arriving and departing passengers, domestic and international*	Pax Pax	69.856.700	52.286.976	28.466.216
Pendapatan Revenue	Jutaan Rupiah Millions of Rupiah	9.338.015	6.921.735	3.375.788
Laba (rugi) bersih Net profit (loss)	Jutaan Rupiah Millions of Rupiah	922.152	(744.895)	(3.273.855)
Jumlah pemasok lokal Number of local suppliers	Pemasok Supplier	3.632	3.510	3.389

* Jumlah penumpang yang ada pada tabel tidak hanya penumpang datang dan berangkat, tetapi juga termasuk penumpang transit

* The number of passengers in the table is not only arriving and departing passengers, but also includes transit passengers

Kinerja Produksi, Investasi, Pendapatan, dan Laba Rugi [OJK F.2] [OJK F.3] Production, Investment, Income, and Profit and Loss Performance

Uraian Description	Satuan Unit	2023	2022	2021
Total Aset Total Assets	Triliun Rupiah Trillions of Rupiah	43,74	41,13	42,63
Total Penumpang* Total Passengers*	Orang Person	69.856.700	52.286.976	28.466.216
Total Kargo Total Cargo	Ton Ton	481.556	464.433	433.887
Total Penerbangan** Total Flights**	Penerbangan Flight	612.422	552.851	408.008
Total Pendapatan Total Revenue	Triliun Rupiah Trillions of Rupiah	9,34	5,96	3,21
Total Beban Total Expenses	Triliun Rupiah Trillions of Rupiah	6,76	7,66	6,65
Laba (Rugi) Bersih Net Profit (Loss)	Triliun Rupiah Trillions of Rupiah	0,92	(0,74)	(3,27)
Current Ratio	%	218,48	109,21	73,78
Return on Investment	%	9,79	6,79	(1,75)
Return on Asset (ROA)	%	2,11	(1,81)	(7,74)
Return on Equity (ROE)	%	9,07	(9,33)	(31,32)

* Total penumpang adalah penumpang datang dan berangkat, tidak termasuk penumpang transit

** Tidak termasuk penerbangan pesawat lokal

* Total passengers are arriving and departing passengers, excluding transit passengers

** Excludes local aircraft flights

Dalam pengelolaan keuangan, PT Angkasa Pura I mengedepankan prinsip transparansi dan akuntabilitas dengan mengikuti Pernyataan Standar Akuntansi Keuangan (PSAK) dan International Financial Reporting Standards (IFRS) serta peraturan lain yang berlaku di Indonesia seperti POJK. Auditor independen KAP Purwantono, Sungkoro, & Surja mengaudit kinerja keuangan PT Angkasa Pura I dengan memberikan opini wajar dalam semua hal yang material, sesuai dengan Standar Akuntansi Keuangan di Indonesia sebagai upaya untuk meningkatkan kepercayaan para pemangku kepentingan.

Tren trafik pada tahun 2023 mengalami peningkatan bila dibandingkan dengan Revisi Rencana Kerja dan Anggaran Perusahaan (RKAP) 2023 akibat penurunan kasus Covid-19 di Q4 2023, khususnya rute domestik. Tidak hanya pendapatan aeronautika atau pendapatan dari penerbangan yang mengalami kenaikan, tetapi pendapatan nonaeronautika yaitu pendapatan dari sewa-sewa, pemasangan iklan, dan lainnya juga mengalami kenaikan. Total pendapatan pada tahun pelaporan naik sekitar 50% dari Rp6,34 triliun menjadi Rp9,34 triliun. Sejalan dengan bertambahnya penerbangan, beban operasional di luar beban depresiasi juga mengalami peningkatan sekitar 25,97% dibandingkan Revisi RKAP 2023. Pada tahun pelaporan, PT Angkasa Pura I mencatat keuntungan sebesar Rp922,15 miliar. Dalam menjalankan usaha, PT Angkasa Pura I mendapatkan bantuan keuangan dari pemerintah berupa penjaminan pinjaman dalam tahun pelaporan. [GRI 201-4]

In financial management, PT Angkasa Pura I prioritizes the principles of transparency and accountability by following the Statement of Financial Accounting Standards (PSAK) and International Financial Reporting Standards (IFRS) as well as other applicable regulations in Indonesia such as POJK. Independent auditors KAP Purwantono, Sungkoro, & Surja audited the financial performance of PT Angkasa Pura I, providing a fair opinion on all material matters, in accordance with Financial Accounting Standards in Indonesia as an effort to increase stakeholder confidence.

Traffic trends in 2023 have increased when compared to the 2023 Revised Company Work Plan and Budget (CWPB) due to the decline in Covid-19 cases in Q4 2023, especially domestic routes. Not only aeronautical revenue or revenue from flights has increased, but nonaeronautical revenue, namely revenue from leases, advertising, and others has also increased. Total revenue in the reporting year increased by around 50% from Rp6.34 trillion to Rp9.34 trillion. In line with the increase in the number of flights, operating expenses excluding depreciation expenses also increased by around 25.97% compared to the 2023 CWPB Revision. In the reporting year, PT Angkasa Pura I recorded a gain of Rp922,15 billion. In running the business, PT Angkasa Pura I received financial assistance from the government in the form of loan guarantees in the reporting year. [GRI 201-4]



Penumpang [GRI-AO1] [OJK C.4] Passengers

Seiring dengan tren pertumbuhan pada industri penerbangan yang terus meningkat, PT Angkasa Pura I kembali mencatat angka positif untuk pergerakan jumlah penumpang pada tahun 2023. Peningkatan jumlah pergerakan penumpang tercatat dari total 52.286.976 penumpang menjadi 69.856.700 penumpang atau naik sekitar 33,62%. Memanfaatkan momen tersebut, PT Angkasa Pura I berupaya menyediakan layanan yang terbaik dengan meningkatkan standar kesehatan dalam bandara-bandara kelolaannya. Berikut adalah informasi mengenai penumpang:

Along with the increasing growth trend in the aviation industry, PT Angkasa Pura I again recorded positive figures for the number of passenger movements in 2023. An increase in the number of passenger movements was recorded from a total of 52,286,976 passengers to 69,856,700 passengers or an increase of around 33.62%. Utilizing this moment, PT Angkasa Pura I strives to provide the best service by improving health standards in its managed airports. The following is information about passengers:

Total Penumpang Berdasarkan Tujuan Total Passengers by Destination

Uraian Description	2023	2022	2021
PENUMPANG DATANG ARRIVING PASSENGERS			
Penerbangan domestik Domestic flights	27.237.173	22.944.491	14.034.099
Penerbangan internasional International flights	7.409.017	2.984.174	96.625
Total Total	34.646.190	25.928.665	14.130.724
PENUMPANG BERANGKAT DEPARTING PASSENGERS			
Penerbangan domestik Domestic flights	23.242.665	19.512.852	11.413.603
Penerbangan internasional International flights	7.456.870	2.874.563	13.118
Total	30.699.535	22.387.415	11.426.721

Total Penumpang Berdasarkan Penerbangan Domestik dan Internasional Tahun 2023 Total Passengers by Domestic and International Flights in 2023

Uraian Description	Domestik Domestic	Internasional International	Total
Penumpang datang Arriving passengers	27.237.173	7.409.017	34.646.190
Penumpang berangkat Departing passengers	23.242.665	7.456.870	30.699.535
Penumpang transit Transit passengers	4.388.516	122.459	4.510.975
Total	54.868.354	14.988.346	69.856.700

Total Penumpang Datang dan Berangkat Total Arriving and Departing Passengers

Penumpang Passengers	Domestik Domestic	Internasional International	Total
2023			
Penumpang datang Arriving passengers	27.237.173	7.409.017	34.646.190
Penumpang berangkat Departing passengers	23.242.665	7.456.870	30.699.535
Penumpang transit Transit passengers	4.388.516	122.459	4.510.975
Total	54.868.354	14.988.346	69.856.700
2022			
Penumpang datang Arriving passengers	22.944.491	2.984.174	25.928.665
Penumpang berangkat Departing passengers	19.512.852	2.874.563	22.387.415
Penumpang transit Transit passengers	3.939.399	31.497	3.970.896
Total	46.396.742	5.890.234	52.286.976
2021			
Penumpang datang Arriving passengers	14.034.099	96.625	14.130.724
Penumpang berangkat Departing passengers	11.413.603	13.118	11.426.721
Penumpang transit Transit passengers	2.906.964	1.807	2.908.771
Total	28.354.666	111.550	28.466.216

Total Penumpang Domestik yang Datang dan Meninggalkan Bandaranya Menurut Asal Bandara Total Arriving and Departing Domestic Passengers by Origin Airport

Asal Bandara Origin Airport	2023		2022		2021	
	Datang Arriving	Berangkat Departing	Datang Arriving	Berangkat Departing	Datang Arriving	Berangkat Departing
Bandara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali	4.954.986	4.721.143	3.978.853	3.878.206	1.881.084	1.825.060
Bandara Juanda Surabaya Juanda Airport Surabaya	5.895.588	5.206.747	4.874.665	4.316.508	2.896.521	2.471.367
Bandara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Makassar	4.994.321	2.782.499	4.674.340	2.553.138	3.234.212	1.763.983
Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan	2.535.158	2.080.625	1.891.410	1.614.742	1.326.118	945.149

Asal Bandara Origin Airport	2023		2022		2021	
	Datang Arriving	Berangkat Departing	Datang Arriving	Berangkat Departing	Datang Arriving	Berangkat Departing
Bandara Frans Kaisiepo Biak Frans Kaisiepo Airport Biak	108.587	110.269	103.475	105.353	72.664	71.499
Bandara Sam Ratulangi Manado Sam Ratulangi Airport Manado	744.824	724.399	603.370	607.863	442.587	446.824
Bandara Adisutjipto Yogyakarta Adisutjipto Airport Yogyakarta	79.964	71.879	52.794	50.911	67.436	69.139
Bandara Adi Soemarmo Solo Adi Soemarmo Airport Solo	563.206	584.330	412.361	427.305	216.092	211.220
Bandara Syamsudin Noor Banjarmasin Syamsudin Noor Airport Banjarmasin	1.426.733	1.367.701	1.185.499	1.146.366	669.092	615.831
Bandara Jenderal Ahmad Yani Semarang Jenderal Ahmad Yani Airport Semarang	1.048.014	1.044.386	817.293	800.816	440.626	435.461
Bandara Zainuddin Abdul Madjid Lombok Zainuddin Abdul Madjid Airport Lombok	1.051.677	982.021	931.773	870.754	539.488	469.142
Bandara Pattimura Ambon Pattimura Airport Ambon	378.293	332.491	468.640	469.976	360.409	337.126
Bandara El Tari Kupang El Tari Airport Kupang	647.330	568.674	623.769	553.405	512.592	443.074
Bandara Internasional Yogyakarta Kulon Progo Yogyakarta International Airport Kulon Progo	1.955.844	1.936.575	1.463.489	1.427.853	716.956	691.252
Bandara Sentani Jayapura Sentani Airport Jayapura	852.648	728.926	862.760	689.656	658.222	617.476

Total Penumpang Internasional yang Datang dan Meninggalkan Bandaranya Menurut Asal Bandara
Total Arriving and Departing International Passengers by Origin Airport

Asal Bandara Origin Airport	2023		2022		2021	
	Datang Arriving	Berangkat Departing	Datang Arriving	Berangkat Departing	Datang Arriving	Berangkat Departing
Bandara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali	5.705.802	5.712.885	2.333.222	2.212.773	2.594	3.025
Bandara Juanda Surabaya Juanda Airport Surabaya	1.039.947	1.061.808	478.325	478.325	69.756	8.552
Bandara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Makassar	183.041	190.792	80.085	83.438	12	7
Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan	36.237	41.399	2.688	2.853	110	130

Asal Bandara Origin Airport	2023		2022		2021	
	Datang Arriving	Berangkat Departing	Datang Arriving	Berangkat Departing	Datang Arriving	Berangkat Departing
Bandara Frans Kaisiepo Biak Frans Kaisiepo Airport Biak	7	46	-	12	19	23
Bandara Sam Ratulangi Manado Sam Ratulangi Airport Manado	90.685	88.893	23.669	15.372	16.718	1.052
Bandara Adisutjipto Yogyakarta Adisutjipto Airport Yogyakarta	13	15	9	8	-	-
Bandara Adi Soemarmo Solo Adi Soemarmo Airport Solo	42.093	40.320	16.832	16.907	4	11
Bandara Syamsudin Noor Banjarmasin Syamsudin Noor Airport Banjarmasin	5.729	5.568	2.148	2.508	-	-
Bandara Jenderal Ahmad Yani Semarang Jenderal Ahmad Yani Airport Semarang	2.262	2.605	5	72	3	6
Bandara Zainuddin Abdul Madjid Lombok Zainuddin Abdul Madjid Airport Lombok	93.550	106.946	32.493	38.846	7.129	194
Bandara Pattimura Ambon Pattimura Airport Ambon	43	-	-	-	-	2
Bandara El Tari Kupang El Tari Airport Kupang	103	26	8	48	231	47
Bandara Internasional Yogyakarta Kulon Progo Yogyakarta International Airport Kulon Progo	209.207	205.504	25.145	23.401	49	47
Bandara Sentani Jayapura Sentani Airport Jayapura	298	63	-	-	-	22

Total Penumpang Domestik yang Transit Menurut Asal Bandara Total Domestic Transit Passengers by Origin Airport

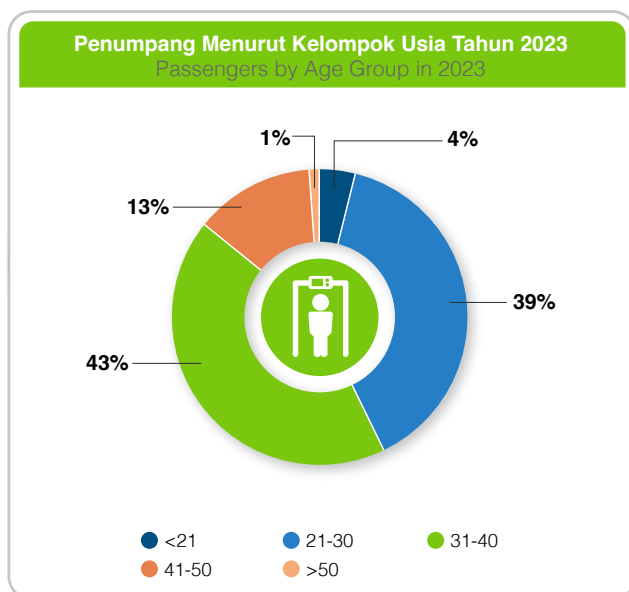
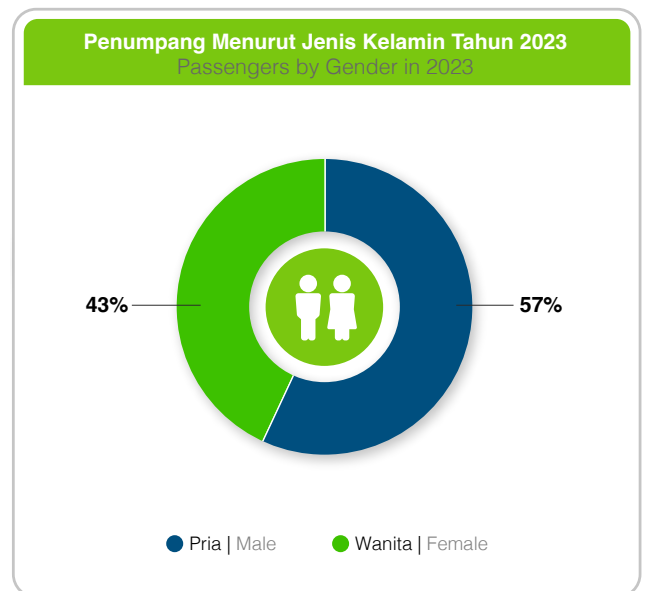
Asal Bandara Origin Airport	2023	2022	2021
Bandara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali	242.336	89.965	67.017
Bandara Juanda Surabaya Juanda Airport Surabaya	807.818	656.743	463.641
Bandara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Makassar	2.377.475	2.326.061	1.658.644
Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan	408.676	267.728	374.720
Bandara Frans Kaisiepo Biak Frans Kaisiepo Airport Biak	78.673	99.228	40.922

Asal Bandara Origin Airport	2023	2022	2021
Bandara Sam Ratulangi Manado Sam Ratulangi Airport Manado	30.640	27.643	17.505
Bandara Adisutjipto Yogyakarta Adisutjipto Airport Yogyakarta	6.997	20.226	3.436
Bandara Adi Soemarmo Solo Adi Soemarmo Airport Solo	-	-	-
Bandara Syamsudin Noor Banjarmasin Syamsudin Noor Airport Banjarmasin	52.988	34.634	13.667
Bandara Jenderal Ahmad Yani Semarang Jenderal Ahmad Yani Airport Semarang	5.809	13.299	8.883
Bandara Zainuddin Abdul Madjid Lombok Zainuddin Abdul Madjid Airport Lombok	100.170	105.903	63.243
Bandara Pattimura Ambon Pattimura Airport Ambon	46.419	52.358	37.872
Bandara El Tari Kupang El Tari Airport Kupang	84.504	70.797	64.295
Bandara Internasional Yogyakarta Kulon Progo Yogyakarta International Airport Kulon Progo	6	-	910
Bandara Sentani Jayapura Sentani Airport Jayapura	146.005	174.814	92.209

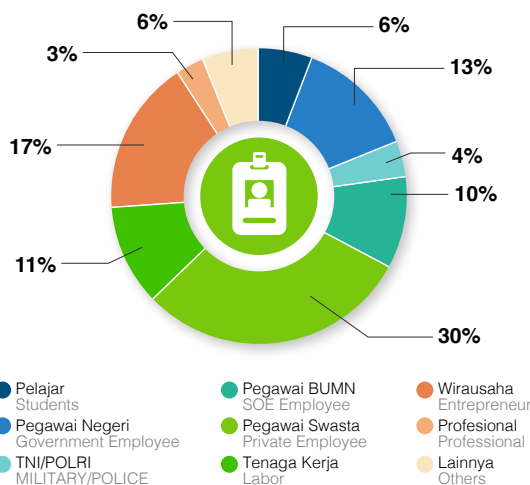
Total Penumpang Internasional yang Transit Menurut Asal Bandara
Total International Transit Passengers by Origin Airport

Asal Bandara Origin Airport	2023	2022	2021
Bandara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali	116.017	30.527	27
Bandara Juanda Surabaya Juanda Airport Surabaya	7	-	-
Bandara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Makassar	5	32	134
Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan	4	18	-
Bandara Frans Kaisiepo Biak Frans Kaisiepo Airport Biak	7	920	1.315
Bandara Sam Ratulangi Manado Sam Ratulangi Airport Manado	6.416	-	331
Bandara Adisutjipto Yogyakarta Adisutjipto Airport Yogyakarta	-	-	-
Bandara Adi Soemarmo Solo Adi Soemarmo Airport Solo	-	-	-
Bandara Syamsudin Noor Banjarmasin Syamsudin Noor Airport Banjarmasin	-	-	-

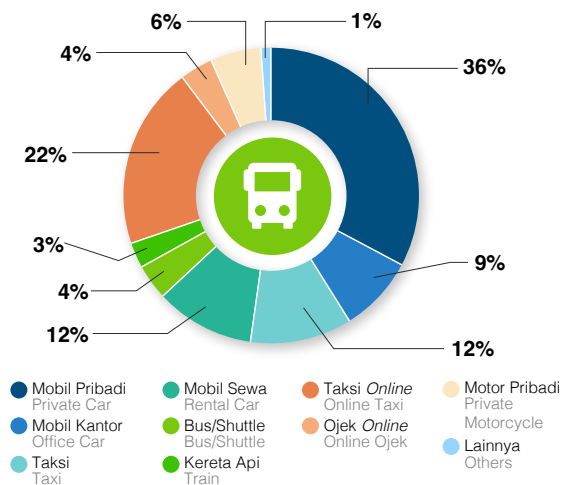
Asal Bandara Origin Airport	2023	2022	2021
Bandara Jenderal Ahmad Yani Semarang Jenderal Ahmad Yani Airport Semarang	-	-	-
Bandara Zainuddin Abdul Madjid Lombok Zainuddin Abdul Madjid Airport Lombok	-	-	-
Bandara Pattimura Ambon Pattimura Airport Ambon	-	-	-
Bandara El Tari Kupang El Tari Airport Kupang	-	-	-
Bandara Internasional Yogyakarta Kulon Progo Yogyakarta International Airport Kulon Progo	-	-	-
Bandara Sentani Jayapura Sentani Airport Jayapura	3	-	-



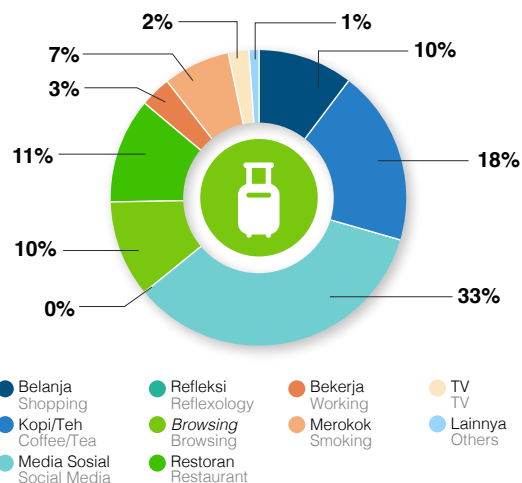
Penumpang Menurut Profesi Tahun 2023 Passengers by Profession in 2023



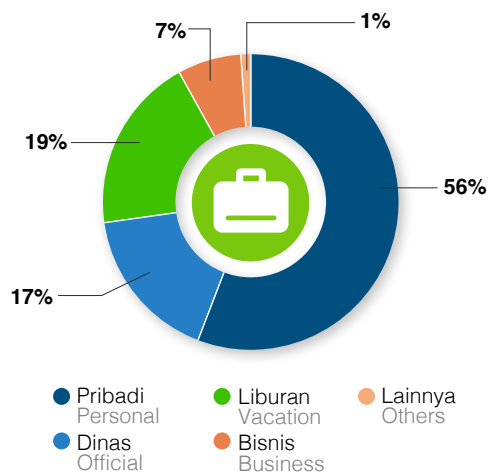
Transportasi ke Bandara Tahun 2023 Transportation to the Airport in 2023



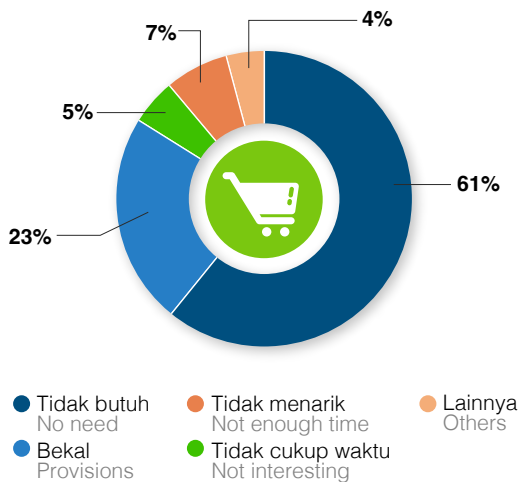
Perilaku Penumpang/Aktivitas Menunggu Tahun 2023 Passenger Behaviour/Waiting Activity in 2023



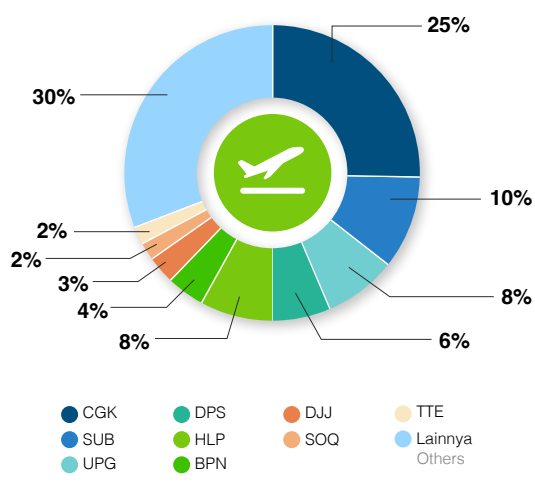
Tujuan Perjalanan Tahun 2023 Travel Purposes in 2023

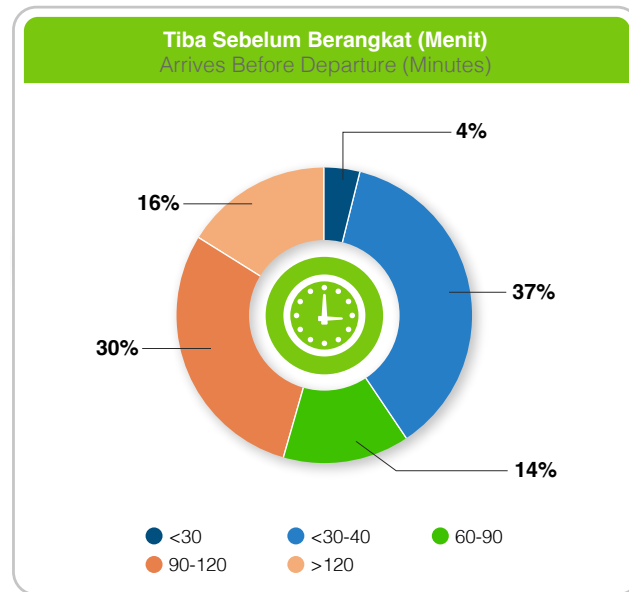
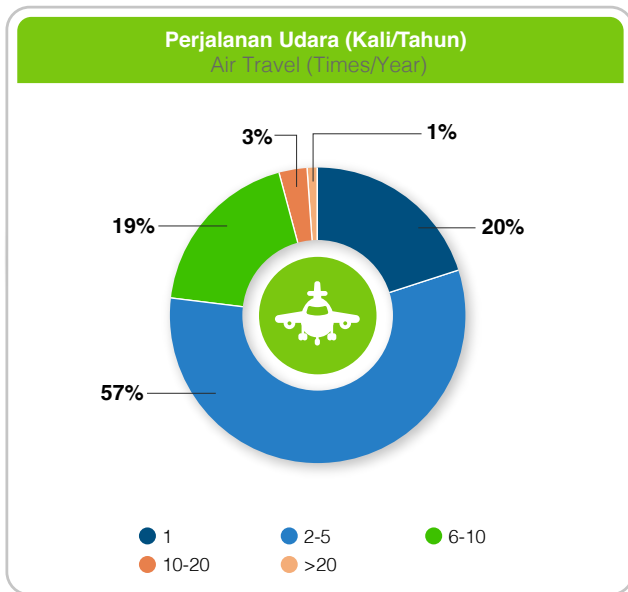


Alasan Tidak Belanja Tahun 2023 Reasons for not spending in 2023



Bandar Udara Tujuan Tahun 2023 Destination Airports in 2023





Penerbangan [GRI-AO2] Flights

Pergerakan trafik pesawat mengalami peningkatan di PT Angkasa Pura I selama tahun 2023. PT Angkasa Pura I mencatat sebanyak 612.422 pergerakan pesawat terjadi sepanjang tahun ini, meningkat 10,78% jika dibandingkan 2022 dengan jumlah 552.851 pergerakan pesawat. Trafik di bandara-bandara PT Angkasa Pura I berangsur-angsur membaik sepanjang tahun ini. Berbagai kebijakan pemerintah pada tahun lalu turut mendukung peningkatan trafik ini, seperti pembukaan *border* internasional, penambahan rute maupun frekuensi penerbangan dan adanya kelonggaran ketentuan perjalanan.

Aircraft traffic movements have increased at PT Angkasa Pura I during 2023. PT Angkasa Pura I recorded 612,422 aircraft movements during this year, an increase of 10.78% compared to 2022 of 552,851 aircraft movements. Traffic at PT Angkasa Pura I airports has gradually improved throughout this year. Various government policies last year also supported this increase in traffic, such as the opening of international borders, increasing routes and flight frequencies, and the relaxation of travel regulations.

Total Pesawat Domestik Mendarat Menurut Jenisnya (Datang) Total Domestic Aircraft Landings by Type (Arrivals)

Jenis Pesawat Aircraft Type	2023	2022	2021
Pesawat komersial Commercial aircrafts	215.675	182.053	135.200
Pesawat kargo Cargo aircrafts	2.617	4.930	4.986
Pesawat pemerintah Government aircrafts	29.805	42.740	35.502
Pesawat lainnya Other aircrafts	20.270	2.755	3.779
Total	268.367	2.755	3.779

Total Pesawat Internasional Mendarat Menurut Jenisnya (Datang)
Total International Aircraft Landings by Type (Arrivals)

Jenis Pesawat Aircraft Type	2023	2022	2021
Pesawat komersial Commercial aircrafts	41.890	16.908	1.946
Pesawat kargo Cargo aircrafts	524	760	479
Pesawat pemerintah Government aircrafts	97	151	21
Pesawat lainnya Other aircrafts	1.348	12	6
Total	43.859	17.831	2.452

Total Pesawat Domestik Meninggalkan Bandara Menurut Jenisnya (Berangkat)
Total Domestic Aircrafts Departing the Airport by Type (Departures)

Jenis Pesawat Aircraft Type	2023	2022	2021
Pesawat komersial Commercial aircrafts	216.823	181.879	135.152
Pesawat kargo Cargo aircrafts	2.411	4.709	4.919
Pesawat pemerintah Government aircrafts	17.771	43.548	35.625
Pesawat lainnya Other aircrafts	19.442	2.853	3.781
Total	256.447	232.989	179.477

Total Pesawat Internasional Meninggalkan Bandara Menurut Jenisnya (Berangkat)
Total International Aircrafts Departing the Airport by Type (Departures)

Jenis Pesawat Aircraft Type	2023	2022	2021
Pesawat komersial Commercial aircrafts	41.778	16.957	2.037
Pesawat kargo Cargo aircrafts	687	979	547
Pesawat pemerintah Government aircrafts	101	160	20
Pesawat lainnya Other aircrafts	1.183	13	13
Total	43.749	18.109	2.617

Total Pesawat Mendarat dan Meninggalkan Bandara Menurut Jenisnya (Datang Berangkat) Total Aircrafts Landing and Departing the Airport by Type (Arrival Departure)

Jenis Pesawat Aircraft Type	Domestik Domestic	Internasional International
2023		
Pesawat komersial Commercial aircrafts	432.498	83.668
Pesawat kargo Cargo aircrafts	5.028	1.211
Pesawat pemerintah Government aircrafts	47.576	197
Pesawat lainnya Other aircrafts	39.712	2.491
Total	524.814	87.567
2022		
Pesawat komersial Commercial aircrafts	363.932	33.865
Pesawat kargo Cargo aircrafts	9.639	1.739
Pesawat pemerintah Government aircrafts	86.288	311
Pesawat lainnya Other aircrafts	5.608	25
Total	465.467	35.940
2021		
Pesawat komersial Commercial aircrafts	270.352	3.983
Pesawat kargo Cargo aircrafts	9.905	1.026
Pesawat pemerintah Government aircrafts	71.127	41
Pesawat lainnya Other aircrafts	7.560	19
Total	358.944	5.069

Catatan: Angka pergerakan pesawat di atas belum memperhitungkan pergerakan pesawat dari Bandara Sentani Jayapura karena sistem pengolahan data trafik masih berada dalam proses integrasi.

Notes: The above aircraft movement figures have not taken the aircraft movements from Sentani Airport Jayapura into account as the traffic data processing system is still in the integration process.

Kargo [GRI-AO3]

Cargo

Salah satu bisnis strategis PT Angkasa Pura I adalah proses pengiriman atau pengangkutan barang melalui angkutan udara (kargo udara). Distribusi kargo menjadi salah satu hal penting untuk menjamin ketersediaan logistik nasional, khususnya kebutuhan dasar masyarakat. Selama tahun 2023, PT Angkasa Pura I mencatat jumlah pergerakan kargo sebanyak 481.556 ton, atau mengalami peningkatan sebesar 3,69% dibandingkan jumlah pergerakan kargo tahun 2022 sebanyak 464.433 ton.

One of the strategic businesses of PT Angkasa Pura I is the delivery or transportation of goods through air transportation (air cargo). Cargo distribution is one of the important things to ensure the availability of national logistics, especially the basic needs of the community. During 2023, PT Angkasa Pura I recorded 481,556 tons of cargo movements, an increase of 3,69% from 464,433 tons of cargo movements in 2022.

1. Operasional

Pergantian tahun dari 2022 ke 2023, PT Angkasa Pura I mengambil alih pengelolaan terminal kargo dengan volume kargo terbesar di Bandara Sentani Jayapura pada 3 Januari 2023 yang merupakan rangkaian Kerja Sama Pemanfaatan (KSP) antara PT Angkasa Pura I dengan Kementerian Perhubungan Republik Indonesia. Pengambilalihan pengelolaan terminal kargo dilakukan untuk memperbaiki dan meningkatkan kualitas pelayanan penanganan kargo dan pos PT Angkasa Pura I sekaligus meningkatkan *level of service*. Operasional terminal kargo Bandara Sentani Jayapura ini memberikan dampak peningkatan volume sebesar 56% dibandingkan pada tahun 2022.

1. Operations

At the turn of the year from 2022 to 2023, PT Angkasa Pura I took over the management of the cargo terminal with the largest cargo volume at Sentani Airport Jayapura on January 3, 2023 which is a series of Utilization Cooperation (KSP) between PT Angkasa Pura I and the Ministry of Transportation of the Republic of Indonesia. The takeover of cargo terminal management was carried out to improve the quality of PT Angkasa Pura I's cargo and postal handling services while increasing the level of service. The operation of the Sentani Airport Jayapura cargo terminal resulted in a 56% increase in cargo volume compared to 2022.

2. Pricing Strategy

Dalam rangka perbaikan fasilitas dan layanan di terminal kargo dan pos, PT Angkasa Pura I telah melakukan investasi infrastruktur dan SDM sebagai rangkaian dari penetapan tarif PJKP2U efektif berlaku pada 6 Februari 2023 yang telah melalui beberapa proses dari dilaksanakannya kegiatan *Level of Service* PJKP2U sampai pada penetapan oleh Kementerian Perhubungan Republik Indonesia bulan Januari 2023 ini memberikan dampak *revenue safeguarding* kepada korporasi hingga 19% atau senilai Rp 31 miliar.

2. Pricing Strategy

In order to improve facilities and services at cargo and postal terminals, PT Angkasa Pura I has invested in infrastructure and human resources as a series of PJKP2U tariff stipulations effective on February 6, 2023, which has gone through several processes from the implementation of PJKP2U Level of Service activities to the stipulation by the Ministry of Transportation of the Republic of Indonesia in January 2023, which has a revenue safeguarding impact on corporations of up to 19% or Rp 31 billion.

3. Digitalisasi

PT Angkasa Pura I dalam proses implementasi *Cargo Integrated System* (CIS) 2.0 yang merupakan sistem integrator yang mengintegrasikan *end to end* proses bisnis *cargo & logistics* dengan menyediakan fitur *real-time data* transaksi *stakeholders* di bandar udara, *one billing payment process*, terintegrasi dengan *Type-B Messages Airlines* serta NLE dan INSW untuk kodefikasi pengiriman barang menggunakan *Harmonized System* (HS) Code.

3. Digitalization

PT Angkasa Pura I is in the process of implementing the *Cargo Integrated System* (CIS) 2.0 which is a system integrator that integrates *end to end* cargo & logistics business processes by providing *real-time features* of stakeholder transaction data at airports, *one billing payment process*, integrated with *Type-B Messages Airlines* as well as NLE and INSW to codefy goods shipments using the *Harmonized System* (HS) Code.

4. Digitalisasi

Transformasi dan simplifikasi proses bisnis Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) melalui Implementasi *Cargo Integrated System* (CIS) 2.0 telah terimplementasi di 10 Bandara per 1 November 2023, meliputi:

- Bandara I Gusti Ngurah Rai Bali;
- Bandara Juanda Surabaya;
- Bandara Sultan Hasanuddin Makassar;
- Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan;
- Bandara Syamsudin Noor Banjarmasin;
- Bandara Sam Ratulangi Manado;

4. Digitalization

Transformation and simplification of Aircraft Cargo and Postal Services (ACPS) business processes through the Implementation of *Cargo Integrated System* (CIS) 2.0 has been implemented at 10 Airports as of 1 November 2023, including:

- I Gusti Ngurah Rai Airport Bali;
- Juanda Airport Surabaya;
- Sultan Hasanuddin Airport Makassar;
- Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan;
- Syamsudin Noor Airport Banjarmasin;
- Sam Ratulangi Airport Manado;

- g. Bandara Zainuddin Abdul Majjid Lombok;
- h. Bandara El Tari Kupang;
- i. Bandara Pattimura Ambon;
- j. Bandara Frans Kaisiepo Biak.

Saat ini, CIS 2.0 dalam proses penyiapan jaringan dan infrastruktur pendukung Bandara Internasional Yogyakarta Kulon Progo, Bandara Adisutjipto Yogyakarta, Bandara Adi Soemarmo Solo, dan Bandara Jenderal Ahmad Yani Semarang yang ditargetkan terimplementasi pada 1 Januari 2024.

5. Operasional

Menindaklanjuti amanat Instruksi Presiden Republik Indonesia Nomor 5 Tahun 2020 tentang Penataan Ekosistem Logistik Nasional PT Angkasa Pura I bersama dengan Kementerian/Lembaga terkait, melaksanakan penerapan Penataan Ekosistem Logistik Nasional atau *National Logistics Ecosystem* (NLE) yang ditargetkan terimplementasi di tahun 2023 pada 4 bandara prioritas yaitu Bandara I Gusti Ngurah Rai Bali, Bandara Juanda Surabaya, Bandara Sultan Hasanuddin Makassar, dan Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan. Per 11 Desember 2023, telah diimplementasikan Tempat Pemeriksaan Fisik Terpadu (TPFT) di Bandara Juanda Surabaya khusus untuk penanganan komoditas *marine product* dan *agriculture*. Implementasi TPFT sebagai joint inspection Kementerian/Lembaga terkait memberikan efisiensi proses bisnis 25%, efisiensi titik bongkar muat 67%, efisiensi pembongkaran dan dokumen fisik 50%, serta ditargetkan akan memberikan efisiensi penurunan biaya pemeriksaan keamanan barang sebesar 30%.

6. People Development

Peningkatan kompetensi karyawan pada bidang *cargo & logistics* melalui *training* 10 peserta dari kantor pusat dan kantor cabang terkait *Inductory Cargo & Logistics* oleh instruktur dari LPTL Trisakti yang bersertifikasi IATA telah dilaksanakan pada 18-20 Desember 2023 secara *online*, serta dilanjutkan ujian sertifikasi IATA pada 27 Januari 2024.

- g. Zainuddin Abdul Majjid Airport Lombok;
- h. El Tari Airport Kupang;
- i. Pattimura Airport Ambon;
- j. Frans Kaisiepo Airport Biak.

Currently, CIS 2.0 is in the process of preparing the network and supporting infrastructure for Yogyakarta International Airport Kulon Progo, Adisutjipto Airport Yogyakarta, Adi Soemarmo Airport Solo, and Jenderal Ahmad Yani Airport Semarang which are targeted for implementation on January 1, 2024.

5. Operational

Following up on the mandate of Presidential Instruction Number 5 of 2020 on the National Logistics Ecosystem, PT Angkasa Pura I together with related Ministries/Institutions, is implementing the National Logistics Ecosystem (NLE) which is targeted to be implemented in 2023 at 4 priority airports, namely I Gusti Ngurah Rai Airport Bali, Juanda Airport Surabaya, Sultan Hasanuddin Airport Makassar, and Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan. As of December 11, 2023, an Integrated Physical Examination Point (TPFT) has been implemented at Juanda Airport Surabaya specifically for the handling of marine products and agriculture commodities. The implementation of TPFT as a joint inspection of related ministries/institutions provides 25% business process efficiency, 67% loading and unloading point efficiency, 50% unloading and physical document efficiency, and is targeted to provide efficiency in reducing the cost of goods security checks by 30%.

6. People Development

Increased employee competence in the field of cargo & logistics through training 10 participants from the head office and branch offices related to Inductory Cargo & Logistics by instructors from IATA certified LPTP Trisakti has been carried out online on December 18 to 20, 2023 and continued with the IATA certification exam on January 27, 2024.



Upaya untuk menstimulus *cargo demand* berfokus pada 3 strategi, meliputi *airline-led*, *forwarder-led*, dan *commodity-led development*. PT Angkasa Pura I berkomitmen merealisasikan program strategis sebagai berikut:

1. *Airline Led Partnership with Rusky Aero Indonesia*: Penandatanganan nota kesepahaman sebagai langkah awal bagi kedua perusahaan dalam hal kerja sama bisnis kargo dan logistik di bandara yang dikelola PT Angkasa Pura I, yang terdiri dari pengiriman madya (*middle mile delivery*), *air freighter*, pengangkutan *port-to-port* melalui udara, *regulated agent*, serta pergudangan atau *warehousing*.
2. *Commodity Led – Air Cargo Marine Hub*: Memproyeksikan bandara menjadi bandara pengumpul (*hub*) untuk sentra-strategis pengangkutan kargo berdasarkan potensi komoditas, meliputi produk-produk perikanan (*marine cargo*) juga agroindustri.
3. *Forwarder Led*: Kolaborasi BUMN Kluster Logistik dengan Konsep Sinergi dan Integrasi Logistik Indonesia, yaitu *Joint Product & Project*, *Joint Operation* serta *Joint Platform*. Pembentukan inisiatif *quick wins* sebagai bentuk tindak lanjut atas konsep kolaborasi yang berkaitan dengan PT Angkasa Pura I Group, meliputi:

Efforts to stimulate cargo demand focus on 3 strategies, including *airline-led*, *forwarder-led*, and *commodity-led development*. PT Angkasa Pura I is committed to realizing the following strategic programs:

1. *Airline Led Partnership with Rusky Aero Indonesia*: The signing of a memorandum of understanding as the first step for both companies in terms of cooperation in the cargo and logistics business at airports managed by PT Angkasa Pura I, which consists of middle mile delivery, air freighter, port-to-port transportation by air, regulated agent, and warehousing.
2. *Commodity Led - Air Cargo Marine Hub*: Projecting the airport to become a hub airport for strategic cargo transportation centers based on commodity potential, including fishery products (*marine cargo*) as well as agro-industry.
3. *Forwarder Led*: Collaboration of Logistics Cluster SOEs with the Concept of Synergy and Integration of Indonesian Logistics, namely *Joint Product & Project*, *Joint Operation* and *Joint Platform*. The establishment of quick wins initiatives as a form of follow-up to the collaboration concept related to PT Angkasa Pura I Group, including:

Sinergi
Sinergy

Inisiatif
Initiatives

Produk Product	<ol style="list-style-type: none"> 1. Ekstensifikasi Layanan <i>Air Freight Special Cargo</i> 2. Intensifikasi Layanan <i>D2D Quick Cargo Air Freight</i> <ol style="list-style-type: none"> 1. Air Freight Special Cargo Service Extensification 2. Intensification of D2D Quick Cargo Air Freight Services
Pasar Market	<ol style="list-style-type: none"> 1. Ekosistem Simpul Logistik <i>Airport</i> 2. <i>Cargo Owner BUMN - Special Handling Cargo</i> <ol style="list-style-type: none"> 1. Airport Logistics Node Ecosystem 2. SOE Cargo Owner - Special Handling Cargo
Platform	<ol style="list-style-type: none"> 1. <i>GLID Platform - 4PL Logistics Service</i> <ol style="list-style-type: none"> 1. GLID Platform - 4PL Logistics Service

Bandara Internasional Yogyakarta Kulon Progo dan Bandara Sentani Jayapura menjadi *pilot project* yang mengedepankan kolaborasi multimoda *sea-air-ground transportation* dengan potensi peningkatan volume sebesar 7 (tujuh) ribu ton per tahun. Sinergi tersebut melibatkan PT Angkasa Pura Logistik dan PT Angkasa Pura Kargo, serta kerja sama dengan BUMN *cargo owner* yaitu PT Bio Farma (Persero) dan Perum BULOG.

Yogyakarta International Airport Kulon Progo and Sentani Airport Jayapura are pilot projects that prioritize multimodal sea-air-ground transportation collaboration with a potential volume increase of 7 (seven) thousand tons per year. The synergy involves PT Angkasa Pura Logistik and PT Angkasa Pura Kargo, as well as cooperation with cargo owner SOEs, namely PT Bio Farma (Persero) and Perum BULOG.

PT Angkasa Pura I melakukan langkah-langkah inisiatif ini untuk meningkatkan volume kargo yang akan berdampak pada peningkatan kontribusi finansial bagi perusahaan. Aktualisasi dari gagasan perusahaan tecermin melalui efisiensi proses bisnis untuk mereduksi *turnaround time* waktu proses penanganan kargo, mereduksi total *logistics cost*, digitalisasi proses bisnis, serta memberikan pelayanan fasilitas yang prima guna memenuhi kebutuhan *customer*.

PT Angkasa Pura I took these initiative steps to increase cargo volume which will have an impact on increasing financial contributions to the company. The actualization of the company's ideas is reflected through business process efficiency to reduce turnaround time for cargo handling, reduce total logistics costs, digitize business processes, and provide excellent facility services to meet customer needs.

Pada tahun pelaporan, peningkatan trafik kargo tercatat mengalami peningkatan sebesar 3,69% dari 464.433 ton pada tahun 2022 menjadi 481.556 ton di tahun 2023. Angka ini adalah jumlah kargo barang, tetapi tidak termasuk kargo koper (bagasi) penumpang yang masuk pada badan pesawat karena maskapai penerbangan masing-masing yang menangani koper penumpang. Berikut adalah data mengenai kargo PT Angkasa Pura I.

In the reporting year, the increase in cargo traffic was recorded to have increased by 3.69% from 464,433 tons in 2022 to 481,556 tons in 2023. This figure is the amount of freight cargo but does not include passenger luggage cargo carried by aircraft because each airline handles passenger luggage. The following is data regarding PT Angkasa Pura I's cargo.

Total Kargo Domestik yang Tiba dan Meninggalkan Bandara Menurut Jenis Penerbangan (Ton) Total Domestic Cargo Arriving and Leaving the Airport by Flight Type (Tons)

Jenis Pesawat Aircraft Type	2023	2022	2021
Penerbangan domestik Domestic flights	428.141	429.061	407.356
Penerbangan internasional International flights	53.414	35.372	26.532
Total	481.556	433.887	436.049

Total Kargo Domestik yang Tiba di Bandara Menurut Cara Penerbangan (Ton) Total Domestic Cargo Arriving at Airports by Flight Method (Tons)

Jenis Pesawat Aircraft Type	2023	2022	2021
Kargo oleh pesawat komersial Cargo by commercial aircrafts	135.050	119.650	121.344
Kargo oleh pesawat kargo Cargo by cargo aircrafts	24.436	49.614	46.043
Kargo oleh pesawat pemerintah Cargo by government aircrafts	11	-	-
Kargo oleh pesawat lainnya Cargo by other aircrafts	14.493	260	217
Total	173.991	169.524	167.604

Total Kargo Domestik yang Meninggalkan Bandara Menurut Cara Penerbangan (Ton) Total Domestic Cargo Leaving the Airport by Flight Method (Tons)

Jenis Pesawat Aircraft Type	2023	2022	2021
Kargo oleh pesawat komersial Cargo by commercial aircrafts	209.829	114.642	118.597
Kargo oleh pesawat kargo Cargo by cargo aircrafts	4.769	9.134	7.732
Kargo oleh pesawat pemerintah Cargo by government aircrafts	3	-	-
Kargo oleh pesawat lainnya Cargo by other aircrafts	39.550	1.526	1.276
Total	254.151	125.303	127.605

Total Kargo Internasional yang Tiba di Bandara Menurut Cara Penerbangan (Ton) Total International Cargo Arriving at Airports by Flight Method (Tons)

Jenis Pesawat Aircraft Type	2023	2022	2021
Kargo oleh pesawat komersial Cargo by commercial aircrafts	20.931	7.433	5.915
Kargo oleh pesawat kargo Cargo by cargo aircrafts	5.535	9.644	5.703
Kargo oleh pesawat pemerintah Cargo by government aircrafts	10	-	7
Kargo oleh pesawat lainnya Cargo by other aircrafts	826	-	-
Total	27.302	17.077	11.625

Total Kargo Internasional yang Meninggalkan Bandara Menurut Cara Penerbangan (Ton) Total International Cargo Leaving the Airport by Flight Method (Tons)

Jenis Pesawat Aircraft Type	2023	2022	2021
Kargo oleh pesawat komersial Cargo by commercial aircrafts	25.247	15.419	12.443
Kargo oleh pesawat kargo Cargo by cargo aircrafts	524	2.871	2.449
Kargo oleh pesawat pemerintah Cargo by government aircrafts	35	-	7
Kargo oleh pesawat lainnya Cargo by other aircrafts	308	-	-
Total	26.114	18.290	14.899

Catatan: angka pergerakan trafik kargo di atas belum memperhitungkan pergerakan kargo dari Bandara Sentani Jayapura karena sistem pengolahan data trafik masih berada dalam proses integrasi.

Note: the above cargo traffic movement figures have not taken cargo movements from Sentani Airport Jayapura into account because the traffic data processing system is still in the process of integration.

Salah satu faktor penting yang menjadi perhatian perusahaan dalam bisnis kargo adalah terkait keamanan. Untuk menjaga keamanan kargo, PT Angkasa Pura I menerapkan prosedur pemeriksaan berupa pengendalian keamanan (*security control*) kargo dan pos, pemeriksaan keamanan (*security screening*) kargo dan pos, pengendalian keamanan transportasi darat kargo dan pos yang telah diperiksa, serta perlindungan keamanan (*security protection*) kargo dan pos yang telah diperiksa. Rincian dari langkah-langkah keamanan tersebut sebagai berikut:

One of the important factors that become the company's concern in the cargo business is security. To maintain cargo security, PT Angkasa Pura I implements inspection procedures in the form of security control of cargo and post, security screening of cargo and post, security control of ground transportation of inspected cargo and post, and security protection of inspected cargo and post. Details of these security measures are as follows:

1. Personel Airport Security dengan lisensi yang masih berlaku akan melakukan pemeriksaan keamanan (*security screening*).
2. Langkah-langkah keamanan dalam penanganan kargo dan pos meliputi:
 - a. Penerimaan;
 - b. Pemeriksaan;

1. Airport Security personnel with a valid license will conduct security screening.
2. Security measures in cargo and postal handling include:
 - a. Reception.
 - b. Inspection.

- c. Penumpukan;
 - d. Perlindungan keamanan kargo dan pos; dan
 - e. Serah terima kargo dan pos ke Badan Usaha Angkutan Udara atau Perusahaan Angkutan Udara Asing
3. Langkah-langkah keamanan dalam proses penerimaan kargo dan pos meliputi:
 - a. Pemeriksaan dokumen;
 - b. Pemeriksaan visual kemasan kargo;
 4. Personel Airport Security melakukan pemeriksaan terhadap Tanda Izin Masuk orang berupa pas orang dan/atau Surat Muatan Udara (*Airway Bill*) serta Tanda Izin Masuk Kendaraan berupa Tanda Izin Masuk Pengangkut.
 5. Personel Airport Security melakukan pemeriksaan terhadap orang dan barang bawanya menuju ke Daerah Keamanan Terbatas (*Security Restricted Area*) dengan menggunakan peralatan keamanan atau secara manual untuk mencegah terjadinya tindakan yang melawan hukum.
 6. Personel Airport Security wajib melakukan pengendalian keamanan terhadap kendaraan pengangkut kargo dan pos dari *Regulated Agent* (RA) dengan melakukan pemeriksaan terhadap kelengkapan dan kesesuaian:
 - a. Surat Muatan Udara (*Airway Bill*);
 - b. Deklarasi Keamanan Kiriman (*Consignment Security Declaration/CSD*);
 - c. Keutuhan label keamanan kendaraan dan segel plastik solid kendaraan pengangkut serta pencocokan nomor registrasi;
 - d. Pemeriksaan Pas Bandar Udara untuk orang;
 - e. Pemeriksaan Pas Bandar Udara untuk kendaraan;
 - f. Pemeriksaan tanda pengenal inspektur Direktorat Jenderal dan Kantor Otoritas Bandar Udara untuk inspektur penerbangan; serta
 - g. Pemeriksaan keamanan terhadap kendaraan, orang, dan barang, kecuali muatan kendaraan berupa kargo dan pos yang sebelumnya telah melalui proses pemeriksaan atau pengendalian oleh *regulated agent* atau pengirim pabrik (*known consignor*).
 7. Personel Airport Security melakukan langkah-langkah pemeriksaan keamanan terkait pendelegasian Badan Usaha Angkutan Udara (BUAU) dan Perusahaan Angkutan Udara Asing (PAUA) sebagai berikut:
 - a. Melakukan pemeriksaan dokumen pengangkutan berupa:
 - Administrasi;
 - Surat Muatan Udara (*Airway Bill*);
 - Pemberitahuan Tentang Isi (PTI); dan
 - Dokumen lain yang diperlukan dalam pengangkutan kargo dan pos tertentu.
 - b. Pemeriksaan dokumen lain sebagai prosedur pengangkutan kargo dan pos tertentu antara lain:
 - Pernyataan pengiriman (*shipper declaration*) untuk barang berbahaya;
 - Surat izin kepemilikan atau penggunaan bahan peledak dari instansi berwenang;
 - Surat izin karantina untuk hewan dan tumbuhan dari instansi berwenang;
 - Surat izin kepemilikan atau penggunaan barang dan benda purbakala dari instansi berwenang; dan
 - Surat izin kepemilikan atau penggunaan nuklir, biologi, kimia, dan radioaktif dari instansi berwenang.
 - c. Melakukan pemeriksaan keamanan terhadap seluruh
- c. Stacking.
 - d. Cargo and postal security protection; and
 - e. Handover of cargo and post to Air Transport Business Entity or Foreign Air Transport Company
3. Security measures in the cargo and postal receiving process include:
 - a. Document inspection.
 - b. Visual inspection of cargo packaging.
 4. Airport Security personnel inspect the Entry Permit of the person such as the person's pass and/or Airway Bill and the Vehicle Entry Permit such as the Carrier Entry Permit.
 5. Airport Security personnel inspect people and their luggage heading to the Security Restricted Area using security equipment or by manual means to prevent unlawful acts.
 6. Airport Security personnel must carry out security control of cargo and postal transportation vehicles from the Regulated Agent (RA) by checking for completeness and suitability:
 - a. Airway Bill;
 - b. Consignment Security Declaration (CSD);
 - c. The integrity of the vehicle security tag and solid plastic seal of the transport vehicle and matching the registration number;
 - d. Airport Pass inspection for persons;
 - e. Airport Pass inspection for vehicles;
 - f. Inspection of the Directorate General and Airport Authority Office inspectors' identification badges for flight inspectors; and
 - g. Security checks on vehicles, people, and goods, except for vehicle cargo and postal loads that have previously gone through an inspection or control process by a regulated agent or known consignor.
 7. Airport Security personnel conduct security check procedures related to the delegation of Air Transport Business Enterprise (BUAU) and Foreign Air Transport Company (PAUA) as follows:
 - a. Checking transportation documents including:
 - Administration;
 - Airway Bill;
 - Notice of Contents (NoC); and
 - Other documents required in the transportation of certain cargo and post.
 - b. Other document checks as procedures for the transportation of certain cargo and mail that include:
 - Shipper declaration for dangerous goods;
 - License of ownership or use of explosives from the authorized agency;
 - Quarantine license for animals and plants from the competent authority;
 - License of ownership or use of archaeological items and objects from the competent authority; and
 - Nuclear, biological, chemical, and radioactive possession or use license from the competent authority.
 - c. Conduct security checks on all cargo and postal items

- barang kargo dan pos dengan menggunakan peralatan keamanan atau pemeriksaan secara manual;
- d. Setiap kargo dan pos yang telah melalui mesin X-Ray wajib melewati pemeriksaan lanjutan (sekunder) dengan pendeteksi bahan peledak (*explosive trace detector*) secara acak (*random*) sebanyak 10% dan apabila potensi ancaman meningkat, maka terdapat penyesuaian tingkat pemeriksaan dengan tingkat ancaman;
 - e. Menerbitkan status keamanan kiriman (*Consignment Security Declaration/CSD*) untuk masing-masing surat muatan udara (*Airway Bill*); dan
 - f. Memasang label pemeriksaan keamanan (*label security check*) terhadap barang kargo dan pos yang telah melewati pemeriksaan keamanan.
8. Personel Airport Security melakukan pengawasan dan pengendalian keamanan di terminal kargo dan pos dengan cek fisik dan/atau menggunakan kamera CCTV.
 9. Langkah-langkah pemeriksaan keamanan kargo dan pos yang berisiko tinggi (*high risk cargo*) antara lain:
 - a. Pemeriksaan dilakukan dengan pendeteksi bahan peledak (*explosive detector*);
 - b. Bekerja sama dengan Kepolisian dalam hal pemeriksaan dengan menggunakan anjing (*canine/K-9*);
 - c. Pemeriksaan keamanan lain yang diperlukan.
 10. Melakukan pencatatan terhadap seluruh kegiatan pengendalian keamanan di terminal kargo dan pos.
- d. Every cargo and post that has gone through the X-Ray machine is required to pass a secondary inspection with an explosive trace detector randomly as much as 10% and if the potential threat increases, then there is an adjustment in the level of inspection with the threat level;
 - e. Issuing a Consignment Security Declaration (CSD) for each airway bill; and
 - f. Attach a security check label to cargo and postal items that have passed the security check.
8. Airport Security personnel conduct security surveillance and control at cargo and postal terminals by physical check and/or using CCTV cameras.
 9. High risk cargo and postal security inspection measures include:
 - a. Examination is carried out with an explosive detector;
 - b. Cooperate with the Police in the case of inspection using dogs (canine/K-9);
 - c. Other necessary security checks.
 10. Record all security control activities at cargo and postal terminals.



Rantai Pasokan PT Angkasa Pura I [GRI 2-6, 204-1, 308-1, 414-1]

PT Angkasa Pura I Supply Chain

PT Angkasa Pura I memahami pentingnya menjaga tata kelola rantai pasokan demi menunjang kelancaran kegiatan operasional. Kesuksesan PT Angkasa Pura I tidaklah terlepas dari dukungan seluruh pemangku kepentingan perusahaan, salah satunya adalah sumber daya dari pemasok. Untuk itu, PT Angkasa Pura I senantiasa berupaya untuk menjalin komunikasi dua arah yang transparan dengan pihak penyedia barang dan jasa. Dalam pelaksanaannya, kebijakan pengadaan PT Angkasa Pura I memperhatikan aspek lingkungan dan sosial untuk menjamin praktik keberlanjutan dalam rantai pasokan. Sebelum melakukan kerja sama, para penyedia barang dan/atau jasa wajib memenuhi ketentuan lingkungan dan sosial sebagai berikut: [GRI 3-3] [GRI 205-2] [GRI 308-1] [GRI 414-1]

1. Pemenuhan aspek lingkungan melalui proses pengadaan barang dan/atau jasa yang ramah lingkungan;
2. Pemenuhan aspek legalitas sebagai penyedia barang dan/atau jasa dengan kepemilikan sertifikat atau izin dari instansi pemerintah Republik Indonesia yang berwenang; dan
3. Pemenuhan aspek teknis melalui penyediaan barang dan/atau jasa dengan kualitas terbaik.

Pelaksanaan transparansi proses pengadaan barang/jasa terwujud melalui sistem informasi pengadaan barang dan/atau jasa milik PT Angkasa Pura I yaitu APPro (Angkasa Pura I Procurement) dengan alamat situs web <https://eproc.ap1.co.id>. Pada tahun pelaporan, terdapat kurang lebih 3.636 penyedia barang dan/atau jasa yang terbukti valid melalui metode prakualifikasi.

Proses pengadaan barang/jasa PT Angkasa Pura I turut mendukung program penguatan perekonomian lokal dan nasional dari pemerintah. Komitmen ini terwujud melalui penyusunan prioritas kerja sama dengan penyedia barang dan/atau jasa yang beroperasi berdasarkan peraturan perundang-undangan Republik Indonesia. Komitmen perusahaan ini tecermin pada tahun 2023, PT Angkasa Pura I memiliki total 3.636 penyedia barang/jasa dengan 99% dari mereka adalah penyedia barang dan/atau jasa lokal Indonesia. Persentase nilai kontrak penyedia barang/jasa dari luar Indonesia adalah sebesar 0,63% dari nilai total kontrak pengadaan barang/jasa PT Angkasa Pura I.

PT Angkasa Pura I understands the importance of maintaining supply chain governance to support smooth operational activities. The success of PT Angkasa Pura I is attributed to the support of all the company's stakeholders, one of which is the resources from suppliers. For this reason, PT Angkasa Pura I always strives to establish transparent two-way communication with the providers of goods and services. In its implementation, PT Angkasa Pura I's procurement policy takes into account environmental and social aspects to ensure sustainable practices in the supply chain. Before cooperating, providers of goods and / or services must fulfill the following environmental and social provisions: [GRI 3-3] [GRI 205-2] [GRI 308-1] [GRI 414-1]

1. Fulfillment of environmental aspects through the procurement process of goods and/or services that are environmentally friendly;
2. Fulfillment of legality aspects as a provider of goods and/or services by having a certificate or license from an authorized government agency of the Republic of Indonesia; and
3. Fulfillment of technical aspects through the provision of goods and/or services of the highest quality.

The implementation of the transparency of the goods/services procurement process is realized through the information system for the procurement of goods and/or services owned by PT Angkasa Pura I, namely APPro (Angkasa Pura I Procurement) with the website address <https://eproc.ap1.co.id>. In the reporting year, there were approximately 3,636 providers of goods and/or services that were proven valid through the prequalification method.

PT Angkasa Pura I's goods/services procurement process also supports the government's program to strengthen the local and national economy. This commitment is realized through the preparation of priority cooperation with providers of goods and/or services that operate based on the laws and regulations of the Republic of Indonesia. The company's commitment is reflected in the year 2023, PT Angkasa Pura I has a total of 3,636 goods/services providers with 99% of them are local Indonesian goods and/or services providers. The percentage of the value of contracts for goods/services from outside Indonesia is 0.63% of the total value of procurement contracts for goods/services by PT Angkasa Pura I.



Selaras dengan komitmen yang dimiliki PT Angkasa Pura I dalam memberantas tindak korupsi dan penyuapan serta arahan Presiden Republik Indonesia dalam Strategi Nasional Pencegahan dan Pemberantasan Korupsi Jangka Panjang 2012-2025, PT Angkasa Pura I telah menerapkan SNI ISO 37001:2016 tentang Sistem Manajemen Anti Penyuapan (SMAP). Penerapan SMAP ini tidak hanya untuk internal perusahaan, tetapi juga rantai pasokan PT Angkasa Pura I melalui komunikasi kebijakan SMAP. Penyedia barang dan/ atau jasa yang telah menerima komunikasi mengenai SNI ISO 37001:2016 tentang Sistem Manajemen Anti Penyuapan (SMAP) pada tahun 2023 sebagai berikut: [GRI 205-2]

Along with the commitment of PT Angkasa Pura I in eradicating corruption and bribery and the direction of the President of the Republic of Indonesia in the National Strategy for the Prevention and Eradication of Long-Term Corruption 2012-2025, PT Angkasa Pura I has implemented SNI ISO 37001:2016 on Anti-Bribery Management System ("ABMS"). The implementation of this ABMS is not only for internal companies, but also the supply chain of PT Angkasa Pura I through ABMS policy communication. Providers of goods and / or services that have received communication regarding SNI ISO 37001:2016 on Anti-Bribery Management System ("ABMS") in 2023 as follows: [GRI 205-2]

Keterangan Description	Total penyedia barang dan/atau jasa per 31 Desember 2023 Total of goods and/or services providers as of December 31, 2023	Total penyedia barang dan/ atau jasa yang telah menerima komunikasi mengenai kebijakan dan prosedur SMAP per 31 Desember 2023 Total goods and/or service providers that have received communication on ABMS policies and procedures as of December 31, 2023.	Persentase yang telah menerima komunikasi mengenai kebijakan dan prosedur SMAP (%) per 31 Desember 2023 Percentage who have received communication on ABMS policies and procedures as of December 31, 2023
Penyedia barang dan/atau jasa Goods and/or service providers	3.636	3.636	100%

Kontribusi PT Angkasa Pura I terhadap Tingkat Komponen Dalam Negeri (TKDN)

PT Angkasa Pura I's Contribution to the Domestic Component Level (TKDN)

PT Angkasa Pura I berkomitmen mendukung program pemerintah dalam memperkuat perekonomian lokal dan nasional. Komitmen ini sejalan dengan Instruksi Presiden (INPRES) Nomor 2 Tahun 2022 Tanggal 30 Maret 2022 tentang Percepatan Peningkatan Penggunaan Produk Dalam Negeri dan Produk Usaha Mikro, Usaha Kecil, dan Koperasi Dalam Rangka Menyukseskan Gerakan Nasional Bangga Buatan Indonesia pada Pelaksanaan Pengadaan Barang/Jasa Pemerintah.

PT Angkasa Pura I is committed to supporting government programs in strengthening the local and national economy. This commitment is in line with Presidential Instruction Number 2 of 2022 Dated March 30, 2022, on the Acceleration of Increasing the Use of Domestic Products and Products of Micro, Small, and Cooperative Enterprises in the Framework of Successful National Proud Movement Made in Indonesia in the Implementation of Government Procurement of Goods / Services.

PT Angkasa Pura I memprioritaskan barang dan/atau jasa yang merupakan produk buatan anak bangsa. Selain itu, perusahaan memprioritaskan kerja sama dengan penyedia barang dan/ atau jasa yang beroperasi berdasarkan Peraturan Perundang-Undangan Republik Indonesia. Pengadaan pembelian barang-barang impor senantiasa melalui proses evaluasi dan hanya menjadi pilihan apabila barang dan/atau jasa tidak tersedia dari dalam negeri.

PT Angkasa Pura I prioritizes goods and/or services that are products of the country's people. Additionally, the company prioritizes cooperation with providers of goods and/or services operating under the Laws and Regulations of the Republic of Indonesia. Procurement of imported goods is always going through an evaluation process and is only an option if the goods and/or services are not available from within the country.

Keseriusan PT Angkasa Pura I dalam menggunakan produk dalam negeri juga terwujud melalui pembentukan tim khusus yaitu Tim Peningkatan Penggunaan Produk Dalam Negeri (P3DN) yang menangani langsung implementasi P3DN. Tim ini memiliki tugas sebagai berikut:

The commitment of PT Angkasa Pura I in using domestic products is also manifested through the establishment of a special team, the Team for Increasing the Use of Domestic Products (P3DN), which directly handles the implementation of P3DN. This team has the following tasks:

1. Menetapkan, meninjau, dan mengevaluasi kebijakan P3DN;
2. Membina, mengarahkan, serta menetapkan sasaran, rencana, dan sistem tata kerja untuk pengembangan, penerapan, dan peningkatan berkelanjutan P3DN;

1. Establish, review, and evaluate P3DN policies;
2. Foster, direct, and establish goals, plans, and systems of work for the development, implementation, and continuous improvement of P3DN;

3. Menyediakan sumber daya yang cukup dan tepat untuk penerapan P3DN yang efektif; dan
4. Melakukan pengawasan terhadap penerapan dan keefektifan kebijakan P3DN.

Dengan keberadaan tim P3DN, PT Angkasa Pura I berharap dapat secara aktif berkontribusi dalam meningkatkan perekonomian bangsa melalui penggunaan produk dalam negeri.

Pada periode pelaporan, 97% penyedia barang dan/atau jasa yang bekerja sama dengan PT Angkasa Pura I merupakan penyedia barang dan/atau jasa lokal Indonesia. PT Angkasa Pura I melakukan pencatatan terhadap TKDN dari Januari hingga Desember 2023 dengan jumlah nilai kontrak Rp0,804 triliun, sedangkan realisasi penggunaan produk dalam negeri sebesar Rp0,516 triliun atau 64,18% dari seluruh pengadaan barang dan jasa. Secara berkala, PT Angkasa Pura I melaporkan TKDN tersebut kepada Kementerian BUMN. [OJK B.1]

Tidak hanya pada internal perusahaan, PT Angkasa Pura I juga berupaya untuk melakukan pencegahan praktik korupsi dan gratifikasi pada eksternal perusahaan. Untuk menghindari praktik korupsi dan gratifikasi dalam sistem penyediaan barang dan jasa, PT Angkasa Pura I melakukan sosialisasi kepada mitra penyedia barang dan jasa. Seluruh mitra PT Angkasa Pura I telah mendapatkan sosialisasi terkait hal ini dan diminta menandatangani pakta integritas sebagai bukti komitmen mereka.

Bahwa sejak tahun 2020, proses pengadaan di PT Angkasa Pura I telah tersentralisasi atau semua proses pengadaan barang dan/atau jasa dilakukan di kantor pusat, sehingga terkait sosialisasi kepada penyedia barang dan/atau jasa dilakukan melalui *e-mail blasting* dan tidak dapat dikategorikan berdasarkan wilayah.

3. Providing sufficient and appropriate resources for the effective implementation of P3DN; and
4. Supervising the implementation and effectiveness of P3DN policies.

With the existence of the P3DN team, PT Angkasa Pura I hopes to actively contribute to improving the nation's economy through the use of domestic products.

During the reporting period, 97% of providers of goods and / or services that cooperated with PT Angkasa Pura I were local Indonesian providers of goods and / or services. PT Angkasa Pura I recorded TKDN from January to December 2023 with a total contract value of IDR 0.804 trillion, while the realization of the use of domestic products amounted to IDR 0.516 trillion or 64.18% of all procurement of goods and services. Periodically, PT Angkasa Pura I reports the TKDN to the Ministry of SOEs. [OJK B.1]

Not only in the internal company, PT Angkasa Pura I also strives to prevent corruption and gratification practices in the external of the company. To avoid corruption and gratification practices in the system of supplying goods and services, PT Angkasa Pura I conducts socialization to partners of goods and services providers. All partners of PT Angkasa Pura I were informed about this issue and asked to sign an integrity pact as proof of their commitment.

Whereas since 2020, the procurement process at PT Angkasa Pura I has been centralized or all procurement processes for goods and/or services are carried out at the head office, so that related socialization to providers of goods and / or services is carried out through e-mail blasting and cannot be categorized by region.

Pendekatan Terhadap Pajak [GRI 207-1]

Approach to Tax

Pajak memiliki peran penting tidak hanya dalam mendukung operasional PT Angkasa Pura I yang berhubungan dengan finansial perusahaan, tetapi juga sebagai sumber pendapatan negara yang dapat mendorong perkembangan infrastruktur, meningkatkan kesejahteraan rakyat, dan berperan penting dalam pengembangan kebijakan ekonomi. Mengingat pentingnya pajak bagi perkembangan perusahaan, maka dari itu PT Angkasa Pura I terus berkomitmen dalam menjalankan hak dan kewajiban perpajakan secara konsisten dan sesuai dengan ketentuan perundang-undangan yang berlaku. [GRI 3-3]

PT Angkasa Pura I menetapkan strategi pajak yang didasarkan terhadap ketentuan perpajakan yang berlaku yang ditujukan untuk menurunkan biaya kepatuhan perpajakan (*cost of tax compliance*). Strategi perpajakan tersebut dituangkan dalam bentuk kajian, uji tuntas, dan diimplementasikan ke dalam kebijakan perpajakan di internal keuangan perusahaan.

Posisi tertinggi dalam tingkat eksekutif yang meninjau dan menyetujui strategi pajak adalah Vice President Accounting. Strategi pajak yang dilakukan oleh PT Angkasa Pura I yaitu dengan melakukan peninjauan kebijakan secara rutin

Taxes have an important role not only in supporting PT Angkasa Pura I's operations related to company finances, but also as a source of state revenue that can encourage infrastructure development, improve people's welfare, and play an important role in the development of economic policy. Given the importance of taxes for the development of the company, thus PT Angkasa Pura I continues to be committed in carrying out tax rights and obligations consistently and in accordance with applicable laws and regulations. [GRI 3-3]

PT Angkasa Pura I establishes a tax strategy based on applicable tax provisions intended to reduce the cost of tax compliance. The tax strategy is outlined in the form of studies, due diligence, and implemented into tax policies in the company's internal financial system.

The highest position in the executive level that reviews and approves tax strategies is the Vice President Accounting. The tax strategy carried out by PT Angkasa Pura I is by conducting regular and periodic policy reviews every year in anticipation of

dan berkala setiap tahun sebagai antisipasi perubahan peraturan perpajakan di Indonesia yang cukup dinamis juga menyesuaikan dengan kondisi perusahaan. Dalam beberapa tahun terakhir, PT Angkasa Pura I menyesuaikan strategi pajak diantaranya dengan melakukan *tax saving* dari sisi kewajiban Pajak Penghasilan 21 (PPH 21) dan melakukan optimalisasi kredit pajak dikarenakan pertumbuhan jumlah penumpang dan pesawat terbang yang sudah mulai meningkat.

changes in tax regulations in Indonesia which are quite dynamic as well as adjusting to company conditions. In the last few years, PT Angkasa Pura I has adjusted the tax strategy including by doing tax saving in terms of Income Tax 21 (PPH 21) obligations and optimizing tax credits due to the growth in the number of passengers and aircraft that have begun to increase.



Tata Kelola dan Manajemen Risiko Pajak [GRI 207-2]

Governance and Tax Risk Management

Mengingat pentingnya pajak, maka PT Angkasa Pura I menanamkan kesadaran akan hak dan tanggung jawab pajak perusahaan secara menyeluruh kepada seluruh lini bisnis dan fungsional perusahaan. Secara khusus, PT Angkasa Pura I memiliki prosedur untuk mengidentifikasi, mengelola, dan memonitor risiko operasional, termasuk di dalamnya risiko pajak.

Setiap lini bisnis dan transaksi masing-masing memiliki peran untuk melakukan identifikasi, pengelolaan, dan pengawasan atas risiko perpajakan perusahaan. Hal ini dilakukan dalam rangka memitigasi atas terjadinya risiko pajak yang mungkin terjadi dalam setiap aktivitas bisnis dan transaksi perusahaan. Hal ini pada akhirnya akan mendorong upaya bisnis untuk terus berkembang dan mendukung inisiatif keberlanjutan PT Angkasa Pura I secara berkesinambungan.

Pengelolaan pajak dalam PT Angkasa Pura I dilakukan oleh Tax Management Department yang berada di bawah Vice President Accounting. Tax Management Department dipimpin oleh pejabat setingkat senior manager dan memiliki fungsi utama untuk memastikan pemenuhan kewajiban perpajakan dan kepatuhan terhadap peraturan perpajakan.

Due to the importance of taxes, PT Angkasa Pura I instills awareness of the company's tax rights and responsibilities thoroughly to all business and functional lines of the company. Particularly, PT Angkasa Pura I has procedures to identify, manage, and monitor operational risks, including tax risks.

Each line of business and transaction has a role to identify, manage, and monitor the company's tax risks. This is carried out in order to mitigate the occurrence of tax risks that may occur in every business activity and transaction of the company. This will ultimately encourage business efforts to continue to grow and support PT Angkasa Pura I's sustainability initiatives on an ongoing basis.

Tax management in PT Angkasa Pura I is carried out by the Tax Management Department which is subordinated to the Vice President of Accounting. The Tax Management Department is led by a senior manager level official and has the main function to ensure the fulfillment of tax obligations and compliance with tax regulations.

Dalam pemenuhan kewajiban perpajakan, Tax Management Department dibagi menjadi 3 (tiga) fungsi utama, yaitu fungsi ketaatan pajak, fungsi pengawasan pemenuhan pajak, dan fungsi pengelolaan risiko dan perencanaan pajak. Strategi perpajakan dibuat dan disusun oleh Tax Advisory Function dan diterapkan oleh Tax Compliance Function. Sementara itu, pengawasan pemenuhan kewajiban perpajakan dilakukan oleh Tax Dispute Function. Hasil temuan dari Tax Dispute Function akan diberikan ke Tax Advisory Function untuk bahan penilaian, evaluasi dan menganalisa implikasi pajak, serta melakukan rekomendasi perbaikan strategi perpajakan kedepannya.

Pengelolaan perpajakan dilakukan sesuai tata kelola organisasi yang telah ditetapkan oleh Tax Advisory Function dan berkonsultasi secara rutin dengan ahli perpajakan perusahaan. Tim ahli perpajakan perusahaan terdiri dari Gugus Tugas Tax Management dan Konsultan Pajak yang membantu perusahaan dalam memberikan asistensi terhadap Tax Management Department dalam upaya *tax planning* perusahaan. Selain itu, ahli perpajakan perusahaan juga melakukan prosedur pemeriksaan secara berkala melalui *tax due diligence review*.

Perusahaan menjunjung tinggi etika profesi dan integritas dalam menjalankan kewajiban perpajakan. Kode etik yang tertuang dalam pedoman etika usaha dan etika bekerja yang dibuat oleh perusahaan menjadi standar etika dalam setiap interaksi antara perusahaan dengan mitra bisnis maupun dengan otoritas pajak.

Strategi perpajakan dikelola oleh Tax Management Department dengan persetujuan dari Direktur Keuangan dan Manajemen Risiko. Strategi perpajakan kemudian akan ditinjau kembali secara rutin dan akan menjadi bagian yang tidak terpisahkan dari penyusunan Rencana Kerja dan Anggaran Perusahaan (RKAP). Strategi perpajakan perusahaan juga rutin diperbarui sesuai dengan perkembangan bisnis, organisasi perusahaan, serta peraturan perundang-undangan perpajakan yang berlaku.

PT Angkasa Pura I rutin melibatkan seluruh anggota tim Tax Management Department dalam melakukan pengelolaan perpajakan, di antaranya dengan mengikutsertakan mereka ke dalam kegiatan sosialisasi dan pelatihan perpajakan brevet A, B, dan C, termasuk pemutakhiran peraturan perpajakan, sehingga strategi perpajakan dapat diimplementasikan dalam kegiatan operasional perusahaan. PT Angkasa Pura I secara aktif mendukung seluruh tim Tax Management Department untuk berpartisipasi aktif dalam asosiasi perpajakan (Forum Pajak BUMN, Tax Forum Merah Putih, IAI, IKPI, dan lain sebagainya).

Guna memastikan kepatuhan terhadap kewajiban perpajakan akan berjalan dengan baik dan lancar, maka pendekatan yang dilakukan oleh perusahaan adalah dengan melakukan hal-hal sebagai berikut:

1. Identifikasi risiko pajak atas setiap transaksi harus melalui verifikasi oleh tim verifikator pajak;
2. Membayar penyetoran pajak sebelum jatuh tempo pembayaran;
3. Melaporkan pajak sebelum jatuh tempo pelaporan;
4. Melakukan kegiatan *tax monthly review* dalam rangka pemeriksaan pajak melalui rutinitas ekualisasi semua jenis pajak setiap bulan sebagai bagian dari mitigasi risiko;
5. Melaksanakan sentralisasi perpajakan agar terdapat pemerataan pemahaman dan keseragaman pelaksanaan perpajakan seluruh kantor cabang dan kantor pusat;
6. Menggunakan aplikasi perpajakan dari perusahaan Penyedia Jasa Aplikasi Perpajakan resmi yang terdaftar di

In fulfilling tax obligations, the Tax Management Department is divided into 3 (three) main functions, namely the tax compliance function, the tax compliance monitoring function, and the risk management and tax planning function. Tax strategies are created and prepared by the Tax Advisory Function and implemented by the Tax Compliance Function. Meanwhile, monitoring the fulfillment of tax obligations is carried out by the Tax Dispute Function. The findings of the Tax Dispute Function will be provided to the Tax Advisory Function for assessment, evaluation, and analysis of tax implications, as well as recommendations for future tax strategy improvements.

Tax management is carried out in accordance with the organizational governance established by the Tax Advisory Function and in regular consultation with the company's tax experts. The company's taxation expert team consists of the Tax Management Task Force and Tax Consultants who assist the company in providing assistance to the Tax Management Department in the company's tax planning efforts. Additionally, the company's taxation experts also conduct regular audit procedures through tax due diligence reviews.

The company upholds professional ethics and integrity in carrying out tax obligations. The code of ethics contained in the business ethics and work ethics guidelines made by the company becomes the ethical standard in every interaction between the company and business partners and the tax authorities.

The tax strategy is managed by the Tax Management Department with the approval of the Director of Finance and Risk Management. The tax strategy will then be reviewed regularly and will become an integral part of the preparation of the Company's Work Plan and Budget (CWBP). The company's tax strategy is also regularly updated in accordance with business developments, company organizations, and applicable tax laws and regulations.

PT Angkasa Pura I routinely involves all members of the Tax Management Department team in conducting tax management, including by involving them in brevet A, B, and C tax socialization and training activities, including updating tax regulations, so that tax strategies can be implemented in the company's operational activities. PT Angkasa Pura I actively supports the entire Tax Management Department team to actively participate in tax associations (SOE Tax Forum, Tax Forum Merah Putih, IAI, IKPI, and so on).

To ensure compliance with tax obligations will run well and smoothly, the approach taken by the company is by doing the following:

1. Identification of tax risk for each transaction must be verified by the tax verification team;
2. Paying tax deposits before payment due date;
3. Reporting taxes before the reporting due date;
4. Conduct tax monthly review activities in the context of tax audits through equalization routines for all types of taxes every month as part of risk mitigation;
5. Carry out tax centralization so that there is an equal understanding and uniformity of tax implementation across all branch offices and head office;
6. Using tax applications from an authorized Tax Application Service Provider company registered with the Directorate

- Direktorat Jenderal Pajak sehingga pelaksanaan kewajiban perpajakan dapat terlaksana lebih cepat dan mudah; dan
- Melakukan asistensi melalui kegiatan *tax advisory* berupa analisis implikasi pajak, tinjauan dan persetujuan atas analisis pajak, serta rekomendasi perencanaan pajak.

Sebagai langkah progresif dalam memitigasi risiko penyuapan yang dapat merugikan perusahaan dan para pemangku kepentingan, PT Angkasa Pura I dengan aktif menjalankan ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP) secara berkesinambungan. Langkah ini juga sejalan dengan dukungan terhadap program pemerintah untuk mencegah tindak pidana suap di lingkungan BUMN. Selain itu, PT Angkasa Pura I juga telah menerapkan Sistem Pelaporan Pelanggaran (*Whistle Blowing System*) yaitu suatu sistem atau standar mekanisme untuk menampung segala pengaduan pelanggaran atau potensi pelanggaran yang dapat berdampak buruk bagi perusahaan. Pelapor dapat menyampaikan laporan dugaan pelanggaran melalui melalui berbagai saluran komunikasi yang tersedia.

- General of Taxes so that the implementation of tax obligations can be carried out more quickly and easily; and
- Providing assistance through tax advisory activities in the form of tax implication analysis, review and approval of tax analysis, and tax planning recommendations.

As a progressive step in mitigating the risk of bribery that can harm the company and its stakeholders, PT Angkasa Pura I actively implements ISO 37001: 2016 Anti-Bribery Management System (ABMS) in a continuous basis. This action is in accordance with the government's program to prevent bribery within state-owned enterprises. In addition, PT Angkasa Pura I has also implemented a Whistle Blowing System, which is a system or standard mechanism to accommodate all complaints of violations or potential violations that can have a negative impact on the company. Reporters can submit reports of alleged violations through various available communication channels.

<p>Aplikasi sistem pelaporan pelanggaran Violation reporting system application</p> <p>wbs.ap1.co.id</p>	<p>Layanan pesan singkat (SMS) atau Whatsapp dengan nomor: Short message service (SMS) or Whatsapp number:</p> <p>0811 1787 975</p>	<p>Surat elektronik ke alamat: Email to:</p> <p>pengaduan.pelanggaran@ap1.co.id</p> <p>pelaporan.gratifikasi@ap1.co.id</p>
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Keterlibatan Pemangku Kepentingan dan Pengelolaan Kepedulian yang Berkaitan dengan Pajak [GRI 207-3]

Involvement of Stakeholders and Management of Concern Regarding Taxes

Pemangku kepentingan terpenting dalam kaitannya dengan perpajakan adalah pemerintah, khususnya otoritas pajak. PT Angkasa Pura I berpendapat bahwa otoritas pajak memiliki peranan yang sangat penting dalam membantu perusahaan untuk melaksanakan hak dan memenuhi kewajiban perpajakannya melalui layanan pembayaran, pelaporan, bahkan pengaduan. Sepanjang tahun 2023, masukan positif dan hasil koordinasi dari otoritas pajak telah memberikan kontribusi yang signifikan dalam implementasi kebijakan penyusunan strategi dan kebijakan perpajakan PT Angkasa Pura I melalui minimalisasi risiko penerapan sanksi pajak di kemudian hari. Atas dasar itu, perusahaan berkomitmen untuk terus menjalin dan membangun hubungan yang konstruktif dan stabil dengan otoritas pajak.

Dalam upaya pemenuhan kewajiban pajak, PT Angkasa Pura I terus memberikan kontribusi penting pada penerimaan negara

The government, more specifically the tax authority, is the most important stakeholder in terms of taxation. PT Angkasa Pura I believes that the tax authority has a very important role in helping companies to exercise their rights and fulfill their tax obligations through payment, reporting, and even complaint services. Throughout 2023, positive input and coordination results from the tax authorities have made a significant contribution to the implementation of PT Angkasa Pura I's tax strategy and policy formulation policies through minimizing the risk of imposition of tax sanctions in the future. On that basis, the company is committed to continuing to establish and build a constructive and stable relationship with the tax authorities.

In fulfilling tax obligations, PT Angkasa Pura I continuously makes important contributions to state revenues through the

melalui penyaluran dan pembayaran pajak kepada pemerintah pusat, daerah, dan Penerimaan Negara Bukan Pajak (PNBP) setiap tahun. Secara keseluruhan, kontribusi perusahaan dalam bentuk pembayaran pajak kepada pemerintah selama tahun 2023 per 31 Desember 2023 mencapai Rp1.608.420.104.512. Direktorat Jenderal Pajak memeriksa pemenuhan kewajiban pajak PT Angkasa Pura I untuk menguji tingkat kepatuhan pajak setiap tahunnya.

Terkait beberapa transaksi yang belum tertera secara jelas oleh peraturan perpajakan, PT Angkasa Pura I meminta penjelasan dan penegasan dari otoritas pajak untuk memastikan aspek perpajakan yang timbul. Selain itu, perusahaan melibatkan pendapat para ahli dan akademisi perpajakan untuk memberikan masukan dalam penyusunan strategi perpajakan. Perusahaan berperan aktif dalam pembentukan asosiasi perpajakan BUMN (Forum Pajak BUMN dan Tax Forum Merah Putih). Kedua forum yang beranggotakan para *head of tax* BUMN tersebut melaksanakan beberapa kegiatan rutin berupa seminar nasional, FGD, dan pelatihan perpajakan. Selain itu, forum-forum ini aktif dalam melakukan advokasi kebijakan publik, terutama dalam konteks perpajakan BUMN.

Sejak tahun 2016, PT Angkasa Pura I memenuhi salah satu kewajiban perpajakan yaitu pemenuhan dokumen penentuan harga transfer atas transaksi perusahaan dengan pihak afiliasi. Perusahaan melakukan hal ini sebagai bagian yang tidak terpisahkan dari pemenuhan kewajiban perpajakan di Surat Pemberitahuan (SPT) Tahunan Pajak Penghasilan Badan. PT Angkasa Pura I hanya beroperasi di Indonesia, sehingga perusahaan hanya membuat laporan pajak untuk Indonesia karena laporan pajak per negara tidak relevan untuk bisnis perusahaan. [GRI 207-4]

distribution and payment of taxes to the central and local governments, and Non-Tax State Revenue every year. Overall, the company's contribution in the form of tax payments to the government during 2023 as of December 31, 2023, reached Rp1,608,420,104,512. The Directorate General of Taxes examines the fulfillment of PT Angkasa Pura I's tax obligations to test the level of tax compliance every year.

Regarding several transactions that have not been clearly stated by tax regulations, PT Angkasa Pura I requests explanations and affirmations from the tax authorities to ensure the tax aspects that arise. In addition, the company involves the opinions of taxation experts and academics to provide input in the preparation of taxation strategies. The company plays an active role in the formation of SOE tax associations (SOE Tax Forum and Tax Forum Merah Putih). Both forums, which consist of heads of tax of SOEs, conduct several routine activities such as national seminars, FGDs, and tax training. In addition, these forums are active in conducting public policy advocacy, especially in the context of SOE taxation.

Since 2016, PT Angkasa Pura I has fulfilled one of its tax obligations, namely the fulfillment of transfer pricing documents for the company's transactions with affiliated parties. The company does this as an integral part of fulfilling tax obligations in the Annual Corporate Income Tax Declaration PT Angkasa Pura I only operates in Indonesia, so the company only makes tax reports for Indonesia because tax reports per country are not relevant for the company's business. [GRI 207-4]





MELESTARIKAN LINGKUNGAN MELINDUNGI BUMI

PRESERVING THE ENVIRONMENT, PROTECTING THE EARTH



Melestarikan Lingkungan, Melindungi Bumi

Preserving the Environment, Protecting the Earth

Sejalan dengan dukungan terhadap komitmen *Net Zero Emission* (NZE) Pemerintah Republik Indonesia, PT Angkasa Pura I mewujudkan bandara-bandara berwawasan lingkungan (*eco airport*) sebagai komitmen terhadap pengelolaan lingkungan. Dalam perwujudannya, PT Angkasa Pura I mengacu pada beberapa standar nasional dan internasional yang menjadi dasar kebijakan sebagai berikut:

1. Undang-Undang Nomor 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup;
2. Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang - Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang;
3. Peraturan Pemerintah Republik Indonesia Nomor 40 Tahun 2012 tentang Pembangunan dan Pelestarian Lingkungan Hidup Bandar Udara;
4. Peraturan Pemerintah Republik Indonesia Nomor 32 Tahun 2021 tentang Penyelenggaraan Bidang Penerbangan;
5. Peraturan Pemerintah Republik Indonesia Nomor 22 Tahun 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup;
6. Peraturan Menteri yang membidangi lingkungan hidup dan transportasi; serta
7. ICAO Annex 16 tentang *Environmental Protection* (Lampiran 16 dari Konvensi Aviasi Sipil Internasional tentang Perlindungan Lingkungan).

Dalam rangka mendukung pengelolaan dan pemantauan lingkungan hidup, PT Angkasa Pura I telah menetapkan kebijakan perusahaan sebagai berikut:

1. Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.06/LB.02/2021 tentang Pedoman Sistem Pengelolaan Limbah Bahan Beracun Berbahaya (B3) di Lingkungan Bandar Udara PT Angkasa Pura I;
2. Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.18/LB.02/2021 tentang Pedoman Bangunan Gedung Hijau di Bandar Udara PT Angkasa Pura I;
3. Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.41/LB.02/2021 tentang Pedoman Penerapan Sistem Manajemen Lingkungan ISO 14001:2015 Bandar udara PT Angkasa Pura I;
4. Instruksi Direksi PT Angkasa Pura I Nomor INST.DU.4/HK.01.02/2018 tentang Langkah-Langkah Penurunan Emisi Gas Rumah Kaca di Bandar Udara PT Angkasa Pura I; dan
5. Instruksi Direksi PT Angkasa Pura I Nomor INST DU.18 HK.01.02/2018 tentang Pengelolaan Limbah dan Zat Kimia/Limbah Bahan Berbahaya dan Beracun.

Perwujudan bandara-bandara yang ramah lingkungan juga selaras dengan visi dan misi perusahaan dalam mewujudkan wawasan lingkungan sebagai dasar kebijakan lingkungan hidup bandar udara, sebagai berikut: [\[OJK F.1, F.9\]](#)

1. Tanggap terhadap kebutuhan dan harapan pemangku kepentingan dengan cara menghasilkan layanan yang

Supporting the Net Zero Emission (NZE) commitment of the Government of the Republic of Indonesia, PT Angkasa Pura I realizes eco-airport as a commitment to environmental management. In its implementation, PT Angkasa Pura I refers to several national and international standards that form the basis of the following policies:

1. Law Number 32 of 2009 on Environmental Protection and Management;
2. Law Number 6 of 2023 on the Stipulation of Government Regulation in Lieu of Law Number 2 of 2022 on Job Creation into Law;
3. Government Regulation of the Republic of Indonesia Number 40 of 2012 concerning Airport Development and Environmental Conservation;
4. Government Regulation of the Republic of Indonesia Number 32 of 2021 concerning the Implementation of the Aviation Sector;
5. Government Regulation of the Republic of Indonesia Number 22 of 2021 concerning the Implementation of Environmental Protection and Management;
6. Ministerial Regulation in charge of environment and transportation; and
7. ICAO Annex 16 on Environmental Protection (Annex 16 of the International Civil Aviation Convention on Environmental Protection).

In order to support environmental management and monitoring, PT Angkasa Pura I has established the following company policies:

1. Decree of the Board of Directors of PT Angkasa Pura I Number KEP.DU.06/LB.02/2021 on Guidelines for Hazardous Toxic Waste Management Systems (B3) in the Airport Environment of PT Angkasa Pura I;
2. Decree of the Board of Directors of PT Angkasa Pura I Number KEP.DU.18/LB.02/2021 on Green Building Guidelines at PT Angkasa Pura I Airports;
3. Decree of the Board of Directors of PT Angkasa Pura I Number KEP.DU.41/LB.02/2021 on Guidelines for Implementing the ISO 14001:2015 Environmental Management System at PT Angkasa Pura I Airport;
4. Instruction of the Board of Directors of PT Angkasa Pura I Number INST.DU.4/HK.01.02/2018 on Steps to Reduce Greenhouse Gas Emissions at PT Angkasa Pura I Airports; and
5. Instruction of the Board of Directors of PT Angkasa Pura I Number INST DU.18 HK.01.02/2018[1] concerning Waste Management and Chemical Substances/Hazardous and Toxic Substances Waste.

The establishment of environmentally friendly airports is also in line with the company's vision and mission in realizing environmental insight as the basis for airport environmental policies, as follows: [\[OJK F.1, F.9\]](#)

1. Be responsive to the needs and expectations of stakeholders by producing environmentally friendly

ramah lingkungan serta mematuhi semua peraturan perundang-undangan dan persyaratan lain terkait lingkungan hidup baik di tingkat nasional maupun internasional;

2. Menciptakan keteladanan dan kedisiplinan, meningkatkan kompetensi melalui perilaku peduli lingkungan, serta mengembangkan ide-ide yang kreatif terkait perlindungan dan pengelolaan lingkungan hidup bandar udara;
3. Melakukan pencegahan pencemaran terhadap lingkungan hidup dan mendorong upaya-upaya peningkatan kinerja lingkungan berkelanjutan melalui program *green building*, *green procurement*, *green processes*, konsep *reduce, reuse, recycle* (3R), habitat *management*, konservasi energi, serta Audit Internal dan Eksternal (*Proper Airport Carbon Accreditation*) untuk menuju bandar udara yang ramah lingkungan (*eco airport*);
4. Pembinaan dan kerja sama dengan para pemangku kepentingan serta masyarakat sekitar untuk tujuan perlindungan terhadap ekosistem di sekitar bandara; serta
5. Kebijakan lingkungan ini wajib dipahami, dijalankan, dan dipelihara oleh personel yang bekerja untuk dan atas nama perusahaan, serta tersedia bagi pihak-pihak terkait.

