

LAPORAN KEBERLANJUTAN

Sustainability Report

» KAI berkomitmen untuk mengimplementasikan nilai-nilai keberlanjutan dengan memberikan kontribusi nyata KAI dalam pembangunan dan peningkatan kualitas hidup masyarakat serta lingkungan, sehingga masyarakat dapat menjadi mitra sejati dalam menciptakan situasi kondusif bagi kelangsungan usaha Perseroan.

KAI committed to implementing sustainability values by making a real contribution to KAI in the development and improvement of the quality of life for the community and the environment, so that the community became a true partner in creating a conducive situation for the Company's business continuity.





» Strategi Keberlanjutan [OJK A.1] Sustainability Strategy



KAI sebagai perusahaan yang bergerak di bidang penyedia jasa transportasi perkeretaapian, secara konsisten berupaya untuk memberikan dedikasi terbaik dalam mencapai Tujuan Pembangunan Berkelanjutan (TPB) melalui penerapan keuangan berkelanjutan. KAI telah menjalankan berbagai program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang selaras dengan prioritas TPB yang berpedoman pada Peraturan Menteri Badan Usaha Milik Negara Nomor PER-05/MBU/04/2021 tentang Program Tanggung Jawab Sosial dan Lingkungan. Program TJSL tersebut diharapkan dapat mendukung kegiatan bisnis, sehingga mampu menciptakan *Creating Share Value* (CSV). Untuk mendukung tercapainya penerapan keuangan berkelanjutan, KAI memiliki Divisi Vice President Corporate Social Responsibility (USS) yang mempunyai tugas dan tanggung jawab mengelola Tanggung Jawab Sosial dan Lingkungan (TJSL) serta *Community Relation* di internal maupun eksternal perusahaan.

KAI telah menetapkan target tahunan setiap pilar TJSL dan indikator capaian untuk mengukur terlaksananya tiap-tiap program TJSL. Target tahunan dan indikator capaian dituangkan dalam

KAI as a company engaged in providing rail transportation services, consistently strives to provide the best dedication in achieving the Sustainable Development Goals (SDGs) through the implementation of sustainable finance. KAI implemented various Social and Environmental Responsibility (CSR) programs in line with SDGs priorities guided by the Regulation of the Minister of State-Owned Enterprises Number PER-05/MBU/04/2021 concerning Social and Environmental Responsibility Programs. The CSR program was expected to support business activities to create *Creating Share Value* (CSV). To support the achievement of sustainable finance implementation, KAI appointed a Vice President Corporate Social Responsibility (CSR) Division which had the duties and responsibilities of managing Social and Environmental Responsibility and Community Relations both internally and externally.

KAI set annual targets for each CSR pillar and achievement indicators to measure the implementation of each CSR program. Annual targets and achievement indicators were stated in

Rencana Kerja Anggaran Tanggung Jawab Sosial dan Lingkungan (RKA TJSL). Di dalam RKA TJSL yang dimiliki KAI memiliki prioritas TPB yang terbagi dalam 4 (empat) pilar yaitu pilar sosial, pilar lingkungan, pilar ekonomi, serta pilar hukum dan tata kelola.

Strategi keberlanjutan KAI pada pilar sosial, berfokus dalam Tujuan Pembangunan Berkelanjutan (TPB) Tanpa Kemiskinan, Tanpa Kelaparan, Kehidupan Sehat dan Sejahtera, Pendidikan Berkualitas, dan Kesetaraan Gender. Dukungan dalam TPB Tanpa Kemiskinan diwujudkan dalam program KAI Sahabat Difabel dan Sosial Masyarakat dan dukungan TPB Tanpa Kelaparan diwujudkan dalam program KAI-DungMas yang memberikan perlindungan bagi masyarakat khususnya dalam kondisi bencana alam. Adapun program nyata dalam memberikan dukungan TPB Kehidupan Sehat dan Sejahtera, diwujudkan dalam program KAI Sehat Sejahtera dan melakukan sosialisasi perlintasan dan daerah rawan vandalisme.

Selanjutnya, Pendidikan yang Berkualitas diwujudkan dengan program KAI Mengajar dan melaksanakan program Semua Peduli, Semua Terlindungi sebagai wujud dukungan terhadap Kesetaraan Gender.

Selanjutnya pada pilar lingkungan, KAI berfokus untuk berkontribusi dalam TPB Kota dan Komunitas yang Berkelanjutan dan Ekosistem Daratan. Hal ini diwujudkan dengan program KAI-Pling (Peduli Lingkungan) dan program KAI Sar-i.

Pada pilar ekonomi, KAI berfokus pada TPB Pekerjaan Layak dan Pertumbuhan Ekonomi yang diwujudkan melalui program UMK Naik Kelas, Pelatihan dan Pendidikan UMK KAI dengan pemberian program *capacity building*, program UMK on Station untuk membantu UMK KAI dan eksternal mendapatkan pelatihan terkait UMK naik kelas dan Pameran Produk UMK KAI, serta program pendanaan UMK sebagai program bantuan pinjaman modal usaha bagi UMK.

Sedangkan terkait dengan pilar hukum dan tata kelola, KAI berfokus pada TPB Perdamaian, Keadilan dan Kelembagaan yang Tangguh yang diwujudkan dengan program Terimakasih KAI yaitu melakukan publikasi TJSL KAI di media awards.

Selain yang tercakup dalam TJSL, KAI juga berkomitmen dalam pencapaian TPB melalui berbagai kegiatan lainnya antara lain pelatihan anti-korupsi, penggunaan material yang ramah lingkungan, melakukan efisiensi energi listrik dan air, memberikan pelatihan Keselamatan dan Kesehatan Kerja (K3), serta pelatihan dan pendidikan pegawai.

the Social and Environmental Responsibility Budget Work Plan. In the Social and Environmental Responsibility Budget Work Plan owned by KAI, the priority of SDGs could be divided into 4 (four) pillars, namely the social pillar, the environmental pillar, the economic pillar, as well as the legal and governance pillars.

KAI's sustainability strategy on social pillars focused on the Sustainable Development Goals: Without Poverty, Without Hunger, Healthy and Prosperous Life, Quality Education, and Gender Equality. The support in SDGs Without Poverty was realized in the KAI Sahabat Difabel and Social Community program. Meanwhile, the SDGs No Hunger support was realized in the KAI-DungMas program providing protection for the community, especially in natural disaster conditions. As for the real program in providing support for SDGs Healthy and Prosperous Life, KAI realized it in the KAI Sehat Sejahtera program and socialized crossings and areas prone to vandalism.

Furthermore, Quality Education was realized by the KAI Teaching program and implementing the All Cares, All Protected program as a form of support for Gender Equality.

Furthermore, on the environmental pillars, KAI focused on contributing to the Sustainable Urban and Community SDGs and The Mainland Ecosystem. This was realized with the KAI-Pling (Environmental Care) program and the KAI Sar-i program.

On the economic pillar, KAI focused on SDGs for Decent Work and Economic Growth realized through the MSMEs Upgrading program, training and Education for KAI MSMEs by providing capacity building programs, the MSMEs on Station program to help KAI MSMEs and externally get training related to MSMEs upgrading and KAI MSMEs Product Exhibition, as well as the MSMEs funding program as a business capital loan assistance program for MSMEs.

Meanwhile, related to the pillars of law and governance, KAI focused on SDGs for Peace, Justice and Tough Institutions realized through the Thank You KAI program, namely publishing KAI CSR at media awards.

In addition, KAI also committed to achieving TPB through various other activities, including anti-corruption training, the use of environmentally friendly materials, conducting electricity and water energy efficiency, providing Occupational Safety and Health (OHS) training, as well as employee trainings and education.

» Ikhtisar Kinerja Keberlanjutan [OJK B.]

Sustainability Performance Overview [OJK B.]

Kinerja Aspek Ekonomi [OJK B.1]

Economic Aspect Performance

Uraian/Tahun Description/Year	Satuan Unit	2021	2020	2019
Kuantitas Produk/Jasa (sesuai jenis produk) / Product/Service Quantity (according to product type)				
Angkutan Penumpang Passenger transportation	Penumpang Passenger	154.537.582	186.832.349	429.259.565
Angkutan Barang Cargo	Ton	50.261.778	45.125.346	47.621.202
Komersialisasi Aset (Realisasi) Asset Commercialization (Realization)	m ²	4.476.810,09	5.817.355,88	5.573.637,94
Pendapatan Income	Dalam Jutaan Rupiah In million rupiah	17.916.776	18.074.851	26.251.715
Laba (Rugi) tahun berjalan Income for the year	Dalam Jutaan Rupiah In million rupiah	(425.196)	(1.736.238)	1.975.048
Produk Ramah Lingkungan: Kereta Rel Listrik Eco-Friendly Product: Electric Rail Train	Unit Gerbong Carriage Unit	1.060	1.074	1.040
Jumlah pemasok lokal Number of local suppliers	Perusahaan/mitra Company/partner	65	91	118

Kinerja Aspek Lingkungan Hidup [OJK B.2]

Environmental Aspect Performance

Uraian Description	Satuan Unit	2021	2020	2019
Penggunaan Energi Listrik Electrical Energy Usage	kWh	1.515.120	1.719.230	1.905.313
Penggunaan Air tanah dari PDAM** Use of Groundwater from PDAM**	m ³	6.000	7.200	7.830
Penggunaan Diesel Diesel Usage	Liter	201.364	164.558	206.019
Penggunaan Diesel (Dexlite untuk Genset) Diesel Usage (Dexlite for Genset)	Liter	2.000	3.000	3.000
Penggunaan BBM Biosolar (B30) Use of Biodiesel Fuel (B30)	Liter	197.522.249	180.297.826	257.072.594
Pengurangan Emisi: / Emission Reduction:				
Bahan Bakar Fuel	Ton Co ² -eq	-	105,222	Data Belum Tersedia
Listrik Electricity	Ton Co ² -eq	190,64	173,8	Data Belum Tersedia
Perjalanan Dinas Business trip	Ton Co ² -eq	19,521	258,160	Data Belum Tersedia
Pengurangan limbah: / Waste reduction:				
Instalasi Pengolahan Air Limbah (IPAL) ¹⁾ Wastewater Treatment Plant (WWTP) ¹⁾	Unit	38	Data Belum Tersedia	Data Belum Tersedia

Uraian Description	Satuan Unit	2021	2020	2019
Pelestarian Keanekaragaman Hayati: Penanaman Pohon Biodiversity Conservation: Tree Planting	Pohon Tree	13.023	5.776	11.921
Pengaduan Lingkungan Environmental Complaint	Kasus Case	Nihil nothing	Nihil nothing	Nihil nothing

*¹ Banyaknya unit Instalasi Pengelolaan Air Limbah (IPAL) menunjukkan upaya KAI dalam mengurangi limbah. Semakin banyak IPAL menunjukkan pengurangan limbah.

**² Penggunaan air di kantor pusat KAI.

¹ The number of units of Waste Water Management Installation (IPAL) shows KAI's efforts in reducing waste. More WWTPs show a reduction in waste.

**² Water usage at KAI head office.

Kinerja Aspek Sosial [OJK B.3]

KAI senantiasa berkomitmen untuk memberikan sarana dan prasarana terbaik bagi masyarakat di wilayah operasional kereta api. Dampak positif yang dihasilkan yaitu kemudahan akses transportasi yang dirasakan masyarakat, selain itu mampu mengembangkan roda perekonomian di wilayah sekitar. Akan tetapi terdapat dampak negatif dari operasional berupa banyaknya perlintasan sebidang jalur kereta api tanpa izin dan tanpa penjaga yang berpotensi lebih besar mengalami kecelakaan, timbulnya kemacetan kendaraan akibat kendaraan yang dari ataupun menuju ke stasiun. KAI berupaya dalam meminimalisir hal tersebut dengan melakukan pengecekan rutin sepanjang lintasan, ketika ditemukan adanya pelintasan liar atau tidak resmi, KAI berkoordinasi dengan perangkat masyarakat setempat untuk melakukan penutupan pelintasan sekaligus sosialisasi keselamatan perjalanan kereta api.

Social Aspect Performance

KAI always committed to providing the best facilities and infrastructure for the community in the railway operational area. The positive impact generated easy access to transportation felt by the community as well as developed the wheels of the economy in the surrounding area. However, there were negative impacts from operations in the form of many crossings on a railroad track without permits and guards which had a greater potential for accidents and the emergence of vehicle congestion due to vehicles going to or from the station. KAI sought to minimize this by conducting routine checks along the track. When illegal crossings were found, KAI coordinated with local community officials to close crossings as well as socialize rail travel safety.

Uraian Description	Satuan Unit	2021	2020	2019
Kepuasan Karyawan Employee Satisfaction	Dalam % In %	84,40	83,60	84,20
Pengaduan Karyawan Employee Complaint	Kasus Case	409	403	398
Kecelakaan Kerja Work accident	Orang People	6	17	36
Pengaduan Pelanggan Customer Complaint	Kasus Case	15.818	24.132	10.570
Kepuasan Penumpang Passenger Satisfaction	Skala (Kategori) Scale (Category)	4,34 (High)	4,22 (High)	4,12 (High)
Penyaluran Dana Bina Lingkungan Distribution of Community Development Funds	Dalam Rupiah Penuh In Full Rupiah	8.769.074.128	17.538.148.867	15.093.619.750
Penyaluran Dana Kemitraan Partnership Fund Distribution	Dalam Rupiah Penuh In Full Rupiah	7.070.575.000	8.713.000.000	6.240.000.000
Jumlah Mitra Binaan Number of Fostered Partners	Perusahaan/ Mitra Company/ Partner	2.644	2.531	2.414

» Profil Perusahaan [OJK C]

Company Profile

Visi, Misi, dan Nilai Keberlanjutan [OJK C.1]

Pada tahun 2021, visi, misi dan nilai keberlanjutan masih difokuskan pada Program Kemitraan dan Bina Lingkungan (PKBL). Visi, misi dan nilai keberlanjutan disajikan sebagai berikut.

Visi

Menjadi perusahaan yang memberikan manfaat tinggi bagi masyarakat, lingkungan, dan pemangku kepentingan melalui peningkatan aktivitas Program Kemitraan Bina Lingkungan (PKBL) dan *Community Relations* (CR).

Misi

- Berperan aktif dalam mewujudkan peningkatan kualitas hidup dan kemandirian masyarakat serta kelestarian lingkungan
- Membangun citra positif dan sinergi perusahaan dengan pemangku kepentingan guna terciptanya situasi kondusif bagi operasional perusahaan yang berkelanjutan

Nilai Keberlanjutan

Memberikan berkontribusi nyata dalam pembangunan dan peningkatan kualitas hidup masyarakat serta lingkungan, sehingga masyarakat dapat menjadi mitra sejati dalam menciptakan situasi kondusif bagi kelangsungan usaha perusahaan.

Nama dan Alamat Kantor [OJK C.2, GRI 102-1, 102-2, 102-3, 102-5, 102-7]

Nama, alamat, nomor telepon, alamat surat elektronik (*e-mail*), dan situs web, serta kantor cabang dan/atau kantor perwakilan KAI dapat dilihat pada Bab Profil KAI dalam Laporan Tahunan 2021.

Struktur Organisasi [GRI 102-18]

Struktur organisasi KAI dapat dilihat pada Bab Profil KAI dalam Laporan Tahunan 2021.

Vision, Mission, and Sustainability Value

In 2021, the vision, mission and values of sustainability still focused on the Partnership and Community Development Program. The vision, mission and values of sustainability are presented as follows.

Vision

To become a company that provides high benefits to the community, environment, and stakeholders through increased activities of the Community Development Partnership Program and Community Relations (CR).

Mission

- Taking an active role in realizing the improvement of the quality of life and community independence as well as environmental sustainability
- Building a positive image and synergy between the company and stakeholders in order to create a conducive situation for sustainable company operations

Sustainability Value

Giving a real contribution to the development and improvement of the quality of life of the community and the environment, so that the community can become a true partner in creating a conducive situation for the company's business continuity.

Office Name and Address

The name, address, telephone number, electronic mail (*e-mail*) address, and website, as well as branch offices and/or representative offices of KAI can be seen in the KAI Profile Chapter in the 2021 Annual Report.

Organizational Structure

The organizational structure of KAI can be seen in the KAI Profile Chapter in the 2021 Annual Report.

Skala Perseroan [OJK C.3, GRI 102-7]**Company Scale**

Pengungkapan skala usaha disajikan pada tabel di bawah ini.

Disclosure of business scale can be presented in the table below.

Uraian Description	Satuan Unit	2021	2020	2019
Jumlah pegawai Number of employees	Pegawai Employee	26.897	27.665	28.316
Pendapatan Income	Dalam Jutaan Rupiah In million rupiah	15.529.530	14.413.374	26.251.715
Total Aset Total Assets	Dalam Jutaan Rupiah In million rupiah	62.768.827	53.207.069	44.905.547
Total Liabilitas Total Liability	Dalam Jutaan Rupiah In million rupiah	39.357.086	36.167.090	25.099.923
Total Ekuitas Total Equity	Dalam Jutaan Rupiah In million rupiah	23.441.740	17.039.980	19.805.624
Total Kapitalisasi (Liabilitas, Hak Minoritas, dan Ekuitas) Total Capitalization (Liabilities, Minority Rights, and Equity)	Dalam Jutaan Rupiah In million rupiah	62.768.827	53.207.069	44.905.547
Total Kepemilikan Saham Total Share Ownership	Persentase Percentage	Pemerintah Republik Indonesia (100%) Government of the Republic of Indonesia (100%)	Pemerintah Republik Indonesia (100%) Government of the Republic of Indonesia (100%)	Pemerintah Republik Indonesia (100%) Government of the Republic of Indonesia (100%)
Jumlah Produk dan Jasa Number of Products and Services	Produk dan Jasa Products and Services	<ul style="list-style-type: none"> • Angkutan Penumpang • Angkutan Barang • Pendukung Angkutan Kereta Api • Non Angkutan • Passenger transportation • Cargo • Rail Transport Support • Non-Transport 	<ul style="list-style-type: none"> • Angkutan Penumpang • Angkutan Barang • Pendukung Angkutan Kereta Api • Non Angkutan • Passenger transportation • Cargo • Rail Transport Support • Non-Transport 	<ul style="list-style-type: none"> • Angkutan Penumpang • Angkutan Barang • Pendukung Angkutan Kereta Api • Non Angkutan • Passenger transportation • Cargo • Rail Transport Support • Non-Transport

Informasi Mengenai Pegawai [OJK C.3, GRI 102-8]

Per 31 Desember 2021, jumlah pegawai KAI tercatat sebanyak 26.897 orang yang terdiri dari Perjanjian Kerja Waktu Tidak Tertentu (PKWTT) dan Perjanjian Kerja Waktu Tertentu (PKWT). Rincian pegawai selengkapnya disajikan dalam tabel berikut:

Information About Employees

As of December 31, 2021, the number of KAI employees was 26,897 consisting of an Indefinite Work Agreement (PKWTT) and a Fixed Time Work Agreement (PKWT). The full employee details are presented in the following table:

Komposisi Pegawai Berdasarkan Status Kepegawaian dan Jenis Kelamin

Employee Composition Based on Employment Status and Gender

Tabel Komposisi Pegawai Berdasarkan Status Kepegawaian dan Jenis Kelamin

Table of Employee Composition Based on Employment Status and Gender

(dalam satuan orang/ in units of person)

Status Kepegawaian Employment status	2021			2020			2019		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Perjanjian Kerja Waktu Tidak Tertentu (PKWTT) Indefinite Time Work Agreement	25.446	1.447	26.893	26.189	1.472	27.661	26.823	1.487	28.310
Perjanjian Kerja Waktu Tertentu (PKWT) Specific Time Work Agreement	4	0	4	4	0	4	4	2	6
Total	25.450	1.447	26.897	26.193	1.472	27.665	26.827	1.489	28.316

Komposisi Pegawai Berdasarkan Jenis Kelamin dan Level Jabatan

Composition of Employees Based on Gender and Position Levels

Tabel Komposisi Pegawai Berdasarkan Jenis Kelamin dan Level Jabatan

Table of Employee Composition by Gender and Position Level

(dalam satuan orang/ in units of person)

Level Jabatan Position Level	2021			2020			2019		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
EVP	31	2	33	28	3	31	31	2	33
VP/GM	111	18	129	125	18	143	118	19	137
SM	44	3	47	45	5	50	43	3	46
Manager	493	87	580	517	87	604	537	84	621
Junior Manager	733	123	856	746	120	866	747	124	871
Assistant Manager	990	113	1103	980	110	1090	1.005	108	1.113
Senior Supervisor	833	29	862	829	27	856	806	24	830
Supervisor	1.080	91	1.171	1.092	85	1.177	1.083	82	1.165
Junior Supervisor	965	70	1035	973	70	1043	974	70	1,044
Pelaksana Executor	20.165	909	21.074	20.849	944	21.793	21.386	945	22.331
Calon Pekerja Prospective Workers	0	0	0	2	2	4	92	26	118
Cuti di Luar Tanggungan Unpaid Leave	1	2	3	3	1	4	1		1
Staff-PKWT Staff - Specific Time Work Agreement	4	0	4	4	0	4	4	2	6
Jumlah / Total	25.450	1.447	26.897	26.193	1.472	27.665	26.827	1.489	28.316

Komposisi Pegawai Berdasarkan Wilayah Kerja
dan Jenis KelaminEmployee Composition Based on Work Area
and Gender

Tabel Komposisi Pegawai Berdasarkan Wilayah Kerja dan Jenis Kelamin

Table of Employee Composition by Work Area and Gender

(dalam satuan orang/ in units of person)

Wilayah Kerja Working area	2021			2020			2019		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Kantor Pusat Headquarters	1.512	420	1.932	1.557	438	1.995	1.591	446	2.037
DAOP I Jakarta	2.892	171	3.063	3.028	169	3.197	3.128	172	3.300
DAOP II Bandung	1.759	90	1.849	1.831	93	1.924	1.883	92	1.975
DAOP III Cirebon	1.305	39	1.344	1.343	40	1.383	1.364	41	1.405
DAOP IV Semarang	1.768	74	1.842	1.809	70	1.879	1.834	68	1.902
DAOP V Purwokerto	1.753	56	1.809	1.822	55	1.877	1.845	57	1.902
DAOP VI Yogyakarta	1.868	89	1.957	1.873	93	1.966	1.886	95	1.981
DAOP VII Madiun	1.231	54	1.285	1.280	50	1.330	1.321	47	1.368
DAOP VIII Surabaya	2.283	137	2.420	2.368	141	2.509	2.429	146	2.575
DAOP IX Jember	978	36	1.014	1.022	39	1.061	1.051	38	1.089
DIVRE I Sumatera Utara	1.374	38	1.412	1.454	40	1.494	1.530	41	1.571
SUBDIVRE I.1 Aceh	16	1	17	11	1	12	14	0	14
DIVRE II Sumatera Barat	548	16	564	566	17	583	593	16	609
DIVRE III Palembang	2.484	86	2.570	2.469	87	2.556	2.517	90	2.607
DIVRE IV Tanjungkarang	1.881	53	1.934	1.936	54	1.990	1.995	51	2.046
Balai Yasa Manggarai Manggarai Community Center	316	19	335	330	19	349	342	17	359
Balai Yasa Tegal Tegal Yasa Center	251	9	260	260	11	271	269	13	282
Balai Yasa Yogyakarta Yogyakarta Yasa Center	373	13	386	395	14	409	408	13	421
Balai Yasa Surabaya Gubeng Surabaya Gubeng Yasa Center	264	11	275	269	11	280	271	12	283
Balai Yasa Lahat Lahat Yasa Center	321	6	327	341	6	347	334	6	340
Balai Yasa Pulubrayan Pulubrayan Yasa Hall	96	7	103	99	5	104	94	5	99
LRT JABODEBEK	177	22	199	130	19	149	128	23	151
Grand Total	25.446	1.447	26.897	26.189	1.472	27.665	26.823	1.487	28.316

Komposisi Pegawai Berdasarkan Wilayah Kerja
dan Status KepegawaianEmployee Composition Based on Area and
Employment Status

Tabel Komposisi Pegawai Berdasarkan Wilayah Kerja dan Status Kepegawaian

Table of Employee Composition by Work Area and Employment Status

(dalam satuan orang/ in units of person)

Wilayah Kerja Working area	2021			2020			2019		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Kantor Pusat Headquarters	1.928	4	1.932	1.991	4	1.995	2.031	6	2.037
DAOP I Jakarta	3.063	0	3.063	3.197	0	3.197	3.300	0	3.300
DAOP II Bandung	1.849	0	1.849	1.924	0	1.924	1.975	0	1.975
DAOP III Cirebon	1.344	0	1.344	1.383	0	1.383	1.405	0	1.405
DAOP IV Semarang	1.842	0	1.842	1.879	0	1.879	1.902	0	1.902
DAOP V Purwokerto	1.809	0	1.809	1.877	0	1.877	1.902	0	1.902
DAOP VI Yogyakarta	1.957	0	1.957	1.966	0	1.966	1.981	0	1.981
DAOP VII Madiun	1.285	0	1.285	1.330	0	1.330	1.368	0	1.368
DAOP VIII Surabaya	2.420	0	2.420	2.509	0	2.509	2.575	0	2.575
DAOP IX Jember	1.014	0	1.014	1.061	0	1.061	1.089	0	1.089
DIVRE I Sumatera Utara	1.412	0	1.412	1.494	0	1.494	1.571	0	1.571
SUBDIVRE I.1 Aceh	17	0	17	12	0	12	14	0	14
DIVRE II Sumatera Barat	564	0	564	583	0	583	609	0	609
DIVRE III Palembang	2.570	0	2.570	2.556	0	2.556	2.607	0	2.607
DIVRE IV Tanjungkarang	1.934	0	1.934	1.990	0	1.990	2.046	0	2.046
Balai Yasa Manggarai Manggarai Community Center	335	0	335	349	0	349	359	0	359
Balai Yasa Tegal Tegal Yasa Center	260	0	260	271	0	271	282	0	282
Balai Yasa Yogyakarta Yogyakarta Yasa Center	386	0	386	409	0	409	421	0	421
Balai Yasa Surabaya Gubeng Surabaya Gubeng Yasa Center	275	0	275	280	0	280	283	0	283
Balai Yasa Lahat Lahat Yasa Center	327	0	327	347	0	347	340	0	340
Balai Yasa Pulubrayan Pulubrayan Yasa Hall	103	0	103	104	0	104	99	0	99
LRT JABODEBEK	199	0	199	149	0	149	151	0	151
Grand Total	26.893	4	26.897	27.656	4	27.665	28.192	6	28.316

Komposisi Pegawai Berdasarkan Tingkat Pendidikan

Employee Composition Based on Education Level

Tabel Komposisi Pegawai Berdasarkan Tingkat Pendidikan

Table of Employee Composition Based on Education Level

(dalam satuan orang/ in units of person)

Tingkat Pendidikan Level of Education	2021			2020			2019		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Golongan I Group I	442	0	442	543	0	543	652	2	654
SLTP Junior High School	679	1	680	802	3	805	893	5	898
SLTA Senior High School	22.236	829	23.065	22.691	835	23.526	23.093	846	23.939
D3 Diploma 3	613	202	815	619	205	824	627	207	834
S1 Strata 1	1.437	397	1.834	1.495	414	1.909	1.514	414	1.928
S2 Strata 2	43	18	61	43	15	58	48	15	63
Jumlah	25.450	1.447	26.897	26.193	1.472	27.665	26.823	1.487	28.316

Komposisi Pegawai Berdasarkan Usia

Employee Composition By Age

Tabel Komposisi Pegawai Berdasarkan Usia

Table of Employee Composition by Age

(dalam satuan orang/ in units of person)

Usia Age	2021			2020			2019		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
<30 tahun / year	7.530	469	7.999	9.377	569	9.946	11.499	667	12.166
31 – 40 tahun / year	9.502	487	9.989	8.056	428	8.484	6.473	375	6.848
41 – 50 tahun / year	5.967	457	6.424	6.194	436	6.630	6.300	407	6.707
51 – 55> tahun / year	2.451	34	2.485	2.566	39	2.605	2.555	40	2.595
Jumlah	25.446	1.447	26.897	26.189	1.472	27.665	26.827	1.489	28.316

Komposisi Pegawai Berdasarkan Jenis Kelamin

Composition of Employees Based on Gender

Tabel Komposisi Pegawai Berdasarkan Jenis Kelamin

Table of Employee Composition by Gender

(dalam satuan orang/ in units of person)

Jenis Kelamin Gender	2021	2020	2019
Pria / Male	25.450	26.193	26.827
Wanita / Female	1.447	1.472	1.489
Jumlah	26.897	27.665	28.316

Wilayah Kerja dan Pasar Yang Dilayani [OJK

C.3, GRI 102-4, 102-6]

Wilayah kerja dan pasar yang dilayani KAI dapat dilihat pada Bab Profil KAI dalam Laporan Tahunan 2021.

Produk dan Jasa, Layanan dan Kegiatan Usaha yang Dijalankan [OJK C.4, GRI 102-2]

Produk dan jasa layanan dan kegiatan usaha yang dijalankan KAI telah disampaikan pada Bab Profil KAI dalam Laporan Tahunan 2021.

Keanggotaan Asosiasi [OJK C.5, GRI 102-13]

Keanggotaan asosiasi KAI telah disampaikan pada Bab Profil KAI dalam Laporan Tahunan 2021.

Perubahan Signifikan Pada Organisasi dan Rantai Pasokannya [OJK C.6, GRI 102-10]

Pada tahun 2021, tidak terdapat perubahan yang signifikan pada bisnis operasional KAI terkait pembukaan atau penutupan Daerah Operasi (Daop) dan Divisi Regional (Divre). Namun, terdapat perubahan pada struktur organisasi KAI, untuk jajaran Dewan Komisaris, posisi Komisaris Utama, Komisaris Independen, dan Anggota Komisaris. Pemberhentian dan pengangkatan terjadi pada posisi Anggota Komisaris yang sebelumnya dijabat oleh Riza Primadi dan Basuki Purwadi yang digantikan oleh Diah Natalisa dan Chairul Anwar. Sementara itu, Komisaris Utama merangkap Komisaris Independen yang sebelumnya dijabat oleh Jusman Syafii Djamal digantikan oleh Said Aqil Siroj. Sedangkan untuk Komisaris Independen yang sebelumnya dijabat oleh Rahmat Hidayat dan Suhono Harso Supangkat digantikan oleh Riza Primadi dan Rochadi. Adanya pemberhentian dan pengangkatan Anggota-Anggota Dewan Komisaris KAI diharapkan dapat berdampak positif untuk menjaga dan meningkatkan kinerja perseroan.

Selain itu, pada tahun 2021 terjadi perubahan komposisi Direksi karena pemberhentian dan pengangkatan Anggota-Anggota Direksi KAI. Direktur Pengelolaan Sarana yang semula dijabat oleh Azahari diberhentikan dari penugasan dan gantikan oleh Maqin U. Norhadi sebagai Pelaksana Tugas (PLT) Direktur Pengelolaan Sarana, di samping tugasnya sebagai Direktur Niaga. Sedangkan Apriyono Wedi Chresnanto yang semula menjabat sebagai Direktur Operasi diberhentikan dari penugasan, yang kemudian digantikan oleh Awan Hermawan Purwadinata sebagai Pelaksana Tugas (PLT) Direktur Operasi, di samping tugasnya sebagai Direktur Pengelolaan Sarana. Per 25 Januari 2021, terdapat pemberhentian penugasan Direksi, sehingga

Work Area and Markets Served

The working areas and markets served by KAI can be seen in the KAI Profile Chapter in the 2021 Annual Report.

Products and Services, Services and Business Activities Operated

Products and services and business activities carried out by KAI have been presented in the KAI Profile Chapter in the 2021 Annual Report.

Association Membership

The membership of the KAI association has been presented in the KAI Profile Chapter in the 2021 Annual Report.

Significant Changes to the Organization and Supply Chain

In 2021, there was no significant changes in KAI's operational business related to the opening or closing of Operational Areas (Daop) and Regional Divisions (Divre). However, there were changes to the organizational structure of KAI, in the ranks of the Board of Commissioners, the positions of the President Commissioner, Independent Commissioner, and Member of the Board of Commissioners. Dismissals and appointments occurred in the positions of Commissioners previously held by Riza Primadi and Basuki Purwadi, and the positions were replaced by Diah Natalisa and Chairul Anwar. Meanwhile, the President Commissioner and Independent Commissioner previously held by Jusman Syafii Djamal was replaced by Said Aqil Siroj. Meanwhile, the Independent Commissioners previously held by Rahmat Hidayat and Suhono Harso Supangkat were replaced by Riza Primadi and Rochadi. The dismissal and appointment of members of the KAI's Board of Commissioners was expected to have a positive impact on maintaining and improving the company's performance.

In addition, in 2021 there was a change in the composition of the Board of Directors due to the dismissal and appointment of members of the Board of Directors of KAI. The Director of Facilities Management, which was originally held by Azahari, was dismissed from his assignment and replaced by Maqin U. Norhadi as Acting Director of Facilities Management, in addition to his duties as Director of Commerce. Meanwhile, Apriyono Wedi Chresnanto who originally served as Director of Operations was dismissed from his assignment, which was later replaced by Awan Hermawan Purwadinata as Acting Director of Operations, in addition to his duties as Director of Facilities Management. As of January 25, 2021, there was a dismissal of the assignment of the

terdapat kekosongan jabatan pada Direktur Operasi dan Direksi Pengelolaan Sarana sehingga ditunjuk Pelaksana Tugas (PLT) yang menggantikan tugas Direksi.

Pada tanggal 16 Februari 2021, dilakukan kembali pemberhentian dan pengangkatan penugasan Anggota-Anggota Direksi KAI. Direktur Niaga yang semula Maqin U. Norhadi digantikan oleh Dadan Rudiansyah. Selain itu terjadi pengangkatan penugasan untuk Direktur Operasi dan Direktur Pengelolaan Sarana untuk mengisi kekosongan jabatan sejak tanggal 25 Januari 2021. Direktur Pengelolaan Sarana, semula dilaksanakan oleh Maqin U. Norhadi sebagai PLT Direktur Pengelolaan Sarana yang digantikan oleh Eko Purwanto. Kemudian dilakukan pengangkatan untuk Direktur Operasi yang semula dijabat oleh Awan Hermawan Purwadinata PLT Direktur Operasi digantikan oleh Heru Kuswanto.

Sementara itu, perubahan signifikan juga terjadi pada rantai pasok dengan berkurangnya pemasok barang dan jasa, yang semula di tahun 2020 sebanyak 91 mitra, menjadi 65 mitra di tahun 2021 yang mencakup pemasok bidang sarana kereta api, bidang prasarana kereta api dan bidang umum.

Rantai Pasok yang Terintegrasi [GRI 102-9]

KAI dalam menunjang kegiatan operasionalnya, menjalin kerjasama dengan berbagai mitra sebagai penyedia barang dan jasa yang menjadi bagian dari rantai bisnis kami. PT KAI sebagai salah satu Badan Usaha Milik Negara, dalam melakukan pengadaan barang dan jasa sesuai dengan Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-08/MBU/12/2019 tentang Pedoman Umum Pelaksanaan Pengadaan Barang dan Jasa Badan Usaha Milik Negara. Penyedia barang dan jasa tersebut menyediakan berbagai barang dan jasa yang dibutuhkan dalam operasional kami di antaranya suku cadang lokomotif, kereta, gerbong, batu kricak, bantalan, penambat rel, jasa pengirim dan jasa perbaikan lokomotif, kereta dan gerbong dan jasa lainnya. Total terdapat sekitar 65 penyedia barang dan/atau jasa yang terlibat dalam rantai pasokan kami sebagai penunjang kelangsungan kegiatan operasional yang berasal dari berbagai wilayah di Indonesia.

Sinergi KAI Dengan Entitas Anak dan Entitas Afiliasi

ENTITAS ANAK SUBSIDIARY	SINERGI SYNERGY
PT Reska Multi Usaha (RMU)/KAI Services	PT Reska Multi Usaha (RMU)/KAI Services merupakan entitas anak yang mendukung kegiatan operasional KAI dalam bidang pengamanan KA dan Stasiun, TWC, OSC (<i>On Station Cleaning</i>), OTC (<i>On Trip Cleaning</i>), Petugas Kebersihan Kantor dan Dipo, IT Helpdesk, Petugas Pemeliharaan Sipil, Alat dan bahan kebersihan. PT Reska Multi Usaha (RMU)/KAI Services is a subsidiary that supports KAI's operational activities in the areas of securing trains and stations, TWC, OSC (On Station Cleaning), OTC (On Trip Cleaning), Office and Depot Cleaning Officers, IT Helpdesk, Civil Maintenance Officer, Cleaning tools and materials.

Board of Directors, so that there were vacancies in the Director of Operations and the Director of Facilities Management so that an Acting Officer (PLT) was appointed to replace the duties of the Board of Directors.

On February 16, 2021, the dismissal and appointment of members of the Board of Directors of KAI was carried out again. Director of Commerce who was originally Maqin U. Norhadi was replaced by Dadan Rudiansyah. In addition, there was an appointment for the Director of Operations and Director of Facilities Management to fill the vacancies since January 25, 2021. The Director of Facilities Management was originally carried out by Maqin U. Norhadi as Acting Director of Facilities Management, and then was replaced by Eko Purwanto. Then, the Director of Operations who was previously appointed by Awan Hermawan Purwadinata, Acting Director of Operations, was replaced by Heru Kuswanto.

Meanwhile, significant changes also occurred in the supply chain with the reduction of suppliers of goods and services, from 91 partners in 2020 to 65 partners in 2021 which included suppliers in the field of rail facilities, railway infrastructure and general sectors.

Integrated Supply Chain

KAI, in supporting its operational activities, collaborated with various partners as providers of goods and services that are part of our business chain. PT KAI as one of the State-Owned Enterprises, in procuring goods and services in accordance with the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-08/MBU/12/2019 concerning General Guidelines for the Implementation of Procurement of Goods and Services for State-Owned Enterprises. These providers of goods and services provide a variety of goods and services needed in our operations, including spare parts for locomotives, trains, carriages, bricks, bearings, rail moorings, delivery services and repair services for locomotives, trains and carriages and other services. In total there were around 65 providers of goods and/or services involved in our supply chain to support the continuity of operational activities originating from various regions in Indonesia.

