



Membuka Jalan Menuju Masa Depan Berkelanjutan

Paving Pathway to Sustainable Future

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PT Jasa Marga (Persero) Tbk (Jasa Marga atau Perseroan) sebagai Badan Usaha Milik Negara (BUMN) senantiasa menjalankan aktivitas bisnisnya dengan menyelaraskan dengan kebijakan global maupun nasional terkait aspek *Environmental, Social and Governance* (ESG). Untuk membuat arah tujuan Perseroan yang selaras dengan kebijakan global maupun nasional terkait ESG, Perseroan telah membangun *roadmap* ESG yang mencakup berbagai inisiatif strategis yang dapat diterapkan dalam 5 (lima) tahun ke depan. *Roadmap* ESG Perseroan mencakup langkah-langkah yang jelas dan terukur untuk mencapai keberlanjutan operasional Perseroan. Jasa Marga juga telah menetapkan pilar keberlanjutan yang meliputi pilar lingkungan, sosial dan tata kelola. Pilar lingkungan Perseroan mencakup transisi energi dan solusi rendah karbon serta pengelolaan lingkungan yang bertanggung jawab. Pilar sosial mencakup pengembangan dan kesejahteraan karyawan dan masyarakat serta kesehatan dan keselamatan kerja. Sedangkan, pilar tata kelola mencakup tata kelola keberlanjutan dan pengadaan yang bertanggung jawab.

Melalui *roadmap* dan pilar ESG yang dimiliki, Jasa Marga dapat memastikan bahwa semua kegiatan operasional dan strategi bisnisnya tidak hanya memenuhi tetapi melampaui standar keberlanjutan nasional dan global. Di samping itu, hal ini sekaligus menciptakan nilai jangka panjang bagi pemegang saham dan masyarakat luas, sehingga dapat membantu Perseroan untuk tetap kompetitif di pasar global yang semakin menuntut komitmen kuat terhadap isu lingkungan, sosial, dan tata kelola yang baik.

PT Jasa Marga (Persero) Tbk (Jasa Marga or Company) as a State-Owned Enterprise (SOE) always performs its business activities by aligning with global and national policies related to Environmental, Social and Governance (ESG) aspects. To guide its strategic direction in line with these policies, the Company has developed a comprehensive ESG Roadmap, which outlines various strategic initiatives for the next five years. This roadmap includes clear, measurable steps to support the achievement of long-term operational sustainability. Jasa Marga has also established sustainability pillars that include environmental, social and governance pillars. The Company's environmental pillars include energy transition and low-carbon solutions as well as responsible environmental management. The social pillars include employee and community development and welfare as well as occupational health and safety. Meanwhile, the governance pillars include sustainability governance and responsible procurement.

Through the implementation of its ESG Roadmap and sustainability pillars, Jasa Marga can ensure that all of its operational activities and business strategies not only meet but also exceed national and global sustainability standards. Additionally, it also creates long-term value for shareholders and the wider community so that it can help the Company to remain competitive in a global market that increasingly demands a strong commitment to environmental, social, and good governance issues.



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01

Tentang Laporan [GRI 2-2, 2-3, 2-4]

About Report



Laporan Keberlanjutan ini disusun mengacu pada POJK Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan Bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik, serta yaitu SEOJK Nomor 16/SEOJK.04/2021 Tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik. Laporan Keberlanjutan ini juga disusun sesuai dengan (“in accordance to”) Consolidated Set of GRI Standards, dan International Financial Reporting Standards (IFRS) S1 dan S2.

This Sustainability Report is prepared with reference to the Financial Services Authority Regulation (POJK) Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, and the Financial Services Authority Circular Letter Number 16/SEOJK.04/2021 concerning the Form and Content of Annual Reports of Issuers or Public Companies. This Sustainability Report is also prepared in accordance to the Consolidated Set of GRI Standards, and International Financial Reporting Standards (IFRS) S1 and S2.

Penyusunan Laporan Keberlanjutan PT Jasa Marga (Persero) Tbk. tahun 2024 mengacu pada Peraturan Otoritas Jasa Keuangan (POJK) Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan Bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik, serta Surat Edaran Otoritas Jasa Keuangan Nomor 16/SEOJK.04/2021 Tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik. Laporan Keberlanjutan ini juga disusun sesuai dengan (“*in accordance to*”) Consolidated Set of GRI Standards, dan International Financial Reporting Standards (IFRS) S1 dan S2.

Entitas yang termasuk ke dalam Laporan Keberlanjutan ini adalah informasi yang berasal dari seluruh wilayah operasional Jasa Marga. Maka dari itu, terdapat perbedaan daftar entitas yang termasuk dalam Laporan Keuangan dan entitas yang termasuk dalam Laporan Keberlanjutan Perseroan, kecuali terdapat penjelasan pada bagian-bagian tertentu yang melibatkan entitas anak Perseroan. Data yang melibatkan Entitas Anak, dilaporkan dengan mengumpulkan berbagai informasi yang disampaikan oleh Entitas Anak dengan informasi yang berasal dari Jasa Marga.

Periode Laporan Keberlanjutan ini adalah 1 Januari sampai dengan 31 Desember 2024 dengan periode yang sama dengan Laporan Keuangan Konsolidasian Perseroan. Laporan ini dipublikasikan pada 15 April 2025.

Dalam Laporan Keberlanjutan ini, terdapat informasi yang disajikan kembali yaitu pada penggunaan energi, emisi yang dihasilkan tahun 2022 dan 2023. Hal ini dikarenakan adanya perbedaan metode perhitungan dengan jumlah emisi serta Perseroan melakukan pengukuran energi dan emisi secara lebih komprehensif dengan memperhitungkan penggunaan energi dan emisi yang dihasilkan Perseroan di seluruh ruas. Oleh karenanya, berdampak pada peningkatan penggunaan energi dan emisi yang dihasilkan. Terkait informasi emisi non GRK disajikan kembali karena Perseroan melakukan pengukuran kembali emisi Non GRK di semester kedua tahun 2023, sehingga berdampak pada adanya peningkatan pemenuhan baku mutu. Kepuasan pelanggan disajikan kembali karena adanya penyesuaian lingkup dari survei kepuasan yang dilakukan dan berdampak pada meningkatnya hasil survei kepuasan pelanggan.

Selain itu juga terdapat informasi yang disajikan kembali yaitu kecelakaan di jalan tol, jumlah kendaraan, dan penyebab kecelakaan di jalan tol di tahun 2022 dan 2023. Terkait dengan kecelakaan di jalan tol, jumlah kendaraan, dan penyebab kecelakaan di jalan tol dikarenakan adanya penyesuaian *cut off* data yang disajikan yang berdampak pada peningkatan jumlah kecelakaan di jalan tol, jumlah kendaraan, dan penyebab kecelakaan di jalan tol.

The preparation of the 2024 Sustainability Report of PT Jasa Marga (Persero) Tbk. refers to the Financial Services Authority Regulation (POJK) Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, and the Financial Services Authority Circular Letter Number 16/SEOJK.04/2021 concerning the Form and Content of the Annual Report of Issuers or Public Companies. This Sustainability Report is also compiled “*in accordance with*” the Consolidated Set of GRI Standards, and International Financial Reporting Standards (IFRS) S1 and S2.

The scope of this report includes information from Jasa Marga’s operational areas. There may be differences between the entities covered in this Sustainability Report and those in the Company’s Consolidated Financial Statements, except where explicitly stated regarding the inclusion of subsidiary data. Data from subsidiaries is incorporated based on information provided by each respective entity and compiled by Jasa Marga.

This report covers the reporting period of January 1 to December 31, 2024, in line with the reporting period of the Company’s Consolidated Financial Statements. The report was officially published on April 16, 2025.

Certain information presented in this report has been restated from previous years, including energy consumption, GHG emissions, and non-GHG emissions data for 2022 and 2023. These restatements result from updates in calculation methodologies and broader measurement coverage, which led to adjustments in the reported figures. For example, energy use and emissions now reflect a more comprehensive assessment across all business segments, resulting in higher reported totals. Additionally, non-GHG emissions were re-evaluated in the second semester of 2023, improving compliance with applicable quality standards.

Other restated disclosures include customer satisfaction data, which reflects an updated survey scope resulting in improved satisfaction scores, and toll road accident data, including vehicle counts and causes of accidents, due to revised data cut-off points that affected the total figures presented for 2022 and 2023.

Untuk mendapatkan informasi lebih lanjut mengenai laporan ini, para pemangku kepentingan dapat menghubungi kontak di bawah ini.

For further information regarding this report, stakeholders are encouraged to contact the following.



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Proses Penentuan Topik Material [GRI 3-1, 3-2]

Process to Determine Material Topics

Secara berkala, Perseroan senantiasa mengidentifikasi aktivitas dan relasi bisnis berbasis konteks keberlanjutan serta melakukan analisis pemangku kepentingan yang terdampak. Setiap unit-unit organisasi yang memiliki keterkaitan dengan pemangku kepentingan, mengidentifikasi dampak-dampak yang diakibatkan oleh Perseroan kepada para pemangku kepentingan. Dengan melakukan identifikasi ini, Perseroan akan bisa mendapatkan apa yang menjadi perhatian dari para pemangku kepentingan. Dalam melakukan pengidentifikasian isu keberlanjutan, Perseroan melibatkan berbagai unit kerja yang dilaksanakan dengan Focus Group Discussion. Unit-unit yang terlibat yaitu Internal Audit, Corporate Finance & Investor Relations Group, Accounting & Tax Group, Corporate Planning & Portfolio Management Group, Engineering Planning Group, Operation & Maintenance Management Group, Risk and Quality, Health, Safety & Environment Group, Corporate Communication & Community Development Group, Business Development Group, Human Capital Services Group, Procurement & Fixed Asset Group, Concession Business Planning Group, Information Technology Group, Human Capital Development Group, Strategic Transformation Group, Jasa Marga Learning Institute Group, Legal and Compliance Group, Jasamarga Metropolitan Tollroad Regional Division, PT Jasamarga Transjawa Tol, PT Jasamarga Tollroad Maintenance, dan PT Jasamarga Tollroad Operator serta ahli/expert. Isu keberlanjutan merupakan suatu isu yang senantiasa dibahas di dalam rapat manajemen. Hal ini dilakukan guna mendapatkan gambaran terkait isu keberlanjutan dengan mempertimbangkan aktivitas bisnis Perseroan, hubungan bisnis, pemangku kepentingan, dan konteks keberlanjutan.

The Company periodically identifies activities and business relationships in the context of sustainability and analyzes affected stakeholders. Each organizational unit that interacts with stakeholders identifies the impacts generated by the Company toward those stakeholders. This identification process enables the Company to understand stakeholder concerns more comprehensively. To identify sustainability issues, the Company engages various work units through Focus Group Discussions (FGDs). The units involve Internal Audit, Corporate Finance & Investor Relations Group, Accounting & Tax Group, Corporate Planning & Portfolio Management Group, Engineering Planning Group, Operation & Maintenance Management Group, Risk and Quality, Health, Safety & Environment Group, Corporate Communication & Community Development Group, Business Development Group, Human Capital Services Group, Procurement & Fixed Asset Group, Concession Business Planning Group, Information Technology Group, Human Capital Development Group, Strategic Transformation Group, Jasa Marga Learning Institute Group, Legal and Compliance Group, Jasamarga Metropolitan Tollroad Regional Division, PT Jasamarga Transjawa, PT Jasamarga Tollroad Maintenance, and PT Jasamarga Tollroad Operator as well as experts. Sustainability issues are issues that are always discussed in management meetings. This is conducted to obtain an overview of sustainability issues by considering the Company's business activities, business relationships, stakeholders, and the sustainability context.

Selanjutnya, Perseroan melakukan analisis atas dampak aktual dan potensial untuk masing-masing isu keberlanjutan termasuk dampaknya terhadap hak asasi manusia di seluruh aktivitas dan hubungan bisnis Perseroan. Proses ini dilakukan agar Perseroan dapat memitigasi potensi dampak yang akan terjadi. Dalam menganalisis dampak, Perseroan menggunakan informasi dari berbagai sumber yang diperoleh dari berbagai dokumen yang dimiliki Perseroan seperti dokumen risiko Perseroan, dokumen pengaduan dan dokumen catatan lain yang mendukung.

Setelah melakukan analisis dampak aktual dan potensial, Perseroan melakukan asesmen signifikansi dampak. Perseroan menilai signifikansi dampak yang sudah teridentifikasi untuk dilakukan prioritas isu keberlanjutan. Hal ini bertujuan untuk menentukan tindakan yang diambil oleh Perseroan dalam menangani dampak dan menentukan topik material yang relevan pada tahun pelaporan.

Langkah selanjutnya yaitu Perseroan melakukan prioritas topik material berdasarkan tingkat *scale and scope* dan *likelihood* yang luas dan tinggi dan/atau tingkat *severity* dan *likelihood* yang tinggi. Setelah Perseroan melakukan prioritas topik material di pihak internal, kemudian Perseroan melibatkan pemangku kepentingan eksternal dan ahli (*expert*) untuk melakukan konfirmasi atas topik yang terpilih. Setelah mendapatkan *feedback* dari para pemangku kepentingan, kemudian topik material yang terpilih disampaikan kepada Direksi untuk dilakukan pembahasan di tingkat Direksi dan mendapat persetujuan untuk dilaporkan pada Laporan Keberlanjutan tahun 2024.

Subsequently, the Company analyzes the actual and potential impacts of each sustainability issue, including their effects on human rights across all business activities and relationships. This process is conducted to enable early mitigation of any potential negative impacts. In carrying out this analysis, the Company utilizes various internal sources, such as risk management documents, stakeholder complaint records, and other relevant supporting documents.

Following the impact analysis, the Company assesses the significance of each impact to determine the priority of sustainability issues. This assessment guides the Company in identifying appropriate responses and establishing material topics for the reporting period.

Finally, the Company prioritizes material topics based on their scale, scope, and the likelihood and severity of their impacts. Once the internal prioritization is complete, external stakeholders and experts are engaged to validate the selected topics. The results of these engagements are then submitted to the Board of Directors for further discussion and approval. The approved material topics are reported in the 2024 Sustainability Report.

Tabel Topik Material Tahun 2024

Table of the 2024 Material Topics

Topik Material Material Topics	Isu Utama Key Issues	Pemangku Kepentingan yang Terdampak Affected Stakeholders	Alasan Bersifat Material Material Reasons	TPB SDG
Kinerja Ekonomi Economic Performance	• Nilai ekonomi langsung yang dihasilkan dan didistribusikan • Implikasi finansial serta risiko dan peluang lain akibat dari perubahan iklim • Kewajiban program pensiun manfaat pasti dan program pensiun lainnya • Bantuan finansial yang diterima dari pemerintah • Direct-Economic Value Generated and Shared • Financial implication, risk, and other opportunities due to climate change • Defined Pensions Benefit Obligation and Other Retirement Programs • Government Financial Assistance	• Pemegang Saham • Investor • Karyawan • Shareholders • Investor • Employees	Kinerja ekonomi merupakan topik material yang mampu menggambarkan kinerja keuangan serta berbagai capaian kinerja operasional Perseroan selama tahun pelaporan. Economic performance is a material topic that can describe the financial performance and various operational performance achievements of the Company during the reporting year.	

Topik Material Material Topics	Isu Utama Key Issues	Pemangku Kepentingan yang Terdampak Affected Stakeholders	Alasan Bersifat Material Material Reasons	TPB SDG
Emisi Emission	- Emisi GRK (Cakupan 1) langsung - Emisi energi GRK (Cakupan 2) tidak langsung - Emisi GRK (Cakupan 3) tidak langsung lainnya - Intensitas emisi GRK - Pengurangan emisi GRK - Emisi zat perusak ozon (ODS) - Nitrogen oksida (NOx), belerang oksida (SOx), dan emisi udara signifikan lainnya	- Karyawan - Pemberi Kerja - Masyarakat - Pemerintah - Mitra kerja	Penggunaan energi pada seluruh aktivitas operasional Perseroan tentunya akan berdampak pada timbulnya emisi yang dihasilkan. Namun demikian, Perseroan telah memiliki berbagai upaya mengurangi emisi yang dihasilkan. Salah satu upaya tersebut yaitu penggunaan solar panel sebagai sumber energi baru terbarukan untuk membantu penyediaan energi listrik yang dibutuhkan dalam kegiatan kantor di Kantor Pusat. The use of energy in all operational activities of the Company will certainly have an impact on the produced emissions. However, the Company has made various efforts to reduce the produced emissions. One of these efforts is the use of solar panels as a new renewable energy source to help provide the electrical energy needed for office activities at the Head Office.	
Ketenagakerjaan Employment	- Perekrutan karyawan baru dan perputaran karyawan - Tunjangan yang diberikan kepada karyawan tetap yang tidak diberikan kepada karyawan sementara atau paruh waktu - Cuti Melahirkan	Karyawan	Perseroan telah memperkuat strategi pengelolaan tenaga kerja, sehingga Perseroan telah mampu menurunkan turnover karyawan, telah memberikan berbagai jenis tunjangan bagi karyawan dan telah memberikan hak cuti sesuai dengan ketentuan Perseroan dan seluruh karyawan kembali bekerja setelah cuti berakhir. The Company has affirmed its workforce management strategy, so that the Company has been able to reduce employee turnover, has provided various types of benefits for employees and has provided leave rights in accordance with the Company's provisions and all employees return to work after the leave ends.	
Masyarakat Lokal Local Communities	- Operasional Perseroan dengan melibatkan masyarakat setempat, penilaian dampak, dan program pengembangan - Operasional Perseroan yang secara aktual dan yang berpotensi memiliki dampak negatif signifikan terhadap masyarakat setempat	Masyarakat	Aktivitas operasional Jasa Marga yang berada di dalam lingkungan masyarakat senantiasa mengarahkan Perseroan untuk memberikan dampak positif bagi seluruh masyarakat. Hal ini diwujudkan melalui berbagai kegiatan Tanggung Jawab Sosial (TJSL) yang dilakukan Perseroan selama tahun 2024. Jasa Marga's operational activities within the community environment always direct the Company to provide a positive impact on the entire community. This is realized through various Social Responsibility (CSR) activities carried out by the Company during 2024.	

Topik Material Material Topics	Isu Utama Key Issues	Pemangku Kepentingan yang Terdampak Affected Stakeholders	Alasan Bersifat Material Material Reasons	TPB SDG
Kesehatan dan Keselamatan Pelanggan Customer Health and Safety	- Penilaian dampak kesehatan dan keselamatan dari berbagai kategori produk dan jasa - Insiden ketidakpatuhan sehubungan dengan dampak kesehatan dan keselamatan dari produk dan jasa - Health and safety impact assessment from various product and service categories - Non-compliance incident related to the health and safety impacts of products and services	- Pelanggan - Masyarakat - Customer - Community	Sebagai Perusahaan pengelola jalan tol, Perseroan harus senantiasa memastikan keamanan dan kenyamanan dari seluruh pengguna jalan tol. Komitmen tersebut tercermin bahwa sepanjang tahun 2024, tidak terdapat insiden ketidakpatuhan terkait dengan praktik standar keselamatan dalam pengelolaan jalan tol. As a toll road management company, the Company must always ensure the safety and comfort of all toll road users. This commitment is proven by the fact that there were no incidents of non-compliance related to standard safety practices in toll road management during 2024.	

Beberapa topik material tahun 2023 yang tidak diprioritaskan untuk dilaporkan pada Laporan Keberlanjutan tahun 2024 beserta alasannya dijelaskan sebagai berikut.

Some material topics in 2023 that are not prioritized for reporting in the 2024 Sustainability Report and its reasons are explained as follows.

Topik Material Material Topics	Alasan Reason
Anti korupsi Anti-corruption	Perseroan telah berhasil meningkatkan efektivitas penerapan anti korupsi dan anti penyuapan dengan telah diperolehnya ISO 37001:2016 Anti-Bribery Management System The Company has succeeded in increasing the effectiveness of the implementation of anti-corruption and anti-bribery by obtaining ISO 37001:2016 Anti-Bribery Management System.
Praktik pengadaan Procurement practice	Terbitnya Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tanggal 24 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara yang menekankan pada penggunaan produksi dalam negeri dalam proses pengadaan barang dan jasa. Dengan demikian, penggunaan pemasok lokal sudah diatur dalam peraturan perundang-undangan. The issuance of the Regulation of the Minister of SOEs Number PER-2/MBU/03/2023 dated March 24, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, which emphasizes the use of domestic production in the procurement process of goods and services. Thus, the use of local suppliers has been regulated in laws and regulations.
Kesehatan dan keselamatan kerja Occupational Health and Safety	Perseroan telah menerapkan HIRADC (<i>Hazard Identification, Risk Assessment, and Determining Control</i>) di setiap unit kerja dan telah melakukan pembaruan Struktur Organisasi Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) Kantor Pusat PT Jasa Marga (Persero) Tbk, sehingga pelaksanaan K3 telah berjalan dengan baik. The Company has implemented HIRADC (Hazard Identification, Risk Assessment, and Determining Control) in each work unit and has updated the Organizational Structure of the Occupational Safety and Health Development Committee (P2K3) of PT Jasa Marga (Persero) Tbk Head Office so that the OHS implementation has been well-performed.
Pelatihan dan pendidikan Training and education	Secara umum Perseroan telah memiliki karyawan yang kompetensinya telah memenuhi kebutuhan Perseroan. Generally, the Company has employees having competencies satisfied the Company's needs.
Pemasaran dan pelabelan Marketing and labeling	Sebagai perusahaan yang produk/jasa utamanya adalah penyediaan layanan jalan tol, Perseroan telah memiliki sistem informasi jalan tol yang dapat diakses oleh seluruh pengguna jalan tol yaitu aplikasi super Travoy yang di dalamnya terdapat fitur pemantauan kondisi lalu lintas (CCTV, notifikasi gangguan), informasi perbaikan / pemeliharaan jalan, tarif tol, resi Digital, rest area, Derek Online, Call Center 14080, dan lain-lain. Being a company engaged its primary product/service in the provision of toll road services, the Company has a toll road information system that can be accessed by all toll road users, such as the Travoy super application includes features such as traffic condition monitoring (CCTV, disruption notifications), road maintenance/repair information, toll rates, digital receipts, rest areas, online towing, Call Center 14080, and more.

Pengelolaan Topik Material [GRI 3-3]

Material Topics Management

Kinerja Ekonomi

Kinerja ekonomi telah memberikan dampak terhadap peningkatan nilai perusahaan yang tercermin dari peningkatan harga saham di tahun 2024. Peningkatan kinerja ekonomi juga akan berdampak pada penerimaan negara, khususnya dalam bentuk pajak. Sepanjang tahun 2024, tidak terdapat dampak negatif signifikan terkait kinerja ekonomi. Perseroan meyakini bahwa Perseroan memiliki fondasi keuangan yang kuat. Hal ini ditunjang dari 13 ruas jalan tol *mature* yang telah optimal dan menghasilkan.

Komitmen Perseroan dalam melakukan pengelolaan kinerja ekonomi telah dituangkan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) dengan mengacu pada Rencana Jangka Panjang Perusahaan (RJPP). Dalam RKAP dan RJPP telah ditetapkan komitmen Perseroan untuk senantiasa tumbuh secara berkelanjutan. Secara berkala, Perseroan senantiasa mengevaluasi pencapaian target kinerja baik operasional maupun keuangannya dan dilaporkan dalam Laporan Manajemen Triwulanan dan Tahunan. Dengan dilakukannya pemantauan pencapaian kinerja, maka akan segera dapat diidentifikasi jika terdapat penurunan kinerja Perseroan. Perseroan juga senantiasa mengelola pencapaian kinerja keuangan secara berkesinambungan dengan melakukan manajemen portofolio yang baik. Evaluasi pencapaian RKAP dan RJPP secara berkala telah mampu meningkatkan kinerja Perseroan. Perseroan telah mampu meningkatkan pendapatan dan laba usaha dari tahun ke tahun, khususnya selama 5 (lima) tahun terakhir. Dalam penetapan RKAP dan RJPP, Perseroan telah melibatkan berbagai pemangku kepentingan, khususnya pemegang saham yang telah menyetujui setiap RKAP dan RJPP yang disusun oleh Perseroan. Pengelolaan kinerja ekonomi dilaksanakan oleh Corporate Planning & Portfolio Management Group di bawah Direktorat Keuangan dengan melibatkan Corporate Finance Group Head dan unit kerja lain.

Keberadaan Pasar

Keberadaan pasar menunjukkan seberapa besar kontribusi Perseroan dalam meningkatkan kesejahteraan masyarakat lokal. Hal ini terlihat dengan memberikan lapangan kerja dengan upah atau gaji lebih tinggi dari upah minimum regional. Kontribusi Perseroan terhadap masyarakat juga dapat dilihat dari penyediaan lapangan kerja bagi masyarakat lokal. Perseroan senantiasa berkomitmen untuk dapat memiliki keberadaan pasar yang baik, sehingga

Economic Performance

Economic performance has contributed to enhance the Company's value, as reflected in the increase in share prices throughout 2024. This improvement has also positively impacted state revenues, particularly through taxes. During 2024, the Company did not experience any significant negative impacts related to its economic performance. The Company believes it maintains a solid financial foundation, supported by 13 mature toll road sections that have been optimized and are now generating revenue.

The Company's commitment to manage economic performance is outlined in its Work Plan and Budget (RKAP), which is formulated with reference to the Company's Long-Term Plan (RJPP). Both the RKAP and RJPP emphasize the Company's objective to achieve sustainable growth. The Company regularly evaluates its operational and financial performance, reporting results through Quarterly and Annual Management Reports. These evaluations enable the Company to quickly identify and respond to any decline in performance. To ensure financial sustainability, the Company implements effective portfolio management. The consistent review of RKAP and RJPP performance has contributed to year-on-year increases in revenue and operating profit, particularly over the past five years. In the preparation of the RKAP and RJPP, the Company engages relevant stakeholders, especially shareholders, who formally approve the documents. The management of economic performance is carried out by the Corporate Planning & Portfolio Management Group under the Finance Directorate by involving the Corporate Finance Group Head and other work units.

Market Existence

The market existence demonstrates the extent of the Company's contribution to improve the welfare of the local community. It can be seen by providing jobs with wages or salaries higher than the regional minimum wage. The Company's contribution to the community can also be seen from the provision of jobs for the local community. The Company always commits to have a good market presence so that it can have a positive impact on the community, such as

dapat memberikan dampak positif bagi masyarakat berupa peningkatan kemampuan ekonomi masyarakat. Sepanjang tahun 2024, tidak terdapat dampak negatif signifikan terkait keberadaan pasar.

Sesuai Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan, pemberian upah minimum diarahkan kepada pencapaian kebutuhan hidup layak bagi karyawan. Besaran upah minimum sangat tergantung pada masing-masing daerah, yang umumnya menyesuaikan dengan harga kebutuhan pokok, tingkat inflasi, standar kelayakan hidup, dan variabel lainnya. Pemberian upah minimum memberikan dampak positif pada peningkatan daya tarik Jasa Marga bagi pasar tenaga kerja Indonesia.

Perseroan berkomitmen untuk memberikan imbal jasa sesuai dengan Keputusan Menteri Tenaga Kerja dan Transmigrasi No. 226 Tahun 2000. Pemberian upah di Jasa Marga memperhatikan Upah Minimum Provinsi (yang sebelumnya disebut dengan UMR Tingkat I) dan Upah Minimum Kabupaten/Kota (yang sebelumnya disebut dengan UMR Tingkat II). Hal ini tercermin dengan imbal jasa karyawan tingkat terendah seluruhnya berada di atas upah minimum provinsi. Pemberian upah sesuai peraturan yang berlaku berdampak positif pada peningkatan kesejahteraan karyawan yang juga berdampak pada produktivitas karyawan.

Selain itu, Perseroan juga memberikan peluang kerja bagi masyarakat lokal yang selanjutnya diberikan kesempatan yang sama untuk berkembang termasuk menduduki posisi strategis di Perseroan. Di tahun 2024, seluruh (100%) manajemen senior Perseroan berasal dari masyarakat lokal.

Evaluasi efektivitas pengelolaan karyawan dapat terlihat dari penurunan tingkat *turnover* karyawan yang menunjukkan adanya peningkatan loyalitas karyawan. Pengelolaan karyawan di Perseroan dikoordinasikan oleh Human Capital Services Group.

Dampak Ekonomi Tidak Langsung

Sebagai Perusahaan BUMN, selain memiliki peran sebagai korporasi bisnis, Perseroan juga melayani kepentingan publik dan memberikan kontribusi pada peningkatan perekonomian masyarakat. Oleh karena itu, Perseroan berkomitmen untuk dapat memiliki program-program Tanggung Jawab Sosial dan Lingkungan (TJSL) sesuai dengan Peraturan Menteri Badan Usaha Milik Negara Nomor PER-1/MBU/03/2023 Tahun 2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara. Program TJSL BUMN bertujuan untuk:

- memberikan kemanfaatan bagi pembangunan ekonomi, pembangunan sosial, pembangunan lingkungan serta pembangunan hukum dan tata kelola bagi perusahaan;

increasing the community's economic capacity. Along 2024, there were no significant negative impacts related to the existence of the market

According to Law No. 13 of 2003 concerning Manpower, the provision of minimum wages is directed towards achieving decent living needs for employees. The amount of minimum wages is highly dependent on each region, which generally adjusts to the price of basic necessities, inflation rate, standard of living, and other variables. The provision of minimum wages has a positive impact on increasing Jasa Marga's attractiveness to the Indonesian labor market.

The Company commits to provide remuneration in accordance with the Decree of the Minister of Manpower and Transmigration No. 226 of 2000. The provision of wages at Jasa Marga considers the Provincial Minimum Wage (previously referred to as UMR Level I) and the Regency/City Minimum Wage (previously referred to as UMR Level II). This is reflected in the lowest level employee remuneration, which are entirely above the provincial minimum wage. The provision of wages in accordance with applicable regulations has a positive impact on improving employee welfare, which also has an impact on employee productivity.

In addition, the Company also provides job opportunities for local people, who are given the same opportunity to develop, including occupying strategic positions in the Company. In 2024, all (100%) of the Company's senior management came from the local community.

Evaluation of the effectiveness of employee management can be seen from the decrease in employee turnover rates, which indicates an increase in employee loyalty. Employee management in the Company is coordinated by the Human Capital Services Group.

Indirect Economic Impact

As a state-owned company and its role as a business corporation, the Company also serves the public interest and contributes to improve the community's economy. Therefore, the Company commits to have Social and Environmental Responsibility (CSR) programs in accordance with the Regulation of the Minister of State-Owned Enterprises Number PER-1/MBU/03/2023 of 2023 concerning Special Assignments and Social and Environmental Responsibility Programs of State-Owned Enterprises. The BUMN TJSL program aims to:

- provide benefits for economic development, social development, environmental development and legal development and governance for the Company;

- b. memberikan kontribusi pada penciptaan nilai tambah bagi perusahaan dengan prinsip yang terintegrasi, terarah dan terukur dampaknya serta akuntabel; dan
- c. membina usaha mikro dan usaha kecil agar lebih tangguh dan mandiri, serta masyarakat sekitar perusahaan

Program TJSL yang dilakukan Perseroan telah memberikan dampak positif bagi masyarakat di antaranya adalah peningkatan pengetahuan, peningkatan pendapatan usaha lokal, Peningkatan pendapatan kampung UMKM, Peningkatan daya tarik ekonomi daerah dan pariwisata, Peningkatan *brand image* perusahaan, dan lainnya. Sepanjang tahun 2024, tidak terdapat dampak negatif signifikan terkait dampak ekonomi tidak langsung.

Komitmen Perseroan dalam menjalankan aktivitas TJSL mengacu pada Keputusan Direksi No. 130/KPTS/2023 tentang Program Tanggung Jawab Sosial & Lingkungan (TJSL) PT Jasa Marga (Persero) Tbk. Aktivitas TJSL yang dilaksanakan senantiasa melibatkan masyarakat di seluruh wilayah operasional Perseroan. Pelaksanaan aktivitas TJSL berada di bawah tanggung jawab Unit Kerja Corporate Communication and Community Development Group.

Evaluasi efektivitas dari pelaksanaan aktivitas TJSL yaitu dengan melakukan penilaian *Social Return on Investment* (SROI) yang menunjukkan besarnya dampak sosial dan ekonomi dari suatu program TJSL bagi masyarakat. Hasil penilaian SROI menunjukkan bahwa seluruh program yang dimiliki oleh Perseroan untuk masyarakat memiliki nilai di atas 1 (satu) yang menunjukkan bahwa manfaat sosial yang diberikan lebih besar dari biaya yang dikeluarkan.

Energi

Dalam menjalankan aktivitas operasionalnya, Perseroan menggunakan energi BBM untuk kendaraan operasional dan listrik untuk menunjang penggunaan alat-alat elektronik. Penggunaan energi tersebut dapat menimbulkan dampak berupa emisi GRK. Namun demikian, Perseroan senantiasa berkomitmen untuk melakukan efisiensi penggunaan energi. Hal tersebut tercermin dengan telah dimilikinya Kebijakan Mutu, K3 dan Lingkungan yang menyatakan bahwa Perseroan harus senantiasa melindungi lingkungan dan mencegah pencemaran lingkungan dengan penggunaan sumber daya yang optimum.

Upaya Perseroan dalam menurunkan penggunaan energi di antaranya dengan memanfaatkan energi terbarukan berupa Pembangkit Listrik Tenaga Surya (PLTS). Penggunaan PLTS di Perseroan yaitu untuk menunjang penggunaan *solar cell* di Kantor Pusat. Dampak positif yang dihasilkan dari upaya efisiensi penggunaan energi yaitu diperolehnya 3 (tiga) unit tol

- b. contribute to the creation of added value for the Company with integrated, targeted, and measurable and accountable impact principles; and
- c. foster micro and small businesses to be more resilient and independent as well as the community around the Company.

The CSR program carried out by the Company has had a positive impact on the community, including increasing knowledge, improving local business income, raising MSME village income, boosting regional economic and tourism appeal, leveraging the Company's brand image, and so forth. Along 2024, there were no significant negative impacts related to indirect economic impacts.

The Company's commitment to perform CSR activities refers to the Board of Directors' Decree No. 130/KPTS/2023 concerning the Social & Environmental Responsibility (CSR) Program of PT Jasa Marga (Persero) Tbk. The performed CSR activities always involve the community in all operational areas of the Company. The implementation of CSR activities is under the responsibility of the Corporate Communication and Community Development Group Work Units.

Evaluation of the effectiveness of CSR program implementation is conducted through a Social Return on Investment (SROI) assessment, which measures the magnitude of the social and economic impact of a CSR program for the community. The results of the SROI assessment show that all programs owned by the Company for the community have a value above 1 (one), indicating that the social benefits delivered exceed the costs incurred.

Energy

In performing its operational activities, the Company uses fuel energy for operational vehicles and electricity to support the use of electronic devices. The use of this energy can have an impact in the form of GHG emissions. However, the Company is always committed to efficient use of energy. This is reflected in the existence of a Quality, OHS and Environmental Policy, which states that the Company must always protect the environment and prevent environmental pollution by using optimum resources.

The Company's efforts to reduce energy utilization include utilizing renewable energy, such as Solar Power Plants (PLTS). The use of PLTS in the Company is to support the use of solar cells at the Head Office. The positive impact resulting from efficiency of energy utilization is the acquisition of 3 (three) toll units that have been certified Green Toll Road. In the

yang telah bersertifikat *Green Toll Road*. Hal ini dikarenakan dalam proses sertifikasi *Green Toll Road* terdapat tujuh indikator yang menjadi fokus yang salah satunya yaitu dengan melakukan efisiensi energi sebagaimana telah disampaikan dalam Sistem Manajemen Lingkungan Perseroan.

Untuk melakukan evaluasi efektivitas kebijakan penggunaan energi, Perseroan telah memiliki ISO 14001:2015 Environmental Management System, sehingga secara berkala Perseroan telah memastikan standar pelaksanaan upaya pengurangan penggunaan energi telah dipenuhi dengan baik. Pengelolaan energi di Perseroan berada di bawah tanggung jawab Engineering Planning Group serta melibatkan seluruh insan Jasa Marga.

Emisi

Perseroan menyadari bahwa dalam kegiatan operasional pengelolaan jalan tol pada umumnya masih menggunakan sumber energi tak terbarukan yaitu BBM dan listrik. Penggunaan energi BBM merupakan sumber energi yang menghasilkan emisi GRK cakupan 1, energi listrik merupakan sumber energi yang menghasilkan emisi GRK cakupan 2 serta kualitas udara sebagai emisi non GRK. Emisi GRK yang dihasilkan Perseroan berpotensi menghasilkan dampak pemanasan global dan perubahan iklim.

Perseroan berkomitmen untuk melakukan upaya pengurangan emisi GRK yang sejalan dengan pengurangan energi yang digunakan. Komitmen Perseroan dalam melakukan penurunan emisi yang dihasilkan telah tertuang dalam Kebijakan Mutu, K3 dan Lingkungan yang menyatakan bahwa Perseroan harus senantiasa melindungi lingkungan dan mencegah pencemaran lingkungan dengan penggunaan sumber daya yang optimum. Selain itu, komitmen Perseroan terhadap pengurangan emisi yang dihasilkan juga tercermin pada pilar keberlanjutan Perseroan, khususnya pada Pilar Lingkungan yang menunjukkan bahwa Perseroan telah memiliki strategi untuk merespons dan mengelola risiko dan peluang terkait perubahan iklim di seluruh rantai nilai Jasa Marga.

Sebagai bentuk komitmen Perseroan dalam menurunkan emisi yang dihasilkan, di tahun 2024 Perseroan telah menetapkan *baseline* perhitungan emisi untuk emisi GRK Cakupan 1, Cakupan 2 dan TonCO₂eq dan Cakupan 3 yang menjadi tolok ukur untuk memantau dan mengevaluasi kinerja perusahaan dalam mengurangi emisi dari waktu ke waktu. Evaluasi efektivitas atas emisi yang dihasilkan tercermin dengan telah dimilikinya ISO 14001:2015 *Environmental Management System*. Pengelolaan emisi yang dihasilkan berada di bawah tanggung jawab Engineering Planning Group serta melibatkan seluruh insan Jasa Marga.

Green Toll Road certification process, there are seven focus indicators. One of them is conducting energy efficiency as stated in the Company's Environmental Management System.

To evaluate the effectiveness of energy use policies, the Company has ISO 14001:2015 Environmental Management System so that the Company has periodically ensured that the standards for implementing efforts to reduce energy use have been met properly. Energy management in the Company is under the responsibility of the Engineering Planning Group and involves Jasa Marga personnel.

Emission

The Company recognizes that in its toll road management operations, non-renewable energy sources such as fuel and electricity are utilized. Fuel usage results in Scope 1 GHG emissions, electricity usage leads to Scope 2 GHG emissions, and non-GHG emissions impact air quality. GHG emissions produced by the Company potentially contribute to global warming and climate change.

The Company commits to reduce GHG emissions in line with reducing the used energy. The Company's commitment to reduce emissions has been stated in the Quality, OHS, and Environmental Policy, which states that the Company must always protect the environment and prevent environmental pollution by using optimum resources. In addition, the Company's commitment to reduce emissions is also reflected in the Company's sustainability pillars, especially in the Environmental Pillar, which shows that the Company has a strategy to respond to and manage risks and opportunities related to climate change throughout Jasa Marga's value chain.

As part of its emission reduction efforts in 2024, the Company established a baseline for calculating Scope 1, Scope 2, and Scope 3 GHG emissions in tons of CO₂ equivalent (tCO₂e). This baseline serves as a reference for monitoring and evaluating the Company's performance over time. The effectiveness of these initiatives is reviewed through the ISO 14001:2015 Environmental Management System. The Engineering Planning Group is responsible for managing emissions, in coordination with relevant Jasa Marga personnel.

Ketenagakerjaan

Sumber Daya Manusia (SDM) merupakan aspek penting dalam mencapai keberhasilan Perusahaan. Pengelolaan SDM yang efektif akan memberikan dampak kepada kepuasan karyawan yang selanjutnya akan meningkatkan produktivitas karyawan. Sepanjang tahun 2024, tidak terdapat dampak negatif signifikan terkait ketenagakerjaan. Perseroan percaya pengelolaan SDM merupakan kunci dalam pencapaian tujuan Perseroan.

Kebijakan ketenagakerjaan telah diatur dalam Keputusan Direksi Nomor 13/KPTS/2021 tanggal 16 Februari 2021 tentang *Talent Management* yang telah diubah berdasarkan Keputusan Direksi PT Jasa Marga (Persero) Tbk Nomor 44/KPTS/2023 tanggal 28 April 2023. Kebijakan tersebut mengatur mulai dari rekrutmen karyawan hingga karyawan memasuki masa purnabakti. Terkait dengan remunerasi karyawan Perseroan telah memiliki kebijakan khusus yang tercantum dalam Keputusan Direksi No. 110/KPTS/2019 tentang Sistem Total Reward Karyawan. Perseroan memiliki kebijakan pengelolaan ketenagakerjaan dengan mengedepankan prinsip *equality*, *inclusive* dan *fairness*.

Efektivitas pelaksanaan kebijakan senantiasa dievaluasi secara berkala. Perseroan telah melakukan survei keterikatan karyawan atau *employee engagement survey*. Melalui survei ini, Perseroan mendapatkan umpan balik mengenai evaluasi efektivitas kebijakan Perseroan terhadap ekspektasi karyawannya sehingga Perseroan senantiasa memberikan performa terbaik.

Masyarakat Lokal

Perseroan senantiasa berupaya untuk memberikan dampak positif kepada masyarakat serta meminimalisir dampak negatif yang ditimbulkan oleh aktivitas bisnis Perseroan. Berbagai upaya yang dilakukan Perseroan untuk menciptakan dampak positif diwujudkan melalui penciptaan lapangan kerja serta terlaksananya program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang mencakup program pengembangan masyarakat lokal. Program ini diharapkan akan memberikan dampak positif bagi masyarakat di antaranya dalam bentuk peningkatan pengetahuan, keterampilan dan keahlian, serta peningkatan kesehatan. Sepanjang tahun 2024, tidak terdapat dampak negatif signifikan terkait masyarakat lokal.

Komitmen Perseroan dalam memberikan dampak positif dituangkan dalam program TJSL yang telah diatur dalam Keputusan Direksi No. 130/KPTS/2023 tentang Program Tanggung Jawab Sosial & Lingkungan (TJSL) PT Jasa Marga (Persero) Tbk. Pelaksanaan aktivitas TJSL senantiasa

Employment

Human resources (HR) are a key aspect in achieving the Company's success. Effective HR management will have an impact on employee satisfaction which will then increase employee productivity. During 2024, there were no significant negative impacts related to employment. The Company believed that HR management was key to achieve the Company's goals.

The company's employment policies are governed the Board of Directors' Decree Number 13/KPTS/2021 dated February 16, 2021 concerning Talent Management, as amended by the Board of Directors' Decree of PT Jasa Marga (Persero) Tbk Number 44/KPTS/2023 dated April 28, 2023. These policies cover the full employee lifecycle from recruitment through retirement. The remuneration system is regulated under the Board of Directors' Decree Number 110/KPTS/2019 concerning the Employee Total Reward System. Employment practices are grounded in the principles of equality, inclusiveness, and fairness.

To evaluate the effectiveness of policy implementation, the Company regularly conducts employee engagement surveys. These surveys serve as a mechanism to assess how well current policies meet employee expectations, providing valuable input to ensure continuous improvement. This aligns with the reporting principles of responsiveness and accountability toward internal stakeholders.

Local Communities

The Company always strives to provide a positive impact on the community and minimize the negative impacts caused by the Company's business activities. Various efforts made by the Company to create a positive impact are realized through job creation and the implementation of the Social and Environmental Responsibility (CSR) program which includes local community development programs. This program is expected to provide a positive impact on the community, including in the form of increasing knowledge, skills and expertise, as well as improving health. Throughout 2024, there were no significant negative impacts related to the local community.

The Company's commitment to provide a positive impact is drafted in the CSR program, which has been regulated in the Board of Directors' Decree No. 130/KPTS/2023 concerning the Social & Environmental Responsibility (CSR) Program of PT Jasa Marga (Persero) Tbk. The implementation of CSR

melibatkan masyarakat di seluruh wilayah operasional Perseroan. Program TJSL dikelola oleh Corporate Social Responsibility (CSR) Department yang berada di bawah Corporate Communication & Community Development Group.

Untuk melakukan *monitoring* terhadap dampak kegiatan usaha Perseroan pada masyarakat, Perseroan telah menyediakan saluran pengaduan masyarakat melalui *Call Center* 14080, kontak pada situs web www.jasamarga.com dan sosial media perusahaan. Di samping itu, Perseroan memiliki mekanisme laporan triwulanan dan tahunan terhadap program TJSL untuk memastikan program dan anggaran tersalurkan tepat sasaran. Selain itu, evaluasi ini sebagai masukan perbaikan untuk rencana kerja periode berikutnya.

Kesehatan dan Keselamatan Pelanggan

Kualitas konstruksi jalan tol dapat menjadi salah satu penyebab terjadinya kecelakaan di jalan tol yang membahayakan pengendara/pengguna jalan tol. Oleh karenanya, kualitas konstruksi jalan tol menjadi faktor yang senantiasa diperhatikan oleh Perseroan. Terjaganya kualitas jalan tol dapat memberikan rasa aman dan nyaman kepada pengguna jalan tol. Meskipun, Perseroan telah melakukan berbagai macam upaya memitigasi adanya kecelakaan di jalan tol, namun sepanjang tahun 2024, terjadi beberapa peristiwa kecelakaan.

Perseroan senantiasa memastikan bahwa pengelolaan jalan tol yang dilakukan telah sesuai dengan Peraturan Menteri No. 16 Tahun 2014 tentang Standar Pelayanan Minimal (SPM) Jalan Tol. Komitmen Perseroan dalam menyediakan jalan tol yang aman dan nyaman bagi pengguna jalan tol dilakukan dengan memastikan bahwa seluruh kriteria yang disyaratkan dalam SPM telah terpenuhi, salah satunya terwujudnya jalan tol yang bebas dari lubang/*Zero Pothole*. Hal ini telah tercantum dalam Surat Edaran No. 13/SE-DIR/2015 tentang Penerapan Peraturan Menteri Pekerjaan Umum Republik Indonesia Nomor 16/PRT/M/2014 tentang Standar Pelayanan Minimal Jalan Tol. Pelaksanaan pemeliharaan jalan tol dilakukan melalui entitas anak PT Jasamarga Tollroad Maintenance (PT JMTM). PT JMTM telah memiliki Tim Penanganan Lubang yang disebut dengan "*Tim Patching*" di masing-masing ruas jalan tol yang dikelola. Sepanjang tahun 2024, *Tim Patching* telah melakukan penanganan jalan tol yang berlubang sebanyak 297.194,38 meter dengan biaya penanganan sebesar Rp1.133.958,85 juta.

Secara berkala Perseroan terus memantau kualitas jalan tol, termasuk memantau penanganan keluhan kualitas jalan tol. Evaluasi efektivitas atas pelayanan pada pelanggan dilakukan melalui survei kepuasan pelanggan.

activities always involves the community in the Company's all operational areas. The CSR program is managed by the Corporate Social Responsibility (CSR) Department, which is under the Corporate Communications & Community Development Group.

To monitor the impact of the Company's business activities on the community, the Company has provided a public complaint channel through the Call Center 14080, contact on the website www.jasamarga.com, and the company's social media. In addition, the Company has a quarterly and annual reporting mechanism for the CSR program to ensure that programs and budgets are distributed on target. In addition, this evaluation is an input for improvements to the following work plan.

Customer Health and Safety

The quality of toll road construction can be one of the causes of accidents on toll roads that endanger drivers/toll road users. Therefore, the quality of toll road construction is a significant factor that is always considered by the Company. The well-maintained quality of toll roads can provide a sense of security and comfort to toll road users. Although the Company had made various efforts to mitigate accidents on toll roads, several accidents occurred during 2024.

The Company always ensures that the performed management of toll roads has complied with Ministerial Regulation No. 16 of 2014 concerning Minimum Service Standards (SPM) for Toll Roads. The Company's commitment to provide safe and comfortable toll roads for toll road users is conducted by ensuring that all criteria required in the SPM have been met. One of the requirements is the realization of toll roads that are free from potholes/*Zero Pothole*. This has been stated in Circular Letter No. 13/SE-DIR/2015 concerning the Implementation of Regulation of the Minister of Public Works of the Republic of Indonesia Number 16/PRT/M/2014 concerning Minimum Service Standards for Toll Roads. The implementation of toll road maintenance is carried out through a subsidiary, PT Jasamarga Tollroad Maintenance (PT JMTM). PT JMTM has a Pothole Management Team, called the "*Patching Team*" on each managed toll road section. Throughout 2024, the Patching Team managed 297,194.38 meters of potholes with management cost as of IDR1,133,958.85 million.

Periodically, the Company continuously monitor the quality of toll roads, including monitoring the complaints management related to the quality of toll roads. Evaluation of the effectiveness of customer service is also conducted through customer satisfaction surveys.



TAMAN LALU LINTAS



TRAVOLY

30

STOP

02

Strategi Keberlanjutan Sustainability Strategy



Jasa Marga telah memperbarui Roadmap ESG yang sejalan dengan roadmap Otoritas Jasa Keuangan (OJK) dalam rencana pengadopsian IFRS sebagai standar pelaporan terkait pengungkapan dampak perubahan iklim.

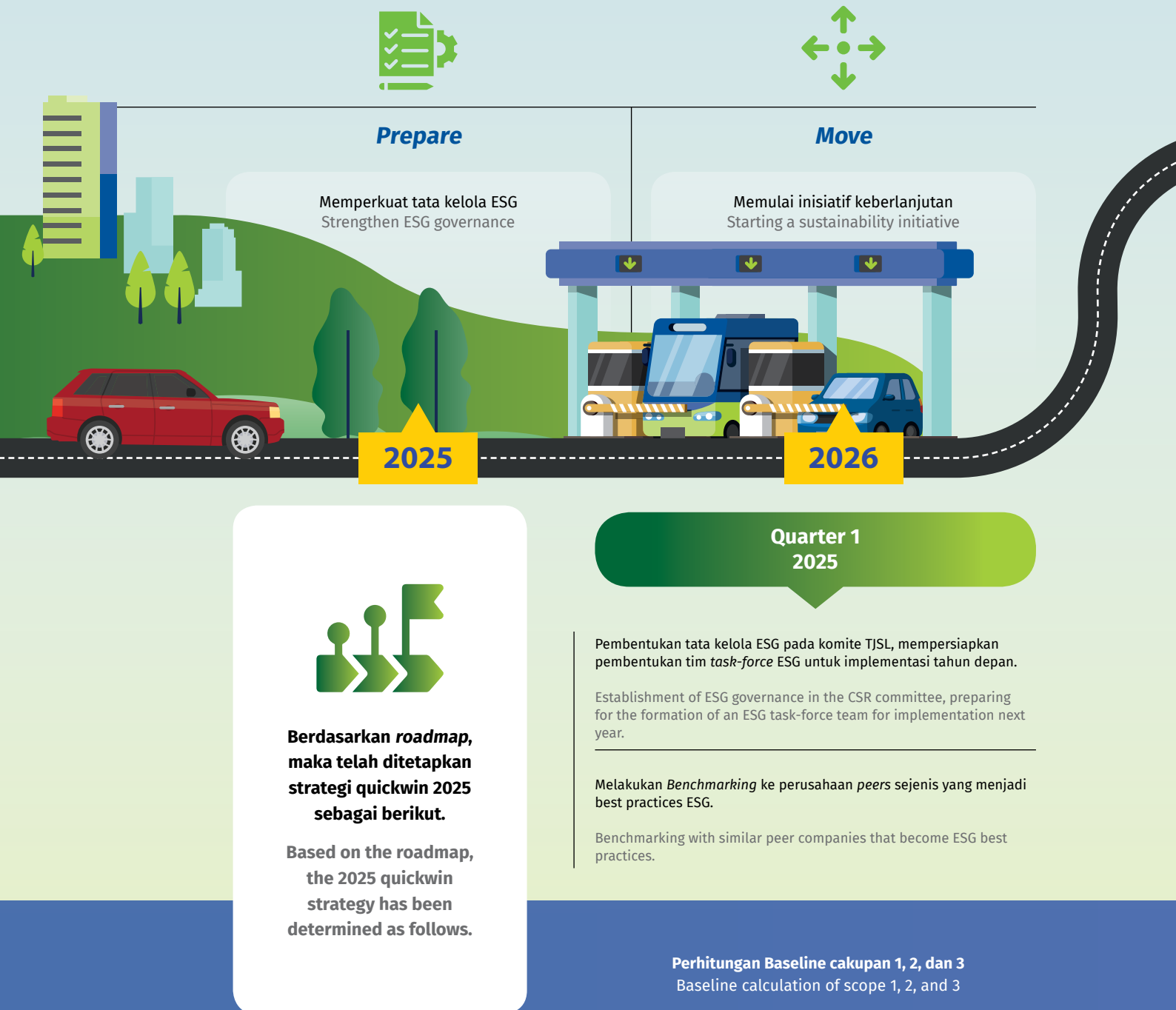
Jasa Marga has updated its ESG Roadmap in line with the Financial Services Authority (OJK) roadmap in its plan to adopt IFRS as a reporting standard related to disclosure of climate change impact.

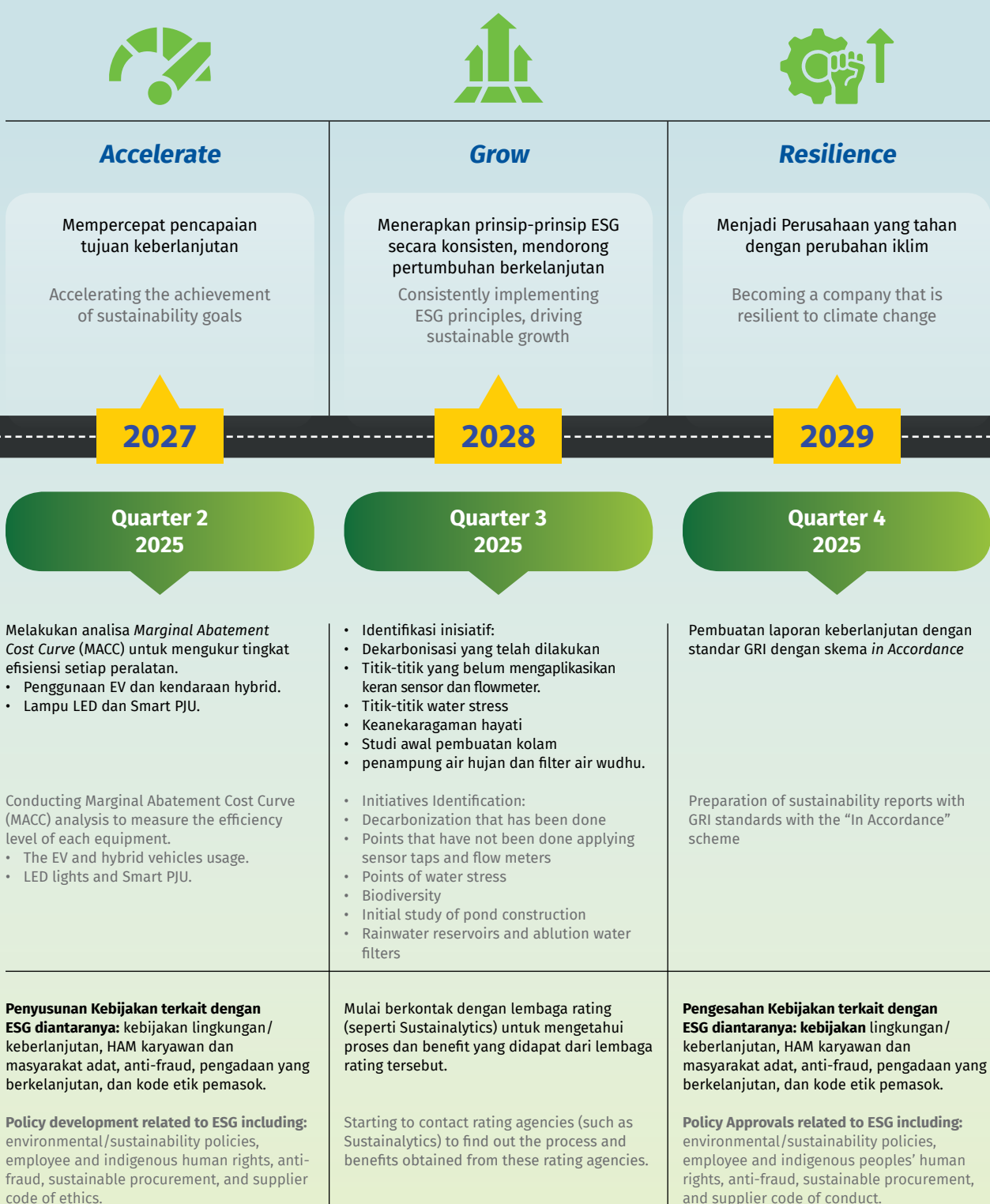
Penjelasan Strategi Keberlanjutan [OJK A.1, IFRS S1-STRATEGY, IFRS S2-STRATEGY, IFRS S1-METRIC AND TARGET, IFRS S2-METRIC AND TARGET, IFRS S1-RISK MANAGEMENT, IFRS S2-RISK MANAGEMENT]

Sustainability Strategy Explanation

Pada tahun 2024, Perseroan telah memperbaharui peta jalan *Environmental, Social and Governance* (ESG) dengan mempertimbangkan perkembangan regulasi terkini. Penyusunan roadmap ESG Jasa Marga ini dibuat sejalan dengan roadmap Otoritas Jasa Keuangan (OJK) dalam rencana pengadopsian IFRS sebagai standar pelaporan terkait pengungkapan dampak perubahan iklim. Roadmap ESG yang digambarkan sebagai berikut.

In 2024, the Company refined its Environmental, Social, and Governance (ESG) roadmap by aligning it with the latest regulatory developments. The formulation of Jasa Marga's ESG roadmap is synchronized with the Financial Services Authority (OJK) roadmap, particularly in preparation for the adoption of the International Financial Reporting Standards (IFRS) related to climate-related disclosures. The ESG roadmap is outlined as follows.





Pemberian awareness: ESG, internalisasi budaya ESG dengan pemadaman lampu saat istirahat dan pembatasan suhu AC, isu perubahan iklim, pelaporan TNFD, pelaporan IFRS S1 dan S2.

Providing awareness: ESG, internalization of ESG culture by turning off lights during breaks and limiting AC temperature, climate change issues, TNFD reporting, IFRS S1 and S2 reporting.

Pilar Keberlanjutan Jasa Marga

Dalam mengimplementasikan konsep keberlanjutan serta mengintegrasikannya dalam strategi dan proses bisnis Perseroan, Jasa Marga telah mengembangkan pilar keberlanjutan yang meliputi pilar tata kelola, sosial, dan lingkungan. Ketiga pilar tersebut sebagai dasar untuk perumusan strategi Perseroan. Pilar Tata Kelola Perusahaan merupakan pilar yang mendasari 2 (dua) pilar yang lainnya. Salah satu komponen pilar tata kelola adalah tata kelola keberlanjutan yang di antaranya diwujudkan melalui pengintegrasian prinsip-prinsip keberlanjutan ke dalam seluruh aspek operasional dan strategis berlandaskan prinsip integritas, transparansi, dan akuntabilitas.

Perseroan telah menetapkan pilar keberlanjutan yang disajikan sebagai berikut.

Jasa Marga's Sustainability Pillars

In implementing the concept of sustainability and integrating it into the Company's strategy and business processes, Jasa Marga has developed sustainability pillars that include governance, social, and environmental pillars. These three pillars are the basis for formulating the Company's strategy. The Corporate Governance Pillar is the pillar that underlies the other 2 (two) pillars. One component of the governance pillar is sustainability governance, which is realized through the integration of sustainability principles into all operational and strategic aspects based on the principles of integrity, transparency, and accountability.

The Company has established sustainability pillars which are presented as follows.

Tata Kelola

Governance



Tata Kelola Keberlanjutan Sustainability Governance

Mengintegrasikan prinsip-prinsip keberlanjutan ke dalam seluruh aspek operasional dan strategis.

- Struktur Organisasi
- Etika Bisnis
- Tata Kelola Informasi teknologi

Integrating sustainability principles into all operational and strategic aspects.

- Organizational Structure
- Business Ethics
- Information Technology Governance



Pengadaan yang Bertanggung Jawab Responsible Procurement

Memastikan tujuan lingkungan dan sosial terpenuhi di seluruh rantai nilai.

- Praktik Pengadaan

Ensuring environmental and social objectives are met across the value chain.

- Procurement Practices



Inklusivitas Pemangku Kepentingan Stakeholder Inclusivity

Mendorong partisipasi dan representasi dari berbagai pihak memiliki kepentingan dalam keputusan dan kebijakan suatu organisasi atau proyek.

- Pelibatan Pemangku Kepentingan
- Transparansi Pelaporan

Encouraging participation and representation from a wide range of stakeholders in an organization or project's decisions and policies.

- Stakeholder Engagement
- Information and Reporting Transparency



Pendanaan Multi Pihak Berkelanjutan Sustainable Multi-Parties Funding

Mendorong adanya pendanaan dari berbagai pihak dalam proyek-proyek berkelanjutan.

- Blended Financing

Encouraging multi-parties funding for sustainable projects.

- Blended Financing

Sosial • Social •



Pengembangan dan Kesejahteraan Karyawan dan Masyarakat Employee and Community Development and Welfare

Melatih dan mengembangkan SDM Jasa Marga melalui investasi strategis, pelatihan berkelanjutan, dan peningkatan kesejahteraan karyawan.

- Pengembangan Karyawan dan Masyarakat
- Pemenuhan Hak dan Kesejahteraan Karyawan dan Masyarakat

Training and developing Jasa Marga's human resources through strategic investment, continuous training, and improving employee welfare.

- Employee and Community Development
- Fulfill The Employee and Community Rights and Welfare



Kesehatan dan Keselamatan Kerja (K3) Occupational Health and Safety (OHS)

Pencegahan risiko kecelakaan, penyakit akibat kerja, serta menciptakan lingkungan kerja yang aman dan sehat.

- Identifikasi Potensi Bahaya dan Pengendalian Risiko
- Pelatihan K3 Karyawan
- Pengembangan Budaya K3

Prevention of accident risks, occupational diseases, and creating a safe and healthy work environment.

- Identification of Potential Hazards and Risk Control
- Employee OHS Training
- Development of OHS Culture

Lingkungan • Environment •



Transisi Energi dan Solusi Rendah Karbon Energy Transition and Low Carbon Solutions

Strategi untuk merespons dan mengelola risiko dan peluang terkait perubahan iklim di seluruh rantai nilai Jasa Marga

- Efisiensi Energi
- Emisi
- Mitigasi Risiko Iklim

Strategy to respond to and manage climate change-related risks and opportunities across Jasa Marga's value chain

- Energy Efficiency
- Emissions
- Climate Risk Mitigation



Pengelolaan Lingkungan yang Bertanggungjawab Responsible Environmental Management

Mengelola dampak lingkungan dari operasi Jasa Marga dengan transparansi dan akuntabilitas.

- Air dan Air Limbah
- Produk Berkelanjutan
- Keanekaragaman Hayati

Manage the environmental impacts of Jasa Marga operations with transparency and accountability.

- Water and Wastewater
- Sustainable Products
- Biodiversity

Timeframe Pelaksanaan ESG ESG Implementation Timeframe

No	Tema Strategi Strategic Theme	Inisiatif Initiative	2025	2026	2027	2028	2029
1	Transisi Energi dan Solusi Rendah Karbon Energy Transition and Low Carbon Solutions	Penggunaan Energi Bersih dan Terbarukan The Usage of Clean and Renewable Energy					
		Efisiensi Energi Energy Efficiency					
		Penajaman <i>Baseline</i> Emisi Cakupan 1, 2, dan 3 Baseline Sharpening for Scope 1, 2 and 3 Emission					
		Penurunan Emisi GRK Lower GRK Emission					
		Peningkatan Ketahanan dan Mitigasi Risiko Iklim Increasing Resilience and Mitigating Climate Risks					
2	Pengelolaan Lingkungan yang Bertanggung Jawab Responsible Environmental Management	Praktik Penggunaan Air dan Pengelolaan Air Limbah Berkelanjutan Sustainable Water Use and Wastewater Management Practices					
		Pelestarian Keanekaragaman Hayati dan Keseimbangan Ekosistem Conservation of Biodiversity and Ecosystem Balance					
3	Pengembangan dan Kesejahteraan Karyawan dan Masyarakat Employee and Community Development and Welfare	Internalisasi Budaya ESG ESG Culture's Internalization					
		Pengembangan Karyawan dan Masyarakat Employees and Community Development					
		Pemenuhan Hak-Hak Karyawan dan Masyarakat Fulfillment of Employee and Community Rights					
		Keberagaman, Kesenjangan, dan Inklusivitas Diversity, Equality and Inclusivity					
4	Kesehatan dan Keselamatan Kerja Occupational Health and Safety	Pengembangan Budaya K3 di Perusahaan Development of OHS Culture in The Company					
5	Tata Kelola Keberlanjutan Sustainability Governance	Penentuan Struktur Organisasi Keberlanjutan Determining Sustainability Organizational Structure					
		Penjaminan terhadap Pemenuhan Etika Bisnis Information Technology Governance					
		Tata Kelola Informasi Teknologi Information Technology Governance					
6	Pengadaan yang Bertanggung Jawab Responsible Procurement	Penerapan Praktik Pengadaan Berkelanjutan Implementation of Sustainable Procurement Practices					
7	Inklusivitas Pemangku Kepentingan Stakeholders Inclusivity	Peningkatan Pelibatan Pemangku Kepentingan Increasing Stakeholders Engagement					
		Pengembangan Efektivitas dan Transparansi Pelaporan Development of Effectiveness and Transparency Reporting					

Keterangan/ Information:

Early Stage

Maturity Stage



Perseroan optimis bahwa *roadmap* yang telah disusun akan bisa direalisasikan secara efektif dikarenakan kinerja ESG di tahun 2024 telah dicapai dengan baik. Sepanjang tahun 2024, Perseroan telah mencatatkan berbagai kinerja ESG yang meliputi:

Aspek Lingkungan

1. Jasa Marga telah melakukan pengelolaan limbah air wudhu di Rest Area 88 B Ruas Jalan Tol Cikampek-Padalarang dan Rest Area 207 A Ruas Jalan Tol Palimanan-Kanci.
2. Jasa Marga telah membuat infrastruktur pengelolaan air berupa kolam penampungan air hujan yang dikelola untuk menjadi sumber air untuk penggunaan sehari-sehari. Kolam penampungan air hujan (bozem) sudah diterapkan di Kantor Pusat PT JKC, di Kantor Pusat PT JNK, Kantor Pusat PT JPM, Rest Area KM 519 A serta Rest Area KM 66 A, 66 B dan 84 B Ruas Jalan Tol Solo-Ngawi, Ruas Jalan Tol Pandaan-Malang.
3. Jasa Marga sudah menggunakan listrik dari *Renewable Energy* yaitu energi surya di Kantor Pusat Jasa Marga, Ruas Jalan Tol Kebon Jeruk - Ulujami, Ruas Jalan Tol Semarang - Solo, Ruas Jalan Tol Ngawi - Kertosono, Ruas Jalan Tol Surabaya - Mojokerto, Ruas Jalan Tol Bali Mandara, Ruas Jalan Tol Pandaan - Malang, Rest Area KM 389A Semarang Batang dan di Rest Area 207A Palikanci.
4. Jasa marga telah mendukung percepatan penggunaan kendaraan listrik dengan menyediakan Stasiun Pengisian Kendaraan Listrik Umum (SPKLU) di 52 lokasi rest area jalan tol Jasa Marga Group.

Aspek Sosial

1. Jasa Marga telah melakukan rekrutmen disabilitas sebanyak 7 (tujuh) orang sebagai upaya pemenuhan tanggung jawab BUMN untuk memperkerjakan penyandang disabilitas sesuai Undang-undang Nomor 8 Tahun 2016 tanggal 15 April 2016 tentang Penyandang Disabilitas.
2. Jasa Marga sudah melakukan pembagian jam kerja (shift 3) yang ramah perempuan di tahun 2023 pada pekerja perempuan di pintu tol. Hal ini dilakukan untuk mencapai kesetaraan gender terutama perlindungan perempuan terkait dengan pelecehan seksual.
3. Jasa Marga berkomitmen untuk mengimplementasikan transformasi Perusahaan yang didukung dengan populasi jumlah perempuan yang menduduki posisi manajerial BOD-1 saat ini mencapai 28,57%.
4. Jasa Marga berkomitmen untuk mendorong semangat *empowering woman* melalui Organisasi Srikandi Jasa Marga sejalan dengan tujuan pembangunan berkelanjutan dan sekaligus bentuk implementasi program ESG.
5. Jasa Marga rutin mengadakan kampanye keselamatan berkendara dengan *branding* Road Safety Rangers (RSR). RSR tahun 2024 bertema "Young Driver 101: A Crash Course on Safety Driving" yang ditujukan untuk meningkatkan pemahaman mengenai keselamatan dalam berkendara di kalangan usia muda.

The Company is confident that the ESG roadmap that has been prepared can be realized effectively because ESG performance in 2024 has been achieved well. Throughout 2024, the Company has recorded various ESG performances including:

Environmental Aspect

1. Managed ablution wastewater at several Jasa Marga Group facilities, including the Head Offices of PT Jasamarga Pandaan Malang (JPM) and PT Jasamarga Probolinggo Timur (JPT), as well as Rest Area 207 A of the Palimanan-Kanci Toll Road Section.
2. Developed water management infrastructure in the form of rainwater reservoirs (bozem), which are utilized as alternative water sources for daily operational needs. These reservoirs (bozem) have been implemented at the PT JKC Head Office, at the PT JNK Head Office, PT JPM Head Office, Rest Area KM 519 A of the Solo-Ngawi Toll Road Section, Pandaan-Malang Rest Area KM 66 A, 66 B and 84 B Toll Road Section.
3. Utilized renewable energy sources, particularly solar power, at multiple locations including the Jasa Marga Head Office and toll road segments such as, Kebon Jeruk - Ulujami Toll Road Section, Semarang - Solo Toll Road Section, Ngawi - Kertosono Toll Road Section, Surabaya - Mojokerto Toll Road Section, Bali Mandara Toll Road Section, Pandaan - Malang Toll Road Section, KM 389A Semarang Batang Rest Area and at Rest Area 207A Palikanci.
4. Facilitated the transition to electric vehicles (EVs) by installing Public Electric Vehicle Charging Stations (SPKLU) at 52 rest area locations on Jasa Marga Group toll roads.

Social Aspect

1. Jasa Marga has employed seven (7) persons with disabilities as part of its commitment to meet the minimum employment quota for State-Owned Enterprises (SOEs), which mandates the inclusion of at least 2% of employees with disabilities in accordance with Law No. 8/2016 dated April 15, 2016 on Persons with Disabilities.
2. The Company has implemented gender-responsive scheduling by ensuring that female employees are not assigned to third/early morning shifts, as part of efforts to enhance protection against the risk of sexual harassment.
3. Jasa Marga continues to support the Company's transformation agenda, with women currently holding 28.57% of BOD-1 managerial positions—demonstrating significant progress toward gender diversity at the leadership level.
4. Through the Srikandi Jasa Marga women's organization, the Company actively promotes women's empowerment and gender equality in alignment with the Sustainable Development Goals (SDGs), while simultaneously advancing its ESG commitments.
5. Jasa Marga regularly holds a road safety campaign under the branding Road Safety Rangers (RSR). The 2024 RSR theme is "Young Driver 101: A Crash Course on Safety Driving," aimed at increasing awareness of road safety among young drivers.

Aspek Tata Kelola

1. Jasa Marga telah menjalankan WBS yang ditangani oleh Independen, sudah tersosialisasi kepada seluruh karyawan di kantor pusat secara langsung dan tidak langsung, dan tersedia pilihan pelaporan anonim.
2. Jasa Marga telah mengoperasikan Jasamarga Tollroad Command Center yang didukung oleh Jasamarga Integrated Digitalmap sebagai platform untuk mengolah informasi berbasis Intelligent Transport System (ITS) yang berfungsi memantau kondisi lalu lintas secara real time, memberikan peringatan dini adanya potensi gangguan dan memberikan rekomendasi rekayasa lalu lintas.
3. Jasa Marga telah berkolaborasi dengan Korps Lalu Lintas (Korlantas) Polri dalam penerapan Electronic Traffic Law Enforcement (ETLE) atau tilang elektronik di sejumlah ruas jalan tol Jasa Marga Group.
4. Jasa Marga telah melakukan pengembangan dan uji coba secara terbatas untuk teknologi Single Lane Free Flow (SLFF) dengan teknologi berbasis RFID dengan aplikasi Let it Flo. Uji Coba Terbatas saat ini telah dilakukan di 100 titik ruas Jalan Tol Wilayah Jabodetabek dan Bali.
5. Transparansi pelaporan.

Governance Aspect

1. Jasa Marga has implemented a whistleblowing system handled by an Independent party and has been socialized to all employees at the head office, both directly and indirectly, and the system has provided an anonymous reporting option.
2. Jasa Marga has operated the Jasamarga Tollroad Command Center, supported by the Jasamarga Integrated Digitalmap as a platform to process information based on the Intelligent Transport System (ITS). This system functions to monitor traffic conditions in real time, provide early warnings of potential disruptions, and offer traffic engineering recommendations.
3. Jasa Marga has collaborated with the Traffic Corps (Korlantas) of the Indonesian National Police in implementing Electronic Traffic Law Enforcement (ETLE) or electronic ticketing on a number of Jasa Marga Group toll roads.
4. Jasa Marga has conducted limited development and trials for Single Lane Free Flow (SLFF) technology with RFID-based technology with the Let it Flo application. Limited trials have currently been carried out at 100 points on the Jabodetabek and Bali Toll Roads.
5. Transparency in reporting.

Penetapan Target Kuantitatif

Perseroan juga telah menetapkan beberapa target kuantitatif sebagai berikut.

Setting Quantitative Targets

The Company has also set several quantitative targets as follows.

No	Aspek Aspect	Action Plan	Key Performance Indicators				
			2025	2026	2027	2028	2029
LINGKUNGAN / ENVIRONMENT							
A	Lingkungan: Transisi Energi dan Solusi Rendah Karbon Environment: Energy Transition and Low Carbon Solutions						
1.	Penurunan Emisi GRK GHG Emission Reduction	Pengurangan emisi GRK cakupan 1 dan 2 melalui efisiensi energi GHG emission reduction scope 1 and 2 through energy efficiency	Pengukuran dan studi inisiatif efisiensi yang telah dilakukan Measurement and study of efficiency initiatives that have been carried out	3%	5%	7%	10%
B	Lingkungan: Pengelolaan Lingkungan yang Bertanggung Jawab Environment: Responsible Environmental Management						
1.	Produk dan Layanan Berkelanjutan Sustainable Products and Services	Tol bersertifikat Green Toll Road *(Dalam satuan unit tol) Green Toll Road certified toll road *(In toll units)	3	Peningkatan Kepemilikan Sertifikasi Green Toll Increasing Green Toll Certification Ownership			
		Jalan tol yang mendapatkan penilaian tol keberlanjutan *(Dalam satuan unit tol) Toll roads that received a sustainable toll assessment *(In toll units)	6	Peningkatan Kepemilikan Penilaian Toll Keberlanjutan Increasing Ownership of Sustainability Toll Assessments			
		Sertifikasi ISO 14001 Sistem Manajemen Lingkungan ISO 14001 Environmental Management System Certification	8/22	Peningkatan Kepemilikan Sertifikasi ISO 14001 ISO 14001 Certification Ownership Enhancement			

No	Aspek Aspect	Action Plan	Key Performance Indicators				
			2025	2026	2027	2028	2029
SOSIAL / SOCIAL							
C	Sosial: Pengembangan dan Kesejahteraan Karyawan dan Masyarakat Social: Employee and Community Development and Welfare						
1.	Internalisasi Budaya ESG Internalization of ESG Culture	Pemberian awareness ESG pada karyawan, manajemen, dan direksi Providing ESG awareness to employees, management and Directors					
		Direksi Director	30%	75%	100%	100%	
		Manajemen Management	25%	50%	100%	100%	
		Karyawan Employee	25%	50%	100%	100%	
2	Pengembangan Karyawan dan Masyarakat Employee and Community Development	Pemberian training keahlian pada karyawan tetap, kontrak, dan paruh waktu Providing skills training to permanent, contract and part-time employees	50%	100%	100%	100%	
		Perhitungan Social Return of Investment (SROI) atas program TJSL Calculation of Social Return of Investment (SROI) for TJSL program	60% (4/6)	Sesuai atau lebih besar dari ketentuan Aspirasi Pemegang Saham (APS) In accordance with or greater than the provisions of Shareholder Aspirations (APS)			
3	Pemenuhan Hak-Hak dan Kesejahteraan Karyawan Fulfillment of Employee Rights and Welfare	Pemberian program pelatihan pada Masa Persiapan Pensiun Providing training programs during the Retirement Preparation Period	100%				
		Peningkatan hasil survei kepuasan dan keterlibatan karyawan Improved employee satisfaction and engagement survey results	Score 3,89	Score ≥ 3,80			
4	Pemenuhan Hak-Hak dan Kesejahteraan Masyarakat Fulfillment of Community Rights and Welfare	Perekrutan pekerja yang memberikan kesempatan setara bagi masyarakat lokal dan masyarakat adat setempat Recruitment of workers that provides equal opportunities for local communities and indigenous peoples	2 setiap tahun 2 every year				
5	Keberagaman, kesetaraan, dan Inklusivitas Diversity, Equality and Inclusivity	Perekrutan karyawan dengan disabilitas Recruitment of employees with disabilities	2 setiap tahun 2 every year				
		Proporsi perempuan dalam jajaran manajemen Proportion of women in management ranks	28% (196/695)			≥30%	
		Pemberian awareness mengenai keberagaman, kesetaraan, dan inklusivitas karyawan Providing awareness regarding employee diversity, equality and inclusivity	1 kali/tahun 1 every year				

No	Aspek Aspect	Action Plan	Key Performance Indicators				
			2025	2026	2027	2028	2029
D	Sosial: Kesehatan dan Keselamatan Kerja Social: Occupational Health and Safety						
1	Pengembangan Budaya K3 di Perusahaan Development of OHS Culture in Companies	Pemberian awareness K3 dengan cakupan karyawan tetap, kontrak, serta kontraktor dan pemasok Providing OHS awareness with coverage for permanent employees, contracts, as well as contractors and suppliers					
		Karyawan tetap dan kontrak Permanent and contract employees	25%	50%	75%	100%	100%
		Kontraktor Contractor	10%	25%	50%	100%	100%
		Pemasok Suppliers	10%	25%	50%	100%	100%
		Tingkat fatalitas karyawan dan kontraktor Employee and contractor fatality rates	Nol Fatalitas Zero Fatalities				
E	TATA KELOLA GOVERNANCE						
1	Tata Kelola: Tata Kelola Keberlanjutan Governance: Sustainability Governance						
	Penentuan Struktur Organisasi Keberlanjutan Determining Sustainability Organizational Structure	Monitoring dan evaluasi dalam bentuk pertemuan rutin per tahun dalam membahas progress inisiatif keberlanjutan Monitoring and evaluation in the form of regular annual meetings to discuss the progress of sustainability initiatives.	2/tahun 2/year	1/tahun 1/year			
2	Penjaminan terhadap Pemenuhan Etika Bisnis Assurance of Compliance with Business Ethics	Karyawan yang mendapatkan awareness anti-korupsi Employees who receive anti-corruption awareness	50%	75%	100%		
		Penerapan anti-korupsi dan penyuapan (SMAP) Implementation of anti-corruption and bribery (SMAP)	Penurunan jumlah tindak korupsi terkonfirmasi Decrease in the number of confirmed corruption cases			Nol Korupsi Zero Corruption	
		Sosialisasi kode etik perusahaan Socialization of company code of ethics	Sosialisasi pada 100% karyawan tetap dan kontrak Socialization to 100% of permanent and contract employees				
3	Tata Kelola IT IT Governance						
		Karyawan yang mendapatkan security awareness Employees who get security awareness	25%	50%	75%	100%	100%
	Inklusivitas Pemangku Kepentingan Stakeholder Inclusivity						
	Peningkatan Pelibatan Pemangku Kepentingan Increasing Stakeholder Engagement	Index Kepuasan Pelanggan Customer Satisfaction Index	4,98	≤5	≤5,1	≤5,1	≤5,2

Strategi dalam Pengelolaan Risiko dan Peluang Terkait Keberlanjutan

[IFRS S1-STRATEGY, IFRS S2-STRATEGY, IFRS S1-METRIC AND TARGET, IFRS S2-METRIC AND TARGET, IFRS S1-RISK MANAGEMENT, IFRS S2-RISK MANAGEMENT, GRI 201-2]

Strategies in Managing Risks and Opportunities Related to Sustainability

Dengan mengacu pada IFRS S1 tentang Sustainability Financial Related Information, strategi keberlanjutan yang dikembangkan oleh Jasa Marga juga mempertimbangkan risiko dan peluang keberlanjutan termasuk risiko dan peluang perubahan iklim serta dampak finansialnya. Perubahan iklim merupakan fenomena global yang memiliki dampak signifikan terhadap kinerja Perseroan. Kenaikan suhu global dan perubahan pola cuaca yang ekstrem menyebabkan gangguan dalam rantai pasokan, kerusakan infrastruktur, dan meningkatkan risiko operasional bagi perusahaan.

Jasa Marga telah melakukan identifikasi risiko dan peluang keberlanjutan termasuk terkait perubahan iklim. Berdasarkan risiko dan peluang keberlanjutan, Jasa Marga telah mengembangkan sistem manajemen risiko untuk mengelola risiko dan peluang keberlanjutan. Perseroan juga telah memiliki penanggungjawab pembangunan berkelanjutan. Penjelasan tentang penanggungjawab pembangunan berkelanjutan disajikan pada bagian Tata Kelola Keberlanjutan. Perseroan juga telah menetapkan metrik dan target keberlanjutan yang dituangkan dalam pilar sosial dan lingkungan Jasa Marga. Pilar sosial mencakup pengembangan dan kesejahteraan karyawan dan masyarakat, serta K3. Sedangkan, pilar lingkungan mencakup transisi energi dan solusi rendah karbon serta pengelolaan lingkungan yang bertanggungjawab. Metrik dan target pada pilar sosial dan lingkungan disajikan dalam kinerja keberlanjutan Perseroan.

Sepanjang tahun 2024, Perseroan telah mengeluarkan biaya sebesar Rp24.354.669.698 untuk mengelola risiko dan peluang perubahan iklim. Biaya tersebut digunakan untuk perbaikan aset jalan tol dan sekaligus perhitungan atas kerugian pendapatan tol sebagai akibat dari perubahan iklim. Risiko dan peluang keberlanjutan serta perubahan iklim disampaikan sebagai berikut.

Referring to IFRS S1 on Sustainability Financial Related Information, the sustainability strategy developed by Jasa Marga also considers sustainability risks and opportunities including climate change risks and opportunities and their financial impacts. Climate change is a global phenomenon that has a significant impact on the Company's performance. Rising global temperatures and changes in extreme weather patterns cause disruptions in the supply chain, damage to infrastructure, and increase operational risks for the company.

Jasa Marga has identified sustainability risks and opportunities including those related to climate change. Based on sustainability risks and opportunities, Jasa Marga has developed a risk management system to manage sustainability risks and opportunities. The Company also has a person in charge of sustainable development. An explanation of the person in charge of sustainable development is presented in the Sustainability Governance section. The Company has also set sustainability metrics and targets outlined in Jasa Marga's social and environmental pillars. The social pillar covers employee and community development and welfare, as well as OHS. Meanwhile, the environmental pillar covers energy transition and low-carbon solutions as well as responsible environmental management. Metrics and targets in the social and environmental pillars are presented in the Company's sustainability performance.

Throughout 2024, the Company has spent IDR24,354,669,698 to manage climate change risks and opportunities. The costs are used for repairing toll road assets and at the same time calculating toll revenue losses due to climate change. The risks and opportunities for sustainability and climate change are presented as follows.

Tabel Risiko Keberlanjutan dan Perubahan Iklim
Sustainability and Climate Change Risk Table

Potensi Risiko Risk Potential	Dampak Impact	Pengelolaan Risiko Risk Management	Potensi Implikasi Financial Financial Implication Potentials
Ekonomi / Economy			
Tidak terpenuhinya Target pelaksanaan <i>Equity Financing</i> PT JTT berupa aspek <i>value, market, waiver</i> dan legalitas Failure to fulfill the target for implementing PT JTT's <i>Equity Financing</i> in terms of <i>value, market, waiver</i> and <i>legality</i> aspects	- Tidak diperoleh sumber pendanaan murah dari pembiayaan modal - Tidak terpenuhinya financial covenant perusahaan - No inexpensive funding sources from capital financing - The company's financial covenants are not met	- Menggunakan bantuan Konsultan Hukum, Keuangan dan Pajak dalam membantu proses pemenuhan Aspek legalitas - Melakukan pendekatan persuasif kepada pemegang saham minoritas yang ada di AP dan Induk - Evaluasi kembali proyeksi keuangan perusahaan dengan mempertimbangkan kondisi aktual dan asumsi yang realistis - Perpanjangan Tenor Kredit Perbankan - Using the assistance of Legal, Financial and Tax Consultants to assist in the process of fulfilling the Legality Aspect - Conducting a persuasive approach to minority shareholders in AP and the Parent - Re-evaluating the company's financial projections by considering actual conditions and realistic assumptions - Extension of Banking Credit Tenor	Penurunan likuiditas perusahaan Company liquidity decrease
Program penyehatan dana pensiun manfaat pasti tidak terlaksana The defined benefit of retirement fund health program was not implemented	- Potensi adanya kerugian - Pengeluaran untuk investasi tidak terkontrol - Salah memperhitungkan profit yang dihasilkan - Potential for loss - Uncontrolled investment spending - Miscalculating generated profits	- Penataan organisasi, tata Kelola dan kapabilitas personil dana pensiun Perusahaan - Diversifikasi portofolio investasi dana pensiun agar mencakup berbagai jenis aset, termasuk saham, obligasi, real estate, dan instrumen keuangan lainnya - Pemenuhan sebagian defisit pemberi kerja sebagai dampak penurunan tingkat bunga aktuarial - Organizational arrangement, governance and personnel capabilities of the Company's retirement fund - Diversification of the retirement fund's investment portfolio to include various types of assets, including stocks, bonds, real estate and other financial instruments - Partial fulfillment of the employer's deficit as a result of the decline in the actuarial interest rate	Peningkatan beban keuangan Increased financial burden
Potensi peningkatan biaya investasi Potential increase in investment costs	- Reputasi yang buruk bagi Perusahaan - Penambahan biaya dan waktu konstruksi - Rumitnya pembebasan tanah sultan ground yang tidak bisa dibayar dengan skema pembayaran langsung karena pihak keraton tidak ingin melepaskan tanah tersebut, sehingga PT. JMJ harus mengeluarkan biaya sewa selama masa konsesi 40 tahun melalui biaya investasi - Adanya potensi penambahan biaya penyusunan DED dan konstruksimakan terjadi penyesuaian terhadap nilai kontrak - Bad reputation for the Company - Additional costs and construction time - The complexity of the Sultan Ground acquisition which cannot be paid for with a direct payment scheme because the palace does not want to release the land, so PT. JMJ must pay rental fees during the 40-year concession period through investment costs - The potential for additional costs for preparing the DED and construction will result in adjustments to the contract value	- Melakukan monitoring gambar dan biaya konstruksi menggunakan bantuan aplikasi perangkat lunak Building Information Modelling - Melakukan monitoring secara periodik dengan perangkat pembebasan lahan - Monitoring pembebasan lahan oleh PK - Melakukan monitoring gambar dan biaya konstruksi menggunakan bantuan aplikasi perangkat lunak Building Information Modelling - Memaksimalkan penyusunan DED sesuai dengan kebutuhan. - Monitoring construction drawings and costs using the help of Building Information Modeling application - Periodic monitoring using land acquisition devices - Monitoring land acquisition by PK - Monitoring construction drawings and costs using the help of Building Information Modeling application - Maximizing the arrangement of DEDs according to needs.	Peningkatan biaya investasi Increased investment costs

Potensi Risiko Risk Potential	Dampak Impact	Pengelolaan Risiko Risk Management	Potensi Implikasi Finansial Financial Implication Potentials
Lingkungan / Environment			
Risiko Fisik: 1. Kejadian Cuaca Ekstrem (Badai, banjir, dan angin kencang) Physical Risk: 1. Extreme Weather (Storms, floods, and strong winds)	Merusak infrastruktur jalan tol dan gangguan operasional Damaging toll road infrastructure and making operational disruption	Pemantauan dan Peringatan Dini Memperkuat sistem pemantauan cuaca dan peringatan dini untuk mendeteksi dan merespons kejadian cuaca ekstrem secara lebih cepat. Monitoring and Early Warning Strengthen weather monitoring and early warning systems to detect and respond more quickly to extreme weather events.	Meningkatkan biaya pemeliharaan dan mengurangi pendapatan tol Increase maintenance costs and reduce toll revenues
2. Peningkatan Suhu 2. Increased Temperature	Mempercepat kerusakan aspal dan beton. Accelerates the deterioration of asphalt and concrete.	Penyediaan Ruang Hijau Menambahkan ruang hijau di sepanjang jalan tol untuk menyerap panas dan mengurangi efek "pulau panas" di sekitar jalan tol. Penggunaan Material Tahan Panas Menggunakan material yang lebih tahan terhadap panas pada permukaan jalan tol untuk mengurangi efek pemanasan. Provision of Green Space Adding green space along toll roads to absorb heat and reduce the "heat island" effect around toll roads. Use of Heat-Resistant Materials Using more heat-resistant materials on toll road surfaces to reduce the heating effect.	Peningkatan biaya pemeliharaan Increased maintenance costs
3. Kekeringan 3. Drought	Terkendalanya proses operasional terutama di rest area. Keringnya tanaman di sekitar rumija tol yang dapat menimbulkan kebakaran rumput dan asap yang mengganggu kelancaran lalu lintas jalan tol Constrained operational processes, especially in rest areas. Dry plants around the toll road can cause grass fires and smoke that disrupts the smooth flow of toll road traffic	Pengelolaan Air Mengembangkan sistem pengelolaan air yang lebih efisien, seperti penggunaan air daur ulang atau teknologi irigasi yang hemat air untuk menjaga kelembaban tanah di sekitar jalan tol. Konservasi Air Mengurangi penggunaan air pada fasilitas jalan tol, seperti menciptakan sistem pengairan yang lebih efisien di area penanaman tanaman di sekitar jalan tol. Water Management Developing more efficient water management systems, such as using recycled water or water-saving irrigation technology to maintain soil moisture around toll roads. Water Conservation Reducing water use in toll road facilities, such as creating more efficient irrigation systems in plant growing areas around toll roads.	Peningkatan biaya operasional untuk pembelian air dari pihak ketiga. Increased operational costs for purchasing water from third parties.
4. Peningkatan Muka Air Laut 4. Sea Level Rise	Terganggunya operasional jalan tol yang berdekatan dengan pesisir. Disruption of toll road operations that close to the coast.	Penanganan Drainase Meningkatkan sistem drainase untuk menghadapi lonjakan air laut, termasuk pembangunan tanggul atau pintu air dan perbaikan sistem pembuangan air. Perlindungan Pesisir Melakukan penanaman mangrove atau vegetasi pantai lainnya untuk meredam gelombang dan mengurangi erosi pantai di sekitar jalan tol yang berdekatan dengan pesisir. Drainage Management Improving the drainage system to cope with seawater surges, including building embankments or water gates and improving the water disposal system. Coastal Protection Planting mangroves or other coastal vegetation to dampen waves and reduce coastal erosion around toll roads adjacent to the coast.	Peningkatan biaya operasional dan pemeliharaan dan penurunan pendapatan tol. Increased operational and maintenance costs and decreased toll revenues.

Potensi Risiko Risk Potential	Dampak Impact	Pengelolaan Risiko Risk Management	Potensi Implikasi Financial Implication Potentials
Risiko Transisi: 1. Perubahan Kebijakan dan Regulasi Pemerintah Transition Risk: 1. Changes in Government Policy and Regulation	Mempengaruhi operasi dan biaya perusahaan. Affects the company's operations and costs.	Pemahaman Regulasi Melakukan pemantauan terus-menerus terhadap perubahan regulasi terkait dengan lingkungan, sosial, dan tata kelola perusahaan (ESG), serta memastikan pemahaman yang mendalam terhadap implikasinya terhadap bisnis. Kepatuhan dan Penyesuaian Memastikan perusahaan selalu mematuhi regulasi yang ada dan bersiap untuk menyesuaikan operasionalnya sesuai dengan perubahan regulasi yang diberlakukan, termasuk investasi dalam sistem manajemen yang dapat memonitor dan melacak kepatuhan perusahaan. Regulatory Understanding Continuously monitor regulatory changes related to environmental, social and corporate governance (ESG), and ensure a thorough understanding of their implications for the business. Compliance and Adjustment Ensuring the company always complies with existing regulations and is prepared to adjust its operations in accordance with regulatory changes that are imposed, including investing in management systems that can monitor and track company compliance.	Peningkatan biaya operasional Increased operational costs
2. Harapan Pemangku Kepentingan dan Tuntutan Publik 2. Stakeholders' Expectations and Public Demands	Merusak reputasi perusahaan di mata pemangku kepentingan. Damaging the company's reputation in what stakeholders viewed.	Transparansi dan Komunikasi Memperkuat komunikasi terbuka dan transparan dengan semua pemangku kepentingan, termasuk pelanggan, masyarakat, dan pihak berwenang, tentang komitmen perusahaan terhadap praktik ESG yang bertanggung jawab. Pemantauan Media Sosial Melakukan pemantauan aktif terhadap media sosial dan responsif terhadap isu-isu yang muncul, serta secara proaktif menyampaikan informasi terkini tentang upaya perusahaan dalam mengelola risiko dan dampak lingkungan. Inovasi Produk/Layanan Keberlanjutan Melakukan pengembangan dan penyediaan fitur pelacakan emisi karbon bagi pengguna jalan tol. Sehingga dengan menyediakan data emisi yang transparan dan mudah diakses, Jasa Marga mendukung pemangku kepentingan dalam mengelola emisi lingkup 3 secara lebih efektif Transparency and Communication Strengthening open and transparent communication with all stakeholders, including customers, communities, and authorities, about the company's commitment to responsible ESG practices. Social Media Monitoring Actively monitoring social media and responding to emerging issues, as well as proactively providing the latest information on the company's efforts in managing environmental risks and impacts. Sustainability Product/Service Innovation Developing and providing carbon emission tracking features for toll road users. Thus, by providing transparent and easily accessible emission data, Jasa Marga supports stakeholders in managing scope 3 emissions more effectively.	Penurunan harga saham dan kesulitan perolehan pendanaan hijau. Falling stock prices and difficulties in obtaining green funding.

