

**New**



**for Growth**

Laporan Keberlanjutan **2021** Sustainability Report

## Laporan Keberlanjutan Sustainability Report

# 2021

### **Sangkalan dan Batasan Tanggung Jawab**

Laporan ini berisi pernyataan-pernyataan yang dapat dianggap sebagai pandangan masa depan sehingga hasil-hasil nyata Perseroan, pelaksanaan atau pencapaiannya dapat berbeda dari hasil yang diperoleh melalui pandangan masa depan, yang antara lain merupakan hasil dari perubahan ekonomi dan politik baik nasional maupun regional, perubahan nilai tukar valuta asing, perubahan harga dan permintaan dan penawaran pasar komoditas, perubahan kompetisi perusahaan, perubahan undang-undang atau peraturan dan prinsip-prinsip akuntansi, kebijakan dan pedoman serta perubahan asumsi yang digunakan dalam membuat pandangan masa depan.

### **Disclaimer and Limitation of Liability**

This report contains statements that may be considered forward-looking, thus the Company's actual results, performance or achievements may differ from those obtained through forward looking statements, which, among other things, are results from national and regional economic and political changes, changes in foreign exchange rates, prices, demand and supply of commodity markets, changes in corporate competition, changes in laws or regulations and accounting principles, policies and guidelines, as well as changes in assumptions used in making the forward looking statements.

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# New Energy for Growth

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Momentum pemulihan ekonomi dan tumbuhnya kesadaran *Environmental, Social, and Governance* atau ESG seakan menjadi tambahan energi bagi United Tractors untuk terus membangun daya tahan dan nilai tambah jangka panjang dari bisnis Perseroan. ESG telah menjadi cara kami menjalankan bisnis sejak lama dan membuka peluang untuk mengembangkan kegiatan usaha sejalan dengan semangat pembangunan berkelanjutan.

United Tractors telah mengembangkan portofolio bisnis yang sejalan dengan faktor ESG melalui pengembangan energi terbarukan dari tenaga surya dan tenaga air serta terus mengeksplorasi kegiatan usaha berkelanjutan yang sejalan dengan kompetensi inti saat ini dan yang akan datang. Perseroan mengembangkan strategi ESG untuk mencapai visi kami yaitu memberikan manfaat yang berimbang kepada seluruh pemangku kepentingan.

The momentum of economic recovery and the emerging awareness for Environmental, Social and Governance (ESG) serve as a new energy for United Tractors to continue to build resilience and long-term value into its businesses. ESG has for long become our way of doing business, and has opened opportunities to further expand our businesses in the spirit of sustainable development.

United Tractors has developed a business portfolio that is in line with the ESG factor through the development of renewable energy from solar and hydro, as well as continuing to explore sustainable business activities that are in line with its current and future core competence. The Company develops the ESG strategy to achieve our vision, namely to provide balanced benefits to all stakeholders.

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- 11 **Penghargaan**  
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- 12 **Sertifikasi**  
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Sustainability Report Profile

# 01





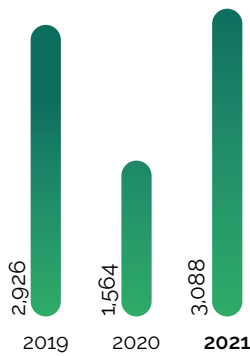


# IKHTISAR KINERJA KEBERLANJUTAN 2021

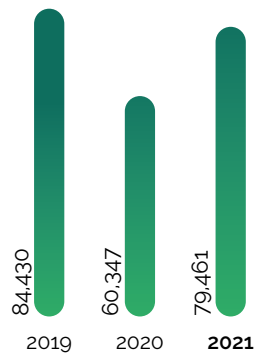
## 2021 Sustainability Performance Highlights

### EKONOMI ECONOMY

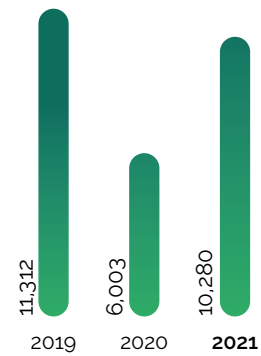
**Penjualan Mesin Konstruksi**  
Sales of Construction Machinery  
Unit | Units



**Pendapatan Bersih**  
Net Revenues  
Miliar Rupiah | Billion Rupiah



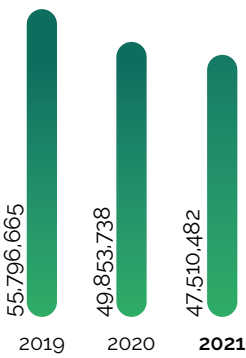
**Laba Bersih**  
Net Income  
Miliar Rupiah | Billion Rupiah



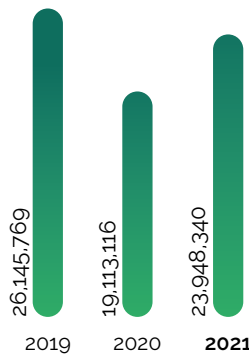


## LINGKUNGAN ENVIRONMENT

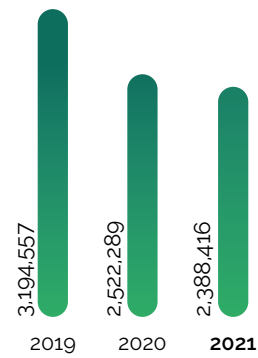
**Konsumsi Energi**  
Energy Consumption  
(Gjoule)



**Pemakaian Air**  
Water Consumption  
(M<sup>3</sup>)



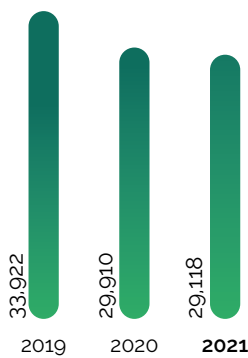
**Emisi Gas Rumah Kaca** (scope-1 & scope-2)  
Greenhouse Gas GHG Emission (scope 1 & scope 2)  
(Ton CO<sub>2</sub>-eq)



## SOSIAL SOCIAL

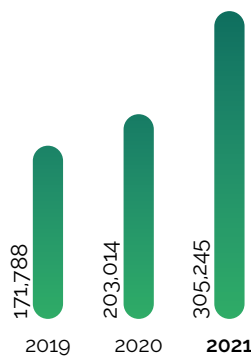
**Jumlah Karyawan**  
Number of Employees

Perseroan (orang)  
The Company (employees)



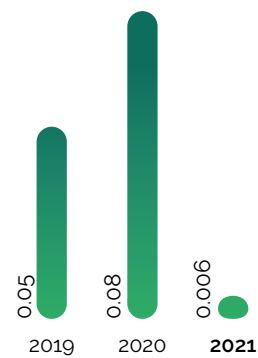
**Jumlah Jam Pelatihan**  
Total Training Hours

UTCM (jam pelatihan)  
UTCM (training hours)



**Tingkat Kekerapan Kecelakaan**  
Accident Frequency Rate

Perseroan (per sejuta jam kerja)  
The Company (per million working hours)



# PERISTIWA PENTING

## Event Highlights



**23 MARET**  
March

**Peluncuran Produk Komatsu Excavator PC135F-10M0.**

The launching of Komatsu Excavator PC135F-10M0 Product.



**9 APRIL**  
April

**Perseroan menyelenggarakan Rapat Umum Pemegang Saham (RUPS) Tahunan.**  
The Company held Annual General Meeting of Shareholders (AGMS).



**18 MEI**  
May

**Penyuntikan Perdana Vaksinasi Gotong Royong Bersama Bapak Presiden Joko Widodo.**

First Injection of *Gotong Royong* Vaccination with Mr. President Joko Widodo.



**4 JUNI**  
June

**Peresmian Poliklinik Satelit BPJS Pratama berlokasi di Kantor Pusat UT.**

Poliklinik Satelit BPJS Pratama was inaugurated at UT Head Office.



## 5 AGUSTUS

August

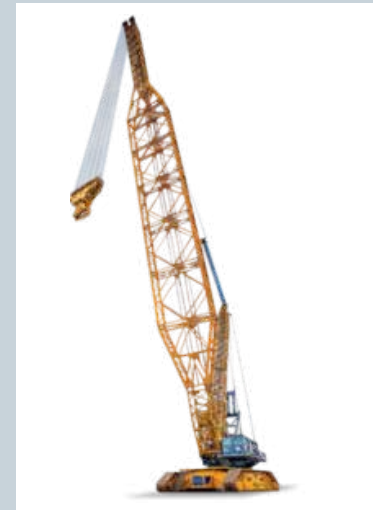
Peluncuran Produk Bomag Single Drum Roller BW220D-5.  
The launching of Bomag Single Drum Roller BW220D-5 product.



## 12 AGUSTUS

August

Peluncuran Produk Tadano Demag All Terrain Crane.  
The launching of Tadano Demag All Terrain Crane product.



## 12 AGUSTUS

August

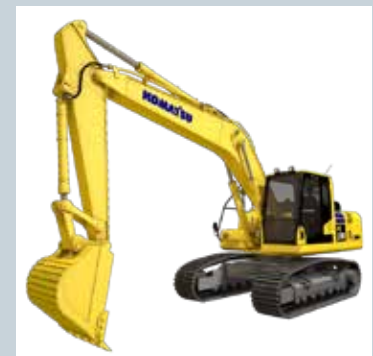
Peluncuran Produk Tadano Demag Lattice Boom Crawler Crane.  
The launching of Tadano Demag Lattice Boom Crawler Crane product.



## 19 AGUSTUS

August

Pada bulan Agustus 2021, PT Acset Indonusa Tbk (ACSET) melakukan Penambahan Modal Tanpa Memberikan Hak Memesan Efek Terlebih Dahulu ("HMETD") dengan jumlah 6.250.000.000 lembar saham. Setelah adanya HMETD ini, kepemilikan saham UT melalui KSP pada ACSET menjadi 82,17%. In August 2021, ACSET made a Capital Increase Without Pre-emptive Rights ("HMETD") with a total of 6,250,000,000 shares. After this Preemptive Rights, UT's share ownership through KSP in ACSET became 82.17%.




## 31 AGUSTUS

August

Peluncuran Produk Komatsu Excavator PC200-10Mo CE.  
The launching of Komatsu Excavator PC200-10Mo CE product.

# PERISTIWA PENTING

## Event Highlights



**28 SEPTEMBER**  
September

Paparan Publik Perseroan melalui metode *virtual*.  
The Company's Public Expose through virtual method.



## 13 OKTOBER

October

Perayaan ulang tahun UT ke-49 melalui metode *virtual*.  
Celebration of UT's 49<sup>th</sup> anniversary through virtual method.



## 28 OKTOBER

October

Webinar Peringatan Hari Sumpah Pemuda bertema "*Diversity in Generation*".  
The Youth Pledge Day Commemoration Webinar with the theme "Diversity in Generation".

## 9 DESEMBER

December

Penghargaan Pewarta SOBAT untuk sekolah dan guru binaan UT.  
Pewarta SOBAT award for UT's fostered school and teacher.





# PENGHARGAAN

## Awards



**Program Penilaian Peringkat Kinerja Perusahaan (PROPER) Kementerian Lingkungan Hidup dan Kehutanan dengan peringkat HIJAU**  
GREEN Rank PROPER (Company Performance Rating Program) from the Ministry of Environment and Forestry



**Apresiasi kepada United Tractors yang telah bekerja sama dengan Pusat Prestasi Nasional - Kementerian Pendidikan, Kebudayaan, Riset dan Teknologi**  
Appreciation to United Tractors for collaborating with the National Achievement Center - Ministry of Education, Culture, Research and Technology



**Dunia Usaha Dunia Industri (DUDI) Awards 2021 untuk United Tractors dari Kementerian Pendidikan, Kebudayaan, Riset dan Teknologi**  
World Business Industry (DUDI) Awards 2021 for United Tractors from the Ministry of Education, Culture, Research and Technology



**Kaltim Education Award 2021 untuk United Tractors Cabang Samarinda dari Dinas Pendidikan dan Kebudayaan - Pemerintah Provinsi Kalimantan Timur**  
Kaltim Education Award 2021 for United Tractors Samarinda Branch from Education and Culture Office - East Kalimantan Provincial Government



**Penghargaan Gold Rank dan "Four Consecutive Year Achievement Award" di ajang Asia Sustainability Reporting Rating (ASRRAT) yang diselenggarakan oleh National Center for Sustainability Reporting (NCSR)**  
Gold Rank Award and "Four Consecutive Year Achievement Award" at Asia Sustainability Reporting Rating (ASRRAT) event organized by the National Center for Sustainability Reporting (NCSR)



**Corporate Emission Awards 2021 dari Beritasatu Media Holdings & Bumi Global Karbon:**

- Green Category Corporate Emission Decrease for Non-Banking Sector
- Gold Category for Transparency in Corporate Emission Calculation for Non-Banking Sector

Corporate Emission Awards 2021 from Beritasatu Media Holdings & Bumi Global Karbon:

- Green Category Corporate Emission Decrease for Non-Banking Sector
- Gold Category for Transparency in Corporate Emission Calculation for Non-Banking Sector



**Indonesia Best Corporate Secretary Awards 2021 dari The Iconomics**  
Indonesia Best Corporate Secretary Awards 2021 from The Iconomics



**Penghargaan dari Kepala Puskesmas Kecamatan Cakung atas Dukungan Dalam Percepatan Vaksinasi COVID-19 di Wilayah Kecamatan Cakung**  
Award from the Head of Cakung District Health Center for Support in Accelerating COVID-19 Vaccination in Cakung District Area



**Indonesia Corporate Branding PR Awards 2021 kategori Excellence in Public Relations Practice in Indonesia for Automotive sector dari The Iconomics**  
Indonesia Corporate Branding PR Awards 2021 for the category of Excellence in Public Relations Practice in Indonesia for Automotive sector from The Iconomics



**Top CSR Awards 2021, kategori #Star 4 dari Top Business Magazine**  
Top CSR Awards 2021, #Star 4 category from Top Business Magazine



# SERTIFIKASI

## Certifications

Perusahaan Company	Sertifikasi Certification	Masa berlaku/Sampai dengan Valid until/Expires on	Lembaga Pemberi Sertifikasi Certification Agency
PT United Tractors Tbk - Kantor Pusat PT United Tractors Tbk - Head Office	ISO 9001:2015 ISO 14001:2015 ISO 45001:2018	2020-2023	Lloyd's Register
PT United Tractors Tbk - Kantor Pusat PT United Tractors Tbk - Head Office	ISO 20000:2018	2020-2023	BSI
PT United Tractors Tbk - Kantor Pusat PT United Tractors Tbk - Head Office	ISO 27001:2013	2020-2023	BSI
PT United Tractors Tbk - Kantor Pusat PT United Tractors Tbk - Head Office	SMK3	2019-2022	Kementerian Ketenagakerjaan RI Indonesian Ministry of Labour
PT United Tractors Tbk - Cabang Balikpapan PT United Tractors Tbk - Balikpapan Branch	SMK3	2019-2022	Kementerian Ketenagakerjaan RI Indonesian Ministry of Labour
PT United Tractors Tbk - Cabang Banjarmasin PT United Tractors Tbk - Banjarmasin Branch	SMK3	2019-2022	Kementerian Ketenagakerjaan RI Indonesian Ministry of Labour
PT Acset Indonusa Tbk - Kantor Pusat PT Acset Indonusa Tbk - Head Office	ISO 9001: 2015 ISO 14001: 2015 ISO 45001: 2018	2020 - 2024	TUV NORD
PT Acset Indonusa Tbk - Kantor Pusat PT Acset Indonusa Tbk - Head Office	SMK3	2020-2024	Sucofindo
PT Kalimantan Prima Persada - Kantor Pusat PT Kalimantan Prima Persada - Head Office	ISO 9001: 2015 ISO 14001: 2015 ISO 45001: 2018	2021-2024	BSI
PT Kalimantan Prima Persada - Kantor Pusat PT Kalimantan Prima Persada - Head Office	PAS 99: 2012	2021-2024	BSI
PT Komatsu Remanufacturing Asia - Kantor Pusat PT Komatsu Remanufacturing Asia - Head Office	ISO 14001: 2015	2020-2023	URS
PT United Tractors Pandu Engineering - Kantor Pusat PT United Tractors Pandu Engineering - Head Office	ISO 9001: 2015 ISO 14001: 2015 ISO 45001: 2018	2020-2023	SAI Global
PT Pamapersada Nusantara - Kantor Pusat PT Pamapersada Nusantara - Head Office	ISO 9001: 2015 ISO 14001: 2015 ISO 45001: 2018	2021-2024	TÜV SÜD
PT Pamapersada Nusantara - Site KIDE PT Pamapersada Nusantara - Site KIDE	ISO 9001: 2015 ISO 14001: 2015 ISO 45001: 2018	2021-2024	TÜV SÜD
PT Pamapersada Nusantara - Site ARIA PT Pamapersada Nusantara - Site ARIA	ISO 9001: 2015 ISO 14001: 2015 ISO 45001: 2018	2021-2024	TÜV SÜD

Perusahaan Company	Sertifikasi Certification	Masa berlaku/Sampai dengan Valid until/Expires on	Lembaga Pemberi Sertifikasi Certification Agency
PT Pamapersada Nusantara - Site ASMI PT Pamapersada Nusantara - Site ASMI	ISO 9001: 2015 ISO 14001: 2015 ISO 45001: 2018	2021-2024	TÜV SÜD
PT Pamapersada Nusantara - Site SMMS PT Pamapersada Nusantara - Site SMMS	ISO 9001: 2015 ISO 14001: 2015 ISO 45001: 2018	2021-2024	TÜV SÜD
PT Pamapersada Nusantara - Site ABKL PT Pamapersada Nusantara - Site ABKL	ISO 9001: 2015 ISO 14001: 2015 ISO 45001: 2018	2021-2024	TÜV SÜD
PT Pamapersada Nusantara - Site KPCS PT Pamapersada Nusantara - Site KPCS	ISO 9001: 2015 ISO 14001: 2015 ISO 45001: 2018	2021-2024	TÜV SÜD
PT Pamapersada Nusantara - Site INDO PT Pamapersada Nusantara - Site INDO	ISO 9001: 2015 ISO 14001: 2015 ISO 45001: 2018	2021-2024	TÜV SÜD
PT Pamapersada Nusantara - Site MTBU PT Pamapersada Nusantara - Site MTBU	ISO 9001: 2015 ISO 14001: 2015 ISO 45001: 2018	2021-2024	TÜV SÜD
PT Pamapersada Nusantara - Site TCMM PT Pamapersada Nusantara - Site TCMM	ISO 9001: 2015 ISO 14001: 2015 ISO 45001: 2018	2021-2024	TÜV SÜD
PT Pamapersada Nusantara - Site BAYA PT Pamapersada Nusantara - Site BAYA	ISO 9001: 2015 ISO 14001: 2015 ISO 45001: 2018	2021-2024	TÜV SÜD
PT Pamapersada Nusantara - Site BEKB PT Pamapersada Nusantara - Site BEKB	ISO 9001: 2015 ISO 14001: 2015 ISO 45001: 2018	2021-2024	TÜV SÜD
PT Pamapersada Nusantara - Kantor Pusat PT Pamapersada Nusantara - Head Office	ISO 50001: 2018	2020-2023	TÜV SÜD
PT Pamapersada Nusantara - Site ASMI PT Pamapersada Nusantara - Site ASMI	ISO 50001: 2018	2020-2023	TÜV SÜD
PT Pamapersada Nusantara - Site SMMS PT Pamapersada Nusantara - Site SMMS	ISO 50001: 2018	2020-2023	TÜV SÜD
PT Energia Prima Nusantara - Kantor Pusat PT Energia Prima Nusantara - Head Office	ISO 9001: 2015 ISO 14001: 2015 ISO 45001: 2018	2021-2024	SICS
PT Energia Prima Nusantara - Kantor Pusat PT Energia Prima Nusantara - Head Office	SMK3	2019-2022	SICS
PT Energia Prima Nusantara - Site PLTU Pama 1 PT Energia Prima Nusantara - Site PLTU Pama 1	ISO 45001: 2018	2021-2024	SICS
PT Energia Prima Nusantara - Site PLTU Pama 1 PT Energia Prima Nusantara - Site PLTU Pama 1	SMK3	2019-2022	SICS

# PENGANTAR DIREKSI

Introduction from the Board of Directors



**Frans Kesuma**  
Presiden Direktur  
President Director



United Tractors telah memulai langkah-langkah strategis untuk mulai mengalihkan portofolio bisnis Perseroan agar sejalan dengan target ekonomi rendah karbon yang telah dicanangkan Pemerintah.

United Tractors has begun taking strategic initiatives to align the Company's business portfolio with the government's low-carbon economy goal.



# PENGANTAR DIREKSI

## Introduction from the Board of Directors

### Pemangku kepentingan yang terhormat,

Kami bersyukur karena pada tahun 2021 United Tractors (UT) dapat kembali memberikan kontribusi positif kepada Pemegang Saham dan seluruh Pemangku Kepentingan, seiring dengan mulai pulihnya pertumbuhan ekonomi dan naiknya permintaan energi di dalam dan luar negeri. Kita semua berharap agar kondisi ini terus membaik dan menumbuhkan semangat bagi seluruh bangsa untuk bangkit dan menjadi lebih kuat.

Kondisi luar biasa yang kita hadapi sejak tahun 2020 dan terus berlanjut hingga kini merupakan salah satu titik tolak bagi semua pemangku kepentingan untuk meninjau ulang pembangunan dan pertumbuhan yang telah kita capai, termasuk antisipasi perubahan iklim dan risiko tidak tercapainya Tujuan Pembangunan Berkelanjutan akibat pandemi COVID-19. Pada kondisi ini, kinerja *Environmental, Social, and Governance* (ESG) semakin mengemuka dan menjadi fokus penting dalam menilai keberlangsungan usaha dalam jangka panjang.

Kegiatan bisnis Perseroan adalah untuk meningkatkan seluruh nilai keberlanjutan, bukan hanya pendukung bisnis. Pilar-pilar ekonomi, sosial, dan lingkungan telah tercantum dalam visi, misi, dan strategi *Triple-P Roadmap* Perseroan yaitu *Portfolio Roadmap*, *People Roadmap*, dan *Public Contribution Roadmap* yang telah menjadi panduan kami selama sepuluh tahun terakhir dan tetap menjadi tujuan strategis Perseroan untuk sepuluh tahun yang akan datang.

United Tractors telah memulai langkah-langkah strategis untuk beralih menuju ekonomi rendah karbon, sejalan dengan pencaanangan Pemerintah. Perseroan telah memasuki dan terus membangun kompetensi di bidang energi terbarukan dan komoditas mineral sebagai diversifikasi dari basis energi fosil. Transisi menuju portofolio bisnis rendah karbon memerlukan kehati-hatian dan kolaborasi seluruh pemangku kepentingan dengan tetap melindungi nilai-nilai pemegang saham.

### Distinguished stakeholders,

We are grateful that the recovery of economic growth and the rising energy demand at home and abroad, has enabled United Tractors (UT) to deliver valuable contribution to the Shareholders and Stakeholders in 2021. We hope that the situation will continue improving and that the economy will become stronger.

The extraordinary circumstances taking place since 2020 are a starting point for all stakeholders to evaluate development and growth, including the prospect of climate change and the risks associated with failing to meet the Sustainable Development Goals due to the COVID-19 pandemic. As such, the company's Environmental, Social, and Governance (ESG) performance has become a key factor in determining long-term business viability.

The Company's business activities are geared toward increasing sustainability. The economic, social, and environmental pillars are outlined in the Company's vision and mission, as well as its Triple-P Roadmap strategy, namely Portfolio Roadmap, People Roadmap, and Public Contribution Roadmap, which have served as our guide for the past ten years and will continue to serve as the Company's strategic guide for the next ten years.

United Tractors has taken strategic initiatives to transition to a low-carbon economy in accordance with the government's commitment. As a diversification from its fossil energy base, the Company continues to build competence in the renewable energy and mineral commodities sectors. To ensure shareholder values, the transition to a low-carbon business portfolio requires the coordination of all stakeholders.



# PENGANTAR DIREKSI

## Introduction from the Board of Directors

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United Tractors

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Health and Safety

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Product and Services

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Manajemen Risiko  
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and Risk Management

Data dan Informasi  
Supporting Data and  
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**2,4 MWp Kapasitas Pembangkit Energi Terbarukan Rooftop Solar PV**  
2.4 MWp Rooftop Solar PV Renewable Energy Plant Capacity

**0,5 MW Kapasitas Pembangkit Energi Terbarukan PLTMH**  
0.5 MW PLTMH Renewable Energy Plant Capacity

**10% Porsi Pendapatan Perseroan dari Komoditas Emas**  
**dibandingkan 12% pada tahun 2020**  
10% Portion of the Company's Revenue comes from Gold Commodities  
compared to 12% in 2020

Pengembangan Sumber Daya Manusia (SDM) merupakan inisiatif strategis untuk mengisi kebutuhan sumber daya pada saat ini dan penentu keberlanjutan usaha di masa depan. Strategi pengembangan SDM mencakup pemenuhan kompetensi, mempersiapkan kepemimpinan, dan transformasi digitalisasi proses bisnis dan layanan. Transformasi digital telah memungkinkan keberlangsungan usaha selama pandemi dapat terus dilaksanakan secara efektif, tidak hanya pada proses internal tetapi juga bagi pelanggan Perseroan.

Sepanjang tahun 2021, UT Corporate University (CorpU) telah memfasilitasi peningkatan jam pelatihan 50% lebih tinggi dibandingkan tahun 2020 menjadi 305.245 jam dengan memanfaatkan *platform* digital dengan konten pelatihan yang mendorong pelibatan, interaktif, dan kolaboratif sesuai dengan kebutuhan kini dan *future of work* yang fleksibel dan selalu terhubung.

Pada bulan Desember 2021, UT Kantor Pusat kembali memperoleh peringkat HIJAU dalam penilaian Program Penilaian Peringkat Kinerja Perusahaan (PROPER) dari Kementerian Lingkungan Hidup dan Kehutanan untuk yang kedua kalinya berturut-turut. Prestasi ini merupakan salah satu hasil upaya yang dilakukan oleh seluruh unit usaha Perseroan dalam mengelola lingkungan dengan meminimalkan dampak negatif, meningkatkan manfaat, dan komitmen *beyond compliance*.

Human Capital (HC) fills the company's resource needs and determines future business sustainability. The HC development strategy includes competency development, leadership preparation, and digital transformation of business processes and services. Digital transformation has enabled the Company to maintain business continuity during the pandemic, not only in internal processes but also in customer service.

In 2021, UT Corporate University (CorpU) has enabled a 50 percent increase in training hours from 305,245 hours in 2020 by utilizing a digital platform with training content that is engaging, interactive, and collaborative, as needed to maintain flexibility and connectivity in current and future work environment

In December 2021, for the second year in a row, the Ministry of Environment and Forestry awarded the UT Head Office a GREEN rating in the Company Performance Rating Program (PROPER). This accomplishment is a result of the Company's business units' efforts to manage the environmental aspect of its operations by minimizing negative impacts, increasing benefits, and committing beyond compliance.

# PENGANTAR DIREKSI

## Introduction from the Board of Directors

Dengan kegiatan operasi yang berisiko tinggi terhadap Keselamatan dan Kesehatan Kerja (K3), Perseroan berupaya agar standar, sistem, dan budaya K3 selalu dipertahankan dan ditingkatkan oleh Insan UT maupun semua mitra kerja.

Kegiatan Tanggung Jawab Sosial yang dilaksanakan Perseroan pada tahun 2021 difokuskan untuk membantu masyarakat dan Pemerintah dalam menghadapi pandemi COVID-19. Perseroan ikut serta dalam Program Vaksinasi Pemerintah dan Gotong Royong yang diresmikan mulai Mei 2021.

Perseroan memfasilitasi pelaksanaan sentra-sentra vaksinasi massal melalui kerja sama dengan Puskesmas dan Dinas Kesehatan setempat untuk memberikan kesempatan bagi semua anggota masyarakat mendapatkan layanan vaksinasi. Hingga Desember 2021, vaksinasi yang diselenggarakan United Tractors telah menjangkau 53.800 orang karyawan dan keluarga serta 90.258 anggota masyarakat.

Di masa depan, tantangan keberlanjutan bagi Perseroan adalah menempuh era perekonomian pasca pandemi. Dengan berkembangnya ilmu kesehatan dan pelaksanaan vaksinasi, bukan berarti risiko penularan penyakit menjadi minimal, sehingga Perseroan akan tetap menerapkan prosedur dan kehati-hatian yang sesuai dengan tingkat risiko yang dihadapi. Perseroan juga merespons kembalinya permintaan produk alat berat, komoditas energi dan produk-produk lainnya dengan cara memastikan terpenuhinya kebutuhan pelanggan dalam hal produk maupun layanan purna jual.

Tuntutan pemangku kepentingan terhadap kinerja ESG Perseroan akan semakin luas di masa depan. Untuk itu, Perseroan sedang menyusun kerangka kerja keberlanjutan United Tractors yang komprehensif termasuk pengkajian *baseline* indikator ESG yang penting dan metode pengukuran yang baku serta dapat diverifikasi untuk keperluan pelaporan kepada pemangku kepentingan.

UT Personnel and all work partners endeavor to continuously maintain and improve the Company's Occupational Health and Safety (OHS) standards, system, and culture.

In 2021, the Company's CSR initiatives focused on assisting the community and government in dealing with the COVID-19 pandemic. As such, the Company took part in the Government and *Gotong Royong* Vaccination Program, which began in May 2021.

Through collaboration with the Community Health Center and the local Health Office, the Company has set up local vaccination centers, to facilitate vaccination for members of the community. The vaccination program organized by United Tractors has reached 53,800 employees and family, as well as 90,258 community members up to December 2021.

The Company's future sustainability challenges will include navigating the post-pandemic economy. With the continued development of health science and progress in the implementation of vaccination, it does not mean that the risk of disease transmission is minimal. Therefore, the Company will continue to use procedures and measures proportional to the degree of risk. The Company has also responded to the increase in demand for heavy equipment, energy commodities, and other products by ensuring that customer needs and post-sales services are fulfilled.

Stakeholder expectations in relation to the Company's ESG performance are likely to increase in the future. To this end, United Tractors is developing a comprehensive sustainability framework, which will include a baseline assessment of key ESG indicators, as well as standardized and verifiable measuring techniques for reporting to stakeholders.

# PENGANTAR DIREKSI

## Introduction from the Board of Directors

Melalui kesempatan ini pula, saya mewakili Direksi Perseroan mengucapkan terima kasih kepada Dewan Komisaris yang telah memberikan arahan dan kebijaksanaannya dalam pengelolaan keberlanjutan Perseroan, serta kepada pemegang saham dan pelanggan yang telah menjaga pertumbuhan usaha bersama-sama.

On behalf of the Company's Board of Directors, I would like to express our gratitude to the Board of Commissioners for their guidance and wisdom in managing the Company, as well as to the shareholders and customers who have contributed to the Company's continued success.



**Frans Kesuma**  
Presiden Direktur  
President Director

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# PROFIL LAPORAN KEBERLANJUTAN

## Sustainability Report Profile



### PEDOMAN DAN STANDAR PELAPORAN

Laporan Keberlanjutan United Tractors 2021 ini disusun sesuai dengan Standar GRI Opsi: Core.

[102-54]

### PERIODE DAN SIKLUS PELAPORAN

Perseroan menerbitkan Laporan Keberlanjutan secara periodik sekali setahun bersamaan dengan terbitnya Laporan Tahunan Perseroan. Laporan Keberlanjutan ini berisi data dari tanggal 1 Januari 2021 sampai dengan 31 Desember 2021, dengan data mengenai kinerja keberlanjutan mencakup data United Tractors sebagai perusahaan induk dan entitas anak usaha. Laporan Keberlanjutan 2021 diterbitkan pada April 2022.

Data keuangan yang disampaikan merupakan data konsolidasi dengan anak perusahaan yang dicatat berdasarkan metode ekuitas berdasarkan standar akuntansi keuangan yang berlaku di Indonesia. Tidak terdapat pernyataan ulang atas data dan informasi dari Laporan Keberlanjutan 2021 yang disajikan kembali dalam laporan ini. Sementara ini, Perseroan belum menerapkan *external assurance* pada laporan ini.

[102-48][102-50][102-51][102-52][102-56]

### REPORT GUIDELINES AND STANDARDS

United Tractors' 2021 Sustainability Report is prepared in-accordance to GRI Standards Option: Core.

[102-54]

### REPORTING PERIOD AND CYCLE

UT publishes Sustainability Report annually together with the publication of its Annual Report. This Sustainability Report contains data from 1<sup>st</sup> January 2021 to 31<sup>st</sup> December 2021, with data on sustainability performance including United Tractors data as a parent company and its subsidiaries. The Sustainability Report 2021 was published in April 2022.

The financial data presented is consolidated data with the subsidiaries, accounted for under the equity method based on the prevailing financial accounting standards in Indonesia. There is no restatement from previous Sustainability Report 2021 to be presented in this report. For this reporting cycle, the Company has not applied for external assurance to this report.

[102-48][102-50][102-51][102-52][102-56]



**ALAMAT KONTAK**

Perseroan berkomitmen untuk melakukan perbaikan secara terus-menerus atas kualitas Laporan Keberlanjutan. Kami sangat berterima kasih jika ada masukan ataupun saran dari para pembaca maupun pemangku kepentingan. Untuk permintaan, pertanyaan, masukan atau komentar atas Laporan ini, dapat menghubungi: **[102-53]**

**CONTACT DETAILS**

The Company is committed to continuously improve the quality of this Sustainability Report. We will be grateful for every input or suggestion from both readers and stakeholders. For requests, questions, inputs, or comments on this Report, please contact the following: **[102-53]**

**PT United Tractors Tbk**

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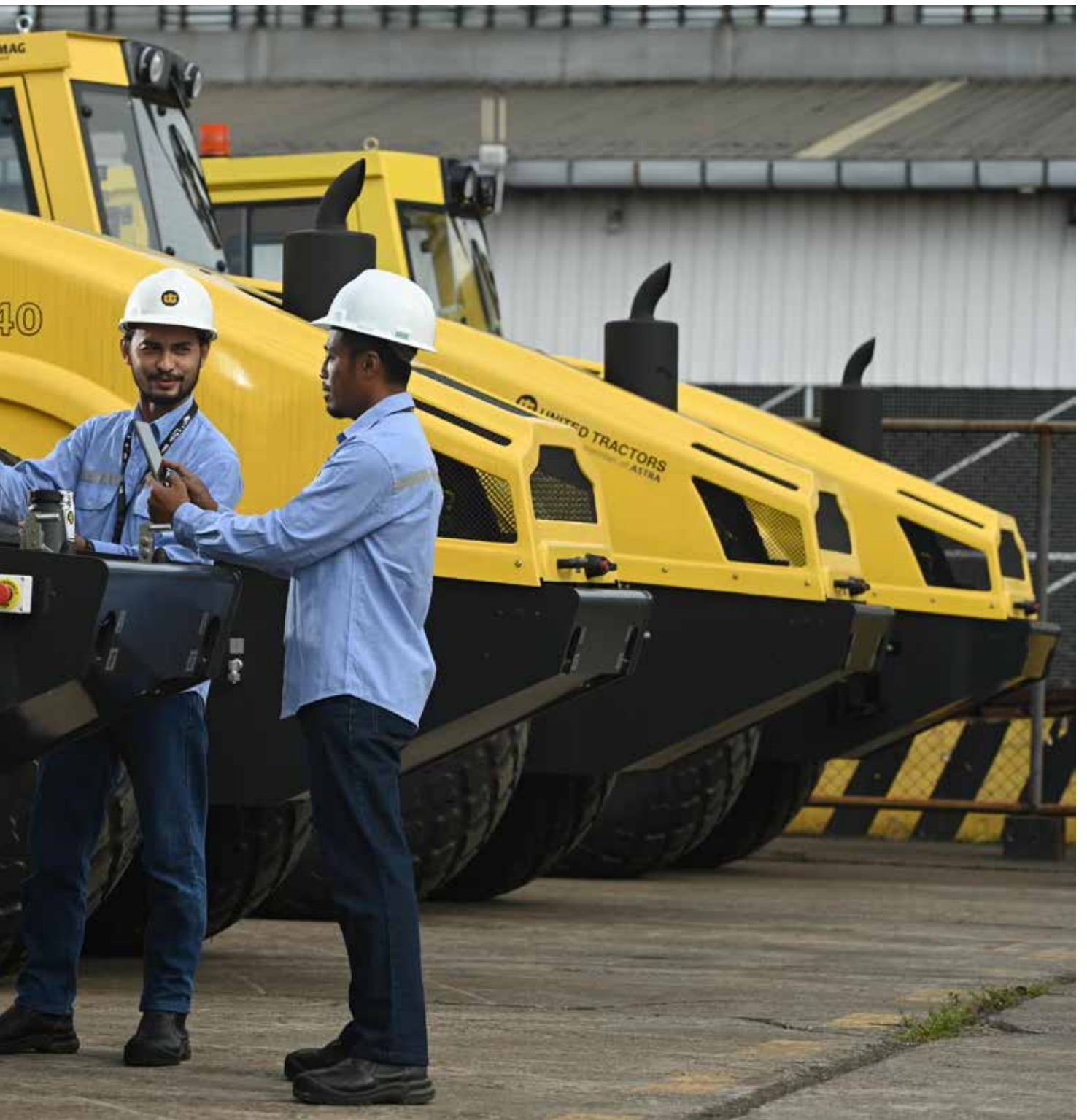
# TENTANG UNITED TRACTORS

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# 02





# IDENTITAS PERUSAHAAN

## Corporate Identity

<b>NAMA PERUSAHAAN</b> Name of Company	<b>PT United Tractors Tbk</b>	
<b>TANGGAL PENDIRIAN</b> Date of Establishment	13 Oktober 1972 October 13, 1972	
<b>PENCATATAN DI BURSA</b> Stock Exchange Listings	<p>Perseroan mencatatkan saham perdana di Bursa Efek Jakarta dan Bursa Efek Surabaya pada tanggal 19 September 1989 dengan kode perdagangan saham UNTR.</p> <p>The Company listed and first traded its shares on the Jakarta Stock Exchange and the Surabaya Stock Exchange on 19 September 1989 with trading code UNTR.</p>	
<b>DASAR HUKUM</b> Legal Basis	<p>Akta Pendirian No. 69 tanggal 13 Oktober 1972, oleh Notaris Djojo Muljadi, S.H dan disahkan oleh Menteri Kehakiman Republik Indonesia, melalui Surat Keputusan No. Y.A. 5/34/8 tanggal 6 Februari 1973 dan diumumkan dalam Lembaran Berita Negara No. 31, Tambahan No. 281 tanggal 17 April 1973. Anggaran Dasar Perseroan telah mengalami perubahan dari waktu ke waktu. Perubahan terakhir Anggaran Dasar dinyatakan dalam Akta No. 54 tanggal 9 April 2021 yang dibuat oleh Jose Dima Satria, SH. M.Kn.</p> <p>Deed of Establishment No. 69 dated October 13, 1972, by Djojo Muljadi, S.H. (Public Notary), approved by the Minister of Justice of the Republic of Indonesian Decision Letter No. Y.A. 5/34/8 dated February 6, 1973, which was published in State Gazette No. 31, Supplement No. 281 dated April 17, 1973. The Company Articles of Association have been amended from time to time. The most recent amendment of the Articles of Association is stipulated in Deed No. 64 dated April 16, 2019, made by Jose Dima Satria, SH. M.Kn.</p>	
<b>MODAL DASAR</b> Authorized Capital	6.000.000.000 saham biasa, dengan nilai nominal Rp250 per saham. 6,000,000,000 ordinary shares, with a nominal value of Rp250 per share.	
<b>MODAL DITEMPATKAN &amp; DISETOR PENUH</b> Issued & Fully Paid Capital	<b>3,730,135,136</b> saham   shares	
<b>KEPEMILIKAN SAHAM</b> Ownership	PT Astra International Tbk <b>59.50%</b>	Publik   Public <b>40.50%</b>
<b>KANTOR PUSAT</b> Head Office	PT United Tractors Tbk Jl. Raya Bekasi Km. 22, Cakung Jakarta – 13910 Indonesia Tel : (62-21) 2457-9999 Fax : (62-21) 460-0657, 460-0677, 460-0655 E-mail : ir@unitedtractors.com Web : www.unitedtractors.com	
<b>KEANGGOTAAN DALAM ASOSIASI</b> Membership in Association	<ul style="list-style-type: none"> <li>• Asosiasi Emiten Indonesia</li> <li>• Asosiasi Jasa Pertambangan Indonesia (ASPINDO)</li> <li>• Asosiasi Pertambangan Batubara Indonesia (APBI)</li> <li>• Kamar Dagang dan Industri (KADIN) Indonesia</li> <li>• Asosiasi Perusahaan Sahabat Anak Indonesia (APSAI)</li> </ul>	

# SEKILAS PERUSAHAAN

The Company at a Glance

PT United Tractors Tbk ("Perseroan", "United Tractors" atau "UT") adalah perusahaan publik terkemuka di Indonesia dengan fokus usaha pada enam pilar bisnis utama, yakni Mesin Konstruksi, Kontraktor Penambangan, Pertambangan Batu Bara, Pertambangan Emas, Industri Konstruksi, dan Energi.

Perseroan merupakan anak usaha dari PT Astra International Tbk ("Astra"), salah satu grup usaha terbesar dan terkemuka di Indonesia dengan jaringan layanan menjangkau berbagai industri dan sektor. Dalam Grup Astra, Perseroan menjadi induk dari lini bisnis *Astra Heavy Equipment, Mining, Construction, & Energy* (AHMCE). Astra memiliki 59,5% saham UT dan sisa saham dimiliki oleh publik.

Diawali sebagai perusahaan sederhana yang menjual satu merek alat berat pada tahun 1972. UT mengembangkan bisnis utamanya dengan mendukung kegiatan pembangunan yang bertumpu pada mesin konstruksi di sektor ekstraksi dan infrastruktur. Dengan cikal bakal keahlian alat konstruksi dan penambangan, kini Perseroan telah tumbuh terdiversifikasi dengan memasuki bisnis energi, mineral dan mengembangkan bisnis industri konstruksi.

UT berkembang seiring dengan pertumbuhan Indonesia sehingga hubungan timbal balik ini harus diperkuat dengan cara memberikan nilai tambah yang berkelanjutan kepada pemangku kepentingan. UT melakukannya dengan cara melakukan bisnis yang berintegritas dan mewujudkan tanggung jawab untuk pengembangan masyarakat dan lingkungan di sekitar UT beroperasi. Hal ini selaras dengan misi Perseroan yaitu "Memberi sumbangan yang bermakna bagi kesejahteraan bangsa".

PT United Tractors Tbk ("Company," "United Tractors" or "UT") is a leading public company in Indonesia with a focus on six main business pillars, namely Construction Machinery, Mining Contracting, Coal Mining, Gold Mining, Construction Industry, and Energy.

The Company is a subsidiary of PT Astra International Tbk ("Astra"), one of the largest and leading business groups in Indonesia with a network of services across various industries and sectors. Within the Astra Group, the Company is the parent of the Astra Heavy Equipment, Mining, Construction, and Energy (AHMCE) business lines. Astra has 59.5% of UT shares, with the remaining shares owned by the public.

UT started as a simple company that sold one brand of heavy equipment in 1972. UT developed its main business by supporting development activities that relied on construction machinery in the extraction and infrastructure sectors. With expertise in construction and mining machinery, the Company has now diversified by entering the energy and mineral sectors, as well as the construction industry business.

UT is growing alongside Indonesia, and this mutual relationship must be strengthened through the provision of sustainable added value to the stakeholders. UT carries out this mission by conducting business with integrity and always fulfilling the commitment to the community development in the vicinity of UT's operations. This is in line with the Company's mission "Contributes to the nation's prosperity".

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# BIDANG USAHA DAN SKALA BISNIS <sup>[103-3]</sup>

Business Core and Scale <sup>[103-3]</sup>

## JUMLAH ASET

Total Assets

**Rp112.6** Triliun  
Trillion

### Jumlah Aset Perseroan di tahun 2021

Total of the Company's Assets  
in 2021

## LABA BERSIH

Net Income

**Rp10.3** Triliun  
Trillion

### Jumlah Laba Bersih Perseroan di tahun 2021

Total of the Company's  
Net Income in 2021

## EKUITAS

Equity

**Rp71.8** Triliun  
Trillion

### Jumlah Ekuitas Perseroan di tahun 2021

Total of the Company's Equity  
in 2021

## PENDAPATAN BERSIH

Net Revenue

**Rp79.5** Triliun  
Trillion

### Jumlah Pendapatan Bersih Perseroan di tahun 2021

Total of the Company's Net  
Revenue in 2021

#### TOTAL KARYAWAN PERSEROAN

Number of The Company's  
Employees

**29,118**  
Orang  
Person

**20** Kantor Cabang, **39** Site Support,  
**25** Kantor Perwakilan, serta  
berbagai titik layanan lainnya

**20** Branch Offices, **39** Site Support,  
**25** Representative Offices, and various other service points





# MESIN KONSTRUKSI

## Construction Machinery

Penjualan alat berat dan alat transportasi dengan merek Komatsu, UD Trucks, Scania, Bomag dan Tadano.  
Sales of heavy equipment and transportation equipment under brand of Komatsu, UD Trucks, Scania, Bomag and Tadano.

**PANGSA PASAR UNITED TRACTORS**  
United Tractors market shares

**29%**

### PENJUALAN ALAT BERAT KOMATSU

Komatsu Heavy Equipment Sales

**3,088**

Unit  
Units

### PENJUALAN SUKU CADANG DAN JASA PEMELIHARAAN

Spare Parts Sales and Maintenance Services

**Rp7.8**

Triliun  
Trillion

### JUMLAH PENDAPATAN BERSIH MESIN KONSTRUKSI

Total Net Revenues of Construction Machinery

**Rp22.8**

Triliun  
Trillion



# BIDANG USAHA

Core Business

## KONTRAKTOR PENAMBANGAN

### Mining Contracting

Kontribusi pendapatan bersih segmen Kontraktor Penambangan terhadap total pendapatan bersih konsolidasi Perseroan pada tahun 2021.

Net revenue contribution from Mining Contracting segment to the Company's total consolidation net revenue in 2021.

**42%**



**PRODUKSI BATU BARA**  
Coal Production

**116.2**

**JUTA TON**  
Million Tons

**VOLUME PEMINDAHAN TANAH**  
Overburden Removal Volume

**852.1**

**JUTA BCM**  
Million BCM

**JUMLAH PENDAPATAN BERSIH  
KONTRAKTOR PENAMBANGAN**  
Total Net Revenues of Mining Contracting

**Rp33.2**

**Triliun**  
Trillion







# PERTAMBANGAN BATU BARA

## Coal Mining

**17%**

Kontribusi pendapatan bersih segmen  
Pertambangan Batu Bara terhadap  
total pendapatan bersih konsolidasi  
Perseroan pada tahun 2021.  
Net revenue contribution from Coal  
Mining segment to the Company's total  
consolidation net revenue in 2021.

**VOLUME PENJUALAN  
BATU BARA**  
Coal Sales Volume

**9.0**

**JUTA TON**  
Million Tons

**JUMLAH PENDAPATAN BERSIH  
PERTAMBANGAN BATU BARA**  
Total Net Revenues of Coal Mining

**Rp13.7**

**Triliun**  
Trillion



## BIDANG USAHA

Core Business

# PERTAMBANGAN EMAS

## Gold Mining

Kontribusi pendapatan bersih segmen Pertambangan Emas terhadap total pendapatan bersih konsolidasi Perseroan pada tahun 2021. Net revenue contribution from Gold Mining segment to the Company's total consolidation net revenue in 2021.

# 10%



### PENJUALAN SETARA EMAS

Gold Equivalent Sales

# 330

**Ribu Ons**  
Thousand ounces

### JUMLAH PENDAPATAN BERSIH PERTAMBANGAN EMAS

Total Net Revenues of Gold Mining

# Rp8.3

**Triliun**  
Trillion







# INDUSTRI KONSTRUKSI

## Construction Industry

Kontribusi pendapatan bersih segmen Industri Konstruksi terhadap total pendapatan bersih konsolidasi Perseroan pada tahun 2021.

Net revenue contribution from Construction Industry segment to the Company's total consolidation net revenue in 2021.

**2%**

### JUMLAH PENDAPATAN BERSIH INDUSTRI KONSTRUKSI

Total Net Revenues of Construction Industry

**Rp1.5**  
Triliun  
Trillion



# BIDANG USAHA

Core Business

## ENERGI

### Energy

Mengoperasikan pembangkit listrik  
Operating power plants

99%

Kemajuan Proyek Pembangunan PLTU Jawa-4 (Tanjung Jati B Unit 5 & 6) per 31 Desember 2021  
Progress on Jawa-4 (Tanjung Jati B Unit 5 & 6) Coal-Fired Power Plant as of December 31, 2021.