KAI Synergy With Subsidiaries and Affiliated Entities

ENTITAS ANAK SUBSIDIARY	SINERGI SYNERGY
PT Railink (Railink)/KAI Bandara	PT Railink (Railink)/KAI Bandara merupakan entitas anak yang mendukung kegiatan operasional KAI dalam pengadaan penyedia jasa tenaga kerja. PT Railink (Railink)/KAI Bandara is a subsidiary that supports KAI's operational activities in the procurement of labor service providers.
PT Kereta Commuter Indonesia (KCI)/ KAI Commuter	PT Kereta Commuter Indonesia (KCI)/KAI Commuter merupakan entitas anak yang mendukung kegiatan operasional KAI dalam mengelola KRL di Jabodetabek, dan Yogya, Solo, Kutoarjo. Pembentukan anak perusahaan ini berawal dari keinginan para stakeholdernya untuk lebih fokus dalam memberikan pelayanan yang berkualitas dan menjadi bagian dari solusi masalah transportasi perkotaan yang semakin kompleks. PT Kereta Commuter Indonesia (KCI)/KAI Commuter is a subsidiary that supports KAI's operational activities in managing KRL in Greater Jakarta, and Yogya, Solo, Kutoarjo. The establishment of this subsidiary started from the desire of its stakeholders to focus more on providing quality services and become part of the solution to increasingly complex urban transportation problems.
PT KA Logistik (KALOG) / KAI Logistik	PT KA Logistik (KALOG)/KAI Logistik merupakan entitas anak yang mendukung kegiatan operasional KAI dalam bidang pengiriman barang (kurir dan logistik), <i>human capital</i> dan <i>general affairs</i> , infrastruktur dan <i>coal</i> . PT KA Logistik (KALOG)/KAI Logistik is a subsidiary that supports KAI's operational activities in the fields of shipping goods (couriers and logistics), human capital and general affairs, infrastructure and coal.
PT KA Properti Manajemen (KAPM)/ KAI Properti	PT KA Properti Manajemen (KAPM)/KAI Properti merupakan entitas anak yang mendukung kegiatan operasional KAI dalam usaha inti di bidang konstruksi, properti, perdagangan serta perawatan infrastruktur perkeretaapian. Pertumbuhan KAPM berkesinambungan dengan perkembangan perusahaan induk dalam memberikan pelayanan terbaik dengan menyelenggarakan jasa perkeretaapian dan pengembangan usaha properti perusahaan kepada masyarakat. PT KA Properti Manajemen (KAPM)/KAI Properti is a subsidiary that supports KAI's operational activities in the core business of construction, property, trading and maintenance of railway infrastructure. KAPM's growth is continuous with the development of the parent company in providing the best service by providing railway services and developing the company's property business to the community.
PT KA Pariwisata (KAWIS)/ KAI Wisata	PT KA Pariwisata (KAWIS)/KAI Wisata merupakan entitas anak yang mendukung kegiatan operasional KAI dalam penyediaan jasa tenaga kerja keamanan, Pengelolaan Indonesian Railway Museum dan Historic Building Lawang Sewu, sewa aset, pemanfaatan lahan, penyediaan makanan/minuman Prama/Prami & <i>On Trip Cleaning</i> (OTC) Kereta Wisata dan pengadaan alih daya. PT KA Wisata (KAWIS)/KAI Wisata is a subsidiary that supports KAI's operational activities in the provision of security workforce services, Management of the Indonesian Railway Museum and Lawang Sewu Historic Building, asset rental, land use, provision of food/beverage Prama/Prami & On Trip Cleaning (OTC) Tourist Trains and procurement of outsourcing.

ENTITAS AFILIASI AFFILIATED ENTITY	SINERGI SYNERGY
PT Pilar Sinergi BUMN Indonesia	PT Pilar Sinergi BUMN Indonesia (PSBI) merupakan perusahaan patungan yang didirikan oleh konsorsium BUMN yaitu PT Wijaya Karya (Persero) Tbk, PT Kereta Api Indonesia (Persero), PT Perkebunan Nusantara VIII dan PT Jasa Marga (Persero) Tbk yang bergerak dalam bidang usaha transportasi, perdagangan, jasa, industri, pembangunan, perbengkelan, perkebunan dan pertanian untuk mendukung keberlangsungan proyek Kereta Cepat Jakarta Bandung. PT Pilar Sinergi BUMN Indonesia (PSBI) is a joint venture company established by a consortium of BUMN, namely PT Wijaya Karya (Persero) Tbk, PT Kereta Api Indonesia (Persero), PT Perkebunan Nusantara VIII and PT Jasa Marga (Persero) Tbk which are engaged in the business sector of transportation, trade, services, industry, construction, workshops, plantations and agriculture to support the sustainability of the Jakarta-Bandung high-speed rail project.
PT Moda Integrasi Transportasi Jabodetabek	PT Moda Integrasi Transportasi Jabodetabek (PT MITJ) merupakan perusahaan patungan antara KAI dengan PT MRT Jakarta (Perseroda) dengan visi untuk menjadi solusi transportasi terintegrasi di Jabodetabek. MITJ bertugas mengelola transportasi perkeretaapian yang terintegrasi dan mengembangkan kawasan berbasis <i>Transit Oriented Development</i> (TOD) di wilayah Jakarta-Bogor-Depok-Tangerang-Bekasi (Jabodetabek) dan melakukan pengawasan kawasan stasiun di Jakarta sesuai SK Sekda Provinsi DKI Jakarta No. 35 Tahun 2020. PT Moda Integrasi Transportasi Jabodetabek (PT MITJ) is a joint venture between KAI and PT MRT Jakarta (Perseroda) with a vision to become an integrated transportation solution in Jabodetabek. MITJ is in charge of managing integrated rail transportation and developing Transit Oriented Development (TOD)-based areas in the Jakarta-Bogor-Depok-Tangerang-Bekasi (Jabodetabek) area and supervising the station area in Jakarta according to the Decree of the Regional Secretary of DKI Jakarta Province No. 35 of 2020.

Inisiatif Eksternal [GRI 102-12]

Dalam mewujudkan penerapan keuangan berkelanjutan, KAI mengadopsi standar internasional yaitu dengan menerapkan ISO 26000 tentang Guidance on Social Responsibility dan Sustainable Development Goals (SGDs) yang dikembangkan oleh United Nation dan ISO 14001: 2015 tentang Sistem Manajemen Lingkungan sebagai bentuk inisiatif eksternal perusahaan.

External Initiatives

In realizing the implementation of sustainable finance, KAI adopted international standards, namely by implementing ISO 26000 on Guidance on Social Responsibility and Sustainable Development Goals (SGDs) developed by the United Nation and ISO 14001: 2015 on Environmental Management Systems as a form of company external initiative.

» Etika dan Integritas [GRI 102-16] Ethics and Integrity

Budaya Perusahaan

Budaya Perusahaan telah disampaikan pada Bab Profil KAI dalam Laporan Tahunan 2021.

Corporate Culture

Corporate Culture has been presented in the KAI Profile Chapter in the 2021 Annual Report.

Kode Etik

Kode etik KAI telah disampaikan pada Bab Tata Kelola KAI dalam Laporan Tahunan 2021.

Code of Ethics

The KAI code of ethics has been presented in the KAI Governance Chapter in the 2021 Annual Report.



» Penjelasan Direksi [OJK D.1, GRI 102-14] Explanation of the Board of Directors

Para Pemangku Kepentingan yang kami hormati,

Laporan keberlanjutan tahun 2021 merupakan sarana pertanggungjawaban dan merupakan sebuah kehormatan bagi kami untuk dapat menyampaikan laporan ini kepada para pemangku kepentingan. Meskipun pandemi COVID-19 selama tahun 2021 masih terus berlangsung, KAI terus menjalankan perannya dalam meningkatkan mobilitas masyarakat yang akan mendorong terjadinya pertumbuhan ekonomi dan sosial.

Pada kesempatan ini, izinkan kami menyampaikan Laporan Direksi yang terkait dengan kinerja keberlanjutan KAI selama tahun 2021. Dalam laporan ini terdiri dari kebijakan untuk merespon tantangan dalam pemenuhan strategi keberlanjutan, penerapan keuangan berkelanjutan, dan strategi pencapaian target yang dimiliki oleh KAI sepanjang tahun 2021.

Kebijakan Untuk Merespon Tantangan dalam Pemenuhan Strategi Keberlanjutan

KAI berkomitmen untuk mengimplementasikan nilai-nilai keberlanjutan dengan memberikan kontribusi nyata KAI dalam pembangunan dan peningkatan kualitas hidup masyarakat serta lingkungan, sehingga masyarakat dapat menjadi mitra sejati dalam menciptakan situasi kondusif bagi kelangsungan usaha Perseroan.

Dalam menjalankan kegiatan bisnisnya di masa pandemi COVID-19, KAI mengalami penurunan pendapatan akan produk yang ditawarkan. Oleh karena itu, KAI terus melakukan penghematan biaya guna merespon penurunan pendapatan akibat pandemi COVID-19. Selain itu, KAI juga melakukan optimalisasi dalam pengelolaan *capital expenditure* (capex) dengan tujuan pengelolaan arus kas. Perseroan juga melakukan usaha-usaha yang lebih baik dan terstruktur dalam operasional Perseroan. Berbagai langkah akan terus diupayakan yang mengarah pada prinsip *financial sustainability*, sehingga dapat mempercepat pemulihan kinerja Perseroan sebagai akibat adanya pandemi COVID-19 dengan harapan ke depannya dapat tumbuh secara berkesinambungan.

Dalam menjalankan kegiatan operasionalnya, KAI menghadapi beberapa potensi permasalahan sosial di antaranya terdapat sebidang jalur perlintasan kereta api tanpa izin dan tanpa penjaga. Hal ini berpotensi menimbulkan kecelakaan dan kemacetan kendaraan. Berdasarkan permasalahan tersebut KAI senantiasa melakukan pengecekan rutin sepanjang lintasan serta

Dear Stakeholders,

The 2021 sustainability report became a means of accountability, and it was an honor for us to be able to present this report to stakeholders. Although the COVID-19 pandemic during 2021 continued, KAI sustained to carry out its role in increasing community mobility encouraging economic and social growth.

On this occasion, allow us to submit a Board of Directors Report related to KAI's sustainability performance during 2021. This report consisted of policies to respond to challenges in meeting sustainability strategies, implementing sustainable finance, and achieving KAI's target strategies throughout 2021.

Policy to Respond to Challenges in Fulfillment of Sustainability Strategy

KAI committed to implementing sustainability values by making a real contribution to KAI in the development and improvement of the quality of life for the community and the environment, so that the community became a true partner in creating a conducive situation for the Company's business continuity.

In carrying out its business activities during the COVID-19 pandemic, KAI experienced a decrease in revenue for the products offered. Therefore, KAI continued to make cost savings in response to the decline in revenue due to the COVID-19 pandemic. In addition, KAI also optimized the management of capital expenditure (capex) with the aim of managing cash flow. The Company also carried out better and structured efforts in the Company's operations. Various steps were pursued leading to the principle of financial sustainability to accelerate the recovery of the Company's performance as a result of the COVID-19 pandemic with the hope that in the future it can grow sustainably.

In carrying out its operational activities, KAI faced several potential social problems, including the presence of a railroad crossing without a permit and without a guard. This had the potential to cause accidents and vehicle congestion. Based on these problems, KAI always carried out routine checks along the track and coordinated with the local community in closing the crossing as

berkoordinasi dengan masyarakat setempat dalam melakukan penutupan pelintasan sekaligus sosialisasi keselamatan perjalanan kereta api. Selain itu, terdapat potensi permasalahan terkait lingkungan yang ditimbulkan dari kegiatan operasional KAI yaitu limbah dan emisi yang dihasilkan oleh kereta api. Namun demikian, KAI berupaya untuk meminimalisir timbulnya permasalahan tersebut dengan melakukan pengelolaan limbah, pengelolaan air, dan pengelolaan emisi dengan optimal.

Komitmen KAI terhadap keberlanjutan Perseroan ditunjukkan dengan menyusun Rencana Kerja dan Anggaran Tanggung Jawab Sosial dan Lingkungan (RKA TJSL). Di dalam RKA TJSL yang dimiliki KAI memiliki prioritas TPB yang dikelompokkan dalam 4 (empat) pilar yaitu pilar sosial, pilar lingkungan, pilar ekonomi, serta pilar hukum dan tata kelola. KAI turut berkontribusi pada 9 (sembilan) Tujuan Pembangunan Berkelanjutan (TPB) dari 17 tujuan untuk mencapai pembangunan berkelanjutan. Dari TPB tersebut, KAI lebih memfokuskan pada Kehidupan Sehat dan Sejahtera serta Pekerjaan Layak dan Pertumbuhan Ekonomi.

Dalam menerapkan nilai-nilai keberlanjutan, KAI memiliki capaian kinerja keberlanjutan dalam bidang ekonomi, sosial dan lingkungan. Dalam aspek ekonomi, dengan kondisi angkutan penumpang yang masih di bawah normal, KAI tetap mengupayakan naiknya pendapatan melalui volume Angkutan Barang. KAI mencatatkan kenaikan kuantitas angkutan barang di tahun 2021 sebesar 50.261.778 ton, meningkat 11,38% dibandingkan dengan tahun 2020 sebesar 45.125.346 ton. Selain itu, pada aspek lingkungan hidup, KAI berhasil melakukan efisiensi penggunaan energi listrik di tahun 2021 sebesar 1.515.120 kWh menurun dibandingkan tahun 2020 sebesar 1.719.230 kWh, selanjutnya penggunaan air tanah dari PDAM juga mengalami penurunan menjadi 6.000 m³ dibandingkan dengan tahun 2020 sebesar 7.200 m³. KAI juga meningkatkan jumlah pohon yang ditanam dalam upaya pelestarian keanekaragaman hayati menjadi sebanyak 13.023 pohon meningkat dibandingkan tahun 2020 sebesar 5.776. Dalam aspek sosial KAI juga berhasil meningkatkan kepuasan karyawan menjadi 84,40% dari tahun sebelumnya sebesar 83,60%, meningkatkan tingkat kepuasan penumpang menjadi 4,34 (*high*) dibandingkan tahun 2020 sebesar 4,33 (*high*). Selain itu, jumlah mitra binaan KAI meningkat menjadi 2.644 dari tahun 2020 yang sebesar 2.531. Pada tahun 2021, terjadi penurunan kecelakaan kerja menjadi 6 (enam) orang yang semula pada tahun 2020 sebanyak 17 orang dan menurunkan jumlah pengaduan pelanggan di tahun 2021 sebesar 15.818 kasus dibandingkan tahun 2020 sebesar 24.132 kasus.

well as socializing the safety of train travel. In addition, there were potential problems related to the environment caused by KAI's operational activities, namely waste and emissions produced by trains. However, KAI strived to minimize the emergence of these problems by optimally managing waste, water management, and emission management.

KAI's commitment to the Company's sustainability was demonstrated by preparing a Work and Budget Plan for Social and Environmental Responsibility. In the Work and Budget Plan for Social and Environmental Responsibility of KAI, SDGs priority was grouped into 4 (four) pillars, namely social pillars, environmental pillars, economic pillars, as well as legal and governance pillars. KAI also contributed to 9 (nine) Sustainable Development Goals out of 17 goals to achieve sustainable development. From the SDGs, KAI focused more on Healthy and Prosperous Life as well as Decent Work and Economic Growth.

In implementing sustainability values, KAI achieved sustainable performance in the economic, social and environmental fields. In the economic aspect, with the condition of passenger transportation which was still below normal, KAI continued to seek to increase revenue through the volume of Goods Transport. KAI recorded an increase in the quantity of cargo transportation in 2021 by 50,261,778 tons, an increase of 11.38% compared to 2020 of 45,125,346 tons. In addition, in the environmental aspect, KAI succeeded in making efficient use of electrical energy in 2021 of 1,515,120 kWh, a decrease compared to 2020 of 1,719,230 kWh. Furthermore, the use of ground water from PDAM also decreased to 6,000 m³ compared to 2020 which reached 7,200 m³. KAI also increased the number of trees planted in an effort to preserve biodiversity to 13,023 trees, an increase compared to 2020 which was 5,776. In the social aspect, KAI also succeeded in increasing employee satisfaction to 84.40% from the previous year of 83.60%, increasing the level of passenger satisfaction to 4.34 (*high*) compared to 2020 which was 4.33 (*high*). In addition, the number of KAI fostered partners increased to 2,644 from 2020 which was 2,531. In 2021, there was a decrease in work accidents to 6 (six) people from 17 people in 2020 and a decrease in the number of customer complaints in 2021 by 15,818 cases compared to 2020 of 24,132 cases.

Pandemi COVID-19 menjadi tantangan tersendiri bagi KAI. Hal ini dikarenakan pemerintah menerapkan kebijakan *social distancing* yang mengharuskan masyarakat untuk mengurangi mobilitasnya. Oleh karena itu, pandemi COVID-19 berdampak pada pengurangan jumlah perjalanan kereta penumpang dan membatasi jumlah okupansi penumpang di dalam kereta penumpang. Namun demikian, KAI tetap memberikan pelayanan yang terbaik kepada penumpang yang membutuhkan transportasi kereta api dengan segala protokol pencegahan COVID-19 yang telah diterapkan.

KAI juga senantiasa melakukan pelatihan dan pendidikan terkait dengan penerapan keuangan berkelanjutan. Hal ini dilakukan KAI guna meningkatkan kompetensi dan pengetahuan seluruh insan KAI dalam mendorong pelaksanaan aksi keuangan berkelanjutan di Perseroan. Di samping itu, KAI juga menghadapi tantangan terkait dengan pengelolaan limbah perusahaan di antaranya:

1. Biaya penyusunan Dokumen Lingkungan Hidup dan Izin Lingkungan yang cukup besar, karena proses penyusunan Dokumen Lingkungan Hidup sangat tergantung dengan kebijakan Dinas Lingkungan Hidup setempat. KAI berupaya untuk melakukan penambahan *Commitment Item* (CI) khusus pada Rencana Kerja Pemerintah Daerah (RKAD/ Pengelolaan Lingkungan Hidup) di masing-masing Direktorat untuk Penyusunan Dokumen Lingkungan Hidup, pelaporan *monitoring* setiap 6 (enam) bulan sekali, pembuatan IPAL, kerjasama dengan pihak ketiga untuk pengelolaan limbah dan lainnya.
2. Biaya pembuatan IPAL yang cukup besar, sehingga tidak semua stasiun melakukan aktivitas cuci kereta. Hal ini dikarenakan di beberapa stasiun tidak memiliki area atau lokasi yang memadai untuk penempatan IPAL dan tidak semua unit memiliki tupoksi untuk pengolahan air limbah dan limbah B3. Upaya KAI penambahan CI khusus pada RKAD (Pengelolaan Lingkungan Hidup) di masing-masing Direktorat untuk Penyusunan Dokumen Lingkungan Hidup, pelaporan *monitoring* pada 6 (enam) bulan sekali, pembuatan IPAL, kerjasama dengan pihak ketiga untuk pengelolaan limbah dan lainnya, mencantumkan tanggung jawab pengolahan air limbah dan limbah B3 dalam tupoksi masing-masing unit di seluruh Daop/Divre yang kegiatannya menghasilkan air limbah dan limbah B3.
3. Pengklasifikasian limbah berdasarkan barang bernilai ekonomis dan non ekonomis di antaranya pemrosesan dan pengelolaan limbah B3 yang memerlukan sistem dan prosedur baru. Strategi yang dimiliki KAI yaitu mengupayakan penambahan CI khusus pada RKAD (Pengelolaan Lingkungan Hidup) di masing-masing Direktorat untuk Penyusunan Dokumen Lingkungan Hidup, melakukan pelaporan *monitoring* setiap 6 (enam) bulan sekali, pembuatan IPAL, kerjasama dengan pihak ketiga untuk pengelolaan limbah dan lainnya dan bekerjasama dengan pihak ketiga yang memiliki izin pengangkutan dan pengelolaan Limbah B3.

The COVID-19 pandemic became a challenge for KAI because the government implemented a social distancing policy requiring people to reduce their mobility. Therefore, the COVID-19 pandemic had an impact on reducing the number of passenger train trips and limiting the number of passenger occupancy in passenger trains. However, KAI continued to provide the best service to passengers who needed rail transportation with all the implemented COVID-19 prevention protocols.

KAI also continuously conducted training and education related to the implementation of sustainable finance. This was to improve the competence and knowledge of all KAI personnel in encouraging the implementation of sustainable financial actions in the Company. In addition, KAI also faced challenges related to the company's waste management, including:

1. The cost of preparing Environmental Documents and Environmental Permits was quite large, because the process of preparing Environmental Documents was highly dependent on the policies of the local Environmental Service. KAI sought to add special Commitment Items (CI) to the Regional Government Work Plans (RKAD/Environmental Management) in each Directorate for Environmental Document Preparation, monitoring reporting every 6 (six) months, making Wastewater Treatment Plants (WWTPs), collaboration with other parties third for waste management and others.
2. The cost of making WWTPs was quite large, so not all stations had train washing activities. This was because some stations did not have an adequate area or location for the placement of WWTPs and not all units had the main task of treating wastewater and B3 waste. KAI made efforts to add special CIs to the RKAD (Environmental Management) in each Directorate for Environmental Document Preparation, monitoring reporting every 6 (six) months, making WWTPs, collaboration with third parties for waste management and others, including processing responsibilities waste water and B3 waste in each unit in all Daop/Divre of which activities produced waste water and B3 waste.
3. Classification of waste based on goods of economic and non-economic value, including processing and management of B3 waste required new systems and procedures. KAI's strategy added special CIs to the RKAD (Environmental Management) in each Directorate for Environmental Document Preparation, to carry out monitoring reports every 6 (six) months, to manufacture WWTPs, to collaborate with third parties for waste management and others. and cooperate with third parties permitting for the transportation and management of B3 Waste.

4. Penyimpanan Limbah B3 Unit Pelaksana Teknis (UPT) yang belum memiliki izin penyimpanan sementara Limbah B3. Dalam menghadapi tantangan tersebut, KAI mengupayakan penambahan CI khusus pada RKAD (Pengelolaan Lingkungan Hidup) di masing-masing Direktorat untuk Penyusunan Dokumen Lingkungan Hidup, melakukan pelaporan *monitoring* setiap 6 (enam) bulan sekali dan unit masing-masing bekerjasama dengan pihak ketiga yang memiliki izin pengangkutan dan pengelolaan limbah B3.

4. B3 Waste Storage Technical Implementing Unit (UPT) did not have a permit for temporary storage of B3 Waste. In facing these challenges, KAI added special CIs to the RKAD (Environmental Management) in each Directorate for Environmental Document Preparation, and conducted monitoring reports every 6 (six) months and each unit cooperates with third parties permitting for the transportation and management of B3 waste.

Penerapan Keuangan Berkelanjutan

Sepanjang tahun 2021, KAI telah menetapkan strategi keberlanjutan pada aspek ekonomi, lingkungan dan sosial. Adapun terkait dengan aspek ekonomi, KAI mencatatkan angkutan penumpang yang telah direalisasikan sebesar 154.537.582 orang dibandingkan dengan target yang ditetapkan sebesar 214.547.283 orang yang menyatakan bahwa *volume* angkutan penumpang berada di bawah target yang mencapai 72,03%. Sedangkan untuk angkutan barang, KAI telah mencatatkan volume angkutan barang mencapai 89,10% dengan realisasi 50.261.778 ton.

Terkait dengan strategi keberlanjutan dalam aspek sosial, KAI bertekad untuk mewujudkan angka kecelakaan nihil atau *zero accident*. Dalam mewujudkan *zero accident*, KAI senantiasa memberikan pelatihan internal kepada pegawainya terkait pelatihan keselamatan khusus. Sehingga pada tahun 2021 KAI telah mencatatkan penurunan tingkat kecelakaan kerja yang semula di tahun 2020 sebesar 17 orang yang mengalami kecelakaan kerja, menurun menjadi sebesar 6 (enam) orang.

KAI juga menetapkan strategi dalam aspek sosial, yaitu pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang telah menjadi bagian dari peran BUMN untuk Indonesia. Program yang dilaksanakan oleh KAI dilakukan dalam bentuk Program Bina Lingkungan, Program Kemitraan, dan *Community Relations*. Dana yang disalurkan oleh KAI untuk program tersebut mencapai Rp19.058.383.468. Hal ini secara konsisten dilakukan oleh KAI agar bermanfaat bagi masyarakat, di tengah berbagai kesulitan seperti dampak pandemi COVID-19 dan sejumlah bencana alam.

Selain itu, terkait dengan program kemitraan, KAI memberikan bantuan kepada 781 UMKM binaan KAI, beragam pembinaan dan pelatihan agar produktivitas mereka meningkat dan naik kelas. Kegiatan Pendanaan Usaha Mikro Kecil (PUMK) memiliki target sebesar Rp8.221.814.383, namun hanya terealisasi sebesar Rp7.070.575.000. Hal ini menyatakan bahwa kegiatan PUMK hanya memenuhi 88% dari target yang ditetapkan. Hal tersebut dikarenakan kondisi Pandemi COVID-19 di tahun 2021, sehingga berpengaruh kepada UMKM Mitra Binaan KAI. Penyaluran PUMK bersumber dari dana bergulir atau *Revolving* (dari angsuran yang masuk dari Mitra Binaan KAI) sesuai dengan Keputusan

Sustainable Finance Application

Throughout 2021, KAI set a strategy for sustainability in economic, environmental and social aspects. As for the economic aspect, KAI recorded that 154,537,582 passengers realized passenger transportation compared to the target set at 214,547,283 people, which stated that the volume of passenger transportation was below the target of 72.03%. As for goods transportation, KAI recorded a volume of goods transportation reaching 89.10% with a realization of 50,261,778 tons.

Regarding the sustainability strategy in the social aspect, KAI was determined to achieve a zero accident rate. In realizing zero accident, KAI provided internal training to its employees regarding special safety training. Hence, in 2021 KAI recorded a decrease in the rate of work accidents which was originally in 2020 by 17 people who had work accidents, decreased to 6 (six) people.

KAI also set a strategy in the social aspect, namely the implementation of the Social and Environmental Responsibility Program becoming part of the role of SOEs for Indonesia. The programs implemented by KAI were carried out in the form of the Community Development Program, Partnership Program, and Community Relations. The funds disbursed by KAI for the program reached IDR 19,058,383,468. This was consistently done by KAI to benefit the community, in the midst of various difficulties such as the impact of the COVID-19 pandemic and a number of natural disasters.

In addition, related to the partnership program, KAI provided assistance to 781 MSMEs assisted by KAI, various coaching and training so that their productivity increased and advanced to grades. Micro Small Business Funding Activities (PUMK) had a target of IDR. 8,221,814,383, but only IDR. 7,070,575,000 was realized. This meant that PUMK activities only met 88% of the target set. This was due to the COVID-19 Pandemic condition in 2021, so that it affected MSMEs fostered by KAI. PUMK distribution was sourced from revolving funds (from installments that came from KAI Foster Partners) in accordance with the Decree of the Minister of SOE Number: KEP-100/MBU/2002

Menteri BUMN Nomor: KEP-100/MBU/2002 tanggal 4 Juni 2002 tentang Penilaian Tingkat Kesehatan Badan Usaha Milik Negara, Nilai Efektifitas Penyaluran PUMK mendapat nilai Skor maksimal apabila menyalurkan lebih dari 90% dari dana tersedia dan Nilai PUMK untuk Tahun 2021 adalah sebesar 96,6% sehingga target nilai skor maksimal tercapai.

Sedangkan, strategi yang dimiliki KAI dalam aspek lingkungan yaitu dengan melaksanakan Program Bina Lingkungan yang mencapai 239 kegiatan yang terdiri dari bantuan peningkatan kesehatan dan percepatan vaksin (KAI Sehat Sejahtera), pengembangan prasarana dan sarana umum serta pelestarian alam (KAI Pling), sarana ibadah (KAI Sar-i), sumbangan korban bencana alam (KAI DungMas), bantuan sektor pendidikan (KAI Mengajar), dan KAI Sahabat Difabel dan Sosial Masyarakat. Target dalam program Bina Lingkungan yang disalurkan oleh KAI sebesar Rp8.769.074.478 dan terealisasi seluruhnya yaitu sebesar Rp8.769.074.478, artinya KAI telah 100% memenuhi target dalam Program Bina Lingkungan.

Dalam Sektor *Community Relations* mencakup Program *Sponsorship* Kegiatan Masyarakat sebanyak 95 kegiatan, Terima Kasih KAI sebanyak 6 (enam) Kegiatan, *Branding* Desa Binaan 1 Kegiatan, Sosialisasi Keamanan PERKA sebanyak 176 titik lokasi, Bersih-Bersih Masjid dan Bersih-Bersih Lingkungan (BBM & BBL) sebanyak 11 titik lokasi dan Sosialisasi Anti Pelecehan Seksual di atas KA sebanyak 16 titik lokasi. Target yang ditetapkan dalam sektor *Community Relations* sebesar Rp2.602.240.000 dan yang direalisasikan sebesar 3.218.734.340, artinya KAI telah melampaui target dengan persentase sebesar 124%.

Pada tahun 2021, KAI telah berhasil meraih berbagai penghargaan yang berkaitan dengan keberlanjutan, di antaranya adalah:

1. Indonesia Green Awards 2021 kategori Pengembangan Wisata Konservasi Alam dengan program Citarum Harum "Hijau Alamku, Hijau Negeriku"
2. Indonesia Green Awards 2021 kategori Penanganan Sampah Plastik dengan program Green Pack di Kereta Api
3. Indonesia Green Awards 2021 kategori Penyelamatan Sumber Daya Air dengan program Penghijauan Sabuk Gunung Temanggung, KAI Tanam 18.000 Bibit Pohon
4. Indonesia Green Awards 2021 kategori Rekayasa Teknologi Dalam Menghemat Energi/Penggunaan Energi Baru Terbarukan dengan program Pemanfaatan PLTS Sebagai Sumber Energi Listrik di Stasiun Kereta
5. Indonesia Green Awards 2021 kategori Mengembangkan Keanekaragaman Hayati melalui program "KAI Peduli Ekosistem Laut" Melalui Tanam Pandan Laut dan Pelestarian Ekosistem Penyu di Pantai Bilik Taman Nasional Baluran
6. Indonesia Green Awards 2021 kategori Mempelopori Pencegahan Polusi dengan program Penggunaan Bahan Bakar Biodiesel 30 Persen (B30) Untuk Mengurangi Polusi Udara
7. Indonesia Green Awards 2021 kategori Mengembangkan Pengolahan Sampah Terpadu dengan program Pengolahan Sampah Metode Black Sordier Fly (BSF) di Wilayah Kota

dated June 4, 2002 concerning Assessment of the Health Level of State-Owned Enterprises, the Effectiveness Value of PUMK Distribution received The maximum score value could be achieved if channeling more than 90% of the available funds and the PUMK value for 2021 was 96.6% so that the maximum score target could be achieved.

Meanwhile, KAI's strategy in environmental aspects was to implement the Community Development Program reaching 239 activities consisting of assistance for improving health and accelerating vaccines (KAI Sehat Sejahtera), developing public infrastructure and facilities as well as nature conservation (KAI Pling), religious facilities (KAI Sar-i), donations to victims of natural disasters (KAI DungMas), assistance to the education sector (KAI Teaching), and KAI Friends of Difables and Social Communities. The target in the Community Development program distributed by KAI was IDR 8,769,074,478 and was fully realized, which was IDR 8,769,074,478, meaning that KAI had 100% met the target in the Community Development Program.

Community Relations Sector included the Sponsorship Program for Community Activities as many as 95 activities, Thank you KAI as many as 6 (six) Activities, Branding of Fostered Villages 1 Activity, PERKA Security Socialization as many as 176 location points, Cleaning Mosques and Cleaning the Environment (BBM & BBL) as many as 11 points Locations and Anti-Sexual Harassment Socialization on the train as many as 16 location points. The target set in the Community Relations sector was IDR 2,602,240,000, and the realization was 3,218,734,340, meaning that KAI exceeded the target with a percentage of 124%.

In 2021, KAI won various awards related to sustainability, including:

1. Indonesia Green Awards 2021 in the category of Nature Conservation Tourism Development with the Harum Citarum program "My Green, My Country's Green"
2. Indonesia Green Awards 2021 for the category of Handling Plastic Waste with the Green Pack program on the Train
3. Indonesia Green Awards 2021 for the category of Water Resources Saving with the Greening of the Temanggung Mountain Belt program, KAI Plants 18,000 Tree Seeds
4. Indonesia Green Awards 2021 in the category of Technological Engineering in Saving Energy/Use of New Renewable Energy with the PLTS Utilization Program as a Source of Electrical Energy at Train Stations
5. Indonesia Green Awards 2021 for the category of Developing Biodiversity through the "KAI Cares for Marine Ecosystems" program through Planting Pandan Laut and Preserving Turtle Ecosystems at Bilik Beach, Baluran National Park
6. Indonesia Green Awards 2021 in the category of Pioneering Pollution Prevention with the 30 Percent Biodiesel (B30) Fuel Use Program to Reduce Air Pollution
7. Indonesia Green Awards 2021 in the category of Developing Integrated Waste Management with the Black Sordier Fly (BSF) Waste Processing Program in the Bandung City Area.

- Bandung. Karena mendapatkan 7 penghargaan maka KAI memperoleh The Best Indonesia Green Awards 2021
8. Golden Champion in Corporate Social Responsibility Program (Category of State-Owned Enterprise) dalam acara Bisnis Indonesia Social Responsibility Award (BISRA) 2021
 9. Penghargaan kategori khusus "Pengelolaan sampah organik menggunakan sistem Black Soldier Flies (BSF)"
 10. Penghargaan Program Pencegahan dan Penanggulangan COVID-19 di Tempat Kerja kategori Platinum (Daop 6 Yogyakarta)
 11. Perusahaan BUMN Transportasi Pelaksana PKBL Pengembang UMKM Terbaik dalam acara Penganugerahan 8th UNS SME's AWARDS
- Because it received 7 awards, KAI received The Best Indonesia Green Awards 2021
8. Golden Champion in Corporate Social Responsibility Program (Category of State-Owned Enterprise) in the 2021 Bisnis Indonesia Social Responsibility Award (BISRA) event
 9. Special category award "Management of organic waste using the Black Soldier Flies (BSF) system"
 10. Award for the Prevention and Control of COVID-19 in the Workplace Platinum category (Daop 6 Yogyakarta)
 11. State-owned Transportation Company Implementing PKBL Best MSME Developer at the 8th UNS SME's AWARDS Award Ceremony

Strategi Pencapaian Target

Upaya KAI dalam mencapai target keberlanjutan yaitu dengan melakukan pengelolaan risiko atas penerapan keuangan berkelanjutan terkait aspek ekonomi, lingkungan dan sosial. KAI telah melakukan proses komunikasi dan konsultasi; penetapan ruang lingkup, konteks dan kriteria, asesmen risiko meliputi identifikasi risiko, analisis risiko, dan evaluasi risiko; mitigasi risiko; *monitoring* dan *review*; serta pencatatan dan pelaporan terkait risiko-risiko bisnis KAI. Adapun risiko terkait aspek ekonomi yaitu risiko investasi/non investasi dan risiko operasional. Risiko tersebut telah dimitigasi dengan melakukan *monitoring* mitigasi risiko secara manual serta melalui aplikasi Smartka.

Risiko terkait aspek lingkungan yaitu risiko lingkungan. Langkah mitigasi yang dilakukan KAI yaitu membuat suatu desain perencanaan/kebijakan (proyek, investasi, proses bisnis, risiko terkait hukum dan sebagainya) salah satunya dengan cara melakukan penambahan wawasan kepada UPT-UPT dalam melakukan pengelolaan lingkungan. Sedangkan, risiko terkait sosial yaitu risiko keselamatan. Langkah mitigasi yang dilakukan KAI yaitu dengan melakukan sosialisasi terkait penerapan manajemen risiko keselamatan di Daerah dan Pengembangan RCSA Safety (Terintegrasi dengan SAP).

Dalam menjalankan bisnisnya, KAI memanfaatkan berbagai peluang di tengah membaiknya kondisi perekonomian, baik perekonomian global, perekonomian nasional dan industri jasa transportasi penumpang maupun barang. Peluang tersebut di antaranya adalah pertumbuhan ekonomi yang dapat meningkatkan kebutuhan layanan angkutan; tingginya tingkat kemacetan di jalan tol dan pelabuhan dapat meningkatkan kebutuhan akan layanan angkutan kereta; permintaan untuk transportasi yang ramah lingkungan; permintaan publik yang besar terhadap moda transportasi yang lebih murah, serta memberikan kinerja dan layanan yang lebih baik; dukungan Pemerintah Lokal di Sumatera Selatan terkait penggunaan angkutan kereta untuk transportasi batu, batu bara masih menjadi sumber energi utama dalam bauran energi nasional dalam jangka pendek/menengah;

Target Achievement Strategy

KAI's efforts to achieve sustainability targets were performed by carrying out risk management on the implementation of sustainable finance related to economic, environmental and social aspects. KAI carried out the process of communication and consultation; determination of scope, context and criteria, risk assessment including risk identification, risk analysis, and risk evaluation; risk mitigation; monitoring and review; as well as recording and reporting related to KAI's business risks. The risks related to the economic aspect included investment/non-investment risk and operational risk. This risk was mitigated by monitoring risk mitigation manually and through the Smartka application.

Risks related to environmental aspects could be classified as environmental risks. Mitigation steps taken by KAI were to make a planning/policy design (projects, investments, business processes, legal risks and so on), one of which was by adding insight to the units in environmental management. Meanwhile, social-related risks were safety risks. Mitigation steps taken by KAI were by conducting socialization related to the implementation of safety risk management in the Regions and Development of RCSA Safety (Integrated with SAP).

In running its business, KAI took advantage of various opportunities in the midst of improving economic conditions, both the global economy and the national economy as well as the passenger and goods transportation service industry. These opportunities included economic growth that could increase the need for transportation services; high levels of congestion on toll roads and ports might increase the demand for rail transport services; demand for environmentally friendly transportation; large public demand for cheaper modes of transportation, providing better performance and services; local government support in South Sumatra regarding the use of rail transportation for stone transportation; coal was still the main energy source in the national energy mix in the short/medium term; KAI's cargo forwarding business should be able to take advantage of

bisnis angkutan barang KAI sebaiknya dapat memanfaatkan peningkatan impor karena meningkatnya permintaan konsumen domestik dan peningkatan perdagangan antara Indonesia dan negara-negara berkembang di Asia; potensi pertumbuhan industri konstruksi yang akan meningkatkan permintaan bisnis angkutan barang untuk semen dan bahan-bahan bangunan; potensi pasar paket yang tinggi didorong oleh pertumbuhan pasar *e-commerce* di Indonesia; skema Kerjasama Pemerintah dengan Badan Usaha (KPBU) dapat digunakan sebagai metode bagi KAI untuk menjadi lebih proaktif dalam pembangunan infrastruktur perkeretaapian/transportasi; integrasi dengan moda transportasi lainnya; meningkatkan keamanan pelanggan dan karyawan melalui penggunaan teknologi; penggunaan teknologi baru untuk memberikan pelayanan kepada pelanggan; pembaruan aset melalui kombinasi penggunaan kembali lokomotif dan pengadaan kapasitas baru; melakukan pemeliharaan prediktif untuk menurunkan biaya; ketersediaan pinjaman dari bank untuk meningkatkan investasi di dalam Perseroan; potensi adanya kerja sama pengembangan infrastruktur dan perluasan bisnis transportasi multimoda dengan pihak swasta dan Pemerintah Daerah; pergeseran cara kerja menjadi *remote working* dan transformasi digital dapat berpotensi menekan biaya; dukungan keuangan pemerintah (contohnya Dana Pemulihan Ekonomi Nasional) untuk pembiayaan operasional Perseroan yang terdampak oleh pandemi; dan penyediaan alat pelindung/protokol kesehatan serta layanan tes cepat di stasiun dengan harga terjangkau berpotensi mengembalikan kepercayaan konsumen dalam menggunakan kereta api sebagai moda transportasi.