Potensi Risiko Risk Potential	Dampak Impact	Pengelolaan Risiko Risk Management	Potensi Implikasi Financial Financial Implication Potentials
Sosial / Social			
Personil organ pengelola risiko belum memiliki kompetensi sesuai dengan persyaratan The personnel of the risk management do not have the competencies required yet	• Penempatan karyawan belum sesuai dengan kompetensi yang dibutuhkan oleh unit kerja • Pengelolaan risiko belum dilakukan oleh karyawan yang mumpuni • Mendapat teguran dari KBUMN karena tidak memenuhi kualifikasi Employee placement is not in accordance with the competencies required by the work unit Risk management has not been carried out by qualified employees Received a warning from KBUMN for not meeting the qualifications	• Melakukan pendataan karyawan organ pengelola risiko yang belum memiliki sertifikasi keahlian manajemen risiko untuk mengikuti pelatihan dan sertifikasi manajemen risiko sesuai dengan jabatannya • Mengajukan remedial terhadap karyawan yang tidak lulus dalam sertifikasi keahlian manajemen risiko Conducting data collection on employees of risk management organs who do not yet have risk management expertise certification to participate in risk management training and certification according to their positions. Submit remedial to employees who fail in the risk management expertise certification	Peningkatan beban operasional Increased operational expenses
Tata Kelola / Governance			
Salah satu program Perbaikan manajemen risiko tidak terlaksana One of the risk management improvement programs was not implemented	• Kegagalan dalam merespons atau mengatasi risiko dapat mempengaruhi citra perusahaan • Perusahaan tidak siap dalam menghadapi ancaman yang datang • Mengakibatkan kerugian finansial, seperti kerugian investasi, biaya hukum, atau biaya pemulihan pasca kejadian tak terduga Failure to respond or address risks can affect the company's image The company is not prepared to face the threats that come Resulting in financial losses, such as investment losses, legal costs, or recovery costs after unexpected events	• Meningkatkan kompetensi sumber daya dengan melakukan pelatihan dan sertifikasi • Melakukan penyusunan Contingency Plan • Melakukan Kaji Ulang Peraturan Menteri BUMN Per-2/MBU/03/2023 Improving human resource competency by conducting training and certification Preparing Contingency Plan Reviewing Regulation of the SOEs Minister Per-2/MBU/03/2023	Meningkatkan biaya operasional Perseroan Increase the Company's operational costs
Disrupsi teknologi nirsentuh pengoperasian jalan tol Disruption of contactless technology in toll road operations	• Peningkatan beban operational maintenance akibat pemeliharaan alat existing ditambah fee management Cantas • Penambahan nilai beban keuangan atas pembongkaran aset terdampak implementasi MLFF • Potensi penurunan penerimaan pendapatan tol dikarenakan peningkatan pending settlement • Penurunan pendapatan pengoperasian tol atas konsekuensi terbitnya PP Nomor 23 Tahun 2024 • Penurunan pendapatan tol dikarenakan ketidaksiapan ETLE di Indonesia Increased operational maintenance burden due to existing equipment maintenance plus Cantas management fee Additional financial burden value for dismantling assets affected by MLFF implementation Potential decrease in toll revenue due to increased pending settlement Decrease in toll operating revenue due to the issuance of PP Number 23 of 2024 Decrease in toll revenue due to unpreparedness of ETLE in Indonesia	• Melakukan rapat dan diskusi dengan BPJT terkait potensi penyerapan sumber daya oleh BUP MLFF (manual validator, registrasi dan customer care) dan mempersiapkan alternatif MLFF dengan Flo untuk memenuhi Permen PUPR Nomor 18 Tahun 2020 Tentang Transaksi Tol Nontunai Nirsentuh di Jalan Tol • Kompensasi atas pembongkaran dan relokasi aset yang akan diusulkan dalam Perjanjian Pendahuluan Kerangka Kerja MLFF antara BPJT, BUJT, dan BUP • Kompensasi tunai atas kegagalan penyerahan penerimaan pendapatan tol yang akan diusulkan dalam Perjanjian Pendahuluan Kerangka Kerja MLFF antara BPJT, BUJT dan BUP Conduct meetings and discussions with BPJT regarding the potential absorption of resources by BUP MLFF (manual validator, registration and customer care) and preparing MLFF alternatives with Flo to fulfill PUPR Regulation Number 18 of 2020 concerning Contactless Non-Cash Toll Transactions on Toll Roads Compensation for the demolition and relocation of assets to be proposed in the Preliminary Agreement on the MLFF Framework between BPJT, BUJT, and BUP Cash compensation for the failure to submit toll revenue receipts to be proposed in the Preliminary Agreement on the MLFF Framework between BPJT, BUJT and BUP	Peningkatan beban operasional dan menurunkan penerimaan pendapatan jalan tol Increased operational costs and decreased toll road revenues

Potensi Risiko Risk Potential	Dampak Impact	Pengelolaan Risiko Risk Management	Potensi Implikasi Finansial Financial Implication Potentials
Belum terpenuhinya salah satu komponen asesmen ESG yang diwujudkan dalam bentuk roadmap ESG The failure to fulfill one of the ESG assessment components, which is manifested in the form of an ESG roadmap	- Nilai target kualitas penerapan faktor ESG tidak tercapai - Adanya notisi dari instansi Pemerintah The target value of the quality of ESG factor implementation was not achieved There was a notification from the Government agency	- Melakukan penyusunan tugas pokok dan fungsi dalam melakukan koordinasi terhadap pemenuhan faktor ESG - Melakukan pemetaan dan prioritasasi yang relevan terhadap pemenuhan faktor ESG Conducting the preparation of main tasks and functions in coordinating the fulfillment of ESG factors Conducting relevant mapping and prioritization of ESG factors	Perseroan berpotensi kehilangan kesempatan dalam pembiayaan berbasis ESG The company has the potential to lose opportunities in ESG-based financing
Adanya perkara hukum terkait penyuapan There is a legal case related to bribery	- Reputasi yang buruk bagi Perusahaan - Proses hukum, denda, atau sanksi yang diberlakukan yang dapat mengakibatkan kerugian keuangan yang signifikan bagi perusahaan - Tuntutan hukum yang dapat berdampak pada aset, reputasi, dan keberlanjutan operasional - Bad reputation for the Company - Legal proceedings, fines or sanctions imposed that could result in significant financial loss for the company - Legal claims that could impact assets, reputation and operational sustainability	- Implementasi pelaksanaan Sistem Manajemen Anti Penyuapan (SMAP) - Pameran dan Sosialisasi kepada karyawan mengenai Sistem Manajemen Anti Penyuapan (SMAP) Implementation of the Anti-Bribery Management System (SMAP) Exhibition and Socialization to employees regarding the Anti-Bribery Management System (SMAP)	Peningkatan biaya operasional Perseroan Increase in the Company's operational costs

Tabel Peluang Keberlanjutan dan Perubahan Iklim
Sustainability and Climate Change Opportunity Table

Tipe Peluang Opportunity Types	Peluang Perubahan Iklim Climate Change Types	Potensi Implikasi Finansial Financial Implication Potentials
Ekonomi / Economy		
Jalan tol kelolaan Managed toll roads	Peningkatan jalan tol kelolaan Jasa Marga Improvement of toll roads managed by Jasa Marga	Peningkatan pendapatan Perseroan Increase in Company income
Lingkungan / Environment		
Efisiensi penggunaan sumber daya Efficient use of resources	Implementasi sistem manajemen energi yang lebih efisien dan sumber energi terbarukan dapat mengurangi biaya operasional jangka panjang. Implementing more efficient energy management systems and renewable energy sources can reduce long-term operating costs.	Pengurangan biaya operasional Reduction of operational costs
Sumber Energi Energy Source	Menyediakan fitur pelacakan emisi karbon bagi pengguna jalan tol. Provides carbon emission tracking features for toll road users.	Peningkatan pendapatan Perseroan sebagai akibat peningkatan reputasi Perseroan Increase in the Company's revenue as a result of improving the Company's reputation
Produk dan Jasa Products and Services	Keterlibatan dalam proyek-proyek hijau dan keberlanjutan dapat membuka peluang untuk bermitra dengan perusahaan lain, organisasi nirlaba, dan pemerintah. Involvement in green and sustainability projects can open up opportunities to partner with other companies, non-profit organizations, and governments.	Peningkatan pendapatan Perseroan sebagai akibat peningkatan reputasi Perseroan Increase in the Company's revenue as a result of improving the Company's reputation
Pasar Market	Fokus pada keberlanjutan dan manajemen risiko iklim dapat membuka peluang untuk masuk ke pasar baru yang lebih sadar lingkungan, baik di dalam negeri maupun internasional. Focus on sustainability and climate risk management can open up opportunities to enter new, more environmentally conscious markets, both domestically and internationally.	Peningkatan pendapatan Perseroan melalui penetrasi pasar baru Increasing the Company's revenue through new market penetration

Tipe Peluang Opportunity Types	Peluang Perubahan Iklim Climate Change Types	Potensi Implikasi Finansial Financial Implication Potentials
Sosial / Social		
Kecelakaan Kerja Work accident	Penurunan tingkat kecelakaan kerja Work accidents reduction level	Pengurangan biaya penanganan kecelakaan dan tuntutan hukum Reducing the costs of handling accidents and lawsuits
Kepuasan pelanggan Customer's Satisfaction	Peningkatan kepuasan pengguna jalan tol Increased toll road user satisfaction	Peningkatan pendapatan Increased income

Policy Commitment [GRI 2-23, GRI 2-24]

Policy Commitment

Perseroan berkomitmen dalam mematuhi berbagai aturan nasional dan internasional yang relevan dengan bisnis Perseroan. Aturan-aturan internasional yang menjadi dasar Perseroan dalam menjalankan aktivitas bisnisnya di antaranya yaitu United Nations (UN) Guiding Principles on Business and Human Rights dan Konvensi Inti International Labour Organization (ILO) yang meliputi:

1. Konvensi ILO No. 29 Tentang Penghapusan Kerja Paksa
2. Konvensi ILO No. 87 Tentang Kebebasan Berserikat dan Perlindungan Hak Untuk Berorganisasi
3. Konvensi ILO No. 98 Tentang Hak Berorganisasi dan Melakukan Perundingan Bersama
4. Konvensi ILO No. 100 Tentang Pemberian Upah Yang Sama Bagi Para Pekerja Pria dan Wanita
5. Konvensi ILO No. 105 Tentang Penghapusan Semua Bentuk Kerja Paksa
6. Konvensi ILO No. 111 Tentang Diskriminasi Dalam Pekerjaan dan Jabatan
7. Konvensi ILO No. 138 Tentang Usia Minimum Untuk Diperbolehkan Bekerja
8. Konvensi ILO No. 169 Tentang Masyarakat Hukum Adat
9. Konvensi ILO No. 182 Tentang Pelarangan dan Tindakan Segera Penghapusan Bentuk-Bentuk Pekerjaan Terburuk Untuk Anak
10. Konvensi ILO No. 190 Tentang Kekerasan dan Pelecehan di Dunia Kerja

Selanjutnya, Perseroan juga senantiasa mematuhi berbagai aturan perundang-undangan nasional di antaranya:

1. Undang-Undang Nomor 13 tahun 2003 tentang Ketenagakerjaan sebagaimana terakhir diubah dengan Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang;

Jasa Marga is committed to upholding compliance with applicable national and international regulations that govern its business operations. The international regulations that form the basis for the Company in carrying out its business activities include the United Nations (UN) Guiding Principles on Business and Human Rights and the Core Conventions of the International Labour Organization (ILO), which includes:

1. ILO Convention No. 29 on the Abolition of Forced Labor
2. ILO Convention No. 87 on Freedom of Association and Protection of the Right to Organize
3. ILO Convention No. 98 on the Right to Organize and to Bargain Collectively
4. ILO Convention No. 100 on Equal Remuneration for Male and Female Workers
5. ILO Convention No. 105 on the Elimination of All Forms of Forced Labor
6. ILO Convention No. 111 on Discrimination in Respect of Employment and Occupation
7. ILO Convention No. 138 on Minimum Age for Admission to Employment
8. ILO Convention No. 169 on Indigenous and Tribal Communities
9. ILO Convention No. 182 On the Prohibition and Immediate Action for the Elimination of the Worst Forms of Child Labour
10. ILO Convention No. 190 Concerning Violence and Harassment in the World of Work

Furthermore, the Company also always complies with various national laws and regulations, including:

1. Law Number 13 of 2003 concerning Manpower as last amended by Law Number 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law Number 2 of 2022 concerning Job Creation into Law;

2. Undang-Undang Nomor 8 Tahun 1995 tentang Pasar Modal sebagaimana terakhir diubah dengan Undang-Undang Nomor 4 Tahun 2023 tentang Pengembangan dan Penguatan Sektor Keuangan;
3. Undang-Undang No. 1 Tahun 1970 tentang Keselamatan Kerja
4. Undang-Undang Nomor 8 Tahun 1999 tentang Perlindungan Konsumen;
5. Undang-Undang Nomor 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi sebagaimana terakhir diubah dengan Undang-Undang Nomor 19 Tahun 2019 tentang Perubahan Kedua atas Undang-Undang Nomor 30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi;
6. Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara sebagaimana terakhir diubah dengan Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang;
7. Undang-Undang Nomor 38 Tahun 2004 tentang Jalan sebagaimana terakhir diubah dengan Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang;
8. Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas sebagaimana terakhir diubah dengan Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang;
9. Undang-Undang Nomor 11 Tahun 2008 tentang Informasi dan Transaksi Elektronik sebagaimana terakhir diubah dengan Undang-Undang Nomor 1 Tahun 2024 tentang Perubahan Kedua atas Undang-Undang Nomor 11 Tahun 2008 tentang Informasi dan Transaksi Elektronik;
10. Undang-Undang Nomor 14 Tahun 2008 tentang Keterbukaan Informasi Publik;
11. Undang-Undang Nomor 22 Tahun 2009 tentang Lalu Lintas dan Angkutan Jalan sebagaimana terakhir diubah dengan Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang;
12. Undang-Undang Nomor 8 Tahun 2010 tentang Pencegahan dan Pemberantasan Tindak Pidana Pencucian Uang;
13. Undang-Undang Nomor 2 Tahun 2012 tentang Pengadaan Tanah Bagi Pembangunan untuk Kepentingan Umum sebagaimana terakhir diubah dengan Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang;
14. Peraturan Pemerintah Nomor 43 Tahun 2005 tentang Penggabungan, Peleburan, Pengambilalihan, dan Perubahan Bentuk Badan Hukum Badan Usaha Milik Negara;
2. Law Number 8 of 1995 concerning Capital Market as last amended by Law Number 4 of 2023 concerning Development and Strengthening of the Financial Sector;
3. Law Number 1 of 1970 concerning Occupational Safety
4. Law Number 8 of 1999 concerning Consumer Protection;
5. Law Number 31 of 1999 concerning Eradication of Criminal Acts of Corruption as last amended by Law Number 19 of 2019 concerning the Second Amendment to Law Number 30 of 2002 concerning the Corruption Eradication Commission;
6. Law Number 19 of 2003 concerning State-Owned Enterprises as last amended by Law Number 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law Number 2 of 2022 concerning Job Creation into Law;
7. Law Number 38 of 2004 concerning Roads as last amended by Law Number 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law Number 2 of 2022 concerning Job Creation into Law;
8. Law Number 40 of 2007 concerning Limited Liability Companies as last amended by Law Number 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law Number 2 of 2022 concerning Job Creation into Law;
9. Law Number 11 of 2008 concerning Electronic Information and Transactions as last amended by Law Number 1 of 2024 concerning the Second Amendment to Law Number 11 of 2008 concerning Electronic Information and Transactions;
10. Law Number 14 of 2008 concerning Public Information Disclosure;
11. Law Number 22 of 2009 concerning Traffic and Road Transportation as last amended by Law Number 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law Number 2 of 2022 concerning Job Creation into Law;
12. Law Number 8 of 2010 concerning Prevention and Eradication of Money Laundering Crimes;
13. Law Number 2 of 2012 concerning Land Acquisition for Development in the Public Interest as last amended by Law Number 6 of 2023 concerning Stipulation of Government Regulation in Lieu of Law Number 2 of 2022 concerning Job Creation into Law;
14. Government Regulation Number 43 of 2005 concerning Merger, Amalgamation, Acquisition, and Change of Legal Entity Form of State-Owned Enterprises;

15. Peraturan Pemerintah Nomor 44 Tahun 2005 tentang Tata Cara Penyertaan dan Penatausahaan Modal Negara pada Badan Usaha Milik Negara dan Perusahaan Terbatas sebagaimana terakhir diubah dengan Peraturan Pemerintah Nomor 72 Tahun 2016 tentang Perubahan Atas Peraturan Pemerintah Nomor 44 Tahun 2005 tentang Tata Cara Penyertaan dan Penatausahaan Modal Negara pada Badan Usaha Milik Negara dan Perusahaan Terbatas;
16. Peraturan Pemerintah Nomor 45 Tahun 2005 tentang Pendirian, Pengurusan, Pengawasan, dan Pembubaran Badan Usaha Milik Negara sebagaimana terakhir diubah dengan Peraturan Pemerintah Nomor 23 Tahun 2022 tentang Perubahan Atas Peraturan Pemerintah Nomor 45 Tahun 2005 tentang Pendirian, Pengurusan, Pengawasan, dan Pembubaran Badan Usaha Milik Negara;
17. Peraturan Pemerintah Nomor 23 Tahun 2024 tentang Jalan Tol;
18. Peraturan Presiden Nomor 66 Tahun 2020 tentang Pendanaan Pengadaan Tanah bagi Pembangunan untuk Kepentingan Umum dalam Rangka Pelaksanaan Proyek Strategis Nasional;
19. Peraturan Menteri Pekerjaan Umum dan Perumahan Rakyat Nomor 16/PRT/M/2014 Tahun 2014 tentang Standar Pelayanan Minimal Jalan Tol;
20. Peraturan Pemerintah No. 50 tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3)
21. Peraturan Menteri Tenaga Kerja No. PER.04/MEN/1987 tentang Panitia Pembina Keselamatan dan Kesehatan Kerja Serta Tata Cara Penunjukan Ahli Keselamatan Kerja

Perseroan juga memastikan bahwa proses bisnisnya telah mengacu pada standar internasional yang meliputi:

1. ISO 9001:2015 Quality Management System
2. ISO 45001:2018 Occupational Health & Safety Management System
3. ISO 14001:2015 *Environmental Management System*
4. ISO 37001:2016 *Anti-Bribery Management System*
5. ISO 31000:2018 *Risk Management*
6. ISO/IEC 27001:2022 *Information Security Management System*

Bebagai aturan tersebut kemudian diadopsi oleh Perseroan ke dalam kebijakan internal Perseroan. Berbagai kebijakan internal yang dimiliki telah dilengkapi dengan pelaksanaan uji tuntas yang bertujuan agar setiap keputusan bisnis yang diambil tidak menimbulkan dampak negatif baik dampak aktual maupun potensial terhadap lingkungan dan sosial. adapun kebijakan internal dan uji tuntas yang dimiliki Perseroan, sebagai berikut.

15. Government Regulation Number 44 of 2005 concerning Procedures for Participation and Administration of State Capital in State-Owned Enterprises and Limited Companies as last amended by Government Regulation Number 72 of 2016 concerning Amendments to Government Regulation Number 44 of 2005 concerning Procedures for Participation and Administration of State Capital in State-Owned Enterprises and Limited Companies;
16. Government Regulation Number 45 of 2005 concerning the Establishment, Management, Supervision, and Dissolution of State-Owned Enterprises as last amended by Government Regulation Number 23 of 2022 concerning Amendments to Government Regulation Number 45 of 2005 concerning the Establishment, Management, Supervision, and Dissolution of State-Owned Enterprises;
17. Government Regulation Number 23 of 2024 concerning Toll Roads;
18. Presidential Regulation Number 66 of 2020 concerning Land Acquisition Funding for Development in the Public Interest in the Framework of Implementing National Strategic Projects;
19. Regulation of the Minister of Public Works and Public Housing Number 16/PRT/M/2014 of 2014 concerning Minimum Service Standards for Toll Roads;
20. Government Regulation No. 50 of 2012 concerning Implementation of the Occupational Safety and Health Management System (SMK3)
21. Regulation of the Minister of Manpower No. PER.04/MEN/1987 concerning the Occupational Safety and Health Supervisory Committee and Procedures for Appointing Occupational Safety Experts

The Company also ensures that its business processes have referred to international standards including:

1. ISO 9001:2015 Quality Management System
2. ISO 45001:2018 Occupational Health & Safety Management System
3. ISO 14001:2015 Environmental Management System
4. ISO 37001:2016 Anti-Bribery Management System
5. ISO 31000:2018 Risk Management
6. ISO/IEC 27001:2022 Information Security Management System

These international and national regulations have been internalized by the Company through the development of internal policies. Various internal policies that are owned have been equipped with the implementation of in-depth test which aims to ensure that every business decision taken does not cause negative impacts, either actual or potential impacts on the environment and society. The Company's internal policies and in-depth test are as follows.

Kebijakan Policy	Uji Tuntas In-depth test	Penanggungjawab Person In Charge (PIC)
Pedoman Manajemen Risiko terkait Finansial Financial Risk Management Guidelines	ISO 31000:2018 <i>Risk Management</i>	Risk and Quality, Health, Safety & Environment Group
Pedoman Benturan Kepentingan Conflict of Interest Guidelines	ISO 37001:2016 <i>Anti-Bribery Management System, Evaluasi Berkala dan Assessment ESG</i> ISO 37001:2016 <i>Anti-Bribery Management System, Periodic Evaluation and ESG Assessment</i>	Human Capital Development Group, Procurement & Fixed Asset Group, Legal and Compliance Group
Kebijakan dan Pedoman Manajemen Risiko Terintegrasi Integrated Risk Management Policy and Guidelines	ISO 31000:2018 <i>Risk Management</i>	Risk and Quality, Health, Safety & Environment Group
Pedoman Tata Kelola Perusahaan Company's Governance Guideline	Evaluasi Berkala dan <i>Assessment ESG</i> Periodic Evaluation and ESG Assessment	Legal and Compliance Group
<i>Whistleblowing System</i>	Evaluasi Berkala dan <i>Assessment ESG</i> Periodic Evaluation and ESG Assessment	Internal Audit Group, Legal and Compliance Group, Human Capital Services Group, Corporate Secretary & Chief Administration Officer, Risk and Quality, Health, Safety & Environment Group
Pedoman Penanganan Gratifikasi Handling Gratifications Guideline	Evaluasi Berkala dan <i>Assessment ESG</i> Periodic Evaluation and ESG Assessment	Corporate Secretary & Chief Administration Office, Legal and Compliance Group
Kebijakan Anti Penyuapan Anti-Bribery Policy	ISO 37001:2016 <i>Anti-Bribery Management System, Assessment ESG</i>	Legal and Compliance Group
Pedoman Perilaku Code of Conduct	Evaluasi Berkala Periodic Evaluation	Strategic Transformation Group, Human Capital Services Group, Legal and Compliance Group
Board Manual Manual Board	Evaluasi Berkala dan <i>Assessment ESG</i> Periodic Evaluation and ESG Assessment	Direksi, Dewan Komisaris, Corporate Secretary & Chief Administration Officer, Legal and Compliance Group Directors, Board of Commissioners, Corporate Secretary & Chief Administration Officer, Legal and Compliance Group
Kebijakan Bidang Mutu, Keselamatan dan Kesehatan Kerja dan Lingkungan Policy on Quality, Occupational Health and Safety, and Environment	ISO 45001:2018 <i>Occupational Health & Safety Management System</i> , ISO 14001:2015 <i>Environmental Management System, Assessment ESG</i>	Direksi, Dewan Komisaris, Corporate Secretary & Chief Administration Officer, Legal and Compliance Group, Internal Audit Group, Risk and Quality, Health, Safety & Environment Group, Human Capital Development Group, Concession Business Planning Group, Business Development Group, Corporate Planning & Portfolio Management Group Directors, Board of Commissioners, Corporate Secretary & Chief Administration Officer, Legal and Compliance Group, Internal Audit Group, Risk and Quality, Health, Safety & Environment Group, Human Capital Development Group, Concession Business Planning Group, Business Development Group, Corporate Planning & Portfolio Management Group
Kebijakan Berperilaku Saling Menghargai di Tempat Kerja (<i>Respectful Workplace Policy</i>) Respectful Workplace Policy	Evaluasi Berkala dan <i>Assessment ESG</i> Periodic Evaluation and ESG Assessment	Risk and Quality, Health, Safety & Environment Group, Human Capital Development Group
Pedoman Pengelolaan dan Penyampaian Informasi Perusahaan Guidelines for Company Information Management and Delivery.	Evaluasi Berkala Periodic Evaluation	Corporate Secretary & Chief Administration Officer

Di samping memiliki uji tuntas, Perseroan juga senantiasa menerapkan prinsip kehati-hatian yang merupakan suatu komitmen Perseroan untuk mengambil tindakan dini dalam mencegah dan memitigasi dampak negatif terhadap lingkungan dan sosial. Penerapan prinsip kehati-hatian tercermin dalam Kebijakan Bidang Mutu, Keselamatan dan Kesehatan Kerja dan Lingkungan yang telah disahkan oleh Direktur Utama melalui Surat Keputusan Direksi Nomor 94/KPTS/2020. Di dalam kebijakan tersebut Perseroan berkomitmen untuk senantiasa meningkatkan pengoperasian jalan tol yang aman, nyaman dan lancar sesuai harapan pemangku kepentingan dan mengimplementasikan Sistem Manajemen Mutu, Keselamatan dan Kesehatan Kerja dan Lingkungan dengan efektif.

Khususnya terkait penegakkan hak asasi manusia, Perseroan telah memiliki *Respectful Workplace Policy* yang tertuang dalam Surat Keputusan Direksi Nomor 106/KPTS/2022. Melalui kebijakan tersebut, Perseroan berkomitmen untuk menciptakan lingkungan kerja yang bebas dari diskriminasi, kekerasan dan pelecehan dalam rangka menciptakan lingkungan yang inklusif, menghargai perbedaan dan kesetaraan, serta senantiasa menjunjung tinggi hak asasi manusia untuk mendorong kinerja, pertumbuhan dan keberlangsungan Perseroan. Di samping itu, melalui kebijakan ini, Perseroan juga memberikan kesempatan yang sama kepada seluruh karyawan Perseroan dalam menduduki seluruh tingkat jabatan di Perseroan terlepas dari karakteristik individu masing-masing karyawan baik latar belakang etnis, ras, kebangsaan, warna kulit, usia, agama, jenis kelamin, disabilitas, sudut pandang maupun karakteristik individu lainnya. Di dalam RWP, terdapat layanan *Roadster Assertiveness Counseling Program* (Rosela) yang dirancang sebagai sarana konseling untuk membantu Roadster Jasa Marga dalam menentukan cara yang lebih efektif dan konstruktif dalam menangani permasalahan baik di lingkungan kerja maupun kehidupan pribadi. Program ini merupakan bentuk komitmen Perusahaan dalam mengimplementasikan RWP yang selaras dengan Komitmen Kementerian BUMN dalam memastikan terwujudnya lingkungan kerja yang aman, nyaman, saling menghormati dan menghargai, serta tentunya bebas dari diskriminasi, pelecehan dan segala bentuk kekerasan. Atas komitmen yang dilakukan oleh Jasa Marga, sepanjang tahun 2024 tidak terdapat kasus pelanggaran HAM di seluruh lokasi operasional Jasa Marga.

In addition to conducting in-depth assessments, the Company consistently applies the precautionary principle as a form of commitment to proactively prevent and mitigate potential negative impacts on the environment and society. This principle is embodied in the Company's Quality, Occupational Health and Safety, and Environmental Policy, as stipulated in the Decree of the Board of Directors Number 94/KPTS/2020. In this policy, the Company is committed to always improving the operation of safe, comfortable and smooth toll roads according to the expectations of stakeholders and implementing the Quality, Occupational Safety and Health and Environmental Management System effectively.

Specifically related to the enforcement of human rights, the Company has a Respectful Workplace Policy as stated in the Decree of the Board of Directors Number 106/KPTS/2022. Through this policy, the Company is committed to creating a work environment that is free from discrimination, violence and harassment in order to create an inclusive environment, respect differences and equality, and always uphold human rights to encourage the performance, growth and sustainability of the Company. In addition, through this policy, the Company also provides equal opportunities to all employees of the Company in occupying all levels of positions in the Company regardless of the individual characteristics of each employee, whether ethnic background, race, nationality, skin color, age, religion, gender, disability, point of view or other individual characteristics. In the RWP, there is a Roadster Assertiveness Counseling Program (Rosela) service which is designed as a counseling facility to help Jasa Marga Roadsters determine more effective and constructive ways to deal with problems both in the work environment and in their personal lives. This program is a form of the Company's commitment to implementing RWP which is in line with the Ministry of SOEs' Commitment to ensuring a safe, comfortable, respectful and appreciative work environment, and of course free from discrimination, harassment and all forms of violence. Based on the commitment made by Jasa Marga, throughout 2024 there were no cases of human rights violations in all Jasa Marga operational locations.

Kebijakan yang dimiliki oleh Perseroan telah disahkan oleh Direksi dan berlaku untuk seluruh tingkatan level organisasi, mitra kerja dan pemangku kepentingan lainnya. Kebijakan-kebijakan tersebut telah disosialisasikan oleh Perseroan kepada seluruh pemangku kepentingannya melalui *website* resmi Perseroan yaitu jasamarga.com. Khusus mengenai sosialisasi kebijakan kepada mitra kerja, dilakukan melalui dokumen kontrak kerja, pakta integritas dan pertemuan dengan mitra kerja. Sementara itu, untuk kebijakan yang bersifat internal, disosialisasikan kepada seluruh karyawan melalui Nota Dinas, melalui program learning karyawan seperti JM Talk maupun karyawan dapat mengakses kebijakan dimaksud melalui portal HC (JM-Click) atau portal dokumen hukum Perusahaan (JDIH). Untuk kebijakan yang tidak dipublikasikan melalui *website* Perseroan dikarenakan lingkungannya yang bersifat internal.

Kebijakan internal Perseroan kemudian diturunkan ke dalam Standar Operational Procedure (SOP) yang telah menyatu pada strategi Perseroan yang digunakan sebagai pedoman bagi karyawan dalam melaksanakan aktivitas operasional. Untuk mengoptimalkan penerapan kebijakan internal, Perseroan juga memberikan pelatihan kepada karyawan melalui Program *Learning and Development* sesuai dengan yang telah disampaikan pada bagian Pelatihan dan Pengembangan Kompetensi pada Laporan Keberlanjutan ini.

The Company's policies have been approved by the Board of Directors and apply to all levels of the organization, partners and other stakeholders. These policies have been socialized by the Company to all stakeholders through the Company's official website, namely jasamarga.com. Specifically regarding the socialization of policies to partners, it is carried out through work contract documents, integrity pacts and meetings with partners. Meanwhile, for internal policies, they are socialized to all employees through Official Notes, through employee learning programs such as JM Talk or employees can access the policies in question through the HC portal (JM-Click) or the Company's legal document portal (JDIH). For policies that are not published through the Company's website due to their internal scope.

The Company's internal policies are translated into Standard Operating Procedures (SOPs) that are integrated into corporate strategies and serve as operational guidelines for employees. To optimize the implementation of internal policies, the Company also provides training to employees through the Learning and Development Program in accordance with what has been conveyed in the Training and Competency Development section of this Sustainability Report.

Proses untuk Memulihkan Dampak Negatif [GRI 2-25]

Process to Recover the Negative Impact

Dalam menjalankan aktivitas bisnisnya, Perseroan senantiasa berupaya untuk memberikan dampak positif kepada seluruh pemangku kepentingannya. Perseroan secara ketat dan terstruktur membuat perencanaan jalan tol dengan tingkat keselamatan sebagai prioritas utama. Disamping itu, Perseroan senantiasa melakukan evaluasi secara berkala sebagai langkah utama menciptakan keselamatan dan kenyamanan pengguna jalan tol di Tanah Air. Namun demikian, aktivitas bisnis Perseroan tidak terlepas dari timbulnya dampak negatif berupa adanya terjadinya kecelakaan kerja yang melibatkan insan jasa marga dan kecelakaan pelanggan di jalan tol yang dikelola oleh Jasa Marga. Dampak tersebut telah dikelola oleh Perseroan dengan menyiapkan kanal informasi untuk menerima permohonan/permintaan darurat di jalan tol

In carrying out its business activities, the Company always strives to provide a positive impact to all its stakeholders. The Company strictly and structuredly makes toll road planning with safety as the main priority. In addition, the Company always conducts periodic evaluations as the main step in creating safety and comfort for toll road users in the country. Nevertheless, operational activities may still result in negative impacts, such as work-related incidents involving personnel or customer accidents. To mitigate these risks, the Company has established multiple emergency response channels, including the 14080 Call Center, the Travoy app (Online Towing feature), and the Travoy-accessible WhatsApp Chatbot. Incoming requests are followed up by officers at the Command Center and forwarded to officers in the field for

menggunakan beberapa kanal, diantaranya *Call Center* 14080, aplikasi Travoy (Fitur Derek Online) serta WhatsApp Chatbot yang dapat diakses dari aplikasi Travoy. Permintaan tersebut kemudian akan ditindaklanjuti oleh petugas di *Command Center* dan diteruskan kepada petugas di lapangan untuk dilakukan penanganan. Kolaborasi ini melibatkan beberapa pihak, yaitu tim *Command Center* (PT JMT0), tim *Mobile Customer Service* (MCS) (PT JMT0) dan tentunya Badan Usaha Jalan Tol (BUJT).

Di samping itu, proses bisnis Perseroan di bidang infrastruktur konstruksi jalan tol juga menimbulkan dampak negatif seperti polusi debu, polusi udara dan banjir di area sekitar. Di beberapa ruas jalan tol Jasa Marga melewati daerah konservasi yang dapat berimbas negatif terhadap ekosistem yang dilindungi. Upaya remediasi yang dilakukan Perseroan yaitu pembuatan polder dan kolam tampungan, pemasangan mesin-mesin pompa, pengerukan dan perbaikan saluran pembangunan jaringan drainase, penanaman pohon di sisi ruas jalan tol. Dalam proses bisnis konstruksi jalan tol, Perseroan senantiasa mempertimbangkan aspek pembangunan lingkungan yaitu konsumsi dan produksi yang berkelanjutan dengan kesadaran terhadap pembangunan berkelanjutan.

Dampak negatif lainnya yaitu keberadaan jalan tol menimbulkan dampak putusnya antar wilayah terdekat. Upaya remediasi yang dilakukan dalam menangani hal tersebut yaitu Perseroan membangun jembatan penyeberangan, baik Jembatan Penyeberangan Orang (JPO) maupun jembatan yang dapat dilalui kendaraan.

Untuk mencegah dan menangani terjadinya dampak negatif, Perseroan telah memiliki mekanisme penanganan pengaduan yaitu Jasamarga Tollroad Command Center (Pusat Informasi dan Komunikasi Jalan Tol), melalui one call center 14080 untuk seluruh Ruas Jalan Tol di Indonesia. Perseroan melibatkan Divisi *Operation & Maintenance Management* Kantor Pusat, Divisi *Information Technology* Kantor Pusat, Direktorat IT dan Direktorat Operasi pada Anak Perusahaan Pelayanan Jalan Tol Bidang Operasi (PT JMT0) dalam merancang, meninjau, melaksanakan, dan meningkatkan kualitas mekanisme pengaduan.

Penanganan pengaduan terdiri dari 5 (lima) Suara Pelanggan: Permintaan Bantuan, Permintaan Informasi, Pengaduan/Keluhan, Memberi Informasi dan Saran senantiasa dievaluasi secara berkala melalui penyampaian rekap ke setiap ruas tol. Hasil evaluasi akan ditindaklanjuti dengan menerapkan *continuous improvement* untuk *quick-win solution* maupun inovasi dan *project* untuk skala yang lebih besar dan akan dituangkan dalam rencana strategis perusahaan.

handling. This collaboration involves several parties, namely the Command Center team (PT JMT0), the Mobile Customer Service (MCS) team (PT JMT0) and of course the Toll Road Business Entity (BUJT).

In addition to operational risks, the Company's toll road construction activities may generate negative environmental impacts such as dust, air pollution, and local flooding. In several toll road sections, Jasa Marga passes through conservation areas that can have a negative impact on protected ecosystems. Remediation efforts carried out by the Company include the construction of polders and reservoirs, installation of pumping machines, dredging and repairing drainage network construction channels, planting trees on the side of the toll road sections. Throughout its construction processes, the Company consistently considers environmental development aspects, promoting sustainable consumption and production in support of long-term sustainability.

Another potential negative impact of toll road construction is the disruption of connectivity between surrounding areas. Remediation efforts made to deal with this are that the Company builds pedestrian bridges, both pedestrian bridges (JPO) and bridges that can be passed by vehicles.

To prevent and handle negative impacts, the Company has established a complaint handling mechanism through the Jasa Marga Tollroad Command Center, which serves as a centralized Toll Road Information and Communication Center, the 14080 call center, which is accessible for all toll road sections across Indonesia. The Company involves the Operation & Maintenance Management Division of the Head Office, the Information Technology Division of the Head Office, the IT Directorate and the Operations Directorate at the Toll Road Service Subsidiary for Operations (PT JMT0) in designing, reviewing, implementing, and improving the quality of the complaint mechanism.

Complaint handling consists of 5 (five) Customer Voices: Requests for Assistance, Requests for Information, Complaints/Grievances, Providing Information and Suggestions are always evaluated periodically through the delivery of recaps to each toll road section. The evaluation results will be followed up by implementing continuous improvement for quick-win solutions as well as as large-scale innovations or strategic projects, which are integrated into the Company's strategic planning.



03

Ikhtisar Kinerja Keberlanjutan

Sustainability Performance Highlights

“

Keberhasilan Jasa Marga dalam meningkatkan kinerja keberlanjutan merupakan wujud nyata Perseroan dalam menerapkan keberlanjutan pada aktivitas operasionalnya

The success of Jasa Marga in enhancing its sustainability performance is a clear reflection of the company's commitment to integrating sustainability into its operations.

Ikhtisar Kinerja Keberlanjutan [OJK B]

Sustainability Performance Overview

Kinerja Aspek Ekonomi [OJK B.1]

● Economic Aspect Performance ●



Kuantitas Produksi atau Jasa yang Dijual Quantity of Production or Services Sold



Jalan Tol Kelolaan Induk Mainly Managed Toll Roads

Ruas Tol
Toll Road Section

2022

13

2023

9

2024

13



Jalan Tol Kelolaan Entitas Anak Toll Roads Managed by Subsidiaries

Ruas Tol
Toll Road Section

2022

14

2023

12

2024

14



Panjang Jalan Tol Beroperasi Length of Toll Roads in Operation

Km

2022

1.260

2023

1.264

2024

1.286



Panjang Jalan Tol Konsesi Length of Concession Toll Road

Km

2022

1.809

2023

1.736

2024

1.736



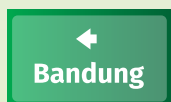
Kegiatan Usaha Business activities

2023

6 (enam) usaha utama
3 (tiga) usaha penunjang
6 (six) main businesses
3 (three) supporting businesses

2024

6 (enam) usaha utama
3 (tiga) usaha penunjang
6 (six) main businesses
3 (three) supporting businesses



 EBITDA EBITDA	 Pendapatan Usaha di Luar Pendapatan Konstruksi Business Income Outside Construction Income	 Laba (Rugi) Tahun Berjalan Current Year Profit (Loss)
2024 12.619 2023 9.912 2022 8.680 Dalam Miliar Rupiah In Billion IDR	2024 18.728 2023 15.566 2022 13.783 Dalam Miliar Rupiah In Billion IDR	2024 5.620 2023 6.749 2022 2.323 Dalam Miliar Rupiah In Billion IDR

 Produk Ramah Lingkungan Eco-Friendly Products	2022	2023	2024
 Tol Bersertifikat Green Toll Road Green Toll Road Certified Toll Road	3 Toll Unit	3 Toll Unit	3 Toll Unit
 Jalan Tol yang Mendapatkan Penilaian Jalan Tol Berkelanjutan Toll Roads That Received Sustainable Toll Road Rating	7 Toll Unit	16 Toll Unit	-*) Toll Unit
 Jumlah Stasiun Pengisian Kendaraan Listrik Umum Number of Public Electric Vehicle Charging Stations	10 Lokasi / Location	17 Lokasi / Location	52 Lokasi / Location
 Penggunaan Daya pada Stasiun Pengisian Kendaraan Listrik Umum Power Usage at Public Electric Vehicle Charging Stations	14.820 kWh	96.609 kWh	582.380 kWh

 Keterlibatan Pihak Lokal Local Parties Involvement	2022	2023	2024
 Jumlah Pemasok Lokal (Pemasok Berdomisili di Indonesia) Number of Local Suppliers (Suppliers Domiciled in Indonesia)	242 Pemasok /Suppliers	487 Pemasok /Suppliers	438 Pemasok /Suppliers
 Persentase Pemasok Lokal Terhadap Keseluruhan Pemasok (%) Percentage of Local Suppliers to Total Suppliers (%)	100 (%)	100 (%)	100 (%)

Keterangan / Note:

* Tahun 2024, BPJT Kementerian PUPR tidak melaksanakan penilaian jalan tol berkelanjutan. /
In 2024, the PUPR Ministry's BPJT will not carry out a sustainable toll road assessment.

Kinerja Aspek Lingkungan Hidup [OJK B.2]

Environmental Performance Aspect



Pelestarian Keanekaragaman Hayati Conservation of Biodiversity



Penanaman Pohon Tree Planting

2022	2023	2024	Pohon Tree
7.650	14.297	50.762	
2022	2023	2024	Dalam Jutaan Rupiah In IDR million
941	1.828	6.961	



		2022	2023	2024	
	Penggunaan Listrik Jasa Marga Group Jasa Marga Group's Electricity Usage	kWh	27.693.013*	35.859.977*	70.650.662
		Terajoule	99,69*	129,10*	254,34
	Penggunaan Listrik Kantor Pusat Head Office Electricity Usage	kWh	2.127.229*	2.825.056*	2.886.435
		Terajoule	7,66*	10,17*	10,39
	Penggunaan BBM Fuel usage	Liter	1.803.861*	1.987.299*	7.711.792
		Terajoule	60,76*	67,91*	263,79
	Intensitas Energi Berdasarkan Panjang Ruas Jalan Dikelola Energy Intensity Based on the Length of Managed Road Sections	Kantor Pusat (TJ/m2) Head Office (TJ/m2)	0,0012*	0,0016*	0,0016
	Energi listrik dan BBM per panjang jalan tol Jasa Marga Group (TJ/KM) Electricity and fuel energy per length of Jasa Marga Group toll road (TJ/KM)		0,13*	0,16*	0,40
	Penggunaan Air Water usage	Megaliter	55,3	387,15	975
		Liter	55.303	387.150	975.043.848



Pengurangan Emisi (Cakupan 1)
Emission Reduction (Scope 1)

tonCO2eq

2022

-

2023

-

2024

-



Pengurangan Emisi (Cakupan 2)
Emission Reduction (Scope 2)

tonCO2eq

2022

-

2023

-

2024

-



Emisi GRK Langsung (Cakupan 1)
Direct GHG Emissions (Scope 1)

tonCO2eq

2022

4.376,06*

2023

4.937,80*

2024

19.192,61



Emisi GRK Tidak Langsung (Cakupan 2)
Indirect GHG Emissions (Scope 2)

tonCO2eq

2022

24.137,04*

2023

30.964,69*

2024

58.866,90



Emisi GRK Tidak Langsung (Cakupan 3)
Indirect GHG Emissions (Scope 3)

tonCO2eq

2022

50,61

2023

200,32

2024

6.631,21



Pengurangan Efluen
Effluent Reduction

Ton

2022

-

2023

3.518

2024

-

Keterangan / Note:

* Disajikan Kembali / Re-presented



Kinerja Aspek Sosial [OJK B.3]

Social Aspect Performance



Dampak Positif Positive impact



Rata-rata Jam Pelatihan Average Training Hours

Jam/orang
Hours/person

2022

26,98

2023

32

2024

37,5



Biaya Pengembangan Kompetensi Competency Development Costs

Dalam Miliar Rupiah
In IDR Billion

2022

7,19

2023

10,70

2024

19,46



Indeks Kepuasan Pelanggan Customer Satisfaction Index

Skala
Scale

2022

4,92*)

2023

5,01*)

2024

5,04



Penanganan Ruas Jalan Tol Berlubang Handling of Potholed Toll Road Sections

m

2022

14.407.049,32

2023

290.858,00

2024

297.194,38



Biaya Penanganan Ruas Jalan Tol Berlubang Cost of Handling Potholed Toll Road Sections

Keterangan / Note:

* Disajikan Kembali / Re-presented

2022

653.124,89

2023

1.042.974,79

2024

1.133.958,85

Dalam Jutaan Rupiah
In IDR Million





Dampak Negatif Negative impact

Dampak negatif yang ditimbulkan dari aktivitas operasional Perseroan yaitu terjadinya kecelakaan kerja dan terjadinya kecelakaan di jalan tol yang dikelola oleh Jasa Marga. Namun demikian, dalam menangani adanya insiden di jalan tol, Perseroan telah menyiapkan kanal informasi untuk menerima permohonan/permintaan darurat di jalan tol menggunakan beberapa kanal, diantaranya *Call Center* 14080, aplikasi *Travoy* (Fitur *Derek Online*) serta *WhatsApp Chatbot* yang dapat diakses dari aplikasi *Travoy*. Permintaan tersebut kemudian akan ditindaklanjuti oleh petugas di *Command Center* dan diteruskan kepada petugas di lapangan untuk dilakukan penanganan. Kolaborasi ini melibatkan beberapa pihak, yaitu tim *Command Center* (PT JMT0), tim *Mobile Customer Service* (MCS) (PT JMT0) dan tentunya *Badan Usaha Jalan Tol* (BUJT). Perseroan juga secara ketat dan terstruktur membuat perencanaan jalan tol dengan tingkat keselamatan sebagai prioritas utama untuk meminimalisir berbagai dampak negatif bagi pengguna jalan.

The Company's operational activities may result in negative impacts, including work-related accidents and incidents involving toll road users. However, in handling incidents on toll roads, the Company has prepared an information channel to receive emergency requests/requests on toll roads using several channels, including the 14080 Call Center, the *Travoy* application (Online Towing Feature) and *WhatsApp Chatbot* which can be accessed from the *Travoy* application. Reports received through these channels are processed by officers at the *Command Center* and forwarded to field personnel for immediate response. This collaboration involves several parties, namely the *Command Center* team (PT JMT0), the *Mobile Customer Service* (MCS) team (PT JMT0) and of course the *Toll Road Business Entity* (BUJT). The Company also strictly and structuredly makes toll road planning with safety as the main priority to minimize various negative impacts on road users.

Jumlah Korban Kecelakaan di Jalan Tol yang Dikelola Jasa Marga

Number of Accident Victims on
Toll Roads Managed by Jasa Marga

2022

2.205*

2023

2.448*

2024

2.254

Orang
People

Jumlah Kecelakaan di Jalan Tol yang Dikelola Jasa Marga

Number of Accidents on
Toll Roads Managed by Jasa Marga

2022

1.466*

2023

1.354*

2024

1.172

Kejadian
Accidents

Keterangan / Note:

* Disajikan Kembali / Re-presented



Jumlah Kecelakaan Kerja Fatal Number of Fatal Work Accidents

2024

3

2023

2

2022

-

Jumlah Kecelakaan Kerja Number of Work Accidents

2024

19

2023

11

2022

8

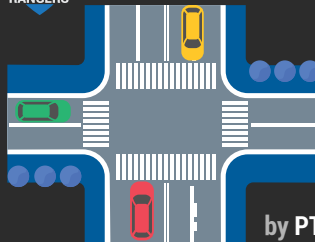
Kejadian
Accidents



#RoadSafetyRiding

INDONESIA

MARI TERTIB BERKENDARA



by PT Jasa Marga (Persero) Tbk

04

Profil Perusahaan

Company Profile



Pada tahun 2024, Perseroan telah menetapkan visi dan misi baru melalui Surat Keputusan Direksi No. 60/KPTS/2024 tanggal 29 April 2024 tentang Visi dan Misi Perusahaan. Visi dan misi Perseroan telah selaras dengan nilai-nilai keberlanjutan.

In 2024, the Company has established a new vision and mission through the Decree of the Board of Directors No. 60/KPTS/2024 dated April 29, 2024 concerning the Company's Vision and Mission. The Company's vision and mission are aligned with sustainability values.

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

Vision, Mission and Values of Sustainability

Perseroan telah menetapkan visi dan misi baru melalui Surat Keputusan Direksi No. 60/KPTS/2024 tanggal 29 April 2024 tentang Visi dan Misi Perusahaan. Visi dan misi Perseroan telah selaras dengan nilai-nilai keberlanjutan.

The Company has established a new vision and mission through the Decree of the Board of Directors No. 60/KPTS/2024 dated April 29, 2024, concerning the Company's Vision and Mission. The Company's vision and mission are aligned with sustainability values.



“Inovasi Menuju Peningkatan Nilai yang Berkelanjutan”
“Innovation Towards Sustainable Value Enhancement”

NILAI KEBERLANJUTAN

Sustainability Values

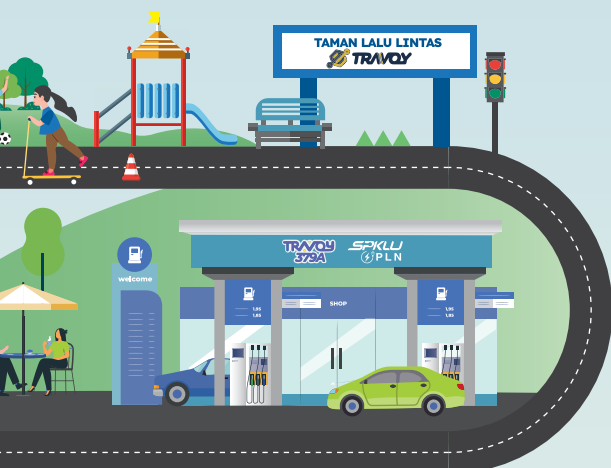
Sebagai Perusahaan BUMN, Perseroan telah mengimplementasikan dan menginternalisasikan nilai utama sumber daya manusia BUMN yang terdiri dari Amanah, Kompeten, Harmonis, Loyal, Adaptif dan Kolaboratif (AKHLAK). Dengan mengimplementasikan dan menginternalisasi nilai-nilai utama AKHLAK, maka Perseroan

As a State-Owned Enterprise (SOE), the Company has implemented and internalized the core values of SOE human capital, known as AKHLAK: Amanah (Trustworthy), Competent, Harmonious, Loyal, Adaptive, and Collaborative. By implementing and internalizing the main values of AKHLAK, the Company is committed to realizing the role of SOEs as

A	K	H
Amanah Trust	Kompeten Competent	Harmonis Harmonious
Memegang teguh kepercayaan yang diberikan. - Memenuhi janji dan komitmen. - Bertanggung jawab atas tugas, keputusan, dan tindakan yang dilakukan. - Berpegang teguh kepada kejujuran, moral dan etika. Upholding the trust given. - Fulfill promises and commitments. - Responsible for tasks, decisions and actions taken. - Adhere to honesty, morals and ethics.	Terus belajar dan mengembangkan kapabilitas. - Kreatif dan inovatif serta meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah. - Memberikan solusi terbaik dan membantu orang lain belajar. - Disiplin dalam menyelesaikan tugas dan bekerja tuntas dengan kualitas terbaik. Keeping learning and developing capabilities. - Creative and innovative and improve self-competence to answer ever-changing challenges. - Provide the best solutions and help others learn. - Discipline in completing tasks and working thoroughly with the best quality.	Saling peduli dan menghargai perbedaan - Menghargai setiap orang apapun latar belakangnya. - Peduli dan suka menolong orang lain. - Membangun lingkungan kerja yang kondusif. Caring for each other and respecting differences - Respect everyone regardless of their background. - Care and like to help others. - Build a conducive work environment.



MISI Mission



- Mengembangkan jaringan jalan tol dan menjalankan usaha di rantai nilai bisnis dalam skala nasional maupun internasional.

Developing toll road networks and running businesses in the business value chain on a national and international scale.
- Mengembangkan inovasi untuk memberikan pelayanan unggul, meningkatkan keselamatan, kenyamanan, dan kemudahan perjalanan, serta menjalankan operasi dan proses bisnis perusahaan dengan efisien dan berkesinambungan.

Developing innovations to provide superior services, improving safety, comfort, and ease of travel, and running the company's operations and business processes efficiently and sustainably.
- Menerapkan prinsip-prinsip lingkungan, sosial, dan tata kelola perusahaan yang baik untuk memastikan ketahanan usaha.

Implementing environmental, social, and good corporate governance principles to ensure business resilience.
- Mendorong peningkatan manfaat yang berkelanjutan bagi masyarakat, pemegang saham, dan stakeholder lainnya, serta peningkatan nilai perusahaan secara menyeluruh.

Encouraging increased sustainable benefits for the community, shareholders, and other stakeholders, as well as increasing the company's overall value.

Nilai-nilai utama AKHLAK selaras dengan nilai-nilai keberlanjutan dengan penjelasan sebagai berikut.

The main values of AKHLAK are in line with the values of sustainability with the following explanation.

berkomitmen untuk mewujudkan peran BUMN sebagai mesin pertumbuhan ekonomi, akselerator kesejahteraan sosial (*social welfare*), penyedia lapangan kerja, dan penyedia talenta. Nilai-nilai utama AKHLAK merupakan identitas dan perekat budaya kerja yang mendukung peningkatan kinerja secara berkelanjutan.

an engine of economic growth, accelerator of social welfare, provider of employment, and provider of talent. The main values of AKHLAK functions as a unifying identity and cultural compass to support continuous performance improvement.

L

Loyal
Loyal

A

Adaptif
Adaptive

K

Kolaboratif
Collaborative

Berdedikasi dan mengutamakan kepentingan Bangsa dan Negara.

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

Dedicated and prioritizing the interests of the Nation and State.

- Maintain the good name of fellow employees, leaders, SOEs, and the State.
- Willing to make sacrifices to achieve greater goals.
- Obey the leadership if it does not conflict with the law and ethics.

Terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan.

- Cepat, lincah dan pantang menyerah dalam menyesuaikan diri menjadi lebih baik.
- Sigap dan terus-menerus melakukan perbaikan mengikuti perkembangan teknologi.
- Gigih, tangguh dan bertindak proaktif.

Continueing to innovate and being enthusiastic in driving or facing change.

- Fast, agile and never give up in adapting to be better.
- Alert and continuously make improvements following technological developments.
- Persistent, tough and proactive.

Membangun kerja sama yang sinergis.

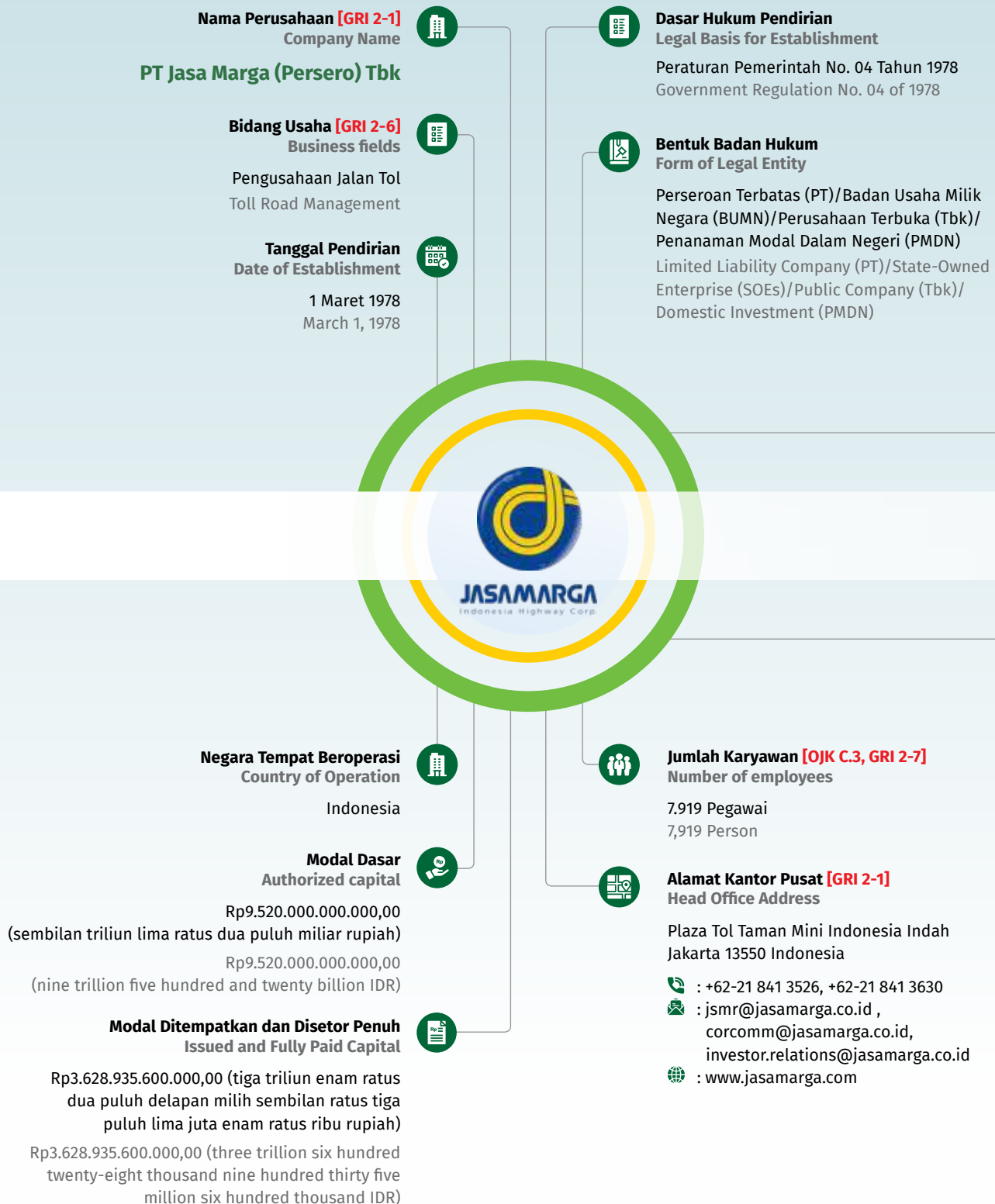
- Memberi kesempatan kepada berbagai pihak untuk berkontribusi.
- Terbuka dalam bekerja sama secara sinergis untuk menghasilkan nilai tambah.
- Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama.

Building synergistic cooperation.

- Provide opportunities for various parties to contribute.
- Be open to working together synergistically to produce added value.
- Mobilize the use of various resources for common goals.

Identitas Perusahaan [OJK C.2, GRI 2-1, GRI 2-6]

Company Identity





Data Jaringan Usaha Business Network Data

- 1 (satu) Kantor Pusat
- 2 (dua) Kantor Regional
- 4 (empat) Representative Office
- 17 Entitas Anak
- 2 (dua) ventura bersama
- 3 (tiga) Representative Office dari (PT Jasamarga Transjawa Tol (JTT))
- 8 (delapan) Entitas Anak dari PT JTT
- 3 (tiga) ventura bersama dari PT JTT
- 1 (one) Head Office
- 2 (two) Regional Offices
- 4 (four) Representative Offices
- 17 Subsidiaries
- 2 (two) joint ventures
- 3 (three) Representative Offices of (PT Jasamarga Transjawa Tol (JTT))
- 8 (eight) Subsidiaries of PT JTT
- 3 (three) joint ventures of PT JTT

Informasi alamat Kantor Regional dan *Representative Office* telah disajikan secara lengkap pada Laporan Tahunan bagian Profil Perusahaan.

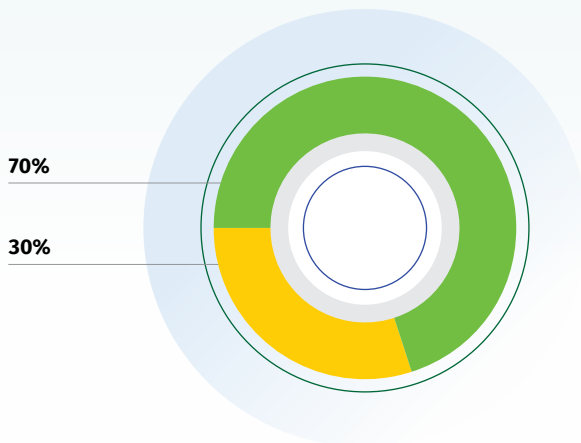
Information on the addresses of Regional Offices and Representative Offices has been presented in full in the Annual Report, Company Profile section.



Kepemilikan [GRI 2-1] Ownership

Keterangan / Description

- Pemerintah Indonesia/
Indonesian government
- Masyarakat / National Public



Pusat Informasi Lalu Lintas dan Pelayanan Lainnya Traffic Information Center and Other Services

Jasa Marga Tollroad Command Center

- 📞 One Call Center 24 Jam/24 Hours: 14080
- 📱 Mobile Apps Travoy
- 📺 Official Jasa Marga
- 📘 PT Jasa Marga – Persero Tbk
- 📷 @official.jasamarga
- 📷 @official.jasamarga
- 📷 @PTJASAMARGA (khusus informasi lalu lintas)
(dedicated for traffic Information)
- 📷 @OFFICIAL_JSMR (untuk informasi umum lainnya)
(for other general information)

Skala Perusahaan [OJK C.3]

Company Scale

Tabel Skala Usaha Perseroan

Table of Company Business Scale

Uraian Description	Satuan Unit	2024	2023	2022
Total Aset [OJK C.3] Total Assets	Dalam Jutaan Rupiah In IDR Million	140.726.439	129.311.989	91.139.182
Total Liabilitas [OJK C.3] Total Liabilities	Dalam Jutaan Rupiah In IDR Million	83.185.286	90.400.783	65.517.793
Total Ekuitas [OJK C.3] Total Equity	Dalam Jutaan Rupiah In IDR Million	57.541.153	38.911.206	25.621.389
Pendapatan Usaha Operating revenues	Dalam Jutaan Rupiah In IDR Million	18.728.238	15.565.982	13.782.558
Pendapatan Kontruksi Construction Income	Dalam Jutaan Rupiah In IDR Million	9.974.974	5.752.623	2.800.291
Jumlah Karyawan Number of employees	Orang People	7.919	7.949	7.990
Nama Pemegang Saham dan Persentase Shareholder Name and Percentage	Persen Percentage	• Pemerintah Indonesia 70% • Publik Nasional 30% • Indonesian Government 70% • National Public 30%	• Pemerintah Indonesia 70% • Publik Nasional 30% • Indonesian Government 70% • National Public 30%	• Pemerintah Indonesia 70% • Publik Nasional 30% • Indonesian Government 70% • National Public 30%
Jumlah produk dan jasa Number of products and services	Produk Product	• 6 usaha utama • 3 usaha penunjang • 6 (six) main businesses • 3 (three) supporting businesses	• 6 usaha utama • 3 usaha penunjang • 6 (six) main businesses • 3 (three) supporting businesses	• 6 usaha utama • 3 usaha penunjang • 6 (six) main businesses • 3 (three) supporting businesses
Ruas Operasional Operational Section	kilometer	1.286	1.264	1.260



Gambar/Image:
Ga. Namus, eatestotat. Ebit, conse nobistotat.

Informasi Mengenai Karyawan

[OJK C.3, GRI 2-7, GRI 2-8]

Employee Information

[OJK C.3, GRI 2-7, GRI 2-8]



Gambar/Image:
Roadster Jasa Marga

Sampai dengan 31 Desember 2024, jumlah karyawan Jasa Marga sebanyak 7.919 orang karyawan yang terdiri atas 4.723 orang karyawan tetap dan 3.196 orang karyawan kontrak. Karyawan tetap adalah pekerja yang memiliki Perjanjian Kerja Waktu Tidak Tertentu (PKWTT), yaitu hubungan kerja yang bersifat permanen/tanpa batas waktu sampai karyawan mengundurkan diri, pensiun, atau terkena PHK sesuai ketentuan hukum. Karyawan kontrak adalah pekerja yang dipekerjakan dengan Perjanjian Kerja Waktu Tertentu (PKWT), yaitu hubungan kerja yang memiliki batas waktu tertentu dengan hak-hak yang tidak sama dengan karyawan tetap. Jasa Marga juga mempekerjakan trainee yaitu pekerja yang masih dalam tahap pelatihan atau percobaan sebelum diangkat menjadi karyawan tetap. Seluruh karyawan Jasa Marga merupakan karyawan penuh waktu. Perseroan tidak membagi karyawan berdasarkan waktu kerja yaitu penuh waktu dan paruh waktu serta tidak memiliki karyawan *non-guaranteed hours employees*.

Pada tahun 2024, Perseroan juga memberikan kesempatan kepada 360 orang mahasiswa untuk magang sebagai pemenuhan studi melalui program Magang Magenta (Magang Generasi Bertalenta BUMN) dan Magang dan Studi Independen Bersertifikat (MSIB), yang mayoritas di tempatkan pada bagian unit kerja di Kantor Pusat, Anak Perusahaan, dan

As of December 31, 2024, Jasa Marga has 7,919 employees, consisting of 4,723 permanent employees and 3,196 contract employees. Permanent employees are workers who have an Indefinite Term Employment Agreement (PKWTT), which is a permanent/unlimited employment relationship until the employee resigns, retires, or is laid off in accordance with legal provisions. Contract employees are workers who are employed with a Fixed Term Employment Agreement (PKWT), which is an employment relationship that has a certain time limit with rights that are not the same as permanent employees. Jasa Marga also employs trainees, namely workers who are still in the training or trial stage before being appointed as permanent employees. All Jasa Marga employees are full-time employees. All Jasa Marga employees are full-time employees. The Company does not divide employees based on working hours, namely full-time and part-time and does not have non-guaranteed hours employees.

In 2024, the Company also provides opportunities for 360 students to do internships as a fulfillment of studies through the Magenta Internship Program (Magang Generasi Bertalenta BUMN) and the Certified Internship and Independent Study Program (MSIB), the majority of which are placed in the work units at the Head Office, Subsidiaries, and Regions according

Regional sesuai bidang studi dan kebutuhan Perusahaan. Selain itu, Perseroan juga mempekerjakan tenaga alih daya berjumlah 3.142 orang yang mayoritas di tempatkan pada pekerjaan petugas keamanan (*security*), petugas taman (*gardener*), petugas kebersihan, *office boy/girl*, pengemudi/*driver*, resepsionis, teknisi, dan petugas pendukung lainnya. Data tenaga alih daya yang dilaporkan merupakan tenaga alih daya yang ditempatkan di Kantor Pusat, Kantor Regional, PT Jasamarga Transjawa Tol (JTT), PT Jasamarga Tollroad Operator (JMT0), PT Jasamarga Related Business (JMRB), serta PT Jasamarga Tollroad Maintenance (JMTM).

Jumlah karyawan yang dilaporkan adalah posisi per 31 Desember 2022, 2023, dan 2024 serta jumlah karyawan tidak mengalami fluktuasi yang signifikan, baik selama periode pelaporan maupun antara periode pelaporan. Hal tersebut terlihat pada demografi karyawan yang disajikan sebagai berikut.

Komposisi Karyawan Berdasarkan Jenis Kelamin

Tabel Komposisi Karyawan Berdasarkan Jenis Kelamin
Table of Employee Composition Based on Gender

(dalam satuan orang / in people)

Jenis Kelamin Gender	2024	2023	2022
Pria / Male	6.458	6.482	6.508
Wanita / Female	1.461	1.467	1.482
Jumlah / Total	7.919	7.949	7.990

Komposisi Karyawan Berdasarkan Level Jabatan dan Jenis Kelamin

Tabel Komposisi Karyawan Berdasarkan Level Jabatan dan Jenis Kelamin
Table of Employee Composition Based on Position Level and Gender

(dalam satuan orang / in people)

Level Jabatan Position Level	2024			2023			2022		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Manajemen Puncak Top Management	53	23	76	59	25	84	60	26	86
Manajemen Madya Middle Management	153	95	248	149	96	245	157	95	252
Manajemen Dasar Basic Management	269	74	343	289	77	366	293	88	381
Pelaksana Staff	5.983	1.269	7.252	5.985	1.269	7.254	5.998	1.273	7.271
Jumlah Total	6.458	1.461	7.919	6.482	1.467	7.949	6.508	1.482	7.990

to the field of study and the Company's needs.". In addition, the Company also employs 3,142 outsourced workers, the majority of whom are placed in security, gardener, cleaner, office boy/girl, driver, receptionist, technician, and other support staff. The outsourced worker data reported is outsourced workers placed at the Head Office, Regional Office, PT Jasamarga Transjawa Tol (JTT), PT Jasamarga Tollroad Operator (JMT0), PT Jasamarga Related Business (JMRB), and PT Jasamarga Tollroad Maintenance (JMTM).

The number of employees reported is as of December 31, 2022, 2023, and 2024 and the number of employees does not experience significant fluctuations, either during the reporting period or between reporting periods. This stability is reflected in the employee demographic data presented below.

Employee Composition Based on Gender

Employee Composition Based on Position Level and Gender

Komposisi Karyawan Berdasarkan Usia dan Jenis Kelamin

Employee Composition Based on Age and Gender

Tabel Komposisi Karyawan Berdasarkan Usia dan Jenis Kelamin

Table of Employee Composition Based on Age and Gender

(dalam satuan orang / in people)

Usia Age	2024			2023			2022		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
>54 tahun / year	155	37	192	159	43	202	146	40	186
50-54 tahun / year	819	96	915	844	109	953	826	135	961
45-49 tahun / year	605	170	775	743	198	941	830	186	1.016
40-44 tahun / year	279	53	332	279	70	349	326	89	415
35-39 tahun / year	669	134	803	596	98	694	491	80	571
30-34 tahun / year	1.495	430	1.925	1.455	371	1.826	1.333	309	1.642
25-29 tahun / year	1.138	288	1.426	1.197	339	1.536	1.425	395	1.820
20-24 tahun / year	1.298	253	1.551	1.209	239	1.448	1.131	248	1.379
Jumlah / Total	6.458	1.461	7.919	6.482	1.467	7.949	6.508	1.482	7.990

Komposisi Karyawan Berdasarkan Tingkat Pendidikan dan Jenis Kelamin

Employee Composition Based on Education Level and Gender

Tabel Komposisi Karyawan Berdasarkan Tingkat Pendidikan dan Jenis Kelamin

Table of Employee Composition Based on Education Level and Gender

(dalam satuan orang / in people)

Tingkat Pendidikan Education Level	2024			2023			2022		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
S2	122	71	193	116	63	179	97	37	134
Sarjana dan Sederajat / Bachelor and Equivalent	1.772	603	2.375	1.658	545	2.203	1.521	524	2.045
Diploma	175	53	228	176	51	227	156	42	198
SLTA / High School	4.389	734	5.123	4.532	808	5.340	4.725	879	5.604
Lainnya / Others	0	0	0	0	0	0	9	0	9
Jumlah / Total	6.458	1.461	7.919	6.482	1.467	7.949	6.508	1.482	7.990

Komposisi Karyawan Berdasarkan Masa Kerja dan Jenis Kelamin

Employee Composition Based on Work Period and Gender

Tabel Komposisi Karyawan Berdasarkan Masa Kerja dan Jenis Kelamin

Table Of Employee Composition Based on Length of Service and Gender

(dalam satuan orang / in people)

Rentang Masa Kerja Term of Work	2024			2023			2022		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
>30 tahun / year	247	63	310	285	85	370	321	119	440
26-30 tahun / year	688	154	842	558	124	682	606	110	716
21-25 tahun / year	194	45	239	456	110	566	460	121	581
16-20 tahun / year	5	0	5	35	12	47	36	14	50

Rentang Masa Kerja Term of Work	2024			2023			2022		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
11-15 tahun / year	89	66	155	81	61	142	46	29	75
6-10 tahun / year	2.453	591	3.044	2.207	562	2.769	2.268	596	2.864
4-5 tahun / year	996	169	1.165	700	101	801	492	70	562
<3 tahun / year	1.786	373	2.159	2.160	412	2.572	2.279	423	2.702
Jumlah / Total	6.458	1.461	7.919	6.482	1.467	7.949	6.508	1.482	7.990

Komposisi Karyawan Berdasarkan Status Kepegawaian dan Jenis Kelamin

Employee Composition Based on Employee Status and Gender

Tabel Komposisi Karyawan Berdasarkan Status Kepegawaian dan Jenis Kelamin

Table of Employee Composition Based on Employment Status and Gender

(dalam satuan orang / in people)

Status Kepegawaian Employee Status	2024			2023			2022		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Karyawan Tetap Permanent employees	3.745	978	4.723	3.992	1.030	5.022	4.275	1.087	5.362
Karyawan Tidak Tetap (Kontrak) Non-Permanent Employees (Contract)	2.713	483	3.196	2.490	437	2.927	2.233	395	2.628
Sub Jumlah Sub Total	6.458	1.461	7.919	6.482	1.467	7.949	6.508	1.482	7.990
Trainee	15	9	24	12	11	23	3	3	6
Jumlah Total	6.473	1.470	7.943	6.494	1.478	7.972	6.511	1.485	7.996

Komposisi Karyawan Berdasarkan Jenis Kelamin dan Wilayah Kerja (Ruas)

Employee Composition Based on Gender and Work Area (Section)

Tabel Komposisi Karyawan Berdasarkan Jenis Kelamin dan Wilayah Kerja

Table of Employee Composition Based on Gender and Work Area

(dalam satuan orang / in people)

Wilayah Kerja Working area	2024			2023			2022		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Bali	68	19	87	63	14	77	85	17	102
Jawa	5.860	1.346	7.206	5.856	1.354	7.210	5.769	1.349	7.118
Kalimantan	110	5	115	113	13	126	126	18	144
Sulawesi	80	12	92	87	11	98	106	15	121
Sumatra	340	79	419	363	75	438	422	83	505
Total	6.458	1.461	7.919	6.482	1.467	7.949	6.508	1.482	7.990

Komposisi Karyawan Tetap Berdasarkan Jenis Kelamin dan Wilayah Kerja (Ruas)

Permanent Employee Composition Based On Gender And Work Area (Section)

Tabel Komposisi Karyawan Tetap Berdasarkan Jenis Kelamin dan Wilayah Kerja (Ruas)

Table of Permanent Employee Composition Based on Gender and Work Area (Section)

(dalam satuan orang / in people)

Wilayah Kerja Working area	2024			2023			2022		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Bali	51	16	67	48	13	61	78	16	94
Jawa	3.508	942	4.450	3.731	994	4.725	3.970	1.046	5.016
Kalimantan	28	0	28	34	1	35	37	0	37
Sulawesi	27	1	28	28	1	29	36	1	37
Sumatra	131	19	150	151	21	172	154	24	178
Total	3.745	978	4.723	3.992	1.030	5.022	4.275	1.087	5.362

Komposisi Karyawan Tidak Tetap (Kontrak) Berdasarkan Jenis Kelamin dan Wilayah Kerja

Composition of Non-Permanent Employees (Contract) Based on Gender And Work Area (Section)

Tabel Komposisi Karyawan Tidak Tetap (Kontrak) Berdasarkan Jenis Kelamin dan Wilayah Kerja (Ruas)

Table of Composition of Non-Permanent Employees (Contract) Based on Gender and Work Area

(dalam satuan orang / in people)

Wilayah Kerja Working area	2024			2023			2022		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Bali	17	3	20	15	1	16	7	1	8
Jawa	2.352	404	2.756	2.125	360	2.485	1.799	303	2.102
Kalimantan	82	5	87	79	12	91	89	18	107
Sulawesi	53	11	64	59	10	69	70	14	84
Sumatra	209	60	269	212	54	266	268	59	327
Total	2.713	483	3.196	2.490	437	2.927	2.233	395	2.628

Komposisi Karyawan Berdasarkan Status Kepegawaian dan Wilayah Kerja

Employee Composition Based on Employee Status and Work Area

Tabel Komposisi Karyawan Berdasarkan Status Kepegawaian dan Wilayah Kerja

Table of Employee Composition Based on Employee Status and Work Area

(dalam satuan orang / in people)

Status Kepegawaian Employee Status	2024			2023			2022		
	KP	AP/KR/KC	Total	KP	AP/KR/KC	Total	KP	AP/KR/KC	Total
Karyawan Tetap Permanent employees	474	4.249	4.723	464	4.558	5.022	498	4.864	5.362
Karyawan Tidak Tetap (Kontrak) Non-Permanent Employees (Contract)	2	3.194	3.196	-	2.927	2.927	1	2.627	2.628
Total	476	7.443	7.919	464	7.485	7.949	499	7.491	7.990

KP : Kantor Pusat
AP/KR/KC : Anak Perusahaan/Kantor Regional/Kantor Cabang
KP : Headquarters
AP/KR/KC : Subsidiary/Regional Office/Branch Office

Komposisi Karyawan Non Pegawai/Magang Berdasarkan Jenis Kelamin dan Penempatan

Composition of Non-Employee/Interns Based on Gender and Placement

Tabel Komposisi Karyawan Non Pegawai/Magang Berdasarkan Jenis Kelamin dan Penempatan

Table of Composition of Non-Employee/Intern Employees Based on Gender and Work Area

(dalam satuan orang / in people)

Wilayah Kerja Working area	2024					
	Pria Male	%	Wanita Female	%	Jumlah Total	
Bali	1	0%	4	1%	5	
Jawa	168	46%	175	48%	343	
Kalimantan	1	0%	1	0%	2	
Sulawesi	0	0%	0	0%	0	
Sumatra	5	2%	5	2%	10	
Total	175	49%	185	51%	360	



	2023					2022				
	Pria Male	%	Wanita Female	%	Jumlah Total	Pria Male	%	Wanita Female	%	Jumlah Total
	0	0%	0	0%	0	0	0%	0	0%	0
	8	42%	11	58%	19	176	43%	229	56%	405
	0	0%	0	0%	0	0	0%	0	0%	0
	0	0%	0	0%	0	0	0%	0	0%	0
	0	0%	0	0%	0	0	0%	1	0%	1
	8	42%	11	58%	19	176	43%	230	57%	406

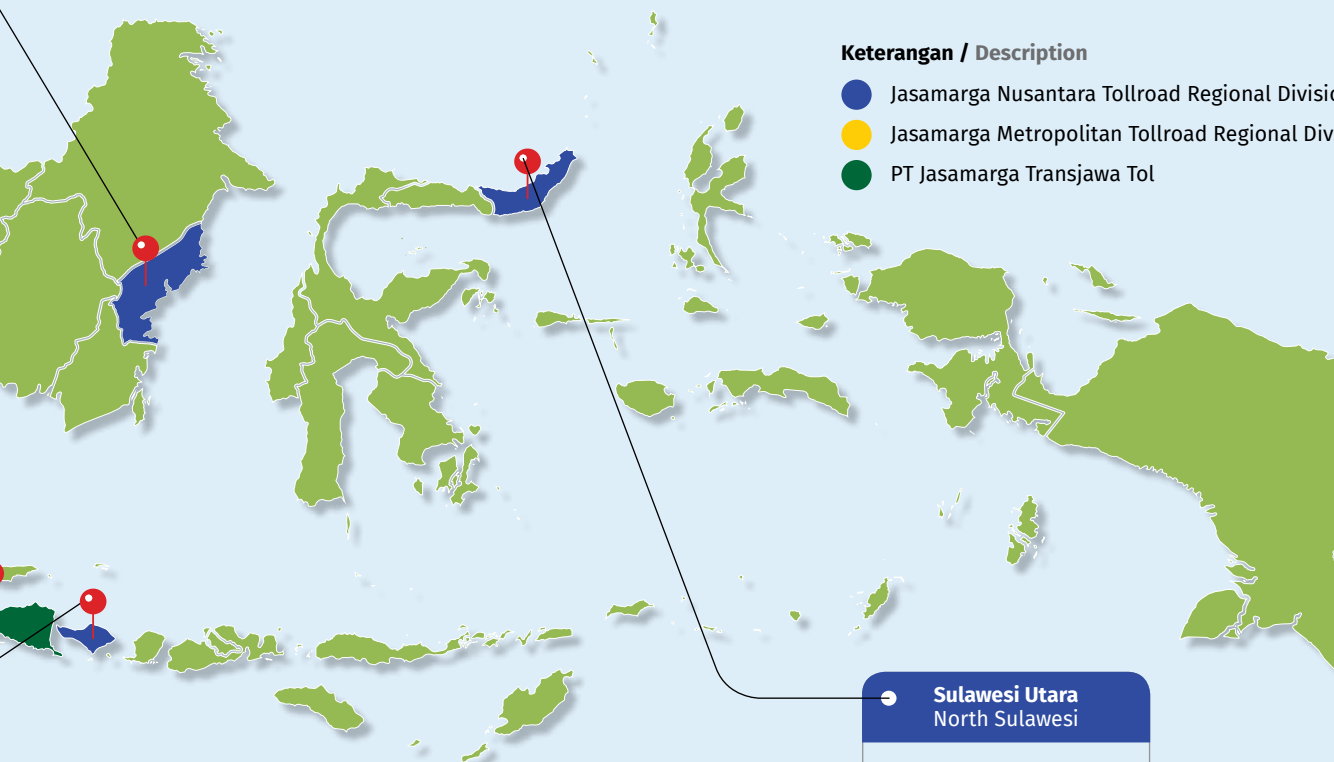


Wilayah Operasional [OJK C.3, GRI 2-1] Operational Area



Wilayah operasional Perseroan mencakup wilayah Negara Republik Indonesia baik wilayah Indonesia Barat, wilayah Indonesia Tengah maupun Indonesia Timur. Sampai dengan 31 Desember 2024, Perseroan memiliki 1 (satu) Kantor Pusat, 2 (dua) Kantor Regional, 4 (empat) Representative Office, 17 Entitas Anak, 2 (dua) ventura bersama, 3 (tiga) Representative Office melalui PT Jasamarga Transjawa Tol (JTT), 6 (enam) Entitas Anak melalui PT JTT, serta 3 (tiga) ventura bersama melalui PT JTT.

The Company's operational area covers the territory of the Republic of Indonesia, both West Indonesia, Central Indonesia and East Indonesia. As of December 31, 2024, the Company has 1 (one) Head Office, 2 (two) Regional Offices, 4 (four) Representative Offices, 17 Subsidiaries, 2 (two) joint ventures, 3 (three) Representative Offices through PT Jasamarga Transjawa Tol (JTT), 6 (six) Subsidiaries through PT JTT, and 3 (three) joint ventures through PT JTT.



Keterangan / Description

- Jasamarga Nusantara Tollroad Regional Division
- Jasamarga Metropolitan Tollroad Regional Division
- PT Jasamarga Transjawa Tol

Sulawesi Utara North Sulawesi

- Entitas Anak / Subsidiaries**
- **Manado:** 1 Entitas Anak / 1 Subsidiary
 - » PT Jasamarga Manado Bitung

Jawa Timur East Java

- Entitas Anak / Subsidiaries**
- **Probolinggo:** 1 Entitas Anak / 1 Subsidiary
 - » PT Jasamarga Probolinggo Banyuwangi
 - **Madiun:** 1 Entitas Anak dari PT JTT / 1 Subsidiary under PT JTT
 - » PT Jasamarga Ngawi Kertosono Kediri
 - **Sidoarjo:** 1 Entitas Anak dari PT JTT / 1 Subsidiary under PT JTT
 - » PT Jasamarga Surabaya Mojokerto
 - **Pasuruan:** 1 Entitas Anak dari PT JTT / 1 Subsidiary under PT JTT
 - » PT Jasamarga Gempol Pasuruan
- Representative Office dari PT JTT / Representative Office under JTT**
- **Surabaya:** 1 Representative Office
 - » Representative Office 3 PT Jasamarga Transjawa Tol (Ruas/Segment Surabaya-Gempol)
- Ventura Bersama dari PT JTT / Joint Ventures under PT JTT**
- **Pasuruan:** 1 Ventura Bersama dari PT JTT / 1 Joint Venture under PT JTT
 - » PT Jasamarga Pandaan Tol
 - **Malang:** 1 Ventura Bersama dari PT JTT / 1 Joint Venture under PT JTT
 - » PT Jasamarga Pandaan Malang

Tabel Wilayah Operasional Selama 5 (Lima) Tahun Terakhir /
Table of Operational Areas for The Last 5 (Five) Years

Jaringan Kantor	2024	2023	2022	Office Networks
Kantor Pusat	1	1	1	Head Office
Kantor Regional	2	2	2	Regions Office
Representative Office	4	4	4	Representative Office
Entitas Anak	17	16	16	Subsidiary
Ventura Bersama	2	2	2	Joint Venture
Representative Office dari PT JTT	3	4	3	Representative Office under PT JTT
Entitas Anak dari PT JTT	6	5	2	Subsidiaries under PT JTT
Ventura Bersama dari PT JTT	3	4	7	Joint Ventures under PT JTT

Aktivitas, Rantai Nilai dan Hubungan Bisnis Lainnya

Activities, Value Chain and Other Business Relationships



Gambar/Image:
Jalan Tol Nusa Dua-Ngurah Rai-Benoa (Bali Mandara)

Kegiatan Usaha yang Dijalankan

[OJK C.4, GRI 2-6]

Kegiatan usaha Perseroan mengacu pada Anggaran Dasar terakhir, sebagaimana tertuang dalam Akta No. 40 tanggal 19 Juli 2021, yang dibuat di hadapan Ir. Nanette Cahyanie Handari Adi Warsito S.H., Notaris di Jakarta, dan telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia dalam Keputusan No. AHU-AH.01.03-0429854 tanggal 21 Juli 2021 serta telah didaftarkan dalam Daftar Perseroan No. AHU-0125817.AH.01.11.TAHUN 2021 tanggal 21 Juli 2021. Maksud dan tujuan Perseroan ialah turut serta melaksanakan dan menunjang kebijakan dan program Pemerintah di bidang ekonomi dan pembangunan nasional pada umumnya, khususnya pembangunan di bidang Pengusahaan Jalan Tol dengan sarana penunjangnya dengan menerapkan prinsip-prinsip perseroan terbatas.

Business Activities Carried Out

[OJK C.4, GRI 2-6]

The Company's business activities refer to the latest Articles of Association, as stated in Deed No. 40 dated July 19, 2021, made before Ir. Nanette Cahyanie Handari Adi Warsito S.H., Notary in Jakarta, and has been approved by the Minister of Law and Human Rights in Decree No. AHU-AH.01.03-0429854 dated July 21, 2021 and has been registered in the Company Register No. AHU-0125817.AH.01.11.YEAR 2021 dated July 21, 2021. The purpose and objectives of the Company are to participate in implementing and supporting Government policies and programs in the fields of economics and national development in general, especially development in the field of Toll Road Business with supporting facilities by applying the principles of a limited liability company.

Berdasarkan Anggaran Dasar, kegiatan usaha dan kegiatan usaha penunjang Perseroan adalah sebagai berikut:

1. Kegiatan Usaha Perseroan meliputi:
 - a. Melakukan perencanaan teknis, pelaksanaan konstruksi, pengoperasian dan/atau preservasi jalan tol.
 - b. Mengusahakan lahan di ruang milik jalan tol (Rumijatol) dan lahan yang berbatasan dengan ruang milik jalan tol (Rumijatol) untuk tempat istirahat dan pelayanan, berikut dengan fasilitas-fasilitas dan usaha lainnya.
 - c. Melakukan kegiatan pengembangan kawasan yang terintegrasi dengan pengembangan jaringan jalan tol.
 - d. Melakukan kegiatan di bidang jasa layanan preservasi dan pengoperasian jalan tol.
 - e. Aktivitas jalan tol, mencakup pelayanan lalu lintas kendaraan melalui jalan atau jembatan tol.
 - f. Melakukan investasi termasuk penyertaan modal pada perusahaan lainnya sejalan dengan dan untuk mencapai maksud dan tujuan Perseroan.
2. Kegiatan Usaha Penunjang meliputi:
Bidang pengembangan jasa untuk usaha-usaha yang terkait dengan moda-moda/sarana transportasi, pendistribusian material cair/padat/gas, jaringan sarana informasi, teknologi dan komunikasi, terkait dengan koridor jalan tol.

Seluruh kegiatan usaha utama yang tercantum dalam Anggaran Dasar Perseroan telah dijalankan.

Based on the Articles of Association, the Company's business activities and supporting business activities are as follows:

1. The Company's business activities include:
 - a. Carrying out technical planning, construction implementation, operation and/or preservation of toll roads.
 - b. Cultivating land in toll road areas (rumijatol) and land bordering toll road areas (rumijatol) for rest and service areas, along with other facilities and businesses.
 - c. Carrying out integrated area development activities with toll road network development.
 - d. Carrying out activities in the field of toll road preservation and operation services.
 - e. Toll road activities, including vehicle traffic services via toll roads or bridges.
 - f. Making investments including equity participation in other companies in line with and to achieve the Company's goals and objectives.
2. Supporting Business Activities include:
The field of service development for businesses related to modes/means of transportation, distribution of liquid/solid/gas materials, information, technology and communication networks, related to toll road corridors by considering the Laws and Regulations.

All main business activities listed in the Company's Articles of Association have been carried out.



Gambar/Image:
Gerbang Tol Singosari, Jalan Tol Pandaan-Malang

Rantai Nilai [OJK C.4, GRI 2-6]

Rantai Nilai dalam Operasi dan Bisnis Jasa Marga



Value Chain [OJK C.4, GRI 2-6]

Value Chain in Jasa Marga Operations and Business



“Jasa Marga telah berpengalaman selama lebih dari 40 tahun dalam bidang pembangunan dan pengoperasian jalan tol di berbagai wilayah Indonesia.”

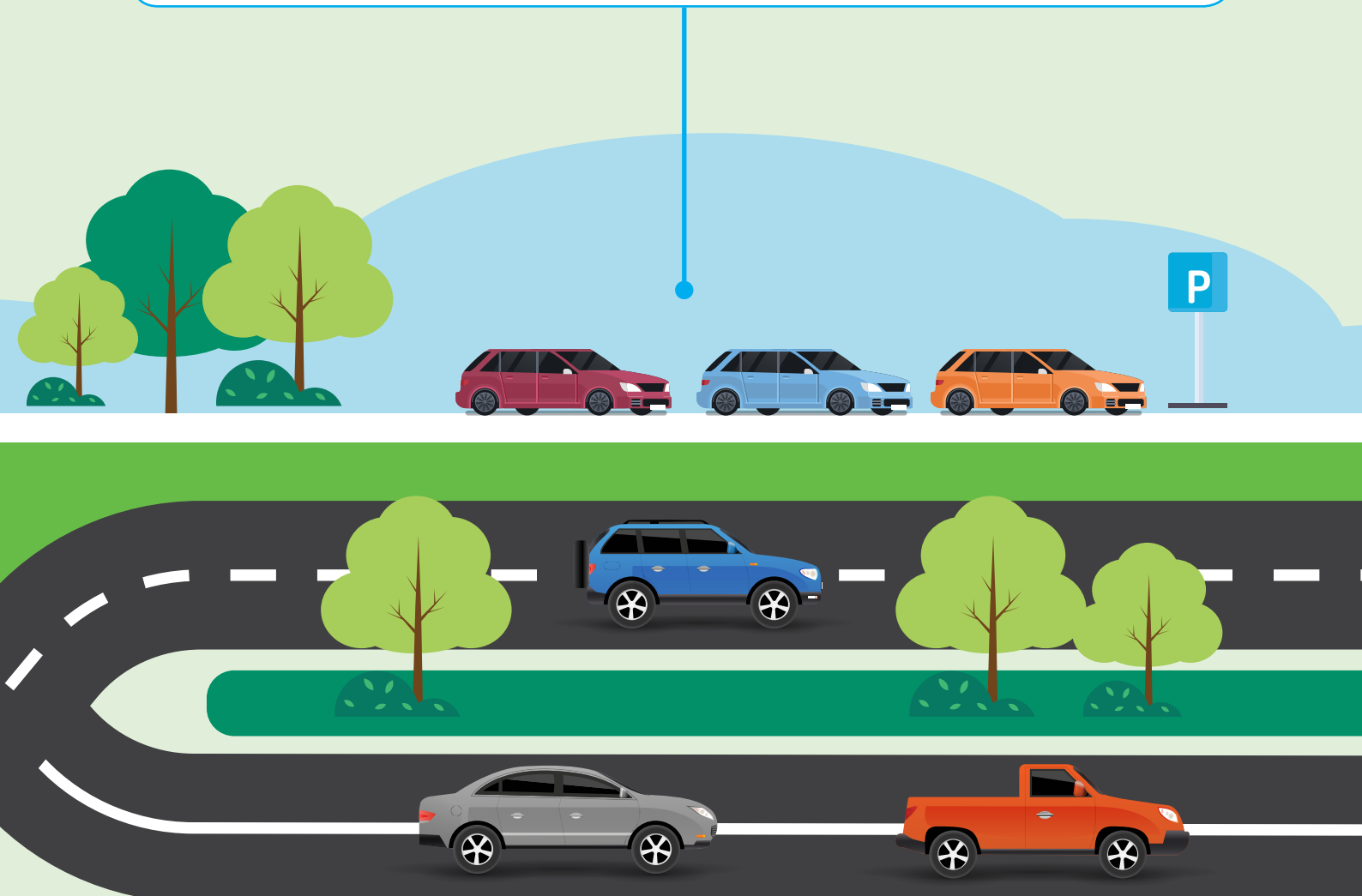
“Jasa Marga has more than 40 years of experience in the field of toll road construction and operation in various regions of Indonesia.”

Operasi dan pemeliharaan jalan tol oleh entitas tersendiri sesuai undang-undang tentang jalan. Hingga akhir tahun 2024, sebanyak 35 konsesi jalan tol dengan total panjang jalan mencapai 1.736 tol km dan 1.286 km telah dioperasikan dan dikelola oleh Jasa Marga Group mencakup 13 entitas anak bidang jalan tol, 5 entitas anak di bidang non jalan tol, dan 8 ventura bersama. Dalam operasi dan pemeliharaan, berbagai pemangku kepentingan terlibat dalam pengawasan, seperti Badan Pengatur Jalan Tol Kementerian PUPR serta Kementerian Perhubungan.

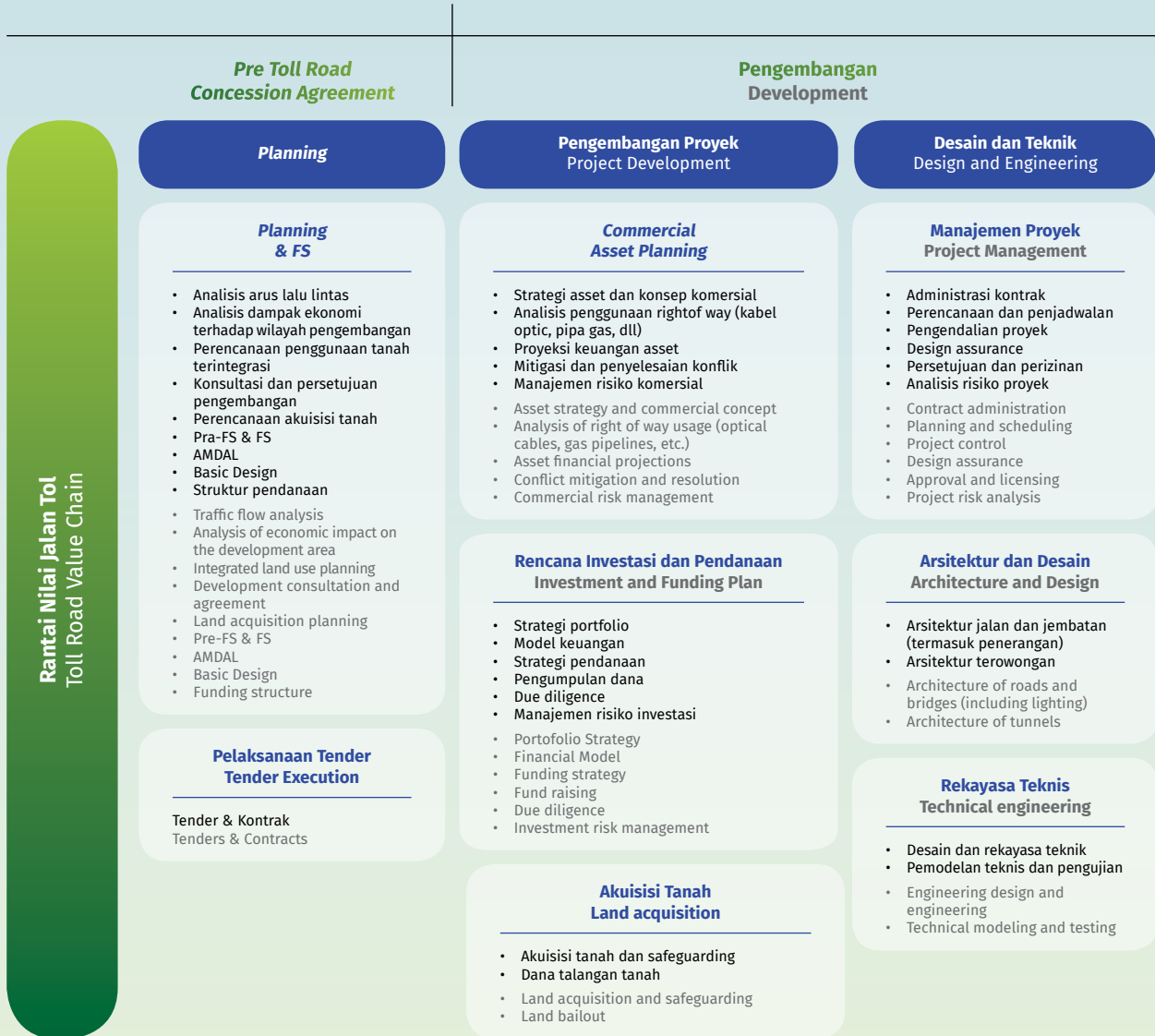
Pendapatan usaha jalan tol, pengoperasian, pemeliharaan, bisnis terkait, dan pendapatan lainnya bagi Jasa Marga Group.

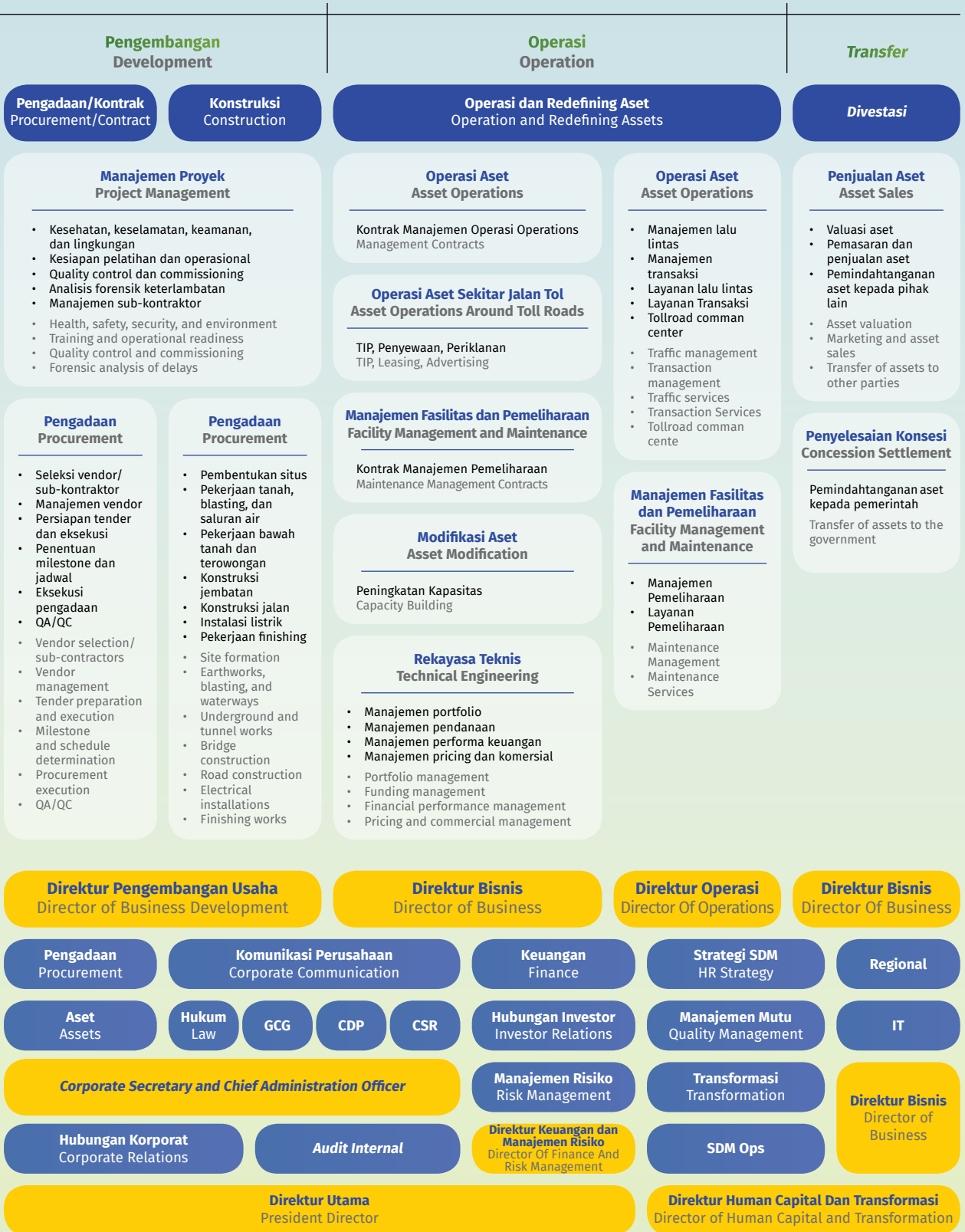
Toll road operation and maintenance by separate entity in accordance with road laws. By the end of 2024, 35 toll road concessions with a total road length of 1,736 km and 1,286 km have been operated and managed by the Jasa Marga Group including 13 toll road subsidiaries, 5 non-toll road subsidiaries, and 8 joint ventures. In operation and maintenance, various stakeholders are involved in supervision, such as the PUPR Ministry's Toll Road Regulatory Agency and the Ministry of Transportation.

Toll road business income, operation, maintenance, related businesses and other income for the Jasa Marga Group.



Pembagian Kewenangan Berdasarkan Rantai Nilai Division of Authority Based on Value Chain





Direktur Pengembangan Usaha
Director of Business Development

Direktur Bisnis
Director of Business

Direktur Operasi
Director Of Operations

Direktur Bisnis
Director Of Business

Pengadaan
Procurement

Komunikasi Perusahaan
Corporate Communication

Keuangan
Finance

Strategi SDM
HR Strategy

Regional

Aset
Assets

Hukum
Law

GCG

CDP

CSR

Hubungan Investor
Investor Relations

Manajemen Mutu
Quality Management

IT

Corporate Secretary and Chief Administration Officer

Manajemen Risiko
Risk Management

Transformasi
Transformation

Direktur Bisnis
Director of Business

Hubungan Korporat
Corporate Relations

Audit Internal

Direktur Keuangan dan Manajemen Risiko
Director Of Finance And Risk Management

SDM Ops

Direktur Utama
President Director

Direktur Human Capital Dan Transformasi
Director of Human Capital and Transformation

Produk, Layanan dan Pasar yang Dilayani

[OJK C.4, GRI 2-6]

Produk dan jasa yang ditawarkan Jasa Marga dibagi menjadi 3 (tiga) bidang utama yaitu Bisnis Konsesi Jalan Tol, Bisnis Pengoperasian Tol, dan Bisnis Prospektif. Dalam menjalankan Bisnis Konsesi Jalan Tol, per akhir Desember 2024, Perseroan telah memiliki hak konsesi untuk 36 ruas jalan tol sepanjang 1.736 km melalui proses tender, akuisisi dan pemrakarsa. Pengoperasian atas konsesi jalan tol tersebut terbagi ke dalam 2 (dua) Regional dan melalui Entitas Anak dari *subholding* PT Jasamarga Transjawa Tol (JTT). Hingga akhir tahun 2024, dari total panjang konsesi yang dimiliki Perseroan 1.286 km diantaranya telah beroperasi.

Perseroan menjalankan bisnis pengoperasian jalan tol melalui Entitas Anak, yaitu PT Jasamarga Tollroad Operator (JMTO). Layanan yang diberikan oleh Perseroan antara lain adalah layanan transaksi yang mencakup *Electronic Toll Collection*, *Settlement Monitoring Tools* serta layanan berbasis teknologi informasi dan layanan lalu lintas yang mencakup perambuan, marka, alat pengaman pengguna jalan, dan rekayasa lalu lintas untuk memastikan lalu lintas lancar, aman, dan nyaman. Sementara itu, Perseroan melakukan pemeliharaan tol yang dijalankan melalui Entitas Anak yaitu, PT Jasamarga Tollroad Maintenance (JMTM), yang menyediakan layanan manajemen preservasi jalan tol dan konstruksi. Layanan preservasi dilakukan untuk menjaga kualitas jalan tol, yang meliputi kegiatan perencanaan dan pelaksanaan preservasi jalan tol, peningkatan kapasitas jalan tol, serta penyewaan alat berat untuk memenuhi Standar Pelayanan Minimal (SPM) jalan tol.

Dalam menjalankan bisnis prospektif, Perseroan mengoptimalkan potensi usaha dan aset di ruang milik jalan tol (Rumija) di sepanjang ruas jalan milik Jasa Marga Grup. Bisnis prospektif ini dikelola oleh entitas anak Jasa Marga yaitu PT Jasamarga Related Business (JMRB) yang bergerak di bidang pengembangan properti/*Toll Corridor Development* (TCD), Tempat Istirahat dan Pelayanan (TIP), dan utilitas, *building management*, serta bisnis komersil. Informasi lengkap terkait produk dan jasa telah disajikan pada Laporan Tahunan bagian Profil Perusahaan.

Pada tahun 2024, Perseroan telah mengoperasikan ± 1.286 km ruas jalan tol yang secara geografis tersebar di wilayah Jabodetabek, Jawa Barat, Jawa Tengah, Jawa Timur, Sumatera Utara, Kalimantan Timur, Sulawesi Utara dan Bali. Secara agregat, Perseroan masih menjadi pemimpin pasar dengan menguasai 43% pangsa pasar dari seluruh operator jalan tol di Indonesia.

Products, Services and Markets Served

[OJK C.4, GRI 2-6]

Jasa Marga's products and services are categorized into three main business areas: Toll Road Concession, Toll Operation, and Prospective Business. In running the toll road concession business, as of the end of December 2024, the Company has had concession rights for 36 toll road sections with a length of 1,736 km through a tender, acquisition and initiator process. The operation of the toll road concession is divided into 2 (two) Regions and through a Subsidiary Entity of the subholding PT Jasamarga Transjawa Tol (JTT). Of the total length, 1,286 km have been fully operational by the end of 2024.