Kemajuan Proyek Pembangunan PLTU Jawa-4 (Tanjung Jati B Unit 5 & 6) per 31 Desember 2021  
Progress on Jawa-4 (Tanjung Jati B Unit 5 & 6) Coal-Fired Power Plant as of December 31, 2021

99%

Kapasitas Energi Terbarukan *Rooftop Solar* PV terpasang di sejumlah fasilitas dalam grup Perseroan dan Astra  
Renewable Energy Capacity of Rooftop Solar PV technology installed in the Company's and Astra's group facilities

2.4 MWp





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# VISI, MISI DAN NILAI-NILAI PERUSAHAAN [102-16]

The Company's Vision, Mission, and Values [102-16]

## Visi Vision

Menjadi perusahaan kelas dunia berbasis solusi di bidang alat berat, pertambangan dan energi, untuk menciptakan manfaat bagi para pemangku kepentingan.

To be a world class solution driven company in heavy equipment, mining, and energy for the benefit of all stakeholders.



## Misi Mission

### 01

Bertekad membantu pelanggan meraih keberhasilan melalui pemahaman usaha yang komprehensif dan interaksi berkelanjutan.

Aspires to assist customers to become successful by utilizing comprehensive understanding through continuous interaction.

### 02

Menciptakan peluang bagi insan perusahaan untuk dapat meningkatkan status sosial dan aktualisasi diri melalui kinerjanya.

Provides opportunities for our people to enhance their social status and self fulfillment in accordance with their performance.

### 03

Menghasilkan nilai tambah yang berkelanjutan bagi para pemangku kepentingan melalui tiga aspek berimbang dalam hal ekonomi, sosial dan lingkungan

Creates sustainable added value for stakeholders by striking a balance between economic, social and environmental aspects.

### 04

Memberi sumbangan yang bermakna bagi kesejahteraan bangsa.

Contributes to the nation's prosperity.

# 8 NILAI SOLUTION

## Eight Values of Solution



**S**  
Serve

Memberikan pelayanan terbaik kepada pelanggan secara profesional dengan sepenuh hati.

Providing the best service to customers professionally with full of passion.



**O**  
Organized

Mengedepankan cara berpikir, bekerja dan bekerja sama secara sistematis, disiplin, menggunakan prinsip prioritas dan saling menghormati.

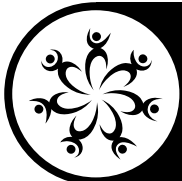
Put forward the way of thinking, working and cooperating in systematic manner, discipline, using priority principle and respect to each other.



**L**  
Leading

Selalu menjadi yang terdepan dan proaktif dalam memberikan solusi yang terbaik, sehingga menjadi teladan, inspirasi, serta motivasi bagi lingkungannya.

Always leading and proactive in providing best solution, become role model, inspiration and motivation to surrounding.



**U**  
Uniqueness

Selalu memberikan solusi unik terbaik tanpa mengorbankan nilai Perseroan.

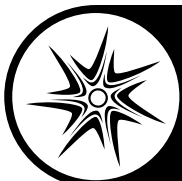
Always provides unique best solution without sacrificing the Company value.



**T**  
Totality

Secara sadar dan penuh integritas melaksanakan tugas dan tanggung jawabnya dengan memberikan solusi yang tuntas, lengkap dan menyeluruh.

Consciously and full of integrity conducts duties and responsibilities by providing total, complete and thorough solution.



**I**  
Innovative

Selalu menumbuhkembangkan gagasan baru, melakukan tindakan perbaikan yang berkelanjutan dan menciptakan lingkungan kondusif untuk berkreasi sehingga memberikan nilai tambah bagi pemangku kepentingan.

Always grows new ideas, conducts continuous improvements and creates conducive surrounding to be creative so that provides added value to stakeholder.



**O**  
Open-mind

Selalu menunjukkan keterbukaan hati, pikiran, sikap dan perilaku untuk mengembangkan potensi diri dan organisasi.

Always shows open heart, mind, attitude and behaviour to develop self and organization's potency.



**N**  
Networking

Selalu memperluas hubungan yang sinergis untuk meningkatkan nilai tambah melalui kemitraan yang saling menguntungkan.

Always expands synergistic relationship to increase added value through mutual partnership.

# TAGLINE PERUSAHAAN

Corporate Tagline

## Moving as **one**

*Moving as One* adalah slogan United Tractors yang digunakan dalam berinteraksi bisnis dengan Pelanggan, untuk membangun reputasi bahwa keunggulan United Tractors adalah pada produk, solusi serta hubungan kerjasama yang baik dengan pelanggan.

Moving as One is a slogan of United Tractors used across all business interaction with customers, to establish a reputation of a company that excels in products, solutions and continuous partnership with customers.

Nilai-nilai yang terkandung di dalam *Moving as One* adalah sebagai berikut:

The values contained in Moving as One are:



### One Commitment

United Tractors berkomitmen menjadi mitra terpercaya bagi pelanggan dengan memberikan solusi dan nilai tambah.

United Tractors is committed to be a reliable business partner to customers by offering solutions and added value.



### One Spirit

United Tractors berdedikasi melayani pelanggan dengan sepenuh hati dan mengutamakan kerja sama.

United Tractors is dedicated in serving all customers wholeheartedly and embracing teamwork.



### One Synergy

United Tractors bersinergi dengan pelanggan untuk membangun hubungan mutualisme dan keberhasilan bersama.

United Tractors is synergizing with customers to build mutual partnership and achieve mutual success.

# KEBERLANJUTAN DI UNITED TRACTORS

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# 03









# PENGANTAR **KEBERLANJUTAN**

Introduction to Sustainability



**Edhie Sarwono**  
Direktur  
Director



Pada tahun 2021, United Tractors telah menetapkan arah baru keberlanjutan Perseroan dalam jangka panjang dengan memperkuat komitmen dalam mengembangkan bisnis berdasarkan prinsip *Environmental, Social, and Governance* (ESG) yang sangat penting bagi keberlanjutan bisnis ke depan.

In 2021, United Tractors set a new direction for the Company's long-term sustainability strategy by strengthening its commitment to developing a business based on Environmental, Social, and Governance (ESG) principles.



## PENGANTAR **KEBERLANJUTAN**

### Introduction to Sustainability

#### INISIATIF UT DALAM PENANGANAN COVID-19

Pandemi COVID-19 telah memberikan pemahaman baru mengenai pentingnya vaksinasi dalam menghadapi gelombang virus dengan varian baru yang menjadi ancaman keselamatan bagi karyawan Perseroan maupun masyarakat. Untuk menghadapi risiko pandemi, kekompakan menjadi salah satu kunci untuk mengurangi risiko penularan COVID-19. Kekompakan melibatkan pelaku usaha, Pemerintah, layanan kesehatan dan masyarakat dalam rangka memulihkan kesehatan dan perekonomian.

Program Perseroan dalam penanganan pandemi meliputi:

- Kerja sama dengan Pemerintah dalam pengadaan Vaksinasi Gotong Royong yang merupakan inisiatif swasta untuk menyediakan vaksinasi bagi tenaga kerja.
- Kerja sama dengan Dinas Kesehatan dan Fasilitas Layanan Kesehatan untuk menyelenggarakan sentra-sentra vaksinasi bagi publik sehingga dapat mempercepat tercapainya *herd immunity* untuk daya tahan kesehatan di masa depan.
- Pelibatan di antara karyawan dan dukungan kepada masyarakat untuk menjadikan Gerakan Masyarakat Hidup Sehat (GERMAS) sebagai budaya dan kebiasaan sehari-hari dalam mencegah penularan tidak hanya COVID-19 tetapi juga penyakit menular lainnya.

#### UT RESPONSE TO THE HANDLING OF COVID-19

Since the pandemic COVID-19, we have seen the importance of vaccination to counter the emergence of new virus varieties that have posed a safety hazard to the Company's employees and the public. Cohesion is one of the keys to lowering the risk of COVID-19 transmission. In order to restore the economy, this cohesiveness should involve business players, the government, health services, and the community.

The Company's Program for pandemic handling includes:

- Collaboration with the Government in implementing *Gotong Royong* Vaccination program, which is a private initiative to provide vaccinations for workers.
- Collaboration with the Health Office and Health Service Facilities to set up public vaccination centers to accelerate the achievement of herd immunity and ensure future health resilience.
- Employee engagement and community support to run Community Movement for Healthy Life (GERMAS) as culture and daily habit to minimize transmission risk of not only COVID-19 but also other infectious diseases.

**53.800**

**Peserta Vaksinasi  
Karyawan dan  
Keluarga**

**53,800**

**Employees and  
Family Vaccination  
Participants**

**90.258**

**Peserta Vaksinasi  
Masyarakat**

**90,258**

**Community  
Vaccination  
Participants**

**11.650**

**Unit Alat Kesehatan  
untuk Penanganan  
Pandemi**

**11,650**

**Units of Medical  
Devices for Pandemic  
Handling**

**105.085**

**Masyarakat  
Penerima Donasi  
COVID-19**

**105,085**

**COVID-19  
Donation Recipient  
Communities**



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Perseroan tetap memberlakukan pengaturan khusus untuk meminimalkan risiko penularan akibat mobilitas orang dan berlakunya pembatasan perjalanan sesuai arahan dari pemerintah daerah setempat, terutama mereka yang harus bekerja di lapangan. Perseroan meneruskan praktik pemeriksaan kesehatan khusus kepada kelompok pekerjaan tertentu dan menjalankan prosedur penanganan bagi mereka yang terduga maupun terinfeksi COVID-19 termasuk untuk pengobatan dan rehabilitasinya, yang seluruhnya ditanggung oleh Perseroan.

### **MEMPERKUAT PRAKTIK ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG)**

Keterbatasan dalam jangka panjang telah merubah cara kerja manusia dan menciptakan peluang untuk menjadikan digitalisasi bisnis memiliki daya dorong yang kuat. Bekerja secara hibrid telah menjadi pilihan untuk jenis-jenis pekerjaan tertentu dan terbukti sama efektifnya dengan cara kerja konvensional. Pelatihan yang dilakukan secara virtual memungkinkan karyawan untuk belajar pada waktu dan tempat yang fleksibel.

Perseroan menjaga akselerasi digital yang diimbangi budaya perusahaan agar tetap melekat di tengah-tengah kerapnya pertemuan virtual dan semakin sedikitnya interaksi langsung. Para atasan dari jenjang direktur hingga manajer selalu menyampaikan 8 Nilai SOLUTION pada setiap kesempatan, menjadi teladan dalam bersikap, dan internalisasi nilai-nilai Perseroan dalam kelompok kecil yang difasilitasi oleh para *Agent of Change*.

Kombinasi cara kerja baru, pelatihan yang mudah diikuti, dan komunikasi yang efektif telah memberikan tingkat pelibatan yang tinggi. Hasil *Employee Engagement Survey* yang dilakukan pada tahun 2021, memberikan skor 79,3% (sangat baik).

The Company continues to apply special arrangements to minimize the risk of transmission due to the mobility of people and the enactment of travel restrictions according to the direction of the local government, especially those who still have to work in the field. The Company continues the practice of medical examinations for employees in certain occupational groups and carries out handling procedures for those suspected of, or infected with, COVID-19, including treatment and rehabilitation.

### **STRENGTHENING ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) PRACTICES**

Long term limitations have changed the way people work and have become opportunities for business digitalization. Hybrid work, which has become an option for certain types of work, has proven to be just as effective as conventional ways of working. Plus, virtual training allows employees to learn from various locations and at their own place.

The Company has a digital acceleration program that is balanced with the corporate culture so that it remains embedded amid frequent virtual meetings and fewer direct interactions. The superiors from directorate and managerial level convey the 8 SOLUTION Values in every occasions, including in small groups facilitated by Agents of Change.

The combination of new ways of working, easy-to-follow training, and effective communication has resulted in a high level of engagement. The Employee Engagement Survey conducted in 2021 resulted in a score of 79.3% (very good).

# PENGANTAR **KEBERLANJUTAN**

## Introduction to Sustainability

Pengelolaan dampak Lingkungan, Keselamatan, dan Kesehatan Kerja (LK3) dalam operasional perusahaan merupakan tuntutan tidak terpisahkan dalam pengelolaan ESG. Perseroan berupaya menerapkan praktik-praktik terbaik untuk meminimalkan pemborosan sumber daya alam dan timbulan limbah dengan melakukan efisiensi dan penerapan prinsip 6R (*Refuse, Reduce, Reuse, Recycle, Recovery, and Retrieve to Energy*).

Keselamatan dan Kesehatan Kerja (K3) merupakan irisan penting dalam pengembangan SDM dan CSR. Sejalan dengan pertumbuhan, kegiatan dan populasi alat berat juga semakin banyak yang dengan sendirinya menambah risiko K3. Perseroan menerapkan sistem, prosedur, dan pelibatan karyawan untuk menjadikan K3 sebagai budaya untuk mencegah terjadinya insiden di tempat kerja.

Dalam hal kontribusi kepada masyarakat, pendidikan merupakan salah satu fokus dalam memberikan nilai tambah dari kehadiran Perseroan. Inisiatif-inisiatif utama yaitu UT School yang dikelola Yayasan Karya Bakti UT (YKBUT) dan pengembangan sekolah vokasi melalui program SOBAT menjadi kontribusi Perseroan dalam memberdayakan generasi yang akan datang dengan pengetahuan dan keterampilan.

### CAKRAWALA BARU

Aspek ESG, pandemi, dan pergeseran-pergeseran pandangan tentang keberlanjutan di tengah-tengah masyarakat direspons oleh Perseroan dalam menata strategi keberlanjutan di masa mendatang. Pada Oktober 2021, Perseroan mengkaji dan mengalibrasi ulang topik-topik ESG yang relevan dan penting bagi Perseroan dan pemangku kepentingan. Saat ini kami sedang menyusun peta jalan, parameter penting, menyusun *baseline*, dan mekanisme pemantauan dan pelaporan terkait ESG yang sesuai kebutuhan Perseroan dan harapan pemangku kepentingan dalam kerangka perubahan iklim dan pencapaian Tujuan Pembangunan Berkelanjutan.

The impact management of the Company's Environment, Health and Safety (EHS) program is inseparable from the ESG management. The Company seeks to implement best practices to minimize waste of natural resources and waste generation by implementing efficiency and 6R principle (*Refuse, Reduce, Reuse, Recycle, Recovery, and Retrieve to Energy*).

Occupational Health and Safety (OHS) is a critical aspect of Human Capital and Corporate Social Responsibility development. The Company's activities and equipment are increasing in line with its growth, which amplifies the OHS risk. In order to develop OHS and a culture that minimizes workplace incidents, the Company employs several systems and procedures, and encourages employees engagement.

Education is one important pillar of the Company's contributions to society. The Company's initiative to empowering future generations with knowledge and skills through the UT School, which is managed by the Karya Bakti UT Foundation (YKBUT) and the fostering of vocational schools through the SOBAT program.

### NEW HORIZONS

The Company has responded to ESG issues, the pandemic, and shifts in community perceptions on sustainability in its future sustainability strategy. In October 2021, the Company reviewed and updated the ESG topics that are significant to the Company and the stakeholders. We are now putting together a roadmap, inventory of key parameters, baselines, and ESG monitoring and reporting methods that are in accordance with the Company's needs and meet stakeholder expectations within the framework of climate change and the Sustainable Development Goals.

# PENGANTAR **KEBERLANJUTAN**

## Introduction to Sustainability

Kami meyakini bahwa reputasi Perseroan dibangun oleh pembuktian kinerja dan persepsi para pemangku kepentingannya dalam jangka panjang, oleh karenanya Perseroan mengembangkan program keberlanjutan dan beragam *platform* untuk mengkomunikasikan hasil-hasilnya termasuk melalui laporan keberlanjutan ini. Komunikasi menjadi jembatan bagi Perseroan untuk meningkatkan kinerja ESG dan membangun hubungan yang harmonis kepada pemangku kepentingan.

We believe that the Company's reputation relies on its performance and the long-term perceptions of its stakeholders. As such, the Company has various sustainability programs and communication platforms, including this sustainability report. Communication is a bridge for the Company to improve its ESG performance and build harmonious relationships with its stakeholders.



**Edhie Sarwono**  
Direktur  
Director

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## PENGANTAR **KEBERLANJUTAN**

### Introduction to Sustainability

Selama bertahun-tahun Perseroan telah melayani pelanggan di sektor konstruksi, pertambangan, perkebunan dan lain-lain untuk pembangunan infrastruktur dan pemanfaatan sumber daya alam di Indonesia. Ini adalah bagian dari kontribusi United Tractors, melalui produk dan jasa yang memiliki nilai tambah, dalam memberikan manfaat kepada pelanggan, pemegang saham, dan masyarakat.

Namun, dengan kondisi seperti sekarang ini, Perseroan harus bergerak lebih jauh dari penciptaan manfaat dalam rantai nilai ekonomi. Perseroan memandang bahwa kinerja ESG kian menjadi perhatian di mata investor, pelanggan, dan calon karyawan masa depan sehingga menjadi faktor penting bagi keberlanjutan jangka panjang dan resiliensi bisnis United Tractors.

United Tractors telah mengintegrasikan keberlanjutan dalam visi, misi, dan strategi Perseroan. Perseroan menjalankan kegiatan usaha dan pengambilan keputusan dengan mempertimbangkan elemen-elemen ESG serta memfokuskan bisnis secara etis di ketiga area tersebut.

For many years, the Company has catered to customers in construction, mining, plantation and other projects to build infrastructure and utilized natural resources in Indonesia. This is part of United Tractors' contribution, through value-added products and services, to benefiting the customers, shareholders and society.

Given the current situation, however, the Company must move beyond creating benefits in the economic value chain. The Company's ESG performance is increasingly becoming a concern in the eyes of investors, customers, and future employees. It is also an important factor for the long-term sustainability and resilience of United Tractors' business.

United Tractors has integrated sustainability into its vision, mission and strategy. As a result, the Company carries out its business activities and decision making by taking into account ESG considerations.





# NILAI DASAR **KEBERLANJUTAN**

## Basic Value of Sustainability

United Tractors meyakini bahwa ESG dan program-program keberlanjutan memiliki arti penting untuk membangun masa depan yang berkelanjutan dan menciptakan nilai jangka panjang bagi seluruh pemangku kepentingan. Makna keberlanjutan bagi Perseroan direfleksikan dalam pernyataan visi dan misi sebagai berikut.

### VISI

Menjadi perusahaan kelas dunia berbasis solusi di bidang alat berat, pertambangan dan energi, untuk menciptakan manfaat bagi para pemangku kepentingan.

### MISI

Menjadi perusahaan yang:

- Bertekad membantu pelanggan meraih keberhasilan melalui pemahaman usaha yang komprehensif dan interaksi berkelanjutan.
- Menciptakan peluang bagi insan perusahaan untuk dapat meningkatkan status sosial dan aktualisasi diri melalui kinerjanya.
- Menghasilkan nilai tambah yang berkelanjutan bagi para pemangku kepentingan melalui tiga aspek berimbang dalam hal ekonomi, sosial, dan lingkungan.
- Memberi sumbangan yang bermakna bagi kesejahteraan bangsa.

United Tractors believes that ESG and its sustainability programs are important to building a sustainable future and creating long-term value for the stakeholders. The meaning of sustainability for the Company is reflected in the following vision and mission statements.

### VISION

To be a world class solution driven company in heavy equipment, mining, and energy for the benefit of all stakeholders.

### MISSION

Become a company that:

- Aspires to assist customers to become successful by utilizing comprehensive understanding through continuous interaction.
- Provides opportunities for our people to enhance their social status and self fulfillment in accordance with their performance.
- Creates sustainable added value for stakeholders by striking a balance between economic, social, and environmental aspects.
- Contributes to the nation's prosperity.

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# STRATEGI KEBERLANJUTAN

## Sustainability Strategy

### PELUANG DAN TANTANGAN KEBERLANJUTAN

Perubahan iklim merupakan topik yang relevan bagi keberlanjutan Perseroan sejalan dengan komitmen global dan Pemerintah Indonesia untuk membatasi kenaikan rata-rata suhu permukaan bumi maksimum 2°C pada akhir abad ini. Transisi menuju bisnis masa depan yang rendah karbon telah menjadi agenda manajemen melalui berbagai inisiatif strategis yang telah diambil Perseroan, antara lain:

- Perseroan telah menetapkan bisnis Energi Baru dan Terbarukan (EBT) sebagai salah satu strategi transisi korporasi. Pengembangan dan penggunaan teknologi yang kini tengah dikembangkan adalah Solar *Photovoltaic* (PV) dan pembangkit listrik *mini hydro*.
- Melalui anak perusahaan PT Energia Prima Nusantara (EPN), Perseroan telah memasang Solar PV di sejumlah perusahaan dalam Grup UT dan Astra di wilayah Jakarta dan sekitarnya, mencapai kapasitas 2,4 MWp. Sampai dengan akhir tahun 2022, ditargetkan akan terdapat penambahan instalasi baru sebesar 10 MWp dan diharapkan akan terus meningkat pada tahun-tahun berikutnya.
- Perseroan telah merintis dua Pembangkit Listrik Tenaga Mini-Hidro (PLTMH) yaitu PLTMH Kalipelus berkapasitas 0,5 MW di Jawa Tengah dan PLTM Besai Kemu di Lampung yang memiliki kapasitas sebesar 7 MW. Kedua PLTM tersebut dikelola oleh anak perusahaan yaitu PT Bina Pertiwi Energi (BPE). PLTM Besai Kemu saat ini masih dalam proses konstruksi dan diperkirakan akan beroperasi pada tahun 2023. Selain itu, Perseroan juga sedang mempelajari prospek beberapa proyek PLTM lainnya dengan total potensi lebih dari 20 MW.
- Perseroan aktif melakukan studi dan tinjauan untuk mengembangkan jenis energi terbarukan lainnya seperti Pembangkit Listrik Tenaga Air (PLTA) berskala besar, *floating solar PV*, *geothermal*, Pembangkit Listrik Tenaga Bayu (PLTB), serta *Waste to Energy*.

### SUSTAINABILITY OPPORTUNITIES AND CHALLENGES

Climate change is a relevant topic for the Company's sustainability in line with the global commitment, which has also been made by the Government of Indonesia, to limit the increase in the average temperature of the earth's surface to a maximum of 2°C by the end of this century. The Company has taken the following strategic initiatives to transition to a low-carbon business:

- The Company has established the New Renewable Energy (NRE) business as one of its corporate transition strategies. The development technology includes the use of Solar Photovoltaic (PV) and mini hydro power plants.
- Through its subsidiary, PT Energia Prima Nusantara (EPN), the Company has installed Solar PV in a number of companies within UT and Astra Groups in Jakarta and surrounding area with a total capacity of 2.4 MWp. The Company plans to add new installations of 10 MWp by the end of 2022 and is expecting to continue this project in following years.
- The Company has initiated two Mini-Hydro Power Plants (PLTMH), namely PLTMH Kalipelus with a capacity of 0.5 MW in Central Java and PLTM Besai Kemu in Lampung, which has a capacity of 7 MW. The two PLTMs are managed by PT Bina Pertiwi Energi (BPE), a subsidiary company. The mini-hydro power plant Besai Kemu is currently under construction and is expected to be operational in 2023. In addition, the Company is also pursuing several prospect of PLTM projects with a total potential of more than 20 MW.
- The Company is actively conducting studies and reviews to develop other types of renewable energy such as large-scale hydro power, floating solar PV, geothermal, wind power and waste to energy.

## STRATEGI BISNIS

United Tractors memiliki langkah-langkah strategis untuk meningkatkan nilai tambah memastikan keberlanjutan usaha jangka panjang untuk melindungi kepentingan pemegang saham, pelanggan, dan seluruh pemangku kepentingan termasuk komunitas global serta memperkuat praktik ESG untuk keberlanjutan jangka panjang Perseroan.

Dalam jangka pendek, situasi global dan domestik masih akan dipengaruhi oleh dampak pandemi COVID-19 yang berkorelasi dengan perekonomian. Namun, Perseroan secara bertahap telah memperbaiki kinerja tahun sebelumnya yang signifikan terdampak. Ringkasan strategi jangka pendek Perseroan adalah sebagai berikut:

- Transisi energi di tahun 2022 untuk pengembangan energi terbarukan, saat ini Perseroan terus menjajaki beragam peluang pengembangan seperti *floating solar panel* dan *wind turbin*, selain *hydro power plant* dan fokus pada *rooftop solar PV*.
- Berupaya untuk terus mengamankan pasokan untuk pemenuhan kebutuhan alat berat.
- Mengantisipasi peningkatan pada target produksi dari pelanggan pertambangan.
- Melanjutkan upaya untuk menyeimbangkan portofolio bisnis melalui strategi diversifikasi, menerapkan strategi digitalisasi dan diferensiasi sebagai upaya untuk meningkatkan layanan dan kepuasan pelanggan serta pemangku kepentingan.

## STRATEGI ESG

Selain pengembangan kegiatan usaha, Perseroan sedang berproses menyempurnakan kerangka kerja keberlanjutan United Tractors jangka panjang yang memuat komitmen untuk mendukung Tujuan Pembangunan Berkelanjutan (SDGs) dan Perubahan Iklim. Kerangka kerja keberlanjutan Perseroan juga termasuk pengkajian *baseline* indikator ESG yang penting dan metode pengukuran yang dapat diverifikasi untuk keperluan pelaporan.

## BUSINESS STRATEGY

United Tractors has developed strategies to increase added value while ensuring long-term business sustainability to protect the interests of shareholders, customers and all stakeholders, including the global community, as well as strengthening ESG practices for the long-term sustainability of the Company.

In the short term, the global and domestic situation will still be affected by the impact of the COVID-19 pandemic which is correlated with the economy. However, the Company has gradually improved on the performance of the previous year which was significantly affected. The summary of the Company's short-term strategy is as follows:

- Energy transition in 2022 toward the development of renewable energy. Currently, the Company continues to explore various development opportunities such as floating solar panels and wind turbines, in addition to hydro power plants and the focus on rooftop solar PV.
- Strive to continue to secure supplies to meet the needs of heavy equipment.
- Anticipating an increase in production targets from mining customers.
- Continuing with initiatives to balance the business portfolio through a diversification strategy, implementing a digitalization and differentiation strategy in order to improve service quality and customer and stakeholder satisfaction.

## ESG STRATEGY

In addition to developing business activities, the Company is in the process of completing United Tractors' long-term sustainability framework, which includes the commitment to support the Sustainable Development Goals (SDGs) and Climate Change. The Company's sustainability framework also includes baseline assessment of important ESG indicators and verified measurement methods for reporting.

# STRATEGI KEBERLANJUTAN

## Sustainability Strategy

United Tractors memiliki strategi keberlanjutan jangka panjang 'Triple-P Roadmap' yaitu: *Portfolio Roadmap*; *People Roadmap* dan *Public Contribution Roadmap*. *People Roadmap* dan *Public Contribution Roadmap* memuat program-program penting Perseroan pada area ESG yang memastikan tercapainya tujuan komersial Perseroan. *Public Contribution Roadmap* memuat topik-topik keberlanjutan antara lain Keselamatan dan Kesehatan Kerja (K3), Dampak Lingkungan, dan Tanggung Jawab Sosial Perusahaan (CSR). Mulai tahun 2022, kerangka keberlanjutan Perseroan berbasiskan ESG menjadi dasar bagi seluruh penerapan 3P *Roadmap*.

United Tractors has a long term sustainability strategy called 'Triple-P Roadmap', consisting of: *Portfolio Roadmap*; *People Roadmap* and *Public Contribution Roadmap*. The *People Roadmap* and *Public Contribution Roadmap* contain the Company's programs in the ESG area that ensure the achievement of the Company's commercial objectives. The *Public Contribution Roadmap* contains sustainability topics including Occupational Health and Safety (OHS), Environmental Impact, and Corporate Social Responsibility (CSR). Starting in 2022, the Company's ESG-based sustainability framework will be the basis for the implementation of 3P *Roadmap*.

<b>Portfolio Roadmap</b>	<p>Perseroan mengantisipasi bisnis untuk memastikan keberlangsungan jangka panjang. Turunnya kebutuhan batu bara global membawa konsekuensi berupa turunnya produksi batubara nasional yang berisiko pada penurunan manfaat pada segmen Kontraktor Penambangan.</p> <p>Peluang penyeimbang antara lain memanfaatkan <i>coal asset</i> yang dimiliki antara lain dengan pengembangan bisnis hilirisasi batu bara (<i>downstream</i>) dengan portofolio bisnis yang sangat berbeda dengan bisnis saat ini.</p> <p>Setiap anak perusahaan fokus pada pengembangan <i>new landscape</i> yang telah disetujui sehingga dapat memberikan dampak yang berarti. Selain itu Perseroan agresif mengadopsi teknologi dan inovasi terkini untuk dapat mengendalikan emisi karbon, limbah dan konsumsi energi seefisien mungkin.</p> <p>The Company anticipates future business to ensure long-term sustainability. The decline in global coal demand have consequences in the form of a decrease in national coal production and thus reducing the profits in the Mining Contracting segment.</p> <p>Opportunities to compensate include the utilization of existing coal assets, among others, by developing a downstream coal business with a business portfolio that is very different from the current business.</p> <p>Each subsidiary will focus on developing a new landscape that has been approved so that it can have a meaningful impact. In addition, the Company aggressively adopts the latest technology and innovations to be able to control carbon emissions, waste, and energy consumption as efficiently as possible.</p>
<b>People Roadmap</b>	<p>Kesiapan Sumber Daya Manusia (SDM) adalah faktor yang sangat penting dalam keberlangsungan bisnis. Pengembangan kompetensi perlu disiapkan sedini mungkin untuk pengembangan <i>new landscape</i> dari setiap anak perusahaan, termasuk kesiapan Perseroan agar mampu ekspansi ke luar negeri.</p> <p>The readiness of Human Capital (HC) is a very important factor in business continuity. Competency development needs to be prepared as early as possible for the development of the new landscape of each subsidiary, including the Company's readiness to be able to expand overseas.</p>
<b>Public Contribution Roadmap</b>	<p>Sejalan dengan pemulihan ketahanan masyarakat akibat dampak pandemi, jalinan sinergi antar perusahaan dalam Perseroan harus mampu meningkatkan kualitas dari program <i>Corporate Social Responsibility</i> (CSR) sehingga manfaat yang dihasilkan dapat berdampak luas dan fundamental bagi masyarakat sekitar.</p> <p>Perseroan juga menyempurnakan program CSR Perseroan dengan target, pengukuran dan pelaporan yang konsisten dan terstruktur terkait indikator-indikator yang relevan dengan kerangka ESG, seperti <i>community investment</i>, <i>livelihood</i>, serta <i>Diversity, Equity &amp; Inclusion</i> (DEI).</p> <p>In line with the recovery of community resilience from the impact of the pandemic, synergies between companies within the Company must be able to improve the quality of CSR programs so that the benefits generated can have a broad and fundamental impact on the surrounding community.</p> <p>The Company also improves the Company's CSR programs with consistent and structured targets, measurement and reporting related to indicators relevant to the ESG framework, such as community investment, livelihoods, and Diversity, Equity &amp; Inclusion (DEI).</p>



# STRATEGI **KEBERLANJUTAN**

## Sustainability Strategy

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Human Capital

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Kesehatan dan  
Keselamatan Kerja  
Occupational  
Health and Safety

Dampak Lingkungan  
Environmental Impact

Produk dan Layanan  
Product and Services

Tata Kelola, Etika Bisnis, dan  
Manajemen Risiko  
Governance, Business Ethics,  
and Risk Management

Data dan Informasi  
Supporting Data and  
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### OBJEKTIF **PUBLIC CONTRIBUTION**

*Public Contribution* memberikan dukungan dalam mencapai bisnis Perseroan yang berkelanjutan. Termasuk inisiatif-inisiatif penting dalam pilar ini adalah program-program pengembangan sistem, proses, manusia, dan kinerja yang terukur sebagaimana diilustrasikan di bawah ini.

### PUBLIC CONTRIBUTION OBJECTIVES

Public Contribution provides support toward a sustainable business for the Company. Included in the key initiatives in this pillar are measurable development programs for systems, processes, people and performance as illustrated below.

### Operational Excellence

#### Operational Excellence

#### Sistem System



- Sistem Manajemen Mutu & LK3 (AGC, AFC, ASMS, SMK3, ACMS, PROPER, ISO, SMKP, BMS, FMS)
- Digitalisasi
- Quality Management System & EHS (AGC, AFC, ASMS, SMK3, ACMS, PROPER, ISO, SMKP, BMS, FMS)
- Digitalization

#### Proses Process



- Komunikasi yang Efektif
- Teknologi terbaik yang tersedia dan Digitalisasi Model Transformasi Kejuruan (*link & match*)
- Pengembangan Tenaga Kerja
- Pemberdayaan Masyarakat Selama Krisis Pandemi
- Pemulihan Bisnis berdasarkan *New Normal* yang berbeda
- Effective Communication
- Best Available Technology & Digitalization Vocational Transformative Model (Link & Match)
- Workforce development
- Community empowerment during pandemic crisis
- Rejuvenate business process based on different new normal

#### People People



- Tenaga Kerja yang Bersertifikat/Berkualitas
- Certified/Qualified Manpower

#### Kinerja Performance



- Kinerja Organisasi (Indeks Kesehatan, Keselamatan Berbasis Perilaku, Parameter Lingkungan, Indeks Keamanan)
- Pemetaan dan Pemantauan Program CSR
- Efektivitas Biaya
- Produktivitas Aset
- Organization Performance (Health Index, Behavior Based Safety, Environmental Parameter, Security Index)
- Mapping & Monitoring CSR Program
- Cost Effectiveness
- Asset Productivity

### Tujuan Akhir

#### End in Mind



### Bisnis yang Berkelanjutan

#### Sustainable Business

1. Perusahaan yang memiliki reputasi tinggi
  2. Hubungan harmonis dengan pemangku kepentingan
  3. *Men sana in corpore sano*
  4. Keselamatan sebagai perilaku
  5. Tempat dan lingkungan kerja yang diinginkan
- 
1. Highly reputable company
  2. Harmonious relationship with stakeholders
  3. *Men sana in corpore sano*
  4. Safety as behaviour
  5. Desirable working place and environment

# TOPIK PENTING **KEBERLANJUTAN**

## Material Sustainability Topics

Perseroan mengidentifikasi topik ESG yang memiliki dampak penting bagi keberlanjutan dan menjadi isu-isu penting bagi pemangku kepentingan yang menggambarkan prioritas Perseroan dalam mengelola keberlanjutan. Terkait dengan dampak pandemi COVID-19, topik Keselamatan dan Kesehatan Kerja (K3) tetap menjadi prioritas Perseroan.

Pada Oktober 2021 Perseroan memperbarui penilaian materialitas topik-topik ESG pada masing-masing lini bisnis. Validasi ulang atas topik-topik ESG dilakukan oleh manajemen Perseroan dengan mempertimbangkan perkembangan usaha, kondisi terkini dan aspirasi Perseroan dalam strategi keberlanjutan 2030.

### Proses Pemilihan dan Validasi Topik Keberlanjutan

The Process of Selection and Validation of Sustainability Topics

#### Identifikasi

Tim keberlanjutan mengidentifikasi isu-isu yang relevan meliputi aspek ekonomi, sosial dan lingkungan, yang relevan dengan aktifitas, produk dan jasa. Perseroan dan lini bisnisnya, kemudian disesuaikan dengan topik-topik dalam Standar GRI yang menjadi acuan.

#### Identification

The sustainability team identifies issues including economic, social and environmental aspects, which are relevant to the activities, products and services of the Company and its business lines, to be further adjusted to the referred topics in the GRI Standards.

#### Prioritas

Pemilihan prioritas dilakukan dengan memetakan topik-topik keberlanjutan berdasarkan signifikansi dampak ekonomi, sosial, dan lingkungan serta signifikansi menurut pemangku kepentingan yang disajikan dalam matriks materialitas topik keberlanjutan untuk memperoleh topik material.

#### Priority

Priority is selected by mapping sustainability topics not only based on the significance of economic, social, and environmental but also the significance in the perspective of stakeholders as presented in the materiality matrix of sustainability to obtain material topics.

#### Validasi

Perseroan memvalidasi topik-topik material untuk memperoleh persetujuan dan masukan dari manajemen. Validasi juga dilakukan untuk memeriksa kelengkapan data dan informasi yang relevan dari kegiatan Perseroan dan lini bisnis.

#### Validation

The Company validates material topics to get approval and input from management. Validation is made to check the completeness of data and relevant information from the Company's activities and business lines.

#### Pelibatan Pemangku Kepentingan Stakeholders Engagement

Perseroan mempertimbangkan masukan dan bahasan dari pemangku kepentingan yang relevan, yang diperoleh dari kegiatan pelibatan pemangku kepentingan selama masa pelaporan.

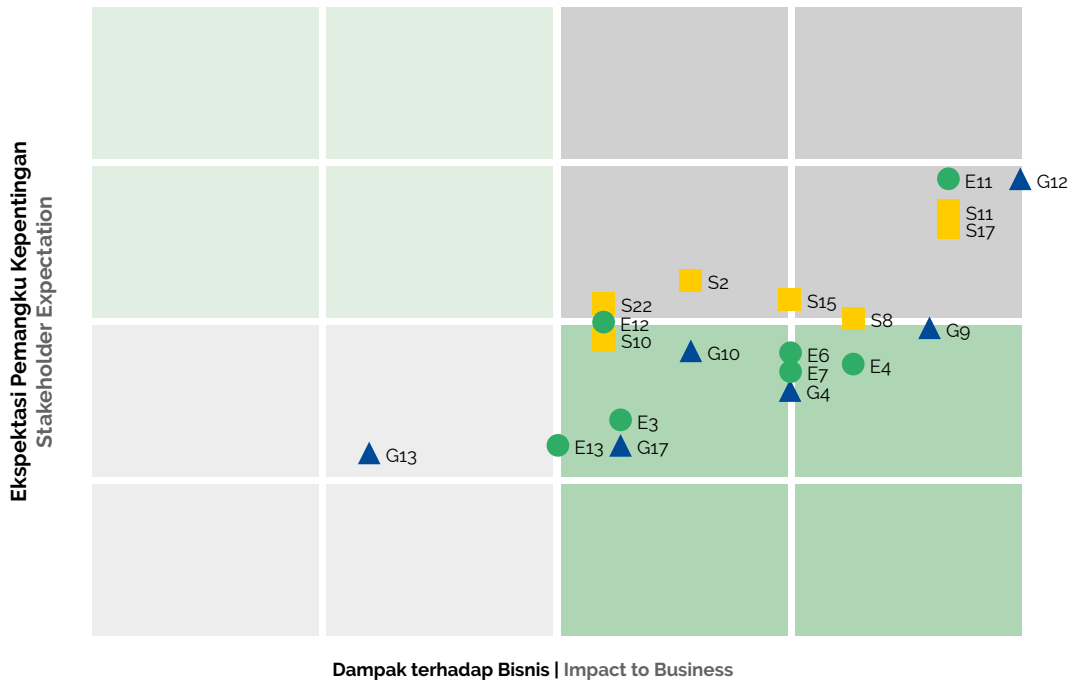
The Company takes into account input and discussion with relevant stakeholders obtained from stakeholder engagement activities during the reporting period.

The Company has identified a number of ESG topics that have material impact on sustainability and are important for the Company's stakeholders. In regards to the impact of the COVID-19, the Company maintains its priority in Occupational Health and Safety (OHS).

In October 2021, the Company updated the materiality assessment of its ESG topics in each business line. The Company's management revalidated ESG topics, taking into consideration business development, current economic conditions and the Company's 2030 sustainability strategy.

**Prioritas Topik Keberlanjutan**  
Priorities of Sustainability Topics

**Isu Material - Mesin Konstruksi**  
Materiality Issue - Construction Machinery



**Jumlah Isu: Lingkungan (7); Sosial (7); Tata Kelola (6)**  
**Total issue: Environment (7); Social (7); Governance (6)**

**Keterangan | Remarks:**

- Isu Lingkungan | Environmental Issue
- Isu Sosial | Social Issue
- ▲ Isu Tata Kelola | Governance Issue

# TOPIK PENTING **KEBERLANJUTAN**

## Material Sustainability Topics

### Daftar Isu Material

List of Material Issues

No	Kode Code	Isu Issue	Standar GRI GRI Standard
1.	G12	Tata Kelola Governance	GRI 102-18-39
2.	E11	Pengelolaan Bahan & Limbah B3 Waste & Hazardous Material Management	GRI 306
3.	S11	Layanan Kesehatan Karyawan Employee Health Service	GRI 403
4.	S17	Tingkat Cedera Injury Rate	GRI 403
5.	G9	Kebijakan & Sistem Manajemen Lingkungan Environmental Policy & Management Systems	GRI 103
6.	S8	Tanggung Jawab Produk & Pelanggan Customers & Product Responsibility	GRI 416
7.	S15	Pengembangan Sumber Daya Manusia Human Capital Development	GRI 404
8.	E4	Strategi Perubahan Iklim Climate Change Strategy	GRI 305
9.	S2	Hubungan Komunitas Community Relations	GRI 413
10.	E7	Emisi GRK GHG Emissions	GRI 305
11.	E6	Manajemen Energi Energy Management	GRI 302
12.	G4	Strategi Iklim/Rendah Karbon Climate/Low Carbon Strategy	GRI 305
13.	S22	Hubungan Masyarakat Public Relations	GRI 413
14.	G12	Manajemen Air Limbah Waste Water Management	GRI 303

Perubahan terhadap cakupan topik ESG meliputi penambahan isu tata kelola, tanggung jawab produk & pelanggan, kebijakan sistem manajemen lingkungan, pengurangan aspek dampak ekonomi tidak langsung dan kepatuhan lingkungan pada laporan keberlanjutan sebelumnya. Tidak terdapat perubahan yang signifikan pada operasi Perseroan dan rantai pasokan yang menjadi batasan pelaporan dibandingkan dengan ruang lingkup pada pelaporan sebelumnya [102-10][102-49]

The Company has added the following ESG topics: governance issues, product and customer responsibility, environmental management system policies, reduction of indirect economic impacts, and environmental compliance. There have been no significant changes in the Company's operation and supply chain, which serve as reporting boundaries compared to the scope of the previous report. [102-10][102-49]



# UT DAN TUJUAN PEMBANGUNAN BERKELANJUTAN (SDGs)

## UT and the Sustainable Development Goals (SDGs)

Tujuan Pembangunan Berkelanjutan (SDGs) merupakan agenda penting kemanusiaan yang ingin dicapai dunia pada tahun 2030 untuk memastikan tidak ada seorang di dunia ini yang tertinggal dari manfaat pembangunan. United Tractors memahami sepenuhnya bahwa kegiatan usaha yang dilakukan Perseroan berdampak pada pencapaian SDGs baik secara positif maupun negatif. Oleh karenanya, Perseroan menyusun program-program untuk meningkatkan kinerja operasional sekaligus mengupayakan akselerasi pencapaian SDGs.

United Tractors mendukung SDGs melalui program-program prioritas di bidang lingkungan, sosial, dan tata kelola. Perseroan menggunakan *SDG Compass*, sebuah pendekatan yang diadopsi dari Global Reporting Initiatives (GRI), UN Global Compact (UNGC), dan World Business Council for Sustainable Development (WBCSD).

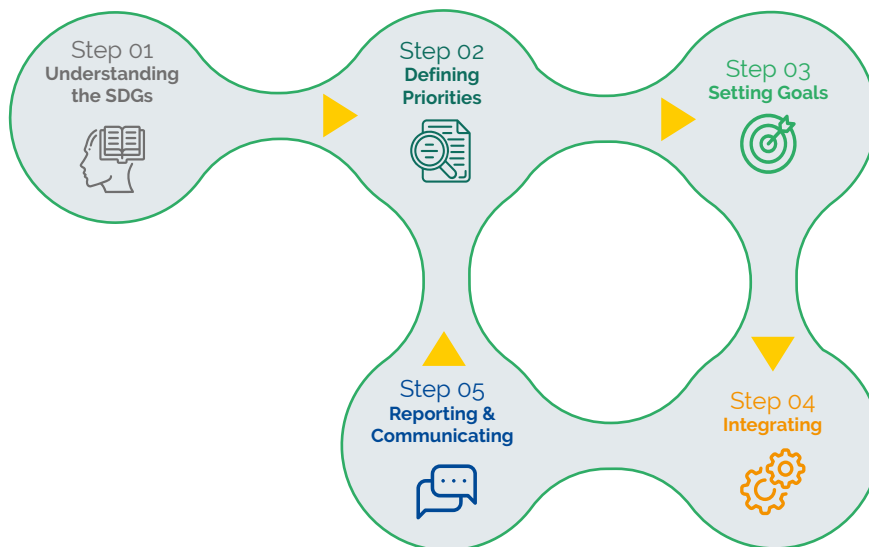
Dari hasil pemetaan dan prioritas yang telah dilakukan, Perseroan mengidentifikasi 7 tujuan global di mana UT memberikan kontribusi positif yang signifikan melalui kegiatan dan produk Perseroan, dan terdapat 2 tujuan global di mana Perseroan memberikan kontribusi secara tidak langsung. Laporan Keberlanjutan ini sekaligus menjadi implementasi *SDGs Tools* dalam langkah pelaporan dan komunikasi Perseroan kepada pemangku kepentingan.

The Sustainable Development Goals (SDGs) are a major humanitarian agenda that the world wants to achieve by 2030 in order to ensure that no one is left behind in the development process. United Tractors recognizes that its business activities have both a positive and a negative impact on the achievement of the SDGs. As a result, the Company developed programs to improve its operational performance as well as to accelerate the achievement of SDGs.

United Tractors supports the SDGs through priority programs in the environmental, social, and governance fields. The Company uses the *SDG Compass*, an approach adopted from the Global Reporting Initiatives (GRI), the UN Global Compact (UNGC), and the World Business Council for Sustainable Development (WBCSD).

Based on the outcomes of the mapping and prioritization process, the Company has identified 7 global goals in which it can make a significant positive contribution through its activities and products, and 2 global goals to which the Company contributes indirectly. This Sustainability Report also incorporates *SDGs Tools* into the Company's reporting and communication with stakeholders.

### SDGS Compass SDGs Compass



# UT DAN TUJUAN PEMBANGUNAN BERKELANJUTAN (SDGs)

## UT and the Sustainable Development Goals (SDGs)

Prioritas Priorities	Tujuan Global Global Goals
<p>Tujuan Global di mana Perseroan memberikan dampak positif yang signifikan melalui aktivitas, produk, dan jasa Perseroan.</p> <p>Global Goals where the Company provides a significant positive impact through the Company's activities, products and services.</p>	
<p>Tujuan Global di mana Perseroan memberikan kontribusi melalui kegiatan tanggung jawab sosial dan pengembangan masyarakat.</p> <p>Global Goals where the Company contributes through social responsibility activities and community development.</p>	
<p>Tujuan Global di mana Perseroan memberikan dampak risiko pada pencapaian SDGs akibat kegiatan usaha dan inisiatif yang dilakukan untuk meminimalkan dampaknya.</p> <p>Global Goals in which the Company has a risk impact on the achievement of the SDGs due to its business activities and initiatives taken to minimize the impact.</p>	

Rincian peluang, risiko, dan kontribusi Perseroan dalam pencapaian SDGs dapat dibaca di bagian 'Informasi Pendukung' dalam laporan ini.

Details about the Company's activities to help achieve the SDGs can be found in the 'Supporting Information' section of this report.



# PELIBATAN PEMANGKU KEPENTINGAN

## Stakeholder Engagement

Pelibatan pemangku kepentingan adalah proses penting dalam melaksanakan strategi keberlanjutan UT. Dari beragam kegiatan interaksi dengan pemangku kepentingan, Perseroan memperoleh masukan yang berharga dan hubungan timbal balik dalam mengelola aspek-aspek operasi dan strategi Perseroan secara keseluruhan termasuk pandangan tentang apa yang telah kami lakukan dan aspirasi mereka di masa depan.

Perseroan telah mengidentifikasi tujuh pemangku kepentingan berdasarkan identifikasi kekuatan, pengaruh, legitimasi, isu, dan kedalaman isu keberlanjutan terhadap Perseroan. Daftar pemangku kepentingan utama Perseroan dan strategi pelibatan yang diterapkan Perseroan dirangkum dalam tabel Pelibatan Pemangku Kepentingan. [\[102-40\]](#)[\[102-42\]](#)

Stakeholder engagement is an important part of UT's sustainability strategy. Through various interactive activities with its stakeholders, the Company received valuable input and mutual relationships in managing aspects of the operations and implementing the Company's strategy, including an assessment of what we have done and their aspirations for the future.

