

GMF AeroAsia



GMF AeroAsia

GARUDA INDONESIA GROUP

# Business Expansion to Support Nation's Economic Development

2017 Laporan Keberlanjutan  
Sustainability Report



# Business Expansion to Support Nation's Economic Development

Perjalanan GMF sebagai pelaku bisnis *Maintenance Repair & Overhaul* (MRO) telah mencapai 15 tahun pada tahun 2017 ini. Sebagai bentuk pengembangan dan penguatan bisnis inti (*strengthen core business*) secara berkesinambungan dan sebagai langkah mewujudkan visi menjadi "*Top 10 MRO in the World*", GMF melakukan langkah strategis yaitu ekspansi bisnis di level domestik dan regional dengan meningkatkan kualitas layanan bisnis inti GMF yakni *Airframe Maintenance*, *Engine Maintenance*, dan *Component Services*. Untuk mendukung ekspansi bisnis ini, banyak inisiatif yang dilakukan GMF, diantaranya melalui penawaran umum saham perdana (*Initial Public Offering/IPO*) dan *partnership* dengan *global partner*.

GMF has taken part in the Maintenance Repair & Overhaul (MRO) business for 15 years as of 2017. As a way to continuously develop and strengthen its core business, as well as to reach the Company's vision to be the "Top 10 MRO in the World", GMF has made several strategic steps to expand its business domestically and regionally by improving the service quality of its core businesses including Airframe Maintenance, Engine Maintenance, and Component Services. To support business expansion, several initiatives that have been done by GMF include conducting Initial Public Offering (IPO) and partnering with global partners.



Pengelolaan Sumber Daya Manusia Untuk Menciptakan *Great People*  
Managing Human Resources to Create Great People

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Prioritizing Health and Safety Culture

Mengutamakan Kepuasan Pelanggan  
Prioritizing Customer Satisfaction

Dukungan Berkelanjutan Bagi Masyarakat  
Continued Support for Community

Referensi Silang *Disclosure* GRI Standards  
GRI Standards Disclosure Cross Reference

Dengan langkah GMF menjadi perusahaan terbuka (*go public*) di tahun ini, GMF yakin akan meningkatkan nilai Perusahaan dan memberi kontribusi lebih besar kepada pembangunan ekonomi nasional dengan penciptaan lapangan kerja lebih banyak, memberikan nilai lebih kepada pemegang saham, menghasilkan lebih banyak pajak untuk layanan publik, dan pelaksanaan program CSR melalui peningkatan layanan dan kemitraan dengan masyarakat. Selain sisi ekonomi dan sosial, di tahun 2017 GMF mengembangkan konsep *green company* melalui komitmen dan strategi lingkungan dan berhasil memperoleh penghargaan *Indonesia Green Company Award 2017*. Hal ini merupakan bentuk kepedulian GMF dalam memperhatikan aspek keberlanjutan yakni menjaga keseimbangan antara keberhasilan pencapaian kemakmuran ekonomi, perlindungan lingkungan, dan kesejahteraan sosial untuk mendukung terwujudnya pembangunan berkelanjutan.

GMF is confident that going public will increase the value of the Company and will contribute more substantially to the development of the national economy through job creation, higher value to shareholders, higher tax payment for public services, and through CSR activities that increases service to and partnership with the general public. Apart from the economic and social aspects, in 2017, GMF started to adopt the green company concept which was translated into environmental commitment and strategy. Through this concept, GMF was awarded the Indonesia Green Company Award 2017. This shows that GMF is concerned with the sustainability of its business operations and strives to balance economic prosperity, environmental protection, and social welfare for sustainable development.



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- Strategi Pengelolaan Sumber Daya Manusia
- Keberagaman dan Kesetaraan Karyawan
- Merekrut *Great People*
- Tingkat Perputaran Karyawan
- Program Pelatihan dan Pengembangan Karyawan
- Membangun Hubungan Industrial yang Harmonis
- Sistem Penilaian Kinerja dan Pengembangan Karir Karyawan
- Sistem Remunerasi dan Kesejahteraan Karyawan
- Survei Efektivitas Karyawan
- Mekanisme Penanganan Pengaduan Karyawan

- Penerapan Budaya Keselamatan Dan Kesehatan Kerja**
- Kebijakan Pengelolaan Keselamatan dan Kesehatan Kerja
  - Strategi dan Tantangan terkait Pengelolaan Keselamatan dan Kesehatan Kerja
  - Sistem Pengelolaan Keselamatan dan Kesehatan Kerja
  - Panitia Pembina Keselamatan dan Kesehatan Kerja
  - Program Pengelolaan Keselamatan dan Kesehatan Kerja
  - Kinerja dan Evaluasi Keselamatan dan Kesehatan Kerja

- Mengutamakan Kepuasan Pelanggan**
- Menjamin Kesehatan dan Keselamatan Pelanggan
  - Komunikasi Pemasaran
  - Mekanisme Penanganan Pengaduan Pelanggan
  - Survei Kepuasan Pelanggan

- Dukungan Berkelanjutan Bagi Masyarakat**
- Kebijakan CSR Perusahaan
  - Jejak Langkah CSR Perusahaan
  - Visi, Misi, dan Tujuan CSR Perusahaan
  - Struktur Pengelola CSR
  - Program CSR Perusahaan
  - Mekanisme Pengaduan Keluhan Masyarakat terkait Program CSR
  - Realisasi Dana Program CSR

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Profil Perusahaan  
Company Profile

Tata Kelola Perusahaan  
Corporate Governance

Meningkatkan Manfaat  
Ekonomi Kepada Pemangku  
Kepentingan  
Increasing Economic Benefits  
to Stakeholders

Pengelolaan dan Pelestarian  
Lingkungan  
Management and Conservation of  
the Environment

# 01

## Pendahuluan Introduction





Pengelolaan Sumber Daya Manusia Untuk Menciptakan *Great People*  
Managing Human Resources to Create Great People

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Prioritizing Customer Satisfaction

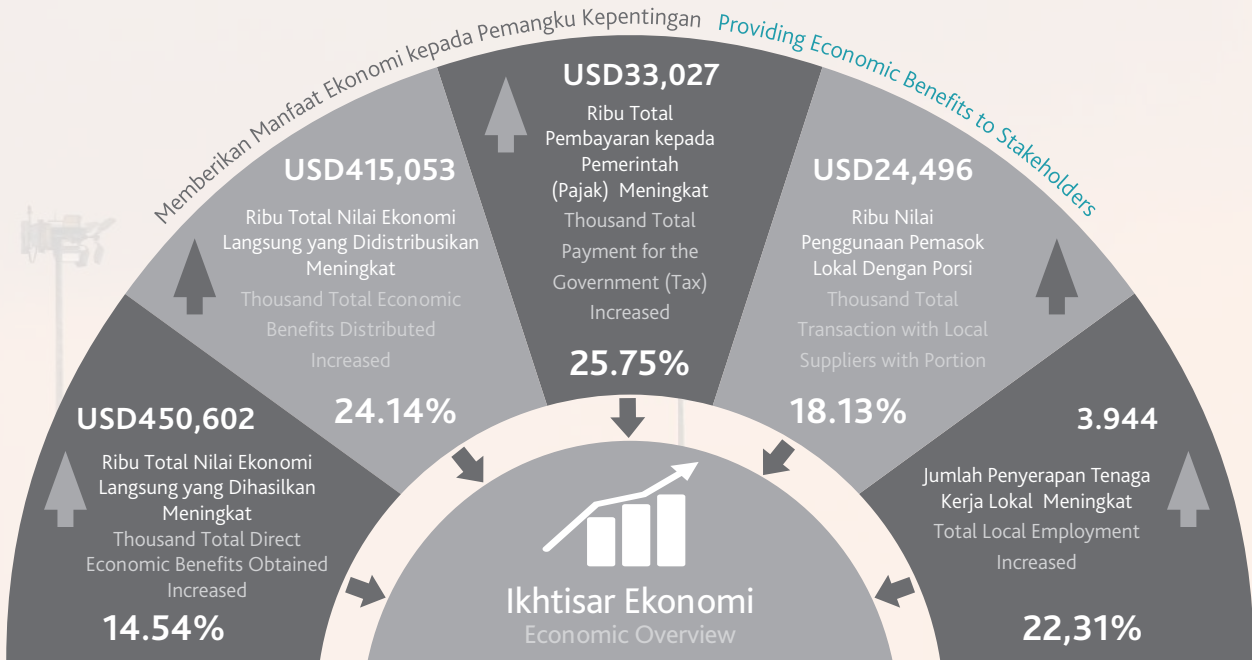
Dukungan Berkelanjutan Bagi Masyarakat  
Continued Support for Community

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# Kinerja Keberlanjutan 2017

## 2017 Sustainable Performance

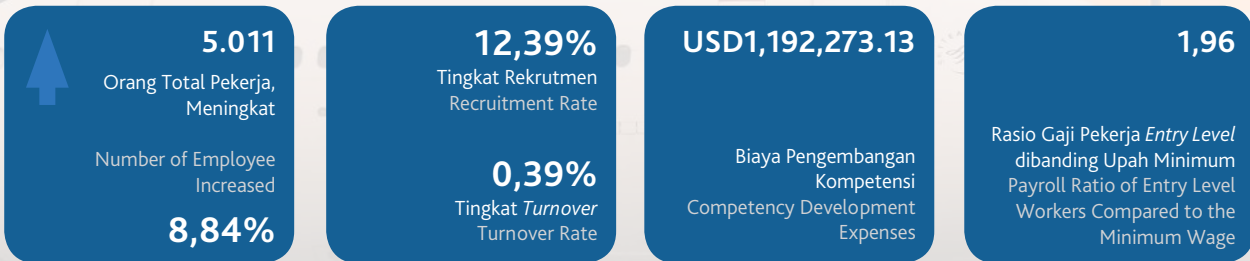


### Ikhtisar Sosial

#### Social Overview

Pengelolaan Sumber Daya Manusia untuk Menciptakan *Great People*

Management of Human Resources to create Great People



Mengutamakan Budaya Keselamatan dan Kesehatan Kerja

Prioritizing Health and Safety Culture





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Dukungan Berkelanjutan bagi Masyarakat

Continued Support for Community

**USD154,179**

Total Realisasi Investasi CSR | Total Realization of CSR Investment

**USD44,659**  
Total Realisasi Investasi Bidang Pendidikan  
Total Realization of Education Investment

**USD6,558**  
Total Realisasi Investasi Bidang Sosial dan Kesehatan  
Total Realization of Social and Health Investment

**USD102,961**  
Total Realisasi Investasi Bidang Keagamaan  
Total Realization of Religious Investment

Mengutamakan Kepuasan Pelanggan

Prioritizing Customer Satisfaction

**4,05**  
Hasil Skor Survei *Customer Satisfaction Index* (Skala 5) | Customer Satisfaction Index Survey Result (Scale 5)



**Ikhtisar Lingkungan**  
Environmental Overview

Pengelolaan dan Pelestarian Lingkungan

Management and Conservation of the Environment

**USD77,315**  
Biaya Pengelolaan dan Pelestarian Lingkungan  
Environmental Management and Conservation Costs

**150.483,75 GJ**  
Konsumsi Energi (Listrik dan Bahan Bakar Minyak)  
Energy Use (Electricity and Fuel Oil)

**355.101 m<sup>3</sup>**  
Penggunaan Air, Menurun sebesar  
Water Usage, Decreased  
**5,92%**

**35.256,76 ton CO<sub>2</sub> eq**  
Total Emisi GRK yang Dihasilkan, Menurun sebesar  
Total Green House Gas Emission Decreased  
**2,95%**

**3.079 Pohon**  
Ditanam pada Program Penghijauan  
Planted on Greening Program

**101,96 Ton**  
Efisiensi pada Penggunaan Kertas  
Paper Usage Efficiency

## Kontribusi Dalam Pencapaian Tujuan Pembangunan Berkelanjutan

### Contributions to The Sustainable Development Goals

Tujuan pembangunan berkelanjutan atau *Sustainable Development Goals* (SDGs) merupakan agenda pembangunan jangka panjang untuk kesejahteraan manusia dan planet bumi. Tujuan SDGs mencakup skala universal, dengan kerangka kerja yang utuh dalam membantu negara-negara di dunia menuju pembangunan berkelanjutan melalui tiga pendekatan, yakni pembangunan ekonomi, keterbukaan dalam tatanan sosial, dan keberlangsungan lingkungan hidup.

*Sustainable Development Goals (SDGs) is a long term development agenda for the prosperity of humans and the planet. The SDGs serves as framework with universal aspects that can be used to support countries in attaining sustainable development based on three approaches: Economic development, openness in social structure, and environmental sustainability.*

Untuk mencapai tujuan SDGs tersebut, tidak hanya membutuhkan peran dari pemerintah, namun juga dari perusahaan, akademisi, praktisi, dan elemen masyarakat lainnya. Untuk itu, di tahun 2017 ini, GMF kembali menyatakan komitmennya dalam berkontribusi pada pencapaian SDGs melalui realisasi serangkaian program-program keberlanjutan. Program-program tersebut telah diselaraskan dalam rangka mendukung pencapaian SDGs terutama pada tujuan untuk mencapai kehidupan sehat dan sejahtera, pendidikan berkualitas, kesetaraan *gender*, pekerjaan layak dan pertumbuhan ekonomi, industri, inovasi dan infrastruktur, berkurangnya kesenjangan, kota dan pemukiman yang berkelanjutan, konsumis dan produksi yang bertanggung jawab, penanganan perubahan iklim, ekosistem laut, ekosistem darat, dan kemitraan untuk mencapai tujuan.

In order to attain these SDGs there is a need to involve not only the government, but also companies, academics, practitioners, and other groups in the society. Therefore, in 2017, GMF reiterated its commitment to contribute to the attainment of the SDGs through the realization of numerous sustainable programs. These programs were in line with the SDGs framework particularly in relation to the goals of good health and well-being, quality education, gender equality, decent work and economic growth, industry, innovation, and infrastructure, reduced-inequalities, sustainable cities and communities, responsible consumption and production, climate action, life below water, life on land, and partnerships for the goals.





## Sambutan Direktur Utama [GRI 102-14] President Director's Welcome Speech [GRI 102-14]

**Iwan Joeniarto**  
Direktur Utama  
President Director





Para pemangku kepentingan yang budiman,

Dengan memanjatkan rasa syukur kehadiran Tuhan Yang Maha Pemurah, Kami dapat menyampaikan Laporan Keberlanjutan PT Garuda Maintenance Facility Aero Asia Tbk ke-4 ini dihadapan Anda sekalian. Melalui Laporan ini, Kami kembali menegaskan komitmen Kami untuk ikut berkontribusi pada pembangunan yang berkelanjutan di Indonesia melalui bisnis *Maintenance, Repair and Overhaul* (MRO).

Dear valued stakeholders,

We offer our gratitude to God the Most Gracious for the delivery of this fourth Sustainability Report of PT Garuda Maintenance Facility (GMF) AeroAsia to all of you. Through this report, we would like to reiterate our commitment to the sustainable development in Indonesia, especially in relation to the *Maintenance, Repair and Overhaul* (MRO) business segment.

Bagi GMF, keberlanjutan adalah tentang bagaimana Kami dapat menjaga keseimbangan antara keberhasilan pencapaian kemakmuran ekonomi, perlindungan lingkungan, dan kesejahteraan sosial. Sebagai Perusahaan penyedia jasa perawatan pesawat terbang terbesar di Indonesia, Kami memiliki tujuan untuk memberikan sumbangan terbaik bagi pencapaian Tujuan Pembangunan Berkelanjutan (*Sustainable Development Goals/SDGs*), di samping melaksanakan visi untuk menjadi "*Top 10 MRO in the World*" di tahun 2020.

For GMF, sustainability is about establishing a balance between economic prosperity, environmental protection, and societal welfare. As the largest company in the area of aircraft maintenance services in Indonesia, we aim to contribute, to the best of our ability, to the attainment of the Sustainable Development Goals (SDGs), as well as to work towards our vision of becoming the "*Top 10 MRO in the World*" in 2020.



Sambutan Direktur Utama [President Director's Welcome Speech](#)

Para pemangku kepentingan yang budiman,

Satu langkah besar telah Kami lakukan untuk mewujudkan visi Kami menjadi *"Top 10 MRO in the World"* di tahun 2017 ini melalui *Initial Public Offering (IPO)*. Melalui langkah konkret ini, di masa mendatang, Kami ingin lebih memberikan manfaat ekonomi kepada Anda sekalian, yaitu manfaat ekonomi yang lebih dari yang Kami ciptakan tahun ini. Tahun ini Kami berhasil membukukan berbagai peningkatan ekonomi, diantaranya: Nilai Ekonomi Langsung yang Dihasilkan USD450,602,426 (atau meningkat 14,54%), Pembayaran Pajak Kepada Pemerintah USD33,026,542 (atau meningkat 25,75%), dan Penggunaan Pemasok Lokal USD12,730,883.46 (atau meningkat 10,38%) dari tahun sebelumnya.

Peningkatan nilai ekonomi tersebut, tidaklah terlepas dari budaya *Customer focused*, dimana **"Insan GMF harus senantiasa melakukan segala upaya dan tindakan untuk memenuhi kebutuhan bahkan lebih dari yang diharapkan pelanggan secara tulus dan penuh semangat"**. Dampaknya telah dapat Kami rasakan, dimana skor survei kepuasan pelanggan tahun ini meningkat menjadi 4,05 (Tahun 2015: 3,5 / Tahun 2016: 3,7, Skala: 5).

Dalam bidang lingkungan Kami juga berhasil menorehkan beragam prestasi, diantaranya penurunan emisi gas rumah kaca menjadi 35.256,76 ton CO<sub>2</sub>e (atau menurun 2,95%), penurunan konsumsi air menjadi 355.101 m<sup>3</sup> (atau menurun 5,92%), melakukan Program Penghijauan sebanyak 3.079 Pohon. Selain itu, Kami juga sukses menerapkan konsep *Green Building* dan program *Forest Corporate* (Ruang Hijau) untuk membuktikan komitmen Perusahaan menjadi *Green Company*. Upaya ini juga sekaligus sebagai bentuk dukungan terhadap program pemerintah untuk mencapai *Green City*.

Aspek sosial juga tidak luput dari perhatian Kami. Kami sangat menyadari bahwa mengelola 5.011 orang karyawan bukanlah hal yang sederhana (jumlah ini meningkat 8,84% dari tahun sebelumnya). Mulai dari perekrutan, penempatan, pendidikan dan pengembangan, keselamatan dan kesehatan kerja, pemberian *reward* dan *punishment*, sampai pelepasan karyawan, sangat Kami perhatikan secara seksama. Karyawan adalah aset sekaligus mitra utama Kami yang harus Kami pelihara dengan baik. Di tahun 2017 ini, 100% karyawan mendapat penilaian kinerja, dimana 13,07% diantaranya mendapatkan promosi jabatan.

Di tahun 2017 ini, Kami melakukan berbagai program CSR dengan total realisasi dana CSR sebesar USD154,179 yang dapat diterima dengan baik oleh masyarakat. Dana sebesar itu terbagi dalam tiga alokasi, yaitu USD44,659 untuk Bidang Pendidikan, USD6,558 untuk Bidang Sosial dan Kesehatan, serta USD102,961 untuk Bidang Keagamaan.

Valued stakeholders,

One major step that has been taken by GMF in 2017 in the work towards our vision of becoming the *"Top 10 MRO in the World"* is the completion of the *Initial Public Offering (IPO)*. Through this concrete step, we want to give all of you higher economic contributions in the future as compared to the present year. This year we have successfully improved our economic performance, which resulted in the following improvements: Direct Economic Value reached USD450,602,426 (or equal to an increase of 14,54%), tax payment to the government reached USD33,026,542 (or equal to an increase of 25,75%), and transaction with local suppliers reached USD12,730,883.46 (or equal to an increase of 10,38%) as compared to previous year.

This economic improvement can be attributed to the *Customer-focused* culture within the company, which emphasizes that *"each GMF's personnel should put constant efforts and take actions in order to fulfil and even exceed customers' expectation in sincere and passionate manner"*. The impact of this customer-focused culture can be seen from the increase in the customer satisfaction survey score for this year which was at 4.05 (2015: 3.50 / 2016: 3.70, scale: 5-point).

In the environmental aspect, we have successfully conducted various environmental improvement initiatives such as, initiatives for reducing greenhouse gas emissions to 35,256.76 tonnes of CO<sub>2</sub> (equal to a 2.95% reduction), water consumption to 355,101 m<sup>3</sup> (or equal to a 5.92% reduction), and initiative on greening program by planting 3,079 trees. We have also successfully implemented the *Green Building* concept and the *Corporate Forest* program to show our commitment as a *Green Company*. This effort also supports the government's initiative in building a *Green City*.

Social aspect is also of tremendous importance to us. We are well aware that managing 5,011 employees are not a simple matter (there was an increase in the number of employees by 8,84% as compared to the number of employees in previous year). Activities related to employees, from recruitment, placement, education and development, health and safety, management of rewards and punishments, to employees' dismissal, need to be looked into carefully. Our employees are our assets and main partners that we need to care for. In 2017, 100% of our employees received a performance evaluation, in which 13.07% of them received a promotion.

In 2017, we have done numerous CSR programs with a total realization of CSR costs of USD154,179. These programs were well-received by the public. The fund was allocated into three segments: USD44,659 for education, USD6,558 for social and healthcare, and USD102,961 for religious activities.



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Para pemangku kepentingan yang budiman,

Segala bentuk pencapaian GMF di bidang ekonomi, lingkungan, dan sosial, tidaklah mungkin dapat terwujud tanpa dukungan penerapan tata kelola perusahaan yang baik (GCG). Audit internal manajemen mutu Kami lakukan secara berkala dan konsisten yang menghasilkan berbagai sertifikasi yang memenuhi standar dunia setiap tahunnya. Kami juga telah membentuk satuan kerja risiko *enterprise risk management* yang bertanggung jawab langsung kepada Direktur Keuangan, sehingga program-program Kami dapat terlaksana dan terjaga sesuai rencana. Oleh karena itu, tidaklah mengherankan jika skor GCG Kami meningkat dari tahun ke tahun. Di tahun 2017 ini skor yang Kami peroleh adalah 95,48, dimana tahun 2015 adalah 91,25 dan tahun 2016 adalah 92,79. Begitu juga dengan skor ASEAN *Corporate Governance Scorecard* kami yang memperoleh skor sebesar 78,66, dimana skor tersebut berada diatas skor rata-rata untuk perusahaan publik atau emiten yang masuk dalam 100 kapitalisasi pasar terbesar di bursa dalam penilaian tahun 2017 ini.

Para pemangku kepentingan yang budiman,

Sebagai penutup, perkenankan Kami menyampaikan rasa terima kasih sebesar-besarnya kepada seluruh jajaran manajemen, karyawan, dan segenap pemangku kepentingan yang telah bahu-membahu bekerja keras sehingga GMF berhasil menorehkan berbagai prestasi di tahun 2017 ini. Selain itu, apresiasi setinggi-tingginya juga Kami sampaikan atas penyusunan dan penerbitan Laporan ini yang disusun berdasarkan Panduan GRI Standard, pedoman GRI terkini.

Sampai jumpa di tahun 2018, dengan prestasi GMF yang lebih baik lagi, berkat dukungan seluruh pemangku kepentingan.

Valued stakeholders,

All achievements of GMF in economic, environmental, and social aspects could not be realized without the implementation of good corporate governance (GCG) principles. Internal quality management audits were periodically and consistently done. In this way, GMF has succeeded in obtaining certificates for numerous global standards. We have also set up enterprise risk management unit, which directly reports to the Finance Director, to ensure that our programs can be implemented and managed according to the plan. Therefore, it is not surprising that our GCG score has improved over the years. We obtained a score of 95.48 in 2017, as compared to 91.25 in 2015 and 92.79 in 2016. Similarly for the ASEAN Corporate Governance Scorecard, we received a score of 78.66, higher than the average score obtained by the top 100 largest public company based on market capitalization in the stock exchange in 2017.

Valued stakeholders,

In closing, we would like to express our gratitude to the management, staffs and stakeholders who have worked very hard together to ensure GMF's success in attaining its goals in 2017. Additionally, we give our utmost appreciation to the team that prepared and published this report, which have been done according to the GRI Standard guideline, the latest standards by GRI.

We look forward to 2018 that we believe will bring more and higher achievements for GMF given the support from all stakeholders.

Direktur Utama dan Plt. Direktur Human Capital & Corporate Affairs  
President & CEO and Acting as Director of Human Capital & Corporate Affairs  
PT Garuda Maintenance Facility Aero Asia Tbk

Iwan Joeniarto

## Tentang Laporan Keberlanjutan About the Sustainability Report

Laporan Keberlanjutan GMF ini merupakan laporan keempat yang diterbitkan sejak tahun 2014. Pada tahun ini, GMF melakukan penyusunan Laporan dengan menggunakan standar pelaporan keberlanjutan terbaru yaitu GRI Standards yang menjadi *best practices* dalam praktik bisnis secara global.

The sustainability report of GMF has been published since 2014 and as of 2017 was in its fourth edition. This year, GMF has created the report based on GRI Standards for the sustainability reporting, which has become the standard best practices for reporting sustainability issues in global businesses.

Laporan ini merupakan laporan khusus yang mengungkapkan kinerja, kebijakan, strategi, inisiatif, dan dampak kegiatan bisnis Perusahaan terhadap aspek keberlanjutan yakni ekonomi, lingkungan, dan sosial dalam satuan kerangka *triple bottom line of sustainability* sebagai bentuk kontribusi Perusahaan dalam mendukung pencapaian tujuan pembangunan berkelanjutan (Sustainable Development Goals).

This report is a special report that provides information on the performance, policies, initiatives, and impacts of the Company's business activities to the sustainability based on the economic, environment, and social aspects of the business as specified in the framework of the triple bottom line of sustainability. These report provided activities that contributed to the Company's attainment of the Sustainable Development Goals.

### Periode, *Boundary*, dan Standar Penyusunan Laporan

Periods, Boundaries, and Standards on Developing the Report

Laporan Keberlanjutan ini mengungkapkan informasi terkait komitmen, kinerja, dan dampak keberlanjutan Perusahaan selama periode 1 Januari hingga 31 Desember 2017 yang

This Sustainability Report discloses information on the Company's commitment, performance, and impact to sustainability between January 1 to December 31 2017 and



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GRI Standards Disclosure Cross Reference

selaras dan merupakan bagian yang tidak terpisahkan dari Laporan Tahunan Perusahaan. Laporan Keberlanjutan keempat ini sebagai lanjutan dari laporan tahun sebelumnya yang diterbitkan pada Juni 2015, Juni 2016, Juni 2017. Untuk selanjutnya kami berkomitmen untuk menerbitkan Laporan Keberlanjutan secara periodik setiap tahunnya. [GRI 102-50, GRI 102-51, GRI 102-52]

Data dan informasi yang diungkapkan dalam Laporan Keberlanjutan ini meliputi kinerja keberlanjutan Kantor Pusat dan seluruh unit bisnis Perusahaan, namun tidak termasuk mitra bisnis dan rekanan. Pada prinsipnya, tidak terdapat perubahan signifikan atas ruang lingkup maupun *boundary* laporan dengan Laporan Keberlanjutan tahun sebelumnya. Oleh karena itu tidak terdapat penyajian ulang (*restatement*) atas informasi tahun sebelumnya. [GRI 102-45, GRI 102-48, GRI 102-49]

Laporan ini disusun sesuai dengan GRI Standards opsi "Core". Standar ini merupakan standar internasional pelaporan keberlanjutan versi terbaru yang dikeluarkan oleh Global Reporting Initiative (GRI). Untuk memudahkan para pembaca menemukan GRI Standards yang diterapkan, maka dalam laporan ini telah dicantumkan *disclosure* GRI Standards di dalam tanda kurung pada setiap penjelasan yang relevan. Daftar lengkap *disclosure* GRI Standards dapat ditemukan pada bagian "Referensi Silang *disclosure* GRI Standards "Core" pada halaman 172. [GRI 102-54, GRI 102-55]

is an inseparable part of the Annual Report. This report is the fourth Sustainability Report that was published by the Company which continues from previous editions published in June 2015, June 2016, June 2017. We are committed to publish the Sustainability Report every year. [GRI 102-50, GRI 102-51, GRI 102-52]

Data and information disclosed in the Sustainability Report covers the sustainability performance of the head office and all business units, but does not include external business partners. In principle, there was no significant change in the scope and boundary of this report as compared to report in previous years. As such, there were no restatements of information reported in previous years. [GRI 102-45, GRI 102-48, GRI 102-49]

This report is prepared based on the "Core" option of the GRI Standards. This standard is the latest international standard for sustainability reporting published by Global Reporting Initiative (GRI). To support readers in identifying which GRI Standards have been implemented, this report specifies the GRI Standard within bracket in each relevant explanation. The complete list of GRI Standards can be found in the section "disclosure of GRI 'Core' standards cross referencing" in page 172. [GRI 102-54, GRI 102-55]





## Proses Penentuan Isi Laporan

### The Process of Determining the Content of the Report

Dalam menentukan Isi Laporan Keberlanjutan ini, GMF berpedoman pada empat prinsip pelaporan keberlanjutan yang disusun oleh GRI, yaitu: [\[GRI 102-46\]](#)

1. **Stakeholder Inclusiveness:** Perusahaan telah melakukan identifikasi kelompok pemangku kepentingan Perusahaan serta memasukkan harapan dan kepentingan masing-masing kelompok yang terkait dengan kegiatan bisnis Perusahaan.
2. **Sustainability Context:** Laporan ini mengungkapkan kinerja dan dampak Perusahaan dalam konteks keberlanjutan yang meliputi aspek ekonomi, sosial dan lingkungan.
3. **Materiality:** Laporan ini mengungkapkan dampak ekonomi, sosial, dan lingkungan Perusahaan yang relevan dengan dampak kegiatan bisnis Perusahaan serta signifikan dalam evaluasi dan pengambilan keputusan para pemangku kepentingan.
4. **Completeness:** Laporan ini mengungkapkan semua aspek keberlanjutan yang material beserta boundary secara lengkap sehingga para pemangku kepentingan dapat mengevaluasi kinerja keberlanjutan Perusahaan dalam periode pelaporan.