Berdasarkan peluang tersebut, KAI optimis untuk dapat melewati tantangan dan meningkatkan kinerjanya secara maksimal dalam mencapai target yang ditetapkan. Dengan kata lain, KAI memiliki prospek usaha yang sangat baik. Hal ini didasarkan pada kekuatan yang dimiliki oleh KAI di antaranya bahwa KAI merupakan satu-satunya Perusahaan BUMN di bidang kereta api di Indonesia; sebagian besar lini bisnis anak perusahaan membawa keunggulan strategis untuk KAI; memiliki pengetahuan dan kemampuan dalam menjalankan bisnis dan operasi kereta api yang telah dibangun selama beberapa dekade; KAI telah menjadi operator untuk infrastruktur eksisting (jaringan kereta sepanjang utara dan selatan Pulau Jawa serta sisi utara, barat, dan selatan Pulau Sumatera; KAI memiliki aset lahan yang sangat luas dan sebagian besar terletak di lokasi strategis; infrastruktur tetap dirawat dengan baik dan bukan merupakan penyebab utama dari gangguan yang tak terduga; peningkatan pada aspek keselamatan yang diindikasikan dari tren positif dari penurunan jumlah kecelakaan dalam lima tahun terakhir; memiliki dukungan dana dari pemerintah untuk pemeliharaan dan operasi kereta api; Adanya pembiayaan yang kuat; memiliki jumlah tenaga kerja yang besar dan KAI memiliki dua lini bisnis utama, yaitu angkutan penumpang namun juga angkutan barang sehingga tidak bergantung pada satu lini bisnis.

increased imports due to increasing domestic consumer demand and increased trade between Indonesia and developing countries in Asia; the potential for growth in the construction industry which would increase the demand for the cargo transport business for cement and building materials; the high potential of the package market driven by the growth of the *e-commerce* market in Indonesia; the Public Private Partnership (PPP) scheme could be used as a method for KAI to be more proactive in the development of railway/transportation infrastructure; integration with other modes of transportation; improving customer and employee safety through the use of technology; use of new technology to provide services to customers; asset renewal through a combination of locomotive reuse and the acquisition of new capacity; performing predictive maintenance to lower costs; availability of loans from banks to increase investment in the Company; the potential for cooperation in infrastructure development and expansion of the multimodal transportation business with the private sector and local governments; shifting the way of working to remote working and digital transformation could potentially reduce costs; government financial support (for example the National Economic Recovery Fund) to finance the Company's operations affected by the pandemic; and the provision of protective equipment/health protocols as well as rapid test services at stations at affordable prices had the potential to restore consumer confidence in using trains as a mode of transportation.

Based on these opportunities, KAI was optimistic to overcome the challenges and improve its performance to the maximum in achieving the set targets. In other words, KAI owned very good business prospects. This was based on the strengths possessed by KAI, including that KAI became the only state-owned company in the railway sector in Indonesia; most of the subsidiaries' business lines brought strategic advantages to KAI; it had the knowledge and ability to run a railroad business and operation for decades; KAI had become an operator for existing infrastructure (railway network along the north and south of Java Island as well as the north, west and south sides of Sumatra Island; KAI had very large land assets and most of them located in strategic locations; infrastructure was still well maintained and was not a the main cause of unforeseen disturbances; improvement in safety aspects was indicated by the positive trend of decreasing the number of accidents in the last five years; it had financial support from the government for the maintenance and operation of trains; it had strong financing; it owned a large workforce; and KAI had two main business lines, namely passenger transportation and cargo transportation so that it did not depend on one line of business.

Pada tahun 2021, pandemi COVID-19 masih terus berlangsung dan masih mempengaruhi seluruh sektor perekonomian, khususnya pada sektor pariwisata dan transportasi. Pada awal terjadinya pandemi, pemerintah mengambil tindakan untuk memberlakukan kebijakan Pembatasan Sosial Berskala Besar (PSBB) yang dampaknya sangat dirasakan sangat signifikan oleh KAI. Dampak yang dirasakan oleh KAI berimbas pada penurunan jumlah penumpang yang signifikan, sehingga KAI mengambil tindakan untuk membatasi kegiatan operasional untuk Angkutan Penumpang. Sementara itu, pada Angkutan Barang masih menunjukkan pertumbuhan *volume* Angkutan Barang. Oleh karenanya, KAI berupaya untuk meningkatkan kapasitas angkutan dengan menambah alat produksi dan waktu peredaran gerbong.

Apresiasi

Seluruh upaya yang kami lakukan sepanjang tahun 2021 merupakan komitmen kami dalam mendukung tujuan pembangunan berkelanjutan yaitu dengan berupaya meningkatkan pertumbuhan ekonomi dan sosial. Atas nama seluruh jajaran Perseroan, izinkan kami memberikan apresiasi dan ucapan terima kasih kepada semua pihak dan para pemangku kepentingan atas segala bentuk dukungan yang diberikan. Kami berharap agar para pemangku kepentingan dapat terus memberikan dukungan dan kepercayaan kepada kami, agar kami dapat merealisasikan berbagai target lainnya dan mampu berkembang secara berkelanjutan.

In 2021, the COVID-19 pandemic still occurred and affected all sectors of the economy, especially in the tourism and transportation sectors. At the beginning of the pandemic, the government took action to enforce the Large-Scale Social Restriction (PSBB) policy, the impact of which was felt very significantly by KAI. The impact felt by KAI resulted in a significant decrease in the number of passengers, so that KAI took action to limit operational activities for Passenger Transport. Meanwhile, the Cargo Forwarding still showed growth in the volume of Cargo Transport. Therefore, KAI sought to increase transportation capacity by adding production equipment and carriage circulation time.

Appreciation

All of our efforts throughout 2021 were part of our commitment to supporting sustainable development goals, namely by increasing economic and social growth. On behalf of all levels of the Company, allow us to express our appreciation and gratitude to all parties and stakeholders for all forms of support provided. We hope that stakeholders will continue to support and trust us, so that we can realize various other targets and be able to develop sustainably.

Jakarta, April 2022

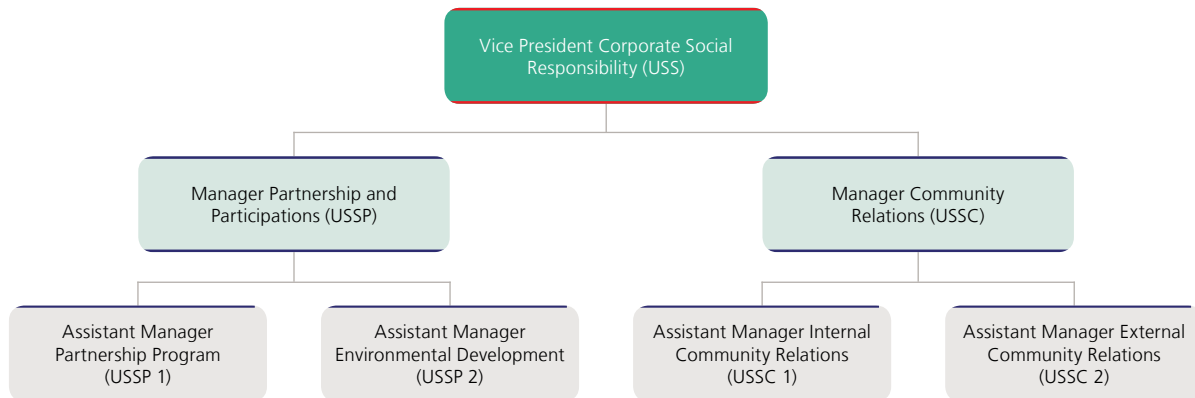
Didiek Hartantyo
Direktur Utama / President Director

» Tata Kelola Keberlanjutan [OJK E] Sustainability Governance

Struktur Tata Kelola dan Penanggung Jawab Penerapan Keuangan Berkelanjutan [OJK E.1, GRI 102-18]

Penerapan keuangan berkelanjutan diwujudkan dengan melaksanakan Program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang berpedoman pada Peraturan Menteri BUMN Nomor PER-05/MBU/04/2021.

KAI memiliki divisi khusus yang bertanggung jawab dalam menjalankan penerapan keuangan berkelanjutan yaitu Divisi Vice President Corporate Social Responsibility (USS). USS memiliki tugas pokok dan tanggung jawab mengelola Program Tanggung Jawab Sosial dan Lingkungan (TJSL) serta *Community Relations*, baik internal maupun eksternal perusahaan di seluruh aktivitas Perseroan. Struktur divisi USS dapat dilihat pada bagan pelaksana program TJSL di bawah ini.



Dalam melaksanakan tugas pokok dan tanggung jawabnya, Vice President Corporate Social Responsibility (USS) dibantu oleh 2 (dua) *Manager* yaitu:

1. Manager Partnership and Participations (USSP), yang mempunyai tugas pokok dan tanggung jawab melaksanakan pengelolaan Program Tanggung Jawab Sosial dan Lingkungan (TJSL) sesuai dengan penugasan perusahaan, serta melaksanakan penyusunan program kerja Kemitraan untuk RUPS ke Kementerian BUMN dan pendampingan pembuatan laporan audit Program Kemitraan.

Manager Partnership and Participations (USSP) dibantu oleh 2 (dua) *Assistant Manager*:

- a. Assistant Manager Partnership Program, mempunyai tugas pokok dan tanggung jawab melakukan survei lokasi dan kebenaran calon mitra binaan, pemantauan

Governance Structure and Responsibility For Sustainable Financial Application

The implementation of sustainable finance was realized by implementing the Social and Environmental Responsibility Program guided by the Minister of SOE Regulation Number PER-05/MBU/04/2021.

KAI has a special division responsible for implementing sustainable finance, namely the Vice President Corporate Social Responsibility (USS) Division. It had the main duties and responsibilities of managing the Social and Environmental Responsibility Program and Community Relations, both internally and externally throughout the Company's activities. The structure of the the division can be seen in the chart below for implementing the Social and Environmental Responsibility Program.

In carrying out his main duties and responsibilities, the Vice President of Corporate Social Responsibility (USS) was assisted by 2 (two) Managers, namely:

1. Manager of Partnership and Participations (USSP), with the main task and responsibility for managing the Social and Environmental Responsibility Program (TJSL) in accordance with company assignments, as well as carrying out the preparation of the Partnership work program for the GMS to the Ministry of SOEs and assisting in the preparation of the Partnership Program audit report.

The Manager of Partnership and Participations (USSP) was assisted by 2 (two) Assistant Managers:

- a. The Assistant Manager of the Partnership Program had the main duties and responsibilities of conducting site surveys and the correctness of prospective

pelaksanaan Program Kemitraan (PK), melakukan rekapitulasi laporan daerah untuk laporan manajemen, rekonsiliasi laporan serta melakukan evaluasi atas pencapaian program kerja sesuai dengan penugasan perusahaan.

- b. Assistant Manager Environmental Development, mempunyai tugas pokok dan tanggung jawab melakukan survei lokasi dan menganalisa pengajuan, pemantauan pelaksanaan program Bina Lingkungan (BL), melakukan rekapitulasi laporan daerah untuk laporan manajemen, rekonsiliasi laporan serta melakukan evaluasi atas pencapaian program kerja sesuai dengan penugasan perusahaan.
2. Manager Community Relations (USSC), mempunyai tugas pokok dan tanggung jawab melaksanakan pengelolaan *Community Relations*, baik secara internal maupun eksternal, guna mengatasi masalah sosial yang tumbuh akibat aktivitas perusahaan.

Manager Community Relations (USSC) dibantu oleh 2 (dua) orang *Assistant Manager*:

- a. Assistant Manager Internal Community Relations, mempunyai tugas pokok dan tanggung jawab yaitu melaksanakan program pembinaan komunitas secara internal, termasuk penyiapan sarana dan prasarana olahraga pusat dan daerah untuk pencapaian prestasi olahraga perusahaan, serta melakukan pembinaan kesenian dan kegiatan keagamaan kantor pusat.
- b. Assistant Manager External Community Relations, memiliki tugas pokok dan tanggung jawab untuk melaksanakan program kegiatan eksternal berupa kegiatan pelayanan Kesehatan kepada masyarakat, bakti sosial dan kegiatan yang diperlukan guna turut mengatasi masalah sosial sebagai akibat dari kegiatan operasional perusahaan.

Pengembangan Kompetensi Terkait Keuangan Berkelanjutan [OJK E.2]

Pengembangan kompetensi terkait keuangan berkelanjutan yang diikuti oleh Dewan Komisaris dan Direksi dapat dilihat pada Bab Tata Kelola Perusahaan KAI dalam Laporan Tahunan 2021. Selain itu, pengembangan kompetensi terkait keuangan berkelanjutan juga diikuti oleh pegawai. Pengembangan kompetensi dilakukan melalui pelatihan-pelatihan terkait keuangan berkelanjutan yaitu dengan melakukan pelatihan kebijakan anti *fraud* atau anti korupsi antara lain pelatihan dan webinar series tentang peningkatan kapabilitas penanganan *whistleblowing system*

fostered partners, monitoring the implementation of the Partnership Program (PK), recapitulating regional reports for management reports, reconciling reports and evaluating the achievement of work programs in accordance with company assignments.

- b. Assistant Manager Environmental Development, with the main duties and responsibilities of conducting site surveys and analyzing submissions, monitoring the implementation of the Community Development (BL) program, recapitulating regional reports for management reports, reconciling reports and evaluating the achievement of work programs in accordance with company assignments.
2. Community Relations Manager (USSC), had the main duties and responsibilities of managing Community Relations, both internally and externally, in order to overcome social problems arising as a result of the company's activities.

Community Relations Manager (USSC) was assisted by 2 (two) Assistant Managers:

- a. Assistant Manager of Internal Community Relations, with the main task and responsibility of carrying out community development programs internally, including the preparation of central and regional sports facilities and infrastructure for the achievement of corporate sports achievements, as well as fostering arts and religious activities at the head office.
- b. Assistant Manager External Community Relations had the main duties and responsibilities to carry out external program activities in the form of health service activities to the community, social services and activities needed to participate in overcoming social problems as a result of the company's operational activities.

Development of Sustainable Finance Related Competency

The development of competencies related to sustainable finance followed by the Board of Commissioners and the Board of Directors KAI can be seen in the Corporate Governance Chapter of KAI in the 2021 Annual Report. In addition, the development of competencies related to sustainable finance was also followed by employees. Competency development was carried out through training related to sustainable finance, namely by conducting anti-fraud or anti-corruption policy training, including training and webinar series on improving the capability of handling

dan pengendalian gratifikasi; pelatihan Sistem Manajemen Anti Penyuapan/ISO 37001:2016. Selain itu, KAI memberikan pelatihan keselamatan khusus kepada pegawainya dengan materi di antaranya Ahli K3 Umum Kemnaker, *Safety Inspector* BNSP, Pelatihan Audit Internal ISO 17025:2017 Berdasarkan ISO 19011:2018, Pelatihan Internal Audit Sistem Manajemen Keselamatan Perkeretaapian, Pelatihan *Ultrasonic Testing Level II*, Dasar Pertolongan Pertama Pada Kondisi Kegawatdaruratan, *Safety Management Training*, Pelatihan *Basic Safety* dan Pelatihan *Safety Champion*, Keselamatan & Kesehatan Kerja Diesel, serta Pendidikan Lapangan (Diklap) Keselamatan.

Penilaian Risiko Atas Penerapan Keuangan Berkelanjutan [OJK E.3, GRI 102-11]

Dalam menjalankan setiap proses bisnis, PT KAI memahami bahwa akan selalu dihadapkan pada kondisi ketidakpastian (*uncertainty*) yang dapat mempengaruhi manajemen dalam mengambil keputusan. Kondisi tersebut berpotensi pada timbulnya berbagai risiko yang dapat menghambat target dan tujuan KAI, sehingga diperlukan upaya mitigasi dan pengelolaan terhadap potensi risiko.

Sistem Manajemen Risiko

Secara umum, sistem manajemen risiko mengacu pada ISO 31000: 2018 Risk Management - Guidelines yang memiliki tahapan mulai dari kegiatan komunikasi dan konsultasi; penetapan ruang lingkup, konteks dan kriteria, asesmen risiko meliputi identifikasi risiko, analisis risiko, dan evaluasi risiko; mitigasi risiko; *monitoring* dan *review*; serta pencatatan dan pelaporan terkait risiko-risiko bisnis KAI.

Upaya KAI dalam mencapai target keberlanjutan, KAI telah melakukan pengelolaan risiko atas penerapan keuangan berkelanjutan terkait aspek ekonomi, lingkungan dan sosial. Adapun risiko terkait aspek ekonomi yaitu risiko investasi/non investasi dan risiko operasional. Risiko tersebut telah dimitigasi dengan melakukan *monitoring* mitigasi risiko secara manual serta melalui aplikasi Smartka.

Risiko terkait aspek lingkungan yaitu risiko lingkungan. Langkah mitigasi yang dilakukan KAI yaitu membuat suatu desain perencanaan/kebijakan (proyek, investasi, proses bisnis, risiko terkait hukum dan sebagainya) salah satunya dengan cara melakukan penambahan wawasan kepada UPT-UPT dalam melakukan pengelolaan lingkungan. Sedangkan, risiko terkait sosial yaitu risiko keselamatan. Langkah mitigasi yang dilakukan KAI yaitu dengan melakukan sosialisasi terkait penerapan manajemen risiko keselamatan di Daerah dan Pengembangan RCSA Safety (Terintegrasi dengan SAP).

Peran Direksi dalam manajemen risiko adalah menjalankan fungsi pembinaan langsung terhadap Unit Manajemen Risiko dan berkomitmen untuk mendukung pelaksanaan manajemen

whistleblowing systems and controlling gratuities; Anti-Bribery Management System training/ISO 37001:2016. In addition, KAI provided special safety training to its employees with materials including the Ministry of Manpower General OHS Expert, BNSP Safety Inspector, ISO 17025:2017 Internal Audit Training Based on ISO 19011:2018, Railway Safety Management System Internal Audit Training, Ultrasonic Testing Level II Training, Basic First Aid in Emergency Conditions, Safety Management Training, Basic Safety Training and Safety Champion Training, Diesel Occupational Safety & Health, and Safety Field Education (Diklap).

Risk Assessment of Sustainable Finance Application

In carrying out every business process, PT KAI understood that conditions of uncertainty affecting management in making decisions might occur. This condition had the potential to create various risks that could hinder KAI's targets and objectives, so that mitigation and management of potential risks were needed.

Risk Management System

In general, the risk management system referred to ISO 31000: 2018 Risk Management - Guidelines which had stages starting from communication and consultation activities; determination of scope, context and criteria, risk assessment including risk identification, risk analysis, and risk evaluation; risk mitigation; monitoring and review; as well as recording and reporting related to KAI's business risks.

KAI's efforts in achieving sustainability targets were performed by risk management on the implementation of sustainable finance related to economic, environmental and social aspects. The risks related to economic aspects were investment/non-investment risk and operational risk. This risk was mitigated by monitoring risk mitigation manually and through the Smartka application.

Risks related to environmental aspects were environmental risks. Mitigation steps taken by KAI were to make a planning/policy design (projects, investments, business processes, legal risks and so on), one of which was by adding insight to units in environmental management. Meanwhile, social-related risks were safety risks. Mitigation steps taken by KAI were by conducting socialization related to the implementation of safety risk management in the Regions and Development of RCSA Safety (Integrated with SAP).

The role of the Board of Directors in risk management was to carry out the direct guidance function of the Risk Management Unit and committed to supporting the implementation of integrated

risiko perusahaan secara terintegrasi. Sedangkan peran Dewan Komisaris dalam manajemen risiko yaitu menjalankan fungsi pengawasan dan penasihat atas kinerja manajemen dalam implementasi *Good Corporate Governance* (GCG) Perseroan. Dalam pelaksanaan tugasnya, Komite Pemantau Manajemen Risiko (KPMR) dapat berkoordinasi dengan Unit Manajemen Risiko.

corporate risk management. Meanwhile, the role of the Board of Commissioners in risk management was to carry out supervisory and advisory functions on management performance in the implementation of the Company's Good Corporate Governance (GCG). In carrying out its duties, the Risk Management Monitoring Committee (KPMR) coordinated with the Risk Management Unit.

Hubungan dengan Pemangku Kepentingan [OK E.4]

Daftar, Metode Pendekatan dan Topik Utama Keterlibatan Pemangku Kepentingan [OK E.4, GRI 102-40, 102-42, 102-43, 102-44]

Pengidentifikasi pemangku kepentingan dilakukan melalui *Focus Group Discussion* (FGD) yang diikuti oleh para penanggungjawab penyusunan laporan keberlanjutan pada tiap-tiap divisi. Berdasarkan hasil FDG, maka dapat diidentifikasi pemangku kepentingan dan metode pendekatan keterlibatan pemangku kepentingan adalah sebagai berikut:

Relationship With Stakeholders

List, Approach Methods and Key Topics of Stakeholder Engagement

Stakeholder identification was carried out through a Focus Group Discussion (FGD) attended by those in charge of preparing sustainability reports in each division. Based on the results of the FDG, stakeholders could be identified and the stakeholder engagement approach method is as follows:

Pemangku Kepentingan Stakeholders	Topik Pembahasan Discussion Topic	Metode Pendekatan Approach Method	Frekuensi Frequency
Pegawai Employee	Ketenagakerjaan/ kesejahteraan Employment/welfare	Pertemuan berkala Regular meeting	Minimal 1 (satu) tahun sekali Minimum 1 (one) year
Pemegang Saham Shareholders	Kinerja keuangan dan kinerja non keuangan KAI KAI's financial and non-financial performance	Rapat Umum Pemegang Saham General Meeting of Shareholders	Minimal 1 (satu) tahun sekali Minimum 1 (one) year
Penumpang Passenger	Survei Kepuasan Penumpang Passenger Satisfaction Survey	<i>Gathering</i> dan FGD Gathering and FGD	Minimal 1 (satu) tahun sekali Minimum 1 (one) year
Investor Obligasi Bond Investor	Site Visit Investor Site Visit Investor	Presentasi dan kunjungan kerja Presentations and working visits	Minimal 1 (satu) tahun sekali Minimum 1 (one) year
Pemasok Supplier	Sebagai sarana komunikasi dua arah dalam rangka penyampaian strategi dan kebijakan termasuk proses pengadaan barang dan jasa, hubungan komersial maupun evaluasi kinerja. As a means of two-way communication in the context of delivering strategies and policies including the process of procurement of goods and services, commercial relations and performance evaluation.	Rekonsiliasi kebutuhan, Sosialisasi aturan baru (Jika ada) need reconciliation, Socialization of new rules (if any)	Sesuai kebutuhan According to the needs
Pelanggan Angkutan Barang Cargo Forwarding Customers	Sebagai sarana untuk menjaga relasi dengan pelanggan yg potensial bagi perusahaan dan menjadi sarana bagi KAI untuk menjaring masukan yang positif dari mitra yang bertujuan untuk peningkatan kinerja. As a means to maintain relationships with potential customers for the company and become a means for KAI to solicit positive input from partners aimed at improving performance.	<i>Gathering</i>	Minimal 1 (satu) tahun sekali per komoditi Minimum 1 (one) year per commodity
	Sebagai sarana untuk melakukan pemantauan dengan mitra atas progres realisasi pelaksanaan angkutan, mengkomunikasikan kendala pelaksanaan kegiatan dilapangan dan memberikan solusi atas kendala yang terjadi. As a means to monitor with partners on the progress of the realization of the implementation of transportation, communicate obstacles to implementing activities in the field and provide solutions to obstacles that occurred.	<i>Task Force</i>	Minimal 2 (dua) bulan sekali per komoditi Minimum 2 (two) months per commodity

Pemangku Kepentingan Stakeholders	Topik Pembahasan Discussion Topic	Metode Pendekatan Approach Method	Frekuensi Frequency
	<p>Kunjungan ke mitra angkutan barang guna memberikan kesempatan untuk interaksi di antara para pihak untuk mencapai resolusi atau penyelesaian atas kendala yang terjadi seperti adanya keterlambatan pembayaran angkutan, turunnya <i>volume</i> angkutan dan berbagai kendala yang mungkin terjadi.</p> <p>A visit to a cargo transport partner to provide an opportunity for interaction between the parties to reach a resolution or settlement of the obstacles that occurred such as delays in payment of transportation, the decrease in the volume of transportation and various obstacles that might occur.</p>	<i>Site Visit Customers</i>	Minimal 1 (satu) bulan sekali per mitra Minimum 1 (one) month per partner
Media	<p>Sebagai sarana untuk menjalin silaturahmi guna membina hubungan baik antara manajemen KAI dengan media sebagai sarana untuk menyampaikan kebijakan-kebijakan perusahaan kepada media.</p> <p>As a means to establish friendship in order to foster good relations between KAI management and the media as a means to convey company policies to the media.</p>	Penyelenggaraan Anugerah Jurnalistik KAI KAI Journalism Award	1 tahun sekali once a year
	<p>Media berperan sangat penting dalam membentuk <i>image</i> perusahaan ataupun mensosialisasikan kebijakan perusahaan kepada masyarakat. Sehingga diperlukan wadah untuk menjalin silaturahmi dan harmonisasi yang baik antara Manajemen KAI dengan Media melalui kegiatan <i>Media Gathering</i>.</p> <p>Media played a very important role in shaping the company's image or disseminating company policies to the public. Hence, a forum was needed to establish good relations and harmonization between KAI Management and the Media through Media Gathering activities.</p>	<i>Media Gathering</i>	1 tahun sekali once a year
	<p>Sebagai ajang silaturahmi bagi <i>Board of Director</i> (BOD) KAI dengan Kantor Redaksi Media terseleksi, yang bertujuan untuk menjalin hubungan baik antara KAI dengan media.</p> <p>Meeting place for the Board of Directors (BOD) of KAI and the selected Media Editorial Office aiming to establish good relations between KAI and the media.</p>	<i>Media Visit</i>	2 bulan sekali 2 months
Railfans (komunitas pecinta kereta api) Railfans (train lover community)	<p>Sebagai sarana untuk mengedukasi dan bertukar pikiran antara manajemen KAI dengan para railfans, juga sebagai ajang untuk pembinaan secara berkala sekaligus memberikan informasi terkait perkeretaapian kepada komunitas railfans se-Jawa Sumatera dengan pelaksanaan melalui media <i>virtual Zoom</i>.</p> <p>As a means to educate and exchange ideas between KAI management and railfans, as well as a place for regular coaching as well as providing information related to railways to the railfan community throughout Java-Sumatra through the virtual media Zoom.</p>	Bincang Santai Railfans (diskusi/ <i>talkshow</i> via zoom) Railfans Casual Talk (discussion/ <i>talkshow</i> via zoom)	1 bulan sekali once a month
	<p>Sebagai ajang silaturahmi serta sebagai wadah untuk memberikan pembinaan dan pembekalan langsung kepada para komunitas railfans (dilaksanakan sebelum masa posko Angkutan Lebaran 2022).</p> <p>A gathering place as well as a forum to provide direct guidance and debriefing to the railfans community (carried out before the 2022 led Mubarak Transport post period).</p>	<i>Gathering Railfans</i>	1 tahun sekali once a year
	<p>Kegiatan silaturahmi BOD KAI dengan Railfans se-Jawa Sumatera yang memiliki tujuan untuk memperkenalkan dan menjalin hubungan baik antara BOD KAI dengan para Railfans se-Jawa Sumatera (Pelaksanaan setelah masa Posko Angkutan Lebaran 2022).</p> <p>BOD KAI friendship activity with Railfans throughout Java-Sumatra aiming of introducing and establishing good relations between BOD KAI and Railfans throughout Java-Sumatra (Implementation after the 2022 led MubarakTransport Post period).</p>	Silaturahmi BOD KAI dengan Railfans BOD KAI Gathering with Railfans	1 tahun sekali once a year
	<p>Pengelolaan <i>Whatsapp Group</i> yang beranggotakan Humas Kantor Pusat dan perwakilan Railfans yang sudah terdaftar di Humas Daop Divre. <i>Whatsapp Group</i> diisi dengan pembinaan, penyebaran informasi kebijakan perusahaan dan diskusi mengenai KAI.</p> <p>Management of Whatsapp Group which consisted of Headquarters Public Relations and Railfans representatives registered with Public Relations Daop Divre. Whatsapp Group was filled with coaching, dissemination of company policy information and discussions about KAI.</p>	Sosialisasi dan Komunikasi dengan Railfans se-Jawa Sumatera Socialization and Communication with Railfans throughout Java and Sumatra	Rutin setiap hari selama satu tahun Routine every day for one year

Perjanjian Perundingan Kolektif [GRI 102-41]

Berdasarkan Undang-Undang No.13 Tahun 2003 tentang Ketenagakerjaan, serta Keputusan Menteri Tenaga Kerja dan Transmigrasi No. Kep 255/Men/2003 tentang Tata cara Pembentukan dan Susunan Keanggotaan LKS Bipartit, KAI telah memiliki Perjanjian Kerja Bersama (PKB) yang disusun bersama dengan Serikat Pekerja dan ditinjau secara berkala setiap 2 (dua) tahun seiring dengan upaya untuk terus meningkatkan hubungan komunikasi di antara Serikat Pekerja dan Manajemen melalui Lembaga Kerja sama Bipartit (LKS Bipartit). Saat ini PKB yang berlaku adalah PKB periode 2020-2022 yang naskahnya telah ditandatangani pada tanggal 7 Juli 2020 oleh Direktur Utama mewakili manajemen dan Ketua Umum SPKA mewakili SPKA dan telah didaftarkan pada Kementerian Ketenagakerjaan RI dengan Nomor KEP.126/PHIJSK-PK/PKB/VII/2020 tanggal 14 Juli 2020, sehingga sampai dengan tahun 2021 seluruh (100%) pegawai KAI telah terlindungi hak-haknya oleh PKB.

Permasalahan Terhadap Penerapan Keuangan Berkelanjutan [OJK E.5]

Pandemi COVID-19 yang masih terus berlangsung memberikan dampak pada seluruh sektor prekonomian khususnya pada sektor pariwisata dan transportasi. Dengan adanya pandemi COVID-19, pemerintah menerapkan kebijakan Pembatasan Sosial Berskala Besar (PSBB) yang berdampak pada kegiatan operasional KAI. Hal ini berimbas pada segmen Angkutan Penumpang yang ditunjukkan oleh menurunnya jumlah penumpang yang signifikan. Sementara itu, pada Angkutan Barang masih menunjukkan pertumbuhan *volume* Angkutan Barang. Sehingga, KAI berupaya untuk meningkatkan kapasitas angkutan dengan menambah alat produksi dan waktu peredaran gerbong.

Selain itu dalam penerapan keuangan berkelanjutan, KAI juga menghadapi berbagai tantangan di antaranya terkait dengan Dokumen Lingkungan Hidup; pengelolaan limbah perusahaan yang berhubungan dengan Instalasi Pengolahan Air Limbah (IPAL); pengklasifikasian limbah berdasarkan barang bernilai ekonomis dan non ekonomis; penyimpanan Limbah B3 UPT (Unit Pelaksana Teknis) yang belum memiliki izin penyimpanan sementara Limbah B3; namun KAI juga memiliki strategi dalam menghadapi tantangan tersebut.

Adapun tantangan pertama yang dihadapi adalah terkait dengan biaya penyusunan Dokumen Lingkungan dan Izin Lingkungan yang cukup besar, proses penyusunan Dokumen Lingkungan Hidup sangat tergantung dengan kebijakan Dinas Lingkungan Hidup (DLH) setempat, sehingga terdapat perbedaan proses dan pembiayaan penyusunan Dokumen Lingkungan Hidup. Selain itu, salah satu persyaratan penyusunan Dokumen Lingkungan adalah Izin Mendirikan Bangunan (IMB), namun pada beberapa UPT tidak memiliki IMB tetapi hanya memiliki *groundkaart* (pada beberapa DLH dapat menerima *gorundkaart* namun ada juga yang tidak mau menerima *groundkaart*). Dalam mengatasi permasalahan

Collective Bargaining Agreement

Based on Law No. 13 of 2003 concerning Manpower, as well as the Decree of the Minister of Manpower and Transmigration No. Kep 255/Men/2003 concerning Procedures for Formation and Membership Composition of Bipartite LKS, KAI already had a Collective Labor Agreement (PKB) prepared together with the Trade Unions and reviewed periodically every 2 (two) years in line with efforts to continue to improve communication relations between the Trade Unions and Management through the Bipartite Cooperation Institution (LKS Bipartite). Currently the applicable PKB was the PKB for the 2020-2022 period, the text of which was signed on July 7, 2020 by the President Director representing management and the General Chairperson of the SPKA representing SPKA and was registered with the Indonesian Ministry of Manpower with Number KEP.126/PHIJSK-PK/PKB/VII/2020 dated July 14, 2020, so that until 2021 all (100%) KAI employees had their rights protected by PKB.

Problems With The Implementation Of Sustainable Finance

The ongoing COVID-19 pandemic had an impact on all sectors of the economy, especially in the tourism and transportation sectors. With the COVID-19 pandemic, the government implemented a Large-Scale Social Restriction (PSBB) policy which had an impact on KAI's operational activities. This had an impact on the Passenger Transportation segment indicated by a significant decrease in the number of passengers. Meanwhile, the Cargo Forwarding still showed growth in the volume of Cargo Transport. Thus, KAI increased transportation capacity by adding production equipment and carriage circulation time.

In addition, in implementing sustainable finance, KAI also faced various challenges, including those related to Environmental Documents; company waste management related to the Wastewater Treatment Plant (IPAL); waste classification based on economic and non-economic value goods; storage of B3 Waste UPT (Technical Implementing Unit) that did not have a permit for temporary storage of B3 Waste; but KAI also had a strategy in dealing with these challenges.

The first challenge faced was related to the costs of preparing Environmental Documents and Environmental Permits which were quite large. The process of preparing Environmental Documents was highly dependent on the policies of the local Environmental Service (DLH), so there were differences in the process and funding for the preparation of Environmental Documents. In addition, one of the requirements for the preparation of Environmental Documents was a Building Permit (IMB), but some units did not have an Building Permit but only had *groundkaart* (some DLH could accept *gorundkaart* but some did not want to accept *groundkaart*). In overcoming these problems, KAI added

tersebut, KAI berupaya untuk melakukan penambahan *Commitment Item* (CI) khusus pada Rencana Kerja Pemerintah Daerah (RKAD/Pengelolaan Lingkungan Hidup) di masing-masing Direktorat untuk Penyusunan Dokumen Lingkungan Hidup, pelaporan *monitoring* setiap 6 (enam) bulan sekali, pembuatan IPAL, kerjasama dengan pihak ketiga untuk pengelolaan limbah dan lainnya. KAI juga mengupayakan untuk memiliki Dokumen Lingkungan Hidup berbentuk Surat Pernyataan Pengelolaan Lingkungan (SPPL) terutama untuk stasiun-stasiun kecil, dan KAI juga meminta surat keterangan kesesuaian rencana lokasi dengan Rencana Tata Ruang Wilayah (RTRW) ke Dinas yang membidangi Tata Kota setempat (proses dapat menjadi satu kesatuan dengan jasa konsultan penyusunan dokumen lingkungan dan persetujuan lingkungan).

Tantangan kedua yang dihadapi yaitu terkait dengan pengelolaan limbah perusahaan yang berhubungan dengan IPAL di antaranya biaya pembuatan IPAL cukup besar, sehingga tidak semua stasiun melakukan aktivitas cuci kereta. Hal ini dikarenakan pada beberapa stasiun tidak memiliki area atau lokasi yang memadai untuk penempatan IPAL dan tidak semua unit memiliki tupoksi untuk pengolahan air limbah dan limbah B3. Namun, diperlukan biaya penyediaan IPAL di stasiun yang terdapat aktivitas cucian kereta sesuai dengan karakteristik dan *volume* limbah yang dihasilkan dan penyesuaian penanggung jawab dan pengelola IPAL Cucian Kereta di Stasiun sesuai dengan penanggung jawab area Kepala Stasiun (KS) dan Bidang yang menghasilkan Limbah (Fasilitas Penumpang dan Bangdis). Berdasarkan tantangan tersebut, strategi yang dimiliki KAI yaitu upaya penambahan CI khusus pada RKAD (Pengelolaan Lingkungan Hidup) di masing-masing Direktorat untuk Penyusunan Dokumen Lingkungan Hidup, pelaporan *monitoring* pada 6 (enam) bulan sekali, pembuatan IPAL, kerjasama dengan pihak ketiga untuk pengelolaan limbah dan lainnya, mencantumkan tanggung jawab pengolahan air limbah dan limbah B3 dalam tupoksi masing-masing unit di seluruh Daop/Divre yang kegiatannya menghasilkan air limbah dan limbah B3 serta menetapkan penanggung jawab adalah KS dan pengelola IPAL Cucian Kereta adalah Kepala Bidang/SM/Manajer Fasilitas Penumpang dan Bangdis.

Tantangan ketiga yang dihadapi KAI yaitu terkait dengan pengklasifikasian limbah berdasarkan barang bernilai ekonomis dan non ekonomis di antaranya pemrosesan dan pengelolaan limbah B3 yang memerlukan sistem dan prosedur baru. Hal ini akan menimbulkan *potential loss* dari barang-barang yang bernilai ekonomis, pembiayaan baru untuk pengangkutan dan pengelolaan limbah B3 termasuk biaya kerjasama dengan pihak ketiga. Strategi dalam menghadapi tantangan tersebut yaitu KAI mengupayakan penambahan CI khusus pada RKAD (Pengelolaan Lingkungan Hidup) di masing-masing Direktorat untuk Penyusunan Dokumen Lingkungan Hidup, melakukan pelaporan *monitoring* setiap 6 (enam) bulan sekali, pembuatan IPAL, kerjasama dengan pihak ketiga untuk pengelolaan limbah dan lainnya dan bekerjasama dengan pihak ketiga yang memiliki izin pengangkutan dan pengelolaan Limbah B3.

special Commitment Items (CI) to the Regional Government Work Plans (RKAD/Environmental Management) in each Directorate for the Preparation of Environmental Documents, monitoring reports every 6 (six) months, making IPAL, cooperating with third parties for waste management and others. KAI also had an Environmental Document in the form of an Environmental Management Statement (SPPL), especially for small stations, and KAI also requested a certificate of conformity with the location plan with the Regional Spatial Plan (RTRW) to the Office in charge of local City Planning (the process could be done to become an integral part of consulting services for the preparation of environmental documents and environmental approvals).

The second challenge faced was related to the management of company waste related to WWTPs. Since the cost of making WWTPs was quite large so that not all stations carried out train washing activities because some stations did not have an adequate area or location for the placement of WWTPs and not all units had the main task of treating wastewater and B3 waste. However, it was necessary to pay for the provision of WWTP at the station where there was train washing activity in accordance with the characteristics and volume of waste generated and adjustments to the person in charge and manager of the WWTP Train Wash at the station according to the person in charge of the Station Head area (KS) and the Sector that generated Waste (Passenger Facilities). Based on these challenges, KAI's strategy was to add special CIs to the RKAD (Environmental Management) in each Directorate for Environmental Document Preparation, monitor reports every 6 (six) months, make WWTPs, have collaboration with third parties for management and others, include the responsibility for treating wastewater and B3 waste in the main tasks and functions of each unit in all Daop/Divre of which activities produced waste water and B3 waste and determine that the person in charge was KS, and the manager of the Car Wash Wastewater Treatment Plant was the Head of Division/SM/Manager Passenger and Facilities.

The third challenge faced by KAI was related to the classification of waste based on goods of economic and non-economic value, including the processing and management of B3 waste which required new systems and procedures. This led to a potential loss of goods with economic value, new financing for the transportation and management of B3 waste, including the cost of cooperation with third parties. The strategy in dealing with these challenges was to add special CIs to the RKAD (Environmental Management) in each Directorate for Environmental Document Preparation, conduct monitoring reports every 6 (six) months, manufacture WWTPs, collaborate with third parties for waste management and others and cooperate with third parties who had permits for the transportation and management of B3 Waste.

Tantangan selanjutnya yaitu terkait dengan penyimpanan Limbah B3 UPT yang belum memiliki izin penyimpanan sementara Limbah B3, sehingga tidak sesuai ketentuan. Selain itu, UPT yang menitipkan langsung limbah B3 ke Dipo Sarana terdekat belum memiliki izin pengangkutan limbah B3. Dalam menghadapi tantangan tersebut, KAI mengupayakan penambahan CI khusus pada RKAD (Pengelolaan Lingkungan Hidup) di masing-masing Direktorat untuk Penyusunan Dokumen Lingkungan Hidup, melakukan pelaporan *monitoring* setiap 6 (enam) bulan sekali dan unit masing-masing bekerjasama dengan pihak ketiga yang memiliki izin pengangkutan dan pengelolaan limbah B3.