The Company has identified seven stakeholder groups based on strength, influence, legitimacy, issues, and depth of sustainability issues. The list of the Company's main stakeholders and the engagement strategies implemented by the Company are summarized in the Stakeholder Engagement table. [\[102-40\]](#)[\[102-42\]](#)



# PELIBATAN PEMANGKU KEPENTINGAN

## Stakeholder Engagement

### Pelibatan Pemangku Kepentingan [102-43][102-44]

#### Stakeholder Engagement [102-43][102-44]

Kelompok Pemangku Kepentingan Stakeholder Group	Frekuensi Pelibatan dan Pendekatan yang Dilakukan Engagement Frequency and Approach Taken	Topik yang Diangkat Topic Discussed
Pelanggan Customers	<p>Secara periodik sesuai kebutuhan, melalui:</p> <ul style="list-style-type: none"> <li>Interaksi dengan kantor perwakilan dan karyawan</li> <li>Website Perseroan</li> <li>Call Center</li> <li>Media sosial</li> <li>Iklan</li> <li>Temu pelanggan</li> <li>Hubungan masyarakat dan media</li> <li>Survei kepuasan pelanggan</li> </ul> <p>Periodically as needed, through:</p> <ul style="list-style-type: none"> <li>Interaction with representative offices and employees</li> <li>Company website</li> <li>Call centre</li> <li>Social media</li> <li>Advertisements</li> <li>Customer gatherings</li> <li>Public relations and the media</li> <li>Customer satisfaction surveys</li> </ul>	<ul style="list-style-type: none"> <li>Layanan purna jual dan dukungan produk</li> <li>Produk yang efisien dan efektif</li> <li>Opsi pembiayaan</li> <li>Ketersediaan suku cadang</li> <li>Opsi <i>remanufacturing</i></li> <li>Tim <i>Whistleblower</i></li> </ul> <ul style="list-style-type: none"> <li>After sales service and product support</li> <li>Efficient and effective products</li> <li>Financing options</li> <li>Spare parts availability</li> <li>Remanufacturing options</li> <li>Whistleblower team</li> </ul>
Karyawan Employees	<p>Sesuai kebutuhan, program, dan prosedur, melalui:</p> <ul style="list-style-type: none"> <li>Induksi dan orientasi karyawan</li> <li>Program pengembangan kepemimpinan</li> <li>Survei keterikatan karyawan</li> <li>Kegiatan karyawan termasuk olah raga dan rekreasi, <i>roadshow</i>, perlombaan dan pameran</li> <li>Pengiriman pesan internal melalui <i>video conference</i>, <i>e-mail</i>, intranet dan <i>newsletters</i> berkala</li> </ul> <p>Periodically as needed, through:</p> <ul style="list-style-type: none"> <li>Employee induction and orientation</li> <li>Leadership development program</li> <li>Employee engagement surveys</li> <li>Employee activities including sports, roadshows, competitions and exhibitions</li> <li>Internal messaging via video conferencing, e-mail, intranet and periodic newsletters</li> </ul>	<ul style="list-style-type: none"> <li>Remunerasi dan manfaat bagi karyawan</li> <li>Proses perekrutan</li> <li>Pengembangan karier</li> <li>Pengalaman kerja</li> <li>Tim <i>Whistleblower</i></li> </ul> <ul style="list-style-type: none"> <li>Remuneration and benefits for employees</li> <li>Recruitment process</li> <li>Career development</li> <li>Work experience</li> <li>Whistleblower team</li> </ul>
Pemerintah Government	<p>Sesuai kebutuhan, melalui:</p> <ul style="list-style-type: none"> <li>Peraturan perundangan dari kegiatan usaha terkait</li> <li>Laporan kepatuhan dan laporan perusahaan lainnya</li> <li>Pertemuan koordinasi</li> <li>Program masyarakat terpadu</li> <li>Kegiatan bersama</li> </ul> <p>As needed, through:</p> <ul style="list-style-type: none"> <li>Regulations related to business activities</li> <li>Compliance reports and other company reports</li> <li>Coordination meetings</li> <li>Integrated community programs</li> <li>Joint activities</li> </ul>	<ul style="list-style-type: none"> <li>Kepatuhan terhadap peraturan dan perundangan</li> <li>Transparansi dan informasi terkini</li> <li>Kesempatan keterlibatan dalam program CSR</li> <li>Anti korupsi dan etika bisnis</li> </ul> <ul style="list-style-type: none"> <li>Compliance with laws and regulations</li> <li>Transparency and up-to-date information</li> <li>Opportunities for engagement in CSR programs</li> <li>Anti-corruption and business ethics</li> </ul>



# PELIBATAN PEMANGKU KEPENTINGAN

## Stakeholder Engagement

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### Pelibatan Pemangku Kepentingan [102-43][102-44]

Stakeholder Engagement [102-43][102-44]

Kelompok Pemangku Kepentingan Stakeholder Group	Frekuensi Pelibatan dan Pendekatan yang Dilakukan Engagement Frequency and Approach Taken	Topik yang Diangkat Topic Discussed
Pemegang Saham dan Investor Shareholders and Investors	<p>Secara periodik, melalui:</p> <ul style="list-style-type: none"> <li>Bulletin kinerja keuangan per kuartal</li> <li>Pertemuan dengan investor, analis dan manajer investasi partisipasi dalam <i>forum</i> investor Konferensi pers sesuai kebutuhan</li> <li>Rapat Umum Pemegang Saham (RUPS) minimum satu kali setahun</li> <li>Laporan Tahunan</li> </ul> <p>Periodically, through:</p> <ul style="list-style-type: none"> <li>Quarterly financial performance bulletin</li> <li>Meetings with investors, analysts and investment managers</li> <li>Participation in investor forums</li> <li>Press Conferences</li> <li>Annual General Meetings of Shareholders (AGSM) at least once a year</li> <li>Annual Reports</li> </ul>	<ul style="list-style-type: none"> <li>Progres dan status kinerja keuangan dan ESG</li> <li>Informasi yang akurat dan terkini mengenai aksi korporasi dan arahan strategis</li> </ul> <ul style="list-style-type: none"> <li>Progress and status of financial and ESG performance</li> <li>Accurate and up-to-date information about corporate actions and strategic directions</li> </ul>
Media Media	<p>Sesuai kebutuhan, melalui:</p> <ul style="list-style-type: none"> <li>Konferensi pers</li> <li>Media rilis dan keterlibatan media</li> <li>Wawancara</li> </ul> <p>As needed, through:</p> <ul style="list-style-type: none"> <li>Press conferences</li> <li>Media releases and media engagements</li> <li>Interviews</li> </ul>	<ul style="list-style-type: none"> <li>Kinerja ESG</li> <li>Informasi yang akurat</li> <li>Data terkini mengenai aksi korporasi dan arahan strategis</li> </ul> <ul style="list-style-type: none"> <li>ESG performance</li> <li>Accurate information</li> <li>Up-to-date data on corporate actions and strategic directions</li> </ul>
Mitra Kerja dan Pemasok Business Partners and Suppliers	<p>Sesuai kebutuhan minimum satu kali setahun, melalui:</p> <ul style="list-style-type: none"> <li>Forum evaluasi berkala</li> <li>Keselamatan dan Kesehatan Kerja (K3)</li> </ul> <p>At least once a year, through:</p> <ul style="list-style-type: none"> <li>Periodic evaluation forums</li> <li>Occupational Health and Safety (OHS)</li> </ul>	<ul style="list-style-type: none"> <li>Proses tender yang transparan.</li> <li>Pengawasan dan evaluasi kinerja yang adil, transparan dan wajar</li> <li>Penghargaan dan penerapan penalti yang adil</li> <li>Tim <i>Whistleblower</i></li> </ul> <ul style="list-style-type: none"> <li>Transparent tender process</li> <li>Transparent and fair performance monitoring and evaluation</li> <li>Fair rewards and enforcement of sanctions</li> <li>Whistleblower team</li> </ul>
Organisasi Nirlaba dan Masyarakat Umum NGOs and the Public at Large	<p>Sesuai kebutuhan, melalui:</p> <ul style="list-style-type: none"> <li>Kegiatan dan program bersama</li> <li><i>Website</i> Perseroan</li> <li>Kegiatan CSR</li> </ul> <p>As needed, through:</p> <ul style="list-style-type: none"> <li>Joint activities and programs</li> <li>Company's website</li> <li>CSR activities</li> </ul>	<ul style="list-style-type: none"> <li>Pengembangan program dan status kemajuan CSR</li> <li>Kesempatan untuk bekerja sama dalam program CSR</li> <li>Informasi kegiatan korporat</li> <li>Budaya dan reputasi</li> </ul> <ul style="list-style-type: none"> <li>Program development and CSR progress status</li> <li>Opportunities for joint work in CSR programs</li> <li>Information about corporate activities</li> <li>Culture and reputation</li> </ul>

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# 04



# SUMBER DAYA MANUSIA

Human Capital



Hubungan Perseroan dan Sumber Daya Manusia mencapai tingkatan yang baru di mana kita tidak lagi terkotak-kotak secara kaku dan hierarki, tetapi menjadi sebuah hubungan komunal dan lekat, seperti sebuah keluarga besar dengan aspirasi yang padu.

The relationship between the Company and its Human Capital has reached a new level where we are no longer rigidly and hierarchically divided, but are becoming a communal and close organization, as a big family with unified aspirations.





Pandemi yang telah berlangsung selama hampir dua tahun telah mengubah hubungan Perseroan dan Sumber Daya Manusia (SDM) mencapai tingkatan yang baru. Hubungan itu tidak lagi terkotak-kotak yang kaku dan hierarki tetapi menjadi sebuah hubungan komunal dan lekat seperti sebuah keluarga besar. Seperti halnya yang ditumbuhkan di United Tractors, di mana seluruh insan Perseroan saling mendukung dan berbagi tujuan yang padu yaitu meraih keberhasilan yang bermanfaat untuk pemangku kepentingan.

SDM adalah faktor penentu daya saing dan keberlanjutan jangka panjang. United Tractors membangun masa depan bekerja dengan meningkatkan kemampuan kolektif SDM di dalamnya agar mampu bekerja dalam sebuah tim maupun sebagai seorang individu. Dalam jangka panjang, Perseroan menitikberatkan pada pengembangan organisasi yang efisien dan *agile*, fokus pada pengembangan kapabilitas, keterlekatan, serta budaya untuk memberikan yang terbaik bagi Perseroan dan bermakna bagi karyawan itu sendiri. [103-1]

The pandemic that has been ongoing for almost two years has changed the relationship of the Company and its Human Capital (HC) to a new level. The relationship is no longer rigid and hierarchical, but becomes a communal and close organization, like a big family. This is just what has been fostered in United Tractors, where all of the Company's personnel support each other and share a unified goal, namely achieving success that is beneficial to all stakeholders.

HC is a key factor for competitiveness and long-term sustainability. United Tractors builds the future of work by enhancing the collective capabilities of its Human Capital in order to be able to work either in a team or as an individual. In the long term, the Company focuses on developing an efficient and agile organization, focusing on capability development, engagement, and culture that provides the best for the Company, and meaningful pursuits for the employees themselves. [103-1]

# KEBIJAKAN DAN STRATEGI

## Policy and Strategy



Sumber Daya Manusia merupakan komponen esensial baik saat ini maupun bagi keberlanjutan masa depan. Oleh karenanya, Perseroan mengelola dan mengevaluasi seluruh aspek di tempat kerja, mulai dari upah hingga kebijakan manajemen. Pengembangan karyawan dan budaya di tempat kerja yang mendukung penyediaan produk dan layanan yang lebih baik dan memupuk loyalitas pelanggan, meningkatkan reputasi, serta memberikan nilai tambah bagi pemegang saham.

### PEOPLE ROADMAP UNITED TRACTORS

Strategi pengembangan Sumber Daya Manusia (SDM) UT dituangkan dalam *People Roadmap* yang menyelaraskan pengelolaan SDM dengan pengembangan bisnis dan memastikan organisasi tetap produktif serta konsisten bertumbuh.

Human Capital is an essential component for both current and future sustainability. To that end, the Company manages and evaluates all aspects of the workplace, from wages to management policies. Our employee development and workplace culture support the provision of better products and services, foster customer loyalty, enhance reputation, and provide added value for shareholders.

### UNITED TRACTORS PEOPLE ROADMAP

UT's Human Capital (HC) development strategy is outlined in the *People Roadmap*, which aligns HC management with business development and ensuring that the organization remains productive with consistent profit growth.

## Dua Strategi Utama Manajemen SDM

### Two Main Strategies of HC Management

<p>Sistem Manajemen Management System</p>	<ol style="list-style-type: none"> <li>Melakukan penyesuaian antara kebutuhan bisnis dan fakta ketersediaan SDM yang ada, baik secara kualitas maupun kuantitas. Aligning business needs and HC availability, both in terms of quality and quantity.</li> <li>Mengimplementasikan KIPKA (Kriteria Implementasi Praktek Ke-HC-an Astra) secara kreatif dan mengembangkan sistem yang up to date sesuai dengan kebutuhan organisasi berlandaskan <i>Astra Human Capital Management System (AHCMS)</i>. Implementing KIPKA (Astra HC's Practices Implementation Criteria) creatively, and developing an up-to-date system in accordance with the needs of the organization based on the Astra Human Capital Management System (AHCMS)</li> <li>Memastikan program digitalisasi berjalan secara sistematis dan dinamis Ensuring the digitalization program is operating systematically and dynamically.</li> </ol>
<p>Three Fit Strategy Three Fit Strategy</p>	<ol style="list-style-type: none"> <li><b>Culture Fit   Culture Fit</b>  Budaya PENTAFECTA (<i>Motivated, Engaged, Happy, Dynamic, Collaborative</i>) yang tinggi melalui program-program berikut: The Culture of PENTAFECTA (Motivated, Engaged, Happy, Dynamic, Collaborative) through the following programs:  <ol style="list-style-type: none"> <li>Memperbaharui budaya perusahaan untuk mencapai performa yang optimal di era <i>new normal</i>. Updating the corporate culture to achieve optimal performance in the era of new normal.</li> <li>Menerapkan skema kerja baru berdasarkan tipe hubungan kerja seperti pelayanan pelanggan bersama dalam satu grup (<i>shared service</i>) dan permagangan. Implementing a new work scheme based on the type of working relationship, such as shared customer service and internship.</li> <li>Menerapkan sistem kerja yang lebih fleksibel (dalam tempat dan waktu), serta metode kerja yang bisa dilaksanakan secara <i>Work From Home, Work From Office</i>, dan kombinasi. Implementing a more flexible work system (in place and time), as well as work methods that can be carried out by <i>Work From Home, Work From Office</i>, and the combination of both.</li> </ol> </li> <li><b>Organization Fit   Organization Fit</b>  Pertumbuhan bisnis berkelanjutan melalui organisasi yang sangat produktif dan tangguh dengan program-program berikut: Sustainable business growth through a highly productive and resilient organization with the following programs:  <ol style="list-style-type: none"> <li>Pemetaan ulang proses bisnis dan pengembangan organisasi di era <i>new normal</i>. Remapping of business process and organizational development in the new normal era.</li> <li>Metode pengukuran kinerja, produktivitas dan pengendalian biaya organisasi. Methods of measuring organizational performance, productivity and cost control.</li> <li>Membangun sistem penghargaan yang dinamis dan atraktif bagi karyawan guna mendorong kinerja terbaik. Formulating a dynamic and attractive reward system for employees to encourage best performance.</li> <li>Mempromosikan proyek kolaboratif antar perusahaan dalam Grup UT untuk menciptakan nilai tambah. Promoting collaborative projects between companies within UT Groups to create added value.</li> </ol> </li> <li><b>People Fit   People Fit</b>  Pengembangan Sumber Daya Manusia yang kompeten, inovatif, profesional, dan energik melalui program-program berikut: The development of competent, innovative, professional, and energetic Human Capital through the following programs  <ol style="list-style-type: none"> <li><i>Talent Management</i> melalui pengembangan kompetensi dan karir, sertifikasi, program retensi, dan kolaborasi dalam UT Group. Talent Management through competency and career development, certification, retention programs, and collaboration within UT Group.</li> <li><i>Expert Track Management</i> melalui pengembangan kompetensi dan karir, program retensi, dan penguasaan kompetensi inti. Expert Track Management through competency and career development, retention programs, and mastery of core competencies.</li> <li>Melakukan integrasi sistem dari pengelolaan sumber daya manusia berbasis digitalisasi seperti rekrutmen yang terintegrasi, sistem kinerja, sistem pengembangan, dan lain-lain. Integrating the digitalization-based human capital management, such as integrated recruitment, performance systems, development systems, and others.</li> </ol> </li> </ol>

# PENGEMBANGAN SUMBER DAYA MANUSIA

## Human Capital Development

### KESETARAAN DALAM PENGEMBANGAN

Pengembangan SDM yang diterapkan Perseroan pada dasarnya mencakup upaya menarik, merekrut, mempertahankan, mengembangkan, membangun, dan meningkatkan keterlekatan karyawan.

Dalam pelaksanaannya, Perseroan memberikan peluang yang sama kepada siapa saja. Komitmen kesetaraan tercantum dalam Perjanjian Kerja Bersama (PKB) Periode 2020-2022 bahwa "Pekerja adalah orang yang bekerja di Perusahaan dan menerima upah berdasarkan hubungan kerja, tanpa membedakan jenis kelamin, agama, suku dan ras." Perseroan tidak menggunakan tenaga kerja paksa maupun tenaga kerja anak di mana pun dan untuk tujuan apa pun. Komitmen ini diwujudkan dalam ketentuan usia minimal yang diterima dalam rekrutmen yaitu 18 tahun.

### EQUALITY IN DEVELOPMENT

The HC Development implemented by the Company in general includes efforts to attract, recruit, retain, develop, build, and increase employee engagement.

In practice, the Company provides equal opportunities to everyone. The commitment to equality is stipulated under the 2020-2022 Collective Labor Agreement (CLA), which states that "A worker is anyone who works at the Company and receives wages based on work relations, regardless of gender, religion, ethnicity and race." The Company does not use forced labor nor does it employ children in any of its sites and for any purpose. The implementation of this commitment is manifested in the minimum age for recruitment, which is set at 18 years old.





Pendekatan Perseroan untuk menjamin kesetaraan dalam siklus SDM meliputi:

- a. Rekrutmen secara daring, disosialisasikan secara bebas dan luas melalui media sosial dan digital. Proses rekrutmen yang kami lakukan menjunjung tinggi integritas dengan mengedepankan pertimbangan kualifikasi kandidat dan kebutuhan organisasi.
- b. Program pemagangan United Tractors (UT) *Internship Program* yang memiliki kurikulum/ standar pengembangan kompetensi yang komprehensif diciptakan agar calon kandidat dapat mengenal Perseroan.
- c. Program pengembangan karier yang jelas dan transparan, serta memastikan implementasi *diversity* dan *equity*. Hal ini dibuktikan dengan adanya pemimpin yang memiliki beragam latar belakang suku, agama dan ras pada setiap level organisasi. Perseroan juga mendukung kesetaraan gender yang dapat dilihat dari adanya pemimpin wanita di level supervisor hingga level eksekutif.

Sejalan dengan strategi UT FIT yang bertujuan untuk memastikan terpenuhinya tenaga kerja sesuai kebutuhan organisasi dan kebijakan *zero growth*, pada 31 Desember 2021, terdapat 29.118 orang karyawan di Perseroan, berkurang 792 dibandingkan tahun sebelumnya, termasuk di dalamnya karyawan UT *Construction Machinery* sebanyak 2.670 orang karyawan, atau berkurang 1,5% dibandingkan tahun sebelumnya.

Perseroan juga memberikan peluang bagi masyarakat di sekitar wilayah operasi yang memenuhi persyaratan sebagai cara untuk meningkatkan penyerapan tenaga kerja dan perekonomian lokal. Pada 31 Desember 2021, jumlah karyawan UT yang berasal dari penyerapan tenaga kerja dan perekonomian lokal sebanyak 751 orang karyawan.

### PENGEMBANGAN KOMPETENSI

Pengembangan kompetensi SDM di Perseroan dipusatkan pada pada fungsi UT Corporate University (CorpU) dengan model belajar 10-20-70, yang bertujuan meningkatkan efektivitas pembelajaran melalui kombinasi pelatihan formal, pembelajaran sosial, dan pengalaman. *Platform* pembelajaran tidak terbatas pada pelatihan dalam kelas, tetapi juga meliputi metode interaktif dan digital.

The Company's approach to ensure equality in the HC cycle includes:

- a. Online recruitment, disseminated freely and widely through social and digital media. Our recruitment process upholds integrity by prioritizing the consideration on the qualification of candidates and organizational needs.
- b. United Tractors (UT) Internship Program that has a comprehensive competency development curriculum/ standard that was created to ensure that prospective candidates can get to know the Company.
- c. A clear and transparent career development program that ensures the implementation of diversity and equity. This is evidenced by the presence of leaders with various backgrounds in ethnicity, religions, and races at every level of the organization. The Company also supports gender equality, which is evidenced from the presence of female leaders at supervisor to executive level.

In line with the UT FIT strategy which aims to ensure the fulfillment of the workforce according to the needs of the organization and zero growth policy, on 31 December 2021, there were 29,118 employees in the Company, a decrease of 792 compared to the previous year, including 2,670 employees at UT Construction Machinery, with a decrease of 1.5% compared to the previous year.

The Company also provides opportunities for communities in the vicinity of its operational areas that meet the requirements as a way to increase local employment and the local economy. On 31 December, 2021, the number of UT employees who come from local employment and economy is 751 employees.

### COMPETENCY DEVELOPMENT

The Company's HC competency development is centered at the UT Corporate University (CorpU) function with the 10-20-70 learning model, which aims to increase learning effectiveness through a combination of formal training, social learning, and experience. The learning platform is not limited to in-class training, but also includes interactive and digital methods.

# PENGEMBANGAN SUMBER DAYA MANUSIA

## Human Capital Development

Sebagai *learning organization*, Perseroan mengembangkan *Digital & Millennial Program* yang dibangun berdasarkan *Social Cultural Theory* dan *Gamification* sesuai dengan demografi dan kebutuhan karyawan saat ini yang antusias dengan teknologi dan kegiatan berbasis internet. [103-2]

As a learning organization, the Company developed a Digital & Millennial Program, designed based on Social Cultural Theory and Gamification, in accordance with the demographics and needs of current employees who are enthusiastic about technology and internet-based activities. [103-2]

### Pembelajaran melalui Beberapa Metode dan Beragam Platform

Learning by Several Methods and Various Platforms

Komposisi Composition	Metode Method	Platform Platform
10%	<i>Training &amp; Self-Learning</i> Training & Self-Learning	<i>Online Learning, Top Up Learning, UT Libro, In Class Learning</i> Online Learning, Top Up Learning, UT Libro, In Class Learning
20%	<i>Social Learning</i> Social Learning	<i>Coaching, Mentoring &amp; Sharing Session</i> Coaching, Mentoring & Sharing Session
70%	<i>Experiential Learning</i> Experiential Learning	<i>Project Implementation, On the Job Training, Customer Solution Management, Innovation Project</i> Project Implementation, On the Job Training, Customer Solution Management, Innovation Project

Pada tahun 2021 jam pelatihan meningkat 50% dari tahun 2020 (305.245 jam) dan jumlah peserta meningkat 166% dari tahun 2020 (68.645 peserta).

In 2021, training hours increased by 50% compared to 2020 (305,245 hours) and the number of participants increased by 166% compared to 2020 (68,645 participants).

Kegiatan pembelajaran menjadi proses inklusif yang bisa diikuti maupun diisi oleh setiap orang di seluruh tingkatan organisasi, meliputi berbagai keahlian. Antara lain:

- Grebeg Milenial: Membangun ekosistem belajar terstruktur, masif dan mandiri bagi seluruh karyawan UT dengan berpegang pada 4 hal, yaitu: *learning decentralization, millennial learning style matrix, gamification* dan *looping investment reward*
- UT Berpijar: Program Berbagi Ilmu & Belajar, bisa berupa *in class/online learning*, membuat konten belajar (modul, video, *event* dll.)
- 8DP *Development Program*: Program pengembangan terpadu bagi 8 posisi kunci yang ada di perusahaan, yaitu *Business Consultant, After Sales Consultant, Branch Manager, Site Manager, Service Dept. Head, Parts Dept. Head, Administration Dept. Head*, dan *Supervisor*.
- *Expert Development*: Pelaksanaan pengembangan terpadu bagi posisi *Expert/Ahli* yang ada di UT
- *Mentors*: Program *Mentoring* dari para *leader* yang ada di United Tractors, format *mentoring* berbentuk *online* maupun *offline* dan menyasar kepada kompetensi tertentu sesuai dengan pemetaan IDP karyawan.

Learning activities are an inclusive process for a variety of skills development that can be attended or completed by everyone at all levels of the organization. Among others:

- Grebeg Milenial: Building a structured, massive, and independent learning ecosystem for all UT employees by adhering to 4 approaches, namely: learning decentralization, millennial learning style matrix, gamification, and looping investment rewards.
- UT Berpijar: Knowledge Sharing and Learning Program in the form of in-class/online learning, creating learning content (modules, videos, events, and others).
- 8DP Development Program: Integrated development program for 8 key positions in the Company, namely Business Consultant, After Sales Consultant, Branch Manager, Site Manager, Service Dept. Head, Parts Dept. Head, Administration Dept. Head, and Supervisor.
- Expert Development: Implementation of integrated development for existing Expert positions at UT.
- Mentors: Mentoring program from the leaders at United Tractors, in online or offline format and targeting certain competencies in accordance with employee IDP mapping.

- Program TOUCH: *Talent Optimization through Collaborative & High Impact Program*

Selain pengembangan karyawan, kaderisasi dan regenerasi merupakan salah satu isu strategis bagi Perseroan yang juga menjadi kesempatan bagi karyawan UT untuk mengaktualisasikan diri dalam kepemimpinan dan pengembangan karier. Dalam upaya menciptakan kader penerus, Perseroan secara periodik melakukan perhitungan *bench strength*, penyusunan *Replacement Table Chart* (RTC) dan profil *Human Asset Value* (HAV) serta mengembangkan *Expert Track Management* dan *Talent Development*.

Untuk memfasilitasi aspirasi karyawan dan meningkatkan motivasi, Perseroan membangun *free flow of competence* di dalam grup Perseroan yang juga menjadi bagian dari proses pengembangan kompetensi di mana seseorang memiliki pilihan *dual career path* yaitu berbasis generalis (kaderisasi kepemimpinan) maupun berbasis *expertise* (keahlian di bidangnya) yang juga mendukung strategi *cross talent* di *Business* dan *Value Chain* Grup UT.

Pada tahun 2021, program *talent management* menyiapkan 880 orang (2020: 744 orang) untuk mengisi promosi di berbagai posisi dan mampu menjaga *top talent ratio* lebih tinggi daripada target yang ditetapkan yaitu 7-10%.

### Customer Solution Management

*Customer Solution Management* (CSM) adalah sebuah strategi meraih kesuksesan bisnis jangka panjang melalui penguatan loyalitas pelanggan dengan program *partnership*. Pada tahun 2021, CSM meliputi 131 *project* mencakup 81 di cabang dan 50 di *site*. Dari pengukuran dampak langsung CSM kepada pelanggan melalui kuesioner diperoleh skor 8,42 dari skala 10.

### Astra Leadership Development Program

*Astra Leadership Development Program* (ALDP) adalah sebuah rangkaian program-program pelatihan dari Astra yang bertujuan untuk membentuk *leader* yang efektif sehingga dapat unggul dalam melakukan tugas dan tanggung jawabnya. Jumlah peserta ALDP di tahun 2021 adalah 118 peserta dengan rata-rata jam pelatihan 48,5 jam per orang.

- TOUCH Program: Talent Optimization through Collaborative & High Impact program.

In addition to employee development, regeneration is a strategic issue for the Company, as well as an opportunity for UT employees to actualize themselves in leadership and career development. In an effort to create successor cadres, the Company periodically performs bench strength calculations, composes Replacement Table Charts (RTC) and Human Asset Value (HAV) profiles, as well as develops Expert Track Management and Talent Development.

To facilitate the aspirations of employees and increase motivation, the Company builds a free flow of competence within the Company group, which is also part of the competency development process, in which a person has a choice of dual career path options, namely generalist-based and expertise-based, and this is also in support of the cross-talent strategy in UT Group Business and Value Chain.

In 2021, the talent management program prepared 880 people (2020: 744 people) to fill promotions in various positions and was able to maintain a top talent ratio that is higher than the target range of 7-10%.

### Customer Solution Management

*Customer Solution Management* (CSM) is a strategy to achieve long-term business success by strengthening customer loyalty through partnership programs. In 2021, CSM covered 131 projects that covered 81 at the branch and 50 at jobsite. Measurement of the direct impact of CSM used a questionnaire, which obtained a score of 8.42 out of a scale of 10.

### Astra Leadership Development Program

*Astra Leadership Development Program* (ALDP) is a series of training programs from Astra that aims to shape influential leaders who excel in carrying out their duties and responsibilities. The number of ALDP participants in 2021 was 118 participants with average training of 48.5 hours per person.

# PENGEMBANGAN SUMBER DAYA MANUSIA

## Human Capital Development

### PENGEMBANGAN BUDAYA KEBERLANJUTAN

UT CULTURE adalah inisiatif yang dilakukan Perseroan secara konsisten untuk menjaga akuntabilitas insan UT dalam menjalankan praktik bisnis yang berkelanjutan dan beretika melalui budaya organisasi SOLUTION (*Serve, Organized, Leading, Uniqueness, Totality, Innovative, Open mind, dan Networking*). Keberhasilan UT CULTURE bergantung pada teladan di tempat kerja dan partisipasi aktif semua orang. Penguatan budaya dilakukan melalui *Agent of Change* yang berperan menjadi inspirasi bagi rekan-rekannya di tempat kerja melalui sesi-sesi pertemuan maupun *sharing*.

Pada tahun 2021, pengembangan UT CULTURE mencakup kegiatan yang dilakukan oleh 54 orang *Prime Mover*, 280 orang Pelatih Utama dan 1.496 *Agent of Change* melalui 7.026 sesi kegiatan yang terdiri dari 3.611 program *Learning*, 871 program *Change Management*, 1.138 program *Continuous Improvement* dan 1.405 program *Engagement* yang bertemakan *Diversity, Equity & Inclusion* (Kebhinekaan), dan *Embrace Digitalization*.

### EVALUASI KINERJA

Untuk menyempurnakan siklus pengelolaan SDM, karyawan mendapatkan tiga evaluasi dalam setahun yaitu *Individual Performance Plan* di awal tahun, *Individual Performance Review* di pertengahan tahun, dan *Individual Performance Appraisal* di akhir tahun. Dalam evaluasi kinerja, manajemen akan mengevaluasi kinerja karyawan berdasarkan pencapaian *Key Performance Indicator* (KPI) yang dievaluasi oleh Komite *Performance*. Pada 2021, evaluasi kinerja telah dilakukan kepada 100% karyawan Perseroan. [103-3]

### DEVELOPMENT OF SUSTAINABILITY CULTURE

UT CULTURE is an initiative carried out by the Company consistently to maintain the accountability of UT personnel in carrying out sustainable and ethical business practices through the SOLUTION (*Serve, Organized, Leading, Uniqueness, Totality, Innovative, Open mind, and Networking*) organizational culture. The success of UT CULTURE depends on the example in the workplace and the active participation of everyone. Culture strengthening is foremost carried out through *Agent of Change* who acts as an inspiration to his/her colleagues at work through meetings and sharing sessions.

In 2021, the development of UT CULTURE included activities carried out by 54 *Prime Movers*, 280 *Main Trainers*, and 1,496 *Agents of Change* through 7,026 activity sessions, consisting of 3,611 *Learning programs*, 871 *Change Management programs*, 1,138 *Continuous Improvement programs*, and 1,405 *Engagement programs* with the theme of *Diversity, Equity & Inclusion* and *Embrace Digitalization*.

### PERFORMANCE EVALUATION

To enhance the HC management cycle, employees receive three evaluations a year, namely *Individual Performance Plan* at the beginning of the year, *Individual Performance Review* in the middle of the year, and *Individual Performance Appraisal* at the end of the year. In performance evaluation, the management will evaluate employee performance based on the achievement of *Key Performance Indicators* (KPI), which are assessed by the *Performance Committee*. In 2021, performance evaluations have been conducted on 100% of the Company's employees. [103-3]



# HUBUNGAN INDUSTRIAL

## Industrial Relations

Hubungan industrial yang dibina dengan baik menjadi salah satu kunci daya tahan Perseroan dalam menghadapi pandemi yang menyebabkan timbulnya rasa ketidakpastian dan kekhawatiran angkatan kerja dengan penghidupannya. United Tractors bekerja sama dengan seluruh karyawan dalam menjaga iklim kerja yang kondusif dan mendukung kebijakan-kebijakan yang ditetapkan Perseroan untuk menjaga keberlangsungan usaha, mencegah dan menanggulangi pandemi dan dampaknya pada kegiatan Perseroan.

United Tractors bermitra dengan Serikat Pekerja dalam mengelola hubungan industrial melalui forum-forum pertemuan formal dan informal setiap bulan baik di level divisi, cabang, *site*, maupun Badan Eksekutif Serikat Pekerja dengan Direksi. Selain itu, terdapat *joint working team* antara Divisi *Corporate Human Capital and Corporate University* dengan Serikat Pekerja yang mengkaji komponen-komponen benefit dalam hubungan kerja sama. Termasuk dalam interaksi ini adalah penyusunan dan pelaksanaan Perjanjian Kerja Bersama (PKB) yang kini berlaku yaitu PKB 2020-2022, dimana sebanyak 2.670 karyawan (100% dari total karyawan) United Tractors *Construction Machinery* dicakup dalam kesepakatan ini.

Strong and well-established industrial relations are one of the keys to the Company's resilience in addressing the pandemic, given with the sense of uncertainty and concern among workforce for their livelihoods. United Tractors collaborates with all employees in maintaining a favorable work climate and supporting the policies established by the Company to maintain business continuity, prevent and overcome the pandemic and its impact on the Company's activities.

United Tractors partners with Labor Unions in managing industrial relations through formal and informal meeting forums every month at the division, branch and site level, as well as the Trade Union Executive Board with the Board of Directors. In addition, a joint working team between the Corporate Human Capital and Corporate University Division and the Labor Union was established to examine the benefit components in a cooperative relationship. Included in this interaction is the formulation and implementation of the currently effective 2020-2022 Collective Labor Agreement (CLA), in which a total of 2,670 employees (100% of total employees) of United Tractors *Construction Machinery* are covered in this agreement.

**Persentase Karyawan Tetap yang Dilindungi PKB**  
Percentage of Permanent Employees Protected by PKB

**100%**

### DIALOG DAN INTERAKSI

Dialog dan interaksi yang efektif adalah kunci untuk menciptakan keharmonisan hubungan manajemen dan angkatan kerja. Untuk itu, Perseroan mendorong setiap area kerja baik di Kantor Pusat maupun Cabang dan *Site* untuk melakukan forum Bipartit atau Sambung Rasa antara perwakilan serikat pekerja, karyawan dan manajemen. Kegiatan ini berfungsi sebagai forum komunikasi dan silaturahmi, serta berfungsi sebagai wadah mencari solusi atas permasalahan yang ada.

### DIALOGUE AND INTERACTION

Effective dialogue and interaction are keys in creating a harmonious relationship between management and the workforce. To that end, the Company encourages every work area, at the Head Office, Branches, and Sites to conduct Bipartite forums or town hall meetings between labor unions representatives, employees, and management. This activity serves as a forum for communication and informal gathering, as well as a forum for finding solutions to current issues.

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# HUBUNGAN INDUSTRIAL

## Industrial Relations

Untuk memperkuat pelaksanaan norma-norma ketenagakerjaan dan hubungan industrial yang baik, Perseroan menyelenggarakan program-program antara lain:

- i. *Harmony Award* bekerja sama dengan Badan Eksekutif Serikat Pekerja United Tractors (BESP UT), untuk cabang, *site* dan divisi di kantor pusat yang sukses menerapkan praktik budaya yang mengedepankan harmonisasi di area masing-masing, dengan basis parameter seperti: pelaksanaan bipartit, semarak inovasi, serta kegiatan-kegiatan kekeluargaan.
- ii. Optimalisasi Klub Hobi dan Program Kerohanian yang dapat menunjang *work-life balance* dan meningkatkan *engagement* serta produktivitas karyawan.
- iii. Program Kebhinekaan dengan kegiatan seperti Dialog Kebangsaan, Ngobras (Ngobrol Asik bersama Eksekutif), dan beberapa aktivitas lain yang dikemas dalam rangkaian *Educulture Fest 2021*.

Keterlekatan di antara insan United Tractors dibangun melalui interaksi sosial di luar kerja yang mungkin dapat melibatkan keluarga mereka. Perseroan memfasilitasi berbagai kegiatan keagamaan seperti kajian dan ceramah, perayaan HUT Perusahaan, *gathering (customer gathering, executive gathering, dan family gathering)* yang dilaksanakan dalam bentuk virtual maupun secara langsung dengan protokol kesehatan yang tetap terjaga.

### PENYELESAIAN PERSELISIHAN INDUSTRIAL

Jika terjadi, perselisihan industrial diupayakan untuk dikomunikasi dengan atasan langsung karyawan yang bersangkutan atau kepada fungsi SDM di tempat kerja. Forum bipartit berperan dalam menyelesaikan perselisihan jika tidak menemukan titik temu yang diterima oleh semua pihak. Sepanjang tahun 2021, tidak terdapat perselisihan perburuhan yang dieskalasi hingga ke forum bipartit. [103-1]

To strengthen the implementation of labor norms and good industrial relations, the Company organizes several programs, among others:

- i. *Harmony Award* in collaboration with the Executive Board of United Tractors Labor Unions (BESP UT), for branches, sites, and divisions in head office which have successfully implemented cultural practices that promote harmonization in their respective areas, based on several parameters, such as: bipartite implementation, lively innovation, and family activities.
- ii. Optimization of Hobby Clubs and Spiritual Programs that can support work-life balance and increase employee engagement and productivity.
- iii. Diversity Program with several activities, such as National Dialogue, Ngobras (Informal Chat with Executives), as well as other activities that are packaged in the 2021 *Educulture Fest* series.

The engagement among United Tractors personnel is built through social interactions outside of work which may involve their families. The Company facilitates various religious activities, such as studies and lectures, celebrations of the Company's anniversary, gatherings (customer gatherings, executive gatherings, and family gatherings), which are organized virtually or in person while maintaining health protocols.

### RESOLUTION OF INDUSTRIAL DISPUTES

In the event of an industrial dispute, communication is addressed to the employee's immediate supervisor or to the HC function at the work place. The bipartite forum has a role in resolving the dispute in the event that a common point acceptable for all parties cannot be reached. Throughout 2021, there were no labor disputes that were escalated to the bipartite forum. [103-1]

# KINERJA SUMBER DAYA MANUSIA

## Human Capital Performance

Sepanjang tahun 2021, Divisi *Corporate Human Capital & Corporate University* telah memfasilitasi peningkatan jam pelatihan sebesar 50% dari tahun 2020 menjadi 305.245 jam dan jumlah peserta meningkat 166% dari tahun 2020 menjadi 68.645 peserta.

Secara periodik Perseroan melakukan kinerja karyawan dan organisasi berdasarkan arah dan tujuan yang tertuang pada *Strategic Direction dan Strategic Implementation* (SDSI). Evaluasi dilakukan secara periodik terhadap seluruh kondisi kerja di lingkungan Perseroan, dan hasil evaluasi menjadi masukan dalam pelaksanaan strategi dan *continuous improvement*.

Parameter evaluasi kinerja manajemen Sumber Daya Manusia di UT antara lain:

- Tingkat produktivitas karyawan menggunakan metode *Work Load Analysis* yang mengukur beban kerja dan jumlah rata-rata satuan kerja yang dibutuhkan oleh seorang pekerja dalam menyelesaikan pekerjaannya dalam *Full Time Equivalent* (FTE) yang diukur dua tahun sekali. Pada pengukuran yang dilakukan tahun 2021, tingkat produktivitas karyawan UT berada pada kategori *Best Productive* dengan skor 115% dibandingkan 111% pada tahun 2019.
- Asesmen KIPKA (Kriteria Implementasi Praktik Ke- HC- an Astra) merupakan bagian dari praktik *Astra Human Capital Management* (AHCM). Pada tahun 2021, UT meraih Kategori Platinum dengan nilai 91,15%, sama dengan kategori pada tahun sebelumnya.
- *Employee Engagement Survey* (EES) untuk mengevaluasi program sumber daya manusia dan mendengarkan umpan balik dari karyawan sebagai peluang untuk perbaikan. EES tahun 2021 memberikan tingkat keterikatan sebesar 79,3% (sangat baik). [103-3]

Throughout 2021, the Corporate Human Capital & Corporate University Division has facilitated a 50% increase in training hours compared to 2020 to 305,245 hours and the number of participants increased by 166% compared to 2020 to 68,645 participants.

Periodically, the Company performs employee and organizational performance based on the directives and objectives stated in the Strategic Direction and Strategic Implementation (SDSI). Evaluation is carried out periodically on all working conditions within the Company, and the evaluation results become input in the implementation of strategies and continuous improvement.

Parameters to evaluate the performance of Human Capital management in UT include:

- The level of employee productivity uses the Work Load Analysis method, which measures the workload and the average number of work units required by an employee to complete his/her work in Full Time Equivalent (FTE), which is measured every two years. In the measurement carried out in 2021, the productivity level of UT employees is in the Best Productive category with a score of 115% compared to 111% in 2019.
- The KIPKA (Astra HC's Practices Implementation Criteria) assessment is part of the Astra Human Capital Management (AHCM) practice. In 2021, UT received the Platinum Category with a score of 91.15%, same category as in previous year.
- Employee Engagement Survey (EES) to evaluate human capital programs and listen to employee feedback as opportunities for improvement. The 2021 EES provided an engagement rate of 79.3% (very good). [103-3]

# KINERJA SUMBER DAYA MANUSIA

## Human Capital Performance

### DATA SUMBER DAYA MANUSIA

Data Demografi per 31 Desember 2021 PT United Tractors Tbk. [102-8]

### HUMAN CAPITAL DATA

Demographic Data of PT United Tractors Tbk as of December 31, 2021. [102-8]

#### Perusahaan (UTCM)

Company (UTCM)

Tahun Year	2021		2020		2019	
	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female
<b>Deskripsi</b> Description						
<b>Karyawan Berdasarkan Usia</b> Employees Based on Age						
< 30 tahun < 30 years old	303	32	386	32	518	33
30 – 50 tahun 30 – 50 years old	2,077	88	2,060	88	2,104	88
> 50 tahun > 50 years old	159	11	137	7	11	6
<b>TOTAL</b>	<b>2,539</b>	<b>131</b>	<b>2,583</b>	<b>127</b>	<b>2,633</b>	<b>127</b>
<b>GRAND TOTAL</b>	<b>2,670</b>		<b>2,710</b>		<b>2,760</b>	
<b>Karyawan Berdasarkan Jenjang Jabatan</b> Employees Based on Position Level						
Kepala Divisi Division Head	11	3	11	3	11	3
Manajer Manager	122	7	122	7	122	7
Supervisor Supervisor	397	5	405	5	432	8
Staf Staff	343	72	383	67	350	62
Posisi Lainnya Other positions	1,666	44	1,662	45	1,718	47
<b>TOTAL</b>	<b>2,539</b>	<b>131</b>	<b>2,583</b>	<b>127</b>	<b>2,633</b>	<b>127</b>
<b>Karyawan Berdasarkan Jenjang Pendidikan</b> Employees Based on Educational Level						
Strata 2 ke Atas Master's degree and Above	65	11	37	7	34	7
Strata 1 Bachelor's degree	575	77	583	75	582	74
Diploma Diploma	546	27	571	29	585	29
SMA High School	1,351	16	1,389	16	1,428	17
< SMA < High School	2	0	3	0	4	0
<b>TOTAL</b>	<b>2,539</b>	<b>131</b>	<b>2,583</b>	<b>127</b>	<b>2,633</b>	<b>127</b>



Tahun Year	2021		2020		2019	
	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female
<b>Karyawan Berdasarkan Status Ketenagakerjaan</b> Employees Based on Employment Status						
Permanen Permanent	2.494	125	2.557	124	2.569	121
Non permanen Non-Permanent	45	6	26	3	64	6
Alih daya Outsourcing	2.772	215	2.591	127	2.633	127
<b>TOTAL</b>	<b>5.311</b>	<b>346</b>	<b>5.174</b>	<b>254</b>	<b>5.266</b>	<b>254</b>
<b>Karyawan Kerja Baru</b> New Employees						
< 30 tahun < 30 years old	47	8	22	2	62	7
30 – 50 tahun 30 – 50 years old	7	3	0	0	2	0
> 50 tahun > 50 years old	0	0	0	0	0	0
<b>TOTAL</b>	<b>54</b>	<b>11</b>	<b>22</b>	<b>2</b>	<b>64</b>	<b>7</b>
<b>Turnover</b> Turnover	98	7	72	4	97	10
< 30 tahun < 30 years old	23	2	13	1	42	0
30 – 50 tahun 30 – 50 years old	60	4	39	2	42	8
> 50 tahun > 50 years old	15	1	20	1	13	2
<b>Rata-rata (% Turnover)</b> <b>Average (% Turnover)</b>	<b>3.87%</b>		<b>3.08%</b>		<b>3.73%</b>	
<b>Pelatihan, rata-rata jam pelatihan/orang (jam)</b> Training, training hours average/person (hours)						
Manajer Manager	119	113	33	10	21	15
Supervisor Supervisor	117	111	35	5	24	16
Staf Staff	113	106	63	3	21	18
Posisi Lainnya Other Positions	113	105	38	4	22	16

# KINERJA SUMBER DAYA MANUSIA

## Human Capital Performance

### Perseroan (AHEMCE)

Company (AHEMCE)

Tahun Year	2021		2020		2019	
	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female
Induk Perusahaan (PT United Tractors Tbk.) Parent Company (PT United Tractors Tbk.)	2,539	131	2,583	127	2,633	127
Anak Perusahaan Subsidiaries	25,844	604	27,568	833	30,495	667
<b>TOTAL</b>	<b>29,118</b>		<b>29,910</b>		<b>33,922</b>	

### Persentase Karyawan Perusahaan (UTCM) yang Menerima Evaluasi Kinerja dan Pembinaan Karir (%)

Percentage of Company (UTCM) Employees Who Received Performance Evaluation and Career Coaching (%)

Deskripsi Description	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female
Manajer Manager	100	100	100	100	100	100
Supervisor Supervisor	100	100	100	100	100	100
Staf Staff	100	100	100	100	100	100
Posisi Lainnya Other Positions	100	100	100	100	100	100
<b>TOTAL</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

### Rasio Remunerasi Karyawan Tetap Perusahaan (UTCM) di Tingkat Terendah terhadap Upah Minimum Regional

Remuneration Ratio of the Company's (UTCM) Permanent Employees at the Lowest Level to the Regional Minimum Wage

Acuan UMP 2021 2021 Regional Minimum Wage Benchmark	Acuan Imbal Jasa Karyawan Tingkat Terendah Lowest Level of Employee Benefit Reference	Perbandingan Rata-rata Upah Karyawan Baru Tingkat Terendah vs UMP Comparison of Lowest Level New Employee Wages vs Regional Minimum Wage
Provinsi DKI Jakarta DKI Jakarta Province	1T/3T/4T/PT/L	120.4%

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# 05







# MASYARAKAT

The Community



**Corporate Social Responsibility (CSR) Perseroan bernilai tambah tinggi serta berdampak luas dan fundamental untuk masyarakat, memanfaatkan sumber daya, dan kompetensi yang ada di AHMCE untuk memberikan kontribusi yang bermakna dan berkelanjutan.**

The Company's Corporate Social Responsibility (CSR) high added value has fundamental yet far-reaching impacts on the society, utilizing the resources and competencies available at AHMCE to make a meaningful, sustainable contribution.





Krisis kesehatan yang terjadi sejak tahun 2020 yang terus berlanjut sepanjang tahun 2021 mengakibatkan dampak sosial ekonomi bagi masyarakat yang belum pernah terjadi sebelumnya. Sebagai warga negara, entitas bisnis harus menjadi bagian solusi dalam mendukung masyarakat yang rentan terhadap dampak pandemi dan mendukung, sesuai dengan kapasitasnya, program Pemulihan Ekonomi Nasional yang dicanangkan Pemerintah untuk bangkit dari tekanan ekonomi.

Melaksanakan *Corporate Social Responsibility* (CSR) atau Tanggung Jawab Sosial merupakan bagian dari strategi bisnis Perseroan sebagai inisiatif penting untuk membangun perusahaan yang kuat dan dapat memberikan dampak positif bagi masyarakat di sekitar kami beroperasi. Keberlanjutan perusahaan dalam jangka panjang ditentukan salah satunya dengan keberhasilan Perseroan dan masyarakat untuk tumbuh bersama-sama, suatu hubungan yang semakin penting pada saat pandemi untuk memulihkan perekonomian terutama di bidang kesehatan, pendidikan, dan pemberdayaan ekonomi. [103-1]

The health crisis that began in 2020 and still persisted throughout 2021 has resulted in unprecedented socio-economic impacts on the society. As corporate citizens, business entities must be part of the solution in supporting communities who are vulnerable to the impact of the pandemic and in supporting, depending on their respective capacity, the National Economic Recovery program launched by the Government to overcome economic pressures.

Implementing Corporate Social Responsibility (CSR), for the Company, is part of the business strategy because it is an important initiative to build a strong company that can have a positive impact on the communities in which we operate. In the long run, the company's sustainability is determined by among others, how successful it is in growing together with the community, a relationship that became increasingly important during a pandemic since it could help restore the economy, especially in the fields of health, education, and economic empowerment. [103-1]



# KEBIJAKAN DAN STRATEGI

## Policy and Strategy

### KEBIJAKAN DAN STRATEGI

United Tractors berkomitmen untuk melaksanakan program CSR sebagai bagian dari pelaksanaan *Land Surface Temperature* (LST) sebagai indikator keseimbangan energi di permukaan bumi dan pembangunan berkelanjutan. CSR Perseroan bersifat *mission driven* yang telah didefinisikan dalam pernyataan misi Perseroan yaitu menghasilkan nilai tambah yang berkelanjutan bagi para pemangku kepentingan melalui tiga aspek berimbang dalam hal ekonomi, sosial, dan lingkungan.