PT Angkasa Pura I telah melaksanakan berbagai usaha untuk mewujudkan bandara ramah lingkungan yang diimplementasikan melalui sejumlah upaya dan prestasi yang diperoleh oleh beberapa bandara, antara lain Bandara I Gusti Ngurah Rai Bali, Bandara Syamsudin Noor Banjarmasin, Bandara Internasional Yogyakarta Kulon Progo, dan Bandara Jenderal Ahmad Yani Semarang. Kesuksesan ini tercermin dari penerimaan rekomendasi setelah melewati *Audit Stage II* pada bulan Desember 2023 untuk mendapatkan sertifikasi Sistem Manajemen Lingkungan ISO 14001:2015. Selain itu, Bandara I Gusti Ngurah Rai Bali telah berhasil memperoleh Peringkat 1 untuk kategori Manajemen Energi Gedung Besar dalam ajang ASEAN Energy Awards 2023 yang diselenggarakan oleh ASEAN Centre for Energy dan penghargaan Energy Management Insight Award dalam ajang Energy Management Leadership Awards 2023 yang diselenggarakan oleh The Clean Energy Ministerial. Bandara Internasional Yogyakarta Kulon Progo juga berhasil meraih Penghargaan Subroto Bidang Efisiensi Energi Tahun 2023 untuk kategori Manajemen Energi di Bangunan Gedung dan Industri. Sementara itu, Bandara Jenderal Ahmad Yani Semarang mendapatkan penghargaan Juara I Lampa Kita dalam Kategori Pengelolaan Sampah dari Walikota Semarang. Selain implementasi sistem manajemen berbasis ISO, PT Angkasa Pura I juga melakukan strategi *Corporate Social Responsibility* (CSR) dalam aspek lingkungan hidup, yaitu dengan melakukan program penanaman pohon, transplantasi terumbu karang, dan edukasi masyarakat terkait topik lingkungan. PT Angkasa Pura I juga telah melakukan beberapa inisiatif lainnya yang menjadi prioritas, yaitu: **[OJK A.1, F.1]**

- Melakukan program perencanaan dan pengembangan prinsip keberlanjutan di bidang pengelolaan limbah dengan dukungan Surat Keputusan Direksi Nomor KEP.DU.06/LB.02/2021 tentang Pedoman Sistem Pengelolaan Limbah B3 di Lingkungan Bandara PT Angkasa Pura I, Surat Edaran No. 062/AP-I/2019 Tanggal 10 Januari 2019 Perihal Penerapan Pembatasan Sampah Plastik Sekali Pakai, penambahan aspek manajemen lingkungan pada sistem *generate legal contract* (GLC) Sistem SAP (Pasal 14 - Ayat 21, Ayat 22 dan Ayat 23) yang diturunkan oleh masing-masing general manager

services and complying with all laws and regulations and other requirements related to the environment both at national and international levels;

2. Creating role models and discipline, increasing competence through environmental care behavior, and developing creative ideas related to airport environmental protection and management;
3. Preventing pollution to the environment and encouraging efforts to improve sustainable environmental performance through green building, green procurement, green processes, reduce, reuse, recycle (3R) concept, habitat management, energy conservation, as well as Internal and External Audits (Proper Airport Carbon Accreditation) towards an eco-airport;
4. Development and cooperation with stakeholders and surrounding communities for the purpose of protecting the ecosystem around the airport; and
5. This environmental policy must be understood, implemented, and maintained by personnel working for and on behalf of the company, as well as available to related parties.

PT Angkasa Pura I has carried out various efforts to establish an environmentally friendly airport implemented through a number of efforts and achievements obtained by several airports, including I Gusti Ngurah Rai Airport Bali, Syamsudin Noor Airport Banjarmasin, Yogyakarta International Airport Kulon Progo, and Jenderal Ahmad Yani Airport Semarang. This success is reflected in the reception of recommendations after passing the Stage II Audit in December 2023 to obtain ISO 14001:2015 Environmental Management System certification. In addition, I Gusti Ngurah Rai Airport Bali has successfully obtained the First Rank for the Energy Management in Buildings and Industries - Buildings - Large Buildings category on the ASEAN Energy Awards 2023 held by ASEAN Centre for Energy and Energy Management Insight Award on the Energy Management Leadership Awards 2023 held by The Clean Energy Ministerial. Yogyakarta International Airport Kulon Progo also won the Subroto Award for Energy Efficiency 2023 in the Category of Energy Management in Building and Industry. Meanwhile, Jenderal Ahmad Yani Airport in Semarang received the First Place on Lampa Kita Award in the Waste Management Category from the Mayor of Semarang. In addition to the implementation of ISO-based management systems, PT Angkasa Pura I also carries out Corporate Social Responsibility (CSR) strategies in environmental aspects, namely by conducting tree planting programs, coral reef transplants, and community education related to environmental topics. PT Angkasa Pura I has also carried out several other initiatives that are prioritized, namely: **[OJK A.1, F.1]**

- Conducting planning and development programs for sustainability principles in the field of waste management with the support of the Decree of the Board of Directors Number KEP.DU.06/LB.02/2021 on Guidelines for the Hazardous and Toxic Waste Management System in the Airport Environment of PT Angkasa Pura I and Circular Letter No. 062/AP-I/2019 Dated January 10, 2019 on the Implementation of Single-Use Plastic Waste Limitation, addition of environmental management aspects to the generate legal contract (GLC) SAP System (Article 14 - Paragraph 21, Paragraph 22, and Paragraph 23) derived

kantor cabang melalui Surat Edaran serta Instruksi Direksi PT Angkasa Pura I Nomor INST DU. 18 /HK.01.02/2018 tentang Pengelolaan Limbah dan Zat Kimia/Limbah Bahan Berbahaya dan Beracun;

- Pemenuhan persetujuan lingkungan dengan memenuhi kajian Analisis Mengenai Dampak Lingkungan (AMDAL) dan persetujuan teknis Analisis Dampak Lalu Lintas (ANDALALIN) dalam setiap pembangunan atau pengembangan kawasan bandara, baik pada fasilitas sisi darat (*landside*) maupun sisi udara (*airside*);
 - Penerapan konsep bangunan hijau (*green building*) untuk mengurangi penggunaan air dan energi dengan memanfaatkan sumber air alternatif selain air tanah seperti RO air payau, melakukan daur ulang air limbah, membuat penampungan air hujan (*rainwater harvesting*), dan memastikan tersedianya ruang terbuka hijau untuk tangkapan air. Pada penerapan desain bangunan ramah lingkungan, PT Angkasa Pura I menggunakan prinsip desain pasif dan aktif yang ramah lingkungan untuk mengurangi konsumsi energi dan sumber daya alam lainnya, pemenuhan indeks OTTV. PT Angkasa Pura I telah menerapkan desain ini dalam pembangunan Bandara Jenderal Ahmad Yani Semarang dan Bandara Internasional Yogyakarta Kulon Progo;
 - Setiap tahun, PT Angkasa Pura I melakukan pelaporan jejak karbon yang dihasilkan pada 15 bandara menggunakan formulasi *platform* ACI's Airport Carbon and Emissions Reporting Tool (ACERT) kepada Direktorat Bandar Udara Kementerian Perhubungan. Platform ini dikeluarkan oleh Airports Council International (ACI);
 - PT Angkasa Pura I telah melaksanakan pengelolaan limbah baik untuk pengolahan limbah cair, pengelolaan limbah padat (sampah), maupun limbah bahan berbahaya dan beracun (LB3) secara menyeluruh dengan menyediakan berbagai sarana seperti instalasi pengelolaan air limbah, Tempat Pembuangan Sampah Sementara Terpadu, dan Tempat Penyimpanan Limbah B3 yang berizin;
 - PT Angkasa Pura I terus melakukan upaya konservasi energi dan pengurangan emisi gas rumah kaca melalui instalasi LED pada *flood lights* untuk penerangan area apron, penggunaan LED untuk penerangan terminal dan *Air Field Lighting* (AFL), LED monitor, sistem sensor pada peralatan, panel surya, dan pendingin dengan bantalan magnetik sentrifugal, serta menggunakan alat pemadam api dan refrigeran yang tidak mengandung bahan perusak ozon;
 - PT Angkasa Pura I melakukan kajian habitat *management* untuk menjaga kelestarian lingkungan. Perusahaan juga melakukan mitigasi bahaya akibat kehadiran hewan liar di kawasan bandara, melakukan bantuan perlindungan satwa liar seperti bekantan dan melakukan pencegahan penyelundupan satwa liar;
 - PT Angkasa Pura I telah melakukan pemantauan dan pengelolaan dampak lingkungan (udara, kebisingan, emisi, kualitas air bersih dan air limbah) agar sesuai dengan baku mutu yang telah ditetapkan oleh peraturan yang berlaku;
 - PT Angkasa Pura I melakukan evaluasi dan penilaian kualitas lingkungan baik di dalam maupun di sekitar kawasan bandar udara yang melibatkan pemangku kepentingan; dan
 - PT Angkasa Pura I senantiasa mendorong kesadaran lingkungan serta memastikan kompetensi para karyawan dalam pengelolaan lingkungan. Secara periodik, PT Angkasa Pura I mengadakan rapat evaluasi dan pembahasan lingkungan, termasuk *eco airport council* dan tinjauan manajemen. Rapat juga diadakan untuk
- by each branch office general manager through Circular Letters and the Board of Directors' Instruction of PT Angkasa Pura I Number INST DU. 18/HK.01.02/2018 on Waste and Chemicals Management/Hazardous and Toxic Waste Management;
 - Compliance with environmental approval by fulfilling the Environmental Impact Analysis (AMDAL) study and Traffic Impact Analysis (ANDALALIN) technical approval in any construction or development of the airport area, both on landside and airside facilities;
 - The application of the green building concept to reduce the use of water and energy by utilizing alternative water sources other than groundwater such as brackish water RO, recycling wastewater, making rainwater harvesting installations, and ensuring the availability of green open space for water catchment. In the application of environmentally friendly building design, PT Angkasa Pura I uses environmentally friendly passive and active design principles to reduce energy and other natural resources consumption, and fulfill the OTTV index. PT Angkasa Pura I has implemented this design in the construction of Jenderal Ahmad Yani Airport Semarang and Yogyakarta International Airport Kulon Progo;
 - Every year PT Angkasa Pura I reports the carbon footprint generated at 15 airports using the ACI's Airport Carbon and Emissions Reporting Tool (ACERT) platform formulation to the Directorate of Airports of the Ministry of Transportation. This platform is issued by Airports Council International (ACI);
 - PT Angkasa Pura I has implemented waste management both for liquid waste treatment, solid waste management (garbage), and hazardous and toxic waste (LB3) as a whole by providing various facilities such as wastewater management installations, Integrated Temporary Waste Disposal Sites, and licensed B3 Waste Storage Sites;
 - PT Angkasa Pura I continues to make efforts to conserve energy and reduce greenhouse gas emissions through the installation of LED flood lights for apron area lighting, the use of LEDs for terminal lighting and Air Field Lighting (AFL), LED monitors, sensor systems on equipment, solar panels, and coolers with centrifugal magnetic bearings, as well as using fire extinguishers and refrigerants that do not contain ozone-depleting substances.;
 - PT Angkasa Pura I conducts habitat management studies to preserve the environment. The company also mitigates hazards due to the presence of wild animals in the airport area, assists in the protection of wildlife such as proboscis monkeys and prevents wildlife smuggling;
 - PT Angkasa Pura I has conducted monitoring and management of environmental impacts (air, noise, emissions, clean water quality and wastewater) to comply with the quality standards set by applicable regulations.;
 - PT Angkasa Pura I conducts evaluation and assessment of environmental quality both inside and around the airport area involving stakeholders; and
 - PT Angkasa Pura I always encourages environmental awareness and ensures the competence of employees in environmental management. Periodically, PT Angkasa Pura I holds environmental evaluation and discussion meetings, including the Eco Airport Council and management reviews. Meetings are also conducted for emergency

penanganan kondisi darurat guna mencegah kerusakan dan pencemaran lingkungan. Upaya ini mencerminkan responsivitas dan kepedulian karyawan terhadap lingkungan.

response to prevent environmental damage and pollution. These efforts reflect the responsiveness and environmental concern of the employees.

PT Angkasa Pura I Kembali Terima Penghargaan Subroto Bidang Efisiensi Energi

PT Angkasa Pura I Once Again Received Subroto Award for Energy Efficiency



PT Angkasa Pura I kembali meraih Penghargaan Subroto Bidang Efisiensi Energi (PSBE) 2023 dari Kementerian Energi dan Sumber Daya Mineral (Kementerian ESDM). Penghargaan ini diberikan kepada Bandara Internasional Yogyakarta Kulon Progo sebagai peringkat 1 dalam Kategori Manajemen Energi di Bangunan Gedung dan Industri. Bandara Internasional Yogyakarta Kulon Progo berhasil meraih penghargaan ini berkat upaya konservasi energi dan pelestarian lingkungan yang telah diterapkan. Penghargaan ini memungkinkan Bandara Internasional Yogyakarta Kulon Progo untuk mewakili Indonesia dalam ASEAN Energy Award 2024, yang merupakan penghargaan tertinggi untuk usaha-usaha dalam efisiensi energi dan pengembangan energi terbarukan di Asia Tenggara. Ini juga mengonfirmasi bahwa Bandara Internasional Yogyakarta Kulon Progo adalah bandara yang ramah lingkungan, sebagaimana ditunjukkan oleh sertifikat "Gold" Greenship dari Green Building Council Indonesia yang berhasil diraih pada tahun 2021.

PT Angkasa Pura I has once again received the Subroto Award for Energy Efficiency (PSBE) 2023 from the Ministry of Energy and Mineral Resources. This award was given to Yogyakarta International Airport Kulon Progo as the first rank in the Energy Management Category in Buildings and Industry. Yogyakarta International Airport Kulon Progo attainment of this award is attributed to its diligent efforts in energy conservation and environmental preservation. This award allows Yogyakarta International Airport Kulon Progo to represent Indonesia in the ASEAN Energy Award 2024, which is the highest recognition for energy efficiency and renewable energy development efforts in Southeast Asia. It also confirms that Yogyakarta International Airport Kulon Progo is an environmentally friendly airport, as evidenced by the "Gold" Greenship certificate from the Green Building Council Indonesia, which was successfully obtained in 2021.

Energi [OJK F.6] Energy

Energi merupakan sumber daya krusial dalam menjalankan operasional perusahaan. Penggunaan energi terbesar dalam operasional bandara berasal dari pasokan listrik dari PT Perusahaan Listrik Negara (Persero). Energi listrik memainkan peran sangat penting karena kegunaannya untuk mendukung penerangan, sistem pengaturan lalu lintas udara, dan peralatan navigasi udara. Oleh karena itu, PT Angkasa Pura I juga telah menyediakan sumber listrik cadangan dengan menggunakan genset berbahan bakar minyak (BBM) sebagai langkah antisipasi jika terjadi pemadaman listrik. Selain sebagai sumber daya cadangan, PT Angkasa Pura I juga menggunakan BBM sebagai energi untuk kendaraan operasional di bandara. [GRI 3-3]

Energy is a crucial resource in running company operations. The largest use of energy in airport operations comes from electricity supply from PT Perusahaan Listrik Negara (Persero). Electrical energy plays a very important role because of its use to support lighting, air traffic control systems, and air navigation equipment. Therefore, PT Angkasa Pura I has also provided a backup source of electricity by using oil-fueled generators (BBM) as an anticipatory measure in the event of a power outage. In addition to being a backup power source, PT Angkasa Pura I also uses fuel as energy for operational vehicles at the airport. [GRI 3-3]

PT Angkasa Pura I sepenuhnya menyadari bahwa sumber energi tak terbarukan makin menipis dan perlu adanya pengurangan tingkat emisi dari waktu ke waktu. Oleh karena itu, perusahaan harus mengambil langkah nyata untuk mendorong efisiensi penggunaan energi dan turut berkontribusi untuk mereduksi tingkat pencemaran lingkungan. Sejalan dengan misi PT Angkasa Pura I yang berupaya untuk memberikan kontribusi positif pada kelestarian lingkungan, PT Angkasa Pura I melakukan konservasi energi melalui manajemen energi serta penggunaan energi baru dan terbarukan.

Manajemen energi adalah kegiatan terpadu untuk mengendalikan konsumsi energi agar tercapai pemanfaatan energi yang efektif dan efisien. Hal ini bertujuan untuk menghasilkan keluaran maksimal melalui tindakan teknis secara terstruktur dan ekonomis dalam rangka meminimalisasi pemanfaatan energi, termasuk energi untuk proses produksi, serta meminimalisasi konsumsi bahan baku dan bahan pendukung.

Berdasarkan Peraturan Pemerintah Nomor 33 Tahun 2023 tentang Konservasi Energi, pengguna sumber energi dan pengguna energi sektor bangunan gedung yang menggunakan sumber energi dan/atau energi lebih besar sama dengan 500 TOE (*ton oil of equivalent*) setara ton minyak per tahun wajib melakukan manajemen energi. Perusahaan melakukan manajemen energi dengan menunjuk manajer energi, menyusun program konservasi energi, melakukan audit energi secara berkala, melaksanakan rekomendasi hasil audit energi, dan melaporkan pelaksanaan manajemen energi setiap tahun kepada pemerintah salah satunya melalui Pelaporan Online Manajemen Energi (POME) yang disampaikan setiap tahun kepada Kementerian ESDM.

PT Angkasa Pura I telah menerapkan manajemen energi di salah satu bandarannya yaitu di Bandara I Gusti Ngurah Rai Bali. Bandara I Gusti Ngurah Rai Bali menerapkan Sistem Manajemen Energi ISO 50001:2018 melalui penyusunan dokumen ISO dan sertifikasi Sistem Manajemen Energi ISO 50001:2018 di tahun 2021. Selain itu, Bandara I Gusti Ngurah Rai juga telah melaksanakan *surveillance* ISO 50001:2018 pada tahun 2022 dan tahun 2023. Perusahaan juga mulai melakukan kegiatan *setting up* sistem manajemen energi sesuai dengan ISO 50001:2018 untuk Bandara Internasional Yogyakarta Kulon Progo.

Berdasarkan Pelaporan *Online Manajemen Energi* (POME) tahun 2022, penggunaan energi Bandara I Gusti Ngurah Rai Bali adalah sebesar 4.446 TOE, Bandara Jenderal Ahmad Yani Semarang sebesar 720 TOE, dan Bandara Internasional Yogyakarta Kulon Progo sebesar 1.744 TOE. Perhitungan penggunaan energi di bandara untuk pelaporan POME periode 2023 sedang dalam tahapan pengumpulan data untuk selanjutnya dilaporkan ke Kementerian ESDM.

Implementasi penggunaan energi baru terbarukan di Bandara I Gusti Ngurah Rai Bali melalui pengoperasian pembangkit listrik tenaga surya (PLTS) atap dengan kapasitas 155 kWp digunakan untuk penerangan gedung parkir domestik, gedung parkir internasional, dan *toll gate*. Sementara itu, pembangunan PLTS di Bandara Jenderal Ahmad Yani Semarang dengan kapasitas 101 kWp yang mulai beroperasi di akhir Oktober 2023 difungsikan untuk penerangan lampu gedung administrasi, *multi purpose hall* (MPH), dan perkantoran lain.

PT Angkasa Pura I is fully aware that non-renewable energy sources are being depleted and there is a need to reduce emission levels from time to time. Therefore, the company must take concrete steps to encourage efficient use of energy and contribute to reducing the level of environmental pollution. In line with PT Angkasa Pura I's mission that seeks to make a positive contribution to environmental sustainability, PT Angkasa Pura I conserves energy through energy management and the use of new and renewable energy.

Energy management is an integrated activity to control energy consumption in order to achieve effective and efficient energy utilization. It aims to produce maximum output through technical actions in a structured and economical manner in order to minimize energy utilization, including energy for the production process, as well as minimizing the consumption of raw materials and supporting materials.

Based on Government Regulation No. 33 of 2023 on Energy Conservation, energy source users and energy users in the building sector that use energy sources and/or energy greater than 500 TOE (tons of oil equivalent) tons of oil per year are required to carry out energy management. The company conducts energy management by appointing an energy manager, preparing an energy conservation program, conducting periodic energy audits, implementing recommendations from energy audits, and annually reporting energy management implementation to the government, including through the submission of the Energy Management Online Reporting (POME) to the Ministry of Energy and Mineral Resources (ESDM).

PT Angkasa Pura I has implemented energy management at one of its airports, I Gusti Ngurah Rai Airport Bali. I Gusti Ngurah Rai Airport Bali implements the ISO 50001:2018 Energy Management System through the preparation of ISO documents and ISO 50001: 2018 Energy Management System certification in 2021. In addition, I Gusti Ngurah Rai Airport has also conducted ISO 50001:2018 in 2022 and 2023. The company has also begun setting up an energy management system in accordance with ISO 50001:2018 for Yogyakarta International Airport Kulon Progo.

Based on the Energy Management Online Reporting (POME) in 2022, the energy use of I Gusti Ngurah Rai Airport Bali is 4,446 TOE, Jenderal Ahmad Yani Airport Semarang is 720 TOE, and Yogyakarta International Airport Kulon Progo is 1,744 TOE. The calculation of energy usage at the airport for the POME reporting period of 2023 is currently in the data collection stage, to be subsequently reported to the Ministry of Energy and Mineral Resources (ESDM).

Implementation of the use of renewable energy at I Gusti Ngurah Rai Airport Bali through the operation of a rooftop solar power plant (PLTS) with a capacity of 155 kWp is used for lighting domestic parking lots, international parking lots, and toll gates. Meanwhile, the construction of PLTS at Jenderal Ahmad Yani Airport Semarang with a capacity of 101 kWp which began operating at the end of October 2023 is used for lighting the administration building, multi-purpose hall (MPH), and other offices.

Efisiensi dan Pengurangan Konsumsi Energi Efficiency and Reduction of Energy Consumption

Beberapa kebijakan perusahaan yang mendukung upaya penghematan energi sebagai berikut: [OJK F.1, F.7]

1. Mengurangi perjalanan dinas dan menggantinya dengan pertemuan daring;
2. Penggunaan lampu LED di 15 bandara untuk mendukung operasional bandara;
3. Penggunaan lampu PJU *solar cell* di beberapa bandara seperti Bandara Syamsudin Noor Banjarmasin, Bandara Jenderal Ahmad Yani Semarang, Bandara Sultan Hasanuddin Makassar, Bandara El Tari Kupang, Bandara Sultan Aji Muhammad Sulaiman Sepinggang Balikpapan, Bandara Juanda Surabaya, Bandara I Gusti Ngurah Rai Bali, Bandara Adi Soemarmo Solo, Bandara Sentani Jayapura, Bandara Adisutjipto Yogyakarta, dan Bandara Internasional Yogyakarta Kulon Progo;
4. Menerapkan *Building Automation System (BAS)* yaitu sistem dalam ruang *Airport Operation Control Center (AOCC)* yang berfungsi untuk memonitor penggunaan peralatan di bandara;
5. Menggunakan *Supervisory Control and Data Acquisition (SCADA)* untuk memonitor penggunaan listrik dan air secara berkala di Bandara Jenderal Ahmad Yani Semarang, Bandara Internasional Yogyakarta Kulon Progo, dan Bandara I Gusti Ngurah Rai Bali;
6. Menggunakan sensor pada eskalator untuk menghemat listrik;
7. Mengurangi penggunaan AC, baik *standing AC* maupun *centralized air conditioner* di terminal;
8. Memanfaatkan sinar matahari untuk pencahayaan dalam terminal;
9. Sistem zonasi untuk sistem pendingin ruangan (HVAC);
10. Memanfaatkan desain pasif seperti sinar matahari untuk pencahayaan dalam terminal;
11. Menggunakan kartu *Radio Frequency Identification (RFID)* untuk memonitor konsumsi BBM (oktan 90) bagi kendaraan protokol;
12. Menerapkan *Rapid Exit Taxiway (RET)* yang dapat mengurangi waktu dan jarak pesawat dari landasan pacu ke apron sehingga dapat mengurangi konsumsi bahan bakar;
13. Bekerja sama dengan Perum LPPNPI (AirNav Indonesia), maskapai, dan Kementerian Perhubungan dalam penerapan *Continuous Descent Operations (CDO)* dan *Continuous Climb Operations (CCO)*;
14. Pembatasan usia kendaraan operasional sisi udara dan penggunaan bahan bakar biodiesel pada bandara-bandara besar;
15. Melakukan perawatan berkala baik terhadap peralatan maupun kendaraan operasional untuk memastikan kinerjanya sesuai;
16. Penerapan Sistem Manajemen Energi ISO 50001:2018 di Bandara I Gusti Ngurah Rai Bali; dan
17. Penerapan *green building* di Bandara Internasional Yogyakarta Kulon Progo dan Bandara Jenderal Ahmad Yani Semarang.

Pelaksanaan dan pencapaian kegiatan efisiensi energi tak terlepas dari kolaborasi berbagai pihak, di antaranya unit kerja Airport Equipment Management, Airport Facilities Management, Airport Planning and Project Development, dan Business and Portfolio Management.

The following are some of the company policies that support energy saving efforts: [OJK F.1, F.7]

1. Reducing official travel and replacing it with online meetings;
2. Use of LED lights at 15 airports to support airport operations;
3. The use of solar cell streetlights at several airports such as Syamsudin Noor Airport Banjarmasin, Jenderal Ahmad Yani Airport Semarang, Sultan Hasanuddin Airport Makassar, El Tari Airport Kupang, Sultan Aji Muhammad Sulaiman Sepinggang Balikpapan, Juanda Airport Surabaya, I Gusti Ngurah Rai Airport Bali, Adi Soemarmo Airport Solo, Sentani Airport Jayapura, Adisutjipto Airport Yogyakarta, and Yogyakarta International Airport Kulon Progo;
4. Implementing Building Automation System (BAS), which is a system in the Airport Operation Control Center (AOCC) room that functions to monitor the use of equipment at the airport;
5. Using Supervisory Control and Data Acquisition (SCADA) to monitor electricity and water usage periodically at Jenderal Ahmad Yani Airport Semarang, Yogyakarta International Airport Kulon Progo, and I Gusti Ngurah Rai Airport Bali;
6. Using sensors on escalators to save electricity;
7. Reducing the use of air conditioners, both standing air conditioners and centralized air conditioners in terminals;
8. Utilizing sunlight for lighting in the terminal;
9. Zoning system for air conditioning system (HVAC);
10. Utilizing passive design such as sunlight for lighting in the terminal;
11. Using Radio Frequency Identification (RFID) cards to monitor fuel consumption (octane 90) for protocol vehicles;
12. Implementing Rapid Exit Taxiway (RET) which can reduce the time and distance of aircraft from the runway to the apron thereby reducing fuel consumption;
13. Working with Perum LPPNPI (AirNav Indonesia), airlines, and the Ministry of Transportation on the implementation of Continuous Descent Operations (CDO) and Continuous Climb Operations (CCO);
14. Limiting the age of airside operational vehicles and using biodiesel fuel at major airports;
15. Conducting periodic maintenance of both equipment and operational vehicles to ensure proper performance;
16. Implementation of ISO 50001:2018 Energy Management System at I Gusti Ngurah Rai Airport Bali; and
17. Implementation of green building at Yogyakarta International Airport Kulon Progo and Jenderal Ahmad Yani Airport Semarang.

The implementation and achievement of energy efficiency activities is inseparable from the collaboration of various parties, including the work units of Airport Equipment Management, Airport Facilities Management, Airport Planning and Project Development, and Business and Portfolio Management.

Upaya penghematan ini tetap konsisten dijalankan walaupun secara total terjadi kenaikan konsumsi energi. Hal ini disebabkan oleh peningkatan trafik yang cukup signifikan baik penumpang, pesawat, maupun kargo, seiring kondisi perusahaan yang mulai pulih dari pandemi. Laporan ini belum menghitung besaran reduksi atau efisiensi kebutuhan energi dari layanan yang tersedia untuk pelanggan dan pengguna bandara. [GRI 302-4, 302-5] [OJK F.7]

PT Angkasa Pura I mengungkapkan konsumsi energi selama tiga tahun terakhir. Konsumsi energi di dalam perusahaan mencakup penggunaan BBM dalam satuan liter kemudian dikonversi ke dalam satuan GJ. Sementara itu, konsumsi energi di luar perusahaan mencakup penggunaan listrik operasional bandar udara oleh para mitra usaha dan mitra kerja dalam satuan kWh yang dikonversi ke dalam satuan GJ. Konsumsi energi yang tidak termasuk ke dalam perhitungan ini adalah konsumsi energi dari penggunaan BBM oleh kendaraan maskapai dan perusahaan *ground handling*. [GRI 302-1]

Dalam Sistem Manajemen Energi ISO 50001:2015, konsumsi energi yang dapat dikelola atau dikontrol serta menjadi ruang lingkup penerapan SME termasuk dalam perhitungan baseline energi dan EnPI, adalah dari energi listrik yang digunakan oleh bandara, tidak termasuk BBM. Untuk penerapan manajemen energi di bandara, dalam penapisan penggunaan energi listrik lebih besar daripada penggunaan energi BBM dalam satuan TOE (*ton oil of equivalent*).

Selain itu, jika dikaitkan dengan emisi gas rumah kaca, perhitungan energi saat ini menyesuaikan dengan inventarisasi emisi GRK yang saat ini masih fokus pada cakupan 1 dan cakupan 2 yang dapat dikelola oleh PT Angkasa Pura I. Di tingkat regulasi Kementerian Perhubungan, Inventarisasi emisi GRK saat ini masih fokus pada cakupan 1 dan cakupan 2 di internal bandara. Sedangkan berdasarkan data modifikasi ACERT, telah memasukkan emisi GRK dari data kendaraan mitra kerja seperti GSE. Sementara untuk maskapai penerbangan, perhitungan emisi GRK masuk ke CORSIA karena bahan bakar dan emisi yang ditimbulkan merupakan kumulatif emisi penerbangan dari asal ke tujuan. Maskapai penerbangan wajib melaporkan konsumsi energi dan emisi GRK ke operator bandara.

Efforts to save energy are consistently maintained despite a increase in energy consumption. This is due to a significant increase in traffic, including passengers, aircraft, and cargo, as the company begins to recover from the pandemic. This report has not calculated the amount of reduction or efficiency of energy demand from services available to customers and airport users. [GRI 302-4, 302-5] [OJK F.7]

PT Angkasa Pura I disclosed its energy consumption over the past three years. Energy consumption within the company includes the use of fuel in liters then converted into GJ units. Meanwhile, energy consumption outside the company includes the use of airport operational electricity by business partners and partners in kWh units which are converted into GJ units. Energy consumption that is not included in this calculation is energy consumption from the use of fuel by airline vehicles and ground handling companies. [GRI 302-1]

In the ISO 50001:2015 Energy Management System, the energy consumption that can be managed or controlled and is within the scope of SME implementation, including in the calculation of energy baseline and EnPI, is from the electrical energy used by the airport, excluding fossil fuels. For energy management implementation at the airport, the screening of electricity usage is greater than the usage of fossil fuels in terms of TOE (*ton oil equivalent*).

Furthermore, concerning greenhouse gas emissions, the current energy calculation is adjusted to the greenhouse gas emissions inventory, which currently focuses on Scope 1 and Scope 2 emissions that can be managed by PT Angkasa Pura I. At the regulatory level of the Ministry of Transportation, the greenhouse gas emissions inventory currently focuses on Scope 1 and Scope 2 emissions within the airport's internal operations. Meanwhile, based on ACERT modification data, greenhouse gas emissions from partner vehicles such as GSE have been included. As for airlines, greenhouse gas emissions calculation falls under CORSIA as fuel consumption and emissions are cumulative emissions from origin to destination flights. Airlines are required to report energy consumption and greenhouse gas emissions to airport operators.

Konsumsi Energi di Dalam Perusahaan [GRI 302-1] Energy Consumption within the Company

Jenis Energi Type of Energy	Satuan Unit	2023	2022	2021
BBM Oil Fuel	Liter	926.705	453.041	1.657.705
	GJ	33.360	16.309	5.968
Listrik Electric	kWh	228.544.232	144.064.734	136.491.820
	GJ	822.759	518.633	491.371
Jumlah Total	GJ	856.120	534.943	497.339

Konsumsi Energi di Luar Perusahaan [GRI 302-2] Energy Consumption Outside the Company

Jenis Energi Types of Energy	Satuan Unit	2023	2022	2021
Listrik Electric	kWh	24.502.759	18.113.518	18.614.118
	GJ	88.210	65.209	67.011

Catatan:

- Perhitungan penggunaan BBM berdasarkan pembelian dalam satuan liter.
- Perhitungan penggunaan listrik menggunakan meteran listrik dari PLN dalam satuan kWh.
- Pemakaian BBM dari liter dikonversi ke joule dengan menggunakan WRI/WBCSD's *Greenhouse Gas Protocol*, 2004.
- Pemakaian listrik dari kWh dikonversi ke GJ dengan menggunakan WRI/WBCSD's *Greenhouse Gas Protocol*, 2004.

Notes:

- Calculation of fuel usage is based on purchases in liters.
- Calculation of electricity usage using electricity meter from PLN in kWh.
- Fuel consumption from liters was converted to joules using WRI/WBCSD's *Greenhouse Gas Protocol*, 2004.
- Electricity consumption from kWh was converted to GJ using WRI/WBCSD's *Greenhouse Gas Protocol*, 2004.

Komitmen Melestarikan Lingkungan, PT Angkasa Pura I Tanam Ratusan Bibit Pohon di Hutan Kota Kemayoran

Commitment to Environmental Preservation, PT Angkasa Pura I Planted Hundreds of Tree Seedlings in Kemayoran Urban Forest



Dalam kegiatan bertema “Hijaukan Kemayoran”, PT Angkasa Pura I menggandeng Pusat Pengelolaan Komplek Kemayoran (PPK Kemayoran) untuk melaksanakan penanaman kurang lebih sebanyak 350 bibit pohon, serta aksi bersih di Hutan Kota Kemayoran. Ini merupakan perwujudan komitmen PT Angkasa Pura I dalam upaya pelestarian lingkungan melalui penghijauan kawasan Kemayoran, mengurangi dampak polusi udara di Jakarta secara jangka panjang, serta merupakan dukungan terhadap gerakan sosial Gotong Royong Boyong Pohon yang diinisiasi Kementerian BUMN. Kegiatan kepedulian terhadap lingkungan ini tidak hanya dilaksanakan di lingkungan kantor pusat saja, tetapi juga di wilayah 15 kantor cabang bandara.

Under the theme “Hijaukan Kemayoran,” PT Angkasa Pura I partnered with the Kemayoran Complex Management Center (PPK Kemayoran) to plant approximately 350 tree seedlings and conduct a clean-up activity in the Kemayoran Urban Forest. This reflects PT Angkasa Pura I's commitment to environmental preservation through greening efforts in the Kemayoran area, reducing long-term air pollution impacts in Jakarta, and supporting the social movement “Gotong Royong Boyong Pohon” initiated by the Ministry of State-Owned Enterprises. Environmental activities are not only conducted at the headquarters but also in the 15 branch office airport areas.

Intensitas Energi [GRI 302-3] Energy Intensity

Intensitas energi adalah parameter bagi suatu perusahaan dalam menilai efisiensi energi. Perhitungan total konsumsi energi di dalam dan di luar perusahaan dibagi dengan jumlah pesawat komersial yang mendarat menghasilkan jumlah intensitas energi perusahaan. Intensitas energi pada tahun pelaporan adalah 3,87 GJ/ unit atau naik sebesar 28,15% dari tahun sebelumnya. Berikut merupakan tabel perhitungan intensitas energi:

Energy intensity is a parameter for a company to assess its energy efficiency. The calculation of total energy consumption inside and outside the company divided by the number of commercial aircraft landing results in the total energy intensity of the company. The energy intensity in the reporting year was 3.87 GJ/unit or an increase of 28.15% from the previous year. The following table shows the calculation of energy intensity:

Deskripsi Description	Satuan Unit	2023	2022	2021
Jumlah penggunaan energi Total energy use	GJ	944.330	600.152	618.059
Jumlah pesawat komersial mendarat Number of commercial aircraft landed	Unit	243.906	198.961	137.146
Intensitas energi Energy intensity	GJ/ Unit	3,87	3,02	4,51



Emisi Gas Rumah Kaca Greenhouse Gas Emission

Perubahan iklim telah menjadi prioritas utama bagi PT Angkasa Pura I dan juga menjadi isu yang mendapat perhatian luas di seluruh dunia. Perusahaan merespons perubahan iklim melalui pengendalian emisi gas rumah kaca (GRK). Emisi GRK adalah zat-zat pembuangan yang beracun dan dapat membahayakan makhluk hidup, mencemari lingkungan, serta dapat menyebabkan efek rumah kaca.

Perubahan iklim ini dapat memengaruhi operasional bandara, seperti peningkatan suhu pada landasan pacu, curah hujan di atas rata-rata, dan badai. Dalam konteks ini, bandara memiliki potensi besar dalam kontribusi emisi GRK terutama melalui lalu lintas penerbangan. PT Angkasa Pura I memberi perhatian khusus terhadap tingkat emisi GRK. Perusahaan berkomitmen untuk berperan aktif dalam pengurangan emisi GRK untuk mengatasi dampak yang ditimbulkan. [\[GRI 3-3\]](#)

Climate change has become a top priority for PT Angkasa Pura I and is also an issue that has received widespread attention around the world. The company responds to climate change through controlling greenhouse gas (GHG) emissions. GHG emissions are disposed substances that are toxic and can harm living things, pollute the environment, and can cause the greenhouse effect.

Climate change can affect airport operations, such as increased runway temperatures, above-average rainfall, and storms. In this context, airports have great potential in contributing GHG emissions, especially through aviation traffic. PT Angkasa Pura I pays special attention to the level of GHG emissions. The company is committed to playing an active role in reducing GHG emissions to overcome the impacts caused. [\[GRI 3-3\]](#)



PT Angkasa Pura I menerbitkan kebijakan Instruksi Direksi Nomor INST.DU.4/HK.01.02/2018 tentang Langkah-Langkah Penurunan Emisi Gas Rumah Kaca di Bandar Udara PT Angkasa Pura I. Instruksi tersebut memuat rencana aksi penurunan emisi GRK seperti pemanfaatan energi baru terbarukan melalui penggunaan pembangkit listrik tenaga surya (PLTS), lampu penerangan jalan *solar cell*, lampu LED, serta peralatan hemat energi yang mendukung operasional bandara. Selain itu, langkah-langkah lain mencakup penerapan sistem manajemen energi dan efisiensi energi melalui *green building*. PT Angkasa Pura I telah melakukan inventarisasi GRK dengan menggunakan formula ACERT yang diterbitkan oleh Airports Council International (ACI) dan telah dilaporkan kepada Kementerian Perhubungan melalui Direktorat Bandar Udara serta Pusat Pengelolaan Transportasi Berkelanjutan. PT Angkasa Pura I juga sudah mulai melakukan program pembelian *refrigerant* dan APAR yang tidak mengandung bahan perusak ozon (BPO). Selain itu, perusahaan telah melakukan program pengelolaan sampah organik dengan komposting, pembuatan *eco enzyme* dan biokonversi maggot BSF, yang dapat mengurangi timbulan emisi GRK. Program ini diiringi dengan kegiatan rutin penanaman pohon sebagai upaya lanjutan dalam mendukung keberlanjutan lingkungan. [OJK F.12]

Pada tahun pelaporan, emisi GRK perusahaan mengalami peningkatan sebagai dampak dari peningkatan lalu lintas penerbangan. [GRI 305-5]

PT Angkasa Pura I issued a policy of Board of Directors' Instruction Number INST.DU.4/HK.01.02/2018 on Steps to Reduce Greenhouse Gas Emissions at PT Angkasa Pura I Airports. The instruction contains action plans to reduce GHG emissions such as the utilization of new renewable energy through the use of solar power plants (PLTS), solar cell street lighting, LED lights, and energy-efficient equipment that supports airport operations. In addition, other steps include the implementation of energy management systems and energy efficiency through green buildings. PT Angkasa Pura I has conducted a GHG inventory using the ACERT formula published by the Airports Council International (ACI) and has been reported to the Ministry of Transportation through the Directorate of Airports as well as Sustainable Transportation Management Center. PT Angkasa Pura I has also started a program to purchase refrigerants and fire extinguishers that do not contain ozone depleting substances (BPOs). In addition, the company has carried out an organic waste management program by composting, making eco enzymes and bioconversion of BSF maggot, which can reduce the generation of GHG emissions. This program is accompanied by routine tree planting activities as a further effort in supporting environmental sustainability. [OJK F.12]

In the reporting year, the company's GHG emissions increased as a result of the increase in flight traffic. [GRI 305-5]

Emisi GRK dalam Ton CO₂ eq [GRI 305-1, 305-2, 305-3] [OJK F.11]
GHG Emissions in Tons CO₂ eq

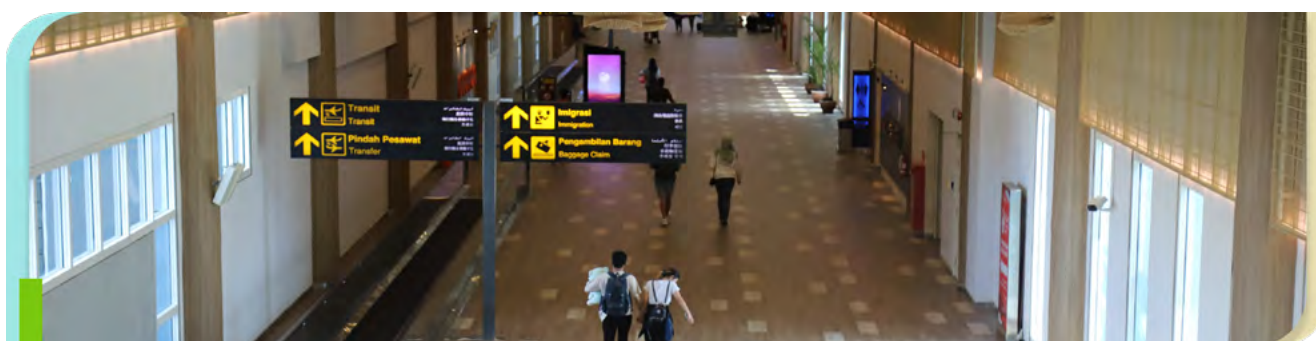
Deskripsi Description	Sumber Source	2023	2022	2021
Cakupan 1 Scope 1	BBM Oil Fuel	4.724	3.964	3.290
Cakupan 2 Scope 2	Listrik Electric	146.394	111.098	86.703
Total		151.119	115.062	89.993

Catatan: Perhitungan emisi CO₂ eq melalui inventarisasi emisi GRK *software* ACERT

Notes: Calculation of CO₂ eq emissions through ACERT *software* GHG emissions inventory.

Terdapat dua jenis perhitungan emisi yaitu emisi GRK langsung (Cakupan 1) dan emisi GRK tidak langsung (Cakupan 2). Emisi Cakupan 1 berasal dari emisi hasil pembakaran BBM oleh kendaraan operasional, sedangkan emisi Cakupan 2 berasal dari penggunaan listrik PLN. Perusahaan belum menghitung emisi Cakupan 3 dan emisi zat perusak ozon. [GRI 305-3, 305-6]

There are two types of emission calculations, namely direct GHG emissions (Scope 1) and indirect GHG emissions (Scope 2). Scope 1 emissions come from emissions from fuel combustion by operational vehicles, while Scope 2 emissions come from the use of PLN electricity. The company has not calculated Scope 3 emissions and ozone-depleting substance emissions. [GRI 305-3, 305-6]



Intensitas Emisi GRK [GRI 305-4] [OJK F.11] GHG Emission Intensity

Intensitas emisi adalah indikator bagi suatu perusahaan untuk membandingkan produksi jumlah emisi terhadap standar satuan tertentu. Semakin rendah intensitas emisi, maka semakin sedikit pula emisi yang dihasilkan dalam unit usaha. Perhitungan intensitas emisi ini menggunakan proses pembagian antara total jumlah emisi dengan jumlah pesawat komersial yang mendarat. Perhitungan intensitas emisi tertera melalui tabel berikut:

Emission intensity is an indicator for a company to compare the production of total emissions to a certain unit standard. The lower the emissions intensity, the fewer emissions produced a business unit uses. The calculation of emission intensity uses a division process between the total amount of emissions and the number of commercial aircraft landing. The calculation of emission intensity is shown in the following table:

Deskripsi Description	Satuan Unit	2023	2022	2021
Jumlah emisi Emission amount	Ton CO ₂ eq	151.119	110.143	89.993
Jumlah pesawat komersial mendarat Number of commercial aircraft landed	Unit	243.906	198.961	137.146
Intensitas emisi Emission intensity	Ton CO ₂ eq/ Unit	0,62	0,55	0,66

Kualitas Udara Ambien [GRI 305-7] [GRI-AO5] Ambient Air Quality

PT Angkasa Pura I memberikan perhatian serius terhadap kualitas udara di sekitar bandara, mempertimbangkan beberapa aspek operasional, seperti parkir dan fasilitas darat dapat memengaruhi kondisi udara tersebut. Perusahaan secara rutin dan berkala memantau serta mengelola upaya pencegahan penurunan kualitas udara akibat operasional bandara. PT Angkasa Pura I memastikan bahwa hasil pengukuran kualitas udara, termasuk parameter seperti karbon monoksida (CO), sulfur dioksida (SO₂), nitrogen dioksida (NO₂), dan partikel debu, tetap berada dalam batas mutu tertentu, sesuai dengan ketentuan dalam Peraturan Pemerintah Nomor 22 Tahun 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup Lampiran VII Baku Mutu Udara Ambien. Perusahaan melaksanakan pengukuran dan pemantauan kualitas udara setidaknya setiap enam bulan sekali di setiap bandara dengan melibatkan pihak independen yang telah tersertifikasi.

PT Angkasa Pura I pays serious attention to air quality around the airport, considering several operational aspects, such as parking and ground facilities can affect these air conditions. The company routinely and periodically monitors and manages efforts to prevent air quality degradation due to airport operations. PT Angkasa Pura I ensures that the results of air quality measurements, including parameters such as carbon monoxide (CO), sulfur dioxide (SO₂), nitrogen dioxide (NO₂), and dust particles, remain within certain quality limits, in accordance with the provisions in Government Regulation Number 22 of 2021 on the Implementation of Environmental Protection and Management Appendix VII Ambient Air Quality Standards. The company carries out air quality measurement and monitoring at least once every six months at each airport by involving certified independent parties.

PT Angkasa Pura I melaporkan contoh pengukuran kualitas udara ambien di beberapa bandara sebagai berikut:

PT Angkasa Pura I reports examples of ambient air quality measurements at several airports as follows:

Bandara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali

Polutan Pollutant	2023	Ambang Batas Threshold	Metode Pengukuran Measurement Method
Sulfur dioksida (SO ₂) Sulfur dioxide (SO ₂)	24,2 µg/Nm ³	150 µg/Nm ³	SNI 7119.7-2017
Nitrogen dioksida (NO ₂) Nitrogen dioxide (NO ₂)	15,7 µg/Nm ³	200 µg/Nm ³	SNI 7119.2-2017

Polutan Pollutant	2023	Ambang Batas Threshold	Metode Pengukuran Measurement Method
Karbon monoksida (CO) Carbon monoxide (CO)	286,1 µg/Nm ³	10.000 µg/Nm ³	SNI 7119.10-2017
Debu (TSP) Dust (TSP)	86,4 µg/Nm ³	230 µg/Nm ³	SNI 7119.3-2017
Pm 2.5 Pm 2.5	5,8 µg/Nm ³	55 µg/Nm ³	

Lokasi Apron Barat, data primer RKL-RPL Semester I 2023.

Measurement location at the West Apron, primary data RKL-RPL Semester I 2023.

Bandara Sam Ratulangi Manado Sam Ratulangi Airport Manado

Polutan Pollutant	2023	Ambang Batas Threshold	Metode Pengukuran Measurement Method
Sulfur dioksida (SO ₂) Sulfur dioxide (SO ₂)	12 µg/Nm ³	75 µg/Nm ³	SNI 7119.7-2017
Nitrogen dioksida (NO ₂) Nitrogen dioxide (NO ₂)	6,24 µg/Nm ³	65 µg/Nm ³	SNI 7119.2-2017
Karbon monoksida (CO) Carbon monoxide (CO)	1.241 µg/Nm ³	4.000 µg/Nm ³	SNI 7119.10-2017
Debu (TSP) Dust (TSP)	20,3 µg/Nm ³	230 µg/Nm ³	SNI 7119.3-2017
Pm 2.5 Pm 2.5	Tidak diuji Not Tested		

Lokasi Jalan Mapanget Barat (utara landas pacu), data primer RKL-RPL semester I 2023.

Measurement location at West Mapanget Street (north of the runway), primary data RKL-RPL semester I 2023.

Bandara Pattimura Ambon Pattimura Airport Ambon

Polutan Pollutant	2023	Ambang Batas Threshold	Metode Pengukuran Measurement Method
Sulfur dioksida (SO ₂) Sulfur dioxide (SO ₂)	32,18 µg/Nm ³	150 µg/Nm ³	SNI 7119.7-2017
Nitrogen dioksida (NO ₂) Nitrogen dioxide (NO ₂)	5,22 µg/Nm ³	200 µg/Nm ³	SNI 7119.2-2017
Karbon monoksida (CO) Carbon monoxide (CO)	Tidak diuji Not Tested	10.000 µg/Nm ³	SNI 7119.10-2017
Debu (TSP) Dust (TSP)	3,37 µg/Nm ³	230 µg/Nm ³	SNI 7119.3-2017
Pm 2.5 Pm 2.5	Tidak diuji Not Tested		

Lokasi sisi utara runway, data primer RKL-RPL 2023.

Measurement location at the north side of the runway, primary data RKL-RPL 2023

PT Angkasa Pura I terus berupaya untuk meningkatkan kualitas udara dalam rangka menciptakan udara yang bersih dan sehat. Perusahaan juga aktif berkontribusi melalui kegiatan penanaman pohon di sekitar area bandara dan luar bandara.

PT Angkasa Pura I continuously strives to improve air quality in order to create clean and healthy air. The company also actively contributes through tree planting activities around the airport area and outside the airport.

Kebisingan [GRI-AO7]

Noise

Kebisingan merupakan gangguan akibat adanya suara yang tidak menyenangkan, sering kali sebagai dampak dari aktivitas pesawat terbang yang hilir mudik di area bandara. Namun, PT Angkasa Pura I selalu memastikan bahwa tingkat kebisingan dan pencemaran tidak melebihi standar baku mutu tertentu. Perusahaan mencapai hal ini melalui pemantauan tingkat kebisingan menggunakan indeks *Weighted Equivalent Continuous Perceived Noise Level (WECPNL)* atau nilai ekuivalen tingkat kebisingan yang dapat manusia terima dalam jangka waktu tertentu dengan bobot tertentu. Indeks kebisingan ini sesuai dengan Peraturan Pemerintah Nomor 40 Tahun 2012 tentang Pembangunan Dan Pelestarian Lingkungan Hidup Bandar Udara dan Peraturan Direktur Jenderal Perhubungan Udara Nomor KP 590 Tahun 2014 mengenai Rencana Induk Bandar Udara. Selain itu, PT Angkasa Pura I telah menetapkan tata guna tanah di sekitar kawasan bandara dengan tujuan memastikan bahwa tidak ada zona kebisingan tertentu yang menjadi lokasi pemukiman masyarakat.

Noise is a disturbance due to the presence of unpleasant sounds, often as a result of the activities of airplanes going back and forth in the airport area. However, PT Angkasa Pura I always ensures that noise and pollution levels do not exceed certain quality standards. The company achieves this through monitoring noise levels using the *Weighted Equivalent Continuous Perceived Noise Level (WECPNL)* index or the equivalent value of the noise level that humans can receive within a certain period of time with a certain weight. This noise index complies with Government Regulation Number 40 of 2012 on Airport Environmental Development and Preservation and Director General of Civil Aviation Regulation Number KP 590 of 2014 on Airport Master Plans. In addition, PT Angkasa Pura I has determined the land use around the airport area with the aim of ensuring that there are no certain noise zones that become the location of community settlements.

Kawasan Kebisingan Noise Area	Tingkat Kebisingan Noise Level	Tata Guna Tanah Land Use Planning
Tingkat I Level I	70 < WECPNL < 75	Untuk berbagai kegiatan dan bangunan, kecuali sekolah dan rumah sakit. Sekolah dan rumah sakit yang ada dilengkapi dengan insulasi sehingga tingkat kebisingan di dalam bangunan sesuai peraturan perundangan yang berlaku. For various activities and buildings, except schools and hospitals. Existing schools and hospitals are equipped with insulation so that the noise level inside the building complies with applicable laws and regulations.
Tingkat II Level II	75 < WECPNL < 80	Untuk berbagai kegiatan dan bangunan, kecuali sekolah, rumah sakit, dan rumah tinggal. Sekolah, rumah sakit dan rumah tinggal yang ada dilengkapi dengan insulasi sehingga tingkat kebisingan di dalam bangunan sesuai peraturan perundangan yang berlaku. For various activities and buildings, except schools, hospitals, and residential houses. Existing schools, hospitals and residential houses are equipped with insulation so that the noise level inside the building complies with applicable laws and regulations.
Tingkat III Level III	WECPNL > 80	Untuk bangunan atau fasilitas bandara yang dilengkapi dengan insulasi sehingga tingkat kebisingan di dalam bangunan sesuai peraturan perundangan yang berlaku. Tak hanya itu, wilayah ini juga bermanfaat sebagai jalur hijau atau sarana pengendalian lingkungan dan pertanian yang tidak mengundang burung. For airport buildings or facilities equipped with insulation so that the noise level in the building complies with applicable laws and regulations. Not only that, this area is also useful as a green belt or means of environmental control and agriculture that does not invite birds.

Pihak independen melakukan pengelolaan tingkat kebisingan dengan menggunakan data penerbangan dan SID-STAR milik bandara. Secara rutin, penggunaan perangkat lunak *Integrated Noise Model (INM)* menjadi sarana evaluasi dalam pengelolaan tingkat kebisingan. Perusahaan melakukan kajian dokumen Batas Kawasan Kebisingan (BKK) bersamaan dengan penyusunan dokumen Rencana Induk Bandara. Di Bandara Internasional Yogyakarta Kulon Progo, pengesahan dokumen BKK merujuk pada Keputusan Menteri Perhubungan Republik Indonesia Nomor KP 1994 Tahun 2018 tentang Penetapan Lokasi Bandar Udara Baru di Kabupaten Kulon Progo Provinsi Daerah Istimewa Yogyakarta.

An independent entity carries out noise level management using the airport's flight data and SID-STAR. The use of *Integrated Noise Model (INM)* software serves as an evaluation tool for noise management on a regular basis. The company conducted a review of the Noise Area Boundary (BKK) document simultaneously with the preparation of the Airport Master Plan document. At Yogyakarta International Airport Kulon Progo, the approval of the BKK document refers to the Decree of the Minister of Transportation of the Republic of Indonesia Number KP 1994 of 2018 on the Determination of the Location of New Airports in Kulon Progo Regency, Yogyakarta Special Region Province.

Pengukuran Tingkat Kebisingan di Bandara I Gusti Ngurah Rai Bali Noise Level Measurement at I Gusti Ngurah Rai Airport Bali

Lokasi Location	Baku Mutu Quality Standard	Hasil Pemantauan (WECPNL) Monitoring Result (WECPNL)	Hasil Pemantauan (Leq) Monitoring Result (Leq)
Area selatan bandara, Jalan Segara Madu South area of the airport, Segara Madu Street	70-75	53,49	54,68
Area Tol/ Gate GAT Toll Gate GAT Area	70-75	53,70	53,58
Area kompleks SD 04 SD 04 complex area	70-75	58,51	52,60
Area apron barat West apron area	70-75	71,18	72,28

Catatan: Baku Mutu 70-75 WECPNL

Notes: Quality Standard 70-75 WECPNL

Dalam rangka menanggulangi dampak dari kebisingan di beberapa titik lokasi yang berada di atas baku mutu, PT Angkasa Pura I telah membuat beberapa kebijakan sebagai berikut:

- Green Belt:** Melakukan penanaman pohon di kawasan sekitar bandara yang berfungsi untuk mengurangi kebisingan akibat aktivitas pendaratan dan keberangkatan pesawat. Perusahaan telah melaksanakan kebijakan penanaman pohon ini di hampir seluruh bandara PT Angkasa Pura I;
- Noise Abatement Operational Procedures:** Mengimbuu seluruh maskapai untuk memenuhi standar dan prosedur pada kegiatan lepas landas (*take off*) dan pendaratan (*landing*) pesawat sesuai ketentuan ICAO, khususnya kepatuhan untuk mengikuti arah landasan pacu dan ketinggian tertentu bagi kegiatan lepas landas dan pendaratan pesawat serta terkait penggunaan *single thrust engine* saat *taxiing* menuju *parking stand*;
- Menyusun dokumen BKK untuk menentukan batas maksimum kebisingan yang terpapar karena aktivitas bandara. Dokumen ini menentukan potensi pembangunan fasilitas umum di kawasan tersebut, seperti rumah sakit dan sekolah;
- Melakukan pemantauan kebisingan selama enam bulan sekali; serta
- Melakukan perawatan rutin terhadap peralatan dan kendaraan operasional yang menimbulkan kebisingan.

In order to overcome the impact of noise at several locations that are above the quality standard, PT Angkasa Pura I has made several policies such as:

- Green Belt:** Planting trees in the area around the airport which serves to reduce noise due to aircraft landing and departure activities. The company has implemented this tree planting policy in almost all PT Angkasa Pura I airports;
- Noise Abatement Operational Procedures:** Appeals to all airlines to comply with standards and procedures on aircraft take-off and landing activities in accordance with ICAO regulations, especially compliance to follow the direction of the runway and certain altitudes for aircraft take-off and landing activities and related to the use of single thrust engines when taxiing to the parking stand;
- Develop a BKK document to determine the maximum limit of noise exposure due to airport activities. This document determines the potential development of public facilities in the area, such as hospitals and schools;
- Conduct noise monitoring once every six months; and
- Perform routine maintenance on operational equipment and vehicles that generate noise.



Air [OJK F.8] Water

Air bersih merupakan aspek utama dalam seluruh aktivitas bisnis operasional perusahaan, baik secara langsung maupun tidak langsung. Meningkatnya populasi, kemajuan teknologi, dan pergerakan bisnis akan memicu peningkatan kebutuhan terhadap pasokan air bersih. Maka dari itu, PT Angkasa Pura I mengambil komitmen serius dalam menjalankan konservasi sumber daya air dengan berlandaskan prinsip-prinsip keberlanjutan melalui penerapan inisiatif penghematan dan penggunaan air yang lebih efisien. [GRI 3-3]

Clean water is a major aspect in all operational business activities, directly or indirectly. Increasing population, technological advances, and business movements will trigger an increase in the need for clean water supply. Therefore, PT Angkasa Pura I takes a serious commitment in carrying out the conservation of water resources based on the principles of sustainability through the implementation of savings initiatives and more efficient use of water. [GRI 3-3]

Interaksi dengan Air Sebagai Sumber Daya Bersama [GRI 303-1] Interaction with Water as a Common Source

Perusahaan merencanakan prosedur pengelolaan air bersih dengan sebaik-baiknya, dimulai dari perhitungan kebutuhan air, perencanaan pemenuhan kebutuhan dari sumber daya air, perencanaan penggunaan beserta dengan standar air, hingga perencanaan pengawasan dan pelaporan.

The company plans clean water management procedures as well as possible, starting from calculating water needs, planning for meeting needs from water resources, planning for use along with water standards, to planning for monitoring and reporting.

Beberapa dampak yang mungkin terjadi akibat penggunaan air adalah penurunan tanah dan kekurangan air akibat penggunaan air tanah atau sumur yang berlebihan, serta pencemaran air yang berdampak pada penurunan kualitas sumber daya air. Oleh karena itu, perusahaan perlu memperhitungkan beberapa hal pada tahap perencanaan bandara untuk mengurangi dampak dari penggunaan air bersih. Pertimbangan-pertimbangan tersebut mencakup proyeksi penumpang yang akan dilayani pada tahun operasional *ultimate*, kapasitas dari fasilitas pengolahan air limbah, serta rencana pembuangan dan/atau pemanfaatan air limbah.

Some impacts that may occur due to water use are land subsidence and water shortages due to excessive use of groundwater or wells, as well as water pollution that results in a decrease in the quality of water resources. Therefore, the company needs to take several things into account at the airport planning stage to reduce the impact of water usage. These considerations include the projected passengers to be served in the ultimate operational year, the capacity of the wastewater treatment facility, and the wastewater disposal and/or utilization plan.

Pengelolaan air bersih telah menggunakan Instalasi Pengolahan Air (IPA) sebagai sarana untuk mengolah air dari kualitas baku (*influen*) dengan pengolahannya harus sesuai standar mutu atau siap konsumsi. Kebutuhan air bersih berasal dari Perusahaan Daerah Air Minum (PDAM), tampung sumur dalam, *reverse osmosis* air payau, dan pemanenan air hujan yang kemudian di tampung dalam *ground water tank* (GWT). Kemudian, perusahaan melakukan pengaliran dari tampung air tersebut menuju terminal penumpang, terminal kargo, perkantoran, sistem hidran, serta kegiatan bandar udara seperti sanitasi, area komersial, sarana ibadah, dan sebagainya.

Clean water management has been using the Water Treatment Plant (WTP) as a facility to treat water from raw quality (influent) with processing that must meet quality standards or be ready for consumption. Clean water supply comes from the Regional Drinking Water Company (PDAM), deep well reservoirs, brackish water reverse osmosis, and rainwater harvesting which is then accommodated in the ground water tank (GWT). Later, the company conducted a flow from the water reservoir to the passenger terminal, cargo terminal, offices, hydrant system, and airport activities such as sanitation, commercial areas, worship facilities, and so on.

Pengambilan dan Konsumsi Air [GRI 303-3, 303-5] Water Withdrawal and Consumption

Bandar udara PT Angkasa Pura I menggunakan air yang berasal dari PDAM dan air tanah untuk kebutuhan air yang lebih besar. Penggunaan air tersebut untuk mendukung kegiatan operasional bandara seperti kebersihan terminal, gedung operasional, sarana ibadah, dan sebagainya. Perusahaan sudah memiliki izin dalam pemanfaatan air, mengacu pada ketentuan pengambilan air tawar (< 1,000 mg/L Total Padatan Terlarut), dan tidak melakukan pengambilan air dari wilayah yang mengalami stres air.

PT Angkasa Pura I airport uses water from PDAM and groundwater for larger water needs. The use of water is to support airport operational activities such as terminal cleanliness, operational buildings, worship facilities, and so on. The company already has a permit in water utilization, refers to the provisions of freshwater intake (< 1,000 mg/L Total Dissolved Solids), and does not take water from areas experiencing water stress.

Pengambilan dan Konsumsi Air (m³) [GRI 303-3, 303-5] Water Withdrawal and Consumption (m³)

Sumber Air Water Source	2023	2022	2021
PDAM	1.582.656	930.226	384.025
PDAM			
Air Tanah	1.454.413	1.472.516	942.330
Ground water			
Total	3.037.069	2.402.742	1.326.355

Catatan:

- Penghitungan penggunaan air PDAM berdasarkan pencatatan meter air dari PDAM.
- Penghitungan penggunaan air tanah berdasarkan volume pengambilan air yang tertera dalam tagihan di setiap daerah operasional PT Angkasa Pura I.

Note:

- Calculation of PDAM water usage is based on the recording of water meters from PDAM.
- Calculation of groundwater usage is based on the volume of water withdrawal stated in the bill in each operational area of PT Angkasa Pura I.

Penggunaan Air Daur Ulang [GRI 303-3, 303-5] Use of Recycled Water

PT Angkasa Pura I melakukan berbagai upaya konservasi air melalui instalasi pengolahan air daur ulang di beberapa bandara, misalnya Bandara Jenderal Ahmad Yani Semarang, Bandara Juanda Surabaya, dan Bandara I Gusti Ngurah Rai Bali. Perusahaan memanfaatkan hasil daur ulang air untuk sebagian kegiatan operasional bandara, misalnya penggelontoran (*flush*) toilet, penyiraman tanaman, dan juga untuk air pada *cooling tower*. Di samping itu, perusahaan juga melakukan beberapa upaya penghematan air, antara lain:

1. Menggunakan air daur ulang hasil pengolahan air limbah dari *Supervisory Control and Data Acquisition* (SCADA) untuk toilet dan menyiram tanaman sehingga dapat mengurangi penggunaan air tanah;
2. Meningkatkan penggunaan teknologi *reverse osmosis* di Bandara Jenderal Ahmad Yani Semarang dengan mendaur ulang air yang berasal dari air payau dan air hujan; dan
3. Melakukan *rainwater harvesting* di Bandara Internasional Yogyakarta Kulon Progo untuk meminimalisasi penggunaan air bersih dari PDAM.

PT Angkasa Pura I carries out various water conservation efforts through recycled water treatment plants at several airports, such as Jenderal Ahmad Yani Airport Semarang, Juanda Airport Surabaya, and I Gusti Ngurah Rai Airport Bali. The company utilizes recycled water for some airport operational activities, such as flushing toilets, watering plants, and also for water in cooling towers. In addition, the company also makes several water-saving efforts, such as:

1. Using recycled water from wastewater treatment via Supervisory Control and Data Acquisition (SCADA) for toilets and watering plants to reduce groundwater usage;
2. Increasing the use of reverse osmosis technology at Jenderal Ahmad Yani Airport Semarang by recycling water from brackish water and rainwater; and
3. Conducting rainwater harvesting at Yogyakarta International Airport Kulon Progo to minimize the use of clean water from PDAM.

Penggunaan Air Daur Ulang (m³) [GRI 303-3, 303-5] Use of Recycled Water (m³)

Sumber Air Water Source	2023	2022	2021
Daur Ulang	66.106	250.850	264.040
Recycling			

Perusahaan berupaya maksimal untuk melakukan efisiensi penggunaan air dan meningkatkan kegiatan konservasi air dalam rangka menjaga keseimbangan lingkungan. Beberapa upaya konservasi air yang perusahaan lakukan meliputi:

1. Dalam kegiatan operasional, perusahaan tidak lagi memanfaatkan penggunaan air bawah tanah, khususnya air tanah dangkal, tetapi menggantinya dengan sumber air dari PDAM dan/atau dengan air daur ulang yang dihasilkan dari pengolahan air limbah domestik serta pemanfaatan

The company makes maximum efforts to make efficient use of water and increase water conservation activities in order to maintain environmental balance. Some of the water conservation efforts undertaken include:

1. In operational activities, the company no longer utilizes the use of underground water, especially shallow groundwater, but replaces it with water sources from PDAM and/or with recycled water generated from domestic wastewater treatment as well as utilizing rainwater harvesting;

- hasil tangkapan air hujan (*rainwater harvesting*);
2. Penggunaan sanitasi dengan sensor otomatis;
 3. Penggunaan sistem toilet dengan teknologi hemat air (*smart toilet*);
 4. Melakukan perawatan terhadap instalasi air secara rutin guna mencegah kebocoran;
 5. Penanaman pohon untuk memenuhi ruang terbuka hijau;
 6. Pembuatan kolam, sumur resapan, dan lubang biopori; dan
 7. Melakukan kampanye imbauan kepada seluruh pegawai untuk menghemat penggunaan air.

2. Use of sanitation with automatic sensors;
3. Use of toilet systems with water-saving technology (smart toilets);
4. Conducting routine maintenance of water installations to prevent leakage;
5. Planting trees to fulfill green open space;
6. Making ponds, infiltration wells, and biopore holes; and
7. Conducting an appeal campaign to all employees to save water usage.

Limbah dan Efluen [GRI 306-1, 303-2] [OJK F.13] [OJK F.14]

Waste and Effluent

Salah satu aspek yang menjadi perhatian PT Angkasa Pura I dalam menjalankan operasional yang bertanggung jawab adalah limbah. Limbah merupakan buangan dari proses operasional dan produksi di bandara. Limbah harus melalui proses pengolahan sebelum prosedur pembuangan ke badan air atau pemanfaatan kembali. Limbah produksi PT Angkasa Pura I terdiri dari limbah cair dan padat yang kemudian dapat terbagi menjadi kategori lebih lanjut berdasarkan limbah bahan berbahaya dan beracun (B3) dan limbah tidak berbahaya (*non-B3*). [GRI 3-3]

One of the aspects that become PT Angkasa Pura I's concern in carrying out responsible operations is waste. Waste is the byproduct of operational and production processes at the airport. Waste must undergo processing before disposal procedures to water bodies or reutilization. PT Angkasa Pura I's production waste consists of liquid and solid waste which can then be divided into further categories based on hazardous and toxic waste (B3) and non-hazardous waste (*non-B3*). [GRI 3-3]

Manajemen Dampak yang Berkaitan dengan Pembuangan Air [GRI 303-2]

Management of Water Disposal Related Impacts

Berdasarkan Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor 5 Tahun 2021 tentang Tata Cara Penerbitan Persetujuan Teknis dan Surat Kelayakan Operasional Bidang Pengendalian Pencemaran Lingkungan, setiap usaha dan/atau kegiatan wajib AMDAL atau UKL-UPL yang melakukan kegiatan pembuangan dan/atau pemanfaatan air limbah wajib memiliki Persetujuan Teknis dan SLO.

According to the Minister of Environment and Forestry Regulation No. 5 of 2021 on the Procedures for Issuing Technical Approval and Operational Feasibility Letter in the Field of Environmental Pollution Control, every business and/or activity required to have an AMDAL or UKL-UPL that conducts wastewater disposal and/or utilization activities must have Technical Approval and SLO.

Kegiatan pembuangan dan/atau pemanfaatan air limbah meliputi:

Wastewater disposal and/or utilization activities include:

1. Pembuangan air limbah ke Badan Air Permukaan;
2. Pembuangan air limbah ke formasi tertentu;
3. Pemanfaatan air limbah ke formasi tertentu;
4. Pemanfaatan air limbah untuk aplikasi ke tanah; dan
5. Pembuangan air limbah ke laut.

1. Disposal of wastewater to surface water bodies.
2. Discharge of wastewater to certain formations.
3. Utilization of wastewater to certain formations.
4. Utilization of wastewater to be applied into the ground.
5. Discharge of wastewater into the sea.

PT Angkasa Pura I mengelola beberapa bandara yang telah memiliki Persetujuan Teknis Limbah Cair, antara lain Bandara I Gusti Ngurah Rai Bali, Bandara Internasional Yogyakarta Kulon Progo, dan Bandara Syamsudin Noor Banjarmasin. Sementara itu, Bandara Juanda Surabaya, Bandara Sam Ratulangi Manado, dan Bandara Zainudin Abdul Majid Lombok saat ini sedang menyusun dokumen persetujuan teknis limbah cair.

PT Angkasa Pura I manages several airports that already have Liquid Waste Technical Approval, including I Gusti Ngurah Rai Airport Bali, Yogyakarta International Airport Kulon Progo, and Syamsudin Noor Airport Banjarmasin. Meanwhile, Juanda Airport Surabaya, Sam Ratulangi Airport Manado, and Zainuddin Abdul Majid Airport Lombok are currently preparing liquid waste technical approval documents.

Demi mewujudkan pelestarian lingkungan yang berkelanjutan, PT Angkasa Pura I senantiasa memastikan agar pengolahan air limbah sesuai dengan baku mutu tertentu dan melaporkannya ke instansi terkait. Terdapat beberapa jenis kategori dari produksi limbah cair yaitu limbah cair domestik, limbah cair komersial, dan limbah cair dari toilet pesawat.

In order to realize sustainable environmental conservation, PT Angkasa Pura I always ensures that wastewater treatment is in accordance with certain quality standards and reports it to the relevant agencies. There are several types of categories of liquid waste production, namely domestic liquid waste, commercial liquid waste, and liquid waste from aircraft toilets.

Perusahaan wajib melakukan perlindungan dan pengelolaan mutu air, mengacu pada Pasal 107 Peraturan Pemerintah Republik Indonesia Nomor 22 Tahun 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup. Kewajiban ini meliputi perencanaan, pemanfaatan, pengendalian, dan pemeliharaan. Perusahaan melaksanakan perencanaan perlindungan dan pengelolaan mutu air melalui: **[GRI 303-2]**

1. Inventaris badan air;
2. Penyusunan dan penetapan baku mutu air;
3. Perhitungan dan penetapan alokasi beban pencemar air, serta
4. Penyusunan dan penetapan rencana perlindungan dan pengelolaan mutu air.

PT Angkasa Pura I memastikan pemenuhan baku mutu air sesuai dengan ketentuan yang berlaku, baik dari peraturan pemerintah pusat maupun daerah. Apabila suatu daerah tidak memiliki peraturan khusus mengenai baku mutu limbah, maka perusahaan mengacu pada peraturan baku mutu dari pemerintah. Hal ini mencakup PP 22 Tahun 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup, termasuk Lampiran VI, dan juga Permen LHK Nomor 68 Tahun 2016 yang mengatur mengenai Baku Mutu Air Limbah Domestik.

Penyaluran air limbah harus telah memenuhi ketentuan yang terdapat dalam izin lingkungan ataupun peraturan yang berlaku serta perusahaan tidak menyalurkan air limbah ke wilayah yang memiliki kualitas air permukaan melebihi kelas II (PP 22 tahun 2021). PT Angkasa Pura I melaporkan contoh pengukuran *stormwater* di salah satu bandara sebagai berikut: **[GRI 303-4]** **[GRI-AO4]**

Companies are obliged to protect and manage water quality, referring to Article 107 of Government Regulation of the Republic of Indonesia Number 22 of 2021 concerning the Implementation of Environmental Protection and Management. This obligation includes environmental planning, utilization, control, and maintenance. Companies carry out water quality protection and management planning through: **[GRI 303-2]**

1. Inventory of water bodies;
2. Compilation and determination of water quality standards;
3. Calculation and determination of the allocation of water pollutant loads;
5. Compilation and determination of water quality protection and management plans.

PT Angkasa Pura I ensures the fulfillment of water quality standards in accordance with applicable regulations, both from central and regional government regulations. If a region does not have specific regulations regarding waste quality standards, the company refers to quality standard regulations from the government. This includes Government Regulation Number 22 of 2021 on the Implementation of Environmental Protection and Management, including Appendix VI, and also Permen LHK Number 68 of 2016 which regulates Domestic Wastewater Quality Standards.

The disposal of wastewater must have met the provisions contained in the environmental permit or applicable regulations and the company does not dispose of wastewater to areas that have surface water quality exceeding class II (Government Regulation Number 22 of 2021). PT Angkasa Pura I reported an example of *stormwater* measurements at one of the airports as follows: **[GRI 303-4]** **[GRI-AO4]**

Data Kualitas Air Permukaan Bandara Adi Soemarmo Solo Tahun 2023
Data on Surface Water Quality at Adi Soemarmo Airport Solo in 2023

No	Jenis Sampel Sample Type	Koordinat Coordinates	Kode Code
1	Upstream Kali Kijang Upstream of Kijang River	7°31'12.60"LS 110°44'27.80"	A1
2	Downstream Kali Kijang Downstream Kijang River	7°31'13.70"LS 110°44'45.10"	A2
3	Upstream Saluran Irigasi Upstream Irrigation Channel	7°30'50.00"LS 110°44'44.90"	B1
4	Downstream Saluran Irigasi Downstream Irrigation Channel	7°30'45.10"LS 110°46'38.50"	B2



No	Parameter Parameter	Satuan Unit	Semester Pertama 2023 1 st semester 2023				Semester Kedua 2023 2 nd semester 2023				Baku Mutu Quality Standard
			A1	A1	A1	A1	A1	A1	A1	A1	
			Fisika Physics								
1	Residu Terlarut (TDS) Dissolved Residue (TDS)	mg/L	39.6	32	16.3	13.2	7	8	12	6	1.000
2	Residu Tersuspensi (TSS) Suspended Residue (TSS)	mg/L	133	142	180	204	239	240	258	226	50
1	pH	-	7.4	7.4	7.9	7.2	7.5	7.4	6.9	7.8	6-9
2	BOD	mg/L	1.56	1.88	2.58	3.07	2.14	17.5	3.17	4.16	3
3	COD	mg/L	7.44	8.97	12.3	14.6	10.2	83.5	15.1	19.8	25
4	DO	mg/L	7.4	7.0	5.8	4.2	3.4	1.1	2.4	2.3	4
5	Amonia Ammonia	mg/L	0.34	0.32	0.17	1.44	0.17	16	0.16	0.16	0,2
6	Minyak & Lemak Oil & Fat	mg/L	<2.5	<2.5	<2.5	<2.5	<2.5	<2.5	<2.5	<2.5	1
Mikrobiologi Microbiology											
7	Total Coliform Total Coliforms	Jml/100mL	1600	1600	1600	1600	110	110	540	540	5.000

PT Angkasa Pura I membuat elevasi saluran supaya air mengalir menuju drainase dengan penyaluran ke luar bandara. Perusahaan telah mendesain drainase untuk menampung limpasan air hujan yang berpotensi mengandung polutan dan bahan berbahaya lainnya. Beberapa upaya yang telah perusahaan lakukan untuk menghindari kontaminasi air limbah antara lain:

1. Desain *drainase* yang tidak menyerap langsung ke tanah;
2. Desain saluran *blackwater* tertutup dan terpisah dari *grey water*;
3. Mengurangi penggunaan bahan-bahan kimia pada pembersihan tumpahan minyak atau avtur di apron;
4. Pengukuran kualitas efluen setiap enam bulan di seluruh bandara oleh laboratorium terakreditasi KAN dengan menggunakan standar SNI sesuai Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor 68 Tahun 2016 tentang Tentang Baku Mutu Air Limbah Domestik;
5. Beberapa bandara menyediakan kolam sebelum mengalirkan air limpasan keluar bandara; serta
6. Melakukan pembersihan saluran/drainase secara berkala.

Perusahaan mengelola air limbah dengan menggunakan Instalasi Pengolahan Air Limbah (IPAL) untuk mengolah *black water* (air limbah dari toilet) dan *grey water* (air limbah yang berasal dari dapur, wastafel dan *floor drain* kamar mandi). IPAL bandara mengolah air limbah hasil produksi dari beberapa sumber kegiatan, seperti:

1. Air limbah sarana di kawasan perkantoran (kantor pengelola bandara, kantor keamanan, kantor polisi);
2. Air limbah dari area komersial (restoran, kedai, kafe, atau pujasera);
3. Air limbah dari area terminal penumpang di area luar

PT Angkasa Pura I makes the channel elevation so that water flows into the drainage with channeling to the outside of the airport. The company has designed drainage to accommodate rainwater runoff that has the potential to contain pollutants and other hazardous materials. Some of the efforts that have been made by the company to avoid wastewater contamination include:

1. Drainage design that does not lead to direct ground absorption;
2. The blackwater channel design is closed and separated from the gray water
3. Reducing the use of chemicals in cleaning up oil spills on the apron
4. Effluent quality measurements every six months throughout the airport by KAN accredited laboratories using SNI standards in accordance with Minister of Environment and Forestry Regulation Number 68 of 2016 on Domestic Wastewater Quality Standards;
5. Ponds before draining runoff water are provided at several airports
6. Performing channel/drainage cleaning regularly.

Wastewater is managed using a Wastewater Treatment Plant (WWTP) to treat blackwater (wastewater from toilets) and gray water (wastewater from kitchens, sinks and bathroom floor drains). Airport WWTP treats wastewater generated from several activity sources, such as:

1. Facility wastewater from office area (airport management office, security office, police station);
2. Wastewater from commercial areas (restaurants, shops, cafes, or food courts);
3. Wastewater from the passenger terminal area in the outside

gedung dan area dalam gedung (WC/toilet);

4. Air limbah dari sarana sanitasi di kawasan;
5. Air bekas sarana mushola/masjid; dan
6. Air limbah dari kawasan rumah dinas/perumahan di kompleks bandara.

Proses pengolahan limbah menggunakan Instalasi Pengolahan Air Limbah (IPAL) yang merupakan sistem pengolahan limbah sentral yang pada tahap perencanaan telah melalui proses penghitungan kapasitas. Secara umum, Instalasi Pengolahan Air Limbah (IPAL) bandara terdiri dari:

1. Penampung air limbah masuk dari seluruh kawasan yang sebelumnya mendapat *pretreatment (grease trap)* di area komersial dan sarana;
2. *Grit Chamber* sebagai saringan padatan yang akan masuk ke IPAL;
3. Bak kontrol;
4. Bak ekualisasi;
5. Bak pengendap;
6. Kolam aerasi (*activated sludge process*);
7. Bak pengendap II dengan pompa resirkulasi ke pengolahan biologis dan pompa penguras lumpur;
8. Bak penampung akhir air limbah hasil olahan; dan
9. Kolam penampung air limbah terolah dengan dua buah *surface aerator* pada *lagoon* yang dapat perusahaan manfaatkan kembali untuk penggelontoran *closet*, sistem AC, penyiraman halaman, dan pembuangan sebagian air limbah ke badan air.

Perusahaan melaksanakan pengelolaan air limbah dengan pendekatan *reduce, reuse, recycle (3R)*. Selain memberikan nilai guna limbah yang dapat menekan penggunaan sumber daya, pelaksanaan pengolahan limbah juga menggunakan proses dan teknologi yang ramah lingkungan. Pengelolaan tersebut mendukung upaya perusahaan dalam meminimalkan pencemaran air dan memaksimalkan efisiensi air. Selain itu, PT Angkasa Pura I juga melakukan konservasi air dengan menggunakan hasil olahan air limbah untuk penyiraman, penggelontoran toilet, dan sebagai air pada *cooling tower*.

Dalam rangka mewujudkan komitmen terhadap pencegahan pencemaran air, perusahaan melakukan pemantauan dan pelaporan secara berkala sesuai dengan komitmen yang tercantum dalam Rencana Pengelolaan dan Pemantauan Lingkungan (RKL RPL) dalam bentuk izin/persetujuan lingkungan oleh Kementerian Lingkungan Hidup dan Kehutanan.

Perusahaan melangsungkan pemantauan secara berkala di titik penataan, titik pembuangan, dan titik pemantauan dengan menggunakan baku mutu sesuai dengan jenis persetujuan lingkungan masing-masing bandara. Secara berkala, perusahaan melaksanakan pengukuran parameter air menggunakan beberapa parameter seperti debit dan pH setiap hari, dan pengukuran parameter sesuai dengan Peraturan Menteri Lingkungan Hidup dan Kehutanan No. 68 Tahun 2016 tentang Baku Mutu Air Limbah Domestik. Perusahaan juga mengacu pada peraturan lainnya, seperti parameter BOD, COD, amonia, dan lain-lain yang pelaksanaannya teraktualisasi setiap satu bulan sekali. Instansi yang mengeluarkan izin pengelolaan limbah cair (IPLC) di daerah masing-masing akan mendapatkan pelaporan hasil pemantauan setiap tiga bulan sekali. Sementara itu, perusahaan bekerja sama dengan pihak laboratorium terakreditasi Komite Akreditasi Nasional (KAN) untuk memantau parameter fisika, kimia, dan biologi lain. Setelah mendapatkan hasil uji laboratorium, tahap selanjutnya adalah perbandingan dengan peraturan baku mutu. [GRI 303-4]

area of the building and the inside area of the building (WC/toilet);

4. Wastewater from sanitation facilities in the area;
5. Water used for prayer facilities/mosques; and
6. Wastewater from the official house/residential area in the airport complex.

The waste treatment process uses a Wastewater Treatment Plant (WWTP) which is a central waste treatment system which in the planning stage has gone through a capacity calculation process. In general, the airport Wastewater Treatment Plant (WWTP) consists of:

1. Container for incoming wastewater from all areas that previously received pretreatment (oil trap) in commercial areas and facilities;
2. Grit Chamber as a solid particulate filter entering the wastewater treatment plant (WWTP)
3. Control basins;
4. Equalization basins;
5. Settling basins;
6. Aeration ponds (activated sludge process);
7. Settling tank II is equipped with a recirculation pump to the biological treatment and a sludge dewatering pump;
8. Final container for processed wastewater;
9. The treated wastewater storage ponds are equipped with two surface aerators in the lagoon to be reused for flushing toilets, air conditioning systems, watering gardens, and some of the wastewater is discharged into water bodies.

The company implements wastewater management with a reduce, reuse, recycle (3R) approach. In addition to providing waste use value that can reduce the use of resources, the implementation of waste treatment also uses environmentally friendly processes and technologies. The management supports the company's efforts to minimize water pollution and maximize water efficiency. In addition, PT Angkasa Pura I also conserves water by using processed wastewater for watering, flushing toilets, and as water in the cooling tower.

In order to realize the commitment to the prevention of water pollution, the company conducts regular monitoring and reporting in accordance with the commitments stated in the Environmental Management and Monitoring Plan (RKL RPL) in the form of environmental permits/approvals by the Ministry of Environment and Forestry.

The company conducts regular monitoring at the arrangement point, discharge point, and monitoring point using quality standards in accordance with the type of environmental approval of each airport. Periodically, the company carries out water parameter measurements using several parameters such as discharge and pH every day, and parameter measurements in accordance with the Minister of Environment and Forestry Regulation No. 68 of 2016 concerning Domestic Wastewater Quality Standards. The company also refers to other regulations, such as the parameters of BOD, COD, ammonia, and others whose implementation is actualized once a month. Agencies that issue liquid waste management licenses (IPLCs) in their respective regions will get monitoring result reporting once every three months. Meanwhile, companies cooperate with accredited laboratories of the National Accreditation Committee (KAN) to monitor other physical, chemical, and biological parameters. After obtaining the laboratory test results, the next stage is comparing the quality standard regulations. [GRI 303-4]

Timbulan Limbah dan Dampak-Dampak Terkait Limbah Beserta Pengelolaannya [GRI 306-1]

Waste Generation and Significant Waste-Related Impacts and Its Management

Sebagai bentuk komitmen terhadap pelestarian lingkungan, PT Angkasa Pura I telah menerapkan beberapa inisiatif untuk mengurangi timbunan limbah dan pengelolaan sampah terbaik di bandar udara. Limbah domestik berasal dari sampah buangan dari penumpang dan penyewa yang telah melalui proses pemisahan antara sampah organik dan nonorganik sehingga dapat mengurangi pembuangan sampah ke tempat pembuangan akhir (TPA).

PT Angkasa Pura I mengelola sampah melalui pengoperasian tempat penampungan sampah *reduce, reuse, recycle* (TPS 3R) di Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan dan Bandara Jenderal Ahmad Yani Semarang. Pengelolaan sampah melalui TPS 3R terdiri dari pengolahan sebagai berikut:

- Pemilahan sampah menjadi sampah organik, botol, plastik, kertas, dan residu;
- Pengolahan sampah organik menjadi pupuk kompos dan *eco enzyme* serta dikelola dengan menggunakan biokonversi lalat BSF;
- Pengolahan sampah anorganik seperti botol, kertas, kardus, plastik, logam/kaleng melalui kerja sama dengan bank sampah atau pihak ke-3 lain untuk memanfaatkan sampah daur ulang dalam mendukung sirkuler ekonomi; serta
- Sisa residu yang tidak bisa melalui proses pengolahan baik menjadi sampah kompos maupun daur ulang akan perusahaan angkut ke TPA Pemerintah Daerah untuk menjalani proses pengolahan.

Selain limbah domestik, perusahaan juga melakukan perencanaan untuk pembuangan limbah B3. Perusahaan mengumpulkan limbah B3 di tempat penyimpanan sementara yang sudah berizin di dalam kawasan bandar udara dan kemudian pihak ketiga yang memiliki izin pengangkutan dan/atau pengolahan sesuai dengan peraturan yang berlaku akan menerima limbah tersebut. Jenis dan penghasil Limbah Bahan Berbahaya dan Beracun (LB3) pada bandar udara tertera pada tabel berikut: [GRI 306-2, 306-4]

In its commitment to environmental conservation, PT Angkasa Pura I has implemented several initiatives to reduce waste accumulation and the best form of waste management at airports. Domestic waste is produced by passengers and tenants and is separated into organic and non-organic waste to reduce waste going to the final disposal site (TPA).

PT Angkasa Pura I manages waste through the operation of the *reduce, reuse, recycle* (TPS 3R) waste shelter at Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan and Jenderal Ahmad Yani Airport Semarang. Waste management through TPS 3R consists of the following processes:

- Sorting waste into organic waste, bottles, plastic, paper, and residue;
- Processing of organic waste into compost;
- Inorganic waste processing in collaboration with waste banks to utilize recycled waste in supporting a circular economy;
- The remaining residue that cannot be composted or recycled is transported to be processed at the Regional Government TPA.

Apart from domestic waste, the company also plans for the disposal of B3 waste. The collection of B3 waste is carried out in a temporary storage area equipped with a permit in the airport area and then handed over to a third party with a permit for transportation and/or processing in accordance with applicable regulations. Types and producers of Hazardous and Toxic Waste (LB3) at airports are described in the following table: [GRI 306-2, 306-4]

Sumber Limbah Source of Waste	Unit Unit	Nama Limbah B3 Name of B3 Waste	Penghasil Producer
Pengoperasian pesawat udara (domestik dan internasional) Aircraft operations (domestic and international)		Avtur bekas, pelarut bekas Used jet fuel, used solvents	Maskapai penerbangan, <i>ground handling maintenance</i> . Airlines, Ground Handling Maintenance.
Pengoperasian bandar udara Airport operation	Fasilitas pendukung Supporting facilities	Oli atau minyak pelumas bekas hidraulik, mesin, <i>gear</i> , lubrikasi, insulasi, <i>heat transmission</i> , <i>grit chamber</i> , pemisah, dan solar kotor. Used hydraulic or lubricating oil, machines, gear, lubrication, insulation, heat transmission, grit chamber, separator, and dirty diesel fuel	PT Angkasa Pura I (unit kerja Airport Rescue and Fire Fighting, Airport Equipment, dan Airport Technology) PT Angkasa Pura I (Airport Rescue and Fire Fighting, Airport Equipment, and Airport Technology work units).

Sumber Limbah Source of Waste	Unit Unit	Nama Limbah B3 Name of B3 Waste	Penghasil Producer
Pengoperasian bandar udara Airport operation	Fasilitas pendukung Supporting facilities	Aki bekas, baterai bekas Used car batteries, used batteries.	Seluruh unit kerja di PT Angkasa Pura I All work units at PT Angkasa Pura I
		Kain majun terkontaminasi Contaminated cotton rags	PT Angkasa Pura I (unit kerja Airport Rescue and Fire Fighting, Airport Operation, Airport Security, Airport Facilities, Airport Equipment, Airport Commercial) PT Angkasa Pura I (Airport Rescue and Fire Fighting, Airport Operation, Airport Security, Airport Facilities, Airport Equipment, Airport Commercial work units)
		Filter bekas Used filters	PT Angkasa Pura I (Unit kerja Airport Equipment) PT Angkasa Pura I (Airport Equipment work unit)
		Kemasan bekas B3 (kemasan bekas oli dan kemasan tinta <i>cartridge</i> , kaleng cat) Used B3 packaging (used oil packaging and ink cartridge packaging, paint cans)	PT Angkasa Pura I (Unit kerja Airport Rescue and Fire Fighting, Airport Operation, Airport Security, Airport Facilities, Airport Equipment, Airport Commercial) PT Angkasa Pura I (Airport Rescue and Fire Fighting, Airport Operation, Airport Security, Airport Facilities, Airport Equipment, Airport Commercial work units)
		Residu dari kegiatan pembersihan, misalnya limbah aspal. Residues from cleaning activities, e.g. asphalt waste.	PT Angkasa Pura I (Unit kerja Airport Facilities, Airport Equipment) PT Angkasa Pura I (Airport Facilities, Airport Equipment work units)
	Fasilitas perkantoran Office facilities	Tinta komputer/ <i>cartridge</i> bekas Used computer ink/cartridges	Semua unit kerja PT Angkasa Pura I All work units of PT Angkasa Pura I
		Lampu TL Bekas, limbah elektronik termasuk <i>cathode ray tube</i> . CRT <i>printed circuit board</i> (PCB), <i>wire rubber</i> . Used tubular lamps, electronic waste including cathode ray tubes. CRT printed circuit board (PCB), rubber wire.	PT Angkasa Pura I (Unit kerja Airport Rescue and Fire Fighting, Airport Operation, Airport Security, Airport Facilities, Airport Equipment, Airport Commercial) PT Angkasa Pura I (Airport Rescue and Fire Fighting, Airport Operations, Airport Security, Airport Facilities, Airport Equipment, Airport Commercial work units)
		Fasilitas pelayanan kesehatan Health service facilities	Limbah medis, kotak P3K ambulans (obat kadaluarsa) Medical waste, ambulance first aid kit (expired medicine)

Sumber Limbah Source of Waste	Unit Unit	Nama Limbah B3 Name of B3 Waste	Penghasil Producer
Pengembangan bandar udara Airport development		Material insulasi yang mengandung asbestos (misalnya <i>rockwool</i> , <i>glasswool</i>). Insulation materials containing asbestos (i.e. rockwool, glass wool).	PT Angkasa Pura I (Unit kerja Airport Facilities, Airport Equipment) PT Angkasa Pura I (Airport Facilities, Airport Equipment work units)
Perawatan fasilitas bandar udara dan pesawat udara: bengkel pemeliharaan pesawat dan kendaraan Maintenance of airport and aircraft facilities: aircraft and vehicle maintenance workshop	Pelarut Solvents		PT Angkasa Pura I (Unit kerja Airport Facilities) PT Angkasa Pura I (Airport Facilities work unit)
	Limbah Cair Liquid Waste		PT Angkasa Pura I (Unit kerja Airport Facilities, Airport Equipment) PT Angkasa Pura I (Airport Facilities, Airport Equipment work units)
	Baterai Bekas Used batteries		PT Angkasa Pura I (Unit kerja Airport Security) PT Angkasa Pura I (Airport Security work unit)

Data limbah B3 yang tersaji di bawah ini mencakup Bandara Juanda Surabaya, Bandara Internasional Yogyakarta Kulon Progo, Bandara Sultan Hasanuddin Makassar, Bandara Jenderal Ahmad Yani Semarang, Bandara Adi Soemarmo Solo, Bandara Sam Ratulangi Manado, Bandara Zainuddin Abdul Madjid Lombok, Bandara Adisutjipto Yogyakarta, Bandara I Gusti Ngurah Rai Bali, Bandara Syamsudin Noor Banjarmasin, dan Bandara Pattimura Ambon.

The hazardous waste data presented below covers Juanda Airport Surabaya, Yogyakarta International Airport Kulon Progo, Sultan Hasanuddin Airport Makassar, Jenderal Ahmad Yani Airport Semarang, Adi Soemarmo Airport Solo, Sam Ratulangi Airport Manado, Zainuddin Abdul Madjid International Airport Lombok, Adisutjipto Airport Yogyakarta, I Gusti Ngurah Rai Airport Bali, Syamsudin Noor Airport Banjarmasin, and Pattimura Airport Ambon.