The next challenge was related to the storage of B3 Waste at units which did not have a permit for temporary storage of B3 waste, so it did not comply with the provisions. In addition, the unit which directly entrusted B3 waste to the nearest Facility Depot did not have a permit for transporting B3 waste. In facing these challenges, KAI added special CIs to the RKAD (Environmental Management) in each Directorate to make Environmental Document Preparation as well as to conduct monitoring reports every 6 (six) months and each unit cooperates with third parties who had permits of transportation and management of B3 waste.

» Praktik Pelaporan Reporting Practices

Entitas yang Termasuk Dalam Laporan Keuangan Dikonsolidasi [GRI 102-45]

Dalam laporan keberlanjutan ini, PT KAI memberikan informasi mengenai kegiatan yang mencakup aspek ekonomi, sosial dan lingkungan, serta tata kelola keberlanjutan tanpa melibatkan anak perusahaan.

Entities Included in the Consolidated Financial Statements

In this sustainability report, PT KAI provided information on activities covering economic, social and environmental aspects, as well as sustainable governance without involving subsidiaries.

Menetapkan Isi Laporan dan Batasan Topik [GRI 102-46]

Dalam menyusun Laporan Keberlanjutan KAI tahun 2021, KAI telah melakukan *Focus Group Discussion* (FGD) pada Jum'at, 28 Januari 2022 yang bekerjasama dengan tim penyusun *Sustainability Report* (SR) dan diikuti oleh para penanggungjawab penyusunan laporan keberlanjutan pada tiap-tiap divisi. Selanjutnya, dari FGD tersebut diajukan beberapa topik material melalui penyebaran kuesioner yang melibatkan pemangku kepentingan internal dan eksternal yang bertujuan untuk menentukan tingkat materialitas dalam pelaporan.

Setting the Report Content and Topic Boundaries

In compiling the 2021 KAI Sustainability Report, KAI conducted a Focus Group Discussion (FGD) on Friday, January 28, 2022 in collaboration with the Sustainability Report (SR) drafting team and was attended by the people in charge of preparing the sustainability report in each division. Furthermore, from the FGD several material topics were proposed through the distribution of questionnaires involving internal and external stakeholders aimed at determining the level of materiality in reporting.

Prinsip pelaporan yang digunakan untuk menentukan isi laporan keberlanjutannya, KAI melakukan langkah-langkah sebagai berikut:

- a. **Pelibatan Pemangku Kepentingan.** Pelibatan pemangku kepentingan KAI yaitu dengan survei dalam bentuk kuesioner pada saat menentukan topik material.
- b. **Konteks Keberlanjutan.** Laporan keberlanjutan KAI ditulis untuk menyajikan kinerja organisasi dengan mengacu pada Peraturan Otoritas Jasa Keuangan (POJK) No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan

The reporting principle used to determine the content of its sustainability report, KAI took the following steps:

- a. **Stakeholder Engagement.** The involvement of KAI stakeholders was through a survey in the form of a questionnaire when determining material topics.
- b. **Sustainability Context.** The KAI sustainability report was written to present the organization's performance with reference to the Financial Services Authority Regulation (POJK) No. 51/POJK.03/2017 concerning the Implementation

bagi Lembaga Jasa Keuangan, Emiten dan Perusahaan Publik dan Surat Edaran Otoritas Jasa Keuangan Republik Indonesia No.16/SEOJK.04/2021 Tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik serta sasaran pembangunan berkelanjutan, bagaimana organisasi memberikan kontribusi dalam bidang ekonomi, sosial dan lingkungan.

- c. **Materialitas.** Pemilihan topik material mencerminkan dampak ekonomi, lingkungan dan sosial bisnis KAI yang relevan dan menjadi prioritas.
- d. **Kelengkapan.** Kelengkapan dilakukan dengan memberikan gambaran yang memadai serta mencerminkan dampak ekonomi, lingkungan dan sosial yang signifikan guna membantu para pemangku kepentingan dalam menilai organisasi.

Laporan keberlanjutan ini meliputi aspek ekonomi, sosial dan lingkungan KAI. Adapun informasi terkait dengan keuangan dalam laporan ini berasal dari laporan keuangan KAI dan kinerja keberlanjutan berasal dari KAI.

of Sustainable Finance for Financial Services Institutions, Issuers and Public Companies and Circular Letter of the Financial Services Authority of the Republic of Indonesia No.16/SEOJK.04/2021 concerning the Form and Content of the Annual Report of Issuers or Public Companies and development targets sustainability, how the organization contributed in the economic, social and environmental fields.

- c. **Materiality.** The choice of material topics reflected the relevant and prioritized economic, environmental and social impacts of KAI's business.
- d. **Completeness.** Completeness was carried out by providing an adequate description and reflecting significant economic, environmental and social impacts to assist stakeholders in assessing the organization.

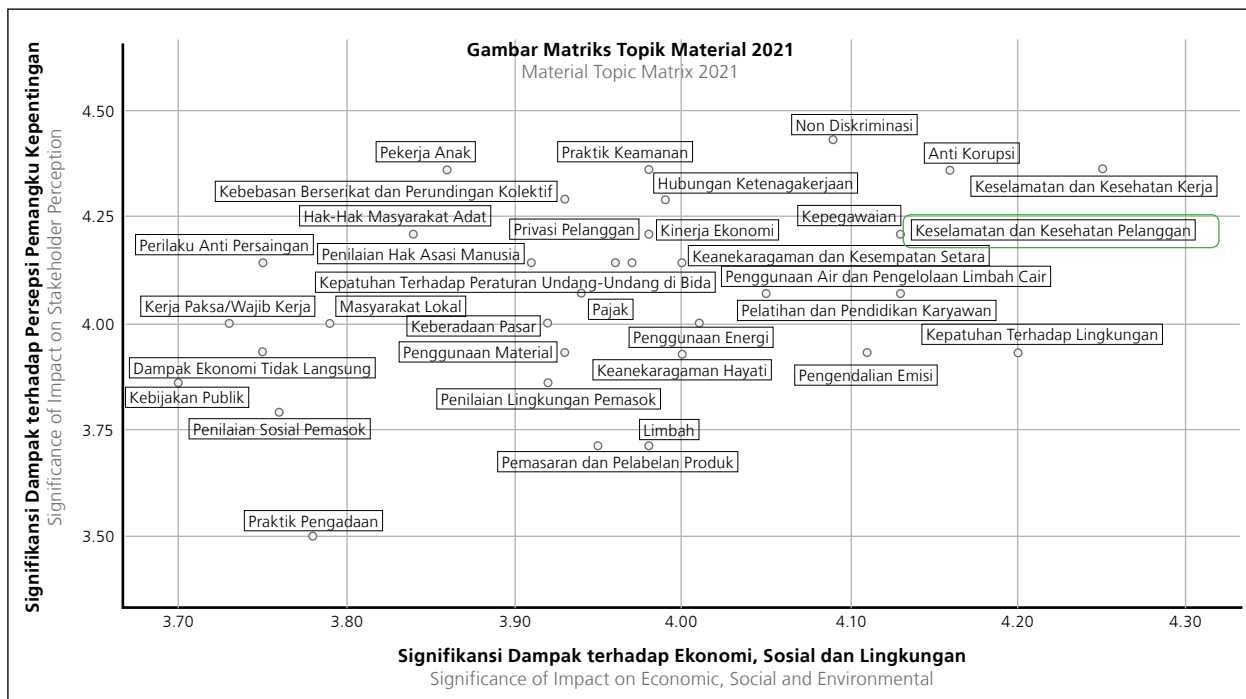
This sustainability report covered the economic, social and environmental aspects of KAI. The information related to finance in this report was originally from KAI's financial report, and the sustainability performance came from KAI.

Daftar Topik Material [GRI 102-47]

Topik-topik material yang telah diidentifikasi berdasarkan survei dan *Focus Group Discussion* (FGD) dapat digambarkan pada matrik berikut ini.

Material Topic and Management Approach

The material topics identified based on the survey and Focus Group Discussion (FGD) can be described in the following matrix.



Dari matriks tersebut, dapat dilihat bahwa terdapat 5 (lima) yang terpilih sebagai topik material KAI, di antaranya:

- Anti-korupsi
- Kepegawaian
- Pelatihan dan Pendidikan
- Keselamatan dan Kesehatan Kerja
- Keselamatan dan Kesehatan Pelanggan

Topik material dan Batasan topik yang disajikan dalam laporan ini adalah sebagai berikut.

From the matrix, it can be seen that there are 5 (five) selected as KAI material topics, including:

- Anti Corruption
- Staffing
- Training and Education
- Occupational Health and Safety
- Customer Safety and Health

The material topics and topic boundaries presented in this report are as follows.

Aspek Aspect	Topik Material Material Topic	Batasan Pemangku Kepentingan yang Terdampak [GRI 103-1] Limitation of Affected Stakeholders		Alasan Bersifat Material [GRI 103-1] Material Reason	Keterlibatan Perseroan [GRI 103-1]- Company Involvement
		Internal	Eksternal		
Ekonomi Economy	Anti Korupsi [GRI 205] Anti Corruption	Pegawai, Pemegang Saham Employees, Shareholders	Penumpang Passenger	Anti korupsi memiliki peran penting terhadap keberlangsungan kegiatan usaha untuk melawan segala bentuk korupsi termasuk suap menyuap dan pemerasan. Anti-corruption had an important role in the sustainability of business activities to fight all forms of corruption including bribery and extortion.	KAI berkomitmen untuk melaksanakan nilai-nilai utama secara konsisten, hal ini diwujudkan dengan menetapkan Pedoman Penanganan Pengaduan (<i>Whistleblowing System</i>). KAI committed to implementing its core values consistently by establishing a Complaint Handling Guidelines (<i>Whistleblowing System</i>).
Sosial Social	Kepegawaian [GRI 401] Staffing	Pegawai, Pemegang Saham Employees, Shareholders	Penumpang, Pelanggan Angkutan Barang Passengers, Cargo Forwarding Customers	Kepegawaian memberikan gambaran komitmen KAI terhadap pengelolaan pegawai atau sumber daya manusia. Staffing provided an overview of KAI's commitment to the management of employees or human resources.	KAI melakukan perekrutan pegawai menggunakan <i>website recruitment.kai.id</i> . <i>Website</i> tersebut telah mencakup berbagai informasi seperti pengumuman rekrutmen, registrasi, seleksi, pengumuman kelulusan, dan <i>job description</i> . KAI recruited employees using the <i>recruitment.kai.id</i> website. The website included various information such as recruitment announcements, registration, selection, graduation announcements, and job descriptions.
	Keselamatan dan Kesehatan Kerja [GRI 403] Occupational Health and Safety	Pegawai Employee	Penumpang, Pelanggan Angkutan Barang Passengers, Cargo Forwarding Customers	Keselamatan dan Kesehatan kerja menggambarkan komitmen KAI dalam meningkatkan kenyamanan dan keamanan di tempat kerja. Occupational Health and Safety illustrated KAI's commitment to improving comfort and safety in the workplace.	KAI senantiasa menerapkan standarisasi keselamatan, kesehatan, dan keamanan bagi para pegawai di lingkungan kerja sesuai dengan Standar Operasional Perusahaan (SOP). Seperti di masa pandemi seperti saat ini, KAI mewujudkan dengan memastikan penerapan protokol kesehatan yang ketat guna mencegah penyebaran COVID-19. KAI implemented standardization of safety, health, and security for employees in the work environment in accordance with the Company's Operating Standards (SOP). In the current pandemic, KAI realized this by ensuring the implementation of strict health protocols to prevent the spread of COVID-19.

Aspek Aspect	Topik Material Material Topic	Batasan Pemangku Kepentingan yang Terdampak [GRI 103-1] Limitation of Affected Stakeholders		Alasan Bersifat Material [GRI 103-1] Material Reason	Keterlibatan Perseroan [GRI 103-1]- Company Involvement
		Internal	Eksternal		
	Pelatihan dan Pendidikan [GRI 404] Training and Education	Pegawai Employee	Penumpang, Pelanggan Angkutan Barang, Masyarakat, Mitra Kerja Passengers, Cargo Forwarding Customers, Community, Partners	Pelatihan dan pendidikan memiliki tujuan untuk meningkatkan kemampuan maupun produktivitas pegawai yang akan memberikan pelayanan terbaik bagi penumpang, masyarakat dan mitra kerja. Training and education had the aim of increasing the ability and productivity of employees providing the best service for passengers, the community and business partners.	KAI memiliki program pelatihan dan pendidikan bagi para pegawai guna meningkatkan optimalisasi kinerja dalam menghasilkan sumber daya manusia yang unggul dan berdaya saing tinggi. KAI had training and education programs for employees to improve performance optimization in producing superior and highly competitive human resources.
	Kesehatan dan Keselamatan Pelanggan [GRI 416] Customer Health and Safety	Pegawai Employee	Penumpang, Pelanggan Angkutan Barang, Pemasok Passengers, Cargo Forwarding Customers, Suppliers	Kesehatan dan keselamatan pelanggan menggambarkan komitmen KAI dalam memberikan keamanan produk/jasa kepada para penumpangnya. Customer health and safety illustrated KAI's commitment in providing product/service safety to its passengers.	KAI berkomitmen untuk mengutamakan dan menerapkan standarisasi keselamatan, kesehatan, dan keamanan bagi para mitra dan para penumpang. KAI secara rutin memastikan keamanan perjalanan kereta api, dan juga melakukan pengecekan berkala pada sarana dan prasarana. KAI committed to prioritizing and implementing safety, health and security standards for partners and passengers. KAI routinely ensured the safety of train travel, and also conducted periodic checks on facilities and infrastructure.

Penyajian Kembali Informasi [GRI 102-48]

Laporan keberlanjutan yang disusun oleh KAI pada tahun 2021 tidak terdapat *restatement* atau pernyataan kembali informasi yang bersifat memperbaiki dari laporan keberlanjutan tahun sebelumnya.

Returning Information

The sustainability report compiled by KAI in 2021 did not contain a restatement of corrective information from the previous year's sustainability report.

Perubahan dalam Pelaporan [GRI 102-49]

Pada tahun 2021, Laporan Keberlanjutan yang disusun oleh KAI tidak terdapat perubahan periode pelaporan dan batasan topik material oleh KAI pada Laporan Keberlanjutan.

Changes in Reporting

In 2021, the Sustainability Report prepared by KAI had no changes in the reporting period and material topic limits by KAI in the Sustainability Report.

Periode dan Pedoman Laporan [GRI 102-50, 102-51, 102-52, 102-54]

Pada tahun 2021, KAI menyusun Laporan Keberlanjutan yang membahas mengenai kinerja keberlanjutan dengan siklus pelaporan yang bersifat tahunan. Data yang disampaikan dalam laporan ini, mencakup data dalam kurun waktu 1 Januari – 31 Desember 2021. Laporan Keberlanjutan KAI disusun sesuai dengan Peraturan Otoritas Jasa Keuangan (POJK) No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi

Reporting Period and Guidelines

In 2021, KAI prepared a Sustainability Report discussing sustainability performance with an annual reporting cycle. The data presented in this report included data for the period January 1 – December 31, 2021. The KAI Sustainability Report was prepared in accordance with Financial Services Authority Regulation (POJK) No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Service

Lembaga Jasa Keuangan, Emiten dan Perusahaan Publik, Surat Edaran Otoritas Jasa Keuangan Republik Indonesia Nomor 16/SEOJK.04.2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik, Global Reporting Initiative (GRI) Standard 2021 dengan opsi inti (*core option*) dan yang dikeluarkan oleh GRI yang digunakan sebagai pedoman tambahan.

Titik Kontak Untuk Pertanyaan Mengenai Laporan [GRI 102-53]

KAI berharap laporan keberlanjutan ini bisa menjadi rujukan bagi para pemangku kepentingan untuk mengetahui pelaksanaan kinerja keberlanjutan yang diterapkan KAI. Laporan diterbitkan dalam edisi cetak, selain itu dapat juga diakses melalui situs perusahaan <http://www.kai.id>. KAI membuka akses bagi para pemangku kepentingan dalam menyampaikan hal yang terkait laporan ini. Berikut media penyampaian yang kami miliki:

Institutions, Issuers and Public Companies, Circular Letter of the Financial Services Authority of the Republic of Indonesia Number 16/SEOJK.04.2021 concerning the Form and Content of the Annual Report of Issuers or Public Companies, Global Reporting Initiative (GRI) Standard 2021 with core options and those issued by GRI used as additional guidance.

Contact Point For Report Questions







KAI expected that this sustainability report could be a reference for stakeholders to find out the implementation of sustainability performance implemented by KAI. The report was published in a printed edition, besides that it could also be accessed through the company's website <http://www.kai.id>. KAI opened access for stakeholders in submitting matters related to this report. The following delivery media included:

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 Sahabat KAI

» Kinerja Keberlanjutan [OJK F] Sustainability Performance

Kegiatan Membangun Budaya Keberlanjutan [OJK F.1]

Dalam membangun budaya keberlanjutan KAI melakukan pembinaan yang dilaksanakan bersamaan dengan kegiatan-kegiatan yang ditujukan kepada masyarakat di antaranya adalah pada penanaman *spirit* kegiatan KAI-Pling (Peduli Lingkungan) pada pegawai. KAI-Pling (Kereta Api Peduli Lingkungan) program atas kepedulian KAI terhadap lingkungan, sarana dan prasarana umum, pengelolaan sampah, serta penanaman pohon yang berada di sekitar proses bisnis KA. Pegawai diharapkan secara aktif dalam kegiatan KAI-Pling.

Activities Building a Sustainable Culture

In building a culture of sustainability, KAI conducted coaching carried out in conjunction with activities aimed at the community, including instilling the spirit of KAI-Pling (Environmental Care) activities in employees. KAI-Pling (Railway Cares for the Environment) program for KAI's concern for the environment, public facilities and infrastructure, waste management, and planting trees around the railway business process. Employees were expected to be active in KAI-Pling activities.

Selain itu, KAI mengikutsertakan seluruh insan KAI pada pelatihan terkait kebijakan anti-*fraud* dan anti korupsi serta memastikan seluruh mitra bisnis memahami kebijakan anti korupsi.

In addition, KAI included all KAI personnel in training related to anti-fraud and anti-corruption policies and ensured that all business partners understand anti-corruption policies.

Kinerja Ekonomi

Dampak pandemi COVID-19 pada tahun 2020 masih berlangsung di sektor transportasi. Munculnya varian baru virus corona mengharuskan pemerintah memberlakukan kebijakan Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM) yang memberikan dampak penurunan kinerja pada segmen Angkutan Penumpang KAI. KAI sangat menyadari bahwa kinerja ekonomi merupakan gambaran pencapaian dan kinerja Perseroan dan menjadi dasar pemangku kepentingan untuk mengambil keputusan. KAI senantiasa berupaya untuk mencapai target yang telah ditetapkan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) setiap tahunnya. Untuk mencapai target yang telah ditentukan KAI telah menyusun strategi yang dituangkan dalam kontrak manajemen tahun 2021.

Economic Performance

The impact of the COVID-19 pandemic in 2020 still occurred in the transportation sector. The emergence of a new variant of the corona virus required the government to enforce a policy of Enforcing Community Activity Restrictions (PPKM) which had an impact on decreasing performance in the KAI Passenger Transportation segment. KAI was very aware that economic performance became a picture of the Company's achievements and performance and was the basis for stakeholders to make decisions. KAI strived to achieve the targets set in the Company's Work and Budget Plan (RKAP) every year. To achieve the target determined, KAI developed a strategy as outlined in the 2021 management contract.

Perbandingan Target dan Kinerja Produksi, Portofolio, Target Pembiayaan, atau Investasi, Pendapatan dan Laba Rugi [OJK F.2]

Comparison of Production Target and Performance, Portfolio, Target Financing, or Investment, Income and Profit Loss

Pada tahun 2021, pencapaian target volume dan pendapatan angkutan penumpang masih berada di bawah target yang masing-masing mencapai 72,03% dan 96,43%.

In 2021, the achievement of the target volume and revenue for passenger transportation was still below the target of 72.03% and 96.43%, respectively.

Tabel Perbandingan Target dan Realisasi Angkutan Penumpang

Table Comparison of Targets and Actual Passenger Transport

Tahun Year	Perbandingan Target dan Realisasi Angkutan Penumpang (Dalam Orang) Comparison of Target and Actual Passenger Transport (In Person)			Perbandingan Target dan Realisasi Pendapatan Angkutan Penumpang (Dalam Ribuan Rupiah) Comparison of Target and Actual Passenger Transport Revenue (In Thousands of Rupiah)		
	Target	Realisasi Realization	Persentase Realisasi terhadap Target (%) Percentage of Realization against Target (%)	Target	Realisasi Realization	Persentase Realisasi terhadap Target (%) Percentage of Realization against Target (%)
2021	214.547.283	154.537.582	72,03	2.450.673.572	2.363.286.232	96,43
2020	175.106.283	186.832.349	106,70	2.645.310.404	2.864.386.074	108,28
2019	435.496.082	429.259.565	98,57	9.429.369.780	9.644.403.886	102,23

Selanjutnya, terkait realisasi volume juga masih berada di bawah target yaitu sebesar 50.261.778 ton atau sebesar 89,10% dibandingkan dengan target yaitu 56.412.318 ton. Di sisi lain, pendapatan angkutan barang mencapai 94,99% dengan realisasi Rp7.327.830.146 ribu.

Furthermore, the realization of volume was also still below the target of 50,261,778 tons or 89.10% compared to the target of 56,412,318 tons. On the other hand, cargo revenue reached 94.99% with a realization of IDR7,327,830,146 thousand.

Tabel Perbandingan Target dan Realisasi Angkutan Barang

Table of Comparison of Targets and Realization of Goods Transport

Tahun Year	Perbandingan Target dan Realisasi Angkutan Barang (Dalam Ton) Comparison of Targets and Actual Freight Forwarding (In Tons)			Perbandingan Target dan Realisasi Pendapatan Angkutan Barang (Dalam Ribuan Rupiah) Comparison of Target and Actual Revenue of Freight Forwarding (In Thousands of Rupiah)		
	Target	Realisasi Realization	Persentase Realisasi terhadap Target (%) Percentage of Realization against Target (%)	Target	Realisasi Realization	Persentase Realisasi terhadap Target (%) Percentage of Realization against Target (%)
2021	56.412.318	50.261.778	89,10	7.714.142.733	7.327.830.146	94,99
2020	40.928.412	45.125.346	110,25	5.816.892.167	6.287.906.261	108,10
2019	53.574.750	47.621.202	88,89	7.211.330.772	6.741.922.971	93,49

Tabel Perbandingan Target dan Realisasi Komersialisasi Aset

Table of Comparison of Targets and Actual Commercialization of Assets

Tahun Year	Perbandingan Target dan Realisasi Komersialisasi Aset (Dalam m ²) Comparison of Asset Commercialization Target and Actual (In m ²)			Perbandingan Target dan Realisasi Pendapatan Komersialisasi Aset (Dalam Ribuan Rupiah Penuh) Comparison of Asset Commercialization Target and Realized Income (In Full Ammount)		
	Target	Realisasi Realization	Persentase Realisasi terhadap Target (%) Percentage of Realization against Target (%)	Target	Realisasi Realization	Persentase Realisasi terhadap Target (%) Percentage of Realization against Target (%)
2021		4.476.810,09		770.890.000.000	693.301.000.000	89,94
2020		5.817.355,88		564.649.000.000	625.988.000.000	110,86
2019		5.573.637,94		749.653.000.000	720.200.000.000	96,07

Pada tahun 2021, KAI membukukan rugi tahun berjalan sebesar Rp425,20 miliar atau sebesar 141,22% lebih baik dari target yang ditetapkan, pencapaian ini lebih baik dibandingkan target batas rugi sebesar Rp723,34 miliar. Hal ini menunjukkan KAI telah menerapkan strategi yang efektif di tahun 2021 melalui percepatan pembangunan infrastruktur pendukung, optimalisasi sarana dan kegiatan pemasaran serta efisiensi pola operasi untuk peningkatan volume angkutan.

In 2021, KAI posted a loss for the year of IDR425.20 billion or 141.22% better than the target set, this achievement was better than the target loss limit of IDR723.34 billion. This showed that KAI implemented an effective strategy in 2021 by accelerating the development of supporting infrastructure, optimizing marketing facilities and activities as well as operating efficiency patterns to increase transportation volume.

Tabel Perbandingan Target dan Realisasi Laba (Rugi) Tahun Berjalan

Table of Target Comparison and Realized Profit (Loss) for the Year

Tahun Year	Perbandingan Target dan Realisasi Realisasi Laba (Rugi) Tahun Berjalan Comparison of Target and Realized Profit (Loss) for the Year		
	Target (Dalam Ribuan Rupiah) Target (In Thousands of Rupiah)	Realisasi (Dalam Ribuan Rupiah) Realization (In Thousands of Rupiah)	Persentase Realisasi terhadap Target (%) Percentage of Realization against Target (%)
2021	(723.337.702)	(425.195.645)	141,22
2020	(3.427.388.935)	(1.736.237.692)	149,34
2019	1.788.070.269	1.975.047.535	110,47

Perbandingan Target dan Kinerja Portofolio, Target Pembiayaan, atau Investasi Pada Instrumen Keuangan atau Proyek yang Sejalan dengan Keuangan Berkelanjutan [OJK F.3]

Investasi berwawasan lingkungan yang dilakukan KAI adalah investasi pengembangan. Investasi tersebut ditujukan kepada investasi berbagai jenis kereta api. Seluruh kereta api yang dimiliki oleh KAI merupakan jenis kereta yang ramah lingkungan. Hal ini dikarenakan bahan bakar yang digunakan seluruh kereta adalah bahan bakar yang ramah lingkungan (BBM B30 dan listrik), sehingga dapat mengurangi emisi karbon (CO₂) dibandingkan dengan moda transportasi lainnya.

Comparison of Portfolio Targets and Performance, Target Financing, or Investments In Financial Instruments or Projects Along with Sustainable Financial [OJK F.3]

KAI's environmentally investment in development investment. The investment is aimed at investing in various types of trains. All trains owned by KAI are environmentally friendly types of trains. This is because the fuel used by all trains is environmentally friendly fuel (BBM B30 and electricity), so it can reduce carbon emissions (CO₂), if compared to other transportations.

Tabel Perbandingan Target dan Realisasi Investasi Pengembangan

Table of Comparison of Targets and Realized Development Investment

Tahun Year	Perbandingan Target dan Realisasi Investasi Pengembangan Comparison of Targets and Realized Development Investment		
	Target (Dalam Miliar Rupiah) Target (In Billion Rupiah)	Realisasi (Dalam Miliar Rupiah) Realization (In Billion Rupiah)	Persentase Realisasi terhadap Target (%) Percentage of Realization against Target (%)
2021	7.177	3.848	53,62
2020	8.158	5.081	62,30
2019	18.280	4.717	25,80

Anti Korupsi [GRI 205]

Anti korupsi memiliki peran penting terhadap keberlangsungan kegiatan usaha dalam melawan segala bentuk korupsi termasuk suap menyuap, pemerasan termasuk penyalahgunaan sumber daya perusahaan yang berdampak negatif pada keberlanjutan perusahaan. [GRI 103-1]

KAI memiliki kontribusi nyata yang dilakukan dalam mencegah serta memberantas tindak korupsi dengan memiliki Kebijakan Sistem Manajemen Anti Penyuapan, Kebijakan Gratifikasi, Pedoman Perilaku, dan Kebijakan *Whistleblowing System*. KAI berkomitmen untuk mendukung upaya Pemerintah dalam melakukan pemberantasan tindak pidana korupsi, Perseroan dan Komisi Pemberantasan Korupsi (KPK) menandatangani Perjanjian Kerja Sama (PKS) Penanganan Pengaduan Dalam Upaya Pemberantasan Tindak Pidana Korupsi bersama dengan Kementerian Badan Usaha Milik Negara (BUMN) serta 26 BUMN lainnya. Selain itu, KAI juga berkomitmen untuk memberikan pelatihan atau sosialisasi terkait anti korupsi kepada seluruh Insan KAI guna mewujudkan lingkungan kerja yang bersih dan berintegritas. KAI juga telah mengadopsi ISO 37001:2016 tentang Sistem Manajemen Anti Penyuapan (SMAP) Perusahaan telah mendapatkan dua sertifikat ISO 37001:2016 SMAP pada Unit Quality Assurance & Good Corporate Governance (GCG) dan Unit Pengadaan Barang dan Jasa. [GRI 103-2]

Anti Corruption

Anti-corruption had an important role in the sustainability of business activities in fighting all forms of corruption including bribery, extortion including misuse of company resources with a negative impact on the sustainability of the company.

KAI made a real contribution in preventing and eradicating corruption by having an Anti-Bribery Management System Policy, Gratuity Policy, Code of Conduct, and Whistleblowing System Policy. KAI committed to supporting the Government's efforts to eradicate corruption, the Company and the Corruption Eradication Commission (KPK) signed a Cooperation Agreement (PKS) for Handling Complaints in Efforts to Eradicate Corruption Crimes together with the Ministry of State-Owned Enterprises and 26 other SOEs. In addition, KAI also committed to providing training or socialization related to anti-corruption to all KAI personnel in order to create a clean and integrity work environment. KAI also adopted ISO 37001:2016 regarding the Anti-Bribery Management System (SMAP). The company received two ISO 37001:2016 SMAP certificates in the Quality Assurance & Good Corporate Governance (GCG) Unit and the Goods and Services Procurement Unit.

Di samping itu, KAI juga melakukan *Monitoring* Pengendalian Gratifikasi yang diatur dalam Peraturan Direksi Nomor PER.U/KC.202/XI/1/ KA-2020 tentang Pedoman Pengendalian Gratifikasi. Pedoman ini memiliki maksud dan tujuan untuk memberikan pemahaman, sebagai pedoman dan mencegah Pegawai agar tidak terjerat dalam praktik gratifikasi. [GRI 103-2]

Dalam mengelola pelaporan gratifikasi, KAI telah membentuk Unit Pengendalian Gratifikasi (UPG) yang berisikan Koordinator UPG yakni Executive Vice President Corporate Secretary; dan Pengelola UPG yakni Unit Quality Assurance and Good Corporate Governance. Insan KAI yang menerima atau menolak Gratifikasi harus menyampaikan laporan Gratifikasi kepada UPG melalui menu E-Gratifikasi pada situs web <https://eoffice.kai.id> yang selanjutnya dilakukan verifikasi dan analisis oleh UPG guna menentukan apakah laporan tersebut akan ditindaklanjuti atau tidak. Apabila laporan tersebut dilakukan tindak lanjut, maka akan diproses oleh KPK atau UPG. UPG juga memiliki tugas dan tanggung jawab untuk melakukan pemantauan dan evaluasi dalam rangka pengendalian Gratifikasi di lingkungan Perusahaan. [GRI 103-3]

Operasi-Operasi yang Dinilai Memiliki Risiko Terkait Korupsi [GRI 205-1]

Upaya KAI untuk mencegah terjadinya korupsi yaitu dengan melakukan kajian risiko terhadap segala potensi terjadinya korupsi di dalam bisnis KAI. Berdasarkan hasil kajian tersebut, ditemukan bahwa dari total risiko signifikan sebesar 83% berada di kantor pusat dan 17% di kantor daerah. Apabila dibandingkan dengan keseluruhan operasional KAI, maka risiko signifikan ini mencakup 19% dari keseluruhan operasional. Selanjutnya, KAI telah menetapkan rencana mitigasi untuk menurunkan tingkat risiko yang masuk dalam kategori signifikan tersebut.

Rencana mitigasi yang ditetapkan KAI adalah dengan melakukan hal-hal sebagai berikut:

- a. Penandatanganan *code of conduct* bagi seluruh Insan KAI setiap tahun sekali yang berbunyi:
 1. bertindak sesuai pedoman perilaku
 2. menjalankan proses bisnis perusahaan berdasarkan prinsip-prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*)
 3. menghindari aktivitas yang dapat menimbulkan benturan kepentingan
 4. tidak melakukan tindakan penyuapan yaitu menawarkan, menjanjikan, memberikan, menerima, atau meminta keuntungan/sesuatu yang tidak semestinya dalam lingkup pekerjaan
 5. melaporkan setiap pelanggaran yang kami saksikan kepada otoritas yang berwenang atau media *whistleblowing system*
 6. menolak dan melaporkan gratifikasi yang berhubungan dengan jabatan dan berlawanan dengan kewajiban

In addition, KAI also monitored Gratuity Control as regulated in the Board of Directors Regulation Number PER.U/KC.202/XI/1/KA-2020 concerning Guidelines for Gratuity Control. This guideline aimed to provide understanding, as a guide and prevent employees from being entangled in gratuity practices.

In managing gratuity reporting, KAI established a Gratuity Control Unit (UPG) consisting of the UPG Coordinator, namely the Executive Vice President Corporate Secretary; and the UPG Manager, namely the Quality Assurance and Good Corporate Governance Unit. KAI personnel accepting or rejecting Gratuity had to submit a Gratuity report to UPG through the E-Gratification menu on the website <https://eoffice.kai.id> which would then be verified and analyzed by UPG to determine whether the report could be followed up or not. If the report had been followed up, it was processed by the KPK or UPG. UPG also had the duty and responsibility to carry out monitoring and evaluation in the context of controlling Gratuity within the Company.

Operations with a Corruption Related Risk

KAI's effort to prevent corruption was by conducting a risk assessment of all the potential for corruption in KAI's business. Based on the results of the study, it was found that of the total significant risks, 83% were at the head office and 17% at regional offices. When compared to the entire operation of KAI, this significant risk covered 19% of the entire operation. Furthermore, KAI established a mitigation plan to reduce the level of risk that could be included into the significant category.

The mitigation plan set by KAI was to do the following:

- a. The signing of the code of conduct for all KAI personnel every year which mentioned:
 1. act according to the code of conduct
 2. run the company's business processes based on the principles of good corporate governance
 3. avoid activities that might cause a conflict of interest
 4. not taking bribes, namely offering, promising, giving, receiving, or asking for benefits/something not appropriate within the scope of work
 5. report every violation that we witness to the competent authority or the media whistleblowing system
 6. refuse and report gratuities related to positions and contrary to obligations

7. menerima konsekuensi jika melakukan pelanggaran terhadap peraturan perusahaan dan perundang-undangan yang berlaku
- b. Kewajiban bagi seluruh Mitra Bisnis untuk menandatangani Pakta Integritas dan komitmen anti penyuapan pada seluruh proses kerjasama yang dilakukan dengan Perseroan, sesuai dengan standar sistem manajemen anti penyuapan ISO 37001 yang telah diterapkan di Perseroan.

Komunikasi dan Pelatihan Tentang Kebijakan dan Prosedur Anti-Korupsi [GRI 205-2]

Untuk memastikan bahwa seluruh insan KAI memahami kebijakan anti korupsi, pedoman perilaku, benturan kepentingan, anti-*fraud*, gratifikasi, dan *whistleblowing system* maka KAI telah melakukan komunikasi dan pelatihan terkait kebijakan dan prosedur antikorupsi. Selama tahun 2021, Perseroan telah menyelenggarakan pelatihan kebijakan anti-*fraud* atau anti korupsi kepada badan tata kelola meliputi:

1. Peningkatan kapabilitas penanganan *whistleblowing system* dan pengendalian gratifikasi kepada 50 pegawai melalui *training* dan webinar series yang diselenggarakan oleh KPK secara daring
2. Pelatihan Sistem Manajemen Anti Penyuapan/ISO 37001:2016 kepada 16 pegawai Unit Fungsi Kepatuhan Anti Penyuapan dan kepada perwakilan seluruh Unit di Perseroan yang meliputi:
 - a. 255 pegawai dari Daerah
 - b. 83 pegawai dari Kantor Pusat

Selain itu, KAI juga melakukan komunikasi terkait kebijakan anti-*fraud* atau anti korupsi kepada seluruh insan KAI meliputi:

1. Sosialisasi secara daring tentang kebijakan anti-*fraud* atau anti korupsi kepada total 1.368 pegawai yang tersebar di Kantor Pusat, Daerah Operasional, Divisi Regional, serta Balai Yasa
2. Mendiseminasikan pesan anti korupsi kepada seluruh pegawai (100%) melalui portal kepegawaian perusahaan *e-office*, email *broadcast*, tabloid internal, dan media sosial
3. Penyampaian materi anti-*fraud* atau anti korupsi melalui program *induction training* kepada seluruh pegawai yang diterima di perusahaan
4. *Sharing Session* KPK dalam Upaya Pencegahan dan Penindakan Korupsi di Lingkungan BUMN yang diikuti oleh 96 peserta yang merupakan jajaran *top management* di perusahaan
5. Penyelenggaraan webinar dengan tema “Satu Padu Bangun Budaya Anti Korupsi 2021” dan penguatan nilai integritas serta penegakan GCG dalam rangka memperingati Hari Anti Korupsi Sedunia (HAKORDIA) yang diikuti Jajaran Dewan Komisaris, Direksi, *top management* serta seluruh Insan Perusahaan dan Anak Perusahaan
6. Penyelenggaraan webinar dengan tema “Satu Padu Bangun Budaya Anti Korupsi 2021” dalam rangka memperingati Hari Antikorupsi Sedunia (HAKORDIA) yang dilaksanakan secara

7. accept the consequences if you violate the company regulations and applicable laws and regulations

- b. The obligation for all Business Partners to sign an Integrity Pact and an anti-bribery commitment in the entire process of cooperation with the Company, in accordance with the ISO 37001 anti-bribery management system standard implemented in the Company.

Communication and Training on Anti-Corruption Policy and Procedures

To ensure that all KAI personnel understood the anti-corruption policy, code of conduct, conflict of interest, anti-fraud, gratuity, and whistleblowing system, KAI conducted communication and training related to anti-corruption policies and procedures. During 2021, the Company conducted anti-fraud or anti-corruption policy training for governance bodies including:

1. Improving capability of handling whistleblowing system and gratuity control for 50 employees through online training and webinar series organized by the KPK
2. Anti-Bribery Management System Training/ISO 37001:2016 to 16 employees of the Anti-Bribery Compliance Function Unit and to representatives of all units in the Company including:
 - a. 255 employees from the Region
 - b. 83 employees from the Head Office

In addition, KAI also communicated regarding anti-fraud or anti-corruption policies to all KAI personnel, including:

1. Online socialization of anti-fraud or anti-corruption policies to a total of 1,368 employees spread across the Head Office, Regional Operations, Regional Divisions, and Balai Yasa
2. Disseminating anti-corruption messages to all employees (100%) through e-office company employment portals, email broadcasts, internal tabloids, and social media
3. Submission of anti-fraud or anti-corruption materials through induction training programs to all accepted employees in the company
4. Sharing Session of the Corruption Eradication Commission in Efforts to Prevent and Enforce Corruption in SOEs, which was attended by 96 participants, the top management in the company
5. Organizing a webinar with the theme “Unified to Build Anti-Corruption Culture 2021” and strengthening the value of integrity and upholding GCG in commemoration of World Anti-Corruption Day (HAKORDIA) which was attended by the Board of Commissioners, Board of Directors, top management and all employees of the Company and its Subsidiaries
6. Organizing a webinar with the theme “Unified to Build Anti-Corruption Culture 2021” in commemoration of World Anti-Corruption Day (HAKORDIA) which was held online

daring dan ditayangkan melalui kanal *youtube* perusahaan. Kegiatan ini diikuti oleh Jajaran Dewan Komisaris, Direksi, *top management* serta seluruh Insan Perusahaan dan Anak Perusahaan.