Tujuan CSR Perseroan adalah menciptakan perubahan sosial yang nyata di tengah-tengah masyarakat, berdampak positif bagi kegiatan operasi dan reputasi, dan mendukung pemerintah dalam mencapai *Sustainable Development Goals* (SDGs), yang menjadi sebuah *win-win situation*.

### PERENCANAAN PROGRAM

Perseroan menerapkan *social mapping* untuk mengetahui kebutuhan para pemangku kepentingan/*stakeholder*, sehingga harapannya program CSR dapat tepat sasaran dan menjawab permasalahan di sekitar daerah operasi bisnis. Hasil dari *social mapping* dijadikan landasan utama dalam menyusun program-program CSR Perseroan. *Social mapping* juga merupakan salah satu elemen penerapan *Astra Friendly Company* (AFC) yang diterapkan UT dan anak perusahaan.

### STRATEGI PROGRAM CSR

Perseroan mendesain program-program CSR yang diselaraskan dengan SDGs menjadi lima pilar CSR United Tractors, yaitu: [103-2](#) [413-2](#)

1. UTREES merupakan program ramah lingkungan yang mendukung kelestarian lingkungan.
2. UTFUTURE merupakan inisiatif meningkatkan kualitas pendidikan dengan bekerja sama dengan institusi pendidikan.
3. UTGROWTH merupakan inisiatif peningkatan kualitas taraf kehidupan masyarakat lokal menuju mandiri melalui program pemberdayaan ekonomi masyarakat.
4. UTCARE merupakan penyelenggaraan program-program yang mendukung aspek kesehatan masyarakat.
5. UTACTION merupakan penyelenggaraan program-program penanggulangan bencana.

### POLICY AND STRATEGY

United Tractors is committed to implementing CSR programs as part of the implementation of *Land Surface Temperature* (LST) as an indicator of energy balance on the earth's surface and sustainable development. The Company's CSR is driven by its mission which, as predefined in the Company's mission statement, is to generate sustainable added value for stakeholders through three balanced aspects, the economy, social, and environment.

The objective of the Company's CSR is to make a real change socially within the society, have a positive impact on operations and reputation, and support the government in achieving the *Sustainable Development Goals* (SDGs) as a win-win situation.

### PROGRAM PLANNING

The Company implements social mapping to identify the needs of stakeholders, hoping that its CSR program is right on target and can address social issues around the area of business operations. The mapping results are used as the main basis in developing the Company's CSR programs. Social mapping is also an element of the implementation of *Astra Friendly Company* (AFC) implemented by UT and its subsidiaries.

### CSR PROGRAM STRATEGY

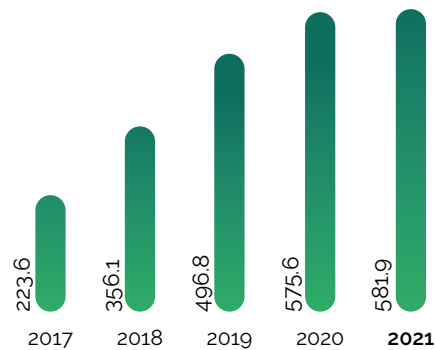
The Company designs CSR programs that are aligned with the SDGs into the five pillars of United Tractors CSR, namely: [103-2](#) [413-2](#)

1. UTREES is an eco-friendly program that supports environmental sustainability.
2. UTFUTURE is a set of initiatives to improve the quality of education by working with education institutions.
3. UTGROWTH is a set of initiatives to improve the quality life of local communities towards self-reliance through community economic empowerment programs.
4. UTCARE is the execution of programs that support public health.
5. UTACTION is the execution of disaster management programs.



### Penyaluran Dana Program CSR Perseroan Distribution of Company's CSR Fund

Nilai (Rp miliar)  
Amount (billion Rp)



## DAMPAK KEGIATAN PERSEROAN

### Sosial

- Harapan untuk bekerja di UT meningkat, akibat naiknya masyarakat yang kehilangan pekerjaan sebagai dampak sosial pandemi COVID-19.
- Harapan masyarakat dalam kontribusi sosial seperti forum komunikasi aktif antar sektor, layanan kesehatan untuk anak-remaja, hingga lansia.
- Kebutuhan sosialisasi dan penerapan Pola Hidup Bersih Sehat di masa pandemi.
- Kebutuhan Sumber Daya Manusia dalam bentuk keterampilan dan pengetahuan serta *link-and-match* antara pendidikan vokasi dan kebutuhan industri.

## IMPACT OF COMPANY ACTIVITIES

### Social

- There is growing hope to work at UT as many of members of the society have lost their jobs due to the social impact of the COVID-19 pandemic.
- The community hope for social contributions such as in active communication forums between sectors, health services for children, youth and elderly.
- Need for socialization and implementation of Clean and Healthy Lifestyle during the pandemic.
- Need for Human Capital development in the form of skills and knowledge as well as link-and-match between vocational education and industry needs.

# KEBIJAKAN DAN STRATEGI

## Policy and Strategy

### Ekonomi

- Harapan pemangku kepentingan terhadap kontribusi Perseroan di bidang ekonomi khususnya di daerah operasional.
- Kebutuhan lapangan kerja.
- Dukungan dan pembinaan pada Usaha Mikro Kecil dan Menengah (UMKM).
- Pemberdayaan ekonomi dengan memaksimalkan potensi, budaya, dan kearifan lokal.

### Lingkungan

- Agenda keberlanjutan global dan pemerintah untuk perubahan iklim dan Tujuan Pembangunan Berkelanjutan.
- Pandangan dan perubahan preferensi masyarakat pada kegiatan usaha.
- Kesadaran warga dalam upaya adaptasi dan mitigasi lingkungan.
- Kebutuhan menciptakan lingkungan yang lebih hijau dan pengelolaan sampah.

### Economy

- Stakeholders' hope for the Company's contribution to the economy, especially in operational areas.
- Need for employment.
- Need for support and guidance for Micro, Small and Medium Enterprises (SMEs).
- Economic empowerment by maximizing potential, culture, and local wisdom.

### Environment

- Global and government sustainability agendas for climate change and the Sustainable Development Goals.
- Views and changes in people's preferences for business activities.
- People's awareness in environmental adaptation and mitigation efforts.
- Need for the creation of a greener environment and waste management.



# KONTRIBUSI PADA MASYARAKAT AKIBAT COVID-19

Contribution to Society Due to COVID-19

## KONTRIBUSI PADA MASYARAKAT TERDAMPAK PANDEMI

Program Komunitas Grup UT Siaga COVID-19 memiliki tujuan memberdayakan komunitas masyarakat, remaja, sekolah dan pelayanan kesehatan masyarakat untuk mencegah dan mengendalikan wabah COVID-19 serta meningkatkan ketahanan kesehatan masyarakat khususnya kelompok rentan di masa pandemi.

Perseroan di seluruh cabang dan *site* membentuk program CSR bidang Kesehatan yaitu Komunitas Grup UT Siaga COVID-19 untuk mendorong masyarakat dan sekolah binaan CSR perusahaan. Mereka bertugas untuk melakukan edukasi, meningkatkan partisipasi masyarakat dan membuat sistem informasi berkaitan dengan COVID-19, serta membentuk sistem kesehatan, keamanan, logistik dan sarana prasarana di tatanan komunitas atau wilayah, untuk menekan jumlah penyebaran COVID-19.

## CONTRIBUTION TO PANDEMIC-AFFECTED COMMUNITIES

The Komunitas UT Group Siaga COVID-19 program aims to empower the community, the youths, fostered schools and public health services to prevent and control the COVID-19 outbreak and increase the resilience of especially the vulnerable groups during the pandemic.

In all branches and sites, the Company has formed a CSR program in the Health sector, called Komunitas UT Group Siaga COVID-19 to encourage the community and the company's CSR fostered schools. The community is tasked with educating the public, increasing their participation and creating information systems for COVID-19, while establishing health, security, logistics and infrastructure systems in the community or regional settings, to contain the spread of COVID-19.



# KONTRIBUSI PADA MASYARAKAT AKIBAT COVID-19

## Contribution to Society Due to COVID-19

Komunitas UT *Group* Siaga COVID-19 dilakukan dalam lingkup komunitas Sekolah Binaan UT (SOBAT) dan Posyandu-Posbindu Binaan Grup UT. Dalam mempersiapkan kegiatan sekolah tatap muka di sekolah binaan, komunitas kader kesehatan siswa remaja SMK dibentuk melalui program *UT Youth Movement (UTYM)* 2021 dengan tujuan mengaktivasi komunitas dan kader kesehatan sekolah mendorong penerapan protokol kesehatan dan model sekolah sehat di sekolahnya. Dalam kegiatan UTYM, para kader mengikuti pelatihan *online*, pendampingan dan asesmen, inisiasi komunitas tingkat nasional hingga kompetisi komunitas sekolah. Upaya pemberdayaan masyarakat yang dilakukan bagi tatanan sekolah ini efektif untuk dilaksanakan dan diharapkan memberikan kontribusi dalam upaya pencegahan dan pengendalian COVID-19 di lingkungan sekolah binaan perusahaan. Program UTYM 2021 telah diikuti oleh 94 SMK dan 479 siswa binaan di seluruh wilayah Indonesia.

Di lingkup Posyandu-Posbindu Binaan Grup UT, Perseroan mendukung aktivasi kembali kegiatan Posyandu dan Posbindu PTM (Penyakit Tidak Menular) agar dapat melakukan pemantauan pertumbuhan dan status gizi bayi/balita, serta pemantauan faktor risiko PTM di wilayah masing-masing selama masa pandemi. Kegiatan ini dilakukan dengan memberikan pelatihan kepada para kader Posyandu & Posbindu PTM binaan Grup UT di seluruh Indonesia melalui *webinar* daring, pendampingan lapangan bagi kader Posyandu & Posbindu PTM binaan di wilayah ring-1 kantor pusat UT Jakarta serta penghargaan kepada komunitas Posyandu & Posbindu PTM yang telah menerapkan sistem dan protokol kesehatan selama penyelenggaraan kegiatan pemantauan tumbuh kembang bayi-balita dan ibu hamil, serta kepatuhan minum obat penderita hipertensi, diabetes dan penyakit lainnya. Total penerima manfaat dari program aktivasi Posyandu & Posbindu sebanyak 307 kader Posyandu & Posbindu di seluruh Indonesia.

The UT Community COVID-19 Alert Group targets UT foster Schools (SOBAT) and the UT Group Assisted Posyandu-Posbindu. In preparing for face-to-face learning in target schools, a community of health cadres for vocational youth students has been established through the UT Youth Movement (UTYM) 2021 program, which aims to activate the community and school health cadres to encourage the application of health protocols and healthy school models at their respective schools. In UTYM activities, the cadres attend online training, mentoring and assessment, initiation of national-level communities to school community competitions. The effective community empowerment at the school structure is expected to contribute to the prevention and control of COVID-19 at the company's fostered schools. The UTYM 2021 program was attended by 94 vocational schools and 479 foster students throughout Indonesia.

Within the scope of Posyandu-Posbindu assisted by the UT Group, the Company supports the re-activation of Posyandu and PTM (Non-Transmittable Diseases) activities to monitor the growth and nutritional status of infants/toddlers, as well as monitoring PTM risk factors in their respective areas during the pandemic. This activity involves training for cadres of UT Group- assisted Posyandu & Posbindu across Indonesia through online webinars, field assistance for Posyandu & Posbindu PTM cadres in the ring-1 area of UT's head office Jakarta and awards for Posyandu & Posbindu PTM community who has applied health systems and protocols when monitoring the growth and development of infants, toddlers, and pregnant women, and monitoring whether or not patients with hypertension, diabetes and other diseases follow their medicine prescriptions. The Posyandu & Posbindu activation program has now 307 Posyandu & Posbindu cadres throughout Indonesia.



Dalam mendukung masyarakat dan Pemerintah menghadapi serta menanggulangi pandemi, Perseroan juga memfasilitasi program vaksinasi gratis bagi masyarakat, sebanyak 60 pusat vaksinasi UT dibuat dengan bantuan Perseroan bekerja sama dengan fasilitas layanan kesehatan setempat. Hingga 2021, sebanyak 90.258 orang telah memanfaatkan pusat vaksinasi tersebut.

Keterlibatan UT dalam pelaksanaan Vaksinasi COVID-19 Gotong Royong bertujuan untuk mempercepat terbentuknya *herd immunity* di masyarakat sehingga membantu masyarakat dan bangsa Indonesia untuk kembali pulih.

In supporting the community and the Government to face and overcome the pandemic, the Company also facilitates a free vaccination program for the community, as many as 60 UT vaccination centers were created with the help of the Company in collaboration with local health service facilities. Until 2021, as many as 90,258 people have used the vaccination center.

UT's involvement in the implementation of the COVID-19 *Gotong Royong* Vaccination aims to accelerate the formation of herd immunity in the community to help the Indonesian people and nation to recover.



# UTFUTURE

## UTFUTURE



### UTFUTURE

*United Tractors for Education and Bright Future* (UTFUTURE) memfokuskan kegiatan CSR di bidang pendidikan terutama bagi generasi muda dengan tujuan meningkatkan kualitas pendidikan dan membuka peluang masa depan bagi mereka. Program-program dalam UTFUTURE mengembangkan *software-hardware-brainware* bagi siswa, pendidik dan sarana pendukungnya. Program ini juga diselaraskan dengan program Pemerintah *link-and-match* antara dunia pendidikan dengan pasar kerja serta Industri 4.0 yang telah dimasuki oleh Indonesia.

Pada pilar pendidikan, Yayasan Karya Bakti United Tractors (YKBUT) dan *Corporate Human Capital and Corporate University* (CHCU) menyelenggarakan edukasi formal *UT School* di 19 fasilitas pendidikan di Indonesia. *UT School* merupakan pusat pendidikan operator dan mekanik alat berat profesional dan terampil sesuai persyaratan internasional dan merupakan Tempat Uji Kompetensi (TUK) yang bermitra dengan Lembaga Sertifikasi Profesi Alat Berat Indonesia (LSP ABI) yang telah terakreditasi oleh Badan Nasional Sertifikasi Profesi (BNSP).

### UTFUTURE

*United Tractors for Education and Bright Future* (UTFUTURE) focuses on CSR activities in the field of education, especially for the younger generation, which aims to improve the quality of education and give them future opportunities. UTFUTURE Programs develop *software-hardware-brainware* for students and educators along with the supporting facilities. This program is also aligned with the Government's *link-and-match* program that connects the world of education with job market and the 4.0 Industry that Indonesia has embarked on.

On the education pillar, the Karya Bakti United Tractors Foundation (YKBUT) and the Corporate Human Capital and Corporate University Division (CHCU) hold *UT School* formal education at 19 educational facilities in Indonesia. *UT School* is an education center for professional and skilled heavy equipment operators and mechanics according to international requirements, and is a Competency Test Place (TUK) in partnership with the Indonesian Heavy Equipment Professional Certification Institute (LSP ABI), which has been accredited by the National Agency for Professional Certification (BNSP).

UT *School* juga membina sekolah-sekolah menengah kejuruan di sekitarnya dalam rangka mendorong peningkatan mutu dan standar industri nasional. Berdiri sejak tahun 2008, UT *School* telah meluluskan 24.245 mekanik dan operator serta membangun jejaring lebih dari 1.255 SMK di 194 Kota atau Kabupaten, bekerja sama dengan 16 perguruan tinggi di Indonesia dan sejumlah Balai Latihan Kerja (BLK) di Indonesia.

Dukungan Perseroan kepada program Industri dan Dunia Kerja (IDUKA) diwujudkan melalui program SOBAT (Sekolah Binaan United Tractors) untuk Sekolah Menengah Kejuruan (SMK) di seluruh Indonesia dan hingga 2021 terdapat 1.009 SMK yang tergabung dalam program SOBAT. Program ini juga diisi dengan kompetisi inovasi dalam mengasah kemampuan sekolah vokasi di Indonesia untuk paham kebutuhan industri dan kreatif untuk menghadirkan solusi yang dibutuhkan.

Perseroan tidak melupakan pentingnya pendidikan pada usia dini yang merupakan pijakan pertama membentuk sumber daya manusia Indonesia yang unggul di masa depan. UTFUTURE memfasilitasi 3 Rumah Pintar, 4 Balai Latihan Kerja dan 45 instalasi PAUD yang umumnya berada di sekitar lokasi kantor-kantor Perseroan. Sarana tersebut menyediakan pendidikan informal yang inklusif untuk anak usia dini, remaja hingga kelompok lanjut usia.

UT School also fosters the surrounding vocational high schools to encourage quality improvement and national industrial standards. Established in 2008, UT School has produced 24,245 mechanics and operators and built a network of more than 1,255 vocational schools across 194 cities or regencies, in collaboration with 16 universities in Indonesia and a number of Job Training Centers (BLK) in Indonesia.

The Company's support for the Industry and the World of Work (IDUKA) program is realized through the SOBAT (United Tractors Fostered School) program for Vocational High Schools (SMK) throughout Indonesia with a total of 1,009 vocational schools having joined as members by the end of 2021. This program is also filled with innovation competitions to hone the skills of vocational schools in Indonesia so they will have more insight to industrial needs and come up with creative ideas to give the solutions.

The Company never overlooks the importance of education at an early age as the first step to take in shaping Indonesia's excellent human capital in the future. UTFUTURE facilitates 3 *Rumah Pintar*, 4 Job Training Centers and 45 instalation pre-school education which are generally located near the Company's premises. These facilities provide inclusive informal education for early childhood, youth and senior citizens.





# UTFUTURE

## UTFUTURE

### HIGHLIGHTS 2021

- Pada 31 Mei 2021, dua orang pecatur berprestasi melalui program UT *Inspiring Youth* mengikuti turnamen catur *Internasional Asian Zone 3.3* dan *Asian Continental 2021* yang diselenggarakan secara online dan diikuti oleh pecatur mancanegara. Keduanya menorehkan prestasi yang membanggakan; Novendra Priasmoro menjadi juara 3 pada turnamen *Asian Zone 3.3* yang diikuti 52 peserta dengan 25 diantaranya bergelar internasional; Aditya Bagus Arfan di babak ketiga turnamen *Asian Continental* berhasil menang atas pecatur tangguh Batchuluun Tsegmed (GM) dari Mongolia yang memiliki ELO rating 2.536 dan ditempatkan pada unggulan 10. Kemenangan tersebut sangat mengejutkan mengingat keunggulan Batchuluun Tsegmed dari segi daftar unggulan, nilai ELO rating dan gelar yang disandang sangat jauh di atas Aditya Bagus Arfan yang baru berusia 15 tahun.
- On May 31, 2021, two outstanding chess players through the UT Inspiring Youth program compete in the online Asian Zone 3.3 and Asian Continental 2021 International chess tournaments where chess players from around the world also took part. Both players made proud achievements; Novendra Priasmoro won 3rd place in the Asian Zone 3.3 tournament participated by 52 players where 25 of whom had international titles; During the Asian Continental Tournament, Aditya Bagus Arfan won the third round match against a brilliant chess player Batchuluun Tsegmed (GM) of Mongolia who had an ELO rating of 2,536 and was the 10th seed. It was a spectacular victory given Batchuluun Tsegmed's much higher rank in seeding, ELO rating and titles, than the 15 year old Arfan.
- UT *Inspiring Youth* juga mendukung peraih lulusan Ujian Nasional Berbasis Komputer (UNBK) terbaik Jurusan IPA tingkat SMA se-kota Malang. Peter Ananthaputra Judianto menerima beasiswa UT *Inspiring Youth* di Jurusan Teknik Kimia Universitas Brawijaya sejak tahun 2019.
- UT Inspiring Youth also supported the winner of the best Computer-Based National Examination (UNBK) majoring in Science at high school level in Malang, Peter Ananthaputra Judianto receive the UT Inspiring Youth scholarship in Brawijaya University majoring the Chemical Engineering since 2019.
- Pada 21 Juli 2021, UT bersama dengan UT *School* bekerja sama dengan Sekolah Vokasi Universitas Gadjah Mada melalui program SOBAT untuk meningkatkan kompetensi lulusan Sekolah Vokasi dengan mendukung program Kampus Merdeka serta mewujudkan kolaborasi yang baik di bidang pendidikan, penelitian dan pengabdian masyarakat.
- On July 21, 2021, UT and UT School collaborated with Gadjah Mada University Vocational School through the SOBAT program to improve the competence of Vocational School graduates by supporting the Merdeka Campus program and realizing collaboration in the fields of education, research and community service.
- Program UTFUTURE mendapatkan apresiasi dari pemangku kepentingan antara lain Kaltim *Education Award - 2021* dari Pemerintah Provinsi Kalimantan Timur kepada UT Cabang Samarinda pada 23 November 2021 untuk kategori Perusahaan Berjasa, sebagai penghargaan kepada industri yang telah berjasa dalam mendukung kegiatan pendidikan di area Kalimantan Timur, dan penghargaan DUDI (Dunia Usaha Dunia Industri) *Awards 2021* dari Kementerian Pendidikan, Kebudayaan Riset dan Teknologi pada 15 Desember 2021 untuk mitra DUDI yang bersama sama memberikan dedikasi kepada pendidikan vokasi di Indonesia dan mewujudkan program *Link and Match*.
- The UTFUTURE program received appreciation from stakeholders, including the Kaltim Education Award - 2021 that the East Kalimantan Provincial Government gave to UT Samarinda Branch on November 23, 2021 for the Merited Company category, as an award to the industry that has been very supportive of educational activities in the East Kalimantan area, and the 2021 DUDI (Industrial Business World) Awards from the Ministry of Education, Culture, Research and Technology on December 15, 2021 for DUDI who jointly give its dedication to vocational education in Indonesia and realize the Link and Match program
- Program SOBAT yang diselenggarakan PT Agincourt Resources (PTAR), pengelola tambang emas Martabe mendukung kegiatan SMKN 2 Batangtoru dengan pembangunan peningkatan akses jalan masuk, pembangunan jalur hijau dan bak sampah, serta dukungan sarana pembelajaran berupa simulator keselamatan kerja dan maket operasional pertambangan. Melalui dukungan PTAR, SMKN 2 Batangtoru menjadi sekolah vokasi dengan fokus pendidikan pertambangan pertama di Sumatera Utara.
- The SOBAT program organized by PT Agincourt Resources (PTAR), who runs the Martabe gold mine, supported the activities of State Vocational School 2 Batangtoru with the construction of access roads, the construction of green lanes and trash bins, and supported learning facilities in the form of work safety simulators and mock-ups of mining operations. Through PTAR support, State Vocational School 2 Batangtoru became the first vocational school to focus on mining education in North Sumatra.



**HIGHLIGHTS 2021**

- Perseroan memperluas penerima manfaat Program SOBAT dengan Perjanjian Kerja Sama dengan SMK Negeri 3 Mandau, SMK Migas Teknologi Riau dan SMK Global Cendekia Bangkinang yang difasilitasi oleh UT Cabang Pekanbaru. Kerja sama serupa juga dilakukan dengan SMK Negeri 2 Manokwari yang difasilitasi UT Cabang Sorong.
- The Company extended its SOBAT Program beneficiaries under Cooperation Agreements with State Vocational School 3 Mandau, Vocational School Migas Teknologi Riau and State Vocational School Global Cendekia Bangkinang facilitated by UT Pekanbaru Branch. Similar cooperation was also carried out with State Vocational School 2 Manokwari which was facilitated by UT Sorong Branch.
- Pada 24 Mei 2021, Perseroan memulai kerja sama dengan Fakultas Pertanian Universitas Jenderal Soedirman (UNSOED) untuk bersinergi dengan sekolah binaan UT dalam hal pengembangan kompetensi guru dan penerimaan siswa berprestasi untuk melanjutkan pendidikan ke jenjang S1 di jurusan Teknologi Pertanian UNSOED.
- On May 24, 2021, the Company started a collaboration with the Faculty of Agriculture, Jenderal Sudirman University (UNSOED) to synergize with UT's target schools in developing teacher competence and admitting academically outstanding students at the Department of Agricultural Technology, UNSOED.



- Selasa, 23 Maret 2021, PT United Tractors Tbk mengadakan program Kunjungan Industri *Online*, dengan total 5,095 peserta dari 100 Sekolah Binaan UT (SOBAT) yang tersebar di seluruh Indonesia. Kunjungan Industri *Online* bertujuan untuk mengenalkan industri alat berat kepada siswa-siswi dan mendorong inovasi-inovasi baru agar meningkatkan kualitas kegiatan belajar mengajar khususnya Jurusan Teknik Alat Berat dan Otomotif.
- On March 23, 2021, PT United Tractors Tbk held the Online Industry Visit and was attended by 5,095 participants from UT Foster School (SOBAT) across Indonesia. Online Industry Visit aims to introduce the heavy equipment industry to students and encourage new innovations to improve the quality of teaching and learning activities, especially in the Heavy Equipment and Automotive Engineering Department.
- Dalam Lomba Inovasi Karya Guru (LINKAR) yang diselenggarakan Astra Internasional, SOBAT mengikutsertakan 2 guru PAUD dan 13 guru SMK Sekolah Binaan United Tractors. Guru SOBAT memperoleh Juara 1 untuk kategori Inovasi SMK yaitu Agus Priyadi dari SMK PGRI 2 Ponorogo dan penghargaan khusus untuk Iskandar dari SMK Canda Bhirawa Pare Kediri. LINKAR merupakan kompetisi inovasi pembelajaran dan terbuka untuk guru dari jenjang PAUD, SD, SMP, SMA, SMK, Satuan Pendidikan Khusus hingga Rumah Pintar.
- In the Teacher Work Innovation Competition (LINKAR) organized by Astra International, SOBAT included 2 preschool teachers and 13 SMK teachers from United Tractors Foster Schools, where a SOBAT's teacher, Agus Priyadi from SMK PGRI Vocational School 2 Ponorogo won 1st place for the Vocational Innovation category; and a special award was won by Iskandar from Canda Bhirawa Vocational High School in Pare Kediri. LINKAR is a learning innovation competition and is open to teachers from PAUD, SD, SMP, SMA, SMK, Special Education Units to *Rumah Pintar* levels.

# UTREES

## UTREES

### UTREES

Program UTREES merupakan program jangka panjang di bidang tanggung jawab lingkungan dengan fokus tujuan melestarikan lingkungan hidup secara berkelanjutan, mencegah bencana, perubahan iklim dan meningkatkan kualitas hidup masyarakat. Lima kegiatan utama UTREES adalah:

1. Konservasi keanekaragaman hayati bekerja sama dengan Institut Pertanian Bogor (IPB) untuk usaha pelestarian fauna dengan metode *ex-situ* berlokasi di Bogor, Jawa Barat untuk penangkaran Rusa Timor dan burung Jalak Bali.
2. Penghijauan *mangrove* bekerja sama dengan Taman Mangrove Muara Tawar dan Pantai Indah Kapuk, yang memiliki fungsi keanekaragaman hayati dan serapan karbon.
3. Taman United Tractors Kanal Banjir Timur (UT KBT) yang mengedepankan fungsi ekologis sekaligus juga berfungsi sosial sebagai penghubung antar warga dengan desain ruang, sirkulasi, elemen lanskap, serta pelestarian flora dan fauna.

### UTREES

UTREES program is a long-term program in the field of environmental responsibility that lays its focus on sustainably preserving the environment, preventing disasters, climate change and improving people's quality of life. The five main activities of UTREES are:

1. Biodiversity conservation in collaboration with the Bogor Agricultural Institute (IPB) for fauna conservation using the *ex-situ* method located in Bogor, West Java for the captive breeding of Timor deer and Bali starlings.
2. Mangrove reforestation in collaboration with Muara Tawar Mangrove Park and Pantai Indah Kapuk, which have the function of biodiversity and carbon sequestration.
3. East Flood Canal United Tractors Park (UT KBT) which prioritizes both ecological and social functions as a liaison between residents with spatial design, circulation, landscape elements, and the preservation of flora and fauna.



- |  |   |
|--|---|
| <p>4. Rumah Pembibitan (<i>Nursery</i>) di 8 cabang Perseroan untuk kegiatan pembibitan dan penyemaian tanaman endemis.</p> <p>5. Program pembinaan bank sampah dan peningkatan <i>awareness</i> masyarakat untuk mengurangi sampah plastik.</p> | <p>4. Nurseries at 8 branches of the Company for nursery and seeding activities for endemic plants.</p> <p>5. The waste bank development program and increasing public awareness to reduce plastic waste.</p> |
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**HIGHLIGHTS 2021**

<p>- Pada 24 Januari 2021, UT melaksanakan kegiatan penanaman <i>Mangrove</i> di wilayah pantai Muara Tawar yang melibatkan klub hobi Sepeda Mania United Tractors (SEMUT) dan pemerintah daerah di bawah naungan Dinas Pelabuhan Perikanan Muara Ciasem (PPMC) dan tokoh masyarakat di Muara Tawar. Sebanyak 1.000 pohon <i>mangrove</i> ditanam sebagai bentuk tambal sulam atas tanaman sebelumnya, serta menyerahkan 50 paket bantuan kesehatan kepada masyarakat di Muara Tawar.</p>	<p>- On January 24, 2021, UT carried out mangrove planting activities in the coastal area of Muara Tawar which involved the Bike Mania United Tractors (SEMUT) hobby club and the local government under the auspices of the Muara Ciasem Fishery Port Service (PPMC) and community leaders in Muara Tawar. A total of 1,000 mangrove trees were planted to replace the dying trees from the previous planting, and 50 packages of health assistance were given to the community in Muara Tawar.</p>
<p>- Pada 30 Agustus–3 September 2021, UT melaksanakan kegiatan pengamatan dan penandaan burung liar menggunakan cincin warna di area Kebun Raya Mangrove Gunung Anyar, Surabaya. Kegiatan ini bertujuan untuk mengevaluasi kondisi lingkungan dan keanekaragaman hayati, serta meningkatkan status dan indeks keanekaragaman hayati di area konservasi Kebun Raya Mangrove Gunung Anyar, Surabaya.</p>	<p>- On August 30–September 3, 2021, UT carried out activities for observing and marking wild birds using color rings in the area of the Gunung Anyar Mangrove Botanical Gardens, Surabaya. This activity aimed to evaluate environmental conditions and biodiversity, and to improve the status and biodiversity index in the conservation area of the Gunung Anyar Mangrove Gardens, Surabaya.</p>
<p>- Pada 10 Maret 2021, PT Komatsu Remanufacturing Asia (KRA) melakukan aksi peduli fauna dengan melakukan adopsi satwa liar Beruang Madu yang berada di Kawasan Wisata Pendidikan Lingkungan Hidup (KWPLH) Balikpapan dengan durasi kerja sama sepanjang 1 tahun.</p>	<p>- On March 10, 2021, PT Komatsu Remanufacturing Asia (KRA), took a fauna care action by adopting a wild Sun Bear in the Environmental Education Tourism Area (KWPLH) Balikpapan under a 1 year cooperation.</p>
<p>- KRA juga melakukan aksi tanam 1.000 pohon di Kampung Nelayan Berdasi Kariangau untuk menghindari abrasi di kawasan pesisir Balikpapan.</p>	<p>- KRA also carried out an action to plant 1,000 trees in the Kariangau Berdasi Fisherman's Village to avoid abrasion in the coastal area of Balikpapan.</p>
<p>- PTAR, pengelola Tambang Emas Martabe di Batangtoru, Tapanuli Selatan menyerahtherimakan fasilitas bangunan Menara Pandang setinggi +31,5 meter di Kebun Raya Sipirok Tapanuli Selatan kepada Pemerintah Kabupaten (Pemkab) Tapanuli Selatan pada 1 Februari 2021. Menara pandang yang dibangun sejak Agustus 2020 ini memiliki luas areal ± 90 Ha dan melengkapi Kebun Raya Sipirok untuk menjadi tujuan atau destinasi wisata milik daerah yang memiliki keunggulan serta berdampak luas kepada pembangunan sebagai pusat edukasi lingkungan di Tapanuli Selatan.</p>	<p>- PTAR, that runs Martabe Gold Mine in Batangtoru, South Tapanuli handed over the +31.5 meter high View Tower building facility in the South Tapanuli Sipirok Botanical Garden to the South Tapanuli Regency Government on February 1, 2021. The viewing tower that was built in August 2020 has an area of ± 90 Ha and complements the Sipirok Botanical Gardens in becoming a regionally owned tourist destination that has advantages and broad impact on development as a center for environmental education in South Tapanuli</p>

# UTGROWTH

## UTGROWTH

### UTGROWTH

*United Tractors for Generating Opportunities and Wealth* (UTGROWTH) dititikberatkan pada kegiatan ekonomi atau *Income Generating Activities* (IGA) dalam upaya memperbaiki kualitas hidup masyarakat yang tinggal di sekitar Perseroan dalam bentuk pembinaan, membangun jejaring usaha, pemanfaatan sumber daya lokal, membangun institusi ekonomi setempat, peningkatan kompetensi dan pemberdayaan ekonomi masyarakat. Program pembinaan dilakukan dengan pemenuhan kebutuhan masyarakat akan edukasi, *capacity building*, advokasi dan permodalan. Melalui IGA, konsep pengembangan kapasitas masyarakat dirasakan cukup efektif dalam memberikan solusi terhadap permasalahan yang timbul di masyarakat.

Pengembangan usaha mikro dikelola melalui 8 Lembaga Pengembangan Bisnis (LPB) dan 4 Lembaga Keuangan Mikro (LKM) di antaranya:

### UTGROWTH

United Tractors for Generating Opportunities and Wealth (UTGROWTH) focuses on economic activities or Income Generating Activities (IGA) in an effort to improve the quality of life of the people living around the Company. The efforts include coaching, building business networks, utilizing local resources, building local economic institutions, competence improvement, and community economic empowerment. The coaching program is given by fulfilling the community's need for education, capacity building, advocacy and capital. Through IGA, the concept of community capacity building is considered quite effective in providing solutions to civic issues that the communities are facing.

Micro business development is managed through 8 Business Development Institutions (LPB) and 4 Micro Finance Institutions (LKM) including:

No	Nama LPB Name of LPB	Lokasi Location
1	LPB ADRO PAMA	Tanjung, Kalimantan Selatan Tanjung, South Kalimantan
2	LPB Pama Mitra Daya	Melak Kutai Barat, Kalimantan Timur Melak Kutai Barat, East Kalimantan
3	LPB TOPPAMA	Buhut, Kalimantan Tengah Buhut, Central Kalimantan
4	LPB Banua Prima Persada	Binuang, Kalimantan Selatan Binuang, South Kalimantan
5	LPB Pama Daya Taka	Batu Kajang, Kalimantan Timur Batu Kajang, East Kalimantan
6	LPB Pama Besai Berinta	Bontang, Kalimantan Timur Bontang, East Kalimantan
7	LPB Pama Banua Etam	Sangatta, Kalimantan Timur Sangatta, East Kalimantan
8	LPB Pama Kite Gale	Muara Enim, Sumatera Selatan Muara Enim, South Sumatera





No	Nama LKM Name of LKM	Lokasi Location
1	LKM Banua Bauntung	Tanjung, Kalimantan Selatan Tanjung, South Kalimantan
2	LKM Berkah Banua (KPP)	Tapin, Kalimantan Selatan Taapin, South Kalimantan
3	LKM Sempekat Sempawat	Melak Kutai Barat, Kalimantan Timur West Melak Kutai, East Kalimantan
4	LKM Bina Tani Jaya	Tenggarong, Kalimantan Timur Tenggarong, East Kalimantan

Perseroan juga membangun kolaborasi antara perusahaan dalam Grup untuk kegiatan Pembinaan UMKM berbasis LPB/LKM/ koperasi melalui 7 program sinergi CSR Grup UT serta kolaborasi dengan Grup Astra dalam peningkatan kualitas desa sejahtera dan program Kampung Berseri Astra.

The Company also builds collaborations amongst companies under the Group for LPB/LKM/cooperative-based MSME development activities through 7 UT Group CSR synergy programs; and collaboration with Astra Group in prospering the life of villages and the Astra Berseri Village program.

# UTGROWTH

## UTGROWTH

### HIGHLIGHTS 2021

- UT berkolaborasi dengan Dinas Tenaga Kerja, Transmigrasi dan Energi (Disnakertransgi) Provinsi DKI Jakarta menyelenggarakan program pengembangan kewirausahaan atau yang biasa dikenal dengan JakPreneur dan merupakan langkah konkret yang dilakukan oleh Pemerintah serta pelaku bisnis untuk mengembangkan UMKM Indonesia. Pelatihan ini diikuti oleh ibu-ibu kader dari 10 Kecamatan, dengan total peserta 100 orang masyarakat di daerah Jakarta Timur pada 24 Juni 2021.
- UT collaborated with the Department of Manpower, Transmigration and Energy (Disnakertransgi) of DKI Jakarta Province to organize an entrepreneurship development program or commonly known as JakPreneur as a concrete step of the Government and businesses to develop MSME in Indonesia. The training was attended by cadres from 10 sub-districts, with a total of 100 community participants in the East Jakarta area on June 24, 2021.

- Pengembangan ekonomi lokal menjadi salah satu program strategis dari Pengembangan dan Pemberdayaan Masyarakat (PPM) PT Agincourt Resources (PTAR). Di bidang ketahanan pangan, PTAR membina luas lahan budidaya pertanian di Kecamatan Batangtoru dan Muara Batangtoru telah mencapai sekitar 150 hektar dan melibatkan sekitar 250 orang petani. Pada tahun 2021, PTAR memfasilitasi sertifikasi profesi bagi 30 orang Penyuluh Pertanian Lapangan (PPL) untuk mendukung kegiatan pendampingan sehingga mampu mendukung pertanian Tapanuli Selatan.
- The development of the local economy is one of the strategic programs of the Community Development and Empowerment (PPM) of PT Agincourt Resources (PTAR). In the field of food security, PTAR has developed an area of 150 hectares for agricultural cultivation in Batangtoru and Muara Batangtoru sub-districts, involving some 250 farmers. In 2021, PTAR facilitated professional certification for 30 Field Agricultural Extension Officers (PPL) to support mentoring activities to make them more competent to support South Tapanuli agriculture.

Di Kecamatan Batangtoru ini, PTAR membina 40 petani yang tergabung dalam 4 Kelompok Tani di Desa Sipenggeng untuk budidaya benih padi, pemuliaan, dan peningkatan kapasitas sampai bisa menghasilkan stratifikasi label benih. Pembinaan kelompok tani juga diberikan kepada 27 petani penggarap yang tergabung dalam Kelompok Tani Aek Pahu dan 7 wanita yang merupakan anggota Kelompok Wanita Tani (KWT) sejak tahun 2015.

In Batangtoru sub-district, PTAR has fostered 40 farmers who are members of 4 farmer groups in Sipenggeng village for rice seed cultivation, breeding, and capacity building to produce seed label stratification. Coaching for Farmer group guidance was also given to 27 smallholders who were members of the Aek Pahu Farmer Group and 7 women who were members of the Women Farmers Group (KWT) since 2015.

Pada kegiatan lain, PTAR juga memberikan Pelatihan Batik Cap kepada 16 anggota KUB Batik Tapanuli Selatan yang berada di Kampung Pasir, Kelurahan Aek Pining Kecamatan Batangtoru. PTAR juga melakukan budidaya tanaman kunyit dan memproduksi berbagai produk berbahan baku kunyit untuk 60 wanita yang tergabung dalam Kelompok Tani Wanita Bandar Hapinis di Desa Bandar Hapinis, Kecamatan Batangtoru, kegiatannya mencakup keterampilan pertanian, saprodi, pengolahan produk, izin dan sertifikasi hingga pameran pemasaran.

In another activity, PTAR also gave training on Batik print to 16 members of the South Tapanuli Batik KUB located in Kampung Pasir, Aek Pining Village, Batangtoru District. PTAR also cultivated turmeric plants and produced various products made from turmeric for 60 women who were members of the Bandar Hapinis Women's Farmer Group in Bandar Hapinis Village, Batangtoru District; activities included farming, production, product processing, licensing and certifications to marketing exhibitions.

HIGHLIGHTS 2021	
<ul style="list-style-type: none"> <li>- PT Pama Persada Nusantara (PAMA) mendukung sektor ekonomi kreatif yang kian berkembang di Indonesia sebagai sumber pendapatan ekonomi masyarakat. Untuk itu, PAMA membina beberapa generasi muda dengan mengadakan pelatihan, peralatan dan permodalan untuk kegiatan usaha cetak sablon kaos yang di laksanakan di aula Kecamatan Muara Teweh Timur yang diikuti 30 peserta dari 3 desa. Kegiatan ini juga menggandeng Muspika Teweh Timur dan Bumdes dari masing-masing Desa.</li> </ul>	<ul style="list-style-type: none"> <li>- PT Pama Persada Nusantara (PAMA), supported the growing creative sector in Indonesia as a source of community economic income. Aware of the importance, PAMA has fostered younger generations by providing training, equipment and capital for the t-shirt screen printing business activity carried out in the hall of East Muara Teweh District and attended by 30 participants from 3 villages. This activity also collaborated with the East Teweh Muspika and Bumdes from each village.</li> </ul>
<ul style="list-style-type: none"> <li>- Pada tahun 2021, PT Komatsu Remanufacturing Asia (KRA) berupaya mendukung perekonomian wirausaha masyarakat di area <i>Ring-1</i> dengan membekali 5 anggota peternak yang membudidayakan sepasang kambing jantan dan betina serta program pelatihan bagi mereka untuk dibiakkan selama 2 tahun. Dengan model ini, diharapkan masyarakat memiliki alternatif pendapatan baru dan dapat diperluas sesuai dengan pertambahan ternak kepada anggota masyarakat lainnya.</li> </ul>	<ul style="list-style-type: none"> <li>- In 2021, PT Komatsu Remanufacturing Asia (KRA) also made efforts to support the communities economy for entrepreneurship residing within the Ring-1 area by providing 5 member breeders who were breeding a pair goats; and provided breeding training for 2 years. It is hoped that this model will give the community members a new source of income as they breed and rear more livestock.</li> </ul>





# UTCARE

## UTCARE

### UTCARE

*United Tractors for Community Health Responsibility* (UTCARE) merupakan pilar kesehatan program CSR Perseroan dengan kegiatan penyediaan layanan kesehatan dasar bagi masyarakat terutama ibu dan anak. Kegiatan UTCARE dipusatkan di Posyandu dan Posbindu di sekitar wilayah operasi UT yang ada di seluruh Indonesia. Program Bakti Sehat UT diselenggarakan bekerja sama dengan Puskesmas Pembina di *Ring-1* Perseroan dan telah menjangkau 215 program di seluruh cabang dan *site*.

Seiring dengan kondisi pandemi di tanah air, program CSR Perseroan di pilar kesehatan saat ini terfokus kepada program Komunitas Siaga COVID-19. Program ini bertujuan untuk membangun kesadaran dan ketahanan kesehatan masyarakat selama pandemi yang meliputi *webinar* kader kesehatan remaja, kader posyandu, bantuan Alat Pelindung Diri (APD), obat dan vitamin, serta penyediaan lokasi vaksinasi COVID-19.

Pada 2021, Perseroan menyelenggarakan Posyandu dan Posbindu Siaga di Masa Pandemi. Program ini merupakan program pendampingan dan penyelenggaraan kegiatan Posyandu dan Posbindu PTM (Penyakit Tidak Menular) dengan protokol adaptasi kebiasaan baru.

### UTCARE

United Tractors for Community Health Responsibility (UTCARE) is the health pillar of the Company's CSR program where the Company provides basic health services for the community, especially mothers and children. UTCARE's activities are centered in Posyandu and Posbindu that are located near UT's operational areas across Indonesia. UT's Bakti Sehat, with 215 programs up to know, collaborates with the Coaching Community Health Center in the Company's Ring-1.

In the pandemic that has hit the country, the Company's CSR program in the health pillar is currently focused on the *Komunitas Siaga COVID-19* program. This program aims to build public health awareness and resilience during the pandemic i.e. webinars for youth health cadres, posyandu cadres, Personal Protective Equipment (PPE) assistance, drugs and vitamins, and providing places for COVID-19 vaccinations.

In 2021, the Company held Posyandu and Posbindu Siaga in the Pandemic Period. This was program to coach and organize activities for Posyandu and Posbindu PTM (Non-Communicable Diseases) with a protocol of adaptation to the new normal.

### HIGHLIGHTS 2021

- Perseroan menyelenggarakan kegiatan untuk mempromosikan kesehatan masyarakat dan menyemangati elemen masyarakat yang mendukung peningkatan kualitas kesehatan sekolah, peningkatan kapasitas kader kesehatan remaja, aktivasi komunitas siaga COVID-19 di Sekolah Binaan UT (SOBAT) serta persiapan sekolah dalam penerapan sekolah tatap muka di masa pandemi. Program tersebut adalah program UT *Youth Movement* (UTYM) 2021 yang mengangkat tema Pelajar Sehat Siaga COVID-19. Dalam kegiatan UTYM, para kader siswa mengikuti pelatihan *online*, pendampingan dan asesmen, inisiasi komunitas tingkat nasional hingga kompetisi komunitas sekolah. Upaya pemberdayaan masyarakat yang dilakukan bagi tatanan sekolah ini efektif untuk dilaksanakan dan diharapkan memberikan kontribusi dalam upaya pencegahan dan pengendalian COVID-19 di lingkungan sekolah binaan perusahaan. Program UTYM 2021 telah diikuti oleh 94 SMK dan 479 Siswa Binaan Perseroan di seluruh wilayah Indonesia.
- The Company organized activities to promote public health and motivate members of the community involved in improving the quality of school health, increasing the capacity of youth health cadres, activating the COVID-19 alert community at UT Fostered Schools (SOBAT) and preparing schools for face-to-face learning during the pandemic. The program was called the 2021 UT Youth Movement (UTYM) program themed Healthy and Alert Students for COVID-19. In UTYM, student cadres participated in many activities, from online trainings, coaching, and assessments, community initiation at the national level, to school competitions. The community empowerment for the schools were proven effective and are expected to contribute to the prevention and control of COVID-19 at the Company's fostered schools. The UTYM 2021 program was attended by 94 vocational schools and 479 the Company-assisted students throughout Indonesia.



**HIGHLIGHTS 2021**

- Pada lingkup Posyandu-Posbindu binaan, Perseroan mendukung aktivasi kembali kegiatan Posyandu dan Posbindu PTM (Penyakit Tidak Menular) agar dapat melakukan pemantauan pertumbuhan dan status gizi bayi/balita, serta pemantauan faktor risiko PTM di wilayah masing-masing selama masa pandemi. Kegiatan ini dilakukan dengan memberikan pelatihan kepada para kader Posyandu & Posbindu PTM binaan Perseroan di seluruh Indonesia melalui *webinar* daring, pendampingan lapangan serta penghargaan kepada komunitas Posyandu dan Posbindu PTM yang telah menerapkan sistem dan protokol kesehatan selama penyelenggaraan kegiatan pemantauan tumbuh kembang bayi, balita dan ibu hamil, serta kepatuhan minum obat penderita hipertensi, diabetes dan penyakit lainnya. Total penerima manfaat dari program aktivasi Posyandu & Posbindu sebanyak 307 kader Posyandu & Posbindu di seluruh Indonesia.
- Within the scope of Posyandu-Posbindu assisted, the Company supported the re-activation of Posyandu and PTM (Non-Transmittable Diseases) activities to monitor the growth and nutritional status of infants/toddlers, and monitoring PTM risk factors in their respective areas during the pandemic. This activity involved training for cadres of the Company-assisted Posyandu & Posbindu across Indonesia through online webinars, field assistance and awards for Posyandu & Posbindu PTM community who has applied health systems and protocols when monitoring the growth and development of infants, toddlers, and pregnant women, and monitoring whether or not patients with hypertension, diabetes and other diseases follow their medicine prescriptions. The Posyandu & Posbindu activation program has now 307 Posyandu & Posbindu cadres throughout Indonesia.



# UTCARE

UTCARE

## HIGHLIGHTS 2021

- Pada Mei 2021, PAMA melakukan acara pengukuhan dan penyerahan penghargaan pada 2 siswa-siswi terpilih, Al Dino Khaikal Saputra dan Ghina Rania, sebagai duta anti narkoba PAMA, BNN dan SMKN 2 Banjarbaru. Program ini bertujuan untuk meningkatkan kualitas penerus bangsa dan mencetak generasi muda anti narkoba. Duta Anti Narkoba nantinya akan mengajak dan melakukan pencegahan narkoba, penyuluhan pada sekolah dan universitas bahkan sampai ke pelosok-pelosok daerah di Kota Banjarbaru.
- In May 2021, PAMA held an inauguration and award ceremony for 2 students, Al Dino Khaikal Saputra and Ghina Rania, who were elected as anti-drug ambassadors for PAMA, BNN and State Vocational School 2 Banjarbaru. This program aims to improve the quality of the nation's successors and produce an anti-drug abuse young generation. The Anti-Drug Ambassador will appeal to other students for drug prevention, give counseling at schools and universities and even in remote areas in Banjarbaru City.



# UTACTION

UTACTION



## UTACTION

United Tractors for Emergency Response and Action (UTACTION) merupakan program dukungan dan pemulihan masyarakat yang terdampak bencana di Indonesia. Kegiatan UTACTION mencakup pelatihan bagi tim tanggap darurat, bantuan penanggulangan bencana alam, koordinasi tim internal Kantor Pusat UT, cabang, *site*, lembaga dan institusi kebencanaan serta sarana prasarana yang terkait untuk itu.