In determining the content of this Sustainability Report, GMF used four principles of sustainability reporting set by GRI, namely: [\[GRI 102-46\]](#)

1. **Stakeholder Inclusiveness:** The Company has identified stakeholders groups and took their expectations and interests in Company's business activities.
2. **Sustainability Context:** This report disclosed the Company's sustainability performance and impacts to economic, social and environmental aspects.
3. **Materiality:** This report disclosed relevant economic, social, and environmental impacts to the Company's business activities which were significant to stakeholders for their evaluation and decision making process.
4. **Completeness:** This report disclosed all material aspects in regards to sustainability as well as their boundaries in a complete manner so that stakeholders can evaluate the sustainability performance of the Company for the duration of the reporting period.

## Proses Menentukan Topik Material dan *Boundary*

### The Process of Deciding the Material Topics and Their Boundaries

Dalam penyusunan laporan ini, GMF berfokus pada prinsip materialitas, yakni mengungkapkan topik yang penting bagi Perusahaan sekaligus pemangku kepentingan. Dalam menentukan topik material dan *boundary*, pada tanggal 31 Januari 2018 GMF melakukan *Materiality Assessment* yaitu diskusi terkait topik keberlanjutan yang dihadiri oleh Tim Penyusun Laporan Keberlanjutan yang berasal dari unit kerja terkait. Selanjutnya, sesuai dengan prinsip *stakeholder inclusiveness*, pada tanggal 8 Februari 2018, GMF melakukan *Focus Group Discussion* (FGD) dengan pemangku kepentingan eksternal Perusahaan. Dari hasil tersebut, diperoleh topik-topik material dan *boundary* laporan ini adalah sebagai berikut: [\[GRI 102-46\]](#)

In preparing this report, GMF focused on the materiality principle; that is, the disclosure of a particular topic was based on its importance to the Company and its stakeholders. In determining material topics and their boundaries, on 31 January 2018, GMF conducted a *Materiality Assessment* during which members of the team were tasked to discuss sustainability topics and prepare the sustainability report from the perspective of each unit. Subsequently, in line with the stakeholders' inclusiveness principle, on 8 February 2018, GMF conducted *Focus Group Discussions* (FGD) with external stakeholders. From the result, the material topics and their boundaries were determined as follows: [\[GRI 102-46\]](#)

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Referensi Silang *Disclosure* GRI Standards  
GRI Standards Disclosure Cross Reference

Daftar Topik Material dan *Boundary* Laporan [GRI 102-47, 103-1]  
List of Material Topics and the Boundary of the Report [GRI 102-47, 103-1]

Topik Material Material topics	Disclosure	Kenapa Topik Ini Material Why the topic is material	Boundary	
			GMF	Diluar Perusahaan Outside of the Company
<b>Ekonomi Economy</b>				
Kinerja Ekonomi Economic performance	GRI 201-1, GRI 201-3, GRI 201-4	Berdampak signifikan bagi pemangku kepentingan Significant impact to stakeholders		
Keberadaan Pasar Market presence	GRI 202-1	Berdampak signifikan bagi karyawan Significant impact to employees		
Dampak Ekonomi Tidak Langsung Indirect Economic impact	GRI 203-2	Berdampak signifikan bagi pemangku kepentingan Significant impact to stakeholders		
Pemasok Lokal Local suppliers	GRI 204-1	Berdampak signifikan bagi pemasok Significant impact to suppliers		
Anti-Korupsi Anti-Corruptions	GRI 205-2, GRI 205-3	Berdampak signifikan bagi pembangunan Significant impact to development		
<b>Lingkungan Environment</b>				
Bahan Material	GRI 301-1	Berdampak signifikan bagi keberlanjutan Significant impact to sustainability		
Energi Energy	GRI 302-1	Berdampak signifikan bagi keberlanjutan Significant impact to sustainability		
Air Water	GRI 303-1	Berdampak signifikan bagi keberlanjutan Significant impact to sustainability		
Emisi Emissions	GRI 305-1, GRI 305-5	Berdampak signifikan bagi keberlanjutan Significant impact to sustainability		
Limbah Waste	GRI 306-2, GRI 306-4	Berdampak signifikan bagi keberlanjutan Significant impact to sustainability		
Kepatuhan Lingkungan Environmental compliance	GRI 307-1	Kepatuhan terhadap Peraturan Compliance to the regulation		
<b>Sosial Social</b>				
Praktik Ketenagakerjaan Employment practices	GRI 401-1, GRI 401-2, GRI 401-3	Berdampak signifikan bagi karyawan Significant impact to employees		
Hubungan Industrial Industrial relations	GRI 402-1	Berdampak signifikan bagi karyawan Significant impact to employees		
Pengelolaan Keselamatan dan Kesehatan Kerja Health and safety Management	GRI 403-1, GRI 403-2, GRI 403-3, GRI 403-4	Berdampak signifikan bagi karyawan dan mitra kerja Significant impact to employees and external partners		
Pelatihan Karyawan Employee training	GRI 404-1, GRI 404-2, GRI 404-3	Berdampak signifikan bagi karyawan Significant impact to employees		
Keberagaman dan Kesetaraan Peluang Diversity and equal opportunity	GRI 405-1, GRI 405-2	Berdampak signifikan bagi karyawan Significant impact to employees		

Tentang Laporan Keberlanjutan About The Sustainability Report

Topik Material Material topics	Disclosure	Kenapa Topik Ini Material Why the topic is material	Boundary	
			GMF	Diluar Perusahaan Outside of the Company
Non- Diskriminasi Non-discriminatory	GRI 406-1	Berdampak signifikan bagi karyawan Significant impact to employees		
Kebebasan Berserikat Freedom to form union	GRI 407-1	Berdampak signifikan bagi karyawan Significant impact to employees		
Pencegahan Pekerja Anak Child labour prevention	GRI 408-1	Berdampak signifikan bagi karyawan Significant impact to employees		
Pencegahan Kerja Paksa Forced labour prevention	GRI 409-1	Berdampak signifikan bagi karyawan Significant impact to employees		
Pemberdayaan Masyarakat Community empowerment	GRI 413-1	Berdampak signifikan bagi masyarakat Significant impact to the general public		
Kesehatan dan Keselamatan Pelanggan Health and safety of Customers	GRI 416-2	Berdampak signifikan bagi pelanggan Significant impact to customers		
Pemasaran dan Pelabelan Produk Marketing and product labelling	GRI 417-2, GRI 417-3	Berdampak signifikan bagi pelanggan Significant impact to customers		
Kepatuhan Sosial Ekonomi Social Economic compliance	GRI 419-1	Kepatuhan terhadap Peraturan Compliance to the regulation		





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Prioritizing Customer Satisfaction

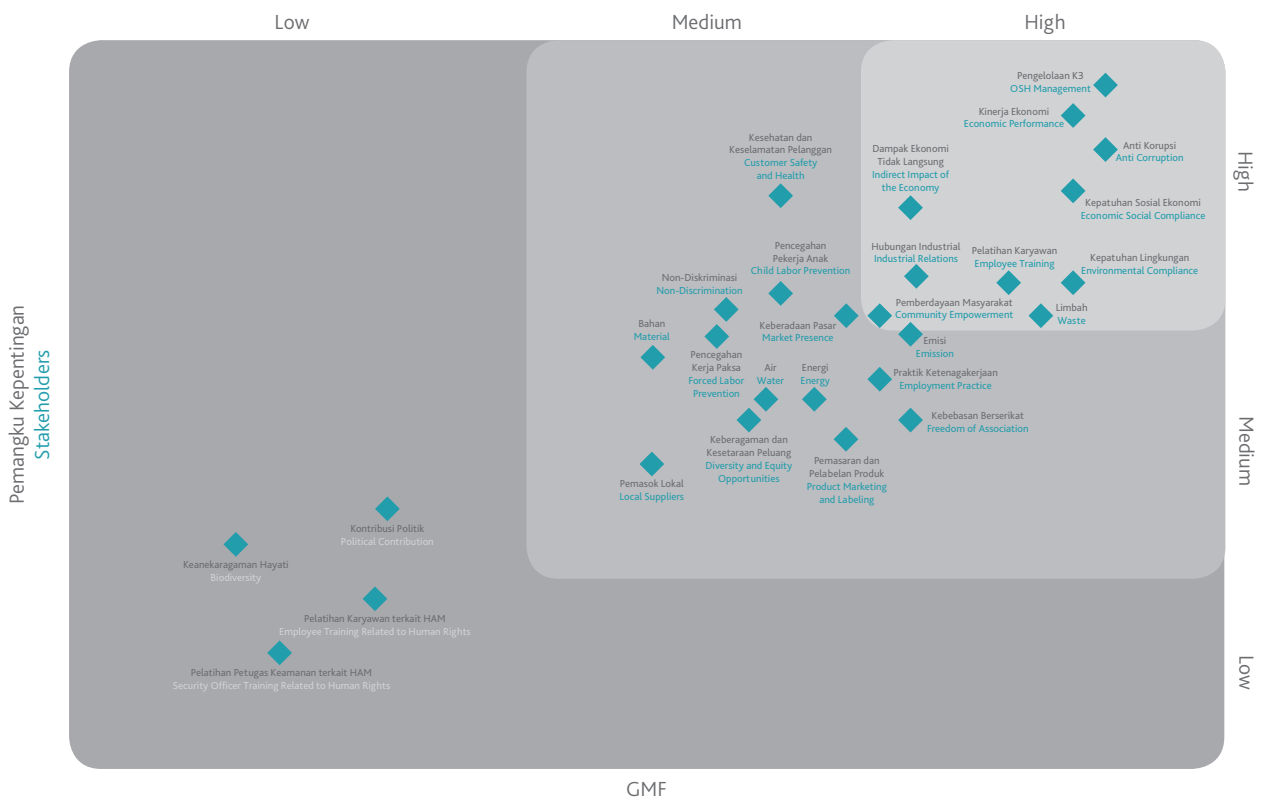
Dukungan Berkelanjutan Bagi Masyarakat  
Continued Support for Community

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Selanjutnya, topik-topik material tersebut diprioritaskan menjadi tiga tingkatan, yaitu *High*, *Medium*, dan *Low* yang dapat dilihat pada grafik berikut ini.

Subsequently, these material topics were categorized, based on their priority, into three: High, Medium, and Low, as can be seen in the graph below.

Grafik Materialitas [GRI 102-47]  
Graph of Materiality of topics [GRI 102-47]



## Keandalan Laporan Reliability of the Report

Dalam menyusun Laporan ini, GMF selalu memastikan bahwa kualitas informasi dan penyajian pada Laporan ini telah menerapkan prinsip Keseimbangan (*Balance*), Komparabilitas (*Comparability*), Ketepatan (*Accuracy*), Ketepatan Waktu (*Timeliness*), Kejelasan (*Clarity*), dan Keandalan (*Reliability*).

In preparing this report, GMF ensured that the preparation of this report has taken into account the quality and the display of the information. The report was also prepared by considering the principles of Balance, Comparability, Accuracy, Timeliness, Clarity, and Reliability reporting.

Pada tahun ini, GMF belum melakukan proses verifikasi oleh pihak eksternal, namun GMF memastikan bahwa kebenaran isi Laporan Keberlanjutan ini dapat diandalkan karena telah melalui verifikasi dari Dewan Komisaris, Direksi, dan manajemen internal Perusahaan. [GRI 102-56]

This year, GMF has not conducted any external verification process, but GMF guaranteed the accuracy of the content in this sustainability report as it has been verified by the Board of Commissioners, Board of Directors, and Internal Management. [GRI 102-56]

Tentang Laporan Keberlanjutan [About The Sustainability Report](#)

## Kontak Informasi Laporan

Information and contact about the report

Untuk meningkatkan kualitas Laporan Keberlanjutan ini, seluruh pemangku kepentingan dan pembaca dapat menyampaikan pertanyaan, saran, ide, kritik, dan tanggapan melalui Formulir Tanggapan Pemangku Kepentingan yang dapat ditemukan pada bagian akhir Laporan ini atau dengan menghubungi: [\[GRI 102-53\]](#)

### Sekretaris Perusahaan

Gd. Management PT GMF AeroAsia  
Bandara Internasional Soekarno Hatta, Tangerang  
Telp : +62 21 550 8717  
Faks : +62 21 550 3555  
Email : [corporatecommunications@gmf-aeroasia.co.id](mailto:corporatecommunications@gmf-aeroasia.co.id)

To improve the quality of this sustainability report, all stakeholders and readers can direct their questions, suggestions, ideas, criticisms, and responses through the Stakeholder's response form which can be found at the end of this report or by contacting the Company at the following details: [\[GRI 102-53\]](#)

### Corporate Secretary

Management Building of PT GMF AeroAsia  
Soekarno-Hatta International Airport, Tangerang  
Phone : +62 21 550 8717  
Fax : +62 21 550 3555  
Email : [corporatecommunications@gmf-aeroasia.co.id](mailto:corporatecommunications@gmf-aeroasia.co.id)



## Pernyataan Direksi dan Dewan Komisaris Tentang Tanggung Jawab atas Laporan Keberlanjutan 2017 PT Garuda Maintenance Facility Aero Asia Tbk.

Statement of the Board of Commissioners and Board of Directors on their Accountability over the Sustainability Report 2017 of PT Garuda Maintenance Facility AeroAsia Tbk

Kami selaku Dewan Komisaris dan Direksi PT Garuda Maintenance Facility Aero Asia Tbk. telah melakukan evaluasi atas konten Laporan Keberlanjutan ini serta menyatakan bahwa laporan telah mencakup seluruh topik keberlanjutan yang material bagi Perusahaan dan Pemangku Kepentingan Perusahaan. Kami bertanggung jawab atas kebenaran isi Laporan Keberlanjutan ini.

We, the Board of Commissioners and the Board of Directors of PT Garuda Maintenance Facility AeroAsia Tbk. have evaluated the content of this Sustainability Report and declare that the report has contained all sustainability topics that are material for the Company and Company's stakeholders. We are accountable for the truthfulness of the contents of this Sustainability Report.

Tangerang, April | April 2018

### Dewan Komisaris | Board of Commissioners



**Helmi Imam Satriyono**

Komisaris Utama | **President Commissioner**



**Puji Nur Handayani**

Komisaris | **Commissioner**



**Hari Muhammad**

Komisaris Independen | **Independent Commissioner**

### Direksi | Board of Directors



**Iwan Joeniarto**

Direktur Utama dan Plt. Direktur Human Capital & Corporate Affairs  
**President & CEO and Acting as Director of Human Capital & Corporate Affairs**



**Insan Nur Cahyo**

Direktur Keuangan | **Director of Finance**



**Tazar Marta Kurniawan**

Direktur Line Operation / Direktur Independen  
**Director of Line Operation / Independent Director**



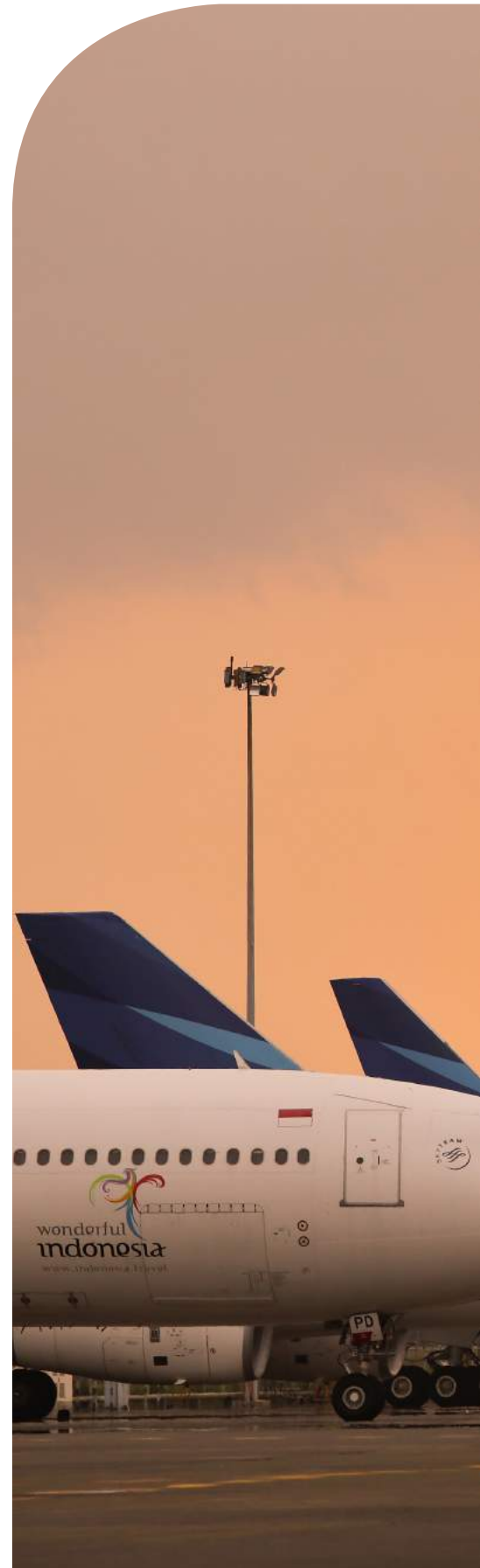
**Rahmat Hanafi**

Direktur Base Operation | **Director of Base Operation**



# 02

## Profil Perusahaan Company Profile



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## Profil Perusahaan Company Profile



**4**  
Hangar  
Hangar



**47**  
Outstation Line Maintenance  
yang tersebar di seluruh Dunia  
Outstation Line Maintenance  
Spreadout Worldwide



**6** Benua  
Continents  
Pelanggan di Seluruh Dunia:  
Afrika, Amerika, Australia, Asia,  
Eropa, Oseania  
Customers Worldwide: Africa,  
America, Australia, Asia,  
Europe, Oceania



**FAA**  
"High Level Quality MRO"  
FAA, 2017

Memasuki usia ke-15 pada tahun ini, GMF AeroAsia semakin mengukuhkan diri menjadi salah satu perusahaan MRO terbesar Indonesia, yang dapat memberikan keunggulan dan solusi terintegrasi untuk semua pelanggan di seluruh dunia.

Entering It's 15th anniversary, GMF AeroAsia further reinforces It's position as one of the largest MRO company in Indonesia, providing an excellent and integrated solutions for all customers around the World.

PT Garuda Maintenance Facility Aero Asia Tbk., yang selanjutnya disebut sebagai PT GMF AeroAsia Tbk. atau "GMF" didirikan berdasarkan Akta Notaris Nomor 93 tanggal 26 April 2002 dan telah diumumkan dalam Tambahan Berita Negara RI Nomor 78 tanggal 27 September 2002, dengan kepemilikan saham mayoritas oleh PT. Garuda Indonesia (Persero) Tbk. sebesar 89,1%, PT Aerowisata sebesar 0,9%, dan Publik sebesar 10%. [GRI 102-1]

Perusahaan didirikan dengan tujuan untuk melaksanakan bidang jasa perawatan, reparasi, dan *overhaul* pesawat udara serta pendukungnya, perdagangan, perindustrian, pergudangan dan pengangkutan, dan jasa lainnya dengan standar kualitas tinggi secara tepat waktu dengan biaya kompetitif untuk pesawat milik para pelanggan serta menyelenggarakan bidang usaha lain yang terkait dan sebagai aktualisasi profesionalisme sumber daya manusia dalam bisnis perawatan pesawat.

PT Garuda Maintenance Facility AeroAsia Tbk., Hereinafter referred to as PT. GMF AeroAsia Tbk. or "GMF" was established based on the Notarial Deed No. 93 dated April 26, 2002 and was published in Supplement to the State Gazette No. 78 dated September 27, 2002, with majority of the ownership owned by PT. Garuda Indonesia 89.1%, Aerowisata PT 0.9%, and the Public domain by 10%. [GRI 102-1]

The Company was established with the aim of carrying out the services of aircraft maintenance, repair and overhaul of aircraft and its support, trade, industry, warehousing & transportation, and other services with high standards and prompt services at a competitive costs for the customer's aircraft as well as conducting other business related and the actualization of human resource professionalism in the aircraft maintenance business.



# Penghargaan dan Sertifikasi Tahun 2017 [GRI 102-12]

## Awards and Certification in 2017 [GRI 102-12]

### Penghargaan Awards



**Annual Report Award 2016**  
Juara 3 Annual Report Award 2016 Kategori Perusahaan Private Non Keuangan Non Listed  
**Annual Report Award 2016**  
Third Place at Annual Report Award 2016 in the category of Non-Finance Non-Listed Private Company

Pemberi: OJK, BI, Kementerian Keuangan, Kementerian BUMN, Dirjen Pajak, IAI  
Grantor: OJK, BI, Ministry of Finance, Ministry of SOEs, Directorate General of Taxes, IAI



**Indonesian Green Company Award 2017**  
#7 Green Company, National Category  
SWA Magazine  
**Indonesian Green Company Award 2017**  
#7 Green Company, National Category  
SWA Magazine



**Indonesian Corporate Secretary – Communication Award II - 2017**  
#3 Best Subsidiary of State Owned Enterprise  
**Indonesian Corporate Secretary – Communication Award II - 2017**  
#3 Best Subsidiary of State Owned Enterprise

Pemberi: Economic Review  
Grantor: Economic Review



**Anugerah Anak Perusahaan BUMN 2017**  
Juara Umum II Anugerah Anak Perusahaan BUMN Terbaik  
**Anugerah Anak Perusahaan BUMN 2017**  
2nd Place for Best SOEs' Subsidiary

Pemberi: Economic Review  
Grantor: Economic Review

Penghargaan dan Sertifikasi Tahun 2017 Awards and Certification in 2017

## Penghargaan Awards



Obtained "High Quality MRO"  
The Highest Quality Predicate 2017  
from FAA (USA)

Obtained "High Quality MRO"  
The Highest Quality Predicate 2017  
from FAA (USA)



Soekarno-Hatta Intl' Airport Customs Awards 2017  
5 Penyumbang Devisa Ekspor Terbesar  
**Soekarno-Hatta Intl' Airport Customs Awards 2017**  
5 Biggest Contributors to Foreign Exchange Exports



Soekarno-Hatta Intl' Airport Customs Awards 2017  
Perusahaan Tempat Penimbunan Berikat Terbaik  
**Soekarno-Hatta Intl' Airport Customs Awards 2017**  
The Company with Best Bonded Warehouse



PERHUMAS PR Excellence Award 2017  
The Best Corporate PR Program  
"Night at GMF: Program Earth Hour 2016"  
**PERHUMAS PR Excellence Award 2017**  
The Best Corporate PR Program  
"Night at GMF: Program Earth Hour 2016"

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## Sertifikasi Otoritas Penerbangan

Flight Authority Certification



Sertifikat Otorisasi Penerbangan  
**Aviation Authority Certificate**  
145D/0100  
Pemberi **Certification Issuer**  
DGCA Indonesia



Sertifikat Otorisasi Penerbangan  
**Aviation Authority Certificate**  
WGFY076F  
Pemberi **Certification Issuer**  
FAA



Sertifikat Otorisasi Penerbangan  
**Aviation Authority Certificate**  
EASA.145.0062  
Pemberi **Certification Issuer**  
EASA



Sertifikat Otorisasi Penerbangan  
**Aviation Authority Certificate**  
FAMO/2017/29  
Pemberi **Certification Issuer**  
DCA Malaysia



Sertifikat Otorisasi Penerbangan  
**Aviation Authority Certificate**  
AWI/139  
Pemberi **Certification Issuer**  
CAA Singapore



Sertifikat Otorisasi Penerbangan  
**Aviation Authority Certificate**  
181/2538  
Pemberi **Certification Issuer**  
DCA Thailand



Sertifikat Otorisasi Penerbangan  
**Aviation Authority Certificate**  
2013-AMO F05  
Pemberi **Certification Issuer**  
MOLIT Korea



Sertifikat Otorisasi Penerbangan  
**Aviation Authority Certificate**  
024 /2014  
Pemberi **Certification Issuer**  
DCA Myanmar



Sertifikat Otorisasi Penerbangan  
**Aviation Authority Certificate**  
AMO/13/16  
Pemberi **Certification Issuer**  
SSCA Cambodia

Penghargaan dan Sertifikasi Tahun 2017 Awards and Certification in 2017

## Sertifikasi Otoritas Penerbangan Flight Authority Certification



Sertifikat Otorisasi Penerbangan  
**Aviation Authority Certificate**  
AMO 029  
Pemberi **Certification Issuer**  
CAA Iraq



Sertifikat Otorisasi Penerbangan  
**Aviation Authority Certificate**  
AW/13/109  
Pemberi **Certification Issuer**  
CAA Sri Lanka



Sertifikat Otorisasi Penerbangan  
**Aviation Authority Certificate**  
F06200762  
Pemberi **Certification Issuer**  
CAA China



Sertifikat Otorisasi Penerbangan  
**Aviation Authority Certificate**  
AWR/AMO/GMF-179-15  
Pemberi **Certification Issuer**  
PACA OMAN



Sertifikat Otorisasi Penerbangan  
**Aviation Authority Certificate**  
2-REG.145.23  
Pemberi **Certification Issuer**  
Bailiwick of Guernsey



Sertifikat Otorisasi Penerbangan  
**Aviation Authority Certificate**  
PCAA.145.127  
Pemberi **Certification Issuer**  
CAA Pakistan



Sertifikat Otorisasi Penerbangan  
**Aviation Authority Certificate**  
459-F  
Pemberi **Certification Issuer**  
CAA Philippines



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GRI Standards Disclosure Cross Reference

## Sertifikasi Lainnya

Other Certification



OHSAS 18001:2007  
Pemberi **Grantor**  
Sucofindo



ISO 9001:2008  
Pemberi **Grantor**  
Lloyd's Register Quality Assurance



SMK3  
Pemberi **Grantor**  
Kementerian Tenaga Kerja & Transmigrasi  
Ministry of Manpower and Transmigration



ISO 17025  
Pemberi **Grantor**  
Komisi Akreditasi Nasional  
Committee of the National Accreditation (KAN)



Anggota Korporat Asosiasi Ahli Kesehatan & Keselamatan Kerja  
Corporate Member of Association of Occupational Health and Safety Expert  
Pemberi **Grantor**  
Asosiasi Ahli Kesehatan & Keselamatan Kerja  
Association of Occupational Health and Safety Expert



ISO 14001: 2004 / SNI 19-14001:2005  
Pemberi **Grantor**  
Sucofindo



Anggota Aviation Suppliers Association  
Member of Aviation Suppliers Association  
Pemberi **Grantor**  
Aviation Suppliers Association

## Peristiwa Penting Tahun 2017 Important Events in 2017



Januari  
January

GMF Lakukan *Seat Configuration* 24 pesawat B737 Garuda  
GMF Performed *Seat Configuration* for 24 B737 aircraft owned by Garuda



Februari  
February

FAA berikan predikat *High Quality Level MRO*  
FAA granted *High Quality Level MRO* predicate



Februari  
February

GMF Gelar K3 Expo  
GMF Held HSE Expo



Februari  
February

DOA GMF Tuntaskan Konversi Pesawat kedua Fokker 27 MK050 Menjadi Pesawat Kargo  
GMF DOA Converted Two Fokker 27 MK050 to Cargo Aircraft



Februari  
February

GMF Selesaikan Perawatan Pesawat Eastar Jet  
GMF Finished the Maintenance of Eastar Jet Aircraft



Maret  
March

GMF Meraih Juara Ketiga ICCA (Indonesian Corporate Secretary-Corporate Communications Award) 2017  
GMF Achieved Third Place in ICCA (Indonesian Corporate Secretary-Corporate Communications Award) 2017



Maret  
March

GMF Selesaikan Perawatan Pesawat Kepresidenan RI  
GMF Finished the Maintenance of Indonesian Presidential Aircraft



April  
April

GMF Gandeng Jet Part Gelar Asia *Cost Savings Symposium*  
GMF cooperated with Jet Parts to Conduct "Asia Cost Savings Symposium"



April  
April

Thai AirAsia X Serahkan Perawatan Pesawat A330 ke GMF  
Thai AirAsia X to Maintain their A330 Aircraft at GMF



April  
April

GMF Mulai *Handling* Pesawat A320NEO  
GMF Started Handling A320NEO Aircrafts



Mei  
May

GMF Gelar IAECE (Indonesia Aviation Engineering Conference & Exhibition)  
GMF Held IAECE (Indonesia Aviation Engineering Conference & Exhibition) 2017



April  
April

Rayakan Ulang Tahun, GMF Adakan *Employee Day*  
Celebrating its Anniversary, GMF held Employee Day

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Juni  
June

GMF Selesaikan Perawatan Pesawat Jeju Air  
GMF Finished the Maintenance of Jeju Air Airplanes



Mei  
May

GMF Raih Peringkat ke-7 Indonesian Green Company Award 2017  
GMF ranked 7th at Indonesian Green Company Award 2017



Juni  
June

KSO GMF-MMF Jalin Kerjasama dengan MAP  
KSO GMF-MMF Signed a Cooperation Agreement with MAP



Juli  
July

GMF Lakukan Pekerjaan *Painting Livery* Baru Pesawat Qantas  
GMF performed the *Painting Livery* for New Qantas Aircrafts



Agustus  
August

GMF Meraih Gelar Anak Perusahaan BUMN Terbaik Indonesia dari Economic Review  
GMF Achieved the 'Indonesia Best SOEs Subsidiary' predicate from Economic Review



Agustus  
August

GMF Berpartisipasi di AMROI 2017  
GMF participated at AMROI 2017



Agustus  
August

GMF Raih Juara 3 Annual Report Awards 2016  
GMF received 3rd Place at Annual Report Award 2016