KAI juga memastikan bahwa para mitra bisnis memahami kebijakan anti korupsi. KAI telah mengkomunikasikan anti korupsi kepada seluruh mitra bisnis KAI (100%) melalui:

1. Menyampaikan larangan kepada mitra bisnis untuk memberikan gratifikasi kepada seluruh pegawai KAI pada proses pengadaan barang dan jasa
2. Seluruh mitra bisnis diwajibkan untuk menyerahkan Pakta Integritas
3. Pada kontrak/ikatan kerja telah dicantumkan pasal berkaitan dengan anti penyuapan dan anti korupsi

Insiden Korupsi yang Terbukti dan Tindakan yang Diambil [GRI 205-3]

Selama tahun 2021, KAI telah menerima 6 (enam) pengaduan yang disampaikan melalui media *whistleblowing system* (WBS) yaitu 4 (empat) pengaduan email dan 2 (dua) surat yang ditujukan untuk unit pengelola WBS. Dari pengaduan tersebut, terdapat 1 (satu) pengaduan yang terbukti, sedangkan 5 (lima) pengaduan lainnya tidak *valid* atau tidak terbukti. Kasus yang terbukti kemudian ditindaklanjuti oleh petugas yang berwenang untuk memberikan hukuman disiplin dan melaporkan kasus tersebut kepada direktur utama untuk diproses dan ditindaklanjuti sesuai dengan peraturan yang berlaku.

Selain itu, sepanjang tahun 2021 tidak terdapat kasus yang mengakibatkan berakhirnya kontrak dengan mitra bisnis serta tidak terdapat kasus hukum terkait korupsi yang diajukan oleh publik terhadap KAI atau karyawannya selama periode pelaporan.

Kinerja Lingkungan Hidup

KAI merupakan perusahaan yang bergerak di bidang transportasi, sehingga kegiatan bisnisnya tidak berkaitan langsung dengan lingkungan hidup. Oleh karena itu, informasi terkait kinerja lingkungan hidup lebih ditekankan pada biaya lingkungan hidup, penggunaan material yang ramah lingkungan, jumlah dan intensitas energi yang digunakan, upaya dan pencapaian efisiensi energi dan penggunaan energi terbarukan, serta penggunaan air. Di samping itu, dalam Laporan Keberlanjutan KAI 2021 juga disampaikan informasi kegiatan terkait dampak dari wilayah operasional yang dekat atau berada di daerah konservasi atau memiliki keanekaragaman hayati, usaha konservasi keanekaragaman hayati, jumlah dan intensitas emisi yang dihasilkan berdasarkan jenisnya, upaya dan pencapaian pengurangan emisi yang dilakukan, jumlah limbah dan efluen yang dihasilkan berdasarkan jenis, mekanisme pengelolaan limbah dan efluen, tumpahan yang terjadi, serta jumlah dan materi pengaduan lingkungan hidup yang diterima dan diselesaikan yang relevan dengan kegiatan usaha KAI.

and broadcast through the company's YouTube channel. This activity was attended by the Board of Commissioners, Board of Directors, top management and all personnel of the Company and its Subsidiaries.

KAI also ensured that business partners understand the anti-corruption policy. KAI communicated anti corruption to all KAI business partners (100%) through:

1. Delivering prohibitions on business partners from giving gratuities to all KAI employees in the process of procuring goods and services
2. All business partners were required to submit an Integrity Pact
3. Articles related to anti-bribery and anti-corruption were included in the contract/employment bond

Proven Corruption Incidents and Actions Taken

During 2021, KAI received 6 (six) complaints submitted through the media whistleblowing system (WBS), namely 4 (four) email complaints and 2 (two) letters addressed to the WBS management unit. From these complaints, there was 1 (one) proven complaint, while the other 5 (five) complaints were invalid or not proven. The proven case was then followed up by the authorized officer to give disciplinary punishment and report the case to the president director for processing and follow-up in accordance with applicable regulations.

In addition, throughout 2021 there were no cases that resulted in the termination of contracts with business partners, and there were no legal cases related to corruption that were filed by the public against KAI or its employees during the reporting period.

Environmental Performance

KAI became a company engaged in the transportation sector, so its business activities were not directly related to the environment. Therefore, information related to environmental performance was more emphasized on environmental costs, the use of environmentally friendly materials, the amount and intensity of energy used, efforts and achievements of energy efficiency and the use of renewable energy, and water use. In addition, the KAI 2021 Sustainability Report also conveyed information on activities related to the impact of operational areas close to or located in conservation areas, biodiversity conservation efforts, the amount and intensity of emissions produced by type, efforts and achievements of emission reductions required, the amount of waste and effluent produced by type, mechanism for managing waste and effluent, spills that occurred, as well as the number and material of environmental complaints received and resolved that were relevant to KAI's business activities.

Aspek Umum

Biaya Lingkungan Hidup [OJK F.4]

Selama tahun 2021, KAI telah melakukan berbagai kegiatan yang mendukung pelestarian lingkungan dengan biaya yang dikeluarkan sebesar Rp466.265.530, yang diuraikan pada tabel berikut.

Tabel Biaya Lingkungan Hidup

Table of Environmental Cost

Kegiatan Activity	Uraian Description	Biaya (Rp) Cost (IDR)
Penanaman 6.000 bibit Mangrove Planting 6,000 Mangrove seedlings	Kelompok Tani Cinta Mangrove Jl. Protokol Kel.Gambus Laut Kec. Lima Puluh Pesisir Kab. Batubara Divre I Sumatera Utara Love Mangrove Farmers Group Jl. Protocol Kel. Gambus Laut Kec. Lima Puluh Pesisir Kab. Coal Division I North Sumatra	15.000.000
Pemberian bantuan Tempat Sampah Trash Can Assistance	Pengadaan Tempat Sampah (Dustbin) Dinas Pertamanan Pemerintah Kota Medan Jl.T.B. Simatupang No.114 Kel. Teladan Timur Kec. Medan Kota Kota Medan Divre I Sumatera Utara Procurement of Trash Cans (Dustbin) Medan City Government Park Service Jl.T.B. Simatupang No.114 Kel. Teladan Timur District. Medan City Medan City Division I North Sumatra	33.295.350
penanaman 150 bibit buah Jambu Jamaika Planting 150 Jamaican guava fruit seeds	Pengjijauan Desa Belatung Dsn. III RT/RW 05/03 Kel.Belatung Kec. Lubuk Batang Ogan Komerling Olu Divre IV Tanjungkarang Reforestation of Maggot Village Dsn. III RT/RW 05/03 Kel. Belatung Kec. Lubuk Batang Ogan Komerling Olu Divre IV Tanjungkarang	10.500.000
Pemberian bantuan gerobak dan tong sampah Donation of carts and trash cans	Gerobak Sampah dan Tong Sampah Perumahan Puri Hijau RT 15 Lingkungan 3 Kel. Sukabumi Kec. Sukabumi Bandar Lampung Divre IV Tanjungkarang Garbage Carts and Trash Cans at Puri Hijau Residential RT 15 Neighborhood 3 Sukabumi district. Sukabumi Bandar Lampung Division IV Tanjungkarang	5.000.000
Penanaman 100 bibit buah Nangka, 200 pohon Petai, dan 200 bibit pohon pala Planting 100 jackfruit seeds, 200 Petai trees, and 200 nutmeg tree seedlings	Yayasan Hutan Lestari Indonesia Jl. Mini III No. 100 RT/RW 05/03 Kel.Bambu Apus Kec.Cipayung Jakarta Timur Daop 1 Jakarta Indonesian Sustainable Forest Foundation Jl. Mini III No. 100 RT/RW 05/03 Kel. Bambu Apus Kec. Cipayung East Jakarta Daop 1 Jakarta	20.000.000
Penanaman 2 pohon Tabebuaya, 2 pohon trembesi, 2 jambu kristal, 2 pohon durian, 2 pohon rambutan, 3 pohon mangga, 2 pohon jambu dan 20 tanaman miana Planting 2 Tabebuaya trees, 2 trembesi trees, 2 crystal guavas, 2 durian trees, 2 rambutan trees, 3 mango trees, 2 guava trees and 20 miana plants	Program Gerakan Kolaborasi "BUMN Hijaukan Indonesia" Di Wilayah Stasiun Pasar senen Collaborative Movement Program "SOEs Green Indonesia" in Pasar Senen Station Area	5.275.000
pengelolaan sampah dengan metode Maggot (untuk mengurai sampah organik) waste management using the Maggot method (to decompose organic waste)	Tempat Pengolahan Sampah "Hegar 7" Padalarang Kp. Babakan Cianjur Desa Gadobangkong Kec. Ngamprah Kab. Bandung Barat Jawa Barat Waste Processing Site "Hegar 7" Padalarang Kp. Babakan Cianjur Gadobangkong Village Kec. Ngamprah Kab. West Bandung West Java	135.445.000
Penanaman 15 pohon buah-buahan, 6 pohon Trembesi, 16 pohon tabebuaya dan 1 pohon Pule Planting 15 fruit trees, 6 Trembesi trees, 16 tabebuaya trees and 1 Pule tree	Program Gerakan Kolaborasi "BUMN Hijaukan Indonesia" Di Wilayah Stasiun Bandung Collaborative Movement Program "SOEs Green Indonesia" in Bandung Station Area	41.750.000
Penanaman 800 bibit Bambu, 500 bibit Aren dan 5.000 bibit Aren Planting 800 bamboo seedlings, 500 sugar palm seeds and 5,000 palm sugar seeds	Penghijjauan Sabuk Gunung Pemerintah Daerah Kab. Temanggung Jl. Ahmad Yani No.32 Dongkelan Utara Kel.Jampiroso Kec. Temanggung Kab. Temanggung Daop 6 Yogyakarta Reforestation of the Mountain Belt Regional Government Kab. Temanggung Jl. Ahmad Yani No. 32 Dongkelan Utara Kel. Jampiroso Kec. Temanggung Kab. Temanggung Daop 6 Yogyakarta	200.000.000
Total		466.265.350

General Aspect

Environmental Costs [OJK F.4]

During 2021, KAI carried out various activities supporting environmental conservation at a cost of IDR 466,265,530, which can be described in the following table.

Aspek Material

Penggunaan Material yang Ramah Lingkungan

[OJK F.5]

KAI melaksanakan berbagai inisiatif strategis sebagai bagian dari upaya untuk mendukung pembangunan berkelanjutan (*sustainable development*) melalui pembangunan dan pengembangan sistem transportasi yang rendah emisi (*low carbon emission*) dan ramah lingkungan, seperti pengembangan moda transportasi umum berbasis listrik, termasuk pengoperasian Kereta Rel Listrik (KRL) Jabodetabek, pengoperasian KRL Yogyakarta, pembangunan *Light Rail Transit* (LRT) Jabodebek, serta pembangunan Kereta Cepat Jakarta Bandung. Di samping itu, KAI melakukan peremajaan kereta yang telah berusia di atas 30 tahun dengan lokomotif berbahan bakar B20, B30 hingga kajian bahan bakar B100, penggunaan panel surya di stasiun Batang, uji statis dan uji dinamis konversi bahan bakar minyak ke bahan bakar Liquefide Natural Gas (LNG) dengan menggunakan sistem Diesel Dual Fuel (DDF) untuk mengurangi emisi karbon. Penggunaan bahan bakar LNG pada kereta api memiliki sejumlah manfaat, misalnya efisiensi biaya bahan bakar, efisiensi biaya pemeliharaan, hingga potensi pemanfaatan lahan stasiun milik KAI terkait penyediaan energi ramah lingkungan (*green energy*).

Selain itu, sejak tahun 2018 KAI sudah berkomitmen dalam mendukung program Pemerintah untuk mengurangi sampah plastik yang diwujudkan dengan menggunakan kemasan ramah lingkungan pada produk makanan dan minuman yang dijual dalam perjalanan kereta api. Kemasan tersebut berbahan dasar kertas, serat jagung, dan serat tebu pada berbagai menu makanan yang disajikan dengan tujuan guna meminimalisir penggunaan plastik sehingga sampah mudah terurai. Di samping itu, pada tahun 2021 sampai dengan tahun 2022, guna mensukseskan program BUMN Hijaukan Indonesia, KAI berkontribusi dalam melakukan penanaman 28.697 pohon di stasiun, kantor, dan lingkungan masyarakat pada berbagai area kerja KAI.

Aspek Energi

Jumlah dan Intensitas Energi yang Digunakan

[OJK F.6]

Pada tahun 2021, intensitas pemakaian energi per penumpang yaitu sebesar 0,044 gigajoule/penumpang meningkat sebesar 33% dibandingkan dengan tahun 2020 sebesar 0,033 gigajoule/penumpang. Sedangkan intensitas pemakaian energi per ton yaitu sebesar 0,135 gigajoule/ton menurun 1,5% dibandingkan dengan tahun 2020 sebesar 0,137 gigajoule/ton.

Material Aspect

Use of Environmentally Friendly Materials

[OJK F.5]

KAI carried out various strategic initiatives as part of efforts to support sustainable development, including through the construction and development of low carbon emission and environmentally friendly transportation systems, such as the development of public transportation modes based on electricity, including the operation of the Jabodetabek Electric Rail Train (KRL), the operation of the Yogyakarta KRL, the construction of the Jabodebek Light Rail Transit (LRT), as well as the construction of the Jakarta Bandung Fast Train. In addition, KAI rejuvenated trains that were over 30 years old with locomotives fueled by B20, B30 to B100 fuel studies, the use of solar panels at the Batang station, static tests and dynamic tests of the conversion of fuel oil to Liquefide Natural Gas (LNG) fuel using the Diesel Dual Fuel (DDF) system to reduce carbon emissions. The use of LNG fuel on trains had a number of benefits, such as fuel cost efficiency, maintenance cost efficiency, to the potential use of station land owned by KAI related to the provision of environmentally friendly energy (*green energy*).

In addition, since 2018 KAI had committed to supporting the Government's program to reduce plastic waste realized by using environmentally friendly packaging for food and beverage products sold on train trips. The packaging was made from paper, corn fiber, and sugar cane fiber in various food menus served with the aim of minimizing the use of plastic so that waste was easily decomposed. In addition, from 2021 to 2022, in order to make the SOEs Green Indonesia program a success, KAI contributed to planting 28,697 trees at stations, offices, and community areas in various KAI work areas.

Energy Aspect

Total and Intensity of Energy Used [OJK F.6]

In 2021, the intensity of energy use per passenger reached 0.044 gigajoules/passenger, an increase of 33% compared to 2020 of 0.033 gigajoules/passenger. Meanwhile, the intensity of energy use per tonne was 0.135 gigajoules/ton, a decrease of 1.5% compared to 2020 at 0.137 gigajoules/ton.

Tabel Pemakaian Energi [OJK F.6]

Energy Consumption Table

Energi	Satuan Unit	2021	2020	2019	Energy
Penggunaan BBM Biosolar (B30)	Liter	197.522.249	180.297.826	257.072.594	Use of Biodiesel Fuel (B30)
	Gigajoules ^{*)}	6.755.261	6.166.186	8.791.883	
Listrik ^{**)}	kWh	1.515.120	1.719.230	1.905.313	Electricity ^{***)}
	Gigajoules ^{*)}	5.454	6.189	6.859	
Total	Gigajoules	6.760.715	6.172.375	8.798.742	Total
Jumlah Produksi	Penumpang/Passenger	154.537.582	186.832.349	429.259.565	Production Quantity
	Ton	50.261.778	45.125.346	47.621.202	
Intensitas Pemakaian Energi	Gigajoules/Penumpang/ Gigajoules/Passenger	0,044	0,033	0,020	Energy Usage Intensity
	Gigajoules/Ton	0,135	0,137	0,185	

*) Konversi liter ke Gigajoule: <https://hextobinary.com/unit/energy/from/gasoline/to/gigajoule>

***) Konversi liter ke Gigajoule: <https://www.convertunits.com/from/kWh/to/gigajoule>

***) Penggunaan listrik di Kantor Pusat KAI

*) Convert liters to Gigajoules: <https://hextobinary.com/unit/energy/from/gasoline/to/gigajoule>

***) Convert liters to Gigajoules: <https://www.convertunits.com/from/kWh/to/gigajoules>

***) Electricity usage at KAI Headquarters

Upaya dan Pencapaian Efisiensi Energi dan Penggunaan Energi Terbarukan [OJK F.7]

Upaya Perseroan dalam pencapaian efisiensi energi dilakukan dengan cara penghematan listrik. Penggunaan listrik di kantor pusat KAI pada tahun 2021 mengalami penurunan sebesar 11,87% atau 204.110 kWh dibandingkan tahun sebelumnya.

Perseroan melakukan inovasi dengan menggunakan energi terbarukan di Stasiun Batang yaitu penggunaan Energi Tenaga Surya atau Matahari untuk memenuhi kebutuhan listrik di stasiun. Selain itu, dalam menunjang kegiatan operasionalnya KAI mengganti penggunaan bahan bakar solar dengan bahan bakar jenis Biosolar (B30) yang merupakan energi terbarukan yang terbuat dari 30% kelapa sawit dan 70% solar. Berikut tabel rincian penggunaan bahan bakar Biosolar (B30) pada setiap wilayah operasional KAI.

Tabel penggunaan Bahan Bakar Biosolar (B30)

Energy Consumption Table

(Dalam Satuan Liter)

No	Lokasi	2021	2020	Location
1	Daop 1 Jakarta	31.100.706	27.446.407	Daop 1 Jakarta
2	Daop 2 Bandung	9.500.738	8.852.455	Daop 2 Bandung
3	Daop 3 Cirebon	2.187.592	3.448.091	Daop 3 Cirebon
4	Daop 4 Semarang	3.392.070	4.295.409	Daop 4 Semarang
5	Daop 5 Purwokerto	6.581.724	6.070.926	Daop 5 Purwokerto
6	Daop 6 Yogyakarta	8.589.444	8.577.865	Daop 6 Yogyakarta
7	Daop 7 Madiun	2.656.093	1.535.278	Daop 7 Madiun
8	Daop 8 Surabaya	30.335.412	30.203.657	Daop 8 Surabaya

No	Lokasi	2021	2020	Location
9	Daop 9 Jember	2.670.484	2.492.542	Daop 9 Jember
10	Divre 1 Sumatera Utara	4.101.035	4.360.979	Divre 1 Sumatera Utara
11	Divre 2 Sumatera Barat	2.183.907	1.965.926	Divre 2 Sumatera Barat
12	Divre 3 Palembang	49.454.837	40.060.736	Divre 3 Palembang
13	Divre 4 Tanjung Karang	44.538.005	40.709.271	Divre 4 Tanjung Karang
14	Balai Yasa Manggarai	29.800	46.876	Manggarai Community Center
15	Balai Yasa Tegal	18.447	5.965	Tegal Yasa Center
16	Balai Yasa Yogya	106.197	85.639	Yogya Yasa Hall
17	Balai Yasa Surabaya Gubeng	16.514	32.050	Surabaya Gubeng Yasa Center
18	Dipo Mekanik Tebing Tinggi	-	50.438	High Cliff Mechanical Dipo
19	Balai Yasa Lahat	59.244	57.316	Lahat Yasa Center
Jumlah		197.522.249	180.297.826	Amount

Aspek Air

Penggunaan Air [OJK F.8]

KAI menggunakan air bersih untuk keperluan domestik karyawan, seperti kebutuhan di kamar kecil (toilet), wudhu, dan sebagainya. Sumber air yang digunakan Sebagian besar adalah air dari Perusahaan Daerah Air Minum (PDAM). Untuk kondisi tertentu, misalnya saat pasokan dari PDAM bermasalah, Perseroan menggunakan air tanah yang dipompa dengan mesin pompa air. Sepanjang tahun 2021, KAI telah melakukan efisiensi penggunaan air bawah tanah yaitu sebesar 6.000 m³ menurun dibandingkan dengan tahun 2020 sebesar 7.200 m³.

Tabel Penggunaan Air di Kantor Pusat KAI

Table of Water Usage at KAI Headquarters

Energi	Satuan Unit	2021	2020	2019	Energy
Air Permukaan	m ³	-	-	-	Surface water
Air Bawah Tanah	m ³	6.000	7.200	7.830	Underground water

Aspek Keanekaragaman Hayati

Dampak dari Wilayah Operasional yang Dekat atau Berada di Daerah Konservasi atau Memiliki Keanekaragaman Hayati [OJK F.9]

KAI tidak memiliki wilayah operasional yang berdampak negatif pada lingkungan hidup. Namun, KAI berupaya untuk memberikan kontribusi dengan memberikan dampak positif terhadap lingkungan di wilayah operasionalnya. Kegiatan tanggung jawab sosial lingkungan yang dilakukan KAI, diwujudkan dengan Program Tanggung Jawab Sosial Lingkungan (TJSL) yaitu Kereta

Water Aspect

Water Usage [OJK F.8]

KAI used clean water for its employees' domestic needs, such as the need for toilets, ablution, and so on. The water source used was mostly water from the Regional Drinking Water Company (PDAM). For certain conditions, for example when there was a problem with supply from PDAM, the Company used ground water pumped by a water pump machine. Throughout 2021, KAI carried out efficient use of underground water, reaching 6,000 m³, a decrease compared to 2020 which was 7,200 m³.

Aspects of Biodiversity

Impacts from an Operating Areas Near or in Conservation Areas or Areas with Biodiversity [OJK F.9]

KAI did not have operational areas that had a negative impact on the environment. However, KAI strived to contribute by making a positive impact on the environment in its operational areas. KAI's environmental social responsibility activities were realized through the Environmental Social Responsibility Program (TJSL), namely the Environmental Care Railway

Api Peduli Lingkungan (KAI-Pling). Program ini merupakan wujud nyata kepedulian KAI terhadap lingkungan, sarana dan prasarana umum, pengelolaan sampah, serta penanaman pohon di wilayah operasional KAI. Seperti halnya program penanaman pohon yang dilakukan KAI tidak hanya pada area stasiun, perkantoran dan sepanjang lintasan rel kereta api, melainkan juga dilakukan di luar area bisnis KAI sebagai komitmen KAI dalam menjaga kelestarian lingkungan. KAI juga berkomitmen tinggi untuk selalu melakukan berbagai upaya pelestarian keanekaragaman hayati dengan ikut mensukseskan program BUMN Hijaukan Indonesia.

Bentuk komitmen KAI sebagai upaya peningkatan daya dukung ekosistem dilakukan dengan memastikan pemenuhan seluruh persyaratan lingkungan mencakup Upaya Pengelolaan Lingkungan Hidup (UKL) dan Upaya Pemantauan Lingkungan Hidup (UPL), serta Analisis Mengenai Dampak Lingkungan (AMDAL). Terkait dokumen UKL-UPL, KAI memiliki 24 dokumen yang dimiliki di 9 (sembilan) wilayah operasional. Sedangkan untuk kepemilikan dokumen AMDAL, KAI memiliki 9 (sembilan) dokumen yang berada di Daop 1, Daop 2, Daop 6 dan Kantor Pusat.

Sepanjang tahun 2021, KAI telah melakukan kegiatan penanaman 6.000 bibit Mangrove di Divre 1 Sumatra Utara; penanaman 150 bibit buah Jambu Jamaika di Divre IV Tanjungkarang; serta penanaman 100 bibit buah Nangka, 200 pohon Petai, dan 200 bibit pohon pala di Daop 1 Jakarta. KAI juga mengikuti program Gerakan Kolaborasi "BUMN Hijaukan Indonesia" di Wilayah Stasiun Pasar Senen dengan penanaman 2 pohon tabebuaya, 2 pohon trembesi, 2 jambu kristal, 2 pohon durian, 2 pohon rambutan, 3 pohon mangga, 2 pohon jambu dan 20 tanaman miana; dan wilayah Stasiun Bandung melakukan penanaman 15 pohon buah-buahan, 6 pohon Trembesi, 16 pohon tabebuaya dan 1 pohon pule; serta penghijauan Sabuk Gunung dengan melakukan Penanaman 800 bibit Bambu, 500 bibit Aren dan 5.000 bibit Aren.

Usaha Konservasi Keanekaragaman Hayati [OJK F.10]

Sepanjang tahun 2021, KAI tidak memberikan dampak terhadap wilayah operasional yang dekat atau berada di daerah konservasi atau memiliki keanekaragaman hayati. Sehingga, tidak terdapat informasi tentang usaha konservasi keanekaragaman hayati.

Aspek Emisi

Jumlah dan Intensitas Emisi yang Dihasilkan Berdasarkan Jenisnya [OJK F.11]

Dalam menjalankan kegiatan operasionalnya, KAI menghasilkan gas rumah kaca (GRK) yaitu emisi GRK (Scope 1) langsung yang bersumber dari penggunaan bahan bakar diesel seperti pengoperasian mesin diesel dan genset, dan emisi GRK (Scope 2) tidak langsung yang bersumber dari penggunaan listrik. Untuk

(KAI-Pling). This program became a tangible manifestation of KAI's concern for the environment, public facilities and infrastructure, waste management, and tree planting in KAI's operational areas. The tree planting program carried out by KAI was not only in the area of stations, offices and along railroad tracks, but also outside the KAI business area as KAI's commitment to preserving the environment. KAI also highly committed to always making various efforts to preserve biodiversity by participating in the success of the SOEs Greening Indonesia program.

KAI's commitment as an effort to increase the carrying capacity of the ecosystem is carried out by ensuring that all environmental requirements include Environmental Efforts and Environmental Monitoring Efforts, as well as Environmental Impact Analysis. Regarding Environmental Efforts - Environmental Monitoring Efforts documents, as well as Environmental Impact Analysis, KAI has 24 documents held in 9 operational areas. As for the ownership of the Environmental Impact Analysis document, KAI has 9 (nine) documents located in Daop 1, Daop 2, Daop 6 and the Head Office.

Throughout 2021, KAI carried out planting activities of 6,000 Mangrove seedlings in Divre 1 North Sumatra; planting 150 Jamaican guava fruit seeds in Divre IV Tanjungkarang; and planting 100 jackfruit seeds, 200 petai trees, and 200 nutmeg tree seedlings in Daop 1 Jakarta. KAI also participated in the "SOEs Greening Indonesia" Collaboration Movement program in the Pasar Senen Station area by planting 2 tabebuaya trees, 2 trembesi trees, 2 crystal guavas, 2 durian trees, 2 rambutan trees, 3 mango trees, 2 guava trees and 20 miana plants; and the Bandung Station area by planting 15 fruit trees, 6 Trembesi trees, 16 tabebuaya trees and 1 pule tree; and reforestation of the Mountain Belt by planting 800 bamboo seedlings, and 5,000 palm sugar seedlings.

Biodiversity Conservation Business

Throughout 2021, KAI did not have an impact on operational areas close to or located in conservation areas or areas with biodiversity. Thus, there was no information about biodiversity conservation efforts.

Emission Aspect

Number and Intensity of Emissions Generated by Type [OJK F.11]

In carrying out its operational activities, KAI produced greenhouse gases (GHG) namely direct GHG emissions (Scope 1) sourced from the use of diesel fuel such as the operation of diesel engines and generators, and indirect GHG emissions (Scope 2) sourced from the use of electricity. To calculate

menghitung emisi GRK (Scope 1) dilakukan dengan mengalikan data konsumsi energi dengan faktor emisi. Pada tahun 2021, KAI menghasilkan emisi GRK (Scope 1) dari penggunaan diesel yaitu sebesar 515,736 Ton Co²-eq meningkat dibandingkan dengan tahun 2020.

GHG emissions (Scope 1), it was done by multiplying the energy consumption data by the emission factor. In 2021, KAI produced GHG emissions (Scope 1) from the use of diesel, reaching 515,736 Tons of Co²-eq, an increase compared to 2020.

Tabel Jumlah Emisi GRK Scope 1 (BBM) yang Dihasilkan

Table of Total Scope 1 GHG Emissions (Fuels) Produced

Emisi GRK (Ton Co ² -eq)/GHG Emissions (Ton Co ² -eq)					
Sumber Emisi GRK	Satuan Unit	2021	2020	2019	Source of GHG Emissions
Scope 1 (BBM-Diesel)	Liter	203.364	167.558	209.019	Scope 1 (BBM-Diesel)
	Terajoule (TJ)*)	6,96	5,73	7,15	
	kg CO ₂ /TJ**)	74.100	74.100	74.100	
	Ton Co ² -eq	515,736	424,593	529,815	

^{*)} Konversi liter ke Terajoule (TJ): <https://hextobinary.com/unit/energy/from/gasoline/to/gigajoule>

^{**)} Sumber: Kajian Penggunaan Faktor Emisi Lokal (Tier 2) dalam Inventarisasi GRK Sektor Energi, Kementerian Energi dan Sumber Daya Mineral (2017)

^{*)} Liters to Terajoules (TJ) conversion: <https://hextobinary.com/unit/energy/from/gasoline/to/gigajoule>

^{**)} Source: Study on the Use of Local Emission Factors (Tier 2) in the Energy Sector GHG Inventory, Ministry of Energy and Mineral Resources (2017)

Emisi GRK yang dihasilkan dari penggunaan listrik KAI pada tahun 2021 didapatkan melalui perkalian antara konsumsi listrik (dalam kWh per tahun) dengan *average grid emission factor* yang dikeluarkan Kementerian ESDM merujuk RUPTL PLN 2015-2024 yaitu sebesar 0,934 kgCO₂/kWh (2017). Berdasarkan perhitungan tersebut, maka emisi GRK scope 2 yang dihasilkan adalah sebagai berikut.

GHG emissions resulting from the use of KAI's electricity in 2021 were obtained by multiplying electricity consumption (in kWh per year) with the average grid emission factor issued by the Ministry of Energy and Mineral Resources referring to the 2015-2024 PLN RUPTL, which was 0.934 kgCO₂/kWh (2017). Based on these calculations, the resulting scope 2 GHG emissions are as follows.

Tabel Jumlah Emisi GRK Scope 2 (Listrik) yang Dihasilkan di Kantor Pusat KAI

Table of Total Scope 2 GHG Emissions (Electricity) Produced at KAI Head Office

Emisi GRK (Ton Co ² -eq)/Emisi GRK (Ton Co ² -eq)					
Sumber Emisi GRK	Satuan Unit	2021	2020	2019	Source of GHG Emissions
Scope 2 (Listrik)	kWh	1.515.120	1.719.230	1.905.313	Scope 2 (Electric)
	Ton Co ² -eq	1.415,12	1.605,76	1.779,56	

Sedangkan, intensitas emisi GRK scope 3 (perjalanan dinas) dihitung dengan kalkulator karbon ICAO (International Civil Aviation Organization/Asosiasi Penerbangan Sipil Internasional) sebagai berikut.

Meanwhile, the intensity of GHG emission scope 3 (service travel) was calculated using the ICAO (International Civil Aviation Organization) carbon calculator as follows.

Tabel Jumlah Emisi GRK Scope 3 (Perjalanan Dinas) yang Dihasilkan

Table of the Amount of Scope 3 GHG Emissions (Service Trips) Produced

Emisi GRK (Ton Co ² -eq)/Emisi GRK (Ton Co ² -eq)					
Sumber Emisi GRK	Satuan Unit	2021	2020	2019	Source of GHG Emissions
Scope 3 (Perjalanan Dinas menggunakan Pesawat Terbang)	Perjalanan/Journey Ton Co ² -eq*)	1.708 86,201	2.508 105,722	7.210 363,882	Scope 3 (Service Travel by Airplane)

*) Asumsi perhitungan jarak penerbangan dalam perhitungan emisi menggunakan rute perjalanan tersering per tahun dikalikan jumlah perjalanan dinas.

*) The assumption of calculating flight distances in calculating emissions used the most frequent travel route per year multiplied by the number of official trips.

Dalam laporan ini, intensitas emisi GRK per pegawai hanya disampaikan intensitas emisi GRK scope 2 (listrik) di Kantor Pusat KAI dengan mempertimbangkan tidak semua pegawai turut menyumbang emisi penggunaan BBM dan perjalanan dinas menggunakan pesawat terbang. Dengan pertimbangan tersebut, intensitas emisi GRK scope 2 (listrik) dapat disampaikan dalam tabel berikut.

In this report, the intensity of GHG emissions per employee was only conveyed by the intensity of scope 2 (electricity) GHG emissions at the KAI Headquarters considering that not all employees contributed to the emission of fuel use and official travel using airplanes. With these considerations, the intensity of GHG emission scope 2 (electricity) can be presented in the following table.

Tabel Jumlah dan Intensitas Emisi GRK Scope 2 (Listrik) yang Dihasilkan di Kantor Pusat

Table of Amount and Intensity of Scope 2 GHG Emissions (Electricity) Produced at Head Office

Emisi GRK (Ton Co ² -eq)/GHG Emissions (Ton Co ² -eq)					
Sumber Emisi GRK	Satuan Unit	2021	2020	2019	Source of GHG Emissions
Total Intensitas Emisi GRK Scope 2 (Listrik)	Ton Co ² -eq	1.415,12	1.605,76	1.779,56	Total Scope 2 GHG Emission Intensity (Electricity)
Jumlah Pegawai di Kantor Pusat	Pegawai/ Employee	28.897	26.665	28.316	Number of Employees at Head Office
Intensitas Emisi GRK/ pegawai	Ton Co ² -eq/ Pegawai/ Employee	0,049	0,060	0,063	GHG Emission Intensity/ employee

Upaya dan Pencapaian Pengurangan Emisi yang Dilakukan [OJK F.12]

Upaya yang dilakukan KAI dalam mengurangi emisi, antara lain dengan melakukan pemeliharaan kendaraan operasional dan pengujian emisi gas buang secara berkala. Selain itu, KAI secara berkala mengganti kendaraan operasional dengan usia kendaraan yang lebih muda, yang emisi gas buangnya lebih ramah lingkungan, serta secara bertahap KAI melakukan peningkatan jumlah kendaraan operasional yang hemat bahan bakar.

Pada tahun 2021, emisi yang dihasilkan dari penggunaan listrik KAI mengalami penurunan menjadi sebesar 1.415,12 Ton Co²-eq menurun 11% dibandingkan tahun 2020 yaitu sebesar 1.605,76 Ton Co²-eq. Selain itu, pembangunan dan pengembangan sistem transportasi KAI yang rendah emisi (*low carbon emission*) dan ramah lingkungan, seperti pengembangan moda transportasi

Efforts and Achievements of Emission Reduction [OJK F.12]

KAI's efforts to reduce emissions included maintaining operational vehicles and testing exhaust emissions on a regular basis. In addition, KAI periodically replaced operational vehicles with younger vehicles, of which exhaust emissions were more environmentally friendly, and KAI gradually increased the number of operational fuel efficient vehicles.

In 2021, emissions resulting from the use of KAI's electricity decreased to 1,415.12 Tons of Co²-eq, a decrease of 11% compared to 2020, which was 1,605.76 Tons of Co²-eq. In addition, it was also done by the construction and development of a low carbon emission and environmentally friendly KAI transportation system, such as the development of electricity-based public

umum berbasis listrik, termasuk pengoperasian KRL Jabodetabek, pengoperasian KRL Yogyakarta, pembangunan LRT Jabodebek, serta pembangunan Kereta Cepat Jakarta Bandung. Upaya lain yang dilakukan KAI dalam mengurangi emisi yang dihasilkan, ditunjukkan dengan pemakaian bahan bakar B30, penggunaan panel surya di stasiun Batang, uji statis dan uji dinamis konversi bahan bakar minyak ke bahan bakar LNG dengan menggunakan sistem DDF.

Aspek Limbah dan Efluen

Jumlah Limbah dan Efluen yang Dihasilkan Berdasarkan Jenis [OJK F.13]

Tabel Limbah dan Efluen yang Dihasilkan pada Tahun 2021

Table of Waste and Effluent Produced in 2021

No	Jenis Limbah Waste Type	Satuan Unit	Gudang Persediaan Stock Warehouse						Total Volume
			Purwakarta	Yogyakarta	Surabaya	Lahat	Divre III	Divre IV	
1	Minyak Pelumas Bekas Used Oil Lubricants	Liter	84.750	91.500	44.040	61.400	19.000	1.500	302.190
2	Drum Bekas Used Drums	Unit	1.209	480	326	717	95	101	2.928
3	Gram Bubutan Lathe Crumb	Kilogram	19.430	118.500	31.700	31.900	4.050	12.143	217.723
4	Potongan Besi < 1 Kg Pieces of Iron < 1 Kg	Kilogram	72.931	59.360	156.29	347.925	-	3.350	639.865
5	Lain-lain Others	Kilogram	15.953	38.266	12.501	9.113	-	-	75.833

Mekanisme Pengelolaan Limbah dan Efluen [OJK F.14]

Dampak dari adanya kegiatan operasional Perseroan tentu akan menghasilkan limbah sebagai sisa usaha/kegiatan produksi yang jika dibuang langsung ke media lingkungan tanpa prosedur yang benar dapat berpotensi menurunkan kualitas lingkungan.

Menurut jenisnya, limbah dapat dibagi dalam 3 (tiga) golongan, yaitu:

- Limbah cair, seperti tumpahan bahan bakar minyak atau oli, ceceran oli bekas, air cucian lokomotif, kereta, gerbong, dan komponen sarana, cairan kimia dan/atau cairan lainnya sisa produksi yang terbuang dari aktivitas proses produksi melalui proses pencucian, hasil pengurasan Toilet Ramah Lingkungan (TRL).
- Limbah padat, seperti sisa pembubutan (serbuk besi atau scrap), barang atau suku cadang bekas, limbah kantor (kertas, plastik), limbah restorasi (kertas, plastik, sisa makanan).

transportation modes, including the operation of the Jabodetabek KRL, the operation of the Yogyakarta KRL, the construction of the Jabodebek LRT, and the construction of the Jakarta Bandung High Speed Train. Other efforts made by KAI in reducing the resulting emissions could be shown by the use of B30 fuel, the use of solar panels at the Batang station, static tests and dynamic tests of the conversion of fuel oil to LNG fuel using the DDF system.

Aspects of Waste and Effluent

Total Waste and Effluent Generated by Type [OJK F.13]

Waste and Effluent Management Mechanism [OJK F.14]

The impact of the Company's operational activities certainly produced waste as the rest of the business/production activities which, if disposed of directly into the environmental media without proper procedures, it could potentially reduce the quality of the environment.

According to the type, waste could be divided into 3 (three) groups, namely:

- Liquid waste, such as fuel oil or oil spills, used oil spills, washing water for locomotives, trains, carriages, and facility components, chemical liquids and/or other liquids left over from production wasted from production process activities through the washing process, the result of draining Friendly Toilets Environment (TRL).
- Solid waste, such as turning residue (iron powder or scrap), used goods or spare parts, office waste (paper, plastic), restoration waste (paper, plastic, food waste).

- c. Limbah Bahan Berbahaya dan Beracun (B3), yaitu zat, energi, dan/atau komponen lain yang karena sifat, konsentrasi, dan/atau jumlahnya, baik secara langsung maupun tidak langsung, dapat mencemarkan dan/atau merusak/membahayakan lingkungan hidup, kesehatan, serta kelangsungan hidup manusia dan makhluk hidup lain seperti oli bekas, majun bekas, cairan kimia B3.

- c. Hazardous and Toxic Waste (B3), namely substances, energy, and/or other components which due to their nature, concentration and/or amount, either directly or indirectly, can pollute and/or damage/harm the environment, health, as well as the survival of humans and other living creatures such as used oil, used rags, B3 chemical fluids.