The company operates its toll road business through its subsidiary, PT Jasamarga Tollroad Operator (JMTO). The services provided by the company include transaction services such as *Electronic Toll Collection*, *Settlement Monitoring Tools*, as well as information technology-based services and traffic services, which include signposting, road markings, user safety devices, and traffic engineering to ensure smooth, safe, and comfortable traffic flow. Meanwhile, the Company carries out toll maintenance carried out through a Subsidiary, namely PT Jasamarga Tollroad Maintenance (JMTM), which provides toll road preservation management and construction services. Preservation services are carried out to maintain the quality of toll roads, which include planning and implementing toll road preservation, increasing toll road capacity, and renting heavy equipment to meet the Minimum Service Standards (SPM) for toll roads.

In running a prospective business, the Company optimizes the potential of business and assets in toll road space (Rumija) along the roads owned by Jasa Marga Group. This prospective business is managed by Jasa Marga's subsidiary, PT Jasamarga Related Business (JMRB) which is engaged in property development/*Toll Corridor Development* (TCD), Rest and Service Areas (TIP), and utilities, building management, and commercial business. Complete information related to products and services has been presented in the Annual Report, Company Profile section.

In 2024, the Company operated approximately 1,286 km of toll roads across various regions, including Jabodetabek, West Java, Central Java, East Java, North Sumatra, East Kalimantan, North Sulawesi, and Bali. In aggregate, the Company is still the market leader by controlling 43% of the market share of all toll road operators in Indonesia.

Tabel Pasar yang Dilayani

Table of Served Markets

Jaringan Link	Uraian Description
Lokasi geografis tempat produk/jasa ditawarkan Geographic location where the product/service is offered	Lokasi geografis ruas jalan yang dikelola oleh Jasa Marga dengan 2 (dua) kantor regional 1 (satu) AP Subholding dan 7 (tujuh) kantor <i>representative office</i> , entitas anak, entitas Asosiasi dan Ventura Bersama secara geografis tersebar di wilayah Jabodetabek, Jawa Barat, Jawa Tengah, Jawa Timur, Sumatera Utara, Kalimantan Timur, Sulawesi Utara dan Bali. The geographical location of the road sections managed by Jasa Marga with 2 (two) regional offices, 1 (one) AP Subholding and 7 (seven) representative offices, subsidiary entities, association entities and joint ventures are geographically spread across the Jabodetabek, West Java, Central Java, East Java, North Sumatra, East Kalimantan, North Sulawesi and Bali regions.
Sektor yang dilayani Sectors served	Sebagaimana tugas utama Jasa Marga merencanakan, membangun, mengoperasikan dan memelihara jalan tol, serta sarana kelengkapannya, maka sektor yang dilayani mencakup sektor infrastruktur/konstruksi dan sektor pengelolaan jalan tol dan layanan penunjangnya. As Jasa Marga's main task is to plan, build, operate and maintain toll roads and their supporting facilities, the sectors served include the infrastructure/construction sector and the toll road management sector and its supporting services.
Jenis pelanggan dan penerima manfaat Types of customers and beneficiaries	Jenis pelanggan dan penerima manfaat dari sektor usaha yang dioperasikan oleh Jasa Marga adalah masyarakat umum pengguna jalan tol dan masyarakat di sekitar rest area sebagai mitra usaha. The types of customers and beneficiaries of the business sector operated by Jasa Marga are the public who use toll roads and the community around rest areas as business partners.

Rantai Pasok [GRI 2-6]

Jasa Marga senantiasa berkomitmen untuk meningkatkan kontribusi pemasok lokal dalam kegiatan bisnisnya. Dalam rangka menunjang aktivitas bisnisnya, Jasa Marga telah melibatkan berbagai pemasok barang dan jasa yang meliputi 166 pemasok (pemasok Barang Nasional/Lokal) dan 34 pemasok (pemasok Jasa Nasional/lokal), dan 238 pemasok (pemasok Barang dan Jasa Nasional/lokal) Sepanjang tahun 2024, Jasa Marga telah bekerja sama dengan 438 pemasok lokal.

Entitas Hilir [GRI 2-6]

Dalam menjalankan kegiatan bisnisnya, Perseroan juga telah melakukan sinergi dengan entitas hilir yang merupakan Entitas Anak Perseroan. Berikut uraian sinergi Perseroan dengan Entitas Anak di tahun 2024.

Konsensi Jalan Tol

Toll Road Concession

Entitas Anak Subsidiary Entity	Sinergi Synergy
PT Jasamarga Transjawa Tol (JTT)	Pengusahaan Ruas Jalan Tol Trans Jawa Trans Java Toll Road Section Operation
PT Marga Sarana Jabar (MSJ)	Pengusahaan Ruas Jalan Tol Lingkar Bogor dikenal dengan Bogor Outer Ring Road The operation of the Bogor Ring Road Toll Road is known as the Bogor Outer Ring Road
PT Jasamarga Manado Bitung (JMB)	Pengusahaan Ruas Jalan Tol Manado-Bitung Manado-Bitung Toll Road Section Operation
PT Jasamarga Bali Tol (JBT)	Pengusahaan Ruas Jalan Tol Nusa Dua-Tanjung Benoa The operation of the Nusa Dua-Tanjung Benoa Toll Road Section
PT Jasamarga Kunciran Cengkareng (JKC)	Pengusahaan Ruas Jalan Tol Kunciran- Cengkareng The operation of Kunciran-Cengkareng Toll Road Section

Supply Chain [GRI 2-6]

Jasa Marga remains committed to enhancing the contribution of local suppliers in its business activities. To support its business activities, Jasa Marga has involved various suppliers of goods and services including 166 suppliers (National/Local Goods suppliers) and 34 suppliers (National/local Service suppliers), and 238 suppliers (National/local Goods and Services suppliers). Throughout 2024, Jasa Marga has collaborated with 438 local suppliers.

Downstream Entities [GRI 2-6]

In carrying out its business activities, the Company has also synergized with downstream entities which are the Company's Subsidiaries. The following is a description of the Company's synergy with Subsidiaries in 2024.

Entitas Anak Subsidiary Entity	Sinergi Synergy
PT Jasamarga Balikpapan Samarinda (JBS)	Pengusahaan Ruas Jalan Tol Balikpapan- Samarinda The operation of Balikpapan-Samarinda Toll Road Section
PT Cinere Serpong Jaya (CSJ)	Pengusahaan Ruas Jalan Tol Serpong-Cinere The operation of Serpong-Cinere Toll Road Section
PT Jasamarga Kualanamu Tol (JMKT)	Pengusahaan Ruas Jalan Tol Medan-Kualanamu-Tebing Tinggi The operation of the Medan-Kualanamu-Tebing Tinggi Toll Road Section
PT Jasamarga Jogja Bawen (JJB)	Pengusahaan Ruas Jalan Tol Yogyakarta – Bawen The operation of Yogyakarta – Bawen Toll Road Section
PT Marga Trans Nusantara (MTN)	Pengusahaan Ruas Jalan Tol Kunciran Serpong The operation of Kunciran Serpong Toll Road Section
PT Jasamarga Probolinggo Banyuwangi (JPB)	Pengusahaan Ruas Jalan Tol Probolinggo-Banyuwangi The operation of the Probolinggo-Banyuwangi Toll Road Section
PT Jasamarga Japek Selatan (JJS)	Pengusahaan Ruas Jalan Tol Jakarta-Cikampek li Sisi Selatan The operation of South Side of Jakarta-Cikampek II Toll Road Section
PT Jasamarga Akses Patimban (JAP)	Pengusahaan ruas jalan tol Akses Patimban The operation of Patimban Access toll road section

Pengoperasian Jalan Tol

Toll Road Operation

Entitas Anak Subsidiary Entity	Sinergi Sinergy
PT Jasamarga Tollroad Operator (JMTO)	Jasa Pengoperasian Jalan Tol Toll Road Operation Services
PT Jasamarga Tollroad Maintenance (JMTM)	Pengusahaan Jasa Preservasi dan Pemeliharaan Jalan Tol, Jasa Konstruksi, Jasa Sewa Alat Berat, serta Penjualan Aspal The operation of Toll Road Preservation and Maintenance Services, Construction Services, Heavy Equipment Rental Services, and Asphalt Sales
PT Jalantol Lingkarluar Jakarta (JLJ)	Jasa Pengoperasian Jalan Tol Toll Road Operation Services

Bisnis Prospektif

Prospective Business

Entitas Anak Subsidiary Entity	Sinergi Sinergy
PT Jasamarga Related Business (JMRB)	Pengembangan Bisnis Properti/Toll Corridor Development (TCD) Property Business Development/Toll Corridor Development (TCD)

Hubungan Bisnis Lain yang Relevan

[GRI 2-6]

Perseroan juga menjalin kerja sama dengan Entitas Asosiasi dan Ventura Bersama di antaranya.

Other Relevant Business Relationships

[GRI 2-6]

The Company has established cooperation with Associated Entities and Joint Ventures, including the following.

Entitas Anak Subsidiary Entity	Sinergi Sinergy
PT Translingkar Kita Jaya (TLKJ)	Pengusahaan Jalan Tol Cinere-Jagorawi The operation Cinere-Jagorawi Toll Road
PT PP Sinergi Banjaratma (TIP)	Pengelolaan Aset Rest Area KM 260 Rest Area KM 260 Asset Management
PT Bogor Serpong Infra Selaras (BSIS)	Pengusahaan Jalan Tol Bogor-Serpong The operation of Bogor-Serpong Toll Road

Ventura Bersama Joint Venture	Sinergi Sinergy
PT Marga Lingkar Jakarta (MLJ)	Pengusahaan Ruas Jalan Tol Lingkar Luar Jakarta Seksi W2 Utara The operation of Jakarta Outer Ring Road Section W2 North
PT Jasamarga Jogja Solo	Pengusahaan Ruas Jalan Tol Solo-Yogyakarta-NYIA Kulonprogo The operation of Solo-Yogyakarta-NYIA Kulonprogo Toll Road Section

Sehubungan dengan telah dilakukannya pengalihan *spin off* atas 13 ruas jalan tol yang dimiliki Perseroan kepada PT JTT per 1 Juli 2022, pengelolaan ruas jalan tol dioperasikan oleh 8 (delapan) Entitas Anak dan 3 (tiga) Ventura Bersama PT JTT.

In connection with the transfer of spin off 13 toll road sections owned by the Company to PT JTT as of July 1, 2022, the management of the toll road sections is operated by 8 (eight) Subsidiaries and 3 (three) Joint Ventures of PT JTT.

Entitas Anak PT JTT Subsidiary Entity of PT JTT	Sinergi Sinergy
PT Jasamarga Semarang Batang (JSB)	Perusahaan yang mengoperasikan ruas jalan tol Batang-Semarang The company that operates the Batang-Semarang toll road section
PT Jasamarga Solo Ngawi (JSN)	Perusahaan yang mengoperasikan ruas jalan tol Solo-Ngawi The company that operates the Solo-Ngawi toll road section
PT Jasamarga Ngawi Kertosono Kediri (JNK)	Perusahaan yang mengoperasikan ruas jalan tol Ngawi-Kertosono-Kediri The company that operates the Ngawi-Kertosono-Kediri toll road section
PT Jasamarga Surabaya Mojokerto (JSM)	Perusahaan yang mengoperasikan ruas jalan tol Surabaya- Mojokerto The company that operates the Surabaya-Mojokerto toll road section
PT Jasamarga Gempol Pasuruan (JGP)	Perusahaan yang mengoperasikan ruas jalan tol Gempol-Pasuruan The company that operates the Gempol-Pasuruan toll road section
PT Jasamarga Pandaan Tol (JPT)	Perusahaan yang mengoperasikan ruas jalan tol Gempol-Pandaan The company that operates the Gempol-Pandaan toll road section
PT Lintas Marga Jawa (LMJ)	Sebagai special purpose company terkait pengelolaan saham JSN, JNK, JSB. As a special purpose company related to the management of JSB, JSN, JNK Shares.
PT Trans Optima Luhur (TOL)	Sebagai special purpose company terkait pengelolaan saham JPT. As a special purpose company related to the management of JPT Shares

Ventura Bersama PT JTT Ventura Bersama PT JTT	Sinergi Sinergy
PT Jasamarga Jalanlayang Cikampek (JJC)	Perusahaan yang mengoperasikan ruas jalan tol Jakarta-Cikampek II Elevated atau yang dikenal dengan jalan tol Layang MBZ The company that operates the Jakarta-Cikampek II Elevated toll road or known as the MBZ Elevated toll road
PT Trans Marga Jateng (TMJ)	Perusahaan yang mengoperasikan jalan tol Semarang-Solo The company that operates the Semarang-Solo toll road
PT Jasamarga Pandaan Malang (JPM)	Perusahaan yang mengoperasikan ruas jalan tol Pandaan-Malang The company that operates the Pandaan-Malang toll road section

Perubahan Perusahaan yang Bersifat Signifikan pada Organisasi [OJK C.6, GRI 2-6]

Sepanjang tahun 2024, terdapat perubahan Perseroan yang signifikan, di antaranya adalah:

1. Likuidasi PT Jalantol Lingkarluar Jakarta (PT JLJ): Berdasarkan keputusan RUPSLB PT JLJ pada 8 Mei 2024, Pemegang Saham PT JLJ yang salah satunya Perseroan memutuskan pembubaran PT JLJ yang merupakan Entitas Anak Perseroan dengan porsi kepemilikan saham sebesar 99,99%. Hal ini dilakukan karena PT JLJ tidak lagi memiliki aktivitas usaha per 17 April 2024.

Significant Company Changes in the Organization [OJK C.6, GRI 2-6]

Throughout 2024, there were significant changes to the Company, including the following:

1. Liquidation of PT Jalantol Lingkarluar Jakarta (PT JLJ): Based on the decision of the EGMS of PT JLJ on May 8, 2024, the Shareholders of PT JLJ, one of which is the Company, decided to dissolve PT JLJ, which is a Subsidiary of the Company with a share ownership portion of 99.99%. This was done because PT JLJ no longer had any business activities as of April 17, 2024.

2. Penerbitan Obligasi: PT Jasa Marga (Persero) Tbk telah melakukan penawaran awal Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024 pada tanggal 5 Juni - 14 Juni 2024. Obligasi ini dicatatkan tanggal 8 Juli 2024, dengan nominal sebesar Rp932,350,000,000,00. Dana ini akan digunakan Perusahaan untuk modal kerja pemeliharaan dan pengoperasian jalan tol.
3. Akuisisi PT Jasamarga Kunciran Cengkareng (PT JKC): Pada tanggal 8 Juli 2024, Perseroan telah menandatangani akta pembelian saham sebesar 10% saham PT JKC atau senilai dengan Rp290 miliar. Hal ini menjadikan porsi kepemilikan saham Perseroan sebesar 88,67%.
4. *Equity Financing* PT Jasamarga Transjawa Tol (PT JTT): Pada tanggal 27 September 2024, Perseroan telah mengalihkan 30,18% saham di PT JTT senilai Rp12,82 triliun dan PT JTT menerbitkan saham baru senilai Rp2,5 triliun kepada konsorsium Metro Pacific Tollways Corp (MPTC) dan GIC Pte. Ltd melalui program *Equity Financing*. Aksi korporasi ini dilakukan dengan penandatanganan dokumen *Sales Purchase Agreement* (SPA) setelah mendapatkan persetujuan pemegang saham melalui RUPS Luar Biasa. Dengan adanya aksi korporasi tersebut, Perseroan masih berposisi sebagai pemegang saham mayoritas di PT JTT dengan kepemilikan saham sebesar 65%. Hasil divestasi Jasa Marga di PT JTT ini akan digunakan untuk mengurangi porsi utang (*deleveraging*) eksisting di level induk dan dana penerbitan saham baru PT JTT digunakan untuk kebutuhan pendanaan di PT JTT yaitu buyback RDPT-MIET dan KIK-DINFRA.
2. Bond Issuance: PT Jasa Marga (Persero) Tbk Company issued Jasa Marga Continuous Bonds III Phase I Year 2024 during the public offering period of June 5–14, 2024. These bonds were listed on July 8, 2024, with a nominal value of IDR932,350,000,000.00. The Company will use these funds for working capital for toll road maintenance and operation.
3. Acquisition of PT Jasamarga Kunciran Cengkareng (PT JKC): On July 8, 2024, the Company signed a share purchase deed for 10% of PT JKC shares or equivalent to IDR290 billion. This makes the Company's share ownership portion 88.67%.
4. Equity Financing of PT Jasamarga Transjawa Tol (PT JTT): On September 27, 2024, the Company transferred 30.18% of shares in PT JTT worth IDR12.82 trillion and PT JTT issued new shares worth IDR2.5 trillion to the Metro Pacific Tollways Corp (MPTC) and GIC Pte. Ltd consortium through the Equity Financing program. This corporate action was carried out by signing the Sales Purchase Agreement (SPA) document after obtaining shareholder approval through an Extraordinary GMS. With this corporate action, the Company is still the majority shareholder in PT JTT with a share ownership of 65%. The results of Jasa Marga's divestment in PT JTT will be used to reduce the portion of existing debt (*deleveraging*) at the parent level and the funds from the issuance of new shares of PT JTT will be used for funding needs in PT JTT, namely the buyback of RDPT-MIET and KIK-DINFRA.

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

Association Membership

Perseroan telah bergabung dalam beberapa asosiasi profesional dan organisasi lainnya. Hal ini yang bertujuan untuk memperluas jaringan bisnis serta menjalin komunikasi yang lebih luas dengan pelaku bisnis di industri sejenis. Keanggotaan dalam asosiasi dan organisasi ini juga menjadi bagian dari upaya pelibatan pemangku kepentingan dalam menyelesaikan setiap persoalan yang dihadapi dalam menjalankan kegiatan operasional. Hingga tahun 2024, Perseroan tergabung dalam asosiasi/organisasi sebagai berikut:

The Company is actively involved in various professional associations and organizations to expand its business network and foster broader communication with industry stakeholders. Membership in these associations and organizations is also part of the effort to involve stakeholders in resolving any problems faced in carrying out operational activities. As of 2024, the Company holds membership in the following associations and organizations:

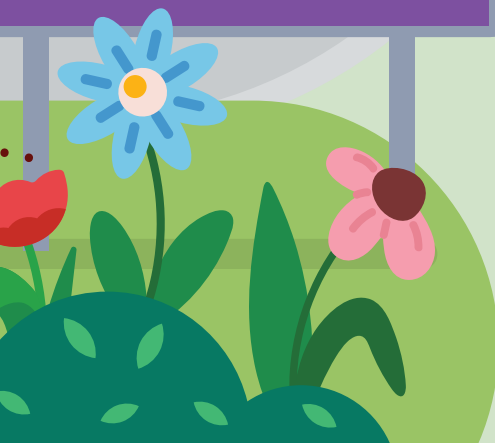
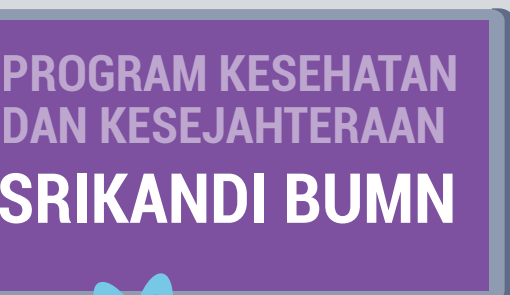
Nama Organisasi/Asosiasi Name of Organization/Association	Tingkat Level	Kegiatan Activity	Status Keanggotaan Membership Status
Asosiasi Tol Indonesia (ATI)	Nasional National	Pelaksanaan Pelayanan Bersama, Pengamanan dan Penegakan Hukum pada Jalan Tol di Seluruh Indonesia. Implementation of Joint Services, Security and Law Enforcement on Toll Roads Throughout Indonesia.	Ketua Umum Chairman
Road Engineering Association of Asia and Australia (REAAA)	Internasional International	Mempromosikan sains dan praktik perekayasaan jalan dan profesi Anggota terkait melalui pengembangan jaringan profesional dan komersial Member di antara negara-negara di kawasan Asia Pasifik. Promoting the science and practice of road engineering and related Member professions through the development of professional and commercial networks of Members among countries in the Asia Pacific region.	Anggota Member
Asosiasi Emiten Indonesia (AEI)	Nasional National	Melakukan pertukaran informasi dan advokasi di antara perusahaan emiten di Indonesia. Conducting information exchange and advocacy among issuer companies in Indonesia.	Anggota Member
Persatuan Insinyur Indonesia (PII)	Nasional National	Referensi standar profesi teknik dan insinyur. Standard reference for the engineering and technical profession.	Anggota Member
Forum Human Capital Indonesia (FHCI)	Nasional National	- Program Magang Mahasiswa Bersertifikat. - Program Perekrutan Bersama. - Integrated Talent Management System. - Program FHCI Summit. - Program Kerja FHCI Tahun 2024 Bidang 5.2 Culture, Employee Branding & Employee Value Proposition. - Certified Student Internship Program. - Joint Recruitment Program. - Integrated Talent Management System. - FHCI Summit Program. - FHCI Work Program 2024 Field 5.2 Culture, Employee Branding & Employee Value Proposition.	Steering Committee Manager
Forum Manajemen Risiko BUMN	Nasional National	Peningkatan kompetensi anggota terhadap manajemen risiko. Improving member competency in risk management.	Pengurus Inti Core Management
Forum Humas BUMN	Nasional National	Menciptakan sistem komunikasi dan pertukaran informasi yang terintegrasi antar BUMN. Creating an integrated communication and information exchange system between SOEs.	Anggota Member
Forum Komunikasi Satuan Pengawasan Intern	Nasional National	Forum komunikasi dan koordinasi antara satuan pengawas intern BUMN, instansi pemerintah dan swasta di Indonesia. Communication and coordination forum between internal supervisory units of SOEs, government and private agencies in Indonesia.	Pengurus Inti Core Management
Indonesia Corporate Secretary Association (ICSA)	Internasional International	Mempromosikan tata penyelenggaraan Promoting good governance	Anggota Member
Himpunan Pengembang Jalan Indonesia (HPJI)	Nasional National	Wadah bagi pengembangan profesi dan keahlian di bidang jalan. A forum for professional development and expertise in the road sector.	Pengurus Inti Core Management
Forum BUMN Muda	Nasional National	BUMN Muda akan menjadi wadah bagi talenta muda untuk berbagai ide, inspirasi, berinovasi serta berkreasi sehingga bisa menjadi Sumber Daya Manusia (SDM) yang unggul, kompetitif, mandiri, sehingga mampu membawa BUMN Go Global. Young SOEs will be a place for young talents to share ideas, inspiration, innovation and creativity so that they can become superior, competitive, independent Human Resources (HR), so that they are able to bring SOEs Go Global.	Vice Chief of BUMN Muda Network Vice Chief of SOEs Muda Network
Forum Digital BUMN (Fordigi BUMN)	Nasional National	Berbagi pengalaman, best practices, dan solusi terkait digitalisasi serta mendorong sinergi antar perusahaan Sharing experiences, best practices, and solutions related to digitalization and encouraging synergy between companies	Anggota Member



05

Penjelasan Direksi [OJK D.1, GRI 2-22]

Directors' Explanation



Berbagai keberhasilan dan prestasi keberlanjutan yang dimiliki Jasa Marga selama tahun 2024 merupakan wujud ketepatan strategi yang diterapkan Perseroan.

The success and achievements achieved by the Company during 2024 cannot be separated from the support and trust of stakeholders in Jasa Marga.

Penjelasan Direksi

[OJK D.1, GRI 2-22]

Board of Directors' Report



Subakti Syukur

Direktur Utama
President Director



Keberhasilan dan prestasi yang diraih Perseroan selama tahun 2024 tidak terlepas dari dukungan dan kepercayaan para pemangku kepentingan pada Jasa Marga, sehingga Jasa Marga dapat tumbuh secara berkelanjutan.

The success and achievements achieved by the Company during 2024 cannot be separated from the support and trust of stakeholders in Jasa Marga, so that Jasa Marga can grow sustainably.

Pemegang Saham dan Pemangku Kepentingan yang Kami Hormati, The Honorable Shareholders and Stakeholders,

Puji syukur tak lupa kami panjatkan atas kehadiran Tuhan Yang Maha Esa, karena atas rahmat dan karunia-Nya, Jasa Marga mampu meraih pencapaian yang baik di tahun 2024. Sebagai BUMN, Jasa Marga senantiasa berupaya untuk memberikan yang terbaik bagi negeri melalui perannya sebagai perusahaan pengembang dan operator jalan tol di Indonesia. Dalam menjalankan perannya tersebut, Jasa Marga senantiasa memberikan pelayanan umum kepada masyarakat dengan mengedepankan keselamatan dan kualitas pelayanan. Hal tersebut merupakan perwujudan komitmen Perseroan dalam menerapkan prinsip keberlanjutan pada kegiatan usahanya. Jasa Marga juga menambah pelayanan umum dengan mewujudkan jalan tol berkelanjutan yang tercermin dari diraihnya sertifikasi *Green Toll Road* Indonesia dan pemenuhan *roadmap* jalan tol berkelanjutan.

Pada bagian ini izinkan kami untuk menyampaikan berbagai capaian kinerja keberlanjutan yang meliputi kinerja ekonomi, lingkungan, sosial dan tata kelola yang kami capai di tahun buku 2024. Bagian ini terdiri dari beberapa topik pembahasan yang meliputi kebijakan untuk merespon tantangan dalam pemenuhan strategi keberlanjutan, penerapan pembangunan berkelanjutan, dan strategi pencapaian target.

We extend our deepest gratitude to the Almighty God, whose grace and blessings have enabled Jasa Marga to achieve notable milestones throughout 2024. As a State-Owned Enterprise (SOE), Jasa Marga remains steadfast in its commitment to delivering the best contributions to the nation through its role as a toll road developer and operator in Indonesia. In carrying out this role, Jasa Marga remains committed to providing public services by prioritizing safety and service quality. This reflects the Company's commitment to implementing sustainability principles in its business operations. Jasa Marga has also enhanced public services by developing sustainable toll roads, as evidenced by obtaining the *Green Toll Road* Indonesia certification and fulfilling the sustainable toll road roadmap.

Through this section, we are pleased to present our sustainability performance achievements in the 2024 fiscal year, which encompass the economic, environmental, social, and governance (EESG) aspects of our business. This section includes several key topics, such as policies to address challenges in achieving sustainability strategies, the sustainable development implementation, and strategies to achieve targets.

Kebijakan untuk Merespon Tantangan dalam Pemenuhan Strategi Keberlanjutan

Policies to Respond to Challenges in Achieving Sustainability Strategies

Sebagai wujud komitmen Perseroan dalam menerapkan prinsip-prinsip keberlanjutan, Perseroan telah mengimplementasikan dan menginternalisasikan nilai-nilai keberlanjutan yang tertuang dalam nilai utama sumber daya manusia BUMN yang terdiri dari Amanah, Kompeten, Harmonis, Loyal, Adaptif dan Kolaboratif (AKHLAK). Dengan mengimplementasikan dan menginternalisasi nilai-nilai utama AKHLAK, maka Perseroan berkomitmen untuk mewujudkan peran BUMN sebagai mesin pertumbuhan ekonomi, akselerator kesejahteraan sosial (*social welfare*), penyedia lapangan kerja, dan penyedia talenta. Nilai-nilai utama AKHLAK telah selaras dengan nilai keberlanjutan yang merupakan identitas dan perekat budaya kerja yang mendukung peningkatan kinerja secara berkelanjutan.

Berdasarkan nilai-nilai AKHLAK, Jasa Marga terus mengembangkan kebijakan dan program-program keberlanjutan di antaranya dengan mengembangkan ESG Roadmap untuk membuat arah tujuan Perseroan yang selaras dengan kebijakan global maupun nasional terkait upaya ESG. Saat ini Perseroan masih menghadapi permasalahan yang terkait dengan keberlanjutan seperti adanya isu sosial di wilayah sekitar jalan tol dan permasalahan terkait dengan keanekaragaman hayati. Berkaitan dengan hal tersebut, Perseroan selalu berupaya dalam memberikan fasilitas kesehatan pada masyarakat di sekitar wilayah jalan tol dan melakukan kegiatan-kegiatan pelestarian keanekaragaman hayati.

Dalam rangka menerapkan nilai-nilai keberlanjutan, Perseroan telah menetapkan Pilar Keberlanjutan yang selaras dengan Tujuan Pembangunan Berkelanjutan (TPB) dalam ESG Roadmap yang telah dikembangkan. Pilar keberlanjutan tersebut meliputi Pilar Lingkungan yang terdiri dari transisi energi dan solusi rendah karbon serta pengelolaan lingkungan yang bertanggung jawab; Pilar Sosial yang terdiri dari pengembangan dan kesejahteraan karyawan dan masyarakat serta kesehatan dan keselamatan kerja; dan Pilar Tata Kelola yang terdiri dari tata kelola keberlanjutan, pengadaan yang bertanggung jawab, inklusivitas pemangku kepentingan, serta pendanaan multi pihak berkelanjutan.

Atas komitmen Perseroan dalam menerapkan pembangunan berkelanjutan, maka sepanjang tahun 2024 Perseroan memiliki berbagai capaian terkait dengan aspek ekonomi, lingkungan, sosial dan tata kelola. Pada kinerja ekonomi, Perseroan telah melaksanakan Program Tanggung Jawab Sosial dan Lingkungan (TJSL) dengan berkontribusi pada TPB 8 Pekerjaan Layak dan Pertumbuhan Ekonomi sebesar Rp2,829 miliar berupa bantuan sewa stand HUT Jasa Marga;

AsAs part of the Company's commitment to implementing sustainability principles, Jasa Marga has adopted and internalized sustainability values through the core values of State-Owned Enterprises (SOEs), namely AKHLAK: Amanah (Trustworthy), Kompeten (Competent), Harmonis (Harmonious), Loyal (Loyal), Adaptif (Adaptive), and Kolaboratif (Collaborative). By implementing and internalizing the core AKHLAK values, the Company is committed to realizing the role of SOEs as an economic growth driver, an accelerator of social welfare, a provider of employment opportunities, and a talent developer. The AKHLAK core values align with sustainability principles, serving as the identity and unifying force of the Company's work culture, which supports continuous performance improvement.

Guided by the core AKHLAK values, Jasa Marga continues to advance its commitment to sustainability through the development of strategic policies and programs, including the formulation of an ESG Roadmap that serves as a reference for future business direction. Currently, the Company still faces sustainability challenges, such as social issues in areas surrounding toll roads and concerns related to biodiversity conservation. In response, Jasa Marga remains committed to providing healthcare facilities for communities around toll road areas and actively engaging in biodiversity conservation efforts.

To reinforce the implementation of sustainability values across its business activities, the Company has established Sustainability Pillars that are aligned with the Sustainable Development Goals (SDGs) and integrated within the developed ESG Roadmap. These sustainability pillars include the Environmental Pillar, which consists of energy transition and low-carbon solutions as well as responsible environmental management; the Social Pillar, which includes employee and community development and welfare as well as occupational health and safety; and the Governance Pillar, which covers sustainability governance, responsible procurement, stakeholder inclusivity, and sustainable multi-party financing.

As part of the Company's commitment to sustainable development, Jasa Marga achieved notable milestones in 2024 across the economic, environmental, social, and governance (ESG) dimensions. In terms of economic performance, the Company has implemented the Social and Environmental Responsibility Program (CSER) by contributing to SDG 8: Decent Work and Economic Growth, with a total of IDR 2.829 billion. This contribution includes support for Jasa Marga's anniversary booth rental,

bantuan pembelian barang MB untuk showcase ruang VIP; bantuan sewa stand INACRAFT; bazar HUT SKJM; pameran Adi Wastra; bantuan UMKM rest area; dukungan pengembangan usaha Kampoeng UMKM KM 519A dan KM 88B; bazar UMK ITB; bantuan program Sertifikasi Halal UMK; pameran Kriyanusa; PaDi UMKM Expo; bazar Munas DPW; pameran Solo Great Sale; pameran TEI; pelatihan digital marketing untuk UMKM Mitra Binaan Jasa Marga; dan pameran Spotlight. Selain itu, Perusahaan juga berkontribusi dalam TPB 10 Mengurangi Ketimpangan sebesar Rp200 juta berupa bantuan pelatihan Disabilitypreneur Berdaya Bersama Jasa Marga dan bantuan Pendidikan SLB Cicendo Bandung.

Pada kinerja lingkungan, Perseroan berhasil menjalankan program yang berhubungan dengan TPB 6 Akses Air Bersih dan Sanitasi Layak sebesar 489 juta berupa bantuan instalasi air; bantuan pembuatan water treatment management di Rest Area Km 519A; bantuan pembuatan septictank dan sumur bor di Pasuruan, Kabupaten Boyolali, dan Kabupaten Bojonegoro. TPB 11 Kota dan Pemukiman yang Berkelanjutan sebesar Rp4,568 miliar berupa bantuan material bangunan pesantren; bantuan renovasi tempat ibadah masjid dan mushola; bantuan kegiatan mudik gratis Bersama BUMN; bantuan sarana padepokan silat Korlat Amanda; dan bantuan renovasi/perbaikan sarana prasarana umum. TPB 15 Menjaga Ekosistem Darat sebesar Rp1,403 miliar berupa penanaman pohon Jet Roadster 2023 di rest area Travoy 88 B; bantuan bibit pohon Hari Pers Nasional; bantuan mesin potong rumput di Medan, dan Semarang; bantuan mesin pencacah plastik di Surabaya; bantuan bibit pohon juara lomba taman ruas; bantuan bibit pohon untuk YHLI Bekasi; bantuan 700 pohon HUT PT JTT; bantuan bibit pohon di Belmera Medan; bantuan bibit pohon nangka untuk Asosiasi Profesi Widyaiswara Indonesia; bantuan alat pengolahan sampah dan penyuluhan pengelolaan sampah; bantuan alat biopori dan pohon produktif di Akses Patimban; bantuan mesin komposer di Rest Area KM 88B; bantuan sarana kebersihan.

Pada aspek sosial, Perseroan berhasil meningkatkan indeks kepuasan pelanggan menjadi sebesar skala 5,04 di tahun 2024 meningkat dibandingkan dengan tahun 2023 sebesar skala 5,01. Perseroan berhasil melaksanakan Program TJSL yang berkaitan dengan TPB 1 Tanpa Kemiskinan sebesar Rp856 juta yang berupa bantuan bencana banjir Kabupaten Bandung, Demak, Sukabumi, dan Karawang; bantuan bencana alam angin puting beliung Sumedang dan Bandung; bantuan bencana alam erupsi gunung Merapi Sulawesi Utara, bantuan bencana alam longsor Sumatera Barat dan Cianjur; bantuan bencana kebakaran Manggarai Jakarta Selatan dan Kemayoran Jakarta Pusat; dan bantuan bencana alam gempa bumi di wilayah Kabupaten Bandung dan Kabupaten Garut. TPB 2 Tanpa Kelaparan sebesar Rp3,156

assistance for purchasing merchandise for the VIP room showcase, INACRAFT booth rental support, SKJM anniversary bazaar, Adi Wastra exhibition, SME rest area assistance, support for the development of Kampoeng UMKM at KM 519A and KM 88B, ITB SME bazaar, Halal Certification Program assistance for SMEs, Kriyanusa exhibition, PaDi UMKM Expo, DPW National Meeting bazaar, Solo Great Sale exhibition, TEI exhibition, digital marketing training for Jasa Marga's fostered SMEs, and the Spotlight exhibition. In addition, the Company has also contributed to SDG 10: Reduced Inequalities with a total of IDR 200 million, providing support for the Disabilitypreneur Berdaya Bersama Jasa Marga training program and educational assistance for SLB Cicendo Bandung.

In the environmental dimension, Jasa Marga carried out several initiatives related to SDG 6: Clean Water and Sanitation, amounting to IDR 489 million, which includes assistance for water installation, the construction of a water treatment management system at Rest Area KM 519A, and the construction of septic tanks and bore wells in Pasuruan, Boyolali Regency, and Bojonegoro Regency. For SDG 11: Sustainable Cities and Communities, the Company contributed IDR 4.568 billion through assistance for building materials for Islamic boarding schools, renovation of mosques and prayer rooms, support for the free homecoming program in collaboration with SOEs, assistance for the Korlat Amanda martial arts training center, and renovation or improvement of public infrastructure. For SDG 15: Life on Land, the Company contributed IDR 1.403 billion through various environmental initiatives, including planting Jet Roadster 2023 trees at Travoy 88B rest area, providing tree seedlings for National Press Day, donating grass-cutting machines in Medan and Semarang, supplying plastic shredding machines in Surabaya, providing tree seedlings as prizes for road section garden competitions, donating tree seedlings to YHLI Bekasi, planting 700 trees for PT JTT's anniversary, supplying tree seedlings in Belmera Medan, donating jackfruit seedlings for the Indonesian Widyaiswara Professional Association, providing waste processing equipment and waste management training, donating biopore tools and productive trees at Patimban Access, supplying composting machines at Rest Area KM 88B, and providing sanitation facilities.

In the social aspect, the Company successfully increased the customer satisfaction index to 5.04 in 2024, an improvement from 5.01 in 2023. The Company has also implemented the CSER Program related to SDG 1 Zero Poverty, with a contribution of IDR 856 million, providing aid for flood disasters in Bandung, Demak, Sukabumi, and Karawang; tornado disasters in Sumedang and Bandung; the Mount Merapi eruption in North Sulawesi; landslides in West Sumatra and Cianjur; fire disasters in Manggarai, South Jakarta, and Kemayoran, Central Jakarta; and earthquake relief in Bandung and Garut. SDG 2 Zero Hunger, with a contribution of IDR 3.156 billion, providing food packages to the PMM Foundation in Maluku, disaster-affected areas in Sumedang and Purwakarta, village foundations, the Ramadan Safari program, ICMI DKI Jakarta, and toll tariff

miliar yang berupa paket sembako Yayasan PMM Maluku; sembako bencana alam Sumedang; bencana tanah longsor Purwakarta; bantuan sembako yayasan desa; paket sembako Safari Ramadan; bantuan sembako ICMI DKI Jakarta; bantuan hewan qurban; dukungan program modernisasi pertanian dan sosialisasi hasil panen; bantuan sembako Baksos dan BKK Jasa Marga; bantuan paket sembako penyesuaian tarif tol; dan bantuan paket sembako untuk masyarakat di wilayah operasional jalan tol Jasa Marga. TPB 3 Kesehatan yang Baik dan Kesejahteraan sebesar Rp1,135 juta berupa bantuan nutrisi dan perlengkapan obat-obatan Jamedlink; dan bantuan perlengkapan dan sarana prasarana olahraga. TPB 4 Pendidikan Berkualitas sebesar Rp1,816 juta berupa bantuan peralatan sekolah, alat peraga sekolah, laptop, proyektor dan screen proyektor di SD/SMP/SMA/SLB/Madrasah/Pesantren/Perguruan Tinggi wilayah DKI Jakarta, Banten, Jawa Barat, Jawa Tengah, DIY, dan Jawa Timur; bantuan perbaikan sekolah di wilayah Sumatera Utara, Jawa Barat, Jawa Tengah, dan Jawa Timur; serta bantuan pembuatan Taman Lalu Lintas di Rest Area KM 519A Jasa Marga.

Pada aspek tata kelola, Perseroan memastikan bahwa setiap proses bisnis dilaksanakan dengan memperhatikan prinsip-prinsip Tata Kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG). Dalam rangka mengukur efektivitas penerapan GCG dimaksud, setiap tahun Perseroan melaksanakan penilaian GCG dengan metode *Assessment* dan/atau *Self-Assessment*, yang mengacu pada parameter berskala baik nasional (Surat Edaran Otoritas Jasa Keuangan Nomor: 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka dan Pedoman Umum Governansi Korporat Indonesia/PUGKI) maupun regional (*Asean Corporate Governance Scorecard/ACGS*). Pada tahun 2024, berdasarkan hasil penilaian yang dilakukan oleh pihak independen dengan menggunakan parameter ACGS, Perseroan berhasil mendapatkan skor akhir sebesar 104,18 poin yang berarti kinerja tingkat kepatuhan Perseroan termasuk dalam predikat *Leadership in Corporate Governance*. Perolehan skor tersebut berada di atas skor rata-rata untuk emiten atau perusahaan publik (Tbk) yang masuk dalam kategori *Big Cap* (100 perusahaan dengan kapitalisasi pasar terbesar di bursa) yang nilainya mencapai sebesar 82,94. Di samping itu pada akhir tahun 2024, Perseroan telah menerbitkan Keputusan Direksi Nomor: 248/KPTS/2024 tanggal 5 Desember 2024 tentang Pedoman Strategi Anti Fraud (Pedoman Anti Fraud) untuk melengkapi infrastruktur kebijakan terkait GCG.

Dalam mencapai berbagai kinerja keberlanjutan, Perseroan tidak terlepas dari adanya tantangan yang dihadapi. Tantangan yang dihadapi Perseroan dalam menerapkan pembangunan berkelanjutan yaitu masih perlunya peningkatan kapabilitas dalam manajemen risiko terkait ESG dan inovasi produk ramah lingkungan. Dalam mengatasi tantangan tersebut, Perseroan berupaya meningkatkan manajemen risiko terkait ESG dengan melakukan identifikasi terhadap risiko dan peluang yang timbul akibat perubahan iklim.

adjustment assistance. Additionally, support was given for sacrificial animals, agricultural modernization programs, and food aid for communities around Jasa Marga's toll road operational areas. SDG 3 Good Health and Well-being, with a contribution of IDR 1.135 billion, providing nutrition support, medical supplies through Jamedlink, and equipment and facilities for sports activities. SDG 4 Quality Education, with a contribution of IDR 1.816 billion, providing school equipment, teaching aids, laptops, projectors, and projector screens for elementary, middle, and high schools, special education schools (SLB), Islamic schools (Madrasah), boarding schools (Pesantren), and universities across DKI Jakarta, Banten, West Java, Central Java, Yogyakarta, and East Java. Assistance was also provided for school renovations in North Sumatra, West Java, Central Java, and East Java, along with the development of a Traffic Park at Rest Area KM 519A Jasa Marga.

In the governance aspect, the Company ensures that every business process is carried out under the principles of Good Corporate Governance (GCG). To measure the effectiveness of GCG implementation, the Company conducts an annual GCG assessment using the Assessment and/or Self-Assessment method, referring to both national parameters (Financial Services Authority Circular Letter Number 32/SEOJK.04/2015 on the Guidelines for Governance of Public Companies and the Indonesian General Corporate Governance Guidelines/PUGKI) and regional standards (ASEAN Corporate Governance Scorecard/ACGS). In 2024, based on an independent assessment using ACGS parameters, the Company achieved a final score of 104.18 points, which categorizes its compliance performance as Leadership in Corporate Governance. This score is above the average score of 82.94 for listed companies in the Big Cap category (the 100 companies with the largest market capitalization on the stock exchange). Additionally, at the end of 2024, the Company issued Board of Directors Decree Number 248/KPTS/2024 dated December 5, 2024, on the Anti-Fraud Strategy Guidelines (Anti-Fraud Guidelines) to further enhance its GCG-related policy infrastructure.

The Company continues to face several challenges in its efforts to enhance sustainability performance. The challenges in implementing sustainable development include the need to further enhance risk management capabilities related to ESG and the innovation of environmentally friendly products. To address these challenges, the Company strives to improve ESG-related risk management by identifying risks and opportunities arising from climate change.

Penerapan Pembangunan Berkelanjutan

Implementation of Sustainable Development

Selama tahun 2024, komitmen Perseroan dalam menerapkan keberlanjutan telah menghasilkan berbagai capaian kinerja keberlanjutan dengan tercapainya target-target yang telah ditetapkan. Pada aspek ekonomi, Perseroan berhasil mencapai target 100% dalam mendapatkan Tol Bersertifikat Green Toll Road Indonesia. Perseroan berkomitmen untuk memberikan Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) seperti yang dijelaskan dalam SK No. 130/KPTS/2023 tentang Program Tanggung Jawab Sosial dan Lingkungan PT Jasa Marga (Perseroan) Tbk. Perseroan juga berhasil mencapai target pendapatan sebesar 102,42%. Perseroan berhasil mencapai Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) sebesar 240%. Perseroan berhasil mencapai target jumlah tol bersertifikat Green Toll Road Indonesia sebesar 100%.

Capaian kinerja keberlanjutan pada aspek lingkungan bahwa Perseroan telah melakukan pengelolaan limbah cair di beberapa wilayah operasionalnya. Perseroan juga telah membuat infrastruktur pengelolaan air hujan yang digunakan sebagai sumber air untuk penggunaan sehari-hari. Di sisi lain, dalam melakukan efisiensi energi, Perseroan telah menggunakan listrik dari *Renewable Energy* yaitu energi surya di Kantor Pusat, tol Kebon Jeruk - Ulujami, Semarang - Solo, Ngawi - Kertosono, Surabaya - Mojokerto, dan tol Bali Mandara, serta menyediakan stasiun pengisian kendaraan listrik umum (SPKLU) di 15 lokasi rest area jalan tol Jasa Marga Group sebagai bentuk komitmen Perseroan dalam mendukung percepatan penggunaan kendaraan listrik.

Capaian kinerja keberlanjutan pada aspek sosial, Perseroan telah memberikan kesempatan kerja yang sama dengan melakukan rekrutmen disabilitas kepada 5 (lima) orang sebagai upaya pemenuhan target bahwa BUMN wajib mempekerjakan paling sedikit 2% (dua persen) penyandang disabilitas dari jumlah karyawan. Perseroan juga telah melakukan pembagian jam kerja atau *shift* kerja dengan mempertimbangkan *gender* yaitu untuk karyawan perempuan tidak dijadwalkan bekerja pada *shift* 3/dini hari dengan maksud untuk perlindungan terhadap perempuan atas bahaya pelecehan seksual.

Selanjutnya, sebagai bentuk dukungan Perseroan guna mewujudkan kesetaraan gender yang sejalan dengan TPB dan sekaligus sebagai bentuk implementasi program ESG, Perseroan telah mengimplementasikan transformasi Perusahaan yang didukung dengan populasi jumlah perempuan yang menduduki posisi manajerial BOD-1 saat ini mencapai 28,57%. Capaian pada aspek sosial lainnya yaitu Jasa Marga telah mengadakan program *Road Safety Rangers* yang menekankan pada keamanan dan keselamatan berkendara.

Throughout 2024, the Company's commitment to sustainability has led to various achievements, with the successful attainment of established targets. In the economic aspect, the Company has succeeded in achieving the target of 100% in obtaining Green Toll Road Indonesia Certified Toll Roads. The Company is committed to providing Micro and Small Business Funding (PUMK) as explained in Decree No. 130/KPTS/2023 concerning the Social and Environmental Responsibility Program of PT Jasa Marga (Perseroan) Tbk. The Company has also succeeded in achieving a revenue target of 102.42%. The Company has succeeded in achieving Micro and Small Business Funding (PUMK) of 240%. The Company has succeeded in achieving the target number of Green Toll Road Indonesia certified toll roads of 100%.

In the environmental aspect, the Company has managed wastewater treatment in several of its operational areas. It has also developed rainwater management infrastructure to be used as a water source for daily consumption. In addition, to enhance energy efficiency, the Company has utilized renewable energy sources, specifically solar energy, at its Head Office and several toll roads, including Kebon Jeruk - Ulujami, Semarang - Solo, Ngawi - Kertosono, Surabaya - Mojokerto, and Bali Mandara. Furthermore, as part of its commitment to accelerating the adoption of electric vehicles, the Company has established public electric vehicle charging stations (SPKLU) at 15 toll road rest areas under Jasa Marga Group.

In the social aspect, the Company demonstrated its commitment to inclusivity by employing 5 (five) employees with disabilities, in line with the target requirement that State-Owned Enterprises (SOEs) must employ at least 2% of their workforce from persons with disabilities. Additionally, the Company has implemented work schedule arrangements that consider gender, ensuring that female employees are not assigned to the third (late-night) shift to protect them from the risk of sexual harassment.

Furthermore, as part of its commitment to gender equality, which aligns with the SDGs and the implementation of ESG programs, the Company has undergone a corporate transformation, with 28.57% of managerial positions at the BOD-1 level currently held by women. In the social aspect, another notable achievement is Jasa Marga's Road Safety Rangers program, which focuses on promoting safe and responsible driving.

Pada aspek tata kelola, Perseroan telah menjalankan *whistleblowing system* yang ditangani oleh pihak Independen dan sudah tersosialisasi ke seluruh karyawan. Selanjutnya, Perseroan telah mengoperasikan *Jasamarga Tollroad Command Center* yang didukung oleh *Jasamarga Integrated Digitalmap* sebagai platform untuk mengolah informasi berbasis *Intelligent Transport System* (ITS) yang berfungsi memantau kondisi lalu lintas secara real time, memberikan peringatan dini adanya potensi gangguan dan memberikan rekomendasi rekayasa lalu lintas. Perseroan juga telah berkolaborasi dengan Korps Lalu Lintas (Korlantas) Polri dalam penerapan *Electronic Traffic Law Enforcement* (ETLE) atau tilang elektronik di sejumlah ruas jalan tol Jasa Marga Group. Jasa Marga telah melakukan pengembangan dan uji coba secara terbatas untuk teknologi *Single Lane Free Flow* (SLFF) dengan teknologi berbasis RFID sejak 2017 dengan aplikasi *Let it Flo*. Pada aspek ini, Perseroan juga telah mewujudkan transparansi pelaporan.

Perseroan juga telah berhasil mencapai berbagai prestasi terkait keberlanjutan yang meliputi:

1. Perseroan berhasil mencapai ESG Risk Ratings dengan nilai sebesar 10,7 yang masuk ke dalam kategori *low risk*.
2. Pada tahun 2024, berdasarkan hasil penilaian GCG yang dilakukan oleh pihak independen dengan menggunakan parameter ACGS, Perseroan berhasil mendapatkan skor akhir sebesar 104,18 poin yang berarti kinerja tingkat kepatuhan Perseroan termasuk dalam predikat *Leadership in Corporate Governance*.
3. Perseroan mendapatkan penghargaan Kategori Pengorganisasian Tanggung Jawab Sosial Perusahaan, Kategori Penyelamatan Sumber Daya Air Kategori Rekayasa Teknologi dalam Menghemat Energi/Penggunaan Energi Terbarukan dalam acara Indonesia Green Awards 2024 yang diselenggarakan oleh La Tofi School of Social Responsibility.
4. Perseroan mendapatkan penghargaan Best Corporate Employee Health Investment 2023 dalam acara Customer Gathering Bio Farma yang diselenggarakan oleh PT Bio Farma (Persero)
5. Perseroan mendapatkan penghargaan Silver untuk CID Kesehatan, Kategori Sustainability Community Involvement & Development (CID) Pendidikan, dan Kategori Communication Best Crisis Handling BUMN dalam acara BUMN Corporate Communications and Sustainability Summit (BCOMSS) 2024 yang diselenggarakan oleh Kementerian BUMN
6. Perseroan mendapatkan penghargaan dalam Kategori Tata Kelola Perusahaan (*Good Corporate Governance*) Perusahaan Terbaik dan Kategori Program Perusahaan Pengembangan UMKM Terbaik dalam acara 13th Anugerah BUMN Tahun 2024 yang diselenggarakan oleh Kementerian BUMN
7. Perseroan mendapatkan penghargaan CSR Excellence Award Kategori #Star 4 'The Best Company in Community Development and The Environment Excellence in For Create Economic Development The Best Integrated CSR Program' dan Best Leadership Focus on CSR Program dalam acara Indonesia CSR Excellence Award (ICEA) 2024

In the governance aspect, the Company has implemented a whistleblowing system managed by an independent party, which has been socialized to all employees. Furthermore, the company has operated the *Jasamarga Tollroad Command Center*, supported by the *Jasamarga Integrated Digitalmap* as a platform to process information based on the *Intelligent Transport System* (ITS). This system functions to monitor traffic conditions in real time, provide early warnings of potential disruptions, and offer traffic engineering recommendations. The Company has also collaborated with the Traffic Corps (Korlantas) of the Indonesian National Police in implementing *Electronic Traffic Law Enforcement* (ETLE) or electronic ticketing on several toll roads under Jasa Marga Group. Since 2017, Jasa Marga has been developing and conducting limited trials for *Single Lane Free Flow* (SLFF) technology using RFID-based technology through the *Let it Flo* application. Additionally, in this aspect, the Company has ensured transparency in reporting.

The Company has also achieved various sustainability-related accomplishments, including:

1. The Company successfully achieved an ESG Risk Rating score of 10.7, which falls into the low-risk category.
2. In 2024, based on the GCG assessment conducted by an independent party using ACGS parameters, the Company obtained a final score of 104.18 points, indicating that its compliance performance falls under the Leadership in Corporate Governance category.
3. The Company received awards in the categories of Corporate Social Responsibility Organization, Water Resource Conservation, and Technology Innovation for Energy Efficiency/Renewable Energy Utilization at the Indonesia Green Awards 2024, organized by La Tofi School of Social Responsibility.
4. The Company received the Best Corporate Employee Health Investment 2023 award at the Customer Gathering Bio Farma, organized by PT Bio Farma (Persero).
5. The Company received the Silver award for Health CID (Community Involvement & Development), Education CID, and Communication Best Crisis Handling for State-Owned Enterprises (SOEs) at the SOEs Corporate Communications and Sustainability Summit (BCOMSS) 2024, organized by the Ministry of State-Owned Enterprises (SOEs).
6. The Company received awards in the Best Corporate Governance (Good Corporate Governance) Company category and the Best MSME Development Program Company category at the 13th Anugerah BUMN 2024, organized by the Ministry of State-Owned Enterprises (SOEs).
7. The Company received the CSR Excellence Award in the #Star 4 Category for "The Best Company in Community Development and The Environment Excellence in Creating Economic Development - The Best Integrated CSR Program" and "Best Leadership Focus on CSR Program" at the Indonesia CSR Excellence Award (ICEA) 2024, organized

- yang diselenggarakan oleh First Indonesia Magazine bersama PT Indonesia Popular Mandiri
8. Perseroan mendapatkan penghargaan Indonesia Best 50 CEO 2024 (Employees Choice) dalam acara 5th Anniversary Indonesia Best CEO Award 2024, Indonesia Popular CEO, dan Indonesia Public Leader 2024 yang diselenggarakan oleh The Iconomics Media
 9. Perseroan mendapatkan penghargaan International Golden Award Kategori "Golden Company Winner 2024" dalam acara Gala Award ASEAN Winner Class - Award Night 2024 "Celebrating Excellence" yang diselenggarakan oleh Achievement Magazine Indonesia
 10. Perseroan mendapatkan penghargaan Indonesia Best TJSL in Toll Road Sector 2024 dalam acara 6th Anniversary Indonesia CSR Awards 2024 yang diselenggarakan oleh The Iconomics
 11. Perseroan mendapatkan penghargaan TOP CSR Awards 2024 on Star 5 Predikat Excellent untuk Kategori Perusahaan, TOP Leader on CSR Commitment 2024 untuk Direktur Human Capital & Transformasi Jasa Marga Bapak Bagus Cahya A.B" TOP CSR Awards 2024 with Star 5 Excellence Rating for the dalam acara TOP CSR Awards 2024 yang diselenggarakan oleh Majalah Top Business
 12. Perseroan mendapatkan penghargaan The Best Indonesia SDG-ESG-Award-III-20 Sector Infrastructure Operator, The Best Commitment Director for SDG-ESG Award III 2024 untuk Direktur Human Capital & Transformasi Jasa Marga Bagus Cahya A.B dalam Kategori Public Company Sektor Infrastructure Operator dalam acara Indonesia CSR-SDGESG - Award - VII - 2024 yang diselenggarakan oleh Economic Review
 13. Perseroan mendapatkan penghargaan Toll Road Services dalam acara Indonesia's Top Green Leaders Award 2024 yang diselenggarakan oleh Warta Ekonomi
 14. Perseroan mendapatkan penghargaan Pilar Sosial (Gold) Bintang 4 dalam acara TJSL & CSR Award 2024 Tahun ke - 4 yang diselenggarakan oleh BUMN Track
 15. Perseroan mendapatkan penghargaan Green Leader for Green Orientation in Fostering Sustainable Operational Activities to Minimize Environmental Impacts untuk Direktur Utama Jasa Marga Subakti Syukur dalam acara Indonesia's Top Green Leaders Award 2024 yang diselenggarakan oleh Warta Ekonomi
 16. Perseroan mendapatkan penghargaan Kategori Perusahaan Best Biodiversity and Nature Conservation dengan Predikat 5 Gold Best Biodiversity and Nature Conservation with a 5 Gold Rating dan Best Millennial and Gen Z Engagement Leadership dengan Predikat 4 Bronze dalam acara ESG Initiative Awards 2024 yang diselenggarakan oleh Business Update
 17. Perseroan mendapatkan penghargaan The Best GRC for Corporate Risk Management 2024, The Best Chief Risk Management Officer, The Best Corporate Secretary dalam acara GRC & Performance Excellence Award 2024 yang diselenggarakan oleh Business News
- by First Indonesia Magazine and PT Indonesia Popular Mandiri.
8. The Company received the Indonesia Best 50 CEO 2024 (Employees' Choice) award at the 5th Anniversary Indonesia Best CEO Award 2024, Indonesia Popular CEO, and Indonesia Public Leader 2024, organized by The Iconomics Media
 9. The Company received the International Golden Award in the "Golden Company Winner 2024" category at the Gala Award ASEAN Winner Class - Award Night 2024 "Celebrating Excellence", organized by Achievement Magazine Indonesia
 10. The Company received the Indonesia Best TJSL in Toll Road Sector 2024 award at the 6th Anniversary Indonesia CSR Awards 2024, organized by The Iconomics
 11. The Company received the TOP CSR Awards 2024 with Star 5 Excellence Rating in the Corporate Category and the TOP Leader on CSR Commitment 2024 award for Jasa Marga's Director of Human Capital & Transformation, Mr. Bagus Cahya A.B., at the TOP CSR Awards 2024, organized by Top Business Magazine
 12. The Company received The Best Indonesia SDG-ESG Award III 2024 in the Infrastructure Operator Sector and The Best Commitment Director for SDG-ESG Award III 2024 for Jasa Marga's Director of Human Capital & Transformation, Bagus Cahya A.B., in the Public Company - Infrastructure Operator Sector category at the Indonesia CSR-SDG-ESG Award VII 2024, organized by Economic Review
 13. The Company received the Toll Road Services award at Indonesia's Top Green Leaders Award 2024, organized by Warta Ekonomi.
 14. The Company received the Social Pillar (Gold) 4-Star award at the 4th TJSL & CSR Award 2024, organized by SOEs Track
 15. The Company received the Green Leader for Green Orientation in Fostering Sustainable Operational Activities to Minimize Environmental Impacts award for Jasa Marga's President Director, Subakti Syukur, at Indonesia's Top Green Leaders Award 2024, organized by Warta Ekonomi.
 16. The Company received awards in the Best Corporate Governance (Good Corporate Governance) Company category and the Best MSME Development Program Company category at the 13th Anugerah BUMN 2024, organized by the Ministry of State-Owned Enterprises (SOEs).
 17. The Company received The Best GRC for Corporate Risk Management 2024, The Best Chief Risk Management Officer, and The Best Corporate Secretary awards at the GRC & Performance Excellence Award 2024, organized by Business News

18. Perseroan mendapatkan penghargaan TOP GRC Awards 2024 #5 Star dalam acara TOP GRC Awards yang diselenggarakan oleh Majalah Top Business
19. Perseroan mendapatkan penghargaan Annual Report Award (ARA) 2023 kategori BUMN Non Keuangan dalam acara Annual Report Award (ARA) 2023 yang diselenggarakan oleh PT Bursa Efek Indonesia (BEI) bersama Otoritas Jasa Keuangan (OJK), Kementerian Koordinator Bidang Perekonomian, Kementerian BUMN, Direktorat Jenderal Pajak Kementerian Keuangan, Komite Nasional Kebijakan Governansi, serta Ikatan
20. Perseroan mendapatkan penghargaan Special Award dalam acara CSR Award 2024 yang diselenggarakan oleh Investortrust dan Infovesta Utama.

18. The Company received the TOP GRC Awards 2024 #5 Star at the TOP GRC Awards, organized by Top Business Magazine.
19. The Company received the Annual Report Award (ARA) 2023 in the Non-Financial State-Owned Enterprise (SOEs) category at the Annual Report Award (ARA) 2023, organized by the Indonesia Stock Exchange (BEI) in collaboration with the Financial Services Authority (OJK), the Coordinating Ministry for Economic Affairs, the Ministry of State-Owned Enterprises, the Directorate General of Taxes, the National Governance Policy Committee, and the Indonesian Accountants Association
20. The Company received the Special Award at the CSR Award 2024, organized by Investortrust and Infovesta Utama.

Strategi Pencapaian Target

Target Achievement Strategy

Dalam mencapai berbagai target keberlanjutan yang dicapai Perseroan tentunya tidak terlepas dari adanya pengelolaan risiko yang baik. Perseroan menyadari akan pentingnya ketepatan proses identifikasi dan pengukuran risiko yang berkaitan dengan faktor *Environmental, Social & Governance* (ESG) sehingga dapat selaras dengan tujuan rencana bisnis serta strategi Perseroan. Pengelolaan risiko yang dilakukan meliputi proses identifikasi, pengukuran, serta pelaksanaan mitigasi untuk memastikan tercapainya *roadmap* pengembangan ESG serta dapat tercapainya pelaksanaan rencana strategis Perseroan. Perseroan juga telah melakukan integrasi atas risiko iklim ke dalam *framework Enterprise Risk Management* (ERM) berdasarkan ISO 31000 hal ini juga tercantum dalam Keputusan Bersama Dewan Komisaris dan Direksi PT Jasa Marga (Persero) Tbk No KEP-183/XI/2024 dan No 227/KPTS/2024 tentang Kebijakan dan Pedoman Manajemen Risiko Terintegrasi di Lingkungan PT Jasa Marga (Persero) Tbk. Perseroan telah mengidentifikasi risiko yang termasuk ke dalam risiko ekonomi, lingkungan, sosial dan tata kelola.

Risiko yang dihadapi Perseroan pada aspek ekonomi yaitu tidak terpenuhinya target pelaksanaan *Equity Financing* PT JTT berupa aspek *value, market, waiver* dan legalitas. Upaya mitigasi yang dilakukan yaitu menggunakan bantuan Konsultan Hukum, Keuangan dan Pajak dalam membantu proses pemenuhan aspek legalitas, melakukan pendekatan persuasif kepada pemegang saham minoritas yang ada di AP dan Induk, evaluasi kembali proyeksi keuangan perusahaan dengan mempertimbangkan kondisi aktual dan asumsi yang realistis, perpanjangan tenor kredit perbankan. Perseroan menghadapi risiko program penyesuaian dana pensiun manfaat pasti tidak terlaksana. Upaya

In achieving various sustainability targets, the Company emphasizes effective and integrated risk management practices. The Company recognizes the importance of accurate identification and measurement of risks related to Environmental, Social & Governance (ESG) factors to align with its business plan and strategy. Risk management involves identification, measurement, and mitigation processes to ensure the achievement of the ESG development roadmap and the successful implementation of the Company's strategic plans. The Company has also integrated climate risk into its Enterprise Risk Management (ERM) framework based on ISO 31000. This is further outlined in the Joint Decision of the Board of Commissioners and Directors of PT Jasa Marga (Persero) Tbk Number KEP-183/XI/2024 and Number 227/KPTS/2024 on Integrated Risk Management Policy and Guidelines within PT Jasa Marga (Persero) Tbk. The Company has identified risks categorized under economic, environmental, social, and governance risks.

The Company faces economic risks such as the potential failure to realize equity financing for PT JTT due to value, market, waiver, and legal factors. The mitigation efforts undertaken include utilizing the assistance of Legal, Financial, and Tax Consultants to facilitate the fulfillment of legal requirements, engaging in persuasive approaches with minority shareholders in AP and the Parent Company, reevaluating the company's financial projections by considering actual conditions and realistic assumptions, and extending the tenure of bank loans. The Company also faces the risk of an unimplemented defined benefit pension fund recovery program. Mitigation

mitigasi yang dilakukan yaitu penataan organisasi, tata Kelola dan kapabilitas personil dana pensiun Perusahaan, diversifikasi portofolio investasi dana pensiun agar mencakup berbagai jenis aset, termasuk saham, obligasi, *real estate*, dan instrumen keuangan lainnya, pemenuhan sebagian defisit pemberi kerja sebagai dampak penurunan tingkat bunga aktuaria. Selanjutnya, potensi peningkatan biaya investasi dilakukan upaya mitigasi dengan melakukan *monitoring* gambar dan biaya konstruksi menggunakan bantuan aplikasi perangkat lunak *Building Information Modelling*, melakukan monitoring secara periodik dengan perangkat pembebasan lahan, *monitoring* pembebasan lahan oleh PK, melakukan *monitoring* gambar dan biaya konstruksi menggunakan bantuan aplikasi perangkat lunak *Building Information Modelling* dan memaksimalkan penyusunan DED sesuai dengan kebutuhan.

Risiko yang dihadapi Perseroan pada aspek lingkungan yaitu risiko perubahan iklim yang mencakup risiko fisik dan risiko transisi. Upaya mitigasi risiko fisik yaitu dengan pemantauan dan peringatan dini, memperkuat infrastruktur jalan tol, penyediaan ruang hijau, penggunaan material tahan panas, melakukan pengelolaan air dan konservasi air dengan baik, penanganan drainase dan perlindungan pesisir. Sedangkan upaya mitigasi risiko transisi yaitu dengan meningkatkan pemahaman regulasi, mematuhi regulasi, meningkatkan transparansi dan komunikasi, pemantauan media sosial dan melakukan inovasi produk/layanan keberlanjutan.

Risiko yang dihadapi Perseroan pada aspek sosial, Jasa Marga memiliki postur strategis dalam melakukan pengembangan kapasitas dengan melakukan peningkatan investasi dan menyesuaikan dengan kondisi industri dengan mempertimbangkan aspek *Environmental*, *Social*, dan *Governance* (ESG) serta risiko terkait formulasi strategis, sosial, dan lingkungan. Perseroan juga menghadapi risiko bahwa personil organ pengelola risiko belum memiliki kompetensi sesuai dengan persyaratan. Upaya mitigasi yang dilakukan yaitu melakukan pendataan karyawan organ pengelola risiko yang belum memiliki sertifikasi keahlian manajemen risiko untuk mengikuti pelatihan dan sertifikasi manajemen risiko sesuai dengan jabatannya dan mengajukan remedial terhadap karyawan yang tidak lulus dalam sertifikasi keahlian manajemen risiko.

Risiko tata kelola yang dihadapi Perseroan yaitu salah satu program perbaikan manajemen risiko tidak terlaksana. Upaya mitigasi yang dilakukan yaitu meningkatkan kompetensi sumber daya dengan melakukan pelatihan dan sertifikasi, melakukan penyusunan *Contingency Plan* dan melakukan kaji ulang Peraturan Menteri BUMN Per-2/MBU/03/2023. Risiko Disrupsi teknologi nirsentuh pengoperasian jalan tol dilakukan upaya mitigasi dengan melakukan rapat dan diskusi dengan BPJT terkait potensi penyerapan sumber daya oleh BUP MLFF (*manual validator*, registrasi dan *customer care*) dan mempersiapkan alternatif MLFF dengan Flo untuk memenuhi Permen PUPR

efforts include restructuring the organization, governance, and personnel capabilities of the Company's pension fund, diversifying the pension fund investment portfolio to include various asset types such as stocks, bonds, real estate, and other financial instruments, and fulfilling part of the employer's deficit due to the impact of declining actuarial interest rates. Additionally, to mitigate the potential increase in investment costs, the Company is implementing monitoring of design and construction costs using Building Information Modeling (BIM) software, conducting periodic monitoring through land acquisition tools, monitoring land acquisition by PK, and maximizing the preparation of Detailed Engineering Designs (DED) according to project requirements.

The environmental risks faced by the Company primarily relate to climate change, including both physical and transition risks. Mitigation efforts for physical risks include monitoring and early warning systems, strengthening toll road infrastructure, providing green spaces, using heat-resistant materials, implementing proper water management and conservation, improving drainage systems, and enhancing coastal protection. Meanwhile, mitigation efforts for transition risks involve improving regulatory understanding, ensuring compliance, enhancing transparency and communication, monitoring social media, and innovating sustainable products and services.

In terms of social risks, Jasa Marga has a strategic approach to capacity development by increasing investments and aligning with industry conditions while considering Environmental, Social, and Governance (ESG) aspects, as well as strategic, social, and environmental risks. The Company also faces the risk that personnel managing risk governance may lack the necessary competencies. Mitigation efforts include identifying employees in risk management roles who have not yet obtained risk management certification, enrolling them in relevant training and certification programs, and providing remedial measures for employees who fail the certification process.

The governance risk faced by the Company is the failure to implement one of the risk management improvement programs. Mitigation efforts include enhancing human resource competencies through training and certification, developing a Contingency Plan, and reviewing the Minister of State-Owned Enterprises Regulation No. Per-2/MBU/03/2023. To mitigate the risk of disruption caused by touchless toll road operation technology, discussions and meetings with BPJT have been conducted regarding the potential absorption of resources by BUP MLFF (*manual validators*, registration, and *customer care*). Additionally, alternative MLFF solutions

Nomor 18 Tahun 2020 Tentang Transaksi Tol Nontunai Nirsentuh di Jalan Tol, kompensasi atas pembongkaran dan relokasi aset yang akan diusulkan dalam Perjanjian Pendahuluan Kerangka Kerja MLFF antara BPJT, BUJT, dan BUP serta memberikan kompensasi tunai atas kegagalan penyerahan penerimaan pendapatan tol yang akan diusulkan dalam Perjanjian Pendahuluan Kerangka Kerja MLFF antara BPJT, BUJT dan BUP. Risiko belum terpenuhinya salah satu komponen asesmen ESG yang diwujudkan dalam bentuk *roadmap* ESG dilakukan upaya mitigasi dengan melakukan penyusunan tugas pokok dan fungsi dalam melakukan koordinasi terhadap pemenuhan faktor ESG serta melakukan pemetaan dan prioritas yang relevan terhadap pemenuhan faktor ESG. Risiko adanya perkara hukum terkait penyuapan dilakukan mitigasi dengan implementasi pelaksanaan Sistem Manajemen Anti Penyuapan (SMAP) serta melakukan pameran dan sosialisasi kepada karyawan mengenai Sistem Manajemen Anti Penyuapan (SMAP).

Dalam mengukur efektivitas manajemen risiko, Perseroan secara berkala melakukan evaluasi atas penerapan manajemen risiko dengan membandingkan risiko hasil analisis dengan kriteria yang berlaku untuk menentukan risiko yang membutuhkan tindak lanjut dan prioritas penanganan. Kriteria yang digunakan dalam pengambilan keputusan harus konsisten dengan konteks eksternal, internal, dan manajemen risiko yang telah ditetapkan selaras dengan sasaran Perseroan, sasaran pengelolaan risiko, kepentingan pemangku kepentingan serta pertimbangan lainnya.

Di samping risiko yang dihadapi, Perseroan juga senantiasa memanfaatkan peluang dan prospek usaha. Perusahaan berupaya mendesain organisasi yang dinamis dan fleksibel menyesuaikan dengan arah perkembangan Perseroan serta beradaptasi dengan perubahan. Sejak tahun 2019 lalu, Jasa Marga melakukan revitalisasi organisasi melalui pembagian peran dan tanggung jawab Perusahaan dan Grup menjadi *Asset Owner*, *Asset Manager*, dan *Service Provider*. Revitalisasi organisasi tersebut ditujukan agar Jasa Marga dapat mengoptimalkan seluruh peluang usaha dan mampu menghadapi tantangan.

Melalui revitalisasi organisasi, Perseroan dapat bergerak dengan lincah, karena masing-masing lini bisnis dapat fokus pada tugas dan tanggung jawabnya, yakni sebagai berikut:

1. *Asset Owner*: Merupakan perusahaan *holding* Jasa Marga sebagai pemegang konsesi jalan tol. Lingkup peran mencakup fungsi strategis level korporasi seperti pendanaan, investasi, manajemen portofolio, manajemen kinerja, strategi korporat, dan sinergi.
2. *Asset Manager*: Jasa Marga membentuk *sub-holding*, kantor regional, kantor representatif, dan/atau anak-anak perusahaan untuk mengelola aset dan bisnis konsesi. *Asset manager* berperan dalam merencanakan, mengelola, memonitor, mengkaji, dan mengevaluasi aset (jalan tol) serta mengintegrasikan ruas-ruas tol milik Perusahaan.

using Flo are being prepared to comply with Minister of Public Works and Housing Regulation No. 18 of 2020 concerning Touchless Cashless Toll Transactions. Compensation for asset dismantling and relocation will be proposed in the Preliminary Framework Agreement on MLFF between BPJT, BUJT, and BUP. Furthermore, cash compensation for failures in toll revenue collection will also be proposed in the same agreement. The risk of failing to meet one of the ESG assessment components, which is realized through the ESG roadmap, is being mitigated by defining the main duties and functions for coordinating ESG compliance, as well as mapping and prioritizing relevant ESG factors. To mitigate legal risks related to bribery, the Company is implementing the Anti-Bribery Management System (SMAP) and conducting exhibitions and awareness campaigns for employees regarding the Anti-Bribery Management System (SMAP).

To measure the effectiveness of risk management, The Company regularly evaluates its risk management effectiveness by comparing identified risks against established criteria to determine which risks require protective measures and prioritization. The criteria used in decision-making must be consistent with the external and internal contexts, and the established risk management framework, ensuring alignment with the Company's objectives, risk management goals, stakeholder interests, and other relevant considerations.

Alongside risk mitigation, the Company continuously identifies and leverages emerging business opportunities. It strives to design a dynamic and flexible organization that aligns with the Company's growth direction and adapts to changes. Since 2019, Jasa Marga has undertaken organizational revitalization by restructuring the roles and responsibilities of the Company and its Group into Asset Owner, Asset Manager, and Service Provider. This revitalization aims to optimize all business opportunities and enhance Jasa Marga's ability to navigate challenges.

Through organizational revitalization, the Company can operate with greater agility, as each business line can focus on its specific tasks and responsibilities, which are structured as follows:

1. *Asset Owner*: Jasa Marga functions as a holding company and toll road concession holder. Its role encompasses strategic corporate-level functions such as financing, investment, portfolio management, performance management, corporate strategy, and synergy.
2. *Asset Manager*: Jasa Marga has established sub-holdings, regional offices, representative offices, and/or subsidiaries to manage assets and concession businesses. The Asset Manager is responsible for planning, managing, monitoring, reviewing, and evaluating assets (toll roads), and integrating the Company's toll road network.

3. *Service Provider*: Merupakan anak perusahaan Jasa Marga yang terbagi ke dalam tiga fungsi, yaitu *asset operator*, *asset maintainer*, dan *asset optimiser*.

Dengan pencapaian kinerja Perseroan yang senantiasa tumbuh, Perseroan tidak memiliki permasalahan terkait dengan keberlanjutan Perseroan. Prospek usaha industri jalan tol di Indonesia akan tetap baik di masa yang akan datang dikarenakan kebutuhan masyarakat terhadap jalan tol. Hal ini didukung oleh adanya pengembangan wilayah, pertumbuhan populasi, kebutuhan kelancaran arus barang dan jasa serta semakin dibutuhkannya konektivitas antar daerah.

3. *Service Provider*: This comprises Jasa Marga's subsidiaries, which are divided into three main functions: *asset operator*, *asset maintainer*, and *asset optimizer*.

With the Company's consistently growing performance, there are no issues concerning its sustainability. The business prospects for the toll road industry in Indonesia remain promising in the future due to the public's continued demand for toll roads. This is further supported by regional development, population growth, the need for smooth goods and services flow, and the increasing necessity for interregional connectivity.

Apresiasi

Appreciation

Seluruh keberhasilan Perseroan selama tahun 2024 tentu tidak terlepas dari dukungan dan kepercayaan para pemangku kepentingan terhadap Perseroan. Oleh karenanya, atas nama Jajaran Manajemen Jasa Marga, kami mengucapkan terima kasih yang sebanyak-banyaknya pada seluruh pihak yang terlibat dalam pencapaian kinerja keberlanjutan Perseroan di tahun 2024. Harapan kami, para pemangku kepentingan dapat terus memberikan dukungan dan kepercayaan kepada Perseroan, sehingga Perseroan dapat meningkatkan kinerja keberlanjutan di tahun yang akan datang.

The Company's achievements throughout 2024 were made possible through the unwavering support and trust of our valued stakeholders. On behalf of Jasa Marga's Management Team, we extend our deepest gratitude to all parties involved in the Company's sustainability performance achievements in 2024. We sincerely hope that our stakeholders will continue to provide their support and trust, enabling the Company to enhance its sustainability performance in the years to come.

Jakarta, 15 April 2025



Subakti Syukur
Direktur Utama
President Director

Tanggung Jawab Laporan Keberlanjutan [GRI 2-14]

Responsibility for The Sustainability Report

Kami yang bertandatangan di bawah ini telah meninjau dan menyetujui informasi yang dilaporkan dalam Laporan Keberlanjutan PT Jasa Marga (Persero) Tbk tahun 2024, termasuk di dalamnya mencakup informasi topik material Perseroan. Kami bertanggungjawab penuh atas kebenaran isi laporan ini sesuai dengan POJK No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik.

Jakarta, 15 April 2025

Dewan Komisaris
Board of Commissioners



Mohammad Zainal Fatah
Komisaris Utama
President Commissioner



M. Roskanedi
Komisaris
Commissioner



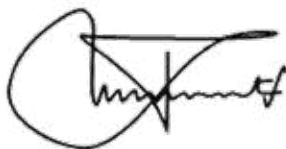
Raja Erizman
Komisaris
Commissioner



Chandra Wijaya
Komisaris Independen
Independent Commissioner



Seppalga Ahmad
Komisaris Independen
Independent Commissioner



Marsetio
Komisaris Independen
Independent Commissioner



Abdul Rachman
Komisaris Independen
Independent Commissioner

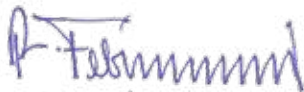
We, the undersigned, hereby confirm that we have reviewed and approved the 2024 Sustainability Report of PT Jasa Marga (Persero) Tbk, including the disclosures of the Company's material topics. We take full responsibility for the accuracy of the contents of this report, under POJK Number 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Institutions, Issuers, and Public Companies.

Jakarta, 15 April 2025

Direksi
Directors



Subakti Syukur
Direktur Utama
President Director



Reza Febriano
Direktur Bisnis
Director of Business



Bagus Cahya Arinta B.
Direktur Human Capital dan Transformasi
Director of Human Capital and
Transformation



Fitri Wiyanti
Direktur Operasi
Director of Operations



Mohamad Agus Setiawan
Direktur Pengembangan Usaha
Director of Business Development



Pramitha Wulanjani
Direktur Keuangan dan Manajemen Risiko
Director of Finance and Risk Management



06

Tata Kelola Governance

“

Perseroan telah membentuk Komite Tanggung Jawab Sosial dan Lingkungan bertanggungjawab atas terlaksananya kegiatan keberlanjutan di lingkup Perseroan. Perseroan juga telah memiliki ESG Advisor yang berfungsi melaksanakan perencanaan, implementasi, evaluasi dan koordinasi baik strategis maupun dengan Unit Kerja dan stakeholder terkait terhadap faktor ESG dan keberlanjutan Perseroan sesuai dengan Visi dan Misi, arahan strategis bisnis Perseroan serta Rencana Jangka Panjang Perusahaan.

The Company has formed a Social and Environmental Responsibility Committee responsible for the implementation of sustainability activities within the Company. The Company also has an ESG Advisor whose function is to carry out planning, implementation, evaluation and coordination both strategically and with Work Units and related stakeholders regarding ESG factors and the Company's sustainability in accordance with the Company's Vision and Mission, strategic business direction and the Company's Long-Term Plan.

Struktur dan Komposisi Tata Kelola [GRI 2-9, GRI 2-11]

Governance Structure and Composition



Merujuk pada Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas, organ Perseroan terdiri dari Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris dan Direksi. Adapun Dewan Komisaris dan Direksi memiliki Organ di bawahnya sebagai pendukung tugas dan fungsinya. Dalam menjalankan tugasnya, Dewan Komisaris dibantu oleh organ pendukung yang meliputi Komite Audit, Komite Nominasi dan Remunerasi, Komite Risiko dan Hukum serta Sekretaris Dewan Komisaris. Sedangkan, Direksi dibantu oleh komite di bawah Direksi yang terdiri atas Komite Manajemen Risiko dan Komite Pengarah Teknologi Informasi. Selain itu, Direksi juga dibantu oleh organ pendukung lainnya yang terdiri atas Corporate Secretay, Legal and Compliance Group, Internal Audit, Risk and Quality Health, Safety and Environment Group, serta Corporate Finance and Investor Relation Group. Dewan Komisaris terdiri dari 7 (tujuh) orang yang mencakup 4 (empat) Komisaris Independen dan 3 (tiga) Komisaris. Sedangkan, total anggota Direksi sebanyak 6 (enam) orang. Ketua badan tata kelola tertinggi Perseroan adalah Komisaris Utama dan Direktur Utama.

In accordance with Law No. 40 of 2007 on Limited Liability Companies, the governance structure of PT Jasa Marga (Persero) Tbk comprises the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors. The Board of Commissioners and the Board of Directors are supported by subordinate bodies that assist in carrying out their respective duties and functions. In performing its duties, the Board of Commissioners is assisted by supporting organs, including the Audit Committee, Nomination and Remuneration Committee, Risk and Legal Committee, and the Secretary to the Board of Commissioners. Meanwhile, the Board of Directors is supported by committees under its supervision, including the Risk Management Committee and the Information Technology Steering Committee. Additionally, the Board of Directors is also assisted by other supporting units, including the Corporate Secretary, Legal and Compliance Group, Internal Audit, Risk and Quality Health, Safety and Environment Group, and Corporate Finance and Investor Relations Group. The Board of Commissioners consists of seven (7) members, comprising four (4) Independent Commissioners and three (3) Commissioners. Meanwhile, the Board of Directors consists of six (6) members. The highest governing bodies in the Company are the President Commissioner and the President Director.



Gambar/Image:
Jajaran Dewan Komisaris

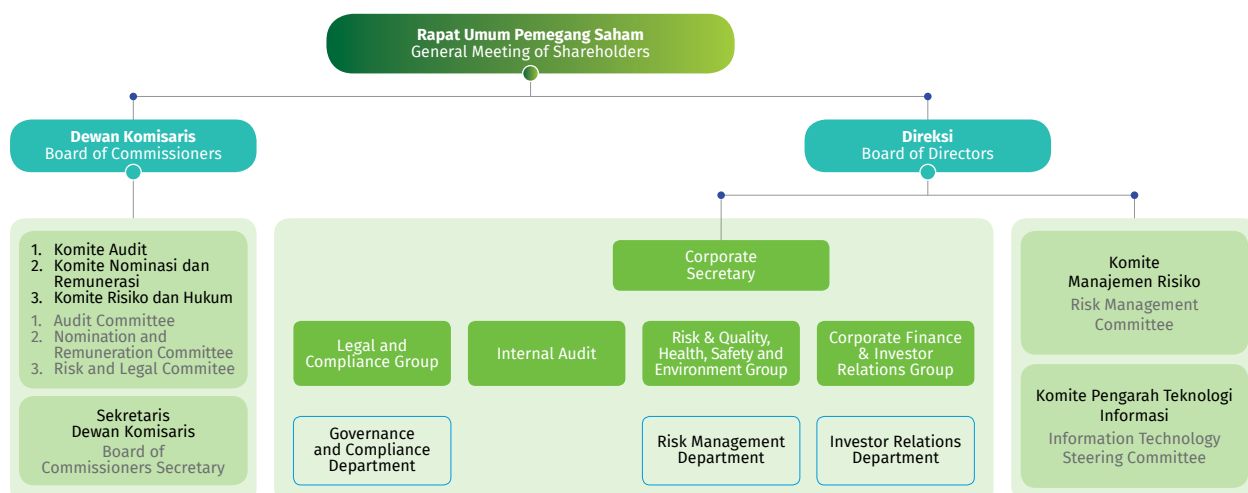
Profil Dewan Komisaris dan Direksi termasuk profil Komisaris Independen dan Komite di bawah Dewan Komisaris telah disajikan di dalam Laporan Tahunan bagian Profil Perusahaan. Dalam profil tersebut telah mencakup informasi masa jabatan, jenis kelamin, serta kompetensi yang dimiliki. Sedangkan, informasi terkait tugas dan tanggung jawab Dewan Komisaris, Direksi, Komite di bawah Dewan Komisaris dan Direksi telah disampaikan pada Laporan Tahunan Perseroan bagian Tata Kelola Perusahaan.

The Detailed profiles of the members of the Board of Commissioners and the Board of Directors—including Independent Commissioners and the committees under the Board of Commissioners—are presented in the Company Profile section of this Annual Report. These profiles include details such as tenure, gender, and competencies. Additionally, information regarding the roles and responsibilities of the Board of Commissioners, Board of Directors, and Committees under both is outlined in the Corporate Governance section of the Annual Report.

Struktur organ tata kelola Perseroan sebagai berikut.

The Company's governance structure is as follows.

Bagan Struktur Organ Tata Kelola Perseroan Chart of Corporate Governance Organ Structure



Benturan Kepentingan [GRI 2-15]

Conflict of Interest

Perseroan berkomitmen untuk menghindari segala bentuk tindakan, perilaku serta perbuatan-perbuatan yang dapat menimbulkan benturan kepentingan di lingkungan Perseroan. Perseroan telah memiliki Pedoman Benturan Kepentingan (*Conflict of Interest*) yang berlaku untuk seluruh Insan Jasa Marga termasuk di dalamnya Dewan Komisaris dan Direksi. Pedoman ini telah tercantum dalam Surat Keputusan Direksi Nomor: 78/KTS/2020 tentang Pedoman Benturan Kepentingan (*Conflict of Interest*) di PT Jasa Marga (Persero) Tbk. Sesuai dengan pedoman ini, setiap terjadi Benturan Kepentingan yang tidak terhindarkan, maka Insan Jasa Marga dilarang untuk meneruskan kegiatan/melaksanakan tugas dan tanggung jawab yang terkait dengan situasi benturan kepentingan tersebut. Untuk selanjutnya yang bersangkutan dapat mengundurkan diri dari tugas yang berpotensi terdapat benturan kepentingan tersebut atau memutuskan untuk tidak terlibat dalam proses pengambilan keputusan terkait dengan kegiatan yang terdapat benturan kepentingan sebagaimana dimaksud kecuali apabila dengan pertimbangan tertentu yang semata-mata untuk kepentingan perusahaan, maka Direksi dapat menugaskan secara tertulis kepada yang bersangkutan untuk tetap menjalankan tugas dan tanggung jawab dalam kegiatan tersebut.

Setiap insan Jasa Marga wajib untuk mengungkapkan kejadian/keadaan benturan kepentingan yang terjadi dengan membuat dan menyampaikan surat pernyataan potensi benturan kepentingan kepada atasan langsung. Insan Jasa Marga juga wajib membuat surat pernyataan potensi benturan kepentingan apabila memiliki hubungan sedarah dalam hubungan keluarga inti dengan anggota Direksi dan/atau anggota Dewan Komisaris. Pengelolaan benturan kepentingan Dewan Komisaris dan Direksi telah disajikan secara lengkap pada Laporan Tahunan bagian Tata Kelola Perusahaan.

Dalam pengelolaan benturan kepentingan Dewan Komisaris dan Direksi atas adanya perangkapan jabatan, Perseroan telah menetapkan kebijakan rangkap jabatan yang diatur secara tegas dalam Anggaran Dasar Perseroan. Pada tahun 2024, seluruh anggota Dewan Komisaris dan Direksi tidak memiliki rangkap jabatan yang menimbulkan benturan kepentingan. Informasi lengkap terkait rangkap jabatan Dewan Komisaris dan Direksi telah disampaikan pada Laporan Tahunan bagian Tata Kelola Perusahaan.

The Company is fully committed to preventing any actions, behaviors, or activities that could lead to conflicts of interest within its operational environment. To uphold this commitment, the Company has established a Conflict of Interest Guideline, which applies to all Jasa Marga personnel, including the Board of Commissioners and the Board of Directors. This guideline is formalized in Board of Directors Decree No. 78/KTS/2020 on Conflict of Interest Guidelines at PT Jasa Marga (Persero) Tbk. Under this guideline, if an unavoidable conflict of interest arises, Jasa Marga personnel are strictly prohibited from continuing activities or performing duties and responsibilities related to the conflict. The individual concerned must withdraw from tasks that may involve a conflict of interest or refrain from participating in decision-making processes related to the conflicted activity. However, in certain circumstances where it is deemed necessary solely for the Company's best interests, the Board of Directors may issue a written assignment instructing the individual to continue carrying out their duties and responsibilities in the related activity.

All Jasa Marga personnel are obligated to disclose any actual or potential conflicts of interest by submitting a Conflict of Interest Disclosure Statement to their immediate supervisor. Additionally, Jasa Marga personnel must submit such a statement if they have a direct family relationship with any member of the Board of Directors and/or the Board of Commissioners. The management of conflicts of interest concerning the Board of Commissioners and the Board of Directors is comprehensively presented in the Corporate Governance section of the Annual Report.

To address potential conflicts of interest arising from dual positions within the Board of Commissioners and the Board of Directors, the Company has implemented a concurrent position policy, which is clearly outlined in its Articles of Association. As of 2024, none of the Board of Commissioners or Board of Directors members hold concurrent positions that may result in a conflict of interest. Detailed information regarding concurrent positions within the Board of Commissioners and the Board of Directors can be found in the Corporate Governance section of the Annual Report.

Selama tahun 2024, seluruh anggota Dewan Komisaris dan Direksi tidak memiliki hubungan keuangan, keluarga dan kepengurusan dengan anggota Dewan Komisaris dan Direksi lainnya serta pemegang saham. Pemegang saham pengendali Jasa Marga adalah Negara Republik Indonesia yang diwakili oleh Pemerintah Republik Indonesia/Kementerian Badan Usaha Milik Negara (BUMN) dengan kepemilikan sebesar 70%. Terdapat anggota Dewan Komisaris dan Direksi yang memiliki saham Perseroan. Namun demikian, sesuai dengan Peraturan Otoritas Jasa Keuangan No. 11/POJK.04/2017 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka, setiap anggota Dewan Komisaris dan Direksi wajib untuk menyampaikan informasi kepada Perseroan mengenai kepemilikan dan setiap perubahan kepemilikannya atas saham Perseroan. Selain itu, seluruh anggota Dewan Komisaris dan Direksi tidak memiliki saham perusahaan lainnya termasuk pemasok. Pembahasan terkait kepemilikan saham Dewan Komisaris dan Direksi ini mengacu pada Laporan Tahunan bagian Profil Perusahaan.

Sepanjang tahun 2024, tidak terdapat transaksi yang mengandung benturan kepentingan. Pembahasan terkait transaksi yang mengandung benturan kepentingan ini mengacu pada Laporan Tahunan bagian Analisis dan Pembahasan Manajemen.

Throughout 2024, there were no financial, familial, or managerial relationships among members of the Board of Commissioners, Board of Directors, or with the shareholders. The controlling shareholder of Jasa Marga is the Government of the Republic of Indonesia, represented by the Ministry of State-Owned Enterprises (SOEs), holding 70% ownership. Some members of the Board of Commissioners and the Board of Directors own shares in the Company. However, under Financial Services Authority Regulation Number 11/POJK.04/2017 on the Reporting of Share Ownership or Any Changes in Ownership in Public Companies, every member of the Board of Commissioners and the Board of Directors is required to inform the Company about their ownership and any changes in their shareholding. Additionally, all members of the Board of Commissioners and the Board of Directors do not own shares in other companies, including suppliers. Further details regarding the share ownership of the Board of Commissioners and the Board of Directors are provided in the Company Profile section of the Annual Report.

Throughout 2024, the company did not engage in any transactions that involved a conflict of interest. Details regarding transactions related to conflicts of interest are discussed in the Management Analysis and Discussion section of the Annual Report.

Nominasi dan Seleksi Dewan Komisaris dan Direksi [GRI 2-10]

Nomination and Selection of the Board of Commissioners and Board of Directors

Proses nominasi dan seleksi Dewan Komisaris dan Direksi mengacu pada Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tanggal 3 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Nominasi Dewan Komisaris dan Direksi dilaksanakan melalui proses penetapan bakal calon Dewan Komisaris dan Direksi, yang diusulkan melalui Dewan Komisaris yang dibantu oleh Komite Nominasi dan Remunerasi. Setiap bakal calon Dewan Komisaris dan Direksi merupakan seorang yang telah dinyatakan memenuhi persyaratan formal, persyaratan materiil, maupun persyaratan lainnya, termasuk telah lulus Uji Kelayakan dan Kepatutan (UKK).

The nomination and selection process for the Board of Commissioners and Board of Directors refers to the Regulation of the Minister of SOEs No. PER-3/MBU/03/2023 dated March 3, 2023 concerning Organs and Human Resources of State-Owned Enterprises. The nomination process is conducted through the identification and recommendation of prospective candidates, facilitated by the Board of Commissioners with the assistance of the Nomination and Remuneration Committee. Each prospective candidate for the Board of Commissioners and Board of Directors is a person who has been declared to have met the formal requirements, material requirements, and other requirements, including having passed the Fit and Proper Test.

Dalam pemilihan Dewan Komisaris dan Direksi, Perseroan wajib memperhatikan keberagaman komposisi Dewan Komisaris dan Direksi sesuai dengan rekomendasi Otoritas Jasa Keuangan yang dituangkan dalam Lampiran Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka. Selain itu, Perseroan juga memperhatikan independensi serta pengetahuan dan/atau keahlian di bidang yang dibutuhkan oleh Perseroan dalam memilih calon Dewan Komisaris dan Direksi. Penetapan Dewan Komisaris dan Direksi dilakukan oleh Pemegang Saham melalui Keputusan RUPS. Informasi proses nominasi dan seleksi Dewan Komisaris dan Direksi telah disajikan secara lengkap pada Laporan Tahunan bagian Tata Kelola Perusahaan.

In the election of the Board of Commissioners and Board of Directors, the Company must pay attention to the diversity of the composition of the Board of Commissioners and Board of Directors in accordance with the recommendations of the Financial Services Authority as stated in the Attachment to the Financial Services Authority Circular Letter No. 32/SEOJK.04/2015 concerning Guidelines for Governance of Public Companies. In addition, the Company also pays attention to independence as well as knowledge and/or expertise in the fields required by the Company in selecting candidates for the Board of Commissioners and Board of Directors. The determination of the Board of Commissioners and Board of Directors is carried out by Shareholders through a GMS Decision. Further details regarding the nomination and selection procedures are available in the Corporate Governance section of this Annual Report.

Penilaian Kinerja Dewan Komisaris dan Direksi [GRI 2-18]

Performance Assessment of the Board of Commissioners and Board of Directors

Perseroan telah menetapkan mekanisme penilaian kinerja bagi Dewan Komisaris dan Direksi, yang penilaiannya didasarkan pada *Key Performance Indicator* (KPI). Penilaian terhadap Dewan Komisaris dan Direksi merupakan tahap evaluasi atas kinerja Dewan Komisaris dan Direksi untuk periode tahun penilaian. Dalam KPI Dewan Komisaris dan Direksi telah mencakup kinerja Dewan Komisaris dan Direksi atas pengawasan serta pencapaian pengelolaan dampak Perseroan terhadap ESG di antaranya pengawasan terhadap pencapaian KPI Unit Corporate Communication and Community Development.

Laporan penilaian kinerja Dewan Komisaris dan Direksi disampaikan kepada pemegang saham dalam RUPS. Hasil evaluasi terhadap kinerja Dewan Komisaris dan Direksi secara keseluruhan merupakan bahan dalam skema kompensasi dan pemberian insentif bagi Anggota Dewan Komisaris dan Direksi. Hasil evaluasi kinerja masing-masing Anggota Dewan Komisaris dan Direksi secara individual merupakan salah satu dasar pertimbangan bagi pemegang saham untuk memberhentikan dan/atau menunjuk kembali Anggota Dewan Komisaris dan Direksi yang bersangkutan. Hasil evaluasi kinerja tersebut merupakan sarana penilaian

The Company has established a performance assessment mechanism for the Board of Commissioners and Board of Directors, which is based on Key Performance Indicators (KPI). The assessment of the Board of Commissioners and Board of Directors is an evaluation stage of their performance for the assessment year period. The KPI of the Board of Commissioners and Board of Directors includes their performance in supervising and achieving the Company's impact management on ESG, including supervising the achievement of the KPI of the Corporate Communication and Community Development Unit.

The performance assessment report of the Board of Commissioners and Board of Directors is submitted to shareholders at the GMS. The evaluation results of the performance of the Board of Commissioners and the Board of Directors as a whole are material in the compensation scheme and incentives for Members of the Board of Commissioners and the Board of Directors. The results of the performance evaluation of each Member of the Board of Commissioners and the Board of Directors individually are one of the basic considerations for shareholders to dismiss and/or reappoint the Member of the Board of Commissioners and the Board of

serta peningkatan efektivitas Dewan Komisaris dan Direksi. Penilaian kinerja Dewan Komisaris dan Direksi telah disajikan secara lengkap pada Laporan Tahunan bagian Tata Kelola Perusahaan.

Directors concerned. The results of the performance evaluation are a means of assessment to increase the effectiveness of the Board of Commissioners and the Board of Directors. The performance assessment of the Board of Commissioners and the Board of Directors has been presented in full in the Annual Report, Corporate Governance section.

Kebijakan Remunerasi Dewan Komisaris dan Direksi [GRI 2-19, GRI 2-20, GRI 2-21]

Remuneration Policy for the Board of Commissioners and Directors

Dalam menentukan remunerasi bagi Dewan Komisaris dan Direksi, Perseroan mengacu pada Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tanggal 3 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Komponen remunerasi Dewan Komisaris dan Direksi terdiri dari Honorarium; Tunjangan; Fasilitas; Tantiem/Insentif Kinerja/Insentif Khusus; Insentif Jangka Panjang (*Long Term Incentive*). Struktur remunerasi Dewan Komisaris dan Direksi telah disajikan secara lengkap pada Laporan Tahunan bagian Tata Kelola Perusahaan.

Penetapan remunerasi berupa tantiem bagi Dewan Komisaris dan Direksi mempertimbangkan pencapaian kinerja Perseroan selama tahun buku serta penilaian *Key Performance Indicators* (KPI) yang telah ditetapkan. Perseroan juga mempertimbangkan KPI terkait ESG tercakup dalam KPI Unit Corporate Communication and Community Development yang bertanggungjawab langsung kepada Direktur Utama yang berada di bawah pengawasan Dewan Komisaris.

Penetapan remunerasi Dewan Komisaris dan Direksi Perseroan telah mengikuti aturan yang berlaku, dengan memperhatikan dan mempertimbangkan hasil kajian yang dilakukan oleh Komite Nominasi, Remunerasi dan Risiko. Kemudian, Komite Nominasi, Remunerasi dan Risiko mengusulkan remunerasi kepada Menteri BUMN selaku Pemegang Saham Seri A Dwiwarna untuk selanjutnya disetujui dan diusulkan

To determine the remuneration for the Board of Commissioners and Board of Directors, the Company refers to the Regulation of the Minister of SOEs No. PER-3/MBU/03/2023 dated March 3, 2023 concerning Organs and Human Resources of State-Owned Enterprises. The components of the remuneration for the Board of Commissioners and Board of Directors consist of Honorarium; Allowances; Facilities; Tantiem/Performance Incentives/Special Incentives; Long-Term Incentives. The remuneration structure for the Board of Commissioners and Board of Directors has been presented in full in the Annual Report in the Corporate Governance section.

The determination of remuneration in the form of bonuses for the Board of Commissioners and Board of Directors takes into account the Company's performance achievements during the fiscal year and the assessment of the Key Performance Indicators (KPI) that have been set. The Company also considers ESG-related KPIs included in the KPI of the Corporate Communication and Community Development Unit which is directly responsible to the President Director who is under the supervision of the Board of Commissioners.