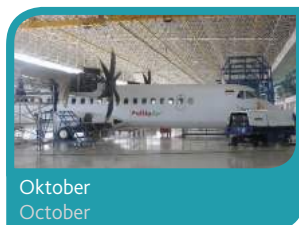
September  
September

GMF Selesaikan *Overhaul* Pesawat TNI-AU  
GMF Finished the *Overhaul* of Indonesian National Army Force Aircrafts



Oktober  
October

GMF Resmi Menjadi Perusahaan Terbuka  
GMF has officially become a Public Company



Oktober  
October

GMF Selesaikan Perawatan Pesawat ATR 72-500 Pelita Air  
GMF Finished the Maintenance of ATR 72-500 Aircraft of Pelita Air



November  
November

GMF Mulai *Handling* Maskapai China Airlines di Surabaya  
GMF started handling the China Airlines in Surabaya



November  
November

GMF Raih *The Best Corporate PR Program*  
GMF Achieved the Best Corporate PR Program

Peristiwa Penting 2017 Event Highlights 2017



November  
November

GMF Selenggarakan Lokakarya Pusat Logistik Berikat  
GMF held Workshop of Bonded Logistic Centre



Desember  
December

GMF Raih Penghargaan Tempat Penimbunan Berikat Terbaik dan 5 Penyumbang Devisa Ekspor Terbesar pada SHIA Customs Awards 2017  
GMF Won Best Bonded Storage and 5 Biggest Contributors for Foreign Exchange Exports at SHIA Customs Awards 2017



Desember  
December

Garuda dan GMF Tandatangani MoU Perpanjangan Kontrak Perawatan Pesawat  
Garuda and GMF signed MoU for the renewal of Aircraft Maintenance Contract



Desember  
December

GMF dan KORR Group Tandatangani Strategic Partnership Agreement  
GMF and KORR Group signed Strategic Partnership Agreement



Desember  
December

GMF Gandeng Pemda Muan dan TWA, Garap Pasar Korea  
GMF Started Cooperation with Muan local government and TWA, Expanding to Korea Market



Desember  
December

GMF Berhasil Selesaikan C-Check A320 Indigo Hanya Dalam Waktu 4,5 Hari  
GMF Finished C-Check of Indigo's A320 in 4.5 days



## Sejarah Singkat Perusahaan Brief History of the Company

1949

Pertama kali dibentuk sebagai Direktorat Teknik Garuda Indonesia  
Firstly established as the Directorate of Engineering Garuda Indonesia

1984

Berawal dari Divisi *Maintenance & Engineering* (M&E) Garuda Indonesia  
Started from Garuda Indonesia's Maintenance & Engineering (M&E) Division

1998

Berubah menjadi *Strategic Business Unit* (SBU) GMF  
Altered to GMF Strategic Business Unit (SBU)

2002

*Spin-Off* menjadi Anak Perusahaan dengan nama PT Garuda Maintenance Facility Aero Asia  
Has become a Subsidiary under the name of PT GMF AeroAsia

2013

Penambahan 2 bidang usaha baru, yaitu SBU *Engine Maintenance* dan SBU IGTE, serta pembangunan Hangar 4  
The addition of two new ventures, SBU Engine Maintenance and SBU IGTE, and the construction of Hangar 4

2015

Mulai beroperasinya Hangar 4 yang merupakan hangar *narrow body* terbesar di dunia, sebagai bentuk pengembangan kapasitas perawatan pesawat seiring dengan pertumbuhan bisnis GMF  
Known as the largest narrow body hangar in the World, Hangar 4 is starting to operate as a form of aircraft maintenance capacity development along with the growth of GMF

2016

Diresmikannya GMF menjadi Pusat Logistik Berikat oleh Kementerian Keuangan  
GMF are formally inaugurated as Bonded Logistics Center by the Ministry of Finance

2017

Melakukan penawaran perdana saham (*initial public offering*) kepada publik sebesar 10% dari modal ditempatkan dan disetor penuh  
Through an IPO, 10% of the issued and fully paid capital are offered to the public

## Visi, Misi, dan Budaya Perusahaan [GRI 102-16] Vision, Mission, and Company's Culture [GRI 102-16]

Visi  
Vision

Visi GMF adalah:  
GMF's Vision is:

# Menjadi 10 Besar MRO di Dunia

Top 10 MRO in the World

**Misi**  
Mission

Menyediakan solusi perawatan pesawat terbang yang terpadu dan handal sebagai kontribusi dalam mewujudkan lalu lintas udara yang aman dan menjamin kualitas kehidupan umat manusia.

To provide integrated and reliable aircraft maintenance solutions for a safer sky and secured quality of life of mankind.

Untuk mewujudkan misi tersebut, GMF percaya bahwa setiap insan GMF wajib mematuhi ketentuan berikut:

To fulfill the mission, GMF believes that every GMF employee is required to comply with these following provisions:

- Menjamin Kelaikan Udara**  
Guaranteeing airworthiness

GMF senantiasa membangun sistem perawatan pesawat terbang, penjadwalan, material dan produksi, serta standardisasi yang ketat untuk menjamin kelaikan udara setiap pesawat terbang yang ditangani dengan biaya sewajarnya dalam hal upah, suku cadang, dan waktu pengerjaan.

GMF continues to build a systematic aircraft maintenance, scheduling, materials and production systems, as well as strict standardization to ensure the airworthiness of each aircraft handled at a reasonable cost in terms of wages, parts and working time.
- Gigih Meningkatkan Kemampuan**  
Persistent ability improvement

GMF senantiasa mengembangkan kemampuan teknis dan kemampuan profesional sumber daya manusia, meningkatkan fasilitas dan peralatan demi melayani pelanggan memperoleh alternatif penayagunaan pesawat terbang yang paling baik oleh tenaga profesional yang mempunyai akhlak dan beretos kerja tinggi.

GMF constantly develops the technical and professional capabilities of human resources, improving facilities and equipments to serve customers and obtain the best alternative of aircraft utilization by professionals who have excellent morals and high work ethics.
- Kerjasama Kelompok serta Menghargai Kemampuan Individu**  
Teamwork and Respect for Individual Ability

GMF senantiasa mendorong terciptanya semangat kerjasama kelompok dan secara serius mengimplementasikan standar keamanan kerja demi menjamin keselamatan seluruh karyawan dan mencapai hasil kerja yang handal terpercaya. GMF menghargai dan menyadari kontribusi unik setiap individu. GMF senantiasa menciptakan iklim kebebasan untuk menyampaikan saran dan umpan balik dengan santun dan beradab.

GMF continues to promote the spirit of group collaboration and in all seriousness implementing work safety standards to ensure the safety of all employees and achieve reliable results. GMF appreciates and realizes the unique contribution of each individual. GMF has always created a climate of freedom to deliver a polite and civilized feedback.
- Pedulih terhadap Kebutuhan Pelanggan**  
Caring for Customer Needs

Melalui kerja sama yang erat dan penuh kepedulian terhadap kebutuhan pelanggan serta standar kerja yang tinggi, GMF mampu menghasilkan alternatif solusi perawatan pesawat terbang yang handal dengan tetap memenuhi standard aturan yang berlaku.

Through close collaboration and full awareness of customer needs and high work standards, GMF is able to generate a reliable alternative solutions for aircraft maintenance while meeting the applicable regulatory standards.

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Continued Support for Community

Referensi Silang *Disclosure* GRI Standards  
GRI Standards Disclosure Cross Reference

**Menjadi Warga Usaha yang Baik**  
Becoming Good Corporate Citizen

GMF menyadari bahwa kewajiban dan tanggung jawab sebagai warga usaha yang baik mencakup lingkungan dimana GMF beroperasi dan komunitas dunia yang lebih besar. GMF berupaya dengan sungguh-sungguh agar berbagai pihak menganggap GMF senantiasa mengacu pada prinsip-prinsip yang saling menguntungkan, khususnya dalam hal tata pamong, kesehatan, dan pendidikan.

GMF recognizes the obligations and responsibilities of being a proper corporate citizen encompasses the environment in which GMF operates and the larger world community. GMF works very seriously to ensure every related parties to regard GMF as a company that always refers to mutually beneficial principles, especially in terms of governance, health, and education.

**Budaya**  
Culture

Budaya Perusahaan yang tercermin dalam nilai dasar (*GMF's Core Value*), menjadi pedoman insan GMF dalam menjalankan praktik bisnis. GMF telah melakukan tinjauan ulang terhadap nilai-nilai Perusahaan. Adapun nilai-nilai Perusahaan adalah:

The corporate culture reflected in GMF basic principles (*GMF's Core Value*), is a guideline for GMF's people in conducting businesses. GMF has reviewed the Company's values. Those values are:

**CONCERN FOR PEOPLE**

Insan GMF harus saling menghargai, peduli, memberi kesempatan, serta membangun hubungan yang tulus dan saling percaya antar insan GMF melalui sistem perekrutan, penempatan, pengembangan, dan pemberdayaan SDM secara terbuka, adil, obyektif, dan proporsional.  
Through recruitment, placement, development and empowerment of human resources in an open, just, objective, and proportional manner, GMFs employees should respect and care for one another, providing opportunities and building a sincere and mutual trust relationship between one employee to another.

**INTEGRITY**

Insan GMF harus memiliki ketulusan dan kelurusan hati yang diekspresikan melalui satunya kata dengan perbuatan dalam menerapkan nilai-nilai, etika bisnis dan profesi serta peraturan perusahaan secara konsisten meskipun dalam keadaan yang sulit untuk melakukannya sehingga dapat dipercaya.  
To become a trustworthy company, GMFs employee must have a sincere heart filled with integrity, expressed through constantly being able to show congruency between words and actions in upholding the principles, business & professional ethics and corporate regulations regardless of difficult conditions.

**PROFESSIONAL**

Insan GMF harus piawai dan sungguh-sungguh dalam menuntaskan tugas sesuai standar teknis, bisnis, dan etika yang berlaku.  
GMF employee must diligently and earnestly fulfill their duties in accordance with the current technical, business and ethical standards.

**TEAMWORK**

Insan GMF harus senantiasa bekerja sama secara kompak yang dilandasi oleh rasa saling menghormati, saling memahami fungsi dan peran masing-masing agar dapat menyelesaikan pekerjaan sampai tuntas dengan memberdayakan seluruh sumber daya yang dimiliki untuk mencapai tujuan perusahaan.  
Through mutual respect, and understanding each other's functions and roles, GMF employee should always cohesively work together to complete the task thoroughly by utilizing all the proper resources to achieve the company's goals.

**CUSTOMER FOCUSED**

Insan GMF harus senantiasa melakukan segala upaya dan tindakan untuk memenuhi kebutuhan bahkan lebih dari yang diharapkan pelanggan secara tulus dan penuh semangat.  
GMF employee should always sincerely and passionately make every effort and action to fulfill or even exceed the customer's needs.

## Perubahan Signifikan pada Perusahaan [GRI 102-10] Significant Changes to the Company [GRI 102-10]

Pada tahun 2017, GMF melakukan aksi korporasi terbesar pada tahun ini. GMF secara resmi menjadi anggota Bursa Efek Indonesia (BEI) setelah tercatat di pasar modal Indonesia. Artinya, secara legal formal GMF telah berubah menjadi perusahaan terbuka. Melalui penawaran saham perdana, perusahaan memiliki dana segar untuk melakukan ekspansi dalam rangka mendorong pertumbuhan bisnis. Akibat ekspansi tersebut, pada tanggal 10 Oktober 2017, Komposisi saham GMF mengalami perubahan yaitu 89,10% milik PT Garuda Indonesia (Persero) Tbk., 0,90% milik PT Aerowisata, dan 10% saham dilepas ke publik.

In 2017, GMF had just performed a big corporate action. GMF is officially a member of Indonesia Stock Exchange (IDX) after it is listed in the Indonesian capital market. Hence, GMF has formally and legally turned into a public company. Through initial stock offerings, the company has fresh funds to expand and empower business growth. As a result of the expansion, on October 10, 2017, the composition of GMF shares changed, namely 89.01% is owned by Garuda Indonesia Group, 0.90% owned by PT Aerowisata, and 10% shares are open for public investment.





## Produk dan Jasa Perusahaan [GRI 102-2] Company's Products and Services [GRI 102-2]

Sesuai dengan Anggaran Dasar Perusahaan pasal 3 ayat 2, GMF sebagai penyedia jasa perawatan pesawat terbang secara terpadu melakukan kegiatan usaha yang meliputi:

In accordance with section 3 of article 2 of the Company's Articles of Association, as an integrated aircraft maintenance service provider, GMF conducts business activities which includes:



Produk dan Jasa Perusahaan Company Products and Services



Produk GMF dapat dipetakan kedalam empat kategori *product line* utama yaitu *Base/Airframe*, *Engine*, *Component*, dan *Line*. Setiap *product line* terdiri dari beberapa *Business Unit* (BU). *Product line Base* meliputi *Unit Base Maintenance* dan *Furnishing & Upholstrery Services*. *Product line Engine* terdiri dari *Unit Engine Maintenance*. *Product line Component* terdiri dari *Unit Component Services*. Serta, *Line* meliputi *CGK Line Maintenance*, *Outstation Line Maintenance*, dan *Cabin Maintenance*.

GMF products can be classified into four major categories: *Base / Airframe*, *Engine*, *Component*, and *Line*. Each product line consists of several *Business Units* (BUs). *Airframe Product line* includes *Base Maintenance Unit* and *Furnishing & Upholstrery Services*. *Engine Product line* consists of *Engine Maintenance Unit*. *Component product line* consists of *Component Services unit*. *Line* includes *CGK Line Maintenance*, *Outstation Line Maintenance*, and *Cabin Maintenance*.



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Sedangkan portofolio bisnis perusahaan terdiri dari Program Management (PM) yang mana dibentuk dengan tujuan untuk mendukung pertumbuhan GMF kedepan. Adapun PM yang berjalan pada tahun 2017 antara lain adalah *PM Aircraft Support & Power Services* dan *PM Design of Approval*. Perusahaan tidak pernah menjual produk atau jasa yang dilarang di pasar tertentu.

Whilst the company business portfolio consists of Programme Management (PM) which is formed with the aim to support GMF growth in the future. As for the PM functioning in 2017, among others are the PM of Aircraft Support Services & Power Services and PM of the Design of Approval. Companies would never offer products or services that are prohibited in certain markets.

# Struktur Organisasi Perusahaan [GRI 102-18]

## Company's Organization Structure [GRI 102-18]

**Komite Audit & Kebijakan  
Tata Kelola Perusahaan**  
Audit and Corporate Governance  
Policy Committee

**Komite Pengembangan Usaha  
& Pemantauan Risiko**  
Business Development and  
Risk Monitoring Committee

**Komite Nominasi &  
Remunerasi**  
Remuneration and  
Nomination Committee

**Dewan Komisaris**  
Board of Commissioners

Komisaris Utama President Commissioner : Helmi Imam Satriyono  
Komisaris Commissioner : Puji Nur Handayani  
Komisaris Independen Independent Commissioner : Hari Muhammad

**Direktur Utama**  
President & CEO

Iwan Joeniarto



**Direktur Keuangan**  
Director of Finance

Insan Nur Cahyo



**Direktur Line Operation**  
Director of Line Operation

Tazar Marta Kurniawan



**Direktur Base Operation**  
Director of Base Operation

Rahmat Hanafi



Accounting

Wisnu Wirawan



Line Maintenance

Sukarya



Base Maintenance

Muhammad Sadali



Treasury  
Management

Fitri Kumiasih



Outstation  
Line Maintenance

Pudjo Sarwoko



Engine  
Maintenance

Djatismiko H. Putra



Financial Analysis &  
Enterprise Risk Mgt.

Mohamad Joko Seno



Material  
Services

Irfan Kurniansjah



Component  
Services

Andi Fahrurrozi



Business Strategy

Rachmad Arif Binantoro



Engineering  
Services

Bambang Suryowinarto



Furnishing &  
Upholstery Services

Arjo Widjoseno



Information & Comm.  
Technology

Eka Putratama



Cabin Maintenance  
Services

Beni Gunawan



Logistic & Bonded  
Services

Cornelis Radjawane





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**Pemegang Saham Shareholders**

- PT Garuda Indonesia (Persero) Tbk
- PT AeroWisata
- Masyarakat Public

**Plt Direktur Human Capital & Corporate Affairs**  
Acting as Director of Human Resources & General Affairs  
**Iwan Joeniarto**



**Human Capital Management**  
Asep Kurnia



**Learning Services**  
Hermawan Syahrul



**Corporate Affairs**  
Edy Suyanto



**Marketing & Business Development**

Leonardus Andriyanto



**Quality Assurance & Safety**

Erman Noor Adi



**Internal Audit**

Arief Adriyanto



**Corporate Secretary**

Mohamad Arif Faisal



Sejalan dengan pertumbuhan pasar industri *Maintenance Repair & Overhaul* (MRO), GMF telah menetapkan struktur organisasi perusahaan berdasarkan Surat Keputusan Direktur Utama No. DT/KEP-5001/2016 tanggal 26 April 2016 tentang Organisasi Induk PT Garuda Maintenance Facility Aero Asia yang terdiri dari 5 (lima) Direktorat dengan skema uraian sebagai berikut:

In line with the growth of the *Maintenance Repair & Overhaul* industry (MRO), GMF has established the organizational structure of the Company based on the Decision Letter of the President Director No. DT / KEP-5001/2016 dated April 26, 2016 that the core of the organization of PT Garuda Maintenance Facility Aero Asia is consisted of 5 (five) Directorates with the following scheme:

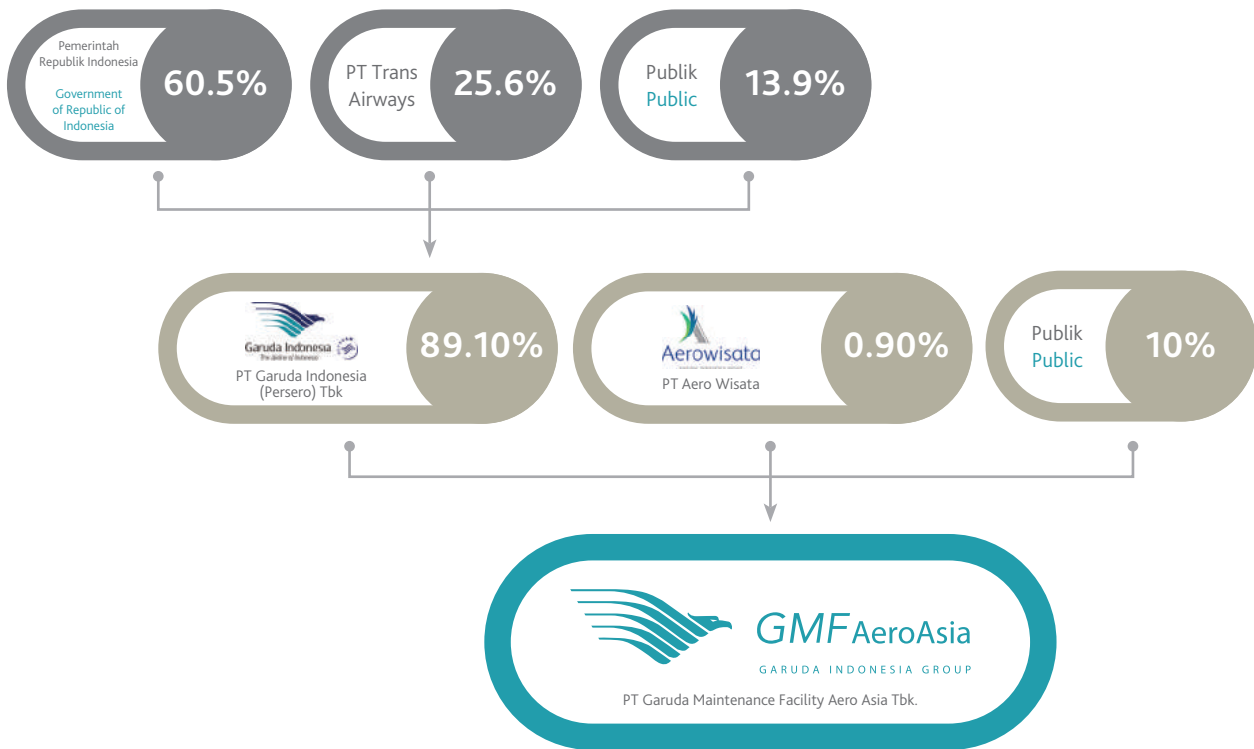


**GMF AeroAsia**  
GARUDA INDONESIA GROUP

## Struktur Kepemilikan Saham [GRI 102-5] Shareholders' Ownership Structure [GRI 102-5]

Setelah melakukan penawaran saham perdana (*initial public offering*) pada tanggal 10 Oktober 2017, Komposisi saham GMF mengalami perubahan sebagai berikut:

After conducting an initial public offering on the 10th of October 2017, GMF shares composition changes as follows:



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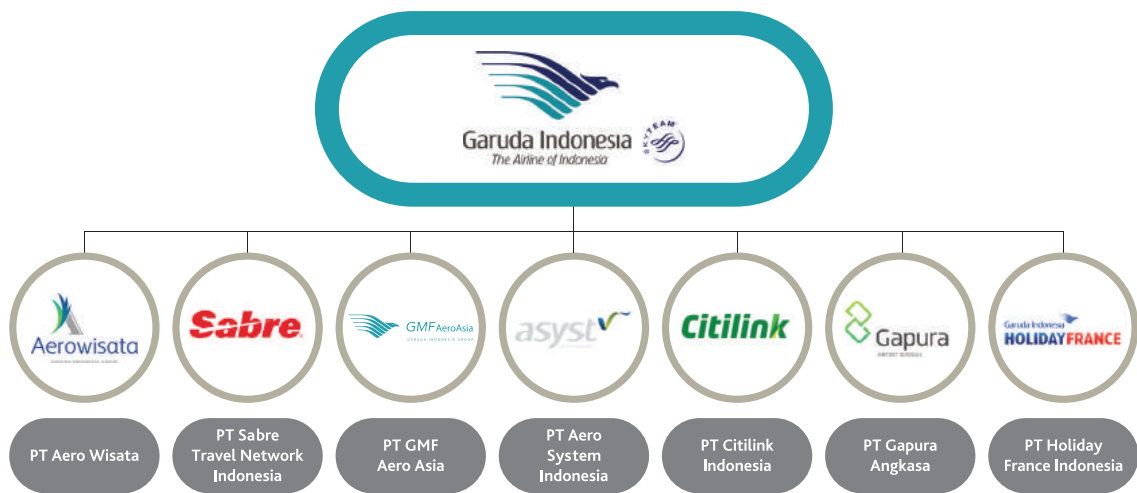
Dukungan Berkelanjutan Bagi Masyarakat  
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## Struktur Grup Perusahaan Company's Structure Group

GMF merupakan salah satu anak perusahaan PT Garuda Indonesia (Persero) Tbk. yang memiliki hubungan bisnis dengan sesama anak Perusahaan yang ada di lingkup Garuda Indonesia Group.

GMF is one of the subsidiaries of PT Garuda Indonesia (Persero) Tbk. which possess business relationships with other subsidiaries within the scope of Garuda Indonesia group.



## Wilayah Operasi Perusahaan dan Pasar Yang Dilayani [GRI 102-3, GRI 102-4]

Operational Area and Markets Served [GRI 102-3, GRI 102-4]

Berdiri sejak tahun 2002, GMF yang berkantor pusat di Soekarno Hatta International Airport, Banten Indonesia ini telah melayani pelanggan di segenap penjuru dunia yang meliputi lebih dari 60 negara di enam benua, yaitu:

Established since 2002, GMF headquarter lies in Soekarno Hatta International Airport, Banten Indonesia and have been serving customers around the world covering more than 60 countries on six continents, namely:

### ASIA & TIMUR TENGAH | ASIA & MIDDLE EAST

1. China (Air China, China Airline, Xiamen Airline, China Southern Airline)
2. India (Jet Airways, Jet Lite, Spice Jet)
3. Indonesia (Garuda Indonesia, Citilink, Lion Air, Sriwijaya Air, Cardig Air, Indonesia AirAsia, Trigana Air, mandala Air, Travira, Pelita Air Service, Indopelita Aircraft Services, IAT, Gatari Air Service, Transwisata Prima Aviation, Wings Air, Pacific Royale Airways, Kalstar Aviation, Airfast, Merpati Airlines)
4. Japan (Japan Airline)
5. Kazakhstan (Deta Air)
6. Korea (Jeju Air, Korean Air, Easter Jet)
7. Malaysia (Eagleexpress, Malaysian Air, Air Asia Group, Suasa Airlines)
8. Myanmar (Myanmar Airways Internasional)
9. Hong Kong (Dreissen)
10. Kuwait (ALAFCO)
11. Bhutan (Druck Air)
12. Iran (Atrak Air)
13. Iraq (Iraqi Airways)
14. Pakistan (Pakistan International Air, Ryann Air)
15. Phillipine (Philipinne Airlines)
16. Papua New Guinea (Air Niugini)
17. Qatar (Qatar Airways)
18. Singapore (SIAEC)
19. Thailand (Siam Air, K-Mile Asia, Skyview Airways, NOK Air, Phuket Air, Orient Thai, U-Airlines)
20. Turkey (Yiltas, Turkish Air)
21. United Emirat Arab (Aerospace Consortium, Midex, Aero Trans Cargo)
22. Vietnam (Jetstar Pacific Airlines, Vietnam Airlines, Vietjet Airlines)
23. Yemen (Yemenia)
24. Afghanistan (Kam Air)
25. Armenia (Galaxy, Veteran Avia)
26. Bangladesh (Regent Airways, Biman Bangladesh Air, United)

### AFRIKA | AFRICA

27. Cameroon (Air Leasing Cameroon)
28. Sharjah (Sayegh Aviation)
29. Kenya (Jetlink, EASAC)
30. Nigeria (Max Air Limited, Kabo Air, HAK Air, Silver Back Africa)
31. South of Africa (Airquarius)
32. Tanzania (Government VVIP)
33. Uganda (DAS Air Cargo)
34. Mauritius (Air Mauritius)
35. Ghana (MK Airlines)
36. Rwanda (Silverback Cargo)
37. Senegal (Leasing Company)
38. Djibouti (Finance Advisory Group)
39. Congo (Skyfly)



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Penerapan Budaya Keselamatan dan Kesehatan Kerja  
Prioritizing Health and Safety Culture

Mengutamakan Kepuasan Pelanggan  
Prioritizing Customer Satisfaction

Dukungan Berkelanjutan Bagi Masyarakat  
Continued Support for Community

Referensi Silang *Disclosure* GRI Standards  
GRI Standards Disclosure Cross Reference



## EROPA | EUROPE

- 40. Germany (MTU Aero Engines)
- 41. Greece (Hellenic Imperial Airways, Sky wing Airlines)
- 42. Iceland (Air Atlanta)
- 43. Ireland (Orix Aviation, Aergo Capital Ltd, CIT Leasing Corporation and Affiliates )
- 44. Netherland (KLM)
- 45. Portugal (Hifly)
- 46. Spain (Iberworld Airlines, S.A., Orbest, Wamos)
- 47. UK (Avient)
- 48. France (Dart Aviation)
- 49. Swiss (SR Technics)

## AUSTRALIA

- 50. Australia (Virgin Australia Airlines, Qantas Airways)

## AMERIKA | AMERICA

- 51. Equador (Tame)
- 52. USA (Boeing Company, GECAS, Southern Air, ILFC, CIT)

Wilayah Operasi Perusahaan dan Pasar Yang Dilayani **Operational Area and Markets Served**

Hingga akhir tahun 2017, GMF telah memiliki 44 *Line Maintenance Station* dengan rincian sebagai berikut:

Towards the end of 2017, GMF had a total of 44 operational *Line Maintenance Stations* with details as listed:

*Line Maintenance Station*

No	Wilayah Region	Alamat Address	
		Kantor Perwakilan Domestik	Representative Office
1	Ambon	Bandara Pattimura	Pattimura Airport
2	Balikpapan	Bandara Sepinggang	Sepinggang Airport
3	Banda Aceh	Bandara Sultan Iskandar Muda	Sultan Iskandar Muda Airport
4	Bandung	Bandara Husein Sastranegara	Husein Sastranegara Airport
5	Banjarmasin	Bandara Syamsudin Noor	Syamsudin Noor Airport
6	Batam	Bandara Hang Nadim	Hang Nadim Airport
7	Bengkulu	Bandara Fatmawati	Fatmawati Airport
8	Berau	Bandara Kalimantan	Kalimantan Airport
9	Biak	Bandara Frans Kasiepo	Frans Kasiepo Airport
10	Denpasar	Bandara Ngurah Rai	Ngurah Rai Airport
11	Jakarta	Bandara Halim Perdana Kusuma	Halim Perdana Kusuma Airport
12	Jambi	Bandara Sultan Thaha Syaifudin	Sultan Thaha Syaifudin Airport
13	Jayapura	Bandara Sentani	Sentani Airport
14	Jember	Bandara Notohadinegoro	Notohadinegoro Airport
15	Jogjakarta	Bandara Adi Sucipto	Adi Sucipto Airport
16	Kendari	Bandara Wolter Monginsidi	Wolter Monginsidi Airport
17	Kupang	Bandara El Tari	El Tari Airport
18	Lombok	Bandara International Lombok	International Lombok Airport
19	Makassar	Bandara Sultan Hasanuddin	Sultan Hasanuddin Airport
20	Malang	Bandara Abdul Rahman Saleh	Abdul Rahman Saleh Airport
21	Manado	Bandara Sam Ratulangi	Sam Ratulangi Airport
22	Medan	Bandara Kualanamu	Kualanamu Airport
23	Merauke	Bandara Mopah	Mopah Airport
24	Padang	Bandara Minangkabau	Minangkabau Airport
25	Palangkaraya	Bandara Tjilik Riwut	Tjilik Riwut Airport
26	Palembang	Bandara Sultan Mahmud Badarudin II	Sultan Mahmud Badarudin II Airport
27	Palu	Bandara Mutiara	Mutiara Airport
28	Pangkal Pinang	Bandara Depati Amir	Depati Amir Airport
29	Pekanbaru	Bandara Sultan Syarif Kasim II	Sultan Syarif Kasim II Airport
30	Pontianak	Bandara Supadio	Supadio Airport
31	Semarang	Bandara Achmad Yani	Achmad Yani Airport

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No	Wilayah Region	Alamat Address	
32	Solo	Bandara Adi Sumarmo	Adi Sumarmo Airport
33	Sorong	Bandara Yeffman	Yeffman Airport
34	Surabaya	Bandara Juanda	Juanda Airport
35	Tangerang	Bandara Soekarno Hatta	Soekarno Hatta Airport
36	Tanjung Karang	Bandara Raden Inten II	Raden Inten II Airport
37	Tanjung Pandan	Bandara HAS Hananjoeddin	HAS Hananjoeddin Airport
38	Tanjung Pinang, Riau Islands	Bandara Raja Haji Fisabilillah	Raja Haji Fisabilillah Airport
39	Tarakan	Bandara Juwata	Juwata Airport
40	Ternate	Bandara Sultan Baabullah	Sultan Baabullah Airport
41	Timika	Bandara Moses Kilangin	Moses Kilangin Airport
<b>Kantor Perwakilan Internasional International Representative Office</b>			
42	Jeddah	King Abdul Aziz International Airport	King Abdul Aziz International Airport
43	Kuala Lumpur	Bandara Kuala Lumpur	Airport Kuala Lumpur
44	Singapore	Changi International Airport	Changi International Airport

## Rantai Pasokan Perusahaan [GRI 102-9] Company's Supply Chain [GRI 102-9]

Pemasok Perusahaan pada umumnya terdiri dari pemasok dalam negeri dan luar negeri. Pemasok luar negeri mendapatkan proporsi lebih besar daripada pemasok dalam negeri dikarenakan industri dalam negeri belum memiliki kapasitas untuk mendukung kebutuhan bisnis GMF dalam bidang aviasi. Pemasok GMF terbagi dari dua kategori, yaitu pemasok yang menyediakan barang dan jasa khusus *aircraft* dan *non-aircraft*.