Sesuai dengan Keputusan Direksi KAI Nomor: KEP.U/ KS.101/IV/1/KA-2017 tanggal 4 April 2017 tentang Pengelolaan Limbah di Daerah Operasi, Divisi Regional, Balai Yasa, Gudang Persediaan, dan Anak Perusahaan, pengelolaan limbah yang dihasilkan dari kegiatan operasi perusahaan merupakan bagian dari kegiatan usaha. Perseroan berupaya mengelola limbah secara baik dan benar, terpelihara, terkontrol dan teruji untuk meminimalisasi dampak lingkungan. Alur pengelolaan limbah di perusahaan ditunjukkan pada skema berikut

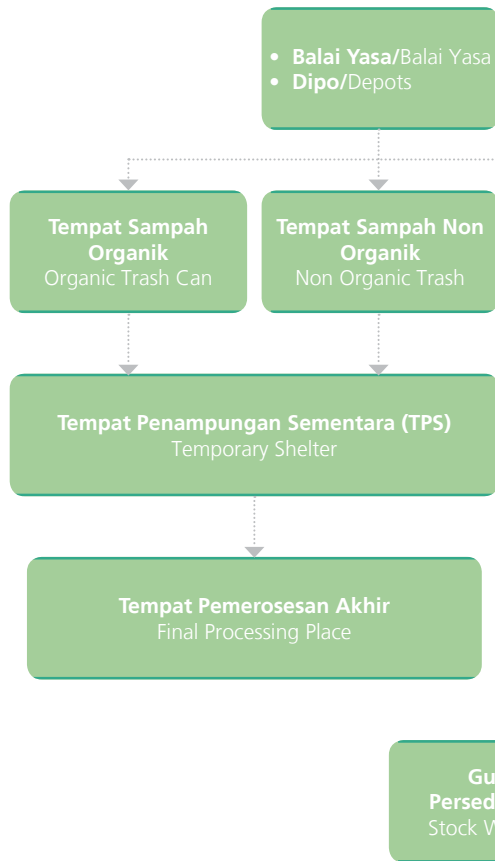
In accordance with the Decree of the Board of Directors of KAI Number: KEP.U/ KS.101/IV/1/KA-2017 dated April 4, 2017 concerning Waste Management in Operational Areas, Regional Divisions, Balai Yasa Centers, Inventory Warehouses, and Subsidiaries, the management of the waste generated of the company's operating activities became a part of business activities. The Company strived to manage waste properly and correctly, maintained, controlled and tested to minimize environmental impact. The flow of waste management in the company could be shown in the following scheme

1. Bagan alur pengelolaan limbah cair:

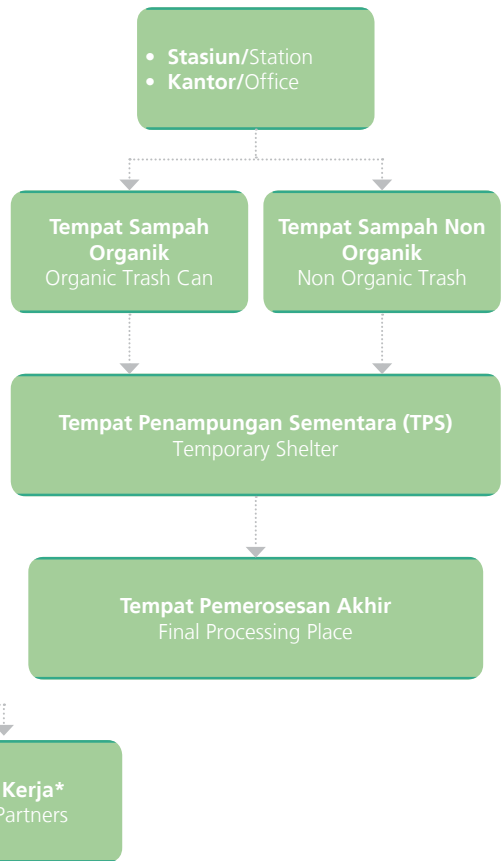
1. Liquid waste management flow chart:



2. Bagan alur pengelolaan limbah padat:



2. Solid waste management flow chart:



- Harus sudah memiliki ijin penyimpanan dan pengelolaan limbah B3 dari kantor/badan lingkungan hidup
- Must already have a permit for storage and management of B3 waste from the office/environmental agency

Dalam pelaksanaannya, untuk menunjang pengelolaan limbah yang dilaksanakan di Balai Yasa, dipo, kantor, dan stasiun dilaksanakan dengan ketentuan sebagai berikut:

- Di setiap tempat kerja terbuka maupun tertutup yang berpotensi adanya limbah wajib disediakan tempat sampah organik dan non organik yang harus selalu dalam keadaan tertutup;
- Secara berkala sampah di Balai Yasa, dipo, kantor, dan stasiun dibuang ke Tempat Pembuangan Sementara (TPS) terdekat dan diangkut oleh dinas kebersihan setempat ke Tempat Pemrosesan Akhir (TPA);
- Sampah tidak boleh dibakar dan ditimbun di dalam tanah;
- Setiap Balai Yasa, dipo, dan stasiun harus memiliki dokumen lingkungan kemudian mengurus izin lingkungan untuk kemudian memproses izin perlindungan dan pengelolaan lingkungan hidup;

In its implementation, to support waste management carried out in Balai Yasa, depots, offices, and stations, the following provisions were carried:

- In every open or closed workplace that had the potential for waste, it was mandatory to provide organic and non-organic waste bins which had to always be closed;
- Periodically, the waste at the Balai Yasa, depots, offices, and stations was disposed of to the nearest Temporary Disposal Site (TPS) and transported by the local cleaning service to the Final Processing Site (TPA);
- Garbage should not be burned and buried in the ground;
- Every Balai Yasa, Depot, and Station had to own an environmental document and then applied for an environmental permit to then process a permit for environmental protection and management;

- e. Menyediakan gudang/tempat penyimpanan sementara limbah padat B3 seperti komponen bekas, potongan besi, baterai, *accu*, lampu TL, dan lain-lain, untuk dikirim ke Gudang Persediaan/mitra kerja yang sudah memiliki ijin penyimpanan dan pengelolaan limbah B3 dari kantor/badan lingkungan hidup dan Bupati/Walikota;
- f. Tempat penyimpanan limbah B3 harus memenuhi persyaratan;
- g. Untuk limbah B3 yang dihasilkan lebih dari 50 kg penyimpanannya paling lama 90 hari sejak limbah B3 dihasilkan, sedangkan untuk limbah B3 yang dihasilkan kurang dari 50 kg penyimpanannya paling lama 180 hari sejak limbah B3 dihasilkan;
- h. Limbah B3 diberi label yang berisikan nama limbah B3, identitas penghasil limbah B3, tanggal dihasilkannya limbah B3 dan tanggal pengemasan limbah B3 serta simbol dan label limbah B3.

Pengelolaan limbah padat di atas kereta diselenggarakan dengan ketentuan sebagai berikut:

- a. Sampah yang berasal dari restorasi kereta api dan penumpang dipisahkan antara sampah organik dan sampah non organik
- b. Setelah sampai stasiun tujuan sampah dibuang ke TPS stasiun.

Tumpahan yang Terjadi [OJK F.15]

Selama tahun 2021, tidak terjadi tumpahan atau kebocoran limbah B3 dalam kegiatan operasional KAI.

Aspek Pengaduan Terkait Lingkungan Hidup

Jumlah dan Materi Pengaduan Lingkungan Hidup yang Diterima dan Diselesaikan [OJK F.16]

Sepanjang tahun 2021, tidak terdapat pengaduan masyarakat terkait lingkungan hidup.

Kinerja Sosial

Komitmen untuk Memberikan Layanan atas Produk dan/atau Jasa yang Setara Kepada Konsumen [OJK F.17]

KAI berkomitmen untuk memberikan pelayanan terbaik bagi para penumpangnya. Dalam memberikan pelayanan kepada pelanggan, KAI senantiasa untuk meningkatkan kualitas pelayanan pelanggan dengan menyempurnakan aspek pelayanan. Upaya yang dilakukan KAI untuk melayani pelanggan lebih maksimal yaitu memberikan pelatihan kepada *frontliner* guna meningkatkan pelayanan kepada pelanggan. Penilaian keberhasilan peningkatan pelayanan kepada pelanggan dilihat berdasarkan survei kepuasan pelanggan yang dilakukan secara rutin.

- e. Providing a warehouse/temporary storage place for B3 solid waste such as used components, scrap metal, batteries, *accu*, TL lamps, etc., to be sent to the Inventory Warehouse/partners who already had a B3 waste storage and management permit from the environmental office/agency life and Regent/Mayor;
- f. B3 waste storage places had to meet the requirements;
- g. For B3 waste generated more than 50 kg, the storage was for a maximum of 90 days since the B3 waste was generated, while for B3 waste produced less than 50 kg the storage was for a maximum of 180 days since the B3 waste was generated;
- h. B3 waste was labeled containing the name of B3 waste, the identity of the producer of B3 waste, the date the B3 waste was generated and the date the B3 waste was packaged as well as the symbol and label of B3 waste.

Solid waste management on board the train was carried out with the following conditions:

- a. Waste originating from the restoration of trains and passengers was separated into organic waste and non-organic waste
- b. After arriving at the destination station, the waste was disposed of at the station TPS.

Spill That Occured [OJK F.15]

During 2021, there was no spills or leaks of B3 waste in KAI's operational activities.

Aspects of Complaints Related to the Environment

Number and Materials of Environmental Complaints Received and Resolved [OJK F.16]

Throughout 2021, there were no public complaints related to the environment.

Social Performance

Commitment to Provide Services for Equal Products and/or Services to Consumers [OJK F.17]

KAI committed to providing the best service for its passengers. In providing services to customers, KAI continued to improve the quality of customer service by improving service aspects. KAI's efforts to serve customers more optimally were to provide training to frontliners to improve service to customers. Assessment of the success of improving service to customers was seen based on customer satisfaction surveys carried out regularly.

Terhadap konsumen yang memiliki kebutuhan khusus, KAI menyediakan *guiding block*, ruang laktasi, loket difabel dan toilet difabel serta kursi roda bagi penumpang yang membutuhkan. Terdapat 55 *guiding block*, 119 ruang laktasi, 35 loket difabel dan 114 toilet difabel yang tersebar di beberapa stasiun di wilayah operasional KAI. Berikut uraian tentang *guiding block*, ruang laktasi, loket difabel dan toilet difabel yang dimiliki oleh KAI.

For consumers who have special needs, KAI provides guiding blocks, lactation rooms, disabled counters and disabled toilets and wheelchairs for passengers who need them. There are 55 guiding blocks, 119 lactation rooms, 35 disabled counters and 114 disabled toilets spread over several stations in the operational area of KAI. The following is a description of guiding blocks, lactation rooms, disabled counters and disabled toilets owned by KAI.

Tabel Jumlah *Guiding Block*, Ruang Laktasi, Loket Difabel dan Toilet Difabel

Table of the Number of Guiding Blocks, Lactation Rooms, Disabled Counters and Disabled Toilets

Wilayah Operasional	<i>Guiding Block</i> Guiding Block	Ruang Laktasi Lactation Room	Loket Difabel Disabled Counters	Toilet Difabel Disabled Toilets	Operational Area
Daop 1 Jakarta	7	8	2	9	Daop 1 Jakarta
Daop 2 Bandung	8	16	1	16	Daop 2 Bandung
Daop 3 Cirebon	-	5	2	5	Daop 3 Cirebon
Daop 4 Semarang	4	10	4	4	Daop 4 Semarang
Daop 5 Purwokerto	2	14	5	8	Daop 5 Purwokerto
Daop 6 Yogyakarta	7	9	1	12	Daop 6 Yogyakarta
Daop 7 Madiun	15	7	0	22	Daop 7 Madiun
Daop 8 Surabaya	2	15	6	7	Daop 8 Surabaya
Daop 9 Jember	3	12	13	11	Daop 9 Jember
Divre I Sumatera Utara	7	5	1	6	Divre I Sumatera Utara
Divre II Sumatera Barat	-	8	0	6	Divre II Sumatera Barat
Divre III Palembang	-	6	0	5	Divre III Palembang
Divre IV Tanjung Karang	-	4	0	3	Divre IV Tanjung Karang
Total	55	119	35	114	Total

KAI membuka berbagai saluran melalui *face-to-face* (*Customer Service on-Station* dan *Customer Service on-Train*), via telepon, maupun melalui media sosial untuk menangani informasi, keluhan, kritik maupun saran. Semua saluran pelayanan pelanggan tersebut terintegrasi dalam CRM (*Customer Relationship Management*) sehingga seluruh progres penanganan keluhan dapat dipantau sampai selesai. Semua keluhan yang diterima harus mendapat tanggapan dengan *Key Performance Indicators* (KPI) 90%. Dalam waktu 30 menit CRM harus segera direspon dan ditindaklanjuti. Penanganan keluhan pelanggan sejak masuk ke CRM sampai selesai dipantau hingga ke tingkat Manager. Jika petugas Customer Relation (petugas yang meneruskan dan menyelesaikan masalah) belum dapat menyelesaikan masalah dalam waktu 30 menit, maka notifikasi akan diteruskan ke *team leader*. Jika berlanjut sampai 60 menit, maka Manager yang bersangkutan akan mendapatkan notifikasi agar segera menyelesaikan keluhan yang diterima. Hal ini dilakukan KAI untuk menjaga kepuasan pelanggan.

KAI opened various channels through *face-to-face* (*Customer Service on-Station* and *Customer Service on-Train*), via telephone, or through social media to handle information, complaints, criticisms or suggestions. All customer service channels were integrated in CRM (*Customer Relationship Management*) so that all complaints handling progress could be monitored to completion. All complaints had to receive a response with a KPI of 90%. Within 30 minutes CRM had to be immediately responded and followed up. The handling of customer complaints from entering the CRM to completion was monitored up to the Manager level. If the Customer Relations officer (the officer who forwards and resolves the problem) was not able to resolve the problem within 30 minutes, the notification was forwarded to the team leader. If it continued for 60 minutes, the Manager concerned would receive a notification to immediately resolve the complaint received. This was done by KAI to maintain customer satisfaction.

Aspek Ketenagakerjaan

Kepegawaian [GRI 401]

Kepegawaian memberikan gambaran komitmen KAI terhadap pengelolaan pegawai atau sumber daya manusia. Sumber daya manusia memiliki peran inti dalam memberikan pelayanan terbaik kepada pelanggan ataupun penumpang serta memiliki peran inti dalam menjalankan kegiatan bisnis KAI. [GRI 103-1]

Employment Aspect

Staff [GRI 401]

Staffing provided an overview of KAI's commitment to the management of employees or human resources. Human resources had a core role in providing the best service to customers or passengers and in carrying out KAI's business activities. [GRI 103-1]

Prosedur rekrutmen yang dimiliki KAI telah diatur pada Peraturan Direksi Nomor PER.U/KH.102/VII/1/KA-2017 tgl 14 Juli 2017 yang telah mengalami perubahan Peraturan Direksi dengan Nomor PER.U/KH.102/IX/1/KA2017 tanggal 20 September 2017 dan perubahan terakhir dengan Nomor PER.U/KH.102/V/1/KA-2021 tanggal 07 Mei 2021. KAI melakukan perekrutan pegawai menggunakan *website* recruitment.kai.id. *Website* tersebut telah mencakup berbagai informasi seperti pengumuman rekrutmen, registrasi, seleksi, pengumuman kelulusan, dan *job description*. Sepanjang tahun 2021, Perseroan melakukan rekrutmen internal yang digunakan untuk pemenuhan kebutuhan di Direktorat Operasi guna mendukung kelancaran operasional perjalanan kereta api dan melakukan rekrutmen eksternal yang digunakan untuk memenuhi kebutuhan pegawai yang tidak dapat terpenuhi secara optimal dari rekrutmen internal serta memenuhi kebutuhan Direktorat lainnya. Pengelolaan sumber daya manusia mencakup rekrutmen, pergantian pegawai, ketenagakerjaan, pendidikan, dan pelatihan sumber daya manusia berada di bawah koordinasi divisi Corporate Deputy Director of Personnel Care, Control and Development (MC). [GRI 103-2]

Evaluasi terkait kepegawaian dilakukan dengan melakukan penilaian terkait target dan tujuan yang harus dicapai oleh seluruh pegawai maupun satuan kerja. Capaian yang dimiliki harus merujuk pada visi, misi dan tujuan jangka panjang Perseroan serta sesuai *Key Performance Indicators (KPI)/ Performance Indicators (PI)* Korporat. Hal ini bertujuan untuk menyeleraskan pencapaian kinerja pegawai terhadap sasaran kinerja Perseroan melalui optimalisasi sumber daya manusia. [GRI 103-3]

Perekrutan Pegawai Baru dan Pergantian Karyawan
[GRI 401-1]

Dalam operasionalnya, KAI mengadakan perekrutan pegawai baru dan pergantian (*turnover*) pegawai. Pada bagian ini akan disajikan rincian mengenai perekrutan dan pergantian (*turnover*) pegawai selama periode pelaporan, berdasarkan wilayah kerja dan usia yang dijabarkan pada tabel di bawah ini.

Tabel Jumlah Pegawai Baru Berdasarkan Wilayah Kerja

Table of Number of New Employees by Work Area

(dalam satuan orang/in units of people)

Wilayah Kerja	2021			2020			Working area
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	
Balai Yasa Manggarai	-	-	0	1	-	1	Manggarai Community Center
Balai Yasa Pulubrayan	-	-	0	-	-	0	Pulubrayan Yasa Hall
Balai Yasa Tegal	-	-	0	-	-	0	Tegal Yasa Center
Daop I Jakarta	1	3	4	-	-	0	Daop I Jakarta
Daop II Bandung	1	-	1	-	1	1	Daop II Bandung
Daop III Cirebon	-	-	0	-	-	0	Daop III Cirebon
Daop IV Semarang	2	-	3	-	-	0	Daop IV Semarang

The recruitment procedure for KAI was regulated in the Board of Directors Regulation Number PER.U/KH.102/VII/1/KA-2017 dated July 14, 2017, which was amended by the Board of Directors Regulation Number PER.U/KH.102/IX/1/KA2017 dated September 20, 2017 and the latest amendment with Number PER.U/KH.102/V/1/KA-2021 dated May 07, 2021. KAI recruited employees using the recruitment.kai.id website. The website included various information such as recruitment announcements, registration, selection, graduation announcements, and job descriptions. Throughout 2021, the Company carried out internal recruitment to meet the needs of the Operations Directorate to support the smooth operation of train journeys and carried out external recruitment used to meet employee needs that could not be met optimally from internal recruitment and to meet the needs of other Directorates. Human resource management included recruitment, employee turnover, employment, education, and human resource training under the coordination of the Corporate Deputy Director of Personnel Care, Control and Development (MC) division. [GRI 103-2]

Employee-related evaluation was carried out by conducting assessments related to targets and objectives that had to be achieved by all employees and work units. The achievements had to refer to the vision, mission and long-term goals of the Company as well as in accordance with the Key Performance Indicators (KPI)/Performance Indicators (PI) of the Corporate. This aimed to harmonize the achievement of employee performance against the Company's performance targets through the optimization of human resources. [GRI 103-3]

New Employee Recruitment and Employee Return
[GRI 401-1]

In its operations, KAI conducted recruitment of new employees and employee turnover. In this section, details regarding employee recruitment and turnover during the reporting period can be presented, based on the work area and age as described in the table below.

Wilayah Kerja	2021			2020			Working area
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	
Daop V Purwokerto	-	-	0	-	-	0	Daop V Purwokerto
Daop VI Yogyakarta	31	-	32	-	-	0	Daop VI Yogyakarta
Daop VII Madiun	-	1	1	-	-	0	Daop VII Madiun
Daop VIII Surabaya	-	-	0	-	-	0	Daop VIII Surabaya
Daop IX Jember	-	-	0	-	-	0	Daop IX Jember
Divre I Sumatera Utara	-	-	0	-	-	0	Divre I Sumatera Utara
Divre II Sumatera Barat	-	-	0	-	-	0	Divre II Sumatera Barat
Divre III Palembang	-	-	0	-	-	0	Divre III Palembang
Divre IV Tanjungkarang	-	-	0	-	1	1	Divre IV Tanjungkarang
Gudang Persediaan	-	-	0	-	-	0	Stock Warehouse
Kantor Pusat	-	-	0	2	-	2	Headquarters
Kantor Pusat KAPM	-	-	0	-	-	0	KAPM Head Office
LRT Jabodebek	4	1	5	-	-	0	LRT Jabodebek
Pendidikan & Latihan	38	2	40	-	-	0	Education & Training
PT Railink - Kantor Pusat	-	-	0	-	-	0	PT Railink - Head Office
Subdivre I.1 Aceh	-	-	0	-	-	0	Subdivre I.1 Aceh
Jumlah	77	7	84	3	2	5	Total

Tabel Jumlah Pegawai Baru Berdasarkan Usia

Table of Number of New Employees by Age

(dalam satuan orang/in units of people)

Usia	2021			2020			Age
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	
20-30	76	7	83	2	1	3	20-30
31-40	1	-	1	1	1	2	31-40
41-50	-	-	0	-	-	0	41-50
51-56	-	-	0	-	-	0	51-56
Jumlah	77	7	84	3	2	5	Total

Tabel Turnover Pegawai Berdasarkan Wilayah Kerja

Table of Employee Turnover by Work Area

(dalam satuan orang/in units of people)

Wilayah Kerja	2021			2020			Working area
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	
BALAI YASA MANGGARAI	3	-	3	-	-	0	MANGGARAI YASA CENTER
BALAI YASA PULUBRAYAN	2	-	2	-	-	0	PULUBRAYAN YASA CENTER
BALAI YASA TEGAL	-	-	0	1	-	1	TEGAL YASA CENTER
DAOP I JAKARTA	18	-	18	6	1	7	DAOP I JAKARTA
DAOP II BANDUNG	11	1	12	12	1	13	DAOP II BANDUNG

Wilayah Kerja	2021			2020			Working area
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	
DAOP III CIREBON	2	1	3	2	-	2	DAOP III CIREBON
DAOP IV SEMARANG	4	-	4	8	-	8	DAOP IV SEMARANG
DAOP V PURWOKERTO	22	-	22	2	-	2	DAOP V PURWOKERTO
DAOP VI YOGYAKARTA	5	2	7	3	1	4	DAOP VI YOGYAKARTA
DAOP VII MADIUN	5	-	5	7	-	7	DAOP VII MADIUN
DAOP VIII SURABAYA	8	-	8	6	-	6	DAOP VIII SURABAYA
DAOP IX JEMBER	5	-	5	1	-	1	DAOP IX JEMBER
DIVRE I SUMATERA UTARA	21	-	21	1	-	1	DIVRE I SUMATERA UTARA
DIVRE II SUMATERA BARAT	6	2	8	3	-	3	DIVRE II SUMATERA BARAT
DIVRE III PALEMBANG	4	-	4	5	-	5	DIVRE III PALEMBANG
DIVRE IV TANJUNGPANG	3	-	3	5	-	5	DIVRE IV TANJUNGPANG
GUDANG PERSEDIAAN	1	-	1	-	-	0	INVENTORY WAREHOUSE
KANTOR PUSAT	15	4	19	5	1	6	HEADQUARTERS
KANTOR PUSAT KAPM	-	-	0	2	-	2	KAPM HEAD OFFICE
LRT JABODEBEK	-	-	0	1	-	1	LRT JABODEBEK
PENDIDIKAN & LATIHAN	1	-	1	1	-	1	EDUCATION & TRAINING
PT RAILINK - KANTOR PUSAT	-	-	0	-	1	1	PT RAILINK - HEAD OFFICE
SUBDIVRE I.1 ACEH	2	-	2	1	-	1	SUBDIVRE I.1 ACEH
Jumlah	138	10	148	72	5	77	Total

Tabel Turnover Pegawai Berdasarkan Usia

Table of Employee Turnover by Age

(dalam satuan orang/in units of people)

Usia	2021			2020			Age
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	
20-30	12	3	15	27	2	29	20-30
31-40	16	1	17	16	2	18	31-40
41-50	62	5	67	20	-	20	41-50
51-56	48	1	49	9	1	10	51-56
Jumlah	138	10	148	72	5	77	Total
Persentase Turnover Pegawai	0,48%	0,04%	0,52%	0,25%	0,02%	0,27%	Employee Turnover Percentage

Kesetaraan Kesempatan Bekerja [OJK F.18]

Kesetaraan kesempatan bekerja yang dilakukan KAI adalah dengan melakukan perekrutan pegawai melalui Rogram Perekrutan Bersama BUMN Putra-Putri Terbaik Papua dan Papua Barat dan melakukan perekrutan dengan Kategori Pelamar Disabilitas Bersumber Dari Program Perekrutan Bersama BUMN.

Equal Employment Opportunity [OJK F.18]

Equality of work opportunities carried out by KAI was by recruiting employees through the Joint Recruitment Program for the Best Male and Female SOEs for Papua and West Papua and recruiting with the Category of Applicants with Disabilities Sourced from the Joint Recruitment Program

Selain itu, KAI juga memiliki kebijakan *Job Grade* dan *Job Class* terkait dengan promosi pegawai sesuai dengan Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor: Per.U/KH.306/III/1/KA-2019 Tentang Mutasi Jabatan. *Job grade* adalah peringkat jabatan yang ditetapkan sebagai pedoman untuk pengaturan jalur karir dan program pengembangan pegawai, sedangkan *job class* adalah peringkat jabatan dalam suatu *grade* berdasarkan dimensi pekerjaan sebagai pedoman untuk penetapan penghasilan atau remunerasi pegawai.

Tenaga Kerja Anak dan Tenaga Kerja Paksa [OJK F.19]

Selama tahun 2021, KAI tidak mempekerjakan tenaga kerja anak dan tenaga kerja paksa sesuai dengan kebijakan dan pelaksanaan rekrutmen Nomor PER.U/KH.102/V/1/KA-2021 tanggal 07 Mei 2021 yang menyatakan bahwa salah satu persyaratan yang harus dipenuhi oleh Pelamar Pengadaan Pekerja melalui jalur reguler tingkat pendidikan Sekolah Lanjutan Tingkat Atas (SLTA) yaitu berusia paling rendah 18 tahun dan paling tinggi 25 tahun. Sehingga dapat disimpulkan bahwa KAI tidak mempekerjakan tenaga kerja anak dan tenaga kerja paksa.

Upah Minimum Regional [OJK F.20]

KAI telah menjamin bahwa seluruh pegawai telah mendapatkan kewajibannya sesuai dengan ketentuan upah minimum berdasarkan ketetapan yang ditetapkan oleh Kementerian Tenaga Kerja dan Transmigrasi Republik Indonesia, tanpa membeda-bedakan suku, ras dan jenis kelamin. Di samping itu, KAI telah memastikan bahwa upah yang diterima oleh pegawai *entry level* telah melebihi upah minimum yang bertujuan untuk meningkatkan kesejahteraan pegawai KAI.

Tabel Upah Minimum Regional Tahun 2021

Table of 2021 Regional Minimum Wage

No	Unit Usaha Business unit	Provinsi/Daerah Province/Region	Upah Minimum Provinsi Provincial Minimum Wage	Imbal Jasa Karyawan Tingkat Terendah (Dalam Rupiah Penuh) Lowest Level of Employee Fee (In Full Rupiah)	Persentase Percentage
1.	Daop 1	Kota Jakarta Jakarta city	4.416.186	5.536.351	125%
2.	Daop 2	Kota Bandung Bandung city	3.742.276	5.019.375	134%
3.	Daop 3	Kota Cirebon Cirebon city	2.271.201	5.048.229	222%
4.	Daop 4	Kota Semarang Semarang city	2.810.025	5.019.375	179%
5.	Daop 5	Kab. Banyumas Regency. Banyumas	1.970.000	5.048.229	256%
6.	Daop 6	Kota Yogyakarta Yogyakarta City	2.069.530	5.009.375	242%
7.	Daop 7	Kota Madiun Madiun City	1.954.705	5.019.375	257%

for SOEs. In addition, KAI also owned a Job Grade and Job Class policy related to employee promotion in accordance with the Regulation of the Board of Directors of PT Kereta Api Indonesia (Persero) Number: Per.U/KH.306/III/1/KA-2019 Regarding Position Transfers. Job grade was the rank of position determined as a guideline for setting career paths and employee development programs, while job class was the ranking of positions in a grade based on job dimensions as a guide for determining employee income or remuneration.

Child Labor and Forced Labor [OJK F.19]

During 2021, KAI did not employ child labor and forced labor in accordance with the policy and implementation of recruitment Number PER.U/KH.102/V/1/KA-2021 dated May 07, 2021 which stated that one of the requirements that had to be met by Applicants for Procurement of Workers through the regular path of Senior High School (SLTA) education level should be at least 18 years old, and the highest was 25 years old. Hence, it could be concluded that KAI did not employ child labor and forced labor.

Regional Minimum Wage [OJK F.20]

KAI guaranteed that all employees had fulfilled their obligations in accordance with the provisions of the minimum wage based on the provisions determined by the Ministry of Manpower and Transmigration of the Republic of Indonesia, without discriminating against ethnicity, race and gender. In addition, KAI ensured that the wages received by entry-level employees had exceeded the minimum wage aiming to improve the welfare of KAI employees.

No	Unit Usaha Business unit	Provinsi/Daerah Province/Region	Upah Minimum Provinsi Provincial Minimum Wage	Imbal Jasa Karyawan Tingkat Terendah (Dalam Rupiah Penuh) Lowest Level of Employee Fee (In Full Rupiah)	Persentase Percentage
8.	Daop 8	Kota Surabaya City of Surabaya	4.300.479	5.048.229	117%
9.	Daop 9	Kab. Jember Regency. Jember	2.355.662	5.030.881	214%
10.	Divre 1	Kota Medan Medan city	3.222.556	5.048.229	157%
11.	Divre 2	Kota Padang Padang city	2.484.041	5.048.229	203%
12.	Divre 3	Kota Palembang Palembang city	3.270.093	5.048.229	154%
13.	Divre 4	Kota Bandar Lampung Bandar Lampung	2.739.983	5.048.229	184%

Lingkungan Bekerja yang Layak dan Aman [OJK F.21]

Dalam memberikan lingkungan bekerja yang layak dan aman, KAI memiliki berbagai fasilitas yang dapat digunakan oleh pegawai seperti Klinik Mediska yang dapat digunakan sebagai fasilitas kesehatan yang disediakan KAI guna memberikan pelayanan kesehatan bagi pegawai, keluarga pegawai dan masyarakat. Selain itu, KAI menyiapkan sarana dan prasarana olahraga pusat dan daerah untuk pencapaian prestasi olahraga perusahaan serta memberikan pembinaan kesenian dan kegiatan keagamaan kantor pusat.

KAI juga menyediakan fasilitas kerja yang aman, bersih dan nyaman seperti ruang kerja, toilet, ruang makan, ruang menyusui, alat deteksi asap, tempat parkir, tempat ibadah dan tempat pembuangan sampah yang layak yang dapat digunakan oleh semua pegawai. KAI juga menjaga kebersihan kantor secara maksimal dan terjadwal dengan ditugaskannya *office boy* yang membantu kebersihan setiap hari baik di dalam ruangan maupun di luar ruangan.

Di samping itu, di masa pandemi ini KAI menyediakan tempat cuci tangan, alat pengukur suhu, *disinfectan* semprot, *handsanitizer*, dan memberikan masker agar pegawai senantiasa sehat dan terhindar dari COVID-19. Pada ruang-ruang yang berpotensi terjadi keramaian KAI juga memberikan tanda jaga jarak agar tidak terjadi kerumunan yang menumpuk. Kenyamanan pegawai turut menjadi konsentrasi manajemen. Selain memperhatikan keamanan dan kebersihan setiap saat, KAI juga menyediakan tempat ibadah, kantin, ruang makan/*pantry*, area terbuka hijau, dan tempat parkir yang luas untuk menunjang kenyamanan.

Keselamatan dan Kesehatan Kerja [GRI 403]

Keselamatan dan kesehatan kerja menggambarkan komitmen KAI dalam meningkatkan kenyamanan dan keamanan di tempat kerja. KAI senantiasa menerapkan standarisasi serta menjamin keselamatan, kesehatan, dan keamanan bagi para pegawai di

Decent and Safe Working Environment [OJK F.21]

In providing a proper and safe working environment, KAI owned various facilities that could be used by employees such as Medical Clinics functioned as health facilities provided by KAI to provide health services for employees, employees' families and the community. In addition, KAI prepared central and regional sports facilities and infrastructure for the company's sporting achievements as well as provided guidance on arts and religious activities at the head office.

KAI also provided safe, clean and comfortable work facilities such as work spaces, toilets, dining rooms, nursing rooms, smoke detection devices, parking lots, places of worship and proper waste disposal areas that could be used by all employees. KAI also maintained maximum and scheduled office cleanliness by assigning an office boy helping with daily cleaning both indoors and outdoors.

In addition, during this pandemic, KAI provided hand washing facilities, temperature gauges, spray disinfectants, hand sanitizers, and masks so that employees were always healthy and protected from COVID-19. In spaces with the potential to be crowded, KAI also provided a sign of social distancing to prevent crowds from gathering. Employee comfort also became the focus of management. In addition to paying attention to safety and cleanliness at all times, KAI also provided places of worship, canteens, dining rooms/*pantry*, green open areas, and a large parking area to support comfort.

Occupational Health and Safety [GRI 403]

Occupational safety and health illustrated KAI's commitment to improving comfort and safety in the workplace. KAI implemented standardization and ensures safety, health, and security for employees in the work environment in accordance

lingkungan kerja sesuai dengan Standar Operasional Perusahaan (SOP). Seperti di masa pandemi seperti saat ini, KAI menjamin Kesehatan pegawai dengan memastikan penerapan protokol kesehatan yang ketat bagi pegawai maupun penumpang guna mencegah penyebaran virus corona. [GRI 103-1]

KAI memiliki komitmen nyata dalam meningkatkan keselamatan dan kesehatan kerja hal ini tercermin dengan dibentuknya klinik Mediska yang dapat digunakan sebagai fasilitas kesehatan yang disediakan KAI guna memberikan pelayanan kesehatan bagi pegawai, keluarga pegawai dan masyarakat sesuai dengan Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor PER.A/KL.104/I/1/KA-2019 tentang Standardisasi Minimum Fasilitas Klinik Mediska. KAI juga memiliki jaminan kesehatan sesuai dengan Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor PER.U/KH.405/XI/1/KA-2020 tentang Jaminan Kesehatan yang dimiliki KAI untuk memberikan jaminan kesehatan kepada pegawai, keluarga pegawai dan calon pegawai. Di samping itu, sesuai dengan Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor PER. U/KB.101/VI/14/KA-2017 tentang Standardisasi Fasilitas Pos Kesehatan Di Lingkungan Stasiun Kereta Api yang menyediakan layanan yang diberikan oleh petugas dalam penanganan pertama kecelakaan dan insiden gawat darurat baik bagi penumpang maupun pegawai di stasiun yang dapat dimanfaatkan selama 24 jam. [GRI 103-2]

Di samping itu, KAI juga memiliki Vice President Health (MMH) yang memiliki tugas dan tanggung jawab dalam memastikan terkoordinasinya seluruh aktivitas pelayanan kesehatan dan kesehatan kerja, di lingkungan PT Kereta Api Indonesia (Persero), memastikan terselenggaranya kegiatan kesehatan kerja Perseroan dengan baik serta melakukan perencanaan dan mengoordinasikan pelaksanaan kebijakan, penyusunan norma, standar, prosedur, bimbingan dan supervisi.

Melalui divisi MMH, KAI terus melakukan pemantauan, evaluasi, yang kemudian membuat laporan apabila terdapat kejadian luar biasa seperti adanya bahaya yang diakibatkan penyakit menular, wabah, epidemi, dan/atau pandemi secara sistematis, terarah, dan terukur. Hal ini dilakukan guna meminimalkan dampak yang ditimbulkan bagi kegiatan usaha Perseroan dan pegawai. [GRI 103-3]

SISTEM MANAJEMEN KESELAMATAN DAN KESEHATAN KERJA [GRI 403-1]

Sejak tahun 2020, KAI menerapkan Sistem Manajemen Keselamatan Perkeretaapian (SMKP) yang mengacu pada Peraturan Pemerintah Nomor 50 tahun 2012 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja dan Peraturan Menteri Perhubungan Nomor PM 69 Tahun 2018. Hal ini sesuai dengan Peraturan Direksi Nomor PER.U/KS.102/III/1/KA-2020, SMKP wajib diterapkan secara berkelanjutan pada setiap satuan organisasi di Kantor Pusat dan Daerah. Ruang lingkup penerapan SMKP meliputi keselamatan perkeretaapian serta keselamatan dan kesehatan kerja yang berlaku di seluruh lini bisnis KAI. Untuk mengevaluasi penerapan SMKP, KAI melakukan audit internal

with the Company's Operating Standards (SOP). In the current pandemic, KAI guaranteed the health of employees by ensuring the implementation of strict health protocols for employees and passengers to prevent the spread of the corona virus. [GRI 103-1]

KAI had a real commitment in improving occupational safety and health as reflected in the establishment of a Mediska clinic that could be used as a health facility provided by KAI to provide health services for employees, employees' families and the community in accordance with the Regulation of the Board of Directors of PT Kereta Api Indonesia (Persero) Number PER.A/KL.104/I/1/KA-2019 concerning Minimum Standardization of Medical Clinic Facilities. KAI also owned health insurance in accordance with the Regulation of the Board of Directors of PT Kereta Api Indonesia (Persero) Number PER.U/KH.405/XI/1/KA-2020 concerning Health Insurance owned by KAI to provide health insurance to employees, employees' families and prospective employees. In addition, in accordance with the Regulation of the Board of Directors of PT Kereta Api Indonesia (Persero) Number PER. U/KB.101/VI/14/KA-2017 concerning Standardization of Health Post Facilities in the Railway Station Environment services provided by officers in the first handling of accidents and emergency incidents for both passengers and employees at the station, it could be utilized 24 hours a day. [GRI 103-2]

In addition, KAI also had a Vice President Health (MMH) with the duties and responsibilities in ensuring the coordination of all occupational health and health service activities, within PT Kereta Api Indonesia (Persero), ensuring the implementation of the Company's occupational health activities properly and conducting planning and coordinating the implementation of policies, formulation of norms, standards, procedures, guidance and supervision.

Through the MMH division, KAI continued to monitor, evaluate, and make reports if there were extraordinary events such as dangers caused by infectious diseases, epidemics, and/or pandemics in a systematic, targeted, and measurable manner. This was performed in order to minimize the impact on the Company's business activities and employees. [GRI 103-3]

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM [GRI 403-1]

Since 2020, KAI has implemented a Railway Safety Management System (SMKP) referring to Government Regulation Number 50 of 2012 concerning Occupational Health and Safety Management Systems and Minister of Transportation Regulation Number PM 69 of 2018. This was in accordance with Regulation Board of Directors Number PER.U/KS.102/III/1/KA-2020, SMKP had to be applied continuously in every organizational unit at the Central and Regional Offices. The scope of the implementation of SMKP included rail safety as well as occupational health and safety that applied to all KAI business lines. To evaluate the implementation of the SMKP, KAI conducted an internal audit of the SMKP which

SMKP yang kemudian pada tahun 2021 telah diaudit oleh Direktorat Jenderal Perkeretaapian. Di samping itu, sertifikasi Sistem Manajemen Keselamatan dan Kesehatan Kerja telah sesuai dengan Peraturan Pemerintah Nomor 50 tahun 2012 dan terdapat 3 Balai Yasa yang mendapatkan sertifikasi bendera emas.