## UTACTION

United Tractors for Emergency Response and Action (UTACTION) is a support and recovery program for disaster-affected communities in Indonesia. UTACTION activities involve training for emergency response teams, natural disaster relief, coordination between the UT headquarter internal team, branches, sites, institutions and disaster-relief agencies as well as related infrastructure.



# UTACTION

## UTACTION

### HIGHLIGHTS 2021

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>- Sepanjang bulan Januari 2021, UT merespon bencana alam banjir dan tanah longsor di berbagai wilayah Indonesia, antara lain bantuan bahan makanan pokok kepada kantor BPBD Provinsi Sulut oleh UT Cabang Manado sebagai bagian dari Program Nurani Astra, bantuan Peduli Bencana Banjir Kalimantan Selatan kepada masyarakat <i>Ring-1</i> UT Rantau yang meliputi Desa Ray Pantai Balanti, Kec. Binuang, Kab. Tapin, Kalimantan Selatan. Bantuan juga diberikan untuk penanganan banjir bagi posko Kecamatan Gambut, posko Polresta Banjarmasin dan posko Kabupaten Banjar.</li> </ul> | <ul style="list-style-type: none"> <li>- Throughout January 2021, UT responded to natural disasters such as floods and landslides in various parts of Indonesia; the UT Manado Branch provided basic foodstuffs to the North Sulawesi Provincial BPBD office as part of the Program Nurani Astra, assistance for South Kalimantan Flood Disaster Care to the communities within the Ring-1 UT Rantau which covered Ray Village, Balanti Beach, sub-district Binuang, the District of Tapin, South Kalimantan. Assistance was also provided for flood management for the Gambut Sub-district post, Banjarmasin Police post and Banjar Regency post.</li> </ul> |
| <ul style="list-style-type: none"> <li>- UT dan PAMA menurunkan 2 unit alat berat <i>excavator</i> untuk membantu proses evakuasi korban dan kerusakan bangunan di Mamuju dan Majene. Selain bantuan alat berat, Perseroan juga memberikan bantuan sembako dan alat kesehatan bagi masyarakat dan unit kesehatan wilayah di beberapa wilayah desa/kecamatan yang terdampak.</li> </ul>  | <ul style="list-style-type: none"> <li>- UT and PAMA dispatched 2 heavy equipment excavators to assist in the evacuation of victims and clear the ruins of damaged buildings in Mamuju and Majene. In addition to this heavy equipment, the Company also provided other assistance e.g. basic food and medical equipment for the communities and regional health units in the affected villages/districts.</li> </ul>   |
| <ul style="list-style-type: none"> <li>- PTAR berkomitmen dalam mendukung Pemerintah Kabupaten Tapanuli Selatan, termasuk dalam Program Pengurangan Risiko Bencana dengan mendukung pengembangan kapasitas tenaga personil Dinas Pemadam Kebakaran melalui berbagai pelatihan dan simulasi secara berkelanjutan, PTAR akan memfasilitasi pelatihan lanjutan sampai tahap <i>advanced skill</i> untuk personil Damkar Kabupaten Tapanuli Selatan di waktu mendatang.</li> </ul>  | <ul style="list-style-type: none"> <li>- PTAR is committed to supporting the South Tapanuli Regency Government, including in the Disaster Risk Reduction Program where in 2021 the subsidiary supported the capacity development of fire fighters at a local Fire Department through regular trainings and simulations, with a plan to facilitate trainings for more advanced skills for South Tapanuli Regency Firefighters in the near future.</li> </ul>   |



# KINERJA KONTRIBUSI MASYARAKAT

Community Contribution Performance



Perseroan melakukan kegiatan pro-aktif dalam berkomunikasi dan menjalin hubungan yang harmonis kepada para pemangku kepentingan melalui *Focus Group Discussion* (FGD), diskusi panel, atau pertemuan rutin dalam membahas permasalahan/program CSR yang sedang berjalan. Dalam pelaksanaan kegiatan CSR, UT mengedepankan sinergi antara Perseroan, masyarakat dan Pemerintah agar dampak program dapat dirasakan secara maksimal.

Kelima pilar program CSR UT merupakan implementasi strategi keberlanjutan di Grup Astra, sebagai pemegang saham utama, yaitu *Public Contribution Roadmap* yang juga menjadi salah satu pilar keberlanjutan Perseroan.

The Company does pro-active measures to communicate and build harmonious relationships with stakeholders through Focus Group Discussions (FGD), panel discussions, or regular meetings to discuss current CSR issues/programs. In implementing CSR activities, UT prioritizes the synergy between the Company, the community and the Government in order to give maximum impacts of the program.

The five pillars of UT's CSR program constitute the implementation of Astra Group's sustainability strategy as the main shareholder, which is the Public Contribution Roadmap as one of the pillars of the Company's sustainability.

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# KINERJA KONTRIBUSI MASYARAKAT

## Community Contribution Performance

Perusahaan di Grup Astra menerapkan kriteria pelaksanaan hubungan dan pengembangan masyarakat sekitar, termasuk pelaksanaan CSR, dengan kriteria Astra Friendly Company (AFC). Kriteria AFC memuat 3 area penting yaitu *Value*, *Mindset* dan *Behavior* yang diperiksa pemenuhannya setiap tahun di seluruh instalasi Perseroan. Pada tahun 2021, terdapat 74 instalasi Perseroan yang ikut serta dalam penilaian AFC dimana sebanyak 15 unit mendapatkan peringkat tertinggi yaitu Bintang 5. Penilaian AFC juga sudah menggunakan kriteria baru dan lebih lengkap untuk memastikan efektivitas dan kualitas implementasi sistem manajemen dan program CSR menjadi lebih baik. Dalam AFC 2021 tersebut, Perseroan memperoleh penghargaan untuk kategori *Achieving Primary Education and Skill Improvement*. [103-3]

Companies under Astra Group apply the criteria for implementing community relations and development, including one under CSR, with the criteria for Astra Friendly Company (AFC). The AFC criteria contain 3 important areas: Value, Mindset and Behavior whose compliance in all of the Company's installations is checked every years. In 2021, 74 Company installations participated in the AFC assessment, where 15 of the participating units received the highest rating: 5 Stars. The AFC assessment has also applied new and more comprehensive criteria to ensure quality and more effective management system and CSR program. In the AFC 2021, the Company received an award for the category of *Achieving Primary Education and Skill Improvement*. [103-3]

### Kinerja Astra Friendly Company (AFC)

#### Astra Friendly Company (AFC) Performance

Peringkat Rating	2021	2020	2019	2018
Bintang 5 5 Stars	15	11	47	57
Bintang 4 4 Stars	21	33	11	26
Bintang 3 3 Stars	16	35	4	1
Bintang 2 2 Stars	22	3	1	2
Bintang 1 1 Stars	0	0	0	1

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# 06







# KESELAMATAN DAN KESEHATAN KERJA

Occupational Health and Safety



Risiko penularan COVID-19 yang berdampak pada aktivitas kerja di lapangan, penggunaan alat yang semakin besar dan operasi yang semakin luas dan kompleks menambah tingkat risiko yang dihadapi Perseroan secara keseluruhan.

The risk of COVID-19 transmission, which has affected field work activities, the use of increasingly massive equipment as well as more extensive and sophisticated operations, all add to the Company's overall risk level.



Keselamatan dan Kesehatan Kerja (K3) adalah faktor utama yang menjadi prioritas dalam pengelolaan risiko di seluruh kegiatan operasional Perseroan, khususnya pada kegiatan usaha konsesi pertambangan dan kontraktor pertambangan. K3 tidak saja menjadi risiko yang dikelola tetapi juga menjadi tujuan bagi Perseroan dan semua orang yang bekerja di dalamnya.

Dari waktu ke waktu tingkat risiko K3 yang dihadapi Perseroan semakin menantang, termasuk risiko penularan COVID-19 yang berdampak pada aktivitas kerja di lapangan, penggunaan alat yang semakin besar dan operasi yang semakin luas dan kompleks menambah tingkat risiko secara keseluruhan. Perseroan mencermati, faktor manusia tetaplah yang paling utama, mulai dari teladan dan kepemimpinan, standar kerja, kepatuhan, hingga kesadaran individu dan kepedulian terhadap rekan sekerja dan dirinya sendiri, yang diperlukan untuk memelihara standar K3 setinggi-tingginya. [103-1]

Occupational Health and Safety (OHS) is the most important aspect of risk management in all of the Company's operational activities, particularly in relation to activities in mining concessions and mining contractors. OHS is not only a managed risk for the Company, but also a goal for everyone who works there.

The Company's OHS risk level varies from time to time, with the risk of COVID-19 transmission having an impact on work activities, the use of increasingly massive equipment, and increasingly extensive and complex operations all contributing to the overall risk level. The human aspect, according to the Company, remains the most important, starting with leadership and example, work standards, compliance, and individual awareness and concern for colleagues and themselves, that are all required to maintain the highest OHS standards. [103-1]





# KEBIJAKAN DAN STRATEGI

## Policy and Strategy

### KEBIJAKAN DAN STRATEGI

Keselamatan dan Kesehatan Kerja (K3) adalah fundamental bagi operasi Perseroan, terutama pada lebih dari 29 ribu orang karyawan, ribuan karyawan kontraktor ditambah keluarganya. Ruang lingkup penerapan K3 mencakup seluruh tempat kerja Perseroan dan seluruh kontraktor dan mitra yang bekerja di dalamnya. Manajemen United Tractors menetapkan target K3 yaitu kebijakan *Zero Fatality*, yakni:

- Memenuhi peraturan dan persyaratan yang terkait dengan aspek K3.
- Menerapkan sistem manajemen untuk memberikan nilai tambah kepada perusahaan, karyawan, masyarakat dan pemangku kepentingan lainnya.
- Melaksanakan program pencegahan kecelakaan dan Penyakit Akibat Kerja (PAK), melalui penerapan *Golden Rules, Behaviour Based Safety* (BBS) serta program pelayanan kesehatan kerja.

Risiko pandemi virus SARS-CoV 2 atau COVID-19 yang terus berlangsung hingga 2021 mengharuskan seluruh tempat kerja tetap menerapkan program "UT Group Peduli COVID-19" yang memuat upaya kesehatan yang bersifat promotif, preventif, kuratif, dan rehabilitatif yang ditujukan kepada karyawan, keluarga, komunitas guru dan siswa binaan, dan masyarakat terutama di dekat area operasional Perseroan. Satuan Tugas (Satgas) Penanganan COVID-19, yang dibentuk pada tahun 2020, tetap menjalankan fungsinya di tingkat Grup Perseroan/AHEMCE dan didukung oleh tim-tim yang dibentuk untuk melaksanakan program penanganan COVID-19. Pengelolaan risiko COVID-19 di tempat kerja dilakukan berdasarkan tingkat risiko yang dihadapi masing-masing bisnis dan dalam koridor kepatuhan peraturan kesehatan di tempat kerja masing-masing. [\[103-2\]](#)

### POLICY AND STRATEGY

OHS is fundamental to the Company's operations, which has more than 29 thousand employees and thousands of contractor employees, as well as their family members. The scope of the implementation of K3 covers all the Company's work sites as well as all contractors and partners working in the sites. United Tractors management has set the OHS target, called the Zero Fatality policy to:

- Comply with regulations and requirements related to OHS.
- Implement a management system to provide added value to the Company, employees, community and other stakeholders.
- Implement programs for the prevention of Accident and Occupational Disease (PAK) such as the implementation of the Golden Rules, Behavior Based Safety (BBS) and the occupational health service program.

The risk associated with the SARS-CoV 2 or COVID-19 virus pandemic that continued in 2021 required all workplaces to continue to implement the "UT Group Peduli COVID-19" program, which includes promotion, preventive, curative and rehabilitative health efforts aimed at employees, families, teachers and fostered students, as well as the communities near the Company's operational areas. The COVID-19 Task Force, which was formed in 2020, continued to perform its functions at the Group/AHEMCE level and was supported by the COVID-19 response teams. The management of the COVID-19 risk in the workplace is based on the risk level of each business line and compliance with health regulations. [\[103-2\]](#)



# ORGANISASI DAN SISTEM MANAJEMEN K3

## OHS Management System and Organization

### ORGANISASI DAN SISTEM MANAJEMEN K3

Setiap tempat kerja, sesuai dengan peraturan terkait, memiliki Komite LK3 yang terdiri dari bagian Lingkungan & K3 dan karyawan yang ditunjuk mewakili unit kerjanya masing-masing. Komite LK3 bertanggung jawab untuk memastikan pelaksanaan program Lingkungan dan K3 yang telah ditetapkan. Di United Tractors, K3 dikelola di tingkat pusat oleh Departemen *Environment, Health, and Safety* (EHS) di bawah Direktorat *Corporate Governance and Sustainability* yang memberikan arahan strategis program-program K3 ke seluruh kegiatan usaha Perseroan.

Perseroan menerapkan sistem manajemen K3 berdasarkan peraturan dan standar internasional. Termasuk di dalamnya Peraturan Pemerintah No. 50 tahun 2012 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3), panduan dari Grup Astra dalam kriteria *Astra Green Company* (AGC) dan standar internasional ISO 45001: 2018 di bidang K3 serta Sistem Manajemen Keselamatan dan Kesehatan Kerja Pertambangan (SMKP) untuk lini usaha yang bergerak di bidang pertambangan. Hingga 2021, terdapat 49 *site* yang telah tersertifikasi SMK3 dan 20 lokasi kerja yang tersertifikasi ISO 45001. [403-1]

Rincian unit kerja yang telah menerapkan sistem manajemen K3 dapat dilihat di halaman 12-13 laporan ini.

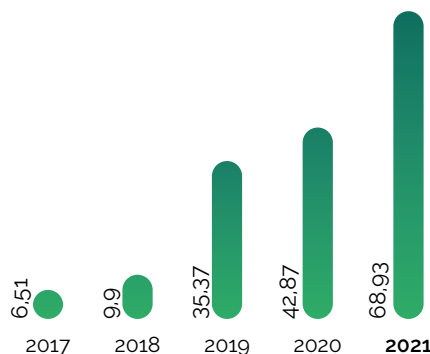
### OHS ORGANIZATION AND MANAGEMENT SYSTEM

Each workplace, in accordance with the related regulations, has an EHS Committee consisting of the Environment & OHS section and employees appointed to represent their respective work units. The EHS Committee is responsible for ensuring the implementation of the Environmental and OHS programs. At United Tractors, OHS is managed at the central level by the Department of the Environment, Health, and Safety (EHS) under the Directorate of Corporate Governance and Sustainability, which provides strategic direction for the Company's OHS programs.

The Company's OHS management system is based on international regulations and standards. This includes Government Regulation Number 50 of 2012 on the Occupational Safety and Health Management System (SMK3), guidelines of the Astra Group in the criteria of the Astra Green Company (AGC), the international standard ISO 45001: 2018 in the OHS area, and the Mining Occupational Health and Safety Management System (SMKP) for business lines operating in the mining sector. There are 49 sites that have been SMK3 certified and 20 work sites that are ISO 45001 certified. [403-1]

Details of Company sites that have implemented the OHS management system are presented on page 12-13 of this report.

**Biaya K3** Nilai (Rp miliar)  
**OHS Costs** Amount (billion Rp)



Pembuka  
Opening

Tentang United Tractors  
About United Tractors

Keberlanjutan di  
United Tractors  
Sustainability in  
United Tractors

Sumber Daya  
Manusia  
Human Capital

Masyarakat  
The Community

Keselamatan dan  
Kesehatan Kerja  
Occupational  
Health and Safety

Dampak Lingkungan  
Environmental Impact

Produk dan Layanan  
Product and Services

Tata Kelola, Etika Bisnis, dan  
Manajemen Risiko  
Governance, Business Ethics,  
and Risk Management

Data dan Informasi  
Supporting Data and  
Information

# IDENTIFIKASI BAHAYA DAN PENGENDALIAN RISIKO

## Hazard Identification and Risk Control

### IDENTIFIKASI BAHAYA DAN PENGENDALIAN RISIKO

Setiap tempat kerja menyusun dan mengevaluasi bahaya dan risiko kerja. Perseroan menggunakan perangkat Identifikasi Bahaya dan Penilaian Risiko (IBPR) dan *Job Safety Analysis (JSA)* yang dibuat sesuai kebutuhan dan ditinjau ulang secara periodik. Penilaian risiko terkait dengan kondisi pandemi dilakukan dalam rangka implementasi *Coronavirus Preventive Action (CVPA)* terhadap karyawan berdasarkan kelompok usia, status kebugaran, kehamilan, dan risiko kesehatan, untuk menetapkan klaster kerja, periode, dan pilihan bekerja dari rumah.

Untuk mendorong keterlibatan semua orang dan meningkatkan kesadaran K3, setiap individu di tempat kerja bisa melaporkan kondisi atau tindakan tidak standar yang dilihatnya di tempat kerja, melakukan mitigasi kepada rekan sekerja, dan jika perlu, menghentikan suatu pekerjaan jika menurut penilaiannya berpotensi terjadi insiden serius, dan melaporkannya melalui program *Behaviour Based Safety*.

Perseroan telah menerapkan sistem pelaporan dan investigasi insiden yang berlaku umum di seluruh tempat kerja. Insiden kecelakaan kerja dapat dilaporkan segera secara daring melalui portal/aplikasi EHS Pantau, sehingga dapat segera dimitigasi dan ditindaklanjuti agar insiden serupa tidak terulang. [403-2]

Jenis-jenis pekerjaan dan situasi kerja dengan risiko tinggi di lingkungan Perseroan adalah:

1. *Dumping (dumping ke air/lumpur, di ketinggian > 5 m dan dumping material lumpur).*
2. Aktifitas peledakan (*sleep blast/sleep load, reblast misfire, blasting* dekat alat < 300 meter, dekat area rawan longsor, peledakan di area terdapat gas metan/batuan panas/*active ground*).
3. *Land clearing* (pemotongan pohon dengan *chainsaw* di area *land clearing*/di luar area *land clearing* (dekat bangunan *office, workshop, warehouse, mess*) dan *land clearing* di area hutan original dan kemiringan > 45o).
4. Bekerja di ketinggian >1,8 meter (pemasangan *wireless, CCTV, sensor* di gedung/*fix tower/mega tower*, dan perbaikan atap).

### HAZARD IDENTIFICATION AND RISK CONTROL

Each workplace evaluates its own occupational hazards and risks. The Company uses the Hazard Identification and Risk Assessment (IBPR) and Job Safety Analysis (JSA) assessment tools that are reviewed from time to time. Risk assessments related to the pandemic are completed in the context of implementing Coronavirus Preventive Actions (CVPA) to Company employees based on employee age group, fitness status, pregnancy, and health risks, in order to determine work clusters, periods, and options for working from home.

To encourage active participation and heightened OHS awareness, each employee has to report non-standard conditions or actions in the workplace, communicate mitigation measures to coworkers, and, if necessary, stop a job if they presume a serious incident is likely to occur, and report the incident through the Behavior Based Safety program.

The Company has a system for incident reporting and investigation. Workplace accidents can be reported promptly online using the EHS Monitor portal/application, allowing for immediate mitigation and follow-up to ensure that similar incidents do not happened in the future. [403-2]

The types of jobs and work situation with high risk within the Company include:

1. Dumping activities (dumping into water or mud, height of above 5 m and dumping mud material).
2. Blasting activities (sleep blast/sleep load, re-blast misfire; blasting near equipment less than 300 meters away and near landslide-prone areas; blasting in areas with methane gas/hot rock/active ground).
3. Land clearing (tree cutting with chainsaws in land clearing areas or outside land clearing areas (near office buildings, workshops, warehouses) and land clearing in original forest areas and slopes above 45o).
4. Working at elevations of above 1.8 meters (installation of wireless equipment, CCTV, sensors in buildings or fixed towers or mega towers, and roof repair).

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>5. Penggalian/gangguan tanah di sekitar bangunan (<i>office, mess, workshop, warehouse</i>, dan bangunan lainnya) yang terdapat instalasi <i>fiber optic</i>, jalur UPS, kabel <i>grounding</i>, air, listrik, jaringan komunikasi dan gas.</li> <li>6. Bekerja di dekat air (bekerja di area <i>sump</i>: akses ke <i>sump</i>, instalasi pipa &amp; pengukuran debit di <i>sump</i>, instalasi perangkat <i>wireless</i>, sensor pH meter, sensor TSS meter &amp; sensor debit di area <i>set pond</i>).</li> <li>7. <i>Lifting</i> ((beban &gt; 5 ton, di dekat/atas air, mengangkat manusia &gt; 5 m, menggunakan 2 <i>crane</i>, beban dimensi besar (misal: ponton pompa, <i>mobile tower</i>, dan ponton pH meter)).</li> <li>8. <i>Maintenance conveyor (install &amp; uninstall: conveyor belt, head drum pulley, crusher)</i>.</li> <li>9. Bekerja dengan listrik &gt; 380 V (contoh: UPS 3 <i>phase</i>, PAC).</li> <li>10. Bekerja di dekat tebing/lereng rawan longsor (FK &lt;1,3).</li> <li>11. Bekerja di ruang terbatas (<i>confined space entry</i>) (contoh: instalasi kabel jaringan, <i>fiber optic</i>, kabel UPS, pipa <i>fire suppression</i> di plafon).</li> <li>12. Bekerja dengan panas (pengelasan yang terdapat atau dekat bahan yang mudah meledak/terbakar atau pekerjaan di luar area <i>workshop</i> yang tidak dirancang untuk pekerjaan panas, instalasi pipa <i>fire suppression</i> dan pipa PAC).</li> <li>13. <i>Remove install</i> roda <i>heavy duty dump truck type disc wheel</i> (unit HD785-7, HD465-7) dan <i>type rim wheel</i> (730E, HD1500-5/7) di jalan aktif.</li> <li>14. <i>Mounting</i> dan <i>dismounting big tyre (dump truck dan NPE)</i>.</li> </ul> | <ul style="list-style-type: none"> <li>5. Soil excavation or disruption around buildings (<i>offices, mess, workshops, warehouses, and other buildings</i>) with <i>fiber optic</i> installations, UPS lines, grounding cables, and water, electricity, communication and gas networks.</li> <li>6. Work near water (work in <i>sump</i> areas: access to <i>sump</i>, pipe installation &amp; discharge measurements in <i>sump</i>, and installation of <i>wireless</i> devices, pH meter sensors, TSS meter sensors &amp; discharge sensors in <i>set pond</i> areas).</li> <li>7. <i>Lifting</i> ((loads of more than 5 tons, near or above water, lifting people higher than 5 m, using 2 cranes and large dimensional loads (e.g., pump pontoons, mobile towers, and pH meter pontoons)).</li> <li>8. Conveyor maintenance (installing &amp; uninstalling conveyor belts, head drum pulleys, crushers).</li> <li>9. Working with power higher than 380 V (example: UPS 3 phase, PAC).</li> <li>10. Working near cliffs or slopes prone to landslides (FK lower than 1.3).</li> <li>11. Working in confined spaces (<i>confined space entry</i>) (example: installation of network cables, fiber optics, UPS cables, and fire suppression pipes in the ceiling).</li> <li>12. Working with heat (welding in or near explosive or flammable materials or working outside the workshop areas designed for hot work, and installation of fire suppression pipes and PAC pipes).</li> <li>13. Removing and installing heavy duty dump truck type disc wheels (unit HD785-7, HD465-7) and rim wheels (730E, HD1500-5/7) on active roads.</li> <li>14. Mounting and dismounting big tires (<i>dump trucks and NPEs</i>).</li> </ul> |
|---|--|

# IDENTIFIKASI BAHAYA DAN PENGENDALIAN RISIKO

Hazard Identification and Risk Control



## PATAKA (PENILAIAN TEMPAT KERJA) PATAKA (WORKPLACE ASSESSMENT)

ACSET menerapkan sistem asesmen PATAKA (Penilaian Tempat Kerja) untuk mengidentifikasi kesenjangan pemenuhan persyaratan K3 di tempat kerja dan melakukan perbaikan pada proyek dan *workshop* ACSET. PATAKA memuat persyaratan komprehensif dari AGC (Astra Green Company), SMK3 (Sistem Manajemen Keselamatan dan Kesehatan Kerja), ISO 45001, ISO 14001, dan SMKK (Sistem Manajemen Keselamatan Konstruksi).

ACSET, implements the PATAKA assessment system (Workplace Assessment) to identify gaps in OHS practices in the workplace and make improvements to ACSET projects and workshops. PATAKA comprises of comprehensive requirements set by the AGC (Astra Green Company), SMK3 (Occupational Health and Safety Management System), ISO 45001, ISO 14001, and SMKK (Construction Safety Management System).



### KOMUNIKASI DAN KAMPANYE K3

Komunikasi dan Kampanye K3 antara manajemen dan seluruh karyawan di setiap area operasional Perseroan merupakan elemen penting untuk melaksanakan sistem manajemen K3 yang efektif. Komunikasi yang berimbang dari atasan ke bawahan maupun masukan dari operator di lapangan merupakan kunci terciptanya kesadaran di tempat kerja yang pada akhirnya bisa mencegah terjadinya insiden.

Komunikasi formal yang membahas topik-topik K3 dilakukan setiap bulan di *site* oleh Komite K3 yang dihadiri oleh perwakilan karyawan berjenjang dari kantor pusat hingga *site* termasuk juga membahas *lesson learned* insiden dari area lain dan isu-isu yang berkaitan dengan kesehatan, keamanan, dan keselamatan dari hasil observasi maupun penyampaian aspirasi untuk melakukan perbaikan berkelanjutan di bidang K3. Di lapangan, komunikasi K3 dilaksanakan secara konsisten di awal atau di akhir setiap *shift* kerja dan sesuai kebutuhan, dengan melakukan *safety talk* atau *safety meeting* selama lima menit untuk meneruskan informasi terkait pekerjaan dan K3 di setiap tempat kerja.

### OHS COMMUNICATION AND CAMPAIGNS

OHS communication and campaigns that include the management and the employees in every operational area of the Company are an important element of implementing an effective OHS management system. Communication between the superiors and subordinates, as well as input from the operators in the field, are the keys to creating awareness in the workplace, which can ultimately prevent incidents.

The OHS Committee conducted monthly formal discussions about OHS on site, which were attended by tiered employee representatives from the head office. The discussions included reviewing lessons learned from incidents in other areas and issues related to health, security and safety. In the field, OHS communication is carried out as needed at the beginning or end of each work shift. The communication usually takes the form of a five-minute safety talk or safety meeting to pass on information related to OHS at each workplace.



# PROGRAM KESEHATAN KARYAWAN

## Employee Health Program

### PROGRAM KESEHATAN KARYAWAN

Perseroan menyelenggarakan kesehatan kerja melalui upaya preventif dan kuratif serta layanan kesehatan bagi karyawan dan keluarganya sesuai dengan ketentuan. Bentuk layanan kesehatan yang diberikan antara lain:

1. Pemeriksaan kesehatan sebelum kerja dan berkala. Termasuk *General Check Up* (GCU) dengan pemeriksaan Narkoba dengan 6 parameter (*Amphetamin, Opiat, Cannabis, Methamphetamine, Morphine* dan *Benzodiazepine*).
2. Seluruh rangkaian pemeriksaan wajib diikuti oleh seluruh karyawan dan pekerja mitra Perseroan.
3. Layanan Poliklinik UT dan Dokter Perusahaan di tempat kerja.
4. Layanan kesehatan yang ditanggung bekerja sama dengan rumah sakit rujukan.
5. Jaminan kesehatan dengan BPJS Kesehatan.

Untuk mendukung upaya preventif dan promotif dalam kesehatan kerja, Perseroan menjalankan program-program yang bersifat virtual namun interaktif untuk karyawan di tempat kerja maupun mereka yang *hybrid working*. Program-program tersebut antara lain:

1. Program "Melotot Sehat" untuk memonitor pelaksanaan upaya kesehatan kerja yang melibatkan semua orang di seluruh area kerja
2. Program "Kaskus (Kasus Khusus)" untuk memonitor dan mengontrol karyawan dengan penyakit khusus.
3. Program "Pojok dan Inspeksi Sehat" untuk sosialisasi kesehatan yang dilakukan secara rutin ke setiap divisi dan anak perusahaan melalui inspeksi dan edukasi kesehatan.
4. Program "UT FIT" yang mengajak seluruh karyawan untuk olah fisik dengan perubahan gaya hidup seperti olahraga rutin, makan siang sehat dan evaluasi komitmen.
5. Program "UT FRESH" yang merupakan program *wellness* bagi seluruh karyawan yang diisi dengan beragam mini *challenge* melalui kanal Youtube. [I403-2|I403-6|](#)

### EMPLOYEE HEALTH PROGRAM

The Company's occupational health program is carried out through preventative efforts as well as health services for employees and their families in line with the regulations. The forms of health services provided include:

1. Pre-employment and periodic health checks. These include General Check Up (GCU) and drug examinations with 6 parameters (Amphetamine, Opiate, Cannabis, Methamphetamine, Morphine and Benzodiazepine).
2. The entire series of examinations must be undertaken by all employees and employees of the Company's partners.
3. UT Polyclinic and Company Doctor services at the workplace.
4. Covered health services in collaboration with referral hospitals.
5. Health insurance with BPJS Health.

To support preventive and promotive efforts in occupational health and safety, the Company runs interactive virtual programs for on-site employees and hybrid workers. These programs include:

1. "Melotot Sehat" program to monitor the implementation of occupational health efforts involving everyone in all work areas.
2. "Kaskus (Kasus Khusus)" program to monitor employees who have special health cases.
3. "Pojok dan Inspeksi Sehat" program for health socialization, which is carried out regularly at each division and subsidiary through health inspections and education.
4. "UT FIT" program, which encourages employees to undertake lifestyle changes such as regular exercise, eating healthy lunches and commitment evaluations.
5. The "UT FRESH" program is a wellness program for all employees that consists of various mini challenges posted on YouTube. [I403-2|I403-6|](#)

## PENANGANAN DAN PENCEGAHAN PENULARAN COVID-19

Pada 18 Mei 2021, bersama beberapa perusahaan swasta lainnya melaksanakan *kick off* Vaksinasi COVID-19 Gotong Royong yang diinisiasi oleh Kementerian Kesehatan bekerja sama dengan Kementerian BUMN, KADIN dan perusahaan BUMN maupun swasta. Presiden Republik Indonesia, Bapak Joko Widodo meninjau langsung pelaksanaan vaksinasi di perusahaan yang terlibat secara virtual.

Pada tahap pertama, Perseroan mengikutsertakan 1.000 karyawan untuk divaksin pada tanggal 18 dan 19 Mei 2021 dan dituntaskan seluruhnya pada tahun 2021 termasuk keluarga sehingga mencapai 53.800 orang.

Pandemi COVID-19 tetap menjadi risiko kesehatan utama bagi manajemen, karyawan, dan keluarga. Dipandu oleh Satuan Tugas (SatGas) COVID-19, Perseroan tetap menerapkan aturan, prosedur, dan protokol kesehatan yang sama ketatnya dengan yang sudah diberlakukan sejak tahun sebelumnya. Kebijakan tersebut antara lain:

## HANDLING AND PREVENTION OF COVID-19

On 18 May 2021, along with several other private companies, the COVID-19 *Gotong Royong* Vaccination kick-off was initiated by the Ministry of Health in collaboration with the Ministry of SOEs, KADIN and state-owned and private companies. The President of the Republic of Indonesia, Mr. Joko Widodo, observed the implementation of the vaccination in the Company virtually.

In the first stage, the Company enrolled 1,000 employees to be vaccinated on 18 and 19 May 2021, with the remaining employees, including family members to a total of 53,800 persons, being vaccinated in 2021.

The COVID-19 pandemic remains a major health risk for the management, the employees and their families. Led by the COVID-19 Task Force (SatGas), the Company continues to apply the same health rules, procedures and protocols as those that were enforced the previous year. These policies include:

<b>Promotif Promotive</b>	Diseminasi prosedur terkait pencegahan dan penanganan COVID-19 ke semua pemangku kepentingan dan membangun kepedulian dengan media sosial setiap minggu dan <i>e-book</i> AHEMCE <i>Corona Virus Preventive Action</i> (CVPA)	Disseminate procedures related to the prevention and handling of COVID-19 to all stakeholders and build awareness through social media and the AHEMCE <i>Corona Virus Preventative Action</i> (CVPA) e-book
<b>Preventif Preventive</b>	<ul style="list-style-type: none"> <li>Pemantauan kesehatan harian untuk karyawan dan keluarga melalui aplikasi UTONE</li> <li>Pemeriksaan suhu tubuh di perimeter kepada setiap orang yang memasuki tempat kerja</li> <li>Kampanye dan peringatan wajib memakai masker, jaga jarak, dan cuci tangan pakai sabun melalui media TV <i>Signage</i>, poster, dan aplikasi UTONE</li> <li>Sterilisasi/disinfeksi tempat kerja dan kendaraan operasional</li> <li>Penegakan disiplin jarak fisik di tempat kerja termasuk di lift, elevator, kantin, mushala, dan lain-lain</li> <li>Mewajibkan bekerja dari rumah kepada sebagian besar karyawan kantor pusat</li> <li>Pengaturan jadwal dan perjalanan karyawan terutama yang bekerja di <i>site</i></li> <li>Distribusi Alat Pelindung Diri (APD) dan vitamin tambahan bagi karyawan risiko tinggi</li> <li>Penyediaan ruang isolasi di mess-mess karyawan</li> <li>Pelaksanaan <i>rapid test</i> periodik pada karyawan risiko tinggi</li> </ul>	<ul style="list-style-type: none"> <li>Daily health monitoring for employees and families through the UTONE application</li> <li>Body temperature checks at the perimeter of the workplace</li> <li>Campaigns and reminders to wear masks, keep distance, and wash hands with soap through TV <i>Signage</i> media, posters, and UTONE application</li> <li>Disinfection of the workplace and operational vehicles</li> <li>Enforcement of physical distancing at the workplace including in lifts, elevators, canteens, and prayer rooms.</li> <li>Work from home policy for most head office employees</li> <li>Arrangement of employee schedules and travel, especially those working on site</li> <li>Distribution of Personal Protective Equipment (PPE) and additional vitamins for high-risk employees</li> <li>Preparation of isolation rooms in employee dormitories</li> <li>Implementation of periodic rapid tests for high-risk employees</li> </ul>



# PROGRAM KESEHATAN KARYAWAN

## Employee Health Program

<b>Kuratif Curative</b>	<ul style="list-style-type: none"> <li>Melengkapi paramedis dan petugas yang ditunjuk dengan APD tambahan, pelatihan penanganan COVID-19, uji coba simulasi penanganan karyawan terdampak COVID-19</li> <li>Melengkapi klinik dengan <i>rapid test kit</i> dan <i>ventilator portable</i> serta bekerja sama dalam jaringan Astra COVID-19 <i>Crisis Center</i></li> <li>Memperkuat jejaring dengan rumah sakit rujukan COVID-19 di wilayah di mana terdapat operasi Perseroan</li> <li>Menyediakan asuransi kesehatan bagi karyawan dan keluarganya yang bekerja sama dengan rumah sakit rujukan.</li> </ul>	<ul style="list-style-type: none"> <li>Supplying paramedics and appointed officers with additional PPE and training on handling COVID-19, and conducting testing simulations for the handling of employees affected by COVID-19</li> <li>Providing clinics with rapid test kits and portable ventilators, as well as collaborating with the Astra COVID-19 Crisis Center network</li> <li>Strengthening the network of COVID-19 referral hospitals in areas where the Company operates</li> <li>Providing health insurance for employees and their families in collaboration with referral hospitals.</li> </ul>
<b>Rehabilitatif Rehabilitative</b>	<ul style="list-style-type: none"> <li>Menyelenggarakan webinar kesehatan</li> <li>Pengaturan dan pengawasan isolasi mandiri</li> <li>Konsultasi dokter virtual bagi pasien melalui aplikasi "Hi Dokter"</li> </ul>	<ul style="list-style-type: none"> <li>Organizing health webinars</li> <li>Self-isolation regulations and supervision</li> <li>Virtual doctor consultations for patients through the "Hi Doctor" application</li> </ul>

Inovasi untuk pencegahan penularan juga dilakukan antara lain dengan penyediaan alat sterilisasi baik untuk benda, ruangan, maupun kepada manusia termasuk dengan cara penyinaran lampu UV setiap malam selama 30 menit, ozonisasi melalui bilik sterilisasi bagi karyawan, tamu, dan vendor, serta penyinaran dokumen/paket kecil sebelum masuk ke kantor.

The activities to prevent the transmission of COVID-19 include supplying sterilization equipment for objects, rooms, and person, including irradiating UV lamps that are used each night for 30 minutes, ozonation through sterilization of booths for the employees, guests, and vendors, as well as irradiating documents or small packages that arrive at the office.





# PELATIHAN K3

## OHS Training

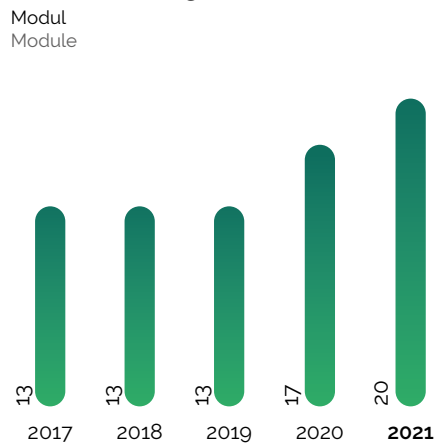
### PELATIHAN K3

Karena pentingnya K3 dan tingginya risiko terhadap keberlangsungan operasi, Perseroan mengembangkan *Safety Center* yaitu di UT School Jakarta, UT Sangatta, UT Batukajang, UT Adaro, UT Tanjung Redeb, UT Balikpapan, UT Makassar, UT Pekanbaru, UT Tanjung Enim, UT Muaralawa dan UT Soroako. Di sini, seluruh karyawan Perseroan dan kontraktor mendapatkan pelatihan-pelatihan K3 yang wajib diikuti dan program-program pengembangan kompetensi K3 lainnya. *Safety Center* telah mengubah hampir semua modul pembelajaran menjadi digital maupun menggunakan teknologi *virtual reality*, hal ini memungkinkan lebih banyak peserta pelatihan dibandingkan pra pandemi. [403-5]

### OHS TRAINING

Due to the importance of OHS, the Company has developed Safety Center, namely at UT School Jakarta, UT Sangatta, UT Batukajang, UT Adaro, UT Tanjung Redeb, UT Balikpapan, UT Makassar, UT Pekanbaru, UT Tanjung Enim, UT Muaralawa and UT Soroako. At these centers, all of the Company's employees and contractors receive mandatory OHS trainings and participate in other OHS competency development programs. The Safety Center has converted almost all learning modules to a digital format and uses virtual reality technology, which allows more trainees to participate in the sessions. [403-5]

**Jumlah Modul Pelatihan**  
**Total of Training Module**



**Jumlah Peserta Pelatihan**  
**Total Training Participants**



# PROGRAM-PROGRAM K3

## OHS Programs

### PROGRAM KESELAMATAN

- Untuk mencegah terjadinya insiden, Perseroan menerapkan program dan prosedur rutin yang mencakup seluruh lingkup kegiatan, baik di tempat kerja, mess, perkantoran, hingga *off-the-job safety*. Perseroan terus berupaya untuk meningkatkan kinerja K3 setiap waktu termasuk dengan penerapan inisiatif-inisiatif strategis, antara lain:
- Program *Behaviour Based Safety Quality* (BBSQ) untuk menurunkan tingkat kecelakaan dan meningkatkan kualitas *product support* kepada pelanggan dengan cara meningkatkan kesadaran K3 untuk mencegah *at-risk-behavior*.
- Portal aplikasi EHS Pantau, aplikasi yang dipergunakan oleh semua karyawan untuk melaporkan isu-isu terkait K3 yang dijumpainya serta sarana pemantauan pelaksanaan program oleh Departemen EHS.
- Program *Contractor Safety Management System* (CSMS) pada lini bisnis mesin konstruksi, pertambangan, kontraktor pertambangan, dan industri konstruksi. Tingginya insiden di tempat kerja didominasi oleh kontraktor, Perseroan menerapkan CSMS yang mencakup pelatihan, pengawasan, dan evaluasi kinerja kontraktor di bidang K3.
- Program Pastikan Aman Di Jalan untuk menurunkan tingkat kecelakaan lalu lintas yang terdiri dari beberapa kegiatan yaitu *Massive Campaign & Training* terkait aman berlalu lintas, *Behaviour Based safety driving*, pemasangan *fleet sight* pada kendaraan.
- Program *Eagle Eyes* yaitu program observasi perilaku saat bekerja jarak jauh dengan menggunakan CCTV yang sudah diterapkan di seluruh area. [\[403-7\]](#)

### SAFETY PROGRAM

- To prevent accidents, the Company implements regular programs and procedures for different activities at the job site, employee housings, offices and also off-the-job safety. The Company strives to improve its OHS performance by implementing strategic initiatives, including:
- Behavior Based Safety Quality (BBSQ) program to reduce accident rates and to improve the quality of product support to the customer by increasing OHS awareness to prevent at-risk-behavior.
- EHS Pantau application portal is an application that lets employees report OHS-related issues. It also lets the EHS Department to monitor program implementation.
- Contractor Safety Management System (CSMS) program for the construction machinery, mining, mining contractors, and construction industry business lines. Since a high proportion of workplace accident is associated with contractors, the Company implements a CSMS, which includes training, supervision, and evaluation of contractor performance in the OHS field.
- 'Make Sure It's Safe on the Road' program has been designed to reduce traffic accidents. It consists of several activities, namely Massive Campaign & Training related to traffic safety, Behavior Based Safety driving, and installation of fleet sight on vehicles.
- The Eagle Eyes program is a behavioral observation program that utilizes CCTV in all areas. [\[403-7\]](#)



### SISTEM MANAJEMEN KESELAMATAN SUBKONTRAKTOR SUBCONTRACTOR SAFETY MANAGEMENT SYSTEM

ACSET telah mengelola aspek keselamatan subkontraktor mitra kerja melalui Sistem Manajemen Keselamatan Subkontraktor (SMKS) pada proyek-proyek yang berjalan. SMKS di ACSET dimulai dengan beberapa *pilot project* pada tahun 2020 dan diterapkan sepenuhnya pada tahun 2021.

ACSET manages subcontractor partner safety through the Subcontractor Safety Management System (SMKS). Starting with several pilot projects in 2020, the SMKS was fully implemented in all projects in 2021.

# KINERJA K3

## OHS Performance

### KINERJA K3

Tujuan akhir di bidang K3 adalah nihil kecelakaan, hal ini menjadi pola pikir paling mendasar bagi setiap Insan UT di mana pun beroperasi dan menjadikan K3 sebagai salah satu *Key Performance Indicator* yang menjadi faktor demerit pada penilaian kinerja mulai dari manajemen puncak hingga pengawas di lapangan. Pada tahun 2021, Tingkat Kecepatan Kecelakaan kerja adalah 0,006 sementara pada tahun 2020 adalah 0,08. Tingkat keparahan secara keseluruhan menurun dari 1,1 pada 2020 menjadi 0,8. Selain itu, selama 2021 tidak ada kasus Penyakit Akibat Kerja (PAK) yang wajib dilaporkan.

### OHS PERFORMANCE

The goal of OHS is a zero accident. This is reiterated to every UT personnel wherever they operate and make OHS as one of the Key Performance Indicators, which is a demerit factor in performance assessment from top management to field supervisors. In 2021, the occupational Accident Frequency Rate was 0.006 while in 2020 it was 0.08. The overall accident severity rate decreased from 1.1 in 2020 to 0.8 in 2021. In addition, in 2021 there were no reported cases of Occupational Diseases (PAK).

Tahun Year	2021	2020	2019	2018	2017
Tingkat Kecelakaan Accident Rate	0.006	0.08	0.05	0.06	0.13
Target Target	0.008	0.0009	0.0013	0	0

Secara periodik Perseroan melakukan evaluasi atas pelaksanaan strategi dan *continuous improvement* yang dilakukan dalam pengelolaan K3. Parameter evaluasi kinerja K3 yang diterapkan UT antara lain:

- Audit Sistem Manajemen K3 yang dilakukan oleh badan sertifikasi independen. Audit *surveillance* dan re-sertifikasi yang dilakukan sepanjang 2021 pada semua ruang lingkup memberikan hasil yang baik sehingga sertifikat ISO dan SMK3 dapat dipertahankan dengan baik.
- Asesmen *Astra Green Company* (AGC), yang termasuk di dalamnya Keselamatan dan Kesehatan Kerja (K3). Dalam asesmen yang dilakukan pada 87 instalasi Perseroan, diperoleh 37 memenuhi *rating* Emas, 36 *rating* Hijau, dan 14 *rating* Biru. Target yang ditetapkan Perseroan adalah Biru untuk setiap instalasi yang diases berdasarkan AGC.
- *Safety Culture Maturity Level* (SCML) berdasarkan persepsi karyawan, survei SCML yang dilakukan pada 2021 menunjukkan penilaian SCML pada Level-4 sama dengan pencapaian tahun sebelumnya, tingkat tertinggi penilaian SCML adalah Level-5. [103-3]

The Company performs regular evaluations of the implementation of strategies and continuous improvement in OHS management. OHS performance evaluation parameters applied by the UT include:

- OHS Management System audits conducted by an independent certification agency. *Surveillance* audits and re-certifications throughout 2021 delivered good results so that ISO and SMK3 certificates could be appropriately maintained.
- Assessments by the *Astra Green Company* (AGC) criteria that include the area of Occupational Health and Safety (OHS). In the assessment carried out on 87 of the Company's installations, 37 received the Gold rating, 36 received the Green rating, and 14 received the Blue ratings. The target set by the Company is Blue for each installation assessed by the AGC.
- *Safety Culture Maturity Level* (SCML) is based on employee perceptions. The SCML survey conducted in 2021 received a Level-4 assessment, which is the same as last year. The highest level of the SCML assessment is Level-5. [103-3]

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# KINERJA K3

## OHS Performance



### APRESIASI APPRECIATION

Dalam Astra *Corporate Affairs Awards* (CAA) 2020 yang diselenggarakan PT Astra International Tbk, inovasi program unggulan di bawah *Corporate Affairs* Grup Astra di bidang EHS (*Environment, Health, and Safety*), CSR (*Corporate Social Responsibility*), *Security* dan *Corporate Communication*. Tahun ini, tiga perusahaan dari Perseroan mendapatkan penghargaan yaitu:

- PT United Tractors Tbk kategori *Safety Improvement and Incident Prevention*
- PT Pamapersada Nusantara kategori *Cleaner Production and Pollution Prevention*
- PT Pamapersada Nusantara kategori *Green Energy Innovation*

In the 2020 Astra Corporate Affairs Awards (CAA) organized by PT Astra International Tbk, the flagship program innovations under the Astra Group's Corporate Affairs are in the EHS field (*Environment, Health, and Safety*), CSR (*Corporate Social Responsibility*), and *Security* and *Corporate Communication*. This year, three companies from the Company received the following awards:

- PT United Tractors Tbk in the *Safety Improvements and Incident Prevention* category
- PT Pamapersada Nusantara in the *Cleaner Production and Pollution Prevention* category
- PT Pamapersada Nusantara in the *Green Energy Innovation* category



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# 07







# DAMPAK LINGKUNGAN

## Environmental Impact



Menerapkan keberlanjutan bagi entitas usaha berarti menjaga kepentingan untuk memperoleh manfaat finansial yang sama pentingnya dengan melakukan kegiatan operasi secara etis dan berkelanjutan terhadap lingkungan. Pengelolaan dampak, perlindungan lingkungan, dan perubahan iklim tidak lagi bisa dipisahkan, secara strategis maupun operasional, karena dampak yang terjadi tidak hanya dirasakan oleh kita saat ini namun juga menjadi wujud tanggung jawab bagi generasi yang akan datang.

Implementing sustainability for business entities means keeping the interest to obtain financial benefits as important as carrying out ethical and environmentally sustainable operations. Environmental impact management, environmental protection, and climate change can no longer be separated, strategically and operationally, because the impacts that occur are not only endured by us today but also are a form of responsibility for future generations.





Cakupan kegiatan Perseroan secara keseluruhan cukup beragam mulai dari perkantoran dan penjualan yang dilakukan United Tractors, manufaktur, konsesi pertambangan, industri konstruksi, dan kontraktor penambangan yang dilakukan oleh anak-anak perusahaan. Risiko lingkungan timbul dari penggunaan alat konstruksi dan pertambangan oleh pelanggan, dampak lingkungan pada kegiatan operasi baik dari penggunaan sumber daya alam maupun timbulan limbah.

Semakin meningkatnya dampak dan perhatian dunia pada perubahan iklim, menjadi peluang dan tantangan bagi keberlanjutan usaha Perseroan dalam jangka menengah maupun jangka panjang. Perusahaan berupaya untuk mengurangi jejak karbon dari produk dan kegiatan operasional dan juga mencermati dampak perubahan iklim pada risiko operasi seperti cuaca ekstrem dan risiko bencana. United Tractors memandang perlunya arah kebijakan baru dalam menghadapi tantangan iklim yang juga menjadi inti pengelolaan lingkungan dalam strategi ESG kami. [\[103-1\]](#)

The full scope of the Company's activities is quite diverse, starting from office and sales activities by United Tractors, to manufacturing, mining concessions, construction industry, and mining contracting activities carried out by subsidiaries. Environmental risks arise from the use of construction and mining equipment by customers, environmental impacts on operational activities both from the use of natural resources and from waste generation.