Selain itu, dalam rangka menjaga hubungan yang harmonis dengan para pemasok atau rekanan, GMF menyediakan fasilitas Kawasan Berikat dan selanjutnya diubah menjadi Pusat Logistik Berikat. Penyediaan fasilitas tersebut bertujuan untuk memberi kemudahan bagi para pemasok untuk melakukan ekspor impor dimana tidak hanya khusus bertransaksi dengan GMF, namun dengan Perusahaan lainnya.

Company Suppliers generally consist of suppliers from national and international levels. There are more international suppliers in comparison to the national suppliers, reason being domestic industry does not yet have the capability to support GMF's needs in the field of MRO aviation. The types of goods and services suppliers are divided into two categories: suppliers that provide goods and services related to aircraft and non aircraft.

In addition, In order to maintain a harmonious relationship with suppliers or partners, GMF provides Bonded Zone facilities and is subsequently converted into Bonded Logistics Center. The provision of the facility aims to provide convenience for the suppliers to conduct importing and exporting, and it's not limited for transaction with GMF only, but also with other companies.

## Skala Organisasi Perusahaan [GRI 102-7, GRI 102-10] Company Organization Scale [GRI 102-7, GRI 102-10]

No.	Uraian Description	Satuan Units	Periode Pelaporan Period		
			2015	2016	2017
1	Jumlah Karyawan Number of Employees	Orang People	4.148	4.615	5.011
	Karyawan Tetap Permanent Employee	Orang People	3.607	3.990	4.653
	Karyawan Tidak Tetap Temporary Employee	Orang People	541	624	358
2	Jumlah Pendapatan Usaha Operating Revenues	USD	305,590,117	388,662,512	439,281,242
	• Line Maintenance	USD	90,821,889	100,395,818	91,479,954
	• Base Maintenance	USD	75,094,573	69,037,985	96,637,050
	• Component Services	USD	86,865,146	120,532,208	134,395,633
	• Engine Maintenance	USD	27,570,879	64,586,007	73,601,533
	• Other Maintenance	USD	25,237,629	34,110,495	43,167,072
3	Jumlah Beban Usaha Operating Expenses	USD	260,788,956	301,294,175	373,054,965
4	Jumlah Laba Usaha Operating Profit	USD	50,590,173	83,087,700	65,697,154
5	Jumlah Laba Bersih Tahun Berjalan Net Profit of the current Year	USD	36,184,965	57,742,213	50,946,349
6	Jumlah Aset Assets	USD	312,994,597	442,589,107	539,150,882
7	Jumlah Liabilitas Liability	USD	190,202,733	270,034,359	233,362,307
8	Jumlah Ekuitas Equity	USD	122,791,864	172,554,748	305,788,575
9	Kepemilikan Saham Shareholding				
	• PT Garuda Indonesia (Persero) Tbk	%	99	99	89,1
	• PT Aerowisata	%	1	1	0,9
	• Publik Public	%	-	-	10



## Keanggotaan Asosiasi [GRI 102-13] Membership in Associations [GRI 102-13]

Logo	Nama Organisasi Name of Organization	Deskripsi Organisasi Description of Organization	Posisi Perusahaan dalam Organisasi Company's Position in the Organization
	Indonesian Aircraft Maintenance Services Association (IAMSA)	Asosiasi dari para pengusaha dalam pemeliharaan pesawat terbang di Indonesia. GMF bergabung di IAMSA karna didalam keanggotaan sama-sama bergerak di bidang perawatan pesawat terbang. Tujuannya untuk meningkatkan kualitas Perusahaan, meningkatkan layanan pelanggan dan integritas organisasi dengan sesama anggota. <i>Entrepreneurs association in aircraft maintenance in Indonesia. GMF joined IAMSA because their members are equally engaged in the field of aircraft maintenance. The goal of this membership is to improve the Company's quality, customer service and enhance organizational integrity with fellow members.</i>	Anggota Member
	International Airlines Technical Pooling (IATP)	IATP merupakan organisasi <i>non-profit</i> yang menaungi <i>airline</i> sedunia untuk <i>sharing resources</i> baik <i>spare part, tool &amp; equipment</i> , maupun personel atau <i>expert</i> dalam kondisi <i>Aircraft On Ground (AOG)</i> . <i>IATP is a non-profit organization that hosts airlines all around the World. Their purpose is to facilitate sharing of resources such as spare parts, tools &amp; equipments, as well as personnel or experts for Aircraft On Ground (AOG) conditions.</i>	Anggota Member
	Perkumpulan Pusat Logistik Berikat Indonesia (PPLBI) Indonesia Bonded Logistics Centre Associations (PPLBI)	Dengan visi menjadikan Indonesia sebagai hub logistic di Asia Pasifik, PPLBI dimotori oleh perusahaan yang bergerak dalam ruang lingkup logistik atau mata rantai pasok, serta memiliki lisensi beroperasi sebagai Pusat Logistik Berikat <i>With a vision of making Indonesia as a logistic hub in Asia Pacific, PPLBI is driven by logistics or supply chain companies with license to operate as Bonded Logistic Centres.</i>	Anggota Member

Pendahuluan  
Introduction

Profil Perusahaan  
Company Profile

**Tata Kelola Perusahaan**  
Corporate Governance

Meningkatkan Manfaat  
Ekonomi Kepada Pemangku  
Kepentingan  
Increasing Economic Benefits  
to Stakeholders

Pengelolaan dan Pelestarian  
Lingkungan  
Management and Conservation of  
the Environment

# 03

## Tata Kelola Perusahaan Corporate Governance



Pengelolaan Sumber Daya Manusia Untuk Menciptakan *Great People*  
Managing Human Resources to Create Great People

Penerapan Budaya Keselamatan dan Kesehatan Kerja  
Prioritizing Health and Safety Culture

Mengutamakan Kepuasan Pelanggan  
Prioritizing Customer Satisfaction

Dukungan Berkelanjutan Bagi Masyarakat  
Continued Support for Community

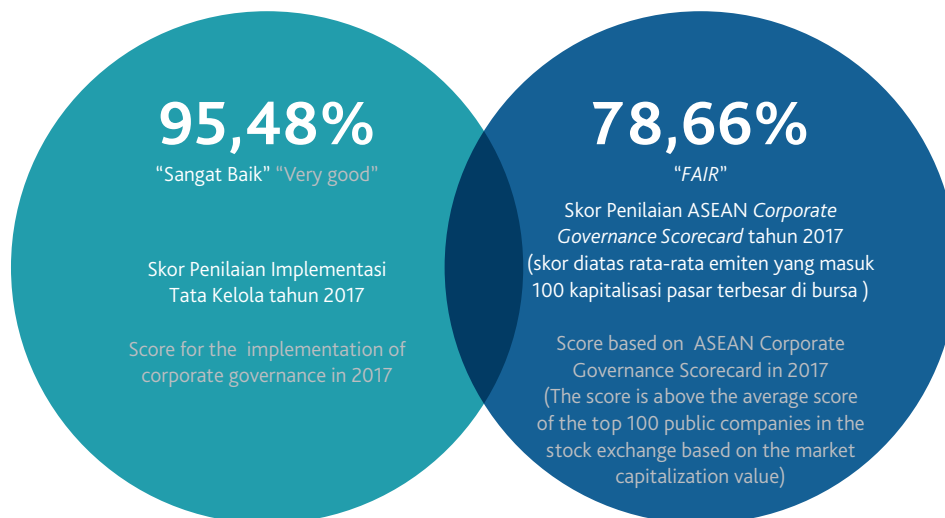
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GRI Standards Disclosure Cross Reference



## Tata Kelola Perusahaan Corporate Governance

GMF senantiasa berupaya menjaga komitmen terhadap penerapan lima prinsip tata kelola perusahaan yang baik yaitu keterbukaan, akuntabilitas, pertanggungjawaban, independensi, kesetaraan dan kewajaran sebagai dasar aktivitas bisnis yang transparan dan sehat.

GMF stays committed to the implementation of five principles of good corporate governance, which are openness, accountability, responsibility, independency, equality, and appropriateness, as the basis of transparent and healthy business activities.



Setelah melakukan transformasi menjadi perusahaan terbuka GMF dituntut untuk senantiasa menerapkan tata kelola perusahaan yang sesuai dengan prinsip *Good Corporate Governance* (GCG) yaitu keterbukaan, akuntabilitas, pertanggungjawaban, independensi, kesetaraan dan kewajaran. Untuk itu, kepatuhan terhadap regulasi dan keterbukaan informasi menjadi bagian penting dalam implementasi GCG. Tuntutan ini harus dijalankan sebagai upaya menjaga kepercayaan publik terhadap GMF.

After transforming to become a public company, GMF is obliged to continuously implement Good Corporate Governance (GCG) principles, which are openness, accountability, responsibility, independency, equality, and appropriateness. As such, compliance to the regulations and openness of information are important parts of the implementation of GCG. These requirements must be followed in an attempt to maintain public trust on GMF.



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Dalam rangka melaksanakan implementasi GCG, GMF telah menetapkan Pedoman Tata Kelola Perusahaan sebagai naskah acuan dan pedoman bagi seluruh organ Perusahaan dan insan Perusahaan. Pedoman Tata Kelola Perusahaan memuat prinsip-prinsip dasar dalam pengelolaan Perusahaan agar dalam menjalankan aktivitas bisnisnya, GMF senantiasa sesuai dengan pelaksanaan prinsip-prinsip GCG. Pedoman Tata Kelola Perusahaan ini disusun dengan maksud untuk memastikan bahwa setiap kebijakan yang ada di Perusahaan disusun dengan pendekatan *objective, risk, dan control* yang diarahkan guna mendorong dan menghidupkan *check and balance* pada setiap proses bisnis di setiap level maupun fungsi manajemen berdasarkan jiwa dan prinsip-prinsip GCG. Pedoman Tata Kelola Perusahaan berisi cakupan mulai dari pokok-pokok kebijakan, sampai acuan kebijakan dasar bagi pelaksanaan kegiatan dalam tiga tingkat yaitu Korporasi, Bisnis dan Fungsional baik yang menyangkut kegiatan usaha, penanganan risiko, maupun fungsi-fungsi pendukung yang diperlukan. [GRI 103-2]

Dalam penerapannya Pedoman Tata Kelola Perusahaan bersifat mengikat dan wajib dipatuhi oleh semua pihak yang terkait dengan proses pelaksanaan Tata Kelola Perusahaan. Jika kemudian hari dinilai perlu, Kebijakan ini dapat ditinjau kembali dan direvisi sesuai dengan kondisi Perusahaan sekurangnya sekali dalam dua tahun sesuai kebutuhan.

## Struktur Tata Kelola Perusahaan [GRI 102-18]

### Corporate Governance Structure [GRI 102-18]

Sesuai dengan Undang-Undang Nomor 40 tahun 2007 tentang Perseroan Terbatas, struktur tata kelola GMF secara garis besar melibatkan organ utama Perusahaan yang terdiri dari Rapat Umum Pemegang Saham, Dewan Komisaris dan Direksi, serta organ pendukung lainnya dibawah Dewan Komisaris dan Direksi. Struktur tersebut dibuat dengan memperhatikan adanya pemisahan fungsi, tugas, dan tanggung jawab yang jelas antar organ Perusahaan.

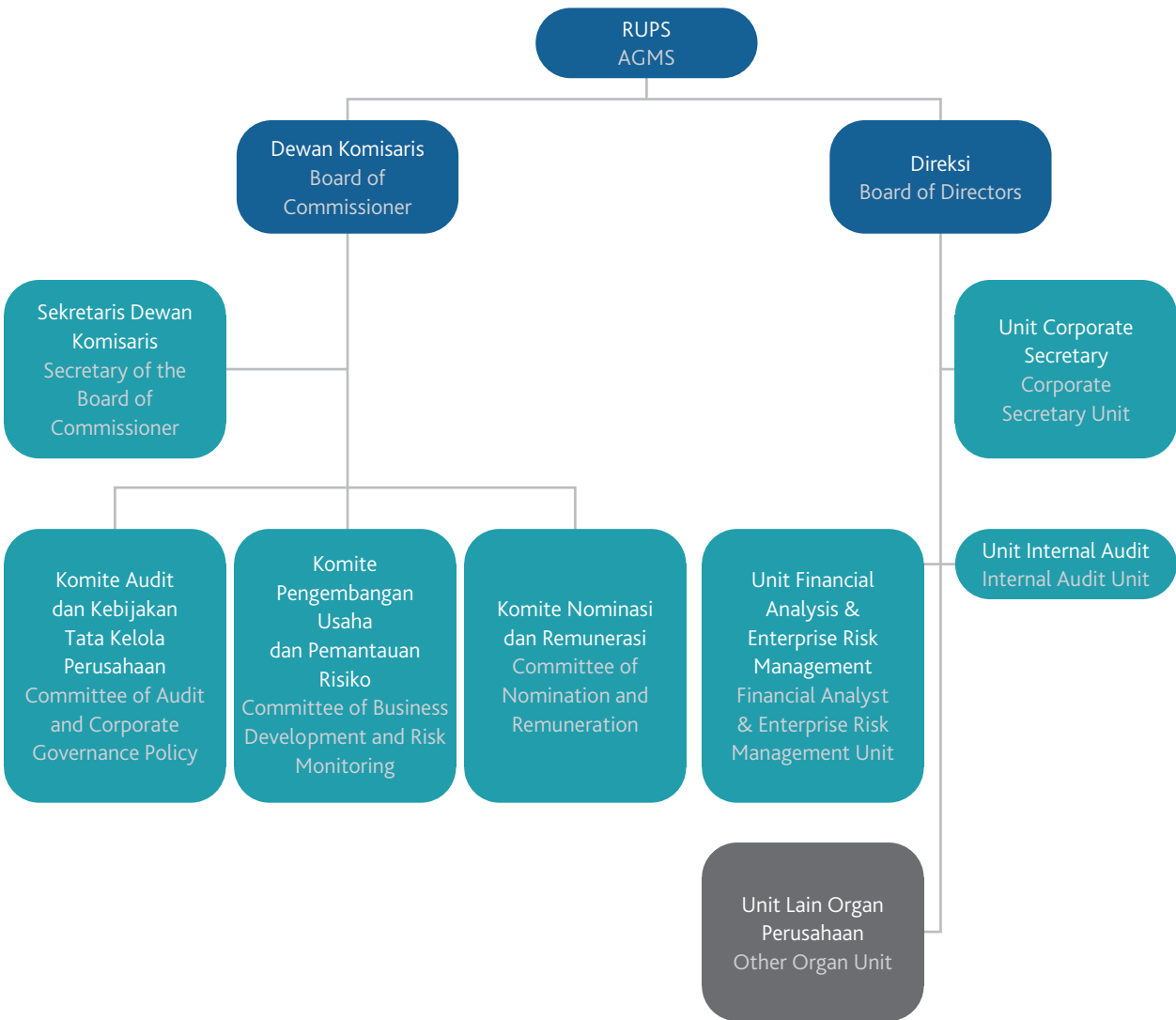
In implementing GCG, GMF has prepared a corporate governance guideline as a guidance for all units and employees. The corporate governance guidelines contain basic principles of managing the Company's business activities according to GCG principles. The corporate governance guidelines were prepared with the goal of ensuring that every policy in the Company was implemented based on an objective, risk, and control approach. In this way, every business process at every level within the Company, including the management functions, can have proper check and balance based on the GCG principles. The corporate governance guidelines contain the Company's main policies, including basic policies on conducting activities at the level of corporation, business units, and functions that link to the business activities, risk management, as well as other supporting functions. [GRI 103-2]

The corporate governance guidelines are binding to all parties involved in the corporate governance implementation process. If necessary, in the future, this policy will be reviewed and revised to accommodate the future conditions of the Company at least once every two years.

In accordance to the Indonesian Law Number 40 in the year of 2007 regarding Limited Liability Company, GMF's corporate governance structure generally involves the main organizational organs including the Annual General Meeting of Shareholders, Board of Commissioners, Board of Directors, and other supporting committees under the Board of Commissioners and Board of Directors. The structure has been developed based on the consideration of the importance of clear separation of functions, tasks, and responsibilities of each function.

Tata Kelola Perusahaan Corporate Governance

Struktur Tata Kelola Perusahaan  
Corporate Governance Structure



Rapat Umum Pemegang Saham  
Annual General Meeting of Shareholders

Rapat umum pemegang saham (RUPS) merupakan organ perusahaan yang memiliki semua kewenangan yang tidak didelegasikan kepada Dewan Komisaris dan Direksi. RUPS berfungsi sebagai sarana bagi Pemegang Saham dalam mempengaruhi dan mengarahkan perusahaan. RUPS juga merupakan forum dimana Dewan Komisaris dan Direksi melaporkan dan bertanggung jawab atas pelaksanaan tugas serta kinerjanya kepada Pemegang Saham.

Annual General Meeting of Shareholders (AGMS) is the main organ of the company with authority over all decisions other than those that have been delegated to the Board of Commissioners and Board of Directors. AGMS serve as a way for shareholders to influence and give direction to the Company. AGMS is also a forum where the Board of Commissioners and Board of Directors has to report and be responsible to the performance of the company.

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Sesuai Anggaran Dasar Perusahaan, penyelenggaraan RUPS Perusahaan terdiri dari RUPS Tahunan (RUPST) dan Keputusan Pemegang Saham diluar Rapat Umum Pemegang Saham atau Sirkuler (RUPSLB). Pada tahun 2017, Perusahaan telah menyelenggarakan RUPST sebanyak satu kali pada tanggal 09 maret 2017 dan RUPSLB (Sirkuler) telah diselenggarakan sebanyak dua kali pada tanggal 31 Mei 2017 dan 16 Juni 2017 dan telah mengeluarkan delapan keputusan RUPS secara sirkuler. Seluruh agenda dan keputusan RUPST dan RUPSLB tahun 2017 selengkapny dapat dilihat pada Laporan Tahunan PT GMF AeroAsia Tbk. tahun 2017.

Based on the Company's Articles of Association, the General Meeting of Shareholders comprised of the Annual General Meeting of Shareholders (AGMS) and the Decision of shareholders outside of the General Meeting or Circular Resolution (Extraordinary General Meeting of Shareholders or EGM). In 2017, the Company has held an AGMS once on the 09 March 2017 and Extraordinary Meetings of Shareholders (Circular) twice on 31 May 2017 and 16 June 2017. These meetings have issued eight Decision Letters. The complete agenda and the Decisions in both AGMS and the Extraordinary Meetings of Shareholders in 2017 can be seen in the Annual Report of PT GMF AeroAsia Tbk. in 2017.

## Dewan Komisaris Board of Commissioners

Dewan Komisaris merupakan Organ Perusahaan yang bertugas untuk melaksanakan pengawasan atas kebijakan kepengurusan Perusahaan dan kegiatan usaha Perusahaan serta untuk memberikan nasihat kepada Direksi dalam rangka memastikan Perusahaan dikelola sesuai dengan maksud dan tujuan usahanya, dan tidak dimaksudkan untuk kepentingan pihak atau golongan tertentu.

The Board of Commissioners is an organ of the Company which has the task of supervising the Company's policy and its business activities, as well as giving suggestions to the Board of Directors in order to ensure that the Company is run according to its purpose and goals, and is not misused for the interests of specific group of individuals.

Dewan Komisaris wajib, dengan itikad baik dan tanggung jawab penuh, melaksanakan tugasnya sesuai Anggaran Dasar Perusahaan dan Peraturan Perundang-undangan untuk kepentingan Perusahaan. Dalam melaksanakan tugas, wewenang dan kewajiban Dewan komisaris dibantu oleh Organ Pendukung Dewan Komisaris terdiri dari Sekretariat Dewan Komisaris, Komite Audit dan Kebijakan *Corporate Governance*, Komite Nominasi dan Remunerasi, dan Komite Pengembangan Usaha dan Pemantauan Risiko. Pada tahun 2017, terdapat perubahan jumlah dan komposisi Dewan Komisaris GMF, sesuai dengan Akta Pernyataan Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT GMF Aero Asia Nomor 56 tanggal 30 Agustus 2017. Berikut komposisi Dewan Komisaris Perusahaan per 31 Desember 2017:

Board of Commissioners has the obligation, and with good intention and full responsibility, to conduct their tasks in accordance to the Company's Articles of Associations and to the Law for the benefits of the Company. In performing their tasks, authorities, and obligations, Board of Commissioners is supported by the supporting organs of the Board of Commissioners which comprised of Secretary to the Board of Commissioners, Audit and Corporate Governance Policy Committee, Nomination and Remuneration Committee, and Business Development and Risk Monitoring Committee. In 2017, there have been some changes to the number and the format of the Board of Commissioners of GMF, as stated in the Statement Letter of the decision of shareholders in the extraordinary meeting of shareholders of PT GMF Aero Asia Number 56 on 30 August 2017. The format of the Board of Commissioners as of 31 Desember 2017 is as follow:

Tata Kelola Perusahaan Corporate Governance

Komposisi Dewan Komisaris Perusahaan per 31 Desember 2017  
The format of the Board of Commissioners of the Company as of December 31, 2017

Nama Name	Jabatan Role	Jenis Kelamin Gender	Dasar Pengangkatan Formal appointment
Helmi Imam Satriyono	Komisaris Utama President Commissioners	Laki-laki Male	Akta Pernyataan Keputusan Para Pemegang Saham PT GMF AeroAsia No. 08 tanggal 01 Juli 2017 Statement of the Shareholders of PT GMF AeroAsia No. 08 on 01 July 2017
Hari Muhammad	Komisaris Independen Independent Commissioners	Laki-laki Male	Akta Pernyataan Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT GMF AeroAsia Tbk No. 56 tanggal 30 Agustus 2017 Statement of the Shareholders in the extraordinary meeting of shareholders of PT GMF AeroAsia Tbk No. 56 on 30 August 2017
Puji Nur Handayani	Komisaris Commissioners	Perempuan Female	Akta Pernyataan Keputusan Para Pemegang Saham PT GMF AeroAsia No. 41 tanggal 15 Mei 2017 Statement of the Shareholders of PT GMF AeroAsia No. 41 on 15 May 2017

Program Pelatihan dan Pengembangan Kompetensi Dewan Komisaris Tahun 2017  
Training and Competency Development Programs for the Board of Commissioners in 2017

Nama Name	Waktu Pelaksanaan Date	Tempat Location	Materi Pelatihan dan/atau Pengembangan Kompetensi Content of training and/or competency development	Penyelenggara Organizer
Helmi Imam Satriyono	20 Desember 20 December	Tangerang	One Day Workshop of Good Corporate Governance Implementation	Indonesia Institute for Corporate Directorship (IICD)
Hari Muhammad	20 Desember 20 December	Tangerang	One Day Workshop of Good Corporate Governance Implementation	Indonesia Institute for Corporate Directorship (IICD)
	13 s/d 15 Desember 13 to 15 December	Yogyakarta	Batch of Professional Director Program	Indonesia Institute for Corporate Directorship (IICD)
Puji Nur Handayani	20 Desember 20 December	Tangerang	One Day Workshop of Good Corporate Governance Implementation	Indonesia Institute for Corporate Directorship (IICD)

## Direksi Board of Directors

Direksi merupakan Organ Perusahaan yang berwenang dan bertanggung jawab penuh atas pengurusan Perusahaan untuk kepentingan Perusahaan, sesuai dengan maksud dan tujuan Perusahaan serta mewakili Perusahaan, baik di dalam maupun di luar pengadilan sesuai dengan ketentuan Anggaran Dasar Perusahaan dan Peraturan Perundang-undangan. Dalam melaksanakan tugas dan tanggung jawabnya Direksi dibantu oleh, Organ Pendukung diantaranya Sekretaris Perusahaan, Unit Financial Analysis, Unit Internal Audit, dan Unit Lain Organ Perusahaan.

The Board of Directors is an organ in the Company with full authority and responsibility for the management of the Company for its benefits. The Board of Directors should act in accordance to the purpose and goals of the Company, as well as represent the Company both inside and outside the court as indicated in the Articles of Association and the Indonesian Law. In performing their tasks and responsibilities, the Board of Directors is supported by supporting organs such as Corporate Secretary, Financial Analysis Unit, Internal Audit Unit, and other units in the Company.



Pada tahun 2017, keanggotaan dan komposisi Direksi Perusahaan mengalami perubahan berdasarkan:

1. Akta Pernyataan Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT GMF Aero Asia Nomor 69 tanggal 26 September 2017 dengan adanya pemberhentian Sdr. Richard Budihadianto; Sdr. Juliandra Nurtjahjo, Sdr. I Wayan Susena dan pengangkatan Sdr. Iwan Joeniarto, Sdr. Rahmat Hanafi.
2. Akta Pernyataan Keputusan Pemegang Saham PT Garuda Maintenance Facility Aero Asia Nomor 159 tanggal 17 Desember 2012 tentang bahwa masa jabatan Bapak Harkandri M. Dahler selaku Direktur Human Capital & Corporate Affairs PT Garuda Maintenance Facility Aero Asia Tbk. ("PT GMF AeroAsia Tbk." / "Perusahaan") terhitung 5 tahun sejak tanggal 08 Oktober 2012 berakhir pada tanggal 08 Oktober 2017.

Sehingga komposisi Direksi untuk periode Januari sampai dengan September berjumlah lima orang, dan berubah menjadi empat orang pada periode Oktober sampai dengan 31 Desember 2017. Berikut komposisi Direksi Perusahaan per 31 Desember 2017:

In 2017, the membership and format of the Board of Directors have changed based on the following:

1. Statement of Decision of shareholders in the extraordinary meeting of shareholders of PT GMF Aero Asia Number 69 on 26 September 2017 which specified the dismissal of Mr. Richard Budihadianto; Mr. Juliandra Nurtjahjo, Mr. I Wayan Susena and the appointment of Mr. Iwan Joeniarto, Mr. Rahmat Hanafi.
2. Statement of the Shareholders of PT Garuda Maintenance Facility Aero Asia Number 159 on 17 December 2012 regarding the 5-year period of service of Mr. Harkandri M. Dahler, as the Director of Human Capital & Corporate Affairs of PT Garuda Maintenance Facility Aero Asia Tbk. ("PT GMF AeroAsia Tbk." / "Company"), since 08 October 2012 has come to an end on 08 October 2017.