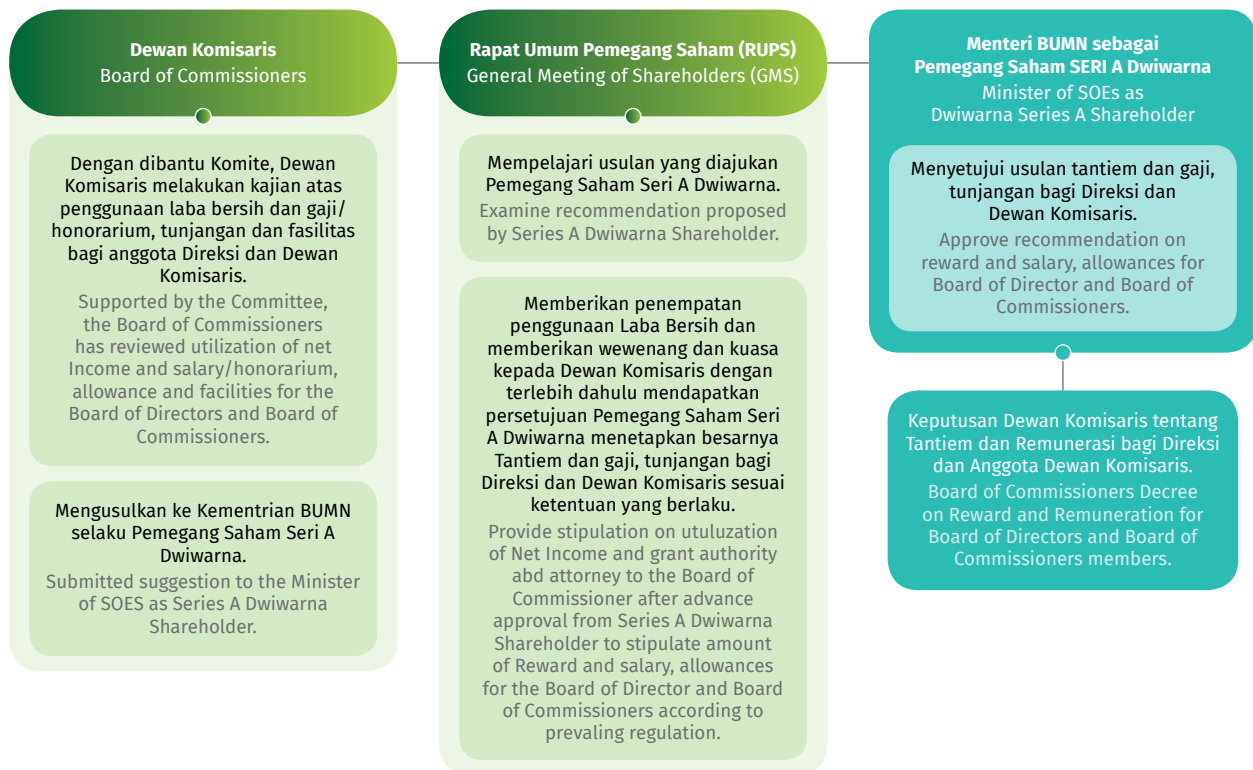
The determination of the remuneration of the Board of Commissioners and Board of Directors of the Company has followed the applicable regulations by considering the results of the study conducted by the Nomination, Remuneration, and Risk Committee. Then, the Nomination, Remuneration, and Risk Committee proposes the remuneration to the Minister of SOEs as the Holder of Series A Dwiwarna Shares for further

untuk mendapatkan penetapan dan/atau persetujuan RUPS Tahunan. Perseroan tidak melibatkan konsultan remunerasi independen dalam menetapkan remunerasi Dewan Komisaris dan Direksi.

approval and proposal to obtain the determination and/or approval of the Annual GMS. The Company does not involve an independent remuneration consultant in determining the remuneration of the Board of Commissioners and Board of Directors.

Bagan Prosedur Penetapan Remunerasi Dewan Komisaris dan Direksi

Procedure Chart for Determining Remuneration for the Board of Commissioners and Directors



Dalam RUPS, penetapan gaji/honorarium berikut fasilitas dan tunjangan untuk Dewan Komisaris dan Direksi Tahun Buku 2024 serta tantiem/insentif kinerja/insentif khusus untuk Dewan Komisaris dan Direksi Tahun Buku 2023 menjadi mata acara rapat keempat. Hasil pemungutan suara para pemangku kepentingan atas penetapan remunerasi Dewan Komisaris dan Direksi sebanyak 6.131.315.291 (96,58%) setuju, 159.884.520 (2,51%) tidak setuju, dan 56.656.675 (0,89%) abstain. Informasi terkait dengan Remunerasi Dewan Komisaris dan Direksi secara rinci dapat dilihat pada Laporan Tahunan bagian Tata Kelola Perusahaan.

In the GMS, the determination of salary/honorarium along with facilities and allowances for the Board of Commissioners and Board of Directors for the 2024 Financial Year as well as bonuses/performance incentives/special incentives for the Board of Commissioners and Board of Directors for the 2023 Financial Year became the fourth meeting agenda. The results of the stakeholder vote on the determination of the remuneration for the Board of Commissioners and Board of Directors were 6,131,315,291 (96.58%) in favor, 159,884,520 (2.51%) in disagreement, and 56,656,675 (0.89%) abstained. Detailed information related to the Remuneration for the Board of Commissioners and Board of Directors can be seen in the Corporate Governance section, in the Annual Report.

Selain itu, Perseroan juga telah melaporkan rasio total kompensasi Direktur Utama dengan median kompensasi tahunan karyawan serta perbandingan kenaikan kompensasi tahunan Direktur Utama terhadap kenaikan persentase median jumlah kompensasi tahunan karyawan. Total kompensasi karyawan merupakan jumlah dari seluruh kompensasi yang diterima oleh karyawan. Adapun rincian disajikan sebagai berikut.

In addition, the Company has also reported the ratio of the President Director's total compensation to the median annual compensation of employees and the comparison of the increase in the President Director's annual compensation to the percentage increase in the median amount of annual compensation of employees. Total employee compensation is the sum of all compensation received by employees. The details are presented as follows.

Tabel Perbandingan Kompensasi Tahunan
Table of Ratio of Annual Compensation

Keterangan Description	2024	2023	2022
Remunerasi Direktur Utama (Rp) Remuneration of the President Director (IDR)	3.972.000.000	3.828.000.000	3.576.000.000
Jumlah Karyawan Tetap (Induk) (Orang) Number of Permanent Employees (Parent Company) (Person)	1.853	1.950	2.059
Penghasilan Terendah Karyawan Tetap (Rp) Lowest Income of Permanent Employees (IDR)	7.749.000	7.150.000	6.850.000
Penghasilan Tertinggi Karyawan Tetap (Rp) Highest Income of Permanent Employees (IDR)	125.000.000	125.000.000	125.000.000
Rata-rata Total Kompensasi Tahunan Karyawan Tetap (Di Luar Direksi dan Dewan Komisaris) - Tanpa Insentif (Rp) Average Total Annual Compensation of Permanent Employees (Excluding Directors and Board of Commissioners) - Without Incentives (IDR)	181.677.598	214.068.982	260.515.741
Median Kompensasi Tahunan Karyawan (Rp) Median Annual Employee Compensation (IDR)	167.035.452	161.334.000	135.446.424
Rasio Perbandingan Kompensasi Tahunan Direktur Utama Terhadap Rata-rata Kompensasi Tahunan Karyawan Ratio of Annual Compensation of President Director to Average Annual Compensation of Employees	1 : 21,86	1 : 17,88	1 : 13,73
Perbandingan Kenaikan Kompensasi Tahunan Direktur Utama Terhadap Kenaikan Persentase Rata-rata Jumlah Kompensasi Tahunan Karyawan Comparison of Annual Compensation Increase of President Director to Average Percentage Increase of Annual Compensation of Employees	1 : -4,45	1 : -5,43	1 : -5,34
Rasio Perbandingan Kompensasi Tahunan Direktur Utama Terhadap Median Kompensasi Tahunan Karyawan Ratio of Annual Compensation of President Director to Median Annual Compensation of Employees	1 : 23,78	1 : 23,73	1 : 26,4
Perbandingan Kenaikan Kompensasi Tahunan Direktur Utama Terhadap Kenaikan Persentase Median Jumlah Kompensasi Tahunan Karyawan Comparison of Annual Compensation Increase for CEOs to Median Percentage Increase in Annual Compensation of Employees	1 : 1,06	1 : 0,37	1 : 26,40

Keterangan / Information:

Karyawan pada tabel di atas adalah karyawan tetap PT Jasa Marga (Persero) Tbk baik di lingkup kantor pusat maupun penugasan di entitas anak perusahaan yang kompensasinya diproses di induk.

The employees in the table above are permanent employees of PT Jasa Marga (Persero) Tbk both at the head office and assigned to subsidiary entities whose compensation is processed at the parent company.

Tata Kelola Keberlanjutan [OJK E]

Sustainability Governance

Penanggung Jawab Penerapan Pembangunan Berkelanjutan

[OJK E.1, GRI 2-9, GRI 2-12, GRI 2-13, IFRS S1-GOVERNANCE, IFRS S2- GOVERNANCE]

Perseroan telah membentuk Komite Tanggung Jawab Sosial dan Lingkungan sesuai dengan arahan Kementerian BUMN melalui Peraturan Menteri Nomor: PER-1/MBU/03/2023 tentang Penugasan Khusus dan TJSL. Adapun fungsi dari Komite TJSL di antaranya yaitu:

1. Melakukan koordinasi antara unit/direktorat untuk merumuskan tujuan dan petunjuk pelaksanaan Program TJSL BUMN.
2. Melakukan pemetaan dan penyusunan Program TJSL BUMN.
3. Membantu Direksi dalam melaksanakan evaluasi atas pelaksanaan Program TJSL BUMN.

Komite Tanggung Jawab Sosial dan Lingkungan (TJSL) juga yang bertanggungjawab atas terlaksananya kegiatan keberlanjutan di lingkup Perseroan. Pembentukan Komite TJSL tertuang dalam Surat Keputusan Direksi Nomor: 169/KPTS/2022 tentang Pembentukan Komite Tanggung Jawab Sosial dan Lingkungan di Lingkungan PT Jasa Marga (Persero) Tbk, sementara untuk keanggotaan Komite TJSL tertuang dalam Surat Keputusan Direksi Nomor: 170/KPTS/2022 tentang Penetapan Daftar Nama Anggota Komite Tanggung Jawab Sosial dan Lingkungan (TJSL) PT Jasa Marga (Persero) Tbk dan perubahannya Nomor: 154/KPTS/2024 perihal Penetapan Komite TJSL Periode 2024-2025.

Komite TJSL bertanggungjawab langsung kepada Direktur Utama Perseroan dan diawasi oleh Dewan Komisaris. Ketua Komite TJSL secara berkala memberikan laporan kepada Direktur Utama mengenai kegiatan-kegiatan terkait keberlanjutan, yang selanjutnya ditanggapi dan diberikan arahan melalui forum-forum rapat dan/atau diskusi. Adapun struktur komite TJSL berdasarkan Keputusan Direksi Nomor: 154/KPTS/2024 tanggal 01 Agustus 2024 tentang Penetapan komite Tanggung Jawab Sosial dan Lingkungan (TJSL) periode 2024-2025 di lingkungan Jasa Marga Group adalah sebagai berikut.

Person in Charge for the Implementation of Sustainable Development

[OJK E.1, GRI 2-9, GRI 2-12, GRI 2-13, IFRS S1-GOVERNANCE, IFRS S2- GOVERNANCE]

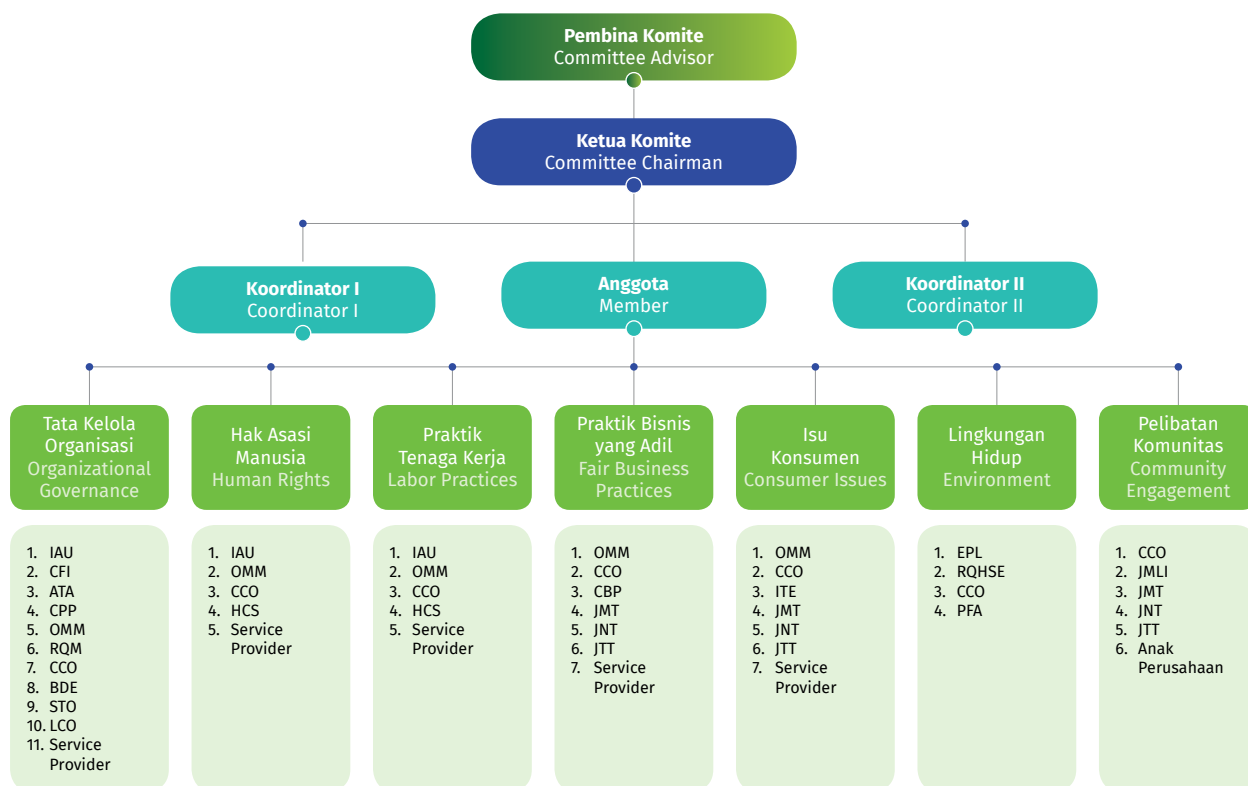
The Company has formed a Social and Environmental Responsibility (CSR) Committee following the direction of the Ministry of SOEs through Ministerial Regulation Number: PER-1/MBU/03/2023 concerning Special Assignments and CSR. The functions of the CSR Committee include:

1. Coordinating between units/directorates to formulate objectives and guidelines for implementing the SOEs' CSR Program.
2. Mapping and preparing SOEs' CSR Programs.
3. Assisting the Board of Directors in evaluating the implementation of the SOEs' CSR Program.

The Social and Environmental Responsibility (CSR) Committee is also responsible for implementing sustainability activities within the Company. The establishment of the CSR Committee is stated in the Decree of the Board of Directors Number: 169/KPTS/2022 concerning the Establishment of the Social and Environmental Responsibility Committee within PT Jasa Marga (Persero) Tbk, while the membership of the CSR Committee is stated in the Decree of the Board of Directors Number: 170/KPTS/2022 concerning the Determination of the List of Names of Members of the Social and Environmental Responsibility (CSR) Committee of PT Jasa Marga (Persero) Tbk and its amendment Number: 154/KPTS/2024 concerning the Determination of the CSR Committee for the 2024-2025 Period.

The CSR Committee is directly responsible to the President Director of the Company and is supervised by the Board of Commissioners. The Head of the CSR Committee periodically reports to the President Director regarding activities related to sustainability, which are then responded to and given direction through meeting forums and/or discussions. The structure of the CSR committee based on the Decree of the Board of Directors Number: 154/KPTS/2024 dated August 1, 2024 concerning the Establishment of the Social and Environmental Responsibility (CSR) Committee for the 2024-2025 period within the Jasa Marga Group is as follows.

Bagan Struktur Komite Tanggung Jawab Sosial Chart of Social Responsibility Committee Structure



Tugas dan tanggung jawab komite Tanggung Jawab Sosial dan Lingkungan (TJSL) sebagaimana diatur dalam Keputusan Direksi Nomor 169/KPTS/2022 tanggal 23 Desember 2022 tentang Pembentukan Struktur Organisasi serta Tugas dan Tanggung Jawab Komite Tanggung Jawab Sosial dan Lingkungan di Lingkungan PT Jasa Marga (Persero) Tbk. Tugas dan tanggung jawab diuraikan sebagai berikut.

PEMBINA

Tugas dan tanggung jawab:

- Memberikan arahan pelaksana dalam melaksanakan program-program TJSL berbasis ISO 26000 yang terintegrasi dalam proposal bisnis untuk keberlanjutan Perusahaan.
- Menentukan arah dan kebijakan TJSL berbasis ISO 26000 di lingkungan Jasa Marga Group sesuai dengan Visi, Misi dan Tujuan Perusahaan.
- Melakukan pengawasan, pemantauan dan evaluasi terhadap keberhasilan program-program TJSL berbasis ISO 26000 untuk mendukung keberlanjutan Perusahaan.

KETUA

Tugas dan tanggung jawab:

- Bertanggung jawab atas semua kegiatan perencanaan, pelaksanaan, evaluasi, implementasi TJSL sesuai dengan Tujuan Pembangunan Berkelanjutan (TPB).

The duties and responsibilities of the Social and Environmental Responsibility (CSR) committee as stipulated in the Decree of the Board of Directors Number 169/KPTS/2022 dated December 23, 2022 concerning the Establishment of the Organizational Structure and the Duties and Responsibilities of the Social and Environmental Responsibility Committee within PT Jasa Marga (Persero) Tbk. The duties and responsibilities are described as follows.

COMMITTEE TRUSTEES

Duties and responsibilities:

- Providing direction in implementing ISO 26000-based CSR programs integrated into business proposals for the Company's sustainability.
- Determining the direction and policy of ISO 26000-based CSR within the Jasa Marga Group environment following the Company's Vision, Mission, and Objectives.
- Supervising, monitoring, and evaluating the success of ISO 26000-based CSR programs to support the Company's sustainability.

COMMITTEE CHAIR

Duties and responsibilities:

- Responsible for all planning, implementation, evaluation, and implementation of CSR activities in accordance with the Sustainable Development Goals (TPB).

- Menetapkan rencana kerja TJSL berbasis ISO 26000 sesuai dengan Rencana Kerja dan Anggaran Perusahaan (RKAP) serta Rencana Jangka Panjang Perusahaan (RJPP).
- Mengkoordinasikan fungsi Direktorat, Divisi dan Bidang yang terkait dengan implementasi TJSL berbasis ISO 26000.
- Memimpin dan melaksanakan rapat koordinasi minimal 2 (dua) kali dalam satu tahun, yaitu pada saat perencanaan program dan menyusun laporan keberlanjutan (*sustainability report*).

KOORDINATOR I

Tugas dan tanggung jawab:

- Membantu dan mewakili tugas-tugas Ketua atas arahan dan persetujuan Ketua.
- Mensosialisasikan dan mempublikasikan program-program TJSL berbasis ISO 26000 yang dilaksanakan Perusahaan dalam Internal dan Eksternal Perusahaan.

KOORDINATOR II

Tugas dan tanggung jawab:

- Membantu dan mewakili tugas-tugas Ketua atas arahan dan persetujuan Ketua.
- Menyusun laporan berkala dan laporan keberlanjutan (*sustainability report*).

ANGGOTA

A. SUSTAINABILITY COMMITTEE MEMBER (SCM)

Tugas dan tanggung jawab:

- Merencanakan program kerja dan anggaran Program TJSL sesuai dengan Rencana Kerja Anggaran masing-masing Unit Kerja, Regional dan Anak Perusahaan, dan melaporkan kepada Ketua Komite TJSL;
- Melaksanakan Program TJSL sesuai dengan bidang masing-masing Unit Kerja, Regional dan Anak Perusahaan yang sudah ditetapkan dalam RKA dan RKAP;
- Melakukan monitoring dan evaluasi atas pelaksanaan Program TJSL untuk keberhasilan dan perbaikan;
- Menyusun dan menyampaikan laporan kepada Ketua Komite TJSL dengan tembusan Koordinator I dan Koordinator II; dan
- Bertanggung jawab atas data dan penyusunan Laporan Keberlanjutan Perusahaan.

B. SUSTAINABILITY PROGRAM OFFICER (SPO)

Tugas dan tanggung jawab:

- Membantu *Sustainability Committee Member (SCM)* dalam pengelolaan Program TJSL;
- Mengidentifikasi Program TJSL dengan mempertimbangkan sumber daya, dampak, dan risiko atas aktivitas Perusahaan, inisiatif program yang akan dijalankan pihak-pihak terkait (*stakeholders*);

- Establishing a CSR work plan based on ISO 26000 following the Company Work Plan and Budget (RKAP) and the Company's Long-Term Plan (RJPP).
- Coordinating the functions of Directorates, Divisions, and Units related to the implementation of ISO 26000-based CSR.
- Leading and Conducting coordination meetings at least 2 (two) times a year, namely during program planning and preparing sustainability reports.

COORDINATOR I

Duties and responsibilities:

- Assisting and representing the Chairman's duties with the direction and approval of the Chairman.
- Socializing and publishing ISO 26000-based CSR programs implemented by the Company internally and externally.

COORDINATOR II

Duties and responsibilities:

- Assisting and representing the Chairman's duties with the direction and approval of the Chairman.
- Preparing periodic reports and sustainability reports.

MEMBERS

A. SUSTAINABILITY COMMITTEE MEMBER (SCM)

Duties and responsibilities:

- Planning the work program and budget for the CSR Program following the Work Budget Plan of each Work Unit, Region and Subsidiary, and reporting to the Chairperson of the CSR Committee;
- Implementing the CSR Program in accordance with the respective fields of each Business Unit, Region, and Subsidiary as stipulated in the RKA and RKAP;
- Monitoring and evaluating the implementation of the CSR Program for success and improvement;
- Compiling and submitting a report to the Chairperson of the CSR Committee with copies to Coordinator I and Coordinator II; and
- Responsible for data and the preparation of the Company's Sustainability Report.

B. SUSTAINABILITY PROGRAM OFFICER (SPO)

Duties and responsibilities:

- Assisting Sustainability Committee Members (SCM) in managing the CSR Program;
- Identifying CSR Programs by considering resources, impacts and risks on Company activities, program initiatives to be implemented by related parties (*stakeholders*);

3. Melakukan analisa Program TJSL dengan cara menganalisa kesesuaian Program TJSL berdasarkan subjek inti ISO 26000 20110 dan Tujuan Pembangunan Berkelanjutan (TPB), dan membuat peta TJSL dari hasil analisa tersebut;
4. Melakukan evaluasi efektivitas Program TJSL dan mengusulkan prioritas Program TJSL untuk ditangani lebih lanjut; dan
5. Menyiapkan data dan penyusunan Laporan Berkelanjutan Perusahaan.

C. SUSTAINABILITY DATA COMPILER (SDC)

Tugas dan tanggung jawab:

1. Menyusun data realisasi Program TJSL sesuai dengan format yang ditentukan;
2. Memfasilitasi dan bekerja bersama *Sustainability Program Officer* (SPO) dalam melakukan evaluasi atas efektivitas pelaksanaan Program TJSL di Unit Kerja, Regional, dan/atau Anak Perusahaan;
3. Melaporkan pelaksanaan Program TJSL ke dalam aplikasi yang telah disiapkan; dan
4. Membantu *Sustainability Program Officer* (SPO) dalam menyiapkan data Laporan Keberlanjutan Perusahaan.

Komite TJSL melakukan rapat koordinasi secara rutin setiap tahunnya. Pada tahun 2024, Komite TJSL telah melakukan rapat koordinasi dengan pembahasan utama terkait roadmap *sustainability policy*, komitmen implementasi ESG melalui program TJSL dan implementasi TJSL Perusahaan berdasarkan ISO 26000 untuk keberlanjutan Perseroan. Dalam berbagai kesempatan pada rapat gabungan antara Dewan Komisaris dan Direksi, maupun pada pembahasan RKAP Perseroan, tema keberlanjutan selalu menjadi pembahasan dan menjadi perhatian Dewan Komisaris dalam mewujudkan aspirasi pemegang saham terkait pelaksanaan ESG di lingkup Jasa Marga, khususnya dari Kementerian BUMN selaku kuasa pemegang saham mayoritas, Pemerintah Indonesia. Dewan Komisaris senantiasa melakukan fungsi pengawasan atas pelaksanaan strategi keberlanjutan dijalankan selaras dengan fungsi pengawasan terhadap pelaksanaan strategi operasi dan bisnis Perseroan.

Selain itu, pada tahun 2024, Perseroan juga membentuk jabatan ESG Advisor yang berfungsi melaksanakan perencanaan, implementasi, evaluasi dan koordinasi baik strategis maupun dengan Unit Kerja dan *stakeholder* terkait terhadap faktor ESG dan keberlanjutan Perseroan sesuai dengan Visi dan Misi, arahan strategis bisnis Perseroan serta Rencana Jangka Panjang Perusahaan. Pembentukan ESG Advisor telah tercantum dalam Surat Keputusan Direksi No. 56/KPTS/2024 tentang Uraian Jabatan Fungsional Environmental, Social & Governance (ESG) Advisor PT Jasa Marga (Persero) Tbk. ESG Advisor berkedudukan di Corporate Communication & Community Development Group

3. Conducting CSR Program analysis by analyzing the suitability of the CSR Program based on the core subjects of ISO 26000: 2010 and the Sustainable Development Goals (SDGs), and creating a CSR map from the results of the analysis;
4. Conducting an evaluation of the effectiveness of the CSR Program and proposing CSR Program priorities for further handling; and
5. Preparing data and compiling the Company's Sustainability Report.

C. SUSTAINABILITY DATA COMPILER (SDC)

Duties and responsibilities:

1. Compiling CSR Program realization data according to the specified format;
2. Facilitating and working together with the Sustainability Program Officer (SPO) in conducting the evaluations of the effectiveness of the implementation of the CSR Program in Business Units, Regions, and/or Subsidiaries;
3. Reporting the implementation of the CSR Program into the prepared application; and
4. Assisting the Sustainability Program Officer (SPO) in preparing Company Sustainability Report data.

The CSR Committee holds regular coordination meetings every year. In 2024, the CSR Committee held a coordination meeting with the main discussion related to the sustainability policy roadmap, ESG implementation commitment through the CSR program, and the Company's CSR implementation based on ISO 26000 for the Company's sustainability. On various occasions at joint meetings between the Board of Commissioners and the Board of Directors, as well as in discussions of the Company's RKAP, the theme of sustainability was discussed and became the Board of Commissioners' concern in realizing the aspirations of shareholders regarding the implementation of ESG within Jasa Marga, especially from the Ministry of SOEs as the majority shareholder, the Government of Indonesia. The Board of Commissioners always carried out its supervisory function over the implementation of the sustainability strategy in line with its supervisory function over the implementation of the Company's operational and business strategies.

To further strengthen its ESG governance structure, in 2024 the Company established a dedicated ESG Advisor position. This role is responsible for the strategic planning, implementation, evaluation, and coordination of ESG-related initiatives across Business Units and with relevant stakeholders, in alignment with the Company's Vision and Mission, strategic business direction, and Long-Term Plan. The establishment of the ESG Advisor has been stated in the Decree of the Board of Directors No. 56/KPTS/2024 concerning the Functional Position Description of the Environmental, Social & Governance (ESG) Advisor of PT Jasa Marga (Persero) Tbk. The ESG Advisor is located in the Corporate Communication & Community

dan bertanggung jawab kepada Corporate Communication & Community Development Group Head.

Pembentukan ESG Advidor merupakan strategi Perseroan untuk menjalankan bisnis usaha jalan tol dengan mengimplementasikan strategi keberlanjutan dan memastikan kepatuhan terhadap regulasi yang berlaku. Lingkup tugas ESG Advisor adalah:

1. Mengkoordinasikan perencanaan program ESG/ Keberlanjutan Perseroan melalui penyusunan strategi dan peta jalan (*roadmap*) program ESG/Keberlanjutan sesuai dengan Visi, Misi, arahan strategis dan strategi Perseroan.
2. Melaksanakan analisis dan kajian strategis untuk mendukung perencanaan program ESG/Keberlanjutan Perseroan.
3. Melaksanakan dan mengkoordinasikan dengan Unit Kerja terkait atas penyusunan rencana aksi program ESG/ Keberlanjutan Perseroan.
4. Melaksanakan pemantauan terhadap implementasi rencana aksi program ESG/Keberlanjutan Perseroan.
5. Melaksanakan analisi untuk mendukung implementasi rencana aksi serta perbaikan apabila diperlukan.
6. Melaksanakan penyusunan Laporan Keberlanjutan/ *Sustainability Report*.

Pengembangan Kompetensi Terkait Pembangunan Berkelanjutan [OJK E.2, GRI 2-17, IFRS S1-GOVERNANCE, IFRS S2- GOVERNANCE]

Sepanjang tahun 2024, Perseroan telah memberikan pelatihan terkait dengan pembangunan berkelanjutan kepada Dewan Komisaris dan Direksi untuk mengembangkan potensinya terkait dengan pembangunan berkelanjutan. Adapun jenis pelatihan, materi dan penyelenggara pelatihan yang dapat dilihat pada tabel di bawah ini.

Development Group and is responsible to the Corporate Communication & Community Development Group Head.

The establishment of ESG Advisor is the Company's strategy to run the toll road business by implementing sustainability strategies and ensuring compliance with applicable regulations. The scope of duties of ESG Advisor are:

1. Coordinating the Company's ESG/Sustainability program planning by preparing ESG/Sustainability program strategies and roadmaps in accordance with the Company's Vision, Mission, strategic direction and strategy.
2. Conducting strategic analysis and studies to support the Company's ESG/Sustainability program planning.
3. Implementing and coordinating with related Business Units regarding the preparation of the Company's ESG/ Sustainability program action plan.
4. Monitoring the implementation of the Company's ESG/ Sustainability program action plan.
5. Conducting analysis to support the implementation of action plans and improvements if necessary.
6. Conducting the preparation of Sustainability Reports.

Competency Development Regarding Sustainable Development [OJK E.2, GRI 2-17, IFRS S1-GOVERNANCE, IFRS S2- GOVERNANCE]

Throughout 2024, the Company provided trainings related to sustainable development to the Board of Commissioners and Board of Directors to develop their potential. The types of training, materials, and training organizers can be seen in the table below.

Tabel Pengembangan Kompetensi Pembangunan Berkelanjutan bagi Dewan Komisaris

Table of Competency Development Regarding Sustainable Development for the Board of Commissioners

Materi Pendidikan dan Pelatihan Education and Training Materials	Nama dan Jabatan Name and Position	Waktu Pelaksanaan Implementation Time	Penyelenggara Organizer
Certification In Audit Committee Practices (CACP) Batch 38 Tahun 2024	Chandra Wijaya (Komisaris Independen)	23 Januari 2024	Intitut Komite Audit Indonesia (IKAI)
Certification In Audit Committee Practices (CACP) Batch 38 2024	Chandra Wijaya (Independent Commissioner)	January 23, 2024	
Certification In Audit Committee Practices (CACP) Batch 39 2024	Seppalga Ahmad (Komisaris Independen) Seppalga Ahmad (Independent Commissioner)	05 Maret 2024 March 05, 2024	Intitut Komite Audit Indonesia (IKAI)
Pelatihan dan Sertifikasi GRC Development Initiative	Mohammad Zainal Fatah (Komisaris Utama) M. Roskanedi (Komisaris) Raja Erizman (Komisaris)	23 April 2024	PT Mediamadani
Training and Certification of GRC Development Initiative	Mohammad Zainal Fatah (President Commissioner) M. Roskanedi (Commissioner) Raja Erizman (Commissioner)	April 23, 2024	

Materi Pendidikan dan Pelatihan Education and Training Materials	Nama dan Jabatan Name and Position	Waktu Pelaksanaan Implementation Time	Penyelenggara Organizer
Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	Mohammad Zainal Fatah (Komisaris Utama) M. Roskanedi (Komisaris) Raja Erizman (Komisaris) Chandra Wijaya (Komisaris Independen) Seppalga Ahmad (Komisaris Independen) Mohammad Zainal Fatah (President Commissioner) M. Roskanedi (Commissioner) Raja Erizman (Commissioner) Chandra Wijaya (Independent Commissioner) Seppalga Ahmad (Independent Commissioner)	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
BSE Program Pathways to CA Indonesia Batch 2	Chandra Wijaya (Komisaris Independen) Chandra Wijaya (Independent Commissioner)	04 Juli 2024 July 04, 2024	BUMN School of Excellence
Pelatihan dan Sertifikasi GRC Development Initiative Training and Certification of GRC Development Initiative	Chandra Wijaya (Komisaris Independen) Abdul Rachman (Komisaris Independen) Seppalga Ahmad (Komisaris Independen) Chandra Wijaya (Independent Commissioner) Abdul Rachman (Independent Commissioner) Seppalga Ahmad (Independent Commissioner)	23 Juli 2024 July 23, 2024	PT Mediamadani
Leadership Series Workshop: Sistem Pengendalian Internal dan Tata Kelola Terintegrasi Perusahaan Leadership Series Workshop: Internal Control System and Integrated Corporate Governance	Abdul Rachman (Komisaris Independen) Abdul Rachman (Komisaris Independen)	26 Juli 2024 July 26, 2024	PT Jasa Marga (Persero) Tbk
"Seminar Peran Strategis Komite Audit Dalam Mewujudkan Ranah Siber Yang Aman" "Seminar on the Strategic Role of the Audit Committee in Realizing a Safe Cyber Realm"	Chandra Wijaya (Komisaris Independen) Chandra Wijaya (Independent Commissioner)	01 Agustus 2024 August 01, 2024	Ikatan Akuntan Indonesia (IAI)
Seminar Penyelarasan Manajemen Risiko Level 5 Seminar of Risk Management Alignment Level 5	Abdul Rachman (Komisaris Independen) Abdul Rachman (Independent Commissioner)	08 Agustus 2024 August 08, 2024	Ikatan Akuntan Indonesia (IAI)
SAK For Executive	Chandra Wijaya (Komisaris Independen) Seppalga Ahmad (Komisaris Independen) Marsetio (Komisaris Independen) Abdul Rachman (Komisaris Independen) Chandra Wijaya (Independent Commissioner) Seppalga Ahmad (Independent Commissioner) Marsetio (Independent Commissioner) Abdul Rachman (Independent Commissioner)	22 Agustus 2024 August 22, 2024	Institut Akuntan Publik Indonesia (IAPI)
Recognition of Prior Learning ACPA	Chandra Wijaya (Komisaris Independen) Chandra Wijaya (Independent Commissioner)	26 Agustus 2024 August 26, 2024	Institut Akuntan Publik Indonesia (IAPI)
Certified Risk Executive Leader (CREL) untuk BUMN/BUMD dan BLU/BLUD Certified Risk Executive Leader (CREL) for BUMN/BUMD and BLU/BLUD	Chandra Wijaya (Komisaris Independen) Chandra Wijaya (Independent Commissioner)	09 September 2024 September 09, 2024	BPKP
Executive Program: Enhancing Corporate Performance Through Strategy and Structure Alignment	M. Roskanedi (Komisaris) Raja Erizman (Komisaris) Marsetio (Komisaris Independen) M. Roskanedi (Commissioner) Raja Erizman (Commissioner) Marsetio (Independent Commissioner)	13 September 2024 September 13, 2024	Lembaga Management Fakultas Ekonomi dan Bisnis Universitas Indonesia (LM FEB UI)
Pelatihan RPL RNA (Register Negara Akuntan) Training of RPL RNA (State Register of Accountants)	Chandra Wijaya (Komisaris Independen) Chandra Wijaya (Independent Commissioner)	01 Oktober 2024 October 01, 2024	Institut Akuntan Publik Indonesia (IAPI)
Certified Risk Executive Leader (CREL)	Marsetio (Komisaris Independen) Marsetio (Independent Commissioner)	19 November 2024 November 19, 2024	Badan Pengawasan Keuangan dan Pembangunan (BPKP)
Workshop Konsepsi Business Judgment Rules & Kerugian Negara Serta Peran Dewan Komisaris Dalam Sistem Hukum Indonesia Workshop on Conception of Business Judgment Rules & State Losses and the Role of the Board of Commissioners in the Indonesian Legal System	Chandra Wijaya (Komisaris Independen) Chandra Wijaya (Independent Commissioner)	12 November 2024 November 12, 2024	Indonesian Institute of Audit Committee (IKAI)

Tabel Pengembangan Kompetensi Pembangunan Berkelanjutan bagi Direksi
Table of Competency Development Regarding Sustainable Development for Directors

Materi Pendidikan dan Pelatihan Education and Training Materials	Nama dan Jabatan Name and Position	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
International Conference on Management, Marketing and Finance (ICMMF-2024)	Subakti Syukur (Direktur Utama) Subakti Syukur (President Director)	18 Januari 2024 January 18, 2024	Science Net (SN) Singapore
Jasa Marga Executive Summit 2024	Subakti Syukur (Direktur Utama) Pramitha Wulanjani (Direktur Keuangan dan Manajemen Risiko) Mohamad Agus Setiawan (Direktur Pengembangan Usaha) Reza Febriano (Direktur Bisnis) Fitri Wiyanti (Direktur Operasi) Bagus Cahya Arinta B. (Direktur Human Capital & Transformasi) Subakti Syukur (President Director) Pramitha Wulanjani (Director of Finance and Risk Management) Mohamad Agus Setiawan (Director of Business Development) Reza Febriano (Director of Business) Fitri Wiyanti (Director of Operations) Bagus Cahya Arinta B. (Director of Human Capital & Transformation)	25 Januari 2024 January 25, 2024	PT Jasa Marga (Persero) Tbk
Bimbingan Teknis Kompetensi BNSP – Skema Direktur SDM BNSP Competency Technical Guidance – HR Director Scheme	Bagus Cahya Arinta B. (Direktur Human Capital & Transformasi) Bagus Cahya Arinta B. (Director of Human Capital & Transformation)	16 Februari 2024 February 16, 2024	Forum Human Capital Indonesia (FHCI) & LSP HCM I
Bimbingan Teknis Kompetensi BNSP – Skema Direktur SDM BNSP Competency Technical Guidance – HR Director Scheme	Bagus Cahya Arinta B. (Direktur Human Capital & Transformasi) Bagus Cahya Arinta B. (Director of Human Capital & Transformation)	23 Februari 2024 Februari 23, 2024	FHCI & LSP HCM I
Program Pathways to Chartered Accountant Indonesia	Pramitha Wulanjani (Direktur Keuangan dan Manajemen Risiko) Pramitha Wulanjani (Director of Finance and Risk Management)	01 Maret 2024 March 01, 2024	BUMN School of Excellence
Sharing Knowledge & Focus Group Discussion Pengendalian Mutu Anak Perusahaan Jalan Tol Konstruksi Knowledge Sharing & Focus Group Discussion on Quality Control of Toll Road Construction Subsidiaries	Mohamad Agus Setiawan (Direktur Pengembangan Usaha) Mohamad Agus Setiawan (Director of Business Development)	06 Maret 2024 March 06, 2024	PT Jasa Marga (Persero) Tbk
Narasumber pada Acara “Mudik Sehat Mudik Aman” Source Person at the Event “Healthy Homecoming, Safe Homecoming	Subakti Syukur (Direktur Utama) Subakti Syukur (President Director)	28 Maret 2024 March 28, 2024	Tempo
Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	Subakti Syukur (Direktur Utama) Pramitha Wulanjani (Direktur Keuangan dan Manajemen Risiko) Mohamad Agus Setiawan (Direktur Pengembangan Usaha) Reza Febriano (Direktur Bisnis) Fitri Wiyanti (Direktur Operasi) Bagus Cahya Arinta B. (Direktur Human Capital & Transformasi) Subakti Syukur (President Director) Pramitha Wulanjani (Director of Finance and Risk Management) Mohamad Agus Setiawan (Director of Business Development) Reza Febriano (Director of Business) Fitri Wiyanti (Director of Operations) Bagus Cahya Arinta B. (Director of Human Capital & Transformation)	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
CTO Masterclass “Modern AI – How Can Indonesia Compete with Leveraging AI?”	Fitri Wiyanti (Direktur Operasi) Fitri Wiyanti (Director of Operations)	29 Mei 2024 May 29, 2024	BUMN School of Excellence
Sharing Session Bidang Industrial Relations Sharing Session in Industrial Relations	Bagus Cahya Arinta B. (Direktur Human Capital & Transformasi) Bagus Cahya Arinta B. (Director of Human Capital & Transformation)	03 Juni 2024 June 03, 2024	PT Jasa Marga (Persero) Tbk

Materi Pendidikan dan Pelatihan Education and Training Materials	Nama dan Jabatan Name and Position	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
JM Talk Operational Services Series Eps.07 "Tim Benchmark Australia: Intelligent Transportation System (ITS) for Future Mobility"	Fitri Wiyanti (Direktur Operasi) Fitri Wiyanti (Director of Operations)	07 Juni 2024 June 07, 2024	PT Jasa Marga (Persero) Tbk
Leadership Series Workshop: Sistem Pengendalian Internal dan Tata Kelola Terintegrasi Perusahaan Leadership Series Workshop: Internal Control System and Integrated Corporate Governance	Subakti Syukur (Direktur Utama) Pramitha Wulanjani (Direktur Keuangan dan Manajemen Risiko) Mohamad Agus Setiawan (Direktur Pengembangan Usaha) Reza Febriano (Direktur Bisnis) Fitri Wiyanti (Direktur Operasi) Bagus Cahya Arinta B. (Direktur Human Capital & Transformasi) Subakti Syukur (President Director) Pramitha Wulanjani (Director of Finance and Risk Management) Mohamad Agus Setiawan (Director of Business Development) Reza Febriano (Director of Business) Fitri Wiyanti (Director of Operations) Bagus Cahya Arinta B. (Director of Human Capital & Transformation)	26 Juli 2024 July 26, 2024	PT Jasa Marga (Persero) Tbk
Executive Risk Summit 2024 Sustainable Risk Management: Integrating Innovation for Long-Term Resilience	Pramitha Wulanjani (Direktur Keuangan dan Manajemen Risiko) Pramitha Wulanjani (Director of Finance and Risk Management)	26 Juli 2024 July 26, 2024	Dwi Ary Purnomo (Asisten Deputi Manajemen Risiko & Kepatuhan KBUMN) & Bangkit Kuncoro (Partner KAP EY) Dwi Ary Purnomo (Assistant Deputy for Risk Management & Compliance KBUMN) & Bangkit Kuncoro (Partner KAP EY)
BSE - CHRO Masterclass Vol.4: Future Strategic Workforce Planning For Sustainability	Bagus Cahya Arinta B. (Direktur Human Capital & Transformasi) Bagus Cahya Arinta B. (Director of Human Capital & Transformation)	05 Agustus 2024 August 05, 2024	BUMN School of Excellence
Seminar Anti Fraud di Lingkungan JM Group Tahun 2024 "Penerapan Strategi Anti Fraud" Anti Fraud Seminar in JM Group Environment 2024 "Implementation of Anti Fraud Strategy"	Subakti Syukur (Direktur Utama) Pramitha Wulanjani (Direktur Keuangan dan Manajemen Risiko) Mohamad Agus Setiawan (Direktur Pengembangan Usaha) Reza Febriano (Direktur Bisnis) Fitri Wiyanti (Direktur Operasi) Bagus Cahya Arinta B. (Direktur Human Capital & Transformasi) Subakti Syukur (President Director) Pramitha Wulanjani (Director of Finance and Risk Management) Mohamad Agus Setiawan (Director of Business Development) Reza Febriano (Director of Business) Fitri Wiyanti (Director of Operations) Bagus Cahya Arinta B. (Director of Human Capital & Transformation)	4 September 2024 September 04, 2024	Adnan Pandu Praja dan Risiko Manajemen Gagasan (RMG)
Employee and Industrial Relations Conference 2024	Bagus Cahya Arinta B. (Direktur Human Capital & Transformasi) Bagus Cahya Arinta B. (Director of Human Capital & Transformation)	19-20 September 2024 September 19-20, 2024	Forum Human Capital Indonesia (FHCI)
Chief Financial Officer (CFO) School of BSE BUMN 2024	Pramitha Wulanjani (Direktur Keuangan dan Manajemen Risiko) Pramitha Wulanjani (Director of Finance and Risk Management)	23 September 2024 September 23, 2024	BUMN School of Excellence (BSE)
Seminar Nasional HPJI "Emerging Awareness and Opportunity in Road Infrastructure Management through Digitalization and Integrated Asset Management" HPJI National Seminar "Emerging Awareness and Opportunity in Road Infrastructure Management through Digitalization and Integrated Asset Management"	Mohamad Agus Setiawan (Direktur Pengembangan Usaha) Mohamad Agus Setiawan (Director of Business Development)	2 Oktober 2024 October 02, 2024	Himpunan Pengembangan Jalan Indonesia

Materi Pendidikan dan Pelatihan Education and Training Materials	Nama dan Jabatan Name and Position	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Bootcamp #2 BUMN AI Center of Excellence	Fitri Wiyanti (Direktur Operasi) Fitri Wiyanti (Director of Operations)	09 Oktober 2024 October 09, 2024	Kementerian Badan Usaha Milik Negara (BUMN)
Kick Off Jasa Marga Innovation Competition (JMIC) 2024	Bagus Cahya Arinta B. (Direktur Human Capital & Transformasi) Bagus Cahya Arinta B. (Director of Human Capital & Transformation)	16 Oktober 2024 October 16, 2024	PT Jasa Marga (Persero) Tbk
Townhall Meeting TW 4 Tahun 2024 "When Life Feels Like a Rollercoaster"	Reza Febriano (Direktur Bisnis) Reza Febriano (Director of Business)	29 Oktober 2024 October 29, 2024	PT Jasa Marga (Persero) Tbk
Business Essential Program: Finance for Executive	Pramitha Wulanjani (Direktur Keuangan dan Manajemen Risiko) Pramitha Wulanjani (Director of Finance and Risk Management)	30 Oktober 2024 October 30, 2024	BUMN School of Excellence (BSE)
Chief Technology Officer (CTO) School Tahun 2024 BSE BUMN	Pramitha Wulanjani (Direktur Keuangan dan Manajemen Risiko) Pramitha Wulanjani (Director of Finance and Risk Management)	13 November 2024 November 13, 2024	BUMN School of Excellence (BSE)
HC Matchmaking: Together We Empower Change, Transforming through Collaboration! (On Site)"	Bagus Cahya Arinta B. (Direktur Human Capital & Transformasi) Bagus Cahya Arinta B. (Director of Human Capital & Transformation)	14 November 2024 November 14, 2024	FHCI
BSE - Kick Off Program Chief Technology Officer (CTO) School	Fitri Wiyanti (Direktur Operasi) Fitri Wiyanti (Director of Operations)	15 November 2024 November 15, 2024	BUMN School of Excellence (BSE)

Selain itu, Perseroan juga mengikutsertakan unit penanggung jawab pada pelatihan terkait dengan pembangunan berkelanjutan. Adapun jenis pelatihan, materi dan penyelenggara pelatihan yang dapat dilihat pada tabel di bawah ini.

In addition, the Company also includes work units responsible for sustainability in training related to sustainable development. The types of training, materials and training organizers can be seen in the table below.

Tabel Pengembangan Kompetensi Pembangunan Berkelanjutan bagi Unit Kerja Penanggung Jawab Keberlanjutan (Corporate Communication and Corporate Social Responsibility Group)

Table of Sustainable Development Competency Development for Work Units Responsible for Sustainability
(Corporate Communication and Corporate Social Responsibility Group)

Nama Name	Jabatan Position	Materi Pendidikan dan Pelatihan Education and Training Materials	Tanggal Pelaksanaan Implementation Date	Penyelenggara Organizer
Lisye Octaviana	Corporate Communication & Community Development Group Head	[Junior Leadership Program] Lead Forward: A Junior Leadership Journey	25 November 2024 November 25, 2024	APDC Indonesia
		Bimtek dan Workshop Keterbukaan Informasi Publik (KIP) Jasa Marga	04 Juli 2024	Jasa Marga Learning Institute
		Jasa Marga Public Information Disclosure (KIP) Technical Guidance and Workshop	July 04, 2024	
		BUMN Corporate Communication and Sustainability Summit (BCOMSS) Tahun 2024	07 Maret 2024 March 07, 2024	Kementerian BUMN
		BUMN Learning Festival: "Cultivating Learning Strategies Toward Innovation and Sustainable Growth"	08 Oktober 2024 October 08, 2024	PT Perkebunan Nusantara III (Persero)
		Embracing ESG's Role and Its Impact on Business	06 Desember 2024 December 06, 2024	Maria R. Nindita Radyati, Ph.D (President Director Institute for Sustainability & Agility)
		Employee & Industrial Relations Conference 2024	19 September 2024 September 19, 2024	Forum Human Capital Indonesia (FHCI)
		Learn and Share I2RI - "Blue Ocean Strategy: Innovative Materials for Green and Sustainable Construction"	13 Juni 2024 June 13, 2024	I2RI

Nama Name	Jabatan Position	Materi Pendidikan dan Pelatihan Education and Training Materials	Tanggal Pelaksanaan Implementation Date	Penyelenggara Organizer
		Online Seminar Anti Fraud di Lingkungan JM Group Tahun 2024 "Penerapan Strategi Anti Fraud" Online Anti Fraud Seminar in JM Group Environment 2024 "Implementation of Anti Fraud Strategy"	04 September 2024 September 04, 2024	Adnan Pandu Praja dan Risiko Manajemen Gagasan (RMG)
		Pelatihan ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) ISO 37001 Anti-Bribery Management System (ABMS) Training	16 Oktober 2024 October 16, 2024	PT.TUV SUD Indonesia
		Seminar Manajemen dan Audit Energi: Perjanjian Iklim Paris Apa Konsekuensinya Bagi Kita? Energy Management and Audit Seminar: Paris Climate Agreement What Are Its Consequences for Us?	13 Juni 2024 June 13, 2024	ESQ Training
		Townhall Meeting TW 4 Tahun 2024 "When Life Feels Like a Rollercoaster"	29 Oktober 2024 October 29, 2024	Tara de Thouars (Psikolog Klinis) & Henry Manampiring (Penulis Buku)
Imad Zaky Mubarak	Corporate Communication & Community Development Advisor	High Level Training Implementasi Pelindungan Data Pribadi di lingkungan Perusahaan High Level Training Implementation of Personal Data Protection in the Company Environment	20 Februari 2024 February 20, 2024	PT Xynexsis Indonesia
		Embracing ESG's Role and Its Impact on Business	06 Desember 2024 December 06, 2024	Maria R. Nindita Radyati, Ph.D (President Director Institute for Sustainability & Agility)
		Online Seminar Anti Fraud di Lingkungan JM Group Tahun 2024 "Penerapan Strategi Anti Fraud" Online Anti Fraud Seminar in JM Group Environment 2024 "Implementation of Anti Fraud Strategy"	04 September 2024 September 04, 2024	Adnan Pandu Praja dan Risiko Manajemen Gagasan (RMG)
		Pelatihan dan Sertifikasi Certified Qualified Chief Risk Officer (QCRO) Certified Qualified Chief Risk Officer (QCRO) Training and Certification	11 September 2024 September 11, 2024	CRMS
		Pelatihan Finance for Non Finance BOD-1 Finance for Non Finance BOD-1 Training	16 Mei 2024 May 16, 2024	Prasetya Mulya Executive Learning Institute
		Pelatihan Pengukuran Dampak Program TJSL Menggunakan Social Return On Investment (SROI) TJSL Program Impact Measurement Training Using Social Return On Investment (SROI)	25 Juni 2024 June 25, 2024	Social Impact Academy
		Seminar Online Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti Fraud Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan Launching Pedoman Anti Fraud PT Jasa Marga (Persero) Tbk Online Seminar on World Anti-Corruption Day (Hakordia) 2024 "Strengthening Anti-Fraud Commitment as One of the Efforts to Eradicate Corruption Towards Advanced Indonesia" and Launching of PT Jasa Marga (Persero) Tbk Anti-Fraud Guidelines	11 Desember 2024 December 11, 2024	Jamdatun RI
		Sosialisasi Perjanjian Kerja Bersama 2024-2026 oleh Manajemen dan Serikat Karyawan Jasa Marga (SKJM) Socialization of the 2024-2026 Collective Labor Agreement by Management and Jasa Marga Employee Union (SKJM)	20 Agustus 2024 August 20, 2024	PT Jasa Marga (Persero) Tbk
		Sustainability Governance Workshop For Leader Building Sustainable Companies	17 Juli 2024 July 17, 2024	LPPM Trisakti
		Townhall Meeting TW 4 Tahun 2024 "When Life Feels Like a Rollercoaster"	29 Oktober 2024 October 29, 2024	Tara de Thouars (Psikolog Klinis) & Henry Manampiring (Penulis Buku)

Nama Name	Jabatan Position	Materi Pendidikan dan Pelatihan Education and Training Materials	Tanggal Pelaksanaan Implementation Date	Penyelenggara Organizer
		Webinar Respectful Workplace Policy (RWP): Cultivating A Respectful Workplace Environment	13 Desember 2024 December 13, 2024	Dr. Arum Etikariena, M.Psi., Psikolog
		Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
Andina Rahmasari	Corporate Social Responsibility Department Head	Corporate Sustainability Outlook 2024: Transforming Future with ESG Revolution	21 Agustus 2024 August 21, 2024	Olahkarsa
		Embracing ESG's Role and Its Impact on Business	06 Desember 2024 December 06, 2024	Maria R. Nindita Radyati, Ph.D (President Director Institute for Sustainability & Agility)
		Seminar Anti Fraud di Lingkungan JM Group Tahun 2024 "Penerapan Strategi Anti Fraud" Anti Fraud Seminar in JM Group Environment 2024 "Implementation of Anti Fraud Strategy"	04 September 2024 September 04, 2024	Adnan Pandu
		Seminar Online Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti Fraud Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan Launching Pedoman Anti Fraud PT Jasa Marga (Persero) Tbk Online Seminar on World Anti-Corruption Day (Hakordia) 2024 "Strengthening Anti-Fraud Commitment as One of the Efforts to Eradicate Corruption Towards Advanced Indonesia" and Launching of PT Jasa Marga (Persero) Tbk Anti-Fraud Guidelines	11 Desember 2024 December 11, 2024	Jamdatun RI
		Sosialisasi Aplikasi QMAApp Audit Internal ISO Mutu, K3, Lingkungan serta Audit Internal SMK3 (Sesi 2) Socialization of QMAApp Application for ISO Internal Audit of Quality, OHS, Environment and SMK3 Internal Audit (Session 2)	05 Agustus 2024 August 05, 2024	PT Jasa Marga (Persero) Tbk
		Sustainability Governance Workshop For Leader Building Sustainable Companies	17 Juli 2024 July 17, 2024	LPPM Trisakti
		Webinar FHCI BUMN Building a Privacy-First Culture in Workplace: The Role of Human Capital in Data Protection	14 Agustus 2024 August 14, 2024	Forum Human Capital Indonesia & PT Jasa Marga (Persero) Tbk
		Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
Marlina Rinin	Corporate Communication Department Head	Embracing ESG's Role and Its Impact on Business	06 Desember 2024 December 06, 2024	Maria R. Nindita Radyati, Ph.D (President Director Institute for Sustainability & Agility)
		JM Talk_Scholarship_Dream, Explore, Achieve: The Study Abroad Experience	22 November 2024 November 22, 2024	PT Jasa Marga (Persero) Tbk
		Markplus Conference 2025, Reimagining Marketing: People, Technology, and Impact	04 Desember 2024 December 04, 2024	PT Marketeers Internasional
		World Public Relations Forum 2024	20 November 2024 November 20, 2024	Global Alliance
Indra Alamsyah	Regulatory Management Department Head	Embracing ESG's Role and Its Impact on Business	06 Desember 2024 December 06, 2024	Maria R. Nindita Radyati, Ph.D (President Director Institute for Sustainability & Agility)

Nama Name	Jabatan Position	Materi Pendidikan dan Pelatihan Education and Training Materials	Tanggal Pelaksanaan Implementation Date	Penyelenggara Organizer
		Forum Commander AKHLAK 2024 #3 "Transformasi Budaya Perusahaan Melalui ESG Awareness" (Online) AKHLAK Commander Forum 2024 #3 "Corporate Culture Transformation Through ESG Awareness" (Online)	02 Juli 2024 July 02, 2024	PT Surveyor Indonesia
		PELATIHAN NEGOTIATION SKILL NEGOTIATION SKILL TRAINING	20 Mei 2024 May 20, 2024	Intrinsics
		Seminar Anti Fraud di Lingkungan JM Group Tahun 2024 "Penerapan Strategi Anti Fraud" Anti Fraud Seminar in JM Group Environment 2024 "Implementation of Anti Fraud Strategy"	04 September 2024 September 04, 2024	Adnan Pandu
		Sharing Session UU Pelindungan Data Pribadi "What Next To Do To Implement UU Pelindungan Data Pribadi for BUMN" Sharing Session of Personal Data Protection Law "What Next To Do To Implement Personal Data Protection Law for BUMN"	14 Mei 2024 May 14, 2024	Forum Digital BUMN (Fordigi)
		Sosialisasi Aplikasi QMApp Audit Internal ISO Mutu, K3, Lingkungan serta Audit Internal SMK3 (Sesi 2) Socialization of QMApp Application for ISO Internal Audit of Quality, OHS, Environment and SMK3 Internal Audit (Session 2)	05 Agustus 2024 August 05, 2024	-
		Townhall Meeting TW 4 Tahun 2024 "When Life Feels Like a Rollercoaster"	29 Oktober 2024 October 29, 2024	Tara de Thouars (Psikolog Klinis) & Henry Manampiring (Penulis Buku)
		Workshop Tatanan Kunjungan Kerja Pimpinan pada Infrastruktur Jalan Tol Workshop on the Arrangement of Working Visits of Leaders on Toll Road Infrastructure	23 Juli 2024 July 23, 2024	Badan Pengatur Jalan Tol

Manajemen Risiko atas Penerapan Pembangunan Berkelanjutan [OJK E.3, IFRS S1-RISK MANAGEMENT, IFRS S2-RISK MANAGEMENT]

Perseroan memahami akan pentingnya ketepatan proses identifikasi dan pengukuran risiko yang berkaitan dengan perubahan iklim serta faktor *Environmental, Social & Governance* (ESG) sehingga dapat selaras dengan tujuan rencana bisnis serta strategi Perseroan. Pengelolaan risiko tersebut meliputi proses identifikasi, pengukuran, serta pelaksanaan mitigasi untuk memastikan tercapainya *roadmap* pengembangan ESG serta dapat tercapainya pelaksanaan rencana strategis Perseroan. Perseroan telah melakukan integrasi atas risiko iklim ke dalam *framework Enterprise Risk Management* (ERM) berdasarkan ISO 31000 hal ini juga tercantum dalam Keputusan Bersama Dewan Komisaris dan Direksi PT Jasa Marga (Persero) Tbk No KEP-183/XI/2024 dan No 227/KPTS/2024 tentang Kebijakan dan Pedoman Manajemen Risiko Terintegrasi di Lingkungan PT Jasa Marga (Persero) Tbk. Integrasi atas risiko yang berkaitan dengan *Environmental, Social & Governance* (ESG) dilakukan dengan memasukkannya kedalam Taksonomi Risiko grup perseroan yang terlihat seperti gambar berikut.

Risk Management in the Implementation of Sustainable Development [OJK E.3, IFRS S1-RISK MANAGEMENT, IFRS S2-RISK MANAGEMENT]

The Company understands the importance of accurate identification and measurement processes for risks related to climate change and Environmental, Social & Governance (ESG) factors so that they can be aligned with the objectives of the Company's business plan and strategy. Risk management includes the process of identification, measurement, and implementation of mitigation to ensure the achievement of the ESG development roadmap and the achievement of the Company's strategic plan. The Company has integrated climate risk into the Enterprise Risk Management (ERM) framework based on ISO 31000:2018 Risk Management. This is also stated in the Joint Decree of the Board of Commissioners and Directors of PT Jasa Marga (Persero) Tbk No. KEP-183/XI/2024 and No. 227/KPTS/2024 concerning Integrated Risk Management Policies and Guidelines in the Environment of PT Jasa Marga (Persero) Tbk. Integration of risks related to Environmental, Social & Governance (ESG) is carried out by including them in the Company's Group Risk Taxonomy which is shown in the following image.

Taksonomi Risiko Portofolio BUMN

State-Owned Enterprise Portfolio Risk Taxonomy

Tema Risiko (T1) Risk Theme (T1)	Kategori Risiko (T2) Risk Category (T2)	
1 Tema Risiko Portofolio BUMN BUMN Portfolio Risk Theme	1.1	Kategori Risiko Fiskal Fiscal Risk Categories
	1.1.1	Peristiwa Risiko terkait Dividen Dividend Related Risk Events
	1.2	Kategori Risiko Kebijakan Policy Risk Categories
	1.2.4	Peristiwa Risiko terkait Kebijakan SDM (Risiko 15, 16, 17,) Risk Events related to HR Policy (Risks 15, 16, 17,)
	1.3	Kategori Risiko Komposisi Composition Risk Category
	1.3.6	Peristiwa Risiko Terkait Konsentrasi Portofolio Portfolio Concentration Related Risk Events
2 Tema Risiko Struktur Korporasi dan Organisasi Corporate and Organizational Structure Risk Theme	2.4	Kategori Risiko Struktur Structural Risk Category
	2.4.7	Peristiwa Risiko terkait Struktur Korporasi Risk Events related to Corporate Structure
	2.5	Kategori Risiko Restrukturisasi dan Reorganisasi Restructuring and Reorganization Risk Categories
3 Tema Risiko Bisnis BUMN BUMN Business Risk Theme	2.5.8	Peristiwa Risiko terkait M&A/JV Restru (Risiko 14) Risk Events related to M&A/JV Restru (Risk 14)
	3.6	Kategori Risiko Industri Umum General Industry Risk Categories
	3.6.9	Peristiwa Risiko terkait Formulasi Strategis (Risiko 6) Risk Events related to Strategic Formulation (Risk 6)
	3.6.12	Peristiwa Risiko terkait Hukum, Reputasi & Kepatuhan (Risiko 5, 8, 19, 20) Legal, Reputation and Compliance Risk Events (Risks 5, 8, 19, 20)
	3.6.15	Peristiwa Risiko terkait Sosial & Lingkungan Social & Environmental Risk Events
	3.7	Kategori Risiko Industri Perbankan Banking Industry Risk Categories
	3.7.17	Peristiwa Risiko terkait Kredit Credit Related Risk Events
	3.8	Kategori Risiko Industri Asuransi Insurance Industry Risk Categories
	3.8.19	Peristiwa Risiko terkait Investasi Investment Related Risk Events

Peristiwa Risiko (T3) Risk Event (T3)

1.1.2

Peristiwa Risiko Terkait PMN
PMN Related Risk Events

1.1.3

Peristiwa Risiko terkait Subsidi & Kompensasi
Risk Events related to Subsidies & Compensation

1.2.5

Peristiwa Risiko terkait Kebijakan Sektoral
Risk Events related to Sectoral Policies

3.6.10

Peristiwa Risiko terkait Pasar & Makroekonomi
Market and Macroeconomic Risk Events

3.6.11

Peristiwa Risiko terkait Keuangan (**Risiko 2, 13**)
Financial Risk Events (**Risks 2, 13**)

3.6.13

Peristiwa Risiko terkait Proyek (**Risiko 4, 7**)
Project Related Risk Events (**Risks 4, 7**)

3.6.14

Peristiwa Risiko terkait
Teknologi Informasi & Keamanan Siber (**Risiko 9, 10, 12**)
Information Technology &
Cyber Security Risk Events (**Risks 9, 10, 12**)

3.6.16

Peristiwa Risiko terkait Operasional (**Risiko 1, 3, 11**)
Operational Risk Events (**Risks 1, 3, 11**)

3.7.18

Peristiwa Risiko terkait Likuiditas
Liquidity Related Risk Events

3.8.20

Peristiwa Risiko terkait Aktuarial
Actuarial Risk Events



Bagi Perseroan, manajemen risiko dapat digunakan Perseroan dalam pengambilan keputusan dengan mempertimbangkan ketidakpastian dan dampaknya terhadap pencapaian tujuan strategis Perseroan. Menyadari akan risiko-risiko yang dihadapi, Perseroan secara proaktif berusaha untuk meningkatkan kemampuan manajemen risiko di Perseroan yang dilakukan melalui sertifikasi dan pelatihan terkait manajemen risiko yang diberikan kepada Manajemen Kunci dan Karyawan. Dalam rangka untuk memperoleh legitimasi di seluruh organisasi, kebijakan penerapan manajemen risiko perlu ditegaskan melalui komitmen manajemen yang disesuaikan dengan aturan yang berlaku.

Untuk mendukung efektivitas penerapan manajemen risiko, Jasa Marga telah menyusun serangkaian prosedur dan instruksi kerja sebagai berikut:

1. Prosedur dan Instruksi Kerja Penyusunan Rencana Pengelolaan Risiko, merupakan pengelolaan rutin yang disusun dalam periode tahunan.
2. Prosedur dan Instruksi Kerja Penyusunan Profil Risiko Korporat, yaitu untuk menentukan top risk dari Perseroan.
3. Prosedur dan Instruksi Kerja Monitoring Tindak Lindung Risiko, yang dilakukan setiap triwulan melalui aplikasi manajemen risiko.

For the Company, risk management can be used by the Company in decision making by considering uncertainty and its impact on achieving the Company's strategic objectives. Aware of the risks faced, the Company proactively seeks to improve the Company's risk management capabilities through certification and training related to risk management provided to Key Management and Employees. In order to gain legitimacy throughout the organization, the policy of implementing risk management needs to be emphasized through management commitments that are adjusted to applicable regulations.

To support the effectiveness of risk management implementation, Jasa Marga has prepared a series of procedures and work instructions as follows:

1. Procedures and Work Instructions for Preparing Risk Management Plans, routine management activities prepared on an annual basis.
2. Procedures and Work Instructions for Compiling Corporate Risk Profiles, namely to determine the Company's top risks.
3. Procedures and Work Instructions for Risk Protection Action Monitoring, which are carried out quarterly through the risk management application.

4. Prosedur dan Instruksi Evaluasi Kejadian Risiko, dilakukan jika ada kejadian risiko sebagai bentuk evaluasi perbaikan.
5. Prosedur dan Instruksi Kerja Penyusunan Rencana Pengelolaan Risiko Khusus, disusun untuk setiap aksi korporasi atau rencana strategis yang akan dilakukan Perseroan.
6. Prosedur dan Instruksi Kerja Pengukuran Maturitas Manajemen Risiko, untuk mengetahui tingkat kematangan implementasi manajemen risiko yang sudah dilakukan.
7. Prosedur dan Instruksi Kerja Penganggaran Berbasis Risiko, merupakan penyusunan anggaran yang diawali dengan analisa risiko dalam menentukan program kerja.

Dalam mengimplementasikan manajemen risiko, sesuai dengan Board Manual Jasa Marga, Dewan Komisaris dan Direksi memiliki tanggung jawab sebagaimana penjelasan berikut.

Tugas Dewan Komisaris terkait Manajemen Risiko sebagai berikut:

1. Melakukan penilaian secara berkala dan memberikan rekomendasi tentang risiko usaha dan jenis serta jumlah asuransi yang ditutup oleh Perseroan dalam hubungannya dengan risiko usaha dengan penerapan manajemen risiko secara menyeluruh di Perseroan.
2. Melakukan penelaahan atas manajemen risiko Perseroan yang mencakup berbagai risiko yang dihadapi Perseroan, sistem, strategi dan kebijakan manajemen Perseroan, pengendalian internal Perseroan, termasuk kebijakan, metodologi dan infrastruktur, hasil penelaahan atas berbagai model pengukuran risiko yang digunakan Perseroan dan atas pelaksanaan manajemen.
3. Menyusun kebijakan dan strategi investasi dalam bisnis jalan tol dan nol-tol dalam rangka penyusunan RJPP, menyampaikan kepada Direksi sebagai saran, masukan dan pendapat termasuk unsur risiko investasi dan usaha.
4. Melakukan evaluasi atas kebijakan investasi dan mengidentifikasi serta menilai potensi risikonya.
5. Melakukan evaluasi tahapan proses manajemen investasi dan risiko Perseroan, mulai dari identifikasi sampai dengan pengungkapan serta mitigasi risiko.
6. Menyampaikan hasil evaluasi sebagai bahan Direksi untuk me-review dan memperbaiki berbagai kebijakan dan pelaksanaan manajemen risiko dan mitigasi risiko termasuk untuk menghindari terjadinya cost over run dan meningkatkan efisiensi dan efektifitas di bidang investasi jalan tol dan non-tol.
7. Menilai risiko atas rencana proyek-proyek dan investasi Perseroan, untuk selanjutnya memberikan pendapat dan/atau saran terkait kelanjutan proyek-proyek tersebut.

4. Risk Incident Evaluation Procedures and Instructions, carried out if there is a risk incident as a form of improvement evaluation.
5. Procedures and Work Instructions for Preparing a Special Risk Management Plan, prepared for each corporate action or strategic plan to be carried out by the Company.
6. Procedures and Work Instructions for Measuring Risk Management Maturity, to determine the level of maturity of risk management implementation that has been carried out.
7. Risk-Based Budgeting Work Procedures and Instructions, a budget preparation that begins with a risk analysis in determining the work program.

To implement risk management, in accordance with the Jasa Marga Board Manual, the Board of Commissioners and Board of Directors have responsibilities as explained below.

The duties of the Board of Commissioners related to Risk Management are as follows:

1. Conducting periodic assessments and providing recommendations on business risks and the types and amounts of insurance covered by the Company in relation to business risks with the implementation of comprehensive risk management in the Company.
2. Reviewing the Company's risk management covering various risks faced by the Company, the Company's management systems, strategies and policies, the Company's internal control, including policies, methodologies and infrastructure, the results of a review of various risk measurement models used by the Company, and the implementation of management.
3. Formulating investment policies and strategies in toll road and non-toll road businesses in the context of preparing the RJPP, submitting them to the Board of Directors as suggestions, input and opinions including elements of investment and business risk.
4. Evaluating the investment policies and identifying and assessing potential risks.
5. Evaluating the stages of the Company's investment and risk management process, starting from identification to disclosure and risk mitigation.
6. Delivering evaluation results as material for the Board of Directors to review and improve various policies and implementation of risk management and risk mitigation including to avoid cost overrun and increase efficiency and effectiveness in the field of toll and non-toll road investment.
7. Assessing the risks of the Company's planned projects and investments, to then provide opinions and/or suggestions regarding the continuation of these projects.

Tugas Direksi terkait Manajemen Risiko sebagai berikut:

1. Mengesahkan Profil Risiko Korporat;
2. Menetapkan kebijakan dan strategi Manajemen Risiko yang komprehensif secara tertulis terkait Risk Appetite dan Risk Tolerance secara periodik atau pada saat terjadi perubahan faktor-faktor yang mempengaruhi aktivitas Perseroan secara signifikan;
3. Bertanggung jawab atas monitoring implementasi Manajemen Risiko, termasuk di dalamnya kebijakan Manajemen Risiko dan Eksposur Risiko yang diambil oleh Perseroan secara keseluruhan;
4. Melakukan evaluasi dan memberikan arahan berdasarkan laporan yang disampaikan oleh Risk & Quality, Health, Safety and Environment Group dan Internal Audit;
5. Mengevaluasi efektivitas penerapan Manajemen Risiko di level Perseroan secara periodik;
6. Melakukan kaji ulang secara berkala dengan tujuan untuk mengantisipasi perubahan situasi, kondisi dan perkembangan lingkungan eksternal dan internal Perseroan;
7. Menetapkan hal-hal yang terkait dengan keputusan bisnis yang menyimpang dari prosedur normal (irregularities);
8. Memantau independensi Risk & Quality, Health, Safety and Environment Group;
9. Memantau kegiatan yang dilakukan oleh Risk & Quality, Health, Safety and Environment Group;
10. Mengembangkan budaya sadar Risiko (Risk Awareness Culture) pada seluruh jenjang Perseroan dan melakukan komunikasi yang memadai kepada seluruh jenjang Perseroan;
11. Mengembangkan kompetensi dan kapabilitas sumber daya manusia terkait dengan Manajemen Risiko.

Untuk mengetahui implementasi manajemen risiko, Jasa Marga secara berkala melakukan evaluasi Manajemen Risiko meliputi hal-hal berikut:

1. Proses evaluasi dilakukan dengan cara membandingkan risiko hasil analisis dengan kriteria yang berlaku untuk menentukan risiko yang membutuhkan tindak lanjut dan prioritas penanganan.
2. Kriteria untuk pengambilan keputusan tersebut harus konsisten dengan konteks eksternal, internal, dan manajemen risiko yang telah ditetapkan selaras dengan sasaran Perseroan, sasaran pengelolaan risiko, kepentingan pemangku kepentingan dan lain-lain.
3. Dengan evaluasi risiko maka dapat ditetapkan risiko yang memerlukan tindak lanjut dan prioritasnya atau risiko tersebut demikian rendah sehingga hanya memerlukan proses *monitoring*.

The duties of the Board of Directors related to Risk Management are as follows:

1. Validating Corporate Risk Profile;
2. Establishing comprehensive written Risk Management policies and strategies related to Risk Appetite and Risk Tolerance periodically or when there are changes in factors that significantly affect the Company's activities;
3. Being responsible for monitoring the implementation of Risk Management, including the Risk Management and Risk Exposure policies adopted by the Company as a whole;
4. Conducting evaluations and providing direction based on reports submitted by the Risk & Quality, Health, Safety and Environment Group and Internal Audit;
5. Evaluating the effectiveness of the implementation of Risk Management at the Company level periodically;
6. Conducting periodic reviews with the aim of anticipating changes in the situation, conditions and developments in the Company's external and internal environment;
7. Determining matters related to business decisions that deviate from normal procedures (irregularities);
8. Monitoring the independence of the Risk & Quality, Health, Safety and Environment Group;
9. Monitoring activities carried out by the Risk & Quality, Health, Safety and Environment Group;
10. Developing a Risk Awareness Culture at all levels of the Company and conducting adequate communication to all levels of the Company;
11. Developing human resource competencies and capabilities related to Risk Management.

To determine the implementation of risk management, Jasa Marga periodically conducts Risk Management evaluations covering the following:

1. The evaluation process is carried out by comparing the risk analysis results with applicable criteria to determine risks that require protective action and handling priorities.
2. The criteria for such decision making must be consistent with the external, internal and risk management contexts that have been established in line with the Company's objectives, risk management objectives, stakeholder interests, etc.
3. With risk evaluation, it is possible to determine the risks that require protective measures and their priorities or the risks are so low that they only require a monitoring process.



Gambar/Image:
Jalan Tol Jakarta-Bogor-Ciawi (Jagorawi)

Hubungan dengan Pemangku Kepentingan [OJK E.4, GRI 2-29]

Perseroan telah mengidentifikasi pemangku kepentingan melalui diskusi kelompok terarah, wawancara mendalam, observasi dan studi kepustakaan yang dilakukan oleh Unit Corporate Communication & Community Development (CCO). Perseroan telah melakukan Focus Group Discussion (FGD) untuk mengidentifikasi para pemangku kepentingan, sebagai bagian dalam proses penentuan topik material untuk pengungkapan informasi pada laporan keberlanjutan ini. Dari proses analisis tersebut, Perseroan telah mengidentifikasi berbagai pemangku kepentingan dan mengelompokkannya ke dalam kelompok pemangku kepentingan utama, yakni:

Internal

1. Pemegang Saham
2. Karyawan
3. Serikat Kerja Karyawan

Eksternal

1. Investor
2. Pakar/Expert
3. Regulator
4. Legislator
5. Pengguna Jalan Tol dan Pelanggan Lainnya
6. Mitra Kerjasama Usaha Patungan
7. Vendor/Pemasok
8. Masyarakat
9. Media Massa
10. Lembaga Swadaya Masyarakat (LSM)
11. Tenant Rest Area

Relationship with Stakeholders [OJK E.4, GRI 2-29]

The Company has identified stakeholders through focused group discussions, in-depth interviews, observations, and literature studies conducted by the Corporate Communication & Community Development (CCO) Unit. The Company has conducted Focus Group Discussions (FGD) to identify stakeholders as part of the process of determining material topics for information disclosure in this sustainability report. From this analysis process, the Company has identified various stakeholders based on their level of importance in engaging with the Company's business activities and has categorized them into key stakeholder groups, namely:

Internal

1. Shareholders
2. Employees
3. Employee Labor Union

Eksternal

1. Investors
2. Experts
3. Regulators
4. Legislators
5. Toll Road Users and Other Customers
6. Joint Venture Business Partners
7. Vendors/Suppliers
8. Community
9. Mass Media
10. Non-Governmental Organizations (NGOs)
11. Rest Area Tenants

Adapun pendekatan yang digunakan Perseroan dalam melibatkan pemangku kepentingan sebagai berikut.

The approach used by the Company in engaging stakeholders is as follows.

Tabel Pemangku Kepentingan, Topik Utama, dan Respon Perseroan
Stakeholders, Key Topics, and Company Response Table

Kelompok Pemangku Kepentingan Stakeholder Group	Identifikasi Pemangku Kepentingan Stakeholder Identification	Harapan Pemangku Kepentingan Stakeholder Expectations	
Pemegang Saham	Pemegang Saham: • Pemilik modal yang memiliki hak dan kewajiban atas Perseroan yang diatur dalam UU dan/atau Anggaran Dasar serta memiliki kewajiban hukum dan finansial.	• Kinerja Perseroan yang baik dan sustain dapat tercermin dari hasil kinerja akhir tahun dan harga saham. • Adanya pembagian dividen di akhir tahun buku. • Pemenuhan GCG yang baik. • Kemudahan dalam mendapatkan informasi perseroan. • BUMN tetap <i>sustain</i> dan pengelolaan keuangan yang baik melalui pendekatan manajemen risiko.	
Shareholders	Shareholders: • Capital owners with rights and obligations over the Company as regulated by law and/or the Articles of Association, with legal and financial responsibilities.	• Good and sustainable Company performance reflected in year-end results and stock prices. • Dividend distribution at the end of the fiscal year. • Proper fulfillment of Good Corporate Governance (GCG). • Ease of access to company information. • SOEs remain sustainable with good financial management through a risk management approach.	
Investor	Investor: Pihak yang melakukan investasi keuangan pada proyek yang dijalankan oleh Jasa Marga.	• Peningkatan profitabilitas • Pertumbuhan proyek dan ekspansi jalan tol • Manajemen risiko yang baik	
Investor	Investor: Parties that make financial investments in projects carried out by Jasa Marga.	• Increased profitability • Project growth and toll road expansion • Good risk management	
Pakar/Expert	Pakar/Expert merupakan pihak yang ahli dalam bidang rekayasa jalan, manajemen proyek, keuangan, teknologi, lingkungan, kebijakan dan hukum terkait jalan tol.	• Pembangunan jalan tol di Indonesia dapat dilakukan secara optimal, berkelanjutan, dan memberikan manfaat maksimal bagi masyarakat.	
Expert	Experts are specialists in road engineering, project management, finance, technology, environment, policies, and laws related to toll roads.	• Toll road development in Indonesia is carried out optimally, sustainably, and provides maximum benefits to the public.	

Pendekatan kepada Pemangku Kepentingan Stakeholder Engagement Approach		Topik Utama Pemangku Kepentingan Key Stakeholder Topics
Kegiatan Activity	Frekuensi Frequency	
- RUPS - Non-Deal Roadshow/Conference - Public Expose - Site Visit - Menyediakan informasi Perseroan yang dimuat dalam situs web khususnya pada menu Hubungan Investor - BUMN tetap berkelanjutan dan memberikan kinerja terbaik untuk negara - BUMN memiliki rasio keuangan yang baik dan wajar - General Meeting of Shareholders (GMS) - Non-Deal Roadshow/Conference - Public Expose - Site Visit - Providing Company information on the website, especially in the Investor Relations section - SOEs stays sustainable and delivers the best performance for the country - SOEs maintains good and reasonable financial ratios	1 tahun sekali RUPS Tahunan dan disesuaikan khusus RUPS Luar Biasa. - Secara Berkala - Secara Berkala - Secara Berkala - Secara Berkala - Secara Berkala - Secara Berkala - Secara Berkala - Once a year for the Annual General Meeting of Shareholders (GMS) and adjusted as needed for Extraordinary GMS. - Periodically - Periodically - Periodically - Periodically - Periodically - Periodically	- Pertanggungjawaban kinerja Perseroan selama satu tahun (operasional, keuangan, governance, social). - Keterbukaan informasi. - Pencapaian KPI. - Perubahan Struktur Organisasi dan Nomenklatur Direktur Keuangan menjadi Direktur Keuangan dan Manajemen Risiko. - Penerapan manajemen risiko yang terintegrasi dan lebih fokus. - Pembahasan Isu Keberlanjutan - Accountability for the Company's performance over the year (operational, financial, governance, social). - Information transparency. - KPI achievements. - Organizational structure changes, including renaming the Finance Director position to Finance and Risk Management Director. - Implementation of integrated and more focused risk management. - Discussion of sustainability issues.
- Mengadakan pertemuan untuk membahas kerjasama dalam proyek pengembangan infrastruktur - Menyediakan informasi Perseroan yang dimuat dalam situs web khususnya pada menu Hubungan Investor - Investor Gathering/Analyst Meeting - Holding meetings to discuss cooperation in infrastructure development projects - Providing Company information on the website, especially in the Investor Relations section - Investor Gathering/Analyst Meeting	Secara Berkala Periodically	- Pendanaan untuk Proyek Infrastruktur - Kerjasama dalam Proyek Pengembangan Infrastruktur - Penentuan tarif jalan tol - Pembahasan Isu Keberlanjutan - Funding for Infrastructure Projects - Cooperation in Infrastructure Development Projects - Toll road tariff determination - Discussion of Sustainability Issues
- Mengadakan pertemuan untuk berkoordinasi terkait pengelolaan jalan dan tarif jalan tol. - Holding meetings to coordinate toll road management and toll tariff regulations.	Disesuaikan Adjusted as needed.	- Rekayasa lalu lintas saat musim libur panjang sehingga dapat mengatasi tingkat kemacetan yang tinggi - Pengelolaan jalan tol - Evaluasi proyek dan kinerja jalan tol termasuk aspek keselamatan dan keberlanjutan lingkungan - Penentuan tarif jalan tol - Traffic engineering during peak holiday seasons to manage high congestion levels. - Toll road management. - Project evaluation and toll road performance, including safety and environmental sustainability aspects. - Toll tariff determination.

Kelompok Pemangku Kepentingan Stakeholder Group	Identifikasi Pemangku Kepentingan Stakeholder Identification	Harapan Pemangku Kepentingan Stakeholder Expectations	
Karyawan	Pihak yang terikat hubungan kerja dengan Perusahaan serta telah memenuhi syarat-syarat yang ditentukan dan diangkat oleh Direksi atau Pejabat yang diberikan kewenangan oleh Direksi dengan diberikan penghasilan, kesejahteraan dan fasilitas sesuai ketentuan yang berlaku. Pengelompokan status karyawan: - Karyawan Tetap, dan - Karyawan Tidak Tetap	Terpenuhi hak-hak karyawan sesuai undang-undang sebagai berikut: - Benefit untuk karyawan - Pengembangan karier - Persentase perempuan dalam nominated talent - Persentase milenial dalam nominated talent - Employee Engagement - Keamanan dan kenyamanan tempat kerja - Hubungan Industrial yang harmonis - Komunikasi Organisasi yang efektif - Pengembangan talenta untuk calon Direksi BUMN dari gender perempuan dan generasi milenial+D28	
Employees	Individuals who have an employment relationship with the Company, meet the required qualifications, and are appointed by the Board of Directors or authorized officials, receiving salary, benefits, and facilities in accordance with applicable regulations. Employee Classification: - Permanent Employees - Non-Permanent Employees	Fulfillment of employee rights in accordance with labor laws, including: - Employee benefits - Career development - Percentage of women in nominated talent - Percentage of millennials in nominated talent - Employee engagement - Workplace safety and comfort - Harmonious industrial relations - Effective organizational communication - Talent development for future SOEs Directors from women and millennials D+28	
Regulator	Kementerian Lingkungan Hidup & Kehutanan RI	Pemenuhan Kepatuhan Lingkungan	
Regulator	Ministry of Environment & Forestry of the Republic of Indonesia	Compliance with environmental regulations	
	Dinas Lingkungan Hidup Setempat	Pemenuhan Kewajiban RKL-RPL	
	Local Environmental Agency	Fulfillment of RKL-RPL (Environmental Management and Monitoring Plans) obligations	

Pendekatan kepada Pemangku Kepentingan Stakeholder Engagement Approach		Topik Utama Pemangku Kepentingan Key Stakeholder Topics
Kegiatan Activity	Frekuensi Frequency	
- Pemberlakuan sistem manajemen SDM dan sistem insentif berbasis kinerja Pengembangan kompetensi karyawan dan Penilaian kinerja serta mempersiapkan manajemen/pemimpin Perseroan yang profesional - Melaksanakan kegiatan preventif, kuratif dan promotif di bidang kesehatan - Melakukan survei <i>employee engagement</i> - Penandatanganan Kontrak Kerja dan Pakta Integritas - Penyusunan dan penetapan perjanjian kerja bersama (PKB) melalui dialog dengan Serikat Karyawan - Pertemuan antara Serikat Karyawan sebagai wakil karyawan dengan Manajemen dalam forum LKS Bipartit - CEO Message di berbagai kesempatan sebagai salah satu bentuk komunikasi Manajemen dengan karyawan Penerapan HC Architecture - Pemberlakuan sistem manajemen SDM dan sistem insentif berbasis kinerja - Implementation of an HR management system and performance-based incentive system - Employee competency development, performance assessment, and preparation of professional corporate leadership - Preventive, curative, and promotive health programs - Conducting employee engagement surveys - Signing employment contracts and integrity pacts - Drafting and establishing collective labor agreements (PKB) through dialogue with labor unions - Meetings between the labor union, as employee representatives, and management in the Bipartite LKS forum - CEO Messages on various occasions as a form of communication between management and employees - Implementation of HC Architecture - Application of an HR management system and performance-based incentive system	Disesuaikan Adjusted as needed	- Penanganan permasalahan Hubungan Industrial - Kesempatan peningkatan kompetensi dan karier - Benefit Karyawan - Program pengalihan profesi dampak rencana Kementerian dalam menerapkan MLFF - Pengembangan talenta dan inklusivitas - Keselamatan dan kesehatan kerja - Pembahasan Isu Keberlanjutan - Handling industrial relations issues - Opportunities for competency and career advancement - Employee benefits - Career transition programs due to the Ministry's plan to implement MLFF (Multi-Lane Free Flow) - Talent development and inclusivity - Occupational health and safety - Discussion of sustainability issues
- Pelaksanaan AMDAL & Studi Kelayakan Lingkungan - Perizinan Lingkungan - Implementation of Environmental Impact Assessment (AMDAL) & Environmental Feasibility Studies - Environmental Permits	Disesuaikan Adjusted as needed	- Kepatuhan lingkungan - Environmental compliance
- Pelaksanaan Pengelolaan Dampak Lingkungan dan Sosial Hasil Kajian AMDAL - Pelaksanaan Pemantauan Lingkungan dan Sosial Hasil Kajian AMDAL - Penyusunan Laporan Implementasi RKL-RPL - Implementation of Environmental and Social Impact Management based on AMDAL studies - Implementation of Environmental and Social Monitoring based on AMDAL studies - Preparation of RKL-RPL Implementation Reports	6 Bulan/ Per Semester Every six months/per semester	- Kepatuhan lingkungan - Environmental compliance

Kelompok Pemangku Kepentingan Stakeholder Group	Identifikasi Pemangku Kepentingan Stakeholder Identification	Harapan Pemangku Kepentingan Stakeholder Expectations	
	Kementerian PUPR: - Pihak Pemerintah dalam hal teknis pengelolaan jalan tol. Kementerian BUMN: Pihak Pemerintah dalam hal organisasi dan tata kelola perusahaan. Ministry of Public Works and Housing (PUPR): - The government entity responsible for the technical management of toll roads. Ministry of State-Owned Enterprises (SOE): The government entity responsible for corporate governance and organization.	- Patuh terhadap peraturan perundang-undangan - Kesiapan infrastruktur jalan tol, sarana dan prasarana, dan kesiapan petugas layanan ketika libur panjang dan arus mudik - Compliance with laws and regulations - Readiness of toll road infrastructure, facilities, and service personnel during peak travel seasons and holiday periods	
	- Otoritas Pasar Modal dan Bursa (OJK dan BEI): Pihak pemerintah dalam hal status Jasa Marga sebagai perusahaan terbuka yang memiliki kewajiban untuk memenuhi kepatuhan pada regulasi pasar modal dan bursa. - Capital Market Authority and Stock Exchange (OJK and IDX): Government authorities overseeing Jasa Marga's status as a publicly listed company, ensuring compliance with capital market and stock exchange regulations.	- Seluruh regulasi dipenuhi dengan tepat waktu (Patuh terhadap ketentuan pasar modal). - Kemudahan dalam mendapatkan informasi & pelaporan perusahaan. - Timely fulfillment of all regulatory requirements (compliance with capital market regulations). - Easy access to company information and reports.	
	Kementerian Ketenagakerjaan/Dinas Ketenagakerjaan setempat: Sebagai regulator terkait hubungan industrial antara Perseroan dan tenaga kerjanya. Ministry of Manpower/Local Manpower Office: Regulator overseeing industrial relations between the company and its workforce.	Tenaga kerja terpenuhi hak-haknya sesuai undang-undang Fulfillment of workers' rights in accordance with labor laws.	
	Pemerintah Daerah (Provinsi, Kota dan Kabupaten): Sebagai pendukung penerapan kebijakan publik yang berdampak pada masyarakat sekitar. Local Government (Province, City, and Regency): Supports the implementation of public policies that impact surrounding communities.	- Memberikan pertimbangan atas kebijakan publik yang akan diterapkan untuk masyarakat. - Memastikan kebijakan publik tidak berdampak berat untuk masyarakat. - Provides considerations for public policies to be implemented for the community. - Ensures public policies do not heavily burden the community.	
	Kepolisian: Pihak pemerintah dalam hal pengaturan lalu lintas jalan tol Police: Government authority responsible for toll road traffic regulation.	- Patuh terhadap peraturan perundang-undangan terkait lalu lintas jalan tol. - Compliance with traffic regulations related to toll roads.	
	Legislator - Komisi V DPR RI: Alat kelengkapan legislatif (DPR) yang bidang tugasnya terkait Pekerjaan Umum dan Perumahan Rakyat. - Komisi VI DPR RI: Alat kelengkapan legislatif (DPR) yang bidang tugasnya terkait pengelolaan BUMN. Legislator - Commission V: A legislative body responsible for Public Works and Housing Affairs. - Commission VI: A legislative body responsible for State-Owned Enterprises (SOE) management.	- Pengelolaan keuangan negara yang profesional dan sesuai peraturan perundang-undangan. - Professional and regulation-compliant management of state finances.	

	Pendekatan kepada Pemangku Kepentingan Stakeholder Engagement Approach		Topik Utama Pemangku Kepentingan Key Stakeholder Topics
	Kegiatan Activity	Frekuensi Frequency	
	- Pertemuan Perseroan dan Kementerian PUPR. - Laporan pemenuhan SPM ke BPJT dan <i>self-assessment</i> oleh BUJT. - Laporan pengelolaan kinerja keuangan dan operasional. - Kunjungan kerja ke lokasi proyek jalan Tol. - Meetings between the Company and the Ministry of PUPR - Submission of Minimum Service Standard (SPM) compliance reports to BPJT and self-assessments by BUJT - Financial and operational performance management reports - Site visits to toll road projects	- Secara berkala, triwulan, semester, dan tahunan. - Secara berkala, triwulan, semester, dan tahunan. - Regularly—quarterly, semi-annually, and annually. - Regularly—quarterly, semi-annually, and annually	- Pengembangan jaringan jalan. - Penentuan tarif jalan tol - Pembayaran kewajiban Perseroan kepada negara. - Antikorupsi dan Penerapan SMAP. - Expansion of road networks - Toll tariff determination - Fulfillment of the Company's financial obligations to the state - Anti-corruption measures and implementation of the Anti-Bribery Management System (SMAP)
	- Pemenuhan kewajiban sebagai perusahaan terbuka sesuai peraturan yang berlaku. - Penyampaian keterbukaan informasi yang dimuat dalam situs web. - Fulfilling obligations as a publicly listed company in accordance with applicable regulations. - Providing disclosure of information on the company's website.	- Secara berkala, triwulan, semester, dan tahunan. - Regularly—quarterly, semi-annually, and annually.	- Pemenuhan kepatuhan regulasi pasar modal & bursa - Compliance with capital market and stock exchange regulations.
	- Pemenuhan kepatuhan terhadap UU Ketenagakerjaan/Omnibus Law terkait Ketenagakerjaan. - Compliance with labor laws/Omnibus Law on Employment.	- Secara Berkala - Regularly	- Penyusunan laporan kondisi tenaga kerja. - Penyusunan laporan tenaga kerja magang. - Preparation of labor condition reports. - Preparation of internship labor reports.
	- Pertemuan bipartit (<i>high level meeting</i> bersama manajemen). <i>Focus Group Discussion</i>. - Kunjungan kerja ke lokasi proyek jalan tol. - Bipartite meetings (high-level meetings with management). - Focus Group Discussions. - Site visits to toll road projects.	- Disesuaikan, minimal 2 tahun sekali. - Secara Berkala. - Secara Berkala. - Adjusted as needed, at least once every two years. - Regularly.	- Diskusi dan masukan terkait program dan rencana kegiatan Perseroan serta kebijakan publik. - Pengembangan jaringan jalan. - Kolaborasi dalam menjalankan program kerja Perseroan. - Discussions and feedback on company programs, activity plans, and public policies. - Road network development. - Collaboration in implementing company programs.
	- Melakukan koordinasi secara intensif untuk menciptakan keamanan. - Intensive coordination to ensure safety.	- Secara Berkala - Regularly	- Kecelakaan di jalan tol. - Kemacetan jalan tol. - Toll road accidents. - Toll road congestion.
	- Rapat Dengar Pendapat (RDP) - Kunjungan Kerja (Kunker) - Kunjungan Spesifik (Kunfik) - Public Hearings (Rapat Dengar Pendapat - RDP). - Work Visits (Kunjungan Kerja - Kunker). - Specific Visits (Kunjungan Spesifik - Kunfik).	- Secara Berkala. - Secara Berkala. - Secara Berkala. - Regularly. - Regularly - Regularly	- Penggunaan dana PMN. - Pengawasan terhadap kinerja Pemerintah dan BUMN. - Pelayanan publik khususnya pada saat beban operasi puncak (liburan panjang, dsb). - Utilization of State Capital Injection (PMN) funds. - Supervision of Government and SOEs performance. - Public service quality, especially during peak operational periods (e.g., holiday seasons).

Kelompok Pemangku Kepentingan Stakeholder Group	Identifikasi Pemangku Kepentingan Stakeholder Identification	Harapan Pemangku Kepentingan Stakeholder Expectations	
Pengguna Jalan Tol dan Pelanggan Lainnya Toll Road Users and Other Customers	Pengguna jalan tol merupakan pihak yang menggunakan atau memakai fasilitas jalan tol dan membayar tarif tol. Toll road users are individuals who utilize toll road facilities and pay toll fees.	• Operator tol dapat memenuhi Standar Pelayanan Minimal. • Penyediaan informasi yang cepat, akurat dan responsif. • Adanya media untuk menyalurkan keluhan pelanggan. • Toll operators meet Minimum Service Standards (SPM). • Quick, accurate, and responsive information delivery. • Availability of channels for customer complaints.	
Mitra Kerjasama Usaha Patungan Joint Venture Business Partners	Mitra Kerjasama usaha patungan merupakan pihak yang berperan sebagai mitra pemegang saham dalam perusahaan jalan tol. Joint venture business partners are parties who act as shareholder partners in the toll road business.	Sharing risiko untuk melaksanakan dan menyelesaikan perusahaan jalan tol dengan kinerja yang baik dan mampu mengembalikan biaya investasi serta memperoleh keuntungan. Risk-sharing to carry out and complete the toll road business with good performance, ensuring investment cost recovery and generating profit.	
Vendor/Pemasok Vendors/Suppliers	Vendor/pemasok merupakan pihak yang berperan sebagai penyedia barang/jasa yang memenuhi kebutuhan barang/jasa Perseroan Vendors/suppliers are parties who act as providers of goods/services to meet the Company's needs.	• Pendaftaran penyedia dilakukan secara terbuka untuk umum • Pengadaan barang dan jasa dilaksanakan secara terbuka, transparan, dan adil • Mendapatkan informasi yang jelas dan terbuka mengenai Pengadaan di lingkungan Perusahaan • Mendapatkan penilaian sebagai penyedia Barang dan Jasa berdasarkan kinerja • Supplier registration is conducted openly to the public. • Procurement of goods and services is carried out in an open, transparent, and fair manner. • Receive clear and open information regarding procurement within the Company. • Receive evaluation as a provider of goods and services based on performance.	
Masyarakat Community	Masyarakat merupakan pihak yang berada di sekitar wilayah operasional jalan tol. The community refers to those residing around the toll road operational areas.	• Penyelesaian sengketa ganti untung atas tanah jalan tol • Benefit untuk warga sekitar • Peluang usaha • Kesejahteraan masyarakat • Pengembangan ekonomi bagi daerah yang tertinggal • Resolution of land compensation disputes for toll roads. • Benefits for local residents. • Business opportunities. • Community welfare. • Economic development for underdeveloped areas.	
Media Massa Mass Media	Media massa merupakan pihak yang berperan sebagai media yang dibutuhkan dalam menyebarkan berita dan informasi yang mendukung citra positif Perseroan. Mass media plays a role as a communication channel needed to disseminate news and information that supports the Company's positive image.	• Mendapatkan informasi terkini sesegera mungkin. • Mendapatkan kesempatan untuk wawancara terkait isu tertentu. • Melihat secara langsung (kemudahan akses) kegiatan/ lokasi yang terkait dengan berita. • Obtain the latest information as soon as possible. • Get opportunities for interviews on specific issues. • Gain direct access (easy access) to activities/locations related to news coverage.	

	Pendekatan kepada Pemangku Kepentingan Stakeholder Engagement Approach		Topik Utama Pemangku Kepentingan Key Stakeholder Topics
	Kegiatan Activity	Frekuensi Frequency	
	• Penyediaan informasi kondisi lalu lintas kepada pelanggan. • Pemenuhan SPM. • Penyediaan fasilitas layanan pada pelanggan. • Temu pelanggan • Survei Kepuasan pelanggan. • Penerapan Teknologi dalam Bidang Operasi. • Penerapan Teknologi dalam Bidang Pemeliharaan. • Provision of traffic condition information to customers. • Fulfillment of SPM. • Provision of service facilities to customers. • Customer meetings. • Customer satisfaction survey. • Implementation of technology in the field of operations. • Implementation of technology in the field of maintenance.	• Secara Berkala. • Secara Berkala. • Secara Berkala. • Secara Berkala. • 1 tahun sekali • Secara Berkala. • Regularly. • Regularly. • Regularly. • Regularly. • Once a year. • Regularly.	• Manajemen keluhan pelanggan. • Pusat layanan pelanggan. • Perbaikan sarana dan fasilitas jalan tol oleh operator. • Customer complaint management. • Customer service center. • Improvement of toll road infrastructure and facilities by the operator.
	• Pembentukan Anak Perusahaan Jalan Tol (APJT). • <i>Shareholder Agreement</i>. • Pertemuan bipartit. • Establishment of Toll Road Subsidiaries (APJT). • Shareholder Agreement. • Bipartite meetings.	• Secara Berkala. • Secara Berkala. • Secara Berkala. • Regularly • Regularly • Regularly	• Pengurusan dan Pengawasan APJT. • Kewenangan pengambilan keputusan/suara dalam APJT. • Management and supervision of APJT. • Decision-making/voting authority in APJT.
	• Sosialisasi pendaftaran menjadi Rekanan Jasa Marga (DRJM) secara online • Survei kepuasan penyedia barang dan jasa • Online socialization of registration as a Jasa Marga Partner (DRJM). • Supplier satisfaction survey.	Disesuaikan Adjusted	• Layanan informasi Pendaftaran Rekanan (DRJM) Pengadaan Barang/Jasa sesuai dengan kebutuhan perusahaan • Penilaian Hasil Kinerja Penyedia Barang/Jasa • Monitoring evaluasi masukan dan saran dari Penyedia Barang dan Jasa • Information services for Partner Registration (DRJM) for Procurement of Goods/Services according to the Company's needs. • Performance evaluation of goods/services providers. • Monitoring and evaluating feedback and suggestions from goods and services providers.
	• Mengadakan dialog dengan masyarakat untuk melihat bukti-bukti kepemilikan tanah yang diklaim. • Penyelesaian jalur hukum • Program Tanggung Jawab Sosial dan Lingkungan • Program Pendanaan UMK • Conducting dialogues with the community to verify land ownership claims. • Legal dispute resolution. • Corporate Social and Environmental Responsibility Programs. • MSME Funding Programs.	• Disesuaikan • Disesuaikan • Sesuai Rencana • Sesuai Rencana • Adjusted. • Adjusted. • According to the Plan. • According to the Plan.	• Pembahasan status kepemilikan tanah kelola Jalan Tol Keterbukaan informasi • Memberi manfaat positif bagi masyarakat sekitar • Kepedulian pada masyarakat terdampak proses bisnis Perseroan • Dukungan kepada komunitas masyarakat sekitar • Discussion on the status of toll road land ownership and information transparency. • Providing positive benefits to surrounding communities. • Concern for communities affected by the Company's business processes. • Support for local community groups.
	• Press Release • Artikel Pitching • Media Interview • Media Visit • Media Gathering/Editors/Chief Editor gathering • Media Placement&Advertorial • Press Releases. • Article Pitching. • Media Interviews. • Media Visits. • Media Gatherings/Editors/Chief Editor Gatherings. • Media Placements & Advertorials.	• Secara Berkala. • Secara Berkala. • Secara Berkala. • Secara Berkala. • Secara Berkala. • Secara Berkala. • Secara Berkala. • Periodically. • Periodically. • Periodically. • Periodically. • Periodically.	• Hubungan dan kerjasama yang baik dengan media massa sesuai regulasi Perseroan. • Dukungan komunikasi publik dalam hal peningkatan eksposur pemberitaan. • Maintain good relationships and cooperation with mass media in accordance with Company regulations. • Public communication support to enhance media exposure.