Timbulan Limbah B3 (Ton) [GRI 306-3]
B3 waste generation (Tons)

Jenis Limbah B3 B3 Waste Type	2023	2022
Oli atau minyak pelumas bekas hidraulis Used hydraulic oil or lubricating oil	11,04	2,30
Kemasan bekas B3 Used B3 packaging	1,66	2,60
Lampu TL bekas Used tubular lamps	2,57	2,30
Baterai/aki bekas Used batteries	4,99	7,76
Filter oli, udara Oil, air filter	0,44	1,54
Cartridge bekas Used cartridges	0,42	0,42
Kain majun bekas Used cotton rags	2,67	1,12
Bahan Kimia Chemicals	4,53	-
Total	28,31	18,04

Limbah yang Dikirimkan ke Pembuangan Akhir [GRI 306-5] Waste Delivered to Final Disposal

Metode Pembuangan Limbah B3 B3 Waste Disposal Methods	2023	2022
Diserahkan kepada pihak ketiga Handed over to third parties	27,47	16,44

Dengan menggunakan akun Festronik dan SIMPEL KLHK, perusahaan melaporkan seluruh limbah B3 yang telah berhasil melalui penginventarian untuk memonitor pengelolaan lingkungan dan manifest limbah B3. Pengelolaan limbah B3 di bandara dilakukan oleh masing-masing bandara, dimana setiap manajemen bandara wajib menunjuk penanggungjawab pengelolaan limbah B3 dan melakukan kerja sama dengan pihak ketiga sebagai pengangkut dan/atau pengolah limbah B3 yang telah memiliki izin (baik dari KLHK maupun Kementerian Perhubungan), serta memenuhi ketentuan sesuai dengan peraturan yang berlaku. Selanjutnya, petugas yang telah ditunjuk sebagai penanggungjawab pengelolaan limbah B3 di bandara melakukan dokumentasi serta pelaporan timbulan limbah B3 melalui *website* resmi dari KLHK yaitu SIMPEL KLHK dan menggunakan fitur FESTRONIK guna merencanakan proses pengangkutan limbah B3 yang telah terkumpul. [GRI 306-2, 306-4, 306-5]

Perusahaan menyerahkan sampah domestik atau limbah tidak berbahaya kepada pihak ketiga yang membawa sampah dan limbah menuju ke TPA. Tak terbatas pada hal tersebut, beberapa bandara melakukan pengolahan sampah sebelum membuangnya ke TPA, seperti di Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan dan Bandara Jenderal Ahmad Yani Semarang. Selama periode pelaporan, tidak terdapat tumpahan atau kebocoran limbah B3 di wilayah operasional perusahaan. [OJK F.15]

All B3 waste that has been successfully inventoried is reported periodically using the Festronik and SIMPEL KLHK accounts to monitor environmental management and B3 waste manifests. Then, waste is handed to third parties with permits to transport the B3 waste. The management of hazardous waste (B3) at the airport is carried out by each airport, where each airport management must appoint a responsible person for B3 waste management and collaborate with third parties as waste transporters and/or processors who have obtained permits (either from the Ministry of Environment and Forestry or the Ministry of Transportation), and comply with the regulations in accordance with applicable regulations. Furthermore, the personnel appointed as responsible for B3 waste management at the airport document and report the generation of B3 waste through the official website of the Ministry of Environment and Forestry, namely SIMPEL KLHK, and utilize the FESTRONIK feature to plan the transportation process of accumulated B3 waste. [GRI 306-2, 306-4, 306-5]

The Company hands over domestic waste or non-hazardous waste to a third party who takes the waste and waste to the TPA. In addition, some airports process the waste before disposing of it to the TPA, such as Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan and Jenderal Ahmad Yani Airport Semarang. During the reporting period, there were no spills or leaks of B3 waste in the company's operational areas. [OJK F.15]

Timbulan Limbah Non-B3 [GRI 306-3] Non-B3 Waste Generation

Asal Bandara Origin Airport	2023	2022	2021
Bandara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali	96,08	665,98	93,88
Bandara Juanda Surabaya Juanda Airport Surabaya	6,18	2,47	0,58
Bandara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Makassar	727,10	686,00	60,60
Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan	363,34	250,76	273,54
Bandara Frans Kaisiepo Biak Frans Kaisiepo Airport Biak	86,70	-	564,60
Bandara Sam Ratulangi Manado Sam Ratulangi Airport Manado	338,23	290,96	678,30
Bandara Adisutjipto Yogyakarta Adisutjipto Airport Yogyakarta	100,35	29,03	9,09

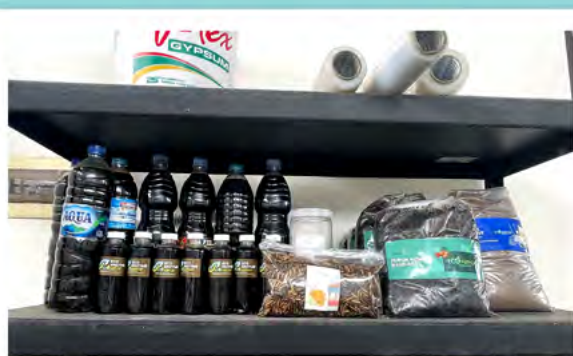
Asal Bandara Origin Airport	2023	2022	2021
Bandara Adi Soemarmo Solo Adi Soemarmo Airport Solo	75,92	74,72	52,53
Bandara Syamsudin Noor Banjarmasin Syamsudin Noor Airport Banjarmasin	4,86	3,25	2,24
Bandara Jenderal Ahmad Yani Semarang Jenderal Ahmad Yani Airport Semarang	64,12	87,04	84,28
Bandara Zainuddin Abdul Madjid Lombok Zainuddin Abdul Madjid Airport Lombok	19,31	1,28	0,89
Bandara Pattimura Ambon Pattimura Airport Ambon	-	-	166,69
Bandara El Tari Kupang El Tari Airport Kupang	948,89	948,89	331,68
Bandara Internasional Yogyakarta Kulon Progo Yogyakarta International Airport Kulon Progo	306,29	359,83	330,60
Bandara Sentani Jayapura Sentani Airport Jayapura	535,20	1.880,00	467,00

Beberapa upaya yang telah PT Angkasa Pura I lakukan untuk mengurangi produksi limbah domestik:

1. Mengganti penggunaan air mineral dalam kemasan dan botol plastik sekali pakai dengan gelas serta menyediakan dispenser di tempat kerja di lingkungan Bandara I Gusti Ngurah Rai Bali, Bandara Adi Soemarmo Solo, Bandara Jenderal Ahmad Yani Semarang, Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan, dan Bandara Zainuddin Abdul Madjid Lombok;
2. Edaran kepada mitra kerja/mitra usaha untuk mengurangi penggunaan sampah plastik sekali pakai;
3. Mengurangi penggunaan kertas melalui sistem digitalisasi seperti Tata Naskah Dinas Elektronik, SAP, APPays, HCIS; dan
4. Menerapkan tempat pengelolaan sampah terpadu (TPST) di Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan dan Bandara Jenderal Ahmad Yani Semarang.

There are several efforts that have been made by PT Angkasa Pura I to reduce domestic waste production:

1. Replacing the use of bottled mineral water and single-use plastic bottles with glass and providing dispensers at workplaces within I Gusti Ngurah Rai Airport Bali, Adi Soemarmo Airport Solo, Jenderal Ahmad Yani Airport Semarang, Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan and Zainuddin Abdul Madjid Airport Lombok;
2. Circular to business partners to reduce the use of single-use plastic waste;
3. Reducing the use of paper through digitization systems such as Electronic Office Manuscripts, SAP, APPays, HCIS; and
4. Implementing integrated waste management sites (TPST) at Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan and Jenderal Ahmad Yani Airport Semarang.



Produk hasil pengolahan sampah organik di TPST Bandara Jenderal Ahmad Yani Semarang (Pupuk kompos, eco enzym, bekas maggot/kasgot)
Organic waste processing products at TPST Bandara Jenderal Ahmad Yani Semarang (compost fertilizer, eco-enzymes, recycled maggot larvae)



Pengangkutan Limbah B3 oleh pihak ketiga di Bandara Jenderal Ahmad Yani Semarang
Third-party transportation of hazardous waste (B3) at Bandara Jenderal Ahmad Yani Semarang

Ketidakpatuhan Terhadap Undang-Undang dan Peraturan Lingkungan Hidup

Non-Compliance with Environmental Laws and Regulations

PT Angkasa Pura I memiliki komitmen kuat untuk mematuhi semua peraturan dan regulasi yang berkaitan dengan lingkungan. Perusahaan menjalankan sistem yang menjunjung tinggi prinsip kehati-hatian dalam semua aspek kegiatan operasional bandara. PT Angkasa Pura I mengacu pada berbagai standar yang menjadi landasan untuk seluruh operasinya, termasuk: [GRI 3-3]

1. Persetujuan Lingkungan melalui Analisis Mengenai Dampak Lingkungan (AMDAL); dan
2. ISO 14001:2015/SNI 19 - 14001:2005 tentang Sistem Manajemen Lingkungan.

Komitmen PT Angkasa Pura I untuk mematuhi peraturan perundang-undangan terkait lingkungan telah membuahkan hasil yang memuaskan. Tidak terdapat insiden ketidakpatuhan terhadap peraturan perundang-undangan di bidang lingkungan yang menyebabkan sanksi selama periode pelaporan. [GRI 307-1] [OJK F.16]

PT Angkasa Pura I has a strong commitment to comply with all rules and regulations relating to the environment. The company runs a system that upholds the precautionary principle in all aspects of airport operations. PT Angkasa Pura I refers to various standards that become the foundation for all its operations, including: [GRI 3-3]

1. Environmental Approval through Environmental Impact Assessment (AMDAL); and
2. ISO 14001:2015/SNI 19 - 14001:2005 on Environmental Management System.

PT Angkasa Pura I's commitment to following environmental rules and regulations has resulted in satisfactory outcomes. There were no instances of noncompliance with environmental laws and regulations that resulted in sanctions throughout the reporting period. [GRI 307-1] [OJK F.16]

Penghargaan dan Sertifikasi Lingkungan

Environmental Awards and Certifications

Dalam upaya mengembangkan bandara yang ramah lingkungan, PT Angkasa Pura I telah berhasil mendapatkan beberapa sertifikasi dan penghargaan di bidang lingkungan hidup. Beberapa sertifikasi yang berhasil perusahaan raih adalah:

Sertifikasi Green Building

Seluruh bangunan bandara PT Angkasa Pura I telah mengikuti standar *Greenship* atau bangunan hijau. Standar ini menilai beberapa aspek, mulai dari tahap perencanaan, pembangunan, pengoperasian, pemeliharaan, pengadaan, dan kegiatan lain terkait bangunan serta operasional di dalamnya. Saat ini, PT Angkasa Pura I telah mendapatkan sertifikat *Greenship New Building* dari Green Building Council Indonesia (GBCI) untuk Bandara Internasional Yogyakarta Kulon Progo dan Bandara Jenderal Ahmad Yani Semarang dengan peringkat *Gold*.

Penerapan dan Pengembangan ISO 14001:2015

Sertifikasi ISO 14001:2015 Sistem Manajemen Lingkungan merupakan sertifikasi yang menilai beberapa aspek dari sistem manajemen meliputi struktur organisasi, aktivitas perencanaan, tanggung jawab, praktik, prosedur-prosedur, serta proses dan sumber daya untuk pengembangan, penerapan, pencapaian, pengkajian, dan pemeliharaan kebijakan lingkungan. Harapannya, bandara-bandara PT Angkasa Pura I yang telah menerapkan sistem pengelolaan yang terintegrasi mampu memenuhi kriteria *eco-airport*.

In an effort to develop an environmentally friendly airport, PT Angkasa Pura I has successfully obtained several certifications and awards in the environmental field. Some of the certifications that the company has achieved are:

Green Building Certification

All of PT Angkasa Pura I's airport buildings have complied with the *Greenship* or green building standard. This standard assesses several aspects, starting from the planning stage, construction of operations, maintenance, procurement, and other activities related to buildings and operations within them. Currently, PT Angkasa Pura I has received *Greenship New Building* certificates from the Green Building Council Indonesia (GBCI) for Yogyakarta International Airport Kulon Progo and Jenderal Ahmad Yani Airport Semarang, both with a *Gold* rating.

Implementation and Development of ISO 14001:2015

ISO 14001:2015 Environmental Management Systems certification is a certification that assesses several aspects of the management system including organizational structure, planning activities, responsibilities, practices, procedures, and processes and resources for developing, implementing, achieving, assessing, and maintaining environmental policies. It is expected that PT Angkasa Pura I airports that have implemented an integrated management system are able to meet *eco-airport* criteria.

Pada tahun 2023, telah dilakukan *gap analysis* dan *awareness* ISO 14001:2015 Sistem Manajemen Lingkungan. Selain itu, 4 bandara telah melalui audit *stage II* di Bulan Desember 2023 dan mendapatkan rekomendasi untuk memperoleh sertifikat ISO 14001:2015. Keempat bandara tersebut yaitu Bandara I Gusti Ngurah Rai Bali, Bandara Internasional Yogyakarta Kulon Progo, Bandara Syamsudin Noor Banjarmasin, dan Bandara Jenderal Ahmad Yani Semarang.

Sertifikasi dan Penerapan ISO 50001:2018

Pada tahun 2023, telah dilaksanakan *surveillance* ISO 50001:2018 Sistem Manajemen Energi di Bandara I Gusti Ngurah Rai Bali, dengan ruang lingkup gedung terminal domestik, gedung terminal internasional, dan apron sisi utara. *Surveillance* tersebut merupakan *surveillance* ke-2 (dua) setelah di tahun 2022 juga telah dilaksanakan sebagai *mandatory* dari sertifikasi ISO 50001:2018 Sistem Manajemen Energi.

Penghargaan Subroto Bidang Efisiensi Energi (PSBE) dan Manajemen Energi

Bandara di bawah naungan PT Angkasa Pura I, seperti Bandara I Gusti Ngurah Rai Bali telah mendapatkan penghargaan Peringkat I untuk kategori Manajemen Energi Gedung Besar dari ASEAN Centre for Energy dalam ajang ASEAN Energy Awards 2023 dan Energy Management Insight Award dari The Clean Energy Ministerial dalam ajang Energy Management Leadership Awards 2023. Sejalan dengan prestasi tersebut, Bandara Internasional Yogyakarta Kulon Progo juga mendapatkan Peringkat 1 Kategori Manajemen Energi di Bangunan Gedung dan Industri dalam ajang Penghargaan Subroto Bidang Efisiensi Energi (PSBE) Tahun 2023 yang diselenggarakan oleh Kementerian Energi dan Sumber Daya Mineral Republik Indonesia.

Kegiatan Lingkungan Environmental Activities

PT Angkasa Pura I secara aktif melakukan kegiatan pelestarian lingkungan selama kegiatan operasional perusahaan. Beberapa kegiatan tersebut antara lain:

Penghematan Kertas

Kertas merupakan kebutuhan yang tidak terhindarkan selama kegiatan operasional perusahaan. Namun, PT Angkasa Pura I selalu berusaha untuk mengurangi pemakaian kertas dengan melakukan pemanfaatan teknologi sebagai sarana komunikasi dan penerapan sistem tata naskah dinas elektronik, Human Capital Information System (HCIS), dan sistem pengadaan elektronik PT Angkasa Pura I (APPro).

Waste Management

PT Angkasa Pura I berupaya untuk menjadikan bandara semakin bersih dan sehat dengan melakukan pengelolaan dan memanfaatkan sampah. PT Angkasa Pura I melaksanakan pengelolaan melalui pengolahan sampah yang dapat bermanfaat kembali dan memiliki nilai jual bagi perusahaan. Pengelolaan tersebut teraktualisasi dengan cara memilah sampah yang memiliki nilai ekonomis untuk di daur ulang yang

In 2023, a gap analysis and awareness of the ISO 14001:2015 Environmental Management System was conducted. In addition, 4 airports have gone through stage II audits in December 2023 and received recommendations to obtain ISO 14001: 2015 certificates. The four airports are I Gusti Ngurah Rai Airport Bali, Yogyakarta International Airport Kulon Progo, Syamsudin Noor Airport Banjarmasin, and Jenderal Ahmad Yani Airport Semarang.

ISO 50001:2018 Certification and Implementation

In 2023, ISO 50001:2018 Energy Management System surveillance was carried out at I Gusti Ngurah Rai Airport Bali, with the scope of the domestic terminal building, international terminal building and north side apron. The surveillance is the second surveillance after it was also conducted in 2022 as a mandatory requirement for ISO 50001:2018 Energy Management System certification.

PSBE Award (Subroto Award for Energy Efficiency) and Energy Management

Airports under the management of PT Angkasa Pura I, such as I Gusti Ngurah Rai Airport Bali have been awarded the First Rank for the Energy Management in Large Buildings Category on ASEAN Energy Awards 2023 held by the ASEAN Centre for Energy and Energy Management Insight Award on Energy Management Leadership Awards 2023 held by The Clean Energy Ministerial. In line with these achievements, Yogyakarta International Airport Kulon Progo also received First Rank in the Category of Energy Management in Building and Industry on the Subroto Award for Energy Efficiency 2023 held by the Ministry of Energy and Mineral Resources of the Republic of Indonesia.

PT Angkasa Pura I actively conducts environmental conservation activities during the company's operational activities. Some of these activities include:

Paper Saving

Paper is an unavoidable need during the company's operational activities. However, PT Angkasa Pura I always tries to reduce the use of paper by utilizing technology as a means of communication and implementing an electronic official manuscript system, Human Capital Information System (HCIS), and electronic procurement system of PT Angkasa Pura I (APPro).

Waste Management

PT Angkasa Pura I strives to make the airport cleaner and healthier by managing and utilizing waste. PT Angkasa Pura I carries out waste management through waste processing that can be reused and has a selling value for the company. The management is actualized by sorting wastes that have economic value for recycling in collaboration with waste banks and carry out composting activities for plant fertilizers, maggot

bekerjasama dengan bank sampah serta melakukan kegiatan komposting untuk pupuk tanaman, biokonversi maggot, dan *bio enzym*. PT Angkasa Pura I telah menerapkan *waste management* di seluruh bandara kelolaan yang disesuaikan dengan kesiapan fasilitas masing-masing bandara.

Pengamatan Satwa Liar

Dalam rangka mewujudkan pelestarian ekosistem, PT Angkasa Pura I senantiasa mendukung program pemerintah dalam bidang pelestarian alam sekitar wilayah operasional dan daerah-daerah penyangga lainnya. Perusahaan menggandeng Balai Besar Konservasi Sumber Daya Alam (BBKSDA) Papua untuk mengendalikan dan mengawasi peredaran tumbuhan dan satwa liar di Bandara Sentani Jayapura. Kegiatan ini berlangsung pada triwulan II tahun 2023. Selain itu BKSDA juga berkoordinasi dengan Bandara Jenderal Ahmad Yani Semarang dan Bandara Juanda Surabaya. Studi mengenai pengelolaan habitat di beberapa bandara telah berkoordinasi dengan universitas lokal daerah. Selain itu, untuk melindungi satwa endemis dan yang dilindungi, perusahaan juga aktif berkolaborasi dengan LSM, seperti kemitraan yang terjalin dengan Sahabat Bekantan Indonesia. [OJK F.10]

Earth Hour

PT Angkasa Pura I memanfaatkan program hasil inisiasi Komunitas Earth Hour dengan rutin menyelenggarakan kampanye di masing-masing bandara. Kampanye ini melibatkan bandara-bandara untuk mematikan lampu selama satu jam. PT Angkasa Pura I melaksanakan kegiatan Earth Hour namun tidak di seluruh wilayah operasional, melainkan di beberapa wilayah perkantoran sehingga tidak mengganggu jalannya pelayanan bandara.

Peringatan Hari Lingkungan Hidup dan Hari Habitat

Perusahaan mengadakan webinar hari lingkungan hidup dengan tema 'Bandar Udara Ramah Lingkungan (*eco-airport*)' dengan narasumber dari tenaga ahli Kementerian Perhubungan. Selain itu, beberapa bandara melakukan acara seperti sosialisasi/rapat *eco-airport*, penanaman pohon dan mangrove, bersih-bersih bandara, dan juga bersih-bersih pantai untuk memperingati hari lingkungan hidup.

Penanaman Pohon

PT Angkasa Pura I melaksanakan penanaman pohon atau *green belt* untuk meminimalkan dampak kebisingan, mencegah penurunan kualitas udara, dan memitigasi dampak abrasi laut.

bioconversion, and bio enzymes. PT Angkasa Pura I has implemented waste management across all managed airports, adjusted according to the readiness of each airport facility.

Wildlife Observation

In order to actualize ecosystem conservation, PT Angkasa Pura I always supports government programs in the field of nature conservation around operational areas and other buffer areas. The company cooperates with the Papua Natural Resources Conservation Center (BBKSDA) to control and supervise the circulation of wild plants and animals at Sentani Airport Jayapura. This activity took place in the second quarter of 2023. In Airport Semarang, BKSDA also coordinates with Jenderal Ahmad Yani Airport Semarang and Juanda Airport Surabaya. Studies on habitat management at several airports have been coordinated with local universities. In addition, to protect endemic and protected animals, the company also actively collaborates with NGOs, such as the partnership established with Sahabat Bekantan Indonesia. [OJK F.10]

Earth Hour

PT Angkasa Pura I utilizes the program initiated by the Earth Hour Community by regularly organizing campaigns at each airport. This campaign involves airports to turn off their lights for one hour. PT Angkasa Pura I also conducts Earth Hour activities, although not across all operational areas, but in several office regions, ensuring minimal disruption to airport services.

Commemoration of Environment Day and Habitat Day

The company held an environmental day webinar with the theme 'Eco-airport' with an expert from the Ministry of Transportation as the keynote speaker. In addition, several airports also held events such as socialization/eco airport meetings, tree and mangrove planting, airport clean-ups, and beach clean-ups to commemorate environment day.

Tree Planting

PT Angkasa Pura I carries out tree planting or green belt to minimize the impact of noise, prevent air quality degradation, and mitigate the impact of sea abrasion.

MOU dengan World Resources Institute (WRI)

MOU with the World Resources Institute (WRI)

Demi mendukung misi melestarikan lingkungan, PT Angkasa Pura I melibatkan berbagai pihak dalam pengelolaan kerja sama, terutama dengan organisasi yang terlibat dalam upaya pelestarian lingkungan hidup baik dalam bentuk kajian atau dalam bentuk program seperti World Resources Institute (WRI). PT Angkasa Pura I telah menandatangani Nota Kesepahaman Nomor MOU.DU.27/HK.04.01/2022; atau 37/XI/WRI/2022 tanggal 30 November 2022.

In order to support the mission of preserving the environment, PT Angkasa Pura I involves various parties in managing cooperation, especially with organizations involved in environmental conservation efforts either in the form of studies or in the form of programs such as World Resources Institute (WRI). PT Angkasa Pura I has signed a Memorandum of Understanding Number MOU.DU.27/HK.04.01/2022; or 37/XI/WRI/2022 dated November 30, 2022.

Biaya Lingkungan Hidup [OJK F.3] [OJK F.4]

Environmental Costs

PT Angkasa Pura I mengeluarkan biaya lingkungan hidup yang mencakup izin lingkungan, pengawasan lingkungan, program kampanye lingkungan, pengelolaan limbah, dan sebagainya.

PT Angkasa Pura I incurs environmental costs which include environmental permits, environmental monitoring, environmental campaign programs, waste management, and so on.

Biaya Lingkungan Hidup (dalam Rupiah) [OJK F.3] [OJK F.4]

Environmental Cost (in Rupiah)

Kegiatan Activity	2023	2022	2021
Izin Permits	83.212.815	3.228.689.190	4.241.331.875
Pengawasan Monitoring	2.354.672.957	2.590.750.199	2.300.000.000
Kampanye Lingkungan Environmental Campaign	23.500.000	69.023.600	7.405.500
Pengelolaan Limbah Waste Management	3.396.089.995	1.511.808.797	1.014.000.000
Pelatihan Training	190.444.634	249.620.000	267.730.000
Konservasi Lingkungan Environmental Conservation	568.364.868	744.350.000	132.150.000
Total	6.616.285.269	8.394.241.786	7.962.617.375

Selain melakukan pengelolaan lingkungan hidup, PT Angkasa Pura I juga berupaya melestarikan lingkungan melalui kegiatan TJSI. Berikut rincian biaya lingkungan pada dana TJSI.

In addition to environmental management, PT Angkasa Pura I also seeks to preserve the environment through TJSI activities. The following is a breakdown of environmental costs in the TJSI fund.

Biaya Pelestarian Lingkungan dalam TJSI (dalam Rupiah) [OJK F.3] [OJK F.4]
Cost of Environmental Conservation in TJSI (in Rupiah)

Kegiatan Activity	2023	2022	2021
Biaya TJSI di Luar Bidang Pelestarian Lingkungan TJSI Costs Beyond Environmental Conservation	32.044.098.854	32.668.069.075	33.519.829.316
Biaya TJSI Bidang Pelestarian Lingkungan TJSI Costs for Environmental Conservation	568.364.868	744.350.000	744.350.000
Total	32.612.463.722	33.412.419.075	33.651.979.316

Relokasi Masyarakat [GRI-AO8]
Community Relocation

Beberapa proyek perluasan bandara kelolaan PT Angkasa Pura I berdampak pada adanya pelaksanaan relokasi masyarakat untuk memastikan bahwa masyarakat tidak berada dalam zona kebisingan. Selain itu, PT Angkasa Pura I senantiasa berupaya agar lokasi pemukiman masyarakat berada pada jarak yang aman dan tidak terganggu oleh aktivitas bandara. Meski begitu, perluasan bandara PT Angkasa Pura I sepanjang tahun 2023 tidak melibatkan pelaksanaan relokasi masyarakat karena masih menggunakan area bandara yang tersedia.

Some of the expansion projects of the airport under PT Angkasa Pura I's management have an impact on the implementation of community relocation to ensure that the community is not in the noise zone. In addition, PT Angkasa Pura I always strives to ensure that the location of community settlements is at a safe distance and not disturbed by airport activities. Nevertheless, the expansion of PT Angkasa Pura I airport throughout 2023 did not involve the implementation of community relocation because it was still using the available airport area.





MELIBATKAN KARYAWAN, MENCIPTAKAN SUMBER DAYA MANUSIA UNGGUL

ENGAGING EMPLOYEES, CREATING EXCELLENCE HUMAN RESOURCES



Melibatkan Karyawan, Menciptakan Sumber Daya Manusia Unggul

Engaging Employees, Creating Excellence Human Resources

PT Angkasa Pura I menyadari bahwa karyawan merupakan garda terdepan yang berhubungan langsung dengan para pengguna bandara. Secara langsung, karyawan turut berkontribusi terhadap pengalaman para pengguna bandara pada saat menikmati layanan bandara. Maka dari itu, PT Angkasa Pura I senantiasa memastikan bahwa seluruh karyawan merupakan individu yang kompeten di bidangnya sehingga dapat memberikan pengalaman yang baik dan menyenangkan bagi para pengguna bandara.

Mendukung kebutuhan karyawan dan menciptakan lingkungan kerja yang baik dapat memungkinkan karyawan bekerja dalam kondisi pikiran, tubuh, dan jiwa yang sehat sehingga dapat memaksimalkan pekerjaan untuk menciptakan jasa pelayanan bandara yang unggul dan prima. Sumber daya manusia menjadi bentuk investasi utama dalam peningkatan kualitas pelayanan yang akan menentukan kualitas kinerja perusahaan. PT Angkasa Pura I selalu merancang kebijakan yang terkait dengan pengelolaan sumber daya manusia dengan menerapkan strategi *human capital* yang memusatkan perhatian dan upaya pada kemajuan individu karyawan. Hal tersebut diwujudkan guna meningkatkan nilai karyawan bagi perusahaan dan pelanggan. Penerapan strategi *human capital*, di antaranya: **[GRI 3-3]**

1. Perekrutan dan manajemen bakat sesuai kompetensi individu;
2. Pelatihan keterampilan serta pengembangan karier tenaga kerja melalui perencanaan dan pengelolaan karier;
3. Pengawasan dan evaluasi atas kinerja individu, unit kerja, dan korporat menggunakan KPI perusahaan;
4. Digitalisasi fungsi-fungsi administrasi karyawan;
5. Sistem kompensasi dan penghargaan berdasarkan kinerja;
6. Pemberhentian karyawan (pensiun normal, MPP, atas permintaan/tidak atas permintaan sendiri);
7. Harmonisasi hubungan industri;
8. Revitalisasi budaya perusahaan dan penyempurnaan organisasi; dan
9. Keterlibatan pimpinan perusahaan dalam memberikan teladan (*role model*).

PT Angkasa Pura I realizes that employees are the frontline who are in direct contact with airport users. Directly, employees contribute to the experience of airport users when enjoying airport services. Therefore, PT Angkasa Pura I always ensures that all employees are competent individuals in their fields so that they can provide a good and pleasant experience for airport users.

Supporting employee needs and creating a good work environment allow employees to work in a healthy state of mind, body, and spirit so that they can maximize their work to create superior and excellent airport services. Human resources is the main investment in improving the quality of service that will determine the quality of the company's performance. PT Angkasa Pura I always formulates policies regarding the management of human resources by implementing a human capital strategy that focuses its attention and efforts on the advancement of individual employees. This is conducted to increase the value of employees for the company and customers. The implementation of the human capital strategy, includes : **[GRI 3-3]**

1. Talent recruitment and management according to individual competencies;
2. Skills training and workforce career development through career planning and management;
3. Monitoring and evaluation of individual, work unit and corporate performance using company KPIs;
4. Digitalization of employee administration functions;
5. Performance-based compensation and reward system;
6. Employee dismissal (normal retirement, MPP, on request/ not on own request);
7. Harmonization of industrial relations;
8. Revitalization of corporate culture and organizational improvement; and
9. Involvement of company leaders in providing role models.



Tim Airport Security Bandara I Gusti Ngurah Rai Bali Meraih Gelar Juara dalam RASCO 2023

I Gusti Ngurah Rai Airport Bali's Airport Security Team Won the RASCO 2023



Regional Airport Security Scale Up Competition (RASCO) adalah ajang kompetisi yang digelar untuk menguji kompetensi, pengetahuan, dan pemahaman personel Airport Security di lingkungan bandara yang dikelola PT Angkasa Pura I mengenai regulasi nasional dan internasional terkait keamanan penerbangan dan bandara. Selain melibatkan dewan juri dari internal PT Angkasa Pura I, pelaksanaan RASCO 2023 juga melibatkan dewan juri dari *stakeholder* terkait, yaitu Direktorat Keamanan Penerbangan dan Politeknik Penerbangan Indonesia (PPI) Curug, panelis dari komunitas aviasi internasional, yaitu Julie Lewis selaku First Secretary (Transport) Cyber and Infrastructure Security Group dari Department of Home Affairs Kedutaan Besar Australia, serta Gary Leung selaku Manager Security and Facilitation dari Airports Council International (ACI) untuk regional Asia, Pasifik, dan Timur Tengah.

Melalui kegiatan RASCO, PT Angkasa Pura I mendorong agar para personel Airport Security di lingkungan PT Angkasa Pura I terus mengembangkan kompetensi mengenai aspek keamanan penerbangan. Pelaksanaan kegiatan ini juga merupakan bagian dari Program Transformasi Perusahaan, khususnya pilar *Organization and Culture*.

The Regional Airport Security Scale-Up Competition (RASCO) is a competition held to test the competency, knowledge, and understanding of Airport Security personnel within PT Angkasa Pura I-managed airport regarding national and international regulations related to aviation and airport security. Aside from involving judges from within PT Angkasa Pura I, the implementation of RASCO 2023 also included judges from related stakeholders, such as the Directorate of Aviation Security and the Indonesian Aviation Polytechnic (PPI) Curug, panelists from the international aviation community, namely Julie Lewis, the First Secretary (Transport) of the Cyber and Infrastructure Security Group at the Australian Embassy Department of Home Affairs, and Gary Leung, the Manager of Security and Facilitation at Airports Council International (ACI) for the Asia-Pacific and Middle East regions.

Through the RASCO event, PT Angkasa Pura I aims to encourage Airport Security personnel in PT Angkasa Pura I environments to continuously develop their competencies regarding aviation security aspects. The implementation of this event is also part of the company's Transformation Program, specifically the Organization and Culture pillar.

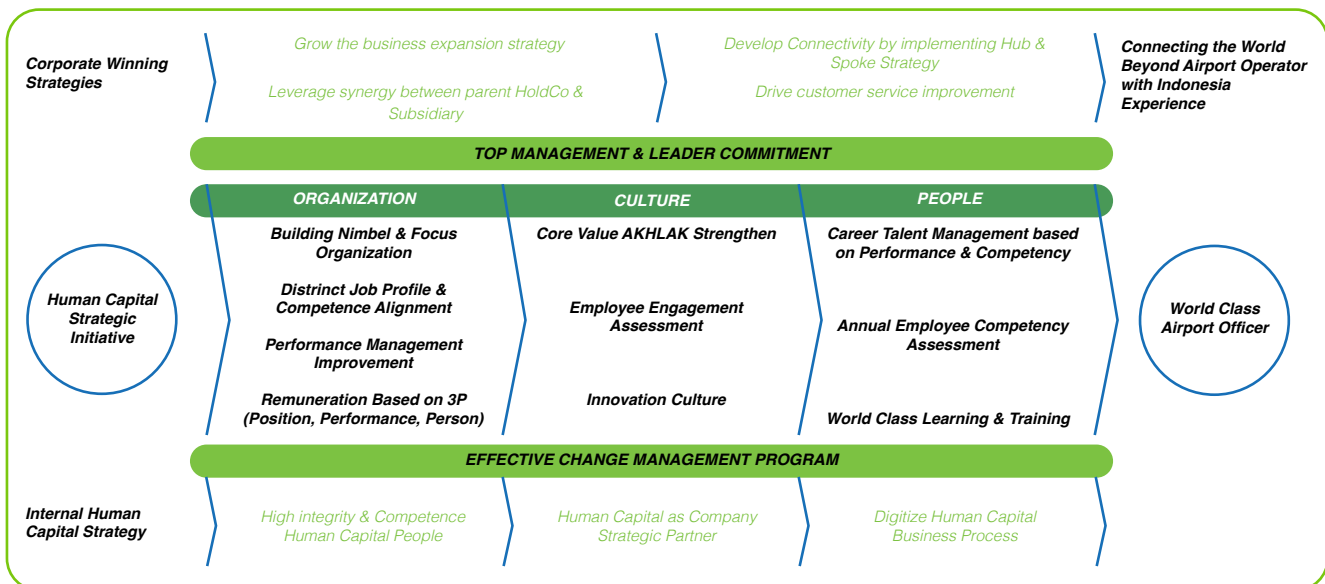
Strategi Human Capital [GRI 3-3]

Human Capital Strategy

Banyaknya konsumen pengguna jasa bandara merupakan suatu tantangan tersendiri bagi karyawan PT Angkasa Pura I untuk tetap memberikan pelayanan yang terbaik. Untuk memastikan hal ini, PT Angkasa Pura I menunjang kompetensi karyawan untuk selalu sigap dan bersikap profesional melalui penerapan teknologi *Human Capital (HC) Management System* dengan kerangka kerja *HC Architecture*. Perusahaan mengimplementasikan Model *HC Architecture* ke dalam sistem manajemen perusahaan yang mengacu pada Rencana Jangka Panjang Perusahaan (RJPP).

The large number of consumers who use airport services is a challenge for PT Angkasa Pura I employees to continue to provide the best service. Therefore, PT Angkasa Pura I supports the competence of employees to always be alert and professional through the application of *Human Capital (HC) Management System* technology with the *HC Architecture* framework. The company implements the *HC Architecture* Model into the company's management system that refers to the Company's Long-Term Plan (RJPP).

Gambar HC Architecture PT Angkasa Pura I
PT Angkasa Pura I HC Architecture



PT Angkasa Pura I selalu memberikan perhatian penuh pada pencapaian pengembangan kompetensi dan integritas sumber daya manusia. Hal ini perusahaan wujudkan melalui penerapan strategi HC dalam pengelolaan sumber daya manusia yang mengedepankan pengembangan *human capital* sebagai mitra strategis perusahaan. Tentunya, sumber daya manusia tersebut senantiasa mendapat dukungan melalui digitalisasi *human capital* dalam operasional PT Angkasa Pura I.

PT Angkasa Pura I always gives full attention to the achievement of competency development and integrity of human resources. This is manifested through the implementation of HC strategy in human resource management that prioritizes the development of human capital as the company's strategic partner. Obviously, these human resources are always supported through the digitization of human capital in the operations of PT Angkasa Pura I.

Peta Jalan dan Jejak Langkah Human Capital 2021-2024

Roadmap and Milestones of Human Capital 2021-2024

PT Angkasa Pura I mengacu pada peta jalan *Human Capital*, yaitu panduan mengenai langkah-langkah yang harus perusahaan lakukan untuk mencapai tujuan tertentu. Panduan ini membawa insan PT Angkasa Pura I dari titik keberangkatan ke titik kedatangan, dengan mengambil serangkaian tindakan, kegiatan, dan capaian hasil dalam urutan yang terencana dan bertahap.

PT Angkasa Pura I refers to the *Human Capital* roadmap, which is a guide to the steps the company must take to achieve certain goals. This guide takes PT Angkasa Pura I people from the point of departure to the point of arrival, by taking a series of actions, activities, and achieving results in a planned and gradual sequence.

Perwujudan tema pada tahun 2023, *Achieving Globally Competitive Employees and HR Excellence Service*, terlihat melalui upaya transformasi bidang *human capital*. PT Angkasa Pura I sedang menjalankan beberapa program yang mendukung upaya transformasi tersebut, meliputi:

1. Restrukturisasi Organisasi
2. *Innovation Award by 'Collaboration'*
3. *Fully e-Performance (PMS) Implementation*
4. *Early Retirement Program*
5. *Employee Engagement & Culture Program*

The realization of the theme in 2023, *Achieving Globally Competitive Employees and HR Excellence Service*, is seen through human capital transformation efforts. PT Angkasa Pura I is currently running several programs that support these transformation efforts, including:

1. Organizational Restructuring
2. *Innovation Award by 'Collaboration'*
3. *Fully e-Performance (PMS) Implementation*
4. *Early Retirement Program*
5. *Employee Engagement & Culture Program*

Srikandi BUMN Goes to Campus, Kenalkan Para Pemimpin Perempuan Sukses ke Mahasiswa Universitas Udayana

Srikandi BUMN Goes to Campus, Introducing Successful Female Leaders to the Students of Udayana University



PT Angkasa Pura I berkolaborasi dalam kegiatan Srikandi Goes to Campus (SGTC), yaitu wadah komunitas perempuan di BUMN yang saling mendukung dalam berkarya dan memajukan Indonesia melalui kegiatan *sharing knowledge* kepada para mahasiswa. Kegiatan ini dihadiri oleh para pemimpin perempuan di perusahaan, salah satunya adalah Direktur Operasi PT Angkasa Pura I MMA, Indah Preastuty. Pada kesempatan kali ini Indah Preastuty berkesempatan berinteraksi langsung kepada sekitar 300 mahasiswa dari berbagai fakultas di Universitas Udayana Bali pada Rabu, 12 Juli 2023. Ia menyampaikan bahwa keberadaan perempuan di industri kebandarudaraan yang identik dengan pekerjaan lapangan dengan didominasi oleh laki-laki menjadi kesempatan sekaligus tantangan yang harus sama-sama dihadapi. Meskipun hal ini memberikan tantangan tersendiri bagi perempuan dengan komposisi karyawan yang didominasi oleh laki-laki, PT Angkasa Pura I berhasil menciptakan pemimpin perempuan yang kuat dan tangguh. Berbagai kebijakan, kampanye, dan strategi telah dilaksanakan untuk mengembangkan potensi wanita dan kesetaraan *gender* di lingkungan perusahaan.

PT Angkasa Pura I collaborated in the Srikandi Goes to Campus (SGTC) event, a platform for women in SOEs to support each other in their work and contribute to Indonesia's advancement through knowledge sharing activities with students. The event was attended by female leaders from various companies, including PT Angkasa Pura I's Operation Director, MMA, Indah Preastuty. On this occasion, Indah Preastuty had the opportunity to interact directly with around 300 students from different faculties at Udayana University in Bali on Wednesday, July 12, 2023. She conveyed that the presence of women in the aviation industry, which is often associated with fieldwork dominated by men, presents both opportunities and challenges that need to be collectively addressed. Despite the challenges faced by women in a male-dominated workforce, PT Angkasa Pura I has successfully developed strong and resilient female leaders. Various policies, campaigns, and strategies have been implemented to develop the potential of women and promote gender equality within the company.

Keberagaman dan Kesempatan Setara [GRI 3-3] [GRI 405-1]

Diversity and Equal Opportunity

Setiap individu memiliki hak dan kesempatan yang setara tanpa adanya perlakuan diskriminasi. Hal ini merupakan komitmen nyata yang terus perusahaan wujudkan untuk menjaga penerapan nilai-nilai keberagaman dan inklusif di lingkungan kerja. PT Angkasa Pura I memastikan bahwa setiap karyawan dapat melakukan pekerjaan terbaik mereka dalam lingkungan dan budaya dengan penuh nilai keragaman dan inklusif. Setiap karyawan berkesempatan untuk mengambil peran aktif dalam menciptakan lingkungan yang inklusif dan mengembangkan bakat yang beragam. [OJK F.18]

PT Angkasa Pura I juga memastikan bahwa pemberian remunerasi yang adil dan tanpa diskriminasi kepada seluruh karyawan di setiap wilayah operasional. Pendistribusian ini mengacu pada kinerja dan tingkat jabatan karyawan dalam perusahaan, tanpa adanya pengaruh perbedaan karakteristik individu yang tidak berkaitan dengan kontribusi karyawan terhadap perusahaan, seperti jenis kelamin, suku, agama, dan lainnya. Keberagaman dan kesetaraan telah menjadi nilai-nilai yang menyatu dan menjadi budaya perusahaan. Hal ini terbukti melalui realitas bahwa sepanjang tahun pelaporan tercatat tidak terjadi insiden diskriminasi di lingkungan PT Angkasa Pura I. [GRI 405-2, 406-1]

Every individual has equal rights and opportunities without discrimination. This is a real commitment that continues to be implemented by the company to maintain the application of diversity and inclusive values in the work environment. PT Angkasa Pura I ensures that every employee can do their best work in an environment and culture with full diversity and inclusive values. Every employee has the opportunity to take an active role in creating an inclusive environment and developing diverse talents. [OJK F.18]

PT Angkasa Pura I also ensures that the granting of remuneration is fair and without discrimination to all employees in each operational area. This distribution refers to the performance and position level of employees in the company, without the influence of differences in individual characteristics that are not related to employee contributions to the company, such as gender, ethnicity, religion, and others. Diversity and equality have become values that are integrated into the company's culture. This is proven by the fact that throughout the reporting year there were no incidents of discrimination within PT Angkasa Pura I. [GRI 405-2, 406-1]



Komposisi Karyawan [GRI 3-3]

Composition of Employees

Keberagaman dalam PT Angkasa Pura I tercermin dari sumber daya manusia (SDM) yang memiliki berbagai macam latar belakang yang berbeda. Dengan mekanisme perubahan organisasi untuk menyesuaikan dengan kebutuhan zaman, formasi Direksi pada PT Angkasa Pura I pun berubah seiring bulan. Tercatat hingga September 2023 memiliki 6 Direksi, per November 2023 memiliki 5 Direksi, dan per tanggal 28 Desember 2023 memiliki 2 Direksi. Selengkapnya, komposisi karyawan PT Angkasa Pura I tertera pada tabel berikut: [GRI 2-7, 2-8] [OJK C.3.b]

The diversity within PT Angkasa Pura I is reflected in its human resources (HR) with various backgrounds. Through organizational change mechanisms to adapt to the needs of the times, the composition of the Board of Directors at PT Angkasa Pura I has also changed over the months. It is noted that until September 2023, there were 6 Directors, in November 2023, there were 5 Directors, and as of December 28, 2023, there were 2 Directors. Further details regarding the composition of PT Angkasa Pura I employees are listed in the following table: [GRI 2-7, 2-8] [OJK C.3.b]

Komposisi Karyawan berdasarkan Kontrak Kerja Kepegawaian dan Jenis Kelamin [GRI 2-7] [OJK C.3.b]

Employee Composition by Employment Contract and Gender

Keterangan Description	2023		2022		2021	
	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female
Karyawan Tetap Permanent Employees	2.263	801	2.334	827	2.387	826
Karyawan Temporer Temporary Employees	15	5	13	0	17	1
Subtotal	2.278	806	2.347	827	2.404	827
Total	3.084		3.174		3.231	

Komposisi Karyawan berdasarkan Kontrak Kerja Kepegawaian dan Wilayah Kerja [GRI 2-7] [OJK C.3.b]

Employee Composition by Employment Contract and Working Area

Keterangan Description	2023		2022		2021	
	Tetap Permanent	Temporer Temporary	Tetap Permanent	Temporer Temporary	Tetap Permanent	Temporer Temporary
Kantor Pusat Head Office	572	10	603	13	563	17
Bandara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali	537	-	557	-	566	1
Bandara Juanda Surabaya Juanda Airport Surabaya	328	-	336	-	346	-
Bandara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Makassar	215	2	216	-	224	-
Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan	189	-	197	-	206	-
Bandara Frans Kaisiepo Biak Frans Kaisiepo Airport Biak	46	-	50	-	51	-
Bandara Sam Ratulangi Manado Sam Ratulangi Airport Manado	114	1	124	-	134	-

Keterangan Description	2023		2022		2021	
	Tetap Permanent	Temporer Temporary	Tetap Permanent	Temporer Temporary	Tetap Permanent	Temporer Temporary
Bandara Adisutjipto Yogyakarta Adisutjipto Airport Yogyakarta	47	-	124	-	134	-
Bandara Adi Soemarmo Solo Adi Soemarmo Airport Solo	105	-	109	-	107	-
Bandara Syamsudin Noor Banjarmasin Syamsudin Noor Airport Banjarmasin	121	2	127	-	132	-
Bandara Jenderal Ahmad Yani Semarang Jenderal Ahmad Yani Airport Semarang	147	-	154	-	161	-
Bandara Zainuddin Abdul Madjid Lombok Zainuddin Abdul Madjid Airport Lombok	161	-	168	-	177	-
Bandara Pattimura Ambon Pattimura Airport Ambon	65	3	76	-	84	-
Bandara El Tari Kupang El Tari Airport Kupang	89	1	93	-	97	-
Bandara Internasional Yogyakarta Kulon Progo Yogyakarta International Airport Kulon Progo	194	-	196	-	199	-
Bandara Sentani Jayapura Sentani Airport Jayapura	87	-	88	-	81	-
Bandara Dhoho Kediri Dhoho Airport Kediri	30	-	-	-	-	-
Proyek Pembangunan Bandara Internasional Yogyakarta Yogyakarta International Airport Development Project	-	-	-	-	12	-
Proyek Pengembangan Bandara Sultan Hasanuddin Sultan Hasanuddin Airport Development Project	17	-	18	-	19	-
Subtotal	3.065	14	3.160	14	3.213	18
Total	3.084		3.174		3.231	

Komposisi Karyawan berdasarkan Kontrak Ketenagakerjaan dan Jenis Kelamin [GRI 2-7] [OJK C.3.b]
Employee Composition by Employment Contract and Gender

Keterangan Description	2023		2022		2021	
	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female
Karyawan Purnawaktu Full-time	2.278	806	2.347	827	2.404	827
Karyawan Paruh Waktu Part-time	0	0	0	0	0	0
Subtotal	2.278	806	2.347	827	2.404	827
Total	3.084		3.174		3.231	

Komposisi Karyawan berdasarkan Kontrak Ketenagakerjaan dan Wilayah Kerja [GRI 2-7] [OJK C.3.b]
Employee Composition by Employment Contract and Working Area

Keterangan Description	2023		2022		2021	
	Purnawaktu Full-time	Paruh Waktu Part-time	Tetap Permanent	Temporer Temporary	Tetap Permanent	Temporer Temporary
Kantor Pusat Head Office	583	-	616	-	563	17
Bandara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali	537	-	557	-	566	1
Bandara Juanda Surabaya Juanda Airport Surabaya	328	-	336	-	346	-
Bandara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Makassar	217	-	216	-	224	-
Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan	189	-	197	-	206	-
Bandara Frans Kaisiepo Biak Frans Kaisiepo Airport Biak	46	-	50	-	51	-
Bandara Sam Ratulangi Manado Sam Ratulangi Airport Manado	115	-	124	-	134	-
Bandara Adisutjipto Yogyakarta Adisutjipto Airport Yogyakarta	47	-	124	-	134	-
Bandara Adi Soemarmo Solo Adi Soemarmo Airport Solo	105	-	109	-	107	-
Bandara Syamsudin Noor Banjarmasin Syamsudin Noor Airport Banjarmasin	123	-	127	-	132	-
Bandara Jenderal Ahmad Yani Semarang Jenderal Ahmad Yani Airport Semarang	147	-	154	-	161	-
Bandara Zainuddin Abdul Madjid Lombok Zainuddin Abdul Madjid Airport Lombok	161	-	168	-	177	-
Bandara Pattimura Ambon Pattimura Airport Ambon	65	3	76	-	84	-
Bandara El Tari Kupang El Tari Airport Kupang	89	1	93	-	97	-
Bandara Internasional Yogyakarta Kulon Progo Yogyakarta International Airport Kulon Progo	194	-	196	-	199	-
Bandara Sentani Jayapura Sentani Airport Jayapura	87	-	88	-	81	-
Bandara Dhoho Kediri Dhoho Airport Kediri	30	-	-	-	-	-
Proyek Pembangunan Bandara Internasional Yogyakarta Yogyakarta International Airport Development Project	-	-	-	-	12	-

Keterangan Description	2023		2022		2021	
	Purnawaktu Full-time	Paruh Waktu Part-time	Tetap Permanent	Temporer Temporary	Tetap Permanent	Temporer Temporary
Proyek Pengembangan Bandara Sultan Hasanuddin Sultan Hasanuddin Airport Development Project	17	-	18	-	19	-
Subtotal	3.084	0	3.174	0	3.213	18
Total	3.084		3.174		3.231	

Komposisi Karyawan berdasarkan Jenjang dan Jenis Kelamin [GRI 2-7] [OJK C.3.b]
Employee Composition by Level and Gender

Keterangan Description	2023				2022				2021			
	Pria Male	%	Wanita Female	%	Pria Male	%	Wanita Female	%	Pria Male	%	Wanita Female	%
Dewan Komisaris Board of Commissioners	2	0,06	0	0,00	7	0,22	0	0,00	7	0,21	0	0,00
Direksi Board of Directors	2	0,06	1	0,03	6	0,19	0	0,00	8	0,21	1	0,03
Manajemen Puncak Top Management	47	1,52	6	0,19	52	1,64	5	0,16	52	1,56	6	0,18
Manajemen Menengah Middle Management	202	6,55	34	1,10	183	5,77	35	1,10	191	5,72	31	0,93
Manajemen Bawah Lower Management	294	9,53	92	2,98	308	9,70	81	2,55	320	9,60	74	2,22
Staf Staff	1.731	56,13	673	21,77	1.791	56,43	706	22,24	1.907	57,20	738	22,14
Total		3.084				3.174				3.231		

Komposisi Karyawan berdasarkan Jenjang dan Usia [GRI 405-1] [OJK C.3.b]
Employee Composition by Grade and Age

Keterangan Description	2023						2022						2021					
	Di bawah 30 tahun Under 30 years old		30—50 tahun 30—50 years old		Di atas 50 tahun Over 50 years old		Di bawah 30 tahun Under 30 years old		30—50 tahun 30—50 years old		Di atas 50 tahun Over 50 years old		Di bawah 30 tahun Under 30 years old		30—50 tahun 30—50 years old		Di atas 50 tahun Over 50 years old	
	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%
Dewan Komisaris Board of Commissioners	0	0,00	0	0,03	2	0,16	0	0,00	1	0,03	6	0,19	0	0,00	2	0,06	5	0,15
Direksi Board of Directors	0	0,00	0	0,03	2	0,13	0	0,00	2	0,06	4	0,13	0	0,00	4	0,12	4	0,12
Manajemen Puncak Top Management	0	0,00	30	0,97	23	0,74	0	0,00	27	0,85	33	1,04	0	0,00	26	0,80	33	1,02
Manajemen Menengah Middle Management	0	0,00	159	5,14	77	2,49	0	0,00	159	5,01	56	1,76	0	0,00	149	4,61	54	1,67
Manajemen Bawah Lower Management	2	0,06	324	10,48	60	1,94	1	0,00	333	10,49	60	1,89	3	0,00	314	9,72	64	1,98
Staf Staff	493	15,95	1.786	57,78	126	4,08	630	19,85	1.734	54,63	128	4,03	773	23,92	1.657	51,28	143	4,43
Total		3.084						3.174					3.231					

Komposisi Karyawan berdasarkan Tingkat Pendidikan [GRI 405-1] [OJK C.3.b] Employee Composition by Education Level

Keterangan Description	2023			2022			2021		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Doktoral (S-3) Doctoral (S-3)	1	1	5	4	1	5	4	1	5
Magister (S-2) Master (S-2)	75	35	112	81	37	118	77	42	119
Sarjana (S-1) Bachelor (S-1)	646	352	1.001	670	364	1.034	706	355	1.061
D1—D3 D1—D3	555	198	753	569	201	770	551	200	751
SD—SMA Elementary to High School	1.001	220	1.221	1.023	224	1.247	1.066	229	1.295
Total	2.278	806	3.084	2.347	827	3.174	2.404	827	3.231

Komposisi Karyawan berdasarkan Level Jabatan [GRI 405-1] [OJK C.3.b] Employee Composition by Position Level

Keterangan Description	2023	2022	2021
Dewan Komisaris Board of Commissioners	2	7	7
Direksi Board of Directors	2	6	8
Manajemen Puncak Top Management	53	57	59
Manajemen Menengah Middle Management	236	218	203
Manajemen Bawah Lower Management	386	389	381
Staf Staff	2.405	2.497	2.573
Total	3.084	3.174	3.231

Pada tahun pelaporan, PT Angkasa Pura I memiliki karyawan sejumlah 3.084 orang yang terdiri dari 2.278 pria dan 806 wanita. Jumlah ini tidak mengalami perubahan signifikan dibandingkan dengan tahun sebelumnya. [GRI 2-8]

Sumber daya manusia PT Angkasa Pura I juga mencakup pekerja yang bukan karyawan sejumlah 4.131 orang. Para pekerja ini merupakan warga sekitar dan pekerja kontrak yang pada umumnya melakukan jenis pekerjaan berupa administrasi dan operasional, seperti Airport Security. PT Angkasa Pura I memberikan remunerasi yang mengacu pada peraturan internal terkait pemberian upah kepada pekerja yang bukan karyawan

In the reporting year, PT Angkasa Pura I has a total of 3,084 employees consisting of 2,278 males and 806 females. This number has no significant change compared to the previous year. [GRI 2-8]

PT Angkasa Pura I's human resources also include workers who are not employees of a total of 4,131 people. These workers are local residents and contract workers who generally perform administrative and operational types of work, such as Airport Security. PT Angkasa Pura I provides remuneration that refers to internal regulations related to the provision of wages to non-employee workers and in accordance with contracts or

dan sesuai dengan kontrak atau kesepakatan kerja. [GRI 2-8, 202-1]

PT Angkasa Pura I menerima dan mengembangkan karyawan dari kalangan masyarakat lokal, yaitu masyarakat yang berdomisili di kota tempat perusahaan beroperasi. PT Angkasa Pura I menempatkan manajemen senior yang berasal dari masyarakat lokal di setiap wilayah operasi perusahaan. Manajemen senior merupakan pegawai dengan kelas jabatan 1-6. Namun, perusahaan belum melakukan rekapitulasi jumlah manajemen senior yang berasal dari masyarakat lokal dan perusahaan akan memaparkan jumlahnya dalam laporan yang akan datang. [GRI 202-2]

work agreements. [GRI 2-8, 202-1]

PT Angkasa Pura I accepts and develops employees from among local communities, namely people who live in the city where the company operates. PT Angkasa Pura I places senior management from local communities in each of the company's operating areas. Senior management are employees with position classes 1-6. However, the company has not yet recapitulated the number of senior management from local communities and the company will present the number in a future report. [GRI 202-2]

Perekrutan Karyawan Baru dan Pergantian Karyawan

New Employee Recruitment and Employee Turnover

Rekrutmen menjadi dasar bagi vitalitas dan inovasi PT Angkasa Pura I. Perusahaan mengadakan serangkaian proses dan tahapan dalam seleksi karyawan baru untuk menemukan kandidat yang berkualitas dan memiliki kompetensi individu yang baik untuk berkontribusi memajukan perusahaan. PT Angkasa Pura I melaksanakan berbagai rangkaian rekrutmen karyawan yang terdiri dari: [GRI 3-3]

1. Publikasi lowongan pekerjaan melalui berbagai situs web, media cetak nasional, kanal-kanal media sosial, dan papan pengumuman di kantor cabang; serta
2. Seleksi inteligensi tertulis, psikotes, tes kesehatan dan narkoba, wawancara dengan psikolog, dan wawancara dengan manajemen.

Secara aktif, PT Angkasa Pura I selalu mematuhi peraturan yang berlaku dalam memenuhi kesejahteraan karyawan dengan memberikan kesempatan kerja dan lingkungan kerja terbaik untuk melindungi kualitas hidup mereka. PT Angkasa Pura I mematuhi regulasi Upah Minimum Regional (UMR) dan tidak membedakan standar upah karyawan tingkat awal berdasarkan jenis kelamin (rasio 1:1). [GRI 202-1] [OJK F.20]

Recruitment is the basis for PT Angkasa Pura I's vitality and innovation. The company conducts a series of processes and stages in the selection of new employees to find qualified candidates and have good individual competencies to contribute to advancing the company. PT Angkasa Pura I carries out various series of employee recruitment consisting of: [GRI 3-3]

1. Publication of job vacancies through various websites, national print media, social media channels, and announcement boards at branch offices; and
2. Selection of written intelligence, psychological tests, health and drug tests, interviews with psychologists, and interviews with management.

PT Angkasa Pura I actively complies with applicable regulations in fulfilling employee welfare by providing the best employment opportunities and work environment to protect their quality of life. PT Angkasa Pura I complies with Regional Minimum Wage (UMR) regulations and does not differentiate the wage standards of entry-level employees based on gender (1:1 ratio). [GRI 202-1] [OJK F.20]

Perekrutan Karyawan berdasarkan Jenis Kelamin [GRI 401-1]

Employee Recruitment by Gender

Keterangan Description	2023	%	2022	%	2021	%
Pria Male	11	84,6	3	21,43	2	100
Wanita Female	2	15,4	11	78,57	-	-
Total	13	100	14	100	2	100

*Catatan: Perekrutan untuk seluruh bandara dilakukan melalui kantor pusat.

*Note: Recruitment for all airports is through the head office.

Perekrutan Karyawan berdasarkan Kelompok Usia [GRI 401-1] Employee Recruitment by Age Group

Keterangan Description	2023	%	2022	%	2021	%
Usia di bawah 30 tahun Under 30 years old	13	100	14	100	0	0
Usia 30-50 tahun 30-50 years old	0	0	0	0	0	0
Usia di atas 50 tahun Over 50 years old	0	0	0	0	2	100
Total	13	100	14	100	2	100

Perekrutan Karyawan berdasarkan Wilayah [GRI 401-1] Employee Recruitment by Region

Keterangan Description	2023	%	2022	%	2021	%
Kantor Pusat Head Office	13	100	12	85,71	2	100
Bandara Sentani Jayapura Sentani Airport Jayapura	0	0	2	14,29	0	0
Total	13	100	14	100	2	100

Pergantian Karyawan berdasarkan Jenis Kelamin [GRI 401-1] Employee Turnover by Gender

Keterangan Description	2023	%	2022	%	2021	%
Pria Male	61	74	70	78,65	81	81,82
Wanita Female	22	26	19	21,35	18	18,18
Total	83	100	89	100	99	100

Pergantian Karyawan berdasarkan Kelompok Usia [GRI 401-1] Employee Turnover by Age Group

Keterangan Description	2023	%	2022	%	2021	%
Usia di bawah 30 tahun Under 30 years old	13	100	3	3,37	2	2,02
Usia 30—50 tahun 30-50 years old	0	0	23	25,84	21	21,21
Usia di atas 50 tahun Over 50 years old	0	0	63	70,79	76	76,77
Total	13	100	89	100	99	100

Pergantian Karyawan berdasarkan Wilayah [GRI 401-1] Employee Turnover by Region

Keterangan Description	2023	%	2022	%	2021	%
Kantor Pusat Head Office	38	37,35	30	33,71	24	24,24
Bandara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali	11	13,25	13	14,61	10	10,10
Bandara Juanda Surabaya Juanda Airport Surabaya	7	8,43	3	3,37	11	11,11
Bandara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Makassar	1	1,20	4	4,49	12	12,12
Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan	5	6,02	6	6,74	9	9,09
Bandara Frans Kaisiepo Biak Frans Kaisiepo Airport Biak	1	1	0	0,0	3	3,03
Bandara Sam Ratulangi Manado Sam Ratulangi Airport Manado	1	1,2	1	1,12	2	2,02
Bandara Adisutjipto Yogyakarta Adisutjipto Airport Yogyakarta	4	4,82	3	3,37	4	4,04
Bandara Adi Soemarmo Solo Adi Soemarmo Airport Solo	4	4,82	3	3,37	2	2,02
Bandara Syamsudin Noor Banjarmasin Syamsudin Noor Airport Banjarmasin	2	2,41	0	0,00	2	2,02
Bandara Jenderal Ahmad Yani Semarang Jenderal Ahmad Yani Airport Semarang	6	7,23	6	6,74	7	7,07
Bandara Zainuddin Abdul Madjid Lombok Zainuddin Abdul Madjid Airport Lombok	3	3,61	3	3,37	1	1,01
Bandara Pattimura Ambon Pattimura Airport Ambon	1	1,2	2	2,25	3	3,03
Bandara El Tari Kupang El Tari Airport Kupang	1	1,2	4	4,49	4	4,04
Bandara Internasional Yogyakarta Kulon Progo Yogyakarta International Airport Kulon Progo	3	3,61	6	6,74	2	2,02
Bandara Sentani Jayapura Sentani Airport Jayapura	2	2,41	4	4,49	1	1,01
Proyek Pembangunan Bandara Internasional Yogyakarta Yogyakarta International Airport Development Project	0	0	1	1,13	-	-
Proyek Pengembangan Bandara Internasional Syamsudin Noor Syamsudin Noor International Airport Development Project	0	0	0	0	1	1,01
Proyek Pengembangan Bandara Sultan Hasanuddin Sultan Hasanuddin Airport Development Project	0	0	0	0	1	1,01
Total	90	100	89	100	99	100

Alasan Pergantian Karyawan [GRI 401-1] Motives of Employee Turnover

Alasan Motive	2023		2022		2021	
	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female
Mengundurkan diri Resigned	11	13	11	5	12	6
Pensiun Retired	37	8	53	10	57	12
Meninggal dunia Deceased	10	0	7	1	10	1
Dikeluarkan Discharged	3	1	2	0	2	0
Total	61	22	73	16	81	19

Keterangan Information	2023	2022	2021
Total rekrutmen Number of Recruitments	13	14	2
Total karyawan keluar Number of Employee Resignations	90	89	99
Total karyawan pada awal tahun Number of Employees at the beginning of the year	3.163	3.246	3.330
Total karyawan pada akhir tahun Number of Employees at the end of the year	3.084	3.174	3.231
Tingkat perputaran Turnover rate	2,83%	2,2%	3,02%

Karyawan PT Angkasa Pura I memiliki rasa loyalitas terhadap perusahaan. Sebagian besar dari mereka berkontribusi dalam jangka waktu yang lama hingga pensiun. Terdapat 90 karyawan yang meninggalkan perusahaan pada tahun 2023 dengan tingkat keluarnya karyawan sebesar 2,83%. PT Angkasa Pura I senantiasa mendengarkan pendapat karyawan untuk terus meningkatkan kebijakan dan praktik sumber daya manusia untuk menyediakan lingkungan kerja yang terbaik bagi karyawan.

PT Angkasa Pura I employees have a sense of loyalty to the company. Most of them have contributed for a long period of time until retirement. There were 90 employees who submitted the resignation in 2023 with total 2.83% of turnover rate. PT Angkasa Pura I takes employees' opinion into account in order to continuously improve company's policies and practices in human resource matter.

Hak Karyawan

Employee Rights

Dalam menciptakan iklim kerja yang baik dan mengupayakan harmonisasi hubungan antara karyawan dan perusahaan, PT Angkasa Pura I memastikan pemenuhan hak setiap karyawan terlaksana dengan baik. Hal ini selaras dengan strategi *human capital* pada setiap pelaksanaan kebijakan pengelolaan sumber daya manusia di PT Angkasa Pura I. Hubungan yang baik antara karyawan dan perusahaan akan meningkatkan rasa percaya karyawan terhadap tempat kerjanya serta berpengaruh terhadap peningkatan loyalitas dan performa dalam bekerja. **[GRI 3-3]**

to create a convenient working atmosphere and harmonization of employees and the company, PT Angkasa Pura I ensures that employee rights are implemented in accordance with human capital strategy and policies of PT Angkasa Pura I. A good relationship between employees and the company will increase employee confidence in the workplace and affect the increase in loyalty and performance at work. **[GRI 3-3]**

Remunerasi Karyawan

Employee Remuneration

Kebijakan remunerasi PT Angkasa Pura I merupakan salah satu strategi perusahaan untuk mempertahankan sumber daya manusia terbaik yang dapat mengoptimalkan *Return on Investment* (ROI) perusahaan. Pemberian remunerasi adalah sebuah bentuk apresiasi dan dukungan perusahaan dalam pemenuhan hak karyawan. PT Angkasa Pura I memastikan bahwa remunerasi diberikan secara adil berdasarkan dengan kinerja dan kontribusi karyawan, tanpa terpengaruh latar belakang lainnya. Perusahaan memberikan remunerasi kepada karyawan dengan detail sebagai berikut:

PT Angkasa Pura I's remuneration policy is one of the company's strategies to maintain the best human resources to optimize company's Return on Investment (ROI). The remuneration provision is a company's form of appreciation and support to fulfill employee rights. PT Angkasa Pura I ensures that remuneration is given fairly based on employee performance and contribution, without being affected by other backgrounds. The company provides remuneration to employees with the following details:

Jenis Kesejahteraan Welfare Type	Komposisi Composition
Penghasilan bulanan Monthly income	Gaji dasar, tunjangan posisi, tunjangan kinerja dan tunjangan/fasilitas lainnya. Basic salary, positional allowance, performance allowance and other allowances/facilities.
Penghasilan tahunan Annual income	Tunjangan cuti tahunan, tunjangan kesejahteraan, tunjangan hari raya, seragam dinas, insentif produksi/insentif kinerja (apabila ada). Annual leave allowance, welfare allowance, holiday allowance, official uniform, production incentive/performance incentive (if any).
Pemeliharaan kesehatan Health care	Jaminan pemeliharaan kesehatan pegawai dan keluarga bertanggung bekerja sama dengan perusahaan asuransi kesehatan serta keikutsertaan pegawai pada program BPJS Kesehatan yang menjamin layanan berikut: <ol style="list-style-type: none"> 1. Rawat jalan; 2. Rawat inap; 3. Pemeriksaan kehamilan dan persalinan; 4. Penunjang diagnostik; 5. Pelayanan khusus (alat bantu baca, tindakan lasik mata, pengobatan dan perawatan gigi, alat bantu dengar, protese anggota gerak, protesa mata); dan 6. Gawat darurat. Health care insurance for employees and insured families in collaboration with health insurance companies and employee's participation in the BPJS Health program which guarantees the following services: <ol style="list-style-type: none"> 1. Out-patient care; 2. Hospitalization; 3. Pregnancy and childbirth examination; 4. Diagnostic support; 5. Special services (reading aids, LASIK eye surgery, dental treatment and care, hearing aids, limb prostheses, eye prostheses); and 6. Emergency care.

Jenis Kesejahteraan Welfare Type	Komposisi Composition
<p>Penghasilan sesuai kondisi dan waktu tertentu</p> <p>Conditional and time-based income</p>	<ol style="list-style-type: none"> 1. Tunjangan perumahan untuk karyawan yang pensiun dan karyawan yang telah bekerja secara terus-menerus di perusahaan selama 15 tahun; 2. Penghargaan pengabdian bagi karyawan yang telah bekerja secara terus-menerus di perusahaan selama 25 tahun dan yang mengakhiri masa tugas atau diberhentikan dengan hormat karena batas usia pensiun normal atau tewas/meninggal dunia atau atas permintaan sendiri atau tidak cakap jasmani; 3. Pemberian bantuan uang makan setiap hari dengan pembayaran menurut daftar hadir karyawan; 4. Bantuan paket data untuk <i>officer</i> setiap bulan; 5. Bantuan untuk menunaikan ibadah keagamaan bagi karyawan yang telah bekerja minimal 10 tahun dan memenuhi syarat serta ketentuan yang ditetapkan perusahaan; 6. Tunjangan Pelaksana Tugas (PLT) atau Tunjangan Pejabat Pengganti Sementara (PGS) untuk pegawai yang ditunjuk sebagai Pelaksana Tugas (PLT) dalam jabatan struktural atau Pejabat Pengganti Sementara (PGS) dalam jabatan struktural, fungsional, atau nonstruktural sekurang-kurangnya 10 hari kerja secara terus-menerus; 7. Pajak PPh 21 ditanggung perusahaan sesuai dengan ketentuan perpajakan yang berlaku; 8. Sumbangan kelahiran bagi persalinan pertama hingga kedua; 9. Sumbangan kematian dan bencana alam; 10. Bantuan kepada karyawan yang mengalami musibah untuk karyawan yang mengalami musibah karena istri/suami, orang tua, mertua, anak, atau karyawan yang bersangkutan meninggal dunia; 11. Insentif kehadiran di hari raya bagi karyawan yang bekerja pada saat hari raya keagamaan karyawan yang bersangkutan; 12. Insentif pendidikan dan pelatihan; 13. Tunjangan telepon genggam untuk pejabat struktural dan fungsional sebagai uang pengganti pesawat telepon genggam yang besarnya diatur berdasarkan jabatan; 14. Tunjangan pulsa telepon genggam untuk pejabat struktural dan fungsional yang besarnya diatur berdasarkan jabatan. Selain kepada pejabat struktural dan fungsional, protokoler perusahaan juga menerima tunjangan pulsa telepon genggam; 15. Tunjangan lisensi dan sertifikat kompetensi personel bandar udara bagi karyawan teknik dan operasional yang memiliki lisensi yang masih berlaku dan masa aktif bekerja sesuai dengan kepemilikan lisensi; serta <ol style="list-style-type: none"> 1. Housing allowance for retired employees and employees who have worked continuously for the company for 15 years; 2. Service awards for employees who have worked continuously in the company for 25 years and who terminate their service period or are honorably discharged due to normal retirement age or death or at their own request or physical incapacity; 3. Meal allowance with payment according to the employee attendance list; 4. Monthly data package allowance for officers; 5. Religious worship allowance for employees who have worked for at least 10 years and meet the terms and conditions set by the company; 6. Task Executive Allowance (PLT) or Temporary Officer Substitution Allowance (PGS) for employees who are appointed as Task Executive (PLT) in structural positions or Temporary Substitute Officers (PGS) in structural, functional, or non-structural positions for at least 10 working days continuously; 7. Income Tax 21 is borne by the company in accordance with prevailing tax regulations; 8. Birth donation for the first to second childbirth; 9. Contributions for death and natural disasters; 10. Assistance to employees who experience a disaster for employees who experience a disaster because the wife / husband, parents, in-laws, children, or employees concerned die; 11. Holiday attendance incentives for employees who work during the employee's religious holidays; 12. Education and training incentives; 13. Mobile phone allowance for structural and functional officials as replacement money for mobile phone planes, the amount of which is regulated based on position; 14. Cell phone credit allowance for structural and functional officials whose amount is regulated based on position. In addition to structural and functional officials, company protocols also receive cell phone credit allowances; 15. License allowance and airport personnel competency certificate for technical and operational employees who have a valid license and active working period in accordance with license ownership; and 16. Employee overtime premium for employees who perform overtime with the amount

Jenis Kesejahteraan Welfare Type	Komposisi Composition
	16. Premi lembur karyawan bagi karyawan yang melaksanakan lembur dengan besaran berdasarkan kelas per jam. based on hourly class.

Tunjangan bagi pegawai tetap yang tidak diterima oleh pegawai tidak tetap dan paruh waktu adalah sebagai berikut: [GRI 401-2]

Allowances for full-time employees that are not received by temporary and part-time employees are as follows: [GRI 401-2]

Bentuk Tunjangan Form of Allowance	Karyawan Tetap Permanent Employee	Karyawan Kontrak Contract Employee
Tunjangan Hari Raya Holiday Allowance	Tunjangan Hari Raya Holiday Allowance	Tunjangan Hari Raya Holiday Allowance
Tunjangan Kesejahteraan Welfare Allowance	Tunjangan Kesejahteraan Welfare Allowance	- -
Tunjangan Cuti Leave Allowance	Tunjangan Cuti Leave Allowance	- -
Tunjangan Pajak Penghasilan Income Tax Allowance	Tunjangan Pajak Tax Allowance	Tunjangan Pajak Tax Allowance
Tunjangan Perumahan Housing Allowance	Tunjangan Perumahan 15 Tahun 15 Years Housing Allowance	- -
Penghargaan Masa Kerja Long Service Award	Penghargaan Masa Kerja 25 Tahun 25 Years of Service Award	- -
Asuransi Kesehatan/BPJS Health Insurance/BPJS	Mandiri Inhealth & BPJS Kesehatan Mandiri Inhealth & BPJS Kesehatan	BPJS Kesehatan BPJS Kesehatan
Cuti Melahirkan Maternity Leave	Sumbangan Kelahiran hingga Anak Ketiga Birth Contribution up to the Third Child	- -
Kompensasi pemutusan hubungan kerja Compensation for employment termination	Program Pensiun Manfaat Pasti/luran Pasti Defined Benefit/Defined Contribution Pension Program	Uang Kompensasi Compensation Money

Program Pensiun

Retirement Program

PT Angkasa Pura I melakukan pengelolaan karyawan secara komprehensif sejak proses rekrutmen hingga pensiun. Untuk mendukung kehidupan karyawan setelah menyelesaikan masa kerja, PT Angkasa Pura I menyediakan program pensiun bagi karyawan. Hal ini merupakan tanggung jawab perusahaan dalam pemenuhan hak pasca kerja sesuai Peraturan Perundang-undangan yang berlaku serta sebagai wujud apresiasi perusahaan terhadap loyalitas karyawan dan jaminan stabilitas finansial karyawan di usia pensiun. Perusahaan menyediakan program pensiun bagi karyawan purnakarya PT Angkasa Pura I, antara lain: [GRI 201-3]

1. Manfaat Pensiun melalui Dana Pensiun PT Angkasa Pura

PT Angkasa Pura I carries out comprehensive employee management from the recruitment process to retirement. To support the life of employees after completing the working period, PT Angkasa Pura I provides a pension program for employees. This is the company's responsibility in fulfilling post-employment rights in accordance with applicable laws and regulations as well as a form of company's appreciation towards employee's loyalty and guarantee of employee's financial stability at retirement age. The company provides pension programs for retired employees of PT Angkasa Pura I, including: [GRI 201-3]

I (DAPENRA) dan Dana Pensiun Lembaga Keuangan (DPLK) yang bersifat wajib. Dalam skema DAPENRA, karyawan menyumbangkan 5% dari paket gajinya, sedangkan perusahaan menyumbangkan 27,64% sesuai hasil perhitungan valuasi aktuarial. Sementara itu, karyawan menyumbangkan 5% dari paket gajinya dan perusahaan menyumbangkan sebanyak 20% dalam skema DPLK;

2. Jaminan Pensiun oleh BPJS Ketenagakerjaan yang bersifat wajib. Karyawan menyumbangkan 1% dari gajinya, sedangkan perusahaan menyumbangkan 4%;
3. Manfaat Jaminan Hari Tua oleh BPJS Ketenagakerjaan yang bersifat wajib. Karyawan menyumbangkan 1% dari gajinya, sedangkan perusahaan menyumbangkan 4%;
4. Manfaat Tunjangan Hari Tua dengan Yayasan Kesejahteraan Karyawan PT Angkasa Pura I (YAKKAP I) sebagai pengelolanya. Tunjangan hari tua bersifat iuran wajib dan besaran iuran pegawai sebesar 5% dari Gaji Dasar, sedangkan iuran perusahaan berdasarkan hasil valuasi aktuarial;
5. Pemeliharaan Kesehatan Pensiun dengan YAKKAP I sebagai pengelolanya. Iuran pemeliharaan kesehatan pensiun bersifat wajib dengan besaran Rp100.000 bagi setiap pegawai aktif. YAKKAP I akan menilai kualitas layanan kesehatan.

Selain menyediakan program pensiun berupa persiapan dalam pengelolaan keuangan menjelang purnabakti, perusahaan juga menyelenggarakan berbagai pelatihan untuk membekali karyawan dengan berbagai keterampilan dan persiapan psikologis dalam menghadapi masa pensiun. Berbagai topik yang menjadi pokok bahasan dalam pelatihan ini di antaranya: **[GRI 401-2]**

1. *Emotional Spiritual Quotient* (ESQ) untuk membekali karyawan agar siap secara emosi dan psikologis dalam memasuki masa purnatugas;
2. Menciptakan keluarga harmonis pada masa purnatugas;
3. Hidup sehat pada masa purnatugas;
4. Perencanaan keuangan dan menciptakan jiwa *entrepreneurship*;
5. Sosialisasi oleh DAPENRA, YAKKAP I, dan tim *Human Capital* terkait hak-hak karyawan pada masa purnatugas; serta
6. Kunjungan usaha dan *sharing* dengan pelaku usaha untuk mempelajari beberapa industri yang dapat menginspirasi karyawan serta membuka peluang usaha pada saat memasuki masa purnatugas.

1. Retirement benefits through the PT Angkasa Pura I Pension Fund (DAPENRA) and the mandatory Financial Institution Pension Fund (DPLK). In the DAPENRA scheme, employees contribute 5% of their salary package, while the company contributes 27.64% according to the results of the actuarial valuation calculation. Meanwhile, employees contribute 5% of their salary package and the company contributes as much as 20% in the DPLK scheme;
2. Pension Insurance by BPJS Ketenagakerjaan which is mandatory. Employees contribute 1% of their salary, while the company contributes 4%;
3. Old Age Security benefits by BPJS Employment which is mandatory. Employees contribute 1% of their salary, while the company contributes 4%;
4. Old Age Allowance Benefits with the PT Angkasa Pura I Employee Welfare Foundation (YAKKAP I) as the manager. Old-age benefits are mandatory contributions, and the amount of employee contributions is 5% of Basic Salary, while company contributions are based on actuarial valuation results;
5. Retirement Health Care with YAKKAP I as the administrator. Pension health care contributions are mandatory with an amount of Rp100,000 for each active employee. YAKKAP I will assess the quality of health services.

Not only does it provide retirement programs to prepare employees for financial management before retirement, the company also organizes various trainings to equip employees with various skills and psychological preparation in facing retirement. Various topics that are the subject of this training include: **[GRI 401-2]**

1. Emotional Spiritual Quotient (ESQ) to equip employees to be emotionally and psychologically prepared for retirement;
2. Creating a harmonious family during the retirement period;
3. Healthy living during the retirement period;
4. Financial planning and creating an entrepreneurial spirit;
5. Socialization by DAPENRA, YAKKAP I, and the Human Capital team regarding employee rights during the retirement period; as well as
6. Business visits and sharing with business people to learn about several industries that can inspire employees and open business opportunities when entering retirement period.



Cuti Melahirkan

Maternity Leave

Upaya yang dilakukan PT Angkasa Pura I dalam meningkatkan kesejahteraan karyawan dengan memberikan *employee benefit* yang mencakup pemberian cuti melahirkan. Cuti ini perusahaan berikan selama tiga bulan bagi karyawan perempuan yang melahirkan dan selama tiga hari bagi karyawan pria untuk mendampingi proses kelahiran anak.

Pada tahun 2023, terdapat 67 karyawan wanita dan 161 karyawan pria yang berhak mendapatkan cuti melahirkan. Dari jumlah tersebut, tercatat 67 karyawan wanita dan 161 karyawan pria yang mengambil cuti melahirkan. Selama periode pelaporan, tercatat 228 orang (100%) kembali bekerja setelah cuti dan 140 karyawan (100%) yang pada tahun sebelumnya kembali bekerja setelah cuti melahirkan masih bekerja bersama PT Angkasa Pura I. [GRI 401-3]

In order to improve employee's welfare, PT Angkasa Pura I provides employee benefits which include maternity leave. This leave is given for three months for female employees who give birth and for three days for male employees to accompany the child's birth process.

In 2023, there are 67 female employees and 161 male employees who are entitled to maternity leave. Of this number, 67 Female employees and 161 Male employees took maternity leave. During the reporting period, 228 people (100%) returned to work after leave and 140 employees (100%) who in the previous year returned to work after maternity leave were still working with PT Angkasa Pura I. [GRI 401-3]

Perjanjian Perundingan Kolektif

Collective Bargaining Agreement

PT Angkasa Pura I melaksanakan Perjanjian Kerja Bersama (PKB) yang merupakan perjanjian mengikat antara perusahaan dengan karyawan. Pada tahun 2023, PT Angkasa Pura I kembali melakukan pembaharuan PKB yang mencakup kepentingan seluruh karyawan (100%). Pembaharuan PKB tersebut sebagai salah satu dasar bagi setiap karyawan untuk mendapatkan perlindungan yang sama terkait hak dan kewajibannya sesuai dengan hubungan kerja masing-masing karyawan. PKB membahas berbagai topik penting yang meliputi: [GRI 2-30, 201-3]

1. Perihal hubungan kerja dan waktu kerja;
2. Cuti karyawan;
3. Kesehatan dan keselamatan kerja;
4. Kesejahteraan dan penghasilan pegawai;
5. Kewajiban pegawai;
6. Perjalanan dinas;
7. Bantuan hukum;
8. Pemberhentian pegawai; dan
9. Penyelesaian keluh kesah.

Dalam mendukung dan merawat hubungan industrial yang harmonis, PT Angkasa Pura I menjamin hak dan kebebasan karyawan untuk berserikat. Serikat pekerja merupakan wadah komunikasi bagi seluruh karyawan untuk berkomunikasi dengan sesama karyawan di industri yang sama untuk menyampaikan aspirasinya. Oleh sebab itu, PT Angkasa Pura I menyediakan wadah bagi para karyawan untuk berorganisasi melalui serikat pekerja yang ada, yaitu Serikat Pekerja Angkasa Pura I (SP) dan Asosiasi Karyawan Angkasa Pura I (AKA) serta Lembaga Kerjasama Bipartit (LKS Bipartit). Melalui organisasi serikat pekerja tersebut, PT Angkasa Pura I melindungi kepentingan karyawan dan meningkatkan kesejahteraan hidupnya.

PT Angkasa Pura I implements a Collective Labor Agreement (PKB) as a binding agreement between the company and employees. In 2023, PT Angkasa Pura I renewed the PKB that covers the interests of all employees (100%). The renewal of the PKB is one of the bases for each employee to get the equal protection related to their rights and obligations in accordance with the employment relationship of each employee. The PKB discusses various important topics which include: [GRI 2-30, 201-3]

1. Regarding work relations and working time;
2. Employee leave;
3. Occupational health and safety;
4. Employee welfare and income;
5. Employee obligations;
6. Official travel;
7. Legal assistance;
8. Dismissal of employees; and
9. Settlement of complaints.

In supporting and maintaining harmonious industrial relations, PT Angkasa Pura I guarantees the right and freedom of employees to unionize. Labor union is a communication forum for all employees to communicate with fellow employees in the same industry to convey their aspirations. Therefore, PT Angkasa Pura I provides a forum for employees to organize through existing trade unions, namely the Angkasa Pura I Workers Union (SP) and the Angkasa Pura I Employees Association (AKA) as well as the Bipartite Cooperation Institution (LKS Bipartit). Through these trade union organizations, PT Angkasa Pura I protects the interests of employees and improves their welfare.

Tenaga Kerja Anak dan Tenaga Kerja Paksa

Child Labor and Forced Labor

Sebagai perusahaan yang menjunjung tinggi Hak Asasi Manusia (HAM), PT Angkasa Pura I berkomitmen untuk tidak mempekerjakan anak di bawah umur (< 18 tahun) di seluruh unit/unit bisnis perusahaan dan mitra kerja. Perusahaan juga memastikan tidak ada insiden kerja paksa atau wajib kerja di seluruh wilayah operasional perusahaan. [OJK F.19]

As a company that upholds human rights, PT Angkasa Pura I is committed to not employing minors (<18 years old) in all company business units and partners. The company also ensures that there are no incidents of forced or compulsory labor in all operational areas of the company. [OJK F.19]

Pelatihan dan Pendidikan [GRI 3-3]

Training and Education

Kompetensi para individu karyawan PT Angkasa Pura I secara langsung memengaruhi kinerjanya. Tentunya, hasil kinerja tersebut akan berdampak pada pengalaman konsumen PT Angkasa Pura I ketika menggunakan layanan bandara. Untuk menjaga dan terus meningkatkan pelayanan yang diberikan, PT Angkasa Pura I secara terarah, terencana, dan berkesinambungan melakukan peningkatan dan pengembangan potensi kepada seluruh karyawan. Pengembangan kompetensi ini dapat memotivasi karyawan untuk membangun karier bersama PT Angkasa Pura I. Terdapat berbagai macam pengembangan kompetensi yang disesuaikan dengan tingkat keterampilan dan keahlian tertentu sesuai dengan jenjang dan kualifikasi jabatan atau pekerjaan.

The competence of individual employees of PT Angkasa Pura I directly affects their performance. By all means, its performance result will give an impact on the customer experience while using airport services. To maintain and continuously improve its services, PT Angkasa Pura I is directed, planned, and continuously improving and developing employees's potential. This competency development motivates employees to build careers and develop their potential with PT Angkasa Pura I. There are various kinds of competency development that are tailored to a certain level of skill and expertise, according to the level and qualifications of the position or task.

Pelatihan dan Pengembangan Pegawai

Employee Training and Development

PT Angkasa Pura I merancang program pelatihan dan pengembangan karyawan untuk menambah kapabilitas, meningkatkan kinerja, dan membantu karyawan untuk memaksimalkan potensinya dalam bekerja. Melalui kegiatan pelatihan dan pengembangan, perusahaan berupaya untuk meningkatkan kompetensi agar karyawan dapat menjalankan fungsinya secara baik dan memiliki daya saing yang tinggi. Program pelatihan dan pengembangan ini juga bermanfaat sebagai persiapan bagi para karyawan yang akan menduduki jabatan baru dengan tanggung jawab yang baru dan lebih besar.

PT Angkasa Pura I designed employee training and development programs to enhance employees' capability, performance, and help them to maximize their potential at work. Through training and development activities, the company strives to improve its employees competence to carry out the functions properly, and have a high competitiveness. This training and development program is also beneficial as preparation for employees who will take on new positions with new and greater responsibilities.

Dalam rangka mendukung strategi pengembangan pegawai, PT Angkasa Pura I memiliki *learning management*. *Learning management* merupakan bagian dari *Human Capital Management System* (HCMS), yaitu suatu sistem pengelolaan sumber daya manusia untuk mengoptimalkan pegawai. Sistem ini bertujuan agar pegawai dapat berkontribusi secara signifikan, efektif, dan menyeluruh melalui proses dalam memperoleh, melatih, mengelola, mempertahankan, dan mengembangkan pegawai guna mencapai tujuan perusahaan. [GRI 3-3]

In order to support employee development strategy, PT Angkasa Pura I has a learning management. Learning Management is part of the Human Capital Management System (HCMS), as a human resource management system to optimize employees. This system is made so that employees can contribute significantly, effectively, and thoroughly through the process of acquiring, training, managing, retaining, and developing employees to achieve company goals. [GRI 3-3]

HCMS terdiri dari modul sebagai berikut: [GRI 3-3]

The HCMS consists of the following modules: [GRI 3-3]

a. Organization Management

Proses perencanaan, pengoordinasian, dan pengendalian sumber daya dalam suatu entitas untuk mencapai sasaran bersama secara efektif dan efisien sesuai dengan misi, visi, dan strategi.

The process of planning, coordinating, and controlling resources within an entity to achieve common goals effectively and efficiently in accordance with the mission, vision, and strategy.

b. Distinct Job Profile (DJP)

Dokumen yang menyediakan informasi komprehensif dan relevan tentang jabatan di dalam organisasi, sebagai hasil dari proses analisis jabatan.

A document that provides comprehensive and relevant information about positions within an organization, as a result of the job analysis process.

c. Competency Management

Proses pengelolaan kompetensi untuk pengembangan *human capital* yang bertujuan untuk membantu manajemen dalam mengeksekusi strategi pengelolaan sumber daya manusia berbasis kompetensi.

The process of managing competencies for human capital development that aims to assist management in executing competency-based human resource management strategies.

d. Performance Management

Modul ini merupakan subsistem penting di dalam HCMS untuk mencapai sasaran perusahaan melalui perencanaan, monitoring, dan evaluasi kinerja pegawai.

This module is an important subsystem in HCMS to achieve company goals through planning, monitoring, and evaluating employee performance.

e. Reward Management

Modul ini merupakan bagian dari HCMS untuk mengelola *payroll* dan balas jasa dari perusahaan kepada pegawai, secara adil, merata, dan konsisten sesuai dengan nilai organisasi.

This module is part of HCMS to manage payroll and rewards from the company to employees, fairly, equitably, and consistently in accordance with organizational values.

f. Talent Management

Modul ini merupakan sebuah proses untuk mengidentifikasi para pegawai perusahaan yang memiliki kapabilitas untuk menjadi calon pemimpin atau *Senior Leader* yang mengacu pada 2 (dua) hal, yakni aspek kompetensi dan aspek kinerja.

This module is a process to identify company employees who have the capability to become prospective leaders or Senior Leaders that refers to 2 (two) aspects, competency aspect and performance aspect.



g. Learning Management

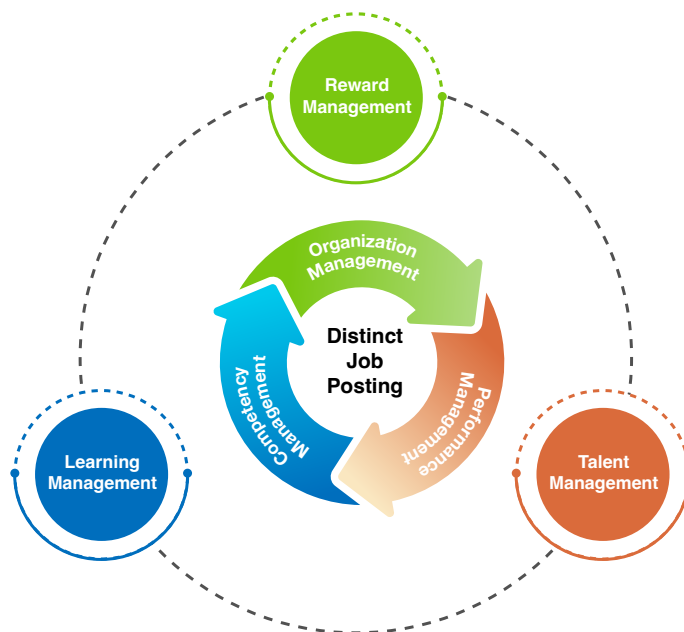
Proses pembelajaran bagi pegawai untuk memenuhi kompetensi yang perusahaan perlukan sekaligus menjadi upaya memperkecil *competency gap* setiap pegawai terhadap standar kompetensi dan syarat suatu jabatan.

The learning process for employees to meet the competencies that the company requires as well as an effort to minimize the competency gap of each employee against the competency standards and requirements of a position.

h. Human Capital Information System (HCIS)

HCIS merupakan aplikasi teknologi informasi sebagai implementasi pengelolaan modul-modul dalam HCMS secara terintegrasi di perusahaan.

HCIS is an information technology application as an implementation of integrated management of modules in HCMS in the company.