As such, the format of the Board of Directors for the period of January to September which comprised of five directors has changed to four directors for the period between October and 31 December 2017. The format of the Board of Directors of the Company as of 31 December 2017 is as follow:

Komposisi Direksi Perusahaan per 31 Desember 2017  
The format of the Board of Directors of the Company as of 31 December 2017

Nama Name	Jabatan Role	Jenis Kelamin Gender	Dasar Pengangkatan Formal Appointment
Iwan Joeniarto	Direktur Utama President Director	Laki-laki Male	Akta Pernyataan Keputusan Para Pemegang Saham PT GMF AeroAsia No. 41 tanggal 15 Mei 2017 Statement of the Shareholders of PT GMF AeroAsia No. 41 on 15 May 2017
Insan Nur Cahyo	Direktur Director	Laki-laki Male	Akta Pernyataan Keputusan Para Pemegang Saham PT GMF AeroAsia No. 22 tanggal 06 Mei 2015 Statement of the Shareholders of PT GMF AeroAsia No. 22 on 06 May 2015
Tazar Marta Kurniawan	Direktur Director	Laki-laki Male	Akta Pernyataan Keputusan Para Pemegang Saham PT GMF AeroAsia No. 229 tanggal 29 Juni 2016 Statement of the Shareholders of PT GMF AeroAsia No. 229 on 29 June 2016
Rahmat Hanafi	Direktur Director	Laki-laki Male	Akta Pernyataan Keputusan Para Pemegang Saham PT GMF AeroAsia No. 69 tanggal 26 September 2017 Statement of the Shareholders of PT GMF AeroAsia No. 69 on 26 September 2017

Tata Kelola Perusahaan Corporate Governance

Program Pelatihan dan Pengembangan Kompetensi Direksi tahun 2017  
Training and Competency development program for the Board of Directors in 2017

Nama Name	Waktu Pelaksanaan Date	Tempat Location	Materi Pelatihan dan/atau Pengembangan Kompetensi Content of training and/or competency development	Penyelenggara Organizer
Iwan Joeniarto	20 Desember 20 December	Tangerang	One Day Workshop of Good Corporate Governance Implementation	Indonesia Institute for Corporate Directorship (IICD)
Tazar Marta Kurniawan	17 – 18 Mei 17 – 18 May	Jakarta	In-Depth Directorship Program	Indonesia Institute for Corporate Directorship (IICD)
	20 Desember 20 December	Tangerang	One Day Workshop of Good Corporate Governance Implementation	Indonesia Institute for Corporate Directorship (IICD)
Insan Nur Cahyo	20 Desember 20 December	Tangerang	One Day Workshop of Good Corporate Governance Implementation	Indonesia Institute for Corporate Directorship (IICD)
Rahmat Hanafi	20 Desember 20 December	Tangerang	One Day Workshop of Good Corporate Governance Implementation	Indonesia Institute for Corporate Directorship (IICD)

Sistem Manajemen Mutu  
Quality Management System

Untuk menjamin kualitas layanan yang diberikan dapat memenuhi harapan pelanggan, GMF senantiasa menerapkan prinsip-prinsip manajemen mutu. Melalui penerapan sistem manajemen mutu diharapkan mampu mendorong tercapainya standar operasional terbaik sehingga GMF dapat memberikan nilai tambah kepada *stakeholders*.

GMF melakukan audit internal terkait manajemen mutu secara berkala dan konsisten. Unit *quality assurance and safety* melakukan audit mutu secara internal. Pada tahun 2017, berkat penerapan manajemen mutu yang efektif, GMF berhasil mendapatkan berbagai sertifikasi sebagai wujud penerapan manajemen mutu sehingga memenuhi standar dunia sebagaimana diuraikan dalam tabel berikut:

To ensure that the quality of the service can meet customers' expectation, GMF continuously implements quality management principles. Through the implementation of the quality management system, GMF aims to have the optimal standard operating procedure that serves as an added value to *stakeholders*.

GMF consistently conducts a periodical internal audit on the quality management. The quality assurance and safety unit is tasked to conduct quality audit internally. In 2017, due to the effective implementation of quality management, GMF managed to obtain various internal certifications in the implementation of quality management. The list of the various certifications obtained by GMF is as follows:

Audit Mutu dan Sertifikasi tahun 2017  
Quality Audit and Certifications of GMF

Pemberi Sertifikasi Certifying body	Nomor Sertifikasi Certificate number	Ruang Lingkup Scope	Masa Berlaku s/d Expiry date of the Certification	Tanggal Pelaksanaan Audit Audit date
DGCA Indonesia	145D-001	Seluruh area GMF	28 September 2019 September 28, 2019	18 – 28 Juli 2017 July 18 – 28, 2017
European	EASA.145.0062		UNL	16 – 20 Januari 2017 January 16 – 20, 2017
FAA	WGYF076F	All area of GMF	31 Oktober 2017 October 31, 2017	28 September – 2 Oktober 2017 September 28 – Oktober 2, 2017
		(area 145)		23 – 27 Januari 2017 January 23 - 27, 2017
				10 – 16 November 2017 November 10 – 16, 2017

Pengelolaan Sumber Daya Manusia Untuk Menciptakan *Great People*  
Managing Human Resources to Create Great People

Penerapan Budaya Keselamatan dan Kesehatan Kerja  
Prioritizing Health and Safety Culture

Mengutamakan Kepuasan Pelanggan  
Prioritizing Customer Satisfaction

Dukungan Berkelanjutan Bagi Masyarakat  
Continued Support for Community

Referensi Silang *Disclosure* GRI Standards  
GRI Standards Disclosure Cross Reference

Pemberi Sertifikasi Certifying body	Nomor Sertifikasi Certificate number	Ruang Lingkup Scope	Masa Berlaku s/d Expiry date of the Certification	Tanggal Pelaksanaan Audit Audit date
CASA	1-VLRQ9	Seluruh area GMF  All area of GMF  (area 145)	20 Juni 2018 June 20, 2018	Desk Audit
IRAQ	AMO 029		25 Februari 2018 February 25, 2018	13 – 15 Februari 2017 February 13 – 15, 2017
Bangladesh	CAA/5525/36/AELD (Issue-13)		26 Februari 2018 February 26, 2018	22 – 24 Februari 2017 February 22 – 24, 2017
Srilanka	AI/AL/144		28 Februari 2018 February 28, 2018	13 – 14 Maret 2017 March 13 – 14, 2017
Malaysia	FAMO/2017/29		2 Maret 2018 March 2, 2018	3 – 7 April 2017 April 3 – 7, 2017
Pakistan	CAA/AW/326		19 Mei 2018 May 19, 2018	17 – 20 Mei 2017 May 17 – 20, 2017
Singapore	AWI/139		30 Juni 2018 June 30, 2018	6 – 9 Juni 2017 June 6 – 9, 2017
Myanmar	024 /2013		31 Juli 2018 July 31, 2018	11 – 12 Juli 2017 July 11 – 12, 2017
Philippines	459-F		31 Agustus 2018 August 31, 2018	24 – 28 Juli 2017 July 24 – 28, 2017
Vietnam	VN-336NN/CAAV		28 Februari 2018 February 28, 2018	28 – 29 Juli 2017 July 28 – 29, 2017
China	F06200762		31 Desember 2019 Desember 31, 2019	3 – 8 Agustus 2017 August 3 – 8, 2017
Korea	2013-AMO F05		16 Juni 2019 June 16, 2019	7 – 9 Agustus 2017 August 7 – 9, 2017
Zimbabwe	176/157		31 Januari 2018 January 31, 2018	20 – 21 November 2017 November 20 – 21, 2017

## Manajemen Risiko

### Risk Management

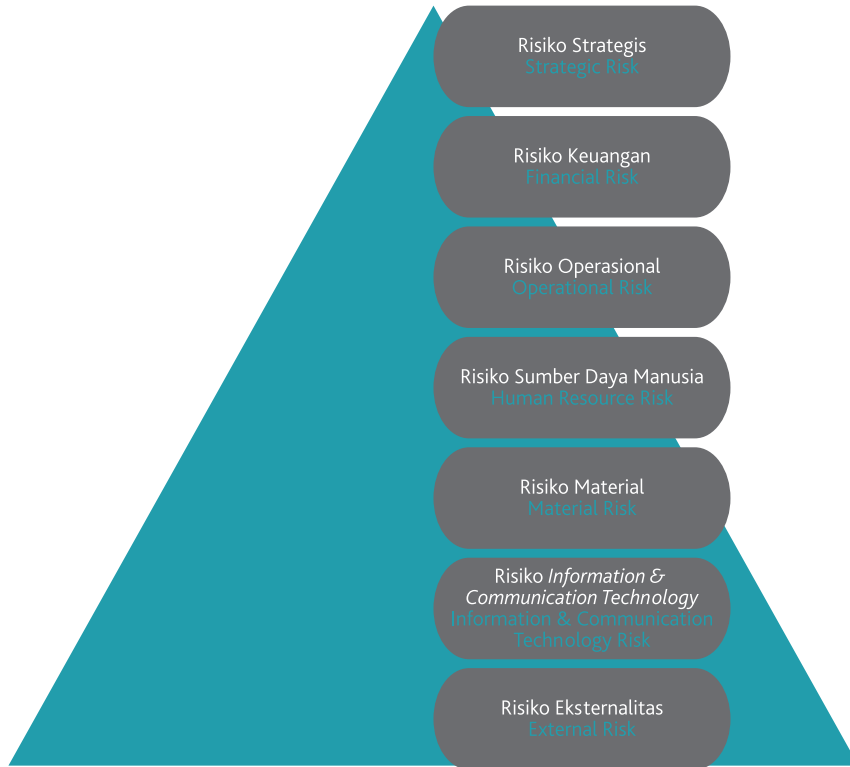
Sebagai Perusahaan yang bergerak di bidang MRO, pengelolaan risiko menjadi salah satu prioritas GMF dalam menjalankan bisnisnya karena berkaitan langsung dengan pencapaian tujuan Perusahaan. Risiko yang dikelola mencakup risiko dalam kegiatan perawatan pesawat maupun risiko pengelolaan usahanya. Pengelolaan risiko diarahkan untuk memastikan kesinambungan usaha, profitabilitas maupun pertumbuhan bisnis yang sejalan dengan visi dan misi Perusahaan.

Sebagai wujud komitmen dalam penerapan GCG yang efektif, GMF telah membentuk satuan kerja risiko *enterprise risk management* yang bertanggung jawab langsung kepada Direktur Keuangan. Selain itu, GMF telah menetapkan Pedoman Tata Kelola Perusahaan dan Kebijakan Manajemen Risiko no. KB-01-009 sebagai pedoman dan dasar pelaksanaan manajemen risiko. Ketentuan dalam pelaksanaan prosesnya juga diatur di dalam rangkaian *Standard Operating Procedure* sehingga penerapan manajemen risiko dapat seragam dan selaras. [GRI 102-11]

As a company that operates in MRO business, risk management is one main priority for GMF in conducting its business as this directly links to the attainment of the Company's objectives. Risks that are managed by the Company include among others, risks in aircraft maintenance activities as well as risk in the management of the company. Risk management is aimed at ensuring the continuity of business, profitability, and growth that are in line with the Company's vision and mission.

As part of the effective implementation of GCG, GMF has formed enterprise risk management unit which is directly responsible to the Finance Director. Moreover, GMF has implemented corporate governance and risk management policies based on the guidelines no. KB-01-009 to guide the implementation of risk management activities. These requirements were related to the process within the implementation of risk management. They are also regulated in a series of Standard Operating Procedure to ensure that the implementation is done uniformly. [GRI 102-11]

Tata Kelola Perusahaan Corporate Governance



Proses evaluasi terhadap pelaksanaan manajemen risiko salah satunya dilakukan melalui *risk culture survey* (RCS) yang bertujuan untuk mengetahui tingkat kewaspadaan dan pemahaman insan GMF dalam mengelola risiko Perusahaan. Metode yang digunakan adalah *survey sampling* yang melibatkan struktural mulai level *Vice President* (VP) atau setingkat VP. *General Manager* (GM) atau setingkat GM, sampai dengan Manajer atau setingkat Manajer, karena memiliki wawasan proses bisnis yang lebih holistik dan penilaiannya dianggap dapat mewakili lingkungan kerjanya. RCS dilaksanakan dua kali setahun yakni pada akhir Semester 1 atau pada bulan Juni dan akhir Semester 2 atau pada bulan Desember. Kondisi aktual budaya risiko GMF di akhir tahun 2017 berada di area *Medium Culture* dengan indeks sebesar 72%.

Rincian lebih jauh mengenai pelaksanaan manajemen risiko GMF dapat ditemukan dalam Laporan Tahunan PT GMF AeroAsia Tbk tahun 2017 di bagian Tata Kelola Perusahaan.

The evaluation process of the implementation of risk management is done among others through the *risk culture survey* (RCS). The objective of conducting the survey is to understand the awareness and knowledge level of each employee in risk management. The method that is used is *survey sampling* and this involves surveying employees at the levels of *Vice President* (VP) or its equivalent, *General Manager* (GM) or its equivalent, up to *Manager* or its equivalent. These employees are surveyed because they have the knowledge on the business process in holistic manner and as such their response can represent the overall awareness of each unit. RCS is done twice a year, at the end of first Semester or in June and at the end of second Semester or in December. The risk culture in GMF at the end of 2017 was *Medium* with an index of 72%.

A complete overview of the implementation of risk management in GMF can be found in the Annual Report of PT GMF AeroAsia Tbk in 2017 in section Corporate Governance.



## Code of Conduct [GRI 102-16]

### Code of Conduct [GRI 102-16]

*Code of conduct* (CoC) atau pedoman perilaku berisi panduan bagi insan GMF dalam bertindak dan berperilaku agar sesuai dengan etik bisnis dan etika kerja. Pedoman perilaku Perusahaan secara umum mengatur tentang:

1. Nilai-nilai inti GMF (*GMF Values*) yaitu *Concern for People, Integrity, Profesional, Teamwork, dan Costumer Focused*.
2. Etika Bisnis yang mengatur tentang kepatuhan terhadap peraturan perundangan, penerimaan hadiah, suap dan gratifikasi, kepedulian Perusahaan terhadap kesehatan, keselamatan dan lingkungan kerja, komitmen Perusahaan kepada *stakeholders*.
3. Etika Kerja yang mengatur tentang komitmen Insan GMF di dalam dan di luar Perusahaan, komitmen sebagai atasan, komitmen sebagai bawahan, komitmen terhadap catatan, dokumen dan informasi, komitmen terhadap aset Perusahaan, komitmen terhadap benturan kepentingan, komitmen terhadap kegiatan politik, perilaku asusila, narkoba, obat terlarang, perjudian dan merokok, menjaga rahasia Perusahaan, serta.
4. Penerapan dan Penegakan Pedoman Perilaku.

CoC wajib diaplikasikan oleh Insan GMF di seluruh jajaran Perusahaan. Dalam pelaksanaan perwujudan komitmen penerapan Pedoman Perilaku ini, insan GMF diwajibkan untuk menandatangani pernyataan kepatuhan dan integritas terhadap Pedoman Perilaku GMF.

Perusahaan memberikan sanksi kepada siapa saja yang melakukan pelanggaran atas CoC. Jenis sanksi yang diterima terbagi menjadi tiga kategori yaitu sanksi ringan berupa surat peringatan tertulis, sanksi sedang berupa penurunan *base salary* sebesar 10% selama empat bulan atau pembebasan dari jabatan struktural selama enam bulan, dan sanksi berat berupa penurunan *base salary* sebesar 10% selama 12 bulan atau pembebasan dari Jabatan Struktural selama tiga tahun atau Pemutusan Hubungan Kerja (PHK). Penegakan terhadap pedoman perilaku dilakukan dengan upaya pemantauan secara berkala terhadap kepatuhan pedoman perilaku dan menyediakan fasilitas bagi pengaduan terhadap pelanggaran terkait pedoman perilaku. Selama tahun 2017, Perusahaan tidak menerima pengaduan atau pelanggaran terkait CoC.

*Code of conduct* (CoC) contains a guideline for each GMF employee on ways to act and behave in accordance to the ethical business and workplace standard. The Code of Conduct in general regulates the following aspects:

1. GMF Core Values of Concern for People, Integrity, Profesional, Teamwork, and Costumer Focused.
2. Business Ethics which arranges the compliance to law, acceptance of present, bribery and gratification, the Company's concern on the health, safety, and work environment, the Company's commitments to its stakeholders.
3. Work Ethics which arranges the commitment of each GMF employee inside and outside the Company, the commitment as supervisors, the commitment as subordinates, the commitment to the notes, documents, and information, the commitment to the Company's assets, the commitment on the conflict of interest situation, the commitment on political activities, inappropriate behaviour, use of drugs and narcotics, gambling and smoking, confidentiality, as well.
4. The implementation and the enforcement of Code of Conduct.

The application of the Code of Conduct is mandatory for each GMF employee at all levels. As part of GMF's commitment to the implementation of the Code of Conduct, each GMF employee is required to sign statement of compliance and integrity to the GMF's Code of Conduct.

The Company gives punishment to everyone who violates the Code of Conduct. The types of punishment that can be given to employees are categorized into three, mild punishment in a form of written warning letter, medium level punishment in a form of base salary reduction by 10% for four months or temporary suspension from the structural role for six month, and stringent punishment in a form of base salary reduction by 10% for 12 months or temporary suspension from the structural role for three years or employment termination. The enforcement of the Code of Conduct is done based on the periodic monitoring of the compliance to the Code of Conduct and by providing facilities for reporting complaints on violations of the Code of Conduct. In 2017, the Company did not receive any complaint or find any violation related to the Code of Conduct.



## Pengendalian Anti-Korupsi dan Gratifikasi [GRI 103-2, GRI 205-2]

### Control on Anti-Corruption and Gratification [GRI 103-2, GRI 205-2]

GMF memiliki komitmen yang tinggi untuk mencegah terjadinya praktik korupsi atau melakukan praktik yang mendorong terjadinya korupsi termasuk didalamnya praktik memberi dan menerima suap atau gratifikasi. GMF tidak mentolerir apabila terjadi praktik korupsi di lingkungan Perusahaan.

Implementasi kebijakan anti-korupsi bagi karyawan GMF disosialisasikan melalui *orientation training* sebagai *mandatory training*, serta melalui sosialisasi kebijakan pengelolaan sistem pelaporan pelanggaran (*whistle blowing system*). Selain itu, Kebijakan pengelolaan pelaporan pelanggaran telah disosialisasikan kepada seluruh organ tata kelola Perusahaan, Dewan Komisaris, Direksi, dan Komite melalui Program Pengenalan Direksi dan Dewan Komisaris. Karyawan lama maupun baru juga diwajibkan mengikuti *orientation training* yang didalamnya membahas mengenai *whistle blowing system* (wbs) yang mencakup materi terkait larangan tindakan korupsi di Perusahaan. Informasi terkait gratifikasi juga telah disampaikan kepada mitra kerja yang bekerjasama dengan GMF melalui setiap dokumen pengadaan yang dimasukkan kedalam Rencana Kerja dan Syarat-Syarat (RKS), serta kontrak pengadaan. Pada tahun 2017, Perusahaan mengadakan sosialisasi terkait GCG yang bekerja sama dengan pihak ketiga. [GRI 205-2, GRI 205-3]

GMF memastikan bahwa seluruh organ tata kelola dan insan Perusahaan telah memahami dan mematuhi kebijakan larangan anti korupsi maupun gratifikasi di lingkungan Perusahaan. Untuk itu dalam praktiknya selama tahun 2017, tidak ditemukan kasus korupsi atau gratifikasi yang terjadi di lingkungan Perusahaan.

### Whistle Blowing System

#### Whistle Blowing System

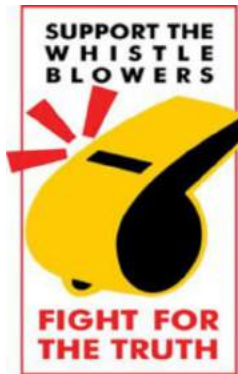
*Whistle Blowing System* (WBS) atau Sistem Pelaporan Pelanggaran merupakan sistem yang mengelola pengaduan/penyingkapan mengenai perilaku melawan hukum, perbuatan tidak etis/tidak semestinya secara rahasia, anonim, dan mandiri (independen) yang digunakan untuk mengoptimalkan peran serta Insan GMF dan pihak lainnya dalam mengungkapkan pelanggaran yang terjadi di lingkungan Perusahaan. WBS digunakan apabila pengaduan atau penyingkapan tersebut dianggap tidak efektif untuk disalurkan melalui jalur formal (melalui atasan langsung atau fungsi terkait).

GMF has high commitment to prevent corruptions or practices that potentially caused corruption, including giving and receiving of bribes or gratification. GMF will not tolerate any corruption practice within the Company.

The implementation of the anti-corruption policy for GMF's employees is done through orientation training as part of the mandatory training, and through socialization of the whistle blowing system policy. Other than that, this whistle blowing system policy has been communicated to all units in the Company, including to the Board of Commissioners, the Board of Directors, and Committees through the introductory programs for the Board of Commissioners and the Board of Directors. Experienced employees as well as new employees are required to follow an orientation training that includes the discussion on the whistle blowing system (WBS) with a topic related to the prohibition of corruption in the Company. Information related to gratification has also been provided to partners that cooperate with GMF in each procurement document as stated in the work plan and requirements (RKS), and in the procurement contract. In 2017, the Company has conducted a socialization attempt on the implementation of GCG in cooperation with third parties. [GRI 205-2, GRI 205-3]

GMF ensures that every unit and employee understands and complies with the anti-corruption and gratification policy inside GMF. Therefore, in practice, in 2017 there were no corruption or gratification cases in the Company.

*Whistle Blowing System* (WBS) is a system that manages the complaints for actions that violate the law, actions that are not deemed ethical which typically done in secret, anonymously, and independently. The system is used to optimize the role of each GMF employee and other parties in reporting potential violations in the Company. WBS is used whenever the reporting through formal channels (through direct supervisor or other related function) is deemed ineffective.



**Media Pelaporan Channels of reporting**

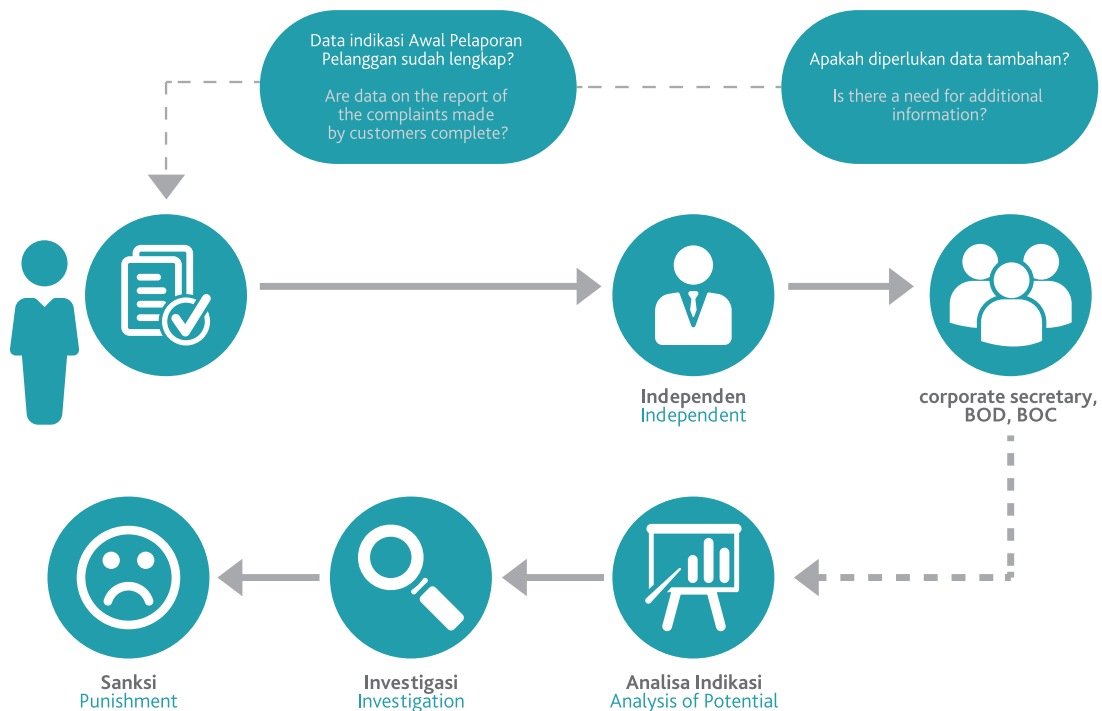
<http://www.gmf-whistleblower.com>

[wbs.gmf@rsm.co.id](mailto:wbs.gmf@rsm.co.id)

Sebagai salah satu tindak lanjut laporan adalah dengan dilakukannya investigasi. Perusahaan menentukan proses investigasi dilakukan secara internal atau eksternal. Kebutuhan akan internal atau eksternal investigator ditentukan oleh Dewan Komisaris dan/atau Direksi dengan pertimbangan tertentu. Investigator internal diketuai oleh Fungsi Internal Audit dengan beranggotakan Fungsi Corporate Legal dan Fungsi Security Management. Untuk Investigator eksternal, Perusahaan telah bekerjasama dengan PT RSM Indonesia sebagai penyedia jasa investigasi independen.

One follow-up step after receiving the complaint is to conduct investigation. The Company determines whether the investigation process will be done internally or externally. The need for internal or external investigator will be assessed by the Board of Commissioners and/or Board of Directors taking into consideration certain aspects. Internal Investigator will be led by the Internal Audit unit which comprises of Corporate Legal function and Security Management function. For external Investigator, the Company has cooperated with PT Affia Andal Jasa Bismatamma (RSM AAJ Associates) as a service provider for independent investigation service.

Pengelolaan Sistem Pelaporan Pelanggaran [GRI 103-3]  
The Management of the Whistle Blowing System [GRI 103-3]



Tata Kelola Perusahaan Corporate Governance

Selama periode pelaporan terdapat tiga laporan pelanggaran yang diterima melalui media WBS, seluruh laporan yang masuk telah selesai ditindaklanjuti oleh Perusahaan.

Throughout the reporting period, there were three reports of violations received in the WBS, and all reports received have been followed-up and completed by the Company.

Jumlah Pengaduan dan Tindak Lanjutnya [GRI 103-3]  
Number of Complaints and their follow-up [GRI 103-3]

Media Pelaporan Means of Reporting	Tahun Year								
	2015			2016			2017		
	Jumlah Pengaduan Number of Complaints	Tindak Lanjut Follow-up		Jumlah Pengaduan Number of Complaints	Tindak Lanjut Follow-up		Jumlah Pengaduan Number of Complaints	Tindak Lanjut Follow-up	
		Laporan Dalam Proses Report on progress	Laporan Telah Selesai Report Completed		Laporan Dalam Proses Report on progress	Laporan Telah Selesai Report Completed		Laporan Dalam Proses Report on progress	Laporan Telah Selesai Report Completed
E-Mail	1	0	1	5	0	5	2	0	2
Web WBS	0	0	0	3	0	3	1	0	1
Surat Kaleng Anonymous letter	0	0	0	0	0	0	0	0	0
<b>Jumlah Total</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>8</b>	<b>0</b>	<b>8</b>	<b>3</b>	<b>0</b>	<b>3</b>

Pelapor yang telah beritikad baik dalam mendorong penegakan disiplin di lingkungan Perusahaan, akan mendapatkan perlindungan dan rasa aman serta dihindari dari perilaku yang merugikan seperti pemecatan yang tidak wajar, penurunan jabatan atau pangkat, pelecehan atau diskriminasi dalam segala bentuknya, dan catatan yang merugikan *file* data pribadi.

Informant with good intention who supports the enforcement of discipline in the Company will receive protection and security and will not be given any unfavourable treatments, such as unfair dismissal, demotion, or lowering of rank, harassment or discriminations of any kind, and any unfavourable private record.

Sedangkan sanksi bagi pelanggar yang terbukti melakukan pelanggaran telah diatur dalam Perjanjian Kerja Bersama (PKB) yang disahkan pada tanggal 5 Juli 2017. Sanksi bagi pegawai yang terbukti melakukan pelanggaran antara lain berupa teguran, peringatan tertulis, penurunan kelas jabatan, hingga pemecatan. Sanksi bagi pihak lain yang bekerja sama dengan GMF antara lain berupa pemutusan kontrak kerjasama. Selama tahun 2017, tidak terdapat sanksi yang diberikan kepada pihak lain yang bekerjasama dengan GMF sebagai tindak lanjut atas pelaporan pelanggaran.

Meanwhile punishments for those who were found to make violations have been determined in the Collective Labour Agreement (CLA) that has been approved in September 2015. Sanctions for employees who are found guilty include warning, written warning, demotion, and dismissal. Sanctions for other parties who cooperate with GMF include termination of contracts. In 2017, there were no sanctions given as follow-up of reports of violations.

## Penilaian Implementasi Tata Kelola Perusahaan

### Assessment of Corporate Governance Implementation

Penilaian dan evaluasi atas penerapan tata kelola Perusahaan yang baik yang dilakukan oleh GMF mengacu pada Keputusan Sekretaris KBUMN nomor SK-16/S.MBU/2012 lebih disebabkan karena sebelum pelaksanaan *Initial Public Offering* (IPO) pada tanggal 10 Oktober 2017, GMF merupakan anak perusahaan BUMN yaitu PT Garuda Indonesia (Persero) Tbk. Sebagai anak perusahaan BUMN, maka penerapan GCG di Perusahaan dinilai dan dievaluasi menggunakan indikator atau parameter penilaian yang sama diterapkan oleh induk perusahaan dalam hal ini PT Garuda Indonesia (Persero) Tbk. untuk perusahaan

Assessment and evaluation of the implementation of Good Corporate Governance by GMF is based on the Decision Letter of the Secretary of the Ministry of State-Owned Enterprises (KBUMN) Number SK-16/S.MBU/2012. This is due to the fact that GMF is a subsidiary of a state-owned company, PT. Garuda Indonesia (Persero) Tbk., and has not gone public prior to October 10, 2017. As a subsidiary of a state-owned company, the implementation of GCG practices in the Company was assessed and evaluated by indicators and parameters that apply to the parent company, in this case PT Garuda Indonesia



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BUMN, meskipun diperbolehkan menggunakan instrument pengukuran lain dalam menilai praktik GCG, namun penggunaan instrument pengukuran GCG berdasarkan SK tersebut tetap menjadi hal yang wajib untuk diterapkan bagi seluruh BUMN yang ada di Indonesia dan menjadi bagian dalam penilaian kinerja Perusahaan secara keseluruhan.

Setelah Perusahaan melakukan IPO, PT Garuda Indonesia (Persero) Tbk masih tetap menjadi pemegang saham mayoritas Perusahaan dengan komposisi kepemilikan saham 89,10%. Oleh karena itu, GMF memandang bahwa penilaian kinerja untuk praktik GCG berdasarkan SK tersebut, masih dianggap relevan mengingat GMF masih terafiliasi dengan Perusahaan BUMN, meskipun saat ini telah menjadi Perusahaan terbuka.