The increasing impact and global attention on climate change has become an opportunity and challenge for the Company's business sustainability in the medium and long term. Companies should strive to reduce the carbon footprint of their products and operations and at the same time pay close attention to the impact of climate change on operating risks such as extreme weather and disaster risk. United Tractors observes the need for new policy directions to address climate challenges, which are also at the heart of environmental management in our ESG strategy. [\[103-1\]](#)



# KEBIJAKAN DAN STRATEGI

## Policy and Strategy

### KEBIJAKAN DAN STRATEGI

United Tractors berkomitmen untuk menghasilkan nilai tambah yang berkelanjutan bagi para pemangku kepentingan, melalui tiga aspek berimbang dalam hal ekonomi, sosial dan lingkungan. Strategi keberlanjutan Perseroan di bidang lingkungan difokuskan pada kepatuhan, pencegahan pencemaran, dan upaya-upaya untuk meningkatkan efisiensi penggunaan sumber daya alam.

Kebijakan lingkungan Perseroan berlaku di semua kegiatan operasi Perseroan dan mitra yang bekerja di lokasi-lokasi kerja Perseroan di seluruh Indonesia, mencakup pokok-pokok sebagai berikut:

- Memenuhi peraturan dan persyaratan yang terkait dengan aspek lingkungan.
- Menerapkan sistem manajemen untuk memberikan nilai tambah kepada perusahaan, karyawan, masyarakat dan pemangku kepentingan lainnya.
- Melaksanakan program perlindungan lingkungan dan pencegahan pencemaran dengan berlandaskan prinsip-prinsip *cleaner production*, efisiensi energi dan sumber daya alam.
- Melaksanakan kegiatan operasional berlandaskan *excellent business process* yang ditunjang inovasi dan perbaikan berkelanjutan melalui pelaksanaan PDCA (*Plan-Do-Check-Action*) secara konsisten.

### POLICY AND STRATEGY

United Tractors is committed to generating sustainable added value for its stakeholders, through three balanced aspects: economic, social and environmental. The Company's sustainability strategy in the environmental sector is focused on compliance, pollution prevention, and efforts to improve the efficiency of the use of natural resources.

The Company's environmental policy applies to all operational activities of the Company and its partners who work at the Company's work locations throughout Indonesia, covering the following points:

- Comply with regulations and requirements related to environmental aspects.
- Implement a management system to provide added value to the Company, employees, community and other stakeholders.
- Implement environmental protection and pollution prevention programs based on the principles of cleaner production, energy efficiency and natural resources.
- Carry out operational activities based on excellent business processes supported by innovation and continuous improvement through the consistent implementation of PDCA (Plan-Do-Check-Action).

# SISTEM MANAJEMEN LINGKUNGAN

## Environmental Management System

### SISTEM MANAJEMEN LINGKUNGAN

Pengelolaan dampak lingkungan dan kepatuhan di area kerja Perseroan menjadi salah satu komponen dalam pengelolaan Lingkungan, Keselamatan, dan Kesehatan Kerja (LK3). Komite LK3 di masing-masing area bertanggung jawab untuk memastikan pelaksanaan program LK3 yang telah ditetapkan. Di United Tractors, pengelolaan lingkungan dikelola di tingkat pusat oleh Departemen *Environment, Health, and Safety* (EHS) di bawah Direktorat *Corporate Governance and Sustainability* yang memberikan arahan strategis pengelolaan lingkungan di Grup UT. Pengelolaan lingkungan dilaksanakan setiap anak perusahaan sesuai dengan keperluan organisasi masing-masing.

Perseroan menerapkan sistem manajemen lingkungan berdasarkan peraturan dan standar internasional, yaitu standar internasional ISO 14001 : 2015. Hingga 2021, terdapat 18 area yang telah tersertifikasi ISO 14001, untuk pengelolaan aspek lingkungan spesifik, PAMA juga menerapkan ISO 50001 untuk sistem manajemen energi. [403-1]

Rincian area perusahaan yang telah menerapkan sistem manajemen lingkungan dapat dilihat pada halaman 12-13 laporan ini.

### Anggaran Biaya Program Lingkungan Hidup Perseroan (dalam Rp miliar)

Budget for the Company's Environmental Program (in Rp billion)

Deskripsi Description	2021	2020
Biaya Program Lingkungan <sup>*)</sup> Environmental Program Costs <sup>*)</sup>	207.42	172.48
<sup>*)</sup> Biaya program lingkungan meliputi, namun tidak terbatas pada; pembelian material untuk pengolahan limbah, biaya limbah, sertifikasi, sarana dan prasarana lingkungan, dan lain-lain yang berkaitan dengan pengelolaan lingkungan <sup>*)</sup> Environmental costs include, but are not limited to; purchase of materials for waste treatment, waste costs, certification, environmental facilities and infrastructure, and others related to environmental management		

### ENVIRONMENTAL MANAGEMENT SYSTEM

Environmental impact management and compliance in the Company's work area are some of the components in managing the Environment, Health, and Safety (EHS). The EHS committee in each area is responsible for ensuring the implementation of the established EHS program. At United Tractors, environmental management is managed at the central level by the Department of Environment, Health, and Safety (EHS) under the Directorate of Corporate Governance and Sustainability which provides strategic direction for environmental management for UT Group. Each of our subsidiaries run environmental management according to their respective needs.

The Company implements an environmental management system based on international regulations and standards, namely the international standard ISO 14001 : 2015. Up to 2021, there have been 18 areas certified ISO 14001. For the management of specific environmental aspects, PAMA also applies the ISO 50001 in energy management system. [403-1]

Details of Company sites that have implemented the environmental management system are presented on page 12-13 of this report.

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# ENERGI DAN PERUBAHAN IKLIM

## Energy and Climate Change

### ENERGI DAN PERUBAHAN IKLIM

Berjalannya kegiatan pembangunan tidak saja membuka peluang bagi pertumbuhan dan pembangunan tetapi juga mengakibatkan dampak terhadap lingkungan. Sejalan dengan itu, peraturan dan persyaratan lingkungan juga turut berubah termasuk juga dampak perubahan iklim dari kegiatan manusia yang menjadi perhatian warga dunia. Perubahan iklim erat kaitannya dengan operasi Perseroan terutama emisi Gas Rumah Kaca (GRK) dari penggunaan sumber energi fosil, sehingga Perseroan berupaya untuk meningkatkan efisiensi penggunaan energi dalam rangka mengurangi emisi GRK dan terus mempelajari peluang-peluang baru untuk menghasilkan energi terbarukan.

Perseroan bekerja sama dengan prinsipal untuk menyediakan produk-produk yang lebih bersih dan lebih hemat energi yang sesuai dengan kerangka peraturan dan memberikan alternatif produk ramah lingkungan bagi pelanggan di Indonesia. Produk, inovasi, dan layanan yang disediakan oleh Perseroan yang memiliki dampak lingkungan yang lebih rendah antara lain:

- Bus penumpang Scania yang berbahan bakar gas dengan emisi yang memenuhi standar EURO-6 (lebih tinggi dari persyaratan EURO-2 yang berlaku di Indonesia).
- Layanan *Fleet Management System* yang bisa memantau gaya berkendara pengemudi agar lebih aman, efisien, dan mencegah pemborosan bahan bakar atau suku cadang.
- Fitur eko-efisiensi seperti *economizer*, *Auto Eco Mode*, dan *Auto Idle Shutdown* pada alat konstruksi yang bisa mengurangi biaya operasi.
- Inovasi i-Fuel (*Intelligent control of Fuel Use and Energy Lost*) untuk menghemat bahan bakar pada excavator Komatsu PC 200-8Mo. Inovasi ini sudah mendapatkan paten dari Direktorat Jenderal HAKI (Hak Kekayaan Intelektual).

Melalui bisnis anak perusahaan, Perseroan telah merintis perusahaan listrik dari sumber energi terbarukan mini-hidro yaitu PT Bina Pertiwi Energi (BPE) yang mengoperasikan Pembangkit Listrik Tenaga Mini Hidro (PLTMH) Kalipelus berkapasitas 0,5 MW di Banjarnegara, Jawa Tengah dan PLTM Besai Kemu di Lampung yang

### ENERGY AND CLIMATE CHANGE

Development activities not only open up opportunities for growth and development but also has an impact on the environment. In line with that, environmental regulations and requirements have also changed, including the impact of climate change from human activities which has become the concern of the world's citizens. Climate change is closely related to the Company's operations, especially Greenhouse Gas (GHG) emissions from the use of fossil energy sources, so the Company strives to improve the efficiency of the use of energy in order to reduce GHG emissions and continue to seek new opportunities to produce renewable energy.

The Company cooperates with principals to provide cleaner and more energy efficient products that comply with the regulatory framework and provide alternative environmental-friendly products for customers in Indonesia. Products, innovations and services provided by the Company that have a lower environmental impact include:

- Scania passenger buses that run on gas with emissions that meet the EURO-6 standard (higher than the EURO-2 requirements that apply in Indonesia).
- Fleet Management System service that can monitor the driver's driving style in order to be safer, more efficient, and prevent waste of fuel or spare parts
- Eco-efficiency features such as economizer, Auto Eco Mode, and Auto Idle Shutdown on construction equipment that can reduce operating costs.
- i-Fuel (Intelligent control of Fuel Use and Energy Lost) innovation to save fuel on the Komatsu PC 200-8Mo excavator. This innovation has received a patent from the Directorate General of Intellectual Property Rights (IPR).

Through its subsidiary business, the Company has initiated the exploitation of electricity from renewable mini-hydro energy sources, namely PT Bina Pertiwi Energi (BPE) which operates the Kalipelus Mini Hydro Power Plant (PLTMH) in Banjarnegara, Central Java with a capacity of 0.5 MW in Central Java and PLTM Besai



memiliki kapasitas sebesar 7 MW. Kedua PLTM tersebut dikelola oleh anak perusahaan yaitu PT Bina Pertiwi Energi (BPE). PLTM Besai Kemu saat ini masih dalam proses konstruksi dan diperkirakan akan beroperasi pada tahun 2023. Selain itu, Perseroan juga sedang mempelajari prospek beberapa proyek PLTM lainnya dengan total potensi lebih dari 20 MW.

Kemu in Lampung, which has a capacity of 7 MW. The two PLTM are managed by PT Bina Pertiwi Energi (BPE), a subsidiary company. The mini-hydro power plant Besai Kemu is currently under construction and is expected to be operational in 2023. In addition, the Company is also pursuing several prospect of PLTM projects with a total potential of more than 20 MW.

Upaya pengurangan emisi GRK dengan penghematan energi dan penggunaan energi terbarukan dilakukan di area operasional Perseroan termasuk antara lain; instalasi *rooftop Solar PV* berkapasitas total 1.087 kWp untuk memasok kebutuhan listrik yang dipakai kantor pusat, listrik tenaga surya untuk penerangan jalan di *site* pertambangan, efisiensi pemakaian BBM dengan *fuel economizer*, pengendalian operasi dan pemeliharaan alat berat, pemeliharaan jalan, dan penggunaan peralatan hemat energi lainnya secara berkesinambungan.

Efforts to reduce GHG emissions by saving energy and using renewable energy are carried out in the Company's operational areas including, among others installation of rooftop Solar PV with a total capacity of 1,087 kWp to supply the electricity needs for headquarters, solar electricity for street lighting at mining sites, efficient use of fuel with fuel economizer, operation control and maintenance of heavy equipment, road maintenance, and sustainable use of other energy-saving equipment.

Pembangkit Listrik Power Plant	Lokasi Location	Kapasitas Capacity (MW)	Produksi Energi (MWh) Energy Production (MWh)		
			2021	2020	2019
PLTMH Kalipelus	Banjarnegara, <i>Central Java</i>	0.5	1,120	1,177.77	1,121.96

**EFISIENSI ENERGI DI SEKTOR PERTAMBANGAN**

Melalui anak perusahaan, PT Pamapersada Nusantara (PAMA), Perseroan menerapkan pengelolaan energi melalui operasi yang efisien, antara lain:

- Desain tambang hemat energi, membangun jalan tambang sesuai standar terutama pada aspek *surface index* dan *zero overgrade*, mengoptimalkan parameter operasional seperti produktivitas dan utilisasi alat serta melakukan pemantauan pencapaian produksi dan jarak tempuh yang merupakan *energy driver*.
- Pemasangan rambu kecepatan dan rambu penggunaan transmisi sehingga operator dapat mengoperasikan unit sesuai dengan metode teknik operasi yang benar.

**ENERGY EFFICIENCY IN MINING SECTOR**

Through affiliated company, PT Pamapersada Nusantara (PAMA), the Company implements energy management through efficient operations, including:

- Energy efficient mine design, constructing standard mine road conditions, especially in the aspect of surface index and zero overgrade, optimizing operational parameters such as productivity and tool utilization as well as monitoring production achievements and mileage which are energy drivers.
- Use of speed signs and transmission usage signs so that the operator can operate the unit according to the correct operational technique method.

## ENERGI DAN PERUBAHAN IKLIM

### Energy and Climate Change

- Pemantauan terhadap pencapaian konsumsi bahan bakar setiap operator dilakukan dengan mengembangkan *dashboard big data*, *Intelligence Availability* (IA) dan *Intelligence Operational* (IO) serta melakukan pemantauan secara rutin terhadap pencapaian kedua parameter tersebut.
- Penggunaan biodiesel B30.
- Inovasi untuk membuat unit lebih hemat energi melalui pemasangan FECO, pelaksanaan *Fuel Calibration Optimization* pada unit *giant excavator*, pelaksanaan setting akumulator HD7857 dan pelaksanaan *General Machine Check Up* unit *excavator*.
- Menjalankan rencana penurunan energi dari hasil audit energi dan melakukan pemantauan penggunaan energi, termasuk di area pemasok dan subkontraktor.
- Monitoring fuel consumption of each operator is carried out by developing big data dashboards, Intelligence Availability (IA) and Intelligent Operations (IO) and conducting regular monitoring of these two parameters.
- Use of biodiesel B30.
- Innovation to make units more energy efficient through the installation of FECO, implementation of Fuel Calibration Optimization on giant excavator units, implementation of HD7857 accumulator settings and implementation of General Machine Check Up excavator units.
- Implement energy reduction plans from the results of energy audits and monitor energy use, including in the area of suppliers and subcontractors.



# PENANGANAN LIMBAH

## Waste Handling

### PENANGANAN LIMBAH

United Tractors merupakan pemimpin pasar dalam penyediaan alat-alat berat konstruksi dan pertambangan yang digunakan di seluruh Indonesia. Bersamaan dengan itu, UT mengembangkan keahlian untuk menangani, merawat, dan memperbaiki produk maupun komponen alat berat yang dimanfaatkan pelanggan. Dari keahlian ini, Perseroan melalui anak perusahaan mengembangkan kegiatan remanufaktur dan rekondisi pada produk dan komponen yang telah terpakai sehingga dapat memperpanjang usia pakai produk, mengurangi pemakaian bahan baku, dan mencegah timbulnya limbah sesuai dengan prinsip ekonomi sirkuler.

Perseroan melakukan beberapa inisiatif dalam mengimplementasikan prinsip ekonomi sirkuler. Inisiatif-inisiatif tersebut antara lain:

- Memperpanjang umur oli dan komponen utama dalam unit seperti mesin, transmisi dan silinder melalui program *Zero to Reman*.
- Penggantian *seal* secara berkala (*reseal*).
- Melakukan pemantauan parameter *Intelligence Availability (IA)*.
- Membangun pabrik remanufaktur alat berat yang berpusat di Kota Balikpapan, Kalimantan Timur (PAMA - Distrik ERKA) dan Kota Kapuas, Kalimantan Tengah (PAMA - Distrik TOPB). Pabrik remanufaktur ini mengusahakan peremajaan alat berat sehingga alat berat yang seharusnya dibuang dapat digunakan kembali.
- Memanfaatkan kembali penggunaan ban dan komponen alat berat melalui proses rekondisi. Perseroan membangun pabrik *Tyre Retread* dan pabrik *Component Exchange (Comex)* di Balikpapan (PAMA - Distrik BPOP).
- Melakukan program *Zero Overhaul to Scrap* sebagai alternatif dalam inovasi untuk memperpanjang masa manfaat alat berat.

Perseroan juga melakukan usaha-usaha untuk mengurangi prematur dan memperpanjang umur ban, komponen suspensi dan komponen lainnya dengan memastikan kondisi area kerja seperti: *front*, jalan dan disposal terbentuk sesuai standar, melakukan pemantauan terhadap muatan unit *hauler* agar

### WASTE HANDLING

United Tractors is a market leader in the supply of heavy construction and mining equipment used throughout Indonesia, coupled with the development of expertise to handle, maintain, and repair products and heavy equipment components used by customers. From this expertise, the Company through its subsidiaries develops remanufacturing and reconditioning activities on in-use products and components so as to extend product life, reduce the use of raw materials, and prevent waste generation in accordance with the principles of a circular economy.

The Company carried out several initiatives in implementing the circular economy principle. These initiatives include:

- Extending the life of lubricating oil as well as key components in units such as engines, transmissions and cylinders through the Zero Overhaul to Reman (ZTR) program.
- Periodic seal replacement (reseal).
- Monitoring the Intelligence Availability (IA) parameters.
- Built heavy equipment remanufacturing factories in Balikpapan, East Borneo (PAMA - ERKA District) and Kapuas, Central Borneo (PAMA - TOPB District). The remanufacturing plant is working on rejuvenating heavy equipment so that heavy equipment that might have been scrapped can continue to be used.
- Reuse tires and heavy equipment components through the reconditioning process, the Company built a Tire Retread plant and a Component Exchange (Comex) facility in Balikpapan (PAMA - BPOP District).
- Carry out a Zero Overhaul to Scrap program as an innovation to extend the useful life of heavy equipment.

The Company also makes efforts to reduce premature wearing and extend the life of tires, suspension components and other components by ensuring that the working area conditions such as: fronts, roads and disposal are formed according to standards, monitoring hauler unit loads so as not to carry excess loads, and

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# PENANGANAN LIMBAH

## Energy and Climate Change

tidak mengangkat beban berlebih serta melakukan pemantauan *Intelligence Operation* agar operator bekerja sesuai dengan metode teknik operasi yang tepat.

monitoring through Intelligence Operation so that the operator works according to the proper operational technique method.

### Kinerja Ekonomi Sirkular dan Produk Ramah Lingkungan PAMA

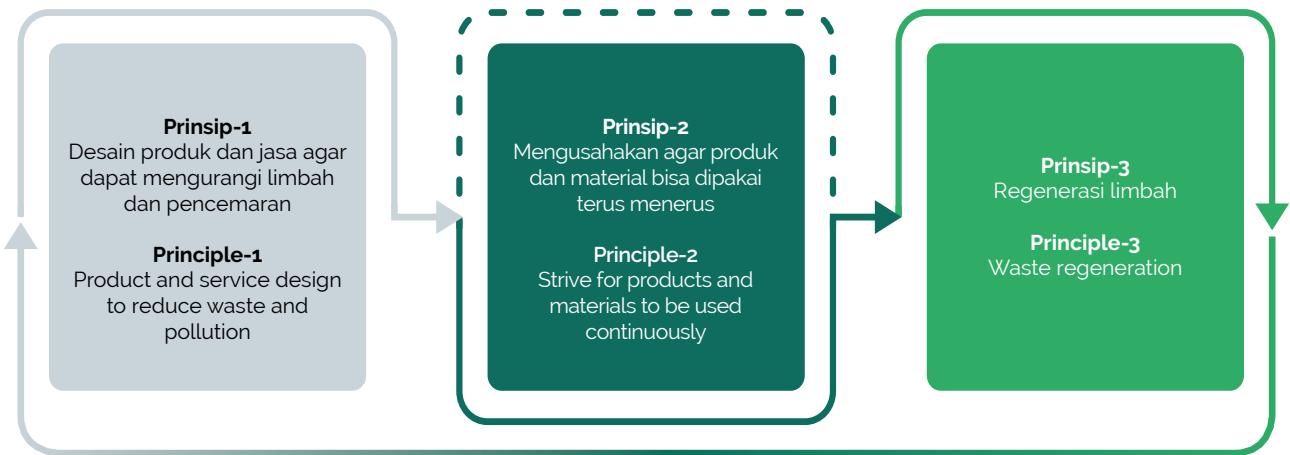
### Circular Economic Performance and Eco-Friendly Products at PAMA

Aspek	2021	2020	2019	Aspect
<b>Remanufaktur</b>		<b>Remanufacturing</b>		
Produksi Alat Berat (#)	104	100	293	Heavy Equipment Production (#)
Produksi <i>Zero Overhaul to Reman</i> (#)	40	56	46	Zero Overhaul to Reman Production (#)
PA Reman (%)	93.4%	94.2%	93.1%	PA Reman (%)
Manfaat Reman (000 US\$)	52.340	48.928	133.756	Reman Benefits (000 US\$)
<b>Component Exchange (Comex)</b>		<b>Component Exchange (Comex)</b>		
Produksi Komponen Utama (#)	1.768	1.612	2.365	Production of Main Components (#)
Produksi Komponen Pendukung (#)	3.242	2.057	2.451	Production of Supporting Components (#)
<b>Produksi Ban</b>		<b>Tyres Production</b>		
<i>Tyre Repair</i> (#)	12.112	10.782	2.939	Tyre Repair (#)
<i>Tyre Top Tread</i> (#)	277	297	221	Tyre Top Tread (#)
<i>Tyre Retread</i> (#)	196	186	228	Tyre Retread (#)

Dalam siklus penjualan dan pelayanan, Perseroan menerapkan prinsip-prinsip ekonomi sirkular yang digambarkan sebagai berikut:

In the sales and service cycle, the Company applies the principles of a circular economy which are described as follows:





**Prinsip-1**  
**Desain produk dan jasa untuk mengurangi limbah dan pencemaran**

Perseroan menyediakan produk dan suku cadang berkualitas yang didesain untuk dapat dipakai dalam jangka panjang dan periode perawatan yang lebih lama.

**Prinsip-2**  
**Mengusahakan agar produk dan material dapat dipakai secara terus-menerus**

PT Komatsu Remanufacturing Asia (KRA) mengusahakan pemanfaatan kembali material kritikal mesin dan bagian-bagian alat berat dengan melakukan remanufaktur dan rekondisi komponen alat berat Komatsu agar kembali sesuai dengan spesifikasi aslinya. Sedangkan PT Universal Tekno Reksajaya (UTR) memfokuskan diri pada perbaikan kualitas produk dan rekondisi alat berat ukuran kecil dan menengah dari Komatsu dan non-Komatsu.

**Principle-1**  
**Product and service design to reduce waste and pollution**

The Company provides quality products and spare parts that are designed for long-term use and a longer maintenance period.

**Principle-2**  
**Strive for Products and Materials to be Used Continuously**

PT Komatsu Remanufacturing Asia (KRA) is seeking to reuse critical machinery materials and heavy equipment parts by remanufacturing and reconditioning Komatsu heavy equipment components to meet their original specifications. Meanwhile, PT Universal Tekno Reksajaya (UTR) focuses on improving product quality and reconditioning small and medium heavy equipment businesses from Komatsu and non-Komatsu.

# PENANGANAN LIMBAH

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## Prinsip-3

### Regenerasi limbah

Perseroan menginisiasi daur ulang limbah plastik dari kegiatan domestik melalui upaya penanganan dengan cara memilah sampah dan membangun *mini plant* pengolahan sampah plastik di internal perusahaan.

Kami memantau limbah berdasarkan kategorinya, mengukur efisiensi limbah, dan berinvestasi dalam program daur ulang. Limbah yang dihasilkan berasal dari kegiatan produksi maupun kegiatan domestik. Kami terus mencari cara untuk mengurangi jejak limbah kami dan berkomitmen untuk meminimalkannya dan membuangnya sesuai kaidah peraturan yang berlaku.

Dalam pengelolaan limbah, Perusahaan menerapkan *Green Process* dengan prinsip 6R, yaitu *Refuse, Reduce, Reuse, Recycle, Recovery, dan Retrieve to Energy*. Khusus Limbah Berbahaya dan Beracun (LB3), Perusahaan bekerja sama dengan pihak ketiga yang memiliki perizinan dari instansi terkait dan menerapkan prinsip *cradle to grave*.

## Principle-3

### Waste regeneration

The Company initiated the recycling of plastic waste from domestic activities by sorting waste and building a mini plant for processing plastic waste within the Company.

We monitor waste by category, measure waste efficiency, and invest in recycling programs. The waste generated comes from production activities and domestic activities. We are constantly looking for ways to reduce our waste footprint and are committed to minimizing it and disposing of it in accordance with applicable regulations.

In waste management, the Company applies the Green Process with the 6R principles, namely Refuse, Reduce, Reuse, Recycle, Recovery, and Retrieve to Energy. Specifically for Hazardous and Toxic Waste, the Company cooperates with third parties who have permits from the relevant agencies and apply the 'cradle to grave' principle.





### SEMANGAT KURANGI PLASTIK (KRAGREEN) PASSION TO REDUCE PLASTIC (KRAGREEN)

Upaya 6R limbah plastik diterapkan oleh PT Komatsu Remanufacturing Asia (KRA) dengan menggunakan kembali plastik bekas pembungkus *spare part* di area *warehouse*, standarisasi penggunaan plastik untuk *wrapping* serta penggunaan plastik ramah lingkungan. Limbah plastik lainnya diolah menjadi energi dengan metode pirolisis memanfaatkan tenaga surya. Pada 2021, program ini mengurangi mengurangi limbah plastik lebih dari 600 kg per bulan.

The 6R effort for plastic waste is implemented by PT Komatsu Remanufacturing Asia (KRA), by reusing plastic for spare parts wrapping in the warehouse area, standardizing the use of plastic for wrapping and using environmental-friendly plastic. Other plastic waste is processed into energy by the pyrolysis method using solar power. By 2021, this program will reduce plastic waste by more than 600 kg per month.

### PEMANFAATAN FABA UTILIZATION OF FABA

*Fly Ash* dan *Bottom Ash* (FABA) merupakan jenis limbah yang ditimbulkan dari hasil pembakaran boiler PLTU yang dimanfaatkan oleh PT Energia Prima Nusantara (EPN). FABA semula diserahkan kepada pihak ketiga sebagai pengelola Limbah B3. Namun sejak adanya perubahan peraturan pemerintah mengenai kategori Limbah B3, limbah FABA tersebut dapat diolah secara internal oleh EPN. FABA berhasil diolah menjadi beragam bahan konstruksi (batako, *ready mix*, *road base*), pembenah tanah, dan bahan untuk stabilisasi air asam tambang.

Pengolahan ini diikuti juga dengan uji karakteristik limbah dengan metode *Toxicity Characteristic Leaching Procedure* (TCLP) dan *Lethal Dosis 50* (LD50) yang mengindikasikan pemanfaatan FABA pada produk-produk di atas tidak beracun atau berbahaya. Produk-produk tersebut telah digunakan untuk keperluan internal Perseroan maupun bersama masyarakat melalui program CSR.

Fly Ash and Bottom Ash (FABA) are types of waste generated from the combustion of coal-fired power plant (PLTU) boilers used by PT Energia Prima Nusantara (EPN). FABA was originally handed over to a third party hazardous & toxic waste operator. However, since the change in government regulations regarding the category of B3 (hazardous and toxic) waste, FABA waste can be processed internally by EPN. FABA has been successfully processed into various construction materials (brick, ready mix, road base), soil improver, and materials for acid mine drainage stabilization.

This treatment is also followed by testing the characteristics of the waste using the *Toxicity Characteristic Leaching Procedure* (TCLP) and *Lethal Dosis 50* (LD50) methods which indicate the use of FABA in the above products is not toxic or dangerous. These products have been used for internal purposes of the Company and with the community through CSR programs.



**Pelatihan alat produksi batako dan produk yang menggunakan FABA di EPN**  
Training on brick production equipment and products using FABA at EPN

# PENANGANAN LIMBAH

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## PRODUKSI BERSIH DI AREA PERKANTORAN CLEANER PRODUCTION IN OFFICE AREA

Kegiatan produksi bersih di perkantoran dilakukan dengan cara:

- Mengikuti dan memperluas kampanye "#MulaiDariDiriSendiri" dengan *Creative Campaign* melalui media sosial seperti Instagram, Youtube, TV *signage*, grup WhatsApp, dan e-mail.
- Kampanye untuk mengurangi pemakaian botol plastik untuk Air Minum Dalam Kemasan (AMDK), kantong plastik sekali pakai, dan sedotan plastik.
- *Reuse Waste Competition* untuk meningkatkan antusias karyawan dalam hal pengurangan dan pemanfaatan sampah. Kompetisi ini merupakan ajang tahunan bersamaan dengan Hari Peduli Sampah Nasional.
- Mengurangi pemakaian kertas cetak dengan cara menggalakkan budaya *paperless*, misalnya mencetak dokumen bolak-balik, memanfaatkan kertas habis pakai untuk cetak dokumen, serta implementasi *e-pay slip*.
- Menerapkan UTONE *Mobile* yang merupakan *platform Human Capital Information System*, dimana karyawan dapat melakukan kegiatan terkait personalia melalui aplikasi elektronik tanpa pekerjaan cetak dan menulis manual.
- Menerapkan pembelajaran digital *e-learning* yang dapat mengurangi pemakaian kertas untuk pembuatan modul dan menghemat sumber daya akibat tidak adanya transportasi dan kegiatan tatap muka.
- Membentuk bank sampah untuk mendayagunakan kembali sampah plastik yang masih timbul.

Clean production activities in our offices area carried out by:

- Participation in and expanding the "#MulaiDariDiriSendiri" campaign with Creative Campaigns through social media like Instagram, YouTube, TV signage, WhatsApp groups, and e-mail.
- Running a campaign to reduce the use of plastic bottles for Bottled Drinking Water (AMDK), single-use plastic bags and plastic straws.
- Reuse Waste Competition as an annual event to enhance employee enthusiasm towards reducing and utilizing plastic waste in conjunction with National Waste Day.
- Reducing the use of printed paper by nurturing a paperless culture, for example, printing documents on both sides of the paper, using used paper to print documents, and e-pay slip implementation.
- Implementing UTONE Mobile, which is a Human Capital Information System platform, where employees can carry out personnel-related activities through electronic applications without printing and conventional writing.
- Implementing digital e-learning that can reduce paper use for module creation, saving resources due to the absence of transportation and face-to-face activities.
- The Company formed a waste bank to reuse plastic waste that still arises.



# AIR DAN AIR LIMBAH

## Water and Wastewater

### AIR DAN AIR LIMBAH

Kegiatan usaha yang dilakukan Perseroan menggunakan air untuk beragam keperluan yaitu untuk keperluan domestik, mendukung kegiatan operasi untuk penyiraman, dan kegiatan-kegiatan pendukung lainnya. Air yang digunakan oleh Perseroan diperoleh dari pemasok air bersih, air tanah, dan air permukaan termasuk sungai dan kolam air yang langsung dipakai atau diolah di instalasi pengolah air yang ada di *site*. Air adalah sumber daya milik bersama yang harus dikelola sesuai sejalan dengan upaya perlindungan lingkungan, terjadinya bencana alam seperti banjir erat kaitannya dengan pengelolaan wilayah tangkapan air di mana terdapat area kegiatan Perseroan. [303-1]

Perseroan juga melakukan pengelolaan air sesuai dengan kaidah dan peraturan yang berlaku. Salah satu upaya tersebut adalah pemenuhan Surat Ijin Pengusahaan Air Tanah dan Surat Ijin Pemakaian Air (SIPA). Melalui upaya ini diharapkan aktivitas Perseroan tidak mempengaruhi ketersediaan air bersih bagi masyarakat di sekitar wilayah operasi.

Upaya pengolahan air meliputi kampanye, penggantian keran hemat air, dan pemeliharaan instalasi air, serta bekerja sama dengan pemangku kepentingan lainnya untuk melestarikan sumber air dan wilayah tangkapan air melalui program pemulihan lahan dan penanaman pohon baik di dalam maupun di luar area operasional Perseroan.

Perseroan memiliki strategi pengelolaan air yang terdiri dari tiga fokus utama. Pertama, Perseroan berupaya untuk mengurangi beban pengambilan air baku dari alam terutama air tanah dan air permukaan. Kedua, Perseroan berupaya untuk memaksimalkan penggunaan air hasil resirkulasi dan daur ulang untuk proses produksi dan penggunaan lain seperti penyiraman jalan tambang dan kebutuhan air untuk kegiatan domestik. Ketiga, Perseroan berupaya untuk memastikan kualitas air yang akan dialirkan kembali ke tampungan umum telah sepenuhnya memenuhi baku mutu yang diatur oleh peraturan yang berlaku.

### WATER AND WASTEWATER

The Company's business activities use water for various purposes, namely for domestic purposes, supporting operations for watering, and other supporting activities. Water used by the Company is obtained from suppliers of clean water, ground water, and from surface water, including rivers and ponds, which are directly used or treated at the water treatment plant on site. Water is a shared resource that must be managed according to environmental protection efforts. Natural disasters such as floods are closely related to the management of on-site water absorption areas for the Company's activities. [303-1]

The Company also manages water in accordance with applicable rules and regulations. One of these efforts is the fulfillment of a Groundwater Concession Permit and a Water Usage Permit (SIPA). Through this effort, it is expected that the Company's activities will not affect the availability of clean water for communities around the operational area.

Water treatment efforts include campaigns, use of water-saving faucets, and maintenance of water installations, as well as collaborating with other stakeholders to conserve water sources and water absorption areas through land restoration programs and tree planting both inside and outside the Company's operational areas.

The Company has a water management strategy with three main focuses. First, the Company seeks to reduce the intake of raw water from nature, especially ground water and surface water. Second, the Company seeks to maximize the use of recirculated and recycled water for production processes and other uses, such as watering mine roads and water needs for domestic activities. Third, the Company strives to ensure that the quality of water that will be delivered back to public water bodies has fully complied with the quality standards regulated by applicable regulations.

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# AIR DAN AIR LIMBAH

Water and Wastewater

## PENGELOLAAN AIR LIMBAH

Dalam kegiatan operasional, Perseroan mengelola air limbah yang merupakan Air Asam Tambang (AAT). AAT berasal dari limpasan air hujan dan air tanah yang ditampung dalam sebuah area yang bernama *sump*. Air ini mengandung sulfur sehingga harus diolah dalam kolam pengendapan (*settling pond*). Pengolahan tertentu dilakukan sesuai dengan kondisi air untuk memastikan kualitas air yang keluar dari *settling pond* memenuhi standar baku mutu lingkungan sebelum dialirkan ke sungai. Perseroan juga mengembangkan teknologi *Auto pH Meter*, *Auto Liming System* dan *TSS Online* sebagai inovasi dalam pengelolaan AAT. Hal ini merupakan salah satu cara untuk mengurangi pencemaran lingkungan yang dapat merugikan masyarakat sekitar.

Perseroan juga melakukan pengembangan dan uji sertifikasi kompetensi terhadap Personil Pengelola Air Limbah yang terdiri dari Petugas Operasi Pengolahan Air Limbah dan Penanggung Jawab Pengendalian Pencemaran Air untuk menjaga kualitas proses pengelolaan air limbah.

Limbah cair diolah pada *Waste Water Treatment Plant* (WWTP) untuk air limbah kegiatan produksi dan *Sewage Treatment Plant* (STP) untuk air limbah domestik. Kualitas dari pengolahan air dipantau dan diuji secara berkala melalui pengujian laboratorium terakreditasi dan dilaporkan kepada instansi terkait secara berkala. [303-2]

## WASTEWATER MANAGEMENT

In operational activities, the Company manages wastewater in the form of Acid Mining Water (AMW). AMW comes from runoff of rainwater and groundwater that is stored in an area called a sump. This water contains sulfur so it must be treated in a settling pond. Certain treatment is carried out according to water conditions to ensure the quality of the water that comes out of the settling pond meets environmental quality standards before being channeled into the river. The Company also developed Auto pH Meter technology, Auto Liming System and TSS Online as innovations in AAT management. This is one way to reduce environmental pollution that can harm the surrounding community.

The Company also conducts development and competency certification tests for Wastewater Management Personnel consisting of Wastewater Treatment Operations Officers and Persons in Charge of Water Pollution Control to maintain the quality of the wastewater management process.

Liquid waste is processed at the Waste Water Treatment Plant (WWTP) for wastewater production activities and Sewage Treatment Plant (STP) for domestic wastewater. The quality of water treatment is monitored and tested regularly through accredited laboratory testing and reported to the relevant agencies on a regular basis. [303-2]



## EFEKTIVITAS PENGELOLAAN AIR SISA PROSES TAMBANG EMAS EFFECTIVENESS OF GOLD MINE PROCESS WASTEWATER MANAGEMENT

Air sisa proses tambang emas merupakan aspek penting lingkungan pada kegiatan Tambang Emas Martabe yang dikelola oleh PT Agincourt Resources (PTAR). Untuk itu, PTAR melakukan pemantauan dan studi jangka panjang atas dampak kegiatan PTAR pada Sungai Batangtoru, tampungan air penerima air sisa proses.

Penelitian kualitas air dimulai sejak tahun 2012 termasuk dengan memantau panjang dan berat ikan pada aliran sungai serta pemantauan rutin yang dilakukan PTAR melalui Departemen Lingkungan PTAR dan Tim Terpadu Pemantau Kualitas Air Tambang Emas Martabe. Pada tahun 2021, penelitian yang dilakukan Pusat Lingkungan dan Kependudukan, Lembaga Penelitian Universitas Sumatera Utara (USU) memberikan kesimpulan tidak ada pengaruh signifikan dari air sisa proses Tambang Emas Martabe terhadap kualitas biota air di Sungai Batangtoru dan juga perairan di sekitar wilayah operasional tambang seperti di Aek Pahu Tombak, dan Hutamosu.

PTAR melakukan pengelolaan dampak lingkungan yang menyeluruh pada setiap aspek penting lingkungan dari kegiatan pertambangan serta melibatkan akademisi dalam pelaksanaannya. Kegiatan pengelolaan juga dilakukan dengan rehabilitasi yang telah mencapai luas lahan 23,8 hektare dan menanam 3.640 bibit pohon untuk mendukung daerah tangkapan air.

The residual water from the gold mining process is an important environmental aspect of the Martabe Gold Mine, which is managed by PT Agincourt Resources (PTAR). To that end, PTAR conducts long-term monitoring and studies on the impact of PTAR activities on the Batangtoru River, the body of water that receives processed water.

Water quality research started in 2012 including monitoring the length and weight of fish in the river as well as routine monitoring carried out by PTAR through the PTAR Environment Department and the Martabe Gold Mine Integrated Water Quality Monitoring Team. In 2021, research conducted by the Center for the Environment and Population, Research Institute of the University of North Sumatra (USU) concluded that there was no significant effect of the residual water from the Martabe Gold Mine processed on the quality of aquatic biota in the Batangtoru River and also of the waters around the mining operational area such as in Aek Pahu Spear, and Hutamosu.

PTAR carries out comprehensive environmental impact management on every important environmental aspect of its mining activities and involves academics in its implementation. Management activities are also carried out with rehabilitation which has reached a land area of 23.8 hectares and planting 3,640 tree seedlings to support water absorption.

# PENANGANAN KELUHAN LINGKUNGAN

## Handling of Environmental Complaints

### PENANGANAN KELUHAN LINGKUNGAN

Perseroan memiliki dan menerapkan Prosedur Laporan dan Investigasi Kecelakaan termasuk untuk permasalahan lingkungan, sebagai berikut :

1. Jika terdapat kasus ataupun keluhan terkait lingkungan, pelapor dapat langsung menghubungi Departemen EHS melalui telepon, *e-mail* maupun sarana media sosial lainnya.
2. Departemen EHS akan melakukan penanganan langsung di lapangan termasuk perbaikan dan pengamanan tempat kejadian.
3. Setelah melakukan penanganan, Departemen EHS akan melakukan investigasi lanjutan dengan mengumpulkan data dan fakta serta melakukan analisis akar permasalahan.
4. Dari hasil investigasi, akan dibuat langkah perbaikan dan langkah pencegahan agar kejadian serupa tidak terjadi. Untuk kasus yang terjadi di cabang dan *site*, maka Departemen EHS di area akan melakukan eskalasi pelaporan ke kantor pusat.
5. Hasil investigasi dan perbaikan disampaikan kembali kepada pelapor dan mengukur tingkat kepuasan pelanggan.

Dengan pengelolaan lingkungan yang terpadu, sepanjang 2021 tidak terjadi kasus tumpahan ke lingkungan yang termasuk pada tumpah keluar penampungan sekunder dan tidak terdapat kasus ketidakpatuhan terhadap undang-undang dan peraturan terkait lingkungan hidup di seluruh instalasi Perseroan.

### HANDLING ENVIRONMENTAL COMPLAINTS

The Company has and implements Accident Reporting and Investigation Procedures including for environmental problems, as follows:

1. If there are cases or complaints related to the environment, the reported can directly contact the EHS Department by telephone, email or other social media means.
2. The EHS Department will directly handling in the field including repair and security of the scene.
3. After handling, the EHS Department will make further investigations by collecting data and facts and conducting root cause analysis.
4. From the results of the investigation, corrective and preventive steps will be made to prevent similar incidents from recurring. For cases at branches and sites, the EHS Department in the area will escalate the report to the head office.
5. The results of the investigation and improvement are informed to the reporter and measure the level of customer satisfaction.

With integrated environmental management, throughout 2021 there were no cases of spills into the environment, including spills out of secondary reservoirs and there were no cases of non-compliance with laws and regulations related to the environment in all of the Company's installations.



# KINERJA LINGKUNGAN

## Environmental Performance

### KINERJA LINGKUNGAN

Perseroan mengevaluasi efektivitas pengelolaan aspek dan dampak penting lingkungan melalui pemantauan kualitas lingkungan yang dilaksanakan secara periodik terhadap parameter-parameter kunci yang telah ditetapkan dan audit lingkungan berdasarkan standar yang ditetapkan. Parameter-parameter tersebut antara lain:

- Audit sistem manajemen lingkungan yang dilakukan oleh badan sertifikasi independen. Audit *surveillance* dan re-sertifikasi yang dilakukan sepanjang 2021 pada semua ruang lingkup memberikan hasil yang baik sehingga sertifikat ISO 14001 dapat dipertahankan dengan baik.
- Asesmen Astra Green Company (AGC), yang termasuk di dalamnya kesehatan dan keselamatan kerja. Dalam asesmen yang dilakukan pada 87 instalasi Perseroan, diperoleh 37 memenuhi *rating* Emas, 36 *rating* Hijau, dan 14 *rating* Biru. Target yang ditetapkan Perseroan adalah Biru untuk setiap instalasi yang diases berdasarkan AGC.
- Asesmen Program Penilaian Peringkat Kinerja Perusahaan dalam Pengelolaan Lingkungan Hidup (PROPER) yang dilakukan oleh Kementerian Lingkungan Hidup dan Kehutanan yang juga merupakan audit kepatuhan lingkungan. Pada asesmen PROPER 2020-2021, terdapat 5 area yang mendapatkan peringkat BIRU dan 2 area yang mendapatkan peringkat HIJAU, yang berarti telah sepenuhnya mematuhi semua peraturan persyaratan lingkungan hidup yang relevan. [\[103-3\]](#)

### ENVIRONMENTAL PERFORMANCE

The Company evaluates the effectiveness of the management of important environmental aspects and impacts through periodic environmental quality monitoring on key parameters that have been determined and environmental audits based on established standards. These parameters include:

- Environmental management system audit conducted by an independent certification body. Surveillance audits and re-certifications carried out throughout 2021 in all scopes gave good results so that the ISO 14001 certificate can be maintained properly.
- Astra Green Company (AGC) assessment, which includes occupational health and safety. In the assessment carried out on 87 of the Company's installations, 37 met the Gold rating, 36 the Green rating, and 14 Blue ratings. The target set by the Company is Blue for each installation assessed based on the AGC.
- Assessment of the Company's Performance Rating Program in Environmental Management (PROPER) conducted by the Ministry of Environment and Forestry which is also an environmental compliance audit. In the 2020-2021 PROPER assessment, there were 5 areas that received a BLUE rating and 2 areas that received a GREEN rating, which means that they have fully complied with all relevant environmental regulations. [\[103-3\]](#)

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## KINERJA LINGKUNGAN

## Environmental Performance

## Pengambilan Air [303-3]

## Water Withdrawal

Lini Bisnis Business Line	Satuan Unit	Air Tanah Underground Water			Air Permukaan Surface Water			Pembelian Air dari Pihak ketiga Water from Third Parties		
		2021	2020	2019	2021	2020	2019	2021	2020	2019
Construction Machinery & Construction Industry	m3	286.763	280.778	309.750	0	0	0	225.382	220.677	243.448
Mining Contracting	m3	16,647,259	11,960,141	17,125,150	5,900,293	5,898,776	6,890,545	3,169	2,766	2,458
Coal Mining	m3	23,883	22,831	26,024	387,410	323,612	399,032	0	0	0
Gold Mining	m3	121,222	120,240	126,073	334,509	258,009	845,928	0	0	0
Energy	m3	0	0	0	18,450	25,286	177,360	0	0	0
<b>Total</b>	<b>m3</b>	<b>17,079,127</b>	<b>12,383,990</b>	<b>17,586,997</b>	<b>6,640,662</b>	<b>6,505,683</b>	<b>8,312,866</b>	<b>228,550</b>	<b>223,443</b>	<b>245,906</b>

Lini Bisnis Business Line	Satuan Unit	2021	2020	2019
Construction Machinery & Construction Industry	m3	512,145	501,455	553,198
Mining Contracting	m3	22,550,721	17,861,683	24,018,153
Coal Mining	m3	411,293	346,443	425,056
Gold Mining	m3	455,731	378,249	972,001
Energy	m3	18,450	25,286	177,360
<b>Total</b>	<b>m3</b>	<b>23,948,340</b>	<b>19,113,116</b>	<b>26,145,769</b>

## Keterangan

- Air permukaan adalah sumber air yang berada di permukaan tanah, seperti sungai, waduk, bendungan, danau, reservoir tampungan air hujan, dan lain sebagainya.
- Air tanah adalah air yang terdapat dalam lapisan tanah atau batuan di bawah permukaan tanah.

## Remarks

- Surface water is a source of water that is on the ground, such as rivers, reservoirs, dams, lakes, rainwater reservoirs, and so on.
- Groundwater is water contained in layers of soil or rocks below the ground surface.

### Intensitas Pengambilan Air

Intensity of Water Withdrawal

Lini Bisnis Business Line	Satuan Unit	2021	2020	2019
Construction Machinery & Construction Industry	m3/billion IDR	17,314	26,950	15,087
Mining Contracting	m3/production tonnage	0.011	0.009	0.010
Coal Mining	m3/production tonnage	0.055	0.052	0.049
Gold Mining	m3/production tonnage	0.074	0.062	0.161
Energy	m3/production tonnage	0.000	0.001	0.003

### Jumlah Limbah Berdasarkan Jenis [GRI 306-3]

Amount of Waste by Type

Jenis Limbah Waste Type	Satuan Unit	2021	2020	2019
Limbah Cair Non B3 Non-Hazardous Liquid Waste	ton	21,314,937	37,400,004	31,197,570
Limbah Cair B3 Hazardous Liquid Waste	ton	11,139,560	8,064,324	10,230,383
Limbah Padat Non B3 Non-Hazardous Solid Waste	ton	19,814	7,263	8,949
Limbah Padat B3 Hazardous Solid Waste	ton	2,611	11,992	9,860

## KINERJA LINGKUNGAN

## Environmental Performance

## Konsumsi Energi [GRI 302-1]

## Energy Consumption

Lini Bisnis Business Line	Satuan Unit	2021	2020	2019
Construction Machinery & Construction Industry	Gigajoule	244,880	215,249	251,812
Mining Contracting	Gigajoule	41,922,949	42,785,249	50,649,650
Coal Mining	Gigajoule	137,188	116,003	141,528
Gold Mining	Gigajoule	1,066,622	1,187,239	1,155,913
Energy	Gigajoule	4,138,843	5,549,997	3,597,762
<b>Total</b>	<b>Gigajoule</b>	<b>47,510,482</b>	<b>49,853,738</b>	<b>55,796,665</b>

## Total Konsumsi Energi dari Sumber Daya Terbarukan [GRI 302-1]

## Total Energy Consumption from Renewable Resources

Jenis Energi Terbarukan Type of Renewable Energy	Satuan Unit	2021	2020	2019
Solar PV	Gigajoule	4,359	2,572	1,201
Biofuel	Gigajoule	41,482,815	42,570,962	44,048,692
<b>Total</b>	<b>Gigajoule</b>	<b>41,487,174</b>	<b>42,573,535</b>	<b>44,049,893</b>

## Jumlah Emisi Gas Rumah Kaca (GRK) Berdasarkan Jenis [GRI 305-1] [GRI 305-2]

## Amount of Greenhouse Gas (GHG) Emission by Type

Lini Bisnis Business Line	Satuan Unit	Scope-1			Scope-2		
		2021	2020	2019	2021	2020	2019
Construction Machinery & Construction Industry	ton CO2-eq	12,982	10,704	13,017	16,136	16,472	17,653
Mining Contracting	ton CO2-eq	1,897,206	1,933,422	2,750,219	932	1,075	1,107
Coal Mining	ton CO2-eq	2,788	2,833	3,294	18,114	12,751	18,657
Gold Mining	ton CO2-eq	23,992	28,075	32,970	128,391	135,528	123,773
Energy	ton CO2-eq	233,866	381,429	287,876	0	0	0
<b>Total</b>	<b>ton CO2-eq</b>	<b>3,033,366</b>	<b>2,356,463</b>	<b>2,224,845</b>	<b>161,190</b>	<b>165,826</b>	<b>163,572</b>



**Intensitas Emisi Gas Rumah Kaca (GRK) [GRI 305-4]**  
Intensity of Greenhouse Gas (GHG) Emission

Lini Bisnis Business Line	Satuan Unit	2021	2020	2019
Construction Machinery & Construction Industry	ton CO <sub>2</sub> -eq/billion IDR	0.984	1.461	0.836
Mining Contracting	ton CO <sub>2</sub> -eq/ production tonnage	0.001	0.001	0.001
Coal Mining	ton CO <sub>2</sub> -eq/ production tonnage	0.003	0.002	0.003
Gold Mining	ton CO <sub>2</sub> -eq/ production tonnage	0.025	0.027	0.026
Energy	ton CO <sub>2</sub> -eq/ production tonnage	0.005	0.008	0.004



# PRODUK DAN LAYANAN

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# 08







# PRODUK DAN LAYANAN

Product and Services



**United Tractors menjaga komitmen untuk fokus dalam membantu pelanggan pada masa krisis dan bersiap untuk berkembang dalam perekonomian pasca pandemi.**

United Tractors maintains its commitment to focus on helping customers in times of crisis and preparing to thrive in the post-pandemic economy.