Hampir seluruh karyawan (99%) PT Angkasa Pura I mengikuti program pelatihan dan pengembangan baik di dalam maupun di luar perusahaan sesuai dengan kebutuhan masing-masing jabatan. Selain itu, PT Angkasa Pura I secara konsisten mengembangkan program tersebut secara berkesinambungan sesuai dengan kebutuhan perusahaan. Pengembangan ini bertujuan untuk membentuk pegawai menjadi insan profesional yang memiliki pengetahuan, keterampilan, dan sikap-sikap positif agar dapat menjalankan fungsi serta tugas-tugas pekerjaannya secara optimal. [GRI 404-2] [OJK F.22]

1. Direksi

1. Pelatihan *Finance Essentials for High Level Executive* 2023
2. *Chief Human Resource Officers (CHRO) School* Tahun 2023
3. Pelatihan *Risk Management Program Certification* QRGF

2. Vice President, General Manager, Co. General Manager, Human Capital Support Expert Level I, II dan III, Advisor

1. Pelatihan *online* Manajemen Umum Dana Pensiun Tahun 2023
2. Pelatihan *Strategic Formulation and Project Management Batch I dan Batch II*

Almost all employees (99%) of PT Angkasa Pura I participated in training and development programs both inside and outside the company according to the needs of each position. In addition, PT Angkasa Pura I sustainably develops the program in accordance with company needs. This development aims to shape employees as a professional with knowledge, skill, and positive attitudes in order to carry out their job functions and tasks optimally. [GRI 404-2] [OJK F.22]

1. Board of Directors

1. Finance Essentials for High Level Executive Training 2023
2. Chief Human Resource Officers (CHRO) School 2023
3. Risk Management Program Certification QRGF Training

2. Vice President, General Manager, Co. General Manager, Human Capital Support Expert Level I, II dan III, and Advisors

1. Pension Fund General Management Online Training 2023
2. Strategic Formulation and Project Management Batch I and Batch II Training

3. *Webinar Series #2* Investasi Properti
4. *Webinar Series #3* Aksi Kelola Sampah Bandara
5. *Workshop General Manager Airport Meet Up for Winning The Customer 2023*
6. *BUMN Communications Week 2023*
7. Pelatihan *Awareness Safety Management System Tahun 2023*
8. *Workshop Leadership BOD-1 dengan Tema Shifting Leadership Mindset: Form Authority to Discovery*
9. Pelatihan *Hybrid Pra Purnabakti Batch XL (40)*
10. Program Pembekalan/Orientasi Proses Kebandarudaraan
11. Pembelajaran *Online Materi Metode Evaluasi atas Pelaksanaan Program Strategis (Post Implementation Review)*
12. Pelatihan *High Impact Presentation Batch I dan Batch II*
13. *Webinar Series #4 Mind and Body Connection*
14. Pelatihan *Awarenes ISO 37001:2016 Sistem Manajemen Anti Penyuapan Batch I, Batch II dan Batch III*
15. *Webinar Series #5* Wujudkan Masa Depan dengan Investasi
16. Pelatihan *Integrated Talent Management System*
17. Pembelajaran *Online Materi Problem Solving*
18. *Webinar Series #6* Penyakit yang Dialami oleh Pekerja
19. *Training Strategic Change & Innovation for Future Ready Enterprise*
20. Pembelajaran *Online Materi Cyber Security Awareness*
21. Seminar Nasional Internal Audit (SNIA 2023) dan Wisuda QIA
22. *Webinar Series #7* Sejahtera di Hari Tua Bersama YAKKAP I
23. Pelatihan *Train the Trainer Indonesian Hospitality Batch I*
24. *Effective Business Communication*
25. Pelatihan Sertifikasi Asesor Kompetensi
26. Pelatihan *Certified Internal Audit Executive (CIAE)*
27. *Enterprise Risk Management Certification*
28. Pelatihan *Enterprise Risk Management Certified Risk Professional*
29. Program Pengembangan *General Manager Airport Batch I dan Batch II*

3. Senior Manager, Expert, Senior Expert, Corporate Project, P4DP Senior Specialist, Airport Operation Center Head, Human Capital Support Expert Level III dan Project Secretary

1. *Webinar Series #1* Wujudkan Resolusi Finansial dengan Investasi Sejak Dini
2. Kultur Pembelajaran Mandiri untuk Peningkatan Daya Saing Organisasi
3. *Webinar Series #2* Investasi Properti
4. *Webinar Series #3* Aksi Kelola Sampah Bandara
5. *Workshop* Penyusunan *Dashboard Enterprise Performance Management*
6. Pelatihan Dasar Tingkat Komponen Dalam Negeri (TKDN) *Batch III*
7. *BUMN Communication Week 2023*
8. Pelatihan Kompetensi Kearsipan
9. Pelatihan *Awareness Safety Management System Tahun 2023*
10. Pelatihan Pengenalan (*Awareness*) dan Interpretasi Klausul ISO 14001:2015
11. *Workshop* Risiko
12. Pelatihan Audit Internal Sistem Manajemen Lingkungan

3. *Webinar Series #2* Property Investment
4. *Webinar Series #3* Airport Waste Management Action
5. *Workshop General Manager Airport Meet Up for Winning The Customer 2023*
6. *SOE Communications Week 2023*
7. *Safety Management System Awareness Training 2023*
8. *BOD-1 Leadership Workshop with the theme Shifting Leadership Mindset: Form Authority to Discovery*
9. *Hybrid Pre-retirement Training Batch XL (40)*
10. *Airport Process Debriefing/Orientation Program*
11. *Online Learning on Evaluation Methods of Strategic Program Implementation (Post Implementation Review)*
12. *High Impact Presentation Batch I and Batch II Training*
13. *Webinar Series #4* Mind and Body Connection
14. *ISO 37001:2016 Anti-bribery Management System Awareness Training Batch I, Batch II and Batch III*
15. *Webinar Series #5* Realize Future with Investment
16. *Integrated Talent Management System Training*
17. *Problem Solving Online Learning*
18. *Webinar Series #6* Diseases Experienced by Workers
19. *Strategic Change & Innovation for Future Ready Enterprise Training*
20. *Cyber Security Awareness Online Learning*
21. *National Seminar on Internal Audit (SNIA 2023) and QIA Graduation*
22. *Webinar Series #7* Prosperous in Old Age with YAKKAP I
23. *Train The Trainer Indonesian Hospitality Batch I Training*
24. *Effective Business Communication*
25. *Competency Assessor Certification Training*
26. *Certified Internal Audit Executive (CIAE) Training*
27. *Enterprise Risk Management Certification*
28. *Enterprise Risk Management Certified Risk Professional Training*
29. *Airport General Manager Development Program Batch I and Batch II*

3. Senior Managers, Experts, Senior Experts, Corporate Projects, P4DP Senior Specialists, Head of Airport Operations Center, Level III Human Resources Support Experts, and Project Secretaries

1. *Webinar Series #1* Realize Financial Resolutions with Early Investment
2. *Self-Learning Culture for Organizational Competitiveness Enhancement*
3. *Webinar Series #2* Property Investment
4. *Webinar Series #3* Airport Waste Management Action
5. *Workshop on Enterprise Performance Management Dashboard Development*
6. *Basic Training on Domestic Component Level (TKDN) Batch III*
7. *SOE Communication Week 2023*
8. *Archival Competency Training*
9. *Safety Management System Awareness Training 2023*
10. *Awareness and Interpretation of ISO 14001:2015 Clauses Training*
11. *Risk Workshop*
12. *Environmental Management System Internal Audit Training*

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| 13. <i>Workshop Smart & Sustainable Aviation Program</i> | 13. Workshop on Smart & Sustainable Aviation Program |
| 14. <i>Workshop Leadership BOD-1 dengan tema Shifting Leadership Mindset : Form Authority to Discovery</i> | 14. BOD-1 Leadership Workshop with the theme Shifting Leadership Mindset: Form Authority to Discovery |
| 15. <i>Webinar Happiner in Difficult Timer</i> | 15. Webinar Happiness in Difficult Timer |
| 16. <i>Pelatihan Hybrid Pra Purnabakti Batch XL (40)</i> | 16. Hybrid Pre-retirement Training Batch XL (40) |
| 17. <i>Workshop Pengembangan Alat Ukur Kompetensi</i> | 17. Competency Measurement Tool Development Workshop |
| 18. <i>Pelatihan Airport Commercial Management</i> | 18. Airport Commercial Management Training |
| 19. <i>Pembelajaran Online Materi Metode Evaluasi Atas Pelaksanaan Program Strategis (Post Implementation Review)</i> | 19. Online Learning on Evaluation Methods for Implementing Strategic Programs (Post Implementation Review) |
| 20. <i>Pelatihan Penanganan Pengaduan Masyarakat</i> | 20. Public Complaint Handling Training |
| 21. <i>Pelatihan High Impact Presentation Batch I dan Batch II</i> | 21. High Impact Presentation Batch I and Batch II Training |
| 22. <i>Webinar Series #4 Mind and Body Connection</i> | 22. Webinar Series #4 Mind and Body Connection |
| 23. <i>Pelatihan Awareness ISO 37001:2016 Sistem Manajemen Anti Penyuapan Batch I, Batch II dan Batch III</i> | 23. Awareness Training ISO 37001:2016 Anti-bribery Management System Batch I, Batch II and Batch III |
| 24. <i>Webinar Series #5 Wujudkan Masa Depan dengan Investasi</i> | 24. Webinar Series #5 Realize Future with Investment |
| 25. <i>Pembelajaran Online Materi Problem Solving</i> | 25. Problem Solving Online Learning |
| 26. <i>Webinar Series #6 Penyakit Yang Dialami oleh Pekerja</i> | 26. Webinar Series #6 Diseases Experienced by Workers |
| 27. <i>Online Live Virtual Training Cultivating Growth Mindset and Learning Agility</i> | 27. Online Live Virtual Training Cultivating Growth Mindset and Learning Agility |
| 28. <i>Pelatihan Pemahaman Dasar Arbitrase & APS</i> | 28. Training on Basic Understanding of Arbitration & APS |
| 29. <i>Pelatihan Boosting Your Airports Commercial Business</i> | 29. Boosting Your Airports Commercial Business Training |
| 30. <i>Pelatihan Airport Customer Service and Experience</i> | 30. Airport Customer Service and Experience Training |
| 31. <i>Pelatihan Manajemen Proyek</i> | 31. Project Management Training |
| 32. <i>Training Strategic Change & Innovation for Future Ready Enterprise</i> | 32. Strategic Change & Innovation for Future Ready Enterprise Training |
| 33. <i>Sertifikasi Bidang Manajemen Risiko CRMPA Batch I dan Batch II</i> | 33. CRMPA Batch I and Batch II Risk Management Field Certification |
| 34. <i>Pelatihan ARIS – Workshop Business Process Architecture</i> | 34. ARIS Training - Business Process Architecture Workshop |
| 35. <i>Pembelajaran Online Materi Cyber Security Awareness</i> | 35. Cyber Security Awareness Online Learning |
| 36. <i>Transformation Business Simulation</i> | 36. Transformation Business Simulation |
| 37. <i>Training Financial Accounting Level Advance</i> | 37. Advance Level Financial Accounting Training |
| 38. <i>Webinar Series #7 Sejahtera di Hari Tua Bersama YAKKAP I</i> | 38. Webinar Series #7 Prosperous in Old Age with YAKKAP I |
| 39. <i>Pelatihan Manajemen Risiko</i> | 39. Risk Management Training |
| 40. <i>Pelatihan Project Management Professional</i> | 40. Project Management Professional Training |
| 41. <i>Pelatihan Enterprise Risk Management Certified Risk Professional</i> | 41. Enterprise Risk Management Certified Risk Professional Training |
| 42. <i>Pelatihan Train the Trainer Indonesian Hospitality Batch I</i> | 42. Train the Trainer Indonesian Hospitality Batch I Training |
| 43. <i>Webinar Series #8 Operasional Peralatan GSE dan Kendaran di Sisi Udara</i> | 43. Webinar Series #8 Operational GSE Equipment and Airside Vehicles |
| 44. <i>Pelatihan Airport Slot & Coordination</i> | 44. Airport Slot & Coordination Training |
| 45. <i>Sharing Session Financial Accounting Basic</i> | 45. Sharing Session Financial Accounting Basic |
| 46. <i>Effective Business Communication</i> | 46. Effective Business Communication |
| 47. <i>Pelatihan Inspektur Keamanan Penerbangan</i> | 47. Aviation Security Inspector Training |
| 48. <i>Perpanjangan Recurrent Instruktur Keamanan Penerbangan</i> | 48. Aviation Security Instructor Recurrent Renewal |
| 49. <i>Sertifikasi Qualified Internal Auditor Tingkat Manajerial</i> | 49. Managerial Level Qualified Internal Auditor Certification |
| 50. <i>Pelatihan Sertifikasi BNSP Kompetensi Personel Manajer Energi</i> | 50. BNSP Certification Training for Energy Manager Personnel Competency |
| 51. <i>Pelatihan Certified Lead Auditor ISO 37001:2016 Anti Bribery Management System</i> | 51. Certified Lead Auditor Training ISO 37001:2016 Anti Bribery Management System |
| 52. <i>Seminar Nasional Internal Audit (SNIA 2023) dan Wisuda QIA</i> | 52. National Seminar on Internal Audit (SNIA 2023) and QIA Graduation |
| 53. <i>Training dan Sertifikasi CCGO (Certified Chief Governance Professional)</i> | 53. CCGO (Certified Chief Governance Professional) Training and Certification |
| 54. <i>Pelatihan dan Sertifikasi Manajemen Umum Dana Pensiun</i> | 54. Pension Fund General Management Training and Certification |
| 55. <i>Executive Development Program (EDP) Modul Directorship Development Program (DDP)</i> | 55. Executive Development Program (EDP) Directorship Development Program (DDP) Module |
| 56. <i>Program Pengembangan General Manager Airport Batch II</i> | 56. Airport General Manager Development Program Batch II |

4. Corporate Project Specialist, Senior Auditor, Junior Auditor, Senior Specialist, Specialist, Corporate Support, Manager, Airport Operation Center Head, Human Capital Support Expert Level IV

1. Pelatihan *online* Manajemen Umum Dana Pensiun
2. *Webinar Series #1* Wujudkan Resolusi Finansial dengan Investasi Sejak Dini
3. *Webinar Series #2* Investasi Properti
4. *Webinar Series #3* Aksi Kelola Sampah Bandara
5. *Workshop* Penyusunan *Dashboard Enterprise Performance Management*
6. Pelatihan Dasar Tingkat Komponen Dalam Negeri (TKDN) *Batch I, Batch II dan Batch III*
7. Pelatihan Kompetensi Kearsipan
8. Pelatihan *Awareness Safety Management System* Tahun 2023
9. Pelatihan Pengenalan (*awareness*) dan Interpretasi Klausul ISO 14001:2015
10. *Workshop* Risiko
11. Pelatihan Audit Internal Sistem Manajemen Lingkungan
12. *Workshop* Ketentuan Terbaru Pengadaan Barang & Jasa di BUMN dan Anak Perusahaan di BUMN
13. Pelatihan *Hybrid* Pra Purnabakti *Batch XL (40)*
14. *Workshop* Pengembangan Alat Ukur Kompetensi
15. Pelatihan *Airport Commercial Management*
16. Pembelajaran *Online* Materi Metode Evaluasi Atas Pelaksanaan Program Strategis (*Post Implementation Review*)
17. *Webinar Series #4* *Mind and Body Connection*
18. Pelatihan *Awareness* ISO 37001:2016 Sistem Manajemen Anti Penyuapan *Batch I, Batch II dan Batch III*
19. *Webinar Series #5* Wujudkan Masa Depan dengan Investigasi
20. Pembelajaran *Online* Materi *Problem Solving*
21. *Webinar Series #6* Penyakit Yang Dialami Oleh Pekerja
22. Pelatihan *Airport Customer Service and Experience*
23. Pelatihan Manajemen Proyek
24. *Training Strategic Change & Innovation for Future Ready Enterprise*
25. Sertifikasi Bidang Manajemen Risiko CRMPA *Batch I dan Batch II*
26. Pelatihan ARIS – Arsitektur Bisnis Proyek
27. Pelatihan ARIS – *Data Architecture, Technology Architecture, Application Architecture, and Risk By Business Process*
28. Pelatihan ARIS – Pengelolaan Administrasi ARIS
29. Pembelajaran *Online* Materi *Cyber Security Awareness*
30. Pelatihan Perangkat Lunak Simulasi Optimalisasi Kapasitas Sisi Dara (Terminal) Bandar Udara
31. *Transformation Business Simulation*
32. *Training Financial Accounting Level Basic*
33. *Training Financial Accounting Level Advance*
34. *Webinar Series #7* Sejahtera di Hari Tua Bersama YAKKAP I
35. Pelatihan IATA *Cargo Introductory*
36. Pelatihan Manajemen Risiko
37. Pelatihan *Project Management Professional*
38. Pelatihan *Train The Trainer Indonesia Hospitality Batch I*
39. *Webinar Series #8* Operasional Peralatan GSE dan Kendaraan di Sisi Udara
40. Pelatihan *Airport Slot & Coordination*
41. *Sharing Session Financial Accounting Basic*
42. *Effective Business Communication*
43. Diklat *Refreshing Course Online* Personel Senior PKP

4. Corporate Project Specialist, Senior Auditor, Junior Auditor, Senior Specialist, Specialist, Corporate Support, Manager, Airport Operation Center Head, dan Human Capital Support Expert Level IV

1. Pension Fund General Management Online Training
2. Webinar Series #1 Realize Financial Resolutions with Early Investment
3. Webinar Series #2 Property Investment
4. Webinar Series #3 Action to Manage Airport Waste
5. Workshop on Enterprise Performance Management Dashboard Development
6. Basic Training on Domestic Component Level (TKDN) Batch I, Batch II and Batch III
7. Archival Competency Training
8. Safety Management System Awareness Training Year 2023
9. Awareness and Interpretation of ISO 14001: 2015 Clauses Training
10. Risk Workshop
11. Environmental Management System Internal Audit Training
12. Workshop on the Latest Provisions for Procurement of Goods & Services in SOEs and Subsidiaries in SOEs
13. Hybrid Pre-retirement Training Batch XL (40)
14. Competency Measurement Tool Development Workshop
15. Airport Commercial Management Training
16. Online Learning on Evaluation Methods for the Implementation of Strategic Programs (Post Implementation Review)
17. Webinar Series #4 Mind and Body Connection
18. Awareness Training ISO 37001:2016 Anti-bribery Management System Batch I, Batch II and Batch III
19. Webinar Series #5 Realize the Future with Investigation
20. Problem Solving Online Learning
21. Webinar Series #6 Diseases Experienced by Workers
22. Airport Customer Service and Experience Training
23. Project Management Training
24. Strategic Change & Innovation for Future Ready Enterprise Training
25. CRMPA Batch I and Batch II Risk Management Field Certification
26. ARIS Training - Project Business Architecture
27. ARIS Training - Data Architecture, Technology Architecture, Application Architecture, and Risk By Business Process
28. ARIS Training - ARIS Administration Management
29. Cyber Security Awareness Online Learning
30. Airport Terminal Capacity Optimization Simulation Software Training
31. Business Transformation Simulation
32. Financial Accounting Training Basic Level
33. Advance Level Financial Accounting Training
34. Webinar Series #7 Prospering in Old Age with YAKKAP I
35. IATA Cargo Introductory Training
36. Risk Management Training
37. Project Management Professional Training
38. Train the Trainer Indonesia Hospitality Batch I Training
39. Webinar Series #8 Operational GSE Equipment and Vehicles on the Airside
40. Airport Slot & Coordination Training
41. Sharing Session Financial Accounting Basic
42. Effective Business Communication
43. Refreshing Course Online Training for PKP PK Senior

- PK Batch I, II, III, V dan VI
44. Diklat *Refreshing Course Online Personel Salvage Batch I dan Batch II*
 45. *Train The Trainer (TTT) Training Course ETD*
 46. Perpanjangan *Recurrent* Instruktur Keamanan Penerbangan
 47. Ujian Sertifikasi Manajemen Umum Dana Pensiun
 48. Sertifikasi Qualified Internal Auditor Tingkat Manajerial
 49. Sertifikasi Qualified Internal Auditor Tingkat Lanjutan
 50. Sertifikasi Qualified Internal Auditor Tingkat Dasar
 51. Pelatihan Sertifikasi BNSP Kompetensi Personel Manajer Energi 2024
 52. Konferensi Auditor Internal 2023 dan Pengukuhan Wisuda QIA
 53. Pelatihan dan Sertifikasi Penanggungjawab Pengendalian Pencemaran Udara (PPPU)
 54. Pelatihan dan Sertifikasi Penanggung jawab Pencemaran Air (PPPA)
 55. Pelatihan dan Sertifikasi Kompetensi *Human Capital Level Manager*
 56. Pelatihan dan Sertifikasi Penanggungjawab Pengelolaan Limbah B3 (PLB3)
 57. Pelatihan dan Sertifikasi Kompetensi Human Capital Skema Kepala Bagian Rekrutmen dan Seleksi SDM
 58. Perpanjangan SKP Ahli K3 Umum Kemnaker RI Tahun 2023
 59. Seminar Nasional dan Pengukuhan Gelar Kompetensi ACCIA (Associate Certified Competent Internal Auditor)
 60. Seminar Nasional Internal Audit (SNIA 2023) dan Wisuda QIA
 61. Pelatihan *Enterprise Risk Management Certified Risk Professional*

- Personnel Batch I, II, III, V and VI
44. Online Refreshing Course Training for Salvage Personnel Batch I and Batch II
 45. Train the Trainer (TTT) Training Course ETD
 46. Aviation Safety Instructor Recurrent Renewal
 47. Pension Fund General Management Certification Exam
 48. Managerial Level Qualified Internal Auditor Certification
 49. Qualified Internal Auditor Certification Advanced Level
 50. Qualified Internal Auditor Certification at Basic Level
 51. BNSP Certification Training for Energy Manager Personnel Competency 2024
 52. 2023 Internal Auditor Conference and QIA Graduation Inauguration
 53. Training and Certification of Person in Charge of Air Pollution Control (PPPU)
 54. Training and Certification of Person in Charge of Water Pollution (PPPA)
 55. Human Capital Competency Manager Level Training and Certification
 56. Training and Certification of Person in Charge of Hazardous Waste Management (PLB3)
 57. Training and Certification of Human Capital Competencies Scheme Head of HR Recruitment and Selection Section
 58. Extension of SKP for General OHS Expert of Ministry of Manpower RI in 2023
 59. National Seminar and Inauguration of ACCIA (Associate Certified Competent Internal Auditor) Competency Degree
 60. National Seminar on Internal Audit (SNIA 2023) and QIA Graduation
 61. Enterprise Risk Management Certified Risk Professional Training

5. Officer, Analyst, Supervisor, Squad Leader, Investigator, Coordinator, Technician, Engineer dan Sales Executive

1. Pelatihan *online* Manajemen Umum Dana Pensiun
2. *Webinar Series #1* Wujudkan Resolusi Finansial dengan Investasi Sejak Dini
3. *Webinar Series #2* Investasi Properti
4. *Webinar Series #3* Aksi Kelola Sampah Bandara
5. Pelatihan Teknik dan Metode Penyusunan HPS/OE Atas Pengadaan Barang, Jasa dan Proyek
6. *Workshop The 8th PR Indonesia Awards (PRIA) 2023*
7. *BUMN Corporate Communications and Sustainability Summit (BCOMS) 2023*
8. *Workshop Penyusunan Dashboard Enterprise Performance Management*
9. Pelatihan Dasar Tingkat Komponen Dalam Negeri *Batch I, II, III dan IV*
10. *Injourney Talent Exchange Program Batch III dan IV*
11. *BUMN Communications Week 2023*
12. Pelatihan *Awareness Safety Management System Tahun 2023*
13. Pelatihan Pengenalan (*Awareness*) dan Interpretasi Klausul ISO 14001:2015
14. *Workshop* Risiko
15. Pelatihan Audit Internal Sistem Manajemen Lingkungan
16. *Training Tax Planning Advance*
17. Pelatihan *Basic Safety Management System Tahun 2023*
18. *Workshop* Ketentuan Terbaru Pengadaan Barang & Jasa di BUMN dan Anak Perusahaan BUMN

5. Officer, Analyst, Supervisor, Squad Leader, Investigator, Coordinator, Technician, Engineer and Sales Executive

1. Online Pension Fund General Management Training
2. Webinar Series #1 Realize Financial Resolutions with Early Investment
3. Webinar Series #2 Property Investment
4. Webinar Series #3 Action to Manage Airport Waste
5. Training on Techniques and Methods for Preparing HPS / OE for Procurement of Goods, Services and Projects
6. Workshop The 8th PR Indonesia Awards (MALE) 2023
7. SOE Corporate Communications and Sustainability Summit (BCOMS) 2023
8. Enterprise Performance Management Dashboard Development Workshop
9. Basic Training for Domestic Component Level Batch I, II, III and IV
10. Injourney Talent Exchange Program Batch III and IV
11. SOE Communications Week 2023
12. Safety Management System Awareness Training 2023
13. Awareness and Interpretation of ISO 14001:2015 Clauses Training
14. Risk Workshop
15. Environmental Management System Internal Audit Training
16. Tax Planning Advance Training
17. Basic Safety Management System Training Year 2023
18. Workshop on the Latest Provisions for Procurement of Goods & Services in SOEs and SOE Subsidiaries

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| 19. Pelatihan <i>Online Data Science Analytics</i> Tahun 2023 | 19. Data Science Analytics Online Training in 2023 |
| 20. Pelatihan Identifikasi dan Penanganan <i>Human Trafficking</i> | 20. Human Trafficking Identification and Handling Training |
| 21. <i>Workshop Wildlife Hazard Management</i> | 21. Workshop on Wildlife Hazard Management |
| 22. <i>Training Environmental Social Governance</i> | 22. Environmental Social Governance Training |
| 23. Pelatihan <i>Hybrid</i> Pra Purnabakti <i>Batch XL (40)</i> | 23. Hybrid Pre-retirement Training Batch XL (40) |
| 24. <i>Live Virtual Training Stakeholder Management</i> | 24. Live Virtual Training Stakeholder Management |
| 25. <i>Training Social Return on Investment (SROI)</i> | 25. Social Return on Investment (SROI) Training |
| 26. Pelatihan Data Analysis | 26. Data Analysis Training |
| 27. <i>Workshop</i> Pengembangan Alat Ukur Kompetensi | 27. Competency Measurement Tool Development Workshop |
| 28. Pembelajaran <i>Online</i> Materi Metode Evaluasi Atas Pelaksanaan Program Strategis (<i>Post Implementation Review</i>) | 28. Online Learning on Evaluation Methods for the Implementation of Strategic Programs (Post Implementation Review) |
| 29. Pelatihan Dasar-Dasar Amdal dan Esia | 29. EIA and EIA Basics Training |
| 30. Pelatihan Penanganan Pengaduan Masyarakat | 30. Training on Handling Public Complaints |
| 31. <i>Workshop</i> Pengelolaan Hak Atas Tanah BUMN dan Anak Perusahaan | 31. Workshop on Land Rights Management of SOEs and Subsidiaries |
| 32. <i>Webinar Series #4 Mind and Body Connection</i> | 32. Webinar Series #4 Mind and Body Connection |
| 33. Pelatihan <i>Awareness ISO 37001:2016</i> Sistem Manajemen Anti Penyuapan <i>Batch I, II dan III</i> | 33. Awareness Training ISO 37001:2016 Anti-bribery Management System Batch I, II and III |
| 34. <i>Webinar Series #5</i> Wujudkan Masa Depan dengan Investasi | 34. Webinar Series #5 Realize Future with Investment |
| 35. Pelatihan <i>Integrated Talent Management System</i> | 35. Integrated Talent Management System Training |
| 36. <i>Online</i> Materi <i>Problem Solving</i> | 36. Online Problem-Solving Material |
| 37. <i>Webinar Series #6</i> Penyakit Yang Dialami oleh Pekerja | 37. Webinar Series #6 Diseases Experienced by Workers |
| 38. <i>Energy Training Week ASEAN 2023</i> | 38. Energy Training Week ASEAN 2023 |
| 39. <i>Online</i> Materi <i>Problem Solving</i> | 39. Online Problem-Solving Material |
| 40. Pelatihan Data Analysis & <i>Visualization Data With Tableau</i> | 40. Data Analysis & Data Visualization Training With Tableau |
| 41. Pelatihan <i>Mastering Python Programming Fundamental</i> | 41. Mastering Python Programming Fundamental Training |
| 42. Training Pengukuran Dampak TJSI dengan Metode <i>Survey Social Return on Investment (SROI)</i> | 42. Training on Measuring the Impact of TJSI with the Social Return on Investment (SROI) Survey Method |
| 43. Pelatihan Pengkayaan Perlakuan Aspek Perpajakan <i>Natura/Kenikmatan Atas PMK-66 Tahun 2023</i> | 43. Training on Enrichment of the Treatment of Taxation Aspects of <i>Natura / Enjoyment of PMK-66 Year 2023</i> |
| 44. Pelatihan <i>Civil Aviation Master Planning (CAMP)</i> | 44. Civil Aviation Master Planning (CAMP) Training |
| 45. Pelatihan <i>ACI Passenger Forecasting Fundamentals</i> | 45. ACI Passenger Forecasting Fundamentals Training |
| 46. Pelatihan Penyusunan Spesifikasi dan Harga Perkiraan Sendiri | 46. Training on Preparation of Specifications and Self Estimate Price |
| 47. Sertifikasi Bidang Manajemen Risiko <i>CRMPA Batch I dan II</i> | 47. CRMPA Batch I and II Risk Management Field Certification |
| 48. Pelatihan ARIS – Arsitektur Bisnis Proyek | 48. ARIS Training - Project Business Architecture |
| 49. Pelatihan ARIS – <i>Data Architecture, Technology Architecture, Application Architecture, dan Risk By Business Process</i> | 49. ARIS Training - Data Architecture, Technology Architecture, Application Architecture, and Risk By Business Process |
| 50. Pelatihan ARIS – Pengelolaan Administrasi ARIS | 50. ARIS Training - ARIS Administration Management |
| 51. Pembelajaran <i>Online</i> Materi <i>Cyber Security Awareness</i> | 51. Cyber Security Awareness Online Learning |
| 52. Pelatihan Perangkat Lunak Simulasi Optimalisasi Kapasitas Sisi Darat (Terminal) Bandar Udara | 52. Airport Ground Side Capacity Optimization (Terminal) Simulation Software Training |
| 53. <i>Transformation Business Simulation</i> | 53. Transformation Business Simulation |
| 54. <i>Training Financial Accounting Level Basic</i> | 54. Financial Accounting Training Basic Level |
| 55. <i>Training Financial Accounting Level Advance</i> | 55. Advance Level Financial Accounting Training |
| 56. <i>Webinar Series #7</i> Sejahtera di Hari Tua Bersama YAKKAP I | 56. Webinar Series #7 Prospering in Old Age with YAKKAP I |
| 57. Pelatihan <i>IATA Cargo Introductory</i> | 57. IATA Cargo Introductory Training |
| 58. Pelatihan Manajemen Risiko | 58. Risk Management Training |
| 59. <i>Webinar Series #8</i> Operasional Peralatan GSE dan Kendaraan di Sisi Udara | 59. Webinar Series #8 Airside GSE Equipment and Vehicle Operations |
| 60. Diklat <i>Refreshing Course Online</i> Personil PKP PK <i>Batch I, II, III, IV, V dan VI</i> | 60. Online Refreshing Course Training for PKP PK Personnel Batch I, II, III, IV, V and VI |
| 61. Diklat <i>Refreshing Course Online</i> Personil Junior PKP PK <i>Batch I</i> | 61. Online Refreshing Course Training for Junior PKP PK Personnel Batch I |
| 62. Diklat <i>Refreshing Course Online</i> Personil <i>Salvage Batch I dan II</i> | 62. Online Refreshing Course Training for Salvage Personnel Batch I and II |
| 63. Diklat <i>Refreshing Course Online</i> Personel <i>Basic PKP-PK Batch I, dan II</i> | 63. Online Refreshing Course Training for Basic PKP-PK Personnel Batch I, and II |

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| 64. Pelatihan <i>Train of Trainer (TOT) Body and Bag Search</i> | 64. Train of Trainer (TOT) Body and Bag Search Training |
| 65. Pelatihan Inspektur Keamanan Penerbangan Internal | 65. Internal Aviation Security Inspector Training |
| 66. Train The Trainer (TTT) <i>Training Course ETD</i> | 66. Train The Trainer (TTT) Training Course ETD |
| 67. Perpanjangan <i>Recurrent</i> Instruktur Keamanan Penerbangan | 67. Aviation Safety Instructor Recurrent Renewal |
| 68. Pelatihan Perpanjangan Personel Keamanan Penerbangan Untuk Ujian Perpanjangan Lisensi Personel Pengamanan Penerbangan Tahun 2023 (<i>Basic Batch I, II, III dan IV</i>) | 68. Aviation Security Personnel Renewal Training for Aviation Security Personnel License Renewal Exam in 2023 (Basic Batch I, II, III and IV) |
| 69. Pelatihan Perpanjangan Personel Keamanan Penerbangan Untuk Ujian Perpanjangan Lisensi Personel Pengamanan Penerbangan Tahun 2023 (<i>Junior Batch I, II, III dan IV</i>) | 69. Aviation Security Personnel Extension Training for Aviation Security Personnel License Renewal Examination in 2023 (Junior Batch I, II, III and IV) |
| 70. Pelatihan Perpanjangan Personel Keamanan Penerbangan Untuk Ujian Perpanjangan Lisensi Personel Pengamanan Penerbangan Tahun 2023 (<i>Senior Batch I, II, III, IV, V, VI dan VII</i>) | 70. Aviation Security Personnel Renewal Training for Aviation Security Personnel License Renewal Examination in 2023 (Senior Batch I, II, III, IV, V, VI and VII) |
| 71. Sekolah Esar Wanadri | 71. Wanadri Esar School |
| 72. Pendidikan dan Pelatihan <i>Basic Airport Operation Batch I dan Batch II</i> | 72. Basic Airport Operation Batch I and Batch II Education and Training |
| 73. Pendidikan dan Pelatihan Awal (Initial) Inspektur Keamanan Penerbangan Internal | 73. Internal Aviation Security Inspector Initial Education and Training |
| 74. Pelatihan <i>Airport Slot & Coordination</i> | 74. Airport Slot & Coordination Training |
| 75. <i>Online Self Learning</i> Melalui Platform APKNOW – <i>Learning Wallet Materi Customer Relationship</i> | 75. Online Self Learning through APKNOW Platform - Learning Wallet Customer Relationship Materials |
| 76. <i>Sharing Session Financial Accounting Basic</i> | 76. Sharing Session Financial Accounting Basic |
| 77. Pendidikan Sertifikasi Auditor Hukum Indonesia | 77. Indonesian Legal Auditor Certification Education |
| 78. Pelatihan Sertifikasi BNSP Kompetensi Personil Auditor Energi 2023 | 78. BNSP Certification Training for Energy Auditor Personnel Competency 2023 |
| 79. Pelatihan Manajemen Proyek | 79. Project Management Training |
| 80. Perpanjangan SKP Ahli K3 Umum Kemnaker RI Tahun 2023 | 80. SKP Extension of General OHS Expert of the Ministry of Manpower of the Republic of Indonesia in 2023 |
| 81. <i>Refreshment</i> Ahli K3 Umum Kemnaker RI Tahun 2023 | 81. Refreshment of General OHS Expert of the Ministry of Manpower of the Republic of Indonesia in 2023 |
| 82. <i>Training</i> dan Sertifikasi Ahli K3 Umum Kemnaker RI Tahun 2023 | 82. Training and Certification of General OHS Experts Kemnaker RI Year 2023 |
| 83. Pelatihan <i>Enterprise Risk Management Certified Risk Professional</i> | 83. Enterprise Risk Management Certified Risk Professional Training |
| 84. Bimbingan Teknis dan Sertifikasi BNSP Program <i>Human Capital Level Supervisor</i> | 84. Technical Guidance and BNSP Certification for Human Capital Level Supervisor Program |



Rata-Rata Jam Pelatihan per Tahun per Karyawan [GRI 404-1] [OJK F.22] Average Training Hour per Year per Employee

Jenis Kelamin Gender	2023	2022	2021
Pria Male	33	20	21
Wanita Female	26	25	21

Level Jabatan Position Level	2023	2022	2021
Manajemen Puncak Top Management	79	19	41
Manajemen Menengah Middle Management	30	13	23
Manajemen Bawah Lower Management	29	18	16
Staf Staff	31	22	25

Pada 2023, perusahaan menyelenggarakan program pelatihan dan pengembangan dengan peserta sebanyak 17.360 pegawai yang mengikuti program tersebut. Sebagian besar program yang perusahaan adakan masih berjalan secara daring dengan beberapa program sudah terlaksana secara tatap muka. Rata-rata jam pelatihan per karyawan pada tahun 2023 meningkat dibandingkan dengan tahun sebelumnya, yaitu sebanyak 98.549 jam. [OJK F.22]

In 2023, the company organized training and development programs with 17,360 employees participated in the programs. Most of the programs that were conducted by the company were still online with some programs were conducted face-to-face. The average training hour per employee in 2023 has increased compared to the previous year, 98,549 hours in total. [OJK F.22]

Tinjauan Rutin terhadap Kinerja dan Pengembangan Karier

Regular Review of Performance and Career Development

PT Angkasa Pura I menggunakan tinjauan kinerja sebagai komponen yang signifikan dalam penilaian prestasi kerja para karyawan. Tinjauan tersebut akan menjadi dasar pengambilan keputusan terkait pemberian kompensasi, rotasi, atau mutasi karyawan. Perusahaan melaksanakan peninjauan kinerja karyawan setiap satu kali dalam periode tahunan kepada seluruh karyawan PT Angkasa Pura I, termasuk pria dan wanita di semua jenjang jabatan. Melalui peninjauan kinerja ini, setiap karyawan juga dapat memberikan umpan balik kepada manajemen yang berguna sebagai panduan dalam perencanaan dan pengembangan karier serta kompetensi karyawan. [GRI 404-3]

PT Angkasa Pura I uses performance reviews as a significant component in employee performance assessment. The review will be the basis for decision making related to compensation, rotation, or employee transfer. The company conducts employee performance reviews annually to all PT Angkasa Pura I employees, including Male and Female at all levels. Through this performance review, each employee can also provide feedback to management which is useful as a guide in planning and developing career and employee competencies. [GRI 404-3]

Manajemen PT Angkasa Pura I, melalui departemen Organization Development and Culture yang dibawah oleh unit kerja Human Capital, menerapkan *Performance Management System* (PMS) untuk melakukan identifikasi, pengukuran, evaluasi, dan perancangan perbaikan sekaligus pemberian apresiasi bagi pegawai yang memiliki kinerja baik. Sebagai bagian dari PMS, perusahaan juga menetapkan dan terus mengembangkan *Key Performance Indicator* (KPI) individu yang berguna untuk mengukur dan mengevaluasi kinerja pegawai dalam mencapai tujuan perusahaan.

Departemen Career and Talent Management mengendalikan proses rekrutmen serta bakat dan karier pegawai, sedangkan Departemen Remuneration and Industrial Relation mengelola *database* pegawai melalui *Human Capital Information System* (HCIS), di samping tanggung jawabnya dalam hal kesejahteraan pegawai.

Perusahaan mengarahkan pengembangan *human capital* sesuai dengan Rencana Kerja dan Anggaran Perusahaan (RKAP) untuk menunjang pencapaian tujuan dalam mengoptimalkan kinerja dan meningkatkan nilai dan kualitas karyawan. PT Angkasa Pura I memastikan kepatuhan terhadap peraturan perundang-undangan yang berlaku dan peraturan internal lainnya dalam perusahaan pada setiap kegiatan bisnis dan pelaksanaan hubungan industri.

The management of PT Angkasa Pura I, through the Organization Development and Culture department under the Human Capital work unit, implements the Performance Management System (PMS) to identify, measure, evaluate, and design improvements as well as appreciates employees with good performance. As part of the PMS, the company also sets and continues to develop individual Key Performance Indicators (KPIs) that are useful for measuring and evaluating employee's performance in achieving company goals.

The Career and Talent Management Department controls the recruitment process as well as employee's talent and career, while the Remuneration and Industrial Relations Department manages the employee database through the Human Capital Information System (HCIS), in addition to its responsibility for employee welfare.

The company directs human capital development in accordance with the Company's Work Plan and Budget (RKAP) to support the objectives attainment in performance optimization, and increasing employee's value and quality. PT Angkasa Pura I ensures compliance with applicable laws and regulations and other internal regulations within the company in every business activity and industrial relations implementation.





LINGKUNGAN KERJA YANG SELAMAT DAN AMAN

SAFE AND SECURE WORKING ENVIRONMENT



Tingkatkan Standar Keamanan Bandara, PT Angkasa Pura I Bersama ACI Gelar *APEX in Security* di Bandara YIA

Increase Airport Security Standards, PT Angkasa Pura I Joined ACI in Apex in Security at YIA Airport



PT Angkasa Pura I bersama organisasi kebandarudaraan dunia Airports Council International (ACI) menggelar kegiatan *Airport Excellence (APEX) in Security* di Bandara Internasional Yogyakarta Kulon Progo. *APEX in Security* merupakan program yang diinisiasi oleh ACI untuk melakukan asesmen dan *review* terhadap standar keamanan yang berlaku di bandara berdasarkan parameter yang ditetapkan dalam ICAO Annex dan ICAO Document. Program ini juga bertujuan untuk memberikan asistensi bagi pengelola bandara yang menjadi anggota ACI untuk meningkatkan standar keamanan bandara. Selama pelaksanaan *APEX in Security*, tim asesor dan observer dari ACI yang beranggotakan para ahli di bidang penerbangan dari berbagai negara, melakukan penilaian dan *review* terhadap sejumlah aspek keamanan Bandara Yogyakarta International Airport Kulon Progo, meliputi SDM, fasilitas, dokumen, dan manajemen mutu atau *quality management*.

Sebelumnya, *APEX in Security* telah dilaksanakan sejak tahun 2016 di 5 bandara PT Angkasa Pura I, yakni di Bandara I Gusti Ngurah Rai Bali dan Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan pada 2016, di Bandara Sultan Hasanuddin Makassar dan Bandara Juanda Surabaya pada 2017, serta di Bandara Jenderal Ahmad Yani Semarang pada 2019. PT Angkasa Pura I berharap melalui keikutsertaan dalam program *APEX in Security* ini dapat semakin meningkatkan standar sistem keamanan bandara di Bandara Yogyakarta International Airport Kulon Progo, yang pada akhirnya akan berkontribusi langsung terhadap peningkatan standar layanan kepada para pengguna jasa bandara.

PT Angkasa Pura I, alongside with the global airport organization Airports Council International (ACI), held the Airport Excellence (APEX) in Security event at Yogyakarta International Airport Kulon Progo. APEX in Security is a program initiated by ACI to assess and review the security standards at airports based on parameters set forth in ICAO Annex and ICAO Document. The program also aims to provide assistance to airport operators as ACI members in enhancing airport security standards. During the implementation of APEX in Security, assessors and observers from ACI, comprising aviation experts from various countries, assessed and reviewed several security aspects at YIA Airport, including personnel, facilities, documents, and quality management.

Previously, APEX in Security has been conducted since 2016 at 5 PT Angkasa Pura I airports, namely at I Gusti Ngurah Rai Airport Bali and Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan in 2016, Sultan Hasanuddin Airport Makassar and Juanda Airport Surabaya in 2017, and Jenderal Ahmad Yani Airport Semarang in 2019. PT Angkasa Pura I hopes that through participation in the APEX in Security program, it can further enhance the airport security system standards at YIA Airport, which will ultimately contribute directly to improving service standards for airport users.

Keselamatan Penerbangan serta Keselamatan dan Kesehatan Kerja [GRI 3-3] [OJK F.21]

Aviation Safety and Occupational Safety and Health

Melalui tekad yang kuat, PT Angkasa Pura I berkomitmen untuk menjalankan bisnis secara berkelanjutan dengan memprioritaskan keselamatan penerbangan dan kesehatan kerja sebagai fokus utama dalam semua aspek operasional perusahaan. Sejalan dengan salah satu misi utamanya, yaitu memberikan layanan berskala global dengan standar keselamatan, keamanan, dan kenyamanan terbaik, PT Angkasa Pura I dengan teguh menerapkan budaya keselamatan di setiap lini perusahaan. Upaya ini perusahaan yakini dapat memperkuat profesionalisme dan rasa tanggung jawab setiap insan di PT Angkasa Pura I terhadap keselamatan penerbangan dan kesehatan kerja. Dalam menerapkan keselamatan penerbangan dan kesehatan kerja (K3) yang disebut dengan Sistem Manajemen Keselamatan (*Safety Management System*), maka terdapat kebijakan keselamatan berupa pernyataan terdokumentasi yang ditetapkan oleh *Accountable Executive*.

With a steadfast determination, PT Angkasa Pura I is fully committed to conducting its business in a sustainable manner, places the utmost priority on aviation safety and occupational health across all operational facets. Aligned with its primary mission to deliver a global-scale services services characterized by the highest standards of safety, security, and comfort, PT Angkasa Pura I rigorously instills a safety-centric culture throughout its organizational structure. The company firmly believes that these endeavors strengthen the professionalism and accountability of every individual within PT Angkasa Pura I towards aviation safety and occupational health. In the implementation of aviation safety and occupational health (OSH), referred to as the Safety Management System (SMS), a safety policy exists as a documented statement established by the Accountable Executive.



Kebijakan Keselamatan [GRI 3-3, 403-1] [OJK F.21]

Safety Policy

Komitmen PT Angkasa Pura I pada sistem manajemen keselamatan tecermin di berbagai kebijakan, strategi, dan program-program yang mengacu pada Keputusan Direksi Nomor KEP.DU.007/KB.02/2023 tentang Pedoman Sistem Manajemen Keselamatan (*Safety Management System*) PT Angkasa Pura I. Berdasarkan aturan tersebut, PT Angkasa Pura I berupaya untuk melindungi setiap insan, aset perusahaan, sekaligus lingkungan sekitar dari potensi dan risiko kecelakaan kerja serta penyakit akibat kerja. Perusahaan menerapkan upaya tersebut dengan merencanakan risiko, mengelola, dan melakukan mitigasi terhadap bahaya. Untuk mewujudkan kebijakan tersebut, PT Angkasa Pura I melakukan berbagai upaya, yaitu:

1. Mematuhi peraturan keselamatan penerbangan serta keselamatan dan kesehatan kerja yang berlaku;
2. Menetapkan tugas dan tanggung jawab setiap jajaran manajerial, fungsional serta para pegawai dalam pencapaian kinerja keselamatan;
3. Memastikan sumber daya manusia, infrastruktur dan peralatan penunjang, serta ketersediaan sumber daya keuangan yang memadai untuk melaksanakan dan mengembangkan strategi dalam pencapaian kinerja keselamatan;
4. Mengintegrasikan pelaksanaan Sistem Manajemen Keselamatan dalam seluruh aktivitas yang ada di bandar udara dengan tujuan meminimalkan risiko dan mencapai standar serta kinerja keselamatan yang telah ditetapkan;
5. Tinjauan atas efektivitas dari kebijakan, tujuan dan sasaran keselamatan secara berkala untuk menjaga dan mengembangkan tingkat kinerja keselamatan secara berkelanjutan (*continuous improvement*) dengan partisipasi pegawai;
6. Mendorong setiap jajaran manajerial serta para pegawai bandar udara untuk proaktif melaporkan isu ataupun risiko keselamatan yang terjadi di lingkungan kerja bandar udara;
7. Menjamin tidak mengenakan hukuman atau sanksi (*Non – Punitive*) kepada "*Authorized Professional*" yang melapor maupun yang terkait atas laporan tersebut, sepanjang kesalahan tersebut bukan merupakan pelanggaran (*Violation*) baik pelanggaran disiplin maupun pelanggaran prosedur.

Kebijakan keselamatan ini pun dikomunikasikan kepada seluruh karyawan dan pemangku kepentingan terkait agar mereka mematuhiinya. Tak hanya itu, Direksi turut meninjau kebijakan ini secara berkala.

The commitment of PT Angkasa Pura I to its safety management system is reflected in various policies, strategies, and programs outlined in Board of Directors Decision Number KEP.DU.007/KB.02/2023, which lays down the Guidelines for the Safety Management System of PT Angkasa Pura I. In accordance with these regulations, PT Angkasa Pura I strives to protect every individual, corporate asset, and the surrounding environment from any potential work-related accidents and illnesses. The company implements this effort assessing risks, managing, and mitigating the hazards. To realize this policy, PT Angkasa Pura I undertakes various initiatives, including:

1. Adherence to prevailing aviation safety regulations and occupational health standards;
2. Clear tasks and responsibilities will be assigned to each managerial and functional level, as well as to employees, to ensure the achievement of safety performance;
3. Adequate human resources, infrastructure, supporting tools, and financial resources will be provided to effectively implement and and develop the achievement of safety performance strategies;
4. Integrated of Safety Management System implementation into all airport activities aims to minimize risks and meet established safety standards and performance benchmarks;
5. Regular reviews will assess the effectiveness of safety policies, objectives, and targets, with active participation from employees, to continuously improve safety performance;
6. All managerial levels and airport staff are encouraged to proactively report safety concerns or risks encountered within the airport workplace; and
7. A non-punitive approach towards Authorized Professionals who report incidents or are involved in such reports is guaranteed, provided that the reported incidents do not constitute violations, whether disciplinary or procedural.

The safety policy is effectively communicated to all employees and relevant stakeholders by the company to ensure their adherence. Additionally, the Board of Directors conducts regular reviews of this policy.

Sistem Manajemen Keselamatan [GRI 3-3, 403-1] [OJK F.21] Safety Management System

Berdasarkan UU No. 1 Tahun 2009 tentang Penerbangan, PT Angkasa Pura I melaksanakan pengelolaan keselamatan operasional bandara dengan menerapkan sistem manajemen keselamatan bandara. Sistem tersebut merupakan sistem pengelolaan keselamatan operasional bandara yang komprehensif untuk menunjang keselamatan dan kesehatan seluruh karyawan dan pengguna bandara.

PT Angkasa Pura I menerapkan empat pilar sistem manajemen keselamatan yang dijabarkan melalui berbagai kegiatan dalam upaya menjamin keselamatan operasi bandara, yaitu:

1. Kebijakan dan Sasaran Keselamatan, meliputi:
 - a. Komitmen keselamatan;
 - b. Kebijakan dan sasaran keselamatan;
 - c. Tanggung jawab dan wewenang;
 - d. Koordinasi rencana penanggulangan kondisi gawat darurat; dan
 - e. Dokumentasi pelaksanaan sistem manajemen keselamatan.
2. Manajemen Risiko Keselamatan, meliputi:
 - a. Identifikasi bahaya; dan
 - b. Penilaian dan mitigasi risiko.
3. Jaminan Keselamatan, meliputi:
 - a. Pengukuran dan pengawasan kinerja keselamatan;
 - b. Manajemen perubahan;
 - c. Investigasi; dan
 - d. Peningkatan berkelanjutan terhadap sistem manajemen keselamatan.
4. Promosi Keselamatan, meliputi:
 - a. Pendidikan dan/atau pelatihan;
 - b. Safety notice, safety poster, safety bulletin, dan safety magazine;
 - c. Kampanye tentang keselamatan; dan
 - d. Peningkatan kesadaran atas keselamatan.

Untuk menerapkan pilar-pilar tersebut, PT Angkasa Pura I secara konsisten melaksanakan pembinaan, penerapan, dan pemeliharaan keselamatan di lingkungan bandara dengan berbagai upaya, antara lain:

1. *Runway Safety Team*;
2. *Bird Strike Committee*;
3. Kampanye keselamatan sisi udara;
4. Pembersihan serpihan benda asing (*Foreign Object Debris/FOD*);
5. *Safety awareness/safety promotion*;
6. Penilaian risiko keselamatan atau inspeksi lapangan;
7. Inspeksi di sisi udara (landasan pacu, *taxiway*, dan apron);
8. Pengukuran dan pengawasan kinerja keselamatan; dan
9. Latihan penanggulangan keadaan darurat.

Under the provisions of Law No. 1 of 2009 concerning Aviation, PT Angkasa Pura I implements airport operational safety management through the adoption of an Airport Safety Management System. This system serves as a comprehensive framework for managing airport operational safety, aimed at ensuring the safety and well-being of all airport employees and users.

PT Angkasa Pura I employs four key elements within its safety management system, implemented through various activities to ensure airport operational safety:

1. Safety Policy and Objectives, encompassing:
 - a. Commitment to safety;
 - b. Development and communication of safety policies and objectives;
 - c. Clarification of responsibilities and authorities;
 - d. Coordination of emergency response plans; and
 - e. Documentation of safety management system implementation.
2. Safety Risk Management, involving:
 - a. Identification of hazards; and
 - b. Assessment and mitigation of risks.
3. Safety Assurance, addressing:
 - a. Monitoring and measurement of safety performance;
 - b. Management of changes;
 - c. Conducting investigations; and
 - d. Continuous enhancement of the safety management system.
4. Safety Promotion, including:
 - a. Education and training initiatives;
 - b. Safety notice, safety poster, safety bulletin, and safety magazine;
 - c. Conducting safety campaigns; and
 - d. Raising awareness about safety measures.

To uphold these pillars, PT Angkasa Pura I consistently fosters, implements, and maintains safety within the airport environment through a range of efforts, including:

1. Runway Safety Team;
2. Bird Strike Committee;
3. Airside safety campaigns;
4. Removal of Foreign Object Debris (FOD);
5. Safety awareness and promotion;
6. Safety risk assessment or field inspections;
7. Airside inspections (runway, taxiway, and apron);
8. Measurement and monitoring of safety performance; and
9. Emergency response training.

Standar dan Kualitas Keselamatan [GRI 3-3, 403-1]

Safety Standards and Quality

Sesuai dengan ketentuan yang diatur dalam Undang-Undang No. 1 Tahun 2009 tentang Penerbangan, kebijakan keselamatan bertujuan untuk memberikan perlindungan kepada karyawan dan pengguna jasa bandara dengan berprinsip pada *Safety, Security, and Service through Compliance (3S + 1C)*. Komitmen PT Angkasa Pura I dalam menciptakan lingkungan kerja dan bandara yang aman, sehat, dan nyaman terbukti dengan torehan berbagai sertifikasi, seperti Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) berdasarkan Peraturan Pemerintah No. 50 Tahun 2012 dan ISO 45001:2018 yang mendasari sistem manajemen kesehatan dan keselamatan kerja.

As mandated by Law No. 1 of 2009 concerning Aviation, the safety policy is designed to safeguard both employees and airport users, guided by the principle of Safety, Security, and Service through Compliance (3S + 1C). PT Angkasa Pura I's commitment to fostering a safe, healthy, and comfortable work environment and airport is demonstrated through various certifications. These include the Occupational Health and Safety Management System (OHSMS) compliant with Government Regulation No. 50 of 2012, and adherence to ISO 45001:2018, which serves as the foundation for the occupational health and safety management system.

Target Keselamatan [GRI 3-3]

Safety Targets

PT Angkasa Pura I memiliki target untuk implementasi keselamatan sebesar 86% mengacu pada Peraturan Pemerintah Nomor 50 Tahun 2012 dan sebesar 63% mengacu pada Peraturan Direktur Jenderal Perhubungan Udara Kementerian Perhubungan Nomor 622 Tahun 2015. Dalam rangka mencapai target tersebut, PT Angkasa Pura I berupaya melaksanakan ketentuan dari regulasi (*beyond regulation*) yang berlandaskan pada 3S+1C di lingkungan kerja dan bandara melalui pelibatan berbagai fungsi. Berkat berbagai upaya tersebut, PT Angkasa Pura I berhasil melebihi target minimum dengan capaian rata-rata 91,38% pada penerapan PP 50 Tahun 2012 dan 71,20% untuk penerapan KP 622 Tahun 2015.

PT Angkasa Pura I has set safety implementation targets at 86% according to Government Regulation No. 50 of 2012, and at 63% according to Directorate General of Civil Aviation Regulation No. 622 of 2015. To achieve these targets, PT Angkasa Pura I is committed to complying with regulations and beyond, guided by the 3S+1C principles in the workplace and airport environment, involving various functions. Thanks to these efforts, PT Angkasa Pura I has exceeded the minimum targets, achieving an average compliance rate of 91.38% for Government Regulation No. 50 of 2012 and 71.20% for Directorate General of Civil Aviation Regulation No. 622 of 2015.

Struktur Manajemen Keselamatan [GRI 3-3]

Safety Management Structure

Dalam menjalankan komitmen dan mencapai target keselamatan, PT Angkasa Pura I mengandalkan struktur manajemen keselamatan yang terus berkembang. Tujuannya adalah untuk mengidentifikasi potensi bahaya, mengevaluasi risiko, dan mengurangi risiko tersebut. Melalui struktur manajemen keselamatan ini, PT Angkasa Pura I juga mengintegrasikan peningkatan kinerja keselamatan dengan produktivitas para karyawan sehingga menjauhkan perusahaan dari insiden yang melibatkan pelanggaran terhadap peraturan perundang-undangan terkait.

To uphold its safety commitments and achieve safety targets, PT Angkasa Pura I relies on a dynamic safety management structure. The primary aim is to identify potential hazards, assess risks, and mitigate them effectively. Through this safety management structure, PT Angkasa Pura I also integrates safety performance improvement with employee productivity, thereby keeping the company away from incidents involving violations of related regulations.

Penerapan dan pengelolaan sistem manajemen keselamatan menjadi tanggung jawab Airport Safety Group yang mengawasi tiga departemen, salah satunya adalah Safety Management System Department yang memiliki fokus utama pada pengelolaan keselamatan penerbangan dan kesehatan kerja. Keberadaan departemen ini memastikan bahwa PT Angkasa Pura I menjalankan sistem manajemen keselamatan penerbangan dan kesehatan kerja secara efektif sesuai dengan peraturan perundang-undangan, persyaratan kebandarudaraan, dan rencana kerja perusahaan.

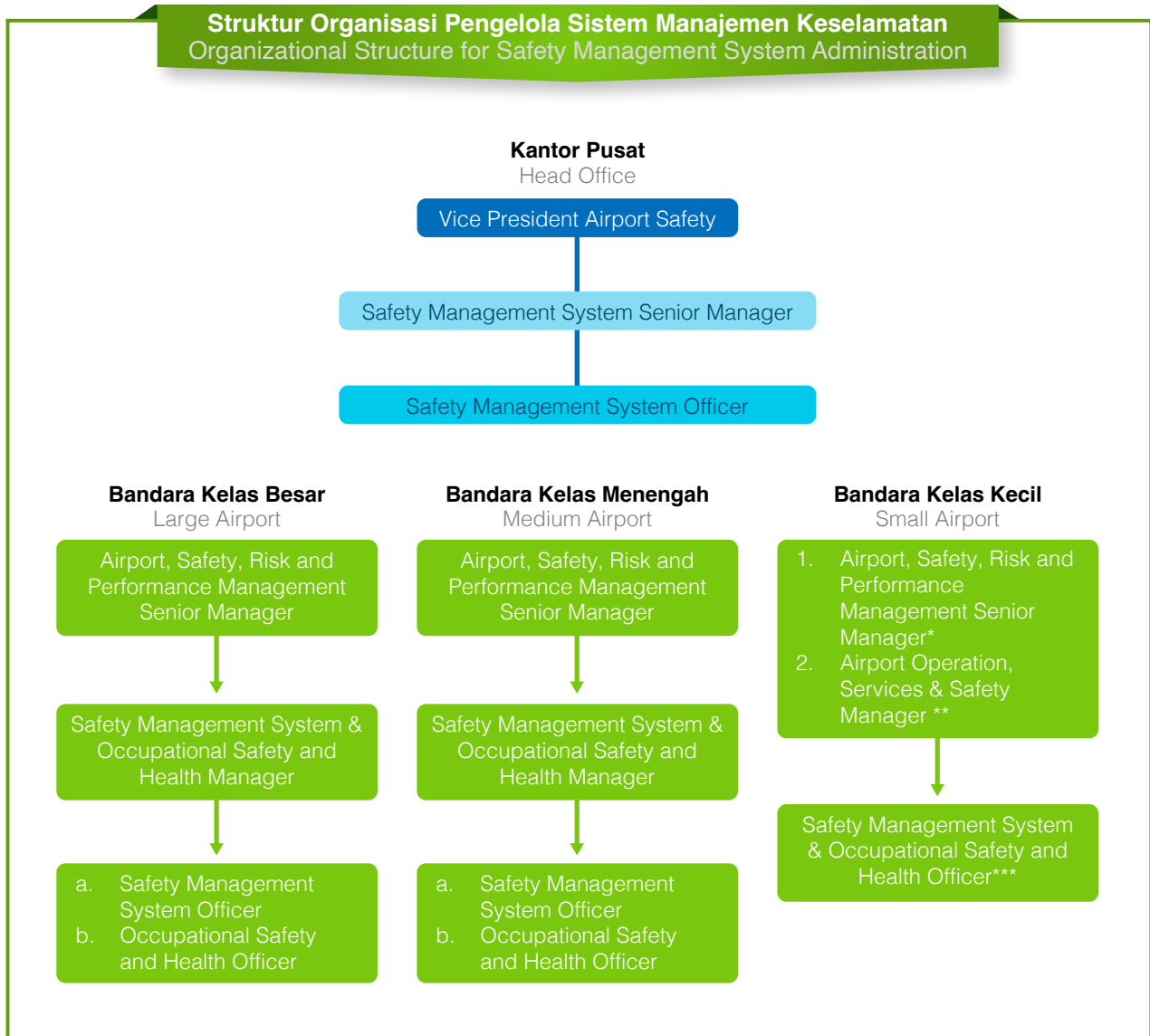
Responsibility for implementing and managing the safety management system rests with the Airport Safety Group, overseeing three departments. Among these, the Safety Management System Department focuses on aviation safety and occupational health management. This department ensures PT Angkasa Pura I operates its aviation safety and occupational health management systems effectively, in accordance with regulations, airport requirements, and company plans.

Selain menetapkan struktur organisasi pengelola manajemen keselamatan di kantor pusat dengan Vice President Airport Safety sebagai pimpinannya, PT Angkasa Pura I juga

Besides establishing the organizational structure for safety management at the headquarters with the Vice President of Airport Safety as its leader, PT Angkasa Pura I also sets up

menetapkan struktur organisasi pengelola manajemen keselamatan di setiap bandara. Perusahaan menyesuaikan struktur pengelolaan ini sesuai dengan skala dan kapabilitas masing-masing bandara, yakni bandara besar, menengah, dan kecil. Pada bandara menengah dan kecil, terdapat Airport Safety and Quality Senior Manager yang memimpin struktur organisasi pengelola keselamatan.

safety management structures at each airport. The company adjusts these management structures according to the scale and capabilities of each airport, namely large, medium, and small airports. In medium and small airports, there is an Airport Safety and Quality Senior Manager who leads the safety management organization.



Keterangan:

* Untuk Bandara DJJ, SOC, KOE dan AMQ

** Untuk Bandara BIK dan JOG

*** Untuk Bandara AMQ, KOE, BIK

Note:

* For DJJ, SOC, KOE and AMQ airports

** For BIK and JOG airports

*** For AMQ, KOE, BIK airports

Audit Keselamatan [GRI 3-3]

Safety Audit

PT Angkasa Pura I menjadikan kepatuhan terhadap peraturan perundang-undangan dalam menerapkan keselamatan penerbangan dan kesehatan kerja sebagai fokus utama. Oleh karena itu, sesuai dengan Peraturan Pemerintah Nomor 50 Tahun 2012, perusahaan melaksanakan Audit Sertifikasi Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) di 4 (empat) bandara yakni Bandara El Tari Kupang, Bandara Adisutjipto Yogyakarta, Bandara Pattimura Ambon, dan Bandara Frans Kaisiepo Biak pada 2023 dengan TÜV Rheinland Indonesia selaku lembaga audit yang ditunjuk oleh Kementerian Ketenagakerjaan RI. Melalui pelaksanaan audit SMK3, PT Angkasa Pura I dapat mengukur kinerja dan mengevaluasi penerapan SMK3 di PT Angkasa Pura I yang berguna untuk mendorong peningkatan yang berkelanjutan. Hasil audit di 4 (empat) bandara mencapai Tingkat Pencapaian Penerapan rata-rata sebesar 92,77%, sehingga berhasil memenuhi syarat untuk menerima Sertifikat SMK3 Peraturan Pemerintah Nomor 50 Tahun 2012 Bendera Emas (Kategori Memuaskan) Tingkat Lanjutan dari Kementerian Ketenagakerjaan dan mencapai target yaitu minimal 86%.

Sementara itu, untuk audit internal, Tim Airport Safety Group kantor pusat Jakarta melaksanakan *Airport Excellence in Safety Method for Safety Performance*. Pelaksanaan kegiatan ini bertujuan untuk mengukur dan mengawasi kinerja keselamatan di 15 (lima belas) bandara dengan 4 (empat) ruang lingkup yaitu: [GRI 416-1]

1. Sistem Manajemen Keselamatan yang mengacu pada Peraturan Direktur Jenderal Perhubungan Udara Nomor Kementerian Perhubungan Nomor 622 Tahun 2015 tentang Peraturan Keselamatan Penerbangan Sipil Bagian 139-08, Penerimaan (*Acceptance*) Pelaksanaan Sistem Manajemen Keselamatan (*Safety Management System/SMS*) Bandar Udara (*Staff Instruction 139-08*), dan Peraturan Pemerintah Nomor PP 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja;
2. PJP4U (Pelayanan Jasa Pendaratan, Penempatan dan Penyimpanan Pesawat Udara) yang mengacu pada Peraturan Jenderal Perhubungan Udara Nomor KP 220 Tahun 2017 perihal Petunjuk Teknis Peraturan Keselamatan Penerbangan Sipil Bagian 139-01, Sertifikasi dan Registrasi Serta Pengawasan Keselamatan Operasi Bandar Udara (*Staff Instruction 139-01*);
3. PJP2U (Pelayanan Jasa Penumpang Pesawat Udara) yang mengacu pada Peraturan Menteri Perhubungan Nomor PM 41 Tahun 2023 tentang Standar Pelayanan Pengguna Jasa Bandar Udara;
4. PJKP2U (Pelayanan Jasa Kargo & Pos Pesawat Udara) mengacu pada Peraturan Menteri Perhubungan Nomor PM 41 Tahun 2023 tentang Standar Pelayanan Pengguna Jasa Bandar Udara dan *Guideline Book Terminal Kargo dan Pos* PT Angkasa Pura I Tahun 2022.

PT Angkasa Pura I prioritizes compliance with regulations in the implementation of aviation safety and occupational health measures. Hence, in line with Government Regulation No. 50 of 2012, the company conducted a Certification Audit of the Occupational Health and Safety Management System (OHSMS) at four airports: El Tari Airport Kupang, Adisutjipto Airport Yogyakarta, Pattimura Airport Ambon, and Frans Kaisiepo Airport Biak in 2023. TÜV Rheinland Indonesia was appointed as the auditing body by the Indonesian Ministry of Manpower. Through these OHSMS audits, PT Angkasa Pura I gauges performance and evaluates OHSMS implementation, fostering continuous improvement. The audit results across the four airports achieved an average Compliance Achievement Level of 92.77%, meeting the criteria for obtaining the Gold Flag (Satisfactory Category) Advanced Level OHSMS Certificate under Government Regulation No. 50 of 2012 from the Ministry of Manpower and surpassing the minimum target of 86%.

In the realm of internal audits, the Airport Safety Group team stationed at the headquarters in Jakarta conducts the Airport Excellence in Safety Method for Safety Performance. This endeavor is directed towards the assessment and surveillance of safety performance across 15 airports, with a concentrated focus on four primary domains: [GRI 416-1]

1. The Safety Management System, which draws upon the regulations outlined in Directorate General of Civil Aviation Regulation No. KP 622 of 2015, pertaining to Civil Aviation Safety Regulation Part 139-08 Acceptance of Airport Safety Management System (Safety Management System/SMS) Implementation (Staff Instruction 139-08), as well as Government Regulation No. 50 of 2012 concerning the Implementation of Occupational Health and Safety Management System;
2. PJP4U (Services for Aircraft Landing, Placement, and Storage), as delineated in Directorate General of Civil Aviation Regulation No. KP 220 of 2017, delineating the Technical Guidelines for Civil Aviation Safety Regulation Part 139-01 Certification, Registration, and Oversight of Airport Operation Safety (Staff Instruction 139-01);
3. PJP2U (Services for Aircraft Passenger), anchored in Minister of Transportation Regulation No. PM 41 of 2023, which details the Airport User Service Standards; and
4. PJKP2U (Services for Cargo & Mail Aircraft), guided by Minister of Transportation Regulation No. PM 41 of 2023 on Airport User Service Standards and the Guideline Book for Cargo and Mail Terminals of PT Angkasa Pura I for the year 2022.

Tingkat pencapaian audit keselamatan bandara pada 2023 tertera pada tabel dan grafik di bawah ini:

The airport's safety audit accomplishment rates for the year 2023 are delineated within the table and graph provided below:

No	Bandara Airport	Pelaksanaan Implementation	Tingkat Pencapaian (%) Achievement Level (%)	
AUDIT SMK3 (EKSTERNAL) OSHMS AUDIT (EXTERNAL)				
1	Bandara El Tari Kupang El Tari Airport Kupang	13-14 Juli 2023 July 13-14, 2023	93,37	
2	Bandara Adisutjipto Yogyakarta Adisutjipto Airport Yogyakarta	31 Juli-1 Agustus 2023 July 31 - August 1, 2023	95,78	
3	Bandara Pattimura Ambon Pattimura Airport Ambon	17-18 Juli 2023 July 17-18, 2023	89,76	
4	Bandara Frans Kaisiepo Biak Frans Kaisiepo Airport Biak	24-25 Juli 2023 July 24-25, 2023	92,17	
AIRPORT EXCELLENCE IN SAFETY METHOD FOR SAFETY PERFORMANCE (INTERNAL)			Tingkat Pencapaian (%) Achievement Level (%)	
AIRPORT EXCELLENCE IN SAFETY METHOD FOR SAFETY PERFORMANCE (INTERNAL)			SMK3 OSHMS	KP622
1	Bandara El Tari Kupang El Tari Airport Kupang	06-09 Juni 2023 June 06-09, 2023	-	72
2	Bandara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Makassar	13-16 Juni 2023 June 13-16, 2023	91,57	72
3	Bandara Internasional Yogyakarta Kulon Progo Yogyakarta International Airport Kulon Progo	20-23 Juni 2023 June 20-23, 2023	92,77	72
4	Bandara Zainuddin Abdul Madjid Lombok Zainuddin Abdul Madjid Airport Lombok	08-11 Agustus 2023 August 08-11, 2023	91,57	75
5	Bandara Pattimura Ambon Pattimura Airport Ambon	29-31 Agustus 2023 August 29-31, 2023	-	69
6	Bandara Frans Kaisiepo Biak Frans Kaisiepo Airport Biak	5-8 September 2023 September 5-8, 2023	-	67
7	Bandara Sentani Jayapura Sentani Airport Jayapura	12-15 September 2023 September 12-15, 2023	87,50	61
8	Bandara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali	19-22 September 2023 September 19-22, 2023	90,96	75
9	Bandara Adisutjipto Yogyakarta Adisutjipto Airport Yogyakarta	2-4 Oktober 2023 October 2-4, 2023	-	77
10	Bandara Sam Ratulangi Manado Sam Ratulangi Airport Manado	10-13 Oktober 2023 October 10-13, 2023	90,96	66
11	Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan	17-20 Oktober 2023 October 17-20, 2023	89,76	71
12	Bandara Juanda Surabaya Juanda Airport Surabaya	24-27 Oktober 2023 October 24-27, 2023	92,77	74
13	Bandara Adi Soemarmo Solo Adi Soemarmo Airport Solo	31 Oktober-3 November 2023 October 31-November 3, 2023	92,17	73
14	Bandara Syamsudin Noor Banjarmasin Syamsudin Noor Airport Banjarmasin	14-17 November 2023 November 14-17, 2023	89,76	69
15	Bandara Jenderal Ahmad Yani Semarang Ahmad Yani Airport Semarang	21-24 November 2023 November 21-24, 2023	89,76	75
RATA-RATA AVERAGE			91,38	71,20%

Pencapaian *Key Performance Indicator Safety Rate* PT Angkasa Pura I Tahun 2023 sebagaimana tabel di bawah ini:

The following table outlines the achievement of the *Key Performance Indicator Safety Rate* for PT Angkasa Pura I in the year 2023:

No	Bandara Airport	Trafik Traffic	Kejadian Incidents	Capaian Achievement	Target Target
1	Bandara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali	124.153	2	105,61%	100%
2	Bandara Juanda Surabaya Juanda Airport Surabaya	87.477	4	104,83%	100%
3	Bandara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Makassar	75.729	0	105%	100%
4	Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Sultan Aji Muhammad Sulaiman Sepinggan International Airport Balikpapan	44.591	0	104,17%	100%
5	Bandara Adisutjipto Yogyakarta Adisutjipto Airport Yogyakarta	3.180	1	106%	100%
6	Bandara Jenderal Ahmad Yani Semarang Jenderal Ahmad Yani Airport Semarang	10.483	2	103,33%	100%
7	Bandara Adi Soemarmo Solo Adi Soemarmo Airport Solo	14.767	1	105%	100%
8	Bandara Syamsudin Noor Banjarmasin Syamsudin Noor Airport Banjarmasin	24.320	0	102,50%	100%
9	Bandara Zainuddin Abdul Madjid Lombok Zainuddin Abdul Madjid Airport Lombok	22.413	4	108%	100%
10	Bandara Sam Ratulangi Manado Sam Ratulangi Airport Manado	15.156	1	106%	100%
11	Bandara Pattimura Ambon Pattimura Airport Ambon	7.941	0	76,50%	100%
12	Bandara El Tari Kupang El Tari Airport Kupang	14.762	0	103,33%	100%
13	Bandara Frans Kaisiepo Biak Frans Kaisiepo Airport Biak	2.625	0	103,17%	100%
14	Bandara Internasional Yogyakarta Yogyakarta International Airport	28.026	3	103%	100%
15	Bandara Sentani Jayapura Sentani Airport Jayapura	37.034	0	101,67%	100%
Total		512.657	18		

Berdasarkan tabel di atas, PT Angkasa Pura I memiliki komitmen tinggi terhadap keselamatan pengguna jasa bandara melalui pencapaian yang baik. Rata-rata pencapaian keselamatan berdasarkan Peraturan Pemerintah Nomor 50 Tahun 2012 sebesar 91,38% (hasil memuaskan). Kemudian, berdasarkan Peraturan Direktur Jenderal Perhubungan Udara Nomor Kementerian Perhubungan Nomor 622 Tahun 2015, rata-rata pencapaian sebesar 71,2% pada 15 bandara PT Angkasa Pura I. Perusahaan juga tidak menemukan adanya pengaduan ataupun insiden ketidakpatuhan terhadap peraturan perundang-undangan dan/atau regulasi mengenai dampak kesehatan dan keselamatan dari operasi dan pelayanan. [GRI 416-2]

Based on the table provided, PT Angkasa Pura I demonstrates a strong commitment to ensuring the safety of airport users, with commendable achievements. The average safety performance, as per Government Regulation No. 50 of 2012, stands at 91.38% (a satisfactory result). Additionally, according to Directorate General of Civil Aviation Regulation No. KP 622 of 2015, the average safety performance across 15 airports managed by PT Angkasa Pura I is 71.2%. Furthermore, the company reports no complaints or incidents of non-compliance with laws and regulations regarding the health and safety impacts of operations and services. [GRI 416-2]

Program Keselamatan [GRI 3-3] Safety Programs

Pada tahun 2023, perusahaan telah melaksanakan berbagai program keselamatan penerbangan dan kesehatan kerja untuk memastikan tercapainya tujuan keselamatan PT Angkasa Pura I, antara lain:

Throughout the year 2023, the company has executed a range of aviation safety and occupational health initiatives to uphold the safety objectives of PT Angkasa Pura I, including:

No	Kegiatan / Program Activity / Program	Keterangan Description
1	Penyusunan dan pengawasan identifikasi bahaya, penilaian dan pengendalian risiko K3 (IBPR), serta <i>i-risk</i> Preparation and supervision of hazard identification, assessment, and control in Occupational Health and Safety (IBPR), as well as <i>i-risk</i>	Kegiatan ini bertujuan untuk identifikasi bahaya, penilaian, dan pengendalian risiko K3 pada setiap aktivitas pekerjaan, serta memantau perubahan pada pekerjaan. Kemudian, perusahaan melakukan pengawasan terhadap setiap pengendalian risiko guna memastikan efektivitasnya. These activities are geared towards identifying, assessing, and controlling Occupational Health and Safety (IBPR) risks in every work activity, while also monitoring any changes in work conditions. Subsequently, the company ensures the effectiveness of each risk control through diligent oversight.
2	Rapat panitia pembina K3 Committee meetings for safety management	Kegiatan ini merupakan wadah untuk mengembangkan kerja sama, saling pengertian, dan partisipasi efektif antara unsur pimpinan perusahaan dan tenaga kerja dalam menangani masalah serta isu K3 di perusahaan. These initiatives serve as a platform to cultivate cooperation, mutual understanding, and active participation between company leadership and employees in addressing Occupational Health and Safety (OHS) concerns within the organization.
3	Sertifikasi personel sesuai bidang kerja Certification of personnel according to their respective fields of work	Personel di seluruh bandara yang dikelola oleh PT Angkasa Pura I telah tersertifikasi oleh Direktorat Jenderal Perhubungan Udara Kementerian Perhubungan dan Kementerian Ketenagakerjaan. Personnel at all airports managed by PT Angkasa Pura I are certified by the Directorate General of Civil Aviation of the Ministry of Transportation and the Ministry of Manpower.
4	Sosialisasi dan webinar keselamatan bagi para pemangku kepentingan Safety awareness sessions and webinars for stakeholders	Perusahaan melangsungkan sosialisasi dan seminar keselamatan bagi para pemangku kepentingan setidaknya satu kali dalam setahun di seluruh bandara yang dikelola oleh PT Angkasa Pura I. The company conducts safety awareness sessions and seminars for stakeholders at least once a year at all airports under its management.
5	<i>Safety briefing</i> bagi para kontraktor, vendor, penyewa, dan pemangku kepentingan Safety briefings for contractors, vendors, tenants, and stakeholders	Pelaksanaan <i>safety briefing</i> sebelum memulai pekerjaan, baik di sisi udara maupun sisi darat, yang melibatkan kontraktor, vendor, penyewa, dan pemangku kepentingan. Safety briefings are conducted before commencing work, both airside and landside, involving contractors, vendors, tenants, and stakeholders.
6	Inspeksi keselamatan Safety inspections	Suatu upaya untuk memeriksa atau mendeteksi semua faktor (peralatan, proses kerja, material, area kerja, prosedur) yang berpotensi menimbulkan cedera atau penyakit akibat kerja (PAK), sehingga pencegahan dan minimalisasi kecelakaan kerja ataupun kerugian dapat terlaksana. Efforts are made to thoroughly inspect or detect all factors (equipment, work processes, materials, work areas, and procedures) that could potentially cause injuries or work-related illnesses, thereby facilitating accident prevention and minimizing work-related losses.

No	Kegiatan / Program Activity / Program	Keterangan Description
7	Bulan K3 Nasional National OHS Month	<p>Penyelenggaraan promosi dan kampanye keselamatan di seluruh bandara yang dikelola oleh PT Angkasa Pura I, dengan kegiatan berikut:</p> <ol style="list-style-type: none"> 1. Apel Bulan K3 Nasional 2. Penghargaan K3 (K3 Award) dari provinsi setempat 3. Safety Trivia Quiz 4. Safety Photography Competition 5. Pemasangan spanduk/banner bulan K3 6. Donor Darah 7. Webinar Bulan K3 Nasional "Self Love? Self Healing" <p>The company organizes safety promotion and campaigns at all airports under its management, including activities such as:</p> <ol style="list-style-type: none"> 1. National OHS Month Assembly 2. Occupational Health and Safety (OHS) Award from the local province 3. Safety Trivia Quiz 4. Safety Photography Competition 5. Installation of National Safety Month banners/signs 6. Blood Donations 7. National OHS Month Webinar "Self-Love? Self-Healing"
8	<p>Pelatihan penggunaan Alat Pemadam Api Ringan (APAR) bagi mitra kerja dan mitra usaha.</p> <p>Training on the use of Fire Extinguishers for working partners and business associates.</p>	<p>Dampak positif dari pelaksanaan kegiatan Pelatihan Penggunaan Alat Pemadam Api Ringan (APAR) adalah:</p> <ol style="list-style-type: none"> 1. Mengetahui cara penggunaan APAR. 2. Meningkatkan kepedulian terhadap kondisi lingkungan kerja di gedung perkantoran. 3. Meningkatkan pengetahuan dan keterampilan dalam menanggulangi keadaan darurat kebakaran gedung perkantoran. <p>Perusahaan secara rutin melaksanakan pelatihan penggunaan APAR setidaknya satu kali dalam setahun.</p> <p>The positive impacts of conducting Fire Extinguisher Usage Training include:</p> <ol style="list-style-type: none"> 1. Understanding the proper usage of fire extinguisher. 2. Heightened awareness of the workplace environment in office buildings. 3. Enhanced knowledge and skills in addressing emergency fire situations in office buildings. <p>The company conducts fire extinguisher usage training regularly, at least once a year.</p>
9	<p>Simulasi latihan tanggap darurat</p> <p>Emergency response drill simulations</p>	<p>Perusahaan secara berkala melaksanakan latihan tanggap darurat dengan melibatkan unit-unit terkait, baik di lingkungan internal maupun eksternal. Beberapa hal yang menjadi fokus perhatian dalam pelaksanaan latihan ini, antara lain:</p> <ol style="list-style-type: none"> 1. Memahami konsep Perencanaan Tanggap Darurat (Emergency Response Plan/ERP) secara efektif sehingga pengendalian dapat terlaksana secara cepat dan tepat. 2. Mencegah kesimpangsiuran dalam menghadapi kondisi darurat (tidak gugup dan panik). 3. Mencegah terjadinya kerugian materi maupun jiwa yang lebih besar (korban jiwa, kerusakan fasilitas/peralatan, dan lain-lain). <p>The company conducts regular emergency response drills involving relevant units, both internally and externally. These drills focus on several key objectives:</p> <ol style="list-style-type: none"> 1. Understanding the Emergency Response Planning (ERP) concept effectively to ensure swift and accurate control. 2. Maintaining composure and preventing confusion during emergency situations. 3. Minimizing material and human losses, including casualties and damage to facilities or equipment.

No	Kegiatan / Program Activity / Program	Keterangan Description
		<p>4. Meningkatkan pengetahuan dan keterampilan dalam menanggulangi keadaan darurat di lingkungan bandara.</p> <p>4. Enhancing knowledge and skills for managing emergencies within airport environments.</p>
10	<p>Sertifikasi ISO 45001:2018 di seluruh bandara PT Angkasa Pura I</p> <p>ISO 45001:2018 certification across all PT Angkasa Pura I airports</p>	<p>Salah satu bentuk kepatuhan terhadap persyaratan internasional dan dalam memberi nilai tambah dan meningkatkan citra perusahaan.</p> <p>Ensuring compliance with international standards not only adds value but also enhances the company's reputation.</p>
11	<p>Resertifikasi SMK3 PP 50 Tahun 2012 di 4 bandara (Bandara El Tari Kupang, Bandara Adisutjipto Yogyakarta, Bandara Pattimura Ambon, dan Bandara Sam Ratulangi Manado)</p> <p>Re-certification of OHSMS PP 50 Year 2012 at 4 airports (El Tari Airport Kupang, Adisutjipto Airport Yogyakarta, Pattimura Airport Ambon, and Sam Ratulangi Airport Manado)</p>	<p>Salah satu bentuk kepatuhan terhadap peraturan perundang-undangan dan dalam upaya mengetahui tingkat konsistensi implementasi Sistem Manajemen K3.</p> <p>A method to comply with regulations involves assessing the consistency of implementing the Occupational Health and Safety Management System (OHSMS).</p>
12	<p>Sertifikasi fasilitas dan peralatan secara berkala</p> <p>Regular certification of facilities and equipment</p>	<p>Fasilitas dan peralatan di seluruh bandara yang dikelola oleh PT Angkasa Pura I telah tersertifikasi oleh Direktorat Jenderal Perhubungan Udara Kementerian Perhubungan dan Dinas Tenaga Kerja setempat.</p> <p>The facilities and equipment at all airports managed by PT Angkasa Pura I have obtained certification from both the Directorate General of Civil Aviation of the Ministry of Transportation and the local Labor Department.</p>
13	<p>Pengukuran kualitas lingkungan kerja dan penilaian risiko kesehatan kerja</p> <p>Measurement of workplace environmental quality and assessment of occupational health risks</p>	<p>Perusahaan telah melaksanakan pengukuran lingkungan kerja sesuai dengan peraturan perundangan dan persyaratan yang berlaku. Hasil dari pengukuran lingkungan kerja menjadi acuan untuk menilai tingkat risiko kesehatan kerja dan melakukan upaya pengendalian risiko kesehatan kerja di area kerja (area perkantoran dan bandara).</p> <p>The company has carried out workplace environmental assessments in compliance with relevant laws and regulations. The results of these assessments serve as a basis for evaluating the level of occupational health risks and implementing risk control measures in both office and airport areas</p>
14	<p><i>Airport Excellence in Safety Method for Safety Performance</i></p>	<p>Kegiatan ini bertujuan untuk memastikan pengelolaan Sistem Manajemen Keselamatan Penerbangan dan Kesehatan Kerja yang efektif, sesuai dengan standar dan peraturan pada PP 50 Tahun 2012 dan KP 622 Tahun 2015 Pemantauan dan Pengukuran Kinerja Keselamatan telah telaksana di 15 bandara menggunakan metode daring dan kunjungan.</p> <p>This activity aims to ensure effective management of the Aviation Safety and Occupational Health Management System, in line with the standards and regulations stipulated in Government Regulation No. 50 of 2012 and Regulation KP 622 of 2015. Monitoring and performance measurement of safety have been conducted at 15 airports using both online methods and site visits.</p>
15	<p>Pemantauan implementasi keselamatan di proyek pengembangan bandara</p> <p>Monitoring the safety implementation in airport development projects</p>	<p>Pemantauan aspek keselamatan pada proyek pengembangan bandara sebagai upaya pembinaan, penerapan, pemeliharaan, dan evaluasi keselamatan di lingkungan kerja proyek pengembangan bandara.</p> <p>Monitoring safety aspects within airport development projects is crucial for fostering, implementing, maintaining, and evaluating safety within the project's work environment.</p>

No	Kegiatan / Program Activity / Program	Keterangan Description
16	<p><i>Updating surat keputusan terkait safety review board</i> Updating the decree on the safety review board</p>	<p>Bertujuan untuk memastikan penyelesaian permasalahan keselamatan yang membutuhkan keputusan dan/atau kebijakan Direksi PT Angkasa Pura I. Sosialisasi SK Safety Review Board kepada anggota kantor pusat dan kantor cabang telah dilaksanakan.</p> <p>The objective is to ensure the resolution of safety issues that require decisions or policies from PT Angkasa Pura I's Board of Directors. The dissemination of the Safety Review Board Decree to members of both the head office and branch offices has been completed.</p>
17	<p><i>Safety Action Group (SAG) dan Safety Review Board (SRB)</i> Aviation Safety Action Group (SAG) and Safety Review Board (SRB)</p>	<p>Perusahaan telah melangsungkan Pertemuan <i>Safety Action Group</i> di kantor cabang PT Angkasa Pura I dengan bahasan berbagai topik dan isu keselamatan di masing-masing kantor cabang. <i>Safety Action Group</i> merupakan wadah koordinasi yang bertujuan untuk:</p> <ol style="list-style-type: none"> 1. Memastikan permasalahan keselamatan di bandara dapat diselesaikan sesuai dengan kewenangan General Manager. 2. Memastikan permasalahan keselamatan yang tidak dalam kewenangan General Manager disampaikan kepada <i>Safety Review Board</i>. 3. Sekretaris <i>Safety Review Board</i> melakukan analisa terhadap isu keselamatan yang telah disampaikan melalui General Manager masing-masing bandara kepada seluruh unit pembina sebelum dilakukan pembahasan pada <i>level executive board</i>. <p>The company has organized Safety Action Group meetings at PT Angkasa Pura I's branch offices to discuss various safety topics and issues specific to each location. The Safety Action Group serves as a coordination platform with the following objectives:</p> <ol style="list-style-type: none"> 1. Ensure that safety issues at airports are addressed within the authority of the General Manager. 2. Ensure that safety issues beyond the authority of the General Manager are reported to the Safety Review Board. 3. The Secretary of the Safety Review Board analyzes safety issues presented through the General Managers of each airport to all supervisory units before discussion at the executive board level.
18	<p><i>Runway Safety Team (RST)</i> Runway Safety Team (RST)</p>	<p>Kegiatan untuk identifikasi bahaya di area pergerakan pesawat udara serta dalam rangka meminimalkan dan memitigasi risiko keselamatan di area pergerakan pesawat udara. Pertemuan RST juga merupakan wadah bagi pemangku kepentingan terkait untuk mendapatkan solusi pencegahan kejadian serta penyusunan perencanaan guna tercapainya kinerja keselamatan.</p> <p>The activity focuses on identifying hazards in the aircraft movement area and aims to minimize and mitigate safety risks associated with it. RST meetings also provide a platform for relevant stakeholders to devise preventive measures and develop plans to enhance safety performance.</p>
19	<p><i>Bird Strike Committee (BSC)</i> Bird Strike Committee (BSC)</p>	<p>Secara rutin, perusahaan melaksanakan Pertemuan <i>Bird Strike Committee (BSC)</i> oleh kantor cabang PT Angkasa Pura I.</p> <p>The company routinely holds Bird Strike Committee (BSC) meetings at the branch offices of PT Angkasa Pura I.</p>
20	<p>Promosi keselamatan Safety promotion</p>	<p>Promosi keselamatan merupakan media informasi yang memuat isu-isu keselamatan terkini dan/atau laporan kinerja implementasi Sistem Manajemen Keselamatan. Pada tahun 2023, kantor pusat telah menerbitkan 4 <i>safety bulletin</i>, 8 <i>safety poster</i>, dan 2 <i>safety notice</i></p> <p>Safety promotion serves as an informative platform that addresses current safety issues and reports on the implementation performance of the Safety Management System. In 2023, the headquarters issued 4 safety bulletins, 8 safety posters, and 2 safety notices, utilizing the</p>

No	Kegiatan / Program Activity / Program	Keterangan Description
		<p>yang publikasinya memanfaatkan <i>Office Collaboration Platform (OCP)</i> perusahaan dan media sosial milik perusahaan.</p> <p>company's <i>Office Collaboration Platform (OCP)</i> and corporate social media for dissemination.</p>
21	<p>Investigasi Investigations</p>	<p>Perusahaan telah melaksanakan investigasi atas insiden serius dan/ atau kecelakaan yang terjadi di kantor cabang PT Angkasa Pura I, baik berupa pendampingan kepada Komite Nasional Keselamatan Transportasi (KNKT) maupun investigasi secara internal.</p> <p>The company has undertaken investigations into serious incidents and/or accidents that occurred at PT Angkasa Pura I branch offices, providing support to the National Transportation Safety Committee (KNKT) and conducting internal investigations.</p>
22	<p><i>Safety awareness</i></p>	<p>Bertujuan untuk meningkatkan kesadaran terkait keselamatan dan kepatuhan terhadap peraturan melalui metode sosialisasi, lokakarya, dan seminar. Kesadaran keselamatan merupakan program rutin di bandara dan sudah terlaksana selama 2023 dengan berbagai tema keselamatan.</p> <p>Intended to elevate consciousness regarding safety and adherence to regulations through channels like dissemination, workshops, and seminars, the safety awareness initiative stands as a recurrent program at the airport, actively executed with diverse safety topics throughout the year 2023.</p>
23	<p><i>Wildlife hazard management improvement for operational excellence</i></p>	<p>Kegiatan bertujuan untuk evaluasi <i>Wildlife Hazard Management Plan (WHMP)</i> sebagai pedoman dalam menyusun rencana strategis dan melaksanakan program kerja untuk mencegah dan mengurangi populasi satwa liar dan burung di bandara.</p> <p>The activity aims to evaluate the <i>Wildlife Hazard Management Plan (WHMP)</i> to guide the formulation of strategic plans and implementation of work programs aimed at preventing and reducing the population of wildlife and birds at the airport.</p>
24	<p><i>Safety for managerial</i></p>	<p>Peningkatan kompetensi pegawai terkait keselamatan khususnya pejabat dua atau tiga tingkat di bawah direksi dari kantor pusat dan kantor cabang.</p> <p>Improving the competency of employees, particularly officials two or three levels below the directorate, regarding safety, both at the head office and branch offices.</p>
25	<p><i>Safety for executive</i></p>	<p>Peningkatan kompetensi pegawai terkait keselamatan khususnya pejabat satu tingkat di bawah direksi dari kantor pusat dan kantor cabang.</p> <p>Improving the safety-related competency of employees, particularly officials one level below the directorate, at both the head office and branch offices.</p>

Identifikasi Bahaya, Penilaian Risiko, dan Investigasi Insiden [GRI 403-2] [OJK F.21]

Hazard Identification, Risk Assessment, and Incident Investigation

PT Angkasa Pura I memiliki komitmen menciptakan tempat kerja yang aman dan memperhatikan kesehatan. Dalam rangka mewujudkan hal tersebut, PT Angkasa Pura I menerapkan Sistem Manajemen K3 (SMK3) yang menjadi bagian dari sistem manajemen perusahaan untuk mengendalikan risiko yang berkaitan dengan K3. Berikut adalah jumlah karyawan yang tercakup dalam penerapan SMK3 yang telah diperoleh dari rekapitulasi laporan bulanan.

PT Angkasa Pura I is committed to fostering a safe and healthy work environment. To achieve this goal, the company implements an Occupational Health and Safety Management System (OHSMS) as an integral part of its corporate management system to manage risks related to occupational health and safety (OHS). The following data represents the number of employees covered by the OHSMS implementation, as extracted from the monthly report summary.

Pekerja yang Tercakup dalam Sistem Manajemen Keselamatan dan Kesehatan Kerja [GRI 403-8] Number of Employees Covered by Occupational Health and Safety Management System

Deskripsi Description	Karyawan Internal Internal Employees
Jumlah yang tercakup dalam SMK3 Number covered by OHSMS	3.096 orang people
Jumlah yang tercakup dalam SMK3 dan telah diaudit secara internal Number covered by OHSMS and internally audited	96 orang people
Jumlah yang tercakup dalam SMK3 dan telah diaudit secara eksternal Number covered by OHSMS and externally audited	96 orang people

Catatan: Angkasa Pura I tidak memiliki data pekerja kontraktor karena cakupan SMK3 hanya terkait pegawai internal

Note: PT Angkasa Pura I does not have data on contractor workers as the coverage of OHSMS is limited to internal employees

Hal pertama dalam penerapan keselamatan penerbangan dan kesehatan kerja mencakup proses identifikasi bahaya, penilaian risiko, dan investigasi insiden terkait pekerjaan dalam industri kebandarudaraan. PT Angkasa Pura I menggunakan hasil dari identifikasi bahaya dan penilaian risiko sebagai dasar pertimbangan dalam menetapkan program keselamatan setiap tahunnya yang diperoleh melalui upaya berikut:

1. Penilaian dan pengendalian risiko keselamatan;
2. Inspeksi keselamatan; dan
3. Melakukan penyusunan analisis keselamatan kerja (*job safety analysis*) dan izin kerja (*work permit*) untuk pekerjaan berisiko tinggi.

Selain mengidentifikasi bahaya dan penilaian risiko, PT Angkasa Pura I juga berupaya menghilangkan bahaya dan meminimalkan risiko terkait pekerjaan, antara lain:

1. Eliminasi
Menghilangkan atau meniadakan sumber yang memiliki potensi bahaya sehingga risiko tersebut hilang.
2. Substitusi
Menggantikan sumber yang memiliki potensi bahaya dengan sumber lain yang sejenis, namun dapat mengurangi tingkat risiko.

The first step in implementing aviation safety and occupational health involves identifying hazards, assessing risks, and investigating job-related incidents in the airport industry. PT Angkasa Pura I uses the findings from hazard identification and risk assessment as the foundation for establishing annual safety programs. These efforts include:

1. Conducting safety risk assessments and controls;
2. Performing safety inspections; and
3. Carrying out job safety analyses and issuing work permits for high-risk tasks.

In addition to identifying hazards and assessing risks, PT Angkasa Pura I also strives to eliminate hazards and minimize job-related risks through various measures, including:

1. Elimination
Removing or eliminating potential hazard sources to completely mitigate risks.
2. Substitution
Replacing hazardous sources with similar alternatives that reduce the level of risk

3. Pengendalian Rekayasa Teknis

Melakukan rekayasa teknis dengan menambah sistem perlindungan baik pasif maupun aktif terhadap peralatan sehingga risiko dapat dikendalikan.

4. Pengendalian Administratif

Membuat prosedur kerja yang aman dalam aktivitas kerja yang berisiko.

5. Penggunaan Alat Pelindung Diri (APD)

Menyediakan dan memberikan Alat Pelindung Diri (APD) berdasarkan Peraturan Menteri Tenaga Kerja Nomor 8 Tahun 2010 kepada pegawai sesuai dengan tingkat risiko pekerjaan untuk mengurangi dampak terhadap risiko yang ada.

PT Angkasa Pura I melaksanakan proses identifikasi bahaya, penilaian, dan pengendalian risiko merujuk pada Peraturan Pemerintah Nomor 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan serta Peraturan Direktur Jenderal Perhubungan Udara Nomor KP 622 Tahun 2015 tentang Peraturan Keselamatan Penerbangan Sipil Bagian 139-08.

Dalam rangka memastikan terlaksananya Sistem Manajemen Keselamatan dalam setiap unit kerja, maka masing-masing unit kerja juga melakukan identifikasi bahaya, penilaian, dan pengendalian risiko. Perusahaan akan meninjau proses identifikasi tersebut sesuai dengan prosedur. Praktik identifikasi bahaya dan pengendalian risiko turut terwujud dalam:

- Pekerjaan baru.
- Pekerjaan dengan risiko tinggi.
- Apabila terdapat ketidaksesuaian dari hasil inspeksi, pelaporan bahaya, dan/atau hasil audit internal.

PT Angkasa Pura I melanjutkan proses identifikasi bahaya, penilaian, dan pengendalian risiko K3 dengan melaksanakan evaluasi program kerja dan audit internal *Airport Excellence in Safety Method for Safety Performance*. Melalui kegiatan tersebut, PT Angkasa Pura I dapat mengetahui tingkat implementasi dan efektivitas penerapan sistem manajemen keselamatan yang berguna sebagai masukan untuk peningkatan mutu secara berkesinambungan.

PT Angkasa Pura I juga terus mendorong seluruh karyawan untuk berpartisipasi dalam upaya mengidentifikasi bahaya demi terciptanya keselamatan penerbangan dan kesehatan kerja yang aman dan nyaman. Perusahaan juga melibatkan karyawan dengan memberikan kesempatan untuk melaporkan setiap temuan, masukan, ataupun pengaduan kepada atasan, pengawas pekerjaan, maupun unit yang membidangi keselamatan. Hal ini tertuang dalam Keputusan Direksi Nomor KEP.DU.007/KB.02/2023 tentang Pedoman Sistem Manajemen Keselamatan (*Safety Management System*) PT Angkasa Pura I.

Karyawan juga berhak menolak dan meninggalkan situasi kerja yang diyakini berisiko terhadap keselamatan dan kesehatan, kemudian melaporkannya baik terhadap atasan, pengawas pekerjaan, maupun unit K3. Hal tersebut tertuang dalam Perjanjian Kerja Bersama (PKB) Tahun 2023-2025 Bab VI, Pasal 41 tentang Keselamatan dan Kesehatan Kerja, angka 12; yaitu pegawai berhak menyatakan keberatan melakukan pekerjaan yang berbahaya atau berisiko apabila perusahaan

3. Engineering Controls

Implementing technical engineering measures by adding passive or active protective systems to equipment to effectively control risks.

4. Administrative Control

Establishing safe work procedures for high-risk activities

5. Use of Personal Protective Equipment (PPE)

Providing and ensuring the use of Personal Protective Equipment (PPE) to employees according to the level of job risk, as stipulated in Minister of Manpower Regulation No. 8 of 2010, to reduce the impact of existing risks.

PT Angkasa Pura I adheres to the hazard identification, risk assessment, and risk control process as stipulated in Government Regulation No. 50 of 2012 on Safety Management System Implementation, and Director General of Civil Aviation Regulation No. KP 622 of 2015 on Civil Aviation Safety Regulations Part 139-08.

To ensure the integration of the Safety Management System across all operational units, each unit conducts its own hazard identification, risk assessment, and risk control procedures. The company reviews these identification processes in accordance with established protocols. This practice applies to:

- New tasks.
- High-risk tasks.
- Instances of non-compliance identified during inspections, hazard reporting, and internal audits.

PT Angkasa Pura I advances its hazard identification, risk assessment, and occupational safety and health (OSH) risk control processes by conducting work program evaluations and internal audits using the *Airport Excellence in Safety Method for Safety Performance*. These activities allow PT Angkasa Pura I to gauge the implementation level and effectiveness of its safety management system, offering valuable insights for continual quality enhancement.

Moreover, PT Angkasa Pura I actively encourages all employees to engage in hazard identification efforts, fostering aviation safety and ensuring comfortable working conditions. The company also involves employees by providing opportunities to report any findings, feedback, or complaints to supervisors, work supervisors, or units responsible for safety. This commitment is underscored in Director's Decision No. KEP.DU.007/KB.02/2023 outlining the Guidelines for the Safety Management System (SMS) of PT Angkasa Pura I.

Employees have the right to refuse and leave work situations they deem hazardous to safety and health, reporting them to supervisors, work supervisors, or the HSE unit. This right is enshrined in the Collective Labor Agreement (CLA) for 2023-2025, Chapter VI, Article 41 on Occupational Safety and Health, point 12. It grants employees the right to object to hazardous or risky work if the company fails to provide adequate equipment and tools for ensuring occupational safety and health.

tidak menyediakan peralatan dan perlengkapan kerja yang memadai untuk menjamin keselamatan dan kesehatan kerja.