(Persero) Tbk., as a state-owned company. Although the Company is permitted to use other instruments to assess the GCG practices, the use of GCG assessment tools based on the stated Decision Letter remains mandatory to all state-owned company in Indonesia and becomes a part of evaluation of the Company's overall performance.

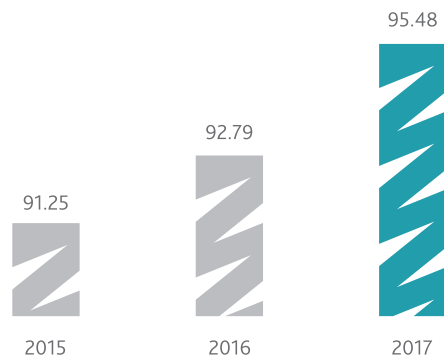
After going public, PT Garuda Indonesia (Persero) Tbk remains the majority shareholders with shares of 89,10%. As such, GMF sees that the evaluation of the GCG practices based on the stated Decision Letter remains relevant given the Company's affiliation with state-owned company, although the Company has become a public company.

Hasil Penilaian dan Evaluasi GCG tahun 2017  
GCG Assessment and Evaluation results In 2017

Aspek Penilaian Aspects evaluated	Bobot Penilaian Weight	Capaian Achievement
Komitmen terhadap Penerapan Tata Kelola Perusahaan yang baik secara Berkelanjutan Commitment to the continuity of the implementation of GCG	7%	6,53
Pemegang Saham dan RUPS/Pemilik Modal Shareholders and Annual General Meeting of Shareholders	9%	8,47
Dewan Komisaris/Dewan Pengawas Board of Commissioners/ Supervisory Board	35%	33,51
Direksi Board of Directors	35%	33,78
Pengungkapan Informasi dan Transparansi Information disclosure and transparency	9%	8,73
Aspek Lainnya Other Aspects	5%	4,46
<b>Total</b>	<b>100%</b>	<b>95,48%</b>
<b>Kualifikasi Kualitas Penerapan GCG Qualification of the quality of GCG implementation</b>		<b>Sangat Baik Very Good</b>

Selain metodologi penilaian dari SK-16/S.MBU/2012 sebagaimana disebutkan diatas, saat ini GMF juga telah memulai untuk menerapkan pendekatan penilaian GCG berdasarkan kriteria ASEAN Corporate Governance Scorecard dan POJK No.21/POJK.04/2015.

Perbandingan Penilaian dan Evaluasi GCG tahun 2015 sampai dengan tahun 2017  
GCG Assessment and Evaluation between 2015 and 2017



Other than the assessment methodology based on SK-16/S.MBU/2012 as stated above, currently GMF also starts to implement the GCG assessment based on criteria specified in ASEAN Corporate Governance Scorecard and POJK No.21/POJK.04/2015.



## Tata Kelola Perusahaan Corporate Governance

Hasil penilaian menunjukkan bahwa skor keseluruhan tertimbang (*overall score*) GMF adalah 78,66 poin. Rincian skor tertimbang untuk masing-masing komponen *scorecard* adalah sebagai berikut:

1. Prinsip A - Hak-Hak Pemegang Saham: 10,00.
2. Prinsip B - Perlakuan Setara Terhadap Pemegang Saham: 10,00.
3. Prinsip C- Peran Pemangku Kepentingan: 9,52.
4. Prinsip D – Pengungkapan dan Transparansi: 17,95.
5. Prinsip E - Tanggung Jawab Dewan Komisaris: 29,19.

Pada komponen penilaian bonus dan penalti, GMF memperoleh bonus sebesar dua poin dan tidak ada penalti atas praktik GCG yang dijalankan selama tahun buku 2016.

Berdasarkan skor akhir sebesar 78,66 poin, maka kinerja tingkat kepatuhan GMF termasuk dalam predikat "FAIR" atau Level 2 (70 – 79,99 poin) artinya praktik penerapan GCG di Perusahaan berada pada level yang cukup dan terbatas pada memenuhi ketentuan minimal dari regulator. Walaupun tidak seluruhnya "apple-to-apple", skor total yang didapatkan oleh GMF masih berada di atas skor rata-rata untuk perusahaan publik (Tbk) atau emiten yang masuk dalam 100 kapitalisasi pasar terbesar di bursa (berdasarkan ASEAN *Scorecard* 2017), yang nilainya sebesar 71,96 dalam penilaian tahun 2017 ini.

Berdasarkan hasil penilaian atas kinerja praktik GCG di GMF menggunakan pedoman tata kelola perusahaan sebagaimana diatur dalam POJK Nomor 21/POJK.04/2015 dapat disimpulkan bahwa:

1. Dari total 25 parameter yang terdapat pada delapan prinsip tata kelola yang disyaratkan untuk dipenuhi oleh perusahaan terbuka, GMF telah mampu memenuhi 19 parameter rekomendasi, meskipun masih terdapat enam parameter rekomendasi lagi yang masih harus dipenuhi GMF.
2. Adapun ketidakpatuhan GMF terhadap enam parameter rekomendasi lebih disebabkan karena GMF merupakan perusahaan yang baru berstatus sebagai perusahaan terbuka (publik), dimana terhadap beberapa praktik tata kelola yang tentu saja tidak dapat disamakan upaya pemenuhannya antara perusahaan tertutup dengan perusahaan terbuka (publik) dalam rangka memenuhi tiap-tiap peraturan mengikatnya, sehingga beberapa rekomendasi yang disyaratkan dalam POJK Nomor 21/POJK.04/2015 tidak serta-merta relevan atau dapat sesuai dengan kondisi praktik tata kelola yang telah berlangsung di Perusahaan selama ini, setidaknya sampai dengan periode dilaksanakannya penilaian ini.

The result of the assessment shows that the overall score for GMF is 78.66 points. The explanation of the overall score for each component of the scorecard is as follows:

1. Principle A – Shareholders' Rights: 10.00.
2. Principle B – Equal treatment of Shareholders: 10.00.
3. Principle C- Stakeholders' role: 9.52.
4. Principle D – Disclosure and Transparency: 17.95.
5. Principle E – Responsibility of the Board of Commissioners: 29.19.

In the assessment for bonus and penalty components, GMF received bonus as much as two points and there were no penalties for the GCG practices in the fiscal year of 2016.

Based on the final score of 78.66 point, the level of compliance of GMF is categorized as "FAIR" or at Level 2 (70 – 79.99 points), meaning that the implementation of GCG practices in the Company is at the adequate level and limited to fulfilling minimum requirements from the regulators. While not exactly an apple-to-apple comparison, the total score obtained by GMF is still higher than the average score by public companies or companies in the stock exchange which are among the top 100 companies based on market capitalization (based on ASEAN *Scorecard* 2017), with a score of 71.96 in the assessment year of 2017.

Based on the evaluation of the GCG practices in GMF according to the corporate governance regulations stated in POJK Nomor 21/POJK.04/2015, it can be concluded that:

1. Out of a total of 25 parameters which are part of the eight principles of governance required for a public company, GMF has fulfilled 19 parameters. As such, there are still six parameters being recommended that still need to be fulfilled by GMF.
2. Meanwhile, the non-compliance of GMF to the six parameters recommended is mainly due to the fact that GMF has just become a public company. As such, several governance practices that differ between a public and private company but are recommended in POJK Number 21/POJK.04/2015 have not been done as these practices did not suit previous ways of governing the Company.

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## Pelibatan Pemangku Kepentingan Stakeholders' Engagement

GMF telah melakukan pengelompokan pemangku kepentingan yang memiliki pengaruh secara langsung terhadap aktivitas Perusahaan kedalam tujuh kelompok yaitu, pemegang saham, pelanggan, karyawan, mitra usaha/pemasok, pemerintah dan otoritas, masyarakat, dan kreditur. Identifikasi dilakukan melalui metode *stakeholder mapping* dengan tujuan untuk mengetahui secara jelas siapa yang paling berkepentingan dengan Perusahaan secara timbal balik, kepentingan apa yang dijalin, apa yang perlu dikomunikasikan, dan bagaimana memaksimalkan karakteristik media komunikasi sehingga dapat terjalin komunikasi yang efektif dengan pemangku kepentingan. Tabel berikut menerangkan interaksi GMF dengan pemangku kepentingan berikut topik prioritas yang dibahas dan frekuensi pertemuan. [GRI 102-40, 102-42, 102-43]

GMF has categorized stakeholders with direct influence to the Company's activities into seven groups namely, shareholders, customers, employees, suppliers/partners, government and local authorities, general public, and creditors. Identification was done using the stakeholder mapping method with the goal of understanding clearly who have the mutual relationship with the Company, the type of activities need to be done, the information that need to be communicated, and the optimal characteristics of the communication means so that an effective communication with stakeholders can be established. The table below explains GMF's relationship with the stakeholders based on the priority of the discussed topic and frequency of meetings. [GRI 102-40, 102-42, 102-43]

Hubungan dan Interaksi Perusahaan dengan Pemangku Kepentingan  
Relationship and Interactions of the Company with Stakeholders

Kelompok Pemangku Kepentingan Stakeholder group [GRI 102-40]	Pendekatan dan Metode Pelibatan Approach and Involvement Method [GRI 102-43]	Frekuensi Pertemuan Meeting Frequency [GRI 102-43]	Topik Prioritas Topic [GRI 102-44]
Pemegang Saham Shareholders	<ul style="list-style-type: none"> <li>- RUPS laporan tahunan periode tahun buku 2016</li> <li>- RUPS Luar Biasa</li> <li>- RUPS Luar Biasa</li> <li>- AGMS annual report for the fiscal period of 2016</li> <li>- Extraordinary meeting of shareholders</li> <li>- Extraordinary meeting of shareholders</li> </ul>	<ul style="list-style-type: none"> <li>- 1 kali Time</li> <li>- 1 kali Time</li> <li>- 1 kali Time</li> </ul>	<ul style="list-style-type: none"> <li>- Persetujuan laporan tahunan dan pengesahan perhitungan tahunan GMF periode tahun buku 2016</li> <li>- Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2017 dan perubahan Rencana Jangka Panjang Perusahaan (RJPP) tahun 2017-2021</li> <li>- Pelaksanaan IPO GMF</li> <li>- The approval of the Annual Report and the validation of the calculation in GMF for the fiscal year of 2016</li> <li>- The approval of the budget for 2017 and the amendment of the Long Term Plan (RJPP) for 2017-2021</li> <li>- The initial public offering of PT GMF AeroAsia</li> </ul>
Pelanggan Customers	<ul style="list-style-type: none"> <li>- Survei kepuasan pelanggan</li> <li>- Rapat koordinasi (<i>workshop</i>)</li> <li>- Komunikasi melalui media yang tersedia (telepon dan tertulis)</li> <li>- Kunjungan langsung</li> <li>- Pameran</li> <li>- Customer satisfaction survey</li> <li>- Coordination meeting (<i>workshop</i>)</li> <li>- Communication through available channels (phone and in writing)</li> <li>- Visit</li> <li>- Exhibitions</li> </ul>	<ul style="list-style-type: none"> <li>- 1 bulan sekali</li> <li>- Insidental</li> <li>- Insidental</li> <li>- Insidental</li> <li>- Insidental</li> <li>- Every month</li> <li>- Incidental</li> <li>- Incidental</li> <li>- Incidental</li> <li>- Incidental</li> </ul>	<ul style="list-style-type: none"> <li>- Jaminan kualitas produk dan jasa dengan kewajaran</li> <li>- Tanggung jawab atas kualitas produk dan jasa yang dihasilkan dan dampak negatifnya terhadap keselamatan pengguna</li> <li>- Guaranteeing the quality of the products and services</li> <li>- Responsible for the quality of products and services provided and their negative impact to the safety of customers.</li> </ul>

Tata Kelola Perusahaan Corporate Governance

Kelompok Pemangku Kepentingan Stakeholder group [GRI 102-40]	Pendekatan dan Metode Pelibatan Approach and Involvement Method [GRI 102-43]	Frekuensi Pertemuan Meeting Frequency [GRI 102-43]	Topik Prioritas Topic [GRI 102-44]
Karyawan Employees	<ul style="list-style-type: none"> <li>- Pemenuhan <i>mandatory trainings</i></li> <li>- Rapat koordinasi Direktorat/Unit/Bidang/Seksi</li> <li>- Buletin Internal dan Majalah Internal</li> <li>- Pertemuan GEC Pusat dengan manajemen dan <i>board of directors</i></li> <li>- Fulfilment of mandatory trainings</li> <li>- Coordination meetings Directorate/Unit/Line/Section</li> <li>- Internal Buletin and Internal Magazine</li> <li>- Head office GEC meetings with the management and board of directors</li> </ul>	<ul style="list-style-type: none"> <li>- Diberikan kepada seluruh karyawan baru, dan dilakukan recurrent secara berkala</li> <li>- Setiap minggu</li> <li>- Satu bulan sekali</li> <li>- Insidental</li> <li>- Given to all new employees and also given periodically thereafter</li> <li>- Every week</li> <li>- Every month</li> <li>- Incidental</li> </ul>	<ul style="list-style-type: none"> <li>- Peningkatan kualitas dan kompetensi karyawan</li> <li>- Jaminan koordinasi aktivitas kegiatan usaha antar karyawan secara efektif</li> <li>- Pembahasan Perjanjian Kerja Bersama (PKB) antara manajemen dengan serikat karyawan</li> <li>- Review fasilitas kesehatan serta penentuan pola baru fasilitas kesehatan karyawan</li> <li>- Penandatanganan PKB</li> <li>- LKS Bipartit</li> <li>- Improving the quality and competence of employees</li> <li>- Ensuring effective coordination activities among employees</li> <li>- Discussion on the Collective Labour Agreement between the management and the labour union</li> <li>- Reviewing the healthcare facilities and determining a new style for employee's health facilities</li> <li>- Signing of the Collective Labour Agreement</li> <li>- Bipartite cooperation institution</li> </ul>
Mitra Usaha/Pemasok Partners/Suppliers	<ul style="list-style-type: none"> <li>- Kontrak dan perjanjian</li> <li>- Penilaian kinerja vendor</li> <li>- Kuisisioner dan survei</li> <li>- Contracts and Agreements</li> <li>- Vendor performance assessment</li> <li>- Questionnaires and Survey</li> </ul>	<ul style="list-style-type: none"> <li>- Kontrak dan perjanjian akan di <i>review</i> per tahun. Untuk perpanjangan, proses akan dilaksanakan 6 bulan sebelum masa kontrak berakhir</li> <li>- Penilaian kinerja vendor dilakukan secara bulanan untuk vendor yang terikat dalam kontrak. Penilaian kinerja dilakukan dalam bentuk survei dan perhitungan performansi vendor dengan pengolahan data-data pendukung operasional</li> <li>- Kuisisioner dan survei dilakukan secara berkala. Untuk survei performa vendor, dilakukan secara bulanan. Untuk survei penilaian vendor terhadap GMF dilakukan per semester</li> <li>- Contracts and Agreements will be reviewed every year. To extend the contract, the process needs to start at least 6 months before the end of the contract period.</li> <li>- Vendor performance assessment was done monthly. The assessment is done using a survey and the calculation of the vendor performance and by analysing supporting data</li> <li>- Questionnaire and survey are done periodically. Vendor performance survey is done monthly. Vendor assessment of GMF every six months</li> </ul>	<ul style="list-style-type: none"> <li>- Pelaksanaan kerjasama bisnis yang jujur, terbuka dan saling menguntungkan</li> <li>- Jaminan pelaksanaan hak dan kewajiban dalam perikatan bisnis</li> <li>- Perlakuan yang sama terhadap seluruh pemasok atau rekanan</li> <li>- Conducting business cooperation in truthful, open, and mutually beneficial</li> <li>- Guaranteeing the rights and obligations of cooperating</li> <li>- Equal treatment of all suppliers and partners</li> </ul>



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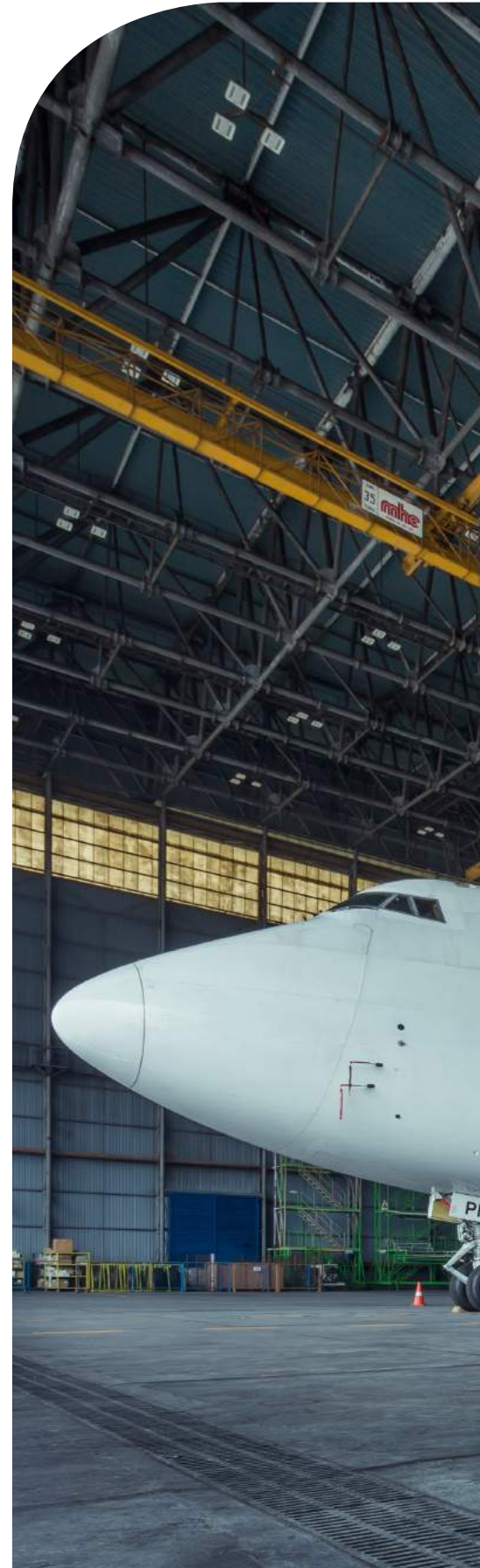
Kelompok Pemangku Kepentingan Stakeholder group [GRI 102-40]	Pendekatan dan Metode Pelibatan Approach and Involvement Method [GRI 102-43]	Frekuensi Pertemuan Meeting Frequency [GRI 102-43]	Topik Prioritas Topic [GRI 102-44]
Pemerintah dan Otoritas Government and local authorities	<ul style="list-style-type: none"> <li>- Pemutakhiran ijin usaha Perusahaan (pusat dan kantor perwakilan)</li> <li>- Updating of the Company's business licenses (head office and representative offices)</li> </ul>	<ul style="list-style-type: none"> <li>- Berkala (tahunan, 5 tahunan, dan lain sebagainya)</li> <li>- Periodical (yearly, every 5 years, and others)</li> </ul>	<ul style="list-style-type: none"> <li>- Kepatuhan terhadap peraturan dan perundang-undangan yang terkait dengan kegiatan usaha</li> <li>- Kepatuhan terhadap hukum dan aturan yang disyaratkan oleh Otoritas dalam rangka terjaminnya kelaikan udara</li> <li>- Compliance to law and regulations related to business activities</li> <li>- Compliance to law and regulations as required by the relevant authority to ensure airworthiness</li> </ul>
Masyarakat General Public	<ul style="list-style-type: none"> <li>- Audit Sistem Manajemen Lingkungan</li> <li>- Dukungan Perusahaan terhadap seluruh kegiatan yang dilakukan masyarakat setempat</li> <li>- Penerimaan tenaga kerja lokal</li> <li>- Environmental Management System Audit</li> <li>- The Company's support to all activities of the local community</li> <li>- Recruitment of local workforce</li> </ul>	<ul style="list-style-type: none"> <li>- 1 tahun sekali</li> <li>- Setiap bulan</li> <li>- Insidental</li> <li>- Every year</li> <li>- Every month</li> <li>- Incidental</li> </ul>	<ul style="list-style-type: none"> <li>- Implementasi sistem manajemen lingkungan selalu memperhatikan dan menjaga kelestarian alam dan meminimalkan dampak negatif terhadap lingkungan</li> <li>- Pelaksanaan hubungan yang kondusif dan harmonis dengan masyarakat sekitar</li> <li>- Pengembangan lingkungan dan pemberdayaan masyarakat sekitar secara berkelanjutan sesuai dengan ketentuan yang berlaku</li> <li>- The implementation of Environmental management system with concern to the environmental conditions and to minimize negative impact to the environment.</li> <li>- Managing conducive and harmonious relationship with local communities</li> <li>- Continuously engage in Environmental development and community empowerment in accordance with the regulations</li> </ul>
Kreditur Creditor	<ul style="list-style-type: none"> <li>- Kerjasama pendanaan</li> <li>- Pertemuan <i>review</i> tahunan</li> <li>- Funding cooperation</li> <li>- Yearly review meeting</li> </ul>	<ul style="list-style-type: none"> <li>- <i>Event</i> penandatanganan perjanjian fasilitas kredit</li> <li>- Setiap ada <i>event review</i></li> <li>- Signing Event of credit facilities</li> <li>- Every review event</li> </ul>	<ul style="list-style-type: none"> <li>- Penyampaian kinerja keuangan dan usaha GMF yang akurat, tepat waktu, jelas, dan wajar kepada komunitas keuangan tanpa diskriminasi</li> <li>- Keterbukaan akan informasi-informasi penting.</li> <li>- Jaminan pelaksanaan transaksi keuangan yang tidak mempunyai benturan kepentingan</li> <li>- Disclosure of GMF's financial and business performance in accurate, timely, clear, and proper to financial communities without any discrimination.</li> <li>- Openness about important information.</li> <li>- Guaranteeing that financial transactions are done without potential conflict of interest</li> </ul>

# 04

**Ekonomi** Economy

## Meningkatkan Manfaat Ekonomi Kepada Pemangku Kepentingan

Increasing Economic Benefits to Stakeholders





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## Meningkatkan Manfaat Ekonomi Kepada Pemangku Kepentingan

### Increasing Economic Benefits to Stakeholders

Di tahun 2017, GMF melakukan ekspansi bisnis melalui *Initial Public Offering* (IPO) sebagai langkah mewujudkan visi menjadi “*Top 10 MRO in the World*”. Langkah ini berhasil menciptakan peningkatan kinerja usaha dan kinerja ekonomi yang sekaligus meningkatkan pendistribusian manfaat ekonomi kepada seluruh pemangku kepentingan Perusahaan.

In 2017, GMF expanded its business by conducting an Initial Public Offering (IPO) which serves as a major step towards its vision of becoming the “*Top 10 MRO in the World*”. This step successfully improves business and economic performance as well as increases the distribution of benefits to all stakeholders.

Nilai Ekonomi Langsung yang Dihasilkan  
Direct Economic benefits created equal to

**USD450,602,426**

Meningkat increased by

**14,54%**

Nilai Ekonomi Langsung yang Didistribusikan  
Direct Economic benefits distributed equal to

**USD415,053,343**

Meningkat increased by

**24,14%**

Penyerapan Tenaga Kerja Lokal  
Local employment for

**3.944 Orang People**

Meningkat increased by

**28,72%**

Pembayaran Pajak Kepada Pemerintah  
Tax payment to the government equal to

**USD33,026,542**

Meningkat increased by

**25,75%**

Penggunaan Pemasok Lokal  
Transaction with Local suppliers in the amount of

**USD24,496,137.71**

Dengan Porsi increased by

**18,13%**



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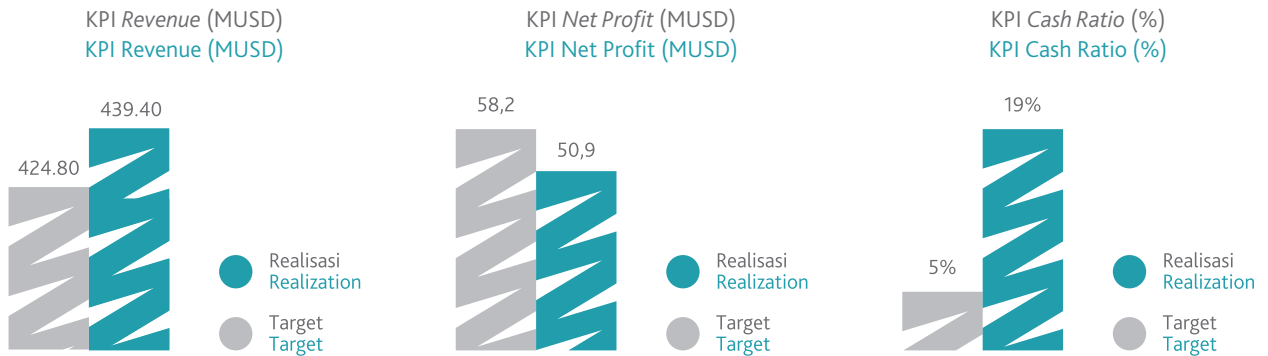
## Kinerja Usaha Perusahaan

### Business Performance

Kinerja Usaha GMF pada tahun 2017 tercermin dalam pencapaian KPI (*Key Performance Indicator*) pada *Balanced Scorecard* Perusahaan tahun 2017.

GMF's business performance can be seen based on the achievement of its KPI (*Key Performance Indicator*) as indicated in the Company's *Balanced Scorecard* in 2017.

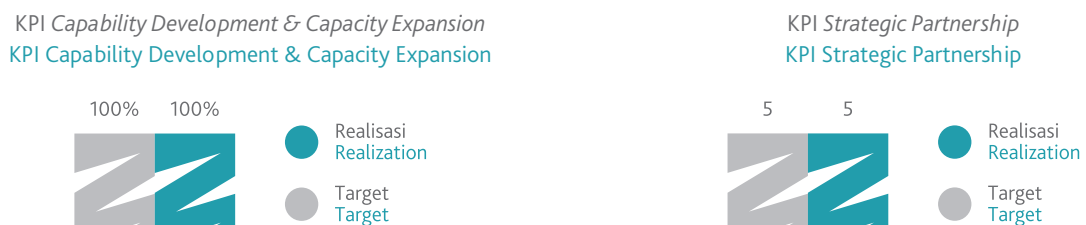
#### Perspektif Financial Financial Perspective



#### Perspektif Customer Customer Perspective



#### Perspektif Internal Process Internal Process Perspective





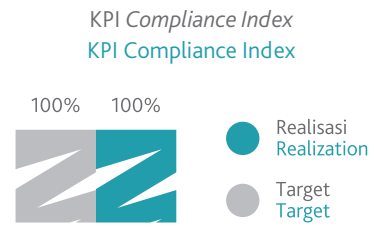
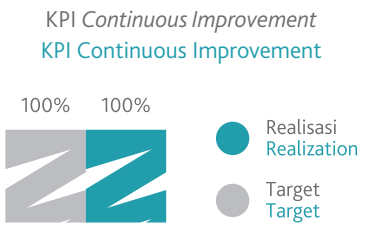
Meningkatkan Manfaat Ekonomi Kepada Pemangku Kepentingan **Increasing Economic Benefits to Stakeholders**

KPI *Capability Development & Capacity Expansion* mencapai target melalui pengembangan kapabilitas *Line & Cabin Maintenance* untuk pesawat A320Neo, pengembangan kapabilitas *Hot Section Inspection* (HSI) untuk engine PW100, dan pengembangan kapabilitas *Business Jet Refurbish*.

Kerjasama strategis yang berhasil dicapai yaitu untuk *Tire Retread Facility* berkolaborasi dengan BPPT, kerjasama bisnis dengan AFI-KLM, Airbus Maintenance Platform, On-Wing Support GE90 dengan AFI/KLM, dan Australia Business Expansion.

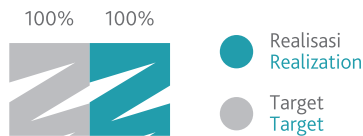
The target for *Capability Development & Capacity Expansion* indicator has been achieved by expanding the *Line & Cabin Maintenance* capability to handle A320 Neo, expanding capability of *Hot Section Inspection* (HSI) to handle engine model PW100, and expanding the *Jet Refurbishment Business* capability.

Strategic partnership that was successfully reached is related to collaboration with BPPT for *Tire Retread Facility*, while several business partnerships include partnership with AFI-KLM, with Airbus Maintenance Platform, with AFI/KLM particularly for *On-Wing Support GE90*, and partnership for *Business Expansion* in Australia.