Kelompok Pemangku Kepentingan Stakeholder Group	Identifikasi Pemangku Kepentingan Stakeholder Identification	Harapan Pemangku Kepentingan Stakeholder Expectations	
Lembaga Swadaya Masyarakat (LSM) Non-Governmental Organizations (NGOs)	Lembaga Swadaya Masyarakat (LSM) merupakan pihak yang mewakili masyarakat untuk mengkomunikasikan kegiatan dan aksi korporasi Perseroan NGOs represent the public in communicating the Company's corporate activities and actions.	- Mendapatkan informasi terlebih dahulu dibandingkan pihak-pihak lainnya - Bantuan finansial untuk komunitas - Receive information before other parties. - Financial assistance for communities.	
	LSM Lingkungan Environmental NGOs	- Kebersihan udara di sekitar lingkungan jalan tol - Tidak terjadi banjir di wilayah jalan tol - Air cleanliness around the toll road environment. - Prevention of flooding in toll road areas.	
Serikat Kerja Karyawan Employee Labor Union	- Serikat Kerja - Karyawan: Sebagai mediator komunikasi antara manajemen dan karyawan. - The labor union - The labor: serves as a communication mediator between management and employees.	- Komunikasi yang baik antara manajemen dan serikat pekerja. - Good communication between management and the labor union.	
Tenant Rest Area Rest Area Tenants	Sebagai salah satu fasilitas pelayanan pendukung Standar Pelayanan Minimal (SPM) jalan tol di Rest Area Rest area tenants are part of the service facilities that support the Minimum Service Standards (SPM) of toll road rest areas.	- Kerjasama yang saling menguntungkan. - Pertumbuhan trafik lalu lintas jalan tol. - Mutually beneficial cooperation. - Increase in toll road traffic.	

Permasalahan Terhadap Penerapan Pembangunan Berkelanjutan [OJK E.5]

Dalam mengimplementasikan pembangunan berkelanjutan, Perseroan masih menghadapi tantangan/permasalahan internal yaitu masih perlunya peningkatan kapabilitas utama dalam proses bisnis Perseroan, di antaranya peningkatan manajemen risiko terkait ESG dan inovasi produk ramah lingkungan. Dalam mengatasi tantangan tersebut, Perseroan

Challenges in the Implementation of Sustainable Development [OJK E.5]

In implementing sustainable development, the Company still faces internal challenges, particularly the need to enhance key capabilities within its business processes. These challenges include improving risk management related to ESG and developing environmentally friendly product innovations. To address these challenges, the Company has strengthened

	Pendekatan kepada Pemangku Kepentingan Stakeholder Engagement Approach		Topik Utama Pemangku Kepentingan Key Stakeholder Topics
	Kegiatan Activity	Frekuensi Frequency	
	- Focus Group Discussion - Kolaborasi Program	Disesuaikan	- Pemberdayaan ekonomi dan peningkatan kualitas hidup masyarakat - Dukungan komunikasi publik terkait kebijakan yang berdampak kepada masyarakat
	- Focus Group Discussion - Program Collaboration	Adjusted	- Economic empowerment and improvement of community quality of life. - Public communication support regarding policies impacting the community.
	- Penghijauan pohon di sekitar jalan tol - Normalisasi saluran di sepanjang jalan tol	- Disesuaikan - Disesuaikan	- Banjir di perumahan/kawasan penduduk sekitar jalan tol - Emisi - Kepatuhan lingkungan - Keanekaragaman hayati
	- Tree planting along the toll roads. - Normalization of drainage channels along toll roads.	- Adjusted - Adjusted	- Flooding in residential areas near the toll road. - Emissions. - Environmental compliance. - Biodiversity.
	- Penyusunan-perjanjian kerja bersama (PKB). - Pertemuan Bipartit. - Pertemuan LKS Bipartit	2 tahun sekali. - Secara Berkala. - Secara Berkala	Program pengalihan profesi dampak rencana kementerian PUPR dalam menerapkan MLFF.
	- Drafting collective labor agreements (PKB). - Bipartite meetings. - Bipartite LKS (Lembaga Kerja Sama) meetings.	- Every two years. - Periodically. - Periodically.	Job transition programs due to the Ministry of PUPR's plan to implement MLFF (Multi-Lane Free Flow)..
	- Pelaksanaan regulasi yang mengatur tentang TIP (Tempat Istirahat & Pelayanan). - Penerapan protokol kesehatan untuk petugas tenant dan pengunjung rest area. - Pelaksanaan vaksinasi untuk petugas dan tenant. - Pemberian relaksasi pembayaran sewa tenant selama pandemi COVID-19. - Pemberian bantuan sewa tenant dari Perseroan.	- Secara Berkala. - Secara Berkala. - Sesuai ketentuan Pemerintah. - Secara Berkala. - Secara Berkala.	- Peningkatan pelayanan di TIP pada masa pandemic COVID-19. - Pengembangan Bisnis TIP dan pelaksanaan Regulasi TIP yang mendukung Bisnis TIP.
	- Implementation of regulations governing Rest Areas & Service Areas (TIP). - Implementation of health protocols for rest area staff, tenants, and visitors. - Vaccination for staff and tenants. - Rent payment relaxation for tenants during the Covid-19 pandemic. - Rental assistance for tenants from the Company.	- Periodically. - Periodically. - As per government regulations. - Periodically. - Periodically.	- Service improvements in rest areas (TIP) during the Covid-19 pandemic. - Business development of TIP and implementation of TIP regulations supporting TIP businesses.

telah meningkatkan manajemen risiko terkait ESG dengan melakukan identifikasi risiko dan peluang terkait perubahan iklim. Selain itu, Perseroan juga senantiasa melakukan inovasi dan pengembangan produk/jasa ramah lingkungan melalui aplikasi yang dapat digunakan oleh seluruh masyarakat pengguna jalan tol.

ESG-related risk management by identifying risks and opportunities associated with climate change. Additionally, the Company continuously innovates and develops eco-friendly products and services, including applications that can be utilized by all toll road users.



07

Kinerja Keberlanjutan Sustainability Performance



Pencapaian kinerja keberlanjutan Jasa Marga selama tahun 2024 mencerminkan komitmen Jasa Marga dalam mendukung pembangunan berkelanjutan melalui seluruh aktivitas bisnisnya.

The sustainability performance achieved by Jasa Marga in 2024 reflects the company's commitment to supporting sustainable development through all of its business activities.

Kegiatan Membangun Budaya Keberlanjutan [OJK F.1]

Activities to Build a Sustainable Culture

Sebagai perusahaan yang berkomitmen untuk mendukung pembangunan berkelanjutan, Perseroan senantiasa membangun budaya keberlanjutan sebagai implementasi atas nilai-nilai keberlanjutan. Upaya Perseroan dalam membangun budaya keberlanjutan dilakukan dengan menggunakan energi terbarukan seperti penggunaan lampu berbasis panel surya sebagai penerangan jalan tol untuk mengurangi ketergantungan pada sumber energi konvensional dan mengurangi biaya operasional.

Upaya lain Perseroan dalam membangun budaya keberlanjutan diwujudkan dengan membentuk *Change Agent* yang dikenal dengan sebutan Commander AKHLAK di lingkungan Jasa Marga Group sejak tahun 2020. Para Commander AKHLAK tersebar di seluruh Jasa Marga Group, baik di level *Asset Owner*, *Asset Manager*, maupun di *Service Provider* untuk mengoptimalkan internalisasi Tata Nilai AKHLAK berjalan lebih efektif. Para Commander AKHLAK menerima berbagai pelatihan dan *workshop*, salah satunya digelar dalam bentuk Forum Commander AKHLAK, yang bertujuan untuk meningkatkan pembelajaran mengenai implementasi AKHLAK di Perseroan dan meningkatkannya di unit kerja masing-masing.

Sejak tahun 2024, Forum Commander Jasa Marga juga menjadi wadah rutin bagi para Commander AKHLAK dalam meningkatkan *awareness* terkait Budaya ESG (*Environmental, Social, dan Governance*) sesuai ESG Roadmap Jasa Marga tahun 2025-2029. Para Commander AKHLAK diharapkan memiliki pemahaman yang lebih mendalam tentang ESG dan berkomitmen untuk mengimplementasikan nilai-nilai ESG di setiap lini organisasi. Dengan komitmen bersama dan dukungan para Commander AKHLAK yang merupakan *Change Agent* Perusahaan, diharapkan implementasi ESG di Perseroan dapat berjalan dengan lebih optimal sehingga membawa Perseroan tidak hanya unggul dalam bisnis, tetapi juga menjadi teladan dalam penerapan nilai-nilai keberlanjutan.

Di tahun 2024, Forum Commander AKHLAK Jasa Marga Group menerima pembekalan *awareness* ESG dalam bentuk *sharing session* yang menghadirkan narasumber eksternal yang memfokuskan pada transformasi budaya Perseroan melalui ESG *Awareness*. Selain itu, untuk memperkuat hubungan antara manajemen dengan karyawan, Perseroan secara berkala menyusun Board of Directors (BOD) Message untuk mengkomunikasikan dan memberikan pemahaman terkait visi, misi & isu strategis Perusahaan, memotivasi serta mendorong semangat kerja karyawan dalam membangun kepercayaan dan memperkuat budaya keberlanjutan Perseroan.

As a company committed to supporting sustainable development, the Company continuously fosters a sustainability culture as an implementation of sustainability values. The Company's efforts to build a sustainability culture include the use of renewable energy, such as solar panel-based lighting for toll road illumination, to reduce dependence on conventional energy sources and lower operational costs.

Another initiative in fostering a sustainability culture is the establishment of Change Agents known as Commander AKHLAK within the Jasa Marga Group since 2020. These Commander AKHLAK are spread across the Jasa Marga Group, from Asset Owners and Asset Managers to Service Providers, to ensure the internalization of AKHLAK values is more effective. They receive various training sessions and workshops, including the Forum Commander AKHLAK, aimed at enhancing learning on AKHLAK implementation within the Company and strengthening it across work units.

Since 2024, the Forum Commander Jasa Marga has also served as a regular platform for Commander AKHLAK to enhance awareness of ESG (Environmental, Social, and Governance) culture, aligning with Jasa Marga's ESG Roadmap for 2025-2029. Commander AKHLAK are expected to gain a deeper understanding of ESG and commit to implementing ESG values across all levels of the organization. With collective commitment and the support of Commander AKHLAK as the Company's Change Agents, the ESG implementation within the Company is expected to be more optimal, positioning the Company not only as a business leader but also as a role model in applying sustainability values.

In 2024, the Forum Commander AKHLAK Jasa Marga Group received ESG awareness training through sharing sessions featuring external speakers, focusing on corporate cultural transformation through ESG awareness. Additionally, to strengthen the relationship between management and employees, the Company regularly prepares Board of Directors (BOD) Messages to communicate and provide understanding of the Company's vision, mission, and strategic issues, while also motivating and encouraging employees to foster trust and reinforce the Company's sustainability culture.

Selain itu, untuk memperkuat hubungan antara manajemen dengan karyawan, Perseroan secara berkala menyusun Board of Directors (BOD) Message untuk mengkomunikasikan dan memberikan pemahaman terkait visi, misi & isu strategis Perusahaan, memotivasi serta mendorong semangat kerja karyawan dalam membangun kepercayaan dan memperkuat budaya Perusahaan. Hal ini termasuk dalam mengkomunikasikan pesan kunci terkait dengan ESG yang disampaikan dalam BOD Message Perseroan. Sejumlah pesan kunci terkait dengan ESG Perseroan yang disampaikan oleh BOD Message di antaranya sebagai berikut:

In addition, to strengthen the relationship between management and employees, the Company periodically compiles a Board of Directors (BOD) Message to communicate and provide understanding regarding the Company's vision, mission & strategic issues, motivate and encourage employee enthusiasm in building trust and strengthening the Company's culture. This includes communicating key messages related to ESG conveyed in the Company's BOD Message. A number of key messages related to the Company's ESG conveyed by the BOD Message include the following:

Tanggal Date	BOD Message	Pesan Kunci Key Message
12 Januari 2024 January 12, 2024	CEO Message "Jasa Marga Berkomitmen dalam Penguatan Good Corporate Governance (GCG)" CEO Message "Jasa Marga is Committed to Strengthening Good Corporate Governance (GCG)"	Bekerja profesional, mengedepankan prinsip manajemen risiko, tidak terdapat benturan kepentingan, meningkatkan layanan kepada pelanggan, serta meningkatkan transparansi dan akuntabilitas melalui keterbukaan informasi. Working professionally, prioritizing risk management principles, no conflicts of interest, improving customer service, and increasing transparency and accountability through openness of information.
5 Februari 2024 February 05, 2024	CEO Message "Jasa Marga Berkomitmen Meningkatkan Kinerja dan Mendorong Pertumbuhan yang Berkelanjutan" CEO Message "Jasa Marga is Committed to Improving Performance and Encouraging Sustainable Growth"	Memberikan kinerja maksimal dalam aspek ESG untuk memastikan keberlanjutan Perusahaan sebagai legacy bagi generasi mendatang. Providing maximum performance in ESG aspects to ensure the sustainability of the Company as a legacy for future generations.
1 Maret 2024 March 01, 2024	CEO Message "Memperingati HUT Ke-46 Jasa Marga" CEO Message "Commemorating Jasa Marga's 46th Anniversary"	Mendorong pertumbuhan bisnis Perusahaan secara berkelanjutan serta menerapkan prinsip manajemen risiko secara efektif dengan mengedepankan aspek ESG. Encourage sustainable business growth of the Company and implement risk management principles effectively by prioritizing ESG aspects.
18 Maret 2024 March 18, 2024	CHCTO Message "Jasa Marga Berkomitmen Meningkatkan Implementasi PaDi UMKM dan P3DN serta Pengadaan Barang & Jasa" CHCTO Message "Jasa Marga is Committed to Improving the Implementation of PaDi UMKM and P3DN as well as Procurement of Goods & Services"	Mengoptimalkan implementasi P3DN serta pengadaan barang dan jasa sesuai dengan prinsip GCG. Optimizing the implementation of P3DN and procurement of goods and services in accordance with GCG principles.
17 Agustus 2024 August 17, 2024	CEO Message "HUT KE-79 Kemerdekaan Republik Indonesia Tahun 2024" CEO Message "79th Anniversary of the Independence of the Republic of Indonesia in 2024"	Konsisten berinovasi dan terus berupaya memperkuat aspek tata kelola, sejalan dengan Roadmap ESG. Consistently innovating and continuously striving to strengthen governance aspects, in line with the ESG Roadmap.
28 Oktober 2024 October 28, 2024	CBO Message "Memperingati Hari Sumpah pemuda Ke-96: Maju Bersama Indonesia Raya" CBO Message "Commemorating the 96th Youth Pledge Day: Moving Forward Together with Greater Indonesia"	Berkelanjutan dan memastikan stabilitas Perusahaan berdasarkan prinsip GCG dan Tata Nilai AKHLAK. Sustainable and ensuring the stability of the Company based on the principles of GCG and AKHLAK Values.

Kinerja Ekonomi

Economic Performance

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

Kinerja ekonomi merupakan topik utama dalam laporan keberlanjutan karena memiliki dampak signifikan terhadap keberlanjutan perusahaan serta para pemangku kepentingan. Perusahaan berhasil menyelesaikan proyek jalan tol yang menghubungkan berbagai wilayah di Indonesia yang berkontribusi pada peningkatan perekonomian daerah. Selain itu, perusahaan juga memberikan kontribusi melalui pembayaran pajak dan/atau dividen kepada pemerintah, yang kemudian digunakan untuk mendanai program-program kesejahteraan masyarakat. Jasa Marga berfokus terhadap beberapa strategi Perusahaan agar Perseroan dapat bertransformasi secara berkesinambungan, yakni: *Core Business Expansion; Related Business Expansion; Financing and Asset Recycling; Organization, Human Resource and Capabilities; dan Technology* yang terdapat pada Rencana Jangka Panjang Perusahaan (RJPP) 2021 - 2025.

Perseroan telah menetapkan sejumlah target yang hendak dicapai di tahun buku 2024 yang dituangkan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) 2024. Proses penyusunan RKAP dilakukan dengan mengacu pada RJPP, Visi, Misi, dan Tujuan Perseroan, untuk memastikan keberlanjutan Perseroan. Realisasi pendapatan pada tahun 2024 mencapai Rp28.703 miliar atau mencapai 102,42% dari target pendapatan di awal tahun sebesar Rp28.024 miliar. Laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas Induk mencapai sebesar Rp4.536 miliar atau sebesar 163,28% dibandingkan dengan target di tahun 2024 yaitu Rp2.778 miliar. Perbandingan pencapaian beberapa target yang ditetapkan dengan realisasi tahun buku 2024 adalah sebagai berikut:

Comparison of Targets and Performance in Production, Portfolio, Financing or Investment Targets, Revenue, Profit, and Loss [OJK F.2]

Economic performance is a key topic in the sustainability report as it has a significant impact on the company's sustainability and its stakeholders. The company successfully completed a toll road project connecting various regions in Indonesia, contributing to regional economic growth. Additionally, the company contributes through tax and/or dividend payments to the government, which are then used to fund social welfare programs. Jasa Marga focuses on several corporate strategies to ensure continuous transformation, namely: *Core Business Expansion, Related Business Expansion, Financing and Asset Recycling, Organization, Human Resources and Capabilities, and Technology*, as outlined in the Corporate Long-Term Plan (RJPP) 2021 - 2025.

The Company has set several targets to be achieved in the 2024 fiscal year, as outlined in the 2024 Corporate Work Plan and Budget (RKAP). The RKAP preparation process is carried out by referring to the Corporate Long-Term Plan (RJPP), Vision, Mission, and Corporate Objectives to ensure the Company's sustainability. The 2024 revenue realization reached IDR28.703 billion, or 102.42% of the initial revenue target of IDR28,024 billion. Meanwhile, the profit for the year attributable to the owners of the parent entity amounted to IDR4.536 billion, achieving 163.28% of the 2024 target of IDR2,778 billion. The comparison of target achievements with the actual realization for the 2024 fiscal year is explained below :

Perbandingan Target dan Kinerja Portofolio, Target Pembiayaan, atau Investasi, Pendapatan dan Laba Rugi Tahun 2022-2024

Economic Performance: Comparison between Target and Performance for Production and Finance Between 2022-2024

Uraian Description	2024			2023			2022		
	Target (Dalam Miliar Rupiah) Target (in IDR billion)	Realisasi (Dalam Miliar Rupiah) Realization (in IDR billion)	Pencapaian Realisasi terhadap Target Realization Achievement Toward Target (%)	Target (Dalam Miliar Rupiah) Target (in IDR billion)	Realisasi (Dalam Miliar Rupiah) Realization (in IDR billion)	Pencapaian Realisasi terhadap Target Realization Achievement Toward Target (%)	Target (Dalam Miliar Rupiah) Target (in IDR billion)	Realisasi (Dalam Miliar Rupiah) Realization (in IDR billion)	Pencapaian Realisasi terhadap Target Realization Achievement Toward Target (%)
Pendapatan Revenue	28.024	28.703	102,42	29.221	21.318	72,95	18.671	16.583	88,82

Uraian Description	2024			2023			2022		
	Target (Dalam Miliar Rupiah) Target (in IDR billion)	Realisasi (Dalam Miliar Rupiah) Realization (in IDR billion)	Pencapaian Realisasi terhadap Target Realization Achievement Toward Target (%)	Target (Dalam Miliar Rupiah) Target (in IDR billion)	Realisasi (Dalam Miliar Rupiah) Realization (in IDR billion)	Pencapaian Realisasi terhadap Target Realization Achievement Toward Target (%)	Target (Dalam Miliar Rupiah) Target (in IDR billion)	Realisasi (Dalam Miliar Rupiah) Realization (in IDR billion)	Pencapaian Realisasi terhadap Target Realization Achievement Toward Target (%)
Laba Tahun Berjalan yang Dapat Diatribusikan kepada Pemilik Entitas Induk Profit for the Year Attributable to Owners of the Parent Entity	2.778	4.536	163,28	1.506	6.793	451,06	1.872	2.747	146,74
Investasi atau Belanja Modal Investment or Capital Expenditures	16.375	15.093	92,17	22.468	12.128	53,98	11.734	7.915	67,45

Fundamental bisnis yang kuat menjadi komitmen Perseroan dalam memberikan nilai tambah bagi pemegang saham, investor, serta seluruh pemangku kepentingan. Dalam pengoperasian jalan tol, Perseroan melakukan integrasi pengelolaan ruas jalan tol meliputi: (i) Ruas Jalan Tol Jakarta - Cikampek dengan Cibitung - Cimanggis (ii) Ruas Tol Cengkareng - Kunciran, Kunciran - Serpong, Serpong - Cinere dengan Cinere - Jagorawi (iii) Surabaya - Mojokerto dengan Krian - Legundi - Bunder - Manyar. Pada tahun 2024, Perseroan merealisasikan pengelolaan jalan tol sepanjang 1.286 km atau 97,65% dari target yang telah ditetapkan untuk tahun 2024 yaitu 1.317 km. Sementara itu, Perseroan telah merealisasikan pengelolaan konsensi jalan tol sepanjang 1.736 km atau 94,92% dari target konsensi jalan tol yang ditetapkan. Pencapaian target konsesi jalan tol telah disampaikan pada tabel berikut.

A strong business foundation remains the Company's commitment to delivering added value to shareholders, investors, and all stakeholders. In toll road operations, the Company integrates the management of toll road sections, including: Jakarta - Cikampek Toll Road with Cibitung - Cimanggis, Cengkareng - Kunciran, Kunciran - Serpong, Serpong - Cinere with Cinere - Jagorawi, Surabaya - Mojokerto with Krian - Legundi - Bunder - Manyar. In 2024, the Company managed a total of 1,286 km of toll roads, achieving 97.65% of the 1,317 km target set for the year. Meanwhile, the Company realized the management of toll road concessions covering 1,736 km, or 94.92% of the targeted concession length. The achievement of toll road concession targets is presented in the following table.

Perbandingan Target Konsesi Jalan Tol Tahun 2022-2024

Economic Performance: Comparison between Target and Performance for 2022-2024

Uraian Description	2024			2023			2022		
	Target Target (km)	Realisasi Realization (km)	Pencapaian Realisasi terhadap Target Realization Achievement Toward Target (%)	Target Target (km)	Realisasi Realization (km)	Pencapaian Realisasi terhadap Target Realization Achievement Toward Target (%)	Target Target (km)	Realisasi Realization (km)	Pencapaian Realisasi terhadap Target Realization Achievement Toward Target (%)
Panjang Jalan Tol Beroperasi Length of Operating Toll Road	1.317	1.286	97,65	1.264	1.264	100	1.259	1.260	100,08
Hak Konsesi Jalan Tol Tol Consensus Right of Toll Road	1.829	1.736	94,92	1.602	1.736	108,36	1.809	1.809	100

Perbandingan Target dan Kinerja Portofolio, Target Pembiayaan, atau Investasi Pada Instrumen Keuangan atau Proyek yang Sejalan dengan Pembangunan Berkelanjutan [OJK F.3, IFRS S1-METRIC AND TARGET, IFRS S2-METRIC AND TARGET]

Pelaksanaan proyek yang sejalan dengan keberlanjutan mengacu pada Peraturan OJK No. 60/POJK.04/2017 tentang Penerbitan dan Persyaratan Efek Bersifat Utang Berwawasan Lingkungan (*Green Bond*), di dalam POJK pada Pasal 4 menjelaskan 11 Kegiatan Usaha Berwawasan Lingkungan (KUBL), yang salah satunya terkait dengan pengembangan infrastruktur yang ramah lingkungan, seperti jalan tol dengan aspek keberlanjutan. Sejak tahun 2021, Jasa Marga telah berpartisipasi dalam pengembangan *Rating Tools Green Toll Road Indonesia* dengan memberikan peran aktif untuk memberikan masukan kepada *Green Product Council Indonesia* (GPCI), dan GPCI melakukan review atas masukan yang diberikan. *Green Toll Road Indonesia* adalah sebuah inisiatif yang bertujuan untuk menilai dan mengembangkan jalan tol yang ramah lingkungan di Indonesia. Pada tahun 2024, terdapat pengembangan rating tools untuk kategori jalan tol eksisting. Proses pengembangan ini melibatkan pemangku kepentingan lain dalam pembangunan jalan tol di Indonesia, seperti Badan Pengatur Jalan Tol, Badan Usaha Jalan Tol lain, para kontraktor, dan praktisi lingkungan. Rating dan sertifikasi diberikan oleh Green Infrastructure and Facilities Indonesia, sub divisi dari Green Product Council Indonesia (GPCI), organisasi nirlaba di bawah naungan Global Ecolabel Network (GEN).

Sampai dengan akhir Desember 2024, Perseroan telah memiliki sertifikasi *Green Toll Road Indonesia* untuk 3 (tiga) jalan tol yang dikelolanya, yaitu Jalan Tol Pandaan-Malang dengan level "*Gold*" yang dikelola oleh PT Jasamarga Pandaan Malang, Jalan Tol Gempol-Pandaan dengan level "*Gold*" yang dikelola oleh PT Jasamarga Pandaan Tol, dan Jalan Tol Ngurah Rai-Nusa Dua-Benoa dengan level "*Gold*" yang dikelola oleh PT Jasamarga Bali Tol. Sertifikasi *Green Toll Road Indonesia* diterbitkan oleh *Green Infrastructure and Facilities Indonesia*, dan tengah mempersiapkan *self-assessment* terhadap ruas Jasa Marga Group lainnya.

Selain itu, dalam menjalankan kegiatan bisnisnya, Perseroan senantiasa memberi dukungan pencapaian Tujuan Pembangunan Berkelanjutan melalui Program Tanggung Jawab Sosial dan Lingkungan (TJSL). Program TJSL yang dilakukan diharapkan memberikan dampak positif pada peningkatan perekonomian masyarakat melalui salah satu programnya yaitu Program Pendanaan Usaha Mikro dan Kecil (PUMK). Program ini bertujuan untuk mendukung terciptanya Usaha Mikro dan Kecil (UMK) melalui pemberian dana sebagai modal awal para UMK menjalankan bisnis melalui kerja sama

Comparison of Portfolio Targets and Performance, Financing Targets, or Investments in Financial Instruments or Projects Aligned with Sustainable Finance [OJK F.3, IFRS S1-METRIC AND TARGET, IFRS S2-METRIC AND TARGET]

The Company's sustainability-aligned project implementation refers to the regulatory framework established under OJK Regulation No. 60/POJK.04/2017 concerning the Issuance and Requirements for Debt Securities with an Environmental Perspective (*Green Bonds*). Article 4 of this regulation outlines 11 Environmentally Friendly Business Activities (KUBL), one of which pertains to the development of sustainable infrastructure, including toll roads with sustainability aspects. Since 2021, Jasa Marga has actively participated in the development of the *Green Toll Road Indonesia Rating Tools* by providing input to the *Green Product Council Indonesia* (GPCI), which then reviewed the recommendations. *Green Toll Road Indonesia* is an initiative aimed at assessing and developing environmentally friendly toll roads in Indonesia. In 2024, there will be development of rating tools for the existing toll road category. This development process involves various stakeholders in toll road construction in Indonesia, including the Toll Road Regulatory Agency (BPJT), other Toll Road Business Entities, contractors, and environmental practitioners. The rating and certification are provided by *Green Infrastructure and Facilities Indonesia*, a subdivision of the *Green Product Council Indonesia* (GPCI), which is a non-profit organization under the *Global Ecolabel Network* (GEN).

As of December 2024, the Company achieved *Green Toll Road Indonesia* certification for the following toll road sections: Pandaan-Malang Toll Road – Gold Rating, managed by PT Jasamarga Pandaan Malang, Gempol-Pandaan Toll Road – Gold Rating, managed by PT Jasamarga Pandaan Tol, and Ngurah Rai-Nusa Dua-Benoa Toll Road – Gold Rating, managed by PT Jasamarga Bali Tol. The *Green Toll Road Indonesia* certification is issued by *Green Infrastructure and Facilities Indonesia*. The Company is also preparing a self-assessment for other toll road sections within the Jasa Marga Group.

Additionally, in conducting its business activities, the Company consistently supports the achievement of the Sustainable Development Goals (SDGs) through its Social and Environmental Responsibility Program (CSR). The CSR program aims to create a positive economic impact on local communities, particularly through one of its key initiatives—the Micro and Small Business Funding Program (PUMK). This program is designed to support the development of Micro and Small Enterprises (UMK) by providing initial capital funding to help them start and grow their businesses. The funding is

dengan lembaga penyaluran dana pinjaman yang terpercaya dan kredibel. Program PUMK diberikan kepada UMK yang menjadi Mitra Binaan Jasa Marga dan UMK yang memenuhi kriteria Surat Keputusan Direksi PT Jasa Marga (Persero) Tbk Nomor: No. 130/KPTS/2023 tanggal 31 Oktober 2023 tentang Program TJSL beserta perubahannya. Pada tahun 2024, Perseroan telah berhasil mencapai target realisasi dana program PUMK sebesar Rp12 miliar.

distributed through trusted and credible financial institutions. The PUMK program is offered to UMK businesses that are Jasa Marga's Fostered Partners and those that meet the criteria set forth in PT Jasa Marga (Persero) Tbk Board of Directors Decree No. 130/KPTS/2023 date October 31, 2023 about Program TJSL. In 2024, the Company successfully achieved its PUMK program funding realization target of IDR 12 billion.

Target dan Kinerja Portofolio, Target Pembiayaan, atau Investasi pada Instrumen Keuangan atau Proyek yang Sejalan dengan Pembangunan Berkelanjutan Tahun 2022-2024

Comparison of Portfolio Targets and Performance, Financing Targets, or Investments in Financial Instruments or Projects Aligned with Sustainable Finance

Uraian Description	Satuan Unit	2024			2023			2022		
		Target Target (km)	Realisasi Realization (km)	Pencapaian Realisasi terhadap Target Achievement of Realization Toward Target (%)	Target Target (km)	Realisasi Realization (km)	Pencapaian Realisasi terhadap Target Achievement of Realization Toward Target (%)	Target Target (km)	Realisasi Realization (km)	Pencapaian Realisasi terhadap Target Achievement of Realization Toward Target (%)
Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Micro and Small Business Funding (PUMK)	Dalam Miliar rupiah In IDR billion	5	12	240%	55	55	100%	1,62	1,62	100%
Proyek yang Sejalan dengan Keberlanjutan / Projects in Line with Sustainability										
Jumlah Tol Bersertifikat Green Toll Road Indonesia Number of Green Toll Road Indonesia Certified Toll Roads (toll units)	Unit Tol Toll Units	3	3	100%	3	3	100%	3	3	100%
Jumlah Jalan Tol yang Mendapatkan Penilaian Jalan Tol Berkelanjutan Number of Toll Roads Assessed for Sustainable Toll Roads (toll unit)	Unit Tol Toll Units	-	*)	-	-	16	-	-	11	-
Penggunaan Daya pada Stasiun Pengisian Kendaraan Listrik Umum (SPKLU) Power Usage at Public Electric Vehicle Charging Stations (SPKLU) (kWh)	kWh	605.208,61	582.370,55	96,23%	-	96.609	-	-	14.820	-

Uraian Description	Satuan Unit	2024			2023			2022		
		Target Target (km)	Realisasi Realization (km)	Pencapaian Realisasi terhadap Target Achievement of Realization Toward Target (%)	Target Target (km)	Realisasi Realization (km)	Pencapaian Realisasi terhadap Target Achievement of Realization Toward Target (%)	Target Target (km)	Realisasi Realization (km)	Pencapaian Realisasi terhadap Target Achievement of Realization Toward Target (%)
Penggunaan Pembangkit Listrik Tenaga Surya (PLTS) Atap Use of Rooftop Solar Power Plants (PLTS) (toll road/rest area)	wilayah ruas tol/rest area Toll Road Sections / Rest Areas	6	2	33%	-	11	-	-	7	-

Keterangan / Description :

*) Tahun 2024, BPJT Kementerian PUPR tidak melaksanakan penilaian jalan tol berkelanjutan /

In 2024, the Toll Road Regulatory Agency (BPJT) of the Ministry of Public Works and Housing (PUPR) did not conduct a sustainable toll road assessment.

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

Nilai ekonomi langsung yang dihasilkan mencerminkan total pendapatan yang diperoleh Perseroan dari kegiatan bisnis yang dijalankan. Sementara itu, nilai ekonomi yang didistribusikan adalah pengeluaran yang disalurkan sebagai kontribusi Perseroan dalam mendorong pertumbuhan ekonomi dan kesejahteraan para pemangku kepentingan, seperti pembayaran gaji, pajak, dividen, pembayaran untuk pemasok, maupun realisasi dana untuk masyarakat sebagai salah satu bentuk perwujudan Tanggung Jawab Sosial dan Lingkungan (TJSL). Pengungkapan distribusi nilai ekonomi menggambarkan seberapa besar suatu organisasi mendistribusikan modalnya kepada setiap kelompok pemangku kepentingan utamanya, termasuk nilai ekonomi dari organisasi tersebut yang diterima oleh masyarakat.

Informasi mengenai nilai ekonomi yang dihasilkan dan didistribusikan organisasi kepada pemangku kepentingannya dapat mengungkapkan indikasi dasar tentang cara organisasi menghasilkan imbal hasil dari kegiatan usahanya untuk para pemangku kepentingannya. Para pemangku kepentingan Jasa Marga yang memperoleh distribusi nilai ekonomi meliputi 6 (enam) kelompok, yaitu:

1. Pemasok, yang menerima pembayaran untuk pengadaan barang dan jasa; termasuk kreditur yang memberikan layanan pinjaman keuangan.
2. Karyawan, sebagai penerima gaji dan tunjangan.
3. Pemegang saham sebagai penerima dividen.
4. Pemerintah sebagai penerima pajak dan retribusi.
5. Masyarakat khususnya di sekitar lokasi operasi sebagai penerima manfaat tanggung jawab sosial perusahaan.
6. Pelanggan sebagai penerima manfaat produk dan layanan jasa pengelolaan tol Perseroan.

Direct Economic Value Generated and Distributed [GRI 201-1]

The direct economic value generated reflects the total revenue earned by the Company from its business activities. Meanwhile, the distributed economic value represents expenditures allocated as the Company's contribution to economic growth and stakeholder welfare, including salary payments, taxes, dividends, supplier payments, and fund allocations for community programs as part of its Social and Environmental Responsibility (CSR) initiatives. The disclosure of economic value distribution illustrates how the Company allocates financial resources to key stakeholder groups including the economic value received by the society.

Information on the economic value generated and distributed by the organization to its stakeholders provides a fundamental indication of how the organization generates returns from its business. A Jasa Marga's stakeholders who receive economic value distribution consist of six groups: activities for its stakeholders.

1. Suppliers, who receive payments for the procurement of goods and services, including creditors who provide financial lending services.
2. Employees, who receive salaries and benefits.
3. Shareholders, who receive dividends.
4. Government which receives taxes and levies
5. Communities, especially those around operational areas, who benefit from the company's corporate social responsibility (CSR) initiatives.
6. Customers, who benefit from the Company's toll road management products and services.

Nilai ekonomi langsung yang ditahan merupakan selisih antara nilai ekonomi yang dihasilkan dikurangi dengan nilai ekonomi yang didistribusikan, yang digunakan untuk mendukung kelangsungan dan pengembangan usaha Jasa Marga.

The retained direct economic value is the difference between the economic value generated and the economic value distributed. This retained value is utilized to support Jasa Marga's business continuity and development.

Nilai ekonomi yang dihasilkan dan didistribusikan Jasa Marga disajikan pada tabel di bawah ini.

The economic value generated and distributed by Jasa Marga is presented in the table below.

Tabel Nilai Ekonomi yang Dihasilkan dan Didistribusikan
Table of Economic Value Generated and Distributed

(Dalam Miliar Rupiah / in IDR Billion)

Uraian Description	2024	2023	2022
Nilai Ekonomi yang Dihasilkan Economic Value Generated			
Pendapatan Tol Toll Revenue	17.186	13.948	12.444
Pendapatan Usaha Lainnya Other Business Revenue	1.543	1.618	1.339
Pendapatan Konstruksi Construction Revenue	9.975	5.753	2.800
Penghasilan Keuangan Financial Revenue	261	256	152
Penghasilan Lain-lain Other Revenues	260	150	238
Keuntungan dari Pelaporan Investasi Profit From Investment Report	-	-	2.245
Keuntungan dari Nilai Wajar Investasi Asosiasi Gain on the fair value of the associate's investments	186	4.017	-
Kerugian dari Nilai Wajar Investasi Jangka Pendek Losses from the fair value of short-term investments	(144)	964	-
Keuntungan dari pembelian dengan diskon Gain on bargain purchase	176	1.059	-
Bagian atas laba netto entitas asosiasi dan ventura bersama Share of net profits of associates and joint ventures	269	200	228
Jumlah Nilai Ekonomi Dihasilkan Total of Distributed economic	29.452	27.965	19.218
Nilai Ekonomi yang Didistribusikan Distributed Economic Value			
Beban tol dan usaha lainnya (termasuk pembayaran kepada pemasok) Toll and other operating expenses (including payments to suppliers)	7.482	6.643	6.392
Beban konstruksi (termasuk pembayaran kepada pemasok) Construction expenses (including payments to suppliers)	9.903	5.717	2.773
Beban umum dan administrasi (termasuk gaji dan tunjangan bagi karyawan, serta investasi bagi sosial kemasyarakatan) General and administrative expenses (including salaries and benefits for employees, as well as investment for social services)	2.312	2.008	1.935
Biaya keuangan (pembayaran kepada kreditur) Finance costs (payments to creditors)	4.026	3.592	3.885
Bagian atas rugi netto entitas asosiasi dan ventura bersama Share of net losses of associates and joint ventures	-	-	-
Pembayaran dividen (kepada pemilik entitas induk dan kepentingan non pengendali) Dividend payments (to owners of the parent entity and non-controlling interests)	425	555	0,15
Pembayaran kepada Pemerintah (pajak penghasilan dan pajak atas penghasilan keuangan) Payments to the Government (income tax and tax on financial income)	1.218	1.297	835

Uraian Description	2024	2023	2022
Jumlah Nilai Ekonomi Langsung Didistribusikan Total Direct Economic Value Distributed	25.366	19.812	15.820
Nilai Ekonomi yang Ditahan Retained Economic Value			
Nilai Ekonomi Langsung yang Ditahan Retained Direct Economic Value	4.086	8.153	3.398

Kewajiban Program Pensiun Manfaat Pasti dan Program Pensiun Lainnya [GRI 201-3]

Dalam meningkatkan kesejahteraan karyawan setelah berakhir masa kerja, Jasa Marga memberikan manfaat kepada karyawan yang telah mencapai usia pensiun. Program pasca kerja yang diberikan kepada karyawan terbagi menjadi 2 (dua) yaitu yang bersifat *mandatory* dan internal. Program pensiun yang bersifat *mandatory* sesuai Undang-Undang No. 40 Tahun 2004 tentang Sistem Jaminan Sosial Nasional, Peraturan Pemerintah No. 45 Tahun 2015 tentang Jaminan Pensiun dan Peraturan Pemerintah No. 46 Tahun 2015 dengan perubahannya No. 60 Tahun 2015 tentang Jaminan Hari Tua, yaitu Program Jaminan Hari Tua dan Jaminan Pensiun.

Sedangkan yang bersifat internal dari Perseroan terdiri dari Program Pensiun Manfaat Pasti (PPMP), Program Pensiun Iuran Pasti (PIIP), Program Purna Karya dan Jaminan Kesehatan dari Perseroan. Program Pensiun Manfaat Pasti (PPMP) diselenggarakan oleh Dana Pensiun Jasa Marga (DPJM) yang didirikan oleh Perseroan diikuti oleh karyawan yang mulai bekerja sebelum 1 Juli 2012, sementara PIIP diselenggarakan oleh Dana Pensiun Lembaga Keuangan (DPLK) Jiwasraya dan diikuti oleh karyawan yang mulai bekerja di Perseroan sejak tanggal 1 Juli 2012. Sementara itu, Program Purna Karya diberikan kepada karyawan dengan manfaat ketika berhenti pada usia pensiun normal akan mendapat 24 x PhDA (Penghasilan Dasar Asuransi), sedangkan karyawan yang berhenti sebelum usia pensiun normal akan mendapatkan manfaat proporsional sesuai peraturan Perseroan. Program Jaminan Kesehatan Pensiunan dan Keluarga diberikan dalam bentuk fasilitas kesehatan yang diberikan Perseroan berupa bantuan biaya untuk menjaga dan memelihara kesehatan pensiunan beserta keluarganya. Perubahan kebijakan mengenai program jaminan pensiun mengacu pada peraturan perundang-undangan yang berlaku.

Obligations of Defined Benefit Pension Programs and Other Pension Programs [GRI 201-3]

To support employee well-being after retirement, Jasa Marga provides comprehensive post-employment benefit programs. The post-employment programs offered to employees are categorized into two types: mandatory and internal. The mandatory pension program complies with Law No. 40 of 2004 on the National Social Security System, Government Regulation No. 45 of 2015 on Pension Insurance, and Government Regulation No. 46 of 2015, amended by No. 60 of 2015, on Old Age Security. These regulations cover the Old Age Security Program (Jaminan Hari Tua) and the Pension Insurance Program (Jaminan Pensiun).

In addition, Jasa Marga offers internal retirement benefit programs, including the: defined Benefit Pension Plan (PPMP), managed by the Jasa Marga Pension Fund (DPJM), applicable to employees hired before July 1, 2012. The Defined Contribution Pension Plan (PIIP) is managed by Jiwasraya Financial Institution Pension Fund (DPLK Jiwasraya) and applies to employees who joined the Company on or after July 1, 2012. The Post-Retirement Program (Purna Karya) provides benefits based on the retirement age: Employees retiring at normal retirement age receive 24 times the Basic Insurance Income (PhDA). Employees resigning before the normal retirement age receive proportional benefits according to Company regulations. The Retiree and Family Health Insurance Program is provided in the form of healthcare facilities and financial assistance to support the health and well-being of retirees and their families. Any policy changes related to the pension insurance program are made in accordance with applicable laws and regulations.

Program Jaminan Pensiun

Pension Guarantee Program

Program Pensiun Pension Program	Jenis Skema (Wajib/Sukarela) Type of Scheme (Mandatory/Voluntary)	Ketentuan Terms
Program Pensiun Manfaat Pasti (PPMP) Defined Benefit Pension (PPMP)	Dana Pensiun Jasa Marga (DPJM) Jasa Marga Pension Fund (DPJM)	Sesuai dengan Aturan Perseroan According to the Company's regulations.
Program Pensiun Iuran Pasti (PPIP) Fixed Contribution Pension Program (PPIP)	Dana Pensiun Lembaga Keuangan (DPLK) Jiwasraya Jiwasraya Financial Institution Pension Fund (DPLK)	Premi iuran dan Pengembangannya. Premium contributions and their development.
Program Purna Karya Purna Karya Program	Program Purna Karya Purna Karya Program	- Mendapatkan manfaat pasti sebesar 24 kali Penghasilan Dasar Asuransi bagi karyawan Pensiun Normal, Meninggal dan Sakit/Cacat. - Mendapatkan Manfaat pasti secara proporsional bagi karyawan yang mengundurkan diri/pensiun dipercepat. - Received a fixed benefit of 24 times the Basic Insurance Income for Normal Retirement, Death, and Illness / Disability - Received a proportional fixed benefit for employees who resign / retire early.
Program Jaminan Kesehatan Karyawan dan Keluarga Employee and Family Health Insurance Program	Perseroan dan BPJS The Company and BPJS	Mendapatkan Manfaat dari Perseroan sesuai aturan dalam SK Direksi No. 62/KPTS/2023 Tentang Jaminan Pemeliharaan Kesehatan Karyawan dan Keluarga Karyawan Receiving Benefits from the Company in accordance with the regulations in the Decree of the Board of Directors No. 62/KPTS/2023 Concerning Health Care Guarantee for Employees and Employees' Families
Jaminan Hari Tua Old Age Benefits	BPJS Ketenagakerjaan BPJS Employment Social Security	Peraturan BPJS No. 4 Tahun 2015 tentang Penetapan dan Distribusi Hasil Pengembangan Jaminan Hari Tua yang diterima Peserta adalah Total Iuran ditambah dengan Hasil Pengembangan. Regulation BPJS No. 4 of 2015 regarding the Determination and Distribution of Development Results of Old Age Benefits received by Participants is the Total Contributions plus Development Results.
Jaminan Pensiun Pension Benefits	BPJS Ketenagakerjaan BPJS Employment Social Security	- Uang tunai dibayarkan sejak memasuki usia pensiun sesuai dengan peraturan perundang-undangan - Uang tunai bulanan yang diberikan kepada peserta (yang memenuhi iuran minimum 15 tahun yang setara dengan 180 bulan) saat memasuki usia pensiun sampai dengan meninggal dunia. - Cash paid since entering retirement age in accordance with statutory regulations - Monthly cash given to participants (who meet the minimum contribution of 15 years which is equivalent to 180 months) when entering retirement age until death.

Tabel Jumlah Karyawan yang Diikutsertakan dalam Program Pensiun

Table of Number of Employees Enrolled in the Pension Program

(dalam orang / in person)

Program	2024	2023	2022
Program Pensiun Manfaat Pasti Defined Benefit Pension Program	1.436	1.565	1.681
Program Pensiun Iuran Pasti Fixed Contribution Pension Program (PPIP)	418	386	378
Program Purna Karya Purna Karya Program	1.854	1.951	2.059
Program Jaminan Kesehatan Karyawan dan Keluarga Healthcare Assurance Program for Employees and Family	6.745	6.688	7.018
Jaminan Hari Tua Old Age Benefits	1.854	1.951	2.059
Jaminan Pensiun Pension Benefits	1.854	1.951	2.059

Keterangan / Description:

Informasi jumlah karyawan merupakan jumlah karyawan PT Jasa Marga (Persero) Tbk. / The employee count information represents the total number of employees of PT Jasa Marga (Persero) Tbk.

Tabel Kewajiban Program Pensiun Manfaat Pasti dan Program Pensiun Lainnya
Obligations of Defined Benefit Pension Program and Other Pension Programs

Program	2024 (dalam Jutaan Rupiah) (in IDR million)	2023 (dalam Jutaan Rupiah) (in IDR million)	2022 (dalam Jutaan Rupiah) (in IDR million)	Kenaikan (Penurunan) Increase (Decrease) 2023-2024
Program Pensiun Manfaat Pasti Defined Benefit Pension Program	17.539	18.503	19.152	(5,21%)
Program Pensiun Iuran Pasti Fixed Contribution Pension Program (PPIP)	2.877	2.618	2.263	9,89%
Program Purna Karya Purna Karya Program	21.586	21.630	18.757	(0,20%)
Program Jaminan Kesehatan Karyawan dan Keluarga Healthcare Assurance Program for Employees and Family	42.885	35.826	35.149	19,71%
Jaminan Hari Tua Old Age Benefits	27.413	27.235	23.773	0,65%
Jaminan Pensiun Pension Benefits	6.873	6.880	6.761	(0,10%)
Total	119.173	112.692	105.855	5,75%

Tabel Persentase Kontribusi dalam Program Pensiun
Table of Contribution for Pension Program

Perihal Subject	2024 (%)	2023 (%)	2022 (%)
Karyawan Employee	2	2	2
Pemberi Kerja (Perseroan) Employer (Company)	4	4	4
Total	6	6	6

Tingkat Partisipasi Karyawan dalam Program Pensiun Berdasarkan Skema
Employee Participation Rate in Pension Program by Scheme

Program Pensiun Pension Program	Jenis Skema (Wajib/Sukarela) Type of Scheme (Mandatory/Voluntary)	Tingkat Partisipasi Kepesertaan Karyawan (%) Employee Participation Rate (%)
Program Pensiun Manfaat Pasti Defined Benefit Pension Program	Wajib Mandatory	3
Program Pensiun Lainnya Other Pension Program	Wajib Mandatory	3

Bantuan Finansial dari Pemerintah [GRI 201-4]

Selama tahun 2024, Perseroan tidak menerima bantuan finansial secara langsung dari Pemerintah Indonesia, khususnya dalam bentuk Penyertaan Modal Negara (PMN), bantuan subsidi berupa hibah investasi, hibah untuk penelitian dan pengembangan, dan jenis dana hibah lain yang relevan, penghargaan, maupun insentif finansial lainnya. Perseroan memiliki perjanjian pengelolaan aset negara pada beberapa ruas tol yang didapatkan melalui proses lelang, namun aset tersebut tidak diklaim oleh Perseroan. Dengan demikian, tidak terdapat bantuan atau hibah aset dari Pemerintah Indonesia kepada Perseroan.

Keberadaan Pasar [GRI 202-1, 202-2]

Perseroan senantiasa berupaya untuk meningkatkan kontribusinya terhadap perekonomian masyarakat sekitar. Salah satu upaya Perseroan yaitu dengan memberikan upah kepada seluruh karyawan di atas di atas Upah Minimum Regional (UMR) yang telah ditetapkan oleh Pemerintah Daerah di masing-masing wilayah operasional Perseroan. Dalam memberikan upah, Perseroan berkomitmen untuk memberikan upah yang kompetitif dan adil bagi seluruh karyawan tanpa memandang jenis kelamin di seluruh lokasi operasi.

Perseroan secara konsisten melakukan evaluasi terhadap struktur gaji karyawan setiap tahunnya pada seluruh level tidak hanya karyawan *entry-level*. Hal ini dilakukan untuk memastikan bahwa upah yang diberikan sesuai dengan aturan internal Perusahaan dan eksternal yang berlaku. Perseroan juga menjalin kerjasama dengan mitra kerja yang berkomitmen untuk memenuhi upah pekerja lain selain karyawan yang terlibat dalam kegiatan operasional sesuai dengan peraturan yang berlaku, termasuk upah minimum. Dengan demikian, Perseroan telah memastikan bahwa telah melakukan kerja sama dengan mitra kerja dan telah memenuhi upah minimum. Informasi terkait UMR yang diberikan telah disampaikan pada bagian Upah Minimum Regional pada Laporan Keberlanjutan ini.

Perseroan juga memberikan peluang yang sama bagi seluruh karyawan untuk berkembang menjadi pemimpin, termasuk memberikan peluang kepada karyawan yang berasal dari penduduk asli atau warga negara yang lahir di wilayah operasi. Seluruh (100%) manajemen senior di Perseroan berasal dari masyarakat lokal. Masyarakat lokal dalam hal ini adalah individu yang berasal dan bertempat tinggal di Indonesia.

Seleksi manajemen senior didasarkan pada kompetensi dan potensi individu, tanpa memandang asal usul. Melalui seleksi manajemen senior ini memungkinkan Perseroan untuk memilih calon terbaik yang dapat memenuhi kebutuhan bisnis di masing-masing lokasi operasi. Manajemen senior merupakan individu yang menempati posisi puncak dalam hierarki organisasi, bertanggung jawab atas perumusan strategi jangka

Government Financial Assistance [GRI 201-4]

Throughout 2024, the Company did not receive direct financial assistance from the Government of Indonesia, particularly in the form of: State Capital Injection (PMN), Subsidy assistance, including investment grants, Grants for research and development, Other relevant grant funds, Awards or other financial incentives. The Company has asset management agreements for certain toll road sections acquired through a bidding process. However, these assets are not claimed by the Company. Therefore, there was no financial assistance or asset grants provided by the Government of Indonesia to the Company.

Market Existence [GRI 202-1, 202-2]

The Company continuously strives to enhance its contribution to the local economy. One key initiative is providing wages above the Regional Minimum Wage (UMR), as stipulated by local governments in each operational area. Jasa Marga is committed to ensuring fair, competitive, and non-discriminatory compensation for all employees, regardless of gender or job location.

The Company consistently conducts annual evaluations of its compensation structure across all employee levels—not limited to entry-level positions. These evaluations ensure alignment with both internal policies and prevailing labor regulations. Additionally, the Company collaborates with business partners who are committed to paying fair wages to non-employee workers involved in operational activities, in accordance with regulatory requirements, including minimum wage standards. Thus, the Company has ensured that it works with responsible partners and meets minimum wage requirements. Information regarding the Regional Minimum Wage (UMR) is detailed in the Regional Minimum Wage section of this Sustainability Report.

The Company also provides equal opportunities for all employees to develop into leadership roles, including opportunities for employees who are native residents or citizens born in the Company's operational areas. All (100%) senior management within the Company originate from the local community. In this context, "local community" refers to individuals who are born and reside in Indonesia.

The selection of senior management is based on individual competence and potential, regardless of background. This selection process allows the Company to choose the best candidates who can meet the business needs in each operational location. Senior management are individuals who occupy the top positions in the organizational hierarchy, are responsible for formulating long-term strategies, making

panjang, pengambilan keputusan strategis, dan pengawasan operasional secara keseluruhan serta memiliki otoritas yang luas dalam menentukan arah dan tujuan organisasi.

Dampak Ekonomi Tidak Langsung

Investasi Infrastruktur dan Dukungan Layanan [GRI 203-1]

Perseroan telah melakukan berbagai investasi signifikan dalam pengembangan infrastruktur jalan tol di Indonesia, baik untuk memperluas jaringan jalan tol yang ada maupun untuk meningkatkan kualitas layanan yang disediakan. Beberapa proyek besar yang sedang atau telah dikembangkan antara lain:

- **Pembangunan Ruas Jalan Tol Baru:** Perseroan telah mengembangkan jalan tol yang menghubungkan berbagai wilayah di Indonesia, termasuk ruas tol yang menghubungkan Jakarta ke Surabaya, serta tol yang menghubungkan kawasan industri dengan pusat-pusat ekonomi utama.
- **Pengembangan Infrastruktur Pendukung:** Investasi juga dilakukan dalam pembangunan fasilitas pendukung seperti *rest area*, sistem pembayaran elektronik (*e-toll*), serta sistem manajemen lalu lintas yang berbasis teknologi untuk meningkatkan efisiensi dan kenyamanan pengguna jalan tol.

Layanan yang didukung oleh infrastruktur ini mencakup peningkatan konektivitas antarwilayah, pengurangan waktu perjalanan, serta peningkatan aksesibilitas bagi masyarakat dan pelaku ekonomi.

Investasi dan pengembangan infrastruktur jalan tol oleh Perseroan memiliki dampak yang signifikan terhadap masyarakat dan ekonomi lokal. Dampak tersebut dapat dibagi menjadi dampak positif dan negatif:

Dampak Positif:

1. **Peningkatan Ekonomi Lokal:** Jalan tol mempermudah distribusi barang dan jasa, yang berkontribusi pada efisiensi ekonomi di wilayah yang dilalui. Hal ini dapat meningkatkan aksesibilitas pasar bagi pelaku usaha kecil dan menengah serta mendorong pertumbuhan ekonomi lokal.
2. **Penciptaan Lapangan Kerja:** Proyek pengembangan jalan tol membuka peluang kerja, baik langsung dalam konstruksi dan operasional jalan tol, maupun dalam sektor-sektor terkait seperti transportasi, pariwisata, dan perdagangan.
3. **Peningkatan Kualitas Hidup:** Infrastruktur jalan tol juga berkontribusi pada pengurangan kemacetan, peningkatan mobilitas masyarakat, dan akses yang lebih cepat ke fasilitas-fasilitas penting seperti rumah sakit, sekolah, dan pusat perbelanjaan.

strategic decisions, and overseeing overall operations and have broad authority in determining the direction and goals of the organization.

Indirect Economic Impact

Infrastructure Investment and Service Support [GRI 203-1]

Jasa Marga has made substantial investments in toll road infrastructure in Indonesia, both to expand the existing toll road network and to enhance service quality. Some of the major projects that are currently under development or have been completed include:

- **Construction of New Toll Road Sections:** The Company has developed toll roads connecting various regions in Indonesia, including toll routes linking Jakarta to Surabaya and roads connecting industrial areas with key economic centers.
- **Development of Supporting Infrastructure:** Investments have also been made in the construction of rest areas, electronic toll payment systems (*e-toll*), and technology-based traffic management systems to enhance efficiency and user convenience on toll roads.

The services supported by this infrastructure include enhanced interregional connectivity, reduced travel time, and improved accessibility for both the public and economic actors.

The Company's investment and development in toll road infrastructure have had a significant impact on local communities and the economy. These impacts can be categorized into positive and negative effects:

Positive Impact :

1. **Boost to the Local Economy:** Toll roads facilitate the distribution of goods and services, contributing to economic efficiency in the areas they pass through. This enhances market accessibility for small and medium enterprises (SMEs) and stimulates local economic growth.
2. **Job Creation:** Toll road development projects create employment opportunities, both directly in construction and toll road operations, as well as indirectly in related sectors such as transportation, tourism, and trade.
3. **Improved Quality of Life:** Toll road infrastructure helps reduce traffic congestion, enhance mobility, and provide faster access to essential facilities such as hospitals, schools, and shopping centers.

Dampak Negatif:

1. **Dampak Lingkungan:** Meskipun perusahaan berkomitmen untuk mengelola dampak lingkungan secara hati-hati, pembangunan jalan tol dapat menyebabkan deforestasi, perubahan pola aliran air, serta mengganggu habitat alam yang sensitif.
2. **Dampak Sosial:** Pembangunan jalan tol juga dapat mempengaruhi masyarakat lokal yang tinggal di sepanjang ruas jalan tol, seperti relokasi penduduk dan perubahan dalam pola hidup mereka. Oleh karena itu, Perseroan berupaya meminimalkan dampak sosial melalui komunikasi yang baik dan program mitigasi yang sesuai.

Investasi dan layanan yang dilakukan oleh Perseroan sebagian besar bersifat komersial. Sebagai perusahaan yang terdaftar di Bursa Efek Indonesia dan berorientasi pada keberlanjutan finansial, semua proyek pengembangan infrastruktur jalan tol dirancang untuk memberikan keuntungan jangka panjang bagi perusahaan dan pemangku kepentingan.

Namun, selain kegiatan komersial, perusahaan juga terlibat dalam program tanggung jawab sosial perusahaan (CSR) yang bersifat natura dan pro bono, dengan fokus pada peningkatan kesejahteraan masyarakat sekitar melalui berbagai inisiatif sosial, seperti:

- **Pengembangan Infrastruktur Sosial:** Membangun fasilitas umum seperti jalan desa dan jembatan untuk mempermudah akses masyarakat.
- **Program Pendidikan dan Kesehatan:** Berinvestasi dalam program pelatihan keterampilan dan pendidikan untuk anak-anak di wilayah sekitar jalan tol serta mendukung kegiatan kesehatan masyarakat.

Dampak Ekonomi Tidak Langsung yang Signifikan [GRI 203-2]

Perseroan secara tidak langsung memberikan dampak ekonomi yang signifikan bagi masyarakat sekitar dengan meningkatkan pendapatan masyarakat sekitar melalui program-program unggulan Perseroan. Perseroan telah melakukan pengukuran *Social Return on Investment* (SROI) yang merupakan suatu metode untuk mengukur dampak sosial dan ekonomi dari suatu aktivitas sosial yang telah dilaksanakan. Adapun program yang telah dilaksanakan dan memberikan dampak pada masyarakat sebagai berikut.

Negative Impact:

1. **Environmental Impact:** Although the company is committed to carefully managing environmental effects, toll road construction can lead to deforestation, alterations in water flow patterns, and disruptions to sensitive natural habitats.
2. **Social Impact:** Toll road construction can also affect local communities living along the road corridors, such as resident relocation and changes in their living patterns. Therefore, the company strives to minimize social impacts through effective communication and appropriate mitigation programs.

The investments and services undertaken by the Company are largely commercial in nature. As a company listed on the Indonesia Stock Exchange and focused on financial sustainability, all toll road infrastructure development projects are designed to provide long-term benefits for the company and its stakeholders.

However, in addition to its commercial activities, the company is also engaged in corporate social responsibility (CSR) programs in the form of in-kind and pro bono initiatives, focusing on improving the well-being of surrounding communities through various social initiatives, such as:

- **Development of Social Infrastructure:** Constructing public facilities such as village roads and bridges to improve community access.
- **Education and Health Programs:** Investing in skill training and educational programs for children in areas surrounding the toll roads, as well as supporting community health initiatives.

Significant Indirect Economic Impact [GRI 203-2, 413-1]

The Company indirectly generates a significant economic impact on the surrounding communities by increasing their income through its flagship programs. The Company has conducted a Social Return on Investment (SROI) assessment, a method used to measure the social and economic impact of social activities that have been implemented. The following are programs that have been carried out and have positively impacted the community.

Tahun 2024 2024 Period

Digital Marketing

SROI : 2,03



Pemangku Kepentingan yang Terdampak

Jasa Marga, 35 UMKM Binaan Jasa Marga Wilayah Jabodetabek, Fasilitator (Komunitas Tangan Di Atas)

Affected Stakeholders

Jasa Marga, 35 Jasa Marga's Fostered MSMEs in the Greater Jakarta Area (Jabodetabek), Facilitators (Tangan Di Atas Community)

Signifikansi Dampak

1. Peningkatan pengetahuan peserta tentang *digital marketing*
2. Peningkatan keterampilan dan keahlian menggunakan media sosial dalam promosi produk
3. Peningkatan pendapatan bagi UMKM
4. Peningkatan *brand image* perusahaan

Significance of Impact

1. Increased participant knowledge about digital marketing
2. Enhanced skills and expertise in using social media for product promotion
3. Increased revenue for MSMEs (UMKM)
4. Improved corporate brand image

Kampoeng UMKM Rest Area Travoy KM 88 B

SROI : 2,47



Pemangku Kepentingan yang Terdampak

Jasa Marga, UMKM Mitra Binaan, Jasamarga Related Business



Affected Stakeholders

Jasa Marga, UMKM Mitra Binaan, Jasamarga Related Business

Signifikansi Dampak

1. Peningkatan pendapatan usaha lokal
2. Peningkatan pendapatan kampoeng UMKM
3. Peningkatan daya tarik ekonomi daerah dan pariwisata
4. Peningkatan *brand image* perusahaan

Significance of Impact

1. Increase in local business revenue
2. Increase in Kampoeng UMKM revenue
3. Enhancement of regional economic attractiveness and tourism
4. Improvement of the company's brand image

Jamedlink

SROI : 3,64



Pemangku Kepentingan yang Terdampak

Jasa Marga, 40 orang Warga Banyurejo, 40 orang Warga Margomulyo, 40 orang Warga Tirtoadi, Pemerintah Desa Banyurejo, Pemerintah Desa Margomulyo, Pemerintah Desa Tirtoadi, Puskesmas Banyurejo, Puskesmas Margomulyo, Puskesmas Tirtoadi.



Significance of Impact

Jasa Marga, 40 residents of Banyurejo, 40 residents of Margomulyo, 40 residents of Tirtoadi, Banyurejo Village Government, Margomulyo Village Government, Tirtoadi Village Government, Banyurejo Health Center, Margomulyo Health Center, Tirtoadi Health Center.

Signifikansi Dampak

1. Peningkatan kesehatan masyarakat
2. Peningkatan kesadaran PHBS
3. Mencegah *cost overrun* (menjaga proyek jalan tol selesai tepat waktu)
4. Menjaga *brand image* perusahaan

Significance of Impact

1. Improvement in public health
2. Increased awareness of Clean and Healthy Living Behavior (PHBS)
3. Prevention of cost overruns (ensuring timely completion of toll road projects)
4. Maintaining the company's brand image

Sertifikasi Halal UMKM Rest Area Travoy KM 88 B Halal Certification UMKM Rest Area Travoy KM 88 B

SROI : 3,62



Pemangku Kepentingan yang Terdampak

Jasa Marga, 22 UMKM Mitra Binaan, Lembaga Sertifikasi Halal

Affected Stakeholders

Jasa Marga, 22 Fostered MSME Partners, Halal Certification Institution

Signifikansi Dampak

1. Peningkatan kepercayaan konsumen dari segi keamanan produk dan kehalalan bahan dan produksinya.
2. Peningkatan daya saing dan memperluas jangkauan pasar, baik domestik maupun internasional.
3. Peningkatan kualitas produk.

Significance of Impact

1. Increased consumer trust in terms of product safety and the halal integrity of ingredients and production processes.
2. Enhanced competitiveness and expanded market reach, both domestically and internationally.
3. Improved product quality

Praktik Pengadaan Barang dan Jasa

[GRI 204-1]

Perseroan melaksanakan pengadaan barang dan jasa berdasarkan prinsip-prinsip kompetitif, transparan, adil, wajar dan akuntabel. Perseroan telah menerapkan kebijakan pengadaan barang dan jasa yang tertuang dalam Keputusan Direksi No. 110/KPTS/2023 tanggal 25 September 2023 tentang Pedoman Pelaksanaan Pengadaan Barang dan Jasa di Lingkungan PT Jasa Marga (Persero) Tbk yang mengacu pada Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tanggal 24 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. Kebijakan ini mengatur proses Pengadaan Barang dan Jasa mulai dari Tahap Perencanaan, Pemilihan Penyedia, Pelaksanaan Kontrak sampai dengan Serah Terima Pekerjaan sesuai dengan tugas dan kewenangan Para Pihak dalam proses Pengadaan Barang dan Jasa. Pelaksanaan teknis Pengadaan Barang dan Jasa di lingkungan Perseroan juga berpedoman pada Keputusan Procurement and Fixed Asset Group Head No. 79/KPTS-GH/2022 tanggal 17 Mei 2022 tentang Pedoman Teknis Pelaksanaan Pengadaan Barang dan Jasa di Lingkungan PT Jasa Marga (Persero) Tbk. Pelaksanaan proses pengadaan barang dan jasa di bawah tanggung jawab Unit Kerja Procurement dan Fixed Assets yang berada di bawah supervisi Direktur Utama.

Dalam kebijakan pengadaan barang dan jasa, Perseroan berkomitmen mengutamakan dan meningkatkan penggunaan produk dalam negeri. Perseroan telah membentuk Tim Peningkatan Penggunaan Produk Dalam Negeri (P3DN) yang telah tercantum Surat Keputusan Direksi No. 147/KPTS/2023 tanggal 14 November 2023 tentang Pembentukan Tim Peningkatan Penggunaan Produk Dalam Negeri (P3DN) Di Lingkungan Jasa Marga Group. Perseroan juga telah menyusun *roadmap* penggunaan produk dalam negeri yang telah tercantum dalam Keputusan Direksi No. 71/KPTS/2022 tanggal 2 Juni 2022 tentang *Roadmap* Penggunaan Produk Dalam Negeri dan Tingkat Komponen Dalam Negeri (TKDN) Di Lingkungan PT Jasa Marga (Persero) Tbk.

Perseroan senantiasa berupaya untuk menjalin kerja sama dengan pemasok lokal. Pemasok lokal merupakan pemasok yang berdomisili di wilayah negara Republik Indonesia. Kerja sama dengan pemasok lokal dalam pengadaan barang dan jasa merupakan bentuk kontribusi Perseroan dalam meningkatkan perekonomian masyarakat sekitar.

Procurement of Goods and Services

[GRI 204-1]

The Company conducts the procurement of goods and services based on the principles of competitiveness, transparency, fairness, reasonableness, and accountability. It has implemented a procurement policy as outlined in the Board of Directors Decree No. 110/KPTS/2023 dated September 25, 2023, regarding the Guidelines for the Procurement of Goods and Services within PT Jasa Marga (Persero) Tbk. This policy refers to the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 dated March 24, 2023, on Governance Guidelines and Significant Corporate Activities of State-Owned Enterprises. The policy governs the procurement process from the planning stage, selection of providers, contract execution, and final handover of work, in accordance with the roles and authorities of the respective parties involved. The technical implementation of procurement within the Company follows the Procurement and Fixed Asset Group Head Decree No. 79/KPTS-GH/2022 dated May 17, 2022, which provides technical guidelines for procurement execution. The procurement process falls under the responsibility of the Procurement and Fixed Assets Work Unit, which operates under the supervision of the President Director.

In its procurement policy, the Company is committed to prioritizing and increasing the use of domestic products. To support this commitment, the Company has established the Domestic Product Utilization Enhancement Team (P3DN), as stipulated in the Board of Directors Decree No. 147/KPTS/2023 dated November 14, 2023, regarding the Formation of the Domestic Product Utilization Enhancement Team (P3DN) within the Jasa Marga Group. Additionally, the Company has developed a roadmap for the use of domestic products, which is outlined in the Board of Directors Decree No. 71/KPTS/2022 dated June 2, 2022, concerning the Roadmap for the Use of Domestic Products and the Domestic Component Level (TKDN) within PT Jasa Marga (Persero) Tbk.

The Company continuously strives to establish partnerships with local suppliers, defined as those domiciled within the territory of the Republic of Indonesia. Collaboration with local suppliers in the procurement of goods and services is part of the Company's contribution to enhancing the local economy.

Penyelenggaraan praktik pengadaan di lingkungan Perseroan dilakukan dengan menggunakan sistem *e-procurement*. Pada Pedoman Pelaksanaan Pengadaan Barang dan Jasa, pemasok wajib melakukan pendaftaran dan memenuhi persyaratan rekanan pada Daftar Rekanan Jasa Marga (DRJM) dan telah mendapatkan status active. Dalam rangka menjaga kualitas hasil kinerja pemasok, Jasa Marga melakukan pengawasan dan penilaian terhadap pelaksanaan kontrak barang dan jasa. Hasil penilaian tersebut, menjadi masukan dan saran perbaikan terhadap proses Pemilihan Pemasok berikutnya. Selain itu, pemilihan pemasok juga mempertimbangkan aspek sosial dan lingkungan dengan memenuhi ketentuan peraturan perundang-undangan untuk menjalankan kegiatan usahanya.

Pada tahun 2024, Perseroan telah menjalin kerja sama dengan 438 pemasok yang seluruhnya berasal dari pemasok lokal dengan nilai kontrak pekerjaan Rp241.524 juta.

The Company's procurement practices are conducted through an e-procurement system. According to the Procurement of Goods and Services Implementation Guidelines, suppliers are required to register and meet the partnership requirements listed in the Jasa Marga Vendor List (DRJM) and obtain active status. To ensure the quality of supplier performance, Jasa Marga monitors and evaluates the execution of goods and services contracts. The evaluation results serve as feedback for improvements in future supplier selection processes. Additionally, supplier selection considers social and environmental aspects by ensuring compliance with applicable laws and regulations in conducting business activities.

In 2024, the Company established partnerships with 438 suppliers, all of whom are local suppliers, with a total contract value of IDR 241,524 million.

Pemasok Barang Suppliers

Keterangan Description	Jumlah Pemasok Total of Suppliers			Nilai Kontrak Pekerjaan (dalam Jutaan Rupiah) Contract Value (in IDR billion)		
	2024	2023	2022	2024	2023	2022
Nasional (Lokal) National (Local)	166	37	31	20.675	22.209	16.540
Internasional International	-	-	-	-	-	-
Total	166	37	31	20.675	22.209	16.540

Pemasok Jasa Services Suppliers

Keterangan Description	Jumlah Pemasok Total of Suppliers			Nilai Kontrak Pekerjaan (dalam Jutaan Rupiah) Contract Value (in IDR billion)		
	2024	2023	2022	2024	2023	2022
Nasional (Lokal) National (Local)	34	82	172	58.303	92.879	68.264
Internasional International	-	-	-	-	-	-
Total	34	82	172	58.303	92.879	68.264

Pemasok Barang dan Jasa

Good and Service Suppliers

Keterangan Description	Jumlah Pemasok Total of Suppliers			Nilai Kontrak Pekerjaan (dalam Jutaan Rupiah) Contract Value (in IDR billion)		
	2024	2023	2022	2024	2023	2022
Nasional (Lokal) National (Local)	238	23	39	162.544	94.055	73.072
Internasional International	-	-	-	-	-	-
Total	238	23	39	162.544	94.055	73.072

Total Pemasok

Total of Suppliers

Keterangan Description	Jumlah Pemasok Total of Suppliers			Nilai Kontrak Pekerjaan (dalam Jutaan Rupiah) Contract Value (in IDR billion)		
	2024	2023	2022	2024	2023	2022
Nasional (Lokal) National (Local)	438	142	242	241.524	209.243	157.876
Internasional International	-	-	-	-	-	-
Total	438	142	242	241.524	209.243	157.876

Anti Korupsi

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

Perseroan telah melakukan Penilaian Risiko Penyuapan (*Bribery Risk Assessment/BRA*) secara berkala pada setiap unit kerja di lingkungan Kantor Pusat, Regional, dan *Representative Office* dengan mengacu pada Keputusan Direksi Nomor: 148/KPTS/2024 tanggal 29 Juli 2024 tentang Kebijakan Anti Penyuapan PT Jasa Marga (Persero) Tbk serta Keputusan Direksi Nomor: 202/KPTS/2024 tanggal 11 Oktober 2024 tentang Manual Sistem Manajemen Anti Penyuapan PT Jasa Marga (Persero) Tbk. Hasil kinerja BRA pada unit kerja di lingkungan Kantor Pusat, Regional, dan *Representative Office* sampai dengan akhir semester 2 (dua) tahun 2024 adalah sebagaimana tabel berikut:

Anti Corruption

Operations Assessed to Have Corruption-Related Risks [GRI 205-1]

The Company has conducted periodic Bribery Risk Assessments (BRA) across all work units at the Head Office, Regional Offices, and Representative Offices. This assessment refers to the Board of Directors' Decree No. 148/KPTS/2024 dated July 29, 2024, concerning the Anti-Bribery Policy of PT Jasa Marga (Persero) Tbk, as well as the Board of Directors' Decree No. 202/KPTS/2024 dated October 11, 2024, concerning the Anti-Bribery Management System Manual of PT Jasa Marga (Persero) Tbk. The BRA performance results for work units at the Head Office, Regional Offices, and Representative Offices as of the end of the second semester of 2024 are presented in the following table:

Tabel Hasil Bribery Risk Assessment Tahun 2024

Table of Bribery Risk Assessment Results 2024

Uraian Description	Jumlah Total
Total Lokasi Operasi/Kegiatan Total operating location / activities	35 Lokasi Operasi yang meliputi 17 Unit Kerja Kantor Pusat, 2 (dua) Regional (10 Departemen) dan 4 (empat) <i>Representative Office</i> (8 Departemen)). 35 Operating Locations, including 17 Head Office Work Units, 2 Regions (10 Departments), and 4 Representative Offices (8 Departments).
Lokasi Operasi/Kegiatan Berisiko terkait Korupsi Operating Locations/Activities at Risk of Corruption	Unit Kerja di Lingkungan Kantor Pusat Jasa Marga, Regional dan <i>Representative Office</i> Work Units within Jasa Marga Headquarters, Regional Offices, and Representative Offices
Persentase Lokasi Operasi Berisiko terkait Korupsi Percentage of Operational Locations at Risk of Corruption	79% berdasarkan Penilaian Risiko Penyusunan Unit Kerja dengan Tingkat Risiko di atas batas rendah. Namun demikian, Perseroan telah melakukan kontrol eksisting dan rencana mitigasi dengan harapan risiko tersebut menjadi di bawah batas rendah, risiko tidak terjadi atau dapat meminimalisir risiko terjadi. 79% based on the Bribery Risk Assessment of Work Units with a risk level above the low threshold. However, the Company has implemented existing controls and mitigation plans with the expectation that the risk will be reduced below the low threshold, prevented from occurring, or minimized.

Menindaklanjuti Pedoman *Anti Fraud*, maka terhitung sejak tahun 2025 Perseroan akan melaksanakan Penilaian Risiko Fraud (*Fraud Risk Assessment/FRA*) yang terintegrasi dengan BRA, pada setiap unit kerja di lingkungan Kantor Pusat, Regional, dan *Representative Office*.

Following the Anti-Fraud Guidelines, starting in 2025, the Company will implement a Fraud Risk Assessment (FRA) integrated with the Bribery Risk Assessment (BRA) across all work units within the Head Office, Regional Offices, and Representative Offices.

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

Jasa Marga memiliki komitmen untuk mencegah segala bentuk tindakan korupsi sebagaimana tertera dalam Keputusan Direksi PT Jasa Marga (Persero) Tbk Nomor 248/KPTS/2024 tentang Pedoman Strategi Anti-Fraud PT Jasa Marga (Persero) Tbk. Penerapan Pedoman ini dilakukan sebagai upaya pencegahan dan perbaikan berkelanjutan terhadap sistem pengendalian internal. Salah satu upaya Jasa Marga untuk mencegah adanya tindakan korupsi di dalam aktivitas bisnisnya, Perseroan telah melakukan sosialisasi dan pelatihan anti korupsi kepada Dewan Komisaris, Direksi, karyawan dan mitra bisnis sebagai berikut.

Communication and Training on Anti-Corruption Policies and Procedures [GRI 205-2]

Jasa Marga is committed to preventing all forms of corruption, as outlined in the Board of Directors Decree of PT Jasa Marga (Persero) Tbk Number 248/KPTS/2024 concerning the Anti-Fraud Strategy Guidelines of PT Jasa Marga (Persero) Tbk. The implementation of these guidelines serves as a preventive and continuous improvement measure for the company's internal control system. As part of its efforts to prevent corruption in business activities, the company has conducted anti-corruption awareness programs and training sessions for the Board of Commissioners, Directors, employees, and business partners, as follows:

Tabel Jumlah Dewan Komisaris dan Direksi yang telah mengikuti sosialisasi dan pelatihan tentang Kebijakan dan Prosedur Anti-Korupsi

Table of the Number of Board of Commissioners and Directors Who Have Attended Socialization and Training on Anti-Corruption Policies and Procedures

Uraian Description	Jumlah Keanggotaan Total of Membership	Penerima Sosialisasi SMAP SMAP Socialization Audience	Persentase Pemenuhan Fulfillment Percentage
Dewan Komisaris Board of Commissioners	7	7	100%
Direksi Directors	6	6	100%

Tabel Sosialisasi Kebijakan Anti Korupsi Bagi Karyawan Berdasarkan Wilayah Kerja
Table of Anti-Corruption Policy Socialization for Employees Based on Work Regions

Uraian Description	Jumlah Karyawan Total of Employees	Penerima Sosialisasi SMAP SMAP Socialization Audience	Persentase Pemenuhan Sosialisasi Fulfillment Percentage
Kantor Pusat Headquarters Office	461	461	100%
Kantor Regional & Representative Office Regional Office & Representative Office	160	160	100%

Tabel Sosialisasi Kebijakan Anti Korupsi Bagi Mitra Kerja Berdasarkan Wilayah Kerja
Table of Anti-Corruption Policy Socialization for Business Partners Based on Work Regions

Uraian Description	Jumlah Pemasok Total of Suppliers	Penerima Sosialisasi SMAP SMAP Socialization Audience	Persentase Pemenuhan Fulfillment Percentage
Pemasok Barang Goods Suppliers	87	87	100%
Pemasok Jasa Services Suppliers	343	343	100%
Pemasok Barang & Jasa Goods and Services Suppliers	158	158	100%

Peserta Pelatihan Anti Korupsi
Anti-Corruption Training Participants

Wilayah Region	Jumlah Total
Kantor Pusat / Headquarter Office	77
Regional dan Representative Office / Regional dan Representative Office	25
Total	102

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

Selama tahun 2024, Perseroan menghadapi 1 (satu) insiden tindak pidana korupsi pada proyek pembangunan Tol Jakarta-Cikampek (Japek) II atau Tol Layang MBZ (MBZ) yang melibatkan 2 (dua) pensiunan karyawan Jasa Marga yang masih menjabat sebagai pimpinan di Anak Perusahaan Jasa Marga. Atas insiden korupsi ini, pensiunan karyawan tersebut tidak lagi aktif dalam jabatannya dan telah menjalani proses hukum. Namun demikian, sepanjang tahun 2024, tidak terdapat insiden terkait korupsi yang mengakibatkan kontrak dengan mitra bisnis diakhiri, serta tidak terdapat insiden korupsi yang diajukan oleh publik terhadap Perseroan maupun karyawan Perseroan.

Proven Corruption Incidents and Actions Taken [GRI 205-3]

Throughout 2024, the Company encountered one incident of corruption in the construction project of the Jakarta-Cikampek (Japek) II Elevated Toll Road, also known as the MBZ Toll Road, involving two retired Jasa Marga employees who were still serving as executives in a Jasa Marga subsidiary. Due to this corruption incident, the retired employee is no longer active in his position and has undergone legal proceedings. However, throughout 2024, there were no corruption-related incidents that led to the termination of contracts with business partners, nor were there any corruption cases filed by the public against the Company or its employees.



Gambar/Image:
Roadster Jasa Marga

Kepatuhan Atas Perpajakan

Sebagai entitas yang beroperasi di Indonesia, dengan mayoritas saham dimiliki oleh Pemerintah Indonesia, Jasa Marga memiliki kewajiban untuk mematuhi semua peraturan dan ketentuan perpajakan yang berlaku di Indonesia. Selain itu, Jasa Marga memahami bahwa pajak berperan penting dalam mendukung percepatan pembangunan, sejalan dengan aspirasi pembangunan yang diharapkan oleh masyarakat Indonesia.

Pada tahun 2024, Perseroan tidak memiliki perkara penting terkait pengelolaan pajak. Seluruh prosedur dan kepatuhan terkait perpajakan telah dipenuhi Perseroan, termasuk respon dan kepatuhan atas lebih dan kurang bayar yang muncul dari pembayaran pajak Perseroan. Hal ini juga tercermin dari Ukuran Kinerja Utama tahun 2024 untuk Direktorat Keuangan - Accounting & Tax Group, di mana ukuran untuk Akurasi dan Ketepatan Waktu Pembayaran, Pelaporan, dan Transaksi mencapai angka optimal.

Informasi terkait rincian pembayaran pajak telah disampaikan secara lengkap pada Laporan Tahunan bagian Analisis dan Pembahasan Manajemen.

Tax Compliance

As an entity operating in Indonesia, with the majority of its shares owned by the Government of Indonesia, Jasa Marga is fully committed to complying with all applicable tax laws and regulations in the country. Furthermore, Jasa Marga acknowledges that taxes play a crucial role in supporting national development, and are an important component in achieving the development goals and expectations of Indonesian society.

In 2024, the Company has no significant cases related to tax management. All procedures and compliance related to taxation have been fulfilled by the Company, including the response and compliance to overpayments and underpayments arising from the Company's tax payments. This is also reflected in the 2024 Key Performance Measures for the Finance Directorate - Accounting & Tax Group, where the measures for Accuracy and Timeliness of Payments, Reporting, and Transactions reached optimal figures.

Information related to tax payment details has been presented in full in the Annual Report, Management Analysis and Discussion section.

Kinerja Lingkungan Hidup

Environmental Performance

Aspek Umum

Biaya Lingkungan Hidup [OJK F.4]

Perseroan memiliki komitmen penuh dalam menjaga kelestarian lingkungan hidup. Hal ini tercermin dengan telah dimilikinya Pedoman Sistem Manajemen Lingkungan di Lingkungan Jasa Marga Group. di sisi lain, komitmen Perseroan dalam menjaga kelestarian lingkungan diwujudkan dengan penyaluran biaya lingkungan hidup yang digunakan Perseroan dalam mencegah dan meremediasi kerusakan lingkungan. Sepanjang tahun 2024, Perseroan telah merealisasikan biaya lingkungan hidup sebesar Rp7.244 miliar. Biaya lingkungan hidup yang disalurkan Perseroan sebagai berikut.

General Aspects

Environmental Costs [OJK F.4]

The Company demonstrates a strong commitment to environmental preservation. This is manifested through the implementation of the Environmental Management System (EMS) Guidelines within the Jasa Marga Group. Furthermore, the Company's commitment to environmental sustainability is demonstrated through the allocation of environmental cost for the prevention and remediation of environmental damage. Throughout 2024, the Company allocated a total of IDR 7.244 trillion for environmental cost. The breakdown of these cost is presented as follows:

Tabel Rincian Biaya Lingkungan

Table of the Breakdown of Environmental Costs

(Dalam Rupiah Penuh/in IDR)

Keterangan Description	Biaya Cost
Bantuan pembuatan Water Treatment di Rest Area 519A, bantuan pembuatan sumur bor, dan pembuatan septitank Assistance for Water Treatment System construction in Rest Area 519A, bore well development, and septic tank construction	288.986.700
Penanaman pohon di rest area dan lingkungan sekitar jalan tol Jasa Marga; pemberian mesin potong rumput, motor viar dan bak sampah; bantuan pembuatan biopori di Akses Patimban Tree planting in rest areas and along Jasa Marga's toll road network; provision of grass-cutting machines, viar motorcycles, and trash bins; assistance for biopore installation at Patimban Access	1.163.527.900
Penyusunan Laporan Implementasi RKL RPL Preparation of RKL-RPL Implementation Report	9.592.938.245
Biaya pengelolaan kebersihan Cleanliness management costs	138.114.931.877
Biaya Penanaman Pohon Tree Planting Costs	6.960.550.259
Biaya Beautifikasi Beautification Costs	7.085.459.842.615
Biaya pengelolaan sampah Waste management costs	2.736.939.731
Sertifikasi Jalan Tol Ramah Lingkungan Green Toll Road Certification	140.736.865
Total / Total	7.244.458.454.192

Biaya Pengelolaan Lingkungan Hidup Jasa Marga Group Jasa Marga Group Environmental Management Costs



Biaya lingkungan hidup
Environmental costs

2024

7.244.458

(Dalam Juta Rupiah/In Million IDR)

Biaya Pengelolaan Lingkungan Hidup Kantor Pusat Jasa Marga Jasa Marga Head Office Environmental Management Costs



Biaya lingkungan hidup
Environmental costs

2023

11.069

2022

9.904

(Dalam Juta Rupiah/In Million IDR)

Aspek Material

Penggunaan Material yang Ramah Lingkungan [OJK F.5]

Perseroan senantiasa memperhatikan aspek keberlanjutan dalam setiap proyek konstruksi jalan tol yang dilakukan. Untuk mendukung prinsip pembangunan berkelanjutan, perusahaan mengintegrasikan penggunaan bahan material yang ramah lingkungan dalam proses pembangunan dan pengembangan infrastruktur jalan tol. Beberapa upaya yang dilakukan dalam hal ini antara lain:

1. Lampu LED

- **Keberlanjutan:** Lampu LED (*Light Emitting Diode*) sangat mendukung prinsip keberlanjutan, karena memiliki efisiensi energi tinggi, umur pakai lebih panjang, dan menghasilkan emisi karbon yang lebih rendah dibandingkan dengan lampu tradisional seperti lampu pijar atau neon.
- **Dampak Lingkungan:** Lampu LED mengkonsumsi lebih sedikit energi untuk menghasilkan pencahayaan yang sama, yang pada gilirannya mengurangi penggunaan energi listrik, dan mengurangi emisi gas rumah kaca dari pembangkit listrik. Selain itu, lampu LED memiliki umur yang lebih panjang, sehingga mengurangi limbah yang berasal dari penggantian lampu yang lebih sering.
- **Pengurangan Jejak Karbon:** Karena lebih efisien dalam hal konsumsi energi, lampu LED dapat mengurangi jejak karbon yang terkait dengan pembangkit energi, terutama jika listrik tersebut berasal dari sumber fosil.

2. Bekisting Baja (Mengurangi Penggunaan Kayu)

- **Keberlanjutan:** Bekisting baja menggantikan bekisting kayu dalam konstruksi, yang berfungsi sebagai cetakan untuk beton. Bekisting baja lebih tahan lama dan bisa digunakan berulang kali, sehingga mengurangi kebutuhan akan penggunaan kayu yang terus-menerus, membantu mengurangi deforestasi.
- **Dampak Lingkungan:** Penggunaan baja mengurangi kebutuhan untuk menebang pohon untuk kayu bekisting. Dengan berkurangnya penggunaan kayu, dampak negatif terhadap hutan dan ekosistem menjadi lebih rendah. Baja juga lebih tahan lama, sehingga lebih efisien dalam jangka panjang, mengurangi limbah konstruksi.
- **Durabilitas:** Bekisting baja dapat digunakan berkali-kali dalam berbagai proyek, yang mengurangi pemborosan sumber daya dan kebutuhan untuk produksi material baru.

3. Fly Ash

- **Keberlanjutan:** Fly ash adalah limbah hasil pembakaran batu bara di pembangkit listrik, yang dapat dimanfaatkan sebagai pengganti sebagian semen dalam pembuatan beton. Penggunaan fly ash dalam konstruksi dapat mengurangi ketergantungan pada sumber daya alam untuk produksi semen.

Material Aspects

Use of Environmentally Friendly Materials [OJK F.5]

The Company consistently integrates sustainability consideration into every toll road construction project. In line with sustainable development principles, Jasa Marga incorporates environmentally friendly materials in the construction and development of toll road infrastructure. Several key initiatives undertake include:

1. LED Lighting

- **Sustainability:** The use of Light Emitting Diode (LED) lighting aligns with the Company's sustainability principles due to its high energy efficiency, extended operational lifespan, and lower environmental impact compared to conventional incandescent or fluorescent lighting technologies
- **Environmental Impact:** LED lighting requires significantly less energy to produce equivalent illumination levels, contributing to reduced electricity consumption and lower greenhouse gas emissions from electricity generation. In addition, the longer lifespan of LED lights minimizes waste from frequent bulb replacements.
- **Carbon Footprint Reduction:** By reducing energy consumption, LED lighting helps lower the carbon footprint associated with power generation, particularly in regions where the electricity supply is still predominantly sourced from fossil fuels

2. Steel Formwork (Reducing Wood Usage)

- **Sustainability:** Steel formwork replaces wooden formwork in construction, serving as molds for concrete. Steel formwork is more durable and reusable, reducing the continuous demand for wood and helping to prevent deforestation.
- **Environmental Impact:** Utilizing steel formwork minimizes the need for logging activities associated with wooden formwork, thereby reducing adverse impacts on forests and natural ecosystems. Its long-lasting nature also leads to decreased material consumption and lower construction waste
- **Durability:** Steel formwork can be reused in multiple projects, reducing resource wastage and the need for new materials.

3. Fly Ash

- **Sustainability:** Fly ash, a byproduct of coal combustion in power plants, is utilized as a partial substitute for cement in concrete production. Utilizing fly ash helps reduce reliance on natural resources for cement production.

- **Dampak Lingkungan:** Fly ash mengurangi penggunaan semen yang sangat membutuhkan energi dalam produksinya dan mengurangi emisi karbon yang dihasilkan oleh pabrik semen. Dengan memanfaatkan limbah industri, fly ash membantu dalam pengelolaan limbah dan mengurangi kebutuhan untuk pertambangan bahan baku alami.
- **Pengurangan Jejak Karbon:** Semen yang diproduksi dengan menambahkan fly ash membutuhkan lebih sedikit energi dan mengurangi emisi CO₂ yang dihasilkan selama proses produksi semen.

4. Penggunaan Material Non-Baja, Kayu Komposit, dan Pengurangan Penggunaan Kayu

- **Keberlanjutan:** Penggunaan material non-baja dan kayu komposit yang mengandung bahan daur ulang, seperti plastik atau bahan lain yang lebih tahan lama, dapat mengurangi ketergantungan pada bahan alam yang terbatas, seperti baja dan kayu.
- **Dampak Lingkungan:** Kayu komposit terbuat dari bahan daur ulang atau campuran bahan non-kayu, yang mengurangi deforestasi dan memberikan alternatif yang lebih ramah lingkungan. Material non-baja dan kayu komposit juga lebih ringan, lebih tahan lama, dan lebih mudah dalam proses pembuatan dibandingkan bahan konvensional.
- **Pengurangan Penggunaan Kayu:** Dengan menggunakan bahan komposit, penggunaan kayu untuk konstruksi dapat dikurangi. Hal ini membantu mengurangi dampak negatif terhadap sumber daya hutan dan mendukung prinsip keberlanjutan dalam pengelolaan sumber daya alam.

5. Penggunaan Kembali Material Batu dengan Menggunakan Spesifikasi Khusus dari Binamarga (Pengurangan Quarry Tambang)

- **Keberlanjutan:** Penggunaan kembali material batu (agregat daur ulang) untuk proyek konstruksi, seperti jalan atau infrastruktur lainnya, mengurangi kebutuhan untuk pengambilan batu baru dari quarry tambang. Ini berkontribusi pada pengelolaan sumber daya alam yang lebih efisien dan berkelanjutan.
- **Dampak Lingkungan:** Quarry tambang dapat menyebabkan kerusakan ekosistem, penggundulan lahan, polusi air, dan emisi karbon akibat proses pengangkutan material. Dengan menggunakan material batu yang sudah ada, kita mengurangi dampak negatif yang terkait dengan aktivitas tambang. Penggunaan kembali material juga mengurangi kebutuhan energi yang diperlukan untuk pengolahan dan transportasi material baru.
- **Efisiensi Sumber Daya:** Dengan memanfaatkan material batu bekas yang sudah ada, kita mengurangi eksploitasi tambang baru dan mengurangi limbah konstruksi. Hal ini berperan penting dalam pengelolaan sumber daya alam yang lebih bertanggung jawab dan berkelanjutan.

Di samping itu, melalui anak usahanya PT Jasamarga Tollroad Maintenance (PT JMTM) menggunakan material ramah lingkungan dengan mengganti penggunaan BBM solar dengan Compress Natural Gas (CNG) sebagai bahan dasar pemanasan aspal pada Asphalt Mixing Plant (AMP) milik PT JMTM. Hal ini bertujuan untuk

- **Environmental Impact:** Fly ash reduces cement usage, which is highly energy-intensive in production, thereby lowering carbon emissions from cement factories. Additionally, repurposing industrial byproducts such as fly ash contributes to improved waste management and reduces the environmental burden of raw material extraction.
- **Carbon Footprint Reduction:** Cement produced with fly ash requires less energy and generates lower CO₂ emissions during the manufacturing process.

4. Use of Non-Steel Materials, Composite Wood, and Reduced Wood Consumption

- **Sustainability:** The adoption of non-steel materials and composite wood containing recycled components (such as plastic or other durable materials) reduces dependency on finite natural resources like steel and wood.
- **Environmental Impact:** Composite wood, made from recycled or non-wood materials, helps reduce deforestation and provides a more sustainable alternative. These materials are also lighter, more durable, and easier to manufacture than conventional materials.
- **Reduced Wood Usage:** The utilization of composite materials significantly decreases the demand for natural wood in construction reducing the negative impact on forest resources and promoting sustainable natural resource management.

5. Reusing Stone Materials Using Special Specifications from Binamarga (Reducing Quarry Extraction)

- **Sustainability:** The reuse of stone materials (recycled aggregates) for construction projects, such as roads and other infrastructure, reduces the need for new quarry extraction, contributing to more efficient and sustainable natural resource management.
- **Environmental Impact:** Quarry activities can cause ecosystem disruption, land degradation, water pollution, and carbon emissions from material transportation. Reusing existing stone materials reduces these negative environmental impacts. It also decreases the energy required for processing and transporting new materials.
- **Resource Efficiency:** Utilizing existing stone materials reduces both the exploitation of natural stone resources and the volume of construction waste, playing a crucial role in responsible and sustainable resource management.

In addition, through its subsidiary PT Jasamarga Tollroad Maintenance (PT JMTM), the Company utilizes environmentally friendly materials by replacing diesel fuel with Compressed Natural Gas (CNG) for asphalt heating in its Asphalt Mixing Plant (AMP). This initiative is aimed at reducing carbon

mengurangi emisi karbon, menjadikan proses pemanasan lebih ramah lingkungan dan mengurangi dampak negatif terhadap lingkungan tanpa mengurangi kualitas hasil produksi. Selain itu, dalam proyek pelebaran jalan tol, Perusahaan menggunakan aspal PG 70 yang memiliki ketahanan tinggi terhadap beban lalu lintas dan tekanan kendaraan, stabilitas dalam berbagai kondisi cuaca, serta resistensi tinggi terhadap oksidasi akibat paparan sinar UV dan elemen lingkungan, sehingga memperpanjang usia layanan jalan.

Aspek Energi

Jumlah dan Intensitas Energi yang Digunakan [OJK F.6, 302-1, 302-2, 302-3]

Dalam menjalankan aktivitas operasionalnya, Perseroan menggunakan 2 (dua) sumber energi utama yaitu bahan bakar dan listrik. Bahan bakar yang digunakan oleh Perseroan yaitu berupa solar dan bensin yang digunakan untuk menunjang kendaraan operasional dan kendaraan pengangkut material jalan tol. Sedangkan, energi listrik merupakan sumber energi yang dipasok oleh PT PLN (Persero) sebagai penyedia ketenagalistrikan di Indonesia.

Perseroan menyadari bahwa dalam kegiatan operasi pengelolaan jalan tol pada umumnya masih menggunakan sumber energi tak terbarukan. Untuk itu, Jasa Marga terus berupaya untuk mengurangi pemakaian energi dari sumber daya tak terbarukan dengan cara melakukan efisiensi. Di samping itu, Jasa Marga juga mengupayakan penggunaan sumber energi alternatif yang terbarukan, seperti pemanfaatan sinar matahari di kantor Perseroan. Cakupan energi BBM dan listrik meliputi seluruh ruas Perseroan yang mencakup Kantor Pusat, Regional, APJT dan AP2JT. Namun demikian, sampai dengan akhir tahun 2024, Perseroan tidak mengkonsumsi maupun menjual pemanasan, pendingin dan uap, serta Perseroan tidak menjual energi listrik. Perseroan belum mengukur penggunaan energi di luar lingkup organisasi.

Adapun total penggunaan energi BBM Perseroan sebagai berikut.

Tabel Konsumsi BBM

Table of Fuel Consumption

Keterangan Description	Satuan Unit	2024	2023*	2022*
Solar / Diesel	Liter	3.106.735,36	779.578,10	431.365,09
	Terajoule	112,22	28,16	15,58
Bensin / Gasoline	Liter	4.605.056,40	1.207.720,75	1.372.496,10
	Terajoule	151,58	39,75	45,18
Jumlah Konsumsi BBM / Total Fuel Consumption	Liter	7.711.791,76	1.987.298,85	1.803.861,19
	Terajoule	263,79	67,91	60,76

* Disajikan kembali / Restated figures

Keterangan: metode konversi BBM dari satuan liter ke dalam satuan Terajoule (TJ) mengacu Pedoman Intergovernmental Panel on Climate Change (IPCC) 2006 dengan mengalikan volume BBM dan nilai Kalor Bersih (Net Caloric Calue/NCV), NCV Jenis Solar= 36×10^{-6} TJ/Kl dan NCV Jenis Bensin: 33×10^{-6} TJ/Kl.

Note: The method for converting fuel consumption from liters to Terajoules (TJ) refers to the 2006 Intergovernmental Panel on Climate Change (IPCC) Guidelines, which involves multiplying the fuel volume by the Net Caloric Value (NCV). In this calculation, diesel fuel has an NCV of 36×10^{-6} TJ/Kl, while gasoline has an NCV of 33×10^{-6} TJ/Kl.

emissions and minimizing environmental impacts, while maintaining production efficiency and quality. Furthermore, in the lane widening project at toll road, the Company employed PG 70 asphalt, known for its high durability against traffic loads and vehicle pressure, stability in diverse weather conditions, and strong resistance to oxidation from UV exposure and environmental elements, thereby extending the service life of the roadway infrastructure.

Energy Aspect

Total Energy Consumption and Energy Intensity [OJK F.6, 302-1, 302-2, 302-3]

In its operational activities, the Company utilizes two primary energy sources: fuel and electricity. The fuel used by the Company consists of diesel and gasoline, which support operational vehicles and toll road material transport vehicles. Meanwhile, electricity is supplied by PT PLN (Persero), Indonesia's national electricity provider.

The Company acknowledges that toll road operation are still largely dependent on non-renewable energy sources. In response, Jasa Marga continues to implement energy efficiency measures aimed at reducing energy consumption from fossil fuels. Additionally, the Company strives to utilize alternative renewable energy sources, such as solar energy for office operations. The scope of fuel and electricity consumption covers all Company-operated toll road sections, including Head Office, Regional Offices, APJT, and AP2JT. However, as of the end of 2024, the Company did not consume or sell heating, cooling, or steam energy nor did it sell electricity to external parties. The company has not yet measured energy usage outside the scope of the organization.