PT Angkasa Pura I memberikan jaminan perlindungan dan kerahasiaan bagi karyawan yang melaporkan kondisi berisiko dan berbahaya kepada struktur hierarki pengendalian risiko, sehingga mereka terhindar baik dari tekanan maupun tindakan balasan sebagai dampak dari pelaporan tersebut. Berdasarkan Keputusan Direksi Nomor KEP.DU.007/KB.02/2023 tentang Pedoman Sistem Manajemen Keselamatan (*Safety Management System*) PT Angkasa Pura I terkait Kebijakan Pembebasan dari Hukum dalam Pelaporan (*Non-Punitive Reporting Policy*), PT Angkasa Pura I tidak menetapkan sanksi baik kepada pelapor, pihak terlapor, maupun pihak terkait lainnya selama tidak terdapat pelanggaran disiplin atau prosedur.

Perusahaan akan menindaklanjuti setiap laporan ataupun masukan dari karyawan terkait keselamatan penerbangan dan kesehatan kerja hingga insiden kecelakaan kerja atau hampir celaka dengan proses investigasi untuk mencari akar masalahnya. Melalui proses investigasi, PT Angkasa Pura I membuat rekomendasi tindakan-tindakan perbaikan baik yang bersifat jangka pendek (tindakan perbaikan) maupun jangka panjang (pembenahan sistem). PT Angkasa Pura I memiliki prosedur khusus dalam proses investigasi insiden, identifikasi bahaya, penilaian risiko, serta tindakan-tindakan perbaikan terkait sistem manajemen keselamatan yaitu: **[GRI 403-2]**

- Investigasi merupakan kegiatan penelitian untuk mengetahui penyebab bahaya/kejadian/kecelakaan/PAK yang terjadi dan cara pencegahan agar kejadian serupa tidak terulang kembali. Pegawai yang berkompentensi dan telah memperoleh pendidikan terkait investigasi akan melaksanakan proses investigasi.
- Identifikasi bahaya untuk melihat apabila terdapat suatu keadaan/objek yang berpotensi menyebabkan kerusakan terhadap peralatan atau struktur, cedera atau PAK, kehilangan materi atau pengurangan kemampuan yang dapat mengurangi fungsi.
- Perusahaan melakukan penilaian risiko (*risk assessment*) dan peluang (*opportunity*) setelah potensi bahaya teridentifikasi dengan menilai perkiraan faktor kemungkinan (*probability*) dan faktor keparahan (*severity*)/ dampak dari tiap-tiap bahaya. Dengan demikian, perusahaan dapat memahami dan mengurutkan prioritas semua risiko dan peluang. Perusahaan melakukan penilaian risiko (*risk assessment*) sebelum dan setelah penanganan, kemudian perusahaan melakukan evaluasi untuk menentukan pengambilan keputusan terkait penanganan risiko.

PT Angkasa Pura I ensures protection and confidentiality for employees reporting risky and hazardous conditions to the risk control hierarchy structure, shielding them from pressure or retaliatory actions as a result of their reporting. According to Board of Directors Decision Number KEP.DU.007/KB.02/2023 on the Guidelines for the Safety Management System (*Safety Management System*) of PT Angkasa Pura I regarding the Non-Punitive Reporting Policy, PT Angkasa Pura I refrains from imposing sanctions on reporters, reported parties, or other relevant parties as long as there are no violations of discipline or procedures.

The company will follow up on every report or input from employees regarding flight safety and occupational health until incidents of work accidents or near misses with an investigation process to identify the root cause. Through the investigative process, PT Angkasa Pura I makes recommendations for corrective actions, both short-term (corrective actions) and long-term (system improvements). PT Angkasa Pura I has specific procedures in place for incident investigation, hazard identification, risk assessment, and safety management system-related corrective actions:

[GRI 403-2]

- Investigation involves research to determine the causes of hazards/incidents/accidents/occupational illnesses and prevention methods to prevent similar occurrences from happening again. Competent employees who have received relevant investigation education will conduct the investigative process.
- Hazard identification aims to identify conditions/objects that may potentially cause damage to equipment or structures, injuries or occupational illnesses, material loss, or reduced capabilities that could impair function.
- The company conducts risk assessment and opportunity assessment after potential hazards are identified by assessing the estimated likelihood (probability) and severity (impact) factors of each hazard. This enables the company to understand and prioritize all risks and opportunities. Risk assessment is performed before and after mitigation, followed by an evaluation to determine decision-making regarding risk management.



Partisipasi, Konsultasi, dan Komunikasi Pekerja Tentang Keselamatan dan Kesehatan Kerja [GRI 403-4, 403-5]

Participation, Consultation, and Communication of Workers Regarding Occupational Health and Safety

PT Angkasa Pura I mengukuhkan implementasi sistem manajemen keselamatan dengan membentuk Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3), *Runway Safety Team* (RST), *Safety Action Group* (SAG), *Safety Review Board* (SRB), dan *Bird Strike Committee* (BSC) sebagai komite gabungan Keselamatan Penerbangan dan Kesehatan Kerja yang menjadi wadah pelibatan perwakilan karyawan dan manajemen. Melalui P2K3, RST, SAG, SRB dan BSC, karyawan dan manajemen mendapatkan ruang untuk membahas mulai dari isu-isu keselamatan penerbangan serta keselamatan dan kesehatan kerja, upaya pencapaian kinerja dan target keselamatan PT Angkasa Pura I, hingga peningkatan efektivitas sistem manajemen keselamatan.

Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3), *Runway Safety Team* (RST), *Safety Action Group* (SAG), *Safety Review Board* (SRB) dan *Bird Strike Committee* (BSC) di PT Angkasa Pura I terdiri dari ketua, sekretaris, dan anggota.

Komite gabungan melakukan pertemuan secara rutin sesuai aturan yang berlaku untuk membahas perkembangan penerapan Keselamatan Penerbangan dan Kesehatan Kerja di PT Angkasa Pura I. Perusahaan meneruskan hasil pertemuan tersebut kepada manajemen di kantor pusat untuk tindak lanjut.

Anggota Komite Gabungan dalam PT Angkasa Pura I sebagai berikut:

PT Angkasa Pura I reinforces the implementation of safety management systems by establishing the Safety and Occupational Health Steering Committee (P2K3), *Runway Safety Team* (RST), *Safety Action Group* (SAG), *Safety Review Board* (SRB), and *Bird Strike Committee* (BSC) as joint committees for Aviation Safety and Occupational Health. These committees provide a platform for employee and management involvement. Through P2K3, RST, SAG, SRB, and BSC, employees and management have a forum to discuss issues ranging from aviation safety and occupational health to efforts aimed at achieving PT Angkasa Pura I's safety performance targets and improving the effectiveness of the safety management system.

The Safety and Occupational Health Steering Committee (P2K3), *Runway Safety Team* (RST), *Safety Action Group* (SAG), *Safety Review Board* (SRB), and *Bird Strike Committee* (BSC) at PT Angkasa Pura I are comprised of a chairman, secretary, and members.

These joint committees hold regular meetings in accordance with applicable regulations to discuss the progress of implementing Aviation Safety and Occupational Health at PT Angkasa Pura I. The company then communicates the outcomes of these meetings to the headquarters management for follow-up.

The members of the Joint Committee at PT Angkasa Pura I are as follows:

Kantor Pusat | Head Office

P2K3

Manajemen | Management:

Direktur Utama, perwakilan Direksi, Vice President, dan Senior Manager
President Director, Board Representatives, Vice President, and Senior Managers

Pekerja | Workers:

Perwakilan *officer* di seluruh unit kerja dan perwakilan Serikat Pekerja serta Asosiasi Karyawan.
Representatives from all work units and representatives from the Workers' Union and Employee Association

SRB

Manajemen | Management:

Direktur Utama, Perwakilan Direksi, Vice President dan General Manager
President Director, Board Representatives, Vice President, and General Manager

Kantor Cabang | Kantor Cabang

P2K3

Manajemen | Management:

General Manager, Senior Manager, dan Manager
General Manager, Senior Manager, and Manager

Pekerja | Workers:

Perwakilan *officer* di seluruh unit kerja dan perwakilan Serikat Pekerja serta Asosiasi Karyawan.
Representatives from all work units and representatives from the Workers' Union and Employee Association.

RST	<p>Perwakilan PT Angkasa Pura I Representatives of PT Angkasa Pura I: General Manager, Senior Manager, dan Manager General Manager, Senior Manager, and Manager</p> <p>Stakeholder Stakeholder: Instansi Pemerintah terkait, maskapai, dan <i>ground handling</i> Related government institutions, airlines, and ground handling</p>
SAG	<p>Manajemen Management : General Manager, Senior Manager, dan Manager General Manager, Senior Manager, and Manager</p>
BSC	<p>Perwakilan PT Angkasa Pura I Representatives of PT Angkasa Pura I: General Manager, Senior Manager, dan Manager General Manager, Senior Manager, and Manager</p> <p>Stakeholder Stakeholder: General Manager, Senior Manager, and Manager Related government institutions, airlines, and ground handling</p>

Peran P2K3 pada penerapan Keselamatan di PT Angkasa Pura I adalah:

1. Menghimpun dan mengolah data mengenai K3 di tempat kerja.
2. Membantu menunjukkan dan menjelaskan kepada setiap tenaga kerja mengenai:
 - Berbagai faktor bahaya di tempat kerja yang dapat menimbulkan gangguan K3 termasuk bahaya kebakaran dan peledakan serta cara menanggulangnya.
 - Faktor-faktor yang dapat mempengaruhi efisiensi dan produktivitas kerja.
 - Alat Pelindung Diri (APD) bagi tenaga kerja yang bersangkutan.
 - Cara dan sikap yang benar dan aman dalam melaksanakan pekerjaannya.
3. Membantu pengurus, antara lain:
 - Menentukan tindakan koreksi dengan alternatif terbaik.
 - Mengembangkan sistem pengendalian bahaya terhadap K3.
 - Mengevaluasi penyebab timbulnya kecelakaan dan penyakit akibat kerja (PAK) serta mengambil langkah-langkah yang diperlukan.
 - Mengembangkan penyuluhan dan penelitian di bidang keselamatan kerja, higiene perusahaan, kesehatan kerja, dan ergonomi.
 - Melaksanakan pemantauan terhadap gizi kerja dan menyelenggarakan makanan di perusahaan.
 - Memeriksa kelengkapan peralatan keselamatan kerja.
 - Mengembangkan pelayanan kesehatan tenaga kerja.
 - Mengembangkan laboratorium K3, melakukan pemeriksaan laboratorium, dan melaksanakan interpretasi hasil pemeriksaan.
 - Menyelenggarakan administrasi keselamatan kerja, higiene perusahaan, dan kesehatan kerja.
 - Membantu pimpinan perusahaan dalam menyusun kebijaksanaan manajemen dan pedoman kerja

The role of P2K3 in implementing Occupational Health and Safety (OHS) at PT Angkasa Pura I includes:

1. Collecting and processing data regarding OHS at the workplace.
2. Assisting in demonstrating and explaining to each worker about:
 - Various workplace hazards that can cause disruptions to OHS, including fire and explosion hazards and how to mitigate them.
 - Factors that can affect work efficiency and productivity.
 - Personal Protective Equipment (PPE) for the relevant workers.
 - Correct and safe ways to perform their tasks.
3. Assisting management, including:
 - Determining corrective actions with the best alternatives.
 - Developing hazard control systems for OHS.
 - Evaluating the causes of accidents and work-related illnesses and taking necessary steps.
 - Developing education and research in the field of occupational safety, company hygiene, occupational health, and ergonomics.
 - Monitoring work nutrition and organizing meals at the company.
 - Inspecting the completeness of occupational safety equipment.
 - Developing occupational health services.
 - Developing OHS laboratories, conducting laboratory examinations, and interpreting examination results.
 - Organizing occupational safety, company hygiene, and occupational health administration.
 - Assisting company leaders in formulating management policies and work guidelines to improve

untuk meningkatkan keselamatan kerja, higiene perusahaan, kesehatan kerja, ergonomi, dan gizi kerja (berdasarkan Pasal 4 Permenaker RI Nomor PER.04/MEN/1987).

occupational safety, company hygiene, occupational health, ergonomics, and work nutrition (based on Article 4 of Minister of Manpower Regulation No. PER.04/MEN/1987).

Melalui P2K3, PT Angkasa Pura I memfasilitasi para karyawan untuk berpartisipasi dan berkonsultasi dalam upaya implementasi, pengembangan, dan evaluasi penerapan SMK3 untuk mengoptimalkan kinerja K3. P2K3 juga menjamin terciptanya partisipasi dan komunikasi yang baik terkait K3 kepada seluruh karyawan dalam setiap aktivitas kerja.

Through P2K3, PT Angkasa Pura I facilitates employees to participate and consult in the implementation, development, and evaluation of OHSMS implementation to optimize OHS performance. P2K3 also ensures good participation and communication regarding OHS to all employees in every work activity.

Sasaran RST pada penerapan keselamatan di PT Angkasa Pura I antara lain:

The objectives of RST in implementing safety at PT Angkasa Pura I include:

- a. Mencapai dan meningkatkan kinerja keselamatan di bandara;
- b. Meningkatkan pelaksanaan identifikasi *hazard* dan analisis risiko secara bersama-sama;
- c. Mengintegrasikan rencana kegiatan keselamatan antarorganisasi yang meliputi tindakan perbaikan dan pencegahan sesuai isu keselamatan yang berkembang;
- d. Mengumpulkan dan mengolah *database* keselamatan;
- e. Mendapatkan solusi pencegahan kejadian di *runway* secara komprehensif dan optimal sesuai standar dan *best practice* yang ada;
- f. Meningkatkan promosi keselamatan; dan
- g. Mempertahankan dan mengupayakan peningkatan Program RST secara berkelanjutan.

- a. Achieving and improving safety performance at the airport;
- b. Enhancing the implementation of hazard identification and risk analysis collectively;
- c. Integrating safety activity plans among organizations, including corrective and preventive actions based on emerging safety issues;
- d. Collecting and processing safety databases;
- e. Obtaining comprehensive and optimal prevention solutions for runway incidents according to existing standards and best practices;
- f. Enhancing safety promotion; and
- g. Sustaining and striving for continuous improvement of the RST Program.

Pada BSC, penerapan keselamatan di PT Angkasa Pura I antara lain:

In the BSC, the implementation of safety at PT Angkasa Pura I includes:

- a. Mencegah, menanggulangi, dan mengevaluasi bahaya burung dan hewan liar;
- b. Melaporkan permasalahan *birdstrike* ke Direktorat Jenderal Perhubungan Udara dan Kantor Pusat sesuai dengan prosedur yang berlaku.

- a. Preventing, addressing, and evaluating hazards caused by birds and wild animals;
- b. Reporting birdstrike issues to the Directorate General of Civil Aviation and the Central Office according to applicable procedures.

Sasaran SRB pada penerapan keselamatan di PT Angkasa Pura I berupa penyelesaian permasalahan yang tidak dapat terselesaikan pada rapat SAG kantor cabang dengan pembahasan sebagai berikut:

The SRB targets in implementing safety at PT Angkasa Pura I involve resolving issues that cannot be addressed at branch office SAG meetings, with discussions including:

- a. Temuan audit yang tidak dapat perusahaan selesaikan dalam jangka waktu lebih dari tiga tahun.
- b. Permasalahan keselamatan lainnya, sesuai pertimbangan General Manager.

- a. Audit findings that the company cannot resolve within a period of more than three years.
- b. Other safety issues, as determined by the General Manager.



Layanan Kesehatan Kerja

Workplace Health Services

PT Angkasa Pura I mewujudkan kepeduliannya pada kesehatan karyawannya dan pengguna bandara pada umumnya melalui penyediaan layanan kesehatan berupa: **[GRI 403-3]**

1. Penyelenggaraan layanan klinik satelit di kantor pusat dan kantor cabang yang bekerja sama dengan Kimia Farma;
2. Menjadikan klinik Kimia Farma sebagai fasilitas kesehatan tingkat pertama Asuransi Mandiri Inhealth bagi pegawai perusahaan.

PT Angkasa Pura I tetap fokus pada upaya menjaga kesehatan kerja karyawan serta pekerja kontrak sebagai bagian tak terpisahkan dari komitmen perusahaan. Upaya ini mencakup identifikasi, pengurangan, dan penghapusan risiko serta penyakit yang mungkin timbul akibat pekerjaan. Salah satu cara nyata yang perusahaan lakukan adalah melalui pelaksanaan pemeriksaan kesehatan rutin (*medical checkup*) bagi seluruh pegawai. **[GRI 403-3]**

Untuk memastikan peran dan kualitas layanan kesehatan yang tersedia, PT Angkasa Pura I melakukan beberapa upaya seperti menjalin kerja sama dengan klinik/ fasilitas kesehatan yang terbaik dan melakukan evaluasi rutin terhadap layanan kesehatan pegawai dan keluarga. **[GRI 403-3]**

PT Angkasa Pura I bekerja sama dengan Kantor Kesehatan Pelabuhan (KKP) untuk menyediakan pelayanan kesehatan di bandara. Perusahaan juga bekerja sama dengan maskapai untuk menyediakan fasilitas kursi roda bagi penumpang pesawat. Tak hanya itu, perusahaan juga menyediakan fasilitas perawatan kesehatan bagi karyawan untuk mengatasi risiko kesehatan yang tidak terkait dengan pekerjaan, berupa: **[GRI 403-6]**

1. Layanan asuransi kesehatan, bekerja sama dengan Mandiri Inhealth, bagi seluruh karyawan;
2. Mendaftarkan karyawan dalam kepesertaan BPJS Kesehatan dengan layanan Kelas 1;
3. Pemberian layanan rawat inap bagi karyawan sesuai kelas jabatan karyawan dengan kelas paling rendah adalah Kelas 1; dan
4. Penggantian biaya perawatan dan pengobatan karyawan yang seluruhnya perusahaan tanggung apabila memenuhi ketentuan dalam Keputusan Direksi yang berlaku.

PT Angkasa Pura I demonstrates its concern for the health of its employees and airport users in general through the provision of health services, including: **[GRI 403-3]**

1. Provision of satellite clinic services at the headquarters and branch offices in collaboration with Kimia Farma;
2. Designation of Kimia Farma clinics as first-level healthcare facilities for Mandiri Inhealth Insurance for company employees.

PT Angkasa Pura I remains focused on efforts to maintain the health of its employees and contract workers as an integral part of the company's commitment. These efforts include identifying, reducing, and eliminating risks and diseases that may arise from work. One tangible way the company accomplishes this is through implementing routine health checks (medical checkups) for all employees. **[GRI 403-3]**

To ensure the role and quality of available health services, PT Angkasa Pura I undertakes several efforts such as establishing partnerships with the best clinics/health facilities and conducting regular evaluations of employee and family health services. **[GRI 403-3]**

PT Angkasa Pura I collaborates with the Port Health Office to provide health services at the airport. The company also partners with airlines to provide wheelchair facilities for airplane passengers. Additionally, the company provides healthcare facilities for employees to address non-work-related health risks, including: **[GRI 403-6]**

1. Health insurance services, in collaboration with Mandiri Inhealth, for all employees;
2. Registering employees under BPJS Health membership with Class 1 services;
3. Providing inpatient services for employees according to their job class, with the lowest class is Class 1; and
4. Reimbursing the full cost of treatment and medical expenses for employees, subject to the provisions in the applicable Board of Directors' Decision.

Pelatihan bagi Pekerja Mengenai Keselamatan dan Kesehatan Kerja

[GRI 403-5]

Training for Workers on Occupational Health and Safety

PT Angkasa Pura I meyakini bahwa kesadaran dan kompetensi karyawan mengenai prinsip-prinsip keselamatan penerbangan dan kesehatan kerja dalam setiap aktivitas di tempat kerja memiliki dampak signifikan terhadap pencapaian tujuan keselamatan. Oleh karena itu, perusahaan terus berupaya membangun kesadaran, meningkatkan pengetahuan, dan memberikan sertifikasi yang mendukung penerapan keselamatan penerbangan dan kesehatan kerja kepada para pegawainya, seperti:

1. Ahli K3 Umum Sertifikasi Kementerian Ketenagakerjaan;
2. Ahli K3 Listrik Sertifikasi Kementerian Ketenagakerjaan;
3. Ahli K3 Lingkungan Kerja Kementerian Ketenagakerjaan;
4. Petugas P3K Sertifikasi Kementerian Ketenagakerjaan;
5. Auditor Internal SMK3 Sertifikasi Kementerian Ketenagakerjaan;
6. Investigator Kecelakaan Kerja Sertifikasi BNSP dan KNKT;
7. Interpretasi dan Audit ISO 45001:2018;
8. *Basic Safety Management System*;
9. *Safety for Managerial*;
10. *Safety for Executive*; dan
11. *Human Factor*.

PT Angkasa Pura I believes that employee awareness and competence regarding aviation safety principles and occupational health in every workplace activity have a significant impact on safety goals achievement. Therefore, the company continues to strive to build awareness, improve knowledge, and provide certifications supporting the implementation of aviation safety and occupational health to its employees, such as:

1. General OHS Expert Certification from the Ministry of Manpower;
2. Electrical OHS Expert Certification from the Ministry of Manpower;
3. Workplace Environmental OHS Expert from the Ministry of Manpower;
4. First Aid Officer Certification from the Ministry of Manpower;
5. Internal OHSMS Auditor Certification from the Ministry of Manpower;
6. Work Accident Investigator Certification from BNSP and KNKT;
7. Interpretation and Audit of ISO 45001:2018;
8. Basic Safety Management System;
9. Safety for Managerial Positions;
10. Safety for Executive Positions; and
11. Human Factor Training.

Pencegahan dan Mitigasi Dampak dari Keselamatan dan Kesehatan Kerja yang Secara Langsung Terkait Hubungan Bisnis [GRI 403-7]

Prevention and Mitigation of Impacts from Occupational Health and Safety Directly Related to Business Relationships

PT Angkasa Pura I menyadari terdapat risiko pada setiap operasional kebandarudaraan yang berdampak pada keselamatan penerbangan dan kesehatan kerja, baik bagi karyawan, pengguna bandara maupun pemangku kepentingan lainnya. Untuk itu, PT Angkasa Pura I melakukan berbagai upaya mitigasi untuk mengurangi bahaya dan risiko terkait bisnisnya melalui:

1. Identifikasi bahaya, penilaian, dan pengendalian risiko;
2. Rapat rutin RST, BSC, SRB, SAG dan P2K3;
3. Menyediakan Alat Pelindung Diri (APD) sesuai dengan risiko pekerjaan;
4. Sosialisasi dan seminar terkait keselamatan penerbangan dan kesehatan kerja bagi para pekerja dan pemangku kepentingan;
5. Promosi dan kampanye terkait keselamatan penerbangan dan kesehatan kerja bagi para pekerja dan pemangku kepentingan;
6. Pemeriksaan kesehatan pegawai secara berkala;
7. Pelatihan dan sertifikasi personel sesuai bidang kerjanya;
8. Sertifikasi fasilitas dan peralatan secara berkala;
9. Pemeliharaan rutin peralatan;

PT Angkasa Pura I acknowledges the risks involved in every airport operation that impact flight safety and occupational health, for employees, airport users, and other stakeholders. Therefore, PT Angkasa Pura I takes various mitigation efforts to reduce business-related hazards and risks through:

1. Hazard identification, assessment, and risk control;
2. Regular meetings of RST, BSC, SRB, SAG, and P2K3;
3. Providing Personal Protective Equipment (PPE) according to job risks;
4. Socialization and seminars related to flight safety and occupational health for employees and stakeholders;
5. Promotion and campaigns related to flight safety and occupational health for employees and stakeholders;
6. Regular employee health checks;
7. Training and certification of personnel according to their job fields;
8. Regular certification of facilities and equipment;
9. Routine equipment maintenance;

10. Pelatihan Penggunaan Alat Pemadam Api Ringan (APAR) bagi pekerja dan pemangku kepentingan;
11. Simulasi tanggap darurat;
12. Pengarahan keselamatan bagi para kontraktor, vendor, penyewa, dan para pemangku kepentingan;
13. Inspeksi keselamatan penerbangan dan kesehatan kerja secara berkala;
14. Audit internal sistem manajemen keselamatan sesuai dengan peraturan yang berlaku secara berkala;
15. Pengukuran lingkungan kerja secara berkala;
16. Pemasangan rambu keselamatan di area lingkungan kerja;
17. Pengecekan/inspeksi di sisi udara (landasan pacu, taxiway, dan apron), terminal bandara, dan fasilitas pendukung lainnya;
18. Pembersihan serpihan benda asing (FOD); dan
19. *Defensive Safety Driving Course* bagi mitra kerja maskapai dan *ground handling*.

Melalui penerapan standar keselamatan dan kesehatan kerja, PT Angkasa Pura I menghasilkan tidak adanya insiden ketidakpatuhan sehubungan dengan dampak keselamatan penerbangan dan kesehatan kerja atas jasa yang diberikan oleh PT Angkasa Pura I pada tahun pelaporan. [GRI 416-2]

10. Training in the use of Fire Extinguishers for employees and stakeholders;
11. Emergency response simulations;
12. Safety orientation for contractors, vendors, lessees, and stakeholders;
13. Regular inspections of flight safety and occupational health;
14. Internal audit of safety management systems according to applicable regulations;
15. Periodic workplace environmental measurements;
16. Installation of safety signs in work areas;
17. Inspection of airside (runways, taxiways, and aprons), airport terminals, and other supporting facilities;
18. Foreign Object Debris (FOD) cleaning;
19. Defensive Safety Driving Courses for airline partners and ground handling.

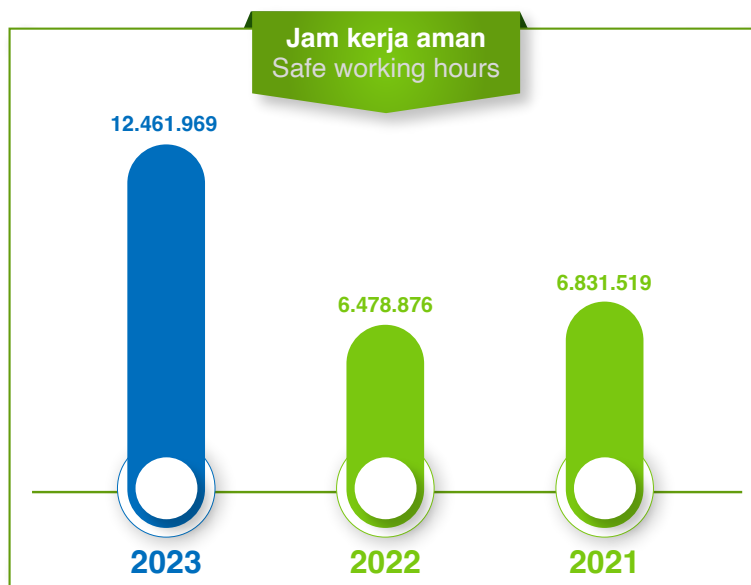
Through the implementation of occupational health and safety standards, PT Angkasa Pura I achieved no incidents of non-compliance related to flight safety and occupational health impacts in the services provided by PT Angkasa Pura I in the reporting year. [GRI 416-2]

Kecelakaan Kerja [GRI 403-9] [OJK F.21]

Work Accidents

PT Angkasa Pura I memiliki prioritas dalam menjaga keselamatan penerbangan serta kesehatan karyawan untuk menciptakan lingkungan kerja yang aman dan nyaman sehingga dapat mendukung seluruh karyawan untuk berkarya secara optimal. Berikut ini merupakan data kinerja keselamatan penerbangan serta kesehatan PT Angkasa Pura I menurut pencatatan dari *Safety Management System Department* yang mengumpulkan data keselamatan dari berbagai departemen dan wilayah:

PT Angkasa Pura I prioritizes maintaining flight safety and employee health to create a safe and comfortable working environment that supports all employees to work optimally. The following is performance data on flight safety and health at PT Angkasa Pura I based on records from the Safety Management System Department, which collects safety data from various departments and work areas:



Jumlah Kecelakaan Kerja berdasarkan Tingkat Kecelakaan Kerja pada Karyawan Number of Employee Work Accidents Based on the Level of Work Accidents

Wilayah Kerja Work Area	Hampir Celaka Near Miss		Ringan Minor		Sedang Moderate		Berat Serious		Fatal Fatal	
	Jumlah Total	Tingkat Level	Jumlah Total	Tingkat Level	Jumlah Total	Tingkat Level	Jumlah Total	Tingkat Level	Jumlah Total	Tingkat Level
Bandara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali	0	0	0	0	0	0	0	0	0	0
Bandara Juanda Surabaya Juanda Airport Surabaya	0	0	0	0	0	0	0	0	0	0
Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan	0	0	0	0	0	0	0	0	0	0
Bandara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Makassar	0	0	0	0	0	0	0	0	0	0
Bandara Internasional Yogyakarta Kulon Progo Yogyakarta International Airport Kulon Progo	0	0	0	0	0	0	0	0	0	0
Bandara Zainuddin Abdul Madjid Lombok Zainuddin Abdul Madjid Airport Lombok	0	0	0	0	0	0	0	0	0	0
Bandara Sam Ratulangi Manado Sam Ratulangi Airport Manado	0	0	0	0	0	0	0	0	0	0
Bandara Syamsudin Noor Banjarmasin Syamsudin Noor Airport Banjarmasin	0	0	0	0	0	0	0	0	0	0
Bandara Jenderal Ahmad Yani Semarang Jenderal Ahmad Yani Airport Semarang	0	0	0	0	0	0	0	0	0	0
Bandara Adisutjipto Yogyakarta Adisutjipto Airport Yogyakarta	0	0	0	0	0	0	0	0	0	0
Bandara El Tari Kupang El Tari Airport Kupang	0	0	0	0	0	0	0	0	0	0
Bandara Adi Soemarmo Solo Adi Soemarmo Airport Solo	0	0	0	0	0	0	0	0	0	0
Bandara Pattimura Ambon Pattimura Airport Ambon	0	0	0	0	0	0	0	0	0	0
Bandara Frans Kaisiepo Biak Frans Kaisiepo Airport Biak	0	0	0	0	0	0	0	0	0	0
Bandara Sentani Jayapura Sentani Airport Jayapura	0	0	0	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0	0	0	0

Jumlah Kecelakaan Kerja berdasarkan Tingkat Kecelakaan Kerja pada Pekerja yang Bukan Karyawan (Kontraktor)

Number of Non-Employee Workers (Contractors) Work Accidents Based on the Level of Work

Wilayah Kerja Work Area	Hampir Celaka Near Miss		Ringan Minor		Sedang Moderate		Berat Serious		Fatal Fatal	
	Jumlah Jumlah	Tingkat Tingkat	Jumlah Jumlah	Tingkat Tingkat	Jumlah Jumlah	Tingkat Tingkat	Jumlah Jumlah	Tingkat Tingkat	Jumlah Jumlah	Tingkat Tingkat
Bandara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali	0	0	0	0	0	0	0	0	0	0
Bandara Juanda Surabaya Juanda Airport Surabaya	0	0	0	0	0	0	0	0	0	0
Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan	0	0	0	0	0	0	0	0	0	0
Bandara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Makassar	0	0	0	0	0	0	0	0	0	0
Bandara Internasional Yogyakarta Kulon Progo Yogyakarta International Airport Kulon Progo	0	0	0	0	0	0	0	0	0	0
Bandara Zainuddin Abdul Madjid Lombok Zainuddin Abdul Madjid Airport Lombok	0	0	0	0	0	0	0	0	0	0
Bandara Sam Ratulangi Manado Sam Ratulangi Airport Manado	0	0	1	1	0	0	0	0	0	0
Bandara Syamsudin Noor Banjarmasin Syamsudin Noor Airport Banjarmasin	0	0	0	0	0	0	0	0	0	0
Bandara Jenderal Ahmad Yani Semarang Jenderal Ahmad Yani Airport Semarang	0	0	0	0	0	0	0	0	0	0
Bandara Adisutjipto Yogyakarta Adisutjipto Airport Yogyakarta	0	0	0	0	0	0	0	0	0	0
Bandara El Tari Kupang El Tari Airport Kupang	0	0	0	0	0	0	0	0	0	0
Bandara Adi Soemarmo Solo Adi Soemarmo Airport Solo	0	0	0	0	0	0	0	0	0	0
Bandara Pattimura Ambon Pattimura Airport Ambon	0	0	0	0	0	0	0	0	0	0
Bandara Frans Kaisiepo Biak Frans Kaisiepo Airport Biak	0	0	0	0	0	0	0	0	0	0
Bandara Sentani Jayapura Sentani Airport Jayapura	0	0	1	1	0	0	0	0	0	0
TOTAL	0	0	2	2	0	0	0	0	0	0

Jumlah Kecelakaan Kerja pada Karyawan berdasarkan Wilayah Kerja Work Accident Incidents by Employee Work Areas

Wilayah Kerja Work Area	2023	2022	2021
Bandara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali	0	0	0
Bandara Juanda Surabaya Juanda Airport Surabaya	0	0	0
Bandara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Makassar	0	0	0
Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan	0	0	0
Bandara Frans Kaisiepo Biak Frans Kaisiepo Airport Biak	0	0	0
Bandara Sam Ratulangi Manado Sam Ratulangi Airport Manado	0	0	0
Bandara Adisutjipto Yogyakarta Adisutjipto Airport Yogyakarta	0	0	0
Bandara Adi Soemarmo Solo Adi Soemarmo Airport Solo	0	0	0
Bandara Syamsudin Noor Banjarmasin Syamsudin Noor Airport Banjarmasin	0	0	0
Bandara Jenderal Ahmad Yani Semarang Jenderal Ahmad Yani Airport Semarang	0	0	0
Bandara Zainuddin Abdul Madjid Lombok Zainuddin Abdul Madjid Airport Lombok	0	0	0
Bandara Pattimura Ambon Pattimura Airport Ambon	0	0	0
Bandara El Tari Kupang El Tari Airport Kupang	0	0	0
Bandara Internasional Yogyakarta Kulon Progo Yogyakarta International Airport Kulon Progo	0	0	0
Bandara Sentani Jayapura Sentani Airport Jayapura	0	0	0
TOTAL	0	0	0

Tingkat Kecepatan Terjadinya Kecelakaan Kerja pada Pegawai berdasarkan Wilayah Kerja Work Accident Frequency Rate Based on Employee Work Areas

Wilayah Kerja Work Area	2023	2022	2021
Bandara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali	0	0	0
Bandara Juanda Surabaya Juanda Airport Surabaya	0	0	0
Bandara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Makassar	0	0	0
Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan	0	0	0
Bandara Frans Kaisiepo Biak Frans Kaisiepo Airport Biak	0	0	0
Bandara Sam Ratulangi Manado Sam Ratulangi Airport Manado	0	0	0
Bandara Adisutjipto Yogyakarta Adisutjipto Airport Yogyakarta	0	0	0
Bandara Adi Soemarmo Solo Adi Soemarmo Airport Solo	0	0	0
Bandara Syamsudin Noor Banjarmasin Syamsudin Noor Airport Banjarmasin	0	0	0
Bandara Jenderal Ahmad Yani Semarang Jenderal Ahmad Yani Airport Semarang	0	0	0
Bandara Zainuddin Abdul Madjid Lombok Zainuddin Abdul Madjid Airport Lombok	0	0	0
Bandara Pattimura Ambon Pattimura Airport Ambon	0	0	0
Bandara El Tari Kupang El Tari Airport Kupang	0	0	0
Bandara Internasional Yogyakarta Kulon Progo Yogyakarta International Airport Kulon Progo	0	0	0
Bandara Sentani Jayapura Sentani Airport Jayapura	0	0	0
TOTAL	0	0	0

Tingkat kekeperan terjadinya kecelakaan kerja (*Frequency Rate*) bagi pegawai PT Angkasa Pura I pada 2023 yaitu:

The frequency rate of work accidents for PT Angkasa Pura I employees in 2023 was:

$$FR = \frac{\text{Jumlah Kecelakaan} \mid \text{Number of Accidents}}{\text{Jumlah Jam Orang} \mid \text{Total Manhours}} \times 1.000.000$$

$$FR = \frac{0}{6.478.876} \times 1.000.000$$

$$FR = 0$$

Sebagai bagian dari penerapan sistem manajemen keselamatan, PT Angkasa Pura I melakukan identifikasi bahaya, penilaian, dan pengendalian risiko kecelakaan penerbangan, kecelakaan kerja, dan penyakit akibat kerja demi terciptanya lingkungan kerja yang aman dan nyaman. Perusahaan mewujudkan hal tersebut melalui kegiatan inspeksi keselamatan dan *walkthrough survey* yang berguna untuk menetapkan risiko serta bahaya kecelakaan penerbangan dan kerja, serta penyakit akibat kerja dengan konsekuensi tinggi pada setiap periode pelaporan. [GRI 403-9, 403-10]

Risiko dan bahaya kecelakaan penerbangan ataupun kecelakaan kerja yang terdapat pada lingkungan kerja PT Angkasa Pura I antara lain: [GRI 403-9]

1. *Runway incursion*;
2. *Runway excursion*;
3. Kerusakan pesawat karena *Foreign Object Debris* (FOD);
4. *Ground collision*;
5. Kejadian akibat keberadaan satwa liar;
6. Kerusakan fasilitas bandara;
7. Kecelakaan karyawan; dan
8. Penyakit akibat kerja.

PT Angkasa Pura I telah menetapkan tindakan yang telah melalui proses identifikasi bahaya dan penilaian risiko sebagai bentuk pengendalian risiko terkait kecelakaan, yaitu: [GRI 403-9]

1. Investigasi kejadian atau kecelakaan;
2. Perbaikan fasilitas yang rusak;
3. Sosialisasi dan promosi terkait keselamatan; dan
4. Evaluasi berkelanjutan.

Risiko terhadap keselamatan dan kesehatan yang terdapat pada lingkungan kerja PT Angkasa Pura I antara lain: [GRI 403-10]

1. Penurunan pendengaran akibat kebisingan;
2. Gangguan otot rangka akibat postur tubuh dan peralatan kerja yang tidak sesuai dengan prinsip ergonomi;
3. Kelelahan akibat beban pekerjaan yang berlebihan;
4. Stres kerja kondisi lingkungan kerja yang kurang kondusif;
5. Tertular penyakit akibat virus; dan
6. Kerusakan fasilitas.

Upaya yang perusahaan lakukan untuk menghilangkan bahaya dan meminimalkan risiko terhadap keselamatan penerbangan dan kesehatan karyawan, yaitu: [GRI 403-10]

1. Pengukuran kualitas lingkungan kerja;
2. Pemeriksaan kesehatan pegawai secara rutin;
3. Penyediaan Alat Pelindung Diri (APD) sesuai dengan risiko pekerjaan;
4. Sosialisasi dan promosi keselamatan penerbangan serta keselamatan dan kesehatan kerja;
5. Inspeksi/audit keselamatan internal;
6. Sertifikasi personel dan peralatan;
7. Komunikasi dan koordinasi melalui Komite Keselamatan; dan
8. Simulasi tanggap darurat.

Konsistensi PT Angkasa Pura I dalam melindungi keselamatan penerbangan dan keselamatan para karyawan baik dari bahaya dan risiko kecelakaan penerbangan, kecelakaan kerja, maupun penyakit akibat kerja tecermin dari capaian perusahaan yang hingga saat ini tidak tercatat adanya insiden atau kematian terkait kecelakaan penerbangan. [GRI 403-10]

As part of the safety management system implementation, PT Angkasa Pura I conducts hazard identification, risk assessment, and control of aviation accidents, work accidents, and occupational diseases to create a safe and comfortable work environment. The company achieves this through safety inspections and *walkthrough surveys*, which are useful for identifying and assessing the risks and hazards of aviation and work accidents, as well as occupational diseases with high consequences in each reporting period. [GRI 403-9, 403-10]

The risks and hazards of aviation or work accidents present in PT Angkasa Pura I's work environment include:[GRI 403-9]

1. *Runway incursion*;
2. *Runway excursion*;
3. Aircraft damage due to *Foreign Object Debris* (FOD);
4. *Ground collision*;
5. Incidents due to the presence of wildlife;
6. Airport facility damage;
7. Employee accidents; and
8. Occupational illnesses.

PT Angkasa Pura I has established actions that have undergone hazard identification and risk assessment processes as a form of risk control related to accidents, namely: [GRI 403-9]

1. Investigation of incidents or accidents;
2. Repair of damaged facilities;
3. Socialization and promotion of safety; and
4. Continuous evaluation.

The risks to safety and health in PT Angkasa Pura I's work environment include: [GRI 403-10]

1. Hearing loss due to noise;
2. Musculoskeletal disorders due to body posture and work equipment not in line with ergonomic principles;
3. Fatigue due to excessive workload;
4. Work stress from an unaccommodating work environment;
5. Contracting diseases due to viruses; and
6. Facility damage.

Efforts undertaken by the company to eliminate hazards and minimize risks to flight safety and employee health include: [GRI 403-10]

1. Environmental quality measurements;
2. Routine employee health check-ups;
3. Provision of Personal Protective Equipment (PPE) according to job risks;
4. Socialization and promotion of flight safety, occupational health, and safety;
5. Internal safety inspections/audits;
6. Personnel and equipment certification;
7. Communication and coordination through the Safety Committee; and
8. Emergency response simulations.

PT Angkasa Pura I's consistency in protecting flight safety and employee safety from hazards and risks related to aviation accidents, work accidents, and occupational diseases is reflected in the company's achievement of no recorded incidents or fatalities related to aviation accidents. [GRI 403-10]

Manajemen Mutu [GRI 403-9] [OJK F.21]

Quality Management

PT Angkasa Pura I berkomitmen untuk selalu memastikan penyediaan dan pemberian layanan yang unggul kepada setiap pengguna jasa bandara. Salah satu upaya untuk memberikan pelayanan yang unggul adalah melalui penerapan sistem manajemen mutu di bandara. PT Angkasa Pura I menunjukkan komitmen terhadap penerapan sistem manajemen mutu dengan cara sebagai berikut:

1. Bertanggung jawab atas efektivitas sistem manajemen mutu bandara;
2. Memastikan bahwa perusahaan menetapkan kebijakan dan sasaran mutu yang selaras dengan tujuan dan arah strategis perusahaan;
3. Memastikan integrasi persyaratan sistem manajemen mutu bandara dalam proses bisnis perusahaan;
4. Mengampanyekan kepedulian pada pendekatan proses dan pemikiran berbasis risiko;
5. Memastikan sumber daya yang diperlukan tersedia;
6. Mengomunikasikan pentingnya sistem manajemen mutu bandara yang efektif dan kesesuaian terhadap persyaratan;
7. Memastikan sistem manajemen mutu bandara mencapai hasil yang diinginkan;
8. Melibatkan, mengarahkan, dan mendukung pegawai untuk berkontribusi pada efektivitas sistem manajemen mutu bandar udara;
9. Mempromosikan perbaikan berkelanjutan; dan
10. Mendukung peran pimpinan di seluruh level jabatan untuk memperlihatkan kepemimpinannya sesuai dengan tugas dan tanggung jawabnya;

Sepanjang tahun pelaporan, PT Angkasa Pura I melakukan berbagai program untuk menerapkan dan meningkatkan sistem manajemen mutu sebagai berikut:

PT Angkasa Pura I is committed to ensuring the provision and delivery of excellent services to every airport service user. One effort to provide excellent service is through the implementation of a quality management system at the airport. PT Angkasa Pura I demonstrates its commitment to the implementation of a quality management system in the following ways:

1. Taking responsibility for the effectiveness of the airport's quality management system;
2. Ensuring that the company establishes quality policies and objectives that are aligned with the company's strategic goals and directions;
3. Ensuring the integration of airport quality management system requirements into the company's business processes;
4. Campaigning for awareness on a process approach and risk-based thinking;
5. Ensuring that necessary resources are available;
6. Communicating the importance of an effective airport quality management system and compliance with requirements;
7. Ensuring that the airport's quality management system achieves desired results;
8. Involving, directing, and supporting employees to contribute to the effectiveness of the airport's quality management system;
9. Promoting continuous improvement; and
10. Supporting the leadership role at all levels to demonstrate leadership according to their duties and responsibilities.

Throughout the reporting year, PT Angkasa Pura I conducted various programs to implement and improve the quality management system as follows:

No	Kegiatan / Program Activity/Program	Keterangan Description
1	<i>Airport Safety Annual Meeting</i> serta Pengawasan dan Evaluasi Keselamatan Bandara <i>Airport Safety Annual Meeting and Airport Safety Monitoring and Evaluation</i>	Perusahaan melaksanakan kegiatan <i>Airport Safety Annual Meeting</i> pada 7-8 Maret 2023 melalui konferensi video dengan melibatkan 15 kantor cabang membahas kesepakatan sasaran dan target kinerja untuk 2023 serta, sekaligus evaluasi kinerja pada 2022. The company conducted the <i>Airport Safety Annual Meeting</i> on March 7-8, 2023, through a video conference involving 15 branch offices to discuss agreement on targets and performance goals for 2023, as well as performance evaluation for 2022.
2	Audit Sistem Manajemen Mutu <i>Quality Management System (QMS) Audit</i>	Program untuk mengevaluasi sejauh mana implementasi Sistem Manajemen Mutu di bandara PT Angkasa Pura I, meliputi audit pihak pertama, audit pihak kedua, dan audit pihak ketiga dengan rincian sebagai berikut: Audit pihak pertama: dilaksanakan di seluruh kantor cabang The program to evaluate the extent of the implementation of the quality management system at PT Angkasa Pura I airports includes first-party audits, second-party audits, and third-party audits, detailed as follows: First-party audit: conducted at all branch offices

No	Kegiatan / Program Activity/Program	Keterangan Description
		<p>Audit pihak kedua: dilaksanakan di seluruh kantor cabang Audit pihak ketiga: Badan sertifikasi TUV Rheinland melaksanakan Audit <i>Surveillance</i> secara sampling di kantor pusat dan 15 kantor cabang dengan kegiatan <i>site visit audit</i> oleh auditor yang dilaksanakan di 6 bandara meliputi Bandara El Tari Kupang, Bandara Pattimura Ambon, Bandara Frans Kaisiepo Biak, Bandara Adisutjipto Yogyakarta, dan Bandara Sentani Jayapura.</p> <p>Second-party audit: conducted at all branch offices Third-party audit: TUV Rheinland Certification Body performs Surveillance Audits by sampling at the headquarters and 15 branch offices, with site visit audit activities conducted at 6 airports including El Tari Airport Kupang, Pattimura Airport Ambon, Frans Kaisiepo Airport Biak, Adisutjipto Airport Yogyakarta, and Sentani Airport Jayapura.</p>
3	<p>Audit <i>Surveillance Multi Site Certification Quality Management System</i> ISO 9001:2015 (<i>Corporate</i>) ruang lingkup PJP2U, PJP4U dan PJKP2U.</p> <p>Multi-Site Surveillance Audit for ISO 9001:2015 Quality Management System (<i>Corporate</i>) scope for PJP2U, PJP4U, and PJKP2U.</p>	<p>Program <i>Corporate Multi Site Certification</i> merupakan program efisiensi pengeluaran yang dapat menghemat biaya sertifikasi ISO 9001:2015 sampai sebesar 70% untuk 15 kantor cabang. Badan sertifikasi wajib melaksanakan Audit <i>Surveillance Multi Site Certification</i> setiap tahun selama sertifikat masih berlaku untuk memastikan Standar Sistem Manajemen Mutu ISO 9001:2015 masih dijalankan secara efektif.</p> <p>Secara sampling, badan sertifikasi TUV <i>Rheinland</i> melangsungkan Audit <i>Surveillance Multisite Certification</i> di kantor pusat dan 15 kantor cabang dengan kegiatan <i>site visit audit</i> oleh auditor yang dilaksanakan di 6 bandara meliputi Bandara El Tari Kupang, Bandara Pattimura Ambon, Bandara Frans Kaisiepo Biak, Bandara Adisutjipto Yogyakarta, dan Bandara Sentani Jayapura pada 3 Juli-1 Agustus 2023. Hasilnya, 15 kantor cabang PT Angkasa Pura I berhasil mempertahankan Sertifikat Sistem Manajemen Mutu ISO 9001:2015 (KAN & Dakks).</p> <p>The Corporate Multi-Site Certification program is an expenditure efficiency program that can save up to 70% on ISO 9001:2015 certification costs for 15 branch offices. The certification body is required to conduct Multi-Site Certification Surveillance Audits annually as long as the certificate is valid to ensure that the ISO 9001:2015 Quality Management System Standard is still being effectively implemented.</p> <p>Through sampling, TUV Rheinland certification body conducted Multi-Site Certification Surveillance Audits at the headquarters and 15 branch offices with site visit audit activities conducted at 6 airports including El Tari Airport Kupang, Pattimura Airport Ambon, Frans Kaisiepo Airport Biak, Adisutjipto Airport Yogyakarta, and Sentani Airport Jayapura from July 3 to August 1, 2023. As a result, all 15 branch offices of PT Angkasa Pura I successfully maintained their ISO 9001:2015 Quality Management System Certificates (KAN & Dakks).</p>
4	<p><i>Improvement</i> Program melalui Kajian Analisis Mutu Operasional Bandara</p> <p>Improvement Program through Operational Quality Analysis Study at the Airport</p>	<p>Dalam rangka meningkatkan mutu operasional bandara, 15 kantor cabang melakukan kajian terhadap mutu operasional bandara sesuai target tertentu (minimal 1 kajian/tahun) yang meliputi identifikasi ketidaksesuaian atau permasalahan, analisis akar penyebab masalah, rekomendasi berdasarkan hasil analisis, dan rencana perbaikan yang tertera dalam Laporan Kajian Analisis Mutu Operasional Bandar Udara.</p> <p>In order to improve the operational quality at the airport, the 15 branch offices conduct studies on airport operational quality according to specific targets (at least 1 study per year). These studies include identifying non-conformities or issues, conducting root cause analysis, making recommendations based on the analysis results, and outlining improvement plans in the Airport Operational Quality Analysis Study Report.</p>

Kegiatan Sistem Manajemen Mutu untuk Kebandarudaraan

Quality Management System Activities for Airports

PT Angkasa Pura I menggunakan Standar ISO 9001:2015 sebagai rujukan dalam penerapan sistem manajemen mutu dalam pengelolaan bandara. Berikut adalah kegiatan dan program penjaminan mutu pelayanan yang perusahaan laksanakan pada tahun pelaporan, yaitu:

PT Angkasa Pura I uses the ISO 9001:2015 Standard as a reference for implementing a quality management system in airport management. The following are the quality assurance activities and service quality assurance programs that the company conducted during the reporting year:

No	Program Kerja Work Program	Sasaran Target	Hasil Result
1	Sertifikasi Sistem Manajemen Mutu Quality Management System Certification	Memberikan jaminan mutu layanan, meningkatkan citra Perusahaan, dan menjaga kepercayaan pelanggan kepada Perusahaan. Provides assurance of service quality, enhances the company's image, and maintains customer trust in the company.	15 kantor cabang PT Angkasa Pura I berhasil mempertahankan Sertifikat Sistem Manajemen Mutu ISO 9001:2015 15 branch offices of PT Angkasa Pura I have successfully maintained the ISO 9001:2015 Quality Management System certification.
2	Audit Mutu Internal Internal Quality Audit	Memastikan kantor cabang telah menerapkan sistem manajemen mutu dan memastikan kesiapan kantor cabang sebelum audit sertifikasi atau audit pemantauan oleh lembaga sertifikasi. Ensuring that branch offices have implemented the quality management system and ensuring branch readiness before certification audits or monitoring audits by certification bodies.	Telah dilaksanakan di 14 bandara antara lain: <ol style="list-style-type: none"> 1. Bandara I Gusti Ngurah Rai Bali (12-21 Juni 2023) 2. Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan (6-7 Juni 2023) 3. Bandara Juanda Surabaya (2-19 Oktober 2023) 4. Bandara Sultan Hasanuddin Makassar (29-31 Mei 2023) 5. Bandara Jenderal Ahmad Yani Semarang (26-26 September 2023) 6. Bandara Adisutjipto Yogyakarta (2-6 April 2023) 7. Bandara Syamsudin Noor Banjarmasin (22 Mei-6 Juni 2023) 8. Bandara Sam Ratulangi Manado (24 Mei-5 Juni 2023) 9. Bandara Zainuddin Abdul Madjid Lombok (5-12 Mei 2023) 10. Bandara Adi Soemarmo Solo (26 Juni--4 Juli 2023) The implementation has been carried out at 14 airports including: <ol style="list-style-type: none"> 1. I Gusti Ngurah Rai Airport Bali (June 12-21, 2023) 2. Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan (June 6-7, 2023) 3. Juanda Airport Surabaya (October 2-19, 2023) 4. Sultan Hasanuddin Airport Makassar (May 29-31, 2023) 5. Jenderal Ahmad Yani Airport Semarang (September 26, 2023) 6. Adisutjipto Airport Yogyakarta (April 2-6, 2023) 7. Syamsudin Noor Airport Banjarmasin (May 22-June 6, 2023) 8. Sam Ratulangi Airport Manado (May 24-June 5, 2023) 9. Zainuddin Abdul Madjid Airport Lombok (May 5-12, 2023) 10. Adi Soemarmo Airport Solo (June 26-July 4, 2023)

No	Program Kerja Work Program	Sasaran Target	Hasil Result
			<ul style="list-style-type: none"> 11. Bandara El Tari Kupang (13-21 Maret 2023) 12. Bandara Frans Kaisiepo Biak (30 Oktober-1 November 2023) 13. Bandara Internasional Yogyakarta Kulon Progo (3-6 April 2023) 14. Bandara Sentani Jayapura (17-28 Juli 2023)
3	<p>Audit Pihak Kedua atau Audit kepada Vendor Second-Party Audit or Vendor Audit</p>	<p>Memastikan pihak eksternal telah melakukan mutu layanan bandara di kantor cabang PT Angkasa Pura I sesuai dengan standar persyaratan regulasi dan pengguna jasa bandara.</p> <p>Ensuring that external parties have provided airport service quality at PT Angkasa Pura I branch offices in accordance with regulatory requirements and airport service user standards.</p>	<p>Telah dilaksanakan di 14 bandara antara lain:</p> <ul style="list-style-type: none"> 1. Bandara I Gusti Ngurah Rai Bali (21-24 November 2023) 2. Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan (14-20 November 2023) 3. Bandara Juanda Surabaya (6-8 November 2023) 4. Bandara Sultan Hasanuddin Makassar (29-31 Mei 2023) 5. Bandara Jenderal Ahmad Yani Semarang (26-29 September 2023) 6. Bandara Adisutjipto Yogyakarta (3-6 April 2023) 7. Bandara Syamsudin Noor Banjarmasin (22 Mei-6 Juni 2023) 8. Bandara Sam Ratulangi Manado (24 Mei-5 Juni 2023) 9. Bandara Zainuddin Abdul Madjid Lombok (5-12 Mei 023) 10. Bandara Adi Soemarmo Solo (26 Juni-4 Juli 2023) 11. Bandara El Tari Kupang (13-21 Maret 2023) 12. Bandara Frans Kaisiepo Biak (30 Oktober - 1 Nov 2023) <p>Implemented at 14 airports including:</p> <ul style="list-style-type: none"> 1. I Gusti Ngurah Rai Airport Bali (November 21-24, 2023) 2. Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan (November 14-20, 2023) 3. Juanda Airport Surabaya (November 6-8, 2023) 4. Sultan Hasanuddin Airport Makassar (May 29-31, 2023) 5. Jenderal Ahmad Yani Airport Semarang (September 26-29, 2023) 6. Adisutjipto Airport Yogyakarta (April 3-6, 2023) 7. Syamsudin Noor Airport Banjarmasin (May 22-June 6, 2023) 8. Sam Ratulangi Airport Manado (May 24-June 5, 2023) 9. Zainuddin Abdul Madjid Airport Lombok (May 5-12, 2023) 10. Adi Soemarmo Airport Solo (June 26-July 4, 2023) 11. El Tari Airport Kupang (March 13-21, 2023) 12. Frans Kaisiepo Airport Biak (October 30-November 1, 2023)

No	Program Kerja Work Program	Sasaran Target	Hasil Result
			13. Bandara Internasional Yogyakarta Kulon Progo (3-6 April 2023) 14. Bandara Sentani Jayapura (17-28 Juli 2023) 13. Yogyakarta Kulon Progo International Airport (April 3-6, 2023) 14. Sentani Airport Jayapura (July 17-28, 2023)
4	Rapat Tinjauan Manajemen Management Review Meeting	Memastikan adanya pembahasan dan tindak lanjut isu-isu terkait Sistem Manajemen Mutu ISO 9001:2015 sebelum pelaksanaan Audit <i>Surveillance</i> maupun Sertifikasi. Ensuring discussions and follow-ups on issues related to the ISO 9001:2015 Quality Management System before <i>Surveillance</i> Audits or Certification implementation.	Telah terlaksana di 15 kantor cabang di lingkungan PT Angkasa Pura I secara berkala. It has been implemented at 15 branch offices within the PT Angkasa Pura I environment on a regular basis.
5	Sosialisasi Sistem Manajemen Mutu ISO 9001:2015 ISO 9001:2015 Quality Management System Socialization	Meningkatkan kesadaran atas pentingnya penerapan Sistem Manajemen Mutu ISO 9001:2015 di lingkungan kerja PT Angkasa Pura I. Raising awareness about the importance of implementing the ISO 9001:2015 Quality Management System within the PT Angkasa Pura I work environment.	Penyisipan kegiatan sosialisasi/awareness pada rapat koordinasi internal atau kegiatan <i>briefing</i> internal di semua cabang. The socialization/awareness activities were integrated into internal coordination meetings or internal briefing activities at all branches.

Wildlife Strikes [GRI-AO9]

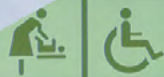
Dalam industri kebandarudaraan, fenomena *wildlife strike*, atau lebih umum disebut dengan "*bird strike*" merupakan ancaman serius. Hal ini terjadi ketika burung atau binatang liar lainnya bertabrakan dengan pesawat saat lepas landas. Kejadian seperti ini dapat mengakibatkan kerusakan pada pesawat dan potensi bahaya bagi penumpang serta awak pesawat. Pada tahun pelaporan, terdapat 13 kejadian *bird strike* dari 984.656 pesawat yang lepas landas.

In the aviation industry, the phenomenon of wildlife strikes, more commonly known as "bird strikes," poses a serious threat. This occurs when birds or other wild animals collide with aircraft during takeoff. Such incidents can result in damage to the aircraft and pose potential dangers to passengers and crew members. In the reporting year, there were 13 bird strike incidents out of 984,656 departing aircraft.





بوابة المغادرة 1
登記口 1
出発口 1



Toilet
Restroom

دورات المياه
洗手间
トイレ



MELAYANI DENGAN PRIMA, MENINGKATKAN PENGALAMAN PELANGGAN

SERVING WITH EXCELLENCE, ELEVATING CUSTOMER EXPERIENCE



G Pintu Gates 2-5

Sholla

4-5
Marsinah
Pusat

10:10
10:15

PT Angkasa Pura I Berhasil Meraih Empat Penghargaan dalam Ajang The Best Contact Center Indonesia 2023

PT Angkasa Pura I Successfully Received Four Awards in The Best Contact Center Indonesia 2023



Dalam ajang yang diselenggarakan oleh Indonesia Contact Center Association (ICCA), PT Angkasa Pura I kembali meraih penghargaan dalam empat kategori, yakni dua penghargaan untuk kategori Korporat Program, serta dua penghargaan di kategori Individual. Untuk kategori Korporat Program, PT Angkasa Pura I berhasil meraih predikat *Gold* untuk subkategori *The Best Contact Center Operation* dan predikat *Silver* untuk subkategori *The Best Customer Experience*. Sedangkan untuk kategori Individual, PT Angkasa Pura I berhasil memperoleh predikat *Platinum* untuk sub kategori *The Best Back Office* yang diraih oleh Caesarani Lina Dwi Setyaning, serta predikat *Gold* untuk subkategori *The Best Agent English Public* yang diraih oleh Chintika Yulitasari.

Sejak diluncurkan pada 2016 silam, CC172 yang merupakan saluran *contact center* resmi PT Angkasa Pura I kini beroperasi di 15 bandara untuk melayani kebutuhan informasi dari seluruh pengguna jasa bandara. Penghargaan yang diterima di tahun ini semakin memacu PT Angkasa Pura I untuk terus memberikan pelayanan prima bagi seluruh pengguna jasa bandara dan masyarakat pada umumnya, serta untuk meningkatkan *service experience* melalui *customer engagement*.

In an event organized by the Indonesia Contact Center Association (ICCA), PT Angkasa Pura I once again received awards in four categories, including two awards in the Corporate Program category and two awards in the Individual category. For the Corporate Program category, PT Angkasa Pura I achieved the *Gold* award for the subcategory of *The Best Contact Center Operation* and the *Silver* award for the subcategory of *The Best Customer Experience*. Meanwhile, in the Individual category, PT Angkasa Pura I received the *Platinum* award for the subcategory of *The Best Back Office*, which was achieved by Caesarani Lina Dwi Setyaning, and the *Gold* award for the subcategory of *The Best Agent English Public*, achieved by Chintika Yulitasari.

Since its launch in 2016, CC172, which is the official contact center channel of PT Angkasa Pura I, now operates in 15 airports to serve the information needs of all airport users. The awards received this year further motivate PT Angkasa Pura I to continue providing excellent services to all airport users and the general public, as well as to enhance service experience through customer engagement.

Kebijakan Layanan

Service Policy

Sebagai pintu gerbang yang menghubungkan dan mempertemukan aktivitas industri, perdagangan, pariwisata, dan berbagai sektor pembangunan lainnya, PT Angkasa Pura I memiliki misi untuk memberikan layanan dengan kualitas tertinggi. Sejalan dengan misi tersebut, PT Angkasa Pura I memiliki kebijakan untuk menyediakan layanan yang adil, setara, prima, dan sesuai dengan kebutuhan para penumpang. Berfokus pada tujuan untuk menyediakan layanan yang sesuai kepada para penumpang, PT Angkasa Pura I terus melengkapi dan meningkatkan berbagai fasilitas, termasuk penggunaan teknologi terkini untuk memudahkan para pengguna bandara.

Layanan bandara memiliki peran penting bagi pertumbuhan ekonomi suatu bangsa, terutama bagi negara kepulauan seperti Indonesia yang membutuhkan sarana untuk menghubungkan satu pulau dengan pulau lainnya dalam waktu yang cepat. Namun, tidak dapat disangkal bahwa keberadaan bandara akan memiliki dampak bagi lingkungan di sekitarnya. Khususnya, dampak polusi udara dan suara yang muncul dari lalu lintas penerbangan. Oleh karena itu, PT Angkasa Pura I senantiasa memperhatikan dampak lingkungan dan sosial, serta memastikan bahwa dampak tersebut masih berada dalam batas sesuai perizinan dan peraturan perundangan yang berlaku. Sampai saat ini, belum terdapat kategori layanan dalam PT Angkasa Pura I yang dinilai dampak kesehatan dan keselamatannya untuk perbaikan. [GRI 2-25, 416-1] [OJK F.28, F.29]

Di samping layanan, persyaratan keamanan bagi para pengguna bandara juga menjadi prioritas utama PT Angkasa Pura I. Pada era pascapandemi ini, PT Angkasa Pura I tetap memastikan penerapan protokol kesehatan yang ketat demi perlindungan kesehatan para karyawan, penumpang, dan pengguna bandara lainnya. Demi tercapainya kualitas layanan yang optimal, PT Angkasa Pura I melakukan survei kepuasan pelanggan secara berkala. Hasil survei ini memberikan gambaran tentang para penumpang, kebutuhan mereka, dan kecenderungan perilaku. Selain itu, hasil dari survei menjadi acuan bagi PT Angkasa Pura I dalam melakukan evaluasi layanannya. [OJK F.17, F.27]

As a gateway that connects and brings industrial activities, trade, tourism, and various other development sectors together, PT Angkasa Pura I has a mission to provide the highest quality services. Along with the mission, PT Angkasa Pura I has a policy to provide services that are fair, equal, excellent, and in accordance with the needs of passengers. Focusing on the goal of providing appropriate services to passengers, PT Angkasa Pura I continues to complete and improve various facilities, including the use of the latest technology to facilitate airport users.

Airport services play an important role in the economic growth of a nation, especially for an archipelago like Indonesia that needs a means to connect one island to another in a quick time. However, it cannot be denied that the existence of an airport will have an impact on the surrounding environment. In particular, the impact of air and noise pollution arising from flight traffic. Therefore, PT Angkasa Pura I always pays attention to environmental and social impacts and ensures that these impacts are still within the limits in accordance with applicable licensing and laws and regulations. To date, there are no service categories in PT Angkasa Pura I that are assessed for Health and safety impacts for improvement. [GRI 2-25, 416-1] [OJK F.28, F.29]

Aside from services, PT Angkasa Pura I also consider security for airport users as the main priority. In the post-pandemic era, PT Angkasa Pura I continues to enforce strong health procedures to protect the health of personnel, passengers, and other airport users. PT Angkasa Pura I conducts frequent customer satisfaction surveys to ensure that its services are of the highest quality. The survey results provide an overview of the passengers' demands and behavioral tendencies. Furthermore, the survey results are used as a reference by PT Angkasa Pura I when reviewing its services. [OJK F.17, F.27]



Layanan Pelanggan [OJK F.26] [G4-DMA]

Customer Service

PT Angkasa Pura I menyediakan berbagai sarana dan prasarana untuk menunjang kemudahan mobilitas bagi para pengguna bandara.

PT Angkasa Pura I provides various facilities and infrastructure to support easy mobility for airport users

Ruang Multisensor [G4-DMA]

Multi-sensory Room

Ruang multisensor (*multi-sensory room*) merupakan ruang tunggu yang tenang dan tersedia secara khusus untuk para penyandang autisme yang sangat sensitif terhadap suara keras dan situasi yang ramai. Ruang multisensor tersedia di Bandara Jenderal Ahmad Yani Semarang yang berukuran 3,6 m x 10 m, lengkap dengan adanya berbagai fasilitas dan perlengkapan latihan untuk memicu indra (*sensory*), sebagai berikut:

- Bola *gym* untuk merangsang gerakan;
- Matras di lantai dan dinding untuk mendorong indra peraba;
- Musik instrumental untuk mendorong indra pendengar;
- Lampu LED berwarna-warni untuk mendorong indra visual;
- Ruang putih untuk menciptakan rasa aman, santai, dan nyaman; serta
- Ruang gelap (*black room*) untuk meningkatkan kemampuan sensoris, orientasi, dan koordinasi.

Keberadaan berbagai perlengkapan ini memberikan stimulan yang akan menenangkan serta mengurangi ketegangan dan perilaku tantrum (*temper tantrum*) dari penyandang autisme.

The Multi-sensory room is a quiet waiting space designed specifically for autistic people who are sensitive to loud noises and busy environments. The multi-sensory room at General Ahmad Yani Airport Semarang measures 3.6m x 10m and includes the following facilities and training equipment to stimulate the senses:

- Gym balls to stimulate movement;
- Floor and wall mats to encourage the sense of touch;
- Instrumental music to encourage the sense of hearing;
- Colorful LED lights to encourage visual senses;
- White space to create a sense of safety, relaxation, and comfort; and
- A black room to enhance sensory, orientation and coordination skills.

The presence of this equipment provides a stimulant that will calm and reduce the tension and temper tantrum behavior of people with autism.

Ruang Tunggu dengan Layanan Berkebutuhan Khusus [G4-DMA]

Waiting Room with Special Needs Services

PT Angkasa Pura I mendesain dan mempersiapkan ruang ini secara khusus di area *check-in* untuk para penumpang berkebutuhan khusus. Memiliki fasilitas meja, kursi, *bean bag*, dan kasur, ruang ini dapat memberikan suasana nyaman dan tenang bagi para penumpang dan pengguna bandara lainnya. Saat ini, ruang tunggu dengan layanan berkebutuhan khusus tersedia di Bandara I Gusti Ngurah Rai Bali, Bandara Jenderal Ahmad Yani Semarang, Bandara Adi Soemarmo Solo, dan Bandara Internasional Yogyakarta Kulon Progo. Ke depannya, PT Angkasa Pura I akan mempersiapkan fasilitas ini di bandara-bandara lainnya.

PT Angkasa Pura I has specially designed and prepared this space in the check-in area for passengers with special needs. Furnished with tables, chairs, bean bags, and mattresses, this space can provide a comfortable and calm atmosphere for passengers and other airport users. Currently, waiting rooms with special needs services are available at I Gusti Ngurah Rai Bali Airport, General Ahmad Yani Semarang Airport, Adi Soemarmo Solo Airport, and Yogyakarta Kulon Progo International Airport. In the future, PT Angkasa Pura I will prepare this facility at other airports.

Layanan Difabel [G4-DMA]

Disability Services

Dalam rangka mewujudkan pelayanan prima, PT Angkasa Pura I menyediakan layanan terbaik bagi difabel. Perjalanan panjang dari dan ke bandara dengan pesawat terbang memberi tantangan tersendiri bagi para difabel. Oleh karena itu, PT Angkasa Pura I menyediakan beragam layanan untuk memudahkan perjalanan mereka, seperti:

- Aplikasi pemesanan fasilitas difabel secara daring;

In order to provide excellent service, PT Angkasa Pura I provides the best service for people with disabilities. The long journey to and from the airport by airplane is a special challenge for people with disabilities. Accordingly, PT Angkasa Pura I provides a variety of services to ease their journey, such as:

- Online booking application for disabled facilities;

- Layanan kursi roda, transportasi, dan bus pengantar dari bandara menuju tangga pesawat; serta
- Layanan bantuan proses *check-in* oleh staf bandara, termasuk pengantaran hingga ke kursi penumpang.

- Wheelchair, transportation, and bus services from the airport to the aircraft stairs; and
- Assistance with the check-in process by airport staff, including delivery to the passenger sea

Buku Difabel [G4-DMA]

Disability Guidebook

PT Angkasa Pura I menyediakan panduan berupa buku elektronik yang tersedia di laman www.ap1.co.id untuk memudahkan para penyandang difabel, penyandang autisme, dan keluarga penumpang dalam melaksanakan perjalanan. Panduan yang ada terdiri dari:

1. Panduan pelayanan penumpang berkebutuhan khusus spektrum autisme di bandar udara;
2. Panduan pelayanan penumpang berkebutuhan khusus di bandar udara; dan
3. Panduan pengalaman penumpang di bandara PT Angkasa Pura I.

Selain itu, dalam rangka memaksimalkan pelayanan di lapangan, PT Angkasa Pura I melakukan sosialisasi dan arahan kepada karyawan PT Angkasa Pura I terkait panduan-panduan tersebut. [GRI 416-1]

PT Angkasa Pura I provides guidance in electronic books available on the website www.ap1.co.id to facilitate people with disabilities, people with autism, and families of passengers in carrying out travel. The guides consist of:

1. Guidelines for passenger services with special needs on the autism spectrum at airports;
2. Guide to passenger services with special needs at airports; and
3. Guide to passenger experience at PT Angkasa Pura I airport.

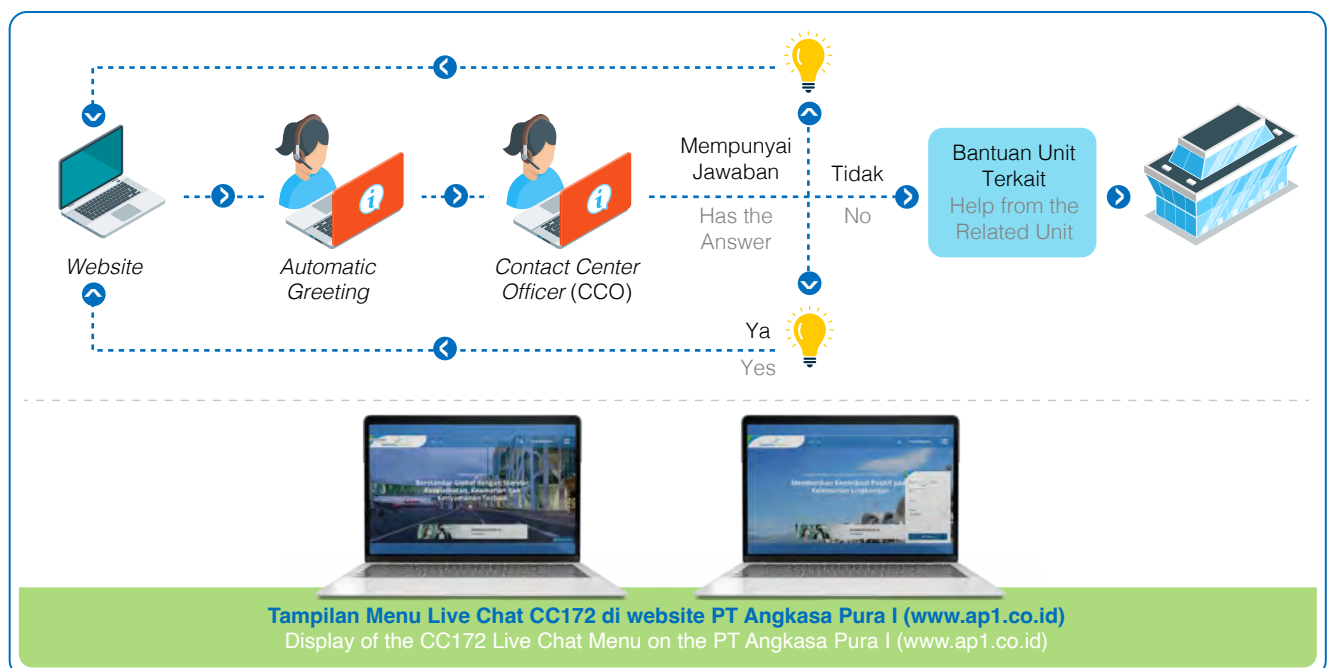
Furthermore, in order to maximize services in the field, PT Angkasa Pura I performs socialization and provides guidance to PT Angkasa Pura I staff on these guidelines. [GRI 416-1]

Live Chat

Live Chat

Live Chat merupakan sarana untuk memudahkan pengguna bandara menjumpai PT Angkasa Pura I dan bertanya apa pun terkait situasi yang mereka hadapi secara langsung. Kemudahan akses melalui media atau aplikasi daring, dengan dukungan proses interaksi dua arah secara langsung, dapat meningkatkan kepuasan pelanggan. Melalui situs web PT Angkasa Pura I (www.ap1.co.id), masyarakat dapat mengakses fasilitas ini dengan alur sebagai berikut:

Live Chat is a means to make it easier for airport users to meet PT Angkasa Pura I and ask anything related to the situation they face directly. Ease of access through online media or applications, with the support of a direct two-way interaction process, can increase customer satisfaction. Through the PT Angkasa Pura I website (www.ap1.co.id), people can access this facility with the following flow:



Boarding Pass Scanner (Flap Barrier) [G4-DMA]

Boarding Pass Scanner (Flap Barrier)

Dalam mendukung kegiatan operasional, PT Angkasa Pura I mengandalkan penggunaan teknologi *boarding pass scanner* (*flap barrier*). Perangkat ini dapat memindai kertas *boarding pass* baik cetak maupun versi elektroniknya di telepon genggam. Fitur ini tidak hanya memudahkan para penumpang, tetapi juga mempercepat proses keberangkatan sehingga para penumpang tidak perlu mengantre dan menunggu. Saat ini PT Angkasa Pura I menyediakan *boarding pass scanner* di 2 (dua) bandara, yaitu Bandara I Gusti Ngurah Rai Bali dan Bandara Juanda Surabaya.

In supporting operational activities, PT Angkasa Pura I relies on the use of boarding pass scanner (flap barrier) technology. This device scans both the printed boarding pass paper and its electronic version on a mobile phone. This feature not only makes it easier for passengers, but also speeds up the departure process so that passengers do not need to queue and wait. Currently PT Angkasa Pura I provides boarding pass scanners at 2 (two) airports, namely I Gusti Ngurah Rai Airport Bali and Juanda Airport Surabaya.

Tourist Information Center (TIC) [G4-DMA]

Tourist Information Center (TIC)

Setiap daerah memiliki keindahan budaya dan tempat wisata yang perlu dikunjungi oleh para wisatawan. PT Angkasa Pura I turut mendukung pariwisata dan ekonomi lokal dengan menyediakan layanan *Tourism Information Center* (TIC) di setiap bandara. Berbagai informasi tentang atraksi wisata, lokasi wisata, kuliner, akomodasi, dan transportasi disediakan di TIC, baik dalam bentuk cetak maupun layar monitor yang menayangkan video promosi menarik terkait pariwisata setempat. Selain itu, para wisatawan dapat pula berbincang-bincang dengan Duta Bandara PT Angkasa Pura I atau Petugas Dinas Kebudayaan dan Pariwisata yang dapat menjelaskan berbagai lokasi dan atraksi wisata setempat dengan lebih rinci.

Every region has cultural beauty and tourist attractions that need to be visited by tourists. PT Angkasa Pura I also supports tourism and the local economy by providing Tourism Information Center (TIC) services at each airport. Various information about tourist attractions, tourist sites, culinary, accommodation, and transportation are provided at TIC, both in printed form and monitor screens that show interesting promotional videos related to local tourism. In addition, tourists can also chat with PT Angkasa Pura I Airport Ambassadors or officers of the Culture and Tourism Office who can explain various local tourist locations and attractions in more detail.

Fasilitas Hiburan [G4-DMA]

Entertainment Facilities

PT Angkasa Pura I menyediakan *kid zone* sebagai area bermain anak-anak sambil menunggu waktu keberangkatan. Selain itu, PT Angkasa Pura I menyediakan berbagai fasilitas yang meningkatkan kenyamanan penumpang selama berada di bandara, misalnya fasilitas *airport cinema* di Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan. Dengan demikian, waktu tunggu keberangkatan penumpang dapat terasa menyenangkan dan menghibur.

PT Angkasa Pura I provides a kid zone as a play area for children while waiting for departure time. In addition, PT Angkasa Pura I provides various facilities that increase passenger comfort while at the airport, such as airport cinema facilities at Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan. Thus, the waiting time for passenger departure can be fun and entertaining.

X-Ray Automated Tray Return System (X-Ray ATRS) [G4-DMA]

X-Ray Automated Tray Return System (X-Ray ATRS)

Layanan yang cepat dan aman secara tidak langsung dapat meningkatkan kepuasan pelanggan. Oleh karena itu, PT Angkasa Pura I menyediakan X-Ray ATRS pada *Screening Check Point* (SCP) di terminal keberangkatan internasional Bandara I Gusti Ngurah Rai Bali. X-Ray ATRS merupakan alat pemindai dengan teknologi tinggi yang berfungsi memeriksa *tray* berisi barang para penumpang dalam proses pengarahan ke lokasi yang tepat. X-Ray ATRS ini dapat memindai 285 hingga 410 *tray* per jam, atau 3,83 kali lebih cepat dibandingkan dengan cara konvensional yang hanya bisa memeriksa 155 *tray* per jam.

Fast and secure services can indirectly increase customer satisfaction. Therefore, PT Angkasa Pura I provides X-Ray ATRS at the Screening Check Point (SCP) at the international departure terminal of I Gusti Ngurah Rai Airport Bali. X-Ray ATRS is a scanner with high technology that checks the tray containing the goods of the passengers in the process of directing them to the right location. X-Ray ATRS can scan 285 to 410 trays per hour, or 3.83 times faster than the conventional method which can only check 155 trays per hour.

Fasilitas ini juga memberi nilai tambah bagi maskapai penerbangan dengan mempercepat waktu pemeriksaan dan mengurangi antrean sehingga mengurangi kerugian akibat keterlambatan. Selain itu, fitur pemindaian barang turut menjadi pelengkap kecepatan dan ketepatan X-Ray ATRS. Fitur ini mampu memindai barang yang berpotensi membahayakan berupa *smartview*, *explosive trace detector*, dan *body scanner*. Barang dengan dugaan berpotensi membahayakan akan secara otomatis masuk ke jalur terpisah sehingga tidak menyebabkan antrean panjang.

X-Ray ATRS memiliki berbagai manfaat sebagai berikut:

1. Meningkatkan efisiensi operasional;
2. Mempercepat proses pemeriksaan barang dan calon penumpang;
3. Meningkatkan keakuratan dan menurunkan waktu antrean;
4. Meningkatkan keamanan dan layanan publik;
5. Rancangan yang ergonomis bagi penggunaannya seperti personel keamanan dan publik;
6. Dapat memberikan panel instrumen statistik penggunaan perangkat sinar-X; dan
7. Fasilitas integrasi dengan berbagai produk sinar-X lainnya.

Cepatnya waktu antrean membuat para penumpang memiliki lebih banyak waktu luang untuk beristirahat, mengunjungi fasilitas bandara, atau berbelanja.

This facility also provides added value to airlines by speeding up inspection time and reducing queues, thereby reducing losses due to delays. In addition, the goods scanning feature also complements the speed and accuracy of the X-Ray ATRS. This feature is able to scan potentially dangerous items in the form of smart view, explosive trace detector, and body scanner. Goods with suspected potential harm will automatically enter a separate lane so as not to cause long queues.

X-Ray ATRS has the following benefits:

1. Improves operational efficiency;
2. Speed up the process of checking goods and prospective passengers;
3. Improve accuracy and reduce queue time;
4. Improve security and public services;
5. Ergonomic design for users such as security personnel and the public;
6. Can provide a statistical instrument panel of X-ray device usage; and
7. Integration facility with various other X-ray products.

Faster queue times mean passengers have more free time to rest, visit airport facilities, or shop.

Digital Meeting Point

Digital Meeting Point

PT Angkasa Pura I memahami bahwa para penumpang yang tiba di bandara sering kali mengalami kesulitan untuk berjumpa dengan penjemputnya. Untuk itu, PT Angkasa Pura I menyediakan *digital meeting point* berupa media layar lebar di area kedatangan agar penumpang dan penjemput dapat bertemu di lokasi pertemuan tertentu.

PT Angkasa Pura I understands that passengers arriving at the airport often have difficulty meeting their pick-up. Therefore, PT Angkasa Pura I provides digital meeting points in the form of big screen media in the arrival area so that passengers and pick-ups can meet at certain meeting locations.



Tempat Kerja Bersama (Co-working Space)

Co-working Space

PT Angkasa Pura I menyediakan tempat kerja bersama yang nyaman di area ruang tunggu domestik Bandara Jenderal Ahmad Yani Semarang untuk para profesional yang perlu tetap bekerja sambil menunggu jadwal keberangkatan pesawat atau waktu *boarding*.

PT Angkasa Pura I provides a comfortable co-working space in the domestic lounge area of Jenderal Ahmad Yani Airport Semarang for professionals who need to keep working while waiting for their flight departure schedule or boarding time.

Penyediaan Kursi Pijat

Provision of Massage Chairs

Dalam rangka meningkatkan kenyamanan para penumpang, PT Angkasa Pura I menyediakan kursi pijat di area kedatangan dan keberangkatan bandara. Penumpang dapat beristirahat sejenak sambil melepas lelah sebelum melanjutkan perjalanan. Terapi pijat tidak hanya bermanfaat untuk mengusir kelelahan, tetapi juga mengurangi stres para penumpang.

In order to improve the comfort of passengers, PT Angkasa Pura I provides massage chairs in the arrival and departure areas of the airport. Passengers can take a short break while unwinding before continuing their journey. Massage therapy is not only useful for relieving fatigue, but also reducing passenger stress.

Karya Seni

Artworks

Bandara menjadi pintu gerbang suatu kota atau wilayah dengan ragam keunikan budayanya. Dalam rangka memperkenalkan budaya lokal dan juga menghadirkan estetika yang memanjakan mata, PT Angkasa Pura I turut menampilkan karya seni yang artistik di lingkungan bandara. Keindahan karya seni ini menghadirkan kenyamanan di lingkungan bandara-bandara PT Angkasa Pura I.

The airport is the gateway to a city or region with its unique culture. In order to introduce local culture and also present aesthetics that spoil the eyes, PT Angkasa Pura I also displays artistic works of art in the airport environment. The beauty of this artwork brings comfort in the environment of PT Angkasa Pura I airports.

Pengembangan, Perluasan, dan Pengindahan Bandara

Airport Development, Expansion, and Beautification

PT Angkasa Pura I senantiasa berkomitmen untuk menyediakan fasilitas bandara yang mengutamakan kenyamanan pengguna jasa. Untuk itu, pada 2023 PT Angkasa Pura I mengadakan pengembangan, perluasan, dan pengindahan di bandara-bandara sebagai berikut:

- Bandara Pattimura Ambon
- Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan
- Bandara Sentani Jayapura
- Bandara I Gusti Ngurah Rai Bali
- Bandara El Tari Kupang
- Bandara Zainuddin Abdul Madjid Lombok
- Bandara Sam Ratulangi Manado
- Bandara Juanda Surabaya
- Bandara Sultan Hasanuddin Makassar
- Bandara Internasional Yogyakarta Kulon Progo

PT Angkasa Pura I is always committed to providing airport facilities that prioritize the convenience of service users. For this reason, in 2023 PT Angkasa Pura I will conduct development, expansion, and beautification of the following airports:

- Pattimura Airport Ambon
- Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan
- Sentani Jayapura Airport
- I Gusti Ngurah Rai Airport Bali
- El Tari Airport Kupang
- Zainuddin Abdul Madjid Airport Lombok
- Sam Ratulangi Airport Manado
- Juanda Airport Surabaya
- Sultan Hasanuddin Airport Makassar
- Yogyakarta International Airport Kulon Progo

Kemudahan Transportasi - Intermodalitas [OJK F.26] [G4-DMA]

Ease of Transportation - Intermodality

Salah satu peran bandara adalah sebagai tempat kegiatan alih moda transportasi dalam bentuk interkoneksi dari moda transportasi udara ke moda transportasi lainnya. Hal tersebut sesuai dengan kebijakan pemerintah yang diatur dalam Peraturan Pemerintah (PP) Nomor 8 Tahun 2011 tentang Angkutan Multimoda dan Peraturan Menteri Perhubungan Nomor 39 Tahun 2019 tentang Tatanan Kebandarudaraan Nasional. Dalam rangka mendukung intermodalitas dan kelengkapan aksesibilitas dari dan menuju bandara, PT Angkasa Pura I bekerja sama dengan pemerintah daerah dan pemangku kepentingan dalam penyediaan sarana dan prasarana berbagai pilihan moda transportasi darat. Beberapa di antaranya adalah area zona pengantaran dan penjemputan untuk bus DAMRI, bus pelaju, taksi, dan stasiun kereta api yang menghubungkan bandara dengan kota serta kabupaten lainnya. Beragam fasilitas dan pilihan moda transportasi darat di beberapa bandara PT Angkasa Pura I, antara lain:

- Stasiun Kereta Api (KA) Bandara Internasional Yogyakarta Kulon Progo (YIA) yang menghubungkan bandara dengan Stasiun Tugu Yogyakarta. Kereta Api (KA) bandara tersebut dikelola oleh PT Railink Indonesia. Kehadiran KA Bandara YIA juga dapat menjadikan YIA sebagai bandara yang mengakomodasi kebutuhan konektivitas tidak hanya di wilayah Yogyakarta, tetapi juga hingga ke wilayah Jawa Tengah yang mencakup Cilacap, Purwokerto, Kebumen, dan Banjarnegara;
- Kereta Api (KA) Bandara Adi Soemarmo Solo yang terhubung langsung dengan terminal Bandara Adi Soemarmo Solo sebagai wujud integrasi moda transportasi;
- Layanan bus DAMRI di Bandara Sultan Hasanuddin Makassar, Bandara Syamsudin Noor Banjarmasin, Bandara Juanda Surabaya, Bandara Sentani Jayapura, Bandara Sam Ratulangi Manado, Bandara Zainuddin Abdul Majid Lombok, dan Bandara Internasional Yogyakarta Kulon Progo yang beroperasi setiap hari untuk rute dari dan ke bandara;
- Layanan transportasi umum berupa bus dan *shuttle* di antaranya Trans Metro Dewata di Bandara I Gusti Ngurah Rai Bali, Bus Rapid Transit (BRT) Trans Semarang yang memiliki rute dari dan ke Bandara Jenderal Ahmad Yani Semarang, Batik Solo Trans yang menghubungkan Bandara Adi Soemarmo Solo, SatelQu yang beroperasi di Bandara Internasional Yogyakarta Kulon Progo, *shuttle* Kangaroo di Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan, serta angkutan umum lainnya yang menyediakan akses di Bandara Frans Kaisiepo Biak, Bandara El Tari Kupang, dan Bandara Pattimura Ambon.

Kehadiran berbagai pilihan moda transportasi darat lain di bandara PT Angkasa Pura I tidak hanya memberi kemudahan dan kenyamanan bagi masyarakat dalam mengakses bandara, tetapi juga berdampak positif terhadap lingkungan hidup karena berpotensi mengurangi polusi sebagai dampak penggunaan kendaraan pribadi menuju bandara.

One of the roles of the airport is as a place for transportation mode transfer activities by interconnecting from air transportation modes to other modes of transportation. It complies with government policies stipulated in Government Regulation (PP) Number 8 of 2011 concerning Multi-modal Transportation and Minister of Transportation Regulation Number 39 of 2019 regarding the National Airport Order. In order to support intermodality and completeness of accessibility to and from the airport, PT Angkasa Pura I cooperates with local governments and stakeholders in providing facilities and infrastructure for various land transportation modes. Some of them are drop-off and pick-up zone areas for DAMRI buses, commuter buses, taxis, and train stations that connect the airport with other cities and districts. Various facilities and choices of land transportation modes at several PT Angkasa Pura I airports, including:

- Stasiun Kereta Api (KA) Bandara Internasional Yogyakarta Yogyakarta International Airport (YIA) Kulon Progo Railway Station that connects the airport with Yogyakarta Tugu Station. The airport train is managed by PT. Railink Indonesia. The presence of the YIA Airport Train can also make YIA an airport that accommodates connectivity needs not only in the Yogyakarta area, but also to the Central Java region which includes Cilacap, Purwokerto, Kebumen, and Banjarnegara;
- Train (KA) of Adi Soemarmo Airport Solo which is directly connected to the terminal of Adi Soemarmo Airport Solo as a form of integration of transportation modes;
- DAMRI bus services at Sultan Hasanuddin Airport Makassar, Syamsudin Noor Airport Banjarmasin, Juanda Airport Surabaya, Sentani Airport Jayapura, Sam Ratulangi Airport Manado, Zainuddin Abdul Majid Airport Lombok, and Yogyakarta International Airport Kulon Progo which operate daily for routes to and from the airport;
- Public transportation services in the form of buses and shuttles include Trans Metro Dewata at I Gusti Ngurah Rai Airport Bali, Trans Semarang Bus Rapid Transit (BRT) which has routes to and from General Ahmad Yani Airport Semarang, Batik Solo Trans which connects Adi Soemarmo Airport Solo, SatelQu which operates at Yogyakarta International Airport Kulon Progo, Kangaroo shuttle at Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan, and other public transportation that provides access at Frans Kaisiepo Airport Biak, El Tari Airport Kupang, and Pattimura Airport Ambon.

The availability of other land transportation options at PT Angkasa Pura I airports not only provides convenience and comfort for the public in accessing the airport, but also has a positive impact on the environment because it has the potential to reduce pollution as a result of the use of private vehicles to the airport.

Layanan SOS Help

SOS Help Service

Sebuah layanan baru yang disediakan untuk pengguna jasa Bandara Internasional Yogyakarta Kulon Progo dengan kebutuhan khusus, disabilitas, serta bagi penumpang dengan kondisi yang memerlukan penanganan darurat. Bagi penumpang yang memerlukan layanan *SOS Help*, penumpang cukup menekan tombol SOS pada *SOS Help* yang berlokasi di area *drop zone* keberangkatan. Dengan menekan tombol SOS, maka petugas *Customer Service* akan segera menghubungi maskapai/*groundhandling*/KKP dan atau petugas lainnya menyesuaikan dengan kebutuhan penumpang saat itu. Inovasi ini merupakan bentuk kepedulian serta upaya dalam mewujudkan pelayanan prima untuk penumpang supaya tetap aman, nyaman, dan selamat selama melakukan perjalanan udara melalui Bandara Internasional Yogyakarta Kulon Progo.

A new service provided for users of Yogyakarta International Airport Kulon Progo's services with special needs, disabilities, and for passengers with conditions that require emergency handling. For passengers who need *SOS Help* services, passengers can simply press the SOS button on the *SOS Help* located in the departure drop zone area. By pressing the SOS button, the Customer Service officer will immediately contact the airline/*groundhandling*/KKP and or other officers according to the passenger's needs at that time. This innovation is a form of concern and effort in realizing excellent service for passengers to stay safe, comfortable, and safe while traveling by air through Yogyakarta Kulon Progo International Airport.

Science Corner

Science Corner

Diresmikan tanggal 10 Agustus 2020, PT Angkasa Pura I bekerjasama dengan Taman Pintar Yogyakarta. *Science Corner* sendiri adalah ikon Taman Pintar yang menyatukan konsep *reading corner* dan *family corner* dengan memperkuat aspek edukasi sains dilengkapi alat peraga interaktif digital serta *e-library*.

Inaugurated on August 10, 2020, PT Angkasa Pura I collaborated with Taman Pintar Yogyakarta. *Science Corner* itself is an icon of Taman Pintar that brings together the concepts of reading corner and family corner by strengthening the educational aspects of science equipped with digital interactive teaching aids and *e-library*.

Science Corner di Bandara Internasional Yogyakarta Kulon Progo hadir dengan 4 (empat) area yaitu bagian depan pintu masuk (*entrance*) yang dilengkapi dengan monitor *touch-screen* berisi profil dan informasi digital. Bagian kedua merupakan area *science*, di mana terdapat 4 (empat) alat peraga seperti *Magic Floor* (berbasis *Augmented Reality*); Peraga Harpa Tak Berdawai; Peraga Uji Konsentrasi; dan Peraga Cincin Loncat. Bagian ketiga, merupakan *reading corner* yang dilengkapi dengan perangkat komputer berisi *e-library* dan varian buku yang dapat dibaca di area membaca. Pada bagian keempat, terdapat *playground* sehingga anak dapat melengkapi belajarnya dengan bermain.

Science Corner at Yogyakarta International Airport Kulon Progo comes with 4 (four) areas, which are the front part of the entrance which is equipped with a touch-screen monitor containing digital profiles and information. The second part is the science area, where there are 4 (four) props such as the *Magic Floor* (*Augmented Reality*-based); Stringless Harp Props; Concentration Test Props; and Jumping Ring Props. The third section is the reading corner which is equipped with computer devices containing *e-library* and book variants that can be read in the reading area. In the fourth section, there is a playground so that children can complete their learning by playing.



Pengalaman Pelanggan [OJK F.26] [G4-DMA]

User Experience

Dalam rangka mewujudkan visi “**Connecting The World Beyond Airport Operator with Indonesian Experience**”, PT Angkasa Pura I berkomitmen memberikan pelayanan dengan keramah-tamahan khas Indonesia di setiap bandar udara (bandara) yang dikelola. Komitmen tersebut sejalan dengan tujuan utama layanan PT Angkasa Pura I yakni menghadirkan fasilitas yang dapat meningkatkan kenyamanan dan pengalaman menyenangkan seluruh pengguna jasa bandara.

Dalam komitmen tersebut, PT Angkasa Pura I telah menciptakan *service touch point* dengan unsur keragaman budaya Indonesia. Pusat layanan ini menawarkan pelayanan yang menyenangkan karena seluruh pengguna jasa bandara kini dapat mengakses keperluan praperjalanan, prapenerbangan, pascapenerbangan, dan layanan lain terkait kebandaraan dengan mudah.

PT Angkasa Pura I turut memperhatikan seluruh rangkaian aktivitas pengguna jasa bandara secara detail, mulai dari kedatangan, berbelanja, menunggu keberangkatan, pengambilan bagasi, menanti jemputan, hingga akses transportasi menuju dan dari bandara. PT Angkasa Pura I bahkan menyediakan layanan khusus mencakup fasilitas, rambu-rambu, serta panduan perjalanan yang lengkap dan jelas guna memudahkan pelanggan dengan kebutuhan khusus seperti lansia, ibu hamil, penyandang disabilitas, dan pelanggan dengan kondisi medis yang membutuhkan pertolongan khusus.