**Perspektif Learning & Growth Learning & Growth Perspective**

KPI *Human Capital Readiness, Organization Capital Readiness, dan Information Capital Readiness*  
KPI Human Capital Readiness, Organization Capital Readiness, dan Information Capital Readiness



**Kinerja Ekonomi Perusahaan**  
Economic Performance

Bisnis *Maintenance, Repair, dan Overhaul* (MRO) yang terus dijalankan GMF telah terbukti mampu menunjang kebijakan dan program Pemerintah di bidang ekonomi dan pembangunan nasional. Dengan keberadaan GMF sebagai pemegang bisnis MRO terbesar di Indonesia, maka pesawat-pesawat di Indonesia bisa dirawat di dalam negeri, yang selain dapat meningkatkan efisiensi maskapai karena biaya perawatan lebih murah, juga membantu menghemat devisa negara, membuka lowongan kerja, dan memberikan kontribusi positif bagi maskapai. **[GRI 103-2]**

Sebagai bentuk pengembangan bisnis Perusahaan secara berkesinambungan dan sebagai langkah mewujudkan visi menjadi "*Top 10 MRO in the World*", pada tahun 2017 GMF melakukan langkah strategis yaitu ekspansi bisnis melalui penawaran umum saham perdana (*Initial Public Offering/ IPO*). Dengan IPO, maka GMF sebagai perusahaan publik

GMF's continuous involvement in *Maintenance, Repair, and Overhaul* (MRO) business can support policies and programs set by the government in areas related to economy and national development. As the largest MRO company in Indonesia, GMF enables aircrafts that operate in Indonesia to be maintained locally. This not only increases cost efficiency for airlines due to cheaper maintenance costs, but also helps save foreign exchange costs, opens up local employment opportunities, and gives positive contribution to airlines. **[GRI 103-2]**

As a way to expand the Company's business in a sustainable manner and as a way to achieve its vision of becoming the "*Top 10 MRO in the World*", in 2017, GMF engaged in several strategic steps such as by expanding its business through the *Initial Public Offering* (IPO). As a public company, GMF is committed to show its economic performance sustainability

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berkomitmen untuk menunjukkan kinerja keberlanjutan kepada seluruh pemegang saham dan pemangku kepentingan Perusahaan. Hal ini membuktikan keberhasilan pencapaian kinerja ekonomi GMF yang ditandai pada tahun 2017 GMF berhasil mencetak pendapatan usaha sebesar USD439,281,242 yang meningkat 13,02% dari tahun 2016 yaitu sebesar USD388,662,512 sehingga pada tahun 2017 GMF mencetak laba bersih tahun berjalan sebesar USD50,946,349. [GRI 103-2]

to all shareholders and stakeholders of the Company. The economic achievement in 2017 can be seen from the fact that GMF managed to obtain a total revenue of USD439,281,242, an increase from 2016 by 13,02% or in the amount of USD388,662,512. As such, in 2017, GMF recorded a net profit of USD50,946,349. [GRI 103-2]

Nilai Ekonomi GMF [GRI 201-1] Economic benefits of GMF [GRI 201-1]

Nilai Ekonomi Economic Benefits	Tahun Year (USD)		
	2015	2016	2017
<b>Nilai Ekonomi Langsung yang Dihasilkan Direct Economic Benefits</b>			
Pendapatan Usaha Revenue	305,590,117	388,662,512	439,281,242
Selisih Kurs Mata Uang Asing Exchange Rate Gap	(5,789,012)	4,280,637	529,123
Penghasilan Bunga Interest Receivable	348,484	299,950	415,409
Keuntungan dan Kerugian Lain-lain bersih Other Profit or Loss Account	202,316	157,836	10,376,652
<b>Jumlah Nilai Ekonomi Langsung yang Dihasilkan Total Direct Economic Benefits Obtained</b>	<b>300,351,905</b>	<b>393,400,935</b>	<b>450,602,426</b>
<b>Nilai Ekonomi yang Didistribusikan Economic Benefits Distributed</b>			
Beban Usaha * Expense *	175,880,076	219,278,259	253,774,726
Gaji Pegawai dan Benefit Lainnya Salary and Other Benefits	84,908,880	82,015,916	119,280,239
Pembayaran Dividen Dividend Payment	859,636	-	-
Bunga Pinjaman Jangka Pendek dan Bunga Bank Short-Term Interest Payable and Bank Interest	2,481,484	6,546,605	8,740,342
Pengeluaran untuk Pemerintah Expense for The Government	22,292,468	26,263,783	33,026,542
Pengeluaran yang Berkaitan dengan Masyarakat Expense Related to the General Public	38,239	67,191	154,179
Pengeluaran yang Berkaitan dengan Lingkungan Expense Related to Environmental Issues	38,225	173,204	77,315
<b>Jumlah Nilai Ekonomi yang Didistribusikan Total Direct Economic Benefits Distributed</b>	<b>286,499,008</b>	<b>334,344,958</b>	<b>415,053,343</b>
<b>Nilai Ekonomi yang Ditahan Economic Benefits Retained</b>	<b>13,852,897</b>	<b>59,055,977</b>	<b>35,549,083</b>

Catatan Notes:

Kinerja ekonomi dapat dilihat secara lengkap dari nilai ekonomi langsung yang dihasilkan dan nilai ekonomi yang didistribusikan. Nilai ekonomi langsung yang dihasilkan merupakan sejumlah pendapatan yang diperoleh dari hasil kegiatan bisnis dan investasi GMF. Sedangkan, nilai ekonomi yang didistribusikan merupakan sejumlah pengeluaran yang didistribusikan sebagai bentuk kontribusi GMF untuk meningkatkan kesejahteraan para pemangku kepentingan.

The complete overview of the economic performance of the Company can be seen by the direct economic benefits created and how it is distributed. Direct economic benefits created are income received by GMF from its business and investment activities. Meanwhile, economic benefits that are distributed are expenses distributed as part of GMF contribution to improve the welfare of stakeholders.

\* Beban Usaha di luar beban pegawai Salary is excluded from the Expense item

Meningkatkan Manfaat Ekonomi Kepada Pemangku Kepentingan **Increasing Economic Benefits to Stakeholders**

Berdasarkan tabel nilai ekonomi GMF, selama tahun 2017 nilai ekonomi langsung yang dihasilkan GMF mencapai USD450,602,426 yang meningkat 14,54% dari tahun 2016 yaitu sebesar USD393,400,935. Selanjutnya nilai ekonomi yang didistribusikan GMF tahun 2017 mencapai USD415,053,343 yang meningkat 24,14% dari tahun 2016 yaitu sebesar USD334,344,958. Dari kedua nilai ekonomi tersebut, maka diperoleh nilai ekonomi yang ditahan oleh GMF tahun 2017 yaitu sebesar USD35,549,083.

Based on the table of the economic benefits of GMF, the direct economic benefits created by GMF was in the amount of USD450,602,426, which was an increase of 14,54% as compared to in 2016 which was in the amount of USD393,400,935. Meanwhile, the economic benefits distributed by GMF in 2017 reached USD 415,053,343 an increase by 24,14% as compared to in 2016 which was in the amount of USD334,344,958. From the two economic values, we can get an indication of the economic benefits retained by GMF in 2017, which was in the amount of USD 35,549,083.

## Kontribusi kepada Negara Contribution to the Nation

Sebagai bentuk kepatuhan dalam bidang ekonomi, GMF senantiasa memberikan kontribusi kepada negara dalam bentuk pembayaran pajak. Pada tahun 2017, pajak yang dibayarkan GMF kepada negara sebesar USD33,026,542 yang meningkat 25,75% dari tahun 2016 yaitu sebesar USD26,263,783.

As part of its economic obligations, GMF always provides contributions to the nation in a form of tax payments. In 2017, tax paid by GMF to the country was in the amount of USD33,026,542 which was an increase of 25.75% as compared to in 2016 which was in the amount of USD26,263,783.

Nilai Ekonomi GMF **[GRI 201-1]** GMF's contributions to the Nation (USD) **[GRI 201-1]**

Jenis Pajak Types of Tax	Tahun Year (USD)		
	2015	2016	2017
PPN (Pajak Pertambahan Nilai) Value-added tax (PPn)	1,509,179	637,038	5,266,401
PPh (Pajak Penghasilan) Income tax (PPh)	8,617,300	15,934,653	12,977,658
PPh Badan (Pajak Penghasilan Badan) Company tax (PPh Badan)	10,569,212	6,412,546	12,735,471
PBB (Pajak Bumi dan Bangunan) Property tax (PBB)	342,564	440,032	449,271
Proses Impor Import excise	1,254,213	3,256,300	1,597,741
<b>Jumlah Total</b>	<b>22,292,468</b>	<b>26,263,783</b>	<b>33,026,542</b>

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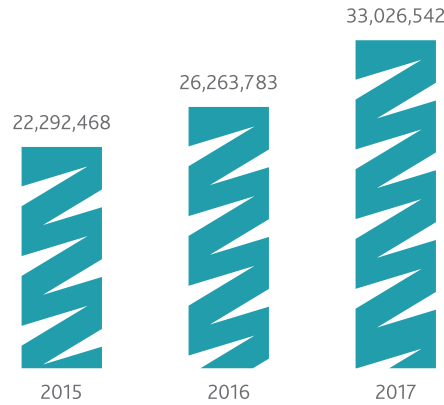
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Kontribusi GMF Kepada Negara (USD) [GRI 201-1] GMF's contributions to the Nation (USD) [GRI 201-1]



Aspek perawatan pesawat terbang merupakan aspek vital karena berkaitan dengan keselamatan penerbangan. Permasalahan yang terjadi sampai saat ini adalah terkait mahalnya biaya pembelian suku cadang untuk perawatan pesawat yang disebabkan karena terdapat beberapa produk komponen pesawat terbang yang belum dapat diproduksi oleh industri dalam negeri. Padahal, industri MRO membutuhkan kecepatan dalam proses impor suku cadang dan komponen untuk dapat memenuhi proses perbaikan atau pemeliharaan pesawat terbang. Selama ini, solusi yang ditawarkan pemerintah lewat skema Bea Masuk Ditanggung Pemerintah (BMTDP) sulit dimanfaatkan oleh industri MRO karena tidak memberikan kepastian bagi pengadaan barang yang dibutuhkan. Ditambah lagi Surat Keputusan BMTDP yang diterbitkan Pemerintah tidak berkepastian waktu dan anggarannya.

Sebagai jalan keluar, pemerintah telah mengeluarkan kebijakan terbaru dengan merevisi besaran bea masuk yaitu 0% untuk 21 pos tarif terkait Daftar Barang dan Bahan Guna Perbaikan dan/atau Pemeliharaan Pesawat Udara. Pemerintah mengubah lampiran Permenkeu No. 132/PMK.010/2015 tentang Perubahan ke-3 atas Permenkeu No. 213/PMK.011/2015 tentang Penetapan Sistem Klasifikasi Barang dan Pembebanan Tarif Bea Masuk Atas Barang Impor.

Untuk kebijakan ekonomi paket viii yang terkait dengan *Bonded & Inventory Control* adalah penetapan tarif 4 HS serta pembebasan/perubahan persentase Bea Masuk (BM) 21 HS Code menjadi 0%. Hal ini sangat meringankan beban Perusahaan karena HS Code tersebut adalah HS untuk kategori *part* yang juga sering di impor oleh GMF guna menunjang perawatan pesawat. Hal ini dapat dibuktikan selama tahun 2017, GMF dapat menghemat *cost* untuk *clearance* barang impor sebesar kurang lebih Rp16,15 miliar. [GRI 201-4]

Aircraft maintenance is a vital aspect due to the relation with aviation safety. The problem that still occurs is the high-cost purchase of spare part for aircraft maintenance because the domestic industry is still unable to produce some of the aircraft components. In fact, MRO industry requires speed in the process of importing parts and components in order to meet the repair or maintenance process of the aircraft. So far, even though the government offers the scheme of Import Duty Borne by the Government (BMTDP), the MRO industry experienced difficulties in utilizing it because it does not provide certainty for the procurement of goods. In addition, the BMTDP Decree issued by the Government does not state the time and budget.

As a solution, Government issued an updated policy by revising import duty amount, i.e. 0% for 21 fare posts related to Parts and Components for Repair and/or Maintenance of Aircraft. The Government amended the appendix of Minister of Finance Regulation No. 132/PMK.010/2015 on Third Amendment on Minister of Finance Regulation No. 213/PMK.011/2015 on Stipulation on Goods Classifying System and Customs Duty Impositions on Imported Goods.

The Economic Policy Package VIII related to Bonded & Inventory Control is 4 HS Tariff Setting and exemption/changes in the percentage of import duty 21 HS Code to 0%. The provision is a boon for the Company as the HS Code is HS for the part category which GMF often needs to import for aircraft maintenance work. This can be proven as during 2017, GMF has been able to save cost for clearance of imported goods of around Rp16.15 trillion. [GRI 201-4]

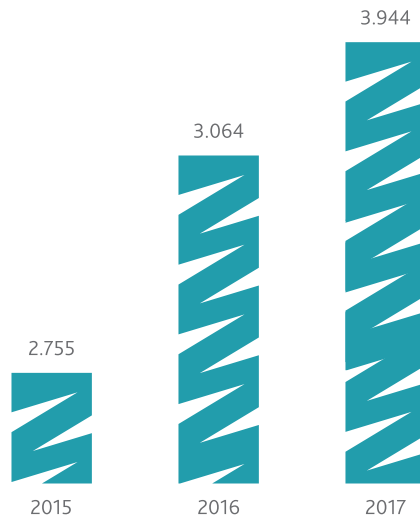
## Pengelolaan Dampak Ekonomi Tidak Langsung

### Managing Indirect Economic Impacts

Keberadaan GMF secara langsung maupun tidak langsung diyakini terus memberikan manfaat ekonomi bagi masyarakat, khususnya masyarakat sekitar. Hal ini diwujudkan melalui penyerapan tenaga kerja lokal yang berada di Kota Tangerang Provinsi Banten guna mengurangi tingkat pengangguran dan meningkatkan pendapatan masyarakat sekitar. Pada tahun 2017, GMF telah menyerap tenaga kerja lokal sebanyak 3.944 orang yang meningkat 28,72% dari tahun 2016 yaitu sebanyak 3.064 orang. Komitmen ini merupakan bentuk dukungan GMF dalam pembangunan ekonomi masyarakat sekitar sekaligus sebagai dukungan GMF terhadap pencapaian tujuan pembangunan berkelanjutan yakni tujuan untuk menciptakan lapangan kerja yang layak. [\[GRI 103-2, GRI 203-2\]](#)

GMF's presence directly and indirectly provides economic benefits to the general public, especially those in areas that are in close proximity to GMF's operations. The Company realized this by recruiting local manpower in Tangerang, Banten Province, which helped lower unemployment rate and improve the welfare of the locals. In 2017, the number of local workforce in GMF was 3,944 people, which was an increase by 28,72% as compared to in 2016 in which GMF employed 3,064 local workers. This commitment is part of GMF's contributions to the development of the local economy and to the sustainable development goals, especially the one which relates to decent work and economic growth. [\[GRI 103-2, GRI 203-2\]](#)

Penyerapan Tenaga Kerja Lokal **Local workforce employment**



## Memprioritaskan Pemasok Lokal

### Prioritizing local suppliers

Guna mendukung operasional dan kelancaran bisnis Perusahaan, GMF setiap tahunnya menjalin kerjasama dengan berbagai pemasok. Kerjasama ini dilakukan dalam bentuk kerjasama jangka panjang dan pendek sesuai dengan KB-01-05 tentang Kebijakan Bisnis Pengadaan Barang dan Jasa PT GMF AeroAsia Tbk. Proses pengadaan GMF bersifat terpusat atau *centralization* dan terbagi kepada dua unit berdasarkan jenis barang dan jasanya, yaitu: [\[GRI 103-2\]](#)

To support the smooth operations of its business activities, every year GMF partnered with various suppliers. These partnerships were done both for long-term and short-term activities and are in line with the KB-01-05 which specifies the policy pertaining to the procurement of goods and services of PT GMF AeroAsia Tbk. The procurement process of GMF is centralized and divided into two units based on the type of goods and services, which are: [\[GRI 103-2\]](#)



Penyerapan Tenaga Kerja Lokal Unit of Procurement of goods and services in 2017

No	Nama Unit Name of Unit	Ruang Lingkup Pengadaan Scope of procurement activity
1	Unit <i>Material Services</i> Material Services Unit	Pengadaan terkait pemenuhan kebutuhan yang berhubungan dengan <i>aircraft</i> untuk seluruh area GMF Procurement activities which pertain to the fulfilment of needs for business activities related to aircraft in all area of GMF
2	Unit <i>Corporate Affair</i> Corporate Affair Unit	Pengadaan terkait pemenuhan kebutuhan yang berhubungan dengan non <i>aircraft</i> untuk seluruh area GMF Procurement activities which pertain to the fulfilment of needs for business activities related to non-aircraft in all area of GMF

Dalam proses pengadaan, GMF tidak hanya melibatkan dan menjalin kerjasama dengan pemasok non-lokal atau pemasok yang berdomisili di luar Indonesia, namun juga melibatkan dan menjalin kerjasama dengan pemasok lokal, yaitu perusahaan-perusahaan yang berdomisili di Indonesia. Kerjasama antara GMF dengan pemasok lokal memberikan banyak manfaat bagi keberlangsungan dan kelancaran operasional dan bisnis GMF ke depannya, antara lain: [GRI 103-2]

1. Memperkecil biaya operasional dikarenakan jarak lokasi antara GMF dengan pemasok lokal masih berada di wilayah Indonesia.
2. Mempercepat waktu pengadaan.
3. Mendorong terciptanya efisiensi.

Adapun, perbandingan nilai pengadaan antara pemasok lokal dengan pemasok non-lokal adalah sebagai berikut:

In the procurement process, GMF did not only consider cooperating with non-local or foreign suppliers, but also with local suppliers. Partnership between GMF and local suppliers provide various benefits to the continuity and smooth operations and business activities of GMF in the future. These include: [GRI 103-2]

1. A reduction in the cost of operations due to the close proximity between local suppliers that have operations in Indonesia and GMF.
2. A quick procurement process.
3. A push towards efficiency.

As such, the comparison of procurement values between local and foreign suppliers is as follows:

Nilai Pengadaan Barang dan Jasa [GRI 204-1] Goods and Services Procurement Values [GRI 204-1]

Pemasok Suppliers	Tahun Year (USD)		
	2015	2016	2017
Lokal (Nasional) Local (Domestic)	6,290,044	13,913,466.89	24,496,137.71
Non-Lokal (Internasional) Foreign (International)	99,224,283	68,492,995.57	110,651,102.76
<b>Jumlah Total</b>	<b>105,514,327</b>	<b>82,406,462.46</b>	<b>135,147,240.47</b>

Selama tahun 2017, total pengadaan barang dan jasa GMF sebesar USD135,147,240.47 yang meningkat 64,00% dari tahun 2016 yaitu sebesar USD82,406,462.46. Dari total nilai pengadaan tersebut, nilai pengadaan non-lokal di tahun 2017 sebesar USD110,651,102.76, sedangkan nilai pengadaan lokal sebesar USD24,496,137.71 atau memiliki porsi sebesar 18,13% dari total nilai seluruh pengadaan. Nilai pengadaan non-lokal sendiri lebih besar dibandingkan dengan pengadaan lokal dikarenakan pemasok lokal masih belum memiliki kapabilitas untuk mendukung operasional dan bisnis GMF di tengah ketatnya regulasi yang mengatur industri perawatan dan perbaikan pesawat terbang. [GRI 103-3]

In 2017, the total values of goods and services of GMF was in the amount of USD135,147,240.47 which was an increase of 64.00% as compared to in 2016 which was in the amount of USD82,406,462.46. Out of these total procurement values, foreign procurement values in 2017 were in the amount of USD110,651,102, while local procurement values were in the amount of USD24,496,137.71 or equal to 18.13% of the total procurement values. The foreign procurement values were higher than the local procurement values due to the fact that local suppliers were still incapable of supporting GMF's operations and business given the strict regulations within the aircraft maintenance and repair industry. [GRI 103-3]

# 05

## Lingkungan Environment

# Pengelolaan dan Pelestarian Lingkungan

Management and Conservation of the  
Environment

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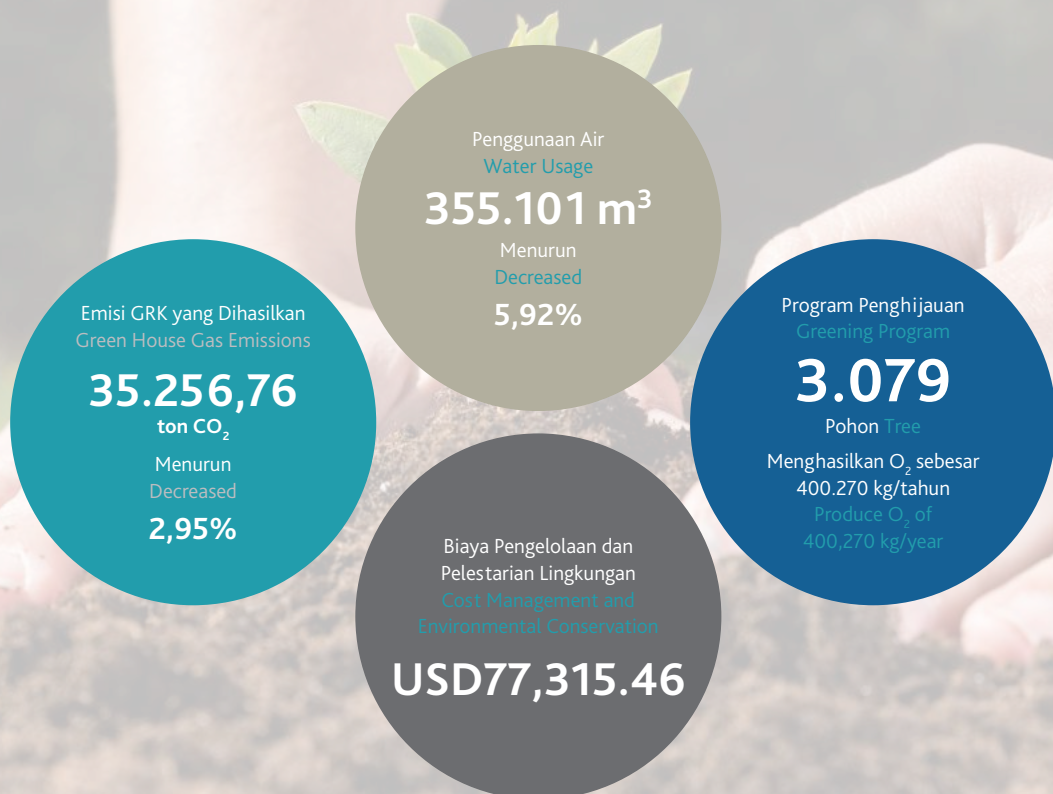
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## Pengelolaan dan Pelestarian Lingkungan Management and Conservation of the Environment

Pengelolaan dan pelestarian lingkungan dalam menjalankan aktivitas bisnis MRO merupakan komitmen GMF dalam mewujudkan pembangunan berkelanjutan serta mendukung Perusahaan sebagai *Green Company*.

Management and conservation of the environment in conducting MRO business activities constitute GMF's ongoing commitment to realizing sustainable development in support of its efforts as a Green Company.



Dalam rangka menjalankan praktik bisnis yang bertanggung jawab, GMF senantiasa memperhatikan aspek keberlanjutan melalui komitmen dalam pelaksanaan pengelolaan dan pelestarian lingkungan. Upaya yang dilakukan di mulai dengan adanya kebijakan, sistem, dan strategi pengelolaan dan pelestarian lingkungan yang selanjutnya diterapkan melalui implementasi *green building* dan ruang hijau, pengelolaan bahan baku, energi, emisi gas rumah kaca, air, dan limbah serta dilaksanakan program penghijauan.

GMF telah membentuk divisi untuk melakukan pengelolaan dan pelestarian lingkungan, yaitu Divisi *Health, Safety and Environment* (HSE) yang berada di bawah Unit *Corporate Affairs*. Divisi HSE memiliki tugas dan tanggung jawab dalam mengelola terlaksananya Sistem Manajemen Lingkungan di setiap kegiatan Perusahaan berdasarkan ISO 14001:2004, yang meliputi kegiatan pemeriksaan, perbaikan dan perawatan pesawat terbang serta kegiatan penunjang lainnya seperti produksi, pengadaan, *warehouse*, *engineering*, perawatan peralatan, manajemen sistem informasi, pengembangan sumber daya manusia, dan administrasi. [GRI 102-18]

In the interest of carrying out responsible business practices, GMF continues to put sustainability in the forefront through its commitment to environmental management and conservation. These efforts are supplanted by policies, systems and strategies for management and conservation of the environment, which are implemented in the form of green buildings and spaces, the careful management of raw materials, water, energy, waste and green house gas emissions, as well as a reforestation program.

GMF has established its own Health, Safety and Environment (HSE) Division under the Utility Unit (TU) to oversee the management and conservation of the environment. The HSE Division is responsible for managing the implementation of the Environmental Management System in all company activities based on ISO 14001: 2004; including the inspection, repair and maintenance of aircraft as well as a range of supporting activities such as production, procurement, storage, engineering, equipment maintenance, administration, information systems management and human resource development. [GRI 102-18]

## Kebijakan Pengelolaan dan Pelestarian Lingkungan Environmental Management and Conservation Policy

Untuk meminimalkan dampak aktivitas bisnis MRO terhadap lingkungan, GMF telah menetapkan kebijakan pengelolaan lingkungan yang dituangkan dalam *Health, Safety and Environment Policy*. Prinsip-prinsip yang ditetapkan dalam kebijakan ini adalah sebagai berikut: [GRI 103-2]

1. Mematuhi peraturan pemerintah, hukum penerbangan, peraturan, kebijakan dan standar GMF, serta persyaratan lainnya yang terkait dengan *health, safety and environment*.
2. Mencegah kecelakaan, kejadian, dan penyakit akibat kerja, serta mencegah terjadinya pencemaran dan perlindungan lingkungan.
3. Terus memperbaiki manajemen *health, safety and environment* untuk mencapai kinerja *health, safety and environment* yang lebih baik.
4. Memastikan semua informasi *health, safety and environment* yang relevan dikomunikasikan kepada karyawan, mitra kerja, publik dan pihak yang berkepentingan.
5. Memastikan semua informasi *health, safety and environment* yang relevan didokumentasikan, diimplementasikan, dipelihara, dan dievaluasi.

To minimize the impact of MRO business activities on the environment, GMF has established environmental management policies as outlined by the Health, Safety and Environmental Policies. The principles set forth in this policy are as follows: [GRI 103-2]

1. Comply with government regulations, policies and aviation laws while meeting GMF standards and any requirements related to health, safety and the environment.
2. Prevent accidents, incidents and illness from occurring in the workplace with measures to avoid the occurrence of pollution.
3. Continue to improve the management of health, safety and the environment to achieve better performance in these fields.
4. Ensure that all relevant information regarding the health, safety and environment policies are communicated to employees, partners, the public and any relevant parties
5. Ensure that all relevant information regarding the health, safety and environment policies and practices are regularly documented, implemented, maintained and evaluated.



## Sistem Manajemen Lingkungan

### Environmental Management System

Sebagai perusahaan terbuka (*go public*), untuk mendukung terwujudnya pembangunan berkelanjutan tidak hanya masalah kinerja finansial yang menjadi penilaian, namun masalah pengelolaan lingkungan juga menjadi faktor utama penilaian. Oleh karena itu, GMF telah berkomitmen untuk mengurangi atau mencegah dampak lingkungan akibat aktivitas bisnis Perusahaan melalui penerapan Sistem Manajemen Lingkungan. Sejak tahun 2013, GMF telah meraih sertifikat ISO 14001:2004 tentang Sistem Manajemen Lingkungan (SML), setelah melalui proses audit pengelolaan lingkungan. [GRI 102-12]

ISO 14001:2004 merupakan standar internasional yang berkaitan dengan pengelolaan lingkungan untuk membantu meminimalkan pengaruh negatif kegiatan operasional perusahaan terhadap lingkungan. Sistem ini juga menjadi bagian integral dari sistem manajemen perusahaan secara keseluruhan yang meliputi struktur organisasi, tanggung jawab, prosedur, proses, serta sumber daya dalam mewujudkan kebijakan lingkungan.

Penerapan Sistem Manajemen Lingkungan GMF selama tahun 2017 adalah sebagai berikut: [GRI 103-3]

1. Menaati peraturan, perundangan dan persyaratan lainnya yang berlaku terkait lingkungan dengan melaksanakan pengelolaan limbah serta mengevaluasi penerapan peraturan tersebut untuk selanjutnya dilakukan penilaian/pengukuran secara berkala untuk melihat keberhasilannya.
2. Melakukan pemantauan lingkungan dengan melakukan pengujian kualitas air *Industrial Waste Water Treatment* dengan memeriksakan kepada laboratorium terstandarisasi pada setiap bulan dan melakukan pengukuran kualitas udara lingkungan kerja setiap semester.
3. Melakukan pengenalan Sistem Manajemen Lingkungan kepada karyawan baru (*orientation training*).
4. Mengkomunikasikan penerapan Sistem Manajemen Lingkungan ke seluruh insan profesional GMF.
5. Melaksanakan *sharing session* terkait Lingkungan di unit *Furnishing & Upholstery Services, Logistic and Bonded Services*, dan pihak ketiga terkait lainnya.
6. Melaksanakan audit internal Sistem Manajemen Lingkungan untuk seluruh unit dalam ruang lingkup K3.

As a publicly listed company, supporting the realization of sustainable development is not only a matter of financial performance; the assessment of environmental management is also a main factor. Therefore, GMF is committed to reducing and preventing the environmental impact of all company business activities through the implementation of the Environmental Management System. Since 2013, GMF has achieved the ISO 14001: 2004 certification on Environmental Management Systems (SML), after a thorough environmental management audit process. [GRI 102-12]

ISO 14001:2004 is an international standard of environmental management that pertains to minimization of negative impacts of a company's operations on the environment. This system becomes an integral part of the overall corporate management system, including organizational structure, distribution of responsibilities, procedures, processes and resources in realizing environmental responsibilities.

The implementation of GMF's Environmental Management System for 2017 is as follows:[GRI 103-3]

1. Comply with rules, regulations and other applicable requirements related to the environment by carrying out waste management and periodically evaluating compliance with the regulations to assess the level of success.
2. Conducting regular monitoring of the environment via water quality tests of the Waste Water Treatment at the standardised laboratory on a monthly basis, as well as by measuring the air quality of the work environment every semester.
3. Introducing new employees to the Environmental Management System (*orientation training*)
4. Communicating details of the implementation of the Environmental Management System to all GMF professionals.
5. Implementing environment related 'sharing sessions' for the Furnishing & Upholstery Services, Logistic and Bonded Services and other relevant third parties.
6. Implementation of internal audits regarding the Environmental Management System for Accounting (TA), Business Strategy (TD), Human Capital Management (TH), Internal Audit (IT), Marketing & Business Development (TP), Corporate Secretary (TS), Quality Assurance and Safety (TQ) and Treasury Management (TX).