The total fuel energy consumption of the Company is as follows:

Di samping itu, Jasa Marga juga menggunakan energi tidak langsung dalam kegiatan operasi pengelolaan jalan tol yang didapatkan dari energi listrik yang dipasok oleh PLN. Pemanfaatan energi ini untuk memenuhi kebutuhan kantor pusat, kantor-kantor cabang, penerangan gardu tol dan penerangan sekitar fasilitas operasional. operasional. Dalam penggunaan BBM, Perseroan tidak menggunakan sumber BBM terbaru. Sedangkan untuk listrik, Perseroan menggunakan 2 (dua) sumber, yaitu sumber tak terbaru yang disalurkan dari PLN, serta sumber terbaru dari PLTS Atap yang digunakan Perseroan di Kantor Pusat.

Additionally, Jasa Marga utilizes indirect energy from electricity supplied by PLN to support toll road operation management. This energy is used to power the Head Office, branch offices, toll booths, and surrounding operational facilities. In terms of fuel usage, the Company currently does not utilize renewable fuel sources. However, for electricity consumption, Jasa Marga leverages two sources: non-renewable energy supplied by PLN and renewable energy from rooftop solar power plants (PLTS Atap) installed at the Head Office.

Tabel Konsumsi Energi Listrik [GRI 302-1]

Table of Electricity Consumption

Keterangan Description	Satuan Unit	2024	2023*	2022*
Konvensional / Conventional	kWh	66.987.402,58	35.202.695,90	27.416.889,37
	Terajoule	241,15	126,73	98,70
Tenaga Surya (PLTS Atap) Solar Power (Rooftop Solar Power Plant)	kWh	952.099,30	657.280,95	276.123.23
	Terajoule	3,43	2,37	0,99
Renewable Energy Certificate (REC)	kWh	2.711.160,00	0	0
	Terajoule	9,76	0	0
Total Penggunaan Listrik / Total Penggunaan Listrik	kWh	70.650.661,88	35.859.976,85	27.693.012,60
	Terajoule	254,34	129,10	99,69
Intensitas Energi/km / Energy Intensity/km	kWh/km	54.938,31	27.884,90	21.534,22
	Terajoule	518,13	197,01	160,45

Keterangan / Note:

* Disajikan kembali / Restated figures

Metode konversi kWh ke Terajoule (TJ) mengacu pada International Energy Agency (IEA) 2016: 1 kilowatt per hour (kWh) sama dengan $3,6 \times 10^{-6}$ TJ.

Conversion from kWh to Terajoules (TJ) follows the 2016 International Energy Agency (IEA) Guidelines, using the formula: 1 kilowatt-hour (kWh) = 3.6×10^{-6} TJ

Di bawah ini disajikan intensitas energi dengan membandingkan volume pemakaian daya energi listrik (kWh) di kantor pusat dengan luas bangunan (m²). Dengan rumus tersebut diperoleh Intensitas Konsumsi Energi (IKE) bangunan gedung Kantor Pusat Jasa Marga sebagai berikut.

Below is the energy intensity calculation comparing electricity consumption volume (kWh) at the Head Office to building area (m²). Based on this formula, the Energy Consumption Intensity (IKE) of the Jasa Marga Head Office buildings is as follows:

Tabel Intensitas Konsumsi Energi (IKE) Berdasarkan Luas Bangunan Kantor Pusat

Table of Energy Consumption Intensity (IKE) based on Head Office Building Area

Keterangan Description	Satuan Unit	2024	2023*	2022*
Penggunaan Listrik / Electricity Consumption	kWh	2.886.435	2.825.056	2.127.229
	Terajoule	10,39	10,17	7,66
Luas Bangunan Kantor Pusat / Head Office Building Area	M ²	6.444,86	6.444,86	6.444,86
Intensitas Konsumsi Energi / Energy Consumption Intensity	kWh/ M ²	447,87	438,34	330,07
	TJ/ M ²	0,0016	0,0015	0,0011

* Disajikan kembali / Restated figures

Tabel Intensitas Pemakaian Energi [OJK F.6, GRI 302-3]

Table of Energy Consumption Intensity

Keterangan Description	Satuan Unit	2024	2023*	2022*
Listrik / Electricity	Terajoule	254,34	129,10	99,69
BBM / Fuel	Terajoule	263,79	67,91	60,76
Jumlah Konsumsi Energi / Total Energy Consumption	Terajoule	518,13	197,01	160,45
Pendapatan / Revenue	Dalam miliar rupiah In IDR Billion	28,72	21,32	16,58
Panjang Ruas Jalan Tol yang Dikelola Total Managed Toll Road Length	km	1.286	1.264	1.260
Intensitas Pemakaian Energi/miliar rupiah Energy Intensity per Revenue	Terajoule/ miliar rupiah TJ/ IDR billion	18,04	9,24	9,68
Intensitas Pemakaian Energi/km Energy Intensity per Toll Road Length	Terajoule/ km	0,40	0,16	0,13

* Disajikan kembali / Restated figures

Perseroan juga telah menggunakan energi terbarukan berupa pemanfaatan PLTS sebesar 952,10 mWh di tahun 2024. Di samping itu itu, Perseroan juga memanfaatkan penggunaan listrik tenaga surya dalam menunjang aktivitas operasional di lingkungan Kantor Pusat, meliputi PT MLJ, PT TMJ, PT JNK, PT JSM, PT JPM, PT JBT, serta PT JMRB - Pulau Jawa, sebagai berikut.

The Company has also used renewable energy in the form of PLTS utilization of 952.10 mWh in 2024. In addition, the Company also utilizes the use of solar panel to support operational activities in the Head Office environment, including PT MLJ, PT TMJ, PT JNK, PT JSM, PT JPM, PT JBT, and PT JMRB - Pulau Jawa, as follows.

Penggunaan Energi Terbarukan/Panel Surya Kantor Pusat

Renewable Energy / Solar Panel Usage Head Office

Keterangan Description	Satuan Unit	2024	2023*	2022*
Penggunaan Listrik Tenaga Surya Solar Panel Lighting Usage	kWh	139.239	144.540	99.453
	Terajoule	501,260	520,340	358,03

* Disajikan kembali / Restated figures

Upaya dan Pencapaian Efisiensi Energi dan Penggunaan Energi Terbarukan**[OJK F.7, GRI 302-4, 302-5]**

Perseroan memiliki komitmen untuk senantiasa melakukan efisiensi penggunaan energi dari aktivitas operasionalnya sebagaimana tertuang di dalam Keputusan Direksi Nomor 66/KPTS/2023 tentang Pedoman Sistem Manajemen Lingkungan di Lingkungan Jasa Marga Group dan Kebijakan Mutu, K3 dan Lingkungan. Perseroan telah melakukan pemasangan Pembangkit Listrik Tenaga Surya (PLTS) di Kantor Pusat dan Kantor Cabang yang bertujuan untuk melakukan penghematan penggunaan energi listrik. Upaya lain yang dilakukan Perseroan, sebagai berikut.

Efforts and Achievements in Energy Efficiency and the Use of Renewable Energy**[OJK F.7, GRI 302-4, 302-5]**

The Company remains committed to improving energy efficiency in its operational activities, as outlined in Board of Directors Decree No. 66/KPTS/2023 concerning the Environmental Management System Guidelines within the Jasa Marga Group, as well as in its Quality, Occupational Health & Safety, and Environmental Policy. To support energy conservation, the Company has installed Solar Power Plants (PLTS) at its Head Office and branch offices to reduce electricity consumption. Additionally, the Company has implemented the following initiatives.

1. Penggunaan energi dari Solar Cell
Perseroan telah memasang panel solar cell yang mampu memasok energi listrik untuk kebutuhan operasional di lingkungan Kantor Pusat, PT MLJ, PT TMJ, PT JNK, PT JSM, PT JPM, PT JBT, serta PT JMRB - Pulau Jawa. Selama tahun 2024, penggunaan energi dari solar cell tersebut sebesar 952,10 mWh.
2. Pemanfaatan Lampu Hemat Energi (LED)
Perseroan telah menggunakan LED untuk kebutuhan Penerangan Jalan Umum (PJU) sebanyak 21.199 titik. Selain itu, pasokan listrik untuk PJU juga berasal dari pemasangan solar cell di beberapa titik ruas jalan tol.

1. Utilization of Solar Energy
The Company has installed solar panels capable of supplying electricity for operational needs at the Head Office, PT MLJ, PT TMJ, PT JNK, PT JSM, PT JPM, PT JBT, and PT JMRB - Java Island. In 2024, the total energy generated from solar panels reached 952,10 mWh.
2. Use of Energy-Efficient LED Lighting
The Company has replaced conventional lighting with LED lamps for Public Street Lighting (PJU) at 21,199 points. Additionally, some PJUs receive power from solar panels installed at several locations along toll road sections.

Penggunaan Energi Terbarukan/Panel Surya dan Penggunaan Lampu LED Renewable Energy/Solar Panel Usage and LED Lighting

Keterangan Description	Satuan Unit	2024	2023	2022
Penggunaan Lampu LED LED Lighting Usage	Unit	21.199	20.870	14.835
	Gigajoule	-	7.283	10.221

3. Perseroan juga menggunakan kendaraan listrik sebagai upaya efisiensi penggunaan BBM. Penggunaan kendaraan listrik yang telah tertuang dalam Surat Keputusan Direksi Nomor 48/KPTS/2021 tentang Kendaraan Dinas Perusahaan.

3. The Company has also adopted electric vehicles as part of its fuel efficiency efforts, in accordance with Board of Directors Decree No. 48/KPTS/2021 on Corporate Service Vehicles.

Sampai dengan akhir tahun 2024, Perseroan belum menetapkan target, dasar pengukuran dan melakukan audit energi, sehingga penghitungan intensitas energi dilakukan secara manual. Di tahun 2024, tidak terdapat penurunan penggunaan energi serta pengurangan intensitas energi. Hal ini adanya perbedaan cakupan pengukuran energi pada AP2JT yang mencakup AP2JT Bisnis Terkait, Kontrak Manajemen AP2JT Operasi & Preservasi dengan Regional/APJT serta Lingkup Umum AP2JT Operasi & Preservasi Non Kontrak Manajemen yang lebih komprehensif, sedangkan di tahun 2023, untuk AP2JT meliputi AP2JT Bisnis Terkait dan Lingkup Umum AP2JT Operasi & Preservasi Non Kontrak Manajemen masih terbatas datanya, serta Kontrak Manajemen AP2JT Operasi & Preservasi dengan Regional/APJT hanya pada beberapa ruas, sehingga penggunaan energi tidak dapat dibandingkan.

As of the end of 2024, the Company had not established specific energy efficiency targets, baseline measurements, or conducted formal energy audits. As a result, energy intensity calculations were carried out. No reduction in energy consumption or intensity was recorded due to differences in AP2JT's measurement scope. In 2024, it covered a broader range, including AP2JT Related Businesses, Operations & Preservation Management Contracts with Regional/APJT, and General Operations & Preservation (Non-Management Contract Scope). In contrast, 2023 measurements were more limited, making direct comparisons between the two years unreliable.

Aspek Air

Penggunaan Air [OJK F.8]

Air merupakan salah satu sumber daya yang sangat dibutuhkan oleh Perseroan dalam menjalankan aktivitas operasionalnya. Perseroan menggunakan air yang berasal dari air pihak ketiga (PDAM) dan air permukaan. Perseroan menggunakan air untuk kegiatan preservasi jalan tol seperti kegiatan bengkel, membersihkan badan jalan, campuran aspal, dan mendinginkan badan jalan. Air juga digunakan untuk kebutuhan operasional kantor pusat, kantor regional dan Office maupun unit-unit

Water Aspect

Water Consumption [OJK F.8]

Water is a critical resource that supports the Company's operational activities. The Company sources water from third-party suppliers (PDAM) and surface water. Water is utilized for various toll road maintenance activities, including workshops, road cleaning, asphalt mixing, and road cooling. In addition, water is also utilized to support operational needs at the Head Office, regional offices, representative offices, and other operational facilities, particularly for sanitation and general

fasilitas operasional untuk memenuhi kebutuhan sanitasi dan rumah tangga kantor. Sampai dengan Desember 2024, tidak terdapat lokasi operasional Perseroan yang berada di daerah rawan sumber air.

Perseroan berupaya melakukan pengelolaan pengambilan, penggunaan dan pembuangan air dengan efisien. Efisiensi penggunaan air telah diatur di dalam Keputusan Direksi Nomor 66/KPTS/2023 tentang Pedoman Sistem Manajemen Lingkungan di Lingkungan Jasa Marga Group. Pemantauan terutama dilakukan pada pengambilan air dari sumber-sumber air yang tersedia. Efisiensi penghematan air dilakukan melalui penggunaan sensor keran yang telah dilaksanakan dari tahun 2023 serta pemasangan himbauan untuk hemat menggunakan air, monitoring penggunaan air dengan meteran air atau *water meter* dan pencatatan penggunaan air dilakukan setiap bulan dan dilaporkan secara berkala dalam *monitoring* indeks keberlanjutan. Dalam melakukan pembuangan air, Perseroan senantiasa melakukan pemantauan atas kualitas air limbah (efluen) yang dibuang ke badan air/sungai, maupun ke tempat pembuangan lainnya yang dilakukan dengan uji kualitas efluén dengan melibatkan pihak ketiga.

Inisiatif dalam mengoptimalkan sumber air alternatif pada ruas tol Pandaan – Malang dan Gempol – Pandaan melalui penampungan dan pemanfaatan air hujan serta penggunaan kembali air limbah wudhu untuk kepentingan non sanitasi. Pelaksanaan program optimalisasi sumber air alternatif sejalan dengan rencana perpanjangan sertifikasi Green Toll Road Indonesia (GTRI) untuk PT JPM dan PT JPT. Selain itu, Perseroan juga melakukan proses daur ulang dengan menyalurkan air buangan air wudhu ke bak kontrol dan bak penampungan untuk kemudian disalurkan ke proses pengolahan air. Air bersih yang dihasilkan disalurkan ke toren air yang digunakan untuk penyiraman tanaman dan flushing di beberapa toilet. Pengelolaan air yang dilakukan di Kantor Pusat yaitu atas air yang telah digunakan kemudian ditampung ke dalam Instalasi Pengolahan Air Limbah (IPAL) Domestik sebelum pada akhirnya dibuang ke dalam saluran kota.

Proses pelaksanaan program penghematan air dimulai dari awal tahun 2023 dilanjutkan dengan konstruksi fasilitas secara bertahap. Selanjutnya fasilitas yang telah tersedia dilakukan instalasi untuk menjalankan sistem. Sering dengan implementasi program, bersamaan juga dilakukan pengujian kualitas air yang dihasilkan.

Di samping itu, Perseroan juga telah melakukan sistem pemanfaatan air hujan di Kantor Gerbang Gempol PT JPT, Kantor Gerbang Pakis PT JPM, Kantor Gerbang Purwodadi PT JPM, dan Gerbang Tol Singosari PT JPM, Ruas jalan tol PT JKC. Sedangkan pemanfaatan air wudhu juga telah dilakukan di Kantor Pusat PT JPM, Kantor Pusat PT JPT, Rest Area 66A dan B Ruas Jalan Tol Pandaan-Malang, dan Rest Area 84B Ruas Jalan Tol Pandaan-Malang, Rest Area 88B Ruas Jalan Tol Purbaleunyi, Rest Area 207A Ruas Jalan Tol Palikanci, Rest Area 519A Ruas Jalan Tol Solo-Ngawi serta di Kantor PT JNK. Selama tahun 2024, Perseroan tidak mengambil dan mengonsumsi air yang berasal dari wilayah water stress.

office utilities. As of December 2024, none of the Company's operational locations were situated in water-stressed areas.

The Company is committed to the efficient management of water withdrawal, utilization, and discharge across its operations. Water conservation efforts are regulated under Board of Directors Decree No. 66/KPTS/2023 concerning Environmental Management System Guidelines within the Jasa Marga Group. Monitoring focuses on water extraction from available sources. Water-saving initiatives include sensor-based faucets, implemented since 2023, and awareness campaigns promoting conservation. The Company also monitors water usage through meters and records monthly consumption. These records are reported periodically as part of sustainability index monitoring. In terms of wastewater disposal, the Company consistently monitors the quality of wastewater (effluent) discharged into water bodies such as rivers or other disposal sites. This process includes third-party testing to ensure compliance with environmental standards.

As part of its water conservation strategy, the Company has implemented alternative water source optimization programs at Pandaan–Malang and Gempol–Pandaan toll roads, which involve rainwater harvesting and the reuse of ablution (wudu) water for non-sanitation purposes. These initiatives align with the Company's strategy to extend the certification of Indonesia's Green Toll Road Initiative (GTRI) for PT JPM and PT JPT. In addition, the Company also carries out a recycling process by channeling waste water from ablution to a control tank and a storage tank to then be channeled to the water treatment process. The clean water produced is channeled to a water tower which is used for watering plants and flushing in several toilets. At the Head Office, used water is collected and processed in a Domestic Wastewater Treatment Plant (IPAL) before being discharged into municipal drainage systems.

The Company launched its water conservation program in early 2023, with the gradual construction of water-saving facilities. Once these facilities were installed, they were integrated into the Company's operational systems. Throughout the implementation process, water quality testing was conducted simultaneously to ensure compliance with environmental standards.

Additionally, the Company has implemented rainwater harvesting systems at various toll road facilities, including Gempol Toll Gate Office (PT JPT), Pakis Toll Gate Office (PT JPM), Purwodadi Toll Gate Office (PT JPM), and Singosari Toll Gate (PT JPM), as well as PT JKC toll road sections. Furthermore, ablution water reuse systems have been installed at PT JPM Head Office, PT JPT Head Office, Rest Area 66A and 66B (Pandaan-Malang Toll Road), Rest Area 84B (Pandaan-Malang Toll Road), Rest Area 88B (Purbaleunyi Toll Road), Rest Area 207A (Palikanci Toll Road), Rest Area 519A (Solo-Ngawi Toll Road), and PT JNK Office. Throughout 2024, the Company did not extract or consume water from water-stressed regions.

Penggunaan air di tahun 2024 dan 2023 mencakup data Kantor Pusat, Regional, APJT Operasi, APJT Konstruksi, dan AP2JT. Sedangkan untuk tahun 2022 mencakup data Kantor Pusat, Regional, APJT Operasi, dan AP2JT. Adapun total keseluruhan jumlah air yang dikonsumsi yaitu sebesar 976,8 megaliter, serta air yang berhasil didaur ulang adalah sebesar 1.722,82 m³ atau sebesar 1,7 megaliter.

Water usage in 2024 and 2023 includes data from the Head Office, Regional, APJT Operations, APJT Construction, and AP2JT. Meanwhile, for 2022, it includes data from the Head Office, Regional, APJT Operations, and AP2JT. The total amount of water consumed was 976.8 megaliters, and the water that was successfully recycled was 1,722.82 m³ or 1.7 megaliters.

Tabel Konsumsi Air

Table of Water Consumption

Pemakaian Air (Megaliter) Water Consumption (Megaliter)			
Sumber Water Source	2024*	2023**	2022***
PDAM Kantor Pusat / PDAM – Head Office	50,9	99,59	55,3
Ruas Jalan Tol / Toll Road Sections	924,2		-
PDAM Ruas Jalan Tol / PDAM – Toll Road Sections	158,44	90,23	-
Water Recycle	1,72	-	-
Air Hujan / Rain Water	371,35	-	-
Air Bawah Tanah (Sumur Bor) / Groundwater (Bore Wells)	394,41	197,33	-
Jumlah / Total	975	387,15	55,3

Keterangan / Notes:

* Penggunaan air dari Kantor Pusat, Regional, APJT dan AP2JT / Water usage from the Head Office, Regional Offices, APJT, and AP2JT

** Penggunaan air dari Kantor Pusat dan Ruas Jalan Tol / Water usage from the Head Office and Toll Road Sections

*** Penggunaan air dari Kantor Pusat / Water usage from the Head Office only

Peningkatan penggunaan air di tahun 2024 karena adanya perbedaan ruang lingkup pengukuran dengan penggunaan air di tahun 2023. Oleh karenanya, penggunaan air tidak dapat dibandingkan dengan tahun 2023.

The increase in water consumption in 2024 was due to differences in measurement scope compared to 2023. Therefore, water consumption figures from 2023 and 2024 are not directly comparable.

Aspek Keanekaragaman Hayati

Dampak Dari Wilayah Operasional yang Dekat atau Berada Di Daerah Konservasi atau Memiliki Keanekaragaman Hayati dan Usaha Konservasi Keanekaragaman Hayati [OJK F.9, F.10, GRI 304-1, 304-2, 304-3, 304-4]

Perseroan merupakan perusahaan pengelola jalan tol yang beririsan dengan hutan dan lokasi keanekaragaman hayati lainnya. Dampak dari wilayah operasional Perseroan yang berada di sekitar wilayah keanekaragaman hayati yaitu dilakukannya penebangan pohon di hutan sekitar wilayah operasional. hal ini dapat berdampak pada hilangnya vegetasi alami dan mengganggu ekosistem sekitar, terutama jika konstruksi melibatkan open cut atau pengerukan bukit. Hal ini bisa mengurangi kualitas udara, meningkatkan erosi tanah, dan mengancam habitat satwa liar.

Biodiversity Aspect

Impacts of Operational Areas Located Near or within Conservation Areas or Biodiversity-Rich Regions and Biodiversity Conservation Efforts [OJK F.9, F.10, GRI 304-1, 304-2, 304-3, 304-4]

The Company operates toll road networks that traverse forested regions and areas with high biodiversity value. One of the primary environmental impacts associated with toll road development near such ecosystems is the clearing of forested land. This can lead to the loss of natural vegetation and disrupt local ecosystems, especially when construction involves open-cut excavation or hill dredging. Such activities may reduce air quality, increase soil erosion, and threaten wildlife habitats.

Perseroan menyadari bahwa aktivitas operasionalnya dapat mengakibatkan perubahan fungsi lahan serta berdampak pada perubahan bentang alam. Namun demikian, hal tersebut telah terakomodir dalam kajian AMDAL dan implementasi pengelolaan dan pemantauan lingkungan. Selama tahun pelaporan, tidak ada lahan yang tercemar akibat kegiatan operasional Perseroan, dan tidak ada sungai, danau, atau badan air yang memerlukan upaya remediasi dari Perseroan.

Jasa Marga melakukan upaya-upaya pelestarian keanekaragaman hayati terutama bagi habitat ekosistem dan flora-fauna yang berada di sekitar area operasional maupun di luar area operasional. Upaya Perseroan dalam menjaga kualitas kawasan dilindungi dilakukan melalui tata ruang nasional yaitu pendekatan integrasi pembangunan jalan tol. Nilai keanekaragaman hayati menjadi salah satu topik dalam penyusunan rencana kajian kelayakan, analisis mengenai dampak lingkungan, dan konsultasi publik terkait pengadaan lahan untuk pembangunan jalan tol. Rangkaian inisiatif dilakukan Jasa Marga dalam menjaga kelestarian flora dan fauna seperti inisiatif penghijauan pohon endemik. Kami juga melakukan inisiatif pelestarian alam yang tidak bersinggungan dengan wilayah operasional. Pemanfaatan wilayah secara berkelanjutan telah mendorong aktivitas konstruksi infrastruktur jalan tol di Jasa Marga untuk memperhatikan dampak-dampak langsung yang berpotensi terjadi akibat penggunaan lahan dan kawasan seperti konversi habitat dan keberadaan flora dan fauna.

Salah satunya di Jalan Tol Bali Mandara yang dikelola oleh PT Jasamarga Bali Tol ("JBT"), di mana pada beberapa lokasi aktivitas jalan tol melalui kawasan Taman Hutan Raya ("Tahura") Ngurah Rai. Penggunaan lahan Tahura Ngurah Rai yaitu sebesar ±4,24 hektare, dengan rincian; ±1,31 hektar di ruas Simpang Tugu Ngurah Rai seluas dan ±2,93 hektar di ruas akses keluar masuk Gerbang Tol Nusa Dua. Luasan ekosistem mangrove tidak mengalami perubahan yang signifikan setelah pembangunan Jalan Tol Bali Mandara.

Sebagai tindak lanjut atas hal tersebut, JBT telah melakukan kerjasama dan kolaborasi dengan Pemerintah Provinsi Bali sejak tahun 2013 untuk melakukan perlindungan pengamanan dan rehabilitasi Kawasan Hutan Ngurah Rai melalui pembayaran kompensasi dan penanaman Mangrove. Selain itu juga dilakukan koordinasi dan pemantauan bersama dengan UPT Tahura Ngurah Rai secara rutin yang dituangkan ke dalam Berita Acara Pemantauan Bersama di Kawasan Tahura Ngurah Rai, di mana kondisi pemantauan menunjukkan aman terkendali. Kolaborasi berkelanjutan ini terus dilakukan hingga akhir tahun 2030, bertransformasi untuk menjadi tol yang ramah lingkungan.

The Company recognizes that its operational activities have the potential to alter land use and affect the surrounding natural landscape. However, these impacts have been addressed through Environmental Impact Assessments (AMDAL) and the implementation of environmental management and monitoring measures. Throughout the reporting year, no land contamination resulted from the Company's operations, nor were there any rivers, lakes, or water bodies requiring remediation by the Company.

Jasa Marga actively engages in biodiversity conservation, particularly for ecosystems, flora, and fauna both within and beyond its operational areas. The Company ensures the protection of designated areas through national spatial planning, integrating toll road development with environmental conservation strategies. Biodiversity considerations are incorporated into feasibility studies, environmental impact analyses, and public consultations related to land acquisition for toll road construction. Jasa Marga has also implemented various initiatives to preserve flora and fauna, including reforestation programs using endemic tree species and conservation efforts beyond operational zones. Sustainable land management has guided Jasa Marga's toll road infrastructure development to mitigate direct environmental impacts such as habitat conversion and disruption of local flora and fauna.

A notable example of the Company's operational presence in a biodiversity-sensitive area is the Bali Mandara Toll Road, managed by PT Jasamarga Bali Tol (JBT), where certain sections pass through Ngurah Rai Grand Forest Park (Tahura Ngurah Rai). The total land use within Tahura Ngurah Rai for toll road operations is approximately 4.24 hectares, including 1.31 hectares near Simpang Tugu Ngurah Rai and 2.93 hectares at the entrance and exit of Nusa Dua Toll Gate. The mangrove ecosystem has remained largely intact following the construction of the Bali Mandara Toll Road.

As part of its biodiversity conservation efforts, JBT has collaborated with the Bali Provincial Government since 2013 to protect and rehabilitate the Ngurah Rai Forest Area. This collaboration includes the provision of compensation payments as well as the implementation of mangrove reforestation programs. Additionally, JBT conducts regular coordination and monitoring with the Ngurah Rai Grand Forest Park Management Unit (UPT Tahura Ngurah Rai), with findings documented in Joint Monitoring Reports, confirming that the area remains safe and well-managed. This long-term collaboration will continue until 2030, supporting the transformation of the Bali Mandara Toll Road into an environmentally friendly toll road.

2013

Perjanjian Kerja Sama (PKS) antara Gubernur Bali dengan Direktur Utama PT Jasamarga Bali Tol Nomor 075/13/pks/b. pem/ ix/2013 dan Nomor 010/SPK-JBT/IX/2013 tanggal 9 September 2013 tentang Kolaborasi Pengelolaan TAHURA Ngurah Rai terkait adanya pembangunan Jalan Tol Bali Mandara.

Cooperation Agreement (PKS) between the Governor of Bali and the President Director of PT Jasamarga Bali Tol No. 075/13/PKS/B. PEM/ IX/2013 and No. 010/SPK-JBT/IX/2013 dated September 9, 2013 concerning Collaboration in the Management of TAHURA Ngurah Rai regarding the construction of the Bali Mandara Toll Road.

2020

Perjanjian Kerja Sama antara Kepala Dinas Kehutanan dan Lingkungan Hidup Provinsi Bali dengan PT Jasamarga Bali Tol Nomor 522/3446/DiskLH/2020 dan Nomor 003.00/ PKS/ JBT-DiskLH/X/2020 tanggal 5 Oktober 2020 tentang Kerja Sama Pemanfaatan Kawasan Hutan Tahura Ngurah Rai untuk Pembangunan Strategis dan Pengelolaan Jalan Tol Bali Mandara.

Cooperation Agreement (PKS) between the Head of the Bali Province Forestry and Environment Service and PT Jasamarga Bali Tol No. 522/3446/DiskLH/2020 and No. 003.00/PKS/JBT-DiskLH/X/2020 dated October 5, 2020 concerning Cooperation in the Utilization of the TAHURA Ngurah Rai Forest Area for Strategic Development and Management of the Bali Mandara Toll Road.



Selain Tahura Ngurah Rai juga terdapat beberapa kawasan Hutan Produksi yang ditetapkan oleh Pemerintah melalui Surat Keputusan Menteri Lingkungan Hidup dan Kehutanan Republik Indonesia No. SK.12764/MENLHKPKTL/IPSDH/PLA.1/11/2023 tentang Penetapan Peta Indikatif Penghentian Pemberian Perizinan Berusaha, Persetujuan Penggunaan Kawasan Hutan, atau Perubahan Peruntukan Kawasan Hutan Baru pada Hutan Alam Primer dan Lahan Gambut Tahun 2023 Periode II.

In addition to Tahura Ngurah Rai, several Production Forest Areas have been designated by the government under Minister of Environment and Forestry Decree No. SK.12764/MENLHK-PKTL/IPSDH/PLA.1/11/2023. This decree establishes the Indicative Map for the Suspension of Business Licensing, Forest Area Utilization Approvals, and New Forest Area Reclassification in Primary Natural Forests and Peatlands for the Second Period of 2023.

Daftar Wilayah Operasi Jasa Marga yang Menghasilkan Dampak pada Wilayah Konservasi dan Hutan Produksi

Jasa Marga's Toll Roads Impacting Conservation Areas and Production Forests

Ruas Jalan Tol Toll Road Project	Luas Terdampak Affected Area (Ha)	Area Eksisting Dilewati Existing Area Crossed	Keanekaragaman Hayati yang Terdampak Impacted Biodiversity	Posisi Geografis Geographical Position	Dampak Impact
Proyek Jalan Tol Jakarta – Cikampek II Selatan Jakarta–Cikampek II South Toll Road	±111,140 Ha	Hutan Produksi Production Forest	-	-6°25'49" S, 107°17'43" E	Perubahan Tata Guna Lahan Land Use Change
Proyek Jalan Tol Probolinggo – Banyuwangi Seksi I Probolinggo–Banyuwangi Section I Toll Road	±115,997 Ha	Hutan Produksi Production Forest	-	-7°43'12" S, 113°35'44" E	Perubahan Tata Guna Lahan Land Use Change
Sedyatmo + CTC	±14,25 Ha	Hutan Produksi Production Forest	-	-6°7'20" S, 106°44'49" E	Perubahan Tata Guna Lahan Land Use Change
Semarang-Batang	±62,639 Ha	Hutan Produksi Production Forest	-	-6°58'55" S, 110°17'45" E	Perubahan Tata Guna Lahan Land Use Change
Semarang-Solo	±22,413 Ha	Hutan Produksi Production Forest	-	-7°6'34" S, 110°25'8" E	Perubahan Tata Guna Lahan Land Use Change
Solo-Ngawi dan Ngawi- Kertosono-Kediri	±124,17 Ha	Hutan Produksi Production Forest	-	-7°23'17" S, 111°11'12" E	Perubahan Tata Guna Lahan Land Use Change
Nusa Dua-Ngurah Rai-Benoa	±4,24 Ha	Hutan Produksi & Taman Hutan Raya Production Forest & Grand Forest Park	-	-8°47'4" S, 115°12'45" E & -8°47'3" S 115°12'45" E	Perubahan Tata Guna Lahan Land Use Change

Hutan Produksi yang dilalui oleh ruas jalan tol milik Jasa Marga, dilaksanakan perizinan dengan penerbitan Izin Pinjam Pakai Kawasan Hutan (IPPKH) oleh Pemerintah. Melalui IPPKH, Jasa Marga melaksanakan penyediaan lahan kompensasi serta berkoordinasi secara berkelanjutan bersama seluruh pemangku kepentingan terkait.

The Production Forests traversed by Jasa Marga's toll roads require Forest Area Borrow-Use Permits (IPPKH) issued by the government. Through IPPKH, Jasa Marga provides compensatory land and maintains continuous coordination with all relevant stakeholders.

Perizinan Lingkungan Pemakaian Kawasan Hutan Forest Area Utilization Permits

Izin Permit	Tahun Year	Unit Unit	Izin Pinjam Pakai Kawasan Hutan Forest Area Borrow-Use Permits (IPPKH)
IPPKH	2019	PT Jasamarga Japek Selatan	Keputusan Menteri LHK No. SK.423/MENLHK/SETJEN/PLA.0/7/2019 tentang Izin Pinjam Pakai Kawasan Hutan untuk Pembangunan Ruas Jalan Tol Jakarta-Cikampek II Sisi Selatan atas nama Kementerian Pekerjaan Umum dan Perumahan Rakyat pada Kawasan Hutan Produksi Terbatas dan Kawasan Hutan Produksi tetap di Kabupaten Karawang dan Kabupaten Purwakarta, Jawa Barat, seluas +/-111,14 Hektar. Minister of Environment and Forestry Decree No. SK.423/MENLHK/SETJEN/PLA.0/7/2019, granting a Forest Area Borrow-Use Permit for the Jakarta-Cikampek II South Toll Road, covering ±111.14 hectares of Limited Production Forest and Permanent Production Forest in Karawang and Purwakarta Regencies, West Java.
IPPKH	2023	PT Jasamarga Probolinggo Banyuwangi	Keputusan Menteri LHK No SK. 267/MENLHK/SETJEN/PLA.2/3/2023 tentang Persetujuan Pelepasan Kawasan Hutan Produksi Tetap untuk Pembangunan Ruas Jalan Tol Probolinggo-Banyuwangi II atas nama Kementerian Pekerjaan Umum dan Perumahan Rakyat di Kabupaten Situbondo, Provinsi Jawa Timur Seluas +/- 68 Ha (Enam Puluh Delapan Hektare). Minister of Environment and Forestry Decree No. SK.267/MENLHK/SETJEN/PLA.2/3/2023, approving the Release of Permanent Production Forest for the Probolinggo-Banyuwangi Toll Road (Section II), covering ±68 hectares in Situbondo Regency, East Java Keputusan Menteri LHK No SK. 206/MENLHK/SETJEN/PLA.0/3/2023 tentang Persetujuan Penggunaan Kawasan Hutan untuk Kegiatan Pembangunan Ruas Jalan Tol Probolinggo-Banyuwangi Seksi I atas nama Kementerian Pekerjaan Umum dan Perumahan Rakyat Seluas +/- 47,997 Ha (Empat Puluh Tujuh dan Sembilan Ratus sembilan Puluh Tujuh Perseribu Hektare) di Kabupaten Probolinggo, Provinsi Jawa Timur. Ministerial Decree No. SK.206/MENLHK/SETJEN/PLA.0/3/2023, approving the Use of Production Forest for the Probolinggo-Banyuwangi Toll Road (Section I), covering ±47.997 hectares in Probolinggo Regency, East Java.
IPPKH	2016	Jasamarga Metropolitan Tollroad Regional Division	Keputusan Kepala BKPM No. 66/1/IPPKH/PMDN/2016 tentang Izin Pinjam Pakai Kawasan Hutan untuk Pelebaran Jalan Tol Prof. Ir. Sedyatmo atas nama PT Jasa Marga (Persero) Tbk pada Kawasan Hutan Produksi Tetap di Kota Jakarta Utara, DKI Jakarta, seluas +/-14,25 Hektar. Head of Investment Coordinating Board (BKPM) Decree No. 66/1/IPPKH/PMDN/2016, granting a Forest Area Borrow-Use Permit for the widening of Prof. Ir. Sedyatmo Toll Road in North Jakarta, DKI Jakarta, covering ±14.25 hectares of Permanent Production Forest.
IPPKH	2016	PT Jasamarga Semarang Batang	Keputusan Kepala BKPM No. SK.2/1/IPPKH/K/2016 tentang Izin Pinjam Pakai Kawasan Hutan untuk Pembangunan Jalan Tol Semarang-Batang.. BKPM Decree No. SK.2/1/IPPKH/K/2016, granting a Forest Area Borrow-Use Permit for the construction of the Semarang-Batang Toll Road.
Persetujuan Prinsip Agreement Principle	2008	PT Trans Marga Jateng	Surat Menteri Kehutanan No. S.766/Menhut-VII/2008 tentang Persetujuan Prinsip Penggunaan Kawasan Hutan Seluas +/-22,413 Hektar untuk Pembangunan Jalan Tol Ruas Semarang-Solo dan Sarana Penunjangnya atas nama Menteri Pekerjaan Umum Republik Indonesia di Kota Semarang dan Kabupaten Semarang, Jawa Tengah (Perubahan terakhir 2013, berlaku hingga 2015, saat ini sedang proses pengajuan IPPKH). Minister of Forestry Letter No. S.766/Menhut-VII/2008, granting Principle Approval for the Use of ±22.413 hectares of Forest Area for the Semarang-Solo Toll Road and Supporting Infrastructure, under the Minister of Public Works of the Republic of Indonesia. The last amendment was in 2013, valid until 2015, and is currently under an IPPKH application process.

Izin Permit	Tahun Year	Unit Unit	Izin Pinjam Pakai Kawasan Hutan Forest Area Borrow-Use Permits (IPPKH)
IPPKH	2017	PT Jasamarga Solo Ngawi dan PT Jasamarga Ngawi Kertosono Kediri	Keputusan Kepala BKPM No. 1/1/IPPKH/K/2017 tentang Izin Pinjam Pakai Kawasan Hutan untuk Pembangunan Jalan Tol Mantingan-Ngawi-Kertosono atas nama Menteri Pekerjaan Umum dan Perumahan Rakyat Seluas +/-124,17 Hektar pada Kawasan Hutan Produksi Tetap di Kabupaten Ngawi, Kabupaten Madiun dan Kabupaten Nganjuk, Jawa Timur. BKPM Decree No. 1/1/IPPKH/K/2017, granting a Forest Area Borrow-Use Permit for the construction of the Mantingan-Ngawi-Kertosono Toll Road, covering ±124.17 hectares of Permanent Production Forest in Ngawi, Madiun, and Nganjuk Regencies, East Java.

Berdasarkan kajian AMDAL pembangunan ruas jalan tol, teridentifikasi beberapa spesies yang dilindungi atau dikelola berada di sekitar atau berdekatan dengan wilayah jalan tol, diantaranya sebagai berikut:

Based on the Environmental Impact Assessment (AMDAL) for toll road construction, several protected or managed species have been identified near or within the vicinity of the Company's toll road operations. The following table provides an overview of species listed on the IUCN Red List found near Jasa Marga's operational areas:

Jumlah Spesies IUCN Red List yang berada dekat Wilayah Operasi [GRI 304-1, 304-4]

IUCN Red List Species near Operational Areas

No	Lingkup Usaha dan/atau Kegiatan Toll Road Section / Activit	Spesies Yang Dilindungi/Dikelola Protected / Managed Species	Status IUCN IUCN Status
1	Ruas Jalan Tol Padalarang-Cileunyi Padalarang-Cileunyi Toll Road	Ular Sawah (<i>Malayopython reticulatus</i>)	Least Concern (LC)
2	Ruas Jalan Tol Jakarta-Cikampek Jakarta-Cikampek Toll Road	Burung Kuntul Putih (<i>Egretta alba</i>)	Least Concern (LC)
3	Ruas Jalan Tol Semarang ABC Semarang ABC Toll Road	Burung Kutilang (<i>Pycnonotus aurigaster</i>)	Least Concern (LC)
4	Ruas Jalan Tol Surabaya-Mojokerto Surabaya-Mojokerto Toll Road	Burung kacamata (<i>Zosterops sp</i>)	Least Concern (LC)
		Alap-alap (<i>Falco sp</i>)	Least Concern (LC)
		Sikatan (<i>Rhipidura javanica</i>)	Least Concern (LC)
5	Ruas Jalan Tol Gempol-Pasuruan Gempol-Pasuruan Toll Road	Gelatik jawa (<i>Padda oryzivora</i>)	Endangered (EN)
		Elang hitam (<i>Ictinaetus malayensis</i>)	Least Concern (LC)
		Bubut (<i>Centropus sp</i>)	Least Concern (LC)
		Alap-alap sapi (<i>Falco moluccensis</i>)	Least Concern (LC)
		Betet biasa (<i>Psittacula alexandri</i>)	Near Threatened (NT)
		Serindit jawa (<i>Loriculus pusillus</i>)	Near Threatened (NT)
		Poksai (<i>Garrulax sp</i>)	Least Concern (LC)
6	Ruas Jalan Tol Pandaan-Malang Pandaan-Malang Toll Road	Elang (<i>Haliastur sp</i>)	Least Concern (LC)
		Serindit (<i>Loriculus pusillus</i>)	Near Threatened (NT)
7	Ruas Jalan Tol Medan-Kualanamu-Tebing Tinggi Medan-Kualanamu-Tebing Tinggi Toll Road	Burung betet (<i>Psittacula</i>)	Vulnerable (VU)
8	Ruas Jalan Tol Nusa Dua-Ngurah Rai-Benoa Nusa Dua-Ngurah Rai-Benoa Toll Road	Pecuk-ular asia (<i>Anhinga melanogaster</i>)	Least Concern (LC)
		Elang bondol (<i>Haliastur indus</i>)	Least Concern (LC)
		Cangak laut (<i>Ardea sumatrana</i>)	Least Concern (LC)

No	Lingkup Usaha dan/atau Kegiatan Toll Road Section / Aktivitas	Spesies Yang Dilindungi/Dikelola Protected / Managed Species	Status IUCN IUCN Status
9	Balikpapan-Samarinda	Gajah besar (<i>Numenius arquata</i>)	Near Threatened (NT)
		Ibis rokoroko (<i>Plegadis falcinellus</i>)	Least Concern (LC)
		Kakatua (<i>Cacatua galerita</i>)	Least Concern (LC)
		Kakatua (<i>Cacatua sulphurea</i>)	Critically Endangered (CR)
		Beruang madu (<i>Helarctos malayanus</i>)	Vulnerable (VU)
		Banteng (<i>Bos javanicus</i>)	Critically Endangered (CR)
		Macan dahan (<i>Neofelis nebulosa</i>)	Vulnerable (VU)
		Landak (<i>Hystrix brachyura</i>)	Least Concern (LC)
		Owa (<i>Hylobates moloch</i>)	Endangered (EN)
		Burung enggang (<i>Berenicornis comatus</i>)	Endangered (EN)
		Kera (<i>Macaca fascicularis</i>)	Vulnerable (VU)
		Trenggiling (<i>Manis javanica</i>)	Critically Endangered (CR)
		Biawak (<i>Varanus salvator</i>)	Least Concern (LC)
		Rusa sambar (<i>Cervus unicolor</i>)	Vulnerable (VU)
		Kuau besar (<i>Lophura sp</i>)	Critically Endangered (CR)
		Kijang (<i>Muntiacus muntjak</i>)	Least Concern (LC)
10	Ruas Jalan Tol Manado-Bitung Manado-Bitung Toll Road	Kukang (<i>Nycticebus coucang</i>)	Critically Endangered (CR)
		Bekantan (<i>Nasalis larvatus</i>)	Endangered (EN)
		Anggrek bulan (<i>Phalaenopsis sp</i>)	-
		Edelweis	Least Concern (LC)
		Anoa dataran rendah (<i>Bubalus depressicornis</i>)	Endangered (EN)
		Anoa dataran tinggi (<i>Bubalus quarlesi</i>),	Endangered (EN)
		Kera / monyet (<i>Macaca tonkeana</i>)	Vulnerable (VU)
		Babirusa (<i>Babirusa babirusa</i>)	Endangered (EN)
		Musang sulawesi (<i>Macrogalidia musschenbroekii</i>)	Vulnerable (VU)
		Duyung (<i>Dugong dugon</i>)	Vulnerable (VU)
		Rangkong (<i>Rhyticeros cassidix</i>)	Vulnerable (VU)
		Maleo (<i>Macrocephalon maleo</i>)	Critically Endangered (CR)
		Pecuk ular (<i>Anhinga melanogaster</i>)	Least Concern (LC)
		Elang laut (<i>Accipiter trinitatus</i>)	Least Concern (LC)
		Alap-alap (<i>Accipiter rhodogaster</i>)	Least Concern (LC)
		Sesap madu (<i>Aethopyga siparaja</i>)	Least Concern (LC)
		Mandar sulawesi (<i>Aramidopsis plateni</i>)	Vulnerable (VU)
		Bangau hitam (<i>Ciconia episcopus</i>)	Near Threatened (NT)
		Serindit sulawesi (<i>Loriculus exilis</i>)	Least Concern (LC)
		Elang hitam (<i>Milvus migrans</i>)	Least Concern (LC)
		Kowak merah (<i>Nycticorax caledonicus</i>)	Least Concern (LC)

No	Lingkup Usaha dan/atau Kegiatan Toll Road Section / Activit	Spesies Yang Dilindungi/Dikelola Protected / Managed Species	Status IUCN IUCN Status
		Betet raket bercak emas (<i>Prioniturus platurus</i>)	Least Concern (LC)
		Nuri sulawesi (<i>Tanygnathus sumatranus</i>)	Least Concern (LC)
		Ular sanca bodo (<i>Python molurus</i>)	Near Threatened (NT)
		Buaya (<i>Crocodylus porosus</i>)	Least Concern (LC)
		Penyu belimbing (<i>Dermochelys coriacea</i>)	Vulnerable (VU)
		Kura-kura (<i>Carettochelys sp</i>)	Endangered (EN)
		Kupu-kupu bidadari (<i>Cethosia myrina</i>)	-
		Kupu-kupu raja (<i>Troides amphrysus</i>)	Least Concern (LC)
		<i>Troides miranda</i>	Least Concern (LC)
		<i>Troides meoris</i>	-
		<i>Troides plato</i>	Data Deficient (DD)
		<i>Troides riedeli</i>	Near Threatened (NT)
		<i>Ornithoptera paradisea</i>	Near Threatened (NT)
		Kima cina (<i>Hippopus porcellanus</i>)	Vulnerable (VU)
		Kima tapak kuda (<i>Hippopus hippopus</i>)	Vulnerable (VU)
		Triton terompet (<i>Charonia tritonis</i>)	-
		Ketam tapak kuda (<i>Tachypleus gigas</i>)	Data Deficient (DD)
		Kepala kambing (<i>Cassis cornuta</i>)	-
		Nautilus berongga (<i>Nautilus pompilius</i>)	-
11	Ruas Jalan Tol Probolinggo-Banyuwangi Probolinggo-Banyuwangi Toll Road	Serindit (<i>Loriculus pusillus</i>)	Near Threatened (NT)

Perseroan juga senantiasa melakukan penanaman pohon sebanyak 50.762 batang pohon dengan alokasi biaya penanaman pohon sebesar Rp7.092 juta. Kegiatan penanaman pohon yang dilakukan di tahun 2024 berasal dari kegiatan penanaman pohon Jasa Marga Group, sedangkan tahun 2023 dan 2022 hanya berasal dari Kantor Pusat Jasa Marga.

The Company has also undertaken tree planting efforts, with a total of 50,762 trees planted. The allocated budget for this initiative amounted to IDR 7,092 million. Tree planting activities carried out in 2024 came from Jasa Marga Group tree planting activities, while in 2023 and 2022 only came from Jasa Marga Head Office.

Kegiatan Penanaman Pohon

Tree Planting Activities

Keterangan Description	Satuan Unit	2024	2023	2022
Penanaman Pohon Tree Planting	Batang Pohon Number of Trees	50.762	14.297	7.650
Dana Penanaman pohon Tree Planting Budget	Dalam Jutaan Rupiah Million IDR	7.092	1.828	941

Aspek Emisi

Jumlah dan Intensitas Emisi yang Dihasilkan Berdasarkan Jenisnya [OJK F.11, GRI 305-1, GRI 305-2, GRI 305-3, 305-4, TCFD MT-b]

Atas aktivitas operasional Jasa Marga dalam menggunakan energi, Perseroan menyadari adanya emisi yang dihasilkan dari aktivitas operasionalnya. Di tahun 2024, Perseroan telah melakukan perhitungan data emisi untuk tahun 2024, 2023 dan 2022 secara lebih komprehensif dengan menambah lingkup area perhitungan meliputi Kantor Pusat, Regional, APJT dan AP2JT.

Perhitungan emisi GRK Cakupan 1 dimulai dengan mengidentifikasi kegiatan yang menghasilkan emisi dan jenis bahan bakar yang digunakan. Selanjutnya, ditentukan faktor emisi (*Emission Factor/EF*) berdasarkan pedoman Kementerian ESDM. Nilai Kalor Bersih (*Net Caloric Value/NCV*) juga ditentukan dengan mengacu pada jumlah panas yang dihasilkan dari pembakaran sejumlah bahan bakar tertentu, sesuai dengan Pedoman 2006 *Intergovernmental Panel on Climate Change (IPCC) Guidelines for National Greenhouse Gas Inventories*. Potensi Pemanasan Global (*Global Warming Potential/GWP*) yang merupakan indeks pembanding kemampuan GRK dalam memanaskan bumi terhadap karbon dioksida, juga dimasukkan sebagai faktor dalam perhitungan sesuai dengan referensi *Climate Change 2013: The Physical Science Basis* dari IPCC.

Rumus perhitungan emisi CO₂ ekuivalen untuk pembakaran bahan bakar adalah.

$$\text{Emisi} = \text{Jumlah Penggunaan Bahan Bakar} \times \text{EF} \times \text{NCV} \times \text{GWP}$$

Keterangan:

Emisi	= Jumlah emisi CO ₂ yang dihasilkan
Penggunaan Bahan Bakar	= Massa atau volume bahan bakar yang dibakar
EF	= Faktor emisi CO ₂ per satuan massa atau volume bahan bakar
GWP	= Potensi pemanasan global
NCV	= Nilai Kalor Bersih (Solar: 36 x 10 ⁻⁶ TJ/Kl; Bensin: 33 x 10 ⁻⁶ TJ/Kl)

Berikut merupakan nilai faktor emisi dan *Global Warming Potential (GWP)* yang digunakan dalam perhitungan Emisi Cakupan 1.

Emissions Aspect

Total Emissions and Intensity by Type [OJK F.11, GRI 305-1, GRI 305-2, GRI 305-3, 305-4]

Jasa Marga recognizes that its operational activities—particularly those related to energy consumption—are a significant source of greenhouse gas (GHG) emissions. In 2024, the Company conducted a more comprehensive emission calculation for 2024, 2023, and 2022, expanding the scope to include Head Office, Regional Offices, APJT, and AP2JT.

The Company commenced the calculation of Scope 1 greenhouse gas (GHG) emissions by identifying emission-generating activities and the types of fuels consumed across its operations. The Emission Factor (EF) was determined based on guidelines from the Ministry of Energy and Mineral Resources (ESDM). Additionally, the Net Caloric Value (NCV) was derived from the amount of heat produced by burning a specific amount of fuel, following the 2006 Intergovernmental Panel on Climate Change (IPCC) Guidelines for National Greenhouse Gas Inventories. Global Warming Potential (GWP), which measures a GHG's ability to trap heat in the atmosphere relative to CO₂, was also included in the calculation, referencing Climate Change 2013: The Physical Science Basis by the IPCC.

The formula for calculating CO₂ equivalent emissions from fuel combustion is:

$$\text{Emissions} = \text{Fuel Consumption} \times \text{EF} \times \text{NCV} \times \text{GWP}$$

Notes:

Emissions	= Total CO ₂ emissions generated
Fuel Consumption	= Mass or volume of fuel burned
EF	= CO ₂ emission factor per unit of fuel mass or volume
GWP	= Global Warming Potential
NCV	= Net Caloric Value (Diesel: 36 x 10 ⁻⁶ TJ/Kl; Gasoline: 33 x 10 ⁻⁶ TJ/Kl)

The Emission Factors and GWP values used for Scope 1 emissions are as follows:

Tabel Faktor Emisi dan Nilai GWP

Table of Emission Factors and GWP Values

Jenis Emisi Emission Type	Faktor Emisi Bensin Gasoline Emission Factor	Faktor Emisi Solar Diesel Emission Factor	GWP
CO ₂	69.300,00	74.100,00	1
N ₂ O	5,70	3,90	28
CH ₄	3,80	3,90	265

Dari rumus perhitungan dan nilai masing masing faktor tersebut didapatkan nilai Emisi GRK Cakupan 1 sebagai berikut.

Based on these values, the Scope 1 GHG Emissions for each year are as follows:

Tabel Emisi GRK Cakupan 1

Table of Scope 1 GHG Emissions

Keterangan Description	2024 (TJ)	2023* (TJ)	2022*(TJ)	2024 (kgCO ₂ eq)	2023* (kgCO ₂ eq)	2022* (kgCO ₂ eq)
Bensin Gasoline	151,58	39,75	45,18	10.749.227,06	2.819.089,16	3.203.711,51
Solar Diesel	112,22	28,16	15,58	8.443.380,74	2.118.711,11	1.172.349,51
Total	263,79	67,91	60,76	19.192.607,80	4.937.800,26	4.376.061,03
Total (TonCo2e)				19.192,61	4.937,80	4.376,06

Keterangan:

* Disajikan kembali / Restated figures

Untuk emisi GRK tidak langsung (cakupan 2) yaitu yang bersumber dari penggunaan listrik. emisi GRK diperoleh dengan mengalikan konsumsi listrik (dalam kWh per tahun) dengan *average grid emission factor* yang dikeluarkan Kementerian ESDM merujuk RUPTL PLN 2015-2024 berdasarkan wilayah operasional masing-masing ruas jalan tol.

Scope 2 GHG emissions result from electricity consumption. These emissions were calculated by multiplying annual electricity consumption (kWh) by the average grid emission factor, as published by the Ministry of Energy and Mineral Resources (ESDM) in reference to PLN's Electricity Supply Business Plan (RUPTL) 2015-2024 for each toll road's operational region.

Tabel Emisi GRK Cakupan 2

Table of Emisi Scope 2 GHG Emissions

Keterangan Description	Satuan Unit	2024	2023*	2022*
Penggunaan Listrik Electricity Consumption	kWh	70.650.662	35.859.977	27.693.013
Emisi yang Dihasilkan Emissions Generated	tonCO₂eq	58.866,90	30.964,69	24.137,04

Keterangan:

* Disajikan kembali / Restated figures

Emisi gas rumah kaca tidak langsung (cakupan 3) tahun 2024 yang diukur oleh Perseroan meliputi Emisi GRK cakupan 3 dengan kategori 6 tentang perjalanan dinas dalam lingkup Jasa Marga Group dan kategori 7 tentang perjalanan komuter karyawan dari rumah ke kantor dan sebaliknya dengan lingkup 73% karyawan Jasa Marga Group. Sedangkan untuk emisi GRK cakupan 3 untuk tahun 2023 dan 2022 hanya berasal dari perjalanan dinas dengan lingkup Kantor Pusat.

Indirect greenhouse gas emissions (scope 3) in 2024 measured by the Company include GHG emissions scope 3 with category 6 regarding business travel within the scope of Jasa Marga Group and category 7 regarding employee commuting from home to the office and vice versa with a scope of 73% of Jasa Marga Group employees. Meanwhile, GHG emissions scope 3 for 2023 and 2022 only come from business travel within the scope of the Head Office.

Tabel Emisi GRK Cakupan 3 (Perjalanan Dinas)
Table of Scope 3 GHG Emissions (Business Travel)

Sumber Emisi GRK Sources of GHG Emissions	Satuan	2024*	2023**	2022**
Kategori 6 - Perjalanan dinas karyawan Category 6 - Employee business travel	tonCO ₂ eq	643,26	200,32	50,61
Kategori 7 - Perjalan komuter karyawan rumah - kantor Category 7 - Home - office employee commuting	tonCO ₂ eq	5.987,95	-	-
Total Emisi GRK Cakupan 3 Total Scope 3 GHG Emissions	Ton CO₂-eq	6.631,21	200,32	50,61

Keterangan / Note:

* Emisi Cakupan 3 di tahun 2024 mencakup seluruh informasi dari Jasa Marga Group
Scope 3 emissions in 2024 include all information from Jasa Marga Group

** Emisi Cakupan 3 di tahun 2023 dan 2022 hanya mencakup Kantor Pusat Jasa Marga
Scope 3 emissions in 2023 and 2022 only include Jasa Marga Head Office

Tabel Intensitas Emisi GRK Cakupan 1, 2 dan 3
Table of GHG Emission Intensity for Scope 1, 2, and 3

Keterangan Description	Satuan Unit	2024	2023*	2022*
Emisi GRK Cakupan 1 Scope 1 GHG Emissions	Ton CO ₂ -eq	19.192,61	4.937,80	4.376,06
Emisi GRK Cakupan 2 Scope 2 GHG Emissions	Ton CO ₂ -eq	58.866,90	30.964,69	24.137,04
Emisi GRK Cakupan 3 Scope 3 GHG Emissions	Ton CO ₂ -eq	6.631,21	200,32	50,61
Total Emisi GRK Total GHG Emissions	Ton CO₂-eq	84.690,72	36.102,81	28.563,71
Pendapatan Revenue	Dalam Juta Rupiah	28.718	21.318	16.583
Panjang Ruas Jalan Tol yang Dikelola Total Managed Toll Road Length	Km	1.286	1.264	1.260
Intensitas Emisi GRK Cakupan 1 dan 2/Pendapatan Scope 1 and 2 GHG Emission Intensity/Revenue	Ton CO₂-eq/ Juta Rupiah Ton CO₂-eq/ Million Rupiah	2,72	1,68	1,72
Intensitas Emisi GRK Cakupan 1, 2 dan 3/Pendapatan/Juta Rupiah GHG Emission Intensity Scope 1, 2 and 3/Revenue/Million Rupiah	Ton CO₂-eq/ Juta Rupiah Ton CO₂-eq/ Million Rupiah	2,95	1,69	1,72
Intensitas Emisi GRK Cakupan 1, 2 dan 3/Produksi GHG Emission Intensity Scope 1, 2 and 3 per Production	Ton CO₂-eq/Km	65,86	28,56	22,67

Keterangan / Note:

* Disajikan kembali / Restated figures

Upaya dan Pencapaian Pengurangan Emisi yang Dilakukan [OJK F.12, GRI 305-5]

Perseroan menyadari, atas penggunaan energi dalam aktivitas operasionalnya akan berdampak pada meningkatnya emisi yang dihasilkan bagi lingkungan. Namun, Perseroan terus berupaya untuk mengurangi emisi GRK yang dihasilkan yang juga mendukung pencapaian target *net zero emission* di Indonesia. Jasa Marga berkomitmen untuk melakukan upaya pengurangan emisi yang dihasilkan melalui penggunaan solar panel sebagai sumber energi baru terbarukan untuk membantu penyediaan energi listrik yang dibutuhkan dalam kegiatan kantor di Kantor Pusat, penghematan BBM yang dilakukan dengan menggunakan kendaraan listrik serta penggunaan panel surya. Penggunaan kendaraan listrik telah tertuang dalam Surat Keputusan Direksi Nomor 212/KPTS/2024 tentang Kendaraan Dinas Perusahaan. Upaya pengurangan emisi yang dihasilkan sejalan dengan upaya Perseroan dalam mengurangi penggunaan energi yang telah disampaikan pada bagian Aspek Energi.

Pada tahun 2024, Perseroan telah menetapkan *baseline* perhitungan emisi untuk emisi GRK Cakupan 1 yaitu sebesar 19.192,61 TonCO₂eq, Cakupan 2 yaitu sebesar 58.866,90 TonCO₂eq dan Cakupan 3 yaitu sebesar 6.631,21 TonCO₂eq. Penentuan *baseline* tersebut mampu memberikan gambaran jelas tentang jumlah emisi yang dihasilkan oleh perusahaan saat ini dan sebagai tolok ukur untuk memantau dan mengevaluasi kinerja perusahaan dalam mengurangi emisi dari waktu ke waktu. Hal ini memungkinkan perusahaan untuk menilai efektivitas tindakan yang telah diambil dan melakukan penyesuaian jika diperlukan. Selain itu, dengan mengetahui *baseline* emisi yang dihasilkan, perusahaan dapat menetapkan target pengurangan emisi yang realistis dan ambisius, serta merumuskan strategi untuk mencapainya. Namun demikian, di tahun 2024 tidak terdapat penurunan emisi GRK yang dihasilkan dari aktivitas operasional Perseroan

Pengendalian Emisi Penipis Lapisan Ozon [GRI 305-6]

Selama tahun 2024, Perseroan tidak memproduksi, mengimpor dan mengekspor *ozon depleting substance*.

Beban Emisi Non GRK [GRI 305-7]

Selain melakukan pengukuran pada emisi GRK, Perseroan juga melakukan pemantauan atas emisi non GRK yaitu emisi udara. Hal ini dilakukan sebagai bentuk kepatuhan dan ukuran pengendalian lingkungan yang menjadi bahan masukan kepada Pemerintah sebagai otoritas pengendali jalan tol, dengan ukuran kesesuaian baku mutu lingkungan.

Efforts and Achievements in Emission Reduction [OJK F.12, GRI 305-5]

The Company acknowledges that energy consumption within its operations contributes to increased greenhouse gas (GHG) emissions. However, Jasa Marga continues to implement initiatives aimed at reducing GHG emissions as part of its support for Indonesia's net-zero emission target. The Company strives to lower emissions through the use of solar panels as a renewable energy source to supply electricity for office activities at the Head Office and through fuel savings achieved by adopting electric vehicles and solar panels. The use of electric vehicles is regulated under Board of Directors Decree No. 212/KPTS/2024 on Corporate Service Vehicles. These emission reduction efforts align with the Company's broader energy-saving initiatives detailed in the Energy Aspect section.

In 2024, the Company established a baseline for GHG emissions, with Scope 1 emissions recorded at 19,192.61 tons CO₂eq, Scope 2 emissions at 58,866.90 tons CO₂eq, and Scope 3 emissions at 6,631.21 tons CO₂eq. These baselines provide a clear picture of the Company's current emission levels and serve as a benchmark for monitoring and evaluating emission reduction performance over time. Establishing baselines enables Jasa Marga to assess the effectiveness of its mitigation measures and make necessary adjustments. Additionally, by identifying its emission levels, the Company can set realistic yet ambitious reduction targets and develop strategies to achieve them. However, in 2024, no reduction in GHG emissions was recorded from operational activities.

Control of Ozone-Depleting Emissions [GRI 305-6]

In 2024, the Company did not produce, import, or export ozone-depleting substances.

Non-GHG Emissions [GRI 305-7]

In addition to GHG emissions, the Company also monitors air emissions, ensuring compliance with environmental standards and providing input to the government as the regulatory authority for toll roads. Air quality measurements assess conformity with environmental threshold standards. Routine monitoring in 2024 indicated that the air quality across the

Berdasarkan hasil pemantauan rutin selama tahun 2024 menunjukkan bahwa rata-rata kualitas udara di ruas-ruas jalan tol yang dimiliki atau dioperasikan Perseroan berada di bawah ambang batas yang disyaratkan. Namun demikian, Perseroan belum melakukan pengukuran kualitas emisi udara dengan parameter POP, VOC dan HAP. Hal ini sesuai dengan rencana pemantauan lingkungan dalam AMDAL jalan tol dan sesuai dengan PPRI No 41 tahun 1999 tentang Pengendalian Pencemaran Udara serta perubahannya dalam PP 22 tahun 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup bahwa penanggulangan pencemaran udara dari sumber bergerak salah satunya adalah pemantauan mutu udara ambien di sekitar jalan dengan parameter yang telah ditentukan sebagaimana dilaporkan oleh Perseroan.

Company's toll road sections remained below the required limits. However, the Company has not yet initiated specific monitoring or measurements for Persistent Organic Pollutants (POP), Volatile Organic Compounds (VOC), and Hazardous Air Pollutants (HAP). This is in accordance with the environmental monitoring plan in the toll road AMDAL and in accordance with PPRI No. 41 of 1999 concerning Air Pollution Control and its amendments in PP 22 of 2021 concerning the Implementation of Environmental Protection and Management that one of the ways to control air pollution from moving sources is by monitoring ambient air quality around the road with predetermined parameters as reported by the Company.

Tabel Emisi Non GRK atas Pengukuran Kualitas Udara Ambien Tahun 2024
Table of Non-GHG Emissions from Ambient Air Quality Measurement in 2024

Parameter	Metode Method	Alat Pengukuran Measurement Tool	Satuan Unit	Kualitas Udara Air Quality			
				Baku Mutu Standard	Terendah Lowest	Tertinggi Highest	Rata-rata Average
NO ₂	Griess Saltzman	Spektrofotometer	mg/Nm ³	200	0,87	343,65	42,18
SO ₂	Pararosalin	Spektrofotometer	mg/Nm ³	150	0,22	140	43,84
CO	NDIR	Gas Chromatography	mg/Nm ³	10.000	1,1	7.141	1.702,63
PM10	Gravimetric	High Volume Sampler	mg/Nm ³	150	5,7	100,2	34,45
Pb	Ekstraktif, Pengabuan Extraction, Ashing	AAS	mg/Nm ³	2	0,0015	1,4	0,09
Debu Dust	Gravimetric	Hi-Vol	mg/Nm ³	230	3,77	236	81,55
Kebisingan Noise	Pengukuran Sederhana Simple Measurement	Sound Level Meter	db	70	35,2	79,5	63,06
HC	Flame Ionization	Spektrofotometer	mg/Nm ³	160	0,5	154	37,95
O3	Chemiluminescent	Spektrofotometer	mg/Nm ³	150	0,088	145	40,36

Tabel Emisi Non GRK atas Pengukuran Kualitas Udara Ambien Tahun 2023
Table of Non-GHG Emissions from Ambient Air Quality Measurement in 2023

Parameter	Metode Method	Alat Pengukuran Measurement Tool	Satuan Unit	Kualitas Udara Air Quality			
				Baku Mutu Standard	Terendah Lowest	Tertinggi Highest	Rata-rata Average
NO ₂	Griess Saltzman	Spektrofotometer	mg/Nm ³	200,00	1,1*)	392,53*)	51,64*)
SO ₂	Pararosalin	Spektrofotometer	mg/Nm ³	150,00	0,22	0,28*)	48,31*)
CO	NDIR	Gas Chromatography	mg/Nm ³	10.000,00	18,40	7.726*)	1.544,04*)
PM10	Gravimetric	High Volume Sampler	mg/Nm ³	150	1,2	49,00	21,05

Parameter	Metode Method	Alat Pengukuran Measurement Tool	Satuan Unit	Kualitas Udara Air Quality			
				Baku Mutu Standard	Terendah Lowest	Tertinggi Highest	Rata-rata Average
Pb	Ekstraktif, Pengabuan	AAS	mg/Nm ³	2,00	0,0008*)	3,99*)	0,24*)
Debu	Gravimetric	Hi-Vol	mg/Nm ³	230,00	0,0013	3,42*)	82,4*)
Kebisingan	Pengukuran Sederhana	Sound Level Meter	db	70,00	27,19	80,80*)	62,82*)
HC	Flame Ionization	Spektrofotometer	mg/Nm ³	160,00	0,65	150*)	44,91*)
O3	Chemiluminescent	Spektrofotometer	mg/Nm ³	150,00	0,001*)	379*)	47,82*)

*) Disajikan kembali / Restated Figures

Tabel Emisi Non GRK atas Pengukuran Kualitas Udara Ambien Tahun 2022
Table of Non-GHG Emissions from Ambient Air Quality Measurement in 20232

Parameter	Metode Method	Alat Pengukuran Measurement Tool	Satuan Unit	Kualitas Udara Air Quality			
				Baku Mutu Standard	Terendah Lowest	Tertinggi Highest	Rata-rata Average
NO ₂	Griess Saltzman	Spektrofotometer	mg/Nm ³	200,00	2,00	168,00	49,56
SO ₂	Pararosalin	Spektrofotometer	mg/Nm ³	150,00	10,53	148,70	42,52
CO	NDIR	Gas Chromatography	mg/Nm ³	10.000,00	3,00	10.167,00	1.888,28
Pb	Ekstraktif, Pengabuan Extraction, Ashing	AAS	mg/Nm ³	2,00	0,001	1,50	0,14
Debu Dust	Gravimetric	Hi-Vol	mg/Nm ³	230,00	1,21	280,15	70,14
Kebisingan Noise	Pengukuran Sederhana Simple Measurement	Sound Level Meter	db	70	47,70	94,10	61,17
HC	Flame Ionization	Spektrofotometer	mg/Nm ³	160,00	0,02	148,00	29,93
O3	Chemiluminescent	Spektrofotometer	mg/Nm ³	150,00	0,01	149,00	32,77

Aspek Limbah dan Efluen

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

Limbah merupakan isu penting bagi Jasa Marga untuk dikelola dengan baik. Sepanjang tahun 2024, limbah yang dihasilkan dari operasional jalan tol dan aktivitas kantor pada jenis Limbah Padat B3 yaitu sebesar 28,13 m³, Limbah Cair B3 sebesar 166,28 m³, Timbunan Sampah 3.395,33 ton, dan Limbah Cair Non B3 sebesar 34.373,88 m³.

Waste and Effluent Aspects

Volume of Waste and Effluent Generated Based on Type [OJK F:13]

Waste management is a critical aspect of the Company's environmental responsibility and must be addressed effectively. Throughout 2024, the waste generated from toll road operations and office activities includes 28.13 m³ of Hazardous Solid Waste (B3), 166.28 m³ of Hazardous Liquid Waste (B3), 3,395.33 tons of General Waste, and 34,373.88 m³ of Non-Hazardous Liquid Waste (Non-B3).

Jumlah Limbah B3**Volume of B3 Waste**

(Dalam Ton/In Ton)

Jenis Type	Satuan Unit	2024	2023	2022
Limbah Padat B3 Hazardous Solid Waste (B3)	m ³	28,13	-	-
Limbah Cair B3 Hazardous Liquid Waste (B3)	m ³	166,28	-	-
Timbunan Sampah General Waste	ton	3.395,33	-	-
Limbah Cair Non B3 Non-Hazardous Liquid Waste (Non-B3)	m ³	34.373,88	33.922	37.440

Perseroan telah melakukan uji kualitas air limbah terhadap sampel outlet air limbah yang menunjukkan bahwa air limbah di perkantoran Jasa Marga masih berada di bawah baku mutu menurut Peraturan Pemerintah No 22 tahun 2021. Hal ini menunjukkan bahwa kinerja pengelolaan IPAL/STP yang digunakan sudah memadai. meskipun demikian, agar menjaga kinerja STP terus baik, pengelolaan akan terus melakukan perawatan dan pemeliharaan.

The Company has conducted wastewater quality tests on wastewater outlet samples which show that wastewater in Jasa Marga offices is still below the quality standards according to Government Regulation No. 22 of 2021. This shows that the performance of the IPAL/STP management used is adequate. However, in order to maintain good STP performance, management will continue to carry out maintenance and care.

Hasil Pengujian Air Limbah di Kantor Pusat**Wastewater Testing Results at Headquarters**

Jenis Type	Satuan Unit	Baku Mutu Quality Standard	2024	2023	2022	Metode yang Dipakai Method
pH	-	6-9	7,72	7	6,8	SNI 06-6989.11-2004
Padatan Tersuspensi (TSS) Total Suspended Solids (TSS)	mg/L	40	17	18	12	IKM.KHT-41 (Spektrofotometri)
Ammonia Nitrogen (NH3-N)*	mg/L	0,5	0,3	<0,3	-	SNI.06-6989.30-2005
Minyak dan Lemak Oil and Grease	mg/L	1	<0,2	<0,25	-	HACH
COD*	mg/L	10	21	4	55	SNI 6989.2:2009
BOD (20°C, 5 hari) BOD (20°C, 5 days)	mg/L	5	2,6	0,8	16	SNI 6989.72:2009
Senyawa Aktif Biru Metilen Methylene Blue Active Substance	mg/L	100	-	0,4	0,6	SNI 06.6989.51-2005
Zat Organik (KMnO4) Organic Matter (KMnO4)	mg/L	-	4	3	22	SNI 06-6989.22-2004

Mekanisme Pengelolaan Limbah dan Efluen**[OJK F:14]**

Dengan target *Green Toll Road* dan Tol Berkelanjutan yang dimiliki, Perseroan terus berupaya untuk mencapai target tersebut. Salah satu upaya Perseroan dalam mencapai target tersebut yaitu dengan melakukan pengelolaan limbah jalan

Waste and Effluent Management Mechanism**[OJK F:14]**

In line with its *Green Toll Road* and *Sustainable Toll Road* targets, the Company continuously strives to achieve these objectives. One of the key initiatives to support this commitment is the management of toll road waste based on waste classification.

tol berdasarkan jenis limbahnya. Limbah yang timbul dalam pengelolaan jalan tol maupun rantai pasokan Perseroan merupakan isu penting yang harus dikelola oleh Jasa Marga untuk mencegah adanya dampak pencemaran lingkungan di sekitar wilayah operasional jalan tol, oleh karenanya Perseroan senantiasa mengelola limbah yang dihasilkan. Pengelolaan limbah dilakukan secara menyeluruh, baik di Ruang Milik Jalan (Rumija) tol, rest area/tempat istirahat, lajur jalan tol, gerbang tol, kantor gerbang tol, dan kantor cabang dengan melibatkan pihak-pihak terkait.

Komitmen Perseroan terkait pengelolaan limbah B3 maupun non B3 telah tertuang dalam Keputusan Direksi Nomor 66/KPTS/2023 tentang Pedoman Sistem Manajemen Lingkungan di Lingkungan Jasa Marga Group. Pengelolaan sampah domestik (limbah padat) dilakukan dengan bekerja sama dengan Dinas Kebersihan pemerintah setempat untuk dibuang ke Tempat Pembuangan Akhir. Terkait oli bekas dari genset dan kendaraan operasional dikelola oleh pihak ketiga yang bersertifikat. Di samping itu, limbah furniture bekas pakai dan limbah elektronik, seperti komputer, cartridge, lampu, dan lainnya, juga dikelola oleh pihak ketiga berizin. Pihak ketiga dipilih melalui proses pengadaan dengan kriteria yang sesuai dengan standar pengelolaan limbah dan lingkungan yang baik, termasuk sertifikasi dan izin yang dimiliki oleh pihak ketiga dalam menerima, mengangkut, dan mengolah limbah dari Perseroan.

Untuk sampah yang berasal dari kantor maupun tempat-tempat istirahat, Jasa Marga telah menyediakan tempat sampah yang dikategorikan berdasarkan jenisnya yaitu sampah organik, non-organik, dan B3. Pemilahan sampah yang dilakukan merujuk pada Keputusan Direksi No. 66/KPTS/2023 tentang Pedoman Sistem Manajemen Lingkungan di Lingkungan Jasa Marga Group dan Surat Edaran Direksi No. 18/SE-DIR/2011 tentang Pengelolaan Sampah di Jalan Tol. Sampah non-organik dan B3 kemudian diserahkan kepada pihak ketiga yang memiliki izin dan sertifikasi untuk pengangkutan, pengelolaan, dan pemanfaatan limbah baik B3 maupun non B3. Limbah yang mengandung B3 terdiri dari limbah B3 padat, cair, gas, dan partikulat. Pemisahan sampah bertujuan untuk mempermudah bagi pihak ketiga dalam mengelola termasuk kemungkinan untuk melakukan daur ulang. Khusus pada lingkup rest area, entitas anak pengelola jalan tol melakukan survei kebersihan Rest Area yang akan menjadi titik evaluative bagi pengelolaan sampah Rest Area.

Terkait dengan sampah organik pada lokasi rest area, Jasa Marga berkomitmen untuk mengoptimalkan pengelolaan sampah organik yang dihasilkan dari lokasi rest area di sepanjang jaringan jalan tol yang mereka kelola. Sampah organik, seperti sisa makanan dan bahan nabati lainnya, akan diolah kembali menjadi pupuk kompos. Proses pengomposan ini tidak hanya mengurangi volume sampah yang harus dibuang ke tempat pembuangan akhir, tetapi juga menghasilkan produk yang bermanfaat untuk pemeliharaan lingkungan sekitar.

Waste generated from toll road operations represents a critical issue that must be managed by Jasa Marga to prevent environmental pollution in the surrounding operational areas. Therefore, the Company is firmly committed to implementing comprehensive waste management practices. Comprehensive waste management is implemented across all areas, including the Right of Way (Rumija) of toll roads, rest areas, toll lanes, toll gates, toll gate offices, and branch offices, involving relevant stakeholders to ensure effective waste handling.

The Company's commitment to managing both B3 and non-B3 waste is outlined in Board of Directors Decree No. 66/KPTS/2023 on Environmental Management System Guidelines within Jasa Marga Group. Domestic waste (solid waste) is managed in collaboration with the local government's sanitation department, ensuring proper disposal at designated Final Disposal Sites (TPA). Used oil from generators and operational vehicles is handled by certified third-party service providers. Additionally, discarded furniture and electronic waste, such as computers, cartridges, and lamps, are also managed by licensed third parties. The selection of third-party service providers follows a procurement process based on strict waste and environmental management standards. This includes verifying the third party's certifications and permits for receiving, transporting, and processing the Company's waste.

For waste generated from offices and rest areas, Jasa Marga has implemented a waste segregation system, classifying waste into organic, non-organic, and B3 categories. This segregation process aligns with Board of Directors Decree No. 66/KPTS/2023 on Environmental Management System Guidelines in Jasa Marga Group and Board of Directors Circular No. 18/SE-DIR/2011 on Waste Management in Toll Roads. Non-organic and B3 is then handed over to licensed and certified third parties responsible for transporting, processing, and recycling both B3 and non-B3 waste. B3 includes solid, liquid, gaseous, and particulate waste. Proper waste segregation facilitates easier processing by third parties, including potential recycling efforts. Specifically, within rest areas, Jasa Marga's toll road subsidiaries conduct cleanliness surveys, which serve as evaluation points for improving waste management in rest areas.

Jasa Marga is committed to optimizing the management of organic waste generated in rest areas along its toll road network. Organic waste, such as food scraps and plant-based materials, will be processed into compost fertilizer. This composting process not only reduces the volume of waste sent to final disposal sites but also produces a valuable product that contributes to environmental sustainability.

Pupuk kompos yang dihasilkan dari sampah organik ini akan digunakan untuk memupuk tanaman yang ada di sepanjang jalan tol dan di area rest area. Langkah ini tidak hanya membantu dalam memperbaiki kualitas tanah dan meningkatkan kesehatan tanaman, tetapi juga memberikan manfaat estetika dengan mempercantik lingkungan sekitar jalan tol dan rest area. Penggunaan pupuk kompos dari sampah organik ini secara signifikan dapat mengurangi kebutuhan akan pupuk kimia yang biasanya dibeli dari pihak ketiga, sehingga menghemat biaya operasional perusahaan.

Dengan mengolah kembali sampah organik, Jasa Marga juga berkontribusi pada pengurangan emisi gas rumah kaca yang biasanya dihasilkan dari pembusukan sampah organik di tempat pembuangan akhir. Ini sejalan dengan upaya global untuk mengatasi perubahan iklim melalui pengurangan emisi dan peningkatan praktik keberlanjutan. Skema pengolahan ini dapat memberikan dampak positif bagi komunitas lokal. Jasa Marga dapat melibatkan masyarakat sekitar dalam proses pengomposan, memberikan pelatihan dan menciptakan lapangan kerja baru. Edukasi mengenai pentingnya pengelolaan sampah organik dan manfaat ekonomi sirkular dapat meningkatkan kesadaran lingkungan di kalangan masyarakat dan mendorong partisipasi aktif dalam menjaga kebersihan dan kelestarian lingkungan.

Tumpahan yang Terjadi [OJK F:15]

Sampai dengan Desember 2024, tidak terdapat insiden tumpahan minyak, dan bahan bakar yang dapat berpotensi memengaruhi tanah, air, udara, keragaman hayati, dan kesehatan manusia.

Aspek Pengaduan Terkait Lingkungan Hidup

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

Sepanjang tahun 2024, Perseroan telah mendapat sebanyak 2 (dua) pengaduan lingkungan terkait saluran air yang tidak berfungsi dengan baik karena penyumbatan sedimen dan faktor-faktor lainnya, hal tersebut berdampak pada luapan air yang masuk ke persawahan dan jalan umum di lokasi terkait. Jasa Marga telah melakukan tindak lanjut perbaikan atas pengaduan tersebut dan seluruh pengaduan telah selesai ditindaklanjuti.

The compost produced from organic waste will be utilized for landscaping and plant maintenance along toll roads and within rest areas. This initiative contributes to improving soil fertility and plant vitality, while simultaneously enhancing the visual quality of the surrounding environment. Furthermore, the use of compost as a natural fertilizer reduces dependence on synthetic fertilizers commonly procured from external suppliers. As a result, this initiative supports cost efficiency in operational activities and reinforces the Company's commitment to environmentally responsible practices.

Through the reprocessing of organic waste, Jasa Marga also contributes to the reduction of greenhouse gas emissions, which are typically produced by the decomposition of organic waste in landfills. This initiative aligns with global efforts to combat climate change by minimizing emissions and promoting sustainable practices. Furthermore, this waste management scheme can have a positive impact on local communities. Jasa Marga has the opportunity to involve nearby residents in the composting process by providing training programs and creating new job opportunities. Educational initiatives on the importance of organic waste management and the benefits of a circular economy can enhance environmental awareness among the public. This, in turn, encourages active participation in maintaining cleanliness and environmental sustainability.

Spill Incidents [OJK F:15]

As of December 2024, there have been no recorded incidents of oil or fuel spills that could potentially impact soil, water, air, biodiversity, or human health.

Environmental Complaints

Number and Nature of Environmental Complaints Received and Resolved [OJK F:16]

Throughout 2024, the Company has received 2 (two) environmental complaints related to water channels that are not functioning properly due to sediment blockage and other factors, this has an impact on water overflowing into rice fields and public roads in related locations. Jasa Marga has followed up on improvements to these complaints and all complaints have been followed up.

Kinerja Sosial

Social Performance

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

Konsumen pengguna jalan tol merupakan salah satu pemangku kepentingan yang utama bagi Jasa Marga. Lalu lintas pengguna jalan tol dan kegiatan yang terjadi selama melintasi jalan tol memainkan peran penting dalam menentukan keberlanjutan usaha Jasa Marga. Oleh karenanya, Perseroan berkomitmen untuk mewujudkan kepuasan konsumen dan terus mempertahankan kepuasan tersebut agar tercipta loyalitas di antara konsumen. Hal ini menjadi salah satu fokus utama dalam upaya meningkatkan kualitas layanan dan memberikan pengalaman yang lebih baik bagi pengguna jalan tol Jasa Marga.

Kepuasan konsumen tidak hanya dipengaruhi oleh kualitas produk, tetapi juga dipengaruhi oleh kualitas layanan yang diberikan oleh operator jalan tol. Untuk mencapai kepuasan konsumen dan mengurangi kemungkinan terjadinya kekecewaan, Jasa Marga senantiasa memastikan seluruh karyawan selalu memberikan produk dan layanan terbaik kepada setiap konsumen tanpa terkecuali. Sesuai dengan Undang-Undang Republik Indonesia No. 8 Tahun 1999 tentang Perlindungan Konsumen, Perseroan tidak akan membedakan perlakuan terhadap konsumen dalam memberikan pelayanan. Selain itu, Perseroan juga tidak akan membedakan mutu pelayanan kepada konsumen. Perseroan senantiasa memastikan bahwa kualitas pelayanan kepada konsumen selalu terjaga dengan baik. Jasa Marga percaya bahwa dengan pendekatan ini, kepuasan konsumen dapat diraih, ditingkatkan, dan dipertahankan.

Kebijakan pelayanan pelanggan Jasa Marga juga mengacu pada Standar Pelayanan Minimum (SPM) yang ditetapkan berdasarkan Peraturan Menteri Pekerjaan Umum No. 16/ PRT/M/2014 tanggal 17 Oktober 2014 tentang Standar Pelayanan Minimal Jalan Tol. Lampiran peraturan ini mengatur secara tegas standar minimal pelayanan yang harus dicapai Badan Usaha Jalan Tol terkait kondisi jalan tol, kecepatan tempuh rata-rata, aksesibilitas, mobilitas, keselamatan, unit pertolongan/penyelamatan dan bantuan pelayanan, lingkungan dan tempat istirahat (TI), dan Tempat Istirahat dan Pelayanan (TIP).

Di bidang operasional, Perseroan berupaya untuk menerapkan pengoperasian dan preservasi jalan tol berbasis teknologi dengan konsep *cost leadership* dan *operational excellence*. Ini akan menjadi kompetensi Entitas Anak yang bergerak di bidang pengoperasian dan preservasi jalan tol, baik untuk

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

Toll road users are among Jasa Marga's key stakeholders. Their traffic patterns and usage behavior significantly influence the Company's business continuity and long-term sustainability. Therefore, Jasa Marga is committed to ensuring consumer satisfaction and continuously maintaining it to foster consumer loyalty. This commitment remains a primary focus in efforts to enhance service quality and provide a better experience for toll road users.

Consumer satisfaction is influenced not only the quality of products but also by the level of service provided by toll road operators. To achieve high consumer satisfaction and minimize potential dissatisfaction, Jasa Marga ensures that all employees consistently deliver the best products and services to every consumer without exception. In line with Law No. 8 of 1999 on Consumer Protection, Jasa Marga is committed to providing equal treatment to all consumers and does not differentiate in service quality. The company consistently maintains high service standards to ensure that consumers receive reliable and high-quality services. The Company is confident that this approach fosters, enhances, and sustains customer satisfaction over the long term.

Jasa Marga's customer service policy aligns with the Minimum Service Standards (SPM) as stipulated in the Regulation of the Minister of Public Works No. 16/PRT/M/2014, dated October 17, 2014, concerning Minimum Service Standards for Toll Roads. The annex to this regulation explicitly defines the minimum service levels that toll road operators must achieve, covering aspects such as toll road conditions, average travel speed, accessibility and mobility, safety measures, emergency rescue and assistance services, environmental considerations, Rest (TI), and Service Areas (TIP).

In its operational activities, the Company is committed to adopting technology-driven approaches to toll road operations and maintenance, guided by principles of cost leadership and operational excellence. This approach is designed to strengthen the competencies of subsidiary entities engaged

saat ini maupun ke depan. Strategi pengembangan teknologi pengoperasian dan preservasi antara lain:

1. Mempercepat penerapan *Single Lane Free Flow* (SLFF);
2. Mempercepat penerapan *Automatic Vehicle Classification* (AVC);
3. Pemasangan *Weight In Motion* (WIM) untuk mengurangi kendaraan *Over Load* di jalan tol;
4. Pembangunan Indonesia *Traffic Information Center* (pusat komunikasi jalan tol);
5. Mengaplikasikan *Intelligent Transport System* (ITS) dalam pelaksanaan pelayanan lalu lintas.

Implementasi program kepuasan pelanggan dilakukan dengan mengampanyekan pentingnya pelayanan prima atau *Service Excellence* dengan prioritas utama pada aspek keselamatan pekerja, area kerja, perlengkapan dan lingkungan. Komitmen ini dilakukan dengan langkah-langkah strategis sebagai berikut:

1. Meningkatkan kecepatan waktu transaksi guna mengurangi antrian di gerbang-gerbang tol dengan penerapan pembayaran non tunai di gerbang tol.
2. Memperlancar lalu lintas melalui peningkatan kapasitas layanan dan pemberian informasi lalu lintas yang real time dalam rangka mengurangi gangguan perjalanan.
3. Meningkatkan kualitas konstruksi jalan, jembatan dan bangunan pelengkap operasional.

Selanjutnya, Jasa Marga melakukan evaluasi pemenuhan Standar Pelayanan Minimal Jalan Tol yang ditetapkan Pemerintah dan melakukan survei kepuasan pelanggan secara periodik kepada pengguna jalan tol.

Aspek Ketenagakerjaan

Kesetaraan Kesempatan Bekerja

[OJK F:18, GRI 405-1]

Perseroan senantiasa berkomitmen untuk memberikan kesetaraan dan kesempatan kerja yang setara bagi setiap karyawan tanpa membedakan suku, ras dan agama. Setiap karyawan memiliki kesempatan yang sama dalam bekerja dan mengembangkan karirnya. Perseroan juga memberikan kesempatan kerja yang sama kepada calon karyawan dalam proses rekrutmen. Hal ini sebagaimana tertuang dalam Surat Keputusan Direksi Nomor 18/KPTS/2025 tanggal 17 Februari 2025 tentang Arsitektur Sumber Daya Manusia (Human Capital Architecture) serta Surat Keputusan Direksi Nomor 21/KPTS/2019 tanggal 14 Februari 2019 tentang Talent Acquisition serta perubahannya Nomor 121/KPTS/2022 tanggal 26 September 2022 yang telah terakhir diubah berdasarkan Keputusan Direksi PT Jasa Marga (Persero) Tbk Nomor 44/KPTS/2023 tanggal 28 April 2023. Secara spesifik, implementasi

in toll road operations and maintenance, both now and in the future. The Company's key strategies for advancing technology in toll road operations and maintenance include:

1. Accelerating the implementation of *Single Lane Free Flow* (SLFF);
2. Accelerating the implementation of *Automatic Vehicle Classification* (AVC);
3. Installation of *Weight In Motion* (WIM) to reduce *Over Load* vehicles on toll roads;
4. Development of the Indonesia *Traffic Information Center* (Toll Road Traffic Command);
5. Applying the *Intelligent Transport System* (ITS) in traffic services.

Jasa Marga implements its customer satisfaction program by promoting the importance of *Service Excellence*, with a primary focus on worker safety, work areas, equipment, and the environment. This commitment is carried out through the following strategic initiatives:

1. Enhancing transaction speed to reduce congestion at toll gates by implementing cashless payment systems.
2. Improving traffic flow by expanding service capacity and providing real-time traffic information to minimize travel disruptions.
3. Upgrading the quality of road construction, bridges, and supporting operational infrastructure.

Furthermore, Jasa Marga regularly evaluates compliance with the Minimum Toll Road Service Standards set by the Government and conducts periodic customer satisfaction surveys to assess and enhance user experience.

Employment Aspects

Equal Employment Opportunities

[OJK F:18, GRI 405-1]

Jasa Marga reaffirms its commitment to upholding equal employment opportunities for all employees, regardless of ethnicity, race, or religion. The Company ensures that all employees have equitable access to career advancement opportunities and that prospective candidates are treated fairly throughout the recruitment process. This commitment is formally outlined in Board of Directors Decree No 18/KPTS/2025 February 17, 2025 about Human Capital Architecture and Board of Directors Decree No. 21/KPTS/2019 (February 14, 2019) on Talent Acquisition and the amendment through Decree No. 121/KPTS/2022 (September 26, 2022) and further revised by Decree No. 44/KPTS/2023 (April 28, 2023). The implementation of equal employment opportunities is also reflected in the Key Performance Indicators (KPI) of the Human Capital & Transformation Directorate, aligning with

kesetaraan kesempatan kerja juga tertuang dalam *Key Performance Indicator* (KPI) Direktorat *Human Capital & Transformasi* sesuai dengan arahan dari Kementerian BUMN mengenai jumlah nominated talent perempuan serta jumlah *nominated talent millennial*. Perseroan berkomitmen untuk mengimplementasikan kesetaraan *gender*, yang didukung dengan populasi jumlah perempuan yang menduduki posisi manajerial BOD-1 yang saat ini mencapai 38,9%.

Perseroan juga berkomitmen dalam memberikan kesempatan terhadap penyandang disabilitas sebagaimana tertuang dalam Surat Edaran Direksi No. 16/ SE-DIR/2021 tanggal 30 April 2021 tentang Mempekerjakan Karyawan Disabilitas. Hal ini dalam rangka mendukung pelaksanaan Pasal 53 Undang-Undang Republik Indonesia No. 8 Tahun 2016 tentang Penyandang Disabilitas. Jasa Marga sudah melakukan rekrutmen disabilitas di tahun 2022 dan kembali melakukan proses rekrutmen penyandang pada tahun 2024, berdasarkan surat edaran dari Kementerian BUMN guna mewujudkan kesamaan hak dan kesempatan.

the Ministry of State-Owned Enterprises (BUMN) guidelines. These include targets for female nominated talents and millennial nominated talents within the company. Jasa Marga's commitment to gender equality is reflected in the representation of women in leadership roles, with 38.9% of managerial positions at the BOD-1 level held by women.

The Company is also committed to promoting inclusive employment by providing job opportunities for persons with disabilities. This commitment is outlined in Board of Directors Circular Letter No. 16/SE-DIR/2021, dated April 30, 2021, on Employing Disabled Employees. This initiative supports the implementation of Article 53 of Law No. 8 of 2016 on Persons with Disabilities. Jasa Marga conducted disability recruitment in 2022 and resumed the recruitment process for persons with disabilities in 2024, under a circular letter from the Ministry of State-Owned Enterprises (BUMN) to promote equal rights and opportunities.

Komposisi Karyawan Penyandang Disabilitas 2024

Composition of Employees with Disabilities in 2024

(Dalam Orang/in persons)

Jenis Penyandang Disabilitas Type of Disability	Jenis Kelamin Gender					Kelompok Usia Age Group						
	Pria Male	%	Wanita Female	%	Jumlah Total	<30	%	30-50	%	>51	%	Jumlah Total
Tuna Daksa Physical Disability	2	40%	2	40%	4	3	60%	1	20%	0	0%	4
Tuna Netra Visual Impairment	1	20%	0	0%	1	1	20%	0	0%	0	0%	1
Tuna Rungu Hearing Impairment	0	0%	0	0%	0	0	0%	0	0%	0	0%	0
Tuna Wicara Speech Impairment	0	0%	0	0%	0	0	0%	0	0%	0	0%	0
Jumlah Total	3	60%	2	40%	5	4	80%	2	40%	0	0%	5

Keberagaman Badan Tata Kelola Berdasarkan Jenjang Jabatan, Usia, dan Jenis Kelamin

Diversity of Governance Bodies Based on Position Level, Age Range, and Gender

Rentang Usia Age Range	2024					
	Pria Male	%	Wanita Female	%	Jumlah Total	%
Pengurus / Management	11	0,14%	2	0,03%	13	0,16%
< 30 tahun / years	0	0,00%	0	0,00%	0	0,00%
30-50 tahun / years	1	0,01%	2	0,03%	3	0,04%

Rentang Usia Age Range	2024					
	Pria Male	%	Wanita Female	%	Jumlah Total	%
>50 tahun / years	10	0,13%	0	0,00%	10	0,13%
Manajemen Puncak / Top Management	53	0,67%	23	0,29%	76	0,96%
< 30 tahun / years	0	0,00%	0	0,00%	0	0,00%
30-50 tahun / years	37	0,47%	18	0,23%	55	0,69%
>50 tahun / years	16	0,20%	5	0,06%	21	0,26%
Manajemen Madya / Middle Management	153	1,93%	95	1,20%	248	3,13%
< 30 tahun / years	2	0,03%	0	0,00%	2	0,03%
30-50 tahun / years	120	1,51%	92	1,16%	212	2,67%
>50 tahun / years	31	0,39%	3	0,04%	34	0,43%
Manajemen Dasar / Basic Management	269	3,39%	74	0,93%	343	4,32%
< 30 tahun / years	29	0,37%	21	0,26%	50	0,63%
30-50 tahun / years	169	2,13%	36	0,45%	205	2,58%
>50 tahun / years	71	0,90%	17	0,21%	88	1,11%
Pelaksana / Executor	5.983	75,43%	1.269	16,00%	7.252	91,43%
< 30 tahun / years	2.686	33,86%	625	7,88%	3.311	41,74%
30-50 tahun / years	2.614	32,96%	563	7,10%	3.177	40,05%
>50 tahun / years	683	8,61%	81	1,02%	764	9,63%
Jumlah / Total	6.469	81,56%	1.463	18,44%	7.932	100,00%

Rentang Usia Age Range	2023					
	Pria Male	%	Wanita Female	%	Jumlah Total	%
Pengurus / Management	11	0,14%	2	0,03%	13	0,16%
< 30 tahun / years	0	0,00%	0	0,00%	0	0,00%
30-50 tahun / years	1	0,01%	2	0,03%	3	0,04%
>50 tahun / years	10	0,13%	0	0,00%	10	0,13%
Manajemen Puncak / Top Management	59	0,74%	26	0,33%	85	1,07%
< 30 tahun / years	0	0,00%	0	0,00%	0	0,00%
30-50 tahun / years	37	0,46%	20	0,25%	57	0,72%
>50 tahun / years	22	0,28%	6	0,08%	28	0,35%
Manajemen Madya / Middle Management	149	1,87%	96	1,21%	245	3,08%
< 30 tahun / years	2	0,03%	0	0,00%	2	0,03%
30-50 tahun / years	112	1,41%	90	1,13%	202	2,54%
>50 tahun / years	35	0,44%	6	0,08%	41	0,51%

Rentang Usia Age Range	2023					
	Pria Male	%	Wanita Female	%	Jumlah Total	%
Manajemen Dasar / Basic Management	289	3,63%	77	0,97%	366	4,60%
< 30 tahun / years	31	0,39%	20	0,25%	51	0,64%
30-50 tahun / years	194	2,44%	35	0,44%	229	2,88%
>50 tahun / years	64	0,80%	22	0,28%	86	1,08%
Pelaksana / Executor	5.985	75,17%	1.296	16,28%	7.254	91,11%
< 30 tahun / years	2.373	29,80%	558	7,01%	2.931	36,81%
30-50 tahun / years	2.905	36,49%	609	7,65%	3.514	44,13%
>50 tahun / years	707	8,88%	102	1,28%	809	10,16%
Jumlah / Total	6.493	81,55%	1.469	18,45%	7.962	100,00%

Rentang Usia Age Range	2022					
	Pria Male	%	Wanita Female	%	Jumlah Total	%
Pengurus / Management	10	0,13%	2	0,03%	12	0,15%
< 30 tahun / years	0	0,00%	0	0,00%	0	0,00%
30-50 tahun / years	2	0,03%	1	0,01%	3	0,04%
>50 tahun / years	8	0,10%	1	0,01%	9	0,11%
Manajemen Puncak / Top Management	60	0,75%	26	0,33%	86	1,08%
< 30 tahun / years	0	0,00%	0	0,00%	0	0,00%
30-50 tahun / years	35	0,44%	20	0,25%	55	0,69%
>50 tahun / years	25	0,31%	6	0,08%	31	0,39%
Manajemen Madya / Middle Management	157	1,96%	95	1,19%	252	3,15%
< 30 tahun / years	11	0,14%	12	0,15%	23	0,29%
30-50 tahun / years	100	1,25%	77	0,96%	177	2,21%
>50 tahun / years	46	0,58%	6	0,08%	52	0,65%
Manajemen Dasar / Basic Management	294	3,68%	88	1,10%	382	4,78%
< 30 tahun / years	81	1,01%	33	0,41%	114	1,43%
30-50 tahun / years	147	1,84%	24	0,30%	171	2,14%
>50 tahun / years	66	0,83%	31	0,39%	97	1,21%
Pelaksana / Executor	5.993	74,94%	1.272	15,91%	7.265	90,85%
< 30 tahun / years	2.804	35,06%	700	8,75%	3.504	43,82%
30-50 tahun / years	2.535	31,70%	453	5,66%	2.988	37,36%
>50 tahun / years	654	8,18%	119	1,49%	773	9,67%
Jumlah / Total	6.514	81,46%	1.483	18,54%	7.997	100,00%

Keberagaman Karyawan Berdasarkan Status Ketenagakerjaan, Usia, dan Jenis Kelamin

Employee Diversity Based on Employment Status, Age Range, and Gender

Rentang Usia Age Range	2024					
	Pria Male	%	Wanita Female	%	Jumlah Total	%
Karyawan Tetap / Permanent Employees	3.745	47,29%	978	12,35%	4.723	59,64%
< 30 tahun / years	463	5,85%	231	2,92%	694	8,76%
30-50 tahun / years	2.560	32,33%	650	8,21%	3.210	40,54%
> 50 tahun / years	722	9,12%	97	1,22%	819	10,34%
Karyawan Kontrak / Contract Employees	2.713	34,26%	483	6,10%	3.196	40,36%
< 30 tahun / years	2.254	28,46%	415	5,24%	2.669	33,70%
30-50 tahun / years	380	4,80%	59	0,75%	439	5,54%
> 50 tahun / years	79	1,00%	9	0,11%	88	1,11%
Jumlah / Total	6.458	81,55%	1.461	18,45%	7.919	100,00%

Rentang Usia Age Range	2023					
	Pria Male	%	Wanita Female	%	Jumlah Total	%
Karyawan Tetap / Permanent Employees	3.992	50,22%	1.030	12,96%	5.022	63,18%
< 30 tahun / years	469	5,90%	219	2,76%	688	8,66%
30-50 tahun / years	2.776	34,92%	682	8,58%	3.458	43,50%
> 50 tahun / years	747	9,40%	129	1,62%	876	11,02%
Karyawan Kontrak / Contract Employees	2.490	31,32%	437	5,50%	2.927	36,82%
< 30 tahun / years	1.937	24,37%	359	4,52%	2.296	28,88%
30-50 tahun / years	472	5,94%	72	0,91%	544	6,84%
> 50 tahun / years	81	1,02%	6	0,08%	87	1,09%
Jumlah / Total	6.482	81,54%	1.467	18,46%	7.949	100,00%

Rentang Usia Age Range	2022					
	Pria Male	%	Wanita Female	%	Jumlah Total	%
Karyawan Tetap / Permanent Employees	4.275	53,50%	1.087	13,60%	5.362	67,11%
< 30 tahun / years	780	9,76%	313	3,92%	1.093	13,68%
30-50 tahun / years	2.776	34,74%	618	7,73%	3.394	42,48%
> 50 tahun / years	719	9,00%	156	1,95%	875	10,95%
Karyawan Kontrak / Contract Employees	2.233	27,95%	395	4,94%	2.628	32,89%
< 30 tahun / years	1.776	22,23%	330	4,13%	2.106	26,36%
30-50 tahun / years	385	4,82%	59	0,74%	444	5,56%
> 50 tahun / years	72	0,90%	6	0,08%	78	0,98%
Jumlah / Total	6.508	81,45%	1.482	18,55%	7.990	100,00%

Perseroan telah memiliki program Srikandi Jasa Marga sebagai wadah bagi talenta perempuan untuk dapat berperan penting untuk mendorong keragaman dalam sistem kepegawaian di lingkup Perseroan. Srikandi Jasa Marga memiliki keorganisasian yang telah disahkan melalui Keputusan Direksi No. 39/KPTS/2023 tentang Perubahan atas Keputusan Direksi No. 56/KPTS/2022 tentang Struktur Organisasi dan Pengurus Srikandi Jasa Marga. Melalui keorganisasian ini, Srikandi Jasa Marga telah mendorong pelibatan talenta perempuan dalam operasi Perseroan, termasuk karyawan perempuan hamil serta karyawan perempuan yang memiliki balita.