Dalam rangka menciptakan keseragaman kenyamanan dan peningkatan pengalaman pelayanan di seluruh bandara, PT Angkasa Pura I telah menerbitkan panduan *airport service and hospitality standardization* yang telah diterapkan di 15 bandara, antara lain:

1. *Airport Customer Care Standard Manual*;
2. *Tenant Design Guideline (TDG)*;
3. *Airport Signage Guideline*;
4. *Special Needs Airport Facility Guideline*;
5. *Airport Signage Guideline in New Normal Era*; dan
6. *Exhibition and Artwork Guideline*.

Lima belas bandara kelolaan PT Angkasa Pura I telah menerapkan panduan tersebut. Penerapan panduan tersebut juga akan berkontribusi dalam meningkatkan nilai *Airport Service Quality (ASQ)* melalui pengukuran oleh Tim Airport Council International (ACI) dan Indonesia National Air Carriers Association (INACA), berdasarkan nilai *Airport Service Quality (ASQ)* dan *Customer Satisfaction Index (CSI)*.

Selain itu, penerapan panduan *airport service and hospitality standardization* tersebut juga bertujuan untuk meningkatkan level kepercayaan dunia internasional di masa pandemi Covid-19 untuk kembali menempuh perjalanan udara ke Indonesia.

Sebelumnya, sejak tahun 2020, PT Angkasa Pura I telah memiliki Panduan Pelaksanaan *New Normal Protocol*. Seluruh bandara kelolaan telah menerapkan panduan tersebut sehingga PT Angkasa Pura I dapat meraih stempel “Safe Travel Stamp” dari World Travel & Tourism Council (WTTC).

In order to embody the vision of “**Connecting The World Beyond Airport Operator with Indonesian Experience**”, PT Angkasa Pura I is committed to providing services with typical Indonesian hospitality in every airport (airport) managed. This commitment is in line with the main objective of PT Angkasa Pura I’s services, which is to provide facilities that can improve the comfort and pleasant experience of all airport service users.

In this commitment, PT Angkasa Pura I has created a service touch point with elements of Indonesian cultural diversity. This service center offers a pleasant service because now all airport service users can easily access pre-trip, pre-flight, post-flight needs, and other airport-related services easily.

PT Angkasa Pura I also pays attention to the entire series of airport service user activities in detail, from arrival, shopping, waiting for departure, baggage collection, waiting for pickup, to transportation access to and from the airport. PT Angkasa Pura I even provides special services including facilities, signs, and complete and clear travel guides to facilitate customers with special needs such as the elderly, pregnant women, people with disabilities, and customers with medical conditions that require special help.

In order to create uniformity of comfort and improve service experience throughout the airport, PT Angkasa Pura I has issued airport service and hospitality standardization guidelines that have been implemented in 15 airports, which are :

1. *Airport Customer Care Standard Manual*;
2. *Tenant Design Guideline (TDG)*;
3. *Airport Signage Guideline*;
4. *Special Needs Airport Facility Guideline*;
5. *Airport Signage Guideline in New Normal Era*; and
6. *Exhibition and Artwork Guideline*.

Fifteen airports managed by PT Angkasa Pura I have implemented the guidelines. The implementation of these guidelines will also contribute to increasing the *Airport Service Quality (ASQ)* value through measurements by the Airport Council International (ACI) Team and the Indonesia National Air Carriers Association (INACA), based on the *Airport Service Quality (ASQ)* and *Customer Satisfaction Index (CSI)* values.

In addition, the application of the airport service and hospitality standardization guide also aims to increase the level of international confidence during the Covid-19 pandemic to return to air travel to Indonesia.

Previously, since 2020, PT Angkasa Pura I has had a *New Normal Protocol Implementation Guide*. All managed airports have implemented these guidelines so that PT Angkasa Pura I can achieve the “Safe Travel Stamp” stamp from the World Travel & Tourism Council (WTTC).



Dalam rangka memudahkan para pengguna jasa bandara serta masyarakat, PT Angkasa Pura I menyediakan layanan komunikasi 24 jam dan 7 hari seminggu melalui *Contact Center* 172, salah satunya melalui nomor telepon 172. Perusahaan akan merekam dan memantau setiap percakapan demi peningkatan mutu layanan. Harapannya, layanan ini dapat mendukung pengalaman pelanggan yang prima dengan:

- Memudahkan pelanggan atau pengguna jasa untuk menyampaikan pertanyaan, informasi saran, keluhan, apresiasi dan *customer experience* terkait pelayanan di berbagai bandara PT Angkasa Pura I;
- Menjadi basis data bagi manajemen dalam mempelajari perubahan persepsi dan prioritas para penumpang;
- Memberi masukan pada manajemen tentang penilaian dari para penumpang atau pelanggan terhadap layanan bandara (*airport services*) PT Angkasa Pura I; serta
- Menjadi basis data bagi manajemen dapat mengevaluasi posisi bandara yang dikelola PT Angkasa Pura I.

PT Angkasa Pura I sangat terbuka terhadap penyampaian pendapat dan saran dari pengguna jasa bandara. Para pengguna jasa bandara dapat menyampaikan baik keluhan, saran, maupun pertanyaan kepada PT Angkasa Pura I melalui berbagai sarana sebagai berikut:

In order to facilitate airport service users and the public, PT Angkasa Pura I provides communication services 24 hours and 7 days a week through Contact Center 172, one of them is through telephone number 172. The company will record and monitor every conversation to improve service quality. Hopefully, this service can support excellent customer experience with:

- Make it easy for customers or service users to submit questions, information suggestions, complaints, appreciation, and customer experience related to services at various PT Angkasa Pura I airports;
- Become a database for management in studying changes in passenger perceptions and priorities;
- Provide input to management about the assessment of passengers or customers on PT Angkasa Pura I airport services; and
- Become a database for management to evaluate the position of airports managed by PT Angkasa Pura I.

PT Angkasa Pura I is very open to the delivery of opinions and suggestions from airport service users. Airport service users can submit both complaints, suggestions, and questions to PT Angkasa Pura I through the following means:

Telepon Telepon	172	Twitter	@angkasapura172
Surel Surel	cc172@ap1.co.id	Facebook	AngkasaPura 172
Instagram	@angkasapura_172	Live Chat & Website	www.ap1.co.id

Selain itu, dalam rangka mengoptimalkan layanan yang prima bagi para pengguna jasa bandara, PT Angkasa Pura I juga memastikan bahwa seluruh agen *Contact Center* 172 PT Angkasa Pura I memiliki kemampuan komunikasi yang baik dan pengetahuan terkait bandar udara yang komprehensif. Hal tersebut tecermin melalui pelaksanaan pelatihan untuk seluruh tim *Contact Center* 172 yang mengacu pada *standard operating procedure* (SOP) serta *service level agreement* (SLA).

Furthermore, in order to optimize excellent service for airport service users, PT Angkasa Pura I also ensures that all PT Angkasa Pura I Contact Center 172 agents have good communication skills and comprehensive airport-related knowledge. This is reflected through the implementation of training for the entire Contact Center 172 team which refers to the standard operating procedure (SOP) and service level agreement (SLA).

Penanganan Masukan dan Keluhan Pelanggan [OJK F.24] [G4-DMA]

Customer Feedback and Complaint Handling

Baik masukan maupun keluhan dari para pengguna jasa bandara menjadi bagian penting agar PT Angkasa Pura I senantiasa mengevaluasi layanannya demi peningkatan kualitas pelayanan. Untuk itu, PT Angkasa Pura I mengelola *Voice of Customer Management* yang bertujuan:

- Mengetahui umpan balik dan/atau pengalaman pengguna jasa terhadap fasilitas dan layanan tersedia;
- Mengetahui harapan dan/atau kebutuhan pengguna jasa terhadap fasilitas dan layanan; serta
- Mengumpulkan bahan pertimbangan dan/atau acuan manajemen dalam menetapkan kebijakan untuk perbaikan, peningkatan, dan pengembangan pelayanan bandar udara.

PT Angkasa Pura I menerima masukan dan keluhan pelanggan. Kemudian, Departemen *Service Design and Experience* Kantor Pusat akan mengelola dan menyampaikan hasil analisisnya kepada Direksi, General Manager, dan unit kerja terkait melalui laporan berkala setiap minggu, bulan, triwulan, semester, dan setiap tahun.

Para pengguna jasa bandara dapat menyampaikan pengalaman maupun keluhan mereka melalui berbagai saluran sebagai berikut:

1. *Contact Center* Angkasa Pura 172
2. Formulir Suara Pelanggan di customer service desk
3. Layanan Pelanggan
4. Surat elektronik
5. Media Sosial (Twitter, Instagram, dan Facebook)
6. *Live Chat*

PT Angkasa Pura I memperhatikan masukan dan keluhan dari pengguna jasa bandara dan masyarakat, serta senantiasa menindaklanjuti masukan dan keluhan tersebut secara optimal.

Both input and complaints from airport service users are an important part for PT Angkasa Pura I to continuously evaluate its services in order to improve service quality. For this reason, PT Angkasa Pura I manages *Voice of Customer Management* which is intended to:

- Knowing the feedback and/or experience of service users on available facilities and services;
- Knowing the expectations and/or needs of service users for facilities and services; and
- Gathering materials for consideration and/or management reference in establishing policies for the improvement, enhancement, and development of airport services.

PT Angkasa Pura I receives customer input and complaints. Then, the Service Design and Experience Department of the Head Office will manage and submit the results of its analysis to the Director, General Managers, and related work units through periodic reports every week, month, quarter, semester, and every year.

Airport service users can convey their experiences and complaints through various channels as follows:

1. Angkasa Pura 172 Contact Center
2. Customer Voice Form at the customer service desk
3. Customer Service
4. Electronic mail
5. Social Media (Twitter, Instagram, and Facebook)
6. Live Chat

PT Angkasa Pura I pays attention to inputs and complaints from airport service users and the public, and always optimally follows up on these inputs and complaints.

Tabel Tingkat Penyelesaian Suara Pelanggan
Table of Customer Voice Resolution Rate

Keterangan Description	Total Pengaduan Masuk Total Complaints Received	Total Pengaduan Diselesaikan Total Resolved Complaints	Tingkat Penyelesaian Resolution Rate
Telepon Phone	12.212	12.212	100 %
Surel E-mail	6.536	6.533	99,95 %
Twitter	1.358	1.358	100 %
Facebook	23	23	100 %
Instagram	2.304	2.302	99,91 %
Kotak saran Suggestion box	12	12	100 %
Konter <i>Customer Service</i> Customer Service Counter	136.761	136.760	99,99 %

Keterangan Description	Total Pengaduan Masuk Total Complaints Received	Total Pengaduan Diselesaikan Total Resolved Complaints	Tingkat Penyelesaian Resolution Rate
Media selain 172 Media other than 172	2.366	2.365	99,96 %
Humas Public Relation	1.619	1.617	99,88 %
Contact Us	8.507	8.506	99,99 %
Live Chat	30.238	30.235	99,99 %
Total	201.936	201.923	99,99 %

Kepuasan Pelanggan [OJK F.30] [G4-DMA]

Customer Satisfaction

Pengukuran *Customer Satisfaction Index* (CSI) oleh Indonesia National Air Carriers Association (INACA)

Customer Satisfaction Index (CSI) measurement by Indonesia National Air Carriers Association (INACA)

PT Angkasa Pura I selalu berupaya menciptakan atmosfer perjalanan yang nyaman bagi penumpang dengan menyediakan layanan yang berkualitas dan lengkap. Perusahaan perlu memudahkan perjalanan udara yang cenderung memiliki stigma melelahkan dan penuh ketegangan dengan menyediakan berbagai layanan dan fasilitas yang memadai di bandara. Perusahaan turut menyadari bahwa meningkatnya kualitas layanan tidak hanya berdampak pada penumpang, tetapi juga berdampak positif pada peningkatan pendapatan nonaeronautika.

Pada praktiknya untuk meningkatkan layanan, PT Angkasa Pura I selalu berpedoman pada prinsip *safety, security, services, compliance* (3S+1C). Sejalan dengan itu, perusahaan juga melakukan pengukuran sesuai dengan standar praktik terbaik bertaraf internasional seperti Skytrax, ACI, dan lainnya. PT Angkasa Pura I turut melaksanakan pengukuran Indeks Kepuasan Pelanggan atau *Customer Service Index* (CSI) yang berguna sebagai masukan untuk meningkatkan efektivitas dan efisiensi layanan bandara.

Tak hanya itu, PT Angkasa Pura I juga mengukur indikator ketidakpuasan atau rasio antara pujian dan keluhan, rata-rata belanja (*spending rate*), dan profil penumpang. Semua itu PT Angkasa Pura I lakukan untuk mendapatkan gambaran lengkap tentang layanan yang pelanggan butuhkan dan peningkatan bisnis perusahaan.

Secara spesifik, tujuan pengukuran kualitas yang PT Angkasa Pura I adakan adalah sebagai berikut:

1. Mengukur Indeks Kepuasan Pelanggan atau *Customer Service Index* (CSI) bandar udara kelolaan PT Angkasa Pura I melalui survei pelanggan;
2. Menjaring informasi permasalahan pelayanan dan

PT Angkasa Pura I always strives to create a comfortable travel atmosphere for passengers by providing quality and complete services. The company needs to facilitate air travel, which tends to have an exhausting and tension-filled stigma by providing a variety of adequate services and facilities at the airport. The company also realizes that improving service quality not only impacts passengers, but also has a positive impact on increasing non-aeronautical revenue.

In practice, to improve services, PT Angkasa Pura I is always guided by the principles of safety, security, services, compliance (3S+1C). In line with that, the company also conducts measurements in accordance with international best practice standards such as Skytrax, ACI, and others. PT Angkasa Pura I also carries out the measurement of the Customer Service Index (CSI) which is useful as input to improve the effectiveness and efficiency of airport services.

Furthermore, PT Angkasa Pura I also measures indicators of dissatisfaction or the ratio between compliments and complaints, average spending rates, and passenger profiles. All of these are done by PT Angkasa Pura I to get a complete picture of the services that customers need and improve the company's business.

Specifically, the objectives of the quality measurement carried out by PT Angkasa Pura I are:

1. Measuring the Customer Service Index (CSI) of PT Angkasa Pura I managed airports through customer surveys;
2. Capturing information on service problems and

saran pelanggan jasa bandar udara melalui kuesioner, forum *group discussion*, dan observasi lapangan;

3. Menganalisis kepentingan kepuasan, saran pelanggan, dan hasil observasi untuk menentukan prioritas perbaikan dan peningkatan kualitas pelayanan jasa bandara;
4. Mengetahui indikator kualitas pelayanan lainnya yang relevan, di antaranya rasio pujian keluhan dan rata-rata belanja penumpang; serta
5. Mengetahui profil pelanggan PT Angkasa Pura I, khususnya profil penumpang pesawat.

PT Angkasa Pura I melaksanakan pengukuran kualitas tersebut melalui survei yang terhadap lima kelompok pelanggan bandara meliputi penumpang, awak kokpit, *station manager*, konsesional, dan kargo di 15 bandara. Guna menjaga objektivitas, tim independen yang beranggotakan delapan tenaga ahli dari Indonesia National Air Carriers Association (INACA) dan pendamping dari tim internal PT Angkasa Pura I akan melaksanakan survei tersebut. Selain itu, terdapat lima tenaga *surveyor* di setiap bandara. Adapun pada tahun pelaporan, skor rata-rata CSI pada 15 bandara PT Angkasa Pura I adalah 4,75. Perolehan tersebut naik dari tahun sebelumnya yaitu 4,70.

suggestions for airport service customers through questionnaires, forum group discussions, and field observations;

3. Analyzing the importance of satisfaction, customer suggestions, and observation results to determine priorities for improvement and improvement in the quality of airport services;
4. Knowing other relevant service quality indicators, including the ratio of complaint praise and average passenger spending; as well as
5. Knowing the customer profile of PT Angkasa Pura I, especially the profile of airplane passengers.

PT Angkasa Pura I conducted the quality measurement through a survey to five airport customer groups including passengers, cockpit crew, station managers, concessionaires, and cargo at 15 airports. In order to maintain objectivity, an independent team of eight experts from the Indonesia National Air Carriers Association (INACA) and a companion from PT Angkasa Pura I's internal team would conduct the survey. In addition, there are five surveyors at each airport. As for the reporting year, the average CSI score at 15 PT Angkasa Pura I airports is 4.75. This achievement increased from the previous year, which was 4.70.

Tabel Hasil Survei CSI (Indeks Kepuasan Pelanggan)
Table of CSI Survey Results (Customer Satisfaction Index)

Bandara Airport	2023	2022	2021
Bandara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali	4,93	4,90	4,90
Bandara Juanda Surabaya Juanda Airport Surabaya	4,82	4,78	4,77
Bandara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Makassar	4,81	4,78	4,76
Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan	4,90	4,89	4,89
Bandara Frans Kaisiepo Biak Frans Kaisiepo Airport Biak	4,61	4,43	4,56
Bandara Sam Ratulangi Manado Sam Ratulangi Airport Manado	4,83	4,83	4,76
Bandara Adisutjipto Yogyakarta Adisutjipto Airport Yogyakarta	4,64	4,62	4,46
Bandara Adi Soemarmo Solo Adi Soemarmo Solo Airport	4,77	4,79	4,79
Bandara Syamsudin Noor Banjarmasin Syamsudin Noor Airport Banjarmasin	4,84	4,78	4,77
Bandara Jenderal Ahmad Yani Semarang Jenderal Ahmad Yani Airport Semarang	4,84	4,82	4,80
Bandara Zainuddin Abdul Madjid Lombok Zainuddin Abdul Madjid Airport Lombok	4,80	4,77	4,65
Bandara Pattimura Ambon Pattimura Airport Ambon	4,77	4,69	4,63

Bandara Airport	2023	2022	2021
Bandara El Tari Kupang El Tari Airport Kupang	4,70	4,70	4,69
Bandara Sentani Jayapura Sentani Airport Jayapura	4,27	4,08	4,05
Bandara Internasional Yogyakarta Kulon Progo Yogyakarta International Airport Kulon Progo	4,75	4,68	4,65

Pengukuran *Airport Service Quality* (ASQ) oleh Airports Council International (ACI) [OJK F.24] [G4-DMA]

Airport Service Quality (ASQ) Measurement by Airports Council International (ACI)

Airport Service Quality (ASQ) merupakan sistem pengukuran kepuasan penumpang yang komprehensif dengan memasukkan 32 aspek bandar udara, seperti fasilitas parkir, *check-in*, proses pemeriksaan keamanan, kemudahan akses informasi, fasilitas bandara, lingkungan bandara, layanan kedatangan, dan lainnya pada 8 bandara PT Angkasa Pura I. Airports Council International (ACI) melakukan penilaian ASQ pada tahun pelaporan yang menghasilkan skor rata-rata 5,00.

Airport Service Quality (ASQ) is a comprehensive passenger satisfaction measurement system that includes 32 airport aspects, such as parking facilities, check-in, security check processes, easy access to information, airport facilities, airport environment, arrival services, and others at 8 PT Angkasa Pura I airports. Airports Council International (ACI) conducted an ASQ assessment in the reporting year which resulted in an average score of 5.00.

Tabel Hasil Survei *Airport Service Quality* (ASQ)
Table of Airport Service Quality (ASQ) Survey Results

Bandara Airport	Capaian Achievement		Target Target
	2022	2023	2023
Bandara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali	5,00	5,00	5,00
Bandara Juanda Surabaya Juanda Airport Surabaya	5,00	5,00	5,00
Bandara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Makassar	5,00	5,00	5,00
Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan	4,99	5,00	5,00
Bandara Frans Kaisiepo Biak Frans Kaisiepo Airport Biak	-	-	-
Bandara Sam Ratulangi Manado Sam Ratulangi Airport Manado	-	-	-
Bandara Adi Soemarmo Solo Adi Soemarmo Airport Solo	4,99	5,00	5,00
Bandara Syamsudin Noor Banjarmasin Syamsudin Noor Airport Banjarmasin	-	-	-
Bandara Jenderal Ahmad Yani Semarang General Ahmad Yani Airport Semarang	4,99	5,00	5,00
Bandara Zainuddin Abdul Madjid Lombok Zainuddin Abdul Madjid Airport Lombok	-	-	-

Bandara Airport	Capaian Achievement		Target Target
	2022	2023	2023
Bandara Pattimura Ambon Pattimura Airport Ambon	4,99	4,99	5,00
Bandara El Tari Kupang El Tari Airport Kupang	-	-	-
Bandara Internasional Yogyakarta Kulon Progo Yogyakarta International Airport Kulon Progo	5,00	5,00	5,00

Tabel Rata-rata Hasil Survei
Table of Average Survey Results

Jenis Survei Type of Survey	Capaian Achievement		Target Target
	2022	2023	2023
Pengukuran <i>Airport Service Quality</i> (ASQ) oleh Airports Council International (ACI) di 8 bandara pada 2023 Airport Service Quality (ASQ) measurement by Airports Council International (ACI) at 8 airports by 2023	5,00	5,00	4,75
Pengukuran <i>Customer Satisfaction Index</i> (CSI) oleh Indonesia National Air Carriers Association (INACA) di 15 bandara Customer Satisfaction Index (CSI) measurement by Indonesia National Air Carriers Association (INACA) at 15 airports	4,70	4,75	4,50

Pemasaran dan Informasi Produk [OJK F.24] [G4-DMA]

Marketing and Product Information

PT Angkasa Pura I menerapkan prinsip pemasaran yang transparan, informatif, dan jelas untuk mengomunikasikan layanan kepada para mitra. Perusahaan mempublikasikan tarif layanan kepada mitra terkait jasa kebandaraan melalui situs resmi perusahaan. Tak hanya itu, perusahaan turut melibatkan para pemangku kepentingan dan perwakilan pengguna jasa melalui proses konsultasi sebelum proses penyesuaian tarif jasa kebandaraan terlaksana. Untuk mendapatkan rekomendasi penetapan tarif oleh Menteri Perhubungan, PT Angkasa Pura I harus melalui prosedur dari Kementerian Perhubungan serta Kementerian Koordinator Bidang Kemaritiman dan Investasi. Perusahaan menyampaikan penyesuaian tarif tersebut kepada mitra melalui pemberitahuan resmi termasuk sosialisasi dan perusahaan perlu melakukan pemantauan atas implementasinya. Proses ini menunjukkan komitmen PT Angkasa Pura I pada prinsip layanan yang adil dan setara. [GRI 3-3] [OJK F.17]

Agar para pengguna jasa bandara dapat memanfaatkan layanan PT Angkasa Pura I dengan optimal, perusahaan mempromosikan layanan PT Angkasa Pura I melalui berbagai cara, meliputi: [GRI 3-3]

1. Berkomunikasi secara aktif dengan mitra maskapai melalui kunjungan ke *headquarter* maskapai untuk

PT Angkasa Pura I applies transparent, informative, and clear marketing principles to communicate services to partners. The company publishes service rates to partners related to airport services through the company's official website. Not only that, the company also involves stakeholders and service user representatives through a consultation process before the airport service tariff adjustment process is carried out. To get a recommendation for tariff setting by the Minister of Transportation, PT Angkasa Pura I must go through procedures from the Ministry of Transportation and the Coordinating Ministry for Maritime Affairs and Investment. The company conveys the tariff adjustment to partners through official notification including socialization and the company needs to monitor its implementation. This process shows PT Angkasa Pura I's commitment to the principle of fair and equal service. [GRI 3-3] [OJK F.17]

To allow airport service users to utilize PT Angkasa Pura I services optimally, the company promotes PT Angkasa Pura I services through various means, including: [GRI 3-3]

1. Actively Communicate with airline partners through visits

- mempromosikan potensi bandara-bandara PT Angkasa Pura I serta mengetahui strategi operasional maskapai;
2. Melakukan kolaborasi dengan mitra maskapai terkait aktivitas promosi penerbangan guna meningkatkan *awareness* publik atas layanan rute penerbangan baru;
 3. Melaksanakan kegiatan *gathering* yang mengundang mitra *airline* dan *stakeholder* terkait sebagai wadah penyampaian aspirasi dan *sharing* informasi yang dapat mendukung pengembangan konektivitas di bandara-bandara PT Angkasa Pura I;
 4. Mengikuti kegiatan *routes event* seperti *Routes Asia* di Chiang Mai, Thailand dan *Route World* di Istanbul Turki sebagai upaya berkelanjutan dalam melakukan pengembangan rute dan pemasaran bandara yang dikelola oleh PT Angkasa Pura I kepada perusahaan maskapai yang beroperasi di luar negeri serta membangun *engagement* dengan para *airline* internasional potensial seiring dengan proses *rebound* konektivitas udara.
 5. Melaksanakan kegiatan *airport workshop* yang berkolaborasi dengan para *stakeholder* di beberapa bandara, kunjungan ke bandara kawasan Asia, dan kunjungan ke perusahaan maskapai di kawasan Cina terkait pengembangan konektivitas.
 6. *Strategy meeting* bersama pengelola bandara di kawasan Asia Tenggara dan Australia terkait pelaksanaan program *City Pair*;
 7. Kegiatan *slot conference domestic season S24*, China Southern & Xiamen Air Gathering, Inaca Festival 2023, *inauguration ceremony* untuk pembukaan rute baru selama tahun 2023 di seluruh bandara PT Angkasa Pura I, *strategy partnership* bersama Rusky Airlines, Sovico Group, Jeju Air, Strategi Nasional Pencegahan Korupsi (Stranas-PK), Kementerian Perhubungan, Lembaga National Single Window (LNSW) Kementerian Keuangan, Direktorat Jenderal Bea Cukai terkait implementasi *Cargo Integrated System*;
 8. Memberikan Informasi fasilitas belanja dan makanan yang ada di bandara yang dikelola PT Angkasa Pura I pada situs resmi PT Angkasa Pura I;
 9. Memberikan informasi peluang kerja sama untuk kegiatan usaha terkait pelayanan penumpang pada situs resmi PT Angkasa Pura I dan media cetak;
 10. Melakukan program *direct market sounding* kepada mitra usaha potensial untuk menawarkan peluang kerja sama untuk kegiatan usaha terkait pelayanan penumpang;
 11. Membuka peluang kerja sama *pop up store* di bandara;
 12. Berpartisipasi dalam *event-event* internasional untuk memperluas *network* dan memperoleh calon mitra usaha baru seperti *event Airport FAB+Hospitality Award and Conference* dan *Tax Free World association*;
 13. Menyediakan *space* khusus untuk kegiatan usaha UMKM dalam rangka mempromosikan produk khas daerah;
 14. Memberikan informasi fasilitas dan layanan di bandara melalui penyediaan informasi pada *wifi landing page*;
 15. Memberikan informasi perihal kegiatan kampanye *marketing* / pemasaran melalui akun media sosial resmi, *TV display*, dan aset digital lainnya;
 16. Melakukan *market sounding* kepada mitra usaha potensial untuk membuka peluang kerja sama;
 17. Berkolaborasi dengan mitra dalam melaksanakan *thematic event* serta kegiatan interaktif yang bertujuan meningkatkan *awareness* dan *customer experience* di bandara.
- to airline headquarters to promote the potential of PT Angkasa Pura I airports as well as knowing the airline's operational strategy;
2. Collaborate with airline partners regarding flight promotion activities to increase public awareness of new flight route services;
 3. Carrying out gathering activities that invite airline partners and related stakeholders as a forum for conveying aspirations and sharing information that can support the development of connectivity at PT Angkasa Pura I airports;
 4. Participating in routes events such as Routes Asia in Chiang Mai, Thailand and Route World in Istanbul Turkey as an ongoing effort in developing routes and marketing airports managed by PT Angkasa Pura I to airline companies operating abroad and building engagement with potential international airlines along with the rebound process of air connectivity.
 5. Carrying out airport workshop activities in collaboration with stakeholders at several airports, visits to Asian airports, and visits to airline companies in the Chinese region related to connectivity development.
 6. Strategy meeting with airport managers in Southeast Asia and Australia regarding the implementation of the City Pair program;
 7. Domestic season S24 slot conference activities, China Southern & Xiamen Air Gathering, Inaca Festival 2023, inauguration ceremony for the opening of new routes during 2023 at all PT Angkasa Pura I airports, strategy partnership with Rusky Airlines, Sovico Group, Jeju Air, National Strategy for Corruption Prevention (Stranas-PK), Ministry of Transportation, National Single Window (LNSW) Ministry of Finance, Directorate General of Customs related to the implementation of Cargo Integrated System;
 8. Provide information on shopping and food facilities at airports managed by PT Angkasa Pura I on the official website of PT Angkasa Pura I;
 9. Providing information on cooperation opportunities for business activities related to passenger services on the official website of PT Angkasa Pura I and printed media;
 10. Conducting direct market sounding programs to potential business partners to offer cooperation opportunities for business activities related to passenger services;
 11. Opening pop up store cooperation opportunities at the airport;
 12. Participating in international events to expand the network and obtain potential new business partners such as the Airport FAB+Hospitality Award and Conference event and the Tax Free World association;
 13. Provide special space for MSME business activities in order to promote regional specialty products;
 14. Provide information on facilities and services at the airport through the provision of information on the wifi landing page;
 15. Provide information regarding marketing campaign activities through official social media accounts, TV displays, and other digital assets;
 16. Conduct market sounding to potential business partners to open cooperation opportunities;
 17. Collaborate with partners in carrying out thematic events and interactive activities aimed at increasing awareness and customer experience at the airport.

Dalam setiap promosi, PT Angkasa Pura I menjamin penyampaian informasi yang mengedepankan nilai kejujuran, transparansi, dan tanggung jawab, serta menghindari klaim-klaim yang menipu dan diskriminatif. PT Angkasa Pura I berkomitmen untuk mematuhi seluruh peraturan perundangan yang berlaku di bidang pemasaran. Oleh sebab itu, pada tahun pelaporan, tidak terjadi insiden baik ketidakpatuhan terkait pemberian informasi layanan perusahaan maupun ketidakpatuhan terhadap komunikasi pemasaran. Seluruh informasi mengenai bisnis dan kerja sama usaha tertera dalam situs resmi PT Angkasa Pura I, yakni www.ap1.co.id. [GRI 417-1, 417-2, 417-3]

Selain itu, PT Angkasa Pura I juga mengedepankan kepatuhan pada peraturan perundangan lain di bidang ekonomi dan sosial, sehingga pada tahun pelaporan tidak terdapat insiden ketidakpatuhan terhadap undang-undang dan peraturan di bidang sosial ekonomi lainnya. [GRI 419-1]

In every promotion, PT Angkasa Pura I guarantees the delivery of information that emphasizes the values of honesty, transparency, and responsibility, and avoids deceptive and discriminatory claims. PT Angkasa Pura I is committed to complying with all applicable laws and regulations in the field of marketing. Therefore, in the reporting year, there were no incidents of either non-compliance related to the provision of company service information or non-compliance with marketing communications. All information regarding business and business cooperation is listed on the official website of PT Angkasa Pura I, namely www.ap1.co.id. [GRI 417-1, 417-2, 417-3]

Furthermore, PT Angkasa Pura I also prioritizes compliance with other laws and regulations in the economic and social fields, so that there were no incidents of non-compliance with laws and regulations in other socio-economic fields in the reporting year. [GRI 419-1]

Manajemen Keamanan Bandara [G4-DMA]

Airport Security Management

Saat ini, prioritas utama bagi operator bandara adalah menjaga tingkat keamanan dan keselamatan yang optimal selama operasional. Komitmen ini semakin penting, mempertimbangkan kompleksitas tugas yang terus berkembang. PT Angkasa Pura I menghadapi tantangan untuk menjaga keseimbangan antara memastikan keamanan bandara yang tinggi dan menangani aspek yang semakin luas, termasuk penanganan pandemi. Untuk mencapai tujuan ini, PT Angkasa Pura I terus mengembangkan sistem keamanan dan keselamatan yang canggih, sembari memperkuat kesiapsiagaan dalam menghadapi potensi bencana. Fokus utama perusahaan adalah mencapai target nol insiden dalam setiap operasionalnya.

Melalui tekad kuat sebagai pengelola 15 (lima belas) bandara di Indonesia, PT Angkasa Pura I berupaya memberikan layanan bandara berstandar internasional dengan penekanan kuat pada aspek keamanan. Perwujudan keamanan terlihat mulai dari penanganan bencana alam hingga pandemi Covid-19 yang telah melanda selama tiga tahun terakhir.

Kesiapan *standard operating procedure* (SOP) menandai komitmen PT Angkasa Pura I untuk membangun bandara yang aman pada Sistem Manajemen Keselamatan Bandara. Dalam upaya penanggulangan dan mitigasi risiko atas bencana alam, PT Angkasa Pura I berpedoman pada Dokumen Rencana Mitigasi Bencana di Bandara (*Airport Disaster Management Plan/ADMP*) dan Buku Pedoman Bandar Udara Siaga Bencana (*Get Airport Ready Disaster/GARD*). Dokumen ADMP tersebar di seluruh bandara kelolaan PT Angkasa Pura I yang mencakup program mitigasi bencana alam baik gempa bumi, gunung meletus, kebakaran, maupun banjir.

Sosialisasi ADMP dilaksanakan sebanyak minimal satu tahun sekali kepada anggota *Airport Emergency Committee* (AEC). AEC terdiri dari berbagai pihak yang memiliki peran penting dalam keadaan darurat atau bencana, termasuk anggota internal PT Angkasa Pura I, Tentara Nasional Indonesia (TNI), Perum LPPNPI, kepolisian daerah setempat, maskapai

Today, a top priority for airport operators is maintaining optimal levels of security and safety during operations. This commitment is increasingly important, considering the growing complexity of the task. PT Angkasa Pura I faces the challenge of maintaining a balance between ensuring high airport security and dealing with increasingly broad aspects, including pandemic handling. To achieve this goal, PT Angkasa Pura I continues to develop advanced security and safety systems, while strengthening preparedness in the face of potential disasters. The company's main focus is to achieve the zero-incident target in each of its operations.

Through strong determination as the manager of 15 (fifteen) airports in Indonesia, PT Angkasa Pura I strives to provide international standard airport services with a strong emphasis on security aspects. The realization of security can be seen from the handling of natural disasters to the Covid-19 pandemic that has hit over the past three years.

The readiness of the standard operating procedure (SOP) marks the commitment of PT Angkasa Pura I to build a safe airport in the Airport Safety Management System. In an effort to overcome and mitigate the risks of natural disasters, PT Angkasa Pura I is guided by the Airport Disaster Management Plan (ADMP) and the Get Airport Ready Disaster (GARD) Guidebook. ADMP documents are spread throughout PT Angkasa Pura I managed airports which include natural disaster mitigation programs for earthquakes, volcanic eruptions, fires, and floods.

ADMP socialization is carried out at least once a year to members of the Airport Emergency Committee (AEC). AEC consists of various parties that have an important role in an emergency or disaster, including internal members of PT Angkasa Pura I, the Indonesian National Army (TNI), Perum LPPNPI, local police, airlines, immigration, quarantine, and ground handling. These

penerbangan, imigrasi, karantina, dan *ground handling*. Anggota AEC ini bertanggung jawab untuk melaksanakan proses mitigasi dan evakuasi sesuai dengan tugas dan fungsi masing-masing apabila terjadi keadaan darurat atau bencana.

Selain program mitigasi bencana alam, PT Angkasa Pura I juga memiliki Rencana Penanggulangan Keadaan Darurat Bandar Udara (*Airport Emergency Plan/AEP*). Program ini merupakan bentuk pelayanan untuk menyelamatkan jiwa dan harta dari kejadian dan/atau kecelakaan pesawat di bandara dan wilayah sekitarnya dalam radius 5 mil (± 8 kilometer) dari titik referensi bandara, serta dari kecelakaan dan/atau kebakaran fasilitas di bandara. Direktur bandara mengesahkan dokumen AEP yang memuat pengambilan keputusan terkait rincian dan pelaksanaan tindakan dalam situasi darurat. Dokumen AEP berisi fungsi koordinasi, komunikasi, dan komando antara unit/instansi yang terlibat dalam penanggulangan keadaan darurat di bandara dan sekitarnya hingga radius 5 mil (± 8 kilometer) dari titik referensi bandara. Seluruh anggota komite penanggulangan keadaan darurat penerbangan, baik internal maupun eksternal, wajib memperoleh pendalaman atau sosialisasi mengenai dokumen AEP tersebut.

Untuk meningkatkan keamanan dan keselamatan penerbangan, PT Angkasa Pura I melaksanakan kegiatan simulasi keadaan darurat dengan beberapa metode latihan, yaitu:

1. Latihan Tabletop

Sebelum latihan di lapangan, Latihan *Tabletop* menjadi suatu bentuk latihan simulasi strategi di suatu ruangan untuk menguji kemampuan personel dalam mengambil keputusan sehubungan dengan kegiatan pertolongan dan pemadaman kebakaran.

2. Latihan Skala Khusus

Bentuk latihan/uji coba dokumen rencana penanggulangan keadaan darurat yang melibatkan anggota komite yang berada di bandara guna menguji seluruh fasilitas, prosedur, dan kompetensi personel untuk menghadapi keadaan darurat/siaga yang sebenarnya.

3. Latihan Modular

Bentuk latihan/uji coba dokumen rencana penanggulangan keadaan darurat berdasarkan modul latihan dengan melibatkan sebagian dari anggota komite baik di bandara maupun di sekitar bandara.

4. Latihan Skala Penuh

Bentuk latihan/uji coba dokumen rencana penanggulangan keadaan darurat yang melibatkan semua anggota komite dalam rangka menguji seluruh fasilitas, prosedur, dan kompetensi personel untuk menghadapi keadaan darurat/siaga yang sebenarnya.

AEC members are responsible for carrying out the mitigation and evacuation process in accordance with their respective duties and functions in the event of an emergency or disaster.

In addition to the natural disaster mitigation program, PT Angkasa Pura I also has an Airport Emergency Plan (AEP). This program is a form of service to save lives and property from events and / or aircraft accidents at the airport and surrounding areas within a radius of 5 miles (± 8 kilometers) from the airport reference point, as well as from accidents and / or fires at airport facilities. The airport director authorizes the AEP document that contains decision-making regarding the details and implementation of actions in emergency situations. The AEP document contains coordination, communication, and command functions between units/agencies involved in emergency management at the airport and its surroundings up to a radius of 5 miles (± 8 kilometers) from the airport reference point. All members of the aviation emergency management committee, both internal and external, must obtain a deepening or socialization of the AEP document.

To increase flight security and safety, PT Angkasa Pura I conducts emergency simulation activities using various training approaches, including:

1. Tabletop Exercise

Before the field exercise, Tabletop Exercise is a form of strategy simulation exercise in a room to test the ability of personnel to make decisions in connection with rescue and fire-fighting activities.

2. Partial Exercise

A form of exercise / trial of the emergency management plan document involving committee members at the airport to test all facilities, procedures, and personnel competencies to deal with actual emergencies / alert.

3. Modular Exercise

A form of exercise / trial of the emergency management plan document based on the exercise module by involving some of the committee members both at the airport and in the vicinity of the airport.

4. Full-Scale Exercise

A form of exercise / trial of the emergency management plan document involving all committee members in order to test all facilities, procedures, and personnel competencies to deal with an actual emergency / alert.

Pertama kalinya, PT Angkasa Pura I gelar Latihan Penanggulangan Keadaan Darurat di Bandara Internasional Yogyakarta Kulon Progo

For the first time, PT Angkasa Pura I held Emergency Response Training at Yogyakarta International Airport Kulon Progo



Pada 3 Agustus 2023, PT Angkasa Pura I menggelar latihan Penanggulangan Keadaan Darurat (PKD) berskala penuh di Bandara Internasional Yogyakarta. Latihan PKD bertujuan untuk menguji kemampuan dan kesiapan seluruh personel serta untuk menguji *standard operating procedure* (SOP) ketika terjadi keadaan darurat di bandara. Latihan PKD di Bandara Internasional Yogyakarta mencakup tiga jenis simulasi, yakni simulasi kecelakaan pesawat terbang (*aircraft accident exercise*), simulasi penanganan bom dan ancaman keamanan penerbangan (*security exercise*), serta simulasi tanggap bencana alam (*airport disaster exercise*).

On August 3, 2023, PT Angkasa Pura I conducted a full-scale Emergency Response Training (ERT) at Yogyakarta International Airport. The ERT aims to test the capabilities and readiness of all personnel and to evaluate the Standard Operating Procedure (SOP) in the event of an emergency at the airport. The ERT at Yogyakarta International Airport includes three types of simulations: an aircraft accident exercise, a bomb handling and aviation security threat exercise, and a natural disaster response simulation.

Optimalisasi Kegiatan Operasional

Optimization of Operational Activities

Dalam rangka mengoptimalkan kegiatan operasional bandara, PT Angkasa Pura I menetapkan strategi restrukturisasi operasional dan optimalisasi biaya (*cost leadership*) dengan mengimplementasikan Manajemen Operasional berbasis Trafik (MOT) melalui pengaturan skema operasional mulai dari *pre-operation*, *in-operation*, dan *post-operation*. Skema tersebut tertuang dalam bentuk pemetaan data trafik dan jam operasi untuk menentukan konfigurasi kebutuhan operasi dari sisi fasilitas, area operasional, dan SDM berdasarkan karakteristik bandara. Tentunya, skema ini diterapkan tanpa menurunkan *Level of Services* (LOS) sesuai dengan ketentuan yang berlaku. Implementasi Manajemen Operasional berbasis Trafik (MOT) juga merupakan upaya implementasi kebijakan, meliputi:

1. Bidang Operasi
 - a. Pengaturan jam operasi;
 - b. Pengaturan area operasi; dan
 - c. Pengaturan alat produksi.
2. Bidang Teknik
 - a. Perubahan sistem pemeliharaan dan perawatan fasilitas:
 - Based on operating hours.
 - Based on number of utilization.
 - Based on assessment.
 - b. Perubahan sistem sewa fasilitas.
3. Bidang SDM
 - a. Pengaturan penugasan SDM; dan
 - b. Penugasan multifungsi.

In order to optimize airport operations, PT Angkasa Pura I sets a strategy of operational restructuring and cost optimization (*cost leadership*) by implementing Traffic-based Operational Management (MOT) through operational scheme arrangements starting from pre-operation, in-operation, and post-operation. The scheme is contained in the form of mapping traffic data and operating hours to determine the configuration of operating needs in terms of facilities, operational areas, and human resources based on airport characteristics. Of course, this scheme is implemented without reducing the Level of Services (LOS) in accordance with applicable regulations. The implementation of Traffic-based Operational Management (MOT) is also an effort to implement policies, including:

1. Operational Field
 - a. Setting hours of operation;
 - b. Operation area settings; and
 - c. Arrangement of production equipment.
2. Engineering Field
 - a. Changes in facility maintenance and care systems:
 - Based on operating hours.
 - Based on number of utilizations.
 - Based on assessment.
 - b. Changes to the facility rental system.
3. HR Field
 - a. HR assignment arrangements; and
 - b. Multifunctional assignment.



MEMBERDAYAKAN MASYARAKAT, MENCIPTAKAN DAMPAK SOSIAL POSITIF

EMPOWERING THE COMMUNITY, CREATING POSITIVE SOCIAL IMPACT



PT Angkasa Pura I Raih Penghargaan Pengembangan UMKM dalam Anugerah BUMN 2023

PT Angkasa Pura I Received Award for SME Development In The 2023 SOE Awards



PT Angkasa Pura I meraih penghargaan “Perusahaan BUMN Kategori Program Pengembangan UMKM” dalam ajang Anugerah BUMN 2023 Tahun ke-12 yang diselenggarakan oleh Majalah BUMN Track. Tidak hanya pengembangan UMKM melalui penyaluran pendanaan program TJSL, PT Angkasa Pura I juga mengajak para pelaku usaha UMKM untuk tumbuh dan berkembang melalui penyediaan space komersial di bandara yang kami kelola. Salah satu program unggulan pemberdayaan UMKM di bandara PT Angkasa Pura I adalah Bandara Internasional Yogyakarta. Di bandara yang merupakan pintu gerbang udara utama menuju Daerah Istimewa Yogyakarta dan juga kawasan Destinasi Pariwisata Super Prioritas (DPSP) Borobudur tersebut, PT Angkasa Pura I menyediakan area UMKM dalam bandara terbesar di Indonesia dengan total luas 2.294 meter persegi. Area UMKM tersebut terbagi menjadi dua area, yakni Kawasan Tugu Malioboro dan Galeri Pasar Kotagede. Penghargaan yang PT Angkasa Pura I terima ini merupakan wujud apresiasi atas komitmen perusahaan dalam mewujudkan program pengembangan UMKM di bandara-bandara yang dikelola oleh PT Angkasa Pura I.

PT Angkasa Pura I has been awarded the “SOE Company Category for SME Development Program” in the 12th SOE Awards 2023, organized by BUMN Track Magazine. In addition to SME development through the funding distribution of the TJSL program, we also invite SME entrepreneurs to grow and expand through the provision of commercial space at the airports PT Angkasa Pura I manage. One of the flagship SME empowerment programs at PT Angkasa Pura I is at Yogyakarta International Airport. In this airport, which serves as the main air gateway to the Special Region of Yogyakarta and also the Borobudur Super Priority Tourism Destination (DPSP) area, PT Angkasa Pura I provides SME areas within the largest airports in Indonesia with a total area of 2,294 square meters. The SME area is divided into two zones, namely the Tugu Malioboro Area and the Kotagede Market Gallery. This award is a testament to the company’s commitment to realizing SME development programs at airports managed by PT Angkasa Pura I.

Tanggung Jawab Sosial dan Lingkungan (TJSL)

Social and Environmental Responsibility (TJSL)

PT Angkasa Pura I menjadikan masyarakat dan kesejahteraannya sebagai salah satu fokus utama dalam upaya menciptakan bisnis perusahaan yang berkesinambungan. Perusahaan ini meyakini bahwa kesuksesan bisnis harus senantiasa menyertai pemberian manfaat kepada masyarakat sekitarnya. Dalam konteks ini, PT Angkasa Pura I dengan tegas mendukung perkembangan ekonomi lokal melalui pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan (TJSL). Program TJSL menjadi bentuk komitmen perusahaan untuk memajukan pembangunan yang berkelanjutan dengan memberikan dampak positif dalam ranah ekonomi, sosial, dan lingkungan.

Sebagai bagian dari Badan Usaha Milik Negara (BUMN), pelaksanaan kegiatan TJSL PT Angkasa Pura I mengacu pada Peraturan Menteri BUMN 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 serta 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. Melalui pelaksanaan Program TJSL, perusahaan berharap dapat memberikan kontribusi dalam pengembangan dan pemberdayaan masyarakat. Hal ini tidak hanya bermanfaat bagi masyarakat, tetapi juga memperkuat hubungan antara PT Angkasa Pura I dengan masyarakat. Kegiatan TJSL PT Angkasa Pura I berlandaskan pada visi dan misi berikut: [\[GRI 3-3\]](#)

PT Angkasa Pura I considers the community and its welfare as one of the main focuses in its efforts to create a sustainable business. The company believes that business success must always accompany the provision of benefits to the surrounding community. In this context, PT Angkasa Pura I firmly supports the development of the local economy through the implementation of the Social and Environmental Responsibility (TJSL) Program. The TJSL program is a form of the company's commitment to promote sustainable development by providing positive impacts in the economic, social, and environmental domains.

As part of a State-Owned Enterprise (SOE), the implementation of PT Angkasa Pura I's CSR activities refers to the Regulation of the Minister of SOEs 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 Social and Environmental Responsibility Programs of State-Owned Enterprises and 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 of State-Owned Enterprises. Through the implementation of the TJSL Program, the company hopes to contribute to community development and empowerment. This not only benefits the community, but also strengthens the relationship between PT Angkasa Pura I and the community. PT Angkasa Pura I's CSR activities are based on the following vision and mission: [\[GRI 3-3\]](#)

Visi [\[GRI 2-23\]](#) Vision

Menjadi penyelenggara TJSL yang mampu mendorong pertumbuhan usaha kecil menjadi usaha tangguh dan mandiri, serta mampu meningkatkan kesejahteraan masyarakat.

Becoming a TJSL organizer that is able to encourage the growth of small businesses into strong and independent businesses and is able to improve the welfare of the community.

Misi Mission

1. Meningkatkan kemampuan usaha kecil sehingga menjadi tangguh dan mandiri;
2. Menciptakan sinergi dengan BUMN lain;
3. Meningkatkan kualitas lingkungan sosial masyarakat, terutama di sekitar wilayah kerja perusahaan.

1. Improve the ability of small businesses to become resilient and independent;
2. Creating synergy with other SOEs;
3. Improving the quality of the community's social environment, especially around the company's working area.

Struktur Tata Kelola TJSL [GRI 413-1] Governance Structure of TJSL

Sejalan dengan ketentuan Peraturan Menteri BUMN, PT Angkasa Pura I mengelola Program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang terdiri dari dua aspek, yaitu Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) dan Tanggung Jawab Sosial dan Lingkungan. PT Angkasa Pura I menunjukkan keseriusannya dalam menjalankan Program TJSL dengan mendirikan departemen khusus, yaitu Departemen Corporate Social Responsibility (CSR). Departemen CSR berada di bawah unit kerja General Services and Corporate Social Responsibility. Unit kerja tersebut berada di bawah pengawasan Direktur Human Capital. Beberapa hal yang menjadi tanggung jawab tim pelaksana TJSL dan PUMK adalah melakukan penilaian, pengawasan, dan evaluasi terkait dampak dari seluruh kegiatan PT Angkasa Pura I terhadap masyarakat, baik dampak lingkungan maupun sosial.

In accordance with the provisions of the Regulation of the Minister of SOEs, PT Angkasa Pura I manages the Social and Environmental Responsibility (TJSL) Program which consists of two aspects, namely Funding for Micro and Small Enterprises (PUMK) and Social and Environmental Responsibility. PT Angkasa Pura I shows its seriousness in running the TJSL Program by establishing a special department, namely the Corporate Social Responsibility (CSR) Department. The CSR Department is under the General Services and Corporate Social Responsibility work unit. The work unit is under the supervision of the Director of Human Capital. Some of the responsibilities of the TJSL and PUMK implementation team are to assess, supervise, and evaluate the impact of all PT Angkasa Pura I activities on the community, both environmental and social impacts.

Program TJSL [GRI 203-1] [OJK F.25] TJSL Programs

PT Angkasa Pura I terus berupaya meningkatkan kesejahteraan masyarakat melalui Program TJSL berupa dukungan dalam perbaikan infrastruktur, fasilitas umum, serta pemberian bantuan untuk mengatasi bencana alam dan berbagai keperluan lainnya. PT Angkasa Pura I telah menyumbangkan total bantuan dan program TJSL sejak tahun 1992 sebesar Rp353.360.814.822. Pada tahun ini, PT Angkasa Pura I telah memberikan bantuan sebesar Rp18.012.463.722. untuk mendukung program yang sesuai dengan 17 Tujuan Pembangunan Berkelanjutan, rinciannya sebagai berikut:

PT Angkasa Pura I continuously strives to improve the welfare of the community through the TJSL Program in the form of support in infrastructure improvement, public facilities, as well as providing assistance to overcome natural disasters and various other needs. PT Angkasa Pura I has donated a total of Rp353,360,814,822. in aid and TJSL programs since 1992. In this year, PT Angkasa Pura I has provided assistance of Rp18,012,463,722. to support programs in accordance with the 17 Sustainable Development Goals, with the following details:

Tabel Penyaluran Dana TJSL Tahun 2023 (dalam ribuan Rupiah)
Table of Distribution of TJSL Funds in 2023 (in thousands of Rupiah)

No	TPB SDGs	RKA Tahun 2023 (Rp) RKA for the Year 2023 (Rp)	Real Tahun 2023 (Unaudited) (Rp) Real for the Year 2023 (Unaudited) (Rp)	Persentase Capaian Real/RKA Percentage of Achievement Real/RKA
(1)	(2)	(3)	(4)	(5)=(4)/(3)
A PILAR SOSIAL SOCIAL PILLARS				
1	TPB 1 SDG 1	320.000.000	102.588.400	32,06%
2	TPB 2 SDG 2	910.000.000	3.261.899.802	358,45%
3	TPB 3 SDG 3	1.430.000.000	2.418.177.177	169,10%
4	TPB 4 SDG 4	5.297.208.762	3.442.925.379	65,00%
B PILAR EKONOMI ECONOMIC PILLARS				
1	TPB 8 SDG 8	15.848.000.000	16.101.811.446	101,60%
2	TPB 9 SDG 9	-	-	-

No	TPB SDGs	RKA Tahun 2023 (Rp) RKA for the Year 2023 (Rp)	Real Tahun 2023 (Unaudited) (Rp) Real for the Year 2023 (Unaudited) (Rp)	Persentase Capaian Real/RKA Percentage of Achievement Real/RKA
(1)	(2)	(3)	(4)	(5)=(4)/(3)
3	TPB 10 SDG 10	-	-	-
C PILAR LINGKUNGAN ENVIRONMENTAL PILLARS				
1	TPB 6 SDG 6	-	100.000.000	-
2	TPB 11 SDG 11	8.406.791.238	6.692.507.900	79,61%
3	TPB 12 SDG 12	250.000.000	122.852.000	49,14%
4	TPB 13 SDG 13	-	-	-
5	TPB 14 SDG 14	190.000.000	92.445.589	48,66%
6	TPB 15 SDG 15	30.000.000	252.256.029	840,85%
D PILAR HUKUM & TATA KELOLA LEGAL & GOVERNANCE PILLAR				
1	TPB 16 SDG 16	50.000.000	25.000.000	50,00%
Total		32.732.000.000	32.612.463.722	99,63%

Pilar Sosial Social Pillar



1. Program Bantuan Korban Bencana Alam

Selama tahun 2023, PT Angkasa Pura I telah berpartisipasi dalam memberikan bantuan kepada korban bencana alam, yaitu kepada korban banjir di Kabupaten Langkat Semarang dan Manado serta kepada korban gempa bumi di Kabupaten Maluku. Bantuan ini diharapkan dapat meringankan beban para korban bencana yang dialami. Bantuan diberikan langsung kepada perwakilan korban serta melalui koordinator yang ditunjuk oleh Kementerian BUMN. Selama tahun 2023, perusahaan telah menyalurkan bantuan bencana alam kepada 166 orang di Manado dan beberapa posko korban bencana di Semarang dan Solo dengan nilai total bantuan sebesar Rp 102.588.400.

2. Angkasa Pura Berbagi

PT Angkasa Pura I telah menyalurkan bantuan melalui program Angkasa Pura Berbagi berupa paket sembako bagi masyarakat kurang mampu di sekitar bandara dalam rangka hari raya Idul Fitri. Total bantuan yang diberikan sebesar Rp1.330.263.802.

3. Program Pelayanan Kesehatan Keliling

Pelayanan Kesehatan Keliling (Yankesling) merupakan program unggulan PT Angkasa Pura I yang telah dilaksanakan mulai 2013. Bantuan yang diberikan dalam program ini meliputi pemeriksaan gratis bagi ibu hamil dan juga bayi/balita dan pengobatan gratis bagi warga lainnya. Selain itu, PT Angkasa Pura I juga memberikan Paket Makanan Tambahan (PMT) bagi ibu hamil dan juga bayi/balita yang terindikasi kurang gizi. Hal tersebut untuk menanggulangi jumlah masyarakat dengan tingkat *stunting* dan kurang gizi di sekitar wilayah kerja perusahaan. Selama

1. Disaster Victim Assistance Program

During 2023, PT Angkasa Pura I participated in providing assistance to disaster victims, namely flood victims in Langkat Semarang and Manado, as well as earthquake victims in Maluku Regency. This assistance is expected to alleviate the burden of disaster victims. The aid was given directly to victim representatives and through coordinators appointed by the Ministry of SOEs. Throughout 2023, the company distributed disaster relief to 166 people in Manado and several disaster victim posts in Semarang and Solo, with a total assistance value of Rp102,588,400.

2. Angkasa Pura Berbagi

PT Angkasa Pura I distributed aid through the Angkasa Pura Shares program in the form of staple food packages for underprivileged communities around the airports during the Eid al-Fitr holiday. The total aid given amounted to Rp1,330,263,802.

3. Mobile Health Service Program

The Mobile Health Service (Yankesling) is a flagship program of PT Angkasa Pura I that has been implemented since 2013. Assistance provided in this program includes free examinations for pregnant women and infants/toddlers, as well as free medical treatment for other residents. Additionally, PT Angkasa Pura I also provided Supplementary Food Packages (PMT) for pregnant women and infants/toddlers who are indicated to be malnourished. This is to address the number of people with stunting and malnutrition in the company's working areas. During 2023,

2023, program Yankesling telah dilaksanakan di 13 kantor cabang dengan total bantuan senilai Rp1.074.001.966.

4. Beasiswa DIII Kebandarudaraan (CID)

Pada Tahun 2019, PT Angkasa Pura I menginisiasi Program TJSL yaitu beasiswa DIII Kebandarudaraan bagi siswa/i berprestasi yang tinggal di sekitar wilayah kerja. Program ini diberikan bagi siswa/siswi lulus seleksi yang dilaksanakan oleh tim dari perusahaan. Konsep program ini adalah dengan memberikan beasiswa penuh kepada para siswa untuk dapat berkuliah di Universitas Mataram Lombok pada jurusan Pariwisata konsentrasi Kebandarudaraan.

Selain itu, perusahaan juga memberikan fasilitas berupa pengembangan diri dalam bentuk kursus bahasa Inggris, program pembinaan mental, fisik dan disiplin, yang bekerja sama dengan TNI serta program pengembangan diri lainnya seperti kegiatan bakti sosial, pembinaan *soft skill* dan pembinaan keagamaan. Tahun ini sudah terdapat 58 mahasiswa yang terdiri dari 29 siswa/*batch*, yang mana target awal 60 mahasiswa atau 30 siswa/*batch*. siswa/siswi tersebut berasal dari masyarakat dari sekitar 13 kantor cabang PT Angkasa Pura I. Total realisasi dana atas program ini selama tahun 2023 adalah sebesar Rp1.413.063.809.

5. Program Bantuan Penunjang Pendidikan untuk Disabilitas

Dalam rangka memperingati Hari Ulang Tahun (HUT) ke-59 PT Angkasa Pura I, perusahaan memberikan bantuan kepada para siswa/siswi difabel dan juga sekolah khusus difabel. Bantuan yang diberikan antara lain berupa alat bantu dengar (*adaptive device*), fasilitas pendidikan untuk SLB (meja, alat peraga, alat musik, dan lain-lain), kursi roda, serta tongkat untuk tuna netra total biaya yang direalisasikan untuk program ini adalah sebesar Rp353.074.400.

the Yankesling program was implemented in 13 branch offices with a total assistance value of Rp1,074,001,966.

4. Diploma III in Aviation Scholarship (CID)

In 2019, PT Angkasa Pura I initiated the TJSL Program, which is a Diploma III in Aviation scholarship for outstanding students residing in the company's working areas. This program is awarded to students who pass the selection conducted by the company's team. The concept of this program is to provide full scholarships to students to study at Mataram University, Lombok, majoring in Tourism with a concentration in Aviation.

Additionally, the company also provides self-development facilities in the form of English language courses, mental, physical, and discipline coaching programs in collaboration with the Indonesian National Armed Forces (TNI), as well as other self-development programs such as social service activities, soft skills training, and religious guidance. This year, there are 58 students consisting of 29 students per batch, out of the initial target of 60 students or 30 students per batch. These students come from communities around 13 PT Angkasa Pura I branch offices. The total realized funds for this program during 2023 amounted to Rp 1,413,063,809.

5. Support Program for Education Aids for Disabilities

In commemoration of PT Angkasa Pura I's 59th anniversary, the company provided assistance to disabled students and special schools for the disabled. The aid included hearing aids (*adaptive devices*), educational facilities for Special Needs Education (desks, teaching aids, musical instruments, etc.), wheelchairs, and canes for the visually impaired, with a total realized cost of Rp353,074,400.

Pilar Ekonomi Economic Pillar



1. Pembinaan UMKM Binaan Perusahaan

Sebagai bentuk tanggung jawab perusahaan terhadap UMK Binaan perusahaan dan bentuk dukungan atas Program Prioritas TPB di bidang pengembangan UMK, selama tahun 2023 perusahaan telah melibatkan 81 UMK Binaan dalam kegiatan pembinaan. Kegiatan tersebut terdiri dari:

1. Pembinaan Pameran
Bazar UMKM untuk Indonesia (17 UMK Binaan), pameran Inacraft (8 UMK Binaan), pameran di Tangerang (1 UMK Binaan), pameran Manado High Street (2 UMK Binaan), dan pameran UMKM MotoGP Mandalika (1 UMK Binaan).
2. Pembinaan Pelatihan
Pelatihan Sarinah Pandu (6 UMK Binaan) dan Pelatihan Go Digital (40 UMK Binaan).

1. Fostered MSMEs

As part of the company's responsibility towards fostered MSMEs and in support of SDGs's Priority Program in the MSME development sector, during 2023, the company engaged 81 fostered MSMEs in mentoring activities. These activities consisted of:

1. Exhibition Mentorship
MSMEs bazaar for Indonesia (17 Fostered MSMEs), Inacraft exhibition (8 Fostered MSMEs), exhibitions in Tangerang (1 Fostered MSME), Manado High Street exhibition (2 Fostered MSMEs), and MSME MotoGP Mandalika exhibition (1 Fostered MSME).
2. Training Mentorship
Sarinah Pandu training (6 Fostered MSMEs) and Go Digital training (40 Fostered MSMEs).

3. Pembinaan Pengembangan UMK Binaan Program Baik Bersama dalam bentuk sertifikasi Halal (3 UMK Binaan) dan sertifikasi lainnya (3 UMK Binaan).

Total biaya yang dikeluarkan untuk kegiatan tersebut adalah Rp1.340.592.946.

2. Pengembangan Pariwisata - Rehabilitasi Perahu Rammang-Rammang

Bantuan rehabilitasi perahu di area wisata Gunung Kars Rammang-Rammang bertujuan untuk menambah lapangan kerja masyarakat dan memberikan kenyamanan terhadap wisatawan yang datang ke lokasi wisata tersebut. Bantuan ini diberikan langsung kepada pengelola taman wisata Rammang-Rammang dengan nilai bantuan Rp25.000.000 yang diserahkan pada bulan Desember 2023.

3. Fostered MSME Development Mentorship Baik Bersama program in the form of Halal certification (3 Fostered MSMEs) and other certifications (3 Fostered MSMEs).

The total cost incurred for these activities was Rp 1,340,592,946.

2. Tourism Development - Rehabilitation of Rammang Rammang Boats

Assistance in rehabilitating boats in the Rammang-Rammang Mountain Karst tourist area aims to create jobs for the local community and provide comfort for tourists visiting the tourist location. This aid was provided directly to the managers of the Rammang-Rammang tourist park with an aid value of Rp 25,000,000 handed over in December 2023.

Pilar Lingkungan Environmental Pillar



1. Penanaman Pohon dan Mangrove

Program penanaman pohon dilaksanakan di beberapa kantor cabang dan kantor pusat PT Angkasa Pura I. Sebagai wujud kepedulian perusahaan terhadap lingkungan, PT Angkasa Pura I telah menanam 1.278 pohon dan 3.825 mangrove. Penanaman pohon dilaksanakan di kantor pusat, Bandara Sam Ratulangi Manado, Bandara Jenderal Ahmad Yani Semarang, Bandara Sentani Jayapura, dan Bandara Frans Kaisiepo Biak. Sedangkan mangrove ditanam di Bandara Sam Ratulangi Manado dan Bandara I Gusti Ngurah Rai Bali. Total bantuan yang diberikan untuk program adalah sebesar Rp286.356.868 yang dilaksanakan sepanjang tahun 2023.

2. Transplantasi Terumbu Karang

Program transplantasi terumbu karang adalah program yang berkelanjutan yang telah dilaksanakan oleh PT Angkasa Pura I sejak tahun 2017 khususnya di kepulauan Maluku. Selama 2023, PT Angkasa Pura telah melaksanakan kegiatan transplantasi terumbu karang di Pantai Laha Ambon dengan nilai Rp 26.743.000 dengan jumlah fragmen yang ditanam sebanyak 150 fragmen terumbu karang. Hasil perhitungan nilai SROI dari program ini adalah sebesar 19,18 *point*. *Stakeholder* terdampak yang menjadi target perhitungan adalah komunitas diving Laha Dive Packer, wisatawan, PT Angkasa Pura I, dan perusahaan maskapai. Metode pengumpulan data dilaksanakan langsung bekerja sama dengan komunitas diving Laha Dive Packer.

3. PT Angkasa Pura I Bijak Olah Sampah (Siap BOS)

Sebagai realisasi program Go Green, PT Angkasa Pura I melaksanakan bantuan budidaya *maggot* di sekitar wilayah kerja Bandara Jenderal Ahmad Yani Semarang. Pada program tersebut, penerima bantuan dapat

1. Tree and Mangrove Planting

The tree planting program was carried out in several branch offices and the central office of PT Angkasa Pura I. As a manifestation of the company's concern for the environment, PT Angkasa Pura I has planted 1,278 trees and 3,825 mangroves. Tree planting was carried out at the central office, Sam Ratulangi Airport Manado, Ahmad Yani Airport Semarang, Sentani Airport Jayapura, and Frans Kaisiepo Airport Biak. Meanwhile, mangroves were planted at Sam Ratulangi Airport Manado and I Gusti Ngurah Rai Airport Bali. The total aid provided for the program was Rp 286,356,868 implemented throughout 2023.

2. Coral Transplantation

The coral transplantation program is a sustainable program that has been carried out by PT Angkasa Pura I since 2017, especially in the Maluku Islands. During 2023, PT Angkasa Pura conducted coral transplantation activities at Laha Ambon Beach with a value of Rp 26,743,000, planting a total of 150 coral fragments. The calculated SROI value from this program is 19.18 points. The impacted stakeholders targeted for calculation are the Laha Dive Packer diving community, tourists, PT Angkasa Pura I, and airline companies. Data collection methods were conducted in direct collaboration with the Laha Dive Packer diving community.

3. PT Angkasa Pura I Bijak Olah Sampah (Siap BOS)

As part of the Go Green program, PT Angkasa Pura I implemented maggot cultivation assistance in the vicinity of Ahmad Yani Airport Semarang. In this program, aid recipients can process waste obtained from Ahmad Yani

mengolah sampah yang didapat dari Bandara Ahmad Yani Semarang yang merupakan langkah perusahaan untuk mendukung prinsip keberlanjutan dalam pengelolaan sampah. Bantuan yang diberikan berupa kendaraan roda 3 untuk mengangkut sampah, mesin pengering *maggot* berkapasitas 50 kilogram untuk sekali pengeringan, genset 1000 watt, perlengkapan lainnya serta biaya operasional untuk 3 bulan dengan total bantuan sebesar Rp111.750.000.

Hasil perhitungan SROI atas program ini adalah sebesar 1,86 point. Metode perhitungan yang digunakan adalah *forecasting* dengan asumsi dampak yang diharapkan atas adanya program ini. *Stakeholder* yang menjadi target perhitungan dalam program ini adalah PT Angkasa Pura I dan komunitas penerima bantuan.

4. Bantuan Konservasi Bekantan di Pulau Curiak

Bentuk bantuan yang diberikan adalah pembangunan *Space Ground* untuk spot edukasi dan titian 10 untuk area konservasi Bekantan di Pulau Curiak, bantuan diserahkan langsung kepada Yayasan Sahabat Bekantan Indonesia. Penyaluran bantuan ini bertujuan untuk mempermudah aktivitas konservasi bekantan dengan nilai bantuan sebesar Rp50.000.000. Bantuan dilaksanakan pada Desember 2023. Pengelola area konservasi telah merasakan manfaat bantuan ini dan mendukung adanya bantuan berkelanjutan untuk masa yang akan datang.

Airport Semarang, which is the company's step towards supporting sustainability principles in waste management. The aid provided includes a 3-wheel vehicle for waste transport, a 50-kilogram maggot drying machine for each drying cycle, a 1000-watt generator, other equipment, and operational costs for 3 months, with a total aid of Rp 111,750,000.

The SROI result for this program is 1.86 points. The calculation method used is forecasting with assumptions about the expected impacts of this program. Stakeholders targeted for calculation in this program are PT Angkasa Pura I and the aid recipient community.

4. Conservation Aid for Bekantan on Curiak Island

The aid provided includes the construction of a Ground Space for educational spots and a 10-foot bridge for the Bekantan conservation area on Curiak Island, the aid was handed over directly to the Indonesian Bekantan Friends Foundation. The distribution of this aid aims to facilitate Bekantan conservation activities with an aid value of Rp 50,000,000. The aid was implemented in December 2023. The conservation area managers have felt the benefits of this aid and support continued assistance for the future.

Pilar Hukum dan Tata Kelola Legal and Governance Pillar



1. Sosialisasi Kekerasan Anak dan Perempuan

Program sosialisasi ini bekerja sama dengan LBH APIK Kramat Jati Jakarta Timur. Sosialisasi dilaksanakan di Ciracas dengan menyasar peserta sosialisasi 50 warga Ciracas yang mayoritas perempuan. Tujuan program ini adalah untuk membangun kesadaran para perempuan dan anak terhadap kekerasan yang mungkin akan menimpa pada perempuan dan anak-anak. Total bantuan yang diberikan untuk kegiatan ini adalah sebesar Rp25.000.000.

1. Child and Women Violence Socialization

This socialization program collaborated with the LBH APIK Kramat Jati East Jakarta. The socialization was conducted in Ciracas, targeting 50 Ciracas residents, most of whom are women. The goal of this program is to raise awareness among women and children about potential violence against them. The total aid provided for this activity was Rp 25,000,000.

Evaluasi Program TJSL

Evaluation of TJSL Program

PT Angkasa Pura I memandang bahwa keberhasilan investasi sosial tidak semata-mata tergantung pada jumlah bantuan atau implementasi program, tetapi juga dari sejauh mana kegiatan tersebut dapat menghasilkan dampak positif bagi masyarakat. Perusahaan membuka layanan pengaduan masyarakat dari Departemen Service Design and Experience Kantor Pusat dengan menyediakan *Contact Center* Angkasa Pura 172. *Contact Center* tersebut menerima masukan, informasi, dan keluhan masyarakat melalui berbagai saluran komunikasi sebagai berikut: [GRI 413-1] [OJK F.24]

1. *Contact Center* Angkasa Pura 172
2. Formulir Suara Pelanggan di *Customer Service Desk*
3. Layanan Pelanggan
4. Surat elektronik (cc172@ap1.co.id)
5. Media Sosial (Twitter, Instagram, dan Facebook)
6. *Live Chat*

Pada 2023, PT Angkasa Pura I melakukan pengukuran *Social Return on Investment* (SROI) terhadap 4 program unggulan yang telah dilaksanakan. SROI adalah sebuah pendekatan yang digunakan untuk mengukur nilai sosial, ekonomi, dan lingkungan yang dihasilkan dari suatu kegiatan. Melalui penggunaan metode tersebut, perusahaan dapat menganalisis dampak yang dirasakan oleh para pemangku kepentingan, termasuk perusahaan itu sendiri, sebagai akibat dari pelaksanaan suatu program, dan dapat membandingkan nilai dampak tersebut dengan investasi yang telah dikeluarkan.

Hasil SROI disajikan melalui tabel sebagai berikut:

Nama Program Program Name	Nilai SROI SROI Value
Injourney Hospitality House (IHH)	8,20
Sarinah Pandu	2,34
Aksi PT Angkasa Pura I Bijak Olah Sampah (SIAP BOS) "Budidaya Maggot"	1,86
Transplantasi Terumbu Karang Coral Transplantation	19,18

PT Angkasa Pura I belum melakukan penilaian atas dampak sosial dan lingkungan secara khusus dari keterlibatan masyarakat lokal. Sejauh ini, tidak terdapat dampak aktual dan negatif yang signifikan dari aktivitas di lokasi operasional perusahaan terhadap masyarakat lokal. [GRI 413-2] [OJK F.23]

PT Angkasa Pura I believes that the success of social investment does not solely depend on the amount of assistance or program implementation, but also on the extent to which these activities can produce a positive impact on society. The company opens a public complaint service from the Head Office Service Design and Experience Department by providing *Contact Center* Angkasa Pura 172. The *Contact Center* receives input, information, and complaints from the community through various communication channels as follows: [GRI 413-1] [OJK F.24]

1. *Contact Center* Angkasa Pura 172
2. Customer Voice Form at Customer Service Desk
3. Customer Service
4. Electronic mail (cc172@ap1.co.id)
5. Social Media (Twitter, Instagram, and Facebook)
6. *Live Chat*

In 2023, PT Angkasa Pura I measured the *Social Return on Investment* (SROI) for the 4 flagship programs that have been implemented. SROI is an approach used to measure the social, economic, and environmental values resulting from an activity. With this method, the company can analyze the impact felt by stakeholders, including the company itself, as a result of the implementation of a program, and can compare the value of the impact with the investment that has been spent.

SROI results are presented in the table below:

PT Angkasa Pura I has not assessed the social and environmental impacts specifically from the involvement of local communities. So far, there are no actual and significant negative impacts from activities at the company's operational sites on local communities. [GRI 413-2] [OJK F.23]

Program Pendanaan UMK [GRI 203-2] [OJK F.25]

MSE Funding Program

Program Pendanaan UMK adalah program untuk meningkatkan kemampuan usaha mikro dan usaha kecil agar menjadi tangguh dan mandiri. Program pendanaan yang dilakukan oleh PT Angkasa Pura I bertujuan untuk membantu mengembangkan usaha masyarakat sekitar, ekonomi daerah setempat, dan memberikan lapangan pekerjaan di wilayah tersebut. Selain itu, perwujudan komitmen perusahaan untuk berperan dalam membangun mitra usaha kecil di setiap area operasional terlihat melalui pemberian pinjaman modal dan adanya pembinaan. Program kemitraan tidak hanya menjadi jawaban untuk peningkatan ekonomi daerah, tetapi juga meningkatkan perekonomian dalam skala nasional dengan dampak yang lebih luas.

Pada akhir 2023, PT Angkasa Pura I mencatat total mitra binaan sebanyak 14.845 mitra dari 8 sektor usaha, dengan total pemberian pinjaman sebesar Rp483.046.749.655.

The MSE Funding Program is a program to improve the ability of micro and small businesses to become resilient and independent. The funding program conducted by PT Angkasa Pura I aims to help develop the business of the surrounding community, the local economy, and provide employment in the region. In addition, the realization of the company's commitment to play a role in building small business partners in each operational area is seen through the provision of capital loans and coaching. The partnership program is not only the answer to improving the regional economy, but also improving the economy on a national scale with a wider impact.

At the end of 2023, PT Angkasa Pura I recorded a total of 14,845 fostered partners from 8 business sectors, with a total loan provision of Rp483,046,749,655.

Total Besaran Dana Program Pendanaan UMK (dalam ribuan Rupiah) Total Funding Amount of MSE Funding Program (in thousands of Rupiah)

Tahun Year	Dana Tersedia Available Fund	Dana Disalurkan Funds Distributed	Efektivitas Effectivity
2023	16.545.775	14.600.000	88,24%
2022	19.580.651	18.612.000	95,05%
2021	18.594.578	17.540.000	94,33%

Jumlah Penyaluran Pinjaman Pendanaan UMK (dalam ribuan Rupiah) Total Distribution of MSE funding loans (in thousands of Rupiah)

Tahun Year	Penyaluran Distribution		Akumulasi Accumulation	
	Jumlah Mitra Number of Partners	Nilai Amount	Jumlah Mitra Number of Partners	Nilai Amount
2023	1*	14.600.000	14.845*	483.046.750
2022	138*	18.612.000	14.844*	470.446.750
2021	161*	17.540.000	14.706*	449.826.749

Catatan:

*Jumlah mitra binaan yang diakui dalam penyaluran kepada lembaga penyalur hanya mitra dari entitas perusahaan yang menjadi Lembaga Penyalur Dana PUMK milik PT Angkasa Pura I, bukan mitra binaan UMK bersangkutan.

Notes:

*The number of fostered partners recognized in the distribution to the channeling institution is only the partners of the corporate entity that becomes the PUMK Fund Channeling Institution of PT Angkasa Pura I, not the fostered partners of the respective MSEs.

Pendanaan UMK

MSE Funding

Dalam rangka mendukung mitra UMKM dan UKM, PT Angkasa Pura I memberikan pinjaman lunak sebagai modal kerja dengan biaya yang sangat ringan. Mitra hanya perlu membayar tambahan biaya berupa biaya administrasi sebesar 3% per tahun dengan adanya perhitungan ulang pada saat awal tahun pinjaman. Pinjaman ini bertujuan untuk memberdayakan masyarakat dalam memulai usaha mereka sehingga dapat berkontribusi dalam perekonomian daerah. Pada periode pelaporan, PT Angkasa Pura I telah menyalurkan pinjaman modal sebesar Rp14.600.000.000 yang berkolaborasi dengan Bank Rakyat Indonesia (BRI) dalam penyalurannya. Data tersebut tertera pada tabel sebagai berikut:

In order to support MSME and SME partners, PT Angkasa Pura I provides soft loans as working capital with very low costs. Partners only need to pay an additional fee in the form of an administration fee of 3% per year with a recalculation at the beginning of the loan year. This loan aims to empower the community in starting their business so that they can contribute to the regional economy. In the reporting period, PT Angkasa Pura I has distributed capital loans amounting to Rp14,600,000,000 which collaborated with Bank Rakyat Indonesia (BRI) in its distribution. The data is listed in the table as follows:

Mitra Binaan Berdasarkan Sektor Usaha Fostered Partners by Business Sector

Keterangan Description	Realisasi Tahun 2023 Realization in 2023		Akumulasi Hingga Akhir 2023 Accumulation to End of 2023	
	Jumlah Mitra Number of Partners	Nilai Pinjaman (dalam ribuan Rupiah) Loan Amount (in thousands of Rupiah)	Jumlah Mitra Number of Partners	Nilai Pinjaman (dalam ribuan Rupiah) Loan Amount (in thousands of Rupiah)
Industri Industry	0	0	3.621	115.005.261.998
Perdagangan Trading	0	0	7.096	205.423.695.888
Pertanian Agriculture	0	0	168	5.170.866.036
Peternakan Livestock	0	0	398	11.003.342.400
Perkebunan Plantation	0	0	160	4.808.250.000
Perikanan Fisheries	0	0	158	4.923.500.000
Jasa Services	0	0	3.062	92.815.833.333
Lainnya Others	0	0	176	3.996.000.000
Lembaga Penyalur Channeling Institution	0	0	4	16.850.000.000
Lembaga Penyalur - Koalaborasi BRI Lembaga Penyalur - Koalaborasi BRI	1	14.600.000.000	2	23.050.000.000
Hibah BUMN Khusus Special SOE Grants	0	0	0	2.000.000.000
Total	1	14.600.000.000	14.841	483.046.749.655

Hibah Pembinaan UMK

MSE Coaching Grant

PT Angkasa Pura I berkontribusi dengan memberikan kegiatan pemberdayaan melalui pelatihan, pemagangan, dan promosi. Pelatihan tersebut mencakup sertifikasi bagi pengembangan usaha ataupun produk UMK. Perusahaan juga menyediakan sarana promosi berupa pelibatan UMKM mitra binaan dalam pameran-pameran lokal dan nasional. Perusahaan memberikan total bantuan sebesar Rp1.340.592.946 untuk pembinaan mitra binaan.

PT Angkasa Pura I contributes by providing empowerment activities through training, apprenticeship, and promotion. The training includes certification for business development or MSE products. The company also provides promotional facilities in the form of involvement of fostered partner MSMEs in local and national exhibitions. The company provides total assistance of Rp1,340,592,946 for fostered partner development.

Penyaluran Dana Pembinaan Mitra Binaan (dalam ribuan Rupiah)

Distribution of Fostered Partner Development Fund (in thousands of Rupiah)

Jenis Category	2023	2022	2021
Pendidikan/Pelatihan Education/Training	165.971.710	38.622.990	167.846.300
Pemagangan Internships	36.983.140	1.769.800	-
Promosi, Pameran, dan Pemasaran Lainnya Promotion, Exhibition, and Other Marketing	1.137.638.087	34.400.000	101.750.000
Penelitian dan Pengembangan Research and Development	-	-	-
Total	1.340.592.946	74.792.790	269.596.300



Dana dan Penghargaan

Funds and Awards

Upaya PT Angkasa Pura I dalam meningkatkan kesejahteraan masyarakat telah mendapatkan apresiasi dari berbagai pihak melalui berbagai penghargaan di bawah ini:

PT Angkasa Pura I's efforts in improving the welfare of the community have been recognized and appreciated by various parties through the following awards:

No	Ajang Penghargaan Awards Event	Penyelenggara Organizer	Penghargaan Award
1	Penghargaan Nusantara CSR Awards 2023 atas Program Transplantasi Terumbu Karang di laut Maluku The Nusantara CSR Awards 2023 honors the Coral Reef Transplantation Program in the Maluku Sea	La Tofi School of Social Responsibility	Penghargaan Kategori Ekosistem Laut Award for Marine Ecosystem Category
2	BUMN CSR Award ke-VI Provinsi Bali Tahun 2023 6th BUMN CSR Award for Bali Province in 2023	Dewan Perwakilan Daerah RI Provinsi Bali Regional Representative Council of the Republic of Indonesia for Bali Province	Gold Award
3	Forum Tanggung Jawab Sosial Perusahaan (TJSP) Corporate Social Responsibility Forum (TJSP)	Pemerintah Kabupaten Badung Badung Regency Government	Peran dan Partisipasi dalam Kegiatan Forum Tanggung Jawab Sosial Perusahaan (TJSP) di Kabupaten Badung Tahun 2023 Roles and Participation in Corporate Social Responsibility Forum (TJSP) Activities in Badung Regency in 2023

Dalam tahun pelaporan, PT Angkasa Pura I telah menyelenggarakan kegiatan PUMK dan TJSL dengan detail dana sebagai berikut:

In the reporting year, PT Angkasa Pura I has organized PUMK and TJSL programs with the following details of funds:

Rekapitulasi dana yang digunakan untuk Program PUMK dan TJSL (dalam ribuan Rupiah) Recapitulation of funds used for PUMK and TJSL Programs (in thousands of Rupiah)

Program Program	2023	2022	2021
Program PUMK PUMK Programs	14.600.000.000	18.612.000	17.540.000
Program TJSL TJSL Programs	18.012.463.722	14.800.419	16.111.980
Total	32.612.463.722	33.412.419	33.651.980



TATA KELOLA KEBERLANJUTAN

SUSTAINABILITY GOVERNANCE



Struktur Tata Kelola [GRI 2-9, 2-11, 2-12, 2-13, 2-14, 2-22]

Governance Structure

Tata Kelola Perusahaan yang Baik atau *good corporate governance* (GCG) adalah sistem yang mengatur dan mengendalikan perusahaan yang diharapkan mampu menciptakan nilai tambah untuk seluruh pemangku kepentingan, termasuk kepada pemegang saham.

Untuk mencapai penerapan tata kelola yang baik, PT Angkasa Pura I telah membentuk struktur tata kelola sesuai dengan Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas. Struktur tata kelola perusahaan terdiri dari tiga organ utama, yaitu Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi. Ketiga organ utama tersebut dibantu oleh komite pendukung dan fungsional lainnya dalam pelaksanaan tugas pengawasan dan pengelolaan perusahaan sesuai dengan kerangka praktik GCG.

Good Corporate Governance (GCG) is a system that regulates and controls the company that is expected to create added value for all stakeholders, including shareholders.

To achieve the implementation of good governance, PT Angkasa Pura I has established a governance structure in accordance with Law Number 40 of 2007 concerning Limited Liability Companies. The corporate governance structure consists of three main organs, namely the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors. The three main organs are assisted by other supporting and functional committees in the implementation of supervisory duties and management of the company in accordance with the GCG practice framework.



Sesuai dengan struktur tata kelola perusahaan, organ pengawasan tertinggi adalah RUPS, kemudian Dewan Komisaris bertindak sebagai pengawas, dan Direksi berfungsi sebagai pelaksana kegiatan operasional. Organ utama dan organ pendukung melaksanakan tugas, fungsi, dan tanggung jawab secara independen sesuai dengan ketentuan perundang-undangan, anggaran dasar perusahaan, dan ketentuan lain yang berlaku.

PT Angkasa Pura I mewujudkan komitmen menjalankan bisnis yang berkelanjutan dengan menetapkan Vice President of Airport Planning and Project Development sebagai penanggung jawab perencanaan dan program bisnis berkelanjutan. Sesuai kebutuhan, Vice President Airport Planning and Project Development melakukan komunikasi dengan pemangku kepentingan terkait pencapaian dan peningkatan pengelolaan lingkungan berkelanjutan di bandara yang dikelola PT Angkasa Pura I secara berkala. [OJK E.1]

In accordance with the corporate governance structure, the highest supervisory organ is the GMS, then the Board of Commissioners acts as supervisor, and the Board of Directors functions as the executor of operational activities. The main and supporting organs carry out their duties, functions, and responsibilities independently in accordance with the provisions of the legislation, the company's articles of association and other applicable provisions.

PT Angkasa Pura I manifests the commitment to conduct sustainable business by establishing the Vice President of Airport Planning and Project Development as the person in charge of sustainable business planning and programs. As required, the Vice President of Airport Planning and Project Development communicates with stakeholders regarding the achievement and improvement of sustainable environmental management at airports managed by PT Angkasa Pura I on a regular basis. [OJK E.1]

Organ Utama Tata Kelola

Main Organ of Governance

• Rapat Umum Pemegang Saham (RUPS)

RUPS merupakan organ perusahaan pembuat keputusan tertinggi yang berfungsi sebagai wadah bagi pemegang saham untuk mewujudkan kewenangan mereka guna mendapatkan keterangan dan menyampaikan masukan terkait kebijakan perusahaan. RUPS memiliki kewenangan untuk memberikan persetujuan atas RJPP dan RKAP, menetapkan alokasi laba perusahaan, serta menilai, mengangkat, dan memberhentikan Dewan Komisaris dan Direksi. Terdapat dua jenis RUPS sesuai dengan waktu dan urgensi pelaksanaannya, yaitu:

1. RUPS Tahunan, berupa rapat umum pemegang saham rutin tahunan dengan pelaksanaan selambat-lambatnya enam bulan setelah tahun buku berakhir.
2. RUPS Luar Biasa, berupa rapat umum pemegang saham yang penyelenggaraannya setiap waktu berdasarkan kebutuhan untuk kepentingan perusahaan. Pelaksanaan RUPS mengacu kepada Anggaran Dasar perusahaan dan peraturan perundang-undangan yang berlaku.

PT Angkasa Pura I mengadakan RUPS Tahunan minimal setahun 2 (dua) kali dengan pelaksanaan selambat-lambatnya enam bulan setelah tahun buku berakhir. Dalam RUPS Tahunan ini, perusahaan menyampaikan laporan tahunan serta rencana kerja dan anggaran perusahaan yang membutuhkan persetujuan RUPS.

• Dewan Komisaris

Dewan Komisaris merupakan organ perusahaan yang bertugas melakukan pengawasan secara umum dan/atau khusus sesuai dengan Anggaran Dasar serta memberi nasihat kepada Direksi. Dewan Komisaris memiliki wewenang untuk memberikan nasihat kepada Direksi terhadap pelaksanaan Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran Perusahaan (RKAP), dan anggaran perusahaan. Dewan Komisaris juga memiliki wewenang dalam pemutakhiran tujuan, pernyataan misi, kebijakan, dan strategi PT Angkasa Pura I yang berkaitan dengan topik-topik keberlanjutan melalui ketetapan bersama dengan Direksi. Dalam menjalankan tugasnya, organ pendukung Dewan Komisaris yang meliputi Sekretaris Dewan Komisaris, Komite Audit, Komite Risiko Usaha dan GCG, serta Komite Nominasi dan Remunerasi turut mendukung kinerja Dewan Komisaris.

• Direksi

Direksi merupakan organ perusahaan yang berwenang dan bertanggung jawab penuh atas pengurusan perusahaan untuk kepentingan perusahaan, sesuai dengan maksud dan tujuan perusahaan. Direksi mewakili perusahaan, baik di dalam maupun di luar pengadilan, sesuai dengan ketentuan Anggaran Dasar. Direksi bertugas memastikan pencapaian tujuan perusahaan, menjalankan perusahaan dengan profesional, mematuhi peraturan perundang-undangan yang berlaku, serta menerapkan prinsip GCG. Selain itu, Direksi juga bertugas membuat kebijakan dan keputusan di bidang ekonomi, lingkungan, dan sosial dengan arahan

• General Meeting of Shareholders (GMS)

GMS is a company's highest decision-making board, serving as a platform for shareholders to exercise their authority by obtaining information and providing feedback on company policies. The GMS has the authority to approve the company's Long-Term Plan (RJPP) and Work Plan and Budget (RKAP), allocate profits, and evaluate, appoint, and dismiss the Board of Commissioners and the Board of Directors. The GMS are divided into two categories based on the timing and urgency of implementation:

1. GMS is an annual routine shareholder meeting that must be held no later than six months after the fiscal year ends; and
2. Extraordinary GMS are shareholder meetings that can be held at any time to meet the needs of the company's interests. GMS implementation refers to the company's charter as well as applicable laws and regulations.

PT Angkasa Pura I holds an GMS at least twice a year, no later than six months after the end of the fiscal year. The company's annual report, as well as its work plan and budget that require GMS approval, are presented at this Annual General Meeting.

• Board of Commissioners

The Board of Commissioners is a corporate organ whose duty is to conduct general and/or special supervision in accordance with the Articles of Association and to advise the Board of Directors. The Board of Commissioners has the authority to provide advice to the Board of Directors on the implementation of the Company's Long-Term Plan (RJPP), the Company's Work Plan and Budget (RKAP), and the company budget. The Board of Commissioners also has the authority to update the goals, mission statements, policies, and strategies of PT Angkasa Pura I relating to sustainability topics through joint decisions with the Board of Directors. In carrying out its duties, the supporting organs of the Board of Commissioners which include the Secretary of the Board of Commissioners, the Audit Committee, the Business Risk and GCG Committee, and the Nomination and Remuneration Committee also support the performance of the Board of Commissioners.

• Board of Directors

The Board of Directors is an organ of the company that is authorized and fully responsible for the management of the company for the benefit of the company, in accordance with the aims and objectives of the company. The Board of Directors represents the company, both inside and outside the court, in accordance with the provisions of the Articles of Association. The Board of Directors is tasked with ensuring the achievement of the company's objectives, running the company professionally, complying with applicable laws and regulations, and implementing GCG principles. In addition, the Board of Directors is also tasked with making

dan persetujuan dari Dewan Komisaris. Direksi memiliki wewenang untuk merumuskan strategi operasional dan bisnis, rencana jangka panjang, serta rencana tahunan sesuai visi, misi, nilai-nilai perusahaan, serta pencapaian terhadap tujuan pembangunan berkelanjutan.

Dalam melaksanakan tugas dan tanggung jawab atas keberlanjutan, Komite Manajemen Risiko membantu Direksi dalam menjalankan pengendalian risiko, pengawasan atas kebijakan perusahaan, dan optimalisasi fungsi manajemen risiko. Perusahaan melakukan penelaahan atas efektivitas penerapan sistem manajemen risiko secara berkesinambungan. Pengawasan Dewan Komisaris dan Direksi, kecukupan sistem informasi, dan kecukupan proses identifikasi, pengukuran, pemantauan, dan pengendalian risiko menjadi bagian dari mekanisme penelaahan.

Upaya memastikan penerapan manajemen risiko telah berperan penting dalam membantu pencapaian tujuan perusahaan. Selain itu, manajemen juga melakukan evaluasi tahunan bersama dengan pihak eksternal untuk mengukur tingkat kematangan implementasi manajemen risiko di lingkungan PT Angkasa Pura I.

policies and decisions in the economic, environmental, and social fields with the direction and approval of the Board of Commissioners. The Board of Directors is authorized to formulate operational and business strategies, long-term plans, and annual plans in accordance with the company's vision, mission, values, and the achievement of sustainable development goals.

In carrying out its duties and responsibilities on sustainability, the Risk Management Committee assists the Board of Directors in carrying out risk control, supervision of company policies, and optimization of risk management functions. The Company reviews the effectiveness of the risk management system implementation on an ongoing basis. The supervision of the Board of Commissioners and the Board of Directors, the adequacy of information systems, and the adequacy of risk identification, measurement, monitoring, and control processes are part of the review mechanism.

The effort to ensure the implementation of risk management has played an important role in helping to achieve the company's objectives. Moreover, there are annual evaluations conducted by the management together with external parties to measure the maturity level of risk management implementation within PT Angkasa Pura I.

Proses Nominasi dan Pemilihan Dewan Komisaris dan Direksi [GRI 2-10, 2-15]

Nomination and Election Process of the Board of Commissioners and Directors

Dewan Komisaris PT Angkasa Pura I melakukan nominasi calon anggota Dewan Komisaris. Persyaratan untuk pemilihan dan pengangkatan calon anggota Dewan Komisaris tertulis dalam *Board Manual* yang terdiri dari persyaratan formal dan persyaratan materil. Perusahaan memiliki persyaratan untuk menetapkan calon anggota Dewan Komisaris guna menjaga kemandirian Dewan Komisaris dalam melaksanakan peran dan fungsi pengawasan yang sebaik-baiknya. RUPS memfasilitasi proses pengangkatan anggota Dewan Komisaris. Pemegang saham berwenang untuk memilih Dewan Komisaris yang memiliki keahlian, integritas, kejujuran, kepemimpinan, pengalaman, perilaku baik, dan dedikasi untuk perusahaan melalui serangkaian proses.

Serupa halnya dalam menetapkan Dewan Komisaris, perusahaan juga memiliki beberapa kriteria pemilihan calon anggota Direksi guna menjaga independensi, menghindari benturan kepentingan, dan menjaga kelancaran tugas Direksi. Kriteria penetapan anggota Direksi juga tercantum dalam *Board Manual*. PT Angkasa Pura I menetapkan kriteria anggota Direksi tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara. Selain itu, anggota Direksi terpilih merupakan orang yang dinilai cakap, memiliki pengetahuan, pengalaman, kompetensi, serta memahami manajemen perusahaan.

Perusahaan menetapkan syarat bahwa Dewan Komisaris dan Direksi tidak memiliki hubungan keluarga sedarah atau hubungan karena perkawinan sampai dengan derajat ketiga,

The Board of Commissioners of PT Angkasa Pura I nominates candidates for the Board of Commissioners. The requirements for the selection and appointment of prospective members of the Board of Commissioners are written in the Board Manual which consists of formal requirements and material requirements. The company has requirements for determining candidates for members of the Board of Commissioners to maintain the Independence of the Board of Commissioners in carrying out the best possible supervisory role and function. The GMS facilitates the process of appointing members of the Board of Commissioners. Shareholders are authorized to select a Board of Commissioners who have expertise, integrity, honesty, leadership, experience, good behavior, and dedication to the company through a series of processes.

Similar to determining the Board of Commissioners, the company also has several criteria for selecting candidates for the Board of Directors in order to maintain Independence, avoid conflicts of interest, and maintain the smooth running of the Board of Directors. The criteria for determining members of the Board of Directors are also listed in the Board Manual. PT Angkasa Pura I sets the criteria that members of the Board of Directors have never been convicted of a criminal offense that harms state finances. In addition, the elected members of the Board of Directors are people who are considered capable, have knowledge, experience, competence, and understand company management.

The Company stipulates the condition that the Board of Commissioners and the Board of Directors do not have a blood family relationship or a relationship by marriage up to

baik menurut garis lurus maupun garis ke samping, atau hubungan semenda (menantu atau ipar) dengan anggota Direksi dan/atau anggota Dewan Komisaris yang lain. Selain itu, dalam rangka mencegah konflik kepentingan, Dewan Komisaris dan Direksi tidak dapat merangkap jabatan pada BUMN, BUMD, BUMS, dan jabatan-jabatan lainnya yang berpotensi menimbulkan benturan kepentingan.

the third degree, either in a straight line or sideways line, or a marital relationship (son-in-law or in-law) with other members of the Board of Directors and/or members of the Board of Commissioners. In addition, in order to prevent conflicts of interest, the Board of Commissioners and the Board of Directors cannot hold concurrent positions in BUMN, BUMD, BUMS, and other positions that have the potential to cause conflicts of interest.