Dalam bisnis, pelanggan adalah kunci keberlangsungan perusahaan khususnya pada masa krisis akibat pandemi yang berdampak pada menurunnya aktivitas usaha. Krisis menyebabkan menurunnya permintaan barang dan jasa di seluruh dunia termasuk komoditas dan energi. Namun, seiring dengan kemajuan medis dan tersedianya vaksin, kegiatan ekonomi di dalam dan luar negeri telah mulai pulih. Dalam kondisi pandemi yang serba terbatas, perusahaan yang dapat menjaga dan terus berupaya memahami kebutuhan pelanggan akan berpeluang memiliki hubungan yang lebih erat dan loyal di masa depan.

Dengan pengalaman dan pemahaman yang teruji selama lebih dari 49 tahun, United Tractors menjaga komitmen untuk fokus dalam membantu pelanggan pada masa krisis dan bersiap untuk berkembang dalam perekonomian pasca pandemi. Perseroan mengevaluasi kegiatan dukungan pelanggan agar dapat tetap dilakukan secara berkesinambungan walaupun terbatas, sehingga kebutuhan pelanggan tetap terpenuhi tepat waktu mulai dari informasi dan pengantaran produk dan komponen hingga penanganan operasi dan perawatan. [103-1]

In business, customer is key for the sustainability of a company, particularly during the crisis due to the pandemic that has an impact on decreasing business activity. The crisis resulted in a decline in the global demand for goods and services, including commodities and energy. However, in line with medical advances and the availability of vaccines, economic activities at home and overseas have started to recover. In a condition with multiple limitations, companies that can maintain and continue to understand customer needs will have the opportunity to have a closer and loyal relationship in the future.

With an undeniable reputation of more than 49 years of experience and know-how, United Tractors maintains its commitment to helping customers in times of crisis and preparing to flourish in the post-pandemic economy. The Company evaluates its customer support to ensure that it can be carried out continuously despite limitations, allowing the fulfillment of customers' needs in a timely manner. This support ranges from information and product and component delivery to the handling of operations and maintenance. [103-1]

# KEBIJAKAN DAN STRATEGI

## Policy and Strategy

Perseroan menjalankan strategi 3D (Digitalisasi, Diferensiasi dan Diversifikasi) dan upaya untuk meningkatkan efisiensi di setiap lini bisnis usaha. Perseroan mengembangkan strategi-strategi yang merespons perubahan pasar sesuai dengan tantangan dan peluang di masing-masing segmen usaha. Rincian strategi pengembangan usaha dan pelaksanaannya dapat dibaca dalam Laporan Tahunan Perseroan tahun 2021 di bagian Diskusi dan Analisis Manajemen.

Komitmen untuk menyediakan solusi bagi pelanggan produk dan jasa yang setara dan berkualitas dinyatakan dalam kebijakan mutu Perseroan. Kualitas adalah kriteria yang memenuhi persyaratan *Quality-Cost-Delivery-Safety-Morale* yang telah disepakati sesuai dengan standar dan keinginan pelanggan, yang menjadi komitmen Perseroan pada saat menyerahkan produk dan jasa.

Pada tahun 2021, permintaan alat berat dan komponennya mulai pulih kembali seiring dengan meningkatnya permintaan dan harga komoditas. Untuk memanfaatkan peluang tersebut, Perseroan berupaya memfokuskan upaya pemenuhan kebutuhan pelanggan terhadap alat berat secara tepat waktu dan memastikan layanan purna jual yang prima.

The Company carries out a 3D (Digitalization, Differentiation and Diversification) strategy and strives to improve efficiency in every line of business. The Company develops strategies that respond to market changes in accordance with the challenges and opportunities in each business segment. Details of business development strategy and its implementation are presented in the Management Discussion and Analysis section in the 2021 Annual Report.

The commitment to provide solutions for customers with equal and high-quality products and services is stated in the Company's quality policy. Quality has agreed upon criteria in Quality – Cost – Delivery – Safety – Morale requirements in accordance with standards and expectations. This comprises the Company's commitment to delivering the products and services.

In 2021, the demand for heavy equipment and its components began to recover in line with the increase in the demand and prices for commodities. To seize this opportunity, the Company strives to focus its efforts on fulfilling customer needs for heavy equipment in a timely manner, and ensuring excellent after-sales service.

# DAMPAK PRODUK DAN JASA

## Impact of Product and Services

United Tractors mendistribusikan produk alat berat dan alat angkut yang lengkap yang memberikan daya dorong pada industri lain yaitu pertambangan, perkebunan, infrastruktur, transportasi, dan kehutanan yang pada gilirannya mendorong nilai tambah ekonomi dari sektor-sektor tersebut. Dengan mulai pulihnya kegiatan usaha dari kondisi pandemi, industri alat berat juga diperkirakan akan kembali tumbuh seperti yang dialami oleh Perseroan pada tahun 2021 walaupun belum sebaik pencapaian penjualan sebelum pandemi.

Perseroan menyediakan produk-produk yang aman dan berperforma tinggi dengan tingkat kenyamanan dan keefisienan tinggi sehingga dapat meningkatkan produktivitas. Produk yang disediakan didukung oleh ketersediaan suku cadang dan layanan purna jual, sehingga total *owning cost* oleh pelanggan menjadi lebih efisien sehingga mendukung bisnis mereka.

Selain menyediakan produk alat berat dan mesin konstruksi, Perseroan memiliki lini bisnis kontraktor pertambangan dan usaha pertambangan batu bara yang memasok kebutuhan energi bagi domestik maupun ekspor, batu bara kokas untuk industri logam, pertambangan emas, serta lini usaha industri konstruksi dan energi. Melalui segmen usaha energi, Perseroan telah membangun dua Pembangkit Listrik Tenaga Minihidro (PLTM) yaitu PLTMH Kalipelus berkapasitas 0,5 MW di Jawa Tengah dan PLTM Besai Kemu di Lampung yang memiliki kapasitas sebesar 7 MW yang telah beroperasi memasok energi bersih untuk Indonesia.

Selain itu, segmen usaha industri konstruksi mengerjakan proyek-proyek infrastruktur, struktur, dan fondasi, antara lain meliputi pembangunan konstruksi jalan tol, PLTU dan gedung telah dinikmati masyarakat.

### RISIKO KESELAMATAN PRODUK

Alat berat mengandung risiko keselamatan operasional bagi penggunaannya sehingga dalam menyediakan produk alat berat, Perseroan memastikan setiap unit yang disediakan memenuhi peraturan dan persyaratan teknis yang berlaku, serta standar dan ketentuan yang telah disepakati dengan pelanggan melalui inspeksi mutu. Sebelum produk dikirimkan, Perseroan melakukan

United Tractors distributes a complete range of heavy equipment and transportation equipment that boosts other industries, namely mining, plantations, infrastructure, transportation, and forestry, creating economic added value from these sectors. With the recovery of business activities from the pandemic conditions, the heavy equipment industry is also expected to flourish further as experienced by the Company in 2021, although yet to be as good as the sales achievement prior to the pandemic.

The Company provides safe and high-performance products with a high level of comfort and efficiency, subsequently increasing customer productivity. The products provided are supported by the availability of spare parts and after-sales service, to ensure that the total-owning-cost to customers is manageable in order to support their business, providing cost-efficiency to customers.

In addition to providing heavy equipment and construction machinery products, the Company has a mining contractor business and a coal mining business that supplies energy needs for both domestic and export, coking coal for the metal industry, gold mining, as well as construction and energy business lines. Through the energy business segment, the Company has built two Mini-hydro Power Plants (PLTM), namely PLTM Kalipelus with a capacity of 0.5 MW in Central Java and PLTM Besai Kemu in Lampung which has a capacity of 7 MW, which have been operating in supplying clean energy for Indonesia.

In addition, the construction industry business segment has ongoing work in infrastructure, structure and foundation projects, including the construction of toll roads, oil-fired power plants and public buildings.

### PRODUCT SAFETY RISK

Heavy equipment has operational safety risks for its users; therefore, to provide heavy equipment products, the Company ensures that each provided unit complies with applicable regulations and technical requirements, as well as standards and conditions that have been agreed with customers through quality inspections. Before the product is shipped, the Company carries out quality

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## DAMPAK PRODUK DAN JASA

Impact of Products and Services

kontrol mutu termasuk di dalamnya peralatan standar keselamatan dan lingkungan. Seluruh unit yang diserahkan Perseroan telah memenuhi persyaratan ini dan selama tahun pelaporan tidak terdapat produk yang ditarik kembali. [417-2]

Selain menyediakan produk alat berat, Perseroan memiliki lini bisnis kontraktor pertambangan dan usaha pertambangan batu bara yang memasok kebutuhan energi bagi domestik maupun ekspor, pertambangan emas, serta lini usaha industri konstruksi dan energi. Di bidang energi, Perseroan telah mengoperasikan Pembangkit Listrik Tenaga Minihidro (PLTMH) Kalipelus berkapasitas 0,5 MW di Jawa Tengah, dan dalam proses pembangunan PLTM Besai Kemu di Lampung yang memiliki kapasitas sebesar 7 MW.

### KONTRIBUSI EKONOMI MELALUI PEMBELIAN

Salah satu kontribusi penting kegiatan usaha Perseroan diberikan melalui kegiatan pembelian barang dan jasa yang secara langsung memberikan nilai tambah bagi industri maupun perdagangan. Dalam proses pembelian, Perseroan juga mengutamakan aspek *Quality-Cost-Delivery-Safety-Morale* sebagai kriteria pembelian yang berlaku untuk semua pemasok baik dari dalam maupun luar negeri.

#### Praktik Pembelian

Purchasing Practice

Deskripsi Description	2021	2020	2019
Nilai Pembelian Lokal (Rp miliar) Value of Local Purchases (Rp billion)	50.513.11	29.798.19	40.188.48
Total Nilai Pembelian (Rp miliar) Total Purchase Value (Rp billion)	59.099.62	33.473.19	48.503.04
Jumlah Pemasok Lokal (entitas) Number of Local Suppliers (entity)	1.199	1.166	1.128
Jumlah Total Pemasok (entitas) Total Number of Suppliers (entity)	1.247	1.233	1.200
Persentase Pemasok Lokal dari Total Pemasok Percentage of Local Suppliers to Total Suppliers	96.2%	94.6%	94%

control, including safety and environmental standards. All units handed over to the Company have complied with these requirements and during the reporting year, there were no recalled products. [417-2]

In addition to providing heavy equipment products, the Company has mining contractor and coal mining business line that supplies energy needs for both domestic uses and for export, gold mining, as well as the construction and energy industry business lines. In the energy sector, the Company has operated Mini-hydro Power Plants (PLTMH) Kalipelus with a capacity of 0.5 MW in Central Java, and in construction process of PLTM Besai Kemu in Lampung with a capacity of 7 MW.

### ECONOMIC CONTRIBUTION THROUGH PURCHASES

One of the important contributions of the Company's business activities is provided through the purchase of goods and services which directly create value to industries and trade. In the purchasing process, the Company also prioritizes the Quality-Cost-Delivery-Safety-Morale aspect as a purchasing criterion that applies to all suppliers both domestic and overseas.



# INOVASI LAYANAN BERKELANJUTAN

## Sustainable Product Innovation

Selain menyediakan produk-produk yang unggul, layanan purna jual dan layanan pelanggan adalah bentuk tanggung jawab kepada pelanggan. Layanan purna jual yang unggul tidak hanya menyediakan suku cadang dan jasa perawatan/perbaikan tetapi juga melalui *engagement* dengan pelanggan yang dikembangkan secara digital dan interaktif. Inisiatif layanan digital *Customer Solution Management (CSM)* bisa memberikan nilai tambah pada produk dan jasa bagi pelanggan United Tractors antara lain:

- *UT Command Center* merupakan fasilitas yang dikembangkan sebagai pusat kendali operasional yang memantau alat berat milik pelanggan dan program-program pendukungnya.
- Aplikasi *UT Connect* untuk saluran komunikasi pelanggan secara langsung dengan UT untuk kebutuhan perawatan dan pemantauan unit alat berat termasuk tingkat efisiensi unit hingga penggunaan bahan bakar.
- *Fleet Management System* untuk memantau armada truk dan bus pelanggan seperti lokasi, konsumsi bahan bakar, kecepatan kendaraan, *data running*, dan *idle engine*, yang berguna untuk memastikan keselamatan dan efisiensi armada.
- *klikUT.com* adalah *website e-commerce* suku cadang alat berat resmi di mana pelanggan dapat melakukan transaksi pembelian suku cadang alat berat yang diageni UT secara langsung.

In addition to providing superior products, after-sales service and customer service are a form of responsibility to customers. The exceptional after-sales service not only providing spare parts and maintenance/repair services but also maintaining engagement with customers, including digital interaction. The Customer Solution Management (CSM) digital service initiative provides added value to United Tractors products and services for customers, with:

- *UT Command Center* as operational control center facility that is developed to monitor customer's heavy equipment and the supporting programs.
- *UT Connect* application for customers to communicate directly with UT for maintenance and monitoring needs of heavy equipment units, including unit efficiency level to fuel consumption.
- *Fleet Management System* for customers to monitor their truck and bus fleets, such as the current location, fuel consumption, vehicle speed, running data, and engine idle, to ensure fleet safety and efficiency.
- *klikUT.com* is an official heavy equipment spare parts e-commerce website where customers can conduct direct purchase transactions for heavy equipment spare parts distributed by UT.

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# INOVASI LAYANAN BERKELANJUTAN

Sustainable Product Innovation

## PENYELESAIAN KELUHAN PELANGGAN

UT menyediakan layanan *UT Call* bagi pelanggan atau pengguna produk United Tractors yang antara lain menyediakan informasi dan menerima keluhan pelanggan. *UT Call* dapat diakses 24 jam/7 hari seminggu, melalui telepon 1500072 (gunakan kode area 021 jika menggunakan ponsel atau Saluran Langsung Jarak Jauh/SLJJ). *UT Call* juga terintegrasi dengan layanan *Contact Center* dan *Help Desk*.

## CUSTOMER COMPLAINT RESOLUTION

UT provides *UT Call* services for customers or users of United Tractors products, which include providing information and receiving customer complaints. *UT Call* can be accessed 24 hours/7 days a week, via telephone 1500072 (use area code 021 if using a cell phone or Long Distance/DLD). *UT Call* is also integrated with *Contact Center* and *Help Desk* services.

### Rekapitulasi Panggilan yang Diterima UT Call

Recapitulation of Calls Receive through UT Call

Deskripsi Description	2021	2020	2019	2018
Contact Center Contact Center	13,564	11,976	10,290	10,121
Help Desk Help Desk	71,286	74,891	64,346	63,288
<b>TOTAL</b>	<b>84,850</b>	<b>86,867</b>	<b>74,636</b>	<b>73,409</b>



# KINERJA LAYANAN

## Service Performance

Untuk mengukur kinerja produk dan layanan, Perseroan melakukan survei kepuasan pelanggan setiap dua tahun. Hasil survei juga menjadi masukan dalam meningkatkan layanan dan memperbaiki area yang belum memenuhi harapan pelanggan. Pada survei kepuasan pelanggan yang dilakukan di tahun 2021, skor kepuasan pelanggan mencapai 79,9 naik dibandingkan skor 76,6 (dari skala 100) yang dilakukan pada tahun 2019. Skor 79,9 menunjukkan arti bahwa konsumen sudah cukup puas dengan semua aspek yang Perseroan berikan.

To measure the performance of products and services, the Company conducts a customer satisfaction survey every two years. The survey results also become input to enhance services and improve areas that have not met customer expectations. In the customer satisfaction survey conducted in 2021, the customer satisfaction score reached 79.9 an increase compared to a score of 76.6 (out of a scale of 100) that was conducted in 2019. A score of 79.9 means that consumers are satisfied enough with all aspects provided by the Company.



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# KINERJA USAHA

## Business Performance

Mulai membaiknya ekonomi global mendorong naiknya kebutuhan energi listrik dan kebutuhan batu bara, situasi bisnis yang mulai berbalik ke arah prospek positif mendorong pertumbuhan yang positif pula bagi Perseroan pada beberapa lini bisnis seperti kontraktor penambangan serta pertambangan batu bara.

Seiring dengan peningkatan tren harga batu bara di pasar global dan peningkatan aktivitas di sektor pengguna alat berat, serta peningkatan kapasitas produksi alat berat secara bertahap, penjualan alat berat pada tahun 2021 meningkat dibandingkan tahun sebelumnya.

Pada segmen pertambangan emas, terjadi peningkatan dari sisi kinerja keuangan dimana pada tahun 2021 perseroan mulai merasakan dampak dari peningkatan harga emas.

Sepanjang tahun 2021, United Tractors mencatatkan penjualan alat berat merek Komatsu sebanyak 3.088 unit. Jumlah ini lebih tinggi 97% dari realisasi periode yang sama tahun lalu sebesar 1.564 unit. Penjualan alat berat dimanfaatkan pada sektor pertambangan, yakni sebanyak 53%, disusul ke sektor konstruksi sebanyak 25%, sektor kehutanan sebanyak 12%, dan sektor agribisnis sebanyak 10%.

Kinerja lini usaha anak perusahaan juga mengalami pertumbuhan yang positif yaitu bisnis kontraktor pertambangan yang dapat meningkatkan volume produksi batu bara 1% dan pengupasan lapisan permukaan naik 3% dibandingkan tahun sebelumnya. Bisnis penjualan emas juga meningkat 3% namun penjualan batu bara turun 3% dibandingkan tahun sebelumnya.

Sepanjang tahun 2021, Perseroan membukukan pendapatan bersih sebesar Rp79,5 triliun atau naik sebesar 31,67% dari Rp60,3 triliun pada tahun 2020. Seiring dengan peningkatan pendapatan bersih, laba bersih Perseroan meningkat 88,34% menjadi Rp10,3 triliun dari sebelumnya sebesar Rp5,6 triliun pada 2020. Rincian strategi dan pencapaian finansial Perseroan dapat dibaca dalam Laporan Tahunan United Tractors 2021.

The improvement in the global economy has driven increased demand for electrical energy and thus for coal also. The business situation which has begun to turn towards a positive prospect has resulted in positive growth for the Company in several business lines such as mining contractors and coal mining.

Along with the increasing trend of coal prices in the global market and increasing activity in the heavy equipment user sector, as well as the gradual increase in production capacity of heavy equipment, sales of heavy equipment in 2021 was increased compared to the previous year.

In the gold mining segment, there was an improvement of financial performance, as the Company began to feel the impact of the increase in gold prices in 2021.

During 2021, United Tractors posted 3,088 units of Komatsu heavy equipment sales. This number is 97% higher than the realization in the same period last year, which amounted to 1,564 units. Sales of heavy equipment are utilized in the mining sector, which is 53%, followed by the construction sector at 25%, the forestry sector at 12%, and the agribusiness sector at 10%.

The performance of the subsidiary's business lines also experienced positive growth, namely the mining contractor business, which was able to increase the volume of coal production by 1% and surface stripping increased by 3% compared to the previous year. Gold sales also increased by 3%, however Coal sales business decreased by 3% and compared to the previous year.

During 2021, the Company posted a net income of Rp79.5 trillion, an increase of 31.67% from Rp60.3 trillion in 2020. In line with the increase in net income, the Company's net income increased by 88.34% to Rp10.3 trillion from Rp5.6 trillion in 2020. Details of the Company's strategy and financial achievements can be viewed in the 2021 Annual Report of United Tractors.



## Nilai Ekonomi yang Dihasilkan dan Didistribusikan [201-1]

Economic Values Generated and Distributed [201-1]

Deskripsi Description	2021	2020	2019	2018	2017
<b>Nilai Ekonomi yang Dihasilkan</b> Generated Economic Value					
Pendapatan Usaha Operating Revenue	79.460.5	60.346.8	84.430.5	84.624.7	64.559.2
Pendapatan Lain-lain Other Income	1.321.1	1.641.4	1.518.5	1.353.4	1.373.3
<b>Total Nilai Ekonomi yang Dihasilkan</b> Total Generated Economic Value	<b>80,781.6</b>	<b>61,988.2</b>	<b>85,949.0</b>	<b>85,978.1</b>	<b>65,932.5</b>
<b>Nilai Ekonomi yang Didistribusikan</b> Distributed Economic Value					
Total Biaya Operasional Total Operational Cost	43.653.1	53.437.1	68.138.4	68.831.8	54.535.4
Gaji dan Fasilitas Karyawan Employee Salary and Facilities	8.486.7	8.285.5	8.806.2	8.462.4	6.786.5
Biaya Dana (beban bunga) Cost of Funds (interest expenses)	754.2	1.539.9	2.333.8	1.437.6	874.5
Pembayaran Dividen kepada Investor Payment Dividend to investors	3.253.2	3.837.6	4.899.0	3.882.7	2.543.4
Pembayaran kepada Pemerintah (pajak, retribusi dll) Payment to the Government (taxes, levies, and others)	2.826.4	3.347.6	6.842.0	3.878.0	2.033.5
Investasi Sosial (biaya CSR) Social Investment (cost of CSR)	581.9	575.6	496.8	356.1	223.6
<b>Total Nilai Ekonomi yang Didistribusikan</b> Total Distributed Economic Value	<b>58,973.6</b>	<b>54,977.0</b>	<b>70,472.1</b>	<b>70,269.4</b>	<b>55,409.9</b>
Laba sebelum Pajak=Nilai Ekonomi yang Dihasilkan – Nilai Ekonomi yang Didistribusikan Profit before Tax = Generated Economic Value – Distributed Economic Value	7.345.7	7.011.2	15.477.0	15.708.0	10.522.7

## Kinerja 2021

2021 Performance

Keterangan Description	Satuan Unit	Target 2021 2021 Target	Realisasi 2021 2021 Realization	Realisasi 2021 vs Target 2021 2021 Realization vs 2021 Target
Penjualan Komatsu Komatsu sales	Unit	1,700	3,088	82%
Produksi batu bara Coal production	juta ton   million tonnes	107.2	116.2	8%
Pemindahan tanah Overburden removal	juta bcm   million bcm	777.6	852.1	10%
Penjualan batu bara Coal sales	juta ton   million tonnes	9.4	9.0	-4%
Penjualan emas Gold sales	ribu ons   thousand ounces	340	330	-3%

# TATA KELOLA, ETIKA BISNIS, DAN MANAJEMEN RISIKO

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# TATA KELOLA, ETIKA BISNIS, DAN MANAJEMEN RISIKO

Governance, Business Ethics, and Risk Management



Tata kelola perusahaan yang baik adalah fondasi yang menghubungkan tujuan korporasi dengan kebijakan dan praktik-praktik *Environmental, Social, and Governance (ESG)*.

Good corporate governance is the foundation on which our corporate objectives is linked to Environmental, Social, and Governance (ESG) policies and practices.





*Environmental, Social and Governance (ESG)* telah menjadi perhatian signifikan bagi karyawan, regulator, dan semua orang yang terlibat dalam ekosistem bisnis termasuk juga investor, oleh karenanya korporasi harus mewujudkan tanggung jawab dan sumber daya yang dimilikinya untuk berkontribusi positif dalam aksi iklim, pencapaian tujuan berkelanjutan, dan membangun masa depan yang berkelanjutan bersamaan dengan upaya meningkatkan daya saing dan pertumbuhan yang berkualitas.

Tata kelola perusahaan yang baik adalah fondasi yang menghubungkan tujuan korporasi dengan kebijakan dan praktik-praktik ESG. Aspek-aspek penyelenggaraan tata kelola memastikan proses pengambilan keputusan, eksekusi strategi, dan pelaksanaan kegiatan perusahaan sehari-hari dilakukan sesuai dengan tujuan perusahaan, sistem manajemen yang terstruktur, patuh kepada peraturan dan etika usaha, berdasarkan manajemen risiko yang efektif, serta dikomunikasikan secara adil dan transparan kepada pemangku kepentingan terkait.

**Tata Kelola**

United Tractors memiliki struktur tata kelola perusahaan yang sesuai dengan tujuan perusahaan dan peraturan korporasi yang berlaku di Indonesia. Wewenang tertinggi dalam tata kelola perusahaan dimiliki oleh Rapat Umum Pemegang Saham (RUPS) yang terdiri dari seluruh Pemegang Saham, tugas pengurusan Perseroan untuk kepentingan Perseroan dilakukan oleh Direksi sesuai dengan tujuan Perseroan sedangkan pengawasan atas pengurusan Perseroan dilakukan oleh Dewan Komisaris termasuk dengan memberikan nasihat kepada Direksi baik diminta maupun tidak diminta untuk kepentingan Perseroan. [\[GRI 102-18\]](#)

Environmental, Social and Governance (ESG) has become one of the major significant concerns for the Company’s employees, relevant regulators, and everyone else involved in our business ecosystem including investors, and that’s why corporations must fulfil their responsibilities and, to a reasonable extent, use their resources to contribute positively to climate action, help achieve sustainable goals, and build a sustainable future along with efforts to increase competitiveness and quality growth.

Good corporate governance is the foundation on which our corporate objective is linked to Environmental, Social and Governance (ESG) policies and practices. Governance aspects of ensure that all decision-making process, strategy execution, and the implementation of day-to-day company activities are objective-driven, and are implemented in structured management system, in compliance with regulations and business ethics, based on effective risk management, and communicated fairly and transparently to relevant stakeholders.

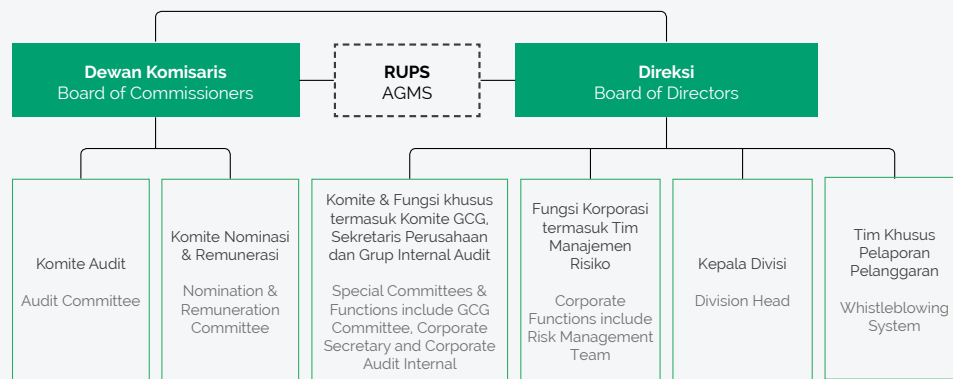
**Governance**

United Tractors has a corporate governance structure that is consistent with corporate objectives and applicable corporate regulations in Indonesia. The highest authority in corporate governance is assumed by the General Meeting of Shareholders (GMS) whereas the task of managing the Company for the interests of the Company is carried out by the Board of Directors in accordance with the objectives of the Company while the oversight role of the management of the Company is played by the Board of Commissioners who also give advices to the Board of Directors both on the latter’s request or on its own initiative. [\[GRI 102-18\]](#)

# TATA KELOLA, ETIKA BISNIS DAN MANAJEMEN RISIKO

## Governance, Business Ethics and Risk Management

### Struktur Tata Kelola United Tractors Governance Structure of the United Tractors



Pada tahun pelaporan 2021, terdapat 2 (dua) orang Komisaris Independen dari seluruh anggota Dewan Komisaris sebanyak 6 (enam) orang, sesuai aturan minimal 30% Peraturan Bursa Efek Indonesia. Dalam menjalankan tugas, Dewan Komisaris dan Direksi dibantu komite-komite, yaitu:

- Komite Audit membantu Dewan Komisaris melaksanakan fungsi pengawasan atas berbagai kegiatan Perseroan.
- Komite Nominasi dan Remunerasi berfungsi membantu Dewan Komisaris dalam menentukan struktur, kebijakan dan besaran remunerasi Dewan Komisaris dan Direksi, menelaah struktur tata kelola, kriteria, strategi suksesi serta memberikan rekomendasi untuk pengangkatan Komisaris dan Direktur Perseroan.
- Komite Tata Kelola Perusahaan yang Baik (GCG)
- Sekretaris Perusahaan membantu Direksi dan Dewan Komisaris dalam pelaksanaan tata kelola perusahaan terutama dalam komunikasi dengan regulator dan pemangku kepentingan eksternal serta memberikan masukan kepada Direksi dan Dewan Komisaris terkait peraturan pasar modal dan praktik kepatuhannya.

In the 2021 reporting year, of the 6 (six) members the Company's Board of Commissioners, 2 (two) were Independent, and this composition meets the minimum 30% requirement set in the Indonesian Stock Exchange Regulations. In discharging their respective duties, the Board of Commissioners and the Board of Directors are assisted by the following committees:

- The Audit Committee assists the Board of Commissioners in carrying out its oversight function on various activities of the Company.
- The Nomination and Remuneration Committee assists the Board of Commissioners in determining the structure, policy and amount of remuneration for the Board of Commissioners and the Board of Directors, reviewing the governance structure, criteria, succession strategy and providing recommendations for the appointment of Commissioners and Directors of the Company.
- Good Corporate Governance (GCG) Committee
- The Corporate Secretary assists the Board of Directors and the Board of Commissioners in implementing corporate governance, especially in communicating with regulators and external stakeholders, and providing input to the Board of Directors and Board of Commissioners regarding capital market regulations and compliance practices.

- *Corporate Audit Internal* bertugas memastikan terlaksananya tata kelola perusahaan yang baik melalui proses audit, memastikan terlaksananya manajemen risiko dan sistem pengendalian internal yang efektif di Perseroan.

Susunan Komite, Sekretaris Perseroan, dan Internal Audit yang terinci serta pelaksanaan tugas dan tanggung jawabnya dapat dibaca dalam Laporan Tahunan Perseroan tahun 2021 bagian Tata Kelola.

Pengelolaan isu-isu ESG diamanatkan secara langsung kepada Jajaran Direksi sesuai area kepengurusannya, terutama Direktorat *Corporate Human Capital and Corporate University* serta *Corporate Governance and Sustainability* yang mengelola sebagian besar aspek keberlanjutan non-finansial Perseroan. Selanjutnya pada awal 2022, Perseroan membentuk Komite ESG/*Sustainability* untuk memastikan pelaksanaan dan pengembangan strategi ESG Perseroan di masa depan.

Pelaksanaan tugas masing-masing organ tata kelola dapat dibaca dalam Laporan Tahunan United Tractors Tbk 2021 di bagian Tata Kelola Perusahaan.

### Keberagaman Badan Tata Kelola

Komposisi Dewan Komisaris dan Direksi Perseroan merefleksikan keberagaman yang saling melengkapi baik dari sisi pendidikan formal, pengalaman, kompetensi, dan usia. Sebagian besar komisaris Perseroan adalah talenta yang telah berkarier di Grup Astra antara 9-19 tahun sehingga memiliki pengalaman dan budaya yang kuat dalam membina arah kebijakan Perseroan sesuai dengan nilai-nilai luhur Grup Astra.

### Efektivitas Badan Tata Kelola

Efektivitas Dewan Komisaris dan Direksi dievaluasi dengan cara melakukan *self-assesment* dan *peer-to-peer assesment* yang difasilitasi oleh Komite Nominasi dan Remunerasi yang hasilnya disampaikan oleh Dewan Komisaris kepada Pemegang Saham dalam forum RUPS Tahunan.

- *Corporate Audit Internal* is tasked with ensuring the implementation of good corporate governance through audit process, ensuring the implementation of risk management and an effective internal control system at the Company.

A more detailed composition of the Committees, Corporate Secretary, Audit Internal, and how their duties and responsibilities were discharge is available in the 2021 Annual Report of the Company under Governance section.

The management of ESG aspects are mandated directly to incumbent Board of Directors based on their areas area of responsibility, especially the Directorate of Corporate Human Capital and Corporate University, as well as Corporate Governance and Sustainability who manage most aspects of the Company's non-financial sustainability. Furthermore, in early 2022 the Company established ESG/*Sustainability* Committee to ensure the implementation and development of ESG Strategy in the future.

The implementation of the duties of each governance organs are available in the 2021 Annual Report of United Tractors Tbk under Corporate Governance section.

### Diversity of Governance Bodies

The composition of the Company's Boards of Commissioners and Directors reflects the inter-complementing diversity of the two boards in terms of formal education, experience, competence, and age. Most members of the Company's BoC are talents who have been with Astra Group for 9-19 years, meaning that they have extensive experience and culture to foster company policy direction based on Astra Group noble values.

### Governance Bodies Effectiveness

The effectiveness of the Board of Commissioners and Board of Directors is evaluated by means of self-assessment and peer-to-peer assessment facilitated by the Nomination and Remuneration Committee, and the assessment results are submitted by the Board of Commissioners to Shareholders in the Annual GMS forum.

# TATA KELOLA, ETIKA BISNIS DAN MANAJEMEN RISIKO

Governance, Business Ethics and Risk Management

Kriteria evaluasi disusun oleh Komite Nominasi dan Remunerasi dengan mempertimbangkan tugas dan tanggung jawab sesuai dengan ketentuan yang berlaku dan Anggaran Dasar. Hasil evaluasi Dewan Komisaris dan Direksi menjadi pertimbangan untuk menyusun struktur remunerasi dan acuan bagi RUPS untuk menetapkan remunerasi dan pemberhentian/penunjukan kembali Komisaris dan Direktur Perseroan. [GRI 102-28]

## Pengembangan Kompetensi Anggota Badan Tata Kelola

Anggota Dewan Komisaris, Direksi dan badan tata kelola Perseroan mengikuti program-program pengembangan kompetensi yang difasilitasi oleh Sekretaris Perseroan termasuk program eksekutif pelatihan dan pendidikan, konsultasi, seminar, dan konferensi.

Topik-topik yang wajib diikuti antara lain adalah nilai (*value*) Perseroan, Manajemen Sistem UT, bisnis dan grup Perseroan, Tata Kelola Perusahaan yang baik serta tugas dan tanggung jawab Dewan Komisaris dan Direksi. [GRI 102-27]

Rincian pelaksanaan pengembangan kompetensi anggota badan tata kelola dapat dibaca dalam Laporan Tahunan Perseroan tahun 2021 bagian Tata Kelola.

Evaluation criteria are prepared by the Nomination and Remuneration Committee after considering the duties and responsibilities in accordance with applicable regulations and the Articles of Association. The results of evaluation of the Board of Commissioners and the Board of Directors are used to compile remuneration structure and reference for the GMS who will determine remuneration and dismissal/re-appointment of Commissioners and Directors of the Company. [GRI 102-28]

## Competency Development of Governance Body Members

Members of the Company's Board of Commissioners, Board of Directors and corporate governance bodies participate in competency development programs facilitated by the Corporate Secretary including executive training and education programs, consultations, seminars, and conferences.

Mandatory topics include the values of the Company, UT Management System, the business and the Company's group, UT's Good Corporate Governance and the duties and responsibilities of the Board of Commissioners and the Board of Directors. [GRI 102-27]

A more detailed information about competency development for members of the governance bodies is available in the Company's 2021 Annual Report under Governance section.



# ETIKA DAN PERILAKU BISNIS

## Business Ethics and Conducts

### ETIKA BISNIS

Kode Etik Perseroan disusun berdasarkan filosofi Catur Dharma Astra yang kemudian diterjemahkan dalam 8 Nilai SOLUTION. Kode etik wajib diterapkan oleh semua orang mulai dari Direksi, Dewan Komisaris hingga staf di lapangan pada saat berinteraksi dengan pemangku kepentingan untuk menjaga nilai-nilai dan prinsip-prinsip bisnis Perseroan. Kode Etik memberi arahan jelas bagi insan Perseroan dan segala jenis pelanggaran terhadap Kode Etik dapat dikenakan penalti/sanksi dari Perseroan.

Pokok-Pokok Kode Etik United Tractors:

1. Nilai-nilai dan prinsip-prinsip dasar
2. Pedoman Etika Bisnis dan Etika Kerja
3. Peran Sekretaris Perusahaan, Audit dan Manajemen Risiko
4. Aturan *Securities Dealing Rules*, Benturan Kepentingan dan Kebijakan Donasi.

### Kebijakan Antikorupsi

Perseroan menetapkan Kebijakan Antikorupsi berlaku bagi seluruh organisasi dalam Perseroan, eksekutif dan seluruh karyawan Perseroan. Kebijakan ini juga diterapkan terhadap pelanggan, pemasok/rekanan dan pemangku kepentingan lain. Komitmen Perseroan dalam mencegah terjadinya korupsi dapat dibaca dalam Laporan Tahunan Perseroan tahun 2021 bagian Tata Kelola. [\[GRI 103-1\]](#)[\[GRI 103-2\]](#)

### Pelaporan Pelanggaran

Pelanggaran *Whistleblowing System* (WBS) dan tim khusus dibentuk untuk membantu para pemangku kepentingan dalam melaporkan indikasi tindak penipuan, transaksi tidak pantas atau penyalahgunaan wewenang yang terjadi di lingkungan bisnis Perseroan.

Tindak lanjut atas setiap laporan pelanggaran dikelola oleh tim yang ditunjuk Direksi sebagai tim pengelola WBS yang disebut Tim Khusus Pelaporan Pelanggaran (TKPP) yang bertanggung jawab penuh kepada Direksi. Jika hasil investigasi menyatakan bahwa pelanggaran

### BUSINESS ETHICS

The Company's Code of Ethics has been formulated based on Astra's Catur Dharma philosophy and translated into 8 SOLUTION Values. The code of ethics is applicable to everyone working for the Company, from the Board of Directors, Board of Commissioners, to field staff when they interact with stakeholders to maintain the values and business principles. The Code of Ethics offers clear directions for the Company's personnel, and any type of violation of the Code is subject to penalties/sanctions from the Company.

United Tractors Code of Conduct:

1. Basic values and principles
2. Guidelines for Business Ethics and Work Ethics
3. Role of Corporate Secretary, Audit and Risk Management
4. Securities Dealing Procedure, Conflict of Interest and Donation Policy.

### Anti-Corruption Policy

The Company has set up an Anti-Corruption Policy that applies to all of the Company's organizations, executives and entire employees. This policy also applies to customers, suppliers/partners and other stakeholders. The Company's commitment to prevent corruption is available in the Company's 2021 Annual Report under Governance section. [\[GRI 103-1\]](#)[\[GRI 103-2\]](#)

### Whistleblowing System

Whistleblowing System (WBS) and a special team are established to assist stakeholders in reporting alleged frauds, inappropriate transactions or abuse of authority that occur in the Company's business environment.

Follow-up on each violation report is managed by a special team appointed by the Board of Directors as the WBS management team referred internally as the Whistleblowing Team (TKPP) who reports to the Board of Directors. If a violation is proven valid by the results of

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## ETIKA DAN PERILAKU BISNIS

Business Ethics and Conducts

terbukti, maka TKPP membuat laporan dan rekomendasi kepada Direksi untuk penerapan sanksi atas pelanggaran yang terbukti. Dalam seluruh proses WBS, Perseroan menetapkan kebijakan perlindungan bagi Pelapor dalam bentuk kerahasiaan dan mencegah perlakuan yang merugikan terhadap individu termasuk kepada pihak-pihak lain yang membantu proses investigasi pelanggaran.

Pada tahun 2021, Tim WBS tidak menerima laporan pelanggaran yang berhubungan dengan kegiatan usaha dan karyawan Perseroan. Rincian prosedur pelaksanaan WBS dapat dibaca dalam Laporan Tahunan Perseroan tahun 2021 bagian Tata Kelola. [\[GRI 103-3\]](#)

the investigation, the TKPP shall make a report and give recommendation to the Board of Directors for sanctions on the proven violation. In the entire WBS process, the Company has a policy of protection where the whistleblower identity is kept confidential, and prevents intimidation on anyone including other parties who are involved in the investigation process.

In 2021, the WBS Team did not receive any reports of violations related to the Company's business activities and employees. A more detailed implementation of the WBS procedure is available in the Company's 2021 Annual Report under Governance section. [\[GRI 103-3\]](#)



# MANAJEMEN RISIKO

## Risk Management

### MANAJEMEN RISIKO ESG [GRI 102-11]

Perseroan berkomitmen mengelola semua risiko secara efektif dan efisien serta memastikan kesinambungan pertumbuhan bisnis melalui pengelolaan risiko secara proaktif, fokus pada risiko yang signifikan, terkoordinasi dan terintegrasi. Sistem manajemen risiko Perseroan mengacu pada *Astra Risk Management Framework* dan Pedoman Manajemen Risiko ISO 31000 yang pelaksanaannya didukung oleh Departemen Risk Management.

Direksi Perseroan dan direksi di anak perusahaan merupakan pelaksana umum penerapan manajemen risiko sesuai ruang lingkupnya. Direksi memberikan mandat dan tanggung jawab pelaksanaan manajemen risiko kepada Komite Manajemen Risiko; *Risk Owner*; *Risk Associate*; *Policy & Risk Advisory Department*; *Risk Management Partner*, dan *Tim Business Continuity Plan* (BCP) sesuai dengan tugasnya masing-masing. Hal ini juga diterapkan pada anak perusahaan sesuai dengan kompleksitasnya. [GRI 102-29]

Di tingkat Perseroan, Komite Manajemen Risiko melakukan pemantauan, evaluasi, konsultasi dan saran mitigasi atas pelaksanaan manajemen risiko di Perseroan. Komite Manajemen Risiko dipimpin oleh Direktur *Corporate Finance & Accounting* dengan beranggotakan anggota tetap dan anggota tidak tetap.

Pelaksanaan manajemen risiko didukung juga oleh Komite Audit, dengan tanggung jawab sebagai berikut:

- Meninjau kebijakan Perseroan mengenai manajemen risiko.
- Meninjau kerangka kerja Perseroan mengenai manajemen risiko.
- Meninjau dan membuat ambang risiko yang dapat ditoleransi/dapat diterima.
- Meninjau laporan manajemen risiko yang dipresentasikan oleh *Policy & Risk Advisory Department* dan *Group Audit and Risk Advisory* (GANRA) PT Astra International Tbk atau pihak lain.

### ESG RISK MANAGEMENT [GRI 102-11]

The Company is committed to running an effective and efficient risk management and ensuring sustainable business growth through proactive risk management with a focus on significant risks in a coordinated and integrated manner. The Company's risk management system refers to the *Astra Risk Management Framework* and ISO 31000 Risk Management Guidelines, whose implementation is supported by the Risk Management Department.

Board of Directors (BoD) of the Company and subsidiaries are risk management executives depending on their respective scopes. The BoD assigns risk management mandate and responsibility to the Risk Management Committee; Risk Owners; Risk Associates; Policy & Risk Advisory Department; Risk Management Partners, and the Business Continuity Plan (BCP) Team in accordance with their respective duties. This principle applies to subsidiaries according to the complexity of their respective businesses. [GRI 102-29]

At the Company level, the Risk Management Committee monitors, evaluates, consults and give mitigation advice on the implementation of risk management. The Risk Management Committee is chaired by the Director of Corporate Finance & Accounting with permanent members and non-permanent members.

The implementation of risk management is also supported by the Audit Committee, who has the following responsibilities:

- Reviewing the Company's policies on risk management.
- Reviewing the Company's framework on risk management.
- Reviewing and establishing a tolerable/acceptable risk threshold.
- Reviewing risk management reports presented by the Policy & Risk Advisory Department and Group Audit and Risk Advisory (GANRA) of PT Astra International Tbk or other parties.

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# MANAJEMEN RISIKO

## Risk Management

### Identifikasi Risiko

Identifikasi, analisis, evaluasi, serta penentuan perlakuan, dan eksekusi mitigasi risiko dilakukan oleh *Risk Owner* yang ada di setiap jenjang organisasi dari Direksi Perseroan, direksi anak perusahaan, tingkat divisi, tingkat operasional hingga individu. *Risk owner* mengidentifikasi jenis-jenis risiko, merancang rencana mitigasi sesuai dengan sifat dan skala risiko masing-masing bekerja sama dengan *Policy & Risk Advisory Department* yang ada di setiap level dan bagian serta Risk Management Partner yang ada di setiap divisi.

### Jenis Risiko ESG

Perseroan telah mengidentifikasi jenis-jenis risiko dan rencana mitigasinya berdasarkan segmen usaha. Berikut ini adalah jenis-jenis risiko lingkungan dan sosial yang dikelola dalam manajemen risiko Perseroan.

### Risk Identification

Risk identification, analysis, evaluation, mitigation, treatment and execution are carried out by Risk Owners at every level of the organization, from the BoD of the Company and subsidiaries, divisional level and operational level, to individual level. The risk owner identifies the types of risk, designs a mitigation plan according to the nature and scale of each risk in collaboration with the Policy & Risk Advisory Department at each level and section as well as the Risk Management Partner in each division.

### ESG Risk Type

The Company has identified the types of risks and their mitigation plans for each of its business segments. The following are the types of environmental and social risks that are managed in the Company's risk management.