Dalam meningkatkan peran perempuan di lingkungan kerja, Jasa Marga telah menerapkan pembagian jam kerja (shift 3) yang ramah perempuan pada karyawan perempuan di pintu tol. Langkah ini merupakan upaya Perseroan dalam mewujudkan kesetaraan gender di lingkungan kerja. Sebagai bentuk dukungan, Jasa Marga telah memberikan perlindungan kepada karyawannya untuk saling menghargai, saling menghormati dan menciptakan lingkungan kerja yang kondusif dan produktif, sesuai ketentuan dalam kebijakan *Respectful Workplace Policy*.

Rekrutmen dan Perputaran Karyawan [GRI 401-1]

Dalam memenuhi kebutuhan sumber daya manusia, Perseroan melakukan rekrutmen karyawan baru baik fresh graduate maupun tenaga pengalaman. Rekrutmen dilakukan melalui Program Rekrutmen Bersama BUMN maupun bekerja sama dengan berbagai perguruan tinggi di Indonesia. Perseroan membuka kesempatan luas kepada calon karyawan dengan melakukan rekrutmen di seluruh wilayah Indonesia. Pada tahun 2024, Perseroan telah merekrut 34 orang yang kemudian mengikuti program learning journey sebelum dilakukan pengangkatan sebagai karyawan tetap

Jasa Marga has established the Srikandi Jasa Marga program as a platform for female talent to play a significant role in promoting diversity within the company's workforce. The governance of Srikandi Jasa Marga is formally regulated through Board of Directors Decree No. 39/KPTS/2023, which amended Board of Directors Decree No. 56/KPTS/2022 concerning the Organizational Structure and Management of Srikandi Jasa Marga. Through this organizational framework, Srikandi Jasa Marga has actively encouraged the involvement of female talent in company operations, including pregnant employees and female employees with young children.

To strengthen gender equality in the workplace, Jasa Marga has implemented a gender-responsive work shift arrangement (Shift 3) specifically designed to support female employees at toll gates. This initiative aims to promote gender equality in the workplace. Additionally, Jasa Marga ensures workplace protection and respect by fostering an environment where employees value, respect, and support one another, in line with the company's *Respectful Workplace Policy*.

Recruitment and Employee Turnover [GRI 401-1]

To fulfill its human capital requirements, the Company conducts recruitment activities targeting both fresh graduates and experienced professionals. Recruitment is carried out through the Joint Recruitment Program for State-Owned Enterprises (BUMN) and in collaboration with various academic institutions across Indonesia. The Company provides equal opportunities for potential employees by conducting recruitment across all regions of Indonesia. In 2024, the Company recruited 34 new employees, who then participated in a learning journey program before being appointed as permanent employees.

Rekrutmen Karyawan Baru Berdasarkan Kelompok Usia New Employee Recruitment by Age Group

(Dalam Orang/in persons)

Kelompok Usia	2024	2023	2022	Age Group
< 30 tahun	31	9	54	< 30 years old
30-50 tahun	3	-	-	30-50 years old
> 50 tahun	-	-	-	>50 years old
Total	34	9	54	Total

Komposisi Karyawan Baru Berdasarkan Jenis Kelamin**New Employee Composition by Gender**

(Dalam Orang/in persons)

Uraian	2024	2023	2022	Description
Pria	17	5	28	Male
Wanita	17	4	26	Female
Total	34	9	54	Total

Rekrutmen Karyawan Baru Berdasarkan Wilayah Kerja**New Employee Recruitment by Work area**

(Dalam Orang/in persons)

Wilayah	2024	2023	2022	Work Area
Kantor Pusat	34	9	54	Head Office
Kantor Cabang (RO) dan Regional	-	-	-	Branch Offices (RO) and Regional
Anak Perusahaan	-	-	-	Subsidiaries
Total	34	9	54	Total

Meskipun demikian, Perseroan juga mengalami pergantian karyawan yang disebabkan oleh beberapa alasan antara lain pensiun normal, pensiun dini, pemutusan hubungan kerja (PHK), meninggal dunia, pensiun sakit, mengundurkan diri, dan habis kontrak. Pada tahun 2024, terdapat 131 karyawan yang berhenti bekerja. Jumlah tersebut meningkat dibandingkan dengan tahun 2023. Peningkatan karyawan berhenti bekerja di tahun 2024 sebagian besar dipengaruhi oleh pensiun normal atau sebesar 90,8%.

However, the Company also experienced employee turnover due to several reasons, including normal retirement, early retirement, termination of employment (PHK), death, medical retirement, resignation, and contract expiration. In 2024, a total of 131 employees left the Company, marking an increase compared to 2023. The increase in employees retiring in 2024 was mostly influenced by normal retirement or 90.8%.

Komposisi Karyawan Berhenti Bekerja Berdasarkan Kelompok Usia**Composition of Employees Who Left the Company by Age Group**

(Dalam Orang/in persons)

Kelompok Usia	2024	2023	2022	Age Group
< 30 tahun	-	1	10	< 30 years old
30-50 tahun	3	9	7	30-50 years old
> 50 tahun	128	112	105	>50 years old
Total	131	122	122	Total

Komposisi Karyawan Berhenti Bekerja Berdasarkan Jenis Kelamin**Composition of Employees Who Left the Company by Gender**

(Dalam Orang/in persons)

Uraian	2024	2023	2022	Description
Pria	96	91	95	Male
Wanita	35	31	27	Female
Total	131	122	122	Total

Komposisi Karyawan Berhenti Bekerja Berdasarkan Wilayah Kerja

Composition of Employees Who Left the Company by Work Area

(Dalam Orang/in persons)

Wilayah	2024	2023	2022	Work Area
Kantor Pusat	98	99	95	Head Office
Kantor Cabang (RO) dan Regional	15	16	13	Branch Offices (RO) and Regional
Anak Perusahaan	18	7	14	Subsidiaries
Total	131	122	122	Total

Latar Belakang Karyawan Berhenti Bekerja

Background of Employees Who Left the Company

(Dalam Orang/in persons)

Uraian Description	2024			2023			2022			Kenaikan (Penurunan) Increase (Decrease) 2023-2024
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total	
Pensiun Normal Normal Retirement	85	34	119	74	29	103	80	21	101	15,53%
Pensiun Dini Early Retirement	1	-	1	1	-	1	-	-	-	-
PHK Pelanggaran Besar Termination (Major Violation)	-	-	-	-	-	-	1	-	1	-
Meninggal Dunia Deceased	5	1	6	10	-	10	5	1	6	(4%)
Pensiun Sakit/ Cacat Disability Retirement	4	-	4	2	-	2	2	1	3	(100%)
Mengundurkan Diri Resignation	1	-	1	-	1	1	4	4	8	-
PKWT Habis Kontrak Expired Contract (PKWT)	-	-	-	4	1	5	3	-	3	(100%)
Jumlah Total	96	35	131	91	31	122	95	27	122	7,4%

Tabel Turnover Karyawan yang Berhenti Bekerja Karena Mengundurkan Diri Berdasarkan Usia

Table of Employee Turnover Due to Resignation by Age Group

Keterangan	2024	2023	2022	Description
< 30 tahun	-	-	-	< 30 years old
30-50 tahun	1	1	7	30-50 years old
> 50 tahun	-	-	1	>50 years old

Tabel Turnover Karyawan yang Berhenti Bekerja Karena Mengundurkan Diri Berdasarkan Jenis Kelamin

Table of Employee Turnover Due to Resignation by Gender

Uraian	2024	2023	2022	Description
Pria	1	-	4	Male
Wanita	-	1	4	Female

Tabel Turnover Karyawan yang Berhenti Bekerja Karena Mengundurkan Diri Berdasarkan Wilayah

Table of Employee Turnover Due to Resignation by Region

Wilayah	2024	2023	2022	Work Area
Kantor Pusat	-	-	5	Head Office
Kantor Cabang (RO) dan Regional	-	-	1	Branch Offices(RO) dan Regional
Anak Perusahaan	1	1	2	Subsidiaries

Pelatihan dan Pengembangan Kompetensi

[OJK F.22, GRI 404-1, 404-2, 404-3]

Perseroan senantiasa memberikan perlakuan yang sama terhadap seluruh karyawan dalam mengembangkan kompetensinya. Jasa Marga membuka kesempatan yang sama bagi seluruh karyawan dalam meningkatkan kompetensi, pengembangan karier, dan melaksanakan tugas secara profesional tanpa membedakan suku, agama, ras, golongan, gender, dan kondisi fisik sesuai dengan potensi, kemampuan dan keterampilan yang dipersyaratkan. Perseroan terus meningkatkan pengembangan kompetensi dan kapabilitas *human capital* Jasa Marga sesuai dengan kebutuhan bisnis Perseroan saat ini dan di masa yang akan datang. Pengembangan kompetensi juga menjadi jembatan untuk memenuhi *gap* generasi dan menyiapkan suksesi manajemen.

Perseroan memiliki unit bernama Jasa Marga Learning Institute (JLI), bertanggung jawab dalam mengelola program pengembangan kompetensi karyawan. Pada tahun 2024, Program *Learning and Development* senantiasa dilakukan kepada seluruh level jabatan Karyawan di Jasa Marga dengan mempertimbangkan *learning academy* yang ada di Jasa Marga, diantaranya:

- Project Development Academy
- Operational Services Academy
- Technological Innovation Academy
- Business Support Academy
- Leadership Development Academy

Program *Learning and Development* dilakukan dengan pendekatan pembelajaran efektif 70:20:10. Pembelajaran dilakukan secara formal seperti seminar, workshop, dan pendidikan formal serta pembelajaran secara aktif melalui *coaching, mentoring, sharing* maupun aktif sebagai Narasumber dan pengajar baik pada level internal Perusahaan maupun eksternal Perusahaan.

Training And Competency Development

[OJK F.22, GRI 404-1, 404-2, 404-3]

The Company consistently ensures equal treatment for all employees in the development of their competencies. Jasa Marga offers equal opportunities for all employees to enhance their competencies, develop their careers, and carry out their duties professionally without discrimination based on ethnicity, religion, race, affiliation, gender, or physical condition, in accordance with the required potential, capabilities, and qualifications. The Company continuously advances the competency development and capabilities of its human capital in alignment with current and future business needs. Competency development is also positioned as an effort to bridge generational differences and support the preparation of leadership succession.

The Company has a unit called Jasa Marga Learning Institute (JMLI), responsible for managing employee competency development programs. In 2024, the Learning and Development Program is continuously implemented for all employee levels at Jasa Marga, taking into account the existing learning academies within Jasa Marga, including:

- Project Development Academy
- Operational Services Academy
- Technological Innovation Academy
- Business Support Academy
- Leadership Development Academy

The Learning and Development Program is implemented using the effective 70:20:10 learning approach. Learning is conducted formally through seminars, workshops, and academic education, and informally through coaching, mentoring, and knowledge-sharing sessions. Employees are also actively involved as speakers and facilitators at both internal and external organizational levels.

Pengembangan kompetensi karyawan Jasa Marga dilakukan dengan menerapkan konsep digital melalui pembelajaran aktif pada *Human Capital Management Integrated System* (JM-Click) serta berdasarkan kepada *Learning Academy* di Perseroan. Pengelolaan *Talent Development* tahun 2024 bertemakan *Enhancing Business Portfolio*, dengan fokus pada pengembangan kompetensi digital dan pelaksanaan sertifikasi untuk mendorong transformasi bisnis yang lebih adaptif dan inovatif. Pada tahun 2024, program pelatihan prioritas korporasi menyasar pada peningkatan kompetensi digital talent, pengembangan kepemimpinan (*leadership*), pelaksanaan program beasiswa, dan sertifikasi kompetensi karyawan. Selain itu, perhatian khusus diberikan pada sertifikasi organ pengelola risiko untuk memastikan tata kelola yang efektif dan mendukung pencapaian kebutuhan bisnis yang terus berkembang, sekaligus memperkuat daya saing perusahaan secara berkelanjutan.

Sepanjang tahun 2024, jumlah karyawan yang memperoleh pelatihan sebanyak 7.992 orang dengan jumlah jam sebanyak 239.948 Jam. Rata-rata jam pelatihan adalah 38 jam per karyawan.

The competency development of Jasa Marga employees is implemented through a digital concept by enabling active learning via the Human Capital Management Integrated System (JM-Click) and the Company's Learning Academy. The 2024 Talent Development management is themed Enhancing Business Portfolio, focusing on digital competency development and certification programs to drive a more adaptive and innovative business transformation. In 2024, the corporate priority training programs target the enhancement of digital talent competencies, leadership development, scholarship programs, and employee competency certification. Moreover, particular emphasis is placed on risk management personnel certification to ensure effective governance, address evolving business needs, and strengthen the Company's long-term competitiveness.

Throughout 2024, a total of 7,992 employees received training, with a total of 239,948 training hours. The average training duration per employee is 38 hours.

Tabel Rata-Rata Jam Pelatihan [OJK F.22, GRI 404-1]

Table of Average Training Hours

Uraian Description	Jumlah Karyawan yang Memperoleh Pelatihan (Orang) Number of Employees Trained (People)			Jam Pelatihan (Jam) Training Hours (Hours)			Rata-rata Jam Pelatihan Setiap Karyawan (Jam/Orang) Average Training Hours per Employee (Hours/Person)		
	2024	2023	2022	2024	2023	2022	2024	2023	2022
Keseluruhan Overall	7.992	7.949	7.990	239.948	262.266	216.972	38	32	26,98
Berdasarkan Jenis Kelamin / By Gender									
Pria Male	6.514	6.482	6.553	142.310	157.359	146.292	38	26,63	22,32
Wanita Female	1.478	1.467	1.490	97.638	104.906	70.680	38	47,23	47,44
Berdasarkan Kategori Jabatan yang Mengikuti Pelatihan / By Job Category Participating in Training									
Manajemen Puncak Top Management	99	84	86	3.762	26.226	2.894	38	242,83	34,45
Manajemen Madya Middle Management	251	245	252	9.538	39.339	20.603	38	154,87	80,48
Manajemen Dasar Lower Management	351	366	381	13.338	78.679	76.787	38	193,31	207,53
Pelaksana Staff/Executors	7.268	7.254	7.271	276.184	52.456	88.914	38	7,54	12,79
Calon Karyawan/Trainee Prospective Employees/ Trainees	35	23	-	1.330	-	-	38	-	-

Pada tahun 2024, Perseroan telah merealisasikan biaya pendidikan dan pelatihan sebesar Rp19,46 miliar. Biaya ini meningkat 82% dibandingkan tahun 2023.

In 2024, the Company has realized an education and training expenditure of IDR 19.46 billion, marking an 82% increase compared to 2023.

Biaya Pengembangan Kompetensi Karyawan Employee Competency Development Costs

Keterangan Description	2024	2023	2022	Kenaikan (Penurunan) Increase (Decrease) 2023-2024
Realisasi Biaya Pendidikan dan Pelatihan (Rp-miliar) Realized Education and Training Costs (IDR-Billion)	19,46	10,70	7,19	82%
Rata-rata Biaya pelatihan per karyawan (Rp-juta) Average Training Cost per Employee (IDR Million)	2,4	1,30	2,01	85%

Untuk menunjang peningkatan karir karyawan, Perseroan telah melakukan pelatihan-pelatihan sebagai berikut.

To support employee career development, the Company has conducted the following training programs:

Tabel Pelatihan dan Pendidikan Training and Education Programs

Jenis Pelatihan dan Pendidikan Type of Training and Education	Jumlah Karyawan Number of Employees	Jumlah Jam Pelatihan dan Pendidikan Karyawan Total Training and Education Hours
<i>Project Development Academy</i>	1.823	77.337
<i>Operational Services Academy</i>	223	6.166
<i>Technological Innovation Academy</i>	563	2.081
<i>Business Support Academy</i>	443	3.671
<i>Leadership Development Academy</i>	873	9.043

Selain itu, Perseroan memberikan kesempatan dan waktu yang cukup untuk karyawan yang akan memasuki usia pensiun agar dapat mempersiapkan diri mencari peluang usaha dalam rangka menjaga kesinambungan pendapatan melalui Program Masa Persiapan Pensiun (MPP). Masa Persiapan Pensiun Jasa Marga telah diatur dalam Surat Keputusan Direksi No. 119/KPTS/2020 tentang Masa Persiapan Pensiun (MPP) Karyawan PT Jasa Marga (Persero) Tbk. Perseroan juga telah melaksanakan program strategis untuk mendukung karyawan yang mendekati masa purnabhakti melalui JM Preneurship, yang merupakan program pelatihan berbasis digital yang fokus pada pengembangan keterampilan kewirausahaan, dirancang untuk karyawan yang berminat menjalani "second career" setelah pensiun sebagai wirausaha. Selain itu, Perseroan juga menyelenggarakan Pelatihan Purnabhakti dengan memberikan pembekalan menyeluruh, mencakup aspek mental, emosional, dan keterampilan praktis, guna membantu karyawan menghadapi masa pensiun dengan

Additionally, the Company provides adequate time and opportunities for employees approaching retirement age to prepare for new business opportunities, ensuring income continuity through the Pre-Retirement Program (MPP). This program is governed by Board of Directors Decree No. 119/KPTS/2020 on Jasa Marga Employees' Pre-Retirement Period (MPP). The Jasa Marga Pre-Retirement Program is regulated under the Board of Directors Decree No. 119/KPTS/2020 on the Pre-Retirement Program (MPP) for Employees of PT Jasa Marga (Persero) Tbk. The Company has also implemented a strategic program to support employees nearing retirement through JM Preneurship, a digital-based training program focused on developing entrepreneurial skills, designed for employees interested in pursuing a 'second career' as entrepreneurs after retirement. In addition, the Company also organizes a Retirement Training Program that provides comprehensive preparation, covering mental, emotional, and practical skills aspects, to help employees face retirement with readiness and

kesiapan dan kepercayaan diri. Melalui Program Persiapan Pensiun ini, Perseroan berkomitmen mendukung karyawan dalam memulai perjalanan baru sekaligus memastikan transisi masa pensiun yang lebih terarah dan produktif.

Setiap tahun, Perseroan melakukan penilaian dan evaluasi kinerja karyawan secara adil setiap tahun. Penilaian dan evaluasi ini dilakukan sebagai dasar pemberian insentif dan pengembangan karier serta untuk pegawai kontrak sebagai dasar status kepegawaian. Kebijakan ini berlaku untuk seluruh karyawan pada semua jenjang. Pada periode pelaporan ini, seluruh (100%) karyawan telah mendapatkan penilaian kinerja.

Selain itu, Perseroan juga melakukan peninjauan kinerja kepada 520 orang karyawan tetap yang hasil dari peninjauan menjadi dasar untuk memberikan promosi/mutasi/rotasi/demosi kepada karyawan. Pada tahun 2024, terdapat 104 karyawan yang mendapatkan promosi dan 183 karyawan lainnya mengalami mutasi atau rotasi.

confidence. Through this Retirement Preparation Program, the Company is committed to supporting employees in starting a new journey while ensuring a more directed and productive retirement transition.

Each year, the Company conducts objective employee performance assessments and evaluations. These assessments and evaluations serve as the basis for determining incentive distribution, career development opportunities, and the employment status of contract-based personnel. This policy is applied to all employees at all levels. During the reporting period, 100% of employees participated in the performance evaluation process.

In addition, the Company also conducted performance reviews for 520 permanent employees, with the results serving as the basis for promotions, transfers, rotations, and demotions. In 2024, a total of 104 employees received promotions, while 183 other employees underwent transfers or rotations.

Tabel Tinjauan Rutin Karyawan dan Jenjang Karir

Table of Employee Performance Reviews and Career Progression

Tahun Year	Jumlah Karyawan yang Mendapatkan Peninjauan Number of Employees Reviewed	Hasil Penilaian dan Relevansi Pengembangan Karier Performance Evaluation Results and Career Development Relevance		
		Promosi Promotion	Mutasi/Rotasi Transfer/Rotation	Demosi Demotion
2024	520 orang (28% dari total karyawan) 520 employees (28% of total employees)	104	183	-
2023	785 orang (40% dari total karyawan) 785 employees (40% of total employees)	157	234	-
2022	1.585 orang (77% dari total karyawan) 1,585 employees (77% of total employees)	317	303	-

Kebebasan Berserikat [GRI 2-30]

Perseroan senantiasa memastikan terjalannya hubungan industrial yang harmonis dan mampu menciptakan keseimbangan antara pemenuhan hak dan pelaksanaan kewajiban, melalui komunikasi intensif dan keterlibatan Perseroan dan karyawan dalam mencapai target Perusahaan. Jasa Marga senantiasa memberikan jaminan kebebasan karyawan untuk berserikat dan berkumpul. Pada tahun pelaporan, Perseroan telah memiliki Serikat Pekerja bernama Serikat Karyawan Jasa Marga (SKJM). Seluruh karyawan Jasa Marga telah menjadi anggota SKJM. Secara periodik, manajemen dan SKJM melakukan komunikasi dalam Lembaga Kerja Sama (LKS) Bipartit yang dibentuk melalui keputusan bersama antara Direktur Utama Perseroan dan Ketua Umum Dewan Pengurus Pusat SKJM. Melalui lembaga ini, kedua pihak bersama-sama membahas dan mengevaluasi kesepakatan

Freedom of Association [GRI 2-30]

The Company consistently ensures the establishment of harmonious industrial relations and strives to maintain an equitable a balance between the fulfillment of employee rights and the execution of obligations. This is achieved through intensive communication and the active involvement of both the Company and its employees in attaining corporate objectives. Jasa Marga guarantees employees the right of all employees to freely associate and assemble. During the reporting year, the Company established a labor union, namely Serikat Karyawan Jasa Marga (SKJM), in which all Jasa Marga employees are registered as members. Periodically, management and SKJM communicate through the Bipartite Cooperation Institution (LKS), which was established through a joint decision between between the Company's President

yang tertuang dalam Perjanjian Kerja Bersama (PKB) yang merupakan pedoman dan arah kerja sama dalam melakukan hubungan industrial. Adapun review dan penandatanganan PKB dilakukan setiap 3 (tiga) tahun sekali. Seluruh (100%) karyawan Jasa Marga telah tercakup dalam Perjanjian Kerja Bersama.

Pada tahun 2024, Perseroan bersama dengan SKJM telah memperbaharui Perjanjian Kerja Bersama (PKB) periode 2024-2026. PKB memuat berbagai kesepakatan antara manajemen dengan SKJM dalam upaya menciptakan dan menjaga keharmonisan antara manajemen dan karyawan yang dibingkai dalam hubungan sinergi. Tujuan diadakan PKB ini adalah untuk mengatur hak dan kewajiban antara Perusahaan dan Karyawan secara seimbang dan berkeadilan; sebagai sarana untuk memelihara dan meningkatkan hubungan kerja yang harmonis, serasi, seimbang, sinergi serta dinamis di dalam Perusahaan; serta sebagai pedoman untuk menyelesaikan masalah-masalah ketenagakerjaan yang timbul dalam hubungan industrial, sesuai ketentuan perundang-undangan yang berlaku. Di samping itu, manajemen dan SKJM bersama-sama menempatkan diri sebagai komponen Perseroan untuk mensosialisasikan segala bentuk kebijakan yang diambil Perseroan kepada karyawan yang terkait dengan kebijakan Perseroan. Manajemen dan SKJM secara berkala melakukan pertemuan untuk membahas berbagai kebijakan Perseroan terkait sistem Human Capital dan kebijakan lainnya.

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

Perseroan senantiasa berkomitmen untuk tunduk dan patuh terhadap Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan dalam pengelolaan karyawan. Selain merujuk pada Undang-Undang Republik Indonesia No. 13 Tahun 2003, komitmen Perseroan tidak mempekerjakan anak sejalan dengan Konvensi ILO No. 138/1973 tentang Batas Usia Minimum untuk Bekerja (*Minimum Age for Admission to Employment*), dan Konvensi ILO No. 182/1999 tentang Penghapusan Bentuk-Bentuk Pekerjaan Terburuk untuk Anak (*Elimination of the Worst Forms of Child Labour*). Sedangkan komitmen untuk tidak melakukan kerja paksa selaras dengan Konvensi ILO No. 29/1930 tentang Kerja Paksa atau Kerja Wajib (*Forced or Compulsory Labour*), dan Konvensi ILO No. 105/1957 tentang Penghapusan Kerja Paksa (*Abolition of Forced Labour*). Hal ini telah tercermin pada jam kerja yang telah disepakati adalah 8 (delapan) jam 1 (satu) hari dan 40 (empat puluh) jam 1 (satu) minggu untuk 5 (lima) hari kerja dalam 1 (satu) minggu, sesuai dengan pasal 77 Undang-Undang No. 13 tahun 2003 tentang Ketenagakerjaan. Jam kerja yang telah disepakati telah tercantum dalam Perjanjian Kerja Bersama.

Director and the Chairman of the SKJM Central Executive Board. Through this institution, both parties discuss and evaluate agreements outlined in the Collective Labor Agreement (PKB), which serves as a guideline and direction for cooperation in maintaining industrial relations. The review and signing of the PKB occur every three years. All (100%) Jasa Marga employees are covered under the Collective Labor Agreement.

In 2024, the Company and SKJM renewed the Collective Labor Agreement (PKB) for the 2024-2026 period. This agreement encompasses various provisions mutually agreed upon by management and SKJM, with the objective of fostering and maintaining harmony between management and employees within a synergy-driven relationship. The purpose of this agreement is to regulate the rights and obligations of both the Company and its employees in a balanced and equitable manner; to function as a medium for preserving and enhancing harmonious, aligned, balanced, and dynamic labor relations within the Company; and to provide a guideline for resolving labor issues that may arise in industrial relations, in accordance with applicable laws and regulations. Furthermore, both management and SKJM position themselves as Company stakeholders to communicate all corporate policies to employees. Regular meetings between management and SKJM are held to deliberate on matters pertaining to Human Capital policies and other relevant corporate regulations.

Child Labor and Forced Labor [OJK F:19]

The Company is firmly committed to complying with Law No. 13 of 2003 on Manpower in managing its workforce. In addition to referring to Indonesia's Law No. 13 of 2003, the Company's commitment to prohibiting child labor aligns with ILO Convention No. 138/1973 on the Minimum Age for Employment and ILO Convention No. 182/1999 on the Elimination of the Worst Forms of Child Labor. Meanwhile, the commitment to preventing forced labor aligns with ILO Convention No. 29/1930 on Forced or Compulsory Labor and ILO Convention No. 105/1957 on the Abolition of Forced Labor. This commitment is reflected in the implementation of regulated working hours—eight hours per day and forty hours per week for a five-day workweek—as stipulated in Article 77 of Law No. 13 of 2003 on Manpower. These working hours are also documented in the Collective Labor Agreement.

Komitmen Perseroan untuk tidak mempekerjakan pekerja anak tercermin pada usia minimal karyawan adalah 18 tahun. Hal ini telah tertuang dalam Surat Keputusan Direksi Nomor 21/KPTS/2019 tanggal 14 Februari 2019 tentang Talent Acquisition serta perubahannya Nomor 121/KPTS/2022 tanggal 26 September 2022 yang telah terakhir diubah berdasarkan Keputusan Direksi PT Jasa Marga (Persero) Tbk Nomor 44/KPTS/2023 tanggal 28 April 2023. Sedangkan komitmen untuk tidak melakukan kerja paksa tercermin pada jam kerja yang telah disepakati dalam Perjanjian Kerja Bersama adalah 8 (delapan) jam 1 (satu) hari dan 40 (empat puluh) jam 1 (satu) minggu untuk 5 (lima) hari kerja dalam 1 (satu) minggu, sesuai dengan pasal 77 Undang- Undang No. 13 tahun 2003 tentang Ketenagakerjaan. Dengan menerapkan kebijakan tersebut, maka selama tahun pelaporan, tidak tercatat temuan kasus pekerja anak dan kerja paksa di Perseroan.

Cuti Melahirkan [GRI 401-3]

Perseroan memberikan hak cuti kepada seluruh karyawan wanita dan karyawan pria yang istri melahirkan. Seluruh karyawan Jasa Marga yang mengambil *maternity leave* dan *paternity leave* dijadwalkan kembali untuk bekerja setelah cutinya selesai, dengan hak cuti melahirkan kepada karyawan wanita diberikan selama 3 (tiga) bulan. Karyawan wanita yang sudah selesai menjalani cuti melahirkan, bisa kembali dan menduduki posisi yang sama dengan saat sebelum cuti. Perseroan juga memberikan hak cuti selama 3 (tiga) hari kepada karyawan pria yang istrinya melahirkan. Dengan hak ini, maka karyawan tersebut bisa mendampingi istrinya selama proses melahirkan dan memberikan bantuan sesuai kebutuhan. Jumlah karyawan wanita yang mengambil cuti dan kembali bekerja, serta jumlah karyawan pria yang mengambil cuti untuk mendampingi istrinya yang melahirkan selama tahun 2024 disajikan dalam tabel berikut.

Tabel Cuti Melahirkan
Maternity Leave Table

Uraian Description	2024		2023		2022	
	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male
Jumlah karyawan yang berhak cuti Number of employees eligible for leave	308	1.299	331	1.382	350	1.442
Jumlah karyawan yang mengambil hak cuti Number of employees who took leave	8	6	3	3	2	4
Jumlah karyawan yang kembali bekerja pada periode laporan setelah cuti berakhir Number of employees who returned to work in the reporting period after leave ended	8	6	3	3	2	4

The Company's commitment to prohibiting child labor is demonstrated by setting the minimum employment age at 18 years. This is outlined in the Board of Directors' Decree No. 21/KPTS/2019 dated February 14, 2019, on Talent Acquisition, and its amendments No. 121/KPTS/2022 dated September 26, 2022, with the most recent revision under PT Jasa Marga (Persero) Tbk's Board of Directors' Decree No. 44/KPTS/2023 dated April 28, 2023. The commitment to preventing forced labor is reflected in the agreement on working hours as stated in the Collective Labor Agreement: 8 hours per day and 40 hours per week for a five-day workweek, in line with Article 77 of Law No. 13 of 2003 on Manpower. By implementing these policies, there were no reported cases of child labor or forced labor within the Company during the reporting year.

Maternity Leave [GRI 401-3]

The Company grants leave rights to all female employees and male employees whose spouses give birth. All Jasa Marga employees who take maternity or paternity leave are scheduled to return to work after upon the completion of their respective leave periods. Female employees are entitled to three months of maternity leave. Upon completing their maternity leave, female employees can return to their previous positions. The Company also grants three days of paternity leave to male employees whose spouses give birth. This allows them to accompany their wives during childbirth and provide necessary support. The number of female employees who took maternity leave and returned to work, as well as the number of male employees who took leave to support their spouses during childbirth in 2024, is presented in the following table.

Uraian Description	2024		2023		2022	
	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male
Jumlah karyawan yang tetap bekerja hingga 12 bulan setelah mengambil cuti Number of employees who remained employed for 12 months after taking leave	8	6	3	3	2	4
Return to work rate	100%	100%	100%	100%	100%	100%
Retention rate	100%	100%	100%	100%	100%	100%

*) Jumlah karyawan yang berhak cuti merupakan jumlah karyawan yang sudah menikah.
The number of employees entitled to leave is the number of employees who are married.

Upah Minimum Regional

[OJK F.20, GRI 202-1, 401-2, 405-2]

Perseroan senantiasa berkomitmen untuk mematuhi segala peraturan perundangan yang berlaku termasuk dalam memberikan pemberian upah minimum. Dalam pemberian upah minimum tergantung pada wilayah kerja karyawan tersebut. Sesuai Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan, pemberian upah minimum diarahkan kepada pencapaian kebutuhan hidup layak bagi karyawan. Besaran upah minimum sangat tergantung pada masing-masing daerah, yang umumnya menyesuaikan dengan harga kebutuhan pokok, tingkat inflasi, standar kelayakan hidup, dan variabel lainnya.

Sesuai Keputusan Menteri Tenaga Kerja dan Transmigrasi No. 226 Tahun 2000, pemberian upah di Jasa Marga memperhatikan Upah Minimum Provinsi (yang sebelumnya disebut dengan UMR Tingkat I) dan Upah Minimum Kabupaten/Kota (yang sebelumnya disebut dengan UMR Tingkat II). Mengacu pada regulasi tersebut, Perseroan berkomitmen memenuhi kesejahteraan karyawan dengan memberikan upah kepada karyawan tetap baru minimal sama dengan upah minimum yang berlaku sesuai dengan wilayah operasional. Dalam pemberian upah tersebut, Perseroan tidak membedakan berdasarkan jenis kelamin sehingga tidak terdapat perbedaan remunerasi untuk karyawan pria dan wanita di setiap kategori karyawan. Perbedaan rasio besaran remunerasi ditetapkan besaran penghasilan ditetapkan secara sentralistik di Kantor Pusat dan berlaku sama untuk semua pegawai dalam jenjang dan posisi yang sama.

Regional Minimum Wage

[OJK F.20, GRI 202-1, 401-2, 405-2]

The Company reaffirms its commitment to complying with all applicable laws and regulations, including those pertaining to the provision of minimum wages. The determination of minimum wage levels is based on the geographic location of each employee's work assignment. In accordance with Law No. 13 of 2003 on Manpower, the provision of minimum wages is intended to support the attainment of a decent standard of living for all employees. The minimum wage amount varies by region, generally adjusting to the cost of essential needs, inflation rates, standard living costs, and other variables.

In accordance with Minister of Manpower and Transmigration Decree No. 226 of 2000, Jasa Marga's wage policy considers the Provincial Minimum Wage (previously referred to as UMR Level I) and the Regency/City Minimum Wage (previously referred to as UMR Level II). Referring to these regulations, the Company is committed to supporting employee welfare by ensuring that all newly hired permanent employees receive compensation that meets or exceeds the applicable minimum wage in their respective operational regions. The Company's wage policy is implemented without gender discrimination, ensuring equal pay between male and female employees in any category. Differences in remuneration ratios are determined centrally at the Head Office and apply equally to all employees within the same level and position.

Tabel Rasio Standar Upah Terendah Karyawan Tetap Dibandingkan dengan Upah Minimum Provinsi (UMP)
Table Ratio of the Lowest Standard Wage for Permanent Employees Compared to the Provincial Minimum Wage (UMP)

Provinsi/ Daerah Province/Region	2024		
	Imbalan Jasa Karyawan Tingkat Terendah (Rp) Employee Compensation at the Lowest Level (IDR)	Upah Minimum Provinsi (Rp) Provincial Minimum Wage (IDR)	Rasio (%) Ratio (%)
DKI Jakarta	7.176.000	5.067.381	142%
Banten	8.817.000	2.727.812	324%
Jawa Barat	7.374.000	2.057.495	358%
Jawa Tengah	8.817.000	2.036.947	433%
DI Yogyakarta	8.817.000	2.125.897	415%
Jawa Timur	10.403.000	2.165.244	480%
Sumatera Utara	7.249.000	2.809.915	258%
Kalimantan Timur	14.112.723	3.360.858	420%
Sulawesi Utara	14.645.441	3.545.000	413%
Rata-Rata Average	9.712.352	2.877.394	260%

Provinsi/ Daerah Province/Region	2023		
	Imbalan Jasa Karyawan Tingkat Terendah (Rp) Employee Compensation at the Lowest Level (IDR)	Upah Minimum Provinsi (Rp) Provincial Minimum Wage (IDR)	Rasio (%) Ratio (%)
DKI Jakarta	6.850.000	4.901.798	139,74%
Banten	9.783.353	2.661.280	367,62%
Jawa Barat	9.903.588	1.986.670	498,50%
Jawa Tengah	11.073.103	1.958.169	565,48%
DI Yogyakarta	-	-	-
Jawa Timur	11.083.098	2.040.244	543,22%
Sumatera Utara	7.017.000	2.710.492	258,88%
Kalimantan Timur	8.664.031	3.201.396	270,63%
Sulawesi Utara	11.073.103	3.845.000	287,99%
Rata-Rata Average	9.430.910	2.913.131	325,79%

Provinsi/ Daerah Province/Region	2022		
	Imbalan Jasa Karyawan Tingkat Terendah (Rp) Employee Compensation at the Lowest Level (IDR)	Upah Minimum Provinsi (Rp) Provincial Minimum Wage (IDR)	Rasio (%) Ratio (%)
DKI Jakarta	4.891.614	4.641.854	105,38%
Banten	9.209.402	2.501.203	368,20%
Jawa Barat	9.661.968	1.841.487	524,68%
Jawa Tengah	7.513.620	1.812.935	414,45%
DI Yogyakarta	-	-	-

Provinsi/ Daerah Province/Region	2022		
	Imbalan Jasa Karyawan Tingkat Terendah (Rp) Employee Compensation at the Lowest Level (IDR)	Upah Minimum Provinsi (Rp) Provincial Minimum Wage (IDR)	Rasio (%) Ratio (%)
Jawa Timur	10.517.282	1.891.567	556,01%
Sumatera Utara	6.118.528	2.522.609	242,55%
Kalimantan Timur	7.513.620	3.014.497	249,25%
Sulawesi Utara	7.513.620	3.310.723	226,95%
Rata-Rata Average	7.867.457	2.692.109	335,93%

Selain memberikan gaji pokok, Perseroan juga memberikan tunjangan berdasarkan status karyawan yang dibedakan menjadi dua, yakni karyawan tetap dan karyawan kontrak. Perbedaan status tersebut memiliki konsekuensi pada jenis tunjangan yang diterima. Adapun tunjangan yang diberikan kepada karyawan tetap namun tidak diberikan kepada karyawan kontrak yaitu tunjangan cuti, Asuransi Kecelakaan Diri Kumpulan/AKDK (untuk karyawan operasional), Persiapan Masa Pensiun dan kesempatan memiliki saham Perseroan. Perbandingan jenis tunjangan antara karyawan tetap dan tidak tetap disajikan dalam tabel di bawah ini.

In addition to providing a basic salary, the Company also provides allowances based on employee status, which is divided into two categories: permanent employees and contract employees. This status difference has consequences on the types of allowances received. The allowances granted to permanent employees but not to contract employees include leave allowances, Group Personal Accident Insurance (AKDK) (for operational employees), Retirement Preparation, and the opportunity to own Company shares. The comparison of allowance types between permanent and non-permanent employees is presented in the table below.

Tabel Perbandingan Tunjangan Karyawan Tetap dan Karyawan Kontrak/Tidak Tetap

Table of Employee Benefits Comparison Between Permanent and Contract/Non-Permanent Employees

Bentuk Manfaat Type of Benefit	Karyawan Tetap Permanent Employee		Karyawan Kontrak Contract Employee	
	Pria Male	Wanita Female	Pria Male	Wanita Female
Tunjangan Posisi Position Allowance	✓	✓	✓	✓
Tunjangan Hari Raya Keagamaan Religious Holiday Allowance	✓	✓	✓	✓
Tunjangan Cuti Leave Allowance	✓	✓	-	-
Asuransi Kecelakaan Diri Kumpulan (AKDK) untuk Karyawan Operasional Group Personal Accident Insurance (AKDK) for Operational Employees	✓	✓	-	-
Perawatan Kesehatan Health Care	✓	✓	✓	✓
Tanggungan Disabilitas dan Difabel Disability and Differently-Abled Coverage	-	-	-	-
Cuti Melahirkan Maternity Leave	✓	✓	✓	✓
Persiapan Masa Pensiun Retirement Preparation	✓	✓	-	-
Kepemilikan Saham Share Ownership	✓	✓	-	-
Kompensasi Compensation	-	-	✓	✓

Lingkungan Bekerja yang Layak dan Aman

[OJK F.21]

Perseroan senantiasa berupaya untuk menciptakan lingkungan bekerja yang layak dan aman bagi para karyawannya yang nantinya akan berdampak pada produktivitas pegawai. Perseroan menyediakan fasilitas kerja yang layak, bersih dan nyaman meliputi toilet, ruang makan, ketersediaan ruang menyusui, penitipan anak, alat deteksi asap dan fasilitas pemadam kebakaran, tempat ibadah, tempat parkir, dan lain sebagainya. Perseroan telah menyediakan alat deteksi asap dan fasilitas pemadam kebakaran seperti alat fire alarm system yang ada di setiap ruangan kantor, terdiri dari fire detector & smoke detector. Begitu juga alat Pemadam Api Ringan tersedia di seluruh area-area publik sesuai standar Dinas Pemadam Kebakaran. Perseroan juga menyediakan tempat ibadah berupa Masjid, tempat parkir baik untuk nasabah maupun untuk pegawai serta kantin yang menyediakan makanan dan minuman untuk para karyawan.

Komitmen Perseroan dalam menciptakan lingkungan bekerja yang nyaman diwujudkan dalam program *Respectful Workplace Policy* (RWP) (Kebijakan Berperilaku Saling Menghargai di Tempat Kerja) dan *Roadster Assertiveness Counseling Program* ("Rosela") di lingkungan kerja Jasa Marga Group. Program ini telah selaras dengan Komitmen Kementerian BUMN dalam memastikan terwujudnya lingkungan kerja yang aman, nyaman, saling menghormati dan menghargai, serta tentunya bebas dari diskriminasi, pelecehan dan segala bentuk kekerasan. Program RWP menjadi salah satu bentuk upaya Jasa Marga dalam melindungi seluruh Roadster dari perilaku dan perbuatan yang dapat mengganggu situasi yang kondusif dan keharmonisan di lingkungan Perseroan. Di dalam RWP, terdapat layanan Rosela yang dirancang sebagai sarana konseling untuk membantu Roadster Jasa Marga dalam menentukan cara yang lebih efektif dan konstruktif dalam menangani permasalahan baik di lingkungan kerja maupun kehidupan pribadi.

Lingkungan kerja yang layak dan aman juga diwujudkan melalui penerapan Keselamatan dan Kesehatan Kerja (K3) di lingkungan Jasa Marga.

Kesehatan dan Keselamatan Kerja

[GRI 403-1, 403-2, 403-7, 403-8]

Dalam menciptakan lingkungan bekerja yang aman, Perseroan telah memiliki Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3). Implementasi SMK3 Jasa Marga mengacu pada sejumlah regulasi, antara lain, Undang-Undang Nomor 1 Tahun 1970 tentang Keselamatan Kerja; Peraturan Pemerintah Nomor 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja; Peraturan Menteri Tenaga Kerja Nomor PER.04/MEN/1987 tentang Panitia Pembina Keselamatan dan Kesehatan Kerja Serta Tata Cara Penunjukan Ahli Keselamatan Kerja; Peraturan Menteri Tenaga Kerja Nomor PER-02/MEN/1992

Decent and Safe Working Environment

[OJK F.21]

The Company continuously strives to create a decent and safe working environment for its employees, which in turn contributes to enhancing employee productivity. The Company provides proper, clean, and comfortable working facilities, including restrooms, dining areas, nursing rooms, childcare facilities, smoke detectors, fire extinguishing systems, places of worship, parking areas, and more. The Company has installed smoke detection and fire extinguishing systems, such as fire alarm systems in every office room, consisting of fire detectors and smoke detectors. Additionally, portable fire extinguishers are available in all public areas in accordance with Fire Department standards. The Company also provides prayer facilities (mosques), parking spaces for both customers and employees, as well as a cafeteria that serves food and beverages for employees.

The Company's commitment to fostering a comfortable working environment is implemented through the Respectful Workplace Policy (RWP) and the Roadster Assertiveness Counseling Program ("Rosela") within the Jasa Marga Group. These initiatives are aligned with the Ministry of State-Owned Enterprises' commitment to ensuring a safe, comfortable, respectful, and discrimination-free workplace, free from harassment and all forms of violence. The RWP program serves as an initiative by Jasa Marga to protect all Roadsters from behaviors and actions that may disrupt a conducive and harmonious workplace environment. Under this framework, the Rosela service provides a counseling platform designed to assist Jasa Marga employees in addressing challenges within both their professional and personal lives through constructive and supportive approaches.

A decent and safe working environment is also achieved through the implementation of Occupational Safety and Health (OHS) within Jasa Marga.

Occupational Health and Safety

[GRI 403-1, 403-2, 403-7, 403-8]

To create a safe working environment, the Company has established an Occupational Health and Safety Management System (SMK3). The implementation of Jasa Marga's SMK3 refers to several regulations, including Law No. 1 of 1970 on Occupational Safety; Government Regulation No. 50 of 2012 on the Implementation of the Occupational Health and Safety Management System; Minister of Manpower Regulation No. PER.04/MEN/1987 on the Occupational Health and Safety Committee and Procedures for Appointing Occupational Safety Experts; Minister of Manpower Regulation No. PER-02/MEN/1992

tentang Tata Cara Penunjukan Kewajiban dan Wewenang Ahli Keselamatan dan Kesehatan Kerja; dan Standar Internasional ISO 45001:2018 tentang Keselamatan dan Kesehatan Kerja.

Dalam rangka menumbuhkan budaya sadar K3 di Jasa Marga, Perseroan telah menerbitkan Keputusan Direksi No. 33/KPTS/2021 tanggal 1 April 2021 tentang Manual Sistem Manajemen Keselamatan dan Kesehatan Kerja di Lingkungan PT Jasa Marga (Persero) Tbk, Keputusan Direksi No. 146/KPTS/2023 tanggal 10 November 2023 tentang Pedoman Sistem Manajemen Keselamatan Konstruksi di Lingkungan PT Jasa Marga (Persero) Tbk dan Surat Edaran Direksi No. 20/SE-DIR/2010 tentang Keselamatan dan Kesehatan Kerja (K3). Selain itu, Perseroan juga mengadopsi Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) sebagai manifestasi ketaatan terhadap Peraturan Pemerintah No. 50 tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3). SMK3 wajib dipatuhi oleh seluruh karyawan (100%) di seluruh wilayah operasional Jasa Marga Group. SMK3 juga wajib diterapkan oleh mitra kerja/pemasok yang berada di wilayah operasional Perseroan. Untuk mencapai hasil terbaik, Perseroan mewajibkan semuanya untuk membuat kebijakan, target dan struktur tata kelola K3, serta melakukan kajian di setiap tahunnya.

Perseroan telah mengidentifikasi potensi risiko dan bahaya di lingkungan kerja serta menentukan tindak lanjut perbaikan terhadap potensi risiko dan bahaya tersebut. Perusahaan telah menerapkan HIRADC (Hazard Identification, Risk Assessment, and Determining Control) di setiap unit kerja sebagai langkah strategis untuk mengidentifikasi bahaya, menilai risiko, dan menentukan langkah pengendalian guna mencegah serta memitigasi dampak keselamatan dan kesehatan kerja yang signifikan. Setiap unit kerja diwajibkan menyusun dokumen HIRADC setiap ada perubahan kebijakan dan potensi bahaya di unit kerja masing-masing. Perubahan pada dokumen HIRADC akan dilakukan evaluasi untuk meningkatkan penerapan SMK3 di lingkungan Perseroan. Melalui proses ini, setiap unit kerja secara proaktif mengelola risiko yang mungkin timbul dari operasi, produk, atau layanan yang terkait dengan hubungan bisnis. Pendekatan ini memastikan bahwa bahaya teridentifikasi secara sistematis, risiko dievaluasi berdasarkan tingkat keparahan dan frekuensinya, serta langkah pengendalian diterapkan dengan efektif, baik melalui pencegahan seperti pelatihan K3 dan audit rutin maupun mitigasi seperti penyediaan APD dan prosedur darurat, sehingga tercipta lingkungan kerja yang lebih aman dan sesuai standar.

Dalam hal terjadi insiden, koordinator tanggap darurat bertanggung jawab untuk mengkoordinasikan tim tanggap darurat di wilayah kerja P2K3 agar penanganan darurat dapat berjalan secara efektif dan efisien dengan langkah-langkah sebagai berikut:

1. Menyusun rencana pemulihan keadaan darurat;
2. Melaksanakan pemulihan keadaan darurat bersama tim tanggap darurat;

on Procedures for the Appointment, Obligations, and Authorities of Occupational Health and Safety Experts; and the International Standard ISO 45001:2018 on Occupational Health and Safety.

To foster a culture of Occupational Health and Safety (OHS) awareness at Jasa Marga, the Company has issued several directives, including: Directors' Decree No. 33/KPTS/2021 dated April 1, 2021 concerning the Occupational Health and Safety Management System Manual within PT Jasa Marga (Persero) Tbk; Directors' Decree No. 146/KPTS 2023 dated November 10, 2023 concerning Guidelines for the Construction Safety Management System within PT Jasa Marga (Persero) Tbk; and Directors' Circular Letter No. 20/SE-DIR/2010 on Occupational Health and Safety (OHS). In addition, the Company has adopted the Occupational Health and Safety Management System (SMK3) as a manifestation of compliance with Government Regulation No. 50 of 2012 on the Implementation of the Occupational Health and Safety Management System (SMK3). SMK3 must be adhered to by all employees (100%) across all operational areas of the Jasa Marga Group. It is also mandatory for business partners/suppliers operating within the Company's operational areas. To achieve the best outcomes, the Company requires all parties to establish OHS policies, targets, and governance structures, as well as conduct annual evaluations.

The Company has identified potential risks and hazards in the workplace and has determined corrective actions to mitigate these risks. The Company has implemented HIRADC (Hazard Identification, Risk Assessment, and Determining Control) across all work units as a strategic approach to identify hazards, assess risks, and determine control measures aimed at preventing and mitigating significant occupational health and safety impacts. Each work unit is required to prepare a HIRADC document whenever there is a change in policy or potential hazards within their respective work units. Changes to the HIRADC document are evaluated to improve SMK3 implementation within the Company. Through this process, each work unit proactively manages risks that may arise from operations, products, or services related to business relationships. This approach ensures that hazards are systematically identified, risks are evaluated based on severity and frequency, and control measures are effectively implemented—either through preventive actions such as OHS training and regular audits or mitigation measures such as providing Personal Protective Equipment (PPE) and emergency procedures—thus creating a safer work environment that meets standards.

In the event of an incident, the emergency response coordinator is responsible for coordinating the emergency response team within the P2K3 (Occupational Safety and Health Advisory Committee) work area to ensure that emergency handling is carried out effectively and efficiently through the following steps:

1. Preparing an emergency recovery plan;
2. Carrying out emergency recovery together with the emergency response team;

3. Memastikan alur komunikasi antar regu tanggap darurat berjalan dengan baik dan lancar;
4. Memantau perkembangan penanganan kondisi darurat serta menjembatani komunikasi antar regu;
5. Melaporkan atau berkoordinasi dengan wakil ketua, koordinator, dan sekretaris P2K3 terkait perkembangan penanggulangan keadaan darurat.

P2K3 ini dibentuk tidak hanya di tingkat korporat, tetapi juga pada level kantor pusat, regional, representative office dan entitas anak perusahaan guna memastikan koordinasi dan kesiapsiagaan tanggap darurat dapat terlaksana secara menyeluruh dan terintegrasi di seluruh lingkungan Jasa Marga Group. Pembentukan P2K3 di Kantor Pusat mengacu pada Surat Keputusan Direksi PT Jasa Marga (Persero) Tbk Nomor 137/KPTS/2024 tentang Struktur Organisasi Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) Kantor Pusat PT Jasa Marga (Persero) Tbk. Adapun pembentukan P2K3 di wilayah regional, representative office dan entitas anak perusahaan tetap dilaksanakan sebagai bagian dari kewajiban penerapan SMK3, dengan penyesuaian pada kebijakan internal dan struktur organisasi masing-masing entitas.

Dalam pencegahan terjadinya dampak kecelakaan kerja yang terjadi di lingkungan Perseroan yang melibatkan mitra kerja/pemasok, Perseroan senantiasa memastikan bahwa mitra kerja/pemasok telah menerapkan sistem kesehatan dan keselamatan kerja. Mitra kerja/pemasok wajib memiliki dokumen Contractor Quality and Safety Management System (CQSMS).

Pelayanan Kesehatan Bagi Karyawan [GRI 403-3, 403-6]

Perseroan telah menyediakan fasilitas kesehatan yang dapat diakses secara penuh oleh seluruh karyawan. Pada Kantor Pusat dan Kantor Representatif PT Jasamarga Transjawa Tol (JTT), Perseroan menyediakan layanan dokter jaga yang dapat memberikan tindakan medis secara cepat jika dibutuhkan pada saat jam kerja. Di luar itu, Jasa Marga Group juga memberikan fasilitas kesehatan darurat bagi karyawan yang bekerja di ruas-ruas tol yang dikelola oleh Jasa Marga Group. Pada fasilitas kesehatan telah disediakan obat-obatan dengan jenis yang ringan dan dapat diakses tanpa resep.

Selain itu, Perseroan juga memberikan Jaminan Pemeliharaan Kesehatan dan akses kepada karyawan dan keluarga karyawan terhadap layanan Kesehatan yang disahkan melalui Surat Keputusan Direksi Nomor : 62/KPTS/2023 tentang Jaminan Pemeliharaan Kesehatan Karyawan dan Keluarga Karyawan. Karyawan dan keluarga karyawan diberikan kesempatan untuk dapat mengakses layanan Kesehatan berupa BPJS Kesehatan dan Administration Service Only (ASO) Admedika.

Perseroan bekerja sama dengan BPJS Kesehatan dalam memberikan jaminan kesehatan bagi seluruh karyawan. Program ini dimulai secara bertahap sejak tanggal 1 Januari 2015 dan berlangsung sampai dengan 31 Desember 2021, dengan seluruh

3. Ensuring smooth and effective communication between emergency response teams;
4. Monitoring the progress of emergency handling and facilitating communication between teams;
5. Reporting to or coordinating with the deputy chairperson, coordinator, and secretary of P2K3 regarding the progress of emergency response efforts.

The P2K3 is established not only at the corporate level, but also at the head office, regional offices, representative offices, and subsidiaries to ensure comprehensive and integrated coordination and emergency preparedness throughout the Jasa Marga Group environment. The establishment of the P2K3 at the Head Office refers to the Directors' Decree of PT Jasa Marga (Persero) Tbk Number 137/KPTS/2024 concerning the Organizational Structure of the Occupational Safety and Health Advisory Committee (P2K3) at the Head Office of PT Jasa Marga (Persero) Tbk. Meanwhile, the formation of P2K3 at regional offices, representative offices, and subsidiaries continues to be carried out as part of the mandatory implementation of the OHS Management System (SMK3), with adjustments made according to the internal policies and organizational structures of each entity.

To prevent workplace accidents involving business partners/suppliers, the Company ensures that all partners/suppliers have implemented occupational health and safety systems. Business partners/suppliers are required to possess a Contractor Quality and Safety Management System (CQSMS) document.

Employee Healthcare Services [GRI 403-3, 403-6]

The Company has provided healthcare facilities that are fully accessible to all employees. At the Head Office and Representative Office of PT Jasamarga Transjawa Tol (JTT), on-call doctors are available during working hours to provide prompt medical assistance when required. Additionally, Jasa Marga Group offers emergency healthcare facilities for employees working on toll roads managed by Jasa Marga Group. These healthcare facilities are stocked with over-the-counter medications that can be accessed without a prescription.

In addition, the Company also provides Health Maintenance Coverage and access for employees and their families to healthcare services, as stipulated in the Directors' Decree Number: 62/KPTS/2023 concerning Health Maintenance Coverage for Employees and Their Families. Employees and their families are given the opportunity to access healthcare services through BPJS Kesehatan and the Administration Service Only (ASO) scheme with Admedika.

The Company collaborates with BPJS Kesehatan to ensure comprehensive health insurance coverage for all employees. This program was implemented gradually, starting on January 1, 2015, and continued until December 31, 2021, ensuring that all

jajaran Direksi, Dewan Komisaris, karyawan, beserta keluarganya telah terdaftar sebagai peserta BPJS Kesehatan. Total kepesertaan BPJS Kesehatan Perseroan dan biaya yang dikeluarkan Perseroan untuk premi kepesertaan adalah sebagai berikut.

members of the Board of Directors, Board of Commissioners, employees, and their families were registered as BPJS Kesehatan participants. The total number of BPJS Kesehatan participants within the Company and the corresponding premium costs incurred by the Company are as follows.

Tabel Kepesertaan BPJS Kesehatan
BPJS Kesehatan Participation Table

Uraian Description	2024	2023	2022
Direksi (orang) Board of Directors (persons)	6	6	6
Komisaris (orang) Board of Commissioners (persons)	7	7	6
Karyawan (orang) Employees (persons)	679	732	764
Keluarga Direksi, Komisaris dan Karyawan (orang) Families of Directors, Commissioners, and Employees (persons)	1.023	1.137	2.012
Biaya Kepesertaan BPJS Kesehatan (Rp-juta) BPJS Kesehatan Participation Costs (IDR million)	396	428	405

Program Jaminan Kesehatan Pensiunan dan Keluarga diberikan oleh Perseroan dalam bentuk fasilitas kesehatan berupa bantuan biaya untuk menjaga dan memelihara kesehatan pensiunan beserta keluarganya. Dengan manfaat ini pensiunan membantu dan meringankan beban pensiunan terkait kesehatannya.

The Retiree and Family Health Insurance Program is provided by the Company in the form of healthcare facilities and financial assistance aimed at maintaining and improving the health of retirees and their families. With this benefit, retirees are assisted and relieved of the burden related to their health.

Dalam meningkatkan kualitas kesehatan karyawan, Perseroan telah memiliki layanan Rosela yang dirancang sebagai sarana konseling untuk membantu Roadster Jasa Marga dalam menemukan cara yang lebih efektif dan konstruktif untuk mengatasi permasalahan, baik yang berkaitan dengan lingkungan kerja maupun kehidupan pribadi. Layanan ini bertujuan untuk memberikan dukungan psikologis kepada karyawan, sehingga karyawan dapat menghadapi tantangan dengan solusi yang lebih sehat dan produktif, yang pada gilirannya dapat meningkatkan kesejahteraan mental dan kinerja mereka di tempat kerja.

In improving the quality of employee health, the Company has established the Rosela service, designed as a counseling facility to assist Jasa Marga Roadsters find more effective and constructive ways to address challenges, whether related to the work environment or personal matters. This service aims to provide psychological support to employees so that they can face challenges with healthier and more productive solutions, which in turn can improve their mental well-being and performance in the workplace.

Adapun alur pelaksanaan program Rosela yang merupakan program internal karyawan Jasa Marga ini dimulai dari pendaftaran para Karyawan/Karyawati yang kemudian dilanjutkan dengan penjadwalan dengan Psikolog/Konselor. Setelah jadwal disepakati, Karyawan/Karyawati dapat melakukan sesi konseling kepada Psikolog/Konselor serta menerima feedback dari sesi konseling tersebut. Pendaftaran dapat dilakukan secara daring dan sesi konseling dilakukan secara luring di Kantor Pusat Jasa Marga

The implementation of the Rosela program, which is an internal program for Jasa Marga employees, begins with employee registration, scheduling of sessions with a Psychologist/Counselor. Once the schedule is agreed upon, employees can attend counseling sessions with the Psychologist/Counselor and receive feedback from these sessions. Registration can be done offline, and counseling sessions are conducted online at the Jasa Marga Head Office.

Pelibatan Karyawan dan Protokol Komunikasi K3 [GRI 403-4]

Perseroan senantiasa berupaya untuk melibatkan karyawan dalam mengembangkan, mengimplementasikan dan mengevaluasi penerapan K3. Sesuai dengan Peraturan

Employee Engagement and OHS Communication Protocol [GRI 403-4]

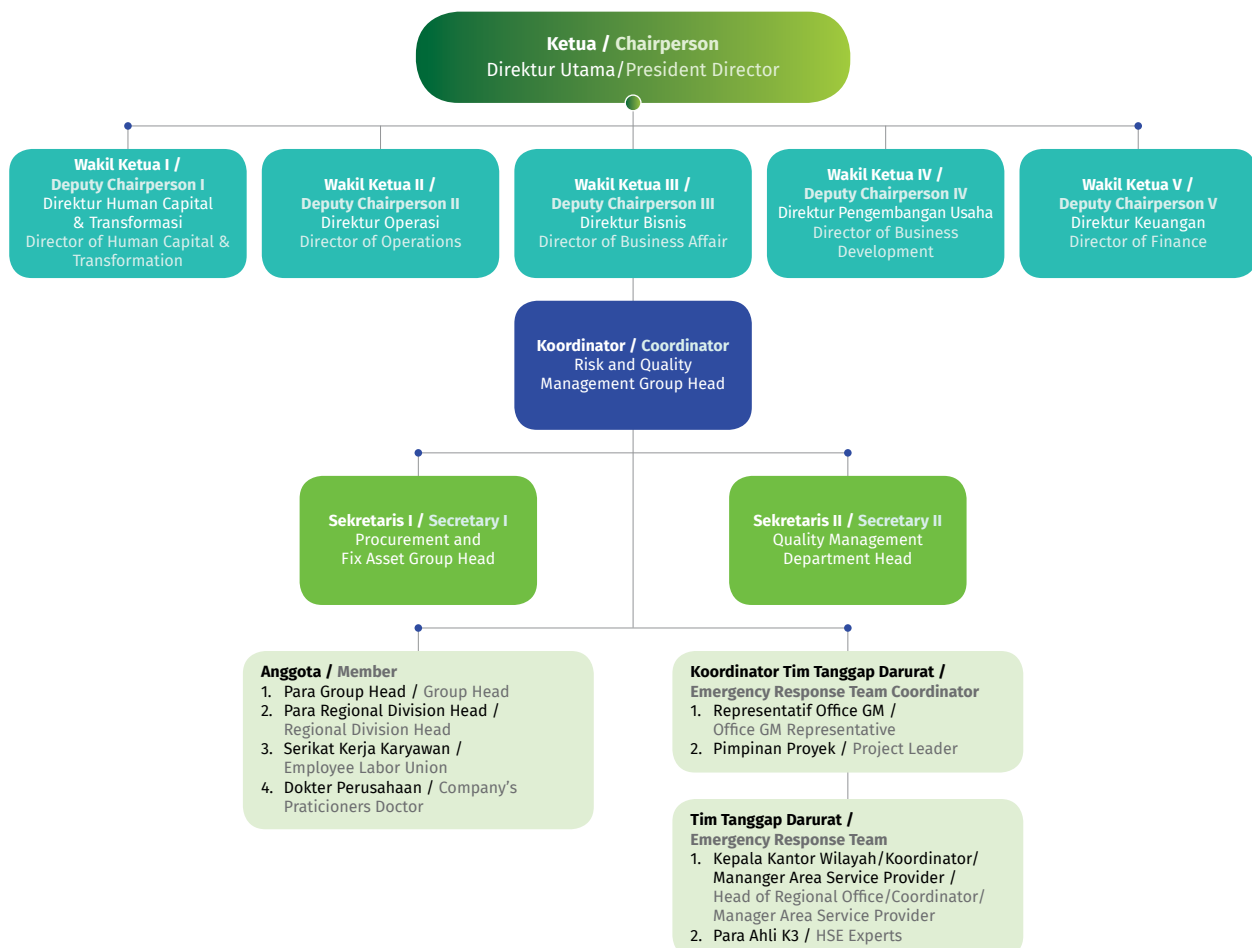
The Company continuously endeavors to involve employees in developing, implementing, and evaluating OHS implementation. In accordance with Government Regulation

Pemerintah No. 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3), Jasa Marga membentuk Organisasi Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) yang memantau pelaksanaan K3 di Perseroan. Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) adalah badan pembantu di tempat kerja yang merupakan wadah kerja sama antara pengusaha dan karyawan untuk mengembangkan kerja sama, saling pengertian dan partisipasi efektif dalam penerapan keselamatan dan kesehatan kerja. P2K3 memiliki struktur organisasi yang diisi oleh perwakilan karyawan di lingkungan Jasa Marga Group. Struktur organisasi P2K3 Kantor Pusat telah tertuang dalam Surat Keputusan Direksi PT Jasa Marga (Persero) Tbk Nomor 101/KPTS/2020 tanggal 12 Oktober 2020, yang disajikan sebagaimana bagan berikut.

No. 50 of 2012 on the Implementation of the Occupational Safety and Health Management System (SMK3), Jasa Marga has established the Occupational Safety and Health Advisory Committee (P2K3) to monitor the implementation of OHS within the Company. The Occupational Safety and Health Advisory Committee (P2K3) is an auxiliary body in the workplace that serves as a platform for cooperation between employers and employees to foster collaboration, mutual understanding, and effective participation in implementing occupational safety and health measures. The P2K3 has an organizational structure composed of employee representatives within the Jasa Marga Group. The organizational structure of P2K3 Head Office has been outlined in the Board of Directors Decree of PT Jasa Marga (Persero) Tbk Number 101/KPTS/2020 dated October 12, 2020, as presented in the following chart.

Struktur Organisasi P2K3 Korporat

Organization Structure Company P2K3



P2K3 juga melakukan kegiatan-kegiatan yang bersifat sosialisasi K3 baik di unit kerja Perseroan maupun entitas anak. Kegiatan sosialisasi tersebut diharapkan dapat meningkatkan kesadaran, kepedulian dan meningkatkan pengetahuan, seluruh karyawan serta menjadikan K3 sebagai budaya keseharian. Komitmen Jasa Marga juga diperkuat dengan pengaturan terhadap K3 dalam Perjanjian Kerja Bersama (PKB), yang telah disepakati oleh manajemen dan perwakilan karyawan.

Pelatihan Karyawan Terkait K3 [GRI 403-5]

Dalam rangka meningkatkan kesadaran dan kompetensi terkait kesehatan dan keselamatan kerja, Perseroan berkomitmen untuk memberikan pelatihan K3 kepada karyawan. Hal ini merupakan tindakan proaktif dan preventif Perseroan sehingga dapat mencegah terjadinya penyakit akibat kerja dan kecelakaan kerja. Pelatihan ini sejalan dengan analisa kebutuhan pelatihan yang telah disusun sesuai dengan kebutuhan Perseroan. Selama tahun 2024, Perseroan telah melakukan berbagai pelatihan K3 di antaranya sebagai berikut.

Nama Pelatihan Training Name	Jumlah Peserta Number of Participants	Sifat Pelatihan (Wajib/Sukarela) Training Type (Mandatory/Voluntary)
Pelatihan Tanggap Darurat kebakaran Fire Emergency Response Training	40	Wajib
Pelatihan Tanggap darurat Bencana Gempa Earthquake Emergency Response Training	200	Sukarela
Pelatihan penanganan korban ditempat terbatas Victim Handling in Confined Spaces Training	40	Wajib
Pelatihan P3K / Medical First Respond (MFR) First Aid Training / Medical First Responder (MFR)	40	Wajib
Pelatihan Teknis Tanggap Darurat Technical Emergency Response Training	26	Wajib
Pelatihan Tanggap Darurat Banjir Flood Emergency Response Training	40	Wajib

Sebagai tindak lanjut pelatihan K3, Perseroan melalui P2K3 melakukan evaluasi efektivitas tingkat pemahaman karyawan terhadap materi pelatihan melalui survei/kuesioner. Sementara itu, evaluasi terhadap kesadaran budaya K3 dilakukan berdasarkan tingkat kepatuhan karyawan terhadap ketentuan/peraturan berkaitan K3 dan jumlah kecelakaan kerja.

P2K3 also conducts OHS socialization activities both within the Company's work units and its subsidiaries. These socialization activities are expected to raise awareness, foster concern, and enhance knowledge among all employees, making OHS a part of their daily work culture. Jasa Marga's commitment is further strengthened by the inclusion of OHS regulations in the Collective Labor Agreement (PKB), which has been agreed upon by management and employee representatives.

Employee Training Related to OHS [GRI 403-5]

To enhance awareness and competence regarding occupational health and safety, the Company is committed to providing OHS training to employees. This is a proactive and preventive measure to prevent occupational diseases and workplace accidents. This training aligns with the training needs analysis that has been developed according to the Company's requirements. Throughout 2024, the Company has conducted various OHS training sessions, including the following.

As a follow-up to OHS training, the Company, through P2K3, evaluates the effectiveness of employees' understanding of the training materials through surveys/questionnaires. Meanwhile, the evaluation of OHS cultural awareness is conducted based on employees' compliance with OHS-related regulations and the number of workplace accidents.

Insiden [GRI 403-9, 403-10]

Dalam menyajikan data kecelakaan kerja, Perseroan menggunakan data-data secara faktual yang mencakup seluruh kejadian yang ada. Kecelakaan yang dimaksud pada data ini mencakup juga kecelakaan yang menimpa karyawan yang terjadi pada saat perjalanan menuju tempat kerja, dan bukan hanya ketika operasi berlangsung. Dalam menanggulangi kecelakaan, setiap tempat kerja melakukan identifikasi risiko dan bahaya, serta aktif dalam melakukan inspeksi oleh seluruh unit organisasi.

Incidents [GRI 403-9, 403-10]

In presenting workplace accident data, the Company uses factual data that includes all recorded incidents. The accidents included in this data also cover those involving employees during their commute to the workplace, not just incidents occurring during operational activities. To mitigate accidents, each workplace conducts risk and hazard identification and actively performs inspections through all organizational units.

Tabel Jam Kerja Selamat
 Safe Working Hours Table

Uraian Description	2024	2023	2022
Jam Kerja Selamat Safe Working Hours	40jam/minggu 40 hours/week	40jam/minggu 40 hours/week	40jam/minggu 40 hours/week

Tabel Jumlah Kecelakaan Kerja
 Workplace Accidents Table

Kategori Category	2024	2023	2022
Luka Ringan Minor Injuries	10	6	6
Luka Berat Major Injuries	6	3	2
Meninggal Fatalities	3	2	-
Jumlah Total	19	11	8

Keterangan Description	Karyawan Perseroan Company Employees	Bukan Karyawan Perseroan (kontraktor, subkontraktor dan mitra kerja) Non-Company Employees (Contractors, Subcontractors, and Work Partners)
Jumlah kematian akibat penyakit akibat kerja Number of deaths due to occupational diseases	0	0
Jumlah kasus penyakit terkait pekerjaan yang tercatat Number of recorded work-related illness cases	0	0

LAYANAN DAYCARE TRAVOY KIDS UNTUK MENDUKUNG PRODUKTIVITAS ORANG TUA DI LINGKUNGAN KERJA TRAVOY KIDS DAYCARE SERVICE TO SUPPORT PARENT PRODUCTIVITY IN THE WORKPLACE



Jasa Marga telah menyediakan layanan Daycare Travoy Kid yang diperuntukkan bagi karyawan perempuan Jasa Marga yang memiliki anak, khususnya balita. Daycare Travoy Kids Jasa Marga dilengkapi sejumlah fasilitas yang terdiri dari kamar tidur bayi, kamar tidur toddler laki-laki dan perempuan, toilet dewasa dan anak, ruang tunggu/antar jemput, ruang bermain indoor dan outdoor, musholla, dapur hingga kantor operator. Daycare Travoy Kids juga menyediakan kamera CCTV 24 jam yang dapat dipantau oleh para orang tua melalui ponsel pribadinya, sehingga Daycare Travoy Kids dapat menjadi rumah singgah nyaman yang ramah bagi anak-anak dan bagi orang tua yang merupakan Roadster Jasa Marga Group. Layanan daycare ini diharapkan dapat memberikan kenyamanan dan meningkatkan engagement karyawan yang pada akhirnya akan berdampak pada peningkatan produktivitas karyawan.

Daycare Travoy Kids merupakan program kolaborasi antara Jasa Marga dengan Srikandi Jasa Marga yang masuk ke dalam program bidang kesehatan dan kesejahteraan karyawan. Srikandi Jasa Marga turut berkontribusi dalam memastikan tahap kajian pendahuluan untuk memahami program dan fasilitas Daycare yang dibutuhkan oleh karyawan. Srikandi Jasa Marga merupakan komunitas yang saling mendukung sesama perempuan untuk terus berkarya dan berprestasi dengan beragam peran sebagai ibu, istri dan pekerja.



Jasa Marga has established the Travoy Kids Daycare facility to support female employees who have children, particularly toddlers. The Travoy Kids Daycare is equipped with various facilities, including a baby sleeping room, separate toddler sleeping rooms for boys and girls, adult and child restrooms, a waiting/pick-up area, indoor and outdoor play areas, a prayer room (musholla), a kitchen, and an operator's office. Additionally, Travoy Kids Daycare is equipped with 24-hour CCTV cameras, allowing parents to monitor their children via their personal phones. This makes Travoy Kids Daycare a comfortable and child-friendly transit home that also provides peace of mind for Jasa Marga Group employees (Roadsters). The daycare service is expected to enhance employee engagement and ultimately boost employee productivity.

Travoy Kids Daycare is a collaborative initiative between Jasa Marga and Srikandi Jasa Marga, under the Company's health and employee welfare programs. Srikandi Jasa Marga has contributed to conducting preliminary assessments to understand the daycare programs and facilities required by employees. Srikandi Jasa Marga is a community dedicated to supporting women in achieving excellence and productivity while balancing their roles as mothers, wives, and professionals.

Aspek Masyarakat

Dampak Operasi Terhadap Masyarakat Sekitar [OJK F.23, GRI 413-1, 413-2]

Sebagai perusahaan yang bergerak di bidang Pengusahaan Jalan Tol, Perseroan senantiasa berupaya untuk memberikan dampak positif kepada masyarakat sekitar. Dalam pengoperasian jalan tol memiliki berbagai manfaat salah satunya dapat meningkatkan ekonomi masyarakat sekitar melalui fasilitas tenant pada Kampoeng UMKM di tiap-tiap rest area. Adapun dampak yang dihasilkan di antaranya:

1. Penciptaan lapangan kerja
Tenant yang beroperasi di rest area membuka peluang pekerjaan bagi masyarakat lokal, mulai dari pekerja kasir, pelayan restoran, staf kebersihan, hingga manajer operasional. Penciptaan lapangan kerja ini meningkatkan pendapatan dan kesejahteraan ekonomi masyarakat setempat.
2. Meningkatkan pendapatan usaha lokal
Tenant di rest area seringkali bermitra dengan usaha lokal untuk memasok produk mereka. Ini membantu usaha kecil dan petani lokal dalam memperluas pasar untuk produk mereka, meningkatkan penjualan, dan mendorong perekonomian daerah.
3. Meningkatkan daya tarik ekonomi daerah dan pariwisata
Rest area sering menjadi tempat persinggahan bagi wisatawan yang sedang bepergian melalui jalan tol. Tenant yang menyediakan oleh-oleh khas daerah, makanan lokal, atau atraksi wisata dapat menarik wisatawan untuk berhenti dan menikmati produk lokal, yang pada gilirannya akan memberikan manfaat ekonomi bagi masyarakat sekitar, baik melalui pembelian produk maupun kontribusi terhadap sektor pariwisata.

Selain itu, Perseroan senantiasa berupaya memberikan dampak positif kepada masyarakat sekitar melalui pelaksanaan pelaksanaan Tanggung Jawab Sosial dan Lingkungan (TJSL) yang berorientasi pada pencapaian Tujuan Pembangunan Berkelanjutan (TPB). Perseroan juga telah mengimplementasikan Program TJSL yang merujuk pada Surat Keputusan Direksi PT Jasa Marga (Persero) Tbk No. 130/KPTS/2023 tanggal 31 Oktober 2023. Perseroan turut berperan secara nyata dalam mensejahterakan lingkungan masyarakat melalui kegiatan TJSL sebagai bentuk komitmen tanggung jawab sosial perusahaan kepada masyarakat. Sesuai dengan Surat Menteri Badan Usaha Milik Negara Republik Indonesia No. S-721/MBU/11/2022 tentang Kerja Sama Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) tanggal 10 November 2022 bahwa BUMN khususnya Perseroan untuk melaksanakan Program PUMK dengan bekerjasama dengan BUMN lain atau Anak Perusahaan BUMN yang memiliki bisnis sebagai lembaga pembiayaan dan perbankan atau memiliki kemampuan dalam menyalurkan pinjaman, yang direkomendasikan Kerja sama melalui PT Bank Rakyat Indonesia (BRI) sebagai pengelola

Community Aspects

Impact of Operations on Surrounding Communities [OJK F.23, GRI 413-1, 413-2]

As a company engaged in toll road operations, the Company continuously strives to provide positive impacts on surrounding communities. The operation of toll roads offers various benefits, one of which is boosting the local economy through tenant facilities in the Kampoeng UMKM (Micro, Small, and Medium Enterprises Village) in each rest area. The impacts generated include:

1. Job Creation
Tenants operating in rest areas create employment opportunities for local communities, ranging from cashiers, restaurant staff, cleaning personnel, to operational managers. This job creation increases income and economic well-being for local residents.
2. Increasing Local Business Revenue
Tenants in rest areas often partner with local businesses to supply their products. This helps small enterprises and local farmers expand their market, boost sales, and drive regional economic growth.
3. Enhancing Regional Economic Appeal and Tourism
Rest areas frequently serve as stopping points for travelers using toll roads. Tenants offering regional souvenirs, local food, or tourist attractions can attract visitors to stop and enjoy local products, ultimately benefiting the local economy through product purchases and contributions to the tourism sector.

In addition, the Company continuously endeavors to generate positive impacts on surrounding communities through the implementation of Corporate Social and Environmental Responsibility (CSR) programs oriented towards achieving the Sustainable Development Goals (TPB). The Company has also implemented the CSR in accordance with the Board of Directors' Decree of PT Jasa Marga (Persero) Tbk No. 130/KPTS/2023 dated October 31, 2023. The Company plays a tangible role in improving community welfare through CSR activities as part of its corporate social responsibility commitment. In line with the Indonesian Minister of State-Owned Enterprises' Letter No. S-721/MBU/11/2022 regarding the Collaboration Program for Micro and Small Business Funding (PUMK) dated November 10, 2022, state-owned enterprises (BUMN), including the Company, are required to implement the PUMK Program in collaboration with other BUMN entities or subsidiaries engaged in financing and banking, or those capable of distributing loans. The recommended collaboration is through PT Bank Rakyat Indonesia (BRI) as the manager of the PUMK Program for BUMN. In 2024, the Company has provided loan assistance or

Kerja Sama Program PUMK BUMN. Pada tahun 2024, Perseroan telah memberikan bantuan pinjaman dana atau modal kerja untuk para mitra UMKM melalui BRI dengan total dana tersalurkan sebesar Rp12 miliar. Perseroan juga memberikan bantuan Tanggung Jawab Sosial dan Lingkungan Non PUMK untuk meningkatkan kesejahteraan masyarakat melalui pengembangan sosial dan masyarakat. Perseroan telah merealisasikan dana TJSL pada tahun 2024 sebesar Rp15 miliar. Perseroan telah merealisasikan dana TJSL Non PUMK pada tahun 2024 sebesar Rp16 miliar.

Dalam pengoperasian jalan tol tidak hanya memberikan manfaat dan dampak positif bagi masyarakat, namun juga dapat menimbulkan dampak negatif pada saat proses konstruksi jalan tol. aktivitas konstruksi menimbulkan polusi udara sehingga menyebabkan gangguan kesehatan pada masyarakat di sekitar area konstruksi jalan tol. Oleh karenanya, Perseroan telah melakukan langkah mitigasi dari risiko konstruksi jalan tol dengan melakukan program Jasa Marga Medical Keliling (Jamedlink). Program ini merupakan kegiatan pelayanan kesehatan keliling dengan penggunaan Ambulance untuk menjangkau wilayah di sekitar Jalan Tol dengan target audiens yaitu masyarakat di sekitar ruas jalan tol Proyek Konstruksi, yang terdampak langsung aktivitas konstruksi jalan tol. Tahun 2024, secara berkelanjutan bantuan yang diberikan kepada masyarakat yaitu pengecekan kesehatan gratis dan bantuan nutrisi serta obat-obatan.

Kegiatan Tanggung Jawab Sosial Lingkungan (TJSL) [OJK F.25, GRI 413-1]

Perseroan senantiasa berupaya untuk menciptakan hubungan saling menguntungkan antara seluruh pemangku kepentingan, baik eksternal maupun internal, termasuk masyarakat di sekitar wilayah operasi Perseroan. Perseroan memiliki peran penting dalam pelaksanaan Tanggung Jawab Sosial dan Lingkungan (TJSL), sebagaimana diatur dalam Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas. TJSL adalah komitmen Perseroan untuk berperan serta dalam pembangunan ekonomi berkelanjutan guna meningkatkan kualitas kehidupan dan lingkungan yang bermanfaat, baik bagi Perseroan sendiri, komunitas setempat, maupun masyarakat pada umumnya. Pelaksanaan Tanggung Jawab Sosial dan Lingkungan berpedoman pada ISO 26000 sebagai *standard guidance on Social Responsibility* yang mencakup Akuntabilitas, Transparansi, Perilaku Etis, Peduli pada Kepentingan Stakeholder, Patuh pada Aturan Hukum, Patuh pada Perilaku dan Norma Internasional, Menghargai HAM dan Konsisten dengan Pembangunan Berkelanjutan dan Kesejahteraan Masyarakat.

Perseroan telah menjalankan kegiatan TJSL dengan memperhatikan *Triple Bottom Line* yaitu tidak hanya berfokus pada keuntungan (*profit*) saja tetapi juga memperhatikan

working capital for MSME partners through BRI, with a total distributed fund of IDR 12 billion. Additionally, the Company provides non-PUMK Social and Environmental Responsibility assistance to improve community welfare through social and community development. The Company has realized CSR funds in 2024 amounting to IDR 15 billion. The Company has realized TJSL Non PUMK funds in 2024 amounting to IDR 16 billion.

Toll road operations provide considerable benefits and positive contributions to communities; however, during the construction process, they may also generate negative impacts. Construction activities contribute to air pollution, which can lead to health issues for communities residing near the construction sites. To mitigate these construction risks, the Company has implemented the Jasa Marga Mobile Medical Service (Jamedlink). This program provides mobile healthcare services using ambulances to reach communities near toll road construction sites affected by construction activities. In 2024, the assistance provided to communities includes free health check-ups, as well as nutritional support and medication distribution.

Social and Environmental Responsibility (CSR) [OJK F.25, GRI 413-1]

The Company always strives to create mutually beneficial relationships with all stakeholders, both external and internal, including the community around the Company's operational areas. The Company has an important role in implementing Social and Environmental Responsibility (CSR), as mandated by Law No. 40 of 2007 concerning Limited Liability Companies. CSR reflects the Company's commitment to contribute to sustainable economic development in order to improve the quality of life and the environment for the benefit of the Company, local communities, and society in general. The implementation of Social and Environmental Responsibility is guided by ISO 26000 as the standard guidance on Social Responsibility which includes Accountability, Transparency, Ethical Behaviour, Concern for Stakeholder Interests, Compliance with the Rule of Law, Compliance with International Behaviour and Norms, Respect for Human Rights and Consistency with Sustainable Development and Community Welfare.

The Company has carried out CSR activities by applying the Triple Bottom Line approach, which emphasizes not only profit but also environmental sustainability (planet) and community

kelestarian lingkungan (*planet*) dan kesejahteraan masyarakat (*people*), yang memiliki tujuan untuk terciptanya pembangunan berkelanjutan. Perseroan juga berpedoman pada *Sustainable Development Goals* (SDG) atau Tujuan Pembangunan Berkelanjutan (TPB) yang sudah ditetapkan oleh Kementerian BUMN dan merupakan rencana aksi global guna mengakhiri kemiskinan, mengurangi kesenjangan dan melindungi lingkungan. Untuk dapat merumuskan program TJSL yang tepat sasaran dan terintegrasi dengan proses bisnis Perusahaan, Perseroan mengembangkan prinsip *Creating Shared Value* (CSV) yang menggabungkan antara kesempatan untuk memenuhi *social needs* dan *business opportunities* dengan kompetensi Perseroan sehingga tercipta sinergi yang berkelanjutan. Pelaksanaan prinsip CSV ini bukan sekadar program pengembalian sebagian dari hasil perolehan kegiatan usaha, namun juga sekaligus sebagai kegiatan investasi sosial jangka panjang.

welfare (*people*), with the ultimate goal of supporting sustainable development. The Company is also guided by the Sustainable Development Goals (SDG) which have been set by the Ministry of SOEs and are a global action plan to end poverty, reduce inequality and protect the environment. In order to formulate a CSR program that is right on target and integrated with the Company's business processes, the Company has developed the *Creating Shared Value* (CSV) principle which combines opportunities to meet social needs and business opportunities with the Company's competencies to create sustainable synergy. The implementation of CSV is positioned not merely as a redistribution of business proceeds, but also as a long-term social investment activity.

Creating Shared Value (CSV) Sebagai Sebuah Solusi

Creating Shared Value (CSV) as a Solution



Pembangunan berkelanjutan memiliki tujuan antara lain untuk menciptakan kemakmuran baik bagi pemilik modal atau pemegang saham, agar Perusahaan dapat sustain, tumbuh dan berkembang sepanjang zaman, tidak hanya dari sisi *sales* ataupun *profit*, namun bagaimana bisnis tersebut diterima dan memberikan dampak yang positif bagi semua pemangku kepentingan yang ada didalam ekosistem bisnis tersebut. Hal ini dikarenakan aktivitas pembangunan perusahaan yang tidak hanya berdampak positif bagi seluruh *stakeholder*, namun adakalanya menimbulkan dampak negatif bagi ekosistem maupun *stakeholder* nya.

Sustainable development has the goal of creating prosperity for both capital owners or shareholders, so that the Company can remain sustainable, grow, and develop over time—not only through sales or profit growth, but also through how the business is accepted and delivers positive impacts to all stakeholders within its business ecosystem. This is because the company's development activities not only have a positive impact on all stakeholders, but sometimes create a negative impact on the ecosystem as well as its stakeholders.

Kontribusi Perseroan kepada masyarakat setempat sebagai bagian dari pemangku kepentingan dilaksanakan melalui Program Tanggung Jawab Sosial & Lingkungan (TJSL) yang dikelola oleh *Corporate Social Responsibility* (CSR) Department yang berada di bawah Corporate Communications & Community Development Group sejak tahun 2019. Sementara instrumen pelaksanaannya dilakukan melalui Keputusan Direksi No. 130/KPTS/2023 tentang Program Tanggung Jawab Sosial & Lingkungan (TJSL) PT Jasa Marga (Persero) Tbk sebagai dasar pelaksanaan kegiatan tanggung jawab sosial & lingkungan terhadap masyarakat di lingkungan Perseroan.

The Company's contribution to the community as part of the stakeholders is carried out through the Social & Environmental Responsibility (CSR) Program managed by the Corporate Social Responsibility (CSR) Department under the Corporate Communications & Community Development Group since 2019. While the implementation instrument is carried out through the Decree of the Board of Directors No. 130 / KPTS / 2023 concerning the Social & Environmental Responsibility (TJSL) Program of PT Jasa Marga (Persero) Tbk as the basis for implementing social & environmental responsibility activities towards the community in the Company's environment.

Dukungan TJSL terhadap Pencapaian Target Tujuan Pembangunan Berkelanjutan (TPB)/SDGs

Sesuai dengan Surat Kementerian BUMN No. PER-01/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara pasal 15 menyatakan program Tanggung Jawab Sosial dan Lingkungan dilaksanakan berdasarkan pilar utama:

1. Sosial, untuk tercapainya pemenuhan hak dasar manusia yang berkualitas secara adil dan setara untuk meningkatkan kesejahteraan bagi seluruh masyarakat;
2. Lingkungan, untuk pengelolaan sumberdaya alam dan lingkungan yang berkelanjutan sebagai penyangga seluruh kehidupan;
3. Ekonomi, untuk tercapainya pertumbuhan ekonomi berkualitas melalui keberlanjutan peluang kerja dan usaha, inovasi, industri inklusif, infrastruktur memadai, energi bersih yang terjangkau dan didukung kemitraan;
4. Hukum dan tata Kelola, untuk terwujudnya kepastian hukum dan tata Kelola yang efektif, transparan, akuntabel dan partisipatif untuk menciptakan stabilitas keamanan dan mencapai negara berdasarkan hukum.

Pada tahun 2020, Perseroan mulai menjalankan program Tanggung Jawab Sosial dan Lingkungan dengan berpedoman pada Tujuan Pembangunan Berkelanjutan (TPB) dan *Creating Shared Value* program Tanggung Jawab Sosial dan Lingkungan yang berkaitan dengan proses bisnis Perseroan dan memberikan nilai guna bagi masyarakat dan lingkungan. Hingga akhir tahun 2024, pelaksanaan program TJSL telah berkontribusi terhadap pencapaian 9 (sembilan) dari 17 Tujuan Pembangunan Berkelanjutan (TPB) yang telah ditetapkan Perserikatan Bangsa-Bangsa (PBB). Perseroan telah merealisasikan dana TJSL sebesar Rp16.451.727.225,-

TJSL Support for Achieving Sustainable Development Goals (TPB)/SDGs

In accordance with the Letter of the Ministry of BUMN No. PER-01/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs of State-Owned Enterprises, Article 15 states that the Social and Environmental Responsibility program is implemented based on the following main pillars:

1. Social, to achieve the fulfillment of basic human rights of fair and equal quality to improve welfare for the entire community;
2. Environment, for sustainable management of natural resources and the environment as a support for all life;
3. Economy, to achieve quality economic growth through sustainable employment and business opportunities, innovation, inclusive industry, adequate infrastructure, affordable clean energy and supported by partnerships;
4. Law and Governance, to realize legal certainty and effective, transparent, accountable and participatory governance to create security stability and achieve a state based on law.

In 2020, the Company began implementing the Social and Environmental Responsibility program based on the Sustainable Development Goals (SDGs) and *Creating Shared Value*, a Social and Environmental Responsibility program related to the Company's business processes and providing value to the community and the environment. By the end of 2024, the implementation of the TJSL program has contributed to the achievement of 9 (nine) of the 17 Sustainable Development Goals (SDGs) set by the United Nations (UN). The Company allocated a total of IDR 6,451,727,225 in TJSL funds

Tabel Kegiatan TJSL dan Tujuan Pembangunan Berkelanjutan

TJSL Activity Table and Sustainable Development Goals

Pilar Pembangunan Sosial Social Development Pillars

Jasa Marga Tanggap Bencana
Jasa Marga Disaster Response

Nilai Penyaluran
Distribution Value **856.502.500**



Penjelasan / Explanation

Bantuan bencana alam ke beberapa daerah di antaranya yaitu bencana alam banjir di Kab. Bandung dan Demak, Jawa Barat; bencana alam puting beliung di Sumedang dan Bandung, Jawa Barat; bencana kebakaran di Jakarta Selatan; bencana longsor di Purwakarta, Kab. Agam dan Tanah Datar; serta kegiatan sosial bersama Badan Kerohanian Kristen (BKK) Jasa Marga.

Natural disaster assistance to several areas including floods in Bandung and Demak Districts, West Java; tornadoes in Sumedang and Bandung, West Java; fires in South Jakarta; landslides in Purwakarta, Agam District and Tanah Datar; and social activities with the Jasa Marga Christian Spirituality Agency (BKK).

Budaya Kita Berbagi Budaya Kita Berbagi (Sharing Program)

Nilai Penyaluran
Distribution Value **3.156.167.615**



Penjelasan / Explanation

Bantuan sembako ke berbagai Yayasan/Lembaga di wilayah Banten, DKI Jakarta, Jawa Barat, Jawa Tengah, Jawa Timur, Sumatera Utara, Sulawesi Utara, Maluku dan NTT; bantuan hewan qurban; serta pembagian takjil dan sembako BUKBER (Budaya Kita Berbagi).

Basic food assistance to various Foundations/Institutions in the Banten, DKI Jakarta, West Java, Central Java, East Java, North Sumatra, North Sulawesi, Maluku and NTT regions; assistance with sacrificial animals; and distribution of takjil and basic food for BUKBER (Budaya Kita Berbagi).

Jasa Marga Medical Keliling Jasa Marga Mobile Medical Services

Nilai Penyaluran
Distribution Value **1.134.855.900**



Penjelasan / Explanation

Pemeriksaan kesehatan, bantuan obat-obatan serta bantuan nutrisi untuk masyarakat di sekitar proyek Jalan Tol Jogja-Bawen; bantuan perlengkapan dan sarana prasarana olahraga.

Health check-ups, medical and nutritional aid for communities around the Jogja-Bawen Toll Road project; aid for sports equipment and infrastructure.

Jasa Marga Peduli Pendidikan Jasa Marga Education Cares

Nilai Penyaluran
Distribution Value **1.815.980.348**



Penjelasan / Explanation

Bantuan alat sekolah, alat peraga sekolah, laptop, proyektor dan screen proyektor di SD/SMP/SMA/SLB/Madrasah/Pesantren/Perguruan Tinggi wilayah DKI Jakarta, Jawa Barat, dan Jawa Timur; bantuan perbaikan sekolah di wilayah Sumatera Utara, Jawa Barat, dan Jawa Tengah; serta bantuan pembuatan Taman Lalu Lintas di Rest Area Jasa Marga.

Assistance for school equipment, school teaching aids, laptops, projectors and projector screens in Primary/Junior High/Senior High/Special Schools/Islamic Boarding Schools/Colleges in DKI Jakarta, West Java, and East Java; assistance for school repairs in North Sumatra, West Java, and Central Java; and assistance for the creation of Traffic Parks in Jasa Marga Rest Areas.

Pilar Pembangunan Ekonomi Economic Development Pillars

Pengembangan dan Pemasaran UMK UMK Development and Marketing

Nilai Penyaluran
Distribution Value

2.828.645.647



Penjelasan / Explanation

Pameran INACRAFT, Bazar HUT JM dan Safari Ramadan, showcase ruang VIP Jasa Marga, Bazar UMK ITB, PaDi UMKM EXPO, Bazar Munas V DPW, Pameran Kriyanusa, Branding Kampoeng UMKM 519A, Pameran Adi Wastra, Bazar HUT SKJM, Pameran Solo Great Sale, Sertifikasi Halal UMK, dan Pengembangan Taman Tresno Jasa Marga.

INACRAFT Exhibition, JM Anniversary Bazaar and Safari Ramadan, Jasa Marga VIP room showcase, ITB UMK Bazaar, PaDi UMKM EXPO, DPW V National Conference Bazaar, Kriyanusa Exhibition, UMKM 519A Branding Village, Adi Wastra Exhibition, SKJM Anniversary Bazaar, Solo Great Sale Exhibition, UMK Halal Certification, and Jasa Marga Tresno Park Development.

Mengurangi Ketimpangan dengan Pemberdayaan Masyarakat Reducing Inequality through Community Empowerment

Nilai Penyaluran
Distribution Value

200.000.000



Penjelasan / Explanation

Bantuan pelatihan *Disabilitypreneur* Berdaya Bersama Jasa Marga dan bantuan Pendidikan SLB Cicendo Bandung.

Assistance for Disabilitypreneur Empowerment training with Jasa Marga and assistance for Cicendo Bandung Special Needs School Education.



Pilar Pembangunan Lingkungan

Environment Development Pillars

Akses Air Bersih dan Sanitasi Layak

Access to Clean Water and Adequate Sanitation

Nilai Penyaluran
Distribution Value **488.953.700**



Penjelasan / Explanation

Bantuan pembuatan Water Treatment di Rest Area 519A, bantuan pembuatan sumur bor, dan pembuatan septitank.

Assistance in making Water Treatment at Rest Area 519A, assistance in making drilled wells, and making septic tanks.

Peningkatan Sarana dan Prasarana (Umum dan Ibadah)

Improvement of Facilities and Infrastructure (Public and Worship)

Nilai Penyaluran
Distribution Value **4.567.784.015**



Penjelasan / Explanation

Bantuan material pembangunan sarana ibadah; bantuan material pembangunan sarana/fasilitas umum dan PJU; kegiatan lomba taman ruas Jasa Marga.

Material assistance for the construction of places of worship; material assistance for the construction of public facilities and PJU; Jasa Marga section garden competition activities.

Penanaman Pohon dan Pelestarian Lingkungan

Tree Planting and Environmental Conservation

Nilai Penyaluran
Distribution Value **1.402.837.500**



Penjelasan / Explanation

Penanaman pohon di rest area dan lingkungan sekitar jalan tol Jasa Marga; pemberian mesin potong rumput, motor viar dan bak sampah; bantuan pembuatan biopori di Akses Patimban.

Tree planting in rest areas and the environment around Jasa Marga toll roads; provision of lawn mowers, Viar motorbikes and trash bins; assistance in making biopores at Patimban Access.

Total Nilai Penyaluran
Total Distribution Value

16.451.727.225

Kepatuhan Terhadap Hukum dan Peraturan [GRI 2-27]

Komitmen Perseroan untuk tunduk dan patuh terhadap undang-undang yang berlaku memberikan dampak positif pada Perseroan. Hingga akhir tahun 2024, tidak terdapat kasus ketidakpatuhan terhadap undang-undang dan peraturan yang berlaku yang mengakibatkan sanksi denda dan sanksi non-moneter yang dikenakan.

Pengaduan Masyarakat [OJK F.24, GRI 2-16]

Perseroan telah menyediakan sarana pelaporan pelanggaran (*Whistleblowing System/WBS*). Para pemangku kepentingan dapat menyampaikan pengaduan atas perilaku melawan hukum dan perbuatan tidak etis. Perseroan telah menyediakan sarana WBS yang dikelola oleh pihak independen dan profesional, yang dapat digunakan oleh seluruh Insan Jasa Marga maupun pihak eksternal sejak tanggal 16 Januari 2013. Pengelolaan WBS dilakukan dengan berpedoman pada Keputusan Bersama Dewan Komisaris dan Direksi PT Jasa Marga (Persero) Tbk No. KEP 149/IX/2024 dan No. 191/KPTS/2024 tentang Whistleblowing System PT Jasa Marga (Persero) Tbk.

Pemangku kepentingan dapat melaporkan pengaduan melalui sarana/media pelaporan WBS melalui:

	Website	https://idn.deloitte-halo.com/whistleblowing.tips/wbs/@jasamarga/
	Email	jasamarga.wbs@tipoffs.info
	Hotline	62 21 3952 8855
	Whatsapp	+62 8111 9785 03
	PO BOX	3025 KP 10030

Mekanisme saluran pengaduan melalui WBS telah disampaikan pada Laporan Tahunan bagian Tata Kelola Perusahaan.

Compliance with Laws and Regulations [GRI 2-27]

The Company's commitment to complying with and upholding applicable laws and regulations has brought positive impact on the Company. Until the end of 2024, there were no cases of non-compliance with applicable laws and regulations, including non-compliance with environmental regulations that resulted in fines and non-monetary sanctions being imposed, and there were no violations of human rights.

Public Complaints [OJK F.24, GRI 2-16]

The Company has provided a violation reporting channel through the Whistleblowing System (WBS), which enables stakeholders to report any unlawful behavior or unethical acts. The Company has provided a WBS facility managed by an independent and professional party, which can be used by all Jasa Marga Personnel and external parties since January 16, 2013. WBS management is carried out based on the Joint Decree of the Board of Commissioners and Directors of PT Jasa Marga (Persero) Tbk No. KEP 149/IX/2024 and No. 191/KPTS/2024 concerning the Whistleblowing System of PT Jasa Marga (Persero) Tbk.

Stakeholders can report complaints through WBS reporting facilities/media through:

The complaint channel mechanism through WBS has been conveyed in the Annual Report section of Corporate Governance.