Keberagaman Badan Tata Kelola Tertinggi Diversity of the Highest Governance Bodies

PT Angkasa Pura I memiliki komposisi tata kelola keberlanjutan yang beragam. Keberagaman dalam komposisi badan tata kelola tertinggi mendukung tumbuhnya pengalaman, kemampuan, pemikiran, dan perspektif yang juga beragam. Kebijakan keberagaman komposisi Dewan Komisaris pada PT Angkasa Pura I mengacu pada tata cara pengangkatan anggota Dewan Komisaris berdasarkan Peraturan Menteri Badan Usaha Milik Negara Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Rapat Umum Pemegang Saham menetapkan pengangkatan dan pemberhentian Dewan Komisaris PT Angkasa Pura I berdasarkan Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas.

PT Angkasa Pura I has a diverse composition of sustainability governance. Diversity in the composition of the highest governance body supports the growth of diverse experiences, abilities, thoughts, and perspectives. The policy of diversity in the composition of the Board of Commissioners at PT Angkasa Pura I refers to the procedure for appointing members of the Board of Commissioners based on the Regulation of the Minister of BUMN Number PER-3 / MBU / 03/2023 concerning Organs and Human Resources of State-Owned Enterprises. The General Meeting of Shareholders determines the appointment and dismissal of the Board of Commissioners of PT Angkasa Pura I based on Law Number 40 of 2007 concerning Limited Liability Companies.

Dalam proses pengangkatan anggota Dewan Komisaris, PT Angkasa Pura I memastikan tidak adanya diskriminasi yang terjadi. Pemilihan Dewan Komisaris PT Angkasa Pura I telah melalui pertimbangan kualitas, kompetensi, latar belakang pendidikan, pengalaman, dan keahlian yang berbeda guna memenuhi kebutuhan perusahaan. Sementara itu, perusahaan menjalankan kebijakan tentang keberagaman komposisi Direksi dengan mengacu pada Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Dalam peraturan tersebut, PT Angkasa Pura I telah menyesuaikan komposisi Direksi dengan kebutuhan strategi operasional, manajemen risiko, dan pengembangan usaha perusahaan. Rapat Umum Pemegang Saham menetapkan pengangkatan dan pemberhentian anggota Direksi PT Angkasa Pura I berdasarkan Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas.

In the process of appointing members of the Board of Commissioners, PT Angkasa Pura I ensures that there is no discrimination. The selection of the Board of Commissioners of PT Angkasa Pura I has gone through consideration of quality, competence, educational background, experience, and different expertise to meet the needs of the company. Meanwhile, the company implements a policy on the diversity of the composition of the Board of Directors by referring to the Regulation of the Minister of BUMN Number PER-3 / MBU / 03/2023 concerning Organs and Human Resources of State-Owned Enterprises. In this regulation, PT Angkasa Pura I has adjusted the composition of the Board of Directors to the needs of the company's operational strategy, risk management, and business development. The General Meeting of Shareholders determines the appointment and dismissal of members of the Board of Directors of PT Angkasa Pura I based on Law Number 40 of 2007 concerning Limited Liability Companies.



Berikut Komposisi Keberagaman Badan Tata Kelola Tertinggi
PT Angkasa Pura I: [GRI 2-9, 2-12]

The following is the Diversity Composition of PT Angkasa Pura
I's Highest Governance Body: [GRI 2-9, 2-12]

Nama Name	Jenis Kelamin Gender	Umur Age	Eksekutif/Bukan Eksekutif Executive/Non-Executive	Independen/Non Independen Independent/Non- Independent
Novie Riyanto R.	Laki-laki	57 tahun	Eksekutif	Non Independen
	Male	57 years old	Executive	Non- Independent
Djoko Sasono	Laki-laki	60 tahun	Eksekutif	Independen
	Male	60 years old	Executive	Independent
Erwan Agus Purwanto	Laki-laki	55 tahun	Eksekutif	Independen
	Male	55 years old	Executive	Independent
Irfan Wahid	Laki-laki	54 tahun	Eksekutif	Independen
	Male	54 years old	Executive	Independent

Jabatan Position	Masa Jabatan Badan Tata Kelola Governance Board Term of Office	Jumlah Posisi dalam Perusahaan Number of Positions in the Company	Riwayat Pendidikan Education Background	Pengalaman dan Keahlian Experience and Expertise
Komisaris Utama	7 Agustus - 27 Desember 2023	1	<ul style="list-style-type: none"> Sarjana (S1), Teknik Geodesi, Universitas Gadjah Mada 1992 Master (S2), Aeronautika, Enac Perancis, 1998 	Teknik
President Commissioner	August 7-December 27, 2023	1	<ul style="list-style-type: none"> Bachelor (S1), Geodetic Engineering, Gadjah Mada University, 1992 Master (S2), Aeronautics, Enac France, 1998 	Engineering
Komisaris Utama	19 Juli 2018-19 Juli 2023	1	<ul style="list-style-type: none"> Sarjana (S1), Teknik Planologi, Institut Teknologi Bandung, 1987. Master (S2), Transportation Planning and Engineering, The University of Leeds, United Kingdom, 1994. Doktor (S3), Transportation Planning and Policy (Urban Engineering), The University of Tokyo, Jepang, 2002. 	Teknik
President Commissioner	July 19, 2018-July 19, 2023	1	<ul style="list-style-type: none"> Bachelor (S1), Planological Engineering, Bandung Institute of Technology, 1987. Master (S2), Transportation Planning and Engineering, The University of Leeds, UK, 1994. Doctorate (S3), Transportation Planning and Policy (Urban Engineering), University of Tokyo, Japan, 2002. 	Engineering
<ul style="list-style-type: none"> Komisaris Independen Komisaris Utama 	<ul style="list-style-type: none"> 20 Maret 2020-27 Desember 2023 28 Desember 2023-sekarang 	1	<ul style="list-style-type: none"> Sarjana (S1), Jurusan Ilmu Administrasi Negara Fakultas Ilmu Sosial dan Ilmu Politik, Universitas Gadjah Mada, 1992. Master (S2), Magister Administrasi Publik, Program Pasca Sarjana, Universitas Gadjah Mada, 1997. Doktor (S3), Amsterdam School for Social Science Research, Faculty of Social and Behavioural Science, University of Amsterdam, 2004. 	Sosial
<ul style="list-style-type: none"> Independent Commissioner President Commissioner 	<ul style="list-style-type: none"> March 20, 2020-December 27, 2023 December 28, 2023-present 	1	<ul style="list-style-type: none"> Bachelor (S1), Department of Public Administration, Faculty of Social and Political Sciences, Universitas Gadjah Mada, 1992. Master (S2), Master of Public Administration, Postgraduate Program, Universitas Gadjah Mada, 1997. Doctorate (S3), Amsterdam School for Social Science Research, Faculty of Social and Behavioural Science, University of Amsterdam, 2004. 	Social
Komisaris Independen	20 Maret 2020-sekarang	1	S1 di Institut Kesenian Jakarta dan The Art Institute of Seattle di Amerika Serikat	Ekonomi
Independent Commissioner	March 20, 2020-present	1	Bachelor (S1) at Jakarta Institute of Arts and The Art Institute of Seattle in United States	Economy

Nama Name	Jenis Kelamin Gender	Umur Age	Eksekutif/Bukan Eksekutif Executive/Non-Executive	Independen/Non Independen Independent/Non- Independent
Tri Budi Satriyo	Laki-laki	62 tahun	Eksekutif	Independen
	Male	62 years old	Executive	Independent
Danang Parikesit	Laki-laki	58 tahun	Eksekutif	Independen
	Male	58 years old	Executive	Independent
Hidayat Amir	Laki-laki	49 tahun	Eksekutif	Non Independen
	Male	49 years old	Executive	Non- Independent
Elen Setiadi	Laki-laki	52 tahun	Eksekutif	Non Independen
	Male	52 years old	Executive	Non- Independent

Jabatan Position	Masa Jabatan Badan Tata Kelola Governance Board Term of Office	Jumlah Posisi dalam Perusahaan Number of Positions in the Company	Riwayat Pendidikan Education Background	Pengalaman dan Keahlian Experience and Expertise
Komisaris Independen	19 Juli 2018-19 Juli 2023	1	<ul style="list-style-type: none"> Sarjana (S1), Administrasi Negara, Universitas Terbuka Madiun, 1997. Master (S2), Manajemen, Universitas IMMI, 2010. 	Ekonomi
Independent Commissioner	July 19, 2018-July 19, 2023	1	<ul style="list-style-type: none"> Bachelor (S1), Public Administration, Open University Madiun, 1997. Master (S2), Management, IMMI University, 2010. 	Economy
<ul style="list-style-type: none"> Komisaris Komisaris Utama PT Integrasi Pariwisata Indonesia 	<ul style="list-style-type: none"> 20 Maret 2020-27 Desember 2023 28 Desember 2023-sekarang 	1	<ul style="list-style-type: none"> Sarjana (S1), Teknik Sipil, Universitas Gadjah Mada (UGM), Yogyakarta, 1988. M.Sc. (Eng), University of Leeds, Inggris, 1990. Dr-Tech, Summa Cum Laude, Vienna University of Technology, Austria, 1996. 	Teknik Sipil
<ul style="list-style-type: none"> Commissioner President Commissioner of PT Integrasi Pariwisata Indonesia 	<ul style="list-style-type: none"> March 20, 2020-December 27, 2023 December 28, 2023-present 	1	<ul style="list-style-type: none"> Bachelor (S1), Civil Engineering, Gadjah Mada University (UGM), Yogyakarta, 1988. M.Sc. (Eng), University of Leeds, UK, 1990. Dr-Tech, Summa Cum Laude, Vienna University of Technology, Austria, 1996. 	Civil Engineering
Komisaris	21 November 2022-27 Desember 2023	1	<ul style="list-style-type: none"> Sarjana (S1), Sarjana Ekonomi (S.E) Universitas Indonesia, tahun 2000 Master (S2), Master Sains Ekonomi (M.S.E), Universitas Indonesia tahun 2004 Doctor (S3) Doctor of Philosophy (Ph.D) bidang Ekonomi, University of Queensland Australia tahun 2012. 	Ekonomi
Commissioner	November 21, 2022-December 27, 2023.	1	<ul style="list-style-type: none"> Bachelor (S1), Bachelor of Economics (S.E), University of Indonesia, 2000 Master (S2), Master of Science in Economics (M.S.E), University of Indonesia in 2004 Doctor (S3), Doctor of Philosophy (Ph.D.) in Economics, University of Queensland Australia in 2012. 	Economy
Komisaris	23 November 2021-sekarang	1	<ul style="list-style-type: none"> Fakultas Hukum Universitas Andalas Padang, Sumatera Barat (1990-1995). Magister Ilmu Ekonomi Fakultas Ilmu Ekonomi Universitas Indonesia, Jakarta (2004-2006). 	Ekonomi
Commissioner	November 23, 2021-present	1	<ul style="list-style-type: none"> Faculty of Law, Andalas University, Padang, West Sumatra (1990-1995). Master of Economics, Faculty of Economics, University of Indonesia, Jakarta (2004-2006). 	Economy

Nama Name	Jenis Kelamin Gender	Umur Age	Eksekutif/Bukan Eksekutif Executive/Non-Executive	Independen/Non Independen Independent/Non- Independent
Faik Fahmi	Laki-laki Male	56 tahun 56 years old	Eksekutif Executive	Independen Independent
Wendo Asrul Rose	Laki-laki Male	53 tahun 53 years old	Eksekutif Executive	Independen Independent
Lukman F. Laisa	Laki-laki Male	55 tahun 55 years old	Eksekutif Executive	Independen Independent
MMA. Indah Preastuty	Perempuan	57 tahun	Eksekutif	Independen

Jabatan Position	Masa Jabatan Badan Tata Kelola Governance Board Term of Office	Jumlah Posisi dalam Perusahaan Number of Positions in the Company	Riwayat Pendidikan Education Background	Pengalaman dan Keahlian Experience and Expertise
Direktur Utama	<ul style="list-style-type: none"> 22 Desember 2017-12 Desember 2022 12 Desember 2022-28 Desember 2023 	1	<ul style="list-style-type: none"> Sarjana (S1), Ekonomi bidang Manajemen, Fakultas Ekonomi Universitas Gadjah Mada, Yogyakarta, 1993. Magister (S2), Magister Manajemen, Universitas Bina Nusantara, 2020. 	Layanan penerbangan, komersial dan pengembangan bisnis, kegiatan usaha pelabuhan
President Director	<ul style="list-style-type: none"> December 22, 2017-December 12, 2022 December 12, 2022-December 28, 2023 	1	<ul style="list-style-type: none"> Bachelor (S1), Economics in Management, Faculty of Economics, Gadjah Mada University, Yogyakarta, 1993 Master (S2), Master of Management, Bina Nusantara University, 2020 	Aviation services, commercial and business development, and port business operations
Direktur Operasi	<ul style="list-style-type: none"> 9 November 2015-1 Desember 2020 1 Desember 2020-5 Mei 2023 	1	<ul style="list-style-type: none"> Sarjana Teknik (S1), Teknik Mesin, Institut Sains dan Teknologi Nasional Jakarta, 1995 	Bidang kebandarudaraan, manajemen operasional, perencanaan, pengembangan dan konstruksi, pengawasan
Director of Operations	<ul style="list-style-type: none"> November 9, 2015-December 1, 2020 December 1, 2020-May 5, 2023 	1	<ul style="list-style-type: none"> Bachelor of Engineering (S1), Mechanical Engineering, National Institute of Science and Technology Jakarta, 1995 	Airport sector, operational management, planning, development and construction, supervision
Direktur Teknik	<ul style="list-style-type: none"> 5 Maret 2018-10 Maret 2023 10 Maret 2023-23 Oktober 2023 	1	Sarjana Teknik (S1), Teknik Sipil, Institut Teknologi Nasional Malang, 1992	Kebandarudaraan, perencanaan, pengembangan, konstruksi, dan pengawasan pembangunan bandara
Director of Engineering	<ul style="list-style-type: none"> March 5, 2018-March 10, 2023 March 10, 2023-October 23, 2023 	1	Bachelor of Engineering (S1), Civil Engineering, National Institute of Technology Malang, 1992	Airports, planning, development, construction, and supervision of airport construction
Direktur Operasi & Pejabat Pengganti Sementara (PGS) Direktur Teknik	<ul style="list-style-type: none"> Direktur Operasi: 5 Mei 2023-28 Desember 2023 PGS. Direktur Teknik: 25 Oktober 2023 - 28 Desember 2023 Direktur Utama : 28 Desember 2023-sekarang 	1	<ul style="list-style-type: none"> Sarjana Teknik Arsitektur (S1), Universitas Brawijaya, tahun lulus 1991 Magister Manajemen (S2), Universitas Sebelas Maret, tahun lulus 2010 	Bidang kebandarudaraan, manajemen, operasional

Nama Name	Jenis Kelamin Gender	Umur Age	Eksekutif/Bukan Eksekutif Executive/Non-Executive	Independen/Non Independen Independent/Non- Independent
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Female 57 years old Executive Independent

Dendi T. Danianto Laki-laki 51 tahun Eksekutif Independen

Male 51 years old Executive Independent

Yudi Rizkyardie Darun Laki-laki 35 tahun Eksekutif Independen

Male 35 years old Executive Independent

Jabatan Position	Masa Jabatan Badan Tata Kelola Governance Board Term of Office	Jumlah Posisi dalam Perusahaan Number of Positions in the Company	Riwayat Pendidikan Education Background	Pengalaman dan Keahlian Experience and Expertise
Director of Operations & Temporary Substitute Officer (PGS) Director of Engineering	<ul style="list-style-type: none"> Director of Operations: May 5, 2023-December 28, 2023 PGS. Technical Director: October 25, 2023 - December 28, 2023 President Director: December 	1	<ul style="list-style-type: none"> Bachelor of Architectural Engineering (S1), Brawijaya University, graduated in 1991 Master of Management (S2), Sebelas Maret University, graduated in 2010 	Airports, management, operations
Direktur Pengembangan Usaha	<ul style="list-style-type: none"> Direktur Pengembangan Usaha: 13 Maret 2020-12 Desember 2022 Direktur Komersial dan Pelayanan: 12 Desember 2022-28 Desember 2023 	1	Bachelor of Business Administration (BBA), Banking & Finance, Philippine School of Business Administration Manila, Filipina, 1994	<i>Management, marketing, branding communication & promotion, strategic development, technology, HR management</i>
Director of Business Development	<ul style="list-style-type: none"> Director of Business Development: March 13, 2020-December 12, 2022 Commercial and Service Director: December 12, 2022-December 28, 2023 	1	Bachelor of Business Administration (BBA), Banking & Finance, Philippine School of Business Administration Manila, Filipina, 1994	Management, marketing, branding communication & promotion, strategic development, technology, HR management
Direktur Keuangan dan Manajemen Risiko	6 Januari 2022- 24 Oktober 2023	1	<ul style="list-style-type: none"> Monash University Master of Business Innovation Candidate, Business Administration and Management, General, 2021-2023 Universitas Padjadjaran Bachelor of Economics, Business Management, 2006-2010 Columbia Business School – Executive Education, Value Investing, Finance, 2018-2018 Nanyang Business School - Executive Education, Merger & Acquisitions, Accounting and Finance, 2017-2017 	<i>Management, finance, analisis keuangan</i>
Director of Finance and Risk Management	January 6, 2022-October 24, 2023	1	<ul style="list-style-type: none"> Monash University Master of Business Innovation Candidate, Business Administration and Management, General, 2021-2023 Universitas Padjadjaran Bachelor of Economics, Business Management, 2006-2010 Columbia Business School – Executive Education, Value Investing, Finance, 2018-2018 Nanyang Business School - Executive Education, Merger & Acquisitions, Accounting and Finance, 2017-2017 	Management, finance, financial analysis

Nama Name	Jenis Kelamin Gender	Umur Age	Eksekutif/Bukan Eksekutif Executive/Non-Executive	Independen/Non Independen Independent/Non- Independent
Yanindya Bayu Wirawan	Laki-laki	50 tahun	Eksekutif	Independen
	50 years old	50 tahun	Executive	Independent
Israwadi	Laki-laki	52 tahun	Eksekutif	Independen
	Male	52 years old	Executive	Independent
Wahyudi	Laki-laki	52 tahun	Eksekutif	Independen
	Male	52 years old	Executive	Independent

Jabatan Position	Masa Jabatan Badan Tata Kelola Governance Board Term of Office	Jumlah Posisi dalam Perusahaan Number of Positions in the Company	Riwayat Pendidikan Education Background	Pengalaman dan Keahlian Experience and Expertise
Direktur Keuangan dan Manajemen Risiko	24 Oktober 2023- 28 Desember 2023	1	<ul style="list-style-type: none"> Universitas Indonesia–Magister Manajemen Keuangan & Perbankan, 1997-1998 Universitas Indonesia-Fakultas Teknik Gas & Petrokimia, 1991-1996 	<i>Management, finance, dan analisis keuangan</i>
Director of Finance and Risk Management	24 Oktober 2023 - 28 Desember 2023	1	<ul style="list-style-type: none"> University of Indonesia-Master of Finance & Banking Management, 1997-1998 University of Indonesia-Faculty of Gas & Petrochemical Engineering, 1991-1996 	Management, finance, and financial analysis
Direktur Human Capital	<ul style="list-style-type: none"> Direktur Kepatuhan, Aset, dan Pengadaan: 13 Maret 2020-12 Desember 2022 Direktur Human Capital: 12 Desember 2022-28 Desember 2023 	1	<ul style="list-style-type: none"> Sarjana Teknik (S1), Teknik Industri, Institut Teknologi Bandung (ITB), 1995 Master (S2), Manajemen Pemasaran Universitas Trisakti, 2005 	Manajemen, audit, pengembangan kompetensi SDM, hubungan masyarakat, manajemen aset, pengelolaan keuangan, dan administrasi perusahaan, kepatuhan/ hukum/legal
Director of Human Capital	<ul style="list-style-type: none"> Director of Compliance, Assets, and Procurement: March 13, 2020-December 12, 2022 Director of Human Capital: December 12, 2022-December 28, 2023 	1	<ul style="list-style-type: none"> Bachelor of Engineering (S1), Industrial Engineering, Institut Teknologi Bandung (ITB), 1995 Master (S2), Marketing Management, Trisakti University, 2005 	Management, auditing, HR competency development, public relations, asset management, financial management, and corporate administration, compliance/ legal/legality
Direktur Operasi	28 Desember 2023- sekarang	1	<ul style="list-style-type: none"> Diploma (D3), Teknik Listrik Bandara Politeknik Penerbangan Indonesia Curug, 1998 Sarjana (S1), Ekonomi bidang Manajemen, Universitas Achmad Yani Banjarmasin, 2005 	Operasional bandara, pengembangan bandara, konstruksi, dan pengawasan pembangunan bandara
Director of Operations	December 28, 2023- present	1	<ul style="list-style-type: none"> Diploma (D3), Airport Electrical Engineering, Politeknik Penerbangan Indonesia Curug, 1998 Bachelor (S1), Economics in Management, Achmad Yani University Banjarmasin, 2005 	Airport operations, airport development, construction, and airport development supervision

Pelatihan dan/atau Peningkatan Kompetensi Berkelanjutan Dewan Komisaris dan Direksi

Training and/or Sustainable Competency Improvement of the Board of Commissioners and Directors

PT Angkasa Pura I memastikan bahwa seluruh pimpinan dan pegawai memiliki pemahaman terkait kompetensi keberlanjutan. PT Angkasa Pura I memberikan kesempatan bagi anggota Dewan Komisaris dan Direksi untuk terus meningkatkan kompetensi, salah satunya dengan selalu memperbarui informasi tentang perkembangan terkini dari aktivitas bisnis perusahaan dan pengetahuan-pengetahuan lain yang terkait dengan pelaksanaan tugas masing-masing. Kebijakan terkait hal ini tertuang dalam Keputusan Bersama Direksi dan Dewan Komisaris PT Angkasa Pura I (Persero) Nomor KEP.110/OM.04/2019;KEP.02/DK.API.2019 tentang Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*) PT Angkasa Pura I (Persero).

Perusahaan meningkatkan kompetensi berkelanjutan melalui berbagai pelatihan yang diadakan, baik di dalam maupun di luar perusahaan, seperti *Finance Essentials for High Level Executive* bagi para pimpinan. Perusahaan juga menyediakan pelatihan dalam bidang tata kelola keberlanjutan, GCG, serta pelatihan kepemimpinan dan pengelolaan kebandarudaraan. [GRI 2-17] [OJK E.2, E.5]

Selama 2023, pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Dewan Komisaris adalah sebagai berikut:

PT Angkasa Pura I ensures that all leaders and employees have an understanding of sustainability competencies. PT Angkasa Pura I provides opportunities for members of the Board of Commissioners and Directors to continue to improve competence, one of which is by always updating information about the latest developments in the company's business activities and other knowledge related to the implementation of their respective duties. Policies related to this are contained in the Joint Decree of the Directors and Board of Commissioners of PT Angkasa Pura I (Persero) Number KEP.110/OM.04/2019; KEP.02/DK.API.2019 concerning the Code of Corporate Governance of PT Angkasa Pura I (Persero).

The Company improves its sustainable competencies through various training held, both inside and outside the company, such as *Finance Essentials for High Level Executives for leaders*. The company also provides training in sustainability governance, GCG, as well as leadership and airport management training. [GRI 2- 17] [OJK E.2, E.5]

During 2023, the training and/or competency improvement attended by members of the Board of Commissioners are as follows:

No	Nama Pelatihan/Webinar/Seminar Name of Training/Webinar/Seminar	Tanggal Date	Penyelenggara Organizer	Peserta Participant
1	Sosialisasi <i>Updating Talent Pool</i> Direksi BUMN Tahun 2023. Socialization of Updating Talent Pool of Directors of SOEs in 2023.	24 Februari 2023 February 24, 2023	Kementerian Badan Usaha Milik Negara Ministry of State-Owned Enterprises	Dewan Komisaris PT Angkasa Pura I The Board of Commissioners of PT Angkasa Pura I
2	Juknis Komposisi dan Kualifikasi Organ Pengelola Risiko Technical Guidelines on the Composition and Qualifications of Risk Management Organs	13 Juni 2023 June 13, 2023	Kementerian Badan Usaha Milik Negara Ministry of State-Owned Enterprises	Dewan Komisaris PT Angkasa Pura I The Board of Commissioners of PT Angkasa Pura I
3	BSE <i>Masterclass 2023, Governance, Risk & Compliance</i> BSE Masterclass 2023, Governance, Risk & Compliance	10 Agustus 2023 August 10, 2023	Kementerian Badan Usaha Milik Negara Ministry of State-Owned Enterprises	Dewan Komisaris PT Angkasa Pura I The Board of Commissioners of PT Angkasa Pura I
4	GRC <i>Masterclass 2023, Joint Venture between SOE and Private Sector</i> GRC Masterclass 2023, Joint Venture between SOE and Private Sector	19 Oktober 2023 October 19, 2023	Kementerian Badan Usaha Milik Negara Ministry of State-Owned Enterprises	Dewan Komisaris PT Angkasa Pura I The Board of Commissioners of PT Angkasa Pura I

Selama 2023, pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Direksi adalah sebagai berikut:

The following are trainings and/or competency enhancements attended by members of the Board of Directors during 2023:

No	Nama Pelatihan/Webinar/Seminar Name of Training/Webinars/Seminars	Tanggal Date	Penyelenggara Organizer	Peserta Participant
1	Pelatihan <i>Finance Essentials for High Level Executive 2023</i> Finance Essentials for High Level Executive Training 2023	21-23 Februari 2023 February 21-23, 2023	InJourney	Dendi T. Danianto

No	Nama Pelatihan/Webinar/Seminar Nama Pelatihan/Webinar/Seminar	Tanggal Tanggal	Penyelenggara Penyelenggara	Peserta Peserta
2	Pelatihan <i>Finance Essentials for High Level Executive 2023</i> Finance Essentials for High Level Executive Training 2023	21-23 Februari 2023 February 21- 23, 2023	InJourney	Wendo Asrul Rose
3	Pelatihan <i>Finance Essentials for High Level Executive 2023</i> Finance Essentials for High Level Executive Training 2023	7- 9 Maret 2023 March 7-9, 2023	InJourney	Faik Fahmi
4	Pelatihan <i>Finance Essentials for High Level Executive 2023</i> Finance Essentials for High Level Executive Training 2023	7- 9 Maret 2023 March 7-9, 2023	InJourney	Israwadi
5	<i>Chief Human Resource Officer (CHRO) School Tahun 2023</i> Chief Human Resource Officer (CHRO) School Year 2023	20 September 2023 September 20, 2023	Forum Human Capital Indonesia Indonesian Human Capital Forum	Israwadi
6	<i>Master Storytelling for Authentic Leadership</i> Master Storytelling for Authentic Leadership	Desember 2023-Januari 2024 December 2023-January 2024	Stanford Graduate School of Business	Dendi T. Danianto
7	Pelatihan <i>Risk Management Program Certification QRGP</i> Risk Management Program Certification QRGP Training	7 Desember 2023 December 7, 2023	IRBA	Yanindya Bayu Wirawan

Kebijakan Remunerasi Dewan Komisaris dan Direksi Remuneration Policy for Board of Commissioners and Directors

Remunerasi terhadap Dewan Komisaris dan Direksi bertujuan untuk memberikan penghargaan bagi kinerja jangka panjang yang telah didedikasikan demi tercapainya tujuan perusahaan. Formulasi kebijakan remunerasi Direksi dan Dewan Komisaris disusun dengan berbagai pertimbangan yang meliputi kebutuhan likuiditas jangka pendek dan jangka panjang, kecukupan dan penguatan permodalan, aspek stabilitas keuangan, terciptanya efektivitas manajemen risiko, serta potensi pendapatan di masa yang akan datang. PT Angkasa Pura I memiliki kebijakan remunerasi kepada Dewan Komisaris dan Direksi yang mengacu pada Peraturan Menteri BUMN Nomor PER-13/MBU/11/2021 tentang Perubahan Keenam Atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara. [\[GRI 2-19\]](#)

Remuneration for the Board of Commissioners and Board of Directors aims to reward long-term performance that has been dedicated to the achievement of company goals. The formulation of remuneration policies for the Board of Directors and the Board of Commissioners is prepared with various considerations including short-term and long-term liquidity needs, capital adequacy and strengthening, financial stability aspects, the creation of risk management effectiveness, and potential future income. PT Angkasa Pura I has a remuneration policy for the Board of Commissioners and Directors which refers to the Regulation of the Minister of SOEs Number PER-13 / MBU / 11/2021 concerning the Sixth Amendment to the Regulation of the Minister of State-Owned Enterprises Number PER-04 / MBU / 2014 concerning Guidelines for Determining the Income of Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises. [\[GRI 2-19\]](#)

• Prosedur Penetapan Remunerasi [\[GRI 2-20\]](#)

Dewan Komisaris yang menjalankan fungsi nominasi dan remunerasi membuat usul remunerasi. Dalam menetapkan usulan remunerasi, Dewan Komisaris mendapat bantuan dari Komite Nominasi dan Remunerasi. PT Angkasa Pura I menetapkan remunerasi mengacu pada ketentuan Peraturan Menteri Badan Usaha Milik Negara. Sesuai Peraturan Menteri tersebut, RUPS menetapkan besaran penghasilan Dewan Komisaris dan Direksi.

• Remuneration Determination Procedure [\[GRI 2-20\]](#)

The Board of Commissioners, which carries out the nomination and remuneration function, makes a remuneration proposal. In determining the remuneration proposal, the Board of Commissioners receives assistance from the Nomination and Remuneration Committee. PT Angkasa Pura I determines remuneration referring to the provisions of the Regulation of the Minister of State-Owned Enterprises. In accordance with the Ministerial Regulation, the GMS determines the amount of income of the Board of Commissioners and Directors.

• Indikator Penetapan Remunerasi

Indikator penetapan remunerasi Dewan Komisaris berdasarkan Peraturan Menteri BUMN No. PER-13/MBU/09/2021 tanggal 27 September 2021, yang mencakup:

- Faktor skala usaha;
- Faktor kompleksitas usaha;
- Tingkat inflasi;
- Kondisi dan kemampuan keuangan perusahaan;
- Faktor-faktor lain yang relevan serta tidak bertentangan dengan peraturan perundang-undangan.

• Remuneration Determination Indicators

The indicators for determining the remuneration of the Board of Commissioners are based on the Regulation of the Minister of SOEs No. PER-13/MBU/09/2021 dated September 27, 2021, which includes:

- Business scale factor;
- Business complexity factor;
- Inflation rate;
- The company's financial condition and capabilities;
- Other factors that are relevant and do not conflict with laws and regulations.

• Struktur Remunerasi Anggota Dewan Komisaris

• Remuneration Structure for Members of the Board of Commissioners

No	Jenis Penghasilan Type of Income	Keputusan Decision	Keterangan Description
1	Honorarium Honorarium	<ul style="list-style-type: none"> • Komisaris Utama: 100%; • Komisaris: 90% dari Komisaris Utama; • Penghasilan bulanan meliputi honorarium, tunjangan komunikasi 5% dari honorarium, tunjangan mobilitas 20% dari honorarium. • President Commissioner: 100%. • Commissioner: 90% of the President Commissioner. • Monthly income includes honorarium, communication allowance 5% of honorarium, mobility allowance 20% of honorarium. 	
2	Tunjangan Allowances		
	Tunjangan Hari Raya Holiday Allowance	Diberikan sebesar satu bulan honorarium. Given at the rate of one month's honorarium.	Sesuai PER-04/MBU/2014 sebagaimana beberapa kali mengalami perubahan terakhir dengan PER 03/MBU/03/2023. According to PER-04/MBU/2014 as amended several times, most recently with PER 03/MBU/03/2023.
	Tunjangan Transportasi Transportation Allowance	Diberikan sebesar 20% dari honorarium. Given at 20% of the honorarium.	Sesuai PER-04/MBU/2014 sebagaimana beberapa kali mengalami perubahan terakhir dengan PER 03/MBU/03/2023. According to PER-04/MBU/2014 as amended several times, most recently with PER 03/MBU/03/2023.
	Asuransi Purna Jabatan Post-Employment Insurance	Premi asuransi paling banyak 25% dari honorarium. The insurance premium is at most 25% of the honorarium.	Sesuai PER-04/MBU/2014 sebagaimana beberapa kali mengalami perubahan terakhir dengan PER 03/MBU/03/2023. According to PER-04/MBU/2014 as amended several times, most recently with PER 03/MBU/03/2023.
3	Fasilitas Facilities		
	Fasilitas Kesehatan Health Facilities	Asuransi kesehatan atau penggantian biaya pengobatan (<i>at cost</i>). Health insurance or reimbursement of medical expenses (<i>at cost</i>).	Sesuai PER-04/MBU/2014 sebagaimana beberapa kali mengalami perubahan terakhir dengan PER 03/MBU/03/2023. According to PER-04/MBU/2014 as amended several times, most recently with PER 03/MBU/03/2023.

No	Jenis Penghasilan Type of Income	Keputusan Decision	Keterangan Description
	Fasilitas Bantuan Hukum Legal Aid Facility	Untuk pembiayaan jasa kantor pengacara atau konsultan hukum yang meliputi proses pemeriksaan sebagai saksi, tersangka, dan terdakwa di lembaga peradilan. To cover the costs of a lawyer's office or legal consultant, which includes the process of being examined as a witness, suspect, and defendant in a judicial institution.	Sesuai PER-04/MBU/2014 sebagaimana beberapa kali mengalami perubahan terakhir dengan PER 03/MBU/03/2023. According to PER-04/MBU/2014 as amended several times, most recently with PER 03/MBU/03/2023.
4 Insentif Kinerja Performance Incentives			
	Insentif Kinerja Performance Incentives	<ul style="list-style-type: none"> • Komisaris Utama: 45% dari insentif kinerja Direktur Utama; • Komisaris: 90% dari insentif kinerja Komisaris Utama; • Dibagikan secara proporsional sesuai masa kerja aktif yang bersangkutan. Pajak atas insentif kinerja ditanggung pribadi bukan perusahaan. • President Commissioner: 45% of the President Director's performance incentive. • Commissioner: 90% of the President Commissioner's performance incentive. • Distributed proportionally according to the active working period. Tax on performance incentives is borne by the individual not the company. 	
	Long Term Incentive Long Term Incentive	Tidak diberikan. Not provided.	

• Struktur Remunerasi Anggota Direksi

• Remuneration Structure of Members of the Board of Directors

No	Jenis Penghasilan Type of Income	Keterangan Description
1	Gaji Salary	Direktur Utama sebesar 100% President Director is at 100% Direktur sebesar 85% dari gaji Direktur Utama Director is 85% of the President Director's salary
2	Tunjangan Allowances	
	Hari Raya Keagamaan Religious holidays	Anggota Direksi diberikan tunjangan hari raya keagamaan sebesar satu kali gaji setiap tahun. Members of the Board of Directors are given a religious holiday allowance of one-time salary each year.
	Perumahan Housing	Anggota Direksi diberikan tunjangan perumahan sebesar 40% dari gaji dengan ketentuan maksimal sebesar Rp27.500.000. Members of the Board of Directors are given a housing allowance of 40% of salary with a maximum provision of Rp27,500,000.

No	Jenis Penghasilan Type of Income	Keterangan Description
	Asuransi Purnajabatan Retirement Insurance	<ul style="list-style-type: none"> Diberikan selama menjabat; Premi yang ditanggung perusahaan adalah maksimal 25% dari gaji dalam satu tahun; Masing-masing anggota Direksi menetapkan program asuransi purnajabatan yang mereka pilih, dengan koordinasi dari unit pengelola fasilitas dan tunjangan anggota Direksi dan Dewan Komisaris; Pemberian premi, iuran, atau istilah lain yang relevan untuk asuransi purnajabatan sudah termasuk premi untuk asuransi kecelakaan dan kematian. Provided during the term of office; The premium borne by the company is a maximum of 25% of salary in one year; Each member of the Board of Directors determines the post-service insurance program they choose, with coordination from the facilities and benefits management unit of the Board of Directors and Board of Commissioners; The provision of premiums, dues, or other relevant terms for post-service insurance includes premiums for accident and death insurance.
3 Fasilitas Facilities		
	Kendaraan Vehicle	<ul style="list-style-type: none"> Anggota Direksi hanya berhak atas satu fasilitas kendaraan dari perusahaan; Penyediaan fasilitas kendaraan termasuk dengan biaya pemeliharaan dan operasional memperhatikan kondisi keuangan perusahaan; Menteri menetapkan spesifikasi dan standar kendaraan; Anggota Direksi yang tidak lagi menjabat wajib mengembalikan kendaraan dinas kepada perusahaan dalam jangka waktu paling lambat 30 hari setelah tidak menjabat. Members of the Board of Directors are only entitled to one vehicle facility from the company; Provision of vehicle facilities including maintenance and operational costs shall take into account the company's financial condition; The Minister stipulates vehicle specifications and standards; Members of the Board of Directors who are no longer in office are obliged to return the official vehicle to the company within a maximum period of 30 days after leaving office.
	Kesehatan Health	<ul style="list-style-type: none"> Pemberian fasilitas kesehatan berupa asuransi kesehatan atau penggantian biaya obat; Anggota Direksi serta suami/istri dan maksimal tiga orang anak yang belum mencapai usia 25 tahun dapat menerima fasilitas kesehatan, dengan ketentuan apabila anak yang belum berusia 25 tahun tersebut pernah menikah atau pernah bekerja maka yang bersangkutan tidak berhak mendapatkan fasilitas kesehatan; Fasilitas kesehatan berupa: <ul style="list-style-type: none"> Rawat jalan dan obat; Rawat inap dan obat; Pemeriksaan kesehatan dengan ketentuan satu kali setiap tahun dan dilakukan di dalam negeri. Apabila dokter yang merawat memberikan rujukan untuk berobat ke luar negeri, anggota Direksi dapat menerima fasilitas kesehatan secara penuh atau sebagian dengan memperhatikan kemampuan perusahaan. Provision of health facilities in the form of health insurance or reimbursement of drug costs; members of the Board of Directors and their spouses and a maximum of three children who have not reached the age of 25 years can receive health facilities, provided that if the child who is not yet 25 years old has been married or has worked, he/she is not entitled to health facilities; <ul style="list-style-type: none"> Health facilities in the form of: <ul style="list-style-type: none"> Outpatient care and medicine; Hospitalization and medicine; Medical examination with the provision of once every year and conducted in the country. If the treating doctor provides a referral for treatment abroad, members of the Board of Directors may receive health facilities in full or in part by taking into account the company's ability.

No	Jenis Penghasilan Type of Income	Keterangan Description
	Bantuan Hukum Legal Assistance	<ul style="list-style-type: none"> • Fasilitas bantuan hukum kepada anggota Direksi diberikan dalam hal terjadi tindakan/perbuatan untuk dan atas nama jabatan anggota Direksi dengan maksud dan tujuan serta kegiatan usaha perusahaan; • Pembiayaan jasa kantor pengacara atau konsultan hukum merupakan fasilitas bantuan hukum yang meliputi proses pemeriksaan sebagai saksi, tersangka, dan terdakwa di lembaga peradilan; • Pembebanan pembiayaan jasa kantor pengacara atau konsultan hukum mencakup satu kantor pengacara atau konsultan hukum untuk satu kasus tertentu; • Perusahaan melakukan penunjukan kantor pengacara/konsultan hukum sesuai dengan ketentuan pengadaan perusahaan. • Legal aid facilities to members of the Board of Directors are provided in the event of actions/acts for and on behalf of the position of members of the Board of Directors with the aims and objectives and business activities of the company; • Financing of lawyer or legal consultant office services is a legal aid facility that covers the examination process as a witness, suspect, and defendant in a judicial institution; • The financing of the services of a lawyer or legal consultant covers one lawyer or legal consultant office for one specific case; • The company appoints a lawyer / legal consultant office in accordance with the provisions of company procurement.
	Fasilitas Perumahan Housing Facility	<p>Perusahaan menyediakan rumah jabatan bagi Direksi, maka yang bersangkutan wajib mempergunakan rumah tersebut sebagai fasilitas perumahan dan yang bersangkutan tidak diberikan tunjangan perumahan.</p> <p>The Company provides a house of office for the Board of Directors, then the person concerned must use the house as a housing facility and the person concerned is not given a housing allowance.</p>

Perusahaan belum dapat mengungkapkan rincian rasio kompensasi tahunan bagi individu dengan bayaran tertinggi terhadap total kompensasi tahunan rata-rata untuk semua karyawan dan persentase kenaikan rasio kompensasi tahunan ini, karena alasan kerahasiaan perusahaan. [GRI 2-21]

The Company is not yet able to disclose the details of the ratio of annual compensation for the highest paid individual to the average total annual compensation for all employees and the percentage increase in this annual compensation ratio, for reasons of corporate confidentiality. [GRI 2-21]

Evaluasi Kinerja Dewan Komisaris dan Direksi [GRI 2-18] Performance Evaluation of the Board of Commissioners and Directors

Melalui wewenang yang dimiliki, pemegang saham melakukan penilaian terhadap kinerja Dewan Komisaris secara kolegal dan masing-masing. Secara prosedural, pelaksanaan penilaian kinerja Dewan Komisaris adalah melalui mekanisme Rapat Umum Pemegang Saham (RUPS). Aspek penilaian mengacu pada Undang-Undang, Anggaran Dasar, dan Amanat Pemegang Saham. Penilaian kinerja Dewan Komisaris dan Direksi terlihat dalam pengawasan pengelolaan dampak organisasi terhadap ekonomi, lingkungan, dan manusia. Ukuran penilaian atas keberhasilan pelaksanaan tugas dan tanggung jawab pengawasan dan pemberian nasihat oleh Dewan Komisaris menjadi salah satu indikator penilaian kinerja.

Through their authority, shareholders assess the performance of the Board of Commissioners collegially and individually. Procedurally, the performance assessment of the Board of Commissioners is conducted through the mechanism of the General Meeting of Shareholders (GMS). The aspects of assessment refer to the Law, Articles of Association, and Shareholders' Mandate. The performance assessment of the Board of Commissioners and Board of Directors is seen in the supervision of the management of the organization's impact on the economy, environment and people. The size of the assessment of the successful implementation of the duties and responsibilities of supervision and advisory by the Board of Commissioners is one of the indicators of performance assessment.

Evaluasi kinerja Dewan Komisaris didasarkan atas pencapaian *Key Performance Indicator* (KPI) terdiri dari aspek pengawasan dan pengarahan, aspek pelaporan, dan aspek dinamis/lainnya. Selain itu, Kinerja Dewan Komisaris juga dinilai melalui Penilaian GCG, mengacu pada Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tentang Indikator/Parameter

The Board of Commissioners' performance evaluation is based on the achievement of Key Performance Indicators (KPIs) consisting of supervision and direction aspects, reporting aspects, and dynamic/other aspects. In addition, the performance of the Board of Commissioners is also assessed through GCG Assessment, referring to the Decree of the

Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan (GCG) pada BUMN.

Sementara itu, prosedur penilaian kinerja Direksi juga didasarkan atas pendekatan KPI dan hasil penilaian GCG. Penilaian ini mempertimbangkan ketentuan dalam 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 yang ditetapkan oleh Menteri Badan Usaha Milik Negara pada tanggal 3 Maret 2023 dan diundangkan pada tanggal 24 Maret 2023, serta Surat Kementerian BUMN S-683/MBU/10/2022 tanggal 24 Oktober 2022 perihal Aspirasi Pemegang Saham/ Pemilik Modal untuk Penyusunan Rencana Kerja dan Anggaran Perusahaan Tahun 2023. Adapun kriteria penilaian kinerja direksi yang tertuang dalam KPI Direksi secara kolegal terdiri dari lima perspektif sebagai berikut:

1. Perspektif nilai ekonomi dan sosial untuk Indonesia
2. Perspektif inovasi model bisnis
3. Perspektif kepemimpinan teknologi
4. Perspektif peningkatan investasi
5. Perspektif pengembangan talenta

Target kinerja atas masing-masing perspektif tersebut tertuang dalam Kontrak Manajemen yang disepakati dalam RUPS Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) pada tanggal 27 Januari 2023. Selain kriteria penilaian KPI Direksi secara Kolegal, Direksi juga wajib menjabarkan KPI Direksi secara Kolegal tersebut ke dalam KPI Direksi secara Individual. Atas pencapaian kerjanya, Direksi wajib menyampaikan laporan kepada Pemegang Saham secara berkala dan tahunan dengan hasil perhitungan yang dipertimbangkan oleh Kantor Akuntan Publik yang mengaudit laporan keuangan perusahaan. Tak hanya itu, perusahaan juga telah memasukkan aspek ESG dalam KPI Direksi sebagai komitmen dalam pelaksanaan bisnis dan operasional yang berkelanjutan.

Secretary of the Ministry of SOEs No. SK-16/S.MBU/2012 on Indicators/Parameters for Assessment and Evaluation of the Implementation of Corporate Governance (GCG) in SOEs

Meanwhile, the Board of Directors' performance assessment procedure is also based on the KPI approach and GCG assessment results. This assessment considers the provisions in 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 of State-Owned Enterprises stipulated by the Minister of State-Owned Enterprises on March 3, 2023 and promulgated on March 24, 2023, as well as Ministry of SOEs Letter S-683/MBU/10/2022 dated October 24, 2022 regarding Aspirations of Shareholders/Capital Owners for the Preparation of the Company's Work Plan and Budget for 2023. The criteria for assessing the performance of directors contained in the KPI of the Board of Directors collegially consist of five perspectives as follows:

1. Economic and social value perspectives for Indonesia
2. Business model innovation perspective
3. Technology leadership perspective
4. Investment enhancement perspective
5. Talent development perspective

The performance targets for each perspective are set out in the Management Contract agreed upon during the the GMS for the ratification of the Company's Work Plan and Budget (RKAP) and the Work Plan and Budget for the Social and Environmental Responsibility Program (RKA-TJSL) on January 27, 2023. In addition to the criteria for assessing the KPIs of the Board of Directors Collegially, the Board of Directors is also required to elaborate the KPIs of the Board of Directors Collegially into the KPIs of the Board of Directors individually. For the achievement of its performance, the Board of Directors is obliged to submit a report to the Shareholders on a regular and annual basis with the results of the calculation considered by the Public Accounting Firm that audits the company's financial statements. Not only that, the company has also included ESG aspects in the KPI of the Board of Directors as a commitment to sustainable business and operational implementation.



Penerapan Tata Kelola Perusahaan yang Baik

Implementation of Good Corporate Governance

Dalam melaksanakan tata kelola perusahaan yang baik, PT Angkasa Pura I menerapkan praktik *good corporate governance* (GCG) di seluruh lini. Pelaksanaan tata kelola yang baik tersebut mengacu pada inisiatif dan standar nasional serta nasional, di antaranya:

1. Peraturan Menteri Badan Usaha Milik Negara PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
2. Keputusan Sekretaris Kementerian Badan Usaha Milik Negara Nomor SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (Good Corporate Governance) pada Badan Usaha Milik Negara.

PT Angkasa Pura I menerapkan kebijakan dan strategi tata kelola yang baik berlandaskan visi, misi, nilai-nilai, serta budaya perusahaan. Kebijakan perusahaan dalam mengimplementasikan praktik GCG terbaik untuk menetapkan regulasi serta membangun infrastruktur di PT Angkasa Pura I tertera pada diagram sebagai berikut:

In implementing good corporate governance, PT Angkasa Pura I implements Good Corporate Governance (GCG) practices at all levels. The implementation of good governance refers to national and national initiatives and standards, including:

1. Regulation of the Minister of State-Owned Enterprises PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
2. Decree of the Secretary of the Ministry of State-Owned Enterprises Number SK-16/S.MBU/2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises.

PT Angkasa Pura I implements good governance policies and strategies based on vision, mission, values, and corporate culture. The company's policy in implementing the best GCG practices to establish regulations and build infrastructure in PT Angkasa Pura I is shown in the following diagram:



Lima Prinsip GCG Five Principles of GCG

Transparansi/
Keterbukaan
Transparency

Akuntabilitas
Accountability

Responsibilitas/
Tanggung Jawab
Responsibility

Kemandirian/
Independensi
Independence

Kewajaran/Kesetaraan
Fairness/Equity

Komitmen GCG GCG Commitments

Visi
Vision

Misi
Mission

Nilai Budaya Perusahaan
Corporate Culture Values

Pelaksanaan prinsip GCG di perusahaan memiliki tujuan untuk mengoptimalkan nilai, kinerja, dan kontribusi perusahaan, sehingga keberlanjutan bisnis dapat terjaga dalam jangka panjang. PT Angkasa Pura I memastikan penerapan prinsip-prinsip GCG berjalan dengan baik di setiap kegiatan operasional dan pengelolaan perusahaan. Melalui pelaksanaan prinsip-prinsip GCG, perusahaan yakin dapat membangun kesadaran setiap insan perusahaan untuk menentukan keputusan dan tindakan yang sesuai dengan nilai moral dan kepatuhan terhadap peraturan dan perundang-undangan yang berlaku.

penerapan GCG PT Angkasa Pura I berlandaskan pada serangkaian pedoman yang berfungsi untuk memberi panduan pelaksanaan GCG. Pedoman panduan pelaksanaan GCG disosialisasikan kepada seluruh insan perusahaan dan dievaluasi secara berkala untuk memastikan keselarasannya dengan perkembangan dan kebutuhan perusahaan.

Berikut pedoman panduan pelaksanaan GCG PT Angkasa Pura I:

1. Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*);
2. Pedoman Etika Perusahaan (*Code of Conduct*);
3. Pedoman Tata Laksana Kerja Direksi dan Dewan Komisaris (*Board Manual*);
4. Piagam Komite Audit;
5. Piagam Internal Audit;
6. Piagam Komite Nominasi dan Remunerasi;
7. Perjanjian Kerja Bersama periode 2023-2025 antara PT Angkasa Pura I dengan Serikat Pekerja Angkasa Pura I dan Asosiasi Karyawan Angkasa Pura I Nomor SP.DU.29/I.HK.06/2023; Nomor SP.AP.I.01/PKB-07/III/2023; dan Nomor AKA.01/PKB-7/III/2023;
8. Pedoman Pengendalian Gratifikasi;
9. Pedoman *Whistleblowing System*;
10. Pedoman Sistem Manajemen Anti Penyuapan;
11. Pedoman Manajemen Risiko;
12. Pedoman Tata Kelola Teknologi Informasi;
13. Pedoman Kepatuhan;
14. Pedoman Laporan Harta Kekayaan Penyelenggara Negara (LHKPN);
15. Kebijakan-kebijakan lainnya dan *standard operating procedure* (SOP) perusahaan.

The implementation of GCG principles in the company is intended to optimize the value, performance, and contribution of the company, so that business sustainability can be maintained in the long term. PT Angkasa Pura I ensures the implementation of GCG principles runs well in every operational activity and management of the company. Through the implementation of GCG principles, the company believes it can build awareness of every company person to determine decisions and actions in accordance with moral values and compliance with applicable laws and regulations.

PT Angkasa Pura I's GCG implementation is based on a series of guidelines that serve to guide the implementation of GCG. GCG implementation guidelines are socialized to all company personnel and evaluated periodically to ensure its alignment with the development and needs of the company.

The following are the guidelines for the implementation of PT Angkasa Pura I's GCG:

1. Code of Corporate Governance.
2. Code of Conduct.
3. Code of Conduct for the Board of Directors and Board of Commissioners (Board Manual).
4. Audit Committee Charter.
5. Internal Audit Charter.
6. Nomination and Remuneration Committee Charter.
7. Collective Labor Agreement for the period 2023-2025 between PT Angkasa Pura I and the Angkasa Pura I Workers Union and Angkasa Pura I Employees Association Number SP.DU.29/I.HK.06/2023; Number SP.AP.I.01/PKB-07/III/2023; and Number AKA.01/PKB-7/III/2023;
8. Gratification Control Guidelines.
9. Whistleblowing System Guidelines.
10. Anti-bribery Management System Guidelines.
11. Risk Management Guidelines.
12. Information Technology Governance Guidelines.
13. Compliance Guidelines.
14. Guidelines for the State Organizer's Wealth Report (LHKPN).
15. Other policies and standard operating procedures (SOP) of the company.

Kode Etik Perusahaan [GRI 2-23, 2-24]

Code of Conduct

Perusahaan telah menyusun kode etik sebagai bentuk komitmen dari etika bisnis serta sebagai landasan perilaku usaha. Seluruh insan PT Angkasa Pura I harus menjadikan kode etik menjadi dasar sikap, perilaku dan tindakan dalam melakukan interaksi hubungan bisnis maupun hubungan kerja, dengan menerapkan prinsip-prinsip dasar yang ada pada visi, misi, dan nilai-nilai utama perusahaan serta memperhatikan kepatuhan pada peraturan internal dan eksternal yang berlaku.

Pedoman etika perusahaan PT Angkasa Pura I termuat dalam Keputusan Bersama Direksi dan Dewan Komisaris PT Angkasa Pura I Nomor KEP.DU.0007/HK.01.01/2022, KEP.01/DK.API/2022 tentang Pedoman Etika Perusahaan (*Code of Conduct*), yang memuat tentang:

1. Etika Usaha, yang mengatur topik-topik terkait:

- Komitmen terhadap pemegang saham;
- Kepatuhan terhadap peraturan perundang-undangan.
- Keterbukaan informasi;
- Hubungan perusahaan dengan pegawai dan tenaga kerja di luar pegawai di perusahaan serta hubungan industri;
- Hubungan perusahaan dengan pengguna jasa;
- Hubungan perusahaan dengan pemerintah;
- Hubungan perusahaan dengan mitra usaha;
- Hubungan perusahaan dengan penyedia barang dan/atau jasa;
- Persaingan usaha yang sehat;
- Hubungan perusahaan dengan kreditur;
- Hubungan perusahaan dengan anak perusahaan dan perusahaan patungan;
- Tanggung jawab sosial dan lingkungan kepada masyarakat;
- Keselamatan, kesehatan, dan lingkungan kerja;
- Pelestarian lingkungan hidup;
- Hak Kekayaan Intelektual (HAKI);
- Sistem teknologi informasi dan komunikasi;
- Penyimpanan dokumen;
- Pencatatan dan pelaporan keuangan.

2. Tata Perilaku yang mengatur topik-topik terkait perilaku yang diharapkan dari setiap insan PT Angkasa Pura I, meliputi:

- Tata perilaku Dewan Komisaris;
- Tata perilaku Direksi;
- Tata perilaku Insan perusahaan.

3. Penanganan Benturan Kepentingan, yang terdiri dari:

- Pernyataan palsu, klaim palsu, dan konspirasi;
- Suap;
- Imbalan;
- Hadiah;
- Sumbangan;
- Jamuan bisnis;
- Jabatan rangkap;
- Perlindungan serta penggunaan aset dan sumber daya perusahaan lainnya;

The company has developed a code of conduct as a form of commitment to business ethics and as a basis for business behavior. All PT Angkasa Pura I people must make the code of conduct the basis of attitudes, behavior and actions in interacting business relationships and work relationships, by applying the basic principles that exist in the company's vision, mission and main values and paying attention to compliance with applicable internal and external regulations.

PT Angkasa Pura I's corporate ethics guidelines are contained in the Joint Decree of the Board of Directors and the Board of Commissioners of PT Angkasa Pura I Number KEP.DU.0007/HK.01.01/2022, KEP.01/DK.API/2022 concerning the Code of Conduct, which contains:

1. Business Ethics, which governs related topics:

- Commitment to shareholders.
- Compliance with laws and regulations.
- Information disclosure.
- The company's relationship with employees and non-employee labor in the company and industrial relations.
- Company's relationship with service users.
- The company's relationship with the government.
- Company's relationship with business partners.
- The company's relationship with providers of goods and/or services.
- Fair business competition.
- Company's relationship with creditors.
- Company's relationship with subsidiaries and joint ventures.
- Social and environmental responsibility to the community.
- Occupational safety, health, and environment.
- Environmental preservation.
- Intellectual property rights (HAKI).
- Information and communication technology systems.
- Document storage.
- Financial recording and reporting.

2. Code of Conduct that regulates topics related to the behavior expected of every employee of PT Angkasa Pura I, including:

- Code of conduct for the Board of Commissioners.
- The code of conduct of the Board of Directors.
- Code of conduct for company personnel.

3. Handling Conflict of Interest, which consists of:

- False statements, false claims, and conspiracies.
- Bribery.
- Rewards.
- Gifts.
- Donations.
- Business meals.
- Duplicate positions.
- Protection and use of company assets and other resources.

- Keterlibatan dalam aktivitas politik;
- Pengadaan barang dan/atau jasa;
- Aktivitas sampingan;
- Kerahasiaan informasi;
- Perjalanan dinas;
- Reputasi dan citra perusahaan;
- Nepotisme.

Dalam upaya penegakan pedoman etika perusahaan, PT Angkasa Pura I berkomitmen menjalankan pedoman etika perusahaan secara konsisten dan konsekuen dengan berbagai upaya, di antaranya:

1. Membentuk Badan Pertimbangan Kepegawaian (BPK) dan Panitia Pembinaan dan Pemeriksaan Pelanggaran Disiplin Pegawai (P4DP) yang berfungsi untuk melakukan pembinaan dan pemeriksaan terhadap pelanggaran disiplin pegawai dan etik perusahaan;
2. Mendorong setiap insan PT Angkasa Pura I untuk melaporkan kecurigaan maupun pelanggaran terhadap pedoman etika perusahaan;
3. Membuat platform digital *Whistleblowing System* (WBS) sebagai tempat pengaduan pelanggaran disiplin dan etik pegawai;
4. Menerapkan sanksi-sanksi, mulai dari disiplin ringan, sedang, hingga disiplin berat sampai dengan pemutusan hubungan kerja pada pegawai yang melakukan pelanggaran kode etik perusahaan.

- Involvement in political activities.
- Procurement of goods and/or services.
- Side activities.
- Confidentiality of information.
- Business travel.
- Company reputation and image.
- Nepotism.

In order to uphold the company's ethical guidelines, PT Angkasa Pura I is committed to implementing the company's ethical guidelines consistently and consequently with various efforts, including:

1. Establish the Personnel Advisory Board (BPK) and the Committee for the Development and Examination of Employee Discipline Violations (P4DP) which functions to provide guidance and examination of violations of employee discipline and company ethics.
2. Encouraging every employee of PT Angkasa Pura I to report suspicions and violations of the company's ethical guidelines.
3. Creating a digital platform Whistleblowing System (WBS) as a place for complaints of violations of employee discipline and ethics.
4. Applying sanctions, ranging from light, moderate, to severe discipline to termination of employment for employees who violate the company's code of ethics.

Pendekatan atau Prinsip Pencegahan [GRI 2-23] Preventive Approaches or Principles

PT Angkasa Pura I memegang teguh prinsip-prinsip kehati-hatian dalam menjalankan kegiatan usaha. Perusahaan telah mengembangkan berbagai prinsip dan sistem yang bertujuan untuk memastikan agar seluruh kegiatan operasional bandara telah mematuhi peraturan perundang-undangan. Penerapan prinsip kehati-hatian di perusahaan tercermin pada kode etik, praktik manajemen risiko, serta adanya sistem manajemen kesehatan dan keselamatan yang berlaku di seluruh wilayah operasi PT Angkasa Pura I.

PT Angkasa Pura I menjunjung tinggi prinsip kehati-hatian, terutama dalam kaitannya dengan lingkungan. PT Angkasa Pura I telah mengembangkan berbagai prinsip dan sistem yang bertujuan memastikan agar seluruh kegiatan operasional bandara telah mematuhi peraturan perundang-undangan di bidang lingkungan. Standar yang perusahaan gunakan sebagai landasan seluruh kegiatan operasional bandara di antaranya:

1. Persetujuan Lingkungan melalui Analisis Mengenai Dampak Lingkungan (AMDAL);
2. ISO 14001:2015/SNI 19-14001:2005 tentang Sistem Manajemen Lingkungan.

PT Angkasa Pura I upholds the principles of prudence in carrying out business activities. The company has developed various principles and systems aimed at ensuring that all airport operations comply with laws and regulations. The application of the precautionary principle in the company is reflected in the code of ethics, risk management practices, and the existence of a health and safety management system that applies in all operational areas of PT Angkasa Pura I.

PT Angkasa Pura I upholds the precautionary principle, especially in relation to the environment. PT Angkasa Pura I has developed various principles and systems aimed at ensuring that all airport operations comply with environmental laws and regulations. The standards that the company uses as the basis for all airport operations include:

1. Environmental Approval through Environmental Impact Analysis (AMDAL);
2. ISO 14001:2015/SNI 19-14001:2005 on Environmental Management System.

Pencegahan Benturan Kepentingan [GRI 2-15] Prevention of Conflict of Interest

PT Angkasa Pura I memberikan arahan kepada Dewan Komisaris dan Direksi agar mengacu pada prinsip-prinsip profesionalisme dan independensi dalam menjalankan kegiatan operasional perusahaan untuk menghindari tindakan-

PT Angkasa Pura I gives direction to the Board of Commissioners and the Board of Directors to refer to the principles of professionalism and independence in carrying out the company's operational activities in order to avoid actions

tindakan yang menimbulkan benturan kepentingan dan intervensi nonkorporasi, serta secara konsisten berpedoman pada ketentuan dan peraturan yang berlaku serta tata kelola perusahaan yang baik.

Agar dapat menghindari benturan kepentingan pada Dewan Komisaris dan Direksi, perusahaan mengatur etika jabatan Dewan Komisaris dan Direksi dalam mengemban tugas dan tanggung jawabnya. Dewan Komisaris dan Direksi tidak boleh melakukan tindakan yang mempunyai benturan kepentingan dan mengambil keuntungan pribadi, baik secara langsung maupun tidak langsung dari pengambilan keputusan dan/atau kegiatan perusahaan, selain penghasilan yang sah. Anggota Dewan Komisaris dan Direksi juga wajib melaporkan kepada Sekretaris Perusahaan mengenai kepemilikan sahamnya dan/atau keluarganya pada perusahaan tersebut dan perusahaan lain termasuk setiap perubahannya. Selain itu, anggota Dewan Komisaris dan Direksi wajib melakukan pengungkapan jika terjadi benturan kepentingan.

PT Angkasa Pura I juga memberikan informasi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi. Selama periode pelaporan 2023 tidak terdapat transaksi dengan pihak berafiliasi yang mengandung benturan kepentingan. Adapun rincian informasi mengenai akun dan transaksi dengan pihak terkait dapat dilihat pada Laporan Tahunan 2023 yang terpisah dari laporan ini, namun keduanya saling melengkapi.

that cause conflicts of interest and non-corporate intervention, and consistently guided by applicable provisions and regulations and good corporate governance.

To avoid conflicts of interest in the Board of Commissioners and Board of Directors, the company regulates the ethics of the Board of Commissioners and Board of Directors in carrying out their duties and responsibilities. The Board of Commissioners and Board of Directors must not take actions that have a conflict of interest and take personal benefits, either directly or indirectly from decision-making and/or company activities, other than legal income. Members of the Board of Commissioners and Board of Directors are also required to report to the Corporate Secretary regarding their and/or their family's share ownership in the company and other companies including any changes. In addition, members of the Board of Commissioners and Directors are required to make disclosures if there is a conflict of interest.

PT Angkasa Pura I also provides material information that contains conflicts of interest and / or transactions with affiliated parties. During the reporting period in 2023 there were no transactions with affiliated parties that contained conflicts of interest. Detailed information regarding accounts and transactions with related parties can be seen in the 2023 Annual Report which is separate from this report, but both are complementary.

Kebijakan Hak Asasi Manusia (HAM) [GRI 2-23]

Human Rights Policy

Hak asasi manusia merujuk pada hak-hak dasar yang berlaku bagi semua manusia, tanpa memandang ras, gender, orientasi seksual, kewarganegaraan, etnisitas, bahasa, kepercayaan agama, atau perbedaan lainnya. PT Angkasa Pura I berkomitmen untuk menjunjung tinggi dan menghormati HAM sesuai norma dan prinsip-prinsip HAM serta peraturan perundang-undangan yang berlaku. Perusahaan menjunjung tinggi HAM dalam menjalin interaksi baik dengan para pemangku kepentingan, seluruh karyawan di lingkungan perusahaan, maupun masyarakat di wilayah kerja perusahaan. Dengan menjalankan prinsip-prinsip HAM, perusahaan menargetkan terwujudnya hubungan industrial yang harmonis, serasi, aman, tenteram, dan dinamis. Harapannya, pemenuhan prinsip-prinsip HAM dapat menciptakan ketenangan bekerja dan kelangsungan usaha, serta memastikan hak dan kewajiban masing-masing pihak yang merupakan dasar untuk memacu produktivitas dan kinerja perusahaan sehingga berpengaruh terhadap peningkatan kesejahteraan karyawan.

Perusahaan senantiasa melakukan pengawasan terhadap jalannya prinsip-prinsip HAM di perusahaan melalui implementasi Perjanjian Kerja Bersama (PKB), penegakan peraturan perusahaan dan peraturan perundang-undangan dengan konsisten, serta melakukan inspeksi dan pembinaan pegawai secara berjenjang di lingkungan internal hingga terbebas dari kasus pelanggaran HAM. PT Angkasa Pura I membuat rumusan terhadap HAM dengan dasar pengelolaan hubungan industri yang dimulai dari proses rekrutmen hingga pemutusan hubungan kerja. Di samping itu, perusahaan juga menjalankan ketentuan PKB yang melindungi kepentingan karyawan dan perusahaan dalam aspek ketenagakerjaan dengan ruang

Human rights refer to basic rights that apply to all human beings, regardless of race, gender, sexual orientation, nationality, ethnicity, language, religious beliefs, or other differences. PT Angkasa Pura I is committed to upholding and respecting human rights in accordance with human rights norms and principles as well as applicable laws and regulations. The company upholds human rights in establishing good interactions with stakeholders, all employees in the company environment, and the community in the company's working area. By implementing human rights principles, the company targets the realization of harmonious, harmonious, safe, peaceful and dynamic industrial relations. The hope is that the fulfillment of human rights principles can create peace of work and business continuity, as well as ensure the rights and obligations of each party which is the basis for spurring productivity and company performance so that it affects the improvement of employee welfare.

The company always supervises the implementation of human rights principles in the company through the implementation of the Collective Labor Agreement (PKB), consistent enforcement of company regulations and laws and regulations, as well as conducting inspections and coaching employees in stages in the internal environment to be free from cases of human rights violations. PT Angkasa Pura I formulates human rights on the basis of industrial relations management starting from the recruitment process to termination of employment. In addition, the company also implements the provisions of the PKB which protects the interests of employees and companies in the aspect of employment with the scope of employment

lingkup yakni hubungan kerja (meliputi pengakuan para pihak, jaminan para pihak, kewajiban, dan fasilitas Serikat Pekerja), waktu kerja, keluhan, bipartit, dan tripartit. Selain itu, PT Angkasa Pura I mengadakan dialog dengan karyawan agar dapat mengidentifikasi berbagai aspek HAM yang berkaitan dengan hak dasar pegawai di tempat kerja.

Dalam konteks hak asasi manusia dalam rantai pasokan, perusahaan menerapkan penandatanganan pakta integritas yang memuat klausul-klausul HAM oleh para pemasok, dengan tujuan memastikan perlindungan hak asasi manusia.

Untuk memperkuat perlindungan HAM, pada 2023 perusahaan menerapkan kebijakan yang melindungi HAM seluruh Insan Angkasa Pura I yang diatur dalam Perjanjian Kerja Bersama tahun 2023-2025, termasuk di antaranya perlindungan hak asasi pekerja, larangan pelecehan seksual di tempat kerja, aturan terkait jam kerja pegawai, tidak adanya perbedaan remunerasi antara laki-laki dan perempuan, serta memasukkan isu-isu hak pekerja dan hak asasi manusia sebagai bagian dari pelatihan etika untuk karyawan baru. Sepanjang tahun 2023, tidak terdapat insiden pelanggaran hak asasi manusia di lingkungan perusahaan.

relations (including recognition of the parties, guarantees of the parties, obligations, and facilities of the Trade Union), working time, complaints, bipartite, and tripartite. In addition, PT Angkasa Pura I held a dialogue with employees to identify various aspects of human rights related to the basic rights of employees in the workplace.

In the context of human rights in the supply chain, the company implements the signing of integrity pacts containing human rights clauses by suppliers, with the aim of ensuring the protection of human rights.

To strengthen the protection of human rights, in 2023 the company implemented a policy that protects the human rights of all Angkasa Pura I employees as stipulated in the 2023-2025 Collective Labor Agreement, including the protection of workers' human rights, prohibition of sexual harassment in the workplace, rules related to employee working hours, no difference in remuneration between Male and Female, and including issues of workers' rights and human rights as part of ethics training for new employees. Throughout 2023, there were no incidents of human rights violations within the company.

Kebijakan Antikorupsi dan Antigratifikasi [GRI 2-23]

Anti-Corruption and Anti-Gratification Policies

PT Angkasa Pura I menyadari bahwa korupsi menjadi perhatian besar bagi pemangku kepentingan perusahaan. Untuk itu, perusahaan berkomitmen melalui berbagai upaya untuk mencegah segala bentuk tindak korupsi, gratifikasi, dan penyelewengan (*fraud*) demi menciptakan praktik tata kelola perusahaan yang bersih dan patuh kepada hukum. PT Angkasa Pura I memiliki berbagai kebijakan dan peraturan yang berlaku bagi seluruh pemangku kepentingan demi terciptanya praktik bisnis yang sehat, transparan, dan tepercaya. Kebijakan dan peraturan terkait antikorupsi dan gratifikasi tersebut, di antaranya: [GRI 3-3]

1. Keputusan Bersama Direksi dan Dewan Komisaris Nomor KEP.DU.27/OM.15.08/2021; KEP.02/DK.API/2021 tentang Pedoman Pengendalian Gratifikasi;
2. Keputusan Bersama Direksi dan Dewan Komisaris Nomor KEP.DU.16/OM.15.08/2022, KEP.02/DK.API/2022 tentang Pedoman Sistem Pelaporan Pelanggaran (*Whistleblowing System*);
3. Keputusan Direksi Nomor KEP.DU.190/HK.01/2020 tentang Pedoman Sistem Manajemen Anti Penyuapan;
4. Keputusan Direksi Nomor KEP.DU.197/OM.07/2020 tentang Pedoman Laporan Harta Kekayaan Penyelenggara Negara yang telah disesuaikan dalam Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.11/HK.01/2021 tentang Perubahan atas Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.197/OM.07/2020 tentang Pedoman Laporan Harta Kekayaan Penyelenggara Negara.

PT Angkasa Pura I realizes that corruption is a major concern for the company's stakeholders. For this reason, the company is committed through various efforts to prevent all forms of corruption, gratuities, and fraud in order to create clean and law-abiding corporate governance practices. PT Angkasa Pura I has various policies and regulations that apply to all stakeholders in order to create healthy, transparent, and trusted business practices. Policies and regulations related to anti-corruption and gratuities include: [GRI 3-3]

1. Joint Decree of the Board of Directors and Board of Commissioners Number KEP.DU.27/OM.15.08/2021; KEP.02/DK.API/2021 concerning Gratification Control Guidelines;
2. Joint Decree of the Board of Directors and the Board of Commissioners Number KEP.DU.16/OM.15.08/2022, KEP.02/DK.API/2022 concerning Whistleblowing System Guidelines;
3. Decree of the Board of Directors Number KEP.DU.190/HK.01/2020 concerning Anti-Bribery Management System Guidelines;
4. Decree of the Board of Directors Number KEP.DU.197/OM.07/2020 concerning Guidelines for the State Organizer's Asset Report which has been adjusted in the Decree of the Board of Directors of PT Angkasa Pura I Number KEP.DU.11/HK.01/2021 concerning Amendments to the Decree of the Board of Directors of PT Angkasa Pura I Number KEP.DU.197/OM.07/2020 concerning Guidelines for the State Organizer's Asset Report.

Sistem pengendalian internal turut mendukung komitmen PT Angkasa Pura I dalam penerapan antikorupsi, gratifikasi, dan kecurangan. Sistem tersebut terdiri dari:

1. Pengendalian keuangan sebagai upaya pengawasan agar investasi, alokasi biaya, dan perolehan laba berjalan sesuai dengan rencana perusahaan;
2. Pengendalian operasional yang bertujuan untuk memastikan efektivitas dan efisiensi seluruh kegiatan operasional.

Beberapa fungsi yang termasuk dalam sistem pengendalian internal ini adalah:

1. Fungsi pengawasan oleh manajemen;
2. Pengembangan kultur pengendalian;
3. Pemisahan fungsi operasional;
4. Kegiatan pengendalian internal;
5. Perbaikan kualitas audit.

Unit Internal Audit membantu Direktur Utama PT Angkasa Pura I dan bertanggung jawab secara langsung kepada Direktur Utama untuk memastikan sistem pengendalian internal berjalan dengan baik dan efektif. Perusahaan juga membangun unit khusus sebagai penanggung jawab penerapan antikorupsi, gratifikasi, dan kecurangan yaitu Unit Pengendalian Gratifikasi (UPG) di bawah unit Legal and Compliance. UPG bertugas menerima dan meneruskan laporan terkait penerimaan dan pemberian gratifikasi kepada Komisi Pemberantasan Korupsi (KPK). Unit antigratifikasi di setiap kantor cabang PT Angkasa Pura I melakukan pengendalian gratifikasi sebagai perpanjangan tangan dari Unit Pengendalian Gratifikasi di kantor pusat. [GRI 3-3]

The internal control system also supports PT Angkasa Pura I's commitment to implementing anti-corruption, gratification, and fraud. The system consists of:

1. Financial control as a supervisory effort so that investment, cost allocation, and profit generation are in accordance with company plans.
2. Operational control which aims to ensure the effectiveness and efficiency of all operational activities.

Some of the functions included in this internal control system are:

1. Supervisory function by management;
2. Development of control culture;
3. Separation of operational functions;
4. Internal control activities;
5. Audit quality improvement.

The Internal Audit Unit assists the President Director of PT Angkasa Pura I and is directly responsible to the President Director to ensure that the internal control system runs well and effectively. The company also built a special unit as the person in charge of implementing anti-corruption, gratification, and fraud, namely the Gratification Control Unit (UPG) under the Legal and Compliance unit. The UPG is tasked with receiving and forwarding reports related to the receipt and provision of gratuities to the Corruption Eradication Commission (KPK). The anti-gratification unit in each branch office of PT Angkasa Pura I carries out gratification control as an extension of the Gratification Control Unit at the head office. [GRI 3-3]

Mekanisme Pengendalian Gratifikasi pada PT Angkasa Pura I

Gratification Control Mechanism at PT Angkasa Pura I

Penerima Gratifikasi (Pelapor)	Gratification Recipient (Whistleblower)
<p>01 Mengisi formulir pelaporan gratifikasi (unduh formulir pada halaman utama intranet); Fill out the gratuity reporting form (download the form on the main page of the intranet);</p>	
<p>02 Menyerahkan barang gratifikasi ke Unit Pengendali Gratifikasi di kantor pusat atau kantor cabang; Submitting gratuities to the Gratification Control Unit at the head office or branch office;</p>	
<p>03 Unit Pengendalian Gratifikasi: Gratification Control Unit :</p> <ul style="list-style-type: none"> • Verifikasi kelengkapan, penelaahan dokumen dan dokumen barang, serta penyimpanan barang gratifikasi; • Rekapitulasi laporan (7 hari kerja); • Pengiriman laporan penerima gratifikasi ke KPK; <p>Penyampaian laporan maksimum 7 hari kerja setelah surat gratifikasi diterima.</p>	<ul style="list-style-type: none"> • Verification of completeness, review of documents and goods documents, and storage of gratuities; • Report recapitulation (7 working days); • Delivery of gratification recipient report to KPK. <p>Submission of the report is a maximum of 7 working days after the gratification letter is received.</p>
<p>04 Komisi Pemberantasan Korupsi: Corruption Eradication Commission:</p> <ul style="list-style-type: none"> • Verifikasi kelengkapan; • Analisis dan penetapan status; • Permintaan data dan keterangan. 	<ul style="list-style-type: none"> • Verification of completeness; • Analysis and status determination; • Request for data and information.
<p>05 Surat Keputusan Penetapan Status Gratifikasi; Decision Letter on Determination of Gratification Status;</p>	
<p>06 Menyerahkan barang gratifikasi milik negara; Hand over gratuity goods belonging to the state;</p>	
<p>07 Negara. State.</p>	

Pada tahun pelaporan, tidak terdapat laporan atau indikasi penerimaan gratifikasi yang terjadi pada kegiatan operasional perusahaan.

Perusahaan memastikan setiap karyawan memahami prinsip dan pengendalian gratifikasi dengan melakukan sosialisasi pada setiap insan PT Angkasa Pura I melalui: [GRI 3-3]

1. Kurikulum pembelajaran bagi seluruh pegawai;
2. Sosialisasi melalui metode daring dan surat edaran khusus;
3. Kampanye melalui *standing banner*, *video motion*, stiker, poster, serta media sosial;
4. Pendistribusian Pedoman Pengendalian Gratifikasi kepada seluruh pegawai.

Pada 2023, PT Angkasa Pura I melaksanakan Program Pengendalian Gratifikasi (PPG) sesuai rencana kerja pada tahun 2023, meliputi beberapa kegiatan sebagai berikut: [GRI 205-2]

1. **Diseminasi Gratifikasi**, dengan menyebarkan atau mendiseminasikan pesan antigratifikasi dengan referensi materi dari KPK atau diinisiasi oleh perusahaan sendiri, melaksanakan sosialisasi gratifikasi atau bimbingan teknis gratifikasi secara mandiri oleh UPG kepada pihak internal (seluruh pegawai dan pejabat) di lingkungan instansi maupun pihak eksternal (mitra kerja, vendor, pengguna layanan, masyarakat, dan lain-lain), serta mengikuti pembelajaran *e-learning* "Peningkatan Pemahaman Gratifikasi bagi Pegawai Negeri atau Penyelenggara Negara" melalui *website* KPK dan pelatihan internal dari perusahaan kepada pegawai melalui *website* *lms.ap1.co.id*;
2. **Identifikasi Risiko/Titik Rawan Gratifikasi dan Mitigasi Risiko**, dengan mengidentifikasi titik rawan gratifikasi dan/atau memahami risiko terjadinya gratifikasi pada aktivitas/kewenangan/*core business* yang mempertimbangkan faktor internal maupun faktor eksternal pada perusahaan. Selanjutnya, akan dilakukan mitigasi risiko atas hasil pemetaan/identifikasi titik rawan gratifikasi yang ada pada perusahaan dan melampirkan bukti pendukung/upaya perbaikan/tindak lanjut.
3. **Penanganan Pelaporan Gratifikasi**, dengan menyampaikan laporan penerimaan dan/atau penolakan objek gratifikasi yang disampaikan ke UPG/KPK pada tahun berjalan dengan ketepatan waktu penyampaian laporan gratifikasi (maksimal 30 hari kerja sejak tanggal penerimaan gratifikasi) ke KPK.

In the reporting year, there were no reports or indications of gratuities acceptance related to the company's operational activities.

The company ensures that every employee understands the principles and control of gratuities by conducting socialization to every employee of PT Angkasa Pura I through: [GRI 3-3]

1. Learning curriculums for all employees;
2. Socialization through online methods and special circulars;
3. Campaigns through standing banners, motion videos, stickers, posters, and social media;
4. Distribution of Gratification Control Guidelines to all employees.

In 2023, PT Angkasa Pura I implemented the Gratification Control Program (PPG) according to the work plan in 2023, including the following activities: [GRI 205-2]

1. **Dissemination of Gratification**, dengan menyebarkan atau mendiseminasikan pesan by disseminating or disseminating anti gratification messages with reference material from the KPK or initiated by the company itself, conducting gratification socialization or gratification technical guidance independently by UPG to internal parties (all employees and officials) within the agency and external parties (work partners, vendors, service users, the community, etc.), as well as participating in *e-learning* "Increasing Understanding of Gratification for State Employees or State Administrators" through the KPK website and internal training from the company to employees through the *lms.ap1.co.id* website;
2. **Identification of Gratification Risks/Vulnerable Points and Risk Mitigation**, by identifying gratification vulnerable points and/or understanding the risks of gratification in activities/authorities/*core business* that consider internal factors and external factors in the company. Furthermore, risk mitigation will be carried out on the results of mapping / identifying gratification hotspots in the company and attaching supporting evidence / improvement / follow-up efforts.
3. **Handling Gratification Reporting**, by submitting reports on the acceptance and / or rejection of gratification objects submitted to the UPG / KPK in the current year with the timeliness of submitting gratification reports (maximum 30 working days from the date of receipt of gratification) to the KPK.



Pelatihan dan Komunikasi Antikorupsi Berdasarkan Wilayah Anti-corruption Training and Communication by Region

Wilayah Region	Organisasi telah mengomunikasikan kebijakan dan prosedur antikorupsi* Organization that has communicated anti-corruption policies and procedures*		Telah mengikuti pelatihan antikorupsi* Has attended anti-corruption training*	
	Jumlah Quantity	%	Jumlah Quantity	%
Kantor Pusat Head Office	590	100	312	62
Bandara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali	537	100	315	59
Bandara Juanda Surabaya Juanda Airport Surabaya	328	100	217	66
Bandara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Makassar	217	100	157	72
Bandara Sultan Aji Muhammad Sulaiman Sepinggang Balikpapan Sultan Aji Muhammad Sulaiman Sepinggang Airport Balikpapan	189	100	122	65
Bandara Frans Kaisiepo Biak Frans Kaisiepo Airport Biak	46	100	14	30
Bandara Sam Ratulangi Manado Sam Ratulangi Airport Manado	115	100	106	92
Bandara Adisutjipto Yogyakarta Adisutjipto Airport Yogyakarta	47	100	28	60
Bandara Adi Soemarmo Solo Adi Soemarmo Airport Solo	105	100	74	70
Bandara Syamsudin Noor Banjarmasin Syamsudin Noor Airport Banjarmasin	123	100	87	71
Bandara Jenderal Ahmad Yani Semarang Jenderal Ahmad Yani Airport Semarang	147	100	101	69
Bandara Zainuddin Abdul Madjid Lombok Zainuddin Abdul Madjid Airport Lombok	161	100	77	48
Bandara Pattimura Ambon Pattimura Airport Ambon	68	100	26	38
Bandara El Tari Kupang El Tari Airport Kupang	90	100	52	58
Bandara Internasional Yogyakarta Kulon Progo Yogyakarta International Airport Kulon Progo	194	100	135	70
Bandara Sentani Jayapura Sentani Airport Jayapura	87	100	31	88

* Perhitungan mengacu pada jumlah karyawan yang mendapatkan informasi tersebut selama 2023.

* The calculation refers to the number of employees who get the information during 2023.

Pelatihan dan Komunikasi Antikorupsi Berdasarkan Tingkatan Anti-corruption Training and Communication by Level

Tingkatan Level	Organisasi telah mengomunikasikan kebijakan dan prosedur antikorupsi The organization that has communicated its anti-corruption policies and procedures.		Telah mengikuti pelatihan antikorupsi Has attended anti-corruption training	
	Jumlah Quantity	%	Jumlah Quantity	%
Dewan Komisaris Board of Commissioners	2	100	-	-
Direksi Board of Directors	2	100	-	-
Manajemen Puncak Top Management	53	100	31	58
Manajemen Menengah Middle Management	236	100	129	55
Manajemen Bawah Lower Management	386	100	218	56
Staf Staff	2.405	100	1.565	65
Total	3.084	100	1.943	63

Tidak hanya pada internal perusahaan, PT Angkasa Pura I juga berupaya untuk melakukan pencegahan praktik korupsi dan gratifikasi pada eksternal perusahaan. Untuk menghindari praktik korupsi dan gratifikasi dalam sistem penyediaan barang dan jasa, PT Angkasa Pura I melakukan sosialisasi kepada mitra penyedia barang dan jasa. Seluruh mitra PT Angkasa Pura I telah mendapatkan sosialisasi terkait hal ini dan diminta menandatangani pakta integritas sebagai bukti komitmen mereka.

PT Angkasa Pura I melakukan pengkajian risiko untuk mengidentifikasi lini-lini bisnis yang terindikasi rentan tindak korupsi. Berdasarkan identifikasi dan pengkajian yang dilakukan, bagian dari mata rantai operasional yang berpotensi memiliki risiko tinggi terjadi korupsi adalah seluruh unit kerja yang melakukan pengadaan barang dan/atau jasa di perusahaan. Saat ini, beberapa unit kerja atau fungsi di perusahaan telah menerapkan identifikasi risiko penyusunan sesuai ISO 37001:2016 Sistem Manajemen Anti Penyusunan (SMAP) antara lain: **[GRI 205-1]**

1. Procurement;
2. Finance;
3. Accounting;
4. Legal and Compliance;
5. Human Capital;
6. Training and People Development;
7. Internal Audit;
8. Corporate Secretary;
9. Risk Management;
10. Airport Safety.

Dalam tahun pelaporan, tidak terdapat insiden korupsi yang terbukti hingga mengakibatkan karyawan mendapatkan hukuman. Selain itu, tidak terdapat pelanggaran terkait mitra kerja yang menyebabkan kontrak diakhiri atau tidak diperbarui. **[GRI 205-3]**

Not only in the internal company, PT Angkasa Pura I also strives to prevent corrupt practices and gratuities in external companies. To avoid corrupt practices and gratuities in the system of providing goods and services, PT Angkasa Pura I conducts socialization to partners of goods and services providers. All partners of PT Angkasa Pura I have received socialization related to this matter and were asked to sign an integrity pact as proof of their commitment.

PT Angkasa Pura I conducted a risk assessment to identify business lines that are indicated to be vulnerable to corruption. Based on the identification and assessment carried out, part of the operational chain that has the potential to have a high risk of corruption is all work units that procure goods and / or services in the company. Currently, several work units or functions in the company have implemented bribery risk identification in accordance with ISO 37001: 2016 Anti-Bribery Management System (SMAP), including: **[GRI 205-1]**

1. Procurement;
2. Finance;
3. Accounting;
4. Legal and Compliance;
5. Human Capital;
6. Training and People Development;
7. Internal Audit;
8. Corporate Secretary;
9. Risk Management;
10. Airport Safety.

During the reporting year, there were no proven incidents of corruption that resulted in employees being penalized. Additionally, there were no partner-related violations that resulted in contracts being terminated or not renewed. **[GRI 205-3]**

Sistem Pelaporan Pelanggaran [GRI 2-16, 2-26]

Whistleblowing System

PT Angkasa Pura I menerapkan Sistem Pelaporan Pelanggaran (*Whistleblowing System* atau WBS) berdasarkan Keputusan Bersama Direksi dan Dewan Komisaris Nomor KEP.DU.16/OM.15.08/2022, KEP.02/DK.API/2022. Sistem pelaporan pelanggaran berfungsi untuk mendorong setiap insan perusahaan untuk menghindari perbuatan yang melanggar baik pedoman etika perusahaan maupun peraturan perundangan yang berlaku. Selain itu, sistem pelaporan pelanggaran juga menjadi sarana bagi para pemangku kepentingan, baik internal maupun eksternal, untuk mengomunikasikan hal-hal kritis yang berpotensi merugikan mereka dan PT Angkasa Pura I.

Tim pengelola WBS terdiri dari:

PT Angkasa Pura I implements a Whistleblowing System (WBS) based on the Joint Decree of the Board of Directors and Board of Commissioners Number KEP.DU.16/OM.15.08/2022, KEP.02/DK.API/2022. The whistleblowing system serves to encourage every employee of the company to avoid actions that violate both the company's ethical guidelines and applicable laws and regulations. In addition, the violation reporting system is also a means for stakeholders, both internal and external, to communicate critical matters that have the potential to harm them and PT Angkasa Pura I.

The Whistleblowing System management team consists of:

Tim Pelaksana Sistem Pelaporan Pelanggaran

Whistleblowing System Implementation Team

Susunan Anggota Member Structure	Kedudukan dalam Tim Position in the Team
Tim Pengelola WBS WBS Management Team	
Dewan Komisaris Board of Commissioners	Pengawas Supervisor
Direksi Board of Directors	Pengarah Director
Direktur yang membidangi fungsi <i>compliance</i> Director in charge of compliance function	Penanggung Jawab In charge
Pejabat satu tingkat di bawah Direktur yang membidangi fungsi <i>compliance</i> Official one level below the Director in charge of the compliance function	Pelaksana Executive
Pejabat dua tingkat di bawah Direktur yang membidangi fungsi <i>compliance</i> Officials two levels below the Director in charge of the compliance function	Pelaksana Executive
Pegawai yang berada di bawah pejabat dua tingkat di bawah Direktur yang membidangi fungsi <i>compliance</i> Employee under the officer two levels below the Director in charge of compliance function	Pelaksana Executive
Tim Penanganan WBS WBS Response Team	
Pejabat dan pegawai di unit kerja yang membidangi fungsi internal audit Officials and employees in the work unit in charge of the internal audit function	Pelaksana Executive
Pejabat dan pegawai Panitia Pembinaan dan Pemeriksaan Pelanggaran Disiplin Officers and employees of the Discipline Infringement Review and Development Committee	Pelaksana Executive
Tim Investigasi Khusus Special Investigation Team	
Pembentukan tim independen apabila dibutuhkan oleh Dewan Komisaris untuk menindaklanjuti dugaan pelanggaran oleh Direksi atau organ pendukung Dewan Komisaris. Establishment of an Independent team if needed by the Board of Commissioners to follow up on alleged violations by the Board of Directors or supporting organs of the Board of Commissioners.	

PT Angkasa Pura I melakukan sosialisasi sistem pelaporan pelanggaran melalui situs www.wbs.ap1.co.id sehingga para pemangku kepentingan eksternal dapat mengakses sosialisasi tersebut secara daring. PT Angkasa Pura I menyelenggarakan sosialisasi bersamaan dengan sosialisasi pedoman etika perusahaan (*Code of Conduct*). Di samping itu, perusahaan juga memastikan bahwa setiap calon karyawan PT Angkasa Pura I menandatangani pernyataan kepatuhan pada peraturan perusahaan, termasuk *Code of Conduct*.

Baik seluruh insan PT Angkasa Pura I maupun pihak eksternal dapat menyampaikan dugaan pelanggaran melalui www.wbs.ap1.co.id. PT Angkasa Pura I mengedepankan integritas dan menjamin kerahasiaan baik pelapor maupun pihak yang dilaporkan. Untuk melindungi pelapor, PT Angkasa Pura I memastikan bahwa pelapor tidak dikenai sanksi atau mendapat ancaman apapun atas laporannya.

Tindak lanjut atas berbagai pengaduan dapat meliputi:

1. Penyalahgunaan fasilitas perusahaan;
2. Tindakan mengancam;
3. Penyelewengan uang perusahaan;
4. Penyalahgunaan jabatan untuk kepentingan pribadi atau golongan atau kepentingan lain di luar perusahaan;
5. Penggelapan aset perusahaan;
6. Penerimaan, pemberian, dan permintaan gratifikasi;
7. Pelanggaran etika dan perbuatan asusila;
8. Pembocoran rahasia perusahaan;
9. Pemerasan;
10. Pencurian;
11. Penipuan;
12. Kecurangan;
13. Pelanggaran disiplin;
14. Benturan kepentingan;
15. Korupsi;
16. Kolusi;
17. Nepotisme.

PT Angkasa Pura I socializes the violation reporting system through the website www.wbs.ap1.co.id so that external stakeholders can access the socialization online. PT Angkasa Pura I held the socialization together with the socialization of the code of conduct. In addition, the company also ensures that every prospective employee of PT Angkasa Pura I signs a statement of compliance with company regulations, including the Code of Conduct.

Both all PT Angkasa Pura I people and external parties can submit allegations of violations through www.wbs.ap1.co.id. PT Angkasa Pura I prioritizes integrity and guarantees the confidentiality of both the reporter and the reported party. To protect the reporter, PT Angkasa Pura I ensures that the reporter is not penalized or receives any threats for his report.

Follow-up on complaints may include:

1. Misuse of company facilities;
2. Threatening actions;
3. Misappropriation of company money;
4. Abuse of position for personal or group interests or other interests outside the company;
5. Embezzlement of company assets;
6. Receiving, giving, and requesting gratuities;
7. Ethical violations and immoral acts;
8. Leakage of company secrets;
9. Extortion;
10. Theft;
11. Fraud;
12. Cheating;
13. Violation of discipline;
14. Conflict of interest;
15. Corruption;
16. Collusion;
17. Nepotism.

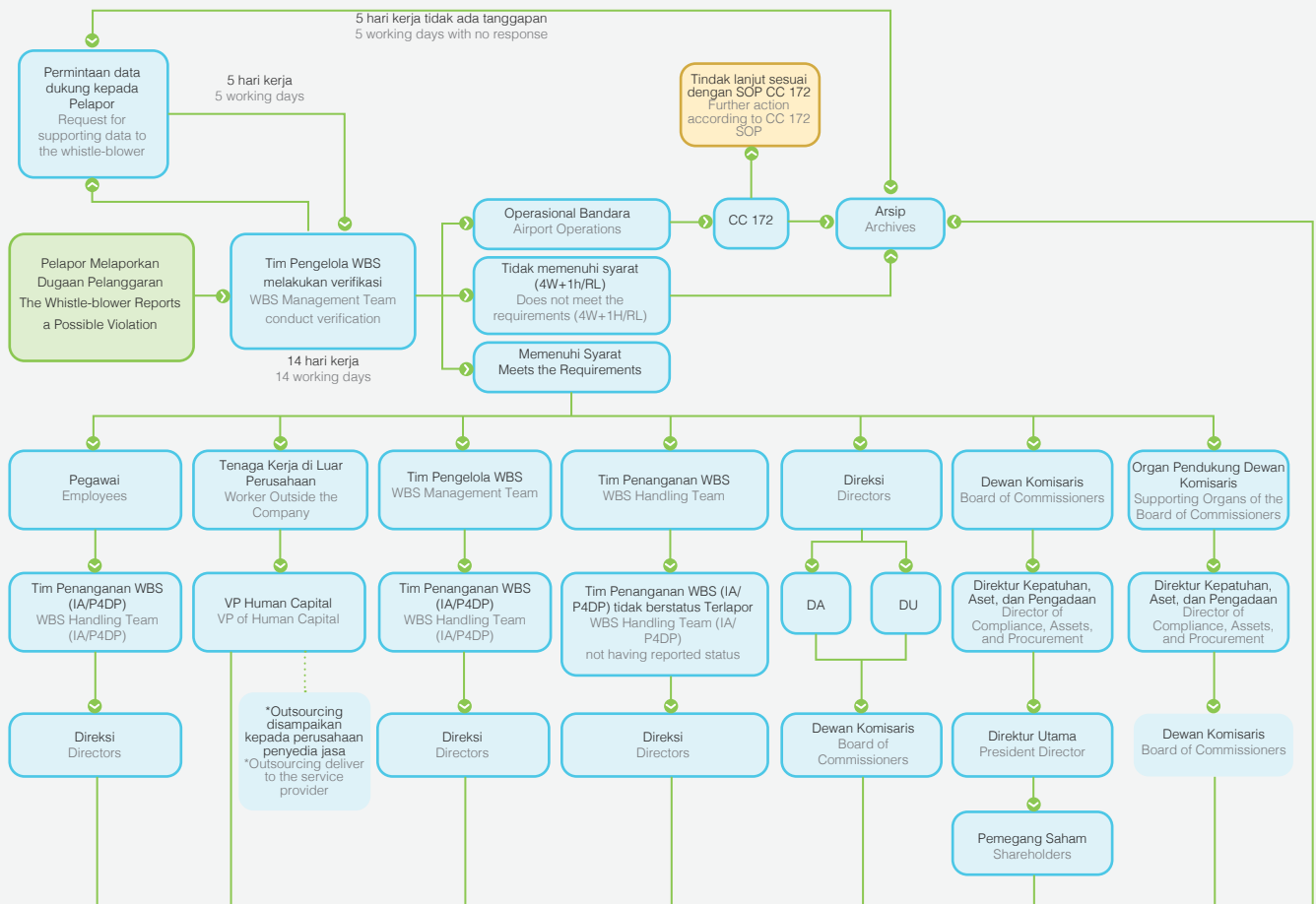
Mekanisme Penanganan Pengaduan Complaint Handling Mechanism

Pada tahun 2023, PT Angkasa Pura I telah menerima laporan dugaan pelanggaran melalui WBS Angkasa Pura I dengan rincian sebagai berikut:

In 2023, PT Angkasa Pura I has received reports of alleged violations through the Angkasa Pura I WBS with the following details:

Keterangan Description	2023	2022	2021
Jumlah pengaduan dari tahun lalu per 31 Januari Number of complaints from last year as of January 31	0	1	0
Pengaduan yang masuk pada tahun buku Complaints received during the financial year	46	21	11
Pengaduan yang diproses sepanjang tahun: Complaints processed during the year:	0	22	11
• Pengaduan yang diproses dan selesai, per 31 Desember. • Complaints processed and completed, as of December 31.	44	22	10
• Pengaduan yang belum selesai diproses, per 31 Desember. • Complaints that have not been completed, as of December 31.	2	0	1
Jumlah pengaduan yang dilanjutkan tahun berikutnya Number of complaints continued in the following year	2	0	1

Mekanisme Penanganan Pengaduan Whistleblowing Handling Mechanism



Kasus Ketidakpatuhan terhadap Peraturan Perundang-undangan [GRI 2-27]

Cases of Non-Compliance with Laws and Regulations

PT Angkasa Pura I berkomitmen untuk memenuhi dan melampaui standar baik lokal, nasional, maupun global. Selama periode pelaporan, tidak terdapat kasus ketidakpatuhan yang signifikan terhadap peraturan perundang-undangan sehingga mengakibatkan denda atau sanksi nonmoneter lainnya.