Jenis Risiko dan Penjelasan Type of Risk and Explanation	Inisiatif Initiative
<p><b>Komunitas Sosial:</b></p> <ol style="list-style-type: none"> <li>Perselisihan atau masalah dengan masyarakat lokal atau pemerintah daerah di sekitar wilayah kerja</li> <li>Risiko yang timbul dari potensi perselisihan tentang pembebasan lahan/dampak kompensasi dari kegiatan pertambangan terhadap lingkungan, kesenjangan sosial ekonomi di sekitar masyarakat, dan penurunan atau kenaikan batu bara yang juga berpengaruh pada usaha lokal di sekitar wilayah pertambangan.</li> <li>Kegagalan dalam menyelesaikan masalah masyarakat lokal dapat mengakibatkan terganggunya operasi, mempengaruhi reputasi dan juga penurunan pendapatan.</li> </ol> <p><b>Social Community:</b></p> <ol style="list-style-type: none"> <li>Disputes or issues with local communities or local government surrounding working area</li> <li>It may be caused by dispute may about land acquisition/compensation impact from mining activities to environment, social economic gap around communities, and coal downturn or uptum which affect some local business around mining area.</li> <li>Any failure in settling local community issues may result operation disruption, affect the reputation and also revenue decrease.</li> </ol>	<ol style="list-style-type: none"> <li>Membuat berbagai program kemasyarakatan di bidang kesehatan, pendidikan dan ekonomi berdasarkan kebutuhan setiap kelompok masyarakat dan hasil pemetaan sosial ekonomi dari setiap kelompok masyarakat;</li> <li>Menetapkan program komunitas yang berdampak positif pada reputasi perusahaan;</li> <li>Membangun kemitraan dengan tokoh masyarakat dan pemerintah daerah, dengan menitikberatkan pada partisipasi masyarakat yang mengarah pada pembangunan berkelanjutan;</li> <li>Bermitra dengan pelanggan untuk mendekati komunitas dan memastikan respons terhadap masalah di setiap komunitas;</li> <li>Meningkatkan dan mengembangkan Program <i>Income Generating Activities</i> (IGA).</li> </ol> <ol style="list-style-type: none"> <li>Establish several community program in health, education and economy based on each community's needs and social economy mapping from each community;</li> <li>Establish community program that can give impact to company's reputation;</li> <li>Built partnership with community's figure and local government, with an emphasis on community participation which can lead to sustainable development;</li> <li>Partner with customer to approach the community and ensure responsiveness to problems in each community;</li> <li>Increase and enhance Income Generating Activities (IGA) program.</li> </ol>
<p><b>Kontraktor dan Subkontraktor (Operasional)</b> Penggunaan kontraktor atau sub-kontraktor yang tidak memenuhi persyaratan pekerjaan yang telah disepakati.</p> <p><b>Contractor and Subcontractor (Operational)</b> Use of contractor or subcontractor that does not meet the agreed work conditions.</p>	<ol style="list-style-type: none"> <li>Menerapkan <i>Contractor Management System</i> (ACMS) dan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3);</li> <li>Melakukan uji tuntas dan evaluasi kinerja sub-kontraktor dan vendor; dan</li> <li>Mengimplementasikan Sistem Manajemen Anti Penyuapan (SMAP) berbasis ISO 37001: 2016.</li> </ol> <ol style="list-style-type: none"> <li>Contractor Management System (ACMS) and Safety Management System (SMK3) Implementation;</li> <li>Due-diligence and evaluation of sub-contractor and vendor; and</li> <li>Implement Anti-Bribery Management System (SMAP) based on ISO 37001: 2016.</li> </ol>



Jenis Risiko dan Penjelasan Type of Risk and Explanation	Inisiatif Initiative
<p>Lingkungan, Keselamatan dan Kesehatan Kerja (LK3) Operasional.</p> <p>Operational Health, Safety and Environment (EHS)</p>	<ol style="list-style-type: none"> <li>1. Mengoptimalkan <i>Environment, Health, and Safety (EHS) Mobile</i> sebagai sarana identifikasi dan pengelolaan risiko keselamatan dan kesehatan kerja.</li> <li>2. Memenuhi sertifikasi tenaga kerja ahli kesehatan dan keselamatan kerja.</li> <li>3. Melaksanakan inspeksi rutin atas program kerja kesehatan dan keselamatan kerja di lingkungan proyek.</li> <li>4. Merintis pengembangan sistem keselamatan berbasis perilaku.</li> </ol> <ol style="list-style-type: none"> <li>1. Optimization of Environment, Health, and Safety (EHS) Mobile as a tool of identification and management of occupational safety and health.</li> <li>2. Fulfillment of health and safety skilled workers certification.</li> <li>3. Regular inspection of occupational health and safety work program in project environments.</li> <li>4. Initiating behavior-based safety system.</li> </ol>
<p>Kegagalan pengelolaan fasilitas material sisa pengolahan tambang (<i>tailings</i>).</p> <p>Pengelolaan fasilitas material sisa pengolahan di PTAR menghadapi 3 (tiga) risiko utama berikut:</p> <ol style="list-style-type: none"> <li>1. Kapasitas bendungan penyimpanan material sisa pengolahan tambang (<i>Tailing Storage Facilities/TSF</i>) yang tidak mencukupi.</li> <li>2. Kegagalan TSF yang diakibatkan oleh erosi internal tanggul, gempa bumi, longsor dan tumpahan kelebihan limbah sisa tambang pada saat curah hujan tinggi.</li> <li>3. Keterlambatan pada pembangunan fasilitas tambahan untuk penyimpanan material sisa pengolahan tambang (<i>Tailing Management Facilities/TMF</i>).</li> </ol> <p>Failure to manage mine waste material facilities (<i>tailings</i>)</p> <p>The management of waste material processing facilities at PTAR faces the following 3 (three) main risks:</p> <ol style="list-style-type: none"> <li>1. Insufficient capacity of tailing storage facilities (TSF) for storage of mine waste material</li> <li>2. TSF failure caused by internal erosion of the embankment, earthquake, landslide and spillage of excess mine waste during high rainfall.</li> <li>3. Delay in the construction of additional Tailing Management Facilities (TMF).</li> </ol>	<ol style="list-style-type: none"> <li>1. Merancang TSF dengan menggunakan jasa konsultan geoteknis yang diakui secara internasional dengan pengalaman luas dalam desain dan pembangunan TSF.</li> <li>2. Membangun tanggul dengan metode "pengangkatan hilir" yakni merancang zona tanggul dengan cermat menggunakan batuan yang dipadatkan, lempung, dan pasir. Metode ini lebih aman dibandingkan metode "pengangkatan hulu" yang digunakan di beberapa <i>site</i>.</li> <li>3. Mematuhi kriteria keamanan desain TSF yang ditentukan oleh <i>International Committee on Large Dams (ICOLD)</i> serta telah ditinjau dan disetujui oleh Komite Keamanan Bendungan Indonesia.</li> <li>4. Memperhatikan proses pembangunan tanggul dengan menerapkan program penilaian kualitas dan kontrol kualitas (QA/QC).</li> <li>5. Penyusunan perencanaan pembangunan TMF, <i>monitoring</i>, koordinasi dengan pemerintah dan sosialisasi dengan pihak terkait.</li> </ol> <ol style="list-style-type: none"> <li>1. Design the TSF using the services of an internationally recognized geotechnical consultant with extensive experience in TSF design and construction.</li> <li>2. Construct the embankment using the "downstream lift" method i.e. carefully design the embankment zone using compacted rock, clay, and sand. This method is safer than the "upstream lift" method used at some sites.</li> <li>3. Comply with the TSF design safety criteria set by the International Committee on Large Dams (ICOLD) and reviewed and approved by the Indonesian Dam Safety Committee.</li> <li>4. Pay attention to the embankment construction process by implementing a quality assessment and quality control (QA/QC) program.</li> <li>5. Prepare TMF development planning, monitoring, coordination with the government and socialization with related parties.</li> </ol>
<p>Dampak kegiatan operasional terhadap lingkungan yang berkaitan dengan keanekaragaman hayati, spesies yang terancam punah, dan biota perairan.</p> <p>Impact of operational activities on the environment related to biodiversity, endangered species, and aquatic biota.</p>	<ol style="list-style-type: none"> <li>1. Pembentukan PTAR <i>Biodiversity Steering Committee</i> yang terdiri dari: <i>President Director, Vice President Director, Chief Financial Officer, Direktur Engineering, Direktur Government Relation, Chief Operating Officer</i> dan Departemen terkait (MPDS, <i>Environment, Stakeholder &amp; Corp. Communication</i>).</li> <li>2. Perbaikan dan percepatan restorasi/rehabilitasi habitat pasca tambang.</li> <li>3. Menjalin hubungan kerjasama dengan Lembaga Swadaya Masyarakat (LSM) dan universitas.</li> </ol> <ol style="list-style-type: none"> <li>1. Set up a PTAR Biodiversity Steering Committee consisting of: President Director, Vice President Director, Chief Financial Officer, Director of Engineering, Director of Government Relations, Chief Operating Officer and related departments (MPDS, Environment, and Stakeholder &amp; Corp. Communication).</li> <li>2. Improve and accelerate of post-mining habitat restoration/rehabilitation.</li> <li>3. Establish cooperative relationships with Non Governmental Organization (NGOs) and universities.</li> </ol>

# MANAJEMEN RISIKO

## Risk Management

Daftar di atas adalah sebagian dari jenis risiko yang telah diidentifikasi dan dimitigasi khususnya di bidang lingkungan dan sosial, daftar lengkap jenis risiko dan mitigasinya dapat dibaca dalam Laporan Tahunan United Tractors 2021 di bagian Manajemen Risiko.

### Risiko Terkait Pandemi COVID-19

Pandemi COVID-19 yang mulai menyebar di Indonesia sejak bulan Maret 2020 menimbulkan disrupti pada aspek kesehatan, sosial dan ekonomi mengingat risiko penularan yang sangat tinggi yang dapat menimbulkan gangguan kesehatan yang serius.

Perseroan telah mengidentifikasi risiko-risiko pandemi yang paling mempengaruhi kelangsungan usaha Perseroan dan upaya pengelolannya dapat dibaca dalam Laporan Tahunan Perseroan tahun 2021 bagian Manajemen Risiko.

### Pelaksanaan Mitigasi Risiko

Rencana mitigasi risiko mencakup *risk control* dan atau *treatment plan* serta *Key Risk Indicator (KRI)* diterapkan oleh masing-masing *Risk Owner* di setiap level, bagian, dan anak perusahaan. Tujuan pelaksanaan mitigasi risiko adalah memastikan keberlangsungan kegiatan usaha, kepatuhan pada pelaksanaan prinsip-prinsip GCG, serta optimalisasi peluang usaha melalui risiko yang terukur dan terkelola dengan baik.

### Pemantauan dan Evaluasi

*Risk associate* melakukan pemantauan atas hasil-hasil pelaksanaan mitigasi risiko sesuai dengan *Key Risk Indicator (KRI)* pada waktu yang ditentukan kemudian melaporkan hasilnya kepada *Risk owner* dan *Policy & Risk Advisory Department*. Apabila diketahui hasil mitigasi risiko berada di luar batas normal atau menunjukkan tren ke arah tidak normal *risk associate* akan menyampaikan *risk alert*.

The above list outlines the types of risks that have been identified and mitigated, especially in the environmental and social fields, with the more complete one along with risk mitigation is available in the United Tractors 2021 Annual Report under Risk Management section.

### COVID-19 Pandemic-Induced Risks

The COVID-19 pandemic, which began to spread in Indonesia in March 2020, has caused so much disruption in the health, social and economic aspects given the virus' highly contagious and health-threatening properties.

The Company has identified the pandemic risks that most affect the Company's business continuity. The management of these risks is available in the Company's 2021 Annual Report under Risk Management section.

### Implementation of Risk Mitigation

The risk mitigation plan includes a risk control and/or treatment plan as well as a Key Risk Indicator (KRI) implemented by each Risk Owner at each level, section, and subsidiary. The objective of risk mitigation measure is to ensure the continuity of business activities, remain compliance with the implementation of GCG principles, and optimize business opportunities through measurable and well-managed risks.

### Monitoring and Evaluation

The risk associate monitors the results of the implementation of risk mitigation in accordance with the Key Risk Indicator (KRI) at a specified time and then reports the results to the Risk owner and the Policy & Risk Advisory Department. If, from the results of risk mitigation, the mitigated risks are beyond the normal limits or show a tendency to be so, the risk associate will send a risk alert.

*Risk Associate* dijabat oleh karyawan (*management improvement team*) yang terkait pada pengelolaan risiko pada level operasional, divisi, anak perusahaan dan korporasi sehingga fungsi pemantauan menjadi independen. Perseroan juga membentuk *Group Operational Audit Function* (GAF) yang dibantu tim internal audit Grup United Tractors untuk melakukan evaluasi atas pelaksanaan kontrol risiko dan *treatment plan* dengan menerapkan prinsip *risk based audit*.

**Budaya Risiko**

Untuk menjadikan budaya risiko sebagai bagian dari kegiatan operasional dan pengambilan keputusan, setiap individu bertanggung jawab melaporkan dan melakukan mitigasi sesuai dengan kapabilitas dan kompetensinya, atas segala hal dan temuan yang mengandung risiko untuk Perseroan.

*Risk Associate* position is assumed by employees (*management improvement team*) who are involved in risk management at the operational, division, subsidiary and corporate levels to allow for independent monitoring. The Company has also set up a *Group Operational Audit Function* (GAF) assisted by the United Tractors Group internal audit team to evaluate the implementation of risk control and treatment plans where the principle of risk based audit is applied.

**Risk Culture**

To make risk culture a part of its operational and decision making process, each individual is responsible for reporting and mitigating risks in accordance with their capabilities and competencies, on all matters and findings that contain risks for the Company.



# DATA DAN INFORMASI PENDUKUNG

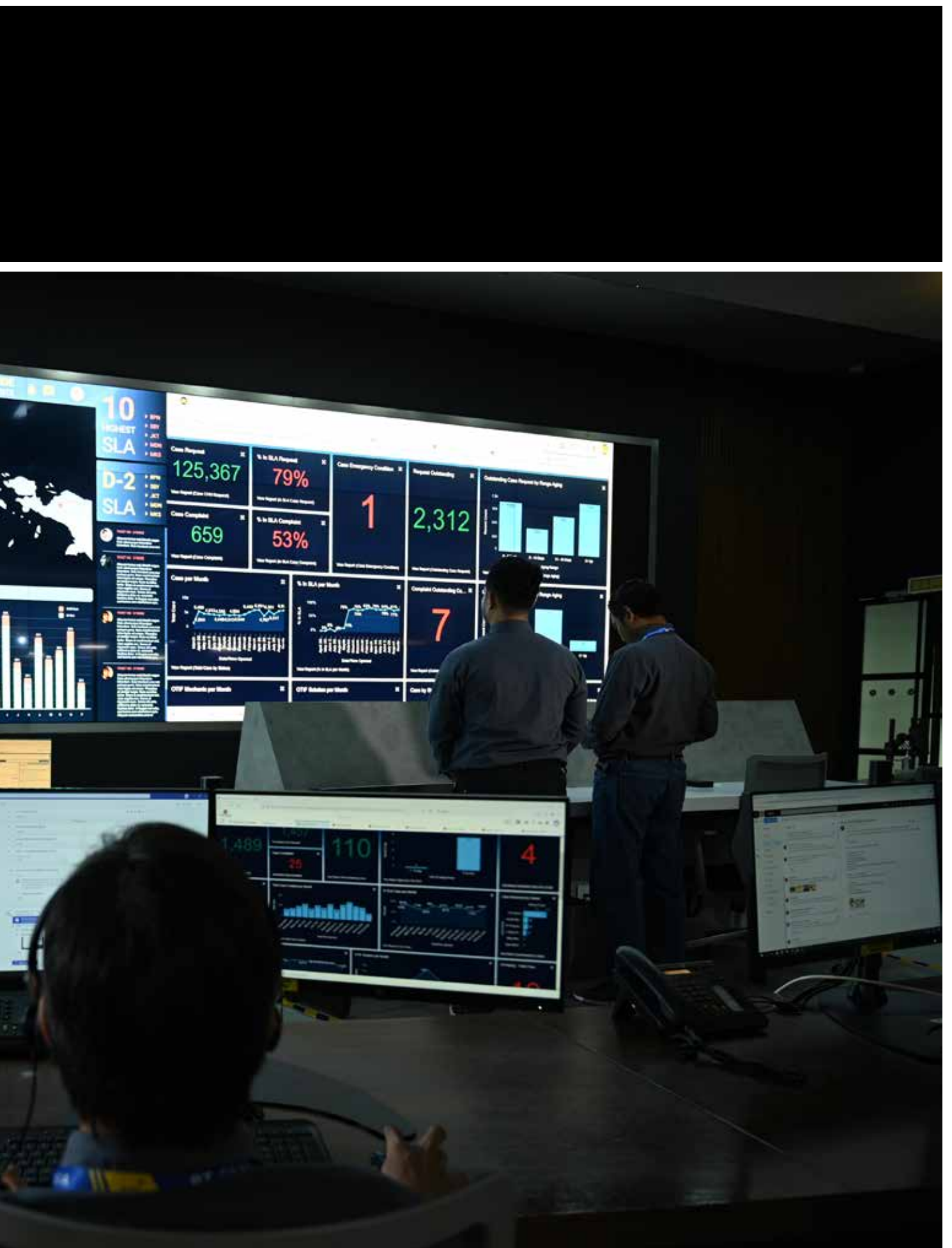
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# PROFIL DAN SKALA PERSEROAN

## Company Profile and Scale

### Profil Perusahaan [102-2][102-4][102-9]

#### Company Profile [102-2][102-4][102-9]

Deskripsi Description	PT United Tractors Tbk	
Kegiatan, merek, produk, dan jasa Activities, brands, products and services	Pada tahun buku 2021, Perseroan dan anak perusahaan menghasilkan produk dan jasa yaitu: Distributor Alat Berat, Kontraktor Penambangan, Pertambangan, Industri Konstruksi, dan Energi. In fiscal year 2021, the Company and its subsidiaries produce products and services, namely: Heavy Equipment Distributors, Mining Contractors, Mining, Construction Industry, and energy.	
Lokasi kantor pusat Head office location	Jl. Raya Bekasi Km. 22, Cakung, Jakarta – 13910 Indonesia	
	Telepon   Phone	(62-21) 2457-9999
	Faksimile   Facsimile	(62-21) 460-0657, 460-0677, 460-0655
	Alamat Situs   Website	www.unitedtractors.com
Lokasi operasi   Operation location	Negara tempat operasi: 1 (satu) - Indonesia   Country of operation: 1 (one) - Indonesia	
Kepemilikan dan bentuk hukum Ownership and legal form	Sifat Kepemilikan   Nature of Ownership	Perusahaan Modal Dalam Negeri Domestic Capital Company
	Badan Hukum   Legal Entity	Perseroan Terbatas   Limited Company
Rantai pasokan dan perubahan signifikan pada organisasi dan rantai pasokan Supply chain and significant changes to the organization and supply chain	Rantai pasokan Perseroan hanya mencakup produk dan jasa untuk distributor alat berat (prinsipal dan OEM). Tidak ada perubahan pada rantai pasokan Perseroan dibandingkan tahun sebelumnya. The Company's supply chain only includes products and services for heavy equipment distributors (principals and OEMs). There was no change in the Company's supply chain compared to the previous year.	

### Skala Organisasi [102-7]

#### Organizational Scale [102-7]

Deskripsi Description	2021	2020	2019	2018	
Jumlah total karyawan Total number of employees	Perusahaan Induk   Parent Company	2.670	2.710	2.760	2.785
	Anak Perusahaan   Subsidiary	26.448	26.614	30.379	30.422
	Jumlah   Total	29.118	29.324	33.139	33.207
Jumlah total operasi Total number of operations	Jumlah negara tempat operasi Total number of operations country	1 (Indonesia)	1 (Indonesia)	1 (Indonesia)	1 (Indonesia)
	Perusahaan Induk   Parent Company	1	1	1	1
	Entitas Anak dan/atau Entitas Asosiasi   Subsidiaries and/or Associate	61	66	61	61
	Jumlah   Total	62	67	62	62
Pendapatan (dalam juta rupiah) Revenue (in million rupiah)	Pendapatan Bersih   Net Revenue	79.460.503	60.346.784	84.430.478	84.624.733
	Beban Pokok Pendapatan   Cost of Revenue	(59.795.542)	(47.357.491)	(63.199.825)	(63.515.207)
Kapitalisasi Capitalization	Jumlah Aset   Total Assets	112.561.356	99.800.963	111.713.375	116.281.017
	Jumlah Liabilitas   Total Liabilities	40.738.599	36.653.823	50.603.301	59.230.338
	Jumlah Ekuitas   Total Equity	71.822.757	63.147.140	61.110.074	57.050.679

# DAFTAR ENTITAS ANAK DAN/ATAU ENTITAS ASOSIASI <sup>[102-45]</sup>

Subsidiaries and/or Associates <sup>[102-45]</sup>

Entitas anak Subsidiaries	Alamat Address	Tahun beroperasi secara komersial Commencement of commercial operations	Kegiatan usaha Business activity	Persentase kepemilikan (langsung dan tidak langsung Percentage of ownership (direct and indirect) (%)	Jumlah aset (sebelum eliminasi) Total assets (before elimination) (juta Rp) Rp million)
<b>Pemilikan langsung   Direct ownership</b>					
PT Pamapersada Nusantara (PAMA)	Jl. Rawagelam 1 No. 9, Jakarta Industrial Estate Pulogadung, Jakarta Timur 13930	1993	Jasa penambangan terpadu Integrated mining services	100	66,625,338
PT Danusa Tambang Nusantara (DTN)	Jl. Rawagelam 1 No. 9, Jakarta Industrial Estate Pulogadung Jakarta Timur 13930	2016	Perusahaan induk atas konsesi penambangan Holding company of mining concessions	100	24,228,084
PT Karya Supra Perkasa (KSP)	Jl. Raya Bekasi Km. 22, Cakung, Jakarta 13910	2015	Perusahaan induk atas industri konstruksi Holding company of construction industry	100	2,478,241
PT United Tractors Pandu Engineering (UTPE)	Jl. Jababeka XI Blok H 30 - 40, Kawasan Industri Jababeka, Cikarang 17530	1983	Perakitan dan produksi mesin, peralatan, dan alat berat Assembling and production of machinery, tools and heavy equipment	100	3,326,102
PT Unitra Persada Energia (UPE)	Jl. Raya Bekasi Km22, Cakung Jakarta 13910	2015	Perusahaan induk atas Energi Holding company of energy	100	3,648,981
PT Bina Pertiwi (BP)	Jl. Raya Bekasi Km. 22, Cakung, Jakarta 13910	1977	Perdagangan alat berat Trading of heavy equipment	100	1,486,543
UT Heavy Industry (S) Pte. Ltd. (UTHI)	11 Tuas View Crescent, Multico Building, Singapore 637643	1994	Perdagangan dan perakitan alat berat Trading and assembling of heavy equipment	100	713,887
PT Universal Tekno Reksajaya (UTR)	Jl. Raya Bekasi Km. 22, Cakung, Jakarta 13910	2011	Jasa rekondisi komponen alat berat Remanufacturing of heavy equipment component	100	614,793
PT Andalan Multi Kencana (AMK)	Jl. Raya Bekasi Km. 22, Cakung, Jakarta 13910	2010	Perdagangan suku cadang Trading of spare parts	100	82,121
PT Tambang Supra Perkasa (TSP)1)	Raya Bekasi Km. 22, Cakung, Jakarta 13910	-	Penambangan Mining	100	15,434
Unitra Power Pte Ltd (UP)1)		-	Energi Energy	100	47
PT Energia Prima Nusantara (EPN)	Jl. Rawagelam 1 No. 9, Jakarta Industrial Estate Pulogadung, Jakarta Timur 13930	2018	Pembangkit listrik Power plant	100	2,027,742

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# DAFTAR ENTITAS ANAK DAN/ATAU ENTITAS ASOSIASI

## Subsidiaries and/or Associates

Entitas anak Subsidiaries	Alamat Address	Tahun beroperasi secara komersial Commencement of commercial operations	Kegiatan usaha Business activity	Persentase kepemilikan (langsung dan tidak langsung Percentage of ownership (direct and indirect) (%)	Jumlah aset (sebelum eliminasi) Total assets (before elimination) (juta Rp) Rp million)
Pemilikan tidak langsung   Indirect ownership					
Melalui Pamapersada   Through Pamapersada:					
PT Tuah Turangga Agung (TTA)	Jl. Rawagelam 1 No. 9, Jakarta Industrial Estate Pulogadung, Jakarta Timur 13930	2006	Perusahaan induk atas konsesi penambangan Holding company of mining concessions	100	17.753.381
PT Kalimantan Prima Persada (KPP)	Jl. Rawagelam 1 No. 9, Jakarta Industrial Estate Pulogadung, Jakarta Timur 13930	2003	Jasa penambangan terpadu Integrated mining services	100	6.042.710
PT Asmin Bara Bronang (ABB)	Jl. Rawagelam 1 No. 9, Jakarta Industrial Estate Pulogadung, Jakarta Timur 13930	2013	Konsesi penambangan Mining concessions	75.4	5.638.754
PT Suprabari Mapanindo Mineral (SMM)	Jl. Rawagelam 1 No. 9, Jakarta Industrial Estate Pulogadung, Jakarta Timur 13930	2014	Konsesi penambangan Mining concessions	80.1	4.265.996
PT Telen Orbit Prima (TOP)	Jl. Rawagelam 1 No. 9, Jakarta Industrial Estate Pulogadung, Jakarta Timur 13930	2010	Konsesi penambangan Mining concessions	100	905.675
PT Prima Multi Mineral (PMM)	Jl. Rawagelam 1 No. 9, Jakarta Industrial Estate Pulogadung, Jakarta Timur 13930	2007	Perdagangan batu bara Coal trading	100	438.959
Turangga Resources Pte Ltd (TRE)	Tuas View Crescent Multico Building, Singapore 637643	2016	Perdagangan batu bara Coal trading	100	267.520
PT Multi Prima Universal (MPU)	Jl. Raya Bekasi Km. 22, Cakung, Jakarta 13910	2008	Perdagangan dan penyewaan alat berat terpakai Trading and rental of used heavy equipment	100	97.524
PT Pama Indo Mining (PIM)	Jl. Rawagelam 1 No. 9, Jakarta Industrial Estate Pulogadung, Jakarta Timur 13930	1997	Kontraktor penambangan Mining contractor	60	96.835
PT Kadya Caraka Mulia (KCM)	Jl. A. Yani KM 30,5, Guntung Payung, Landasan Ulin, Banjarbaru Kalimantan Selatan	2007	Konsesi penambangan Mining concessions	100	163.998
PT Duta Nurcahya (DN)	Jl. Rawagelam 1 No. 9, Jakarta Industrial Estate Pulogadung, Jakarta Timur 13930	2013	Konsesi penambangan Mining concessions	60	15.275
PT Asmin Bara Jaan (ABJ)2	Jl. Rawagelam 1 No. 9, Jakarta Industrial Estate Pulogadung, Jakarta Timur 13930	-	Konsesi penambangan Mining concessions	75.4	18.046
PT Borneo Berkat Makmur (BMM)2	Jl. Rawagelam 1 No. 9, Jakarta Industrial Estate Pulogadung, Jakarta Timur 13930	-	Perusahaan induk atas konsesi penambangan Holding company of mining concessions	100	15.995
PT Piranti Jaya Utama (PJU)2	Jl. Rawagelam 1 No. 9, Jakarta Industrial Estate Pulogadung, Jakarta Timur 13930	-	Konsesi penambangan Mining concessions	60	1.127



Entitas anak Subsidiaries	Alamat Address	Tahun beroperasi secara komersial Commencement of commercial operations	Kegiatan usaha Business activity	Persentase kepemilikan (langsung dan tidak langsung Percentage of ownership (direct and indirect) (%)	Jumlah aset (sebelum eliminasi) Total assets (before elimination) (juta Rp) Rp million)
PT Agung Bara Prima (ABP) <sup>2</sup>	Jl. Raya Bekasi Km. 22. Cakung, Jakarta 13910	-	Konsesi penambangan Mining concessions	100	1,029
PT Duta Sejahtera (DS) <sup>2</sup>	Jl. Rawagelam 1 No. 9, Jakarta Industrial Estate Pulogadung, Jakarta Timur 13930	-	Konsesi penambangan Mining concessions	60	1,094
PT Anugrah Gunung Mas (AGM) <sup>3</sup>	Jl. Gatot Subroto Komp. Artaloka No. 22, Banjarmasin, Kalimantan Selatan	-	Konsesi penambangan Mining concessions	100	4
Melalui DTN   Through DTN:					
PT Agincourt Resources (PTAR)	Wisma Pondok Indah 2, Suite 1201 Jl. Sultan Iskandar Muda, Kav.5-TA Pondok Indah	2012	Konsesi penambangan Mining concessions	95	14,038,874
PT Sumbawa Jutaraya (SJR) <sup>1</sup>	Jl. Rawagelam 1 No. 9, Jakarta Industrial Estate Pulogadung, Jakarta Timur 13930	-	Konsesi penambangan Mining concessions	80	330,447
PT Persada Tambang Mulia (PTM) <sup>3</sup>	Jl. Rawagelam 1 No. 9, Jakarta Industrial Estate Pulogadung, Jakarta Timur 13930	-	Konsesi penambangan Mining concessions	100	3,448
Melalui KSP   Through KSP:					
PT Acset Indonusa Tbk (ACSET) <sup>4</sup>	Jl. Majapahit No. 26, Petojo Selatan, Gambir, DKI Jakarta 10160 (021) 3511961	1995	Industri konstruksi Construction industry	82.17	2,478,713
PT Bintai Kindenko Engineering Indonesia (BINKEI)	Komp. Jembatan Lima Permai Jl. KH Moh. Mansyur No.11 Blok D8-9 Jakarta	2012	Jasa penunjang Konstruksi Construction support services	60	240,772
PT Aneka Raya Konstruksi Mesindo (ARKM)	Acset Building Jl. Majapahit No. 26 Petojo Selatan, Gambir, Jakarta 10160	2016	Jasa penunjang konstruksi Construction support services	100	101,188
PT ATMC Pump Services (ATMC)	Acset Building Jl. Majapahit No. 26 Petojo Selatan, Gambir, Jakarta 10160	2015	Jasa penunjang konstruksi Construction support services	100	66,048
PT Sacindo Machinery (SM)	Acset Building Jl. Majapahit No. 26 Petojo Selatan, Gambir, Jakarta 10160	2014	Perdagangan besar alat berat Wholesale of heavy equipment	100	57,636
PT Innotech System (IS)	Acset Building Jl. Majapahit No. 26 Petojo Selatan, Gambir, Jakarta 10160	2013	Jasa penunjang konstruksi Construction support services	100	36,413
PT Acset Pondasi Indonusa (API) <sup>1</sup>	Acset Building Jl. Majapahit No. 26 Petojo Selatan, Gambir, Jakarta 10160	-	Jasa konstruksi Construction services	100	84,044
PT Tambang Karya Supra (TKS) <sup>3</sup>	Jl. Raya Bekasi Km22, Cakung Jakarta 13910	-	Penambangan Mining	100	1,003

# DAFTAR ENTITAS ANAK DAN/ATAU ENTITAS ASOSIASI

## Subsidiaries and/or Associates

Entitas anak Subsidiaries	Alamat Address	Tahun beroperasi secara komersial Commencement of commercial operations	Kegiatan usaha Business activity	Persentase kepemilikan (langsung dan tidak langsung Percentage of ownership (direct and indirect) (%)	Jumlah aset (sebelum eliminasi) Total assets (before elimination) (juta Rp) Rp million)
Melalui UTPE   Through UTPE:					
PT Patria Maritime Lines (PML)	Jl. Jababeka XI Blok H 30-40, Kawasan Industri Jababeka, Cikarang 17530	2008	Jasa pelayaran dalam negeri Domestic shipping services	100	1.394.947
PT Patria Maritim Perkasa (PMP)	Kav. 20, Sungai Lekop, RT. 05 RW. 07, Sagulung, Batam	2012	Industri pembuatan kapal laut Ship manufacturing industry	100	465.323
PT Patria Maritime Industry (PAMI)	Jl. Jababeka XI Blok H 30-40, Kawasan Industri Jababeka, Cikarang 17530	2011	Jasa konstruksi dan perbaikan kapal Ship constructions and repairs service	100	24.205
PT Patria Perikanan Lestari Indonesia (PPLI)	Jl. Jababeka XI Blok H30-40 Kawasan Industri Jababeka I Cikarang, Bekasi	2017	Industri perikanan Fishery industry	100	9.737
PT Triatra Sinergia Pratama (dahulu/formerly PT Universal Tekno Industri)	Raya Bekasi Km. 22, Cakung, Jakarta 13910	2018	Perdagangan alat berat Trading of heavy equipment	100	26.137
Melalui UPE   Through UPE:					
PT Unitra Nusantara Persada (UNP)1	Raya Bekasi Km. 22, Cakung, Jakarta 13910	-	Pembangkit listrik Power plant	100	255
Melalui EPN   Through EPN:					
PT Bina Pertiwi Energi (BPE)	Raya Bekasi Km. 22, Cakung, Jakarta 13910	2019	Pembangkit listrik Power plant	100	119.239
PT Forsa Tirta Gora (FTG)1 5)		-	Pembangkit listrik Power plant	100	96.091
PT Uway Energi Perdana (UEP)1 5)		-	Pembangkit listrik Power plant	78	96.611
PT Redelong Hydro Energy (RHE)	Raya Bekasi Km. 22, Cakung, Jakarta 13910	-	Pembangkit listrik Power plant	100	10.415
PT Ilthabi Energi Tenagahidro (IET)1)	Raya Bekasi Km. 22, Cakung, Jakarta 13910	-	Pembangkit listrik Power plant	80	9.041
PT Forsa Tirta Uway (FTU)1 5)		-	Pembangkit listrik Power plant	100	-
PT Hidup Besai Kemu (HBK)1 5)		-	Pembangkit listrik Power plant	100	-

Entitas anak Subsidiaries	Alamat Address	Tahun beroperasi secara komersial Commencement of commercial operations	Kegiatan usaha Business activity	Persentase kepemilikan (langsung dan tidak langsung Percentage of ownership (direct and indirect) (%)	Jumlah aset (sebelum eliminasi) Total assets (before elimination) (juta Rp) Rp million)
<b>Entitas Asosiasi   Associated Entity:</b>					
PT Harmoni Mitra Utama (HMU)	GRHA SERA, Jl. Mitra Sunter Boulevard Kav. 90/C2 Sunter, Jakarta Utara	1997	Logistik dan Distribusi Logistics and Distribution	35	Asosiasi Associates
PT Komatsu Remanufacturing Asia (KRA)	Jl. Raya Bekasi Km22, Cakung Jakarta 13910		Jasa Rekondisi Alat Berat Remanufacturing of Heavy equipment	49	Asosiasi Associates
PT United Tractors Semen Gresik (UTSG)	Desa Sumberarum, Kerek, Tuban, Jawa Timur	1992	Kontraktor Tambang Batu Kapur Limestone Quarry Contracting	45	Asosiasi Associates
PT Bukit Enim Energi (BEE)	Jl. AKBP Agustijk/ Makrayu, No. 16, 30 Ilir, Ilir Barat II, Palembang		Konsesi Pertambangan Mining Concession	20/PAMA	Asosiasi Associates
PT Bhumi Jati Power (BJP)	Gedung Summitmas I Lt. 15, Jl. Jendral Sudirman Kav. 61-62, Jakarta Selatan		Pembangkit Listrik Electric Power Plant	25/UPE	Asosiasi Associates
PT Bhumi Jeparo Services (BJS)	Gedung Summitmas I Lt. 15, Jl. Jendral Sudirman Kav. 61-62, Jakarta Selatan		Instalasi Listrik Electrical Installation	15/UPE	Asosiasi Associates
PT Dredging International Indonesia (DII)	Satrio Tower Lt. 22, Jl. Prof. Satrio Kav. C4 Kuningan Timur, Setia Budi	2017	Jasa Konstruksi Construction Service	23,53/ACSET	Asosiasi Associates
PT Komatsu Indonesia (KI)	Jl. Raya Cakung Cilincing Km.4 Jakarta 14140			5	Asosiasi Associates
Cipta Coal Trading Pte. Ltd.	1 Wallich Street #32-03, Guoco Tower, Singapore		Perdagangan Batu Bara Coal trading	50/TTA	Asosiasi Associates
PT Swadaya Harapan Nusantara (SHN)	Jl. Pulo Gadung 32, Jatinegara, Cakung Jakarta Timur		Penyewaan Genset Genset Rental	0,13/BP	Asosiasi Associates
Aegis Energy Trading Pte. Ltd.	3 Church Street #25-01, Samsung Hub, Singapore 049483	2019	Perdagangan Batu Bara Coal Trading	50/TTA	Asosiasi Associates

1) Tahap pengembangan | Development phase

2) Tahap eksplorasi | Exploration phase

3) Perusahaan tidak aktif | Dormant company

4) Pada bulan Agustus 2021, PT Acset Indonusa Tbk (ACSET) melakukan Penambahan Modal Tanpa Memberikan Hak Memesan Efek Terlebih Dahulu ("HMETD") dengan jumlah 6.250.000.000 lembar saham. Setelah adanya HMETD ini, kepemilikan saham UT melalui KSP pada ACSET menjadi 82,17%.

In August 2021, ACSET made a Capital Increase Without Pre-emptive Rights ("HMETD") with a total of 6,250,000,000 shares. After this Preemptive Rights, UT's share ownership through KSP in ACSET became 82.17%.

5) Diakuisisi pada tahun 2020 | Acquired in 2020

## Kontribusi UT dalam Pencapaian SDGs

### UT's Contribution in Achieving SDGs

Tujuan Global Global Goals	Target SDGs yang relevan* Relevant SDGs target*	Mengapa menjadi prioritas Why it is a priority	Bagaimana kami berkontribusi How we contribute	Kinerja 2021 2021 Performance
SDG-9	9.2 Mempromosikan industrialisasi inklusif dan berkelanjutan.	Bisnis UT adalah penyedia alat berat dan jasa yang mendukung industri pertambangan, energi, dan infrastruktur di Indonesia.	Perseroan menyediakan produk dan layanan yang mendukung pelanggan dan kegiatan usaha di bidang energi dan proyek infrastruktur untuk pembangunan nasional.	- Penjualan alat berat 3,088 unit Sales of 3,088 heavy equipment units
	9.2 Promoting inclusive and sustainable industrialization.	UT's business is as provider of heavy equipment and services to support Indonesia's mining, energy and infrastructure industries.	The company delivers products and services to customers and businesses in the energy sector as well as infrastructure projects for national development.	- Penjualan energi terbarukan solar PV 2.4 MWp dan PLTMH 0.5 MW Sales of renewable energy solar PV 2.4 MWp and PLTMH 0.5 MW
SDG-8	8.3 Mendukung kegiatan produktif, penciptaan lapangan kerja layak.	Kegiatan usaha Perseroan memberikan daya dorong pada industri pertambangan, energi, dan konstruksi yang menyediakan lapangan kerja serta peluang pertumbuhan ekonomi.	Penyediaan lapangan kerja langsung dalam Perseroan dan rantai nilai termasuk kontraktor dan pelanggan serta melalui kegiatan pemberdayaan masyarakat dalam program CSR.	- Nilai pendapatan bersih Rp79,5 triliun Total net revenue of Rp79.5 trillion
	8.3 Supporting productive activities, creating decent jobs.	The Company's commercial activities give a boost to the mining, energy and construction industries, which create employment and opportunities for economic growth.	Providing direct employment within the Company and its value chain including contractors and customers, as well as community empowerment through CSR programs.	- Karyawan UT Group 29.118 orang UT Group employs 29,118 people
SDG-4	4.3 Akses yang sama bagi semua untuk pendidikan teknik, kejuruan dan pendidikan lanjutan.	UT mengelola UT School yang menjadi pusat kegiatan pendidikan operator dan mekanik alat berat yang membuka peluang kerja bagi generasi muda sebagai tenaga terampil di Indonesia.	Penyelenggaraan pendidikan vokasi melalui UT School yang bekerja sama dengan sekolah-sekolah vokasi program UTFUTURE.	- Peserta pendidikan UT School 24.245 orang UT School educates 24,245 people
	4.3 Equal access for all to technical, vocational and higher education.	UT runs the UT School, which serves as the educational hub for heavy equipment operators and mechanics, creating job opportunities for younger generation as competent workforce in Indonesia.	Implementation of vocational education through UT School in collaboration with vocational schools through UTFUTURE program.	
SDG-3	3.3 Memerangi penyakit menular.	Kesehatan merupakan fokus keberlanjutan Perseroan sebagai risiko inheren dalam kegiatan usaha maupun masyarakat di mana partisipasi swasta dibutuhkan dalam upaya menanggulangi dampak pandemi bersama-sama.	Perseroan menyelenggarakan praktik kesehatan dan keselamatan kerja yang komprehensif pada kegiatan usahanya serta kegiatan CSR UTCARE yang ditujukan untuk meningkatkan kualitas kesehatan komunitas di sekitar wilayah operasi.	- Peserta vaksinasi massal 90.258 orang 90,258 People vaccinated in mass vaccination programs
	3.3 Combating infectious diseases.	The Company's sustainability focuses on health as an inherent risk associated with business and community activities where private participation is needed in order to collectively overcome the impact of the pandemic.	The Company employs rigorous occupational health and safety practices in its business activities as well as UTCARE CSR activities to enhance the health quality of the communities in the areas of its operations.	- Program pembinaan Posyandu dan Posbindu bekerjasama dengan Puskesmas pembina mencakup 215 program Posyandu and Posbindu development program in collaboration with the Community Health Center cover 215 programs
SDG-8	8.3 Mendorong formalisasi dan pertumbuhan usaha mikro, kecil, dan menengah	Kegiatan usaha UT berperan penting memberikan nilai tambah ekonomi secara langsung maupun tidak langsung pada rantai nilai dan industri yang didukungnya. Nilai tambah juga seharusnya dapat dirasakan oleh masyarakat sekitar dari kehadiran UT melalui program pemberdayaan.	Melalui UTGROWTH, Perseroan mendukung pengembangan ekonomi masyarakat pada piramida terbawah melalui pengembangan kapasitas dan akses pada permodalan mikro yang dapat mendukung kegiatan ekonomi lokal	- UMKM Binaan 109 unit The Company fostered 109 SMEs
	8.3 Encouraging the endorsement and growth of micro, small and medium enterprises	UT's business activities contribute significantly to the value chain and the industries it supports, both directly and indirectly. The neighboring community should benefit from UT's empowerment programs.	The Company fosters economic development of the communities at the bottom of the pyramid through capacity building and access to micro-capital to support local economic activities through UTGROWTH.	- Lembaga Pengembangan Bisnis di 8 lokasi Business Development Institutes in 8 locations
				- Lembaga Keuangan Mikro di 4 lokasi Microfinance Institutions in 4 locations



Tujuan Global Goals	Target SDGs yang relevan* Relevant SDGs target*	Mengapa menjadi prioritas Why it is a priority	Bagaimana kami berkontribusi How we contribute	Kinerja 2021 2021 Performance
SDG-9 SDG-12 SDG-13	<p>9.4 Efisiensi penggunaan sumber daya teknologi dan proses industri bersih dan ramah lingkungan.</p> <p>9.4 Efficient use of technological resources and clean and environmentally-friendly industrial processes.</p> <p>12.2 Pemanfaatan sumber daya alam secara efisien.</p> <p>12.2 Efficient use of natural resources.</p> <p>12.5 Mengurangi produksi limbah.</p> <p>12.5 Reducing waste.</p> <p>13.1 Ketahanan dan adaptasi terhadap bahaya terkait iklim.</p> <p>13.1 Resilience and adaptation to climate-related hazards.</p>	<p>Aktivitas operasional Grup Perseroan secara langsung meningkatkan risiko pada kualitas lingkungan akibat pemakaian sumber daya alam, emisi dan timbulan limbah. Oleh karenanya seluruh aspek tersebut harus dikelola untuk meminimalkan dampak dibarengi dengan upaya pemulihan lingkungan.</p> <p>Due to the use of natural resources, its emissions and waste generation, the Company Group's operations raise an environmental risk. All these components must be managed to limit the impact of the Company's operations while restoring the environment.</p>	<p>Perseroan mengelola aspek lingkungan sesuai ketentuan peraturan perundangan dan melakukan upaya-upaya <i>beyond compliance</i> termasuk ekonomi sirkuler untuk memperpanjang pemanfaatan komponen dan beban lingkungan akibat limbah serta perlindungan lingkungan melalui program UTREES.</p> <p>The Company manages environmental issues in accordance with the applicable laws and regulations, as well as initiatives beyond compliance, such as extending the life time of components and reducing waste through the UTREES program.</p>	<ul style="list-style-type: none"> <li>- 26% Limbah padat terolah</li> <li>- 26% Solid waste diverted</li> <li>- 44.094 penanaman pohon</li> <li>- 44,094 trees planting</li> <li>- Ruang Terbuka Hijau 238 hektar</li> <li>- 238 hectares of Green Open Space</li> </ul>
SDG-1	<p>1.5 Membangun ketahanan masyarakat terkait perubahan ekonomi, sosial, lingkungan, dan bencana.</p> <p>1.5 Building community resilience to economic, social, and environmental changes and disasters.</p>	<p>Kondisi geografis mengakibatkan Indonesia rawan bencana alam sedangkan di sisi lain, Perseroan memiliki sarana dan titik operasi yang dapat menjangkau lokasi terjauh.</p> <p>Indonesia is prone to natural disasters due to its geographic location, yet the Company has facilities and operation points that could reach remote locations.</p>	<p>Melalui kegiatan UTACTION, Perseroan dapat mendukung kegiatan penanganan dan pemulihan kebencanaan yang terjadi serta meningkatkan daya tahan masyarakat terhadap bencana.</p> <p>The Company supports disaster management and recovery activities and builds community resilience through UTACTION programs.</p>	<ul style="list-style-type: none"> <li>- Program UTACTION menjangkau 4 lokasi</li> <li>- UTACTION program reaches 4 locations</li> <li>- Penerima manfaat 105,085 orang</li> <li>- 105,085 beneficiaries</li> </ul>
SDG-7 SDG-13	<p>7.2 Meningkatkan pangsa energi terbarukan.</p> <p>7.2 Increasing use of renewable energy.</p> <p>13.1 Ketahanan dan adaptasi terhadap bahaya terkait iklim.</p> <p>13.1 Resilience and adaptation to climate-related hazards.</p>	<p>Perubahan iklim berkaitan erat dengan bidang usaha Perseroan baik dalam operasional kini dan di masa mendatang. Upaya yang signifikan harus dilakukan UT untuk mencapai tujuan global membatasi kenaikan temperatur permukaan bumi maksimum 2°C pada akhir abad ini.</p> <p>Climate change is intertwined with the Company's line of business. UT must make significant efforts to meet the worldwide goal of minimizing the increase of earth's surface temperature to no more than 2 degrees Celsius by the end of this century.</p>	<p>Perseroan terus melakukan efisiensi energi dan pengendalian emisi Gas Rumah Kaca (GRK) dengan pendekatan teknologi dan juga memfokuskan pengembangan energi terbarukan melalui anak perusahaan untuk memasok energi yang lebih bersih.</p> <p>The Company has a technology strategy to improve energy efficiency and manage greenhouse gas (GHG) emissions. It also focuses on developing renewable energy through its subsidiaries.</p>	<ul style="list-style-type: none"> <li>- Energi mini hidro 0,5 MW</li> <li>- 0.5 MW of mini hidro energy</li> <li>- Energi surya 2.4 MW</li> <li>- 2.4 MW of solar energy</li> </ul>

\* Disunting sesuai dengan relevansinya pada tabel ini | Edited according to relevance in this table

# INDEKS REFERENSI SILANG

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# LEMBAR UMPAN BALIK

## Feedback Form

### LAPORAN KEBERLANJUTAN PT UNITED TRACTORS TBK 2021 PT UNITED TRACTORS TBK SUSTAINABILITY REPORT 2021

Silahkan pilih salah satu kelompok pemangku kepentingan yang paling mewakili Anda:  
Please tick the box for the stakeholder group that best describes you:

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| <input type="checkbox"/> Pegawai   Employee   | <input type="checkbox"/> Regulator   Regulator                                       | <input type="checkbox"/> Lainnya:<br>..... |
| <input type="checkbox"/> Contractor/Sub-contractor/Vendor/Supplier<br>Contractor/Sub-contractor/Vendor/Supplier | <input type="checkbox"/> Lembaga Swadaya Masyarakat<br>Non Governmental Organization | Others:<br>.....                           |
| <input type="checkbox"/> Konsumen   Consumer  | <input type="checkbox"/> Media   Media   |  |
| <input type="checkbox"/> Investor/Financial Analyst/Shareholder<br>Investor/Financial Analyst/Shareholder       | <input type="checkbox"/> Pelajar/Akademik   Student/Academics                        |  |

Bagaimana penilaian Anda terhadap laporan ini  
Please rate the report

1-BURUK sampai dengan 5-SANGAT BAIK  
1 being POOR up to 5 being EXCELLENT

Parameter   Parameter	1	2	3	4	5
Dapat memenuhi kebutuhan informasi yang anda butuhkan Meeting your information needs					
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Jelas dan mudah dimengerti   Clarity and easy to understand					
Kemudahan dalam mencari informasi tertentu Ease in finding information					
Keseluruhan Laporan   Overall Report					

Laporan ini terdiri dari bagian-bagian berikut  
The report has these following sections

Bagian Section	Apakah anda mengakses bagian ini? Did you access this section?	Apakah bagian ini bermanfaat/memuat informasi yang mencukupi? Is it useful/insightful?
Tentang United Tractors   About United Tractors		
Kebertahanan di United Tractors   Sustainability in United Tractors		
Sumber Daya Manusia   Human Capital		
Tanggung Jawab Sosial   Corporate Social Responsibility		
Keselamatan dan Kesehatan Kerja   Occupational Health and Safety		
Dampak Lingkungan   Environmental Impact		
Produk dan Layanan   Product and Services		
Manfaat Ekonomi   Economy Benefits		
Tata Kelola, Etika Bisnis dan Manajemen Risiko Governance, Business Ethics and Risk Management		
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Pembuka Opening  
Tentang United Tractors About United Tractors  
Kebertahanan di United Tractors Sustainability in United Tractors  
Sumber Daya Manusia Human Capital  
Masyarakat The Community  
Keselamatan dan Kesehatan Kerja Occupational Health and Safety  
Dampak Lingkungan Environmental Impact  
Produk dan Layanan Product and Services  
Tata Kelola, Etika Bisnis, dan Manajemen Risiko Governance, Business Ethics, and Risk Management  
Data dan Informasi Pendukung Supporting Data and Information

# LEMBAR UMPAN BALIK

Feedback Form

**Mohon untuk memberikan saran/usul/komentar Anda atas laporan ini:**

**Please provide your advice/suggestions/comments for this report:**

.....

.....

.....

.....

.....

.....

**Apakah laporan ini membahas isu-isu utama kinerja keberlanjutan United Tractors yang penting bagi Anda?**

**Does the report address your main concerns about United Tractors sustainability performance?**

Mohon jelaskan | Please elaborate:

.....

.....

.....

.....

**Apa saran Anda untuk perbaikan laporan ini ke depan?**

**How could we improve this report in the future?**

.....

.....

.....

.....

**Terima kasih atas partisipasi Anda. Mohon agar formulir ini dikirimkan ke alamat berikut:**

Thank you for your participation. We kindly request to send back this form to:

PT UNITED TRACTORS Tbk  
 Jl. Raya Bekasi Km. 22, Cakung  
 Jakarta 13910  
 Tel | Phone : (021) 2457-9999  
 Fax | Fax : (021) 460-0657, 460-0677, 460-0655  
 www.unitedtractors.com

Attn. Corporate Communication





Laporan Keberlanjutan  
Sustainability Report

**2021**

# New Energy for Growth



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