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

Identifikasi Bahaya, Penilaian dan Pengendalian Risiko Keselamatan (IBPR) merupakan bagian inti dalam menjalankan serangkaian proses yang ada pada penerapan Sistem Manajemen Keselamatan. IBPR diidentifikasi oleh Kepala Unit Pelaksana Teknis, selanjutnya diperiksa dan dianalisis oleh Quality Controller serta disetujui oleh Manager atau Senior Manager unit terkait. Proses IBPR didokumentasikan dalam bentuk Formulir IBPR yang telah ditetapkan oleh Direktur Keselamatan dan Keamanan. Bahaya yang telah diidentifikasi, dinilai risikonya dan ditetapkan jenis pengendalian risikonya berdasarkan hirarki pengendalian risiko keselamatan yang meliputi eliminasi, substitusi, rekayasa teknik, administrasi dan alat pelindung diri.

IBPR yang telah disetujui oleh Manager/Senior Manager unit terkait selanjutnya dibahas secara rutin melalui Rapat Komite Keselamatan Tingkat Daerah yang rutin dilaksanakan setiap bulan dan dikirimkan ke Direktorat Keselamatan dan Keamanan. Unit Safety Kantor Pusat secara berkala melakukan evaluasi terkait dengan pelaksanaan proses IBPR yang berjalan di KAI. Evaluasi tersebut dapat menghasilkan keputusan-keputusan strategis yang dapat digunakan untuk memitigasi risiko keselamatan, ataupun perbaikan terhadap pelaksanaan proses IBPR yang sedang berjalan eksisting. Unit Safety setiap tahunnya juga aktif dalam melakukan sosialisasi, *workshop* serta menyampaikan materi IBPR dalam pelatihan internal yang bertujuan untuk meningkatkan *awareness* dan kompetensi Pegawai dalam melaksanakan proses IBPR secara komprehensif.

Perseroan memiliki mekanisme pelaporan bahaya yang disebut *Safety Railway Information (SRI)* yang merupakan sebuah aplikasi yang dapat diakses oleh seluruh pegawai. Selain itu, media pelaporan SRI juga dapat melalui *whatsapp*, sehingga tidak hanya pegawai, tetapi masyarakat dan pelanggan juga dapat melaporkan bahaya yang ditemukan di lingkungan KAI. Sesuai Keputusan Direksi PT Kereta Api Indonesia (Persero) Nomor KEP.U/KK.301/XII/1/KA-2016, Perseroan menjaga kerahasiaan identitas pelapor dan menjamin bahwa terhadap pelapor tidak dikenakan hukuman atau sanksi.

Apabila terjadi insiden terkait dengan keselamatan, Direktur Keselamatan dan Keamanan segera menetapkan Tim yang ditugaskan untuk melakukan proses investigasi terhadap peristiwa insiden tersebut. Tim Investigasi yang telah ditetapkan segera menuju ke lokasi kejadian untuk melakukan serangkaian proses investigasi yang diantaranya meliputi pengumpulan bukti

was then audited by the Directorate General of Railways in 2021. In addition, the Occupational Health and Safety Management System certification was in accordance with Government Regulation Number 50 of 2012, and there were 3 Balai Yasa Centers that received gold flag certification.

HAZARDS IDENTIFICATION, RISK ASSESSMENT AND INVESTIGATIONS [GRI 403-2]

Hazard Identification, Safety Risk Assessment and Control (IBPR) was a core part in carrying out a series of processes that exist in the implementation of the Safety Management System. It is identified by the Head of the Technical Implementing Unit, then examined and analyzed by the Quality Controller and approved by the Manager or Senior Manager of the relevant unit. The process was documented in the form of an IBPR Form determined by the Director of Safety and Security. Hazards were identified, assessed the risk and determined the type of risk control based on the hierarchy of safety risk control including elimination, substitution, engineering, administration and personal protective equipment.

The Hazard Identification, Safety Risk Assessment and Control approved by the Manager/Senior Manager of the relevant unit was then discussed regularly through the Regional Level Safety Committee Meeting which was routinely held every month and sent to the Directorate of Safety and Security. The Head Office Safety Unit periodically conducted evaluations related to the implementation of the IBPR process running at KAI. The evaluation produced strategic decisions used to mitigate safety risks, or improve the implementation of the existing IBPR process. The Safety Unit was also active annually in conducting outreach, workshops and delivering IBPR materials in internal training aimed at increasing employee awareness and competence in implementing the IBPR process comprehensively.

The Company owned a hazard reporting mechanism called Safety Railway Information (SRI) as an application that could be accessed by all employees. In addition, SRI reporting media could also be done via WhatsApp, so that not only employees, but the public and customers could also report hazards found in the KAI environment. In accordance with the Decree of the Board of Directors of PT Kereta Api Indonesia (Persero) Number KEP.U/KK.301/XII/1/KA-2016, the Company maintained the confidentiality of the identity of the reporter and ensured that the whistleblower was not subject to punishment or sanctions.

In the event of an incident related to safety, the Director of Safety and Security immediately assigned a team assigned to carry out the investigation process of the incident. The assigned Investigation Team immediately went to the scene of the incident to carry out a series of investigative processes including collecting data evidence in the field, collecting witness statements, processing

data di lapangan, pengumpulan keterangan saksi, mengolah dan menganalisis data, menyusun laporan hasil investigasi yang didalamnya terdapat kesimpulan penyebab terjadinya insiden serta rekomendasi perbaikan dan pencegahan. Dalam proses investigasi insiden terkait dengan kecelakaan kereta api, KAI telah menggunakan metode ORILIO (Organisational Influences, Operational Risk Control, Local Factors, Individual Actions and Occurrence Events). Sedangkan dalam proses investigasi insiden terkait dengan kecelakaan kerja, KAI telah menerapkan pendekatan SCAT (*Systematic Cause Analysis Techniques*). Setelah seluruh rangkaian proses investigasi selesai, Direktur Keselamatan dan Keamanan menyampaikan laporan hasil investigasi kepada seluruh pihak terkait. Selanjutnya, Unit Safety akan melakukan proses *monitoring* terkait dengan pelaksanaan *safety action* atas rekomendasi tindakan perbaikan dan pencegahan yang diberikan berdasarkan pada laporan hasil investigasi.

LAYANAN KESEHATAN KERJA [GRI 403-3]

Dalam menjalankan kegiatan operasionalnya, KAI turut serta dalam memberikan layanan kesehatan kerja bagi pegawainya. KAI menyediakan fasilitas yang dapat digunakan oleh pegawai seperti Klinik Mediska yang dapat digunakan sebagai fasilitas kesehatan yang disediakan KAI guna memberikan pelayanan kesehatan bagi pegawai, keluarga pegawai dan masyarakat sesuai dengan Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor PER.A/KL.104/I/1/KA-2019 tentang Standardisasi Minimum Fasilitas Klinik Mediska. Klinik Mediska merupakan fasilitas pelayanan Kesehatan milik KAI yang menyediakan pelayanan medis

PARTISIPASI, KONSULTASI, DAN KOMUNIKASI PEGAWAI TENTANG KESELAMATAN DAN KESEHATAN KERJA

[GRI 403-4]

KAI membentuk Komite Keselamatan yang memiliki tugas dan tanggung jawab dalam memberikan saran dan pertimbangan mengenai keselamatan perkeretaapian, keselamatan, kesehatan kerja, dan keamanan KAI di Daerah Operasi (Daop), Divisi Regional (Divre) dan Balai Yasa. Komite Keselamatan melakukan pertemuan secara rutin setiap bulan untuk membahas permasalahan terkait keselamatan dan keamanan di wilayah tersebut. Permasalahan yang tidak dapat diputuskan pada Komite Keselamatan Daop, Divre dan Balai Yasa disampaikan kepada Safety Action Group (SAG) di Kantor Pusat untuk selanjutnya dilakukan pembahasan pada Rapat SAG.

PELATIHAN PEGAWAI MENGENAI KESELAMATAN DAN KESEHATAN KERJA [GRI 403-5]

Dalam upaya peningkatan keselamatan dan kesehatan kerja, KAI memberikan pelatihan internal kepada pegawainya. Dalam pelatihan tersebut, materi keselamatan menjadi mata latihan wajib pada setiap Pelatihan Internal di Training Center. Selain itu, juga dilakukan pelatihan keselamatan khusus sebagai berikut:

and analyzing data, compiling a report on the results of the investigation which contained conclusions about the causes of the incident as well as recommendations for improvement and prevention. In the process of investigating incidents related to train accidents, KAI applied the ORILIO (Organizational Influences, Operational Risk Control, Local Factors, Individual Actions and Occurrence Events) method. Meanwhile, in the process of investigating incidents related to work accidents, KAI applied the SCAT (Systematic Cause Analysis Techniques) approach. After the entire series of investigation processes were completed, the Director of Safety and Security submitted a report on the results of the investigation to all relevant parties. Furthermore, the Safety Unit carried out a monitoring process related to the implementation of safety actions on recommendations for corrective and preventive actions provided based on the report on the results of the investigation.

OCCUPATIONAL HEALTH SERVICES [GRI 403-3]

In carrying out its operational activities, KAI participated in providing occupational health services for its employees. KAI provided facilities that could be used by employees such as Medical Clinics used as health facilities provided by KAI to provide health services for employees, employees' families and the community in accordance with the Regulation of the Board of Directors of PT Kereta Api Indonesia (Persero) Number PER.A/KL.104 /I/1/KA-2019 concerning Minimum Standardization of Medical Clinic Facilities. Medical Clinic became a health service facility owned by KAI providing medical services

EMPLOYEE PARTICIPATION, CONSULTATION AND COMMUNICATION ON OCCUPATIONAL SAFETY AND HEALTH [GRI 403-4]

KAI established a Safety Committee with the duties and responsibilities in providing advice and considerations regarding railway safety, occupational safety, health, and security for KAI in the Operational Area (Daop), Regional Division (Divre) and Balai Yasa. The Safety Committee met regularly every month to discuss issues related to safety and security in the area. Issues that could not be decided on the Daop Safety Committee, Divre and Balai Yasa were submitted to the Safety Action Group (SAG) at the Head Office for further discussion at the SAG Meeting.

TRAINING OF EMPLOYEES ON OCCUPATIONAL HEALTH AND SAFETY [GRI 403-5]

In an effort to improve occupational safety and health, KAI provided internal training to its employees. In this training, safety material became a mandatory subject for every Internal Training at the Training Center. In addition, special safety training is also carried out as follows:

Tabel pelatihan keselamatan dan kesehatan kerja

Table of Occupational health and safety training

Nama Pelatihan	Jumlah Peserta Number of participants	Training Name
Ahli K3 Umum Kemnaker	10	General K3 Expert of the Ministry of Manpower
Safety Inspector BNSP	20	BNSP Safety Inspector
Pelatihan Audit Internal ISO 17025:2017 Berdasarkan ISO 19011:2018	10	ISO 17025:2017 Internal Audit Training Based on ISO 19011:2018
Pelatihan Internal Audit Sistem Manajemen Keselamatan Perkeretaapian	20	Internal Audit Training on Railway Safety Management System
Pelatihan Ultrasonic Testing Level II	8	Ultrasonic Testing Level II Training
Dasar Pertolongan Pertama Pada Kondisi Kegawatdaruratan	70	Basic First Aid In Emergency Conditions
Safety Management Training	20	Safety Management Training
Pelatihan Basic Safety dan Pelatihan Safety Champion	25	Basic Safety Training and Safety Champion Training
Keselamatan & Kesehatan Kerja Diesel	5	Diesel Occupational Safety & Health
Pendidikan Lapangan (Diklap) Keselamatan	138	Field Education (Diklap) Safety

PENCEGAHAN DAN MITIGASI DAMPAK-DAMPAK KESELAMATAN DAN KESEHATAN KERJA YANG SECARA LANGSUNG TERKAIT HUBUNGAN BISNIS [GRI 403-7]

KAI telah menerapkan proses Identifikasi Bahaya, Penilaian dan Pengendalian Risiko Keselamatan (IBPR) yang digunakan sebagai upaya pencegahan dan mitigasi terhadap risiko keselamatan yang meliputi risiko kecelakaan kereta api, kecelakaan kerja, penyakit akibat kerja dan pencemaran lingkungan hidup. IBPR telah diterapkan di seluruh unit, khususnya di Daerah Operasional (DAOP), Divisi Regional (Divre) dan Balai Yasa Sarana. IBPR yang telah diidentifikasi oleh unit, setiap bulannya rutin dibahas dalam Rapat Komite Keselamatan Tingkat Daerah untuk selanjutnya dilaporkan ke Direktorat Keselamatan dan Keamanan. Proses IBPR juga telah diintegrasikan ke dalam sistem Manajemen Risiko Terpadu (*Enterprise Risk Management*) yang difasilitasi melalui aplikasi Sistem Manajemen Risiko Terpadu Kereta Api (SMARTKA). Proses IBPR di KAI akan terus diterapkan secara konsisten dan dilakukan evaluasi perbaikan secara kontinyu agar pengelolaan terhadap risiko-risiko keselamatan dapat berjalan secara efektif dan efisien.

Pelatihan dan Pengembangan Kemampuan Pegawai [OJK F.22, GRI 404]

Pelatihan dan pendidikan merupakan salah satu investasi yang dilakukan oleh KAI terhadap sumber daya manusia yang dimilikinya. KAI secara rutin melakukan kegiatan pelatihan dan pendidikan meningkatkan kemampuan maupun produktivitas pegawai yang akan memberikan pelayanan terbaik bagi penumpang, masyarakat dan mitra kerja serta bertujuan untuk optimalisasi kinerja dalam menghasilkan sumber daya manusia yang unggul dan berdaya saing tinggi. [GRI 103-1]

PREVENTION AND MITIGATION OF OCCUPATIONAL SAFETY AND HEALTH IMPACTS DIRECTLY RELATED TO BUSINESS RELATIONS [GRI 403-7]

KAI implemented a Hazard Identification, Assessment and Safety Risk Control (IBPR) process used as an effort to prevent and mitigate safety risks which included the risk of train accidents, work accidents, occupational diseases and environmental pollution. IBPR was implemented in all units, particularly in the Operational Areas (DAOP), Regional Divisions (Divre) and Balai Yasa Sarana. The IBPR identified by the unit was routinely discussed every month in the Regional Level Safety Committee Meeting to be subsequently reported to the Directorate of Safety and Security. The IBPR process was also integrated into the Enterprise Risk Management system facilitated through the application of the Railway Integrated Risk Management System (SMARTKA). The IBPR process at KAI continued to be applied consistently, and evaluations for continuous improvement was carried out so that the management of safety risks could run effectively and efficiently.

Training and Capability Development of Employees [OJK F.22, GRI 404]

Training and Education became one of the investments made by KAI to its human capitals. KAI conducted training and education activities to improve the ability and productivity of employees providing the best service for passengers, the community and business partners and aiming to optimize performance in producing superior and highly competitive human resources. [GRI 103-1]

KAI berkomitmen untuk senantiasa memberikan kesempatan yang sama kepada pegawai dalam mengembangkan kompetensi pegawai dengan turut mengikutsertakan seluruh pegawainya tanpa membedakan satu dengan lainnya. Pelaksanaan pendidikan dan pelatihan telah sesuai dengan Keputusan Direksi PT Kereta Api Indonesia (Persero) Tentang Petunjuk Pelaksanaan Sistem Pengembangan Karier. Pengembangan karir yang diselenggarakan oleh KAI dilakukan melalui program pendidikan dan pelatihan (Diklat) yang terdiri dari Diklat Pembentukan, Diklat Profesional, dan Diklat Managerial. Program pengembangan karir telah disampaikan dalam Bab Sumber Daya Manusia di Laporan Tahunan 2021. Hal ini merupakan upaya KAI dalam memberikan kesempatan yang luas di berbagai jabatan dan promosi dalam pola karir dan jalur karir berdasarkan kompetensi yang dimiliki pegawai. [GRI 103-2]

Corporate Deputy Director of Training and Education (MT) merupakan divisi yang dibentuk oleh KAI yang memiliki tanggung jawab dalam merencanakan program, mengendalikan dan mengevaluasi pelaksanaan serta hasil pendidikan dan pelatihan. Selain itu, divisi MT juga ditugaskan untuk memelihara fasilitas; menyusun standardisasi kualitas dan sertifikasi/pengujian SDM sesuai dengan kebutuhan Perseroan serta pembinaan terhadap Training Center. [GRI 103-2]

Pada tahun 2021, KAI melakukan perubahan kompetensi Pegawai guna mendukung tercapainya visi dan misi Perseroan serta rencana jangka panjang Perseroan tahun 2020-2024 serta untuk mengakomodasi kapabilitas baru perusahaan. Pelatihan dan Pendidikan yang dilaksanakan KAI telah diikuti oleh 16.737 pegawai yang artinya sebesar 62,24% dari total Pegawai telah mengikuti pelatihan dan pendidikan. KAI telah merealisasikan dana pengembangan kompetensi yang dikeluarkan mencapai Rp32,18 miliar. Perseroan juga melaksanakan evaluasi terhadap pelaksanaan pengembangan kompetensi yang dilaksanakan melalui survei kepuasan *trainer*, kepuasan program/materi pelatihan dan kepuasan fasilitas pelatihan. [GRI 103-3]

Rata-Rata Jam Pelatihan Per Tahun Per Pegawai [GRI 404-1]

Dalam rangka mendukung penerapan keuangan berkelanjutan, KAI mengungkapkan rata-rata jam pelatihan per tahun per pegawai, hal ini dilakukan untuk meningkatkan keterampilan pegawai dan pengembangan karir. Selama tahun 2021, partisipasi pegawai yang mengikuti pelatihan adalah sebanyak 16.737 pegawai dengan rata-rata jam pelatihan adalah 65 jam per pegawai.

KAI committed to always providing equal opportunities to employees in developing employee competencies by involving all employees without distinguishing one from another. The implementation of education and training was in accordance with the Decree of the Board of Directors of PT Kereta Api Indonesia (Persero) concerning Instructions for the Implementation of the Career Development System. Career development organized by KAI was carried out through education and training programs (Diklat) consisting of formation training, professional training, and managerial training. The career development program was presented in the Human Resources Chapter of the 2021 Annual Report. This became KAI's effort in providing broad opportunities in various positions and promotions in career patterns and career paths based on the competencies possessed by employees. [GRI 103-2]

Corporate Deputy Director of Training and Education (MT) was a division formed by KAI with the responsibility for planning programs, controlling and evaluating the implementation and results of education and training. In addition, the MT division was also assigned to maintain the facilities; prepare quality standardization and certification/testing of HR in accordance with the needs of the Company as well as guidance on the Training Center. [GRI 103-2]

In 2021, KAI made changes to employee competencies to support the achievement of the Company's vision and mission as well as the Company's long-term plans for 2020-2024 as well as to accommodate the company's new capabilities. The training and education carried out by KAI was attended by 16,737 employees, which meant that 62.24% of the total employees attended training and education. KAI realized the competency development fund reaching IDR 32.18 billion. The Company also evaluated the implementation of competency development through a trainer satisfaction survey, satisfaction with training programs/materials and satisfaction with training facilities. [GRI 103-3]

Average Hours of Training Per Year Per Employee [GRI 404-1]

In order to support the implementation of sustainable finance, KAI disclosed the average hours of training per year per employee, this was done to improve employee skills and career development. During 2021, the participation of employees taking part in the training was 16,737 employees with an average training hour of 65 hours per employee.

Tabel Rata-Rata Jam Pelatihan Pegawai Tahun 2021

Table of Average Hours of Employee Training in 2021

Uraian	Jumlah Pegawai yang Memperoleh Pelatihan	Jam Pelatihan	Rata-rata Jam Pelatihan Setiap Pegawai	Description
Keseluruhan	16.737	1.083.126	65	Whole
Berdasarkan Jenis Kelamin/By Gender				
Laki-laki	15.560	999.941	64	Male
Perempuan	1.177	83.185	71	Female
Berdasarkan Kategori Jabatan/By Job Category				
Direksi	1	8	8	Directors
Executive Vice President	30	5.131	171	Executive Vice President
Kepala Divisi	114	13.342	117	Head of Division
Wakil Kepala Divisi	532	33.098	62	Deputy Division Head
Pemimpin Cabang	702	46.136	66	Branch Leader
Wakil Pemimpin Cabang	855	49.303	58	Deputy Branch Manager
Kepala Bagian	604	54.868	91	Head of Division
Specialist/SR Spesialist	859	60.904	71	Specialist/SR Specialist
Officer/SR Officer	755	42.516	56	Officer/SR Officer
Staff	12.219	777.820	64	Staff

Kesehatan dan Keselamatan Pelanggan [GRI 416]

Kesehatan dan keselamatan pelanggan merupakan fokus utama KAI agar dapat memberikan keamanan produk atau jasa kepada seluruh pelanggannya. Hal ini tercermin dengan komitmen KAI untuk mengutamakan dan menerapkan standarisasi keselamatan, kesehatan, dan keamanan bagi para mitra dan para pelanggan. Dalam rangka mewujudkan peningkatan pelayanan kereta api baik untuk angkutan kereta api jarak jauh, jarak menengah, maupun kereta api lokal. KAI secara rutin melakukan pengecekan berkala pada sarana dan prasarana yang tersedia. Hal tersebut dilakukan untuk menjawab tugas Pemerintah dalam bentuk Keputusan Menteri Perhubungan No KM 355 Tahun 2020 tentang Penugasan kepada PT Kereta Api Indonesia (Persero) untuk Menyelenggarakan Kewajiban Pelayanan Publik (PSO) Angkutan Orang dengan Kereta Api Kelas Ekonomi Tahun 2021 dan Keputusan Menteri Perhubungan No KM 346 Tahun 2020 tentang Penugasan kepada PT Kereta Api Indonesia (Persero) untuk Menyelenggarakan Angkutan Perintis Tahun 2021, maka Perseroan berupaya lebih untuk memberikan pelayanan prima kepada pelanggan. [103-1]

Semenjak pandemi COVID-19 melanda, pelayanan penumpang kereta api dilaksanakan sesuai dengan ketentuan Peraturan Menteri Perhubungan dan mengikuti setiap perkembangan perubahannya. KAI segera menerapkan *social distancing* bagi masyarakat agar mengurangi mobilitasnya, dengan mengurangi jumlah perjalanan kereta penumpang dan membatasi jumlah okupansi penumpang di dalam kereta penumpang. Selain itu, KAI melaksanakan program vaksinasi dan antisipasi vaksinasi lanjutan, sebagai bentuk penguatan komunikasi dan pengawasan protokol kesehatan pasca vaksinasi, serta antisipasi dalam penanganan pandemi COVID-19. Hal tersebut dilakukan untuk tetap

Customer Health and Safety [GRI 416]

Customer health and safety was the main focus of KAI in order to provide product or service security to all its customers. This was reflected in KAI's commitment to prioritize and implement safety, health and security standards for partners and customers in order to realize the improvement of rail services, both for long-distance, medium-distance, and local trains. KAI routinely conducted periodic checks on the available facilities and infrastructure. This was done to answer the Government's task in the form of the Decree of the Minister of Transportation No. KM 355 of 2020 concerning the Assignment to PT Kereta Api Indonesia (Persero) to Organize Public Service Obligations (PSO) for Transporting People by Economy Class Trains in 2021 and the Decree of the Minister of Transportation No. KM. 346 of 2020 concerning Assignment to PT Kereta Api Indonesia (Persero) to Organize Pioneer Transportation in 2021, the Company strived more to provide excellent service to customers. [103-1]

Since the COVID-19 pandemic hit, train passenger services were carried out in accordance with the provisions of the Regulation of the Minister of Transportation and follow any changes. KAI immediately implemented social distancing for the community to reduce their mobility, by reducing the number of passenger train trips and limiting the number of passenger occupancy in passenger trains. In addition, KAI carried out a vaccination program and anticipates further vaccinations, as a form of strengthening communication and supervision of post-vaccination health protocols, as well as anticipating the handling of the COVID-19 pandemic. This was done to continue to provide the best service

memberikan pelayanan yang terbaik kepada penumpang yang membutuhkan transportasi kereta api, namun dengan segala protokol pencegahan COVID-19 yang telah diterapkan. [103-2]

Komitmen KAI dalam mengupayakan kesehatan dan keselamatan pelanggan, memberikan hasil baik dengan tidak adanya insiden ketidakpatuhan sehubungan dengan dampak kesehatan dan keselamatan dari produk dan jasa. Oleh karena itu, selama tahun 2021 KAI tidak mendapat peringatan, denda atau hukuman akibat ketidakpatuhan tersebut. [103-3]

Penilaian Dampak Kesehatan dan Keselamatan dari Berbagai Kategori Produk dan Jasa [GRI 416-1]

Pada kondisi pandemi COVID-19, pelayanan penumpang kereta api dilaksanakan sesuai dengan ketentuan Peraturan Menteri Perhubungan dan mengikuti perkembangan perubahannya. Selain itu, petugas yang bersinggungan langsung dengan pelanggan diberikan vaksin dan wajib asesmen COVID-19 sebelum melakukan tugasnya. Sedangkan pada angkutan KA Barang, KAI mengacu pada Peraturan Menteri Perhubungan Nomor PM 48 tahun 2014 tentang Tata Cara Pemuatan, Penyusunan, Pengangkutan, dan Pembongkaran Barang dengan Kereta Api dan aturan perubahannya.

Insiden Ketidakpatuhan Sehubungan Dengan Dampak Kesehatan dan Keselamatan dari Produk dan Jasa [GRI 416-2]

Pada tahun 2021, KAI tidak terdapat insiden ketidakpatuhan terhadap regulasi dan atau peraturan sukarela yang menimbulkan adanya peringatan, denda atau hukuman.

Aspek Masyarakat

Dampak Operasi Terhadap Masyarakat Sekitar [OJK F.23]

Operasional kereta api memiliki dampak positif yaitu mendorong peningkatan ekonomi daerah yang berdampak pada aksesibilitas dan mobilitas masyarakat yang semakin tinggi, mendorong percepatan pengembangan wilayah, penyerapan tenaga kerja, dan dapat meningkatkan percepatan komunikasi penduduk antar daerah. Di sisi lain, operasional kereta api juga berkontribusi besar bagi pertumbuhan sektor logistik. Menyusul semakin mudahnya proses distribusi barang ke tangan konsumen. Di sisi lain, kereta api juga mampu mendorong sektor pariwisata karena mampu menjawab kebutuhan wisatawan melalui kemudahan akses ke sejumlah destinasi wisata. Oleh karenanya, kereta api menjadi alat konektivitas yang fundamental bagi aspek sosial dan ekonomi.

Di masa pandemi seperti ini, KAI tetap berusaha untuk hadir menjadi solusi bagi masyarakat. KAI malah menjadikan masa-masa ini sebagai momentum untuk maju bersama dengan ikut mendukung perputaran roda ekonomi masyarakat dan membangun kolaborasi yang sinergis.

to passengers who needed rail transportation, but with all the implemented COVID-19 prevention protocols. [103-2]

KAI's commitment in pursuing customer health and safety resulted good results with no incidents of non-compliance with regard to the health and safety impacts of products and services. Therefore, during 2021 KAI did not receive any warnings, fines or penalties due to this non-compliance. [103-3]

Assessment of the Health and Safety Impact of Various Product and Service Categories [GRI 416-1]

In the conditions of the COVID-19 pandemic, train passenger services were carried out in accordance with the provisions of the Regulation of the Minister of Transportation and follow the development of changes. In addition, officers with direct contact with customers were given vaccines and were required to have a COVID assessment before carrying out their duties. Meanwhile, for cargo train transportation, KAI referred to the Regulation of the Minister of Transportation Number PM 48 of 2014 concerning Procedures for Loading, Compiling, Transporting, and Unloading Goods by Train and the amendment rules.

Incidents of Non-Compliance with Respect to the Health and Safety Impacts of Products and Services [GRI 416-2]

In 2021, KAI had no incidents of non-compliance with regulations and/or voluntary regulations resulting in warnings, fines or penalties.

Community Aspect

Impact of Operations On the Surrounding Communities [OJK F.23]

Railway operations had a positive impact, namely encouraging regional economic improvement which had an impact on higher accessibility and mobility of the community, encouraging acceleration of regional development, absorption of labor, and increasing the acceleration of population communication among regions. On the other hand, rail operations also contributed greatly to the growth of the logistics sector following the easier process of distributing goods into the hands of consumers. On the other hand, the train was also able to encourage the tourism sector because it was able to answer the needs of tourists through easy access to a number of tourist destinations. Therefore, the train became a fundamental connectivity tool for social and economic aspects.

During the pandemic, KAI continued to try to be present as a solution for the community. KAI instead used these times as a momentum to move forward together by supporting the community's economic cycle and building synergistic collaborations.

Selain itu, KAI telah melakukan berbagai program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang berorientasi pada pencapaian Tujuan Pembangunan Berkelanjutan (TPB). Program TJSL diwujudkan dalam berbagai kegiatan yang memberi manfaat pada aspek ekonomi, sosial dan lingkungan di antaranya adalah KAI Sehat Sejahtera (bantuan peningkatan kesehatan dan percepatan vaksin), KAI Pling (bantuan pengembangan prasarana dan sarana umum serta pelestarian alam), KAI Sar-i (bantuan sarana ibadah), KAI Mengajar (bantuan pendidikan), KAI DungMas (bantuan korban bencana alam), KAI Sahabat Difabel dan Sosial Masyarakat, UMK Naik Kelas (pembinaan dan pendampingan UMK), Pelatihan dan Pendidikan UMK KAI, UMK On Station (pameran UMK), Pendanaan UMK, Sosialisasi Perlintasan dan Daerah Rawan Vandalisme, Semua Peduli Semua Terlindungi, serta Terimakasih KAI.

Program TJSL lainnya berupa program Rail Clinic yang merupakan bakti sosial pelayanan pengobatan gratis dengan mengadakan sosialisasi tentang pandemi COVID-19 dan upaya-upaya pencegahannya, serta pembagian masker, *face shield*, dan vitamin kepada pelanggan di stasiun dan masyarakat di sekitar proses bisnis kereta api, dengan dilakukan di dalam kereta. Rail Clinic melayani kesehatan tingkat pertama seperti pemeriksaan umum, gigi, kehamilan, pemeriksaan laboratorium, pelayanan kefarmasian serta turut serta dalam penanganan tanggap bencana alam. Rail Clinic telah tersebar di 200 stasiun.

Namun demikian, dampak negatif yang timbul dari kegiatan operasional kereta api di antaranya banyaknya pelintasan sebidang jalur kereta api tanpa izin dan tanpa penjaga yang berpotensi lebih besar mengalami kecelakaan, timbulnya kemacetan kendaraan akibat kendaraan yang dari ataupun menuju ke stasiun. Untuk memitigasi risiko timbulnya pelintasan liar atau tidak resmi di jalur kereta api, KAI selalu melakukan pengecekan rutin sepanjang lintasan, ketika ditemukan adanya pelintasan liar atau tidak resmi, KAI berkoordinasi dengan perangkat masyarakat setempat untuk melakukan penutupan pelintasan sekaligus sosialisasi keselamatan perjalanan kereta api.

Sejak tahun 2019 sampai dengan 2021, KAI telah melakukan penutupan pelintasan sebidang sebanyak 939 pelintasan yang pelaksanaannya tersebar di setiap wilayah Daerah Operasi (Daop) dan Divisi regional (Divre). Selain itu, KAI juga telah melakukan sosialisasi terkait keselamatan di pelintasan sebidang secara rutin setiap tahunnya. Terhitung sejak tahun 2019 sampai dengan 2021, sosialisasi telah dilakukan sebanyak 192 kali dengan bekerja sama dengan komunitas, Dishub, Jasa Marga, Ditjenka, serta kepolisian.

Pengaduan Masyarakat [OJK F.24]

Seperti yang telah disampaikan pada bagian Anti Korupsi pada Laporan Keberlanjutan ini, KAI memiliki sarana yang tersedia bagi para pemangku kepentingan untuk melaporkan atau menyampaikan pengaduan atas hal-hal yang bertentangan dengan etika, integritas, norma-norma dan dugaan pelanggaran peraturan atau tindakan yang mengganggu lingkungan hidup,

In addition, KAI carried out various Social and Environmental Responsibility (TJSL) programs oriented towards achieving the Sustainable Development Goals (TPB). The CSR program was realized in various activities providing benefits to the economic, social and environmental aspects, including: KAI Sehat Sejahtera (assistance for improving health and accelerating vaccines), KAI Pling (assisting for the development of public infrastructure and facilities as well as nature conservation), KAI Sar-i (assistance for religious facilities), KAI Teaching (educational assistance), KAI DungMas (assisting for victims of natural disasters), KAI Friends of Diffables and Community Social, MSMEs Upgrading (guidance and mentoring of MSMEs), KAI MSMEs Training and Education, On Station MSMEs (MSMEs exhibition), MSMEs Funding, Socialization of Crossings and Areas Vulnerable to Vandalism, Everyone Cares All is Protected, and Thank You KAI.

Another TJSL program was the Rail Clinic program as a social service for free medical services by holding outreach about the COVID-19 pandemic and its prevention efforts, as well as distributing masks, face shields, and vitamins to customers at stations and communities around the train business process in the car. Rail Clinic served first-level health services such as general examinations, dentistry, pregnancy, laboratory examinations, pharmaceutical services as well as participating in natural disaster response management. Rail Clinic had spread over 200 stations.

However, the negative impacts arising from rail operational activities included the number of crossings of a railroad track without permits and without guards which had a greater potential for accidents, the emergence of vehicle congestion due to vehicles going to or from the station. To mitigate the risk of illegal or unofficial crossings on the railway line, KAI conducted routine checks along the track, when illegal crossings were found, KAI coordinated with local community officials to close crossings as well as socialize rail travel safety.

From 2019 to 2021, KAI closed 939 level crossings, and the implementation was spread across each area of the Operational Area (Daop) and Regional Division (Divre). In addition, KAI also conducted socialization related to safety at level crossings on a regular basis every year. From 2019 to 2021, the socialization was carried out 192 times in collaboration with the community, Department of Transportation, Jasa Marga, Directorate General of Taxes, and the police.

Community Complaints [OJK F.24]

As stated in the Anti-Corruption section of this Sustainability Report, KAI owned facilities available for stakeholders to report or submit complaints on matters that were contrary to ethics, integrity, norms and alleged violations of regulations or actions that disturbed the environment. The complaint mechanism was through the whistleblowing system (WBS), complaints

dan lainnya. Mekanisme pengaduan melalui *whistleblowing system* (WBS), pengaduan terkait gratifikasi dan pengaduan terkait pelanggaran kode etik. Mekanisme WBS, kebijakan gratifikasi, penegakan kode etik beserta jumlah pelanggaran yang telah ditindaklanjuti telah disampaikan di Bab Tata Kelola Perusahaan pada Laporan Tahunan 2021.

Di samping itu, KAI memiliki saluran pengaduan untuk masyarakat termasuk konsumen yang berbentuk layanan *offline/onsite* seperti *Customer Service on Station* dan *Booth* Penjualan Tiket di Stasiun. Sedangkan untuk layanan *online* KAI memiliki layanan formal seperti *email*, telepon, dan pesan teks serta layanan yang berbentuk sosial media seperti *instagram*, *facebook*, *twitter*, dan yang terbaru *tiktok*.

Sepanjang tahun 2021, KAI memiliki 15.818 pengaduan masyarakat yang di antaranya telah diselesaikan sebanyak 15.768. Hal ini menyatakan bahwa sebesar 99,68% pengaduan yang diajukan telah diselesaikan. Uraian terkait jumlah pengaduan yang diterima dapat dilihat pada tabel berikut.

related to gratuities and complaints related to violations of the code of ethics. The WBS mechanism, gratuity policy, code of ethics enforcement and the number of violations followed up were presented in the Corporate Governance Chapter of the 2021 Annual Report.

In addition, KAI had a complaint channel for the public, including consumers in the form of offline/onsite services such as Customer Service on Station and Ticket Sales Booths at Stations. In online services, KAI had formal services such as email, telephone, and text messages as well as services in the form of social media such as Instagram, Facebook, Twitter, and most recently, TikTok.

Throughout 2021, KAI got 15,818 public complaints, of which 15,768 had been resolved. This meant that 99.68% of the complaints submitted had been resolved. A description of the number of complaints received can be seen in the following table.

Tabel Jumlah Pengaduan yang Diterima Berdasarkan Media Pelaporan

Table of Number of Complaints Received Based on Reporting Media

Media Pelaporan Reporting Media	Jumlah Keluhan Yang Diterima Number of Complaints Received	Status
Customer Care Customer Service on Station	535	Close Case** 531 (99%) Open Case* 4 (1%)
Customer Care Direct (121)	32	Close Case** 32 (100%) Open Case* 0
Customer Care Email (121)	4.380	Close Case** 4.347 (99%) Open Case* 33 (1%)
Customer Care Outbound (121)	294	Close Case** 294 (100%) Open Case* 0
Customer Care Inbound Phone (121 Drc Bandung)	205	Close Case** 205 (100%) Open Case* 0
Customer Care Inbound Phone (121 Jakarta)	2.404	Close Case** 2.404 (100%) Open Case* 0
Customer Care Social Media (Facebook 121)	595	Close Case** 595 (100%) Open Case* 0
Customer Care Social Media (Instagram 121)	879	Close Case** 878 (99%) Open Case* 1 (1%)
Customer Care Social Media (Twitter 121)	5.165	Close Case** 5.154 (99%) Open Case* 11 (1%)
Customer Care Web Lapor	71	Close Case** 71 (100%) Open Case* 0
Customer Care Whatsapp Center (121)	1.258	Close Case** 1.257 (99%) Open Case* 1 (1%)
JUMLAH	15.818	Close Case** 15.768 (99,68%) Open Case*: 50 (0,32%)

*) Open Case adalah pengaduan yang masih dalam proses penyelesaian saat laporan dibuat.

***) Close Case adalah pengaduan yang sudah terselesaikan.

*) An open case was a complaint that was still in the process of being resolved when the report was made.

***) Close Case was a completed download.

Kegiatan Tanggung Jawab Sosial Lingkungan (TJSL) [OJK F.25]

Program Tanggung Jawab Sosial dan Lingkungan (TJSL) KAI adalah program kegiatan yang merupakan komitmen Perseroan terhadap pembangunan berkelanjutan dengan memberikan manfaat pada ekonomi, sosial, lingkungan serta hukum dan tata kelola dengan prinsip yang lebih terintegrasi, terarah, terukur dampaknya serta dapat dipertanggungjawabkan dan merupakan bagian dari pendekatan bisnis Perseroan.

Pelaksanaan Program TJSL KAI berorientasi pada pencapaian Tujuan Pembangunan Berkelanjutan (TPB) serta berpedoman kepada ISO 26000 sebagai panduan pelaksanaan program, dengan harapan pelaksanaan Program TJSL yang lebih terukur, berdampak dan berkelanjutan. Program TJSL KAI bertujuan untuk:

- Memberikan kemanfaatan bagi pembangunan ekonomi, pembangunan sosial, pembangunan lingkungan serta pembangunan hukum dan tata kelola bagi perusahaan.
- Berkontribusi pada penciptaan nilai tambah bagi perusahaan dengan prinsip yang terintegrasi, terarah dan terukur dampaknya serta akuntabel.
- Membina usaha mikro dan usaha kecil agar lebih tangguh dan mandiri serta masyarakat sekitar perusahaan.

Kegiatan TJSL yang dilakukan oleh KAI terkait untuk mendukung 17 Tujuan Pembangunan Berkelanjutan/TPB (*Sustainable Development Goals/SDGs*) di Indonesia, diwujudkan dengan berbagai kegiatan sebagai berikut.