PT Angkasa Pura I is committed to meeting and exceeding local, national, and global standards. During the reporting period, there were no significant cases of non-compliance with laws and regulations resulting in fines or other non-monetary sanctions.



TENTANG LAPORAN

ABOUT THE REPORT



Tentang Laporan

About the Report

Setiap tahun, PT Angkasa Pura I secara konsisten merilis laporan keberlanjutan sebagai bagian dari upaya menerapkan Tata Kelola Perusahaan yang Baik. Laporan ini didasarkan pada lima prinsip utama: transparansi, akuntabilitas, tanggung jawab, kemandirian, dan kewajaran. Edisi terbaru, yang merupakan laporan kesepuluh, mencakup evaluasi kinerja keberlanjutan serta Laporan Keuangan Perusahaan untuk periode 1 Januari 2023 hingga 31 Desember 2023. [GRI 2-3]

Dalam laporan ini, tidak ada penyajian kembali informasi (*restatement*) dan tidak ada perubahan signifikan dalam topik material serta batasan topik dari Laporan Keberlanjutan tahun 2022 yang diterbitkan sebelumnya pada April 2023. Selain itu, tidak ada perubahan signifikan dalam struktur organisasi dan rantai pasokan selama periode pelaporan. [GRI 2-4, 2-6, 3-2] [OJK C.6]

Terkait ruang lingkup laporan, laporan ini mencakup laporan kegiatan dan keuangan konsolidasi dari PT Angkasa Pura I dan meliputi setiap anak perusahaannya, yaitu:

PT Angkasa Pura I consistently releases a sustainability report annually as part of its efforts to implement Good Corporate Governance. This report is based on five main principles: transparency, accountability, responsibility, independence, and fairness. The latest edition, which is the tenth report, includes an evaluation of sustainability performance as well as the Company's Financial Report for the period January 1, 2023, to December 31, 2023. [GRI 2-3]

In this report, there is no restatement of information and no significant changes in material topics or the scope of the 2022 Sustainability Report previously published in April 2023. Additionally, there were no significant changes in the organizational structure and supply chain during the reporting period. [GRI 2-4, 2-6, 3-2] [OJK C.6]

Regarding the scope of the report, it covers the consolidated activity and financial reports of PT Angkasa Pura I and includes each of its subsidiaries:



Laporan keberlanjutan ini telah disusun sesuai dengan:

- Standar Global Reporting Initiative (GRI) 2021, dengan mencantumkan nomor pengungkapan (*disclosure*) GRI pada setiap narasi yang memenuhi persyaratan pengungkapan terkait.
- Standar GRI G4 Sector Disclosure: Airport Operator.
- Peraturan Otoritas Jasa Keuangan (POJK) No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik, dengan mencantumkan nomor indeks berdasarkan SEOJK No.16/SEOJK.04/2021

Sebagai bagian dari laporan keberlanjutan, daftar indeks GRI dan OJK disajikan pada halaman 302 dan 317. Laporan ini telah melalui proses *assurance* oleh pihak independen, yaitu CBC Global Indonesia, sebuah badan sertifikasi yang terdaftar sebagai AA1000AS *Licensed Providers*, yang dipastikan tidak memiliki hubungan khusus dengan PT Angkasa Pura I. Proses pemilihan vendor ini melibatkan evaluasi dan persetujuan berjenjang, termasuk persetujuan dari eksekutif senior. [GRI 2-5, 2-14] [OJK G.1, G.4]

This sustainability report has been prepared in accordance with:

- Global Reporting Initiative (GRI) Standards 2021, including GRI disclosure numbers in each narrative that meets the relevant disclosure requirements.
- GRI G4 Sector Disclosure: Airport Operator Standards.
- Financial Services Authority Regulation (POJK) No. 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Institutions, Issuers, and Public Companies, including index numbers based on SEOJK No.16/SEOJK.04/2021.

As part of the sustainability report, the GRI and OJK index lists are presented on pages 302 and 317. This report has undergone an assurance process by an independent party, CBC Global Indonesia, a certification body registered as AA1000AS *Licensed Providers*, ensuring no special relationship with PT Angkasa Pura I. The vendor selection process involved evaluation and hierarchical approval, including approval from senior executives. [GRI 2-5, 2-14] [OJK G.1, G.4]

PT Angkasa Pura I menyambut setiap pertanyaan, saran, dan masukan atas laporan keberlanjutan ini untuk meningkatkan kualitasnya di masa mendatang. Mohon kirimkan ke alamat: [\[GRI 2-1, 2-3, 2-14\] \[OJK C.2\]](#)

PT Angkasa Pura I welcome any questions, suggestions, and feedback on this sustainability report to enhance its quality in the future. Please send them to the address provided: [\[GRI 2-1, 2-3, 2-14\] \[OJK C.2\]](#)



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Angkasa Pura Airports

Identifikasi Batasan dan Topik Material

Identification of Material Topics and Boundaries

Sesuai dengan standar GRI, PT Angkasa Pura I menyusun laporan keberlanjutan ini dengan menerapkan delapan prinsip pelaporan keberlanjutan yakni:

1. Akurasi

Informasi yang disajikan harus akurat dan detail sehingga dapat digunakan sebagai bahan pertimbangan para pemangku kepentingan dalam membuat keputusan.

2. Keseimbangan

Informasi yang disajikan harus menggambarkan sisi positif dan negatif atas aktivitas perusahaan sehingga penilaian kinerja perusahaan dapat dilakukan secara menyeluruh.

3. Kejelasan

Informasi yang disajikan harus dapat dimengerti dan dapat diakses oleh para pemangku kepentingan.

4. Keterbandingan

Informasi yang disajikan harus disusun secara konsisten sehingga para pemangku kepentingan dapat menganalisis perubahan kinerja perusahaan dari waktu ke waktu atau bahkan dengan perusahaan lain.

5. Kelengkapan

Laporan harus memberikan informasi yang cukup untuk memungkinkan penilaian dampak perusahaan selama periode pelaporan.

6. Konteks keberlanjutan

Informasi yang disajikan harus melaporkan dampak dalam konteks pembangunan berkelanjutan yang lebih luas.

In accordance with GRI standards, PT Angkasa Pura I prepared this sustainability report by applying eight principles of sustainability reporting, namely:

1. Accuracy

The information presented must be accurate and detailed so that stakeholders can use it as a basis for decision-making.

2. Balance

The information presented must depict both the positive and negative aspects of the company's activities, enabling a comprehensive assessment of the company's performance.

3. Clarity

The information presented must be understandable and accessible to stakeholders.

4. Comparability

The information presented must be consistently structured, allowing stakeholders to analyze changes in the company's performance over time or even compared to other companies.

5. Completeness

The report must provide sufficient information to enable an assessment of the company's impacts during the reporting period.

6. Sustainability Context

The information presented must report impacts in the context of broader sustainable development.

7. Ketepatan waktu

Laporan harus tersedia secara rutin dan tepat waktu bagi para pemangku kepentingan untuk membuat keputusan yang terinformasi.

8. Keandalan

Laporan harus menggunakan informasi serta proses yang dapat diperiksa dan mencerminkan kualitas dan materialitas dari informasi yang disajikan.

Dalam penyusunan laporan ini, PT Angkasa Pura I melakukan penetapan isi laporan dan batasan topik melalui tahapan-tahapan yang terarah sesuai dengan standar GRI yaitu: **[GRI 3-1]**

1. Identifikasi

Tahap pertama adalah melakukan proses identifikasi aspek-aspek keberlanjutan dan topik-topik material beserta penetapan batasan ruang lingkup (*boundary*) yang akan diungkapkan. Proses identifikasi ini didasarkan pada prinsip konteks keberlanjutan dan keterlibatan pemangku kepentingan.

2. Prioritas

Tahap kedua adalah penentuan prioritas atas aspek-aspek keberlanjutan dan topik-topik material yang akan dilaporkan berdasarkan identifikasi pada tahap pertama. Tahap ini dilaksanakan berdasarkan pada prinsip materialitas dan keterlibatan pemangku kepentingan.

3. Validasi

Tahap ketiga adalah melakukan validasi aspek material. Prinsip yang melandasi tahap validasi adalah kelengkapan dan keterlibatan pemangku kepentingan.

4. Peninjauan

Tahap keempat adalah melakukan tinjauan ulang terhadap laporan keberlanjutan menjelang penyusunan pelaporan keberlanjutan tahun yang akan datang. Kajian tersebut berguna dalam melaksanakan tahapan identifikasi pada siklus pelaporan berikutnya.

7. Timeliness

The report must be regularly available and timely for stakeholders to make informed decisions.

8. Reliability

The report must use information and processes that can be verified and reflect the quality and materiality of the information presented.

In preparing this report, PT Angkasa Pura I determines the report content and topic boundaries through directed steps in accordance with GRI standards, namely: **[GRI 3-1]**

1. Identification

The first stage involves identifying sustainability aspects, material topics, and setting the scope boundaries to be disclosed. This identification process is based on the principles of sustainability context and stakeholder engagement.

2. Prioritization

The second stage is prioritizing sustainability aspects and material topics identified in the first stage for reporting. This stage is conducted based on the principles of materiality and stakeholder engagement.

3. Validation

The third stage is validating material aspects. The principles underlying this validation stage are completeness and stakeholder engagement.

4. Review

The fourth stage involves reviewing the sustainability report before the preparation of the next year's sustainability reporting. This review is helpful in conducting the identification stage in the next reporting cycle.



Daftar topik-topik material adalah sebagai berikut: [GRI 3-1, 3-2, 3-3]

The list of material topics is as follows: [GRI 3-1, 3-2, 3-3]

Topik Material Material Topic	Alasan Pemilihan dan Dampak Reasons for Selection and Impact	Nomor Pengungkapan Disclosure Number	Ruang Lingkup Scope	
			Di dalam Perusahaan Within the company	Di dalam Perusahaan Outside the company
Ekonomi Economic				
Kinerja dan Dampak Ekonomi Economic Performance and Impact	Berpengaruh pada pemegang saham dan para pemangku kepentingan lainnya. Influence on shareholders and other stakeholders.	201-1, 201-2, 201-3, 201-4	✓	✓
Dampak Ekonomi Tidak Langsung Indirect Economic Impact	Berpengaruh pada masyarakat luas, terutama komunitas yang dilayani melalui program TJSL Perusahaan. Influence on the wider community, especially the communities served through the company's TJSL program.	203-1, 203-2	✓	✓
Praktik Pengadaan Procurement Practices	Berpengaruh pada ekonomi lokal. Influence on the local economy.	204-1		✓
Antikorupsi Anti-Corruption	Berpengaruh pada kepercayaan para pemegang saham, masyarakat, dan pemangku kepentingan lainnya. Influence on the trust of shareholders, the public, and other stakeholders.	205-1, 205-2, 205-3	✓	✓
Kinerja Operasional Operational Performance	Berpengaruh pada pemegang saham dan para pengguna jasa bandara. Influence on shareholders and airport service users.	AO1, AO2, AO3	✓	
Lingkungan Environmental				
Energi Energy	Berpengaruh pada keberlanjutan dan kelestarian lingkungan, di samping penghematan dalam bidang ekonomi bagi Perusahaan. Influence on the sustainability and conservation of the environment, alongside economic savings for the Company.	302-1, 302-2, 302-3, 302-4, 302-5	✓	✓
Air Water	Berpengaruh pada keberlanjutan dan kelestarian air sebagai sumber daya bersama. Influence on the sustainability and preservation of water as a shared resource.	303-1, 303-2, 303-3, 303-4, 303-5, AO4	✓	✓
Emisi Emission	Berpengaruh pada keberlanjutan, terutama pada aspek pemanasan global. Influence on sustainability, especially concerning global warming aspects.	305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7, AO5	✓	✓
Limbah Waste	Berpengaruh pada keberlanjutan dan kesejahteraan hidup masyarakat. Influence on the sustainability and well-being of society.	306-1, 306-2, 306-3, 306-4, 306-5	✓	✓

Topik Material Material Topic	Alasan Pemilihan dan Dampak Reasons for Selection and Impact	Nomor Pengungkapan Disclosure Number	Ruang Lingkup Scope	
			Di dalam Perusahaan Within the company	Di dalam Perusahaan Outside the company
Kualitas Suara Noise Quality	Berpengaruh pada kenyamanan bekerja dan kesejahteraan masyarakat sekitar bandara. Influence on the comfort of working and the well-being of the community around the airport.	AO7	✓	✓
Ketaatan dalam Bidang Lingkungan Environmental Compliance	Berpengaruh pada keberlanjutan dan kredibilitas Perusahaan. Influence on the sustainability and credibility of the Company.	307-1	✓	
Sosial Social				
Kepegawaian Employment	Berpengaruh pada kenyamanan dan kinerja karyawan. Influence on the comfort and performance of employees.	401-1, 401-2, 401-3	✓	
Pendidikan dan Pelatihan Education and Training	Berpengaruh pada semangat dan kinerja karyawan. Influence on the morale and performance of employees.	404-1, 404-2, 404-3	✓	
Kesetaraan dan Keberagaman Equality and Diversity	Berpengaruh pada kenyamanan dan kinerja karyawan. Influence on the comfort and performance of employees.	405-1, 405-2	✓	
Masyarakat Lokal Local Community	Berpengaruh pada kesejahteraan masyarakat sebagai salah satu pemangku kepentingan. Influence on the well-being of the community as one of the stakeholders.	413-1, 413-2, AO8	✓	✓
Kesehatan dan Keselamatan Pelanggan Customer Health and Safety	Berpengaruh pada kesejahteraan dan kepercayaan pengguna bandara. Influence on the well-being and trust of airport users.	416-1, 416-2, AO9	✓	
Pemasaran dan Pelabelan Marketing and Labeling	Berpengaruh pada kesejahteraan dan kepercayaan pengguna bandara. Influence on the well-being and trust of airport users.	417-1, 417-2, 417-3	✓	
Ketaatan dalam Bidang Sosial Ekonomi Socio-economic Compliance	Berpengaruh pada kesejahteraan dan kepercayaan pengguna bandara. Influence on the well-being and trust of airport users.	419-1	✓	

Pelibatan Pemangku Kepentingan

Stakeholder Engagement

Pelibatan para pemangku kepentingan memiliki peran penting bagi kesinambungan operasional perusahaan kami. PT Angkasa Pura I senantiasa menjaga hubungan yang harmonis dengan para pemangku kepentingan, yang terdiri dari pihak-pihak yang tercantum dalam tabel di bawah ini: [GRI 2-29, 3-1] [OJK E.4]

The involvement of stakeholders plays a crucial role in the continuity of our company's operations. PT Angkasa Pura I consistently maintains harmonious relationships with stakeholders, consisting of parties listed in the table below: [GRI 2-29, 3-1] [OJK E.4]

Daftar Pemangku Kepentingan Stakeholder List	Basis Penetapan Basis of Determination	Metode Pelibatan Engagement Methods	Frekuensi Frequency	Topik Topic
Pelanggan	<ul style="list-style-type: none"> Kebergantungan; Tanggung jawab; dan Pengaruh. 	<ul style="list-style-type: none"> Situs web; Garda depan; Kunjungan langsung; Layanan Contact Center Angkasa Pura 172. 	Sesuai kebutuhan	<ul style="list-style-type: none"> Informasi beragam produk dan jasa; dan Layanan pengaduan/ keluhan dan solusi.
Customer	<ul style="list-style-type: none"> Dependency; Responsibility; and Influence 	<ul style="list-style-type: none"> Website; Front desk; Direct visits; Angkasa Pura 172 Contact Center services. 	As needed	<ul style="list-style-type: none"> Information on various products and service; and Complaints and solutions services
		Survei kepuasan pelanggan Customer satisfaction survey	Setahun sekali Once a year	
Pemegang Saham/ Pemerintah	<ul style="list-style-type: none"> Kebergantungan; Tanggung jawab; dan Pengaruh. 	<ul style="list-style-type: none"> Pelaporan kinerja; RUPS. 	Dua kali setahun	<ul style="list-style-type: none"> Kinerja keuangan; Kinerja nonkeuangan; dan Kinerja sepanjang tahun tentang tata kelola, dan lain-lain.
Shareholder / Government	<ul style="list-style-type: none"> Dependency; Responsibility; and Influence. 	<ul style="list-style-type: none"> Performance disclosure; GMS. 	Twice a year	<ul style="list-style-type: none"> Financial performance; Non-financial performance; and Year-round performance on governance, and others.
Regulator	<ul style="list-style-type: none"> Pengaruh; dan Tanggung jawab. 	<ul style="list-style-type: none"> Rapat dengar pendapat; Rapat koordinasi; Pelaporan pelaksanaan kepatuhan. 	Sesuai kebutuhan	<ul style="list-style-type: none"> Pengurusan izin usaha dan regulasi; Koordinasi terkait tata kelola bandara dan lain-lain; serta Informasi tentang kepatuhan terhadap ketentuan perundang-undangan yang berlaku.
Regulator	<ul style="list-style-type: none"> Influence; and Responsibility. 	<ul style="list-style-type: none"> Consultative meetings; Coordination meetings; Compliance implementation reporting. 	As needed	<ul style="list-style-type: none"> Business permit and regulatory management; Coordination related to airport governance and others; and Information on compliance with applicable laws and regulations.

Daftar Pemangku Kepentingan Stakeholder List	Basis Penetapan Basis of Determination	Metode Pelibatan Engagement Methods	Frekuensi Frequency	Topik Topic
Karyawan	Keterwakilan	<ul style="list-style-type: none"> • Media internal; • Media sosial; • Surat elektronik; • Grup WhatsApp. 	Sesuai kebutuhan	<ul style="list-style-type: none"> • Sosialisasi kebijakan dan strategi yang berkaitan dengan kepegawaian; • Kesetaraan kesempatan kerja dan jenjang karier; • Pengembangan karier, pelatihan, dan lain-lain; serta • Jaminan kesehatan dan keselamatan kerja.
Employee	Representation	<ul style="list-style-type: none"> • Internal media; • Social media; • Email; • WhatsApp groups. 	As needed	<ul style="list-style-type: none"> • Socialization of policies and strategies related to human resources; • Equal job opportunities and career advancement; • Career development, training, and others; and • Health and safety assurance in the workplace.
Mitra Kerja	Kebergantungan	Kontrak kerja	Sesuai kebutuhan	<ul style="list-style-type: none"> • Proses pengadaan yang obyektif; • Kerja sama saling menguntungkan, transparan, dan adil; • Penjelasan lingkup pekerjaan; dan • Ketentuan tentang penagihan biaya pekerjaan.
Partner	Mutual dependence	Partnership contract	As needed	<ul style="list-style-type: none"> • Objective procurement process; • Mutually beneficial, transparent, and fair cooperation; • Job scope explanation; and • Terms regarding job cost invoicing.
Masyarakat	Kedekatan	<ul style="list-style-type: none"> • Kerja sama strategis untuk menjalankan program-program Tanggung Jawab Sosial Perusahaan, baik di bidang ekonomi, sosial, maupun lingkungan; • Pertemuan dengan organisasi masyarakat, organisasi sosial, masyarakat sekitar dan kampus. 	Sesuai kebutuhan	<ul style="list-style-type: none"> • Sosialisasi program Tanggung Jawab Sosial dan Lingkungan (TJSL) dan program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK); • Pelaksanaan program TJSL dan PUMK; • Cara mengoptimalkan pencapaian program TJSL dan PUMK; dan • Informasi tentang kegiatan perusahaan.
Community	Proximity	<ul style="list-style-type: none"> • Strategic collaboration to execute Corporate Social Responsibility programs, both in economic, social, and environmental fields; • Meetings with community 	As needed	<ul style="list-style-type: none"> • Socialization of Corporate Social Responsibility (TJSL) and Micro and Small Business Funding programs (PUMK); • Implementation of TJSL

Daftar Pemangku Kepentingan Stakeholder List	Basis Penetapan Basis of Determination	Metode Pelibatan Engagement Methods	Frekuensi Frequency	Topik Topic
Media	<ul style="list-style-type: none"> • Pengaruh • Ketergantungan 	<p>organizations, social organizations, local communities, and campuses.</p> <ul style="list-style-type: none"> • Siaran pers; • Konferensi pers; • Temu media; • Kunjungan lapangan; • Kunjungan ke kantor dan forum media. 	Sesuai kebutuhan	<p>and PUMK programs;</p> <ul style="list-style-type: none"> • Optimization strategies for achieving TJSL and PUMK program goals; and • Information on company activities. <ul style="list-style-type: none"> • Kinerja keuangan; • Kinerja nonkeuangan; • Dampak dan kinerja kegiatan sosial dan lingkungan Perusahaan; • Informasi tentang kegiatan perusahaan; dan • Informasi terbaru terkait usaha dan produk yang perlu diketahui publik.
Media	<ul style="list-style-type: none"> • Influence • Dependency 	<ul style="list-style-type: none"> • Press releases; • Press conferences; • Media interviews; • Field visits; • Visits to offices and media forums. 	As needed	<ul style="list-style-type: none"> • Financial performance; • Non-financial performance; • Impact and performance of the Company's social and environmental activities; • Information about company activities; and • Latest information related to business and products that need to be known by the public.

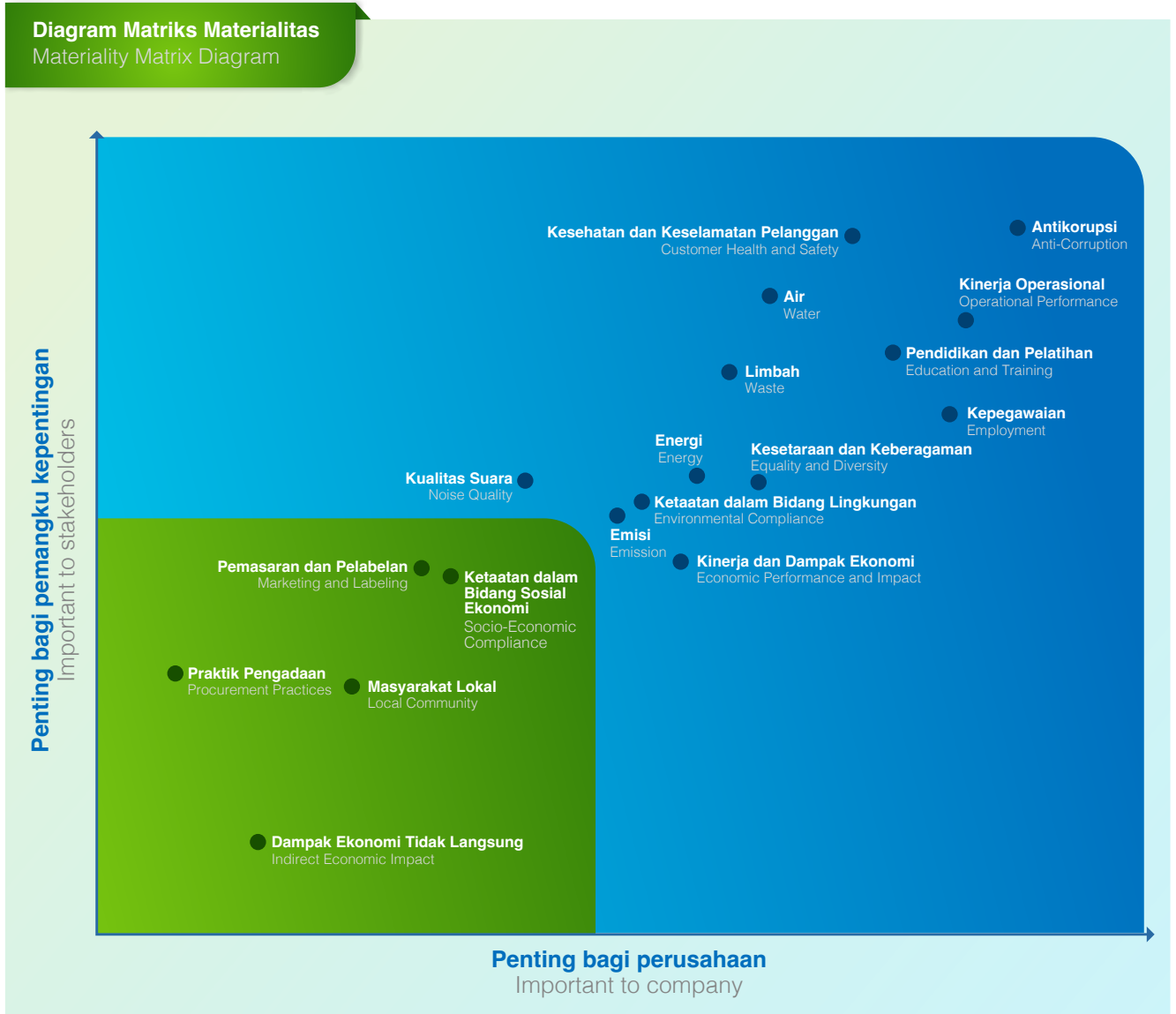


Tingkat Materialitas

Materiality Level

Berikut adalah grafik yang memberikan gambaran mengenai tingkat materialitas topik/isu yang dilaporkan pada laporan ini. [GRI 3-1, 3-2]

The following graph provides an overview of the materiality level of the topics/issues reported in this report. [GRI 3-1, 3-2]





Tautan Tujuan Pembangunan Berkelanjutan (TPB) dalam Standar GRI [GRI 2-27]

Sustainable Development Goals (SDGs) Links in GRI Standards

TPB SDGs	Tema Bisnis Business Theme	Standar GRI yang Relevan Relevant GRI Standard	Pengungkapan Disclosures	Judul Indikator Indicator Title	Halaman Pages
	Penghasilan, upah, dan tunjangan Income, salary, and benefits	GRI 202: Keberadaan Pasar 2016 Market presence 2016	202-1	Rasio standar upah karyawan <i>entry-level</i> berdasarkan jenis kelamin terhadap upah minimum regional Ratios of standard entry level wage by gender compared to local minimum wage	149-150
	Pembangunan ekonomi di wilayah kemiskinan tertinggi Economic development in areas of high poverty	GRI 203: Dampak Ekonomi Tidak Langsung 2016 Indirect economic impacts 2016	203-2	Dampak ekonomi tidak langsung yang signifikan Significant indirect economic impacts	238-241
		GRI 413: Masyarakat Lokal 2016 Local Communities 2016	413-2	Operasi yang secara aktual dan yang berpotensi memiliki dampak negatif signifikan terhadap masyarakat lokal Operations with significant actual and potential negative impacts on local communities	237
	Pajak Taxation		GRI 207: Pajak 2019 Taxation 2019	207-1	Pendekatan terhadap pajak Approach to tax
207-2				Tata kelola, pengendalian, dan manajemen risiko pajak Tax governance, control, and risk management	100-102
207-3				Keterlibatan pemangku kepentingan dan pengelolaan perhatian yang berkaitan dengan pajak berkaitan dengan pajak Stakeholder engagement and management of concerns related to tax	102-103
207-4				Laporan per negara Country-by-country reporting	103
	Kinerja ekonomi Economic Performance	GRI 201: Kinerja Ekonomi 2016 Economic Performance 2016	201-1	Nilai ekonomi langsung yang dihasilkan dan didistribusikan Direct economic value generated and distributed	77
	Pembangunan ekonomi di wilayah kemiskinan tertinggi Economic development in areas of high poverty	GRI 203: Dampak Ekonomi Tidak Langsung 2016 Indirect economic impacts 2016	203-2	Dampak ekonomi tidak langsung yang signifikan Significant indirect economic impacts	238-241


TPB SDGs	Tema Bisnis Business Theme	Standar GRI yang Relevan Relevant GRI Standard	Pengungkapan Disclosures	Judul Indikator Indicator Title	Halaman Pages
		GRI 413: Masyarakat Lokal 2016 Local Communities 2016	413-2	Operasi yang secara aktual dan yang berpotensi memiliki dampak negatif signifikan terhadap masyarakat lokal Operations with significant actual and potential negative impacts on local communities	237
	Pembangunan ekonomi di wilayah kemiskinan tertinggi Economic development in areas of high poverty	GRI 203: Dampak Ekonomi Tidak Langsung 2016 Indirect economic impacts 2016	203-2	Dampak ekonomi tidak langsung yang signifikan Significant indirect economic impacts	238-241
	Kualitas udara Air quality	GRI 305: Emisi 2016 Emissions 2016	305-1	Emisi GRK (Cakupan 1) langsung Direct (Scope 1) GHG emissions	116
305-2			Emisi energi GRK (Cakupan 2) tidak langsung Indirect (Scope 2) GHG emissions	116	
305-3			Emisi GRK (Cakupan 3) tidak langsung lainnya Other indirect (Scope 3) GHG emissions	116	
305-6			Emisi zat perusak ozon (ODS) Emissions of ozone-depleting substances (ODS)	116	
305-7			Nitrogen oksida (NO _x), sulfur oksida (SO _x), dan emisi udara yang signifikan lainnya Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	117-118	
	Limbah Waste	GRI 306: Limbah 2020 Waste 2020	306-1	Timbulan limbah dan dampak-dampak yang signifikan terkait limbah Waste generation and significant waste-related impacts	123, 127-131
306-2			Pengelolaan dampak yang signifikan terkait limbah Management of significant waste-related impacts	127-131	
306-3			Timbulan limbah Waste generated	129-131	
306-4			Limbah yang dialihkan dari pembuangan akhir Waste diverted from disposal	127,130	
	Kesejahteraan Welfare	GRI 401: Kepegawaian 2016 Employment 2016	401-2	Tunjangan yang diberikan kepada karyawan purnawaktu yang tidak diberikan kepada karyawan sementara atau paruh waktu Benefits provided to fulltime employees that are not provided to temporary or parttime employees	156
		GRI 403: Keselamatan dan Kesehatan Kerja 2018 Occupational Safety and Health 2018	403-6	Peningkatan kualitas kesehatan pekerja Promotion of worker health	192
			403-9	Kecelakaan kerja Work-related injuries	194-204
			403-10	Penyakit akibat kerja Work-related illness	199

TPB SDGs	Tema Bisnis Business Theme	Standar GRI yang Relevan Relevant GRI Standard	Pengungkapan Disclosures	Judul Indikator Indicator Title	Halaman Pages
	Pelatihan dan pendidikan Training and education	GRI 404: Pelatihan dan Pendidikan 2016 Training and education 2016	404-1	Rata-rata jam pelatihan per tahun per karyawan Average hours of training per year per employee	168
			404-2	Program untuk meningkatkan keterampilan karyawan dan program bantuan peralihan Programs for upgrading employee skills and transition assistance programs	161-167
	Tata kelola Governance	GRI 2: Pengungkapan Umum 2021 General Disclosures 2021	2-9	Struktur tata kelola dan komposisi Governance structure and composition	244-257
			2-10	Menominasikan dan memilih badan tata kelola tertinggi Nomination and selection of the highest governance body	246-247
	Kesetaraan pria dan wanita Equal remuneration for women and men	GRI 202: Keberadaan Pasar 2016 Market presence 2016	202-1	Rasio standar upah karyawan <i>entry-level</i> berdasarkan jenis kelamin terhadap upah minimum regional Ratios of standard entry level wage by gender compared to local minimum wage	149-150
	Pemberdayaan masyarakat Community Empowerment	GRI 203: Dampak Ekonomi Tidak Langsung 2016 Indirect economic impacts 2016	203-1	Investasi infrastruktur dan dukungan layanan Infrastructure investments and services supported	232-236
	Kepegawaian Employment	GRI 401: Kepegawaian 2016 Employment 2016	401-1	Perekrutan karyawan baru dan pergantian karyawan New employee hires and employee turnover	150-153
			401-2	Tunjangan yang diberikan kepada karyawan purnawaktu yang tidak diberikan kepada karyawan sementara atau paruh waktu Benefits provided to fulltime employees that are not provided to temporary or parttime employees	156
			401-3	Cuti melahirkan Parental leave	158
			404-3	Persentase karyawan yang menerima tinjauan rutin terhadap kinerja dan pengembangan karier Percentage of employees receiving regular performance	168-169
			GRI 405: Keanekaragaman dan Kesempatan Setara 2016 Diversity and Equal Opportunity 2016	405-1	Keanekaragaman badan tata kelola dan karyawan Diversity of governance body and employees
	405-2	Rasio gaji pokok dan remunerasi perempuan dibandingkan laki-laki Diversity of governance bodies and employees		144	
Antidiskriminasi Anti-discrimination	GRI 203: Non-Diskriminasi 2016 Anti-discrimination 2016	406-1	Insiden diskriminasi dan tindakan perbaikan yang dilakukan Incidents of discrimination and corrective actions taken	144	

TPB SDGs	Tema Bisnis Business Theme	Standar GRI yang Relevan Relevant GRI Standard	Pengungkapan Disclosures	Judul Indikator Indicator Title	Halaman Pages
	Tata kelola air dan limbah Water and Waste Management	GRI 303: Air dan Efluen 2018 Water and Effluents 2018	303-1	Interaksi dengan air sebagai sumber daya bersama Water withdrawal by source	121
			303-2	Manajemen dampak yang berkaitan dengan pembuangan air Water sources significantly affected by withdrawal of water	123-124
			303-3	Pengambilan air Water withdrawal	121-124
		GRI 306: Limbah 2020 Waste 2020	306-1	Timbulan limbah dan dampak-dampak yang signifikan terkait limbah Waste generation and significant waste-related impacts	123, 127-131
			306-2	Pengelolaan dampak yang signifikan terkait limbah Management of significant wasterelated impacts	127-131
			306-3	Timbulan limbah Waste generated	129-131
			306-5	Limbah yang dikirimkan ke pembuangan akhir Waste directed to disposal	130
	Efisiensi energi Energy efficiency	GRI 302: Energi 2016 Energy 2016	302-1	Konsumsi energi dalam organisasi Energy consumption within the organization	112
			302-2	Konsumsi energi di luar organisasi Energy consumption outside of the organization	113
			302-3	Intensitas energi Energy intensity	114
			302-4	Pengurangan konsumsi energi Reduction of energy consumption	111-112
			302-5	Pengurangan pada energi yang dibutuhkan untuk produk dan jasa Reductions in energy requirements of products and services	111-112
	Kesempatan bekerja Job opportunities Peningkatan ekonomi Economic improvement Penghasilan, upah, dan tunjangan Income, wages, and benefits	GRI 2: Pengungkapan Umum 2021 General Disclosures 2021 GRI 201: Kinerja Ekonomi 2016 Economic Performance 2016 GRI 202: Keberadaan Pasar 2016 Market Presence 2016	2-7	Karyawan Employees	145-149
			201-1	Nilai ekonomi langsung yang dihasilkan dan didistribusikan Direct economic value generated and distributed	77
			202-1	Rasio standar upah karyawan <i>entry-level standard</i> berdasarkan jenis kelamin terhadap upah minimum regional The standard ratio of entry-level employee wages based on gender to the regional minimum wage	149-150

TPB SDGs	Tema Bisnis Business Theme	Standar GRI yang Relevan Relevant GRI Standard	Pengungkapan Disclosures	Judul Indikator Indicator Title	Halaman Pages
		GRI 203: Dampak Ekonomi Tidak Langsung 2016 Indirect Economic Impacts 2016	203-2	Dampak ekonomi tidak langsung yang signifikan Significant indirect economic impacts	238-241
		GRI 204: Praktik Pengadaan 2016 Procurement Practices 2016	204-1	Proporsi pengeluaran untuk pemasok lokal Proportion of spending on local suppliers	97-98
	Efisiensi energi Energy efficiency	GRI 302: Energi 2016 Energy 2016	302-1	Konsumsi energi dalam organisasi Energy consumption within the organization	112
302-2			Konsumsi energi di luar organisasi Energy consumption outside of the organization	113	
302-3			Intensitas energi Energy intensity	114	
302-4			Pengurangan konsumsi energi Reduction of energy consumption	111-112	
302-5			Pengurangan pada energi yang dibutuhkan untuk produk dan jasa Reductions in energy requirements of products and services	111-112	
Kepegawaian Employment	GRI 2: Pengungkapan Umum 2021 General Disclosures 2021	GRI 401: Kepegawaian 2016 General Disclosures 2021	2-30	Perjanjian perundingan kolektif Collective bargaining agreements	158
			401-1	Perekrutan karyawan baru dan pergantian karyawan New employee hires and employee turnover	150-153
			401-2	Tunjangan yang diberikan kepada karyawan purnawaktu yang tidak diberikan kepada karyawan sementara atau paruh waktu Benefits provided to fulltime employees that are not provided to temporary or parttime employees	156
			401-3	Cuti melahirkan Parental leave	158
Pajak Taxation	GRI 207: Pajak 2019 Taxation 2019		207-1	Pendekatan terhadap pajak Approach to tax	99-100
			207-2	Tata kelola, pengendalian, dan manajemen risiko pajak Tax governance, control, and risk management	100-102
			207-3	Keterlibatan pemangku kepentingan dan pengelolaan perhatian yang berkaitan dengan pajak Stakeholder engagement and management of concerns related to tax	102-103
			207-4	Laporan per negara Country-by-country reporting	103

TPB SDGs	Tema Bisnis Business Theme	Standar GRI yang Relevan Relevant GRI Standard	Pengungkapan Disclosures	Judul Indikator Indicator Title	Halaman Pages
	Kesehatan dan keselamatan kerja Occupational Safety and Health	GRI 403: Keselamatan dan Kesehatan Kerja 2018 Occupational Safety and Health 2018	403-1	Sistem manajemen keselamatan dan kesehatan kerja Occupational safety and health management system	174-177
			403-2	Identifikasi bahaya, penilaian risiko, dan investigasi insiden Hazard identification, risk assessment, and incident investigation	186-188
			403-3	Layanan kesehatan kerja Occupational health services	192
			403-4	Partisipasi, konsultasi, dan komunikasi pekerja tentang keselamatan dan kesehatan kerja Worker participation, consultation, and communication on occupational safety and health	189-191
			403-5	Pelatihan bagi pekerja mengenai keselamatan dan kesehatan kerja Worker training on occupational safety and health	189-191, 193
			403-7	Pencegahan dan mitigasi dampak keselamatan dan kesehatan kerja yang secara langsung terkait hubungan bisnis Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	193-194
			403-8	Pekerja yang tercakup dalam sistem manajemen keselamatan dan kesehatan kerja Workers covered by an occupational safety and health management system	186-188
			403-9	Kecelakaan kerja Work-related injuries	194-204
			403-10	Penyakit akibat kerja Work-related illness	199
				Pelatihan dan pendidikan Training and education	GRI 404: Pelatihan dan Pendidikan 2016 Training and Education 2016
404-2	Program untuk meningkatkan keterampilan karyawan dan program bantuan peralihan Programs for upgrading employee skills and transition assistance programs	161-167			
404-3	Persentase karyawan yang menerima tinjauan rutin terhadap kinerja dan pengembangan karier Percentage of employees receiving regular performance	168-169			
	Keberagaman Diversity	GRI 405: Keanekaragaman dan Kesempatan Setara 2016 Diversity and Equal Opportunity 2016	405-1	Keanekaragaman badan tata kelola dan karyawan Diversity of governance bodies and employees	144-149
			405-2	Rasio gaji pokok dan remunerasi perempuan dibandingkan laki-laki Ratio of basic salary and remuneration of women to men	144

TPB SDGs	Tema Bisnis Business Theme	Standar GRI yang Relevan Relevant GRI Standard	Pengungkapan Disclosures	Judul Indikator Indicator Title	Halaman Pages
		GRI 406: Non-Diskriminasi 2016 Non-Discrimination 2016	406-1	Insiden diskriminasi dan tindakan perbaikan yang dilakukan Incidents of discrimination and corrective actions taken	144
	Dampak ekonomi Economic Impact	GRI 201: Kinerja Ekonomi 2016 Economic Performance 2016	201-1	Nilai ekonomi langsung yang dihasilkan dan didistribusikan Direct economic value generated and distributed	77
	Pembangunan ekonomi di wilayah kemiskinan tertinggi Economic development in areas of high poverty	GRI 203: Dampak Ekonomi Tidak Langsung 2016 Indirect Economic Impacts 2016	203-1	Investasi infrastruktur dan dukungan layanan Infrastructure investments and services supported	232-236
	Kesempatan kerja Job opportunities	GRI 2: Pengungkapan Umum 2021 General Disclosures 2021	2-7	Karyawan Employee	145-149
		GRI 401: Kepegawaian 2016 Employment 2016	401-1	Perekrutan karyawan baru dan pergantian karyawan New employee hires and employee turnover	150-153
		GRI 404: Pelatihan dan Pendidikan 2016 Training and Education 2016	404-1	Rata-rata jam pelatihan per tahun per karyawan Average hours of training per year per employee	168
			404-3	Persentase karyawan yang menerima tinjauan rutin terhadap kinerja dan pengembangan karier Percentage of employees receiving regular performance	168-169
	Kesetaraan gender Gender equality	GRI 405: Keanekaragaman dan Kesempatan Setara 2016 Diversity and Equal Opportunity 2016	405-2	Rasio gaji pokok dan remunerasi perempuan dibandingkan laki-laki Diversity of governance bodies and employees	144
Pajak Taxation	GRI 207: Pajak 2019 Taxation 2019	207-1	Pendekatan terhadap pajak Approach to tax	99-100	
		207-2	Tata kelola, pengendalian, dan manajemen risiko pajak Tax governance, control, and risk management	100-102	
		207-3	Keterlibatan pemangku kepentingan dan pengelolaan perhatian yang berkaitan dengan pajak Stakeholder engagement and management of concerns related to tax	102-103	
		207-4	Laporan per negara Country-by-country reporting	103	

TPB SDGs	Tema Bisnis Business Theme	Standar GRI yang Relevan Relevant GRI Standard	Pengungkapan Disclosures	Judul Indikator Indicator Title	Halaman Pages
	Investasi infrastruktur Infrastructure investments	GRI 203: Dampak Ekonomi Tidak Langsung 2016 Indirect Economic Impacts 2016	203-1	Investasi infrastruktur dan dukungan layanan Infrastructure investments and services supported	232-236
	Efisiensi energi Energy efficiency	GRI 302: Energi 2016 Energy 2016	302-1	Konsumsi energi dalam organisasi Energy consumption within the organization	112
			302-2	Konsumsi energi di luar organisasi Energy consumption outside of the organization	113
			302-3	Intensitas energi Energy intensity	114
			302-4	Pengurangan konsumsi energi Reduction of energy consumption	111-112
			302-5	Pengurangan pada energi yang dibutuhkan untuk produk dan jasa Reductions in energy requirements of products and services	111-112
	Kualitas udara Air quality	GRI 305: Emisi 2016 Emissions 2016	303-1	Interaksi dengan air sebagai sumber daya bersama Water withdrawal by source	121
			305-1	Emisi GRK (Cakupan 1) langsung Direct (Scope 1) GHG emissions	116
			305-2	Emisi energi GRK (Cakupan 2) tidak langsung Indirect (Scope 2) GHG emissions	116
			305-3	Emisi GRK (Cakupan 3) tidak langsung lainnya Other indirect (Scope 3) GHG emissions	116
			305-6	Emisi zat perusak ozon (ODS) Emissions of ozone-depleting substances (ODS)	116
	Limbah Waste	GRI 306: Limbah 2020 Waste 2020	305-7	Nitrogen oksida (NO _x), sulfur oksida (SO _x), dan emisi udara yang signifikan lainnya Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	117-118
			306-1	Timbulan limbah dan dampak-dampak yang signifikan terkait limbah Waste generation and significant waste-related impacts	123, 127-131
			306-2	Limbah berdasarkan jenis dan metode pembuangan Management of significant wasterelated impacts	127-131
306-3			Timbulan limbah Waste generated	129-131	
			306-4	Limbah yang dialihkan dari pembuangan akhir Waste diverted from disposal	127,130

TPB SDGs	Tema Bisnis Business Theme	Standar GRI yang Relevan Relevant GRI Standard	Pengungkapan Disclosures	Judul Indikator Indicator Title	Halaman Pages
	Pelanggan Customers	GRI 417: Pemasaran dan Pelabelan 2016 Marketing and Labeling 2016	417-1	Persyaratan untuk pelabelan dan informasi produk dan jasa Requirements for product and service information and labeling	225
	Dampak ekonomi Economic impact	GRI 201: Kinerja Ekonomi 2016 Economic Performance 2016	201-1	Nilai ekonomi langsung yang dihasilkan dan didistribusikan Direct economic value generated and distributed	77
			201-2	Implikasi finansial, risiko, dan peluang lainnya terkait perubahan iklim Financial implications and other risks and opportunities due to climate change	69
	Efisiensi energi Energy efficiency	GRI 302: Energi 2016 Energy 2016	302-1	Konsumsi energi dalam organisasi Energy consumption within the organization	112
			302-2	Konsumsi energi di luar organisasi Energy consumption outside of the organization	113
			302-3	Intensitas energi Energy intensity	114
			302-4	Pengurangan konsumsi energi Reduction of energy consumption	111-112
	Kualitas udara Air quality	GRI 305: Emisi 2016 Emission 2016	302-5	Pengurangan pada energi yang dibutuhkan untuk produk dan jasa Reductions in energy requirements of products and services	111-112
			305-1	Emisi GRK (Cakupan 1) langsung Direct (Scope 1) GHG emissions	116
			305-2	Emisi energi GRK (Cakupan 2) tidak langsung Indirect (Scope 2) GHG emissions	116
			305-3	Emisi GRK (Cakupan 3) tidak langsung lainnya Other indirect (Scope 3) GHG emissions	116
305-4			Intensitas emisi GRK GHG emissions intensity	117	
	Limbah Waste	GRI 306: Limbah 2020 Waste 2020	305-5	Pengurangan emisi GRK Reduction of GHG emissions	116
			306-1	Timbulan limbah dan dampak-dampak yang signifikan terkait limbah Waste generation and significant impacts related to waste	123, 127- 131
			306-3	Timbulan limbah Waste generated	129-131
	Emisi Emission	GRI 305: Emisi (2016) Emission 2016	306-5	Limbah yang dikirimkan ke pembuangan akhir Waste directed to disposal	130
			305-1	Emisi GRK (Cakupan 1) langsung Direct (Scope 1) GHG emissions	116
				305-2	Emisi energi GRK (Cakupan 2) tidak langsung Indirect (Scope 2) GHG emissions

TPB SDGs	Tema Bisnis Business Theme	Standar GRI yang Relevan Relevant GRI Standard	Pengungkapan Disclosures	Judul Indikator Indicator Title	Halaman Pages			
			305-3	Emisi GRK (Cakupan 3) tidak langsung lainnya Other indirect (Scope 3) GHG emissions	116			
			305-4	Intensitas emisi GRK GHG emissions intensity	117			
			305-5	Pengurangan emisi GRK Reduction of GHG emissions	116			
			305-7	Nitrogen oksida (NO _x), sulfur oksida (SO _x), dan emisi udara yang signifikan lainnya Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	117-118			
			15 LIFE ON LAND	Kualitas udara Air quality	GRI 305: Emisi (2016) Emission 2016	305-1	Emisi GRK (Cakupan 1) langsung Direct (Scope 1) GHG emissions	116
						305-2	Emisi energi GRK (Cakupan 2) tidak langsung Indirect (Scope 2) GHG emissions	116
						305-3	Emisi GRK (Cakupan 3) tidak langsung lainnya Other indirect (Scope 3) GHG emissions	116
305-4	Intensitas emisi GRK GHG emissions intensity	117						
	Limbah Waste	GRI 306: Limbah 2020 Waste 2020	306-3	Timbulan limbah Waste generated	129-131			
			306-5	Limbah yang dikirimkan ke pembuangan akhir Waste directed to disposal	130			
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Tata kelola Governance	GRI 2: Pengungkapan Umum 2021 General Disclosures 2021	2-9	Struktur tata kelola dan komposisi Governance structure and composition	244-257			
			2-10	Menominasikan dan memilih badan tata kelola tertinggi Nomination and selection of the highest governance body	246-247			
			2-11	Pejabat badan tata kelola tertinggi Chair of the highest governance body	244-246			
			2-12	Peran badan tata kelola tertinggi dalam mengawasi pengelolaan dampak Role of the highest governance body in overseeing the management of impacts	244-257			
			2-15	Konflik kepentingan Conflicts of interest	246-147, 268-269			
			2-20	Proses untuk menentukan remunerasi Process to determine remuneration	259-263			
			2-23	Komitmen kebijakan Policy commitments	231, 267-271			

TPB SDGs	Tema Bisnis Business Theme	Standar GRI yang Relevan Relevant GRI Standard	Pengungkapan Disclosures	Judul Indikator Indicator Title	Halaman Pages	
			2-26	Mekanisme untuk mendapatkan saran dan meningkatkan perhatian Mechanisms for seeking advice and raising concerns	275-277	
	Antikorupsi Anti-Corruption	GRI 205: Antikorupsi 2016 Anti-Corruption 2016	205-1	Operasi-operasi yang dinilai memiliki risiko terkait korupsi Operations assessed for risks related to corruption	274	
205-2			Komunikasi dan pelatihan tentang kebijakan dan prosedur antikorupsi Communication and training about anti-corruption policies and procedures	97-98, 272-274		
205-3			Insiden korupsi yang terbukti dan tindakan yang diambil Confirmed incidents of corruption and actions taken	274		
	Kepatuhan pada perundangan Regulations compliance	GRI 2: Pengungkapan Umum 2021 General Disclosures 2021	2-27	Kepatuhan terhadap hukum dan peraturan Compliance with laws and regulations	277, 290-301	
			GRI 307: Kepatuhan Lingkungan 2016 Environmental Compliance 2016	307-1	Ketidakpatuhan terhadap undang-undang dan peraturan tentang lingkungan hidup Non-compliance with environmental laws and regulations	132
	Keselamatan dan kesehatan kerja Occupational safety and health	GRI 403: Keselamatan dan Kesehatan Kerja 2018 Occupational safety and health 2018	403-4	Partisipasi, konsultasi, dan komunikasi pekerja tentang keselamatan dan kesehatan kerja Worker participation, consultation, and communication on occupational safety and health	189-191	
			403-9	Kecelakaan kerja Work-related injuries	194-204	
			403-10	Penyakit akibat kerja Work-related illness	199	
	Pelanggan Customers	GRI 416: Kesehatan dan Keselamatan Pelanggan 2016 Customer Health and Safety 2016	416-2	Insiden ketidakpatuhan sehubungan dengan dampak kesehatan dan keselamatan dari produk dan jasa Incidents of non-compliance concerning the health and safety impacts of products and services	180, 194	
			GRI 417: Pemasaran dan Pelabelan 2016 Marketing and Labeling 2016	417-2	Insiden ketidakpatuhan terkait pelabelan dan informasi produk dan jasa Incidents of non-compliance concerning product and service information and labeling	225
				417-3	Insiden ketidakpatuhan terkait komunikasi pemasaran Incidents of non-compliance concerning marketing communications	225
	Inisiatif eksternal External initiatives	GRI 2: Pengungkapan Umum 2021 General Disclosures 2021	2-23	Komitmen kebijakan Policy commitments	231, 267-271	

TPB SDGs	Tema Bisnis Business Theme	Standar GRI yang Relevan Relevant GRI Standard	Pengungkapan Disclosures	Judul Indikator Indicator Title	Halaman Pages
	Pajak Taxation	GRI 207: Pajak 2019 Taxation 2019	207-1	Pendekatan terhadap pajak Approach to tax	99-100
207-2			Tata kelola, pengendalian, dan manajemen risiko pajak Tax governance, control, and risk management	100-102	
207-3			Keterlibatan pemangku kepentingan dan pengelolaan perhatian yang berkaitan dengan pajak Stakeholder engagement and management of concerns related to tax	102-103	
207-4			Laporan per negara Country-by-country reporting	103	

Indeks Isi Standar GRI

PT Angkasa Pura I Content Index

Pernyataan Penggunaan Statement of Use

PT Angkasa Pura I telah melaporkan sesuai dengan GRI Standar untuk periode 1 Januari hingga 31 Desember 2023.

PT Angkasa Pura I has reported in accordance with the GRI Standards for the period 1 January until 31 December 2023.

GRI 1 Digunakan GRI 1 Used

GRI 1: Landasan 2021
GRI 1: Foundation 2021

Standar Sektor GRI yang Berlaku Applicable GRI Sector Standard

GRI G4 Operator Bandara
GRI G4 Airport Operators

Standar GRI GRI Standard	Pengungkapan Disclosure	Lokasi Location	Tidak Mencantumkan Omission			No. Ref. Standar Sektor GRI Sector Standard Ref. No.
			Persyaratan Tidak Mencantumkan Requirement Omitted	Alasan Reason	Penjelasan Explanation	
Pengungkapan Umum General Disclosures						
GRI 2: Pengungkapan Umum 2021 GRI 2: General Disclosures 2021	2-1	Detail organisasi Organizational details	40, 48, 281			
	2-2	Entitas yang termasuk dalam pelaporan keberlanjutan organisasi Entities included in the organization's sustainability reporting	40			
	2-3	Periode pelaporan, frekuensi, dan titik kontak Reporting period, frequency and contact point	280-281, 325			
	2-4	Penyajian kembali informasi Restatement of information	280			
	2-5	Penjaminan oleh pihak eksternal External assurance	280, 320			
	2-6	Aktivitas, rantai nilai, dan hubungan bisnis lainnya Activities, value chain, and other business relationship	8-9, 40, 42-47, 49, 97- 98, 280			
	2-7	Karyawan Employees	145-149			
	2-8	Pekerja yang bukan karyawan Workers who are not employees	145-150			

Standar GRI GRI Standard	Pengungkapan Disclosure	Lokasi Location	Tidak Mencantumkan Omission			No. Ref. Standar Sektor GRI GRI Sector Standard Ref. No.
			Persyaratan Tidak Mencantumkan Requirement Omitted	Alasan Reason	Penjelasan Explanation	
2-9	Struktur tata kelola dan komposisi Governance structure and composition	244-246, 248-257				
2-10	Menominasikan dan memilih badan tata kelola tertinggi Nomination and selection of the highest governance body	246-247				
2-11	Pejabat badan tata kelola tertinggi Chair of the highest governance body	244-246				
2-12	Peran badan tata kelola tertinggi dalam mengawasi pengelolaan dampak Role of the highest governance body in overseeing the management of impacts	244-257				
2-13	Pendelegasian tanggung jawab untuk mengelola dampak Delegation of responsibility for managing impacts	244-246				
2-14	Peran badan tata kelola tertinggi dalam pelaporan keberlanjutan Role of the highest governance body in sustainability reporting	244-246, 280-281				
2-15	Konflik kepentingan Conflict of interest	246-247, 268-269				
2-16	Mengkomunikasikan hal-hal kritis Communication of critical concerns	275-277				
2-17	Pengetahuan kolektif badan tata kelola tertinggi Collective knowledge of the highest governance body	258-259				
2-18	Evaluasi kinerja badan tata kelola tertinggi Evaluation of the performance of the highest governance body	263-264				
2-19	Kebijakan remunerasi Remuneration policies	259-263				
2-20	Proses untuk menentukan remunerasi Process to determine remuneration	259-263				

Standar GRI GRI Standard	Pengungkapan Disclosure		Lokasi Location	Tidak Mencantumkan Omission			No. Ref. Standar Sektor GRI Sector Standard Ref. No.
				Persyaratan Tidak Mencantumkan Requirement Omitted	Alasan Reason	Penjelasan Explanation	
	2-21	Rasio kompensasi total tahunan Annual total compensation ratio	263				
	2-22	Pernyataan tentang strategi pembangunan berkelanjutan Statement on sustainable development strategy	32-37, 244-246				
	2-23	Komitmen kebijakan Policy commitments	231, 267-274				
	2-24	Menanamkan komitmen kebijakan Embedding policy commitments	267-268				
	2-25	Proses untuk memulihkan dampak negatif Process to remediate negative impacts	209				
	2-26	Mekanisme untuk mendapatkan saran dan meningkatkan perhatian Mechanisms for seeking advice and raising concerns	275-277				
	2-27	Kepatuhan terhadap hukum dan peraturan Compliance with laws and regulations	277, 290-301				
	2-28	Keanggotaan asosiasi Membership associations	49				
	2-29	Pendekatan keterlibatan pemangku kepentingan Approach to stakeholder engagement	286-288				
	2-30	Perjanjian perundingan kolektif Collective bargaining agreements	158				
Topik Material Material Topics							
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-1	Proses untuk menentukan topik material Process to determine material topics	282-289				
	3-2	Daftar topik material List of material topics	280, 283-285, 289				

Standar GRI GRI Standard	Pengungkapan Disclosure	Lokasi Location	Tidak Mencantumkan Omission			No. Ref. Standar Sektor GRI GRI Sector Standard Ref. No.
			Persyaratan Tidak Mencantumkan Requirement Omitted	Alasan Reason	Penjelasan Explanation	
Kinerja Ekonomi Economic Performance						
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Pengelolaan terhadap topik material Management of material topics	76			
GRI 201: Kinerja Ekonomi 2016 GRI 201: Economic Performance 2016	201-1	Nilai ekonomi langsung yang dihasilkan dan didistribusikan Direct economic value generated and distributed	77			
	201-2	Implikasi finansial, risiko, dan peluang lainnya terkait perubahan iklim Financial implications and other risks and opportunities due to climate change	69			
	201-3	Kewajiban pada program imbalan pasti dan program pensiun lainnya Defined benefit plan obligations and other retirement plans	156-157			
	201-4	Bantuan finansial dari pemerintah Financial assistance received from government	79			
Keberadaan Pasar Market presence						
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Pengelolaan terhadap topik material Management of material topics	142-145			
GRI 202: Keberadaan Pasar 2016 GRI 202: Market Presence 2016	202-1	Rasio standar upah karyawan <i>entry-level</i> berdasarkan jenis kelamin terhadap upah minimum regional Ratios of standard entry level wage by gender compared to local minimum wage	149-150			
	202-2	Proporsi manajemen senior yang berasal dari masyarakat lokal Proportion of senior management hired from the local community	150			

Standar GRI GRI Standard	Pengungkapan Disclosure	Lokasi Location	Tidak Mencantumkan Omission			No. Ref. Standar Sektor GRI Sector Standard Ref. No.
			Persyaratan Tidak Mencantumkan Requirement Omitted	Alasan Reason	Penjelasan Explanation	
Dampak Ekonomi Tidak Langsung Indirect Economic Impacts						
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Pengelolaan terhadap topik material Management of material topics	231			
GRI 203: Dampak Ekonomi Tidak Langsung 2016 GRI 203: Indirect Economic Impacts 2016	203-1	Investasi infrastruktur dan dukungan layanan Infrastructure investments and services supported	232-236			
	203-2	Dampak ekonomi tidak langsung yang signifikan Significant indirect economic impacts	238-241			
Praktik Pengadaan Procurement practices						
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Pengelolaan terhadap topik material Management of material topics	97			
GRI 204: Praktik Pengadaan 2016 GRI 204: Procurement Practices 2016	204-1	Proporsi pengeluaran untuk pemasok lokal Proportion of spending on local suppliers	97-98			
Antikorupsi Anti-corruption						
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Pengelolaan terhadap topik material Management of material topics	270-272			
GRI 205: Antikorupsi 2016 GRI 205: Anti-corruption 2016	205-1	Operasi-operasi yang dinilai memiliki risiko terkait korupsi Operations assessed for risks related to corruption	274			
	205-2	Komunikasi dan pelatihan tentang kebijakan dan prosedur antikorupsi Communication and training about anti-corruption policies and procedures	97-98, 272-274			
	205-3	Insiden korupsi yang terbukti dan tindakan yang diambil Confirmed incidents of corruption and actions taken	274			

Standar GRI GRI Standard	Pengungkapan Disclosure	Lokasi Location	Tidak Mencantumkan Omission			No. Ref. Standar Sektor GRI GRI Sector Standard Ref. No.
			Persyaratan Tidak Mencantumkan Requirement Omitted	Alasan Reason	Penjelasan Explanation	
Pajak Tax						
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Pengelolaan terhadap topik material Management of material topics	99			
GRI 207: Pajak 2019 GRI 207: Tax 2019	207-1	Pendekatan terhadap pajak Approach to tax	99-100			
	207-2	Tata kelola, pengendalian, dan manajemen risiko pajak Tax governance, control, and risk management	100-102			
	207-3	Keterlibatan pemangku kepentingan dan pengelolaan perhatian yang berkaitan dengan pajak Stakeholder engagement and management of concerns related to tax	102-103			
	207-4	Laporan per negara Country-by-country reporting	103			
Energi Energy						
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Pengelolaan terhadap topik material Management of material topics	109-110			
GRI 302: Energi 2016 GRI 302: Energy 2016	302-1	Konsumsi energi dalam organisasi Energy Consumption Within the Organization	112			
	302-2	Konsumsi energi di luar organisasi Energy consumption outside of the organization	113			
	302-3	Intensitas energi Energy intensity	114			
	302-4	Pengurangan konsumsi energi Reduction of energy consumption	111-112			
	302-5	Pengurangan pada energi yang dibutuhkan untuk produk dan jasa Reductions in energy requirements of products and services	111-112			

Standar GRI GRI Standard	Pengungkapan Disclosure	Lokasi Location	Tidak Mencantumkan Omission			No. Ref. Standar Sektor GRI Sector Standard Ref. No.
			Persyaratan Tidak Mencantumkan Requirement Omitted	Alasan Reason	Penjelasan Explanation	
Air dan Efluen Water and Effluents						
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Pengelolaan terhadap topik material Management of material topics	121			
GRI 303: Air dan Efluen 2018 GRI 303: Water and Effluents 2018	303-1	Interaksi dengan air sebagai sumber daya bersama Interactions with water as a shared resource	121			
	303-2	Manajemen dampak yang berkaitan dengan pembuangan air Management of water discharge-related impacts	123-124			
	303-3	Pengambilan air Water withdrawal	121-123			
	303-4	Pembuangan air Water discharge	124-126			
	303-5	Konsumsi air Water consumption	121-123			
Emisi Emissions						
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Pengelolaan terhadap topik material Management of material topics	115			
GRI 305: Emisi 2016 GRI 305: Emissions 2016	305-1	Emisi GRK (Cakupan 1) langsung Direct (Scope 1) GHG emissions	116			
	305-2	Emisi energi GRK (Cakupan 2) tidak langsung Energy indirect (Scope 2) GHG emissions	116			
	305-3	Emisi GRK (Cakupan 3) tidak langsung lainnya Other indirect (Scope 3) GHG emissions	116			
	305-4	Intensitas emisi GRK GHG emissions intensity	117			
	305-5	Pengurangan emisi GRK Reduction of GHG emissions	116			
	305-6	Emisi zat perusak ozon (ODS) Emissions of ozone-depleting substances (ODS)	116			

Standar GRI GRI Standard	Pengungkapan Disclosure		Lokasi Location	Tidak Mencantumkan Omission			No. Ref. Standar Sektor GRI GRI Sector Standard Ref. No.
				Persyaratan Tidak Mencantumkan Requirement Omitted	Alasan Reason	Penjelasan Explanation	
	305-7	Nitrogen oksida (NO _x), sulfur oksida (SO _x), dan emisi udara signifikan lainnya Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	117-118				
Limbah Waste							
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Pengelolaan terhadap topik material Management of material topics	123				
GRI 306: Limbah 2020 GRI 306: Waste 2020	306-1	Timbulan limbah dan dampak-dampak signifikan terkait limbah Waste generation and significant waste-related impacts	123, 127-131				
	306-2	Pengelolaan dampak yang signifikan terkait limbah Management of significant waste-related impacts	127-130				
	306-3	Timbulan limbah Waste generated	129-131				
	306-4	Limbah yang dialihkan dari pembuangan akhir Waste diverted from disposal	127,130				
	306-5	Limbah yang dikirimkan ke pembuangan akhir Waste directed to disposal	130				
Kepatuhan Lingkungan Environmental Compliance							
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Pengelolaan terhadap topik material Management of material topics	132				
GRI 307: Kepatuhan Lingkungan 2016 GRI 307: Environmental Compliance 2016	307-1	Ketidakpatuhan terhadap undang-undang dan peraturan tentang lingkungan hidup Non-compliance with environmental laws and regulations	132				
Kepegawaian Employment							
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Pengelolaan terhadap topik material Management of material topics	140-143, 150, 154				

Standar GRI GRI Standard	Pengungkapan Disclosure		Lokasi Location	Tidak Mencantumkan Omission			No. Ref. Standar Sektor GRI Sector Standard Ref. No.
				Persyaratan Tidak Mencantumkan Requirement Omitted	Alasan Reason	Penjelasan Explanation	
GRI 401: Kepegawaian 2016 GRI 401: Employment 2016	401-1	Perekrutan karyawan baru dan pergantian karyawan New employee hires and employee turnover	150-153				
	401-2	Tunjangan yang diberikan kepada karyawan purnawaktu yang tidak diberikan kepada karyawan sementara atau paruh waktu Benefits provided to full-time employees that are not provided to temporary or part-time employees	156				
	401-3	Cuti melahirkan Parental leave	158				
Kesehatan dan Keselamatan Kerja Occupational Health and Safety							
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Pengelolaan terhadap topik material Management of material topics	173-185				
GRI 403: Keselamatan dan Kesehatan Kerja 2018 GRI 403: Occupational Health and Safety 2018	403-1	Sistem manajemen kesehatan dan keselamatan kerja Occupational health and safety management system	174-176				
	403-2	Identifikasi bahaya, penilaian risiko, dan investigasi insiden Hazard identification, risk assessment, and incident investigation	186-188				
	403-3	Layanan kesehatan kerja Occupational health services	192				
	403-4	Partisipasi, konsultasi, dan komunikasi pekerja tentang keselamatan dan kesehatan kerja Worker participation, consultation, and communication on occupational health and safety	189-191				
	403-5	Pelatihan bagi pekerja mengenai keselamatan dan kesehatan kerja Worker training on occupational health and safety	189-191, 193				

Standar GRI GRI Standard	Pengungkapan Disclosure		Lokasi Location	Tidak Mencantumkan Omission			No. Ref. Standar Sektor GRI GRI Sector Standard Ref. No.
				Persyaratan Tidak Mencantumkan Requirement Omitted	Alasan Reason	Penjelasan Explanation	
	403-6	Peningkatan kualitas kesehatan pekerja Promotion of worker health	192				
	403-7	Pencegahan dan mitigasi dampak dari keselamatan dan kesehatan kerja yang secara langsung terkait hubungan bisnis Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	193-194				
	403-8	Pekerja yang tercakup dalam sistem manajemen keselamatan dan kesehatan kerja Workers covered by an occupational health and safety management system	186				
	403-9	Kecelakaan kerja Work-related injuries	194-204				
	403-10	Penyakit akibat kerja Work-related ill health	199				
Pendidikan dan Pelatihan Training and Education							
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Pengelolaan terhadap topik material Management of material topics	159-161				
GRI 404: Pelatihan dan Pendidikan 2016 GRI 404: Training and Education 2016	404-1	Rata-rata jam pelatihan per tahun per pegawai Average hours of training per year per employee	168				
	404-2	Program untuk meningkatkan keterampilan karyawan dan program bantuan peralihan Programs for upgrading employee skills and transition assistance programs	161-167				
	404-3	Persentase karyawan yang menerima tinjauan rutin terhadap kinerja dan pengembangan karier Percentage of employees receiving regular performance and career development reviews	168-169				

Standar GRI GRI Standard	Pengungkapan Disclosure	Lokasi Location	Tidak Mencantumkan Omission			No. Ref. Standar Sektor GRI Sector Standard Ref. No.
			Persyaratan Tidak Mencantumkan Requirement Omitted	Alasan Reason	Penjelasan Explanation	
Keberagaman dan Kesempatan yang Setara Diversity and Equal Opportunity						
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Pengelolaan terhadap topik material Management of material topics	144			
GRI 405: Keanekaragaman dan Kesempatan Setara 2016 GRI 405: Diversity and Equal Opportunity 2016	405-1	Keanekaragaman badan tata kelola dan karyawan Diversity of governance bodies and employees	144-149			
	405-2	Rasio gaji pokok dan remunerasi perempuan dibandingkan laki-laki Ratio of basic salary and remuneration of women to men	144			
Non Diskriminasi Non-Discrimination						
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Pengelolaan terhadap topik material Management of material topics	144			
GRI 406: Non-diskriminasi 2016 GRI 406: Non Discrimination 2016	406-1	Insiden diskriminasi dan tindakan perbaikan yang dilakukan Incidents of discrimination and corrective actions taken	144			
Masyarakat Lokal Local Community						
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Pengelolaan terhadap topik material Management of material topics	231			
GRI 413: Masyarakat Lokal 2016 GRI 413: Local Communities 2016	413-1	Operasi dengan keterlibatan masyarakat lokal, penilaian dampak, dan program pengembangan Operations with local community engagement, impact assessments, and development programs	232-237			
	413-2	Operasi yang secara aktual dan yang berpotensi memiliki dampak negatif signifikan terhadap masyarakat lokal Operations with significant actual and potential negative impacts on local communities	237			

Standar GRI GRI Standard	Pengungkapan Disclosure	Lokasi Location	Tidak Mencantumkan Omission			No. Ref. Standar Sektor GRI GRI Sector Standard Ref. No.
			Persyaratan Tidak Mencantumkan Requirement Omitted	Alasan Reason	Penjelasan Explanation	
Kesehatan dan Keselamatan Pelanggan Customer Health and safety						
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Pengelolaan terhadap topik material Management of material topics	178			
GRI 416: Kesehatan dan Keselamatan Pelanggan 2016 GRI 416: Customer Health and Safety 2016	416-1	Penilaian dampak kesehatan dan keselamatan dari berbagai kategori produk dan jasa Assessment of the health and safety impacts of product and service categories	178-180, 209, 211			
	416-2	Insiden ketidakpatuhan sehubungan dengan dampak kesehatan dan keselamatan dari produk dan jasa Incidents of non-compliance concerning the health and safety impacts of products and services	180, 194			
Pemasaran dan Pelabelan Marketing and Labeling						
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Pengelolaan terhadap topik material Management of material topics	223-224			
GRI 417: Pemasaran dan Pelabelan 2016 GRI 417: Marketing and Labeling 2016	417-1	Persyaratan untuk pelabelan dan informasi produk dan jasa Requirements for product and service information and labeling	225			
	417-2	Insiden ketidakpatuhan terkait pelabelan dan informasi produk dan jasa Incidents of non-compliance concerning product and service information and labeling	225			
	417-3	Insiden ketidakpatuhan terkait komunikasi pemasaran Incidents of non-compliance concerning marketing communications	225			

Standar GRI GRI Standard	Pengungkapan Disclosure	Lokasi Location	Tidak Mencantumkan Omission			No. Ref. Standar Sektor GRI Sector Standard Ref. No.
			Persyaratan Tidak Mencantumkan Requirement Omitted	Alasan Reason	Penjelasan Explanation	
Kepatuhan Sosial Ekonomi Socioeconomic Compliance						
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Pengelolaan terhadap topik material Management of material topics	223-224			
GRI 419: Kepatuhan Sosial Ekonomi 2016 GRI 419: Socio Economic Compliance 2016	419-1	Ketidakpatuhan Terhadap Undang-Undang dan Peraturan di Bidang Sosial dan Ekonomi Non-Compliance with Laws and Regulations in the Social and Economic Area	225			
Pengungkapan Sektor Sector Disclosure						
Keberadaan Pasar Market presence						
GRI G4 Operator Bandara: Keberadaan Pasar GRI G4 Airport Operators: Market Presence	AO1	Total jumlah penumpang setiap tahun yang diuraikan berdasarkan penumpang pada penerbangan internasional dan domestik, dan diuraikan berdasarkan asal tujuan serta penumpang yang dipindahkan, termasuk penumpang transit Total number of passengers annually, broken down by passengers on international and domestic flights, and broken down by origin-and-destination and transfer passengers, including transit passengers	80-87			
	AO2	Total jumlah pergerakan pesawat setiap tahun pada siang dan malam hari, dikelompokkan berdasarkan penumpang komersial, kargo komersial, penerbangan umum, dan penerbangan yang aman Total annual number of aircraft movements by day and by night, broken down by commercial passenger, commercial cargo, general aviation, and state aviation flights	87-89			
	AO3	Jumlah total tonase kargo Total amount of cargo tonnage	90-96			

Standar GRI GRI Standard	Pengungkapan Disclosure	Lokasi Location	Tidak Mencantumkan Omission			No. Ref. Standar Sektor GRI GRI Sector Standard Ref. No.
			Persyaratan Tidak Mencantumkan Requirement Omitted	Alasan Reason	Penjelasan Explanation	
Air Water						
GRI G4 Operator Bandara: Air GRI G4 Airport Operators: Water	AO4	Kualitas <i>storm water</i> dengan standar peraturan yang berlaku Quality of storm water by applicable regulatory standards	124-125			
Emisi Emissions						
GRI G4 Operator Bandara: Emisi GRI G4 Airport Operators: Emissions	AO5	Tingkat kualitas udara ambien berdasarkan konsentrasi polutan dalam microgram per kubik ($\mu\text{g}/\text{m}^3$) atau bagian per juta (ppm) oleh pengaturan rezim Ambient air quality levels according to pollutant concentrations in microgram per cubic meter ($\mu\text{g}/\text{m}^3$) or parts per million (ppm) by regulatory regime	117-118			
Kebisingan Noise						
GRI G4 Operator Bandara: Kebisingan GRI G4 Airport Operators: Noise	AO7	Perubahan jumlah dan persentase orang yang berada di area yang terkena dampak kebisingan Number and percentage change of people residing in areas affected by noise	119-120			
Masyarakat Society						
GRI G4 Operator Bandara: Masyarakat GRI G4 Airport Operators: Society	AO8	yang dipindahkan secara fisik atau ekonomi, baik secara sukarela atau tidak, oleh operator bandara atau pemerintah atau entitas, dan kompensasi yang diberikan Number of persons physically or economically displaced, either voluntarily or involuntarily, by the airport operator or on its behalf by a governmental or other entity, and compensation provided	136			

Standar GRI GRI Standard	Pengungkapan Disclosure	Lokasi Location	Tidak Mencantumkan Omission			No. Ref. Standar Sektor GRI Sector Standard Ref. No.
			Persyaratan Tidak Mencantumkan Requirement Omitted	Alasan Reason	Penjelasan Explanation	
Tanggung Jawab Produk Product Responsibility						
GRI G4 Operator Bandara: Tanggung Jawab Produk GRI G4 Airport Operators: Product Responsibility	AO9	Jumlah total per tahun <i>wildlife strikes</i> per 10.000 pesawat Total Annual Number of Wildlife Strikes per 10,000 Aircraft Movements	204			
	G4-DMA	Intermodalitas Intermodality	215-216			
		Kualitas layanan Service quality	217-225			
		Layanan dan fasilitas untuk orang berkebutuhan khusus Services and facilities for people with special needs	210-214			
		Kelanjutan Bisnis dan Kesiapsiagaan terhadap Keadaan Darurat Business Continuation and Emergency Preparedness	225-227			

Referensi Otoritas Jasa Keuangan (OJK) [OJK G.4]

Financial Services Authority Reference

Nomor Indeks Index Number	Pengungkapan Disclosure	Halaman Page
Strategi Keberlanjutan / Sustainability Strategy		
A.1	Penjelasan Strategi Keberlanjutan / Descriptions of Sustainability Strategy	33-34, 58-73, 107-109
B.1	Aspek Ekonomi / Economic Aspects	8, 78, 99
B.2	Aspek Lingkungan Hidup / Environmental Aspects	9
B.3	Aspek Sosial / Social Aspects	9
Profil Perusahaan / Company Profile		
C.1	Visi, Misi, dan Nilai Keberlanjutan / Vision, Mission and Sustainability Values	42-44
C.2	Alamat Perusahaan / Company's Address	281
C.3	Skala Usaha / Scale of Business	8-9, 40, 48-49, 145-149
C.3.a	Total Aset atau Kapitalisasi Aset, dan Total Kewajiban / Total Assets or Asset Capitalisation and Total Liability	8, 49
C.3.b	Jumlah karyawan menurut gender, jabatan, usia, pendidikan, dan status / Number of employees by gender, position, age, education, and status	145-149
C.3.c	Persentase Kepemilikan Saham / Percentage of Share Ownership	40
C.3.d	Wilayah Operasional / Operational Area	48
C.4	Produk, Layanan, dan Kegiatan Usaha yang dijalankan / Products, Services and Business Activities Conducted	45-47, 80-96
C.5	Keanggotaan pada Asosiasi / Membership of Associations	49
C.6	Perubahan organisasi bersifat signifikan / Significant Changes in Organization	280
Penjelasan Direksi / Report of the Board of Directors		
D.1	Penjelasan Direksi / Explanations from the Board	32-37
Tata Kelola Keberlanjutan / Sustainability Governance		
E.1	Penanggung Jawab Penerapan Keuangan Berkelanjutan / Responsible for the Implementation of Sustainable Finance	244
E.2	Pengembangan Kompetensi Terkait Keuangan Berkelanjutan / Competency Development Related to Sustainable Finance	258-259
E.3	Penilaian Risiko Atas Penerapan Keuangan Berkelanjutan / Risk Assessment on the Implementation of Sustainable Finance	33-34, 63-69, 76
E.4	Hubungan Dengan Pemangku Kepentingan / Stakeholder Relations	286-288
E.5	Permasalahan Terhadap Penerapan Keuangan Berkelanjutan / Problems with the Implementation of Sustainable Finance	33, 37, 258-259
Kinerja Keberlanjutan / Sustainability Performance		
F.1	Kegiatan Membangun Budaya Keberlanjutan / Activities in Building a Culture of Sustainability	58-61, 106-107, 111-112
Kinerja Ekonomi / Economic Performance		
F.2	Perbandingan Target dan Kinerja Produksi, Portofolio, Target Pembiayaan, atau Investasi, Pendapatan dan Laba Rugi / Comparison between Production Target and Performance, Portfolio, Financing Target, or Investment, Income and Profit and Loss	78

Nomor Indeks Index Number	Pengungkapan Disclosure	Halaman Page
F.3	Perbandingan Target dan Kinerja Portofolio, Target Pembiayaan, atau Investasi pada Instrumen Keuangan atau Proyek yang Sejalan dengan Keuangan Berkelanjutan / Comparison of Performance Target and Portfolio, Financing Target, or Investment in Financial Instruments or Sustainable Finance Aligned Projects	78, 135-136
Aspek Umum / General Affairs Aspect		
F.4	Biaya Lingkungan Hidup / Environmental Cost	135-136
F.5	Penggunaan Material yang Ramah Lingkungan / Use of Environmentally Friendly Materials	35
Aspek Energi / Energy Aspect		
F.6	Jumlah dan Intensitas Energi yang Digunakan / Amount and Intensity of Energy Used	109-114
F.7	Upaya dan Pencapaian Efisiensi Energi dan Penggunaan Energi Terbarukan / Efforts and Fulfillment of Energy Efficiency and Use of Renewable Energy	111-113
Aspek Air / Water Aspect		
F.8	Penggunaan Air / Water Usage	121-123
Aspek Keanekaragaman Hayati / Biodiversity Conservation aspect		
F.9	Dampak dari Wilayah Operasional yang Dekat atau Berada di Daerah Konservasi atau Memiliki Keanekaragaman Hayati / Impacts from Operational Areas That are Near or Located in Conservation Areas or Have Biodiversity	106-107
F.10	Usaha Konservasi Keanekaragaman Hayati / Attempts of Biodiversity Conservation	134-135
Aspek Emisi / Emission Aspect		
F.11	Jumlah dan Intensitas Emisi yang Dihasilkan Berdasarkan Jenisnya / Amount and Intensity of Emissions Produced by Type	116-117
F.12	Upaya dan Pencapaian Pengurangan Emisi yang Dilakukan / Emission Reduction Efforts and Achievements	116
Aspek Limbah dan Limbah Cair (Efluen) / Waste and Effluent Aspect		
F.13	Jumlah Limbah dan Efluen yang Dihasilkan Berdasarkan Jenis / Amount of Waste and Effluent Produced by Type	123-131
F.14	Mekanisme Pengelolaan Limbah dan Efluen / Waste and Effluent Management Mechanism	123-131
F.15	Tumpahan yang Terjadi (jika ada) / Spills (if any)	130
Aspek Pengaduan terkait Lingkungan hidup / Complaint Aspect Related to the Environment		
F.16	Jumlah dan Materi Pengaduan Lingkungan Hidup yang Diterima dan Diselesaikan / Number and Material of Environmental Complaints Received and Resolved	132
Kinerja Sosial / Social Performance		
F.17	Komitmen untuk Memberikan Layanan atas Produk dan/atau Jasa yang Setara kepada Konsumen / Commitment to Providing Services for Equal Products and/or Services to Consumers	209, 223-225
Aspek Ketenagakerjaan / Employment Aspect		
F.18	Kesetaraan Kesempatan Bekerja / Equal Employment Opportunity	144-150
F.19	Tenaga Kerja Anak dan Tenaga Kerja Paksa / Child Labor and Forced Labor	159
F.20	Upah Minimum Regional / Regional minimum wage	150
F.21	Lingkungan Bekerja yang Layak dan Aman / Decent and Safe Working Environment	173-200
F.22	Pelatihan dan Pengembangan Kemampuan Pegawai / Employee Capability Training and Development	161-168
Aspek Masyarakat / Community Aspect		

Nomor Indeks Index Number	Pengungkapan Disclosure	Halaman Page
F.23	Dampak Operasi Terhadap Masyarakat Sekitar / Impact of Operations on Surrounding Communities	237
F.24	Pengaduan Masyarakat / Public Complaints	219, 222-223, 237
F.25	Kegiatan Tanggung Jawab Sosial Lingkungan (TJSL) / Environmental Social Responsibility (TJSL) Activities	232-236, 238- 241
Tanggung Jawab Pengembangan Produk/Jasa Berkelanjutan / Responsibility for sustainable Product/service Development		
F.26	Inovasi dan Pengembangan Produk/Jasa Keuangan Berkelanjutan / Innovation and Development of Sustainable Financial Products/Services	210-128
F.27	Produk/Jasa yang Sudah Dievaluasi Keamanannya bagi Pelanggan / Safety Evaluated Products/Services for Customers	209
F.28	Dampak Produk/Jasa / Impact of Product/Service	209
F.29	Jumlah Produk yang Ditarik Kembali / Number of Withdrawn Products	209
F.30	Survei Kepuasan Pelanggan Terhadap Produk dan/atau Jasa Keuangan Berkelanjutan / Customer Satisfaction Survey on Sustainable Financial Products and/or Services	220-222
Lain-lain / Others		
G.1	Verifikasi tertulis dari pihak independen / Written Verification from an Independent Party (if any)	280, 320-324
G.2	Lembar Umpan Balik / Feedback Form	325-326
G.3	Tanggapan Terhadap Umpan Balik Laporan Keberlanjutan Tahun Sebelumnya / Response towards Feedback on Previous Year's Sustainability Report	326
G.4	Daftar Pengungkapan Sesuai Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik / List of Disclosures According to Financial Services Authority Regulation Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies	280, 317-319

EXTERNAL ASSURANCE STATEMENT [GRI 2-5] [OJK G.1]

INDEPENDENT ASSURANCE STATEMENT

PT Angkasa Pura I
Sustainability Report 2023
Statement No : 04/IAS/CBC/IV/2024
Type 2, Moderate Level

Scope of Engagement in Assurance

CBC Global Indonesia (“CBC Global Indonesia”, “us” or “we”) were commissioned by PT Angkasa Pura I (“**Angkasa Pura I**”) with the objective to provide assurance of **Angkasa Pura I**’s 2023 Sustainability Report (the “Report”) in relation with accordance to GRI Sustainability Reporting Standards (GRI Standards), SEOJK No.16/SEOJK.04/2021, TCFD, and the adherence to AA1000 Accountability Principles (2018) with assurance over the Subject Matter presented in the Report, for the reporting year ended 31st December 2023. **This statement is intended to be used by stakeholders & management of Angkasa Pura I.**

The **scope and limitation** of our work is restricted to the following areas:

1. Subject Matter

- Anti-corruption
- Water
- Training & Education
- Energy
- Sound Quality
- Emission
- Marketing & Labeling
- Procurement Practice
- Indirect Economic Impact
- Customer Health and Safety
- Waste
- Employment
- Diversity and Equal Opportunity
- Environmental Compliance
- Direct Economic Impact
- Socio-Economic Compliance
- Local Communities

2. AA1000 Principles (2018)

Our assurance engagement was planned and performed to meet the requirements of a **Type 2 “moderate level”** of assurance as defined by AA1000 Assurance Standard (AA1000AS) v3 to evaluate the nature and extent of **Angkasa Pura I**’s adherence to all four AA1000 Accountability Principles (2018): Inclusivity, Materiality, Responsiveness and Impact, where sufficient evidence has been obtained to support our statement such that the risk of our conclusion being in error is reduced, but not reduced to very low, but not zero.

We have not performed any work, and do not express any conclusions, on any other information outside of the Subject Matter that may be published in the Report or on **Angkasa Pura I**’s website for the current reporting period or for previous periods and assumed that the financial data and figures provided by **Angkasa Pura I** has been audited by independent parties therefore, presentation of financial data and figures in the report NOT within the scope of assurance.



AA1000
Licensed Report
000-310/V3-67L6I

Responsibilities of the Management of ANGKASA PURA I

The Management of **Angkasa Pura I** has sole responsibility for preparing and presenting the Subject Matter in accordance with GRI Standard and preparing the Report in adherence to the AA1000 Principles (2018). **Angkasa Pura I**'s responsibilities also include maintaining effective internal controls over the information and data, resulting in the preparation of the Subject Matter in a way that is free from material misstatements.

Responsibilities, Competencies and Independency of CBC Global Indonesia

Our responsibility is to plan and perform our work to obtain assurance over whether the Subject Matter has been prepared in accordance with the GRI Standard and to report to **Angkasa Pura I** in the form of an independent assurance conclusion, based on the work performed and the review progress. We must also express a conclusion over whether the Report adheres to the AA1000 Principles (2018) and comment on the nature and extent of each Principle individually. All this engagement was carried out by an independent team of sustainability assurance professionals whose already obtained the **Certified Sustainability Report Assurer (CSRA) and any relevant certifications.**

CBC Global Indonesia is bounded by rules of conduct and professional practice relating to independence and quality overseen by AccountAbility (www.accountability.org/standards/licensing/AA1000 as licensed-providers) and has established policies and procedures that are designed to ensure that our team maintain independence and integrity. We had no financial interest in the operation of **Angkasa Pura I** other than for the assessment and assurance of this report. We don't accept or assume responsibility (legal or otherwise) or accept liability for or in connection with any other purpose for which it may be used, or to any person by whom the independent assurance opinion statement may be read.

Methodology

We conduct the following assurance procedures and activities:

- Pre-engagement to ensure the independence and impartiality of the assurance team.
- Kick-off meeting and initial analysis of the report draft.
- Review, assess and evidence the reliability and quality of sustainability performance and disclosed information as specified in the Report content for the reporting period of 1st of January up to 31st of December 2023.
- Evaluate the adherence of report content, disclosure and presentation **against the criteria of standard, principles, and indicators using references from AA1000AS v3, AA1000AP (2018) (AccountAbility Principles), GRI Standards, Task Force on Climate-related Financial Disclosures (TCFD), and SEOJK No.16/SEOJK.04/2021.**
- Asses indicators data and traced back data to the sources.
- Enquiries of management to gain an understanding of the processes for determining material issues for key stakeholder groups.
- Conduct in-depth interview (on-line meeting) on compliance, governance, risk management, business continuity management topics with the representatives of the relevant functions/divisions of the **Angkasa Pura I** concerning sustainability strategy and policies for material issues and the implementation of these across the Angkasa Pura I's business.



- Obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the sustainability program and strategy.
- Compare the subject matter presented in the report to corresponding information in the relevant underlying sources on a sample basis.
- Evaluate the subject matter presented in the report to determine whether they are in line with our overall knowledge of, and experience with, the sustainability performance of the group.
- Discuss and analysis data and reports with management and data contributor to determine whether there are any material misstatement of fact or material inconsistencies based on our understanding obtained as part of our assurance engagement.

Finding and Conclusions

From the assurance program and the evidence, we have obtained, a detailed review against the AA1000 AccountAbility Principles of Inclusivity, Materiality, Responsiveness and Impact, the GRI Standards, TCFD, and SEOJK No.16/SEOJK.04/2021 is set out below:

INCLUSIVITY

An assessment was made to investigate the engagement of all key stakeholders within the company. The presentation of stakeholder's inclusivity in the report is fairly identified and covers all **Angkasa Pura I's** inclusivity material issues. The stakeholder's engagement has been held through communication based on various methods and approaches with the contributions of all key stakeholders includes their internal and external stakeholders to develop an accountable and strategic sustainability topic.

MATERIALITY

An assessment was made to investigate the material information disclosed by the **Angkasa Pura I**. The report fairly covers the **Angkasa Pura I's** material issues by using materiality matrix and boundary mapping through the stakeholder's inclusivity process. The materiality topics shows in the report provide a fair and sufficient information and aligned with risk management within the company which enables its stakeholders to make a professional judgment about **Angkasa Pura I's** performance and management.

RESPONSIVENESS

An assessment was made to investigate the transparency act of the **Angkasa Pura I** on material sustainability topics and their related impacts. The report covers **Angkasa Pura I's** responsiveness issues. All the information related to the responses from management to its stakeholder's inputs and complaints have been included in the report and any others **Angkasa Pura I's** mechanisms transparently and appropriateness the responses to a strategic stakeholder engagement management. Besides, the engagement with the Task Force on Climate-related Financial Disclosures (TCFD) indicated the **Angkasa Pura I's** commitment towards sustainability issues.



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IMPACT

The Report content discloses data and information indicating the impacts of the **Angkasa Pura I**'s decisions, activities, and services on the economy, environment, and society. An assessment was made to investigate the practice of the company to monitor, measure and be accountable for how their actions affect their broader ecosystems. In overall, disclosures of impacts in the Report content are rather balance and adequate with both metric and qualitative information. However, the **Angkasa Pura I** still needs to integrate the identified impacts in social and environmental risk mapping with sustainability program strategies comprehensively into key management processes to conduct impact assessments on other stakeholders.

GRI STANDARDS PRINCIPLES

The report has followed the comprehensive option of GRI Standards where all disclosure of each material topic is presented in the report. The disclosures of management approach for each material topic in general are fairly disclosed. The Management has applied the principles for defining the report's quality (balance, comparability, accuracy, timeliness, clarity, and reliability) and the principles for defining the report's content (stakeholder inclusiveness, sustainability context, materiality, and completeness) and supporting documents were adequately presented during the assurance program.

Adherence to TCFD and SEOJK16

The report has followed or complied to TCFD and SEOJK No.16/SEOJK.04/2021 reporting guidelines. **Angkasa Pura I** is advised to improve risk and impact analysis on sustainability and mitigate negative impacts towards social and environmental issues. For this reason, **Angkasa Pura I** is expected to present a sustainability matrix and achievement targets more comprehensively.

Opinion Statement

Our professional and certified team of sustainability report assurer has assured this report in accordance with the AA1000AP (2018), AA1000AS v3 and GRI Standards. From the review progress, we conclude that the Angkasa Pura I's Sustainability Report 2023 provides a fair view of the all the **Angkasa Pura I**'s programs and performances during 2023. The extent to which the GRI Standards has been applied in the Report and conclude this report has been prepared **in accordance** with GRI Universal Standards.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. We conclude that the data in 2023 for all material topics performance indicators are fairly represented and there is nothing has come to our attention that would lead us to believe that the subject matter in the Report for the year ended 31 December 2023, in all material respects, is not prepared in accordance with the applicable criteria.



Recommendations

The suggested recommendation for the management of **Angkasa Pura I** is a sustainability roadmap that has been built to accommodate all potential impacts of social and environmental issues. Additionally, it necessitates aligning sustainability strategies with social and environmental risk management analysis, in the context of climate change adaptation. Comprehensive disclosure regarding this issue can provide an understanding of how the Company identifies, establishes measures, monitors, and evaluates its sustainability performance.

For and on behalf of:
Jakarta, April 18th, 2024

Dr. Ari Purwanti, Ak., CA., CSRA
Operational Manager

PT CBC Global Indonesia
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Lembar Umpan Balik [GRI 2-3] [OJK G.2]

Feedback Sheet

Profil Anda (Mohon diisi bila berkenan) | Your Profile (Please fill out the form below)

Nama | Name : _____

Institusi/Perusahaan | Institution Company : _____

Surel | Email : _____

Telepon/Ponsel | Phone/Mobile : _____

Golongan Pemangku Kepentingan | Stakeholder Group

- | | | |
|--|---|--|
| <input type="checkbox"/> Pemegang Saham/Investor
Shareholder/Investor | <input type="checkbox"/> Pengguna Bandara
Customers | <input type="checkbox"/> Pegawai
Employees |
| <input type="checkbox"/> Serikat Pekerja
Trade Unions | <input type="checkbox"/> Media
Media | <input type="checkbox"/> Pemasok
Suppliers |
| <input type="checkbox"/> Organisasi Masyarakat/NGO
Community Organizations/NGOs | <input type="checkbox"/> Pemerintah/OJK
Government/OJK | <input type="checkbox"/> Organisasi Bisnis
Business Organizations |
| <input type="checkbox"/> Lain-lain Others: _____ | | |

Bagaimana penilaian Anda mengenai penulisan laporan ini How would you rate the content of this report	Tidak setuju Strongly Disagree	Kurang setuju Disagree	Tidak tahu Neutral	Setuju Agree	Sangat setuju Strongly Agree
Laporan ini mudah dimengerti This report is easy to understand					
Laporan ini bermanfaat This report is useful					
Laporan ini sudah menggambarkan kinerja Perusahaan dalam pembangunan berkelanjutan This report describes the Company's performance in sustainable development					

Bagaimana penilaian Anda mengenai tingkat materialitas topik-topik di bawah ini How would you rate the content of this report	Tidak setuju Strongly Disagree	Kurang setuju Disagree	Tidak tahu Neutral	Setuju Agree	Sangat setuju Strongly Agree
Kinerja ekonomi Economic performance					
Kinerja operasional Operational performance					
Kinerja lingkungan Environmental performance					
Kepatuhan lingkungan Environmental compliance					
Kenyamanan bekerja Comfort at work					

Bagaimana penilaian Anda mengenai tingkat materialitas topik-topik di bawah ini How would you rate the content of this report	Tidak setuju Strongly Disagree	Kurang setuju Disagree	Tidak tahu Neutral	Setuju Agree	Sangat setuju Strongly Agree
Non diskriminasi dan HAM Non-discrimination and human rights					
Masyarakat lokal Local community					
Kesehatan dan keselamatan pelanggan Customer health and safety					
Pemasaran dan pelabelan Marketing and labeling					
Ketaatan sosial ekonomi Socio-economic compliance					

Mohon berikan saran, usul, atau komentar Anda atas laporan ini:
Please provide your suggestions or comments on this report:

Terkait laporan keberlanjutan 2022, PT Angkasa Pura I tidak mendapatkan umpan balik. [OJK G.3]
In relation to the 2021 Sustainability Report, PT Angkasa Pura I did not receive any feedback.



2023

LAPORAN KEBERLANJUTAN
SUSTAINABILITY REPORT



Angkasa Pura | AIRPORTS

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