Perseroan memberikan jaminan perlindungan terhadap pelapor dari segala bentuk ancaman, intimidasi, ataupun tindakan tidak menyenangkan dari pihak manapun selama pelapor menjaga kerahasiaan pelanggaran yang diadukan dari pihak manapun. Pada tahun 2024, terdapat 13 laporan dugaan pelanggaran yang disampaikan melalui mekanisme WBS. Pada tahun 2024, terdapat 13 laporan dugaan pelanggaran yang disampaikan melalui mekanisme WBS dan 1 (satu) laporan yang diterima pada akhir tahun 2023 yang ditindaklanjuti pada tahun 2024. Dari jumlah tersebut, sebanyak 9 (sembilan) laporan masuk dalam kategori jenis pelanggaran di luar lingkup yang dapat ditangani melalui mekanisme WBS Jasa Marga, dan sebanyak 5 (lima) laporan masuk dalam ruang lingkup WBS dan diproses sesuai dengan mekanisme pelaporan WBS.

Selain WBS, dalam rangka meningkatkan kualitas pengelolaan usaha jalan tol, Perseroan juga menyediakan saluran komunikasi yang dapat digunakan pemangku kepentingan dan masyarakat setempat untuk menyampaikan keluhan atau tanggapan mereka terhadap dampak operasi Perseroan melalui Call Center 14080, situs web www.jasamarga.com dan sosial media perusahaan. Perseroan berkomitmen untuk memberikan solusi terbaik dengan mengedepankan musyawarah untuk mufakat dalam waktu sesingkat-singkatnya. Pengaduan masyarakat yang diterima Perseroan tercakupkan dalam mekanisme pengaduan yang dikelola oleh Jasa Marga Tollroad Command Center (JMTC).

The Company provides protection guarantees for the reporter from all forms of threats, intimidation, or unpleasant actions from any party, provided that the whistleblower maintains the confidentiality of the reported violations from any party. In 2024, there were 13 reports of alleged violations submitted through the WBS mechanism. In 2024, there were 13 reports of alleged violations submitted through the WBS mechanism and 1 (one) report received at the end of 2023 which was followed up in 2024. Of that number, 9 (nine) reports fell into the category of types of violations outside the scope that can be handled through Jasa Marga's WBS mechanism, and 5 (five) reports fell within the scope of WBS and were processed in accordance with the WBS reporting mechanism.

Other than WBS, in order to improve the quality of toll road business management, the Company also provides a communication channel that can be used by stakeholders and local communities to convey their complaints or responses to the impact of the Company's operations. These channels include the Call Center 14080, the official website www.jasamarga.com, and the Company's social media platforms. The Company is committed to providing the best solution by prioritizing deliberation for consensus in the shortest possible time. Public complaints received by the Company are included in the complaint mechanism managed by the Jasa Marga Tollroad Command Center (JMTC).

Jumlah Pertanyaan dan Keluhan yang Diterima dan Dikelola JMTC

Number of Questions and Complaints Received and Managed by JMTC

Tujuan Purpose	2024	2023	2022	Kenaikan (Penurunan) 2023-2024 Increase (Decrease) 2023-2024
Meminta Informasi Asking for Information	60.227	73.788	88.293	(18,38%)
Memberikan Bantuan Giving Assistance	60.227	84.018	62.598	(28,32%)
Memberi Informasi Providing Information	16.527	15.394	10.337	7,36%
Pengajuan Keluhan/Pengaduan Submission of Complaints	679	1.032	867	(34,21%)
Pemberian Saran Giving Advice	93	82	57	13,41%
Jumlah Total	170.034	174.314	162.152	(2,46%)

Melalui saluran pengaduan yang telah disediakan, masyarakat tidak hanya menyampaikan pengaduan terkait produk dan layanan, namun masyarakat juga dapat meminta informasi, meminta bantuan, memberikan informasi, dan memberikan saran kepada Jasa Marga. Setiap permintaan dan pemberian

Through the complaint channels that have been provided, the public not only submits complaints related to products and services, but the public can also request information, assistance, provide information, and suggestions to Jasa Marga. Every request and provision of information submitted by road

informasi yang disampaikan pengguna jalan melalui *one call center* 14080 diselesaikan langsung oleh Agent *Call Center/Customer Service Officer* (CSO), sedangkan untuk keluhan/pengaduan/saran yang perlu diselesaikan atau disampaikan oleh unit terkait disampaikan oleh Agent *Call Center/CSO* melalui *Supervisor Traffic Information and Communication* JMTC menggunakan aplikasi yang terintegrasi (JMACT) sehingga unit terkait dapat langsung menindaklanjuti keluhan/pengaduan tersebut. Khusus untuk permintaan bantuan, misalnya permintaan bantuan petugas Mobile Customer Service (MCS), petugas derek, petugas PJR atau petugas medis/Ambulance, dicatat dan disampaikan langsung ke Ruas terkait melalui Aplikasi Trace (*Track and Care*) sehingga permintaan bantuan dapat terukur dari permintaan bantuan diterima hingga petugas sampai di lokasi pengguna jalan. Seluruh pengaduan yang masuk melalui one call center telah selesai ditindaklanjuti.

Selain melalui Call Center, masyarakat juga dapat menyampaikan pengaduan melalui sosial media. Sebanyak 2.732 pengaduan yang masuk melalui sosial media Direct Message Official Instagram Jasa Marga dan seluruhnya telah selesai ditindaklanjuti. Pengaduan yang disampaikan tidak hanya pengaduan keluhan, namun juga terdapat pengaduan terkait permintaan informasi dan bantuan.

users through one call center 14080 is resolved directly by the Call Center Agent/Customer Service Officer (CSO), while for complaints/grievances/suggestions that need to be resolved or submitted by the related unit are submitted by the Call Center Agent/CSO through the JMTC Traffic Information and Communication Supervisor using an integrated application (JMACT) so that the related unit can immediately follow up on the complaint/grievance. Specifically for requests for assistance, for example requests for assistance from Mobile Customer Service (MCS) officers, towing officers, PJR officers or medical officers/Ambulances, are recorded and submitted directly to the relevant Section through the Trace (Track and Care) Application This allows the assistance process to be measured from the moment the request is received to the time the officer arrives at the user's location. All complaints received through one call center have been followed up.

Other than Call Center, Public can also submit complaints via social media. A total of 2,732 complaints were received via Jasa Marga's Direct Message Official social media (Instagram) and all have been followed up. The complaints submitted were not only complaints, but also related to requests for information and assistance.

Tabel Jumlah Pengaduan Masyarakat Tahun 2024

Table of Number of Public Complaints in 2024

Saluran Pengaduan Complaint Channel	Jenis Pengaduan Complaint Types	Jumlah Pengaduan yang Diterima Number of Complaints Received	Status Information
Sosial Media	• Permintaan bantuan derek kondisi darurat • Kebutuhan Informasi dan rekayasa lalu lintas • Informasi tarif tol • Pengaduan kendaraan ODOL • Pengaduan kesalahan sistem double deduct • Permintaan resi yang tidak tercetak • Informasi lowongan kerja dan proposal untuk Jasa Marga • Pelaporan informasi yang terjadi di jalan tol • Pelaporan kondisi jalan tol rusak, kecelakaan, dan kemacetan. • Emergency towing assistance request • Information and traffic engineering needs • Toll rate information • ODOL vehicle complaints • Double-duck system error complaints • Request for unprinted receipts • Job vacancy information and proposals for Jasa Marga • Reporting information that occurs on toll roads • Reporting damaged toll road conditions, accidents, and congestion	2.732	100% telah ditindaklanjuti dan selesai. All has been followed up and completed (100%).

Tanggung Jawab Pengembangan Produk dan/atau Jasa Keberlanjutan

Responsibility for the Development of Sustainable Products and/or Services

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

Perseroan terus berupaya untuk terus melakukan inovasi dan pengembangan produk/jasa pembangunan berkelanjutan. Dalam menjalankan kegiatan operasinya, Perseroan juga berinovasi dalam meningkatkan proses bisnis yang efektif dan efisien. Hal ini mencerminkan komitmen Perseroan untuk terus mengintegrasikan teknologi dalam mendukung keberlanjutan, meningkatkan efisiensi, dan memberikan nilai tambah bagi seluruh pemangku kepentingan. Inovasi yang dilakukan Perseroan adalah sebagai berikut.

Inovasi Terkait Produk

- **Implementasi Smart PJU (Penerangan Jalan Umum Cerdas)**

Smart PJU dilengkapi dengan sensor dan perangkat lunak canggih untuk mengoptimalkan penggunaan energi, menyederhanakan operasi, meningkatkan akurasi, meminimalkan risiko melalui pengawasan otomatis serta mengurangi biaya, waktu dan sumber daya manusia dengan mengotomatisasi inspeksi lampu jalan secara rutin. Sistem ini mampu menyesuaikan intensitas cahaya berdasarkan kebutuhan lalu lintas, sehingga meningkatkan efisiensi energi. Smart PJU telah memenuhi Standar Pelayanan Minimal (SPM) dengan tingkat operasional lampu jalan mencapai 100% dan waktu tanggap perbaikan kurang dari 2x24 jam. Implementasi ini telah dilakukan di ruas tol Jagorawi, Cipularang dan Padaleunyi.

- **Penggantian Penggunaan BBM solar dengan Compress Natural Gas (CNG)**

Perseroan juga berinovasi dengan mengganti penggunaan BBM solar dengan Compress Natural Gas (CNG) sebagai bahan dasar pemanasan aspal pada Asphalt Mixing Plant (AMP). Inovasi ini bertujuan untuk mengurangi emisi karbon, menjadikan proses pemanasan lebih ramah lingkungan dan mengurangi dampak negatif terhadap lingkungan tanpa mengurangi kualitas hasil produksi.

- **Penggunaan Aspal PG70**

Perseroan menggunakan aspal PG 70 yang memiliki ketahanan tinggi terhadap beban lalu lintas dan tekanan kendaraan, stabilitas dalam berbagai kondisi cuaca, serta resistensi tinggi terhadap oksidasi akibat paparan sinar UV dan elemen lingkungan, sehingga memperpanjang usia layanan jalan.

Innovation and Development of Sustainable Development Products/ Services [OJK F.26]

The Company continuously strives to innovate and develop sustainable development products/services. In carrying out its operations, the Company also innovates in improving effective and efficient business processes. This reflects the Company's commitment to continuously integrate technology to support sustainability, improve efficiency, and provide added value to all stakeholders. The Company's innovations are as follows.

Product Related Innovations

- **The implementation of Smart PJU (Smart Public Street Lighting)**

Smart PJU is equipped with advanced sensors and software to optimize energy use, simplify operations, improve accuracy, minimize risks through automated surveillance and reduce costs, time and human resources by automating routine streetlight inspections. The system is able to adjust light intensity based on traffic demand, thereby improving energy efficiency. Smart PJU has met the Minimum Service Standards (MSS) with a 100% operational rate of street lights and a repair response time of less than 2x24 hours. This implementation has been carried out in Jagorawi, Cipularang and Padaleunyi toll roads.

- **The Replacement of Diesel Fuel Use with Compressed Natural Gas (CNG)**

The Company also innovated by replacing the use of diesel fuel with Compressed Natural Gas (CNG) as the basic material for heating asphalt at the Asphalt Mixing Plant (AMP). This innovation aims to reduce carbon emissions, make the heating process more environmentally friendly and reduce negative impacts on the environment without reducing the quality of production results.

- **The use of PG70 Asphalt**

The Company uses PG 70 asphalt which has high resistance to traffic load and vehicle pressure, stability in various weather conditions, and high resistance to oxidation due to UV exposure and environmental elements, thus extending the service life of the road.

- **Pengembangan Ruang Terbuka Hijau (RTH)**

Perseroan terus berupaya untuk mendukung pengembangan Ruang Terbuka Hijau (RTH) melalui penanaman berbagai jenis tanaman, seperti Cemara Laut, Kamboja dan Bougenville untuk menyerap CO₂, mengurangi kebisingan dan mengatasi kesilauan. Perseroan juga menjalin kerja sama dengan instansi pendidikan untuk merancang RTH berbasis *carbon capture*.

- **Implementasi dan Sertifikasi iRAP (International Road Assessment Programme)**

Dalam upaya meningkatkan keselamatan jalan tol, Perseroan mengadopsi standar internasional melalui sertifikasi iRAP (International Road Assessment Programme). Dengan penggunaan kendaraan Hawkeye 2000 yang terakreditasi, Perseroan mampu melakukan survei, analisis dan pelaporan sesuai standar iRAP. Selain itu, Perseroan telah tersertifikasi dalam empat standar internasional, yaitu ISO 37001:2016 (Sistem Manajemen Anti Penyuapan), ISO 9001:2015 (Manajemen Mutu), ISO 14001:2015 (Manajemen Lingkungan), dan ISO 45001:2018 (Kesehatan dan Keselamatan Kerja).

- **GetPark**

Perseroan telah mengembangkan GetPark yang merupakan sistem Perparkiran yang telah menerapkan *cashless* dan *manless*, dengan menggunakan konsep *One-Stop-Solution* berbasis non tunai dan Nirsentuh. GetPark juga menggunakan teknologi RFID untuk mengidentifikasi data pengguna parkir. Perseroan menyediakan *dashboard* yang telah terintegrasi secara *real time* yang dapat diakses oleh pemilik lahan parkir dan tim pengoperasian parkir. Perseroan juga memberikan jaminan *Service Level Agreement* (SLA) *Settlement* mencapai 99%.

- **GetPay**

Ekosistem pembayaran melalui **Aplikasi Point of Sales & Payment Point Online Bank (PPOB)** melalui Aplikasi Travoy. Menjadi salah satu fitur yang tersedia pada Aplikasi Travoy untuk melakukan pembelian/pengisian pulsa, *e-money*, pembayaran/pembelian token listrik.

- **Getoll**

Getoll merupakan Gerbang Pembayaran Online yang memudahkan pembayaran digital oleh pelanggan melalui Direct Debit, VA, dan lainnya. Layanan ini dapat diintegrasikan berbagai layanan e-commerce dengan memberikan jaminan SLA mencapai 99%.

Inovasi Terkait Teknologi Informasi

- **Jasamarga Integrated Digitalmap (JID)**

JID merupakan aplikasi peta digital berbasis *web* dan *mobile* yang menyediakan fitur *monitoring* lalu lintas secara real-time yang terintegrasi dengan peralatan

- **Green Open Space (RTH) Development**

The Company continues to support the development of Green Open Spaces (RTH) through planting various types of plants, such as Sea Cypress, Cambodia and Bougenville to absorb CO₂, reduce noise and overcome glare. The Company also collaborates with educational institutions to design green spaces based on carbon capture.

- **The implementation and certification of iRAP (International Road Assessment Program)**

In an effort to improve toll road safety, the Company adopts international standards through iRAP (International Road Assessment Program) certification. With the use of accredited Hawkeye 2000 vehicles, the Company is able to conduct surveys, analysis and reporting according to iRAP standards. In addition, the Company has been certified in four international standards, namely ISO 37001:2016 (Anti-Bribery Management System), ISO 9001:2015 (Quality Management), ISO 14001:2015 (Environmental Management), and ISO 45001:2018 (Occupational Health and Safety).

- **GetPark**

The Company has developed GetPark which is a parking system that has implemented cashless and manless, using the concept of One-Stop-Solution based on non-cash and contactless. GetPark also uses RFID technology to identify parking user data. The Company provides an integrated dashboard in real time that can be accessed by parking lot owners and parking operation teams. The Company also provides a Service Level Agreement (SLA) Settlement guarantee reaching 99%.

- **GetPay**

The payment ecosystem through the **Point of Sales application and Payment Point Online Bank (PPOB)** via the Travoy application is one of the features available in the Travoy application for purchasing/reloading mobile credit, *e-money*, and paying/purchasing electricity tokens.

- **Getoll**

Getoll is an Online Payment Gateway that facilitates digital payments by customers through Direct Debit, VA, and others. This service can be integrated with various e-commerce services by providing an SLA guarantee of up to 99%.

Innovations Related to Information Technology

- **Jasa Marga Integrated Digital Map (JID)**

JID is a web- and mobile-based digital mapping application that provides real-time traffic monitoring features integrated with field information and communication

sisinfokom di lapangan seperti CCTV, RTMS, VMS, Speed Camera, Traffic Counting, *Dynamic Message Sign* (DMS), *Speed Camera*, *Weigh in Motion* (WIM), dan sebagainya. Saat ini aplikasi JID masih terus dikembangkan agar dapat meningkatkan kinerja operasional perusahaan menjadi semakin efektif dan efisien sehingga dapat meningkatkan kepuasan pelanggan jalan tol.

- **Jasamarga Integrated Maintenance Management System (JIMMS)**

JIMMS merupakan aplikasi *database* digital berbasis *web* yang memuat seluruh data dan informasi terkait Layanan Preservasi secara terintegrasi untuk tercapainya penyampaian informasi laporan layanan preservasi yang efektif dan berguna dalam kebutuhan evaluasi perusahaan. Saat ini aplikasi JIMMS masih terus dikembangkan guna meningkatkan layanan preservasi di perusahaan sehingga meningkatkan kepuasan pelanggan jalan tol.

- **Riset Sistem Pendeteksi Lubang pada Jalan Tol**

Merupakan sistem berbasis Artificial Intelligence (AI) yang dapat mendeteksi dan mengklasifikasikan jenis kerusakan jalan seperti lubang yang nantinya diharapkan dapat membantu proses inspeksi kerusakan di jalan tol. Dengan adanya riset ini dapat memudahkan inspektor dalam menemukan kerusakan permukaan jalan pada jalan tol. Semakin cepat inspektor menemukan kerusakan pada jalan, maka penanganan kerusakan jalan diharapkan menjadi semakin cepat sehingga pemenuhan Standar Pelayanan Minimal dapat dipenuhi dengan efektif dan efisien.

- **Riset Sistem Pendeteksi Slot Parkir**

Merupakan sistem berbasis Artificial Intelligence (AI) yang dapat mengidentifikasi slot atau area parkir yang tersedia yang nantinya akan menjadi solusi kepadatan slot parkir di rest area. Dengan adanya riset ini diharapkan kepadatan di rest area dapat lebih terurai dan pengguna jalan tol dapat lebih mudah dalam mengetahui jumlah slot parkir yang tersedia di setiap rest area.

- **Implementasi dan Sertifikasi ISO 27001 (Sistem Manajemen Keamanan Informasi)**

Jasa Marga terus berkomitmen untuk mendukung tujuan keberlanjutan dengan mengintegrasikan praktik tata kelola teknologi informasi yang baik melalui implementasi dan sertifikasi ISO 27001 (Sistem Manajemen Keamanan Informasi) sebagai standar internasional untuk sistem manajemen keamanan informasi. Hal ini memastikan perlindungan data yang komprehensif, mitigasi risiko siber, serta transparansi dalam pengelolaan informasi dalam Perusahaan. Jasa Marga telah berhasil mendapatkan sertifikasi ISO 27001 oleh Badan Sertifikasi pada tahun 2021 dan masih berlaku.

system equipment such as CCTV, RTMS, VMS, Speed Cameras, Traffic Counting, *Dynamic Message Sign* (DMS), *Speed Camera*, *Weigh in Motion* (WIM), and more. The JID application is continuously being developed to enhance the company's operational performance, making it more effective and efficient while improving customer satisfaction for toll road users.

- **Jasa Marga Integrated Maintenance Management System (JIMMS)**

JIMMS is a web-based digital database application that integrates all data and information related to Preservation Services, ensuring effective reporting and facilitating company evaluations. The JIMMS application is continuously being developed to improve preservation services within the company, thereby enhancing toll road customer satisfaction.

- **Research on Toll Road Pothole Detection System**

This is an Artificial Intelligence (AI)-based system capable of detecting and classifying road damage types, such as potholes. This system is expected to assist in road damage inspection processes. By implementing this research, inspectors can more easily identify surface damage on toll roads. The faster an inspector detects road damage, the quicker repairs can be made, ensuring that the Minimum Service Standards are met efficiently and effectively.

- **Research on Parking Slot Detection System**

This AI-based system can identify available parking slots or areas, providing a solution to parking congestion in rest areas. With this research, rest area congestion is expected to be reduced, allowing toll road users to more easily find available parking slots in each rest area.

- **Implementation and Certification of ISO 27001 (Information Security Management System)**

Jasa Marga is committed to supporting sustainability goals by integrating good information technology governance practices through the implementation and certification of ISO 27001, the international standard for Information Security Management Systems. This ensures comprehensive data protection, mitigates cyber risks, and enhances transparency in corporate information management. Jasa Marga successfully obtained ISO 27001:2013 certification from a Certification Body in 2021 and received re-certification for ISO 7001:2022 in the scope of Data Center Physical Security in 2023, which remains valid.

- **Implementasi Undang-Undang Perlindungan Data Pribadi (UU PDP)**

Sebagai bentuk kepatuhan terhadap Undang-Undang sebagaimana UU nomor 27 tahun 2022 tentang Pelindungan Data Pribadi, Jasa Marga telah melakukan implementasi serangkaian kebijakan dan prosedur untuk memastikan pengelolaan data pribadi yang aman, transparan, dan sesuai dengan regulasi. Melalui inisiatif ini, perusahaan tidak hanya memitigasi risiko pelanggaran privasi, tetapi juga memperkuat kepercayaan pemangku kepentingan, sejalan dengan prinsip *Governance* dalam ESG untuk operasional yang beretika dan berkelanjutan.

- **Enhancement Aplikasi E-Procurement**

Perseroan telah melakukan enhancement/pengembangan pada aplikasi E-Procurement. Enhancement dilakukan pada 3 (tiga) modul aplikasi yaitu Modul Daftar Rekanan Jasa Marga (DRJM), Modul Rencana Umum Pengadaan (RUP), dan Modul E-Tender.

Inovasi Terkait *Human Capital*

- **Travel Management System**

Perseroan telah mengimplementasikan inovasi pada pengelolaan perjalanan dinas dengan mengubah sistem dari manual menjadi berbasis digital. Transformasi ini memberikan beberapa manfaat utama:

- a) Efisiensi Waktu: Proses pengajuan, persetujuan, hingga pelaporan perjalanan dinas kini dilakukan secara cepat melalui *platform* sistematis yaitu JM Click.
- b) Transparansi Biaya: Dengan sistem digital, seluruh biaya perjalanan dapat dilacak dan dioptimalkan, mengurangi potensi inefisiensi atau pemborosan.
- c) Ramah Lingkungan: Dengan meminimalkan penggunaan dokumen fisik, inovasi ini mendukung pengurangan limbah kertas, selaras dengan prinsip keberlanjutan.

- **Presensi Berbasis Face Detection**

Inovasi lain yang dilakukan adalah pengembangan sistem presensi yang sebelumnya sudah berbasis digital, namun kini ditingkatkan dengan teknologi *Face Detection*. Pengembangan ini memberikan keunggulan berupa akurasi dan keamanan yang lebih tinggi, yang mana teknologi *Face Detection* memastikan data kehadiran lebih akurat dan sulit untuk dimanipulasi dibandingkan metode digital sebelumnya.

- **Dashboard Human Capital**

Perseroan juga telah mengembangkan *Dashboard Human Capital*, sebuah inovasi yang memungkinkan pengelolaan data karyawan secara lebih terintegrasi dan transparan. *Dashboard* ini berfungsi sebagai alat analitik yang mendukung pengambilan keputusan strategis dalam pengelolaan sumber daya manusia.

- **Implementation of the Personal Data Protection Law (UU PDP)**

In compliance with Law No. 27 of 2022 on Personal Data Protection, Jasa Marga has implemented a series of policies and procedures to ensure secure, transparent, and regulation-compliant personal data management. Through this initiative, the company not only mitigates the risk of privacy breaches but also strengthens stakeholder trust, aligning with the Governance principles in ESG for ethical and sustainable operations.

- **Enhancement of the E-Procurement Application**

The company has carried out enhancements to the E-Procurement application, specifically improving three modules: the Jasa Marga Partner List Module (DRJM), the General Procurement Plan Module (RUP), and the E-Tender Module.

Innovations Related to Human Capital

- **Travel Management System**

The company has implemented innovations in business travel management by transitioning from a manual system to a digital-based platform. This transformation offers several key benefits:

- a) Time Efficiency: The process of requesting, approving, and reporting business travel is now conducted swiftly through a systematic platform, JM Click.
- b) Cost Transparency: The digital system enables full tracking and optimization of travel expenses, reducing potential inefficiencies or waste.
- c) Eco-Friendly Approach: By minimizing the use of physical documents, this innovation supports paper waste reduction, aligning with sustainability principles.

- **Face Detection-Based Attendance System**

Another innovation introduced is the enhancement of the existing digital attendance system with Face Detection technology. This upgrade offers superior accuracy and security, ensuring that attendance data is more precise and harder to manipulate compared to previous digital methods.

- **Human Capital Dashboard**

The company has also developed the Human Capital Dashboard, an innovation that enables more integrated and transparent employee data management. This dashboard functions as an analytical tool that supports strategic decision-making in human resource management.

- a) Integrasi Data: Semua informasi terkait karyawan, seperti data presensi, evaluasi kinerja, pelatihan, dan pengembangan karier, dapat diakses dalam satu platform yang mudah digunakan.
- b) Pemantauan *Real-Time*: Manajemen dapat memantau berbagai metrik kinerja karyawan secara *real-time*, mempermudah identifikasi tren dan pengambilan keputusan.
- c) Efisiensi Proses HR: Dengan otomatisasi beberapa proses manual, seperti pelaporan dan analisis data karyawan, *dashboard* ini membantu manajemen fokus pada tugas strategis lainnya.
- d) Dukungan Keberlanjutan: Digitalisasi pengelolaan data karyawan ini mengurangi penggunaan dokumen atau laporan fisik karena laporan kini bisa diakses kapanpun melalui JM-Click.

Inovasi-inovasi yang dilakukan menunjukkan komitmen Perseroan terhadap efisiensi, keberlanjutan dan peningkatan pelayanan jalan tol. Dengan pencapaian berbagai standar internasional, Perseroan terus memperkuat perannya dalam menjaga keselamatan, kenyamanan dan keberlanjutan lingkungan, sejalan dengan misi pembangunan berkelanjutan.

Produk/Jasa yang Sudah Dievaluasi Keamanannya Bagi Pelanggan

[OJK F.27, GRI 416-1, 416-2]

Perseroan menyadari bahwa jalan tol yang berlubang dapat meningkatkan risiko kecelakaan bagi pengguna jalan tol. Perseroan juga menyadari bahwa kualitas permukaan jalan tol yang baik akan meningkatkan efisiensi waktu tempuh pengguna jalan tol untuk berpindah dari satu tempat ke tempat lainnya. Perseroan berkomitmen untuk menyediakan jalan tol yang mantap, aman dan nyaman bagi pengguna jalan tol dengan memastikan terwujudnya jalan tol yang bebas dari lubang/Zero Pothole. Seluruh praktik pengelolaan jalan tol yang dilakukan mengacu pada Peraturan Menteri No. 16 Tahun 2014 tentang Standar Pelayanan Minimal (SPM) Jalan Tol. Seluruh (100%) produk/jasa sudah dievaluasi keamanannya sesuai dengan SPM.

PT Jasamarga Tollroad Maintenance (PT JMTM) merupakan entitas anak PT Jasa Marga (Persero) Tbk yang bergerak di bidang preservasi jalan tol. Untuk mewujudkan jalan tol yang bebas dari lubang, PT JMTM membentuk Tim Penanganan Lubang yang disebut dengan "Tim Patching" di masing-masing ruas jalan tol yang dikelola PT JMTM. Sesuai dengan Standar Pelayanan Minimal (SPM) Jalan Tol mengatur bahwa kondisi jalan tol harus bebas dari lubang, dengan toleransi pemenuhan temuan lubang (jika terjadi pembentukan lubang di atas permukaan jalan tol) adalah 2x24 jam.

- a) Data Integration: All employee-related information, such as attendance records, performance evaluations, training, and career development, is accessible on a single platform—JM Click (web version), which is user-friendly.
- b) Real-Time Monitoring: Management can track various employee metrics in real time, facilitating trend identification and decision-making.
- c) HR Process Efficiency: By automating several manual processes, such as reporting and employee data analysis, this dashboard allows management to focus on other strategic tasks.
- d) Sustainability Support: The digitalization of employee data management reduces the need for physical documents and reports, as all reports can now be accessed anytime via JM-Click.

These innovations demonstrate the company's commitment to efficiency, sustainability, and enhanced toll road services. By achieving various international standards, the company continues to strengthen its role in ensuring safety, convenience, and environmental sustainability, in line with its sustainable development mission.

Products/Services that Have Been Safety-Evaluated for Customers

[OJK F.27, GRI 416-1, 416-2]

The Company recognizes that potholes on toll roads can increase the risk of accidents for toll road users. The Company also acknowledges that a well-maintained toll road surface enhances travel time efficiency for users traveling between regions. Committed to providing safe, smooth, and comfortable toll roads, the Company ensures the realization of pothole-free roads, or Zero Pothole. All toll road management practices are carried out in compliance with Ministerial Regulation No. 16 of 2014 on Minimum Service Standards (SPM) for Toll Roads. All (100%) products/services have been evaluated for safety in accordance with SPM.

PT Jasamarga Tollroad Maintenance (PT JMTM), a subsidiary of PT Jasa Marga (Persero) Tbk, specializes in toll road preservation. To achieve pothole-free toll roads, PT JMTM has established a Pothole Handling Team, known as the "Patching Team", for each toll road segment managed by PT JMTM. According to the Minimum Service Standards (SPM) for Toll Roads, toll roads must remain free of potholes, with a maximum response time of 2x24 hours for repairing any newly formed potholes.

Sepanjang tahun 2024, Tim Patching telah melakukan penanganan jalan tol yang berlubang sebanyak 297.194,38 meter dengan biaya penanganan sebesar Rp1.133.958,85 juta.

Throughout 2024, the Patching Team has repaired a total of 297,194.38 meters of potholes on toll roads, with a total handling cost of IDR1,133,958.85 million.

Tabel Penanganan Ruas Jalan Tol Berlubang

Table of Potholed Toll Road Section Handling

Cabang/Ruas Branch/Section	2024 (meter)	2023 (meter)	2022 (meter)	Kenaikan (Penurunan) Increase (Decrease) 2023-2024
Jagorawi	20.339,65	27.867,00	19.426,19	(7.527,35)
Jakarta-Cikampek	68.429,00	122.603,00	91.827,00	(54.174,00)
Cawang-Tomang-Cengkareng, Sedyatmo & Jakarta-Tangerang	50.817,35	17.553,00	14.228.208,00	33.264,35
Purbaleunyi	51.415,03	33.164,00	24.835,00	17.169,37
Palimanan-Kanci	9.861,25	16.169,00	10.654,61	(6.307,75)
Semarang Seksi A,B,C	22.379,00	12.379,00	8.658,04	10.000,00
Surabaya-Gempol	32.682,27	7.116,00	-	1.631,25
Belawan-Medan-Tanjung Morawa	16.548,30	40.674,00	9.251,70	(24.125,70)
JORR & Ulujami-Pondok Ranji	24.722,53	13.333,00	14.188,78	11.389
Jumlah Total	297.194,38	290.858,00	14.407.049,32	6.336,38

Tabel Biaya Penanganan Ruas Jalan Tol Berlubang

Table of Handling Costs for Potholed Toll Road Sections

Cabang/Ruas Branch/Section	2024 (dalam jutaan rupiah) (in IDR millions)	2023 (dalam jutaan rupiah) (in IDR millions)	2022 (dalam jutaan rupiah) (in IDR millions)	Kenaikan (Penurunan) Increase (Decrease) 2023-2024
Jagorawi	68.079,14	85.319,01	34.595,79	(17.762,25)
Jakarta-Cikampek	326.288,04	363.740,88	262.786,41	(85.444,42)
Cawang-Tomang-Cengkareng, Sedyatmo & Jakarta-Tangerang	233.944,05	136.171,53	68.532,55	66.277,41
Purbaleunyi	205.483,18	172.753,73	85.495,04	177.231,7
Palimanan-Kanci	50.983,83	52.971,11	50.406,18	(11.029,72)
Semarang Seksi A,B,C	35.027,09	26.885,07	25.383,70	1.916,74
Surabaya-Gempol	49.866,14	44.132,13	28.671,94	(2.289,04)
Belawan-Medan-Tanjung Morawa	28.699,09	56.048,63	16.321,17	(16.375,36)
JORR & Ulujami-Pondok Ranji	135.102,44	104.952,70	80.950,10	28.166,66
Jumlah Total	1.133.958,85	1.042.974,79	653.124,89	(31.889,30)

Perseroan menyadari kualitas konstruksi jalan tol yang berlubang dapat memberikan dampak negatif yang membahayakan bagi pengendara/pengguna jalan tol. Selain itu, kapasitas jalan tol dan tingkat penerangan jalan pada waktu malam hari juga menjadi faktor yang dapat mengganggu kenyamanan dan keamanan bagi pengendara. Oleh karena itu, Perseroan telah melakukan mitigasi penanggulangan potensi dampak negatif tersebut dengan peningkatan kualitas konstruksi jalan tol, sehingga memberikan dampak positif dengan adanya jalan tol dapat membantu efisiensi waktu mobilisasi pengguna.

Dalam peningkatan kualitas konstruksi jalan tol, Perseroan senantiasa berupaya untuk memberikan layanan terbaik kepada konsumen, termasuk di dalamnya untuk menciptakan kenyamanan, keamanan dan kelancaran di jalan tol. Upaya ini diwujudkan Perseroan dengan menjaga kualitas jalan tol yang dikelola dengan melakukan berbagai program sebagai berikut:

1. *Scrapping Filling Overlay (SFO)* dan Rekonstruksi Perkerasan
Perseroan terus berupaya memberikan kenyamanan, keamanan, dan kelancaran bagi pengguna jalan tol melalui program *Scrapping Filling Overlay (SFO)* dan Rekonstruksi Perkerasan untuk menjaga kualitas jalan tol yang tersebar di seluruh ruas. Pada tahun 2024, Perseroan telah merealisasikan dana untuk kegiatan tersebut ruas Jasa Marga Induk mencapai Rp1.079.747.429.443,40 untuk kegiatan *Scrapping Filling Overlay (SFO)* dan dana untuk kegiatan rekonstruksi perkerasan sebesar Rp1.210.690.791.444,40.
2. Peningkatan Estetika dan Beautifikasi Jalan Tol Program Peningkatan estetika dan beautifikasi juga berperan penting dalam meningkatkan kenyamanan berkendara di jalan tol. Beberapa bentuk kegiatan yang dapat dilakukan untuk meningkatkan estetika pada ruas jalan tol meliputi pengecatan dan penggantian guardrail railing serta concrete barrier di median pembatas jalan tol, penghijauan serta penataan tanaman dan pohon di area gerbang tol, ruang manfaat jalan tol (rumajatotol), dan area tempat istirahat. Selama tahun 2024, Jasa Marga telah mengeluarkan dana untuk kegiatan tersebut mencapai Rp47.673.290.784,55.
3. Penerangan Jalan Tol
Hingga akhir tahun 2024, Perseroan telah melakukan preservasi dengan mengeluarkan biaya untuk penerangan jalan tol sebesar Rp41.013.781.705,26 dan Biaya Pemasangan dan Penggantian Lampu sebesar Rp38.806.235.736,00.

Selain meningkatkan kualitas konstruksi jalan tol, Perseroan juga senantiasa meningkatkan kapasitas baik pada jalan maupun gerbang tol. Peningkatan pelayanan tersebut

The Company recognizes that poor-quality toll road construction, particularly potholes, poses significant safety risks to road users. In addition, factors such as road capacity and nighttime lighting conditions also influence driver comfort and safety. To mitigate these potential negative impacts, the Company has implemented various measures to improve the quality of toll road infrastructure, which in turn has a positive impact by enhancing the efficiency of users' travel time.

In its efforts to improve toll road construction quality, the Company consistently strives to provide the best services to customers, ensuring comfort, safety, and smooth traffic flow on toll roads. These efforts are realized through the following programs:

1. *Scrapping Filling Overlay (SFO)* and Pavement Reconstruction
The Company continues to enhance the comfort, safety, and smooth traffic flow for toll road users through the *Scrapping Filling Overlay (SFO)* and Pavement Reconstruction programs, aimed at maintaining toll road quality across all sections. In 2024, the Company allocated funds amounting to IDR1,079,747,429,443.40 for *Scrapping Filling Overlay (SFO)* activities and IDR1,210,690,791,444.40 for pavement reconstruction.
2. Toll Road Aesthetic Enhancement and Beautification Program
Aesthetic enhancement and beautification play a crucial role in improving the driving experience on toll roads. Activities under this program include repainting and replacing guardrail railings and concrete barriers in median dividers, greening initiatives, and landscaping around toll gates, toll road utility areas, and rest areas. In 2024, Jasa Marga allocated IDR47,673,290,784.55 for these activities.
3. Toll Road Lighting
By the end of 2024, the Company had undertaken the maintenance with allocated IDR41,013,781,705.26 for toll road lighting and IDR38,806,235,736.00 for lamp installation and replacement.

In addition to improving toll road construction quality, the Company is also committed to increasing road and toll gate capacity. Service enhancements are focused on modernizing

difokuskan pada modernisasi sistem pengoperasian dan peningkatan kapasitas gerbang tol. Modernisasi dilakukan secara bertahap dengan menerapkan Elektronifikasi (100% non tunai) pada seluruh gerbang tol Jasa Marga. Pada tahun 2024 investasi yang dikeluarkan untuk peningkatan kapasitas jalan dan gerbang tol mencapai Rp227.529.693.742.

Kendaraan dengan muatan yang berlebih juga menjadi salah satu penyebab kerusakan jalan, kecelakaan, serta gangguan lalu lintas yang disebabkan oleh kendaraan melaju di bawah kecepatan minimum yang diizinkan (under speed). Oleh karenanya, Perseroan melakukan operasi terpadu secara rutin untuk menertibkan kendaraan overload dengan bekerja sama dengan Dinas Perhubungan dan Kepolisian. Operasi ini juga bertujuan untuk menciptakan budaya tertib berlalu lintas, sehingga kondisi jalan tol pun lancar, aman dan nyaman bagi pengendara.

operational systems and expanding toll gate capacity. This modernization is being implemented progressively through the application of full electronic transactions (100% cashless) across all Jasa Marga toll gates. In 2024, the Company invested IDR 227,529,693,742 in efforts to increase road and toll gate capacity.

Overloaded vehicles are a major factor contributing to road damage, accidents, and traffic congestion due to travel speeds falling below the minimum standard. To mitigate these risks, the Company consistently conducts integrated law enforcement operations in collaboration with the Department of Transportation and the Police. These initiatives aim to cultivate a culture of traffic discipline among road users, ensuring that toll road infrastructure remains smooth, safe, and comfortable for all users.

Kendaraan Muatan Berlebih Overloaded Vehicles

Cabang/Ruas Branch/Section	2024	2023	2022	Kenaikan (Penurunan) 2023-2024 Increase (Decrease) 2023-2024
Surabaya-Gempol	24	37	-	(35%)
Jakarta-Tangerang-Cengkareng	258	270	233	(4%)
Jagorawi	160	136	-	18%
Palimanan-Kanci	17	15	12	0%
Jakarta-Cikampek	-	104	248	(100%)
Purbaleunyi	220	177	-	24%
JORR Non S	373	226	-	65%
Semarang ABC	14	68	37	(74%)
Balmera	52	28	-	86%
Batang-Semarang	28	26	32	8%
Solo-Ngawi	17	52	-	(67%)
Ngawi-Kertosono	40	7	12	471%
Surabaya-Mojokerto	-	8	-	(100%)
JORR 2	76	107	-	(29%)
Semarang-Solo	18	68	-	(74%)
Gempol-Pasuruan	31	32	-	(3%)
Pandaan-Malang	12	10	-	20%
Balikipapan-Samarinda	-	-	1	0
Kualanamu-Tebing Tinggi	133	84	-	58%
Jumlah Kendaraan Number of Vehicles	1.473	1.455	575	1%

Berbagai program peningkatan kualitas konstruksi jalan tol telah diimplementasikan Jasa Marga untuk memberikan produk dan layanan yang terbaik bagi pengguna jalan tol. Program yang telah diimplementasikan juga dapat meningkatkan layanan dan keselamatan pengguna jalan. Jasa Marga juga mengoperasikan truck sweeper dan armada bridge inspection untuk melakukan inspeksi secara periodik pada aset-aset jembatan tinggi. Meskipun demikian, masih terjadi kecelakaan di jalan tol yang disebabkan oleh berbagai faktor lain. Sesuai dengan data yang dimiliki Perseroan tentang kecelakaan di jalan tol menunjukkan faktor jalan sangat kecil perannya sebagai penyebab terjadinya kecelakaan. Faktor-faktor yang menjadi penyebab terjadinya kecelakaan antara lain: pengemudi, kendaraan, lingkungan, jalan dan lainnya. Pada tahun 2024, telah terjadi kecelakaan sebanyak 1.172 kasus dengan korban meninggal sebanyak 197 orang dan luka sebanyak 2.057 orang.

Jasa Marga has implemented various programs to improve the quality of toll road construction, aiming to deliver the best products and services for toll road users. These initiatives have also contributed to enhanced service quality and the safety of road users. These implemented programs have also contributed to improving service quality and ensuring the safety of road users. Additionally, Jasa Marga operates truck sweepers and bridge inspection fleets to conduct periodic inspections of high-bridge assets. Nevertheless, accidents still occur on toll roads due to various other factors. According to the company's data on toll road accidents, road conditions play a minimal role as a cause of accidents. The main contributing factors include drivers, vehicles, the environment, road conditions, and other elements. In 2024, a total of 1,172 accidents have occurred, resulting in 197 fatalities and 2,057 injuries.

Kecelakaan di Jalan Tol

Toll Road Accidents

Jenis Kecelakaan Types of Accidents	2024	2023 ^{*)}	2022 ^{*)}	Kenaikan (Penurunan) 2023-2024 Increase (Decrease) 2023-2024
Kecelakaan Satu Kendaraan (Tunggal) One-Vehicle Accident (Single)	463	578	735	(19,90%)
Kecelakaan Dua Kendaraan Two-vehicle Accident	598	647	576	(7,57%)
Kecelakaan Beruntun Multiple-Vehicle Accident	111	129	155	(13,95%)
Jumlah Kecelakaan Number of Accident	1.172	1.354	1.466	(13,44%)

^{*)} Disajikan kembali / Re-presented

Jumlah Korban

Number of Victims

Jenis Kecelakaan Types of Accidents	2024	2023 ^{*)}	2022 ^{*)}	Kenaikan (Penurunan) 2023-2024 Increase (Decrease) 2023-2024
Korban Luka Ringan Minor Injury Victims	1.381	1.482	1.315	(6,82%)
Korban Luka Berat Seriously Injured Victims	676	751	651	(9,99%)
Korban Meninggal Victims Died	197	215	239	(8,37%)
Jumlah Korban Total Victims	2.254	2.448	2.205	(7,92%)

^{*)} Disajikan kembali / Re-presented

Penyebab Kecelakaan di Jalan Tol Causes of Toll Road Accidents

Jenis Kecelakaan Types of Accidents	2024	2023 ^{*)}	2022 ^{*)}	Kenaikan (Penurunan) 2023-2024 Increase (Decrease) 2023-2024
Pengemudi Driver	1.033	1.059	971	(2,46%)
Kendaraan Vehicle	135	170	493	(20,59%)
Lingkungan Environment	4	10	192	(60,00%)
Jumlah Kasus Number of Cases	1.172	1.239	1.099	(5,41%)

*) Disajikan kembali / Re-presented

Jasa Marga menerapkan *Incident Management System* yang merupakan pengembangan terkait pemantauan insiden di jalan tol dengan menggunakan CCTV yang dipasang di sepanjang jalan tol. Sehingga observasi yang dilakukan oleh *Mobile Customer Service* (MCS) dapat digantikan dengan pemantauan melalui CCTV yang berdampak pada pengurangan konsumsi BBM kendaraan MCS untuk patrol rutin menyusuri ruas jalan. Jasa Marga juga melakukan *workshop* dan sosialisasi terkait *Eco Driving*. *Eco Driving* merupakan sosialisasi cara mengemudi yang bertujuan untuk mengoptimalkan konsumsi bahan bakar secara efisien serta berperan mengurangi risiko kecelakaan di jalan raya.

Atas kecelakaan yang terjadi, Jasa Marga secara rutin menggelar program keselamatan berkendara bersertifikat yang melibatkan para pengemudi kendaraan pribadi maupun pengemudi bus angkutan umum. Kegiatan ini bertujuan untuk meningkatkan budaya tertib berlalu lintas dan pelayanan pengguna jalan secara maksimal. Selain menyelenggarakan program untuk pengemudi, secara berkala, Jasa Marga juga melakukan program peningkatan keterampilan untuk petugas operasional. Program yang dilakukan berupa berbagai pelatihan, seperti: Penanganan Pertama Gawat Darurat (PPGD), penyelamatan korban kecelakaan, mengatasi kendaraan yang mengalami gangguan di jalan.

Atas berbagai komitmen dan upaya Perseroan untuk memberikan keselamatan pengguna jalan tol, pada tahun 2024, tidak terdapat insiden ketidakpatuhan terkait dengan praktik standar keselamatan dalam pengelolaan jalan tol.

Jasa Marga implements an Incident Management System as part of its commitment to improve toll road safety. This system represents an advancement in monitoring toll road incidents through the use of CCTV cameras installed along the toll roads. As a result, observations previously conducted by the Mobile Customer Service (MCS) team can now be replaced with CCTV monitoring, leading to reduced fuel consumption for MCS vehicles that would otherwise conduct routine patrols along the road. Jasa Marga also conducts workshops and awareness campaigns on Eco Driving. Eco Driving is an educational initiative aimed at optimizing fuel consumption efficiently while also simultaneously minimizing the risk of road accidents.

In response to road accidents, Jasa Marga regularly organizes certified road safety programs involving both private vehicle drivers and public bus drivers. These programs aim to foster a culture of orderly traffic behavior and enhance quality of services for toll road users. In addition to driver-oriented programs, Jasa Marga also periodically conducts skill development programs for operational personnel. These programs include various training sessions, such as Emergency First Aid (PPGD), accident victim rescue, and handling disabled vehicles on the road.

Due to the company's strong commitment and efforts to ensure toll road user safety, there were no reported incidents of non-compliance with safety standards in toll road management in 2024.

Pemasaran dan Pelabelan Produk dan Jasa [GRI 417-1, 417-2, 417-3]

Dalam rangka mendukung kelancaran, kenyamanan dan keselamatan berlalu lintas di jalan tol Jasa Marga, Perseroan telah memasang berbagai sarana perambuan, marka dan alat pengaman jalan tol di sepanjang jalan utama maupun akses. Pemasangan Sarana Perlengkapan Jalan Tol ini berpedoman pada regulasi yang berlaku, diantaranya Peraturan Menteri Perhubungan No. 13 Tahun 2014 tentang Rambu Lalu Lintas, Peraturan Menteri Perhubungan No. 34 Tahun 2014 tentang Marka Jalan, Peraturan Menteri Perhubungan No. 82 Tahun 2018 tentang Alat Pengendali dan Pengaman Pengguna Jalan, serta peraturan terkait lainnya. Selain itu, pemasangan ini juga bertujuan untuk memenuhi Standar Pelayanan Minimal (SPM) Jalan Tol, khususnya terkait dengan poin Kecepatan Tempuh Rata-Rata (Rambu Batas Kecepatan) dan poin Keselamatan (seperti Rambu Peringatan Rawan Kecelakaan, Rambu Kurangi Kecepatan, dan lainnya).

Selain memberikan sarana perambuan, Perseroan juga menyediakan informasi terkait kondisi jalan tol melalui berbagai saluran dan media komunikasi yang mudah diakses oleh pengguna jalan tol. Jasa Marga telah menyediakan sarana penyediaan informasi produk layanan yang mendukung keamanan bagi pelanggan Jasa Marga yaitu Jasa Marga Traffic Information Center, melalui one call center 14080 untuk seluruh Ruas Jalan Tol di Indonesia. One call center merupakan media komunikasi bagi para pengguna jalan tol yang tersedia sejak November 2019, di mana sistem ini akan mencatat dan menindaklanjuti pertanyaan dan keluhan pengguna jalan tol. Jasa Marga secara aktif melakukan sosialisasi manfaat fasilitas one call center 14080 kepada pengguna jalan tol melalui Dynamic Message Sign (DMS)..

Pengguna jalan tol dapat mengakses informasi terkait kondisi lalu lintas di jalan tol secara *real time* melalui aplikasi Travoy. Aplikasi ini menyediakan fitur pemantauan CCTV di jalan tol, informasi kemacetan, tarif tol, serta rute alternatif yang bisa dipilih pengguna. Selain itu, Travoy juga mendukung pembayaran tol secara non-tunai, sehingga semakin memudahkan pengguna jalan tol. Informasi kondisi lalu lintas terkini juga dapat diakses melalui media sosial Jasa Marga, yaitu melalui aplikasi X @PTJASAMARGA dan @official_JSMR.

Marketing and Labeling of Products and Services [GRI 417-1, 417-2, 417-3]

To support smooth, convenient, and safe traffic flow on Jasa Marga toll roads, the Company has installed various traffic signs, road markings, and toll road safety equipment along both main roads and access roads. The installation of these Toll Road Equipment Facilities is based on applicable regulations, including Minister of Transportation Regulation No. 13 of 2014 on Traffic Signs, Minister of Transportation Regulation No. 34 of 2014 on Road Markings, Minister of Transportation Regulation No. 82 of 2018 on Traffic Control and Safety Devices, and other relevant regulations. Additionally, this installation aims to meet the Minimum Service Standards (MSS) for Toll Roads, particularly in regarding Average Travel Speed (Speed Limit Signs) and Safety (such as Accident-Prone Area Warning Signs, Reduce Speed Signs, and others).

In addition to providing traffic signage, the Company also disseminates information on toll road conditions through various accessible communication channels and media. Jasa Marga provides service information facilities that enhance customer safety, including the Jasa Marga Traffic Information Center (JMTC), which is accessible via a one-call center (14080) covering all toll roads in Indonesia. This one-call center, available since November 2019, serves as a communication platform for toll road users, recording and addressing their inquiries and complaints. Jasa Marga actively promotes the benefits of the 14080 one-call center to toll road users through Dynamic Message Sign (DMS).

Toll road users can access real-time traffic condition information on the toll road through the Travoy application. This app provides features such as CCTV monitoring on the toll road, traffic congestion information, toll rates, and alternative routes that users can choose. Additionally, Travoy supports cashless toll payments, making it even more convenient for toll road users. Current traffic condition information can also be accessed through Jasa Marga's social media, via the X app @PTJASAMARGA and @official_JSMR.

Atas berbagai upaya yang dilakukan Perseroan, sepanjang tahun 2024, tidak terdapat insiden ketidakpatuhan terhadap peraturan yang berlaku terkait informasi dan pelabelan. Tidak terdapat pula insiden ketidakpatuhan terhadap regulasi dan peraturan yang berlaku terkait komunikasi pemasaran termasuk periklanan.

Dampak Produk/Jasa [OJK F.28]

Perseroan senantiasa berupaya untuk menciptakan produk yang memberikan dampak positif kepada masyarakat. Dampak positif yang diberikan antara lain.

Dampak Positif

1. Peningkatan Aksesibilitas dan Mobilitas:

- **Ekonomi dan Mobilitas:** Pembangunan jalan tol dapat mempercepat perjalanan antar kota, meningkatkan konektivitas antar wilayah, dan mengurangi kemacetan. Hal ini berpotensi meningkatkan efisiensi ekonomi dengan mempermudah distribusi barang dan mobilitas masyarakat.
- **Pengurangan Waktu Perjalanan:** Dengan adanya jalan tol, waktu tempuh antara daerah dapat lebih singkat, yang memungkinkan masyarakat lebih efisien dalam kegiatan ekonomi maupun sosial.

2. Penciptaan Lapangan Kerja:

- **Peluang Kerja Langsung:** Selama tahap konstruksi, banyak pekerjaan yang tercipta, mulai dari tenaga kerja konstruksi, tenaga teknis, hingga pekerjaan administratif yang mendukung proyek tersebut.
- **Peluang Kerja Jangka Panjang:** Setelah jalan tol selesai, pekerjaan dalam operasional dan pemeliharaan tol, serta sektor-sektor terkait seperti perdagangan dan layanan transportasi, dapat menciptakan lapangan kerja bagi masyarakat lokal.

3. Peningkatan Perekonomian Lokal:

- **Peningkatan Aktivitas Ekonomi:** Pembangunan jalan tol dapat meningkatkan akses ke pasar, mempermudah distribusi barang, serta membuka peluang usaha baru di sekitar area tol. Ini dapat memberikan dampak positif bagi pedagang lokal, pengusaha kecil, dan sektor pariwisata.
- **Peningkatan Infrastruktur:** Infrastruktur seperti rest area, pusat perbelanjaan, dan fasilitas lainnya yang dibangun di sepanjang jalan tol dapat memberi manfaat langsung bagi masyarakat sekitar dalam bentuk peningkatan akses ke berbagai layanan.

As a result of these initiatives, throughout 2024, there were no reported incidents of non-compliance with applicable regulations regarding product and service information or labeling. Similarly, there were no incidents of non-compliance with marketing communication regulations, including those related to advertising practices.

Impact of Products/Services [OJK F.28]

The Company consistently strives to create products that bring positive impacts to society. The positive impacts include the following:

Positive Impacts

1. Improved Accessibility and Mobility:

- **Economy and Mobility:** The construction of toll roads can accelerate intercity travel, enhance regional connectivity, and reduce traffic congestion. This has the potential to improve economic efficiency by facilitating the distribution of goods and the mobility of people.
- **Reduced Travel Time:** With toll roads in place, travel time between regions can be significantly shortened, enabling people to engage more efficiently in economic and social activities.

2. Job Creation

- **Direct Employment Opportunities:** During the construction phase, numerous jobs are created, ranging from construction laborers and technical personnel to administrative positions supporting the project.
- **Long-Term Employment Opportunities:** After the toll road is completed, jobs in toll road operations, maintenance, and related sectors such as trade and transportation services can provide employment for local communities.

3. Boosting the Local Economy

- **Increased Economic Activity:** Toll road construction can enhance market access, facilitate the distribution of goods, and open new business opportunities around the toll area. This can positively impact local traders, small business owners, and the tourism sector.
- **Infrastructure Development:** Facilities such as rest areas, shopping centers, and other amenities built along the toll road can directly benefit surrounding communities by improving access to various services.

4. Literasi dan Inklusi Keuangan:

- **Edukasi Keuangan:** Pembangunan jalan tol sering kali disertai dengan program *corporate social responsibility* (CSR) oleh perusahaan yang terlibat, bisa melaksanakan program pelatihan atau *workshop* terkait literasi keuangan bagi masyarakat sekitar, membantu mereka memahami pengelolaan keuangan pribadi dan bisnis.
- **Inklusi Keuangan:** Dengan pembangunan jalan tol yang mendorong pertumbuhan ekonomi, lebih banyak individu atau usaha mikro, kecil, dan menengah (UMKM) yang bisa mendapatkan akses ke layanan keuangan seperti kredit, tabungan, atau asuransi, yang sebelumnya mungkin sulit dijangkau.

Selain memberikan dampak positif, produk dan jasa Perseroan juga menimbulkan dampak negatif di antaranya sebagai berikut.

Dampak Negatif

1. Penggusuran dan Relokasi Warga:

- **Relokasi Penduduk:** Pembangunan jalan tol sering kali memerlukan pembebasan lahan yang berdampak pada pemukiman warga. Warga yang terkena dampak mungkin harus dipindahkan atau mengalami kerugian terkait harta benda dan tempat tinggal mereka.
- **Ketidakpuasan Sosial:** Proses relokasi, terutama jika tidak dikelola dengan baik, dapat menyebabkan ketidakpuasan di kalangan warga yang terkena dampak. Hal ini penting untuk dikelola dengan cara yang adil dan transparan agar tidak menimbulkan ketegangan sosial.

2. Dampak Sosial dan Budaya:

- **Perubahan Struktur Sosial:** Pembangunan tol dapat mengubah pola kehidupan masyarakat sekitar, terutama jika ada arus migrasi penduduk atau pekerja yang terlibat dalam proyek tersebut. Hal ini dapat memengaruhi struktur sosial dan budaya masyarakat setempat.
- **Ketimpangan Ekonomi:** Meskipun jalan tol dapat meningkatkan perekonomian daerah, ketimpangan ekonomi dapat muncul jika manfaatnya lebih dirasakan oleh pihak luar (misalnya perusahaan besar) atau mereka yang terlibat langsung dengan proyek, sementara sebagian masyarakat lokal tidak merasakannya secara signifikan.

3. **Polusi dan Kebisingan:** Selama dan setelah konstruksi, polusi udara dan kebisingan akibat mesin konstruksi dan kendaraan yang lewat dapat mengganggu kualitas hidup masyarakat di sekitar jalan tol.

4. Financial Literacy and Inclusion

- **Financial Education:** Toll road construction is often accompanied by corporate social responsibility (CSR) programs by the involved companies. These may include training or workshops on financial literacy for local communities, helping them better understand personal and business financial management.
- **Financial Inclusion:** With economic growth driven by toll road development, more individuals and micro, small, and medium enterprises (MSMEs) can gain access to financial services such as credit, savings, or insurance, which may have previously been difficult to obtain.

In addition to the positive impacts, the Company's products and services also pose some negative impacts, as follows:

Negative Impacts

1. Displacement and Relocation of Residents

- **Resident Relocation:** Toll road construction often requires land acquisition, affecting residential areas. Affected residents may need to relocate or suffer losses related to their property and homes.
- **Social Dissatisfaction:** If not managed properly, the relocation process can lead to dissatisfaction among affected residents. It is crucial to handle this fairly and transparently to prevent social tensions.

2. Social and Cultural Impacts:

- **Changes in Social Structure:** Toll road development can alter the way of life of nearby communities, especially if there is an influx of migrants or workers involved in the project. This may impact the social and cultural structures of local communities.
- **Economic Disparities:** While toll roads can boost regional economies, economic disparities may arise if the benefits are primarily enjoyed by external parties (such as large companies) or those directly involved in the project, while some local residents may not experience significant improvements.

3. **Pollution and Noise:** During and after construction, air pollution and noise from construction machinery and passing vehicles can negatively affect the quality of life for communities living near the toll road.

Atas dampak negatif yang ditimbulkan oleh produk dan jasa, Perseroan senantiasa berupaya untuk meminimalisir dampak negatif. Adapun upaya mitigasi yang dilakukan Perseroan adalah sebagai berikut:

1. **Keterlibatan Masyarakat dalam Proyek:** Perseroan mengajak masyarakat untuk berpartisipasi dalam perencanaan dan pelaksanaan proyek melalui **musyawarah atau forum komunikasi** yang dapat mengurangi ketidakpuasan, memastikan bahwa program relokasi dan pembebasan lahan dilakukan secara adil dan transparan, serta memastikan manfaat ekonomi bisa dirasakan oleh seluruh lapisan masyarakat.
2. **Program CSR dan Pengembangan Literasi Keuangan:** Perseroan senantiasa meningkatkan pelaksanaan program CSR dan pengembangan kapasitas sumber daya manusia serta memberikan pelatihan bidang literasi keuangan kepada masyarakat sekitar tentang cara mengelola keuangan pribadi, tabungan, dan investasi. Program ini bisa membantu mendorong **inklusi keuangan** dan memperkuat ketahanan ekonomi masyarakat setempat.

Jumlah Produk yang Ditarik Kembali [OJK F.29]

Penutupan jalan tol dengan berbagai alasan menjadi salah satu kendala yang kerap ditemui dalam pengoperasian jalan tol. Sepanjang tahun 2024, tidak terdapat penutupan jalan tol yang dikelola oleh Perseroan.

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

Perseroan secara rutin setiap tahun melakukan Survei Kepuasan Pelanggan tahun untuk mengukur kepuasan pelanggan dan mendapatkan penilaian pengguna jalan layanan jalan tol. Hasil pemantauan terhadap pencapaian standar pelayanan minimum (SPM) yang ditetapkan untuk pengelola jalan tol, menunjukkan bahwa Perseroan telah berhasil memenuhi seluruh kriteria yang disyaratkan, termasuk kriteria keselamatan dan kesehatan. Pada tahun 2024, indeks kepuasan pelanggan jalan tol mencapai 5,04 naik dibandingkan tahun 2023 yaitu sebesar 5,01.

To mitigate the negative impacts caused by its products and services, the Company continuously strives to minimize adverse effects. The mitigation efforts undertaken by the Company include the following:

1. **Community Engagement in Projects:** The Company involves the community in the planning and implementation of projects through discussions or communication forums. This helps reduce dissatisfaction, ensures that relocation and land acquisition programs are conducted fairly and transparently, and ensures that economic benefits are distributed to all community members.
2. **CSR Programs and Financial Literacy Development:** The Company consistently enhances the implementation of CSR programs, human resource development, and financial literacy training for local communities. These programs educate people on managing personal finances, savings, and investments, thereby promoting financial inclusion and strengthening local economic resilience.

Number of Recalled Products [OJK F.29]

The closure of toll roads for various reasons is one of the common challenges encountered in toll road operations. Throughout 2024, there were no toll road closures managed by the Company.

Customer Satisfaction Survey on Products and/or Services [OJK F.30]

The Company conducts an annual Customer Satisfaction Survey to evaluate customer satisfaction and gather feedback from toll road users regarding the services provided. Monitoring of the achievement of the Minimum Service Standards (MSS) required for toll road operators shows that the Company has successfully met all required criteria, including safety and health standards. In 2024, the toll road customer satisfaction index reached 5.04, an improvement from 5.01 in 2023.

Tabel Survei Kepuasan Pelanggan
Table of Customer Satisfaction Survey

Jenis Layanan Types of Services	2024	2023*	2022*	Kenaikan (Penurunan) 2023:2024 Increase (Decrease) 2023:2024
Kepuasan Pengguna Jalan Tol Toll Road User Satisfaction	5,05	5,04	4,91	0,20%
Kepuasan Layanan Transaksi Transaction Service Satisfaction	5,07	5,08	4,96	(0,20%)
Kepuasan Layanan Lalu Lintas Traffic Service Satisfaction	5,05	5,02	4,87	0,62%
Kepuasan Layanan Konstruksi Construction Service Satisfaction	5,03	5,03	4,93	0,00%
Kepuasan Tempat Istirahat (TI/TIP) Rest Area (TI/TIP) Satisfaction	5,02	5,01	4,94	0,20%
Kepuasan Layanan Informasi Publik Public Information Service Satisfaction	5,00	4,99	4,6	0,22%
Indeks Total Kepuasan Pelanggan Total Customer Satisfaction Index	5,04	5,01	4,92	0,61%

Keterangan:

* Disajikan kembali / Re-presented

Verifikasi Tertulis dari Pihak Independen [OJK G.1, GRI 2-5]

Written Verification From an Independent Party

Laporan Keberlanjutan PT Jasa Marga (Persero) Tbk Tahun 2024 telah diverifikasi oleh pihak independen yang kompeten di bidangnya. Perseroan telah menunjuk PT Sejahtera Rambah Asia untuk melakukan verifikasi laporan keberlanjutan ini. Perseroan senantiasa memastikan bahwa tidak terdapat benturan kepentingan dalam proses verifikasi laporan ini. Proses verifikasi dilakukan dengan menggunakan tipe 2 (dua) *moderate level* berdasarkan standar AA1000 Assurance Standard v.3.

The Sustainability Report of PT Jasa Marga (Persero) Tbk Year 2024 has been verified by an independent party that is competent in its field. The Company has appointed PT Sejahtera Rambah Asia to verify this sustainability report. The Company always ensures that there is no conflict of interest in the verification process of this report. The verification process was conducted using type 2 (two) moderate level based on AA1000 Assurance Standard v.3.



Independent Assurance Statement

The 2024 Sustainability Report of PT Jasa Marga (Persero) Tbk

Number	: 10/000-174/IV/2025/SRAI
Assurance Type	: Type 1 and Type 2 for material topics of Economic Performance and Customer Health and Safety
Assurance Level	: Moderate
Reporting Standards	: GRI Universal Standard 2021 Consolidated
Reporting Regulation (Indonesia)	: Otoritas Jasa Keuangan Regulation (POJK) Number 51/POJK.03/2017 and SEOJK No. 16/SEOJK.04/2021

Dear stakeholders,

PT Sejahtera Rambah Asia is issuing an **Independent Assurance Statement** (“the Statement”) of the **2024 Sustainability Report** (“the Report”) of **PT Jasa Marga (Persero) Tbk** (“the Company”). The Company's main businesses are development in the Toll Road Business sector with supporting facilities. The Report presents the commitment and efforts of the Company in managing its sustainability performance for the reporting period of **January 1st to December 31st, 2024**. As agreed with Management, PT Sejahtera Rambah Asia’s responsibility is to make an assessment based on the data and content of the Report for the year.

Intended User and Purpose

The purpose of the Statement is to present our opinion including the findings and recommendations based on the results of assurance work to the Company’s stakeholders. The Assurance Team in accordance with specific procedures and a specific scope of work carried out the assessment. Except for the areas covered in the scope of the assurance, we encourage all NOT to solely interpret the Statement as the basis to conclude the Company’s overall sustainability performance.

Responsibilities

Our responsibilities to the Management are to evaluate the Report content, come up with findings and recommendations, and issue the Statement. We are also responsible for coming up with conclusions and recommendations based on the agreed standards, methods, and approaches. Hence, PT Sejahtera Rambah Asia is only evaluated for the latest received editorial and data on the final draft as of April 10th, 2025. PT Sejahtera Rambah Asia is only responsible for delivering assurance work, NOT an audit, by following the Non-Disclosure Agreement, the Assurance Engagement Agreement, Representation Letter, and Subsequent Event Testing. The Management has its sole responsibility for the presentation of data, information, and disclosures in the Report content. Therefore, any parties who depend on the Report and this Statement shall bear and manage their risks.

Independence, Impartiality, and Competency

PT Sejahtera Rambah Asia confirms NO relationships between the assessor team and the clients that can influence their independence and impartiality to conduct the assessment and generate the Statements. The assessor team is mandated to follow a particular assurance protocol and professional ethical code of conduct to ensure their objectivity and integrity. We carried out a pre-engagement assessment before the assurance work was taken to verify the risks of engagement as well as the independence and impartiality of the team. The assessor team members have knowledge of ISO 26000, AA1000 AccountAbility standards and principles, and also have experience in sustainability report assessment based on various reporting regulations, standards, and principles, such as POJK No.

PT Sejahtera Rambah Asia Independent Assurance Statement, version 2025, page 1 of 4



51/POJK.03/2017 (POJK 51) regulation, Circular Letter of OJK (SEOJK No.16/SEOJK.03/2021), and GRI Standard 2021 Consolidated.

Type and Level of Assurance Service

1. **Type 1 assurance** on the Report content.
2. **Type 2 assurance** on Economic Performance and Customer Health and Safety.
3. **A moderate level of assurance** to the procedure on the Report content and evidence, where the risks of information and conclusions of the Report being error is reduced, but not to very low, but not zero.

Scope and Limitation of Assurance Service

1. Data and information in the Report for the period of **January 1st to December 31st, 2024**.
2. Material topics presented in the Report: **Economic Performance, Market Presence, Indirect Economic Impacts, Energy, Emissions, Employment, Local Communities and Customer Health and Safety**.
3. Evaluation of publicly disclosed information, system, and process of the Company to ensure adherence of the Report content to the reporting principles.
4. PT Sejahtera Rambah Asia does NOT include financial data, information, and figures in the Report content. We assumed that the Company, independent parties, or other parties associated with the Company have verified and/or audited financial statements, data, and information.
5. Adherence to the following reporting principles, standards, and regulations:
 - a) Consolidated set of GRI Sustainability Reporting Standards 2021 (GRI Universal Standards) issued by the Global Reporting Initiative.
 - b) Regulation of Otoritas Jasa Keuangan (OJK) No.51/POJK.03/2017 regarding the Implementation of Sustainable Finance for Financial Service Institution, Listed, and Public Companies (POJK 51) with reference to OJK Circular Letter (SEOJK) 2022 No.16/SEOJK.04/2021.

Exclusion

1. The expression of opinion, belief, expectation, advertisement, and also forward-looking statements, including future planning of the Company as specified in the Report content.
2. Analysis or assessment against regulations, principles, standards, guidelines, and indicators other than those indicated in the Statement.
3. Topics, data, and information outside the reporting period, or in the public domain not covered in the reporting period.
4. Financial performance data and information as presented in the Company's financial statements and documents, other than those mentioned in the Report.

Methodology and Source Disclosure

1. Form an Assuror Team whose members are capable in sustainability report development and assurance.
2. Perform the pre-engagement phase to ensure the independence and impartiality of the Assuror Team.
3. Hold a kick-off meeting and initial analysis of the Report draft based on the PT Sejahtera Rambah Asia Protocol on Assurance Analysis refers to the standards, principles, and indicators of AA1000AS v3, AA1000APS (2018), and standards/regulations used in the Report.
4. Discuss online the results of the analysis with the Management and data contributors.
5. Verify evidence and trace data and information as covered in the Report.

PT Sejahtera Rambah Asia Independent Assurance Statement, version 2025, page 2 of 4



6. The Company incorporated our recommendations in the draft Report and release the final Report content.
7. Prepare the Statement and send it to AA1000 AccountAbility for review to get approval before submitting it to the Company.
8. Prepare a Management Letter detailing all aspects seen, recorded, and observed during the assurance work to the Management of the Company for further improvement of sustainability processes.

Adherence to AA1000AP (2018) and GRI Universal Standards

Inclusivity – The company has identified its stakeholders through various methods, such as focused group discussions, in-depth interviews, direct observations, and literature reviews. In addition, stakeholder engagement is managed through a range of approaches tailored to the type of activity and predetermined frequency. The company also has policies that are communicated to both internal and external stakeholders.

Materiality – The Company prioritizes material topics based on the level of scale and scope and the high probability of occurrence, and/or the level of severity and significant likelihood. The process of selecting material topics carried out by the Company is adequate by conducting business analysis by divisions within the Company and involving external stakeholders.

Responsiveness – The Company has implemented a complaint handling mechanism through the Jasamarga Tollroad Command Center (Toll Road Information and Communication Center), accessible via a one-call center. Additionally, a whistleblowing system is in place and managed by an independent party. The Company provides channels for both internal and external stakeholders to submit reports or complaints. These inputs are then assessed and followed up with actions based on the principle of continuous improvement, ranging from quick-win solutions to broader innovations and projects, which are subsequently incorporated into the Company's strategic plans.

Impact – In 2024, the Company successfully completed strategic toll road projects that support regional economic growth. The achievement of economic performance in 2024 by exceeding the realization of revenue and profit for the current year from the set target. For the environmental aspect, there was no decrease in energy use and reduction in energy intensity. This is due to differences in the scope of energy measurement. However, the Company strives to use environmentally friendly materials by replacing the use of diesel fuel with Compressed Natural Gas (CNG) as the basic material for heating asphalt at the Asphalt Mixing Plant (AMP) which aims to reduce emissions. In addition, the Company has conducted wastewater quality tests which show that wastewater in offices is still below the quality standard. In the social aspect, the Company has made various significant investments in the development of toll road infrastructure in Indonesia. The investments and services carried out by the Company are mostly commercial, such as constructing new toll road sections and developing supporting infrastructure. However, in addition to commercial activities, the company is also involved in in-kind and pro bono activities, such as the development of social infrastructure and education and health programs. The company also succeeded in reducing the number of work accidents in 2024 compared to the previous year. This is supported by the Road Safety Rangers program which prioritizes driving safety and security.

Statement of Use: "In Accordance to the GRI Standards" – We evaluated the Report content according to the GRI Universal Standards principles, disclosures, and requirements for reporting. The Company has complied with nine requirements: apply the reporting principles, report the disclosures in GRI 2:



General Disclosures 2021, determine material topics, report the disclosures in GRI 3: Material Topics 2021, report disclosures from the GRI Topic Standards for each material topic, provide reasons for omission for disclosures and requirements that the organization cannot comply with, publish a GRI content index, provide a statement of use, and notify GRI.

GRI Standards Principles – As the assurance work was taken, the report content sufficiently indicates its adherence to sustainability reporting principles (accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability). The Management does not provide adequate support during the assurance work by submitting evidence/documents as requested.

Type 2 Assurance – In the current year, the Company's revenue increased compared to the previous year, which came from tariff adjustments on toll roads and the operation of new toll roads. This year's performance achievement also received contributions from other Jasa Marga business units, both from private toll management businesses and rest area support businesses, as well as optimization of operational efficiency programs. The Company continuously evaluates the achievement of performance targets, both operationally and financially, and reports them in the Quarterly and Annual Management Reports. In addition, the Company monitors performance achievements, so that it can be immediately identified if there is a decline in the Company's performance. In short, the Company has succeeded in overseeing its economic performance, so that the targeted targets can be monitored effectively. In addition, the company has also identified sustainability risks and opportunities including those related to climate change in terms of economic, environmental, social and governance. For the health and safety of customers, the Company's current year shows improvements from year to year by showing an average decrease in accidents. The Company has implemented several safety initiatives, such as holding safety campaigns and meetings with customers, holding safe driving talk shows, working with third party to prepare the 2024 masterplan, and working with stakeholders to collect input and suggestions for improvement.

Recommendation

1. To make technological improvements to prevent overloaded and oversized vehicles from entering toll roads.
2. To validate energy intensity calculations, the Company can set targets, measurement bases and conduct energy audits.
3. To calculate energy consumption outside the company in the next report.

The assurance provider,

Jakarta, April 10th 2025

Lim Hendra
Assurance Director of
PT Sejahtera Rambah Asia



Lembar Umpan Balik [OJK G.2 GRI 2-26]

Feedback Form

Setelah membaca Laporan Keberlanjutan PT Jasa Marga (Persero) Tbk Tahun 2024, kami mohon kesediaan para pemangku kepentingan untuk memberikan umpan balik dengan mengirim email atau mengirim formulir ini melalui fax/pos.

After reading the 2024 Sustainability Report of PT Jasa Marga (Persero) Tbk, we ask for stakeholders' willingness to provide feedback by sending an email or sending this form via fax/post.

1. Mohon beri tanda ceklis (✓) pada kolom setuju atau tidak setuju

1. Please check (✓) the box for agree or disagree

Pertanyaan Question	Setuju Agree	Tidak Setuju Disagree
Laporan ini telah memberikan informasi yang bermanfaat mengenai kinerja ekonomi, sosial, dan lingkungan Perusahaan. This report provides useful information on the Company's economic, social, and environmental performance.		
Data dan informasi yang diungkapkan mudah dipahami, lengkap, transparan, dan berimbang. The disclosed data and information are easy to understand, complete, transparent, and balanced.		
Data dan informasi yang disajikan berguna dalam pengambilan keputusan. The presented data and information are useful for decision-making.		
Laporan ini menarik dan mudah dibaca. This report is engaging and easy to read.		

2. Mohon berikan nilai mengenai topik material yang terdapat dalam laporan Keberlanjutan ini (nilai 1 = paling penting, 2 = penting, 3 = tidak penting, 4 = sangat tidak penting).

2. Please rate the material topics in this Sustainability Report (1 = Most Important, 2 = Important, 3 = Not Important, 4 = Very Unimportant)

(.....) Kinerja Ekonomi
Economic Performance

(.....) Emisi
Emission

(.....) Keberadaan Pasar
Market Presence

(.....) Ketenagakerjaan
Employment

(.....) Dampak Ekonomi Tidak Langsung
Indirect Economic Impacts

(.....) Masyarakat Lokal
Local Community

(.....) Energi
Energy

(.....) Kesehatan dan Keselamatan Pelanggan
Customer Health and Safety

3. Mohon berikan komentar/saran/usulan bagi laporan ini.

3. Please provide your comments, suggestions, or recommendations for this report.

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Identitas Pemangku Kepentingan

Stakeholder Identity

Nama
Name :

Pekerjaan
Occupation :

Institusi/Perusahaan
Institution/Company :

Kontak (telepon, email)
Contact (phone, email) :

Kategori Pemangku Kepentingan

Stakeholder Category

- ☐ Pemegang Saham
Shareholders
- ☐ Investor
Investor
- ☐ Pakar/Expert
Expert
- ☐ Karyawan
Employees
- ☐ Regulator
Regulator
- ☐ Legislator
Legislator
- ☐ Pengguna Jalan Tol dan Pelanggan Lainnya
Toll Road Users and Other Customers

- ☐ Mitra Kerjasama Usaha Patungan
Joint Venture Business Partners
- ☐ Vendor/Pemasok
Vendors/Suppliers
- ☐ Masyarakat
Community
- ☐ Media Massa
Mass Media
- ☐ Lembaga Swadaya Masyarakat (LSM)
Non-Governmental Organizations (NGOs)
- ☐ Serikat Kerja Karyawan
Employee Labor Union
- ☐ Tenant Rest Area
Rest Area Tenants

Saran dan tanggapan yang Anda berikan atas informasi yang disajikan dalam laporan ini mohon dikirimkan kepada:

Please send your feedback and comments regarding the information presented in this report to:

PT Jasa Marga (Persero) Tbk
Corporate Communication & Community Development Group Head

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13550 Indonesia



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Tanggapan Terhadap Umpan Balik Laporan Keberlanjutan Tahun 2023 [OJK G.3]

Response to 2023 Sustainability Report Feedback

Selama tahun 2024, Perseroan tidak mendapat umpan balik terkait Laporan Keberlanjutan tahun 2023. Sehingga tidak terdapat informasi tanggapan atas umpan balik.

During 2024, the Company did not receive any feedback on the 2023 Sustainability Report. Therefore, there is no information on response to feedback.

Daftar Pengungkapan Sesuai Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 [OJK G.4]

The List of Disclosures in Accordance with Financial Services Authority Regulation Number 51/POJK.03/2017

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*) N/A : Not Applicable

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Tautan Standar GRI dengan TPB

The Linkage of GRI Standards with SDGs

PT Jasa Marga (Persero) Tbk senantiasa berkomitmen untuk memberikan kontribusi dalam pencapaian Tujuan Pembangunan Berkelanjutan (TPB)/Sustainable Development Goals (SDGs). Dukungan dilakukan oleh Jasa Marga tercermin pada tautan tautan antara program/kegiatan yang dilakukan dengan GRI Standard dan SDGs, sesuai panduan *SDG Compass* yang diterbitkan oleh GRI, United Nations Global Compact, dan World Business Council for Sustainable Development (WBCSD), sebagai berikut:

PT Jasa Marga (Persero) Tbk remains committed to contributing to the achievement of the Sustainable Development Goals (SDGs). Jasa Marga's support is reflected in the linkage between its programs/activities and the GRI Standards and SDGs, in accordance with the *SDG Compass* guidelines issued by GRI, the United Nations Global Compact, and the World Business Council for Sustainable Development (WBCSD), as follows:

Logo	Tujuan Objective	Relevansi GRI Standard Relevance of GRI Standard	Disclosure	Judul Indikator Indicator Title
	Mengakhiri kemiskinan dalam segala bentuk di mana pun. End poverty in all its forms everywhere	GRI 202: Keberadaan Pasar 2016 GRI 202: Market Presence 2016	202-1	Rasio standar upah karyawan entry-level berdasarkan jenis kelamin terhadap upah minimum regional Ratios of standard entry level wage by gender compared to local minimum wage
		GRI 203: Dampak Ekonomi Tidak Langsung 2016 GRI 203: Indirect Economic Impacts 2016	203-2	Dampak ekonomi tidak langsung yang signifikan Significant indirect economic impacts
		GRI 413: Masyarakat Lokal 2016 GRI 413: Local Communities 2016	413-2	Operasi yang secara aktual dan yang berpotensi memiliki dampak negatif signifikan terhadap masyarakat lokal Operations with significant actual and potential negative impacts on local communities
	Mengakhiri kelaparan, mencapai ketahanan pangan, memperbaiki nutrisi dan mempromosikan pertanian yang berkelanjutan. End hunger, achieve food security and improved nutrition and promote sustainable agriculture.	GRI 413: Masyarakat Lokal 2016 GRI 413: Local Communities 2016	413-2	Operasi yang secara aktual dan yang berpotensi memiliki dampak negatif signifikan terhadap masyarakat lokal Operations with significant actual and potential negative impacts on local communities
	Menjamin kehidupan yang sehat dan mendorong kesejahteraan bagi semua orang di segala usia. Ensure healthy lives and promote well-being for all at all ages	GRI 401: Kepegawaian 2016 GRI 401: Employment 2016	401-2	Tunjangan yang diberikan kepada karyawan tetap yang tidak diberikan kepada karyawan sementara atau paruh waktu Benefits provided to full-time employees that are not provided to temporary or part-time employees
		GRI 403: Kesehatan dan Keselamatan Kerja 2018 GRI 403: Occupational Health and Safety 2018	403-6	Peningkatan kualitas kesehatan kerja Promotion of worker health
			403-9	Kecelakaan kerja Work-related injuries
			403-10	Penyakit akibat kerja Work-related ill health

Logo	Tujuan Objective	Relevansi GRI Standard Relevance of GRI Standard	Disclosure	Judul Indikator Indicator Title
		GRI 203: Dampak Ekonomi Tidak Langsung 2016 GRI 203: Indirect Economic Impacts 2016	203-2	Dampak ekonomi tidak langsung yang signifikan Significant indirect economic impacts
		GRI 305: Emisi 2016 GRI 305: Emissions 2016	305-1	Emisi GRK Langsung (Cakupan 1) Direct (Scope 1) GHG emissions
			305-2	Energi tidak langsung (Cakupan 2) Emisi GRK Energy indirect (Scope 2) GHG emissions
			305-3	Emisi GRK (Cakupan 3) tidak langsung lainnya Other indirect (Scope 3) GHG emissions
			305-6	Emisi zat perusak ozon (BPO) Emissions of ozone-depleting substances (ODS)
			305-7	Nitrogen oksida (NOx), sulfur oksida (SOx), dan emisi udara signifikan lainnya Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions
	Menjamin kualitas pendidikan yang inklusif dan merata serta meningkatkan kesempatan belajar sepanjang hayat untuk semua pada tahun 2030. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all in 2030.	GRI 404: Pelatihan dan Pendidikan 2016 GRI 404: Training and Education 2016	404-1	Rata-rata jam pelatihan per tahun per karyawan Average hours of training per year per employee
	Mencapai kesetaraan gender dan memberdayakan semua perempuan dan anak perempuan. Achieve gender equality and empower all women and girls.	GRI 2: Pengungkapan Umum 2021 GRI 2: General Disclosures 2021	2-9	Struktur dan komposisi tata kelola Governance structure and composition
			2-10	Nominasi dan pemilihan badan tata kelola tertinggi Nomination and selection of the highest governance body
		GRI 202: Keberadaan Pasar 2016 GRI 202: Market Presence 2016	202-1	Rasio standar upah karyawan entry-level berdasarkan jenis kelamin terhadap upah minimum regional Ratios of standard entry level wage by gender compared to local minimum wage
		GRI 203: Dampak Ekonomi Tidak Langsung 2016 GRI 203: Indirect Economic Impacts 2016	203-1	Investasi infrastruktur dan dukungan layanan Infrastructure investments and services supported
		GRI 401: Kepegawaian 2016 GRI 401: Employment 2016	401-1	Perekrutan karyawan baru dan perputaran karyawan New employee hires and employee turnover
			401-2	Tunjangan yang diberikan kepada karyawan tetap yang tidak diberikan kepada karyawan sementara atau paruh waktu Benefits provided to full-time employees that are not provided to temporary or part-time employees
			401-3	Cuti Melahirkan Parental Leave

Logo	Tujuan Objective	Relevansi GRI Standard Relevance of GRI Standard	Disclosure	Judul Indikator Indicator Title
		GRI 404: Pelatihan dan Pendidikan 2016 GRI 404: Training and Education 2016	404-1	Rata-rata jam pelatihan per tahun per karyawan Average hours of training per year per employee
			404-3	Persentase karyawan yang menerima tinjauan rutin terhadap kinerja dan pengembangan karir Percentage of employees receiving regular performance and career development reviews
		GRI 405: Keberagaman dan Kesetaraan Kesempatan 2016 GRI 405: Diversity and Equal Opportunity 2016	405-1	Keberagaman badan tata kelola dan karyawan Diversity of governance bodies and employees
			405-2	Rasio gaji pokok dan remunerasi perempuan terhadap laki-laki Ratio of basic salary and remuneration of women to men
	Memastikan masyarakat mencapai akses universal air bersih dan sanitasi. Ensure availability and sustainable management of water and sanitation for all	GRI 304: Keanekaragaman Hayati 2016 GRI 304: Biodiversity 2016	304-1	Lokasi operasi yang dimiliki, disewa, dikelola, atau berdekatan dengan, kawasan lindung dan kawasan dengan nilai keanekaragaman hayati tinggi di luar kawasan lindung Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas
			304-2	Dampak signifikan dari aktivitas, produk, dan jasa pada keanekaragaman hayati Significant impacts of activities, products and services on biodiversity
			304-3	Habitat yang dilindungi atau direstorasi Habitats protected or restored
			304-4	Spesies Daftar Merah IUCN dan spesies daftar konservasi nasional dengan habitat dalam wilayah yang terkena efek operasi IUCN Red List species and national conservation list species with habitats in areas affected by operations
	Menjamin akses energi yang terjangkau, andal, berkelanjutan, dan modern untuk semua lapisan masyarakat. Ensure access to affordable, reliable, sustainable and modern energy for all	GRI 302: Energi 2016 GRI 302: Energy 2016	302-1	Konsumsi energi di dalam organisasi Energy Consumption Within the Organization
			302-2	Konsumsi energi di luar organisasi Energy Consumption Outside the Organization
			302-3	Intensitas energi Energy Intensity
			302-4	Reduksi konsumsi energi Reduction of Energy Consumption
			302-5	Pengurangan kebutuhan energi dari produk dan jasa Reduction of Energy Demand from Products and Services

Logo	Tujuan Objective	Relevansi GRI Standard Relevance of GRI Standard	Disclosure	Judul Indikator Indicator Title
	Berusaha meningkatkan pertumbuhan ekonomi yang inklusif dan berkelanjutan, kesempatan kerja yang produktif dan menyeluruh serta pekerjaan yang layak untuk semua. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	GRI 2: Pengungkapan Umum 2021 GRI 2: General Disclosures 2021	2-7	Karyawan Employees
			2-8	Pekerja yang bukan karyawan Workers who are not employees
			2-30	Perjanjian kerja bersama Collective bargaining agreements
		GRI 201: Kinerja Ekonomi 2016 GRI 201: Economic Performance 2016	201-1	Nilai ekonomi langsung yang dihasilkan dan didistribusikan Direct Economic Value Generated and Distributed
		GRI 202: Keberadaan Pasar 2016 GRI 202: Market Presence 2016	202-1	Rasio standar upah karyawan entry-level berdasarkan jenis kelamin terhadap upah minimum regional Ratios of standard entry level wage by gender compared to local minimum wage
			202-2	Proporsi manajemen senior yang berasal dari masyarakat lokal Proportion of senior management hired from the local community
		GRI 203: Dampak Ekonomi Tidak Langsung 2016 GRI 203: Indirect Economic Impacts 2016	203-2	Dampak ekonomi tidak langsung yang signifikan Significant indirect economic impacts
		GRI 404: Pelatihan dan Pendidikan 2016 GRI 404: Training and Education 2016	404-1	Rata-rata jam pelatihan per tahun per karyawan Average hours of training per year per employee
			404-2	Program untuk meningkatkan keterampilan karyawan dan program bantuan peralihan Programs for upgrading employee skills and transition assistance programs
			404-3	Persentase karyawan yang menerima tinjauan rutin terhadap kinerja dan pengembangan karir Percentage of employees receiving regular performance and career development reviews
		GRI 204: Praktik Pengadaan 2016 GRI 204: Procurement Practices 2016	204-1	Proporsi pengeluaran untuk pemasok lokal Proportion of Spending on Local Suppliers
		GRI 302: Energi 2016 GRI 302: Energy 2016	302-1	Konsumsi energi di dalam organisasi Energy Consumption Within the Organization
			302-2	Konsumsi energi di luar organisasi Energy Consumption Outside the Organization
			302-3	Intensitas energi Energy Intensity
			302-4	Reduksi konsumsi energi Reduction of Energy Consumption
			302-5	Pengurangan kebutuhan energi dari produk dan jasa Reduction of Energy Demand from Products and Services

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		GRI 401: Kepegawaian 2016 GRI 401: Employment 2016	401-1	Perekrutan karyawan baru dan perputaran karyawan New employee hires and employee turnover
			401-2	Tunjangan yang diberikan kepada karyawan tetap yang tidak diberikan kepada karyawan sementara atau paruh waktu Benefits provided to full-time employees that are not provided to temporary or part-time employees
			401-3	Cuti Melahirkan Parental Leave
		GRI 405: Keberagaman dan Kesetaraan Kesempatan 2016 GRI 405: Diversity and Equal Opportunity 2016	405-1	Keberagaman badan tata kelola dan karyawan Diversity of governance bodies and employees
			405-2	Rasio gaji pokok dan remunerasi perempuan terhadap laki-laki Ratio of basic salary and remuneration of women to men
		GRI 403: Kesehatan dan Keselamatan Kerja 2018 GRI 403: Occupational Health and Safety 2018	403-1	Sistem manajemen kesehatan dan keselamatan kerja Occupational Health and Safety Management System
			403-2	Identifikasi bahaya, penilaian risiko, dan investigasi insiden Hazard Identification, Risk Assessment, and Incident Investigation
			403-3	Layanan kesehatan kerja Occupational Health Services
			403-4	Partisipasi pekerja, konsultasi, dan komunikasi tentang kesehatan dan keselamatan kerja Worker participation, consultation, and communication on occupational health and safety
			403-5	Pelatihan pekerja tentang kesehatan dan keselamatan kerja Worker training on occupational health and safety
			403-7	Pencegahan dan mitigasi dampak-dampak keselamatan dan kesehatan kerja yang secara langsung terkait dengan hubungan bisnis Prevention and mitigation of occupational health and safety impacts directly linked by business relationships
			403-8	Pekerja yang tercakup dalam sistem manajemen keselamatan dan kesehatan kerja Workers covered by an occupational health and safety management system
			403-9	Kecelakaan kerja Work-related injuries
			403-10	Penyakit akibat kerja Work-related ill health

Logo	Tujuan Objective	Relevansi GRI Standard Relevance of GRI Standard	Disclosure	Judul Indikator Indicator Title
	Membangun infrastruktur yang tangguh, meningkatkan industri inklusif dan berkelanjutan, serta mendorong inovasi. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	GRI 201: Kinerja Ekonomi 2016 GRI 201: Economic Performance 2016	201-1	Nilai ekonomi langsung yang dihasilkan dan didistribusikan Direct Economic Value Generated and Distributed
		GRI 203: Dampak Ekonomi Tidak Langsung 2016 GRI 203: Indirect Economic Impacts 2016	203-1	Investasi infrastruktur dan dukungan layanan Infrastructure investments and services supported
	Mengurangi Kesenjangan Intra dan Antar Negara Reduce inequality within and among countries.	GRI 2: Pengungkapan Umum 2021 GRI 2: General Disclosures 2021	2-7	Karyawan Employees
		GRI 401: Kepegawaian 2016 GRI 401: Employment 2016	404-1	Perekrutan karyawan baru dan perputaran karyawan New employee hires and employee turnover
			404-1	Rata-rata jam pelatihan per tahun per karyawan Average hours of training per year per employee
		GRI 404: Pelatihan dan Pendidikan 2016 GRI 404: Training and Education 2016	404-3	Persentase karyawan yang menerima tinjauan rutin terhadap kinerja dan pengembangan karir Percentage of employees receiving regular performance and career development reviews
	Menjadikan kota dan pemukiman inklusif, aman, tangguh dan berkelanjutan Make cities and human settlements inclusive, safe, resilient and sustainable.	GRI 203: Dampak Ekonomi Tidak Langsung 2016 GRI 203: Indirect Economic Impacts 2016	203-1	Investasi infrastruktur dan dukungan layanan Infrastructure investments and services supported
	Menjamin pola produksi dan konsumsi yang bertanggung jawab Ensure sustainable consumption and production patterns.	GRI 302: Energi 2016 GRI 302: Energy 2016	302-1	Konsumsi energi di dalam organisasi Energy Consumption Within the Organization
			302-2	Konsumsi energi di luar organisasi Energy Consumption Outside the Organization
			302-3	Intensitas energi Energy Intensity
			302-4	Reduksi konsumsi energi Reduction of Energy Consumption
			302-5	Pengurangan kebutuhan energi dari produk dan jasa Reduction of Energy Demand from Products and Services
		GRI 305: Emisi 2016 GRI 305: Emissions 2016	305-1	Emisi GRK Langsung (Cakupan 1) Direct (Scope 1) GHG emissions
			305-2	Energi tidak langsung (Cakupan 2) Emisi GRK Energy indirect (Scope 2) GHG emissions
			305-3	Emisi GRK (Cakupan 3) tidak langsung lainnya Other indirect (Scope 3) GHG emissions
			305-6	Emisi zat perusak ozon (BPO) Emissions of ozone-depleting substances (ODS)

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			305-7	Nitrogen oksida (NOx), sulfur oksida (SOx), dan emisi udara signifikan lainnya Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions
		GRI 417: Pemasaran dan Pelabelan 2016 GRI 417: Marketing and Labeling 2016	417-1	Persyaratan untuk pelabelan dan informasi produk dan jasa Requirements for product and service information and labeling
	Mengambil aksi segera untuk memerangi perubahan iklim dan dampaknya karena perubahan iklim adalah tantangan global yang memengaruhi setiap orang. Take urgent action to combat climate change and its impacts is a global challenge that affects everyone.	GRI 201: Kinerja Ekonomi 2016 GRI 201: Economic Performance 2016	201-2	Implikasi finansial serta risiko dan peluang lain akibat perubahan iklim Financial implications and other risks and opportunities due to climate change
		GRI 302: Energi 2016 GRI 302: Energy 2016	302-1	Konsumsi energi di dalam organisasi Energy Consumption Within the Organization
			302-2	Konsumsi energi di luar organisasi Energy Consumption Outside the Organization
			302-3	Intensitas energi Energy Intensity
			302-4	Reduksi konsumsi energi Reduction of Energy Consumption
			302-5	Pengurangan kebutuhan energi dari produk dan jasa Reduction of Energy Demand from Products and Services
		GRI 305: Emisi 2016 GRI 305: Emissions 2016	305-1	Emisi GRK Langsung (Cakupan 1) Direct (Scope 1) GHG emissions
			305-2	Emisi tidak langsung (Cakupan 2) Emisi GRK Energy indirect (Scope 2) GHG emissions
			305-3	Emisi GRK (Cakupan 3) tidak langsung lainnya Other indirect (Scope 3) GHG emissions
			305-4	Intensitas Emisi GRK GHG emissions intensity
			305-5	Pengurangan emisi GRK Reduction of GHG emissions
	Melestarikan dan memanfaatkan secara berkelanjutan sumber daya kelautan dan samudra untuk pembangunan berkelanjutan Conserve and sustainably use the oceans, seas and marine resources for sustainable development.	GRI 304: Keanekaragaman Hayati 2016 GRI 304: Biodiversity 2016	304-1	Lokasi operasi yang dimiliki, disewa, dikelola, atau berdekatan dengan, kawasan lindung dan kawasan dengan nilai keanekaragaman hayati tinggi di luar kawasan lindung Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas
			304-2	Dampak signifikan dari aktivitas, produk, dan jasa pada keanekaragaman hayati Significant impacts of activities, products and services on biodiversity
			304-3	Habitat yang dilindungi atau direstorasi Habitats protected or restored
			304-4	Spesies Daftar Merah IUCN dan spesies daftar konservasi nasional dengan habitat dalam wilayah yang terkena efek operasi IUCN Red List species and national conservation list species with habitats in areas affected by operations

Logo	Tujuan Objective	Relevansi GRI Standard Relevance of GRI Standard	Disclosure	Judul Indikator Indicator Title
		GRI 305: Emisi 2016 GRI 305: Emissions 2016	305-1	Emisi GRK Langsung (Cakupan 1) Direct (Scope 1) GHG emissions
			305-2	Energi tidak langsung (Cakupan 2) Emisi GRK Energy indirect (Scope 2) GHG emissions
			305-3	Emisi GRK (Cakupan 3) tidak langsung lainnya Other indirect (Scope 3) GHG emissions
			305-4	Intensitas Emisi GRK GHG emissions intensity
			305-5	Pengurangan emisi GRK Reduction of GHG emissions
			305-7	Nitrogen oksida (NOx), sulfur oksida (SOx), dan emisi udara signifikan lainnya Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions
	Melindungi, Merestorasi dan Meningkatkan Pemanfaatan Berkelanjutan Ekosistem Daratan, Mengelola Hutan Secara Lestari, Menghentikan Penggurunan, Memulihkan Degradasi lahan, serta Menghentikan Kehilangan Keanekaragaman Hayati Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.	GRI 304: Keanekaragaman Hayati 2016 GRI 304: Biodiversity 2016	304-1	Lokasi operasi yang dimiliki, disewa, dikelola, atau berdekatan dengan, kawasan lindung dan kawasan dengan nilai keanekaragaman hayati tinggi di luar kawasan lindung Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas
			304-2	Dampak signifikan dari aktivitas, produk, dan jasa pada keanekaragaman hayati Significant impacts of activities, products and services on biodiversity
			304-3	Habitat yang dilindungi atau direstorasi Habitats protected or restored
			304-4	Spesies Daftar Merah IUCN dan spesies daftar konservasi nasional dengan habitat dalam wilayah yang terkena efek operasi IUCN Red List species and national conservation list species with habitats in areas affected by operations
		GRI 305: Emisi 2016 GRI 305: Emissions 2016	305-1	Emisi GRK Langsung (Cakupan 1) Direct (Scope 1) GHG emissions
			305-2	Energi tidak langsung (Cakupan 2) Emisi GRK Energy indirect (Scope 2) GHG emissions
			305-3	Emisi GRK (Cakupan 3) tidak langsung lainnya Other indirect (Scope 3) GHG emissions
			305-4	Intensitas Emisi GRK GHG emissions intensity
			305-5	Pengurangan emisi GRK Reduction of GHG emissions
			305-7	Nitrogen oksida (NOx), sulfur oksida (SOx), dan emisi udara signifikan lainnya Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions

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	Menguatkan Masyarakat yang Inklusif dan Damai untuk Pembangunan Berkelanjutan, Menyediakan Akses Keadilan untuk Semua, dan Membangun Kelembagaan yang Efektif, Akuntabel, dan Inklusif di Semua Tingkatan Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.	GRI 2: Pengungkapan Umum 2021 GRI 2: General Disclosures 2021	2-9	Struktur dan komposisi tata kelola Governance structure and composition
			2-10	Nominasi dan pemilihan badan tata kelola tertinggi Nomination and selection of the highest governance body
			2-11	Ketua badan tata kelola tertinggi Chair of the Highest Governance Body
			2-12	Peran badan tata kelola tertinggi dalam mengawasi pengelolaan dampak Role of the highest governance body in overseeing the management of impacts
			2-15	Benturan kepentingan Conflict of Interest
			2-16	Komunikasi hal-hal penting Communication of critical concerns
			2-23	Komitmen kebijakan Policy Commitments
			2-25	Proses untuk memulihkan dampak negatif Processes to remediate negative impacts
			2-26	Mekanisme pemberian umpan balik/saran dan menyampaikan kekhawatiran Mechanisms for seeking advice and raising concerns
		GRI 205: Anti Korupsi 2016 GRI 205: Anti-Corruption 2016	2-29	Pendekatan keterlibatan pemangku kepentingan Approach to stakeholder engagement
			205-1	Operasi-operasi yang dinilai memiliki risiko terkait korupsi Operations assessed for risks related to corruption
			205-2	Komunikasi dan pelatihan tentang kebijakan dan prosedur anti korupsi Communication and training about anti-corruption policies and procedures
			205-3	Insiden korupsi yang terbukti dan tindakan yang diambil Confirmed incidents of corruption and actions taken

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		GRI 403: Kesehatan dan Keselamatan Kerja 2018 GRI 403: Occupational Health and Safety 2018	403-4	Partisipasi pekerja, konsultasi, dan komunikasi tentang kesehatan dan keselamatan kerja Worker participation, consultation, and communication on occupational health and safety
			403-9	Kecelakaan kerja Work-related injuries
			403-10	Penyakit akibat kerja Work-related ill health
		GRI 416: Kesehatan dan Keselamatan Pelanggan 2016 GRI 416: Customer Health and Safety 2016	416-2	Insiden ketidakpatuhan sehubungan dengan dampak kesehatan dan keselamatan dari produk dan jasa Incidents of non-compliance concerning the health and safety impacts of products and services
		GRI 417: Pemasaran dan Pelabelan 2016 GRI 417: Marketing and Labeling 2016	417-2	Insiden ketidakpatuhan terkait informasi dan pelabelan produk dan jasa Incidents of non-compliance concerning product and service information and labeling
			417-3	Insiden ketidakpatuhan terkait komunikasi pemasaran Incidents of non-compliance concerning marketing communications
	Menguatkan Sarana Pelaksanaan dan Merevitalisasi Kemitraan Global untuk Pembangunan Berkelanjutan Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development			

Laporan Keberlanjutan
Sustainability Report

2024



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