Environmental Social Responsibility Activities (TJSL) [OJK F.25]





KAI's Social and Environmental Responsibility Program (TJSL) became an activity program as the Company's commitment to sustainable development by providing economic, social, environmental and legal benefits and governance with more integrated, targeted, measurable and accountable principles as part of the Company's business approach.






The implementation of the KAI TJSL Program was oriented to the achievement of the Sustainable Development Goals (TPB) and was guided by ISO 26000 as a program implementation guide, with the hope that the implementation of the CSR Program was more measurable, impactful and sustainable. KAI's CSR program aimed to:




- Provide benefits for economic development, social development, environmental development as well as legal and governance development for companies.
- Contribute to the creation of added value for the company with the principle of being integrated, directed, measurable and accountable.
- Foster micro and small businesses to be more resilient and independent as well as the community around the company.

TJSL activities carried out by KAI were related to supporting the 17 Sustainable Development Goals (SDGs) in Indonesia, manifested by various activities as follows.

Jenis Kegiatan TJSL Types of CSR Activities	Tujuan Pembangunan Berkelanjutan Sustainable Development Goals	Penjelasan Explanation	Capaian Achievements
KAI Sahabat Difabel dan Sosial Masyarakat KAI Friends with Disabilities and Social Society	TPB 1 	Bantuan untuk Yayasan/ Panti/ Komunitas disabilitas dan bantuan sosial kemasyarakatan. Alokasi Dana: Rp2.096.515.000,- Periode Pelaksanaan: Januari-Desember 2021. Assistance for Foundations/ Orphanages/ Communities with disabilities and social assistance. Budget allocation: IDR 2.096.515.000,- Implementation Period: January-December 2021.	Telah dilaksanakan di Aceh, Sumatera Utara, Sumatera Selatan, Lampung, Daerah Khusus Ibukota Jakarta, Jawa Barat, Jawa Tengah, Jawa Timur dan Banten. It was implemented in Aceh, North Sumatra, South Sumatra, Lampung, the Special Capital Region of Jakarta, West Java, Central Java, East Java and Banten.
KAI-DungMas (Bencana Alam) KAI-DungMas (Natural Disaster)	TPB 2 	KAI Dungmas (Kereta Api Perlindungan Masyarakat) program untuk melindungi masyarakat khususnya dalam bencana Alam. Alokasi Dana: Rp726.556.000,- Periode Pelaksanaan: Januari-Desember 2021. KAI Dungmas (Community Protection Railway) program to protect the community, especially in natural disasters. Budget allocation: IDR 726,556,000,- Implementation Period: January-December 2021.	Telah dilaksanakan di Sumatera Utara, DKI Jakarta, Jawa Barat, Jawa Tengah, Daerah Istimewa Yogyakarta dan Jawa Timur. It was implemented in North Sumatra, DKI Jakarta, West Java, Central Java, Special Region of Yogyakarta and East Java.






Jenis Kegiatan TJSL Types of CSR Activities	Tujuan Pembangunan Berkelanjutan Sustainable Development Goals	Penjelasan Explanation	Capaian Achievements
KAI Sehat Sejahtera KAI Healthy and Prosperous	TPB 3 	<p>Pemberikan bantuan kesehatan kepada masyarakat disekitar proses bisnis Kereta Api dan mendukung program pemerintah dalam penanggulangan pandemi COVID-19.</p> <p>Alokasi Dana: Rp780.935.000,- Periode Pelaksanaan: Januari-Desember 2021.</p> <p>Providing health assistance to communities around the Railway business process and supporting government programs in dealing with the COVID-19 pandemic.</p> <p>Budget allocation: IDR 780,935,000,- Implementation Period: January-December 2021.</p>	<p>Telah dilaksanakan di Sumatera Selatan, Lampung, DKI Jakarta, Jawa Barat dan Jawa Tengah.</p> <p>It was implemented in South Sumatra, Lampung, DKI Jakarta, West Java and Central Java.</p>
Sosialisasi Perlintasan dan Daerah Rawan Vandalisme Socialization of Roads and Vandalism-Prone Areas	TPB 3 	<p>Melakukan sosialisasi di sekitaran pintu perlintasan sebidang dengan memasang spanduk dan melalui pengeras suara kepada pengendara bermotor yang melintasi pintu perlintasan dan sosialisasi di Daerah Rawan sepanjang jalur KA.</p> <p>Alokasi Dana: Rp244.287.000,- Periode Pelaksanaan: Januari-Desember 2021.</p> <p>Conducting socialization around level crossing gates by installing banners and through loudspeakers to motorists crossing crossing gates and socializing in Vulnerable Areas along railway lines.</p> <p>Budget allocation: IDR 244.287.000,- Implementation Period: January-December 2021.</p>	<ul style="list-style-type: none"> • Sosialisasi di 176 titik Lokasi Kegiatan • Menggandeng Komunitas Railfans dan Seluruh PAM Daop dan Divre • Socialization at 176 activity location points • Collaborating with Railfans Community and All PAM Daop and Divre
KAI Mengajar KAI Teaching	TPB 4 	<p>Program peningkatan kualitas, pendampingan belajar, perbaikan sarana dan prasarana dalam belajar mengajar, memberikan beasiswa serta pelatihan-pelatihan untuk masyarakat.</p> <p>Alokasi Dana: Rp1.478.570.852,- Periode Pelaksanaan: Januari-Desember 2021.</p> <p>Quality improvement programs, learning assistance, improvement of facilities and infrastructure in teaching and learning, providing scholarships and trainings for the community.</p> <p>Budget allocation: IDR 1.478.570.852,- Implementation Period: January-December 2021.</p>	<p>Telah dilaksanakan di Aceh, Sumatera Utara, Sumatera Barat, Sumatera Selatan, Lampung, DKI Jakarta, Jawa Barat, Jawa Tengah, Daerah Istimewa Yogyakarta dan Jawa Timur.</p> <p>It was implemented in Aceh, North Sumatra, West Sumatra, South Sumatra, Lampung, DKI Jakarta, West Java, Central Java, the Special Region of Yogyakarta and East Java.</p>
Semua Peduli, Semua Terlindungi Everyone Cares, Everyone Protects	TPB 5 	<p>Kampanye untuk mendorong upaya penghapusan kekerasan/pelecehan seksual terhadap perempuan di atas KA melalui pembagian flyer/brosur dan pemasangan banner.</p> <p>Alokasi Dana: Rp18.890.000,- Periode Pelaksanaan: Januari-Desember 2021.</p> <p>Campaign to encourage efforts to eliminate sexual violence/harassment against women on trains through distribution of flyers/brochures and installation of banners.</p> <p>Budget allocation: IDR 18,890,000,- Implementation Period: January-December 2021.</p>	<ul style="list-style-type: none"> • Kampanye di 16 titik lokasi Menggandeng Komunitas Railfans dan Seluruh PAM Daop dan Divre • Campaign at 16 point locations Collaborating with Railfans Community and All PAM Daop and Divre





Jenis Kegiatan TJSL Types of CSR Activities	Tujuan Pembangunan Berkelanjutan Sustainable Development Goals	Penjelasan Explanation	Capaian Achievements
<p>KAI-Pling (Peduli Lingkungan) KAI-Pling (Concern for the Environment)</p>	<p>TPB 11</p>  <p>TPB 15</p> 	<p>KAI – Pling (Kereta Api Peduli Lingkungan) program atas kepedulian KAI terhadap lingkungan, sarana dan prasarana umum, pengelolaan sampah, serta penanaman pohon yang berada di sekitar proses bisnis KA.</p> <p>Alokasi Dana: Rp1.803.606.026,- Periode Pelaksanaan: Januari-Desember 2021.</p> <p>KAI – Pling (Railway Cares for the Environment) program for KAI's concern for the environment, public facilities and infrastructure, waste management, and planting trees around the railway business process.</p> <p>Budget allocation: IDR 1,803,606.026,- Implementation Period: January-December 2021.</p>	<p>Telah dilaksanakan di Sumatera Utara, Sumatera Barat, Sumatera Selatan, Lampung, DKI Jakarta, Jawa Barat, Jawa Tengah, Daerah Istimewa Yogyakarta dan Jawa Timur.</p> <p>It was implemented in North Sumatra, West Sumatra, South Sumatra, Lampung, DKI Jakarta, West Java, Central Java, the Special Region of Yogyakarta and East Java.</p>
<p>KAI Sar-i KAI Sar-i</p>	<p>TPB 11</p> 	<p>Program dukungan untuk masyarakat dalam meningkatkan kenyamanan dalam beribadah berupa pembangunan sarana ibadah.</p> <p>Alokasi Dana: Rp1.882.891.250,- Periode Pelaksanaan: Januari-Desember 2021.</p> <p>Support programs for the community in increasing comfort in worship in the form of building worship facilities.</p> <p>Budget allocation: IDR 1.882.891.250,- Implementation Period: January-December 2021.</p>	<p>Telah dilaksanakan di Aceh, Sumatera Utara, Sumatera Barat, Sumatera Selatan, Lampung, DKI Jakarta, Jawa Barat, Jawa Tengah, Daerah Istimewa Yogyakarta, Jawa Timur dan Banten.</p> <p>It was implemented in Aceh, North Sumatra, West Sumatra, South Sumatra, Lampung, DKI Jakarta, West Java, Central Java, Special Region of Yogyakarta, East Java and Banten.</p>
<p>UMK Naik Kelas MSMEs Upgrading</p>	<p>TPB 8</p> 	<p>Pembinaan dan Pendampingan kepada UMK KAI agar bisa naik kelas (Minimal 10 Mitra Binaan)</p> <p>Alokasi Dana: Rp147.100.000 Periode Pelaksanaan: Januari-Desember 2021.</p> <p>Guidance and Mentoring for UMK KAI so that they could advance to class (Minimum 10 Partners)</p> <p>Budget allocation: IDR 147.100.000 Implementation Period: January-December 2021.</p>	<p>Pelatihan Sertifikasi BNSP LSP–Brand Operation (12 Mitra Binaan yang mendapat Predikat Kompeten)</p> <p>BNSP LSP-Brand Operation Certification Training (12 Foster Partners with Competent Predicate)</p>
<p>Pelatihan dan Pendidikan UMK KAI KAI MSMEs Training and Education</p>	<p>TPB 8</p> 	<p>Memberikan Program Capacity Building kepada UMKM KAI</p> <p>Alokasi Dana: Rp64.317.500 Periode Pelaksanaan: Januari-Desember 2021.</p> <p>Providing Capacity Building Program to KAI's MSMEs</p> <p>Budget allocation: IDR 64,317,500 Implementation Period: January-December 2021.</p>	<p>Kegiatan Capacity Building:</p> <ol style="list-style-type: none"> Petani Sayur Ciwidey Daop 2 Bandung Kelompok Sapi Perah dan Peternak Jangkrik Daop 3 Cirebon <p>Pelatihan UMK:</p> <ol style="list-style-type: none"> Pelatihan Penanganan Krisis UMK Mitra Binaan KAI Pelatihan Penyelia Halal <p>Capacity Building Activities:</p> <ol style="list-style-type: none"> Ciwidey Vegetable Farmer Daop 2 Bandung Dairy Cattle and Cricket Breeders Group Daop 3 Cirebon <p>MSE Training:</p> <ol style="list-style-type: none"> Training on Handling the UMK Crisis of KAI Fostered Partners Halal Supervisor Training

Jenis Kegiatan TJSL Types of CSR Activities	Tujuan Pembangunan Berkelanjutan Sustainable Development Goals	Penjelasan Explanation	Capaian Achievements
UMK on Station MSMEs on Station	TPB 8 	<p>Program untuk membantu UMK KAI dan Eksternal untuk mendapatkan pelatihan-pelatihan terkait UMK naik kelas dan Pameran Produk UMK KAI</p> <p>Alokasi Dana: Rp395.205.000 Periode Pelaksanaan: Januari-Desember 2021.</p> <p>Program to help KAI and external MSEs to get training related to MSEs advancing to class and KAI MSE Product Exhibition</p> <p>Budget allocation: IDR 395.205.000 Implementation Period: January-December 2021.</p>	<p>Pameran Mitra Binaan UMKM Dodolan Neng Lawang Sewu Exhibition of MSME Fostered Partners Dodolan Neng Lawang Sewu</p>
Pendanaan UMK MSMEs Funding	TPB 8 	<p>Program bantuan pinjaman modal usaha bagi UMK.</p> <p>Alokasi Dana: Rp7.070.575.000,- Periode Pelaksanaan: Januari-Desember 2021.</p> <p>Business capital loan assistance program for MSEs.</p> <p>Budget allocation: IDR 7,070,575,000,- Implementation Period: January-December 2021.</p>	<p>Realisasi penyaluran kepada mitra binaan baru sebanyak 113 Mitra Binaan. The realization of distribution to new fostered partners was 113 fostered partners.</p>
Terimakasih KAI Thank you KAI	TPB 16 	<p>Program Publikasi TJSL KAI</p> <p>Alokasi Dana: Rp197.000.000,- Periode Pelaksanaan: Januari-Desember 2021.</p> <p>KAI TJSL Publication Program</p> <p>Budget allocation: IDR 197.000.000,- Implementation Period: January-December 2021.</p>	<p>Publikasi di 6 (enam) media awards</p> <ul style="list-style-type: none"> • The La Tofi School of CSR • Top Business • Bisnis Indonesia • Perkumpulan Kita Muda Bisa • UNS SME's Awards • Marketeers Ediotr's Choice Award 2021 <p>Publication in 6 (six) media awards</p> <ul style="list-style-type: none"> • The La Tofi School of CSR • Top Business • Indonesian Business • Our Young Association Can • UNS SME's Awards • Marketeers Ediotr's Choice Award 2021

Keberlanjutan yang diimplementasikan oleh KAI memiliki tujuan untuk mendukung Tujuan Pembangunan Berkelanjutan (Sustainable Development Goals/SDGs). Dukungan KAI terhadap 17 Tujuan Pembangunan Berkelanjutan diklasifikasikan dengan skala 1 sampai 3 (sedang hingga sangat tinggi). Kegiatan-kegiatan tersebut jika dikelompokkan berdasarkan TPB dinyatakan dalam tabel di bawah ini.

Sustainability implemented by KAI has the aim of supporting the Sustainable Development Goals (SDGs). KAI's support for the 17 Sustainable Development Goals is classified on a scale of 1 to 3 (moderate to very high). These activities if grouped by TPB are stated in the table below.

SDGs	Aksi Action	Manfaat Benefit	Dukungan KAI terhadap Tujuan Pembangunan Berkelanjutan KAI's Support for the Sustainable Development Goals	Dampak SDGs pada Bisnis KAI Impact of SDGs on KAI's Business	Prioritas SDGs KAI KAI's SDGs Priority
Tanpa Kemiskinan No Poverty 	<ul style="list-style-type: none"> KAI Sahabat Difabel dan Sosial Masyarakat KAI Friends with Disabilities and Social Society 	<p>Meningkatkan kesejahteraan sosial dalam lingkungan masyarakat.</p> <p>Improving social welfare in the community.</p>	★ ★	★ ★	★ ★
Tanpa Kelaparan No Hunger 	<ul style="list-style-type: none"> KAI-DungMas (Bencana Alam) KAI-DungMas (Natural Disaster) 	<p>Memberikan bantuan kepada korban bencana serta memastikan kebutuhan pangan tercukupi.</p> <p>Providing assistance to disaster victims and ensure adequate food needs.</p>	★	★	★
Kehidupan Sehat dan Sejahtera Healthy and Prosperous Life 	<ul style="list-style-type: none"> KAI Sehat Sejahtera Sosialisasi Perlintasan dan Daerah Rawan Vandalisme KAI Healthy and Prosperous Socialization of Roads and Vandalism-Prone Areas 	<p>Meningkatkan kesehatan penumpang, pegawai maupun masyarakat guna memutus tali penularan COVID-19</p> <p>Improving the health of passengers, employees and the public to break the transmission line of COVID-19</p>	★ ★ ★	★ ★ ★	★ ★ ★
Pendidikan Berkualitas Quality Education 	<ul style="list-style-type: none"> KAI Mengajar KAI Teaching 	<p>Memberikan kesetaraan dalam memperoleh pendidikan yang berkualitas guna meningkatkan semangat dan motivasi belajar</p> <p>Providing equality in obtaining quality education in order to increase enthusiasm and motivation to learn</p>	★	★	★
Kesetaraan Gender Gender equality 	<ul style="list-style-type: none"> Semua Peduli, Semua Terlindungi Everyone Cares, Everyone Protects 	<p>Mendorong upaya penghapusan kekerasan/ pelecehan seksual terhadap perempuan di atas KA</p> <p>Encouraging efforts to eliminate sexual violence/ harassment against women on trains</p>	★ ★	★ ★	★ ★

SDGs	Aksi Action	Manfaat Benefit	Dukungan KAI terhadap Tujuan Pembangunan Berkelanjutan KAI's Support for the Sustainable Development Goals	Dampak SDGs pada Bisnis KAI Impact of SDGs on KAI's Business	Prioritas SDGs KAI KAI's SDGs Priority
Pekerjaan Layak dan Pertumbuhan Ekonomi Decent Work and Economic Growth 	<ul style="list-style-type: none"> • UMK Naik Kelas • Pelatihan dan Pendidikan UMK KAI • UMK On Station • Pendanaan UMK • MSMEs Upgrading • KAI MSMEs Training and Education • MSMEs On Station • MSMEs Funding 	Mendukung pertumbuhan ekonomi dan kesejahteraan bagi mitra binaan KAI. Supporting economic growth and welfare for KAI's foster partners.	☆☆☆	☆☆☆☆	☆☆☆☆
Kota dan Permukiman yang Berkelanjutan Sustainable Cities and Settlements 	<ul style="list-style-type: none"> • KAI-Pling (Peduli Lingkungan) • KAI Sar-i • KAI-Pling (Concern for the Environment) • KAI Sar-i 	Meningkatkan kualitas lingkungan tempat tinggal yang layak dan nyaman. Improving the quality of a decent and comfortable living environment.	☆☆☆	☆☆	☆☆
Ekosistem Daratan Mainland Ecosystem 	<ul style="list-style-type: none"> • KAI-Pling (Peduli Lingkungan) • KAI-Pling (Concern for the Environment) 	Menjaga dan melindungi kelestarian lingkungan. Preserving and protecting environmental sustainability.	☆☆	☆	☆☆
Perdamaian, Keadilan dan Kelembagaan yang Tangguh Peace, Justice and Strong Institutions 	<ul style="list-style-type: none"> • Terimakasih KAI • Thank You KAI 	Meningkatkan kerjasama dan hubungan baik antar pemangku kepentingan KAI. Improving cooperation and good relations between KAI stakeholders.	☆☆	☆☆	☆☆

Tanggung Jawab Pengembangan Produk dan/atau Jasa Keberlanjutan

Inovasi dan Pengembangan Produk/Jasa Keuangan Berkelanjutan [OJK F.26]

Dalam upaya menjalankan proses bisnis secara berkelanjutan, KAI terus melakukan inovasi bagi internal dan eksternal untuk mendukung Tujuan Pembangunan Berkelanjutan (TPB). Pandemi

Responsibility For Development of Sustainable Products and/or Services

Sustainable Financial Product/Service Innovation and Development

In an effort to run business processes in a sustainable manner, KAI continued to innovate internally and externally to support the Sustainable Development Goals (TPB). The COVID-19 pandemic

COVID-19 mendorong KAI untuk melakukan *improvement* dalam kegiatan bisnisnya melalui digitalisasi layanan yang bertujuan untuk memudahkan pelanggan dalam mengakses produk/jasa yang dimiliki KAI serta memudahkan proses kerja pegawai.

KAI melakukan inovasi layanan berbasis digital menggunakan aplikasi KAI Access yang memberikan kemudahan dan kenyamanan bagi pelanggan untuk mengakses layanan KAI. Dengan adanya aplikasi ini pelanggan tidak harus mencetak tiket yang dibeli, hal ini merupakan upaya KAI untuk mengurangi penggunaan kertas.

Kemudahan pelanggan dalam mengakses layanan diwujudkan oleh KAI dengan mengembangkan aplikasi KAI Access versi 4.7.4. KAI juga menambahkan fitur *membership* dan *loyalty point* yang digunakan untuk menukar poin yang didapat melalui pembelian tiket kereta. Tidak hanya itu, KAI juga memberikan kemudahan dalam pembayaran yang bisa dilakukan melalui QRIS, *direct debit*, dan Link Aja. Bahkan sekarang KAI memiliki *e-wallet* sendiri yang ada dalam aplikasi KAI Access yaitu KAI Pay. Di samping itu, aplikasi ini memudahkan pelanggan dalam melakukan pemesanan tiket kereta api antar kota maupun KA lokal, melakukan pembatalan, *reschedule*, dan lainnya di manapun tanpa harus melakukan antri di stasiun. KAI juga mengintegrasikan aplikasi KAI Access dengan layanan anak perusahaan di antaranya pemesanan KA Lokal yang dioperasikan, KAI Commuter, pemesanan makanan dan minuman, informasi jadwal KRL, informasi terkait KALOG Ekspres, serta pemesanan kereta wisata milik KAI Wisata.

Selain itu, pelanggan juga memiliki kemudahan dalam memilih moda transportasi yang digunakan untuk mengantar maupun menjemput pelanggan ke tempat tujuan. Hal ini dikarenakan KAI Access telah mengintegrasikan layanan taksi melalui layanan First Mile dan Last Mile yang dapat dipesan pada aplikasi KAI Access. Dengan adanya aplikasi ini pelanggan tidak harus mencetak tiket yang dibeli, hal ini merupakan upaya KAI untuk mengurangi penggunaan kertas.

Di samping itu, KAI juga mengembangkan aplikasi yang digunakan untuk memudahkan pekerjaan para pegawainya melalui aplikasi Rail Document System (RDS) yang digunakan untuk mendukung surat menyurat secara elektronik, Safety Railway Information System (SRI) yang digunakan untuk memberikan informasi pelaporan temuan mengenai *safety* dan tindak lanjutnya, Raileo yang digunakan untuk memudahkan pegawai dalam melaksanakan tugas pekerjaan, serta aplikasi lainnya yang akan terus dikembangkan untuk memberikan pelayanan yang lebih baik. Hal ini bertujuan untuk memudahkan pekerjaan para pegawainya di era digital. Komitmen KAI sebagai wujud transformasi *digital* dilaksanakan dengan rutin melakukan *maintenance* sarana dan prasarana serta melakukan *maintenance* aplikasi perkantoran, guna mampu memberikan pelayanan yang lebih cepat dan lebih baik.

Selain itu, KAI berinovasi dengan mengganti kemasan plastic dengan kemasan ramah lingkungan pada produk makanan dan minuman yang dijual dalam perjalanan kereta api. Hal ini merupakan wujud dukungan pada program Pemerintah G20 untuk mengurangi sampah plastik.

encouraged KAI to make improvements in its business activities through digitalization of services, which aimed to make it easier for customers to access KAI's products/services and facilitate employee work processes.

KAI innovated digital-based services using the KAI Access application providing convenience and comfort for customers to access KAI services. With this application, customers did not have to print the purchased tickets, this became KAI's effort to reduce paper usage.

The convenience of customers in accessing services was realized by KAI by developing the KAI Access application version 4.7.4. KAI also added membership features and loyalty points used to exchange points obtained through purchasing train tickets. Not only that, KAI also provided convenience in payments that could be made via QRIS, direct debit, and Link Aja. Even now, KAI had its own e-wallet in the KAI Access application, namely KAI Pay. In addition, this application made it easy for customers to order tickets for inter-city trains and local trains, cancel, reschedule, and others anywhere without having to queue at the station. KAI also integrated the KAI Access application with subsidiary services, including ordering local trains to operate, KAI commuters, ordering food and beverages, KRL schedule information, information related to KALOG Express, and booking train tours belonging to KAI Wisata.

In addition, customers also had the convenience of choosing the mode of transportation used to deliver or pick up customers to their destination. This was because KAI Access integrated taxi services through First Mile and Last Mile services which could be ordered on the KAI Access application. With this application, customers did not have to print the purchased tickets, and this became KAI's effort to reduce paper usage.

In addition, KAI also developed applications used to facilitate the work of its employees through the Rail Document System (RDS) application used to support correspondence electronically, the Safety Railway Information System (SRI) used to provide information on reporting findings regarding safety and crime. Raileo was used to make it easier for employees to carry out work assignments, as well as other applications that would continue to be developed to provide better services. It aimed to facilitate the work of its employees in the digital era. KAI's commitment as a form of digital transformation was carried out by routinely maintaining facilities and infrastructure as well as maintaining office applications, in order to provide faster and better services.

In addition, KAI innovated by replacing plastic packaging with environmentally friendly packaging for food and beverage products sold on train trips. This became a form of support for the G20 Government program to reduce plastic waste.

KAI juga telah melakukan pengembangan moda transportasi umum berbasis listrik, termasuk pengoperasian Kereta Rel Listrik (KRL) Jabodetabek, pengoperasian KRL Yogyakarta, pembangunan *Light Rail Transit* (LRT) Jabodebek, serta pembangunan Kereta Cepat Jakarta Bandung.

Produk/Jasa yang Sudah Dievaluasi Keamanannya Bagi Pelanggan [OJK F.27]

KAI selalu berkomitmen untuk memberikan perlindungan dan keamanan terhadap seluruh (100%) layanan yang diberikan. KAI telah menerapkan standarisasi keselamatan, kesehatan, dan keamanan bagi para mitra dan para penumpang. Di masa pandemi COVID-19 seperti saat ini, kami mewujudkan hal ini terutama dengan memastikan penerapan protokol kesehatan yang ketat guna mencegah penyebaran virus corona dengan melakukan desinfeksi area layanan publik dan *office* di stasiun, memberikan fasilitas *wastafel portable*, *hand sanitizer*, menerapkan batas antrian sebagai pembatasan jarak di antrian loket, antrian *Customer Service*, *Check In Counter* (CIC), dan di peron jalur Kereta Api, dan pembatasan/pengaturan jarak layanan fasilitas umum di area stasiun.

Untuk memastikan keamanan perjalanan kereta api, KAI juga rutin melakukan pengecekan pada sarana dan prasarananya. Pada sarana misalnya, sebelum dapat beroperasi, kereta, gerbong dan lokomotif harus dicek dan dipastikan kelayakannya oleh petugas sarana. KAI melakukan pengecekan harian sebelum sarana digunakan, pengecekan enam bulanan, tahunan, dua tahunan, dan empat tahunan. Begitu juga dengan prasarananya seperti jalur kereta api. Pemeriksaan rutin setiap hari dilakukan oleh Petugas Pemeriksa Jalur (PPJ) memastikan kondisi jalur yang akan dilewati kereta api aman.

KAI juga terus melakukan inovasi dan peningkatan keamanan angkutan barang yang bertujuan dapat meningkatkan pelayanan kepada mitra. Protokol kesehatan yang sudah dilakukan adalah memberikan fasilitas tempat cuci tangan dan *hand sanitizer* di wilayah Keterminalan terutama tempat palayanan dengan mitra angkutan barang guna mencegah penyebaran virus COVID-19. Peningkatan pengawasan juga telah dilakukan adalah memasang CCTV pada lokasi tempat muat dan bongkar, menambah petugas keamanan di wilayah yang dianggap rawan untuk memastikan keamanan barang terutama angkutan reefer, memastikan APAR tersedia di Kereta Bagasi serta ketersediaan timbangan yang sudah ditera guna pendukung keamanan pada angkutan retail, memastikan petugas menggunakan APD dan melakukan pekerjaan sesuai dengan SOP yang ada dan melakukan inovasi keamanan dalam pengangkutan rel yang sebelumnya KAI hanya mengangkut rel dengan jenis berat 54 dengan panjang 25 Meter dimana guna mendukung proyek strategis nasional telah berhasil mengangkut rel dengan jenis berat 60 dengan panjang 50 Meter dengan lancar, aman dan tepat waktu.

KAI also developed electricity-based public transportation modes, including the operation of the Jabodetabek Electric Rail Train (KRL), the operation of the Yogyakarta KRL, the construction of the Jabodebek Light Rail Transit (LRT), and the construction of the Jakarta Bandung Fast Train.

Products/Services Evaluated For Customers Safety

KAI always committed to providing protection and security for all (100%) services provided. KAI implemented safety, health and security standards for partners and passengers. During the current COVID-19 pandemic, KAI made this happen, especially by ensuring the implementation of strict health protocols to prevent the spread of the corona virus by disinfecting public service areas and offices at stations, providing portable sink facilities, hand sanitizers, implementing queue limits as a precautionary measure of distance restrictions at the counter queues, Customer Service queues, Check In Counters (CIC), and on the railway line platforms, and distance restrictions/regulations for public facilities services in the station area.

To ensure the safety of train travel, KAI also routinely checked its facilities and infrastructure. In facilities, for example, before they operated, trains, carriages and locomotives had to be checked and ensured by the facility staff. KAI conducted daily checks before the facilities were used, six-monthly, yearly, bi-annually, and four-yearly checks. Likewise with infrastructure such as railroads, routine inspections were carried out every day by the Track Checking Officer (PPJ) to ensure that the condition of the track to be passed by the train is safe.

KAI also continued to innovate and improve the security of goods transportation which aimed to improve services to partners. The health protocol carried out was to provide facilities for washing hands and hand sanitizers in the Terminal area, especially places of service with cargo transport partners to prevent the spread of the COVID-19 virus. Increased supervision was also carried out, namely installing CCTV at loading and unloading locations, adding security officers in areas considered vulnerable to ensure the safety of goods especially reefer transport, ensure Fire Extinguisher was available on Luggage Trains and the availability of scales calibrated to support security in retail transportation, ensure that officers used PPE and carry out work in accordance with existing SOPs and carry out safety innovations in rail transportation, previously KAI only transported rails weighing 54 with a length of 25 meters, which in order to support national strategic projects succeeded in transporting rails with a heavy type of 60 with a length of 50 Meters smoothly, safely and on time.

Dampak Produk/Jasa [OJK F.28]

Kegiatan operasional kereta api memiliki dampak positif berupa peningkatan ekonomi daerah dan berkontribusi besar bagi pertumbuhan sektor logistik. Namun demikian, kegiatan operasional kereta api juga memiliki dampak negatif di antaranya dengan bertambah banyaknya perlintasan sebidang jalur kereta api tanpa izin dan tanpa penjaga yang berpotensi lebih besar mengalami kecelakaan karena lebih banyak lalu lintas kereta api secara bersamaan di satu titik perlintasan. Selain itu, kemungkinan timbulnya kemacetan kendaraan akibat kendaraan yang dari ataupun menuju ke stasiun. Dalam menanggulangi dampak negatif yang ditimbulkan, KAI terus melakukan pengecekan rutin sepanjang lintasan kereta.

Jumlah Produk yang Ditarik Kembali [OJK F.29]

Sepanjang tahun 2021, KAI tidak memiliki produk atau jasa yang ditarik kembali.

Survei Kepuasan Pelanggan Terhadap Produk dan/atau Jasa [OJK F.30]

KAI sebagai perusahaan BUMN yang bergerak dalam bidang jasa transportasi, berupaya terus mengetahui melakukan evaluasi terhadap layanan yang diberikan kepada pelanggan. Evaluasi yang dilakukan akan menghasilkan prioritas perbaikan yang akan dilakukan manajemen KAI di masa yang akan datang.

KAI sudah secara rutin (setiap semester) menyelenggarakan *Market Research* yang dilakukan pada beberapa stasiun dan kereta di kota-kota besar di pulau Jawa dan Sumatera. Survei ditujukan kepada responden stasiun maupun responden kereta api melalui wawancara langsung dan telepon. Aspek yang dinilai di atas kereta meliputi aspek fisik kereta, aspek fisik makanan dan minuman, aspek non fisik (keramahan dan kesiapan membantu dari petugas, serta informasi yang tersedia di atas kereta api) dan aspek non fisik terkait ketepatan waktu berangkat dan datang. Sedangkan, aspek yang dinilai di stasiun meliputi aspek fisik stasiun, aspek fisik ruang tunggu stasiun, aspek fisik *boarding area*, aspek fisik *customer service*, aspek fisik lokasi pembelian tiket, aspek non fisik (keramahan petugas), aspek non fisik (akurasi informasi dan waktu pelayanan), dan aspek non fisik (tarif dan tiket).

Hasil survei kepuasan pelanggan pada semester I (satu) dan semester II (dua) tahun 2021 menunjukkan skor *Customer Satisfaction Index* (CSI) sebesar 4,30 dan 4,38 dari skala 1 (sangat tidak puas) sampai skala 5 (sangat puas). Berdasarkan hasil survei, KAI senantiasa melakukan evaluasi dalam rangka meningkatkan pelayanan kepada pelanggan yang selanjutnya diharapkan akan meningkatkan daya saing perusahaan.

Product/Service Impact

Railway operational activities had a positive impact in the form of increasing the regional economy and contributing greatly to the growth of the logistics sector. However, rail operational activities also had negative impacts, including the increasing number of crossings of a railroad track without permits and without guards which had a greater potential for accidents due to more train traffic simultaneously at one crossing point as well as the possibility of vehicle congestion due to vehicles going to or from the station. In dealing with the negative impacts caused, KAI continued to carry out routine checks along the train tracks.

Number of Withdrawn Products

Throughout 2021, KAI had no withdrawn products or services.

Customer Satisfaction Survey on Products and/or Services

KAI as a state-owned company engaged in transportation services, strived to continuously evaluate the services provided to customers. The evaluation resulted in priority improvements that would be carried out by KAI management in the future.

KAI routinely (every semester) conducted Market Research at several stations and trains in big cities on the islands of Java and Sumatera. The survey was addressed to both station and train respondents through face-to-face and telephone interviews. Aspects assessed on the train included the physical aspect of the train, the physical aspect of food and drink, non-physical aspects (friendliness and readiness to help from officers, as well as information available on the train) and non-physical aspects related to the punctuality of departure and arrival. Meanwhile, the aspects assessed at the station include the physical aspects of the station, the physical aspects of the station waiting room, the physical aspects of the boarding area, the physical aspects of customer service, the physical aspects of the ticket purchase location, non-physical aspects (officer friendliness), non-physical aspects (accuracy of information and time services), and non-physical aspects (fare and tickets).

The results of the customer satisfaction survey in semester I (one) and semester II (two) of 2021 showed a Customer Satisfaction Index (CSI) score of 4.30 and 4.38 from a scale of 1 (very dissatisfied) to a scale of 5 (very satisfied). Based on the survey results, KAI constantly evaluated in order to improve service to customers which in turn was expected to increase the company's competitiveness.

» Assurance oleh Pihak Eksternal [OJK G.1, GRI 102-56]

Assurance by External Parties

Penggunaan *external assurance* sebagai pihak ketiga yang digunakan untuk memastikan kehandalan serta kualitas informasi yang terdapat di dalam Laporan Keberlanjutan merupakan rekomendasi dari Global Reporting Initiative (GRI). KAI belum menggunakan *external assurance* dalam menilai Laporan Keberlanjutannya. Akan tetapi, manajemen KAI telah membuat laporan sesuai standar dan dengan prosedur yang benar, serta memastikan setiap konten yang dimuat merupakan data yang akurat dan tepat, sehingga memiliki integritas dan kredibilitas yang bisa dipertanggungjawabkan. Hal ini kedepannya akan dipertimbangkan KAI untuk menggunakan *external assurance* guna meningkatkan kualitas laporan yang dihasilkan.

The use of external assurance as a third party used to ensure the reliability and quality of the information contained in the Sustainability Report was a recommendation from the Global Reporting Initiative (GRI). KAI did not use external assurance in assessing its Sustainability Report. However, KAI's management made reports according to standards and with the right procedures, and ensured that every content published was accurate and precise data, so that it had integrity and credibility that could be accounted for. In the future, KAI considered using external assurance to improve the quality of the reports produced.

» Lembar Umpan Balik [OJK G.2] Feedback Sheet

Setelah membaca Laporan Keberlanjutan PT Kereta Api Indonesia (Persero), kami mohon kesediaan para pemangku kepentingan untuk memberikan umpan balik dengan mengirim email atau mengirim formulir ini melalui fax/pos.

After reading the PT Kereta Api Indonesia (Persero) Sustainability Report, we requested the willingness of stakeholders to provide feedback by sending an email or sending this form by fax/post.

Pertanyaan Question	Setuju Agree	Tidak Setuju Don't agree
Laporan ini telah memberikan informasi yang bermanfaat mengenai kinerja ekonomi, sosial, dan lingkungan Perseroan. This report had provided useful information regarding the economic, social and environmental performance of the Company.		
Data dan informasi yang diungkapkan mudah dipahami, lengkap, transparan, dan berimbang. The data and information disclosed were easy to understand, complete, transparent, and balanced.		
Data dan informasi yang disajikan berguna dalam pengambilan keputusan. The data and information presented were useful in making decisions.		
Laporan ini menarik dan mudah dibaca. This report was interesting and easy to read.		
Mohon berikan nilai mengenai aspek yang terdapat dalam laporan ini (nilai 1 = paling penting, 2 = penting, 3 = tidak penting, 4 = sangat tidak penting). Please rate the aspects contained in this report (1 = most important, 2 = important, 3 = not important, 4 = very unimportant).		
(...) Anti Korupsi / Anti Corruption		
(...) Kepegawaian / Staffing		
(...) Kesehatan dan Keselamatan Kerja / Occupational Health and Safety		
(...) Pelatihan dan Pendidikan / Training and Education		
(...) Kesehatan dan Keselamatan Pelanggan / Customer Health and Safety		

Mohon berikan komentar/saran/usulan bagi laporan ini.
Please provide comments/suggestions/suggestions for this report.

Nama / Name:

Pekerjaan / Profession:

Institusi/Perusahaan / Institution/Company:

Kontak (telepon, email) / Contacts (phone, e-mail):

Kategori Pemangku Kepentingan

Stakeholder Category

- o Pemegang Saham / Shareholders
- o Penumpang / Passenger
- o Pegawai / Employee
- o Pemasok / Supplier
- o Pelanggan Angkutan Barang / Cargo Forwarding Customers
- o Media / Media
- o Railfans (Komunitas Pecinta Kereta Api) / Railfans (Community of Train Lovers)
- o Lain-lain / Etc

Saran dan tanggapan yang Anda berikan atas informasi yang disajikan dalam laporan ini mohon dikirimkan kepada:
Please send your suggestions and comments on the information presented in this report to:

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 Sahabat KAI

» Tanggapan Terhadap Umpan Balik Laporan Keberlanjutan Tahun 2020 [OJK G.3]

Response To 2020 Sustainability Report Feedback

KAI tidak mendapat tanggapan dari para pemangku kepentingan terkait Laporan Keberlanjutan yang ada di dalam Laporan Terintegrasi 2020. Oleh karena itu, tidak terdapat informasi terkait tindak lanjut yang dilakukan oleh KAI. Namun, KAI senantiasa terus berupaya dalam menyempurnakan kualitas laporan sesuai dengan Standar GRI, POJK No.51/POJK.03/2017, maupun SEOJK No.16/SEOJK.04/2021.

KAI did not receive a response from stakeholders regarding the Sustainability Report contained in the 2020 Integrated Report. Therefore, there was no information regarding follow-up actions taken by KAI. However, KAI continued to strive to improve the quality of reports in accordance with GRI Standards, POJK No.51/POJK.03/2017, and SEOJK No.16/SEOJK.04/2021.

» Daftar Pengungkapan Sesuai Peraturan Otoritas Jasa Keuangan Nomor 51/ POJK.03/2017 [OJK G.4] List of Disclosure According to Financial Services Authority Regulation Number 51/POJK.03/2017 [OJK G.4]

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