- |   |   |
|---|---|
| <ol style="list-style-type: none"> <li>7. Melakukan pemantauan dan pengukuran lingkungan semesteran dengan menguji kualitas udara <i>ambient</i>, kualitas udara pada ruang kerja, serta emisi <i>boiler</i> dan <i>genset</i> dengan laboratorium terstandarisasi.</li> <li>8. Mengevaluasi aspek dan dampak lingkungan dari seluruh kegiatan yang dilakukan di GMF.</li> <li>9. Melaksanakan penilaian implementasi program 5R (<i>Reduce, Reuse, Recycle, Replace, Replant</i>) di seluruh area GMF yang dilakukan oleh Tim 5R yang terdiri dari perwakilan masing-masing Dinas.</li> <li>10. Melakukan program 5R <i>corporate</i> dengan pelaksanaan <i>progress report</i> mingguan.</li> <li>11. Melaporkan RKL-RPL (Rencana Pengelolaan Lingkungan dan Rencana Pemantauan Lingkungan) kepada BLH Kota Tangerang dan Provinsi Banten.</li> </ol> | <ol style="list-style-type: none"> <li>7. Monitoring and measuring the environment every semester by testing the ambient air quality, workspace air quality and emissions of boilers and generators using standardized laboratory tests.</li> <li>8. Evaluate the environmental aspects and impacts of all activities undertaken at GMF.</li> <li>9. Conduct assessment of implementations under the 5R program (<i>Reduce, Reuse, Recycle, Replace, Replant</i>) in all areas of GMF. This is to be conducted by 5R Team, consisting of representatives of each Department.</li> <li>10. Conduct corporate 5R programs with weekly progress reports.</li> <li>11. Report RKL-RPL (Environmental Management Plan and Environmental Monitoring Plan) to BLH Tangerang City and Banten Province.</li> </ol> |
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## Strategi Pengelolaan dan Pelestarian Lingkungan

### Environmental Management and Conservation Strategy

GMF telah merumuskan strategi dan rencana pengelolaan dan pelestarian lingkungan untuk mencegah terjadinya dampak lingkungan. Strategi dan rencana tersebut dibagi menjadi dua pendekatan, yaitu: [GRI 103-2]

GMF has formulated strategies and plans for environmental management and conservation to reduce negative environmental impact. The strategies and plans are divided into two approaches, namely: [GRI 103-2]

## INFRASTRUKTUR INFRASTRUCTURE

- Pembangunan *safety store* dan TPS B3 di area *outstation* – bertahap. Fasilitas ini digunakan untuk tempat penyimpanan material B3 yang sudah kadaluarsa maupun oli bekas sebelum diolah oleh pihak ketiga.
  - Perbaikan dan peningkatan kapasitas *Industrial Waste Water Treatment (IWWT)* – bertahap. Hal ini dilakukan seiring dengan pembangunan Hangar 4 dimana kapasitas IWWT saat ini belum memenuhi kebutuhan pengolahan air limbah GMF.
  - Pembangunan fasilitas pengelolaan kompos guna memenuhi peraturan perundangan dan juga sebagai pelaksanaan program 3R (*Reduce, Reuse, Recycle*).
  - Penambahan tangki penampung oli dan *fuel* bekas (di atas permukaan) sebagai solusi atas permasalahan tempat penampungan oli dan *fuel* bekas yang cepat penuh.
- 
- Gradually constructing safe storage spaces for TPS B3 materials in the outstation area. This facility will be used for storing expired B3 materials and used oil before being processed by third parties.
  - Gradual improvement and enhancement of Industrial Waste Water Treatment (IWWT) capacities. This is done in line with the construction of Hangar 4 where the current IWWT capacity has yet to meet the needs of GMF wastewater treatment.
  - Construction of compost management facilities to satisfy regulations and also as an implementation of the 3R (*Reduce, Reuse, Recycle*)
  - The addition of used oil and fuel storage tanks (aboveground) as the top solution



## KOMPETENSI COMPETENCY

- Pengembangan integrasi Keselamatan, Kesehatan Kerja dan Lingkungan agar kinerja lebih efektif dan efisien.
- Pemberian penghargaan kepada pegawai yang sudah bersertifikasi K3L (berupa tunjangan) guna menambah semangat pegawai dalam menjalankan tugas.
- Pelaksanaan Audit Energi sebagai pemenuhan peraturan lingkungan (PP No. 70 tahun 2009 tentang Konservasi Energi dan PerPres No. 61 Tahun 2011 tentang Rencana Aksi Nasional Penurunan Gas Rumah Kaca).
- Melakukan *review* terhadap *Personal Competency Manual* yang ada dan melakukan revisi sesuai dengan perubahan organisasi yang terjadi kualitas kebutuhan yang semakin meningkat.
- Development of the integration of safety, occupational health and environment for more effective and efficient performance.
- Giving awards to employees who have been certified as K3L (in the form of allowances) in order to increase employee morale in carrying out tasks.
- Implementation of the Energy Audit as the fulfillment of environmental regulations (PP No.70 of 2009 on energy conservation and PerPres No.61 Year 2011 about National Action Plan for Greenhouse Gas Reduction).
- Reviewing the existing personnel competency manuals and make revisions in accordance with organizational changes that demand gradual increases in quality.

## Penerapan Konsep *Green Building* dan Ruang Hijau Implementation of the Green Building and Green Space Concepts

Konsep *green building* merupakan konsep bangunan berkelanjutan dimana bangunan tersebut dapat memberikan manfaat ekonomi, lingkungan, dan sosial. Pemerintah telah membuat peraturan terkait penerapan konsep *green building* melalui Peraturan Menteri Lingkungan Hidup Nomor 08 Tahun 2010 Tentang Kriteria dan Sertifikasi Bangunan Ramah Lingkungan.

GMF sejak tahun 2015 telah meresmikan Hangar 4 di kawasan Bandar Udara Internasional Soekarno-Hatta Cengkareng, Tangerang. Desain Hangar 4 GMF telah menerapkan konsep ramah lingkungan karena konstruksi khusus pada bagian-bagian Hangar 4, seperti *skylight* pada atap dan kaca panasap pada sisi samping hangar untuk memaksimalkan pencahayaan. Selain itu, kantor yang berada di lantai 2 dibangun dengan *curtain wall* dengan tipe kaca *laminated* untuk memaksimalkan sirkulasi cahaya dengan kesan modern dan transparan, kisi-kisi aluminium yang berfungsi untuk meminimalkan turbulensi udara, bentuk yang tumpul pada sudut atap untuk membantu mengalirkan udara agar tidak terjadi benturan keras pada fasad, serta pengguna *Metal Halide (MH) lamps* pada hangar untuk menghasilkan warna putih dengan kualitas baik dan konsumsi listrik yang rendah.

The concept of a green buildings is that of a sustainable building that can provide economic, environmental and social benefits. The government has made regulations related to the application of green building concepts based on the Regulation of the Minister of Environment No. 08/2010 on Criteria and Certification of Environmentally Friendly Buildings.

GMF's Hangar 4 was inaugurated in 2015, it is located in Soekarno-Hatta International Airport Cengkareng, Tangerang. Hangar 4's design has implemented an eco-friendly concept with the special use of certain parts, such as skylights on the roof and hot glaze on the side of the hangar to maximize lighting. The office located on the 2nd floor was built with curtain walls made of laminated glass to maximize the circulation of light while giving off a modern and transparent impression. Aside from these there are aluminum grilles that serve to minimize air turbulence, a dull shape at the corner of the roof to help drain the air so as to not impact the facade too hardly and Metal Halide (MH) lamps to produce white coloration at low energy consumption rates without sacrificing quality.



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Selanjutnya, pada tahun 2017 GMF memiliki program *Forest Corporate* (Ruang Hijau) yaitu menata lahan hijau di lingkungan Perusahaan menjadi lebih baik yang dimulai dengan menata tanaman di sepanjang koridor dan beberapa pohon besar akan ditempatkan pohon anggrek serta lahan sisi Hangar 1 dijadikan hutan kota atau taman sebagai ruang publik.

GMF also began a *Forest Corporate* program (Green Space) in 2017 that arranges green land around the company grounds to give it an overall better look. Beginning with arranging plants along the corridors, several large trees are also planned to be planted along the side of Hangar 1 in hopes of turning it into an urban forest or park for public use.



Sebagai pembuktian bahwa GMF senantiasa menjaga keanekaragaman hayati, GMF berupaya mengimbangi perubahan fungsi tutupan lahan melalui pembuatan Hutan Kota GMF untuk melindungi area resapan. Total tanaman yang ditanam di area Hutan Kota GMF sebanyak 3.064 tanaman. Lahan Hutan Kota GMF seluas 1.500 m<sup>2</sup> ini tidak hanya berfungsi sebagai paru-paru GMF, namun berfungsi pula sebagai area *outdoor meeting, briefing*, maupun sebagai sarana *employee engagement*.

As a proof that GMF plays an active role in safeguarding biodiversity, GMF balances the land cover function with creating Hutan Kota GMF (GMF Urban Forest) to protect the absorption area. The urban forest has a total of 3,064 plants; it has an area of 1,500 m<sup>2</sup> and functions not only as 'the lungs' for GMF but also as an outdoor meeting and briefing area, as well as an employee engagement facility.

Penerapan konsep *Green Building* dan program *Forest Corporate* (Ruang Hijau) merupakan inisiatif GMF untuk mewujudkan tujuan Perusahaan sebagai *Green Company* sekaligus sebagai bentuk dukungan terhadap program pemerintah untuk mencapai *Green City* yang menjadi bagian dari tujuan pembangunan berkelanjutan.

The *Green Building* of Hangar 4 and the *Forest Corporate* program are but the first steps in GMF's initiatives to realizing the company objectives of becoming a *Green Company* as well as in support of the government program to achieving a *Green City* which is part of the sustainable development goal.

## Pengelolaan Penggunaan Bahan Baku Management of Raw Material Usage

GMF menggunakan bahan baku solar, bahan kimia, dan kertas untuk mendukung kegiatan operasional. Solar dan bahan kimia digunakan untuk mendukung kegiatan jasa perawatan pesawat terbang, sedangkan kertas digunakan untuk kegiatan administrasi perkantoran. Bahan baku ini bukan bahan baku yang langsung diambil dari alam (*raw material*) melainkan dibeli dari pemasok eksternal. Pada tahun 2017, GMF telah berupaya menggunakan bahan baku terbarukan, salah satunya adalah dengan menggunakan bahan baku yang ramah lingkungan, seperti penggunaan AC dengan Freon R32, penggunaan kimia yang ramah lingkungan, dan upaya-upaya lain sebagai *Green Company*. [GRI 103-2]

GMF uses diesel fuel, chemicals and paper to support ongoing operations. Diesel and chemicals are used mainly in the maintenance of aircraft while paper is used for office administration activities. These raw materials are not taken directly from nature but purchased from external suppliers. By 2017, GMF has made efforts to use renewable raw materials, such as by using air conditioners that utilize R32, the use of environmentally friendly chemicals and other such efforts as a *Green Company*. [GRI 103-2]

### Penggunaan Bahan Baku [GRI 301-1] Raw Material Usage [GRI 301-1]

Jenis Bahan Baku Type of Raw Material	Satuan Unit	Volume Penggunaan Bahan Baku Volume of Raw Material Usage		
		2015	2016	2017
Solar Diesel	Liter	280.000	264.000	304.000
Kimia Chemicals	Ton	2.166	2.426	2.301
Kertas Paper	Rim	28.900	30.010	27.461

Pada tahun 2017, GMF menggunakan solar sebanyak 304.000 liter yang meningkat 15,15% dari tahun 2016 yaitu sebanyak 264.000 liter. Peningkatan ini terjadi karena adanya penambahan peralatan pendukung di Perusahaan sehingga kebutuhan solar untuk perawatan peralatan pendukung tersebut juga semakin meningkat. Penggunaan bahan kimia GMF selama tahun 2017 sebanyak 2.301 ton yang menurun 5,15% dari tahun 2016 yaitu sebesar 2.426 ton. Penurunan ini terjadi dikarenakan upaya-upaya Perusahaan dalam meminimalisasi limbah B3, seperti melakukan eliminasi dan substitusi bahan baku kimia (B3) yang ramah lingkungan, melakukan perencanaan sesuai dengan kebutuhan, dan lain-lain.

In 2017, GMF used 304,000 liters of diesel fuel, up 15.15% from 2016, where only 264,000 liters were used. This increase is due to the addition of utility equipment in the company which leads to an increased need for diesel fuel in the maintenance of said equipment. The use of chemicals during the year 2017 amounts to 2.301 tons, which is a decrease of 5.15% from 2016 where 2.426 tons of chemicals were used. This decrease can be attributed to the company's efforts in minimizing B3 waste, such as by eliminating and substituting hazardous and toxic waste (B3) with more environmentally friendly chemicals, better planning based on how much is needed and more.

Selanjutnya, penggunaan kertas GMF selama tahun 2017 sebanyak 27.461 rim yang menurun 8,49% dari tahun 2016 yaitu sebesar 30.010 rim. Penurunan ini terjadi dikarenakan inisiatif Perusahaan dalam melakukan upaya penghematan kertas, diantaranya yaitu:

GMF's use of paper during the year 2017 is as much as 27,461 rims which decreased 8.49% from 2016, where the use of paper amounted to 30,010 rims. This reduction was due to the company initiatives to save paper, these include:

1. Melakukan kampanye dengan menempelkan stiker penghematan kertas di mesin fotokopi.
2. Penggunaan kertas *reuse* dan cetak bolak-balik untuk dokumen kerja.
3. Pengurangan penggunaan kertas dengan memanfaatkan *softfile document (file digital)*.

1. Attaching stickers to copiers, reminding employees to save paper
2. Printing work documents on both sides of the paper and reusing paper whenever able
3. Reducing paper usage by utilizing softfile documents (digital file)



## Pengelolaan Penggunaan Energi Management of Energy Use

Untuk menunjang kegiatan jasa perawatan pesawat terbang dan aktivitas kantor, GMF menggunakan energi listrik dan bahan bakar minyak (BBM). Energi listrik yang dikonsumsi merupakan pasokan dari PT PLN (Persero), sedangkan BBM merupakan pasokan dari PT Pertamina (Persero). GMF berupaya untuk mengonsumsi energi terbarukan atau energi bersih dalam kegiatan operasional melalui penggantian penggunaan *forklift* tenaga solar menjadi *forklift* tenaga listrik. Selain itu, GMF juga telah melakukan penggantian lampu TL (*Tubular Lamp*) atau lampu konvensional menjadi lampu LED (*Light Emitting Diode*) yang penggunaan energi listriknya lebih rendah dengan usia pakai yang lebih lama. Hal ini dilakukan sebagai salah satu upaya GMF untuk mengurangi pencemaran lingkungan. [GRI 103-2]

To support the activities of aircraft maintenance services and office activities, GMF uses electrical energy and fuel oil (BBM). Electrical energy consumed is supplied by PT PLN (Persero), while the fuel is supplied by PT Pertamina (Persero). GMF seeks to consume renewable or clean energy in operational activities through the replacement of the use of diesel power forklifts into electric forklifts. In addition, GMF has also replaced Tubular Lamps (or conventional lights) into LED (Light Emitting Diode) lamps which consume lower amounts of electrical energy while having a longer service life. These are done as one of GMF's efforts to reduce environmental pollution. [GRI 103-2]

Konsumsi Energi [GRI 302-1] Energy Consumption [GRI 302-1]

Jenis Energi Energy Type	Satuan Unit	Tahun Year			Satuan Unit	Tahun Year		
		2015	2016	2017		2015	2016	2017
Listrik Electricity	kwh	38.609.360	30.980.833	<b>37.466.560</b>	gigajoule	138.994,00	111.531,00	<b>134.878,54</b>
Bahan Bakar Minyak (BBM) Fuel Oil (BBM)	Liter	380.084	335.517,5	<b>445.997</b>	gigajoule	13.299,70	11.731,40	<b>15.605,21</b>
<b>Jumlah Total</b>					<b>gigajoule</b>	<b>152.293,70</b>	<b>123.262,40</b>	<b>150.483,75</b>

**Catatan:**

Pengukuran energi dilakukan dengan menghitung jumlah konsumsi listrik dan bahan bakar minyak (BBM) dalam satuan masing-masing dikonversikan ke satuan energi Gigajoule (GJ).

- 277,78 kwh = 1 Gigajoule energi
- 28,58 Liter BMM = 1 Gigajoule energi

**Notes:**

Energy measurements are done by calculating the amount of electricity and fuel oil consumed converted into Gigajoules (GJ)

- 277,78 kwh = 1 Gigajoule energy
- 28,58 Liter BMM = 1 Gigajoule energy

Pada tahun 2017, GMF mengonsumsi energi listrik dan BBM sebanyak 150.483,75 GJ yang meningkat 22,08% dari tahun 2016 yaitu sebanyak 123.262,40 GJ. Peningkatan ini terjadi karena adanya peningkatan penggunaan BBM akibat kondisi gerbang M1 sebagai akses masuk keluar transportasi karyawan GMF ditutup sehingga Perusahaan mengantisipasi kondisi ini dengan menambah jumlah transportasi tambahan untuk antar-jemput karyawan.

In 2017, GMF consumed 150,483.75 GJ of electricity and fuel, which is a net increase of 22.08% from 2016's consumption, which numbered 123,262.40 GJ. This is a result of a closure in one of GMF's outgoing transport gates (gate M1) which was anticipated by adding more employee shuttle transports, thus increasing overall fuel usage requirements.

## Pengelolaan Emisi Gas Rumah Kaca Management of Green House Gas Emissions

Isu perubahan iklim menjadi permasalahan dan ancaman terhadap pembangunan berkelanjutan yang menjadi tantangan bagi seluruh komunitas dunia. Untuk itu, GMF telah melakukan pengukuran dan pemantauan rutin emisi yang dihasilkan dari kegiatan operasional Perusahaan.

The issue of climate change poses problems to sustainable development that challenges the world as a whole. To that end, GMF has conducted regular measurements and monitoring of emissions that have resulted from company operational activities.

Emisi GRK yang dihasilkan Perusahaan [GRI 305-1] GHG emissions generated by the company [GRI 305-1]

Emisi GRK GHG emission	Jumlah Emisi GRK (ton CO <sub>2</sub> ) Amount of GHG (ton CO <sub>2</sub> )		
	2015	2016	2017
CO <sub>2</sub>	35.351,22	36.326,79	35.256,76

**Catatan:**

Pengukuran dilakukan dengan mengkonversi nilai konsumsi BBM (Solar dan Premium) dan energi listrik ke nilai emisi GRK, dalam satuan eton CO<sub>2</sub>. Adapun faktor konversinya adalah sebagai berikut:

- BBM Solar, faktor konversinya adalah 2,717 kg CO<sub>2</sub>/liter BBM
- BBM Premium, faktor konversinya adalah 2,35 kg CO<sub>2</sub>/liter BBM
- Energi listrik, faktor konversinya adalah 0,891 kg CO<sub>2</sub>/kWh

**Notes:**

Measurements are made by converting fuel consumption values (Solar and Premium) and electrical energy to GHG emission values in unit tons of CO<sub>2</sub>. The conversion factor is as follows:

- Fuel (Solar), 2,717 kg CO<sub>2</sub>/liter BBM
- Fuel (Premium), 2,35 kg CO<sub>2</sub>/liter BBM
- Electrical Energy, 0,891 kg CO<sub>2</sub>/kWh

Pada tahun 2017, emisi GRK yang dihasilkan dari kegiatan operasional Perusahaan sebesar 35.256,76 ton CO<sub>2</sub> yang menurun 2,95% dari tahun 2016 yaitu sebesar 36.326,79 ton CO<sub>2</sub>. Penurunan ini dikarenakan didorongnya penggunaan fasilitas ramah lingkungan seperti penggantian *chiller* lama dengan *chiller* baru yang lebih hemat energi dan bersifat ramah lingkungan dengan *refrigerant* R134a serta program *walk to work* yang dilaksanakan setiap hari Jum'at pukul 06.00 – 08.00 WIB untuk mengurangi emisi penggunaan *shuttle bus* karyawan di area internal GMF. Hal ini merupakan bentuk tanggung jawab Perusahaan untuk mengurangi dampak lingkungan sekaligus sebagai upaya GMF dalam mendukung komitmen Pemerintah dalam menurunkan emisi dan pembangunan berkelanjutan. [GRI 103-2]

In 2017, GHG emissions generated from company activities amounted to 35,256.76 tons of CO<sub>2</sub>, which is a decrease of 2.95% from 2016, amounting to 36,326.79 tons of CO<sub>2</sub>. The decrease is attributed to the use of eco-friendly facility, including replacing of old chillers with the new ones (R134a refrigerant) that are more energy efficient and environmentally friendly and walk to work campaign held every Friday from 6:00 to 8:00 to help decrease emission from the use of employees' shuttle bus inside GMF's work area. This is another way the Company shows its responsibility to help preserve the environment and support the government's commitment to lowering emission and to sustainable development. [GRI 103-2]

### Partisipasi GMF Dalam Pelaksanaan Kampanye *Earth Hour* 2017 GMF's Participation in the 2017 Earth Hour Campaign



GMF bersama Garuda Indonesia Group kembali ambil bagian dalam mendukung pelaksanaan kampanye *Earth Hour* 2017 melalui kegiatan *switch off* selama satu jam di seluruh kantor cabang domestik dan internasional Garuda Indonesia Group dengan mencatatkan penghematan energi hingga 12 juta *watt hour*. Pelaksanaan *Earth Hour* ini dipusatkan di kantor pusat di Garuda City Center, Cengkareng pada 25 Maret 2017 dengan mengusung tema *Shine a Light on a Climate Action* with Garuda Indonesia Group.

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Hingga tahun ke-sembilan dukungan Garuda Indonesia Group pada kampanye *Earth Hour* ini, berhasil mencatatkan penghematan energi hingga mencapai 50 juta *watt hour*. Hal tersebut tentunya tidak terlepas dari komitmen dan dukungan seluruh jajaran manajemen dan karyawan Garuda Indonesia Group dalam mendukung visi kepedulian dan komitmen pelestarian lingkungan. Kegiatan ini juga merupakan bentuk kepedulian dan komitmen GMF sebagai *Green Company* untuk ikut melestarikan bumi dari kerusakan dan bahaya pemanasan global melalui program *green actions*.

GMF along with the Garuda Indonesia Group once again took part in the Earth Hour campaign of 2017 by turning off all activities for one hour throughout all domestic and international branch offices, resulting in energy savings of up to 12 million watt hours. At the forefront of this event was the headquarters of Garuda City Center located in Cengkareng, which on the 25th of March 2017 held a rally with the slogan: "Shine a Light on Climate Action with Garuda Indonesia Group".

Garuda Indonesia Group's support for the Earth Hour campaign has been ongoing for nine years and up to this point the recorded energy savings go up to 50 million watt hours worth. This is certainly due to the commitment and support of all levels of management and employees in supporting the vision of care and commitment to environmental conservation. This activity also serves as a form of awareness and commitment on the part of GMF as a Green Company which aims to help preserve the earth from the damage and dangers of global warming.

## Pengelolaan Penggunaan Air Management of Water Usage

Sejak awal berdiri, GMF tidak menggunakan air yang bersumber dari air tanah (*deep well*), melainkan menggunakan air yang bersumber dari Perusahaan Daerah Air Minum (PDAM). GMF menggunakan air untuk keperluan sanitasi karyawan, bangunan kantor, rumah dinas, pencucian pesawat, dan *sparepart* pesawat. [GRI 103-2]

Since its inception GMF has never used groundwater (*deep well*), instead it opts to use water that originates from local water companies (PDAM). GMF uses water for the sanitation purposes of employees, office buildings, official housing and the washing of aircraft and aircraft spare parts. [GRI 103-2]

Konsumsi air (m<sup>3</sup>) [GRI 303-1] Water Consumption (m<sup>3</sup>) [GRI 303-1]

Sumber Air Water Source	2015	2016	2017
Air PDAM Local Water (PDAM)	329.327	377.454	355.101

Catatan:  
Pengukuran dilakukan dengan metode observasi angka yang tertera di meteran. Dicatat per akhir bulan dan dihitung selisih nilainya.

Notes:  
Measurements are taken from observation of the numbers listed on the machine meters. Recorded each month and calculated based on differences in volume.

Pada tahun 2017, air yang digunakan GMF sebesar 355.101 m<sup>3</sup> yang menurun 5,92% dari tahun 2016 yaitu sebesar 377.454 m<sup>3</sup>. Penurunan ini menunjukkan keberhasilan Perusahaan dalam efisiensi penggunaan air melalui kampanye penghematan air melalui stiker hemat air yang ditempelkan pada wastafel dan toilet serta penggunaan toilet dengan sistem *dual flush*.

In 2017, GMF used 355,101 m<sup>3</sup> of water which is a reported decrease over the 2016 levels of consumption that amounted to 377,454 m<sup>3</sup>. This decrease demonstrates success in water consumption efficiency through water saving campaigns which made use of toilets with dual flush systems and stickers attached to sinks and toilets to remind employees to reduce waste.

## Pengelolaan Limbah Waste Management

GMF telah mengkategorikan limbah yang dihasilkan dari kegiatan perbaikan pesawat terbang menjadi dua jenis, yaitu limbah B3 (limbah bahan berbahaya dan beracun) dan limbah non-B3 (limbah non- bahan berbahaya dan beracun).

GMF has categorized waste generated from aircraft repair activities into two types: hazardous & toxic waste/non-hazardous and non-toxic waste.

Volume Limbah Berdasarkan Jenis Limbah (ton) [GRI 306-2] Volume of Categorical Waste (ton) [GRI 306-2]

Jenis Limbah Waste Category	2015	2016	2017
Limbah B3 B3 Waste	202,17	166,06	134,036
Limbah Non-B3 Non-B3 Waste	2.238,60	2.770,73	3.334,21
<b>Jumlah Total</b>	<b>2.440,77</b>	<b>2.936,79</b>	<b>3.468,25</b>

## Pengelolaan Limbah B3 Management of Hazardous & Toxic Waste

GMF senantiasa melakukan pengelolaan limbah B3 sesuai dengan Peraturan Pemerintah Nomor 101 tahun 2014 tentang Pengelolaan Limbah Bahan Berbahaya dan Beracun. Pengelolaan limbah B3 tersebut dilakukan dari mulai proses pengemasan, penyimpanan, hingga pengangkutan dan pengolahan oleh badan usaha yang memiliki izin dari KLH dan Departemen Perhubungan. [GRI 103-2]

GMF continuously undertakes the management of hazardous & toxic waste in accordance with Government Regulation No. 101 of 2014 on the Management of Hazardous and Toxic Waste. The management of hazardous & toxic waste is handled from the packaging, storage, transportation and processing by a business entity licensed by the Ministry of Environment and the Ministry of Transportation. [GRI 103-2]

Volume dan Metode Pengelolaan Limbah B3 [GRI 306-2, GRI 306-4]  
Volume and Methods of Hazardous & Toxic Waste Management [GRI 306-2, GRI 306-4]

Nama Limbah B3 Classification of Hazardous & Toxic Waste	Satuan Unit	Volume Limbah B3 Volume of Hazardous & Toxic Waste			Tempat Pengolahan Processing Location	Metode Pengelolaan Method of Disposal	Tujuan Akhir Final Destination
		2015	2016	2017			
<b>Limbah B3 Padat Solid hazardous &amp; toxic waste</b>							
Paint stripper	Ton	9,975	100,082	28,952	Diangkut oleh PT Logam Jaya Abadi  Transported by PT Logam Jaya Abadi	Mixing dan pencacahan limbah dan dikirimkan ke untuk diinsinerasi  Mixing and waste enumeration to be delivered for inineration	PT Indocement
Majun Terkontaminasi Contaminated Cloth		20,542	57,834	28,681			
Plastik Terkontaminasi Contaminated Plastic		13,183	27,763	17,720			
Chemical Bekas Used Chemicals		44,43	8,706	26,497			
Lampu TL Tubular Lamps		0,255	1,08	1,960			
Bekas kemasan B3 Used Packaging (hazardous & toxic waste)		24,877	14,608	29,776			

Nama Limbah B3 Classification of Hazardous & Toxic Waste	Satuan Unit	Volume Limbah B3 Volume of Hazardous & Toxic Waste			Tempat Pengolahan Processing Location	Metode Pengelolaan Method of Disposal	Tujuan Akhir Final Destination
		2015	2016	2017			
Aluminium Oxide		13,795	-	-	Diangkut oleh PT Logam Jaya Abadi Transported by PT Logam Jaya Abadi	Mixing dan pencacahan limbah dan dikirimkan ke untuk diinsinerasi Mixing and waste enumeration to be delivered for inineration	PT Indocement
Baterai Sel Cell Batteries	Ton	2,853	0,4575	0,450			
Toner bekas Used Toner		0,348	0,042	-			
<b>Jumlah Limbah B3 Padat Total Solid Hazardous &amp; Toxic Waste</b>		<b>130,258</b>	<b>210,5725</b>	<b>134,036</b>			
<b>Limbah B3 Cair Liquid Hazardous &amp; Toxic Waste</b>							
Oli dan fuel bekas Used Oil and Fuel	m <sup>3</sup>	72,095	112	48	Diangkut oleh PT Angkasa Tunggal Selaras Nugratama Transported by PT Angkasa Tunggal Selaras Nugratama	Recycle menjadi solar industry dan dimanfaatkan kembali Recycled into the diesel fuel industry and re-utilized	Pihak yang membutuhkan solar industri Parties in need of diesel fuel.
<b>Jumlah Limbah B3 Cair Total Liquid Hazardous &amp; Toxic Waste</b>		<b>72,095</b>	<b>112</b>	<b>48</b>			

## Pengelolaan Limbah Non-B3 Non-Hazardous & Toxic Waste Management

Limbah utama yang dihasilkan dari kegiatan operasional Perusahaan terdiri dari limbah padat berupa kertas tidak terpakai dan *grey water* berupa air kotor yang berdasarkan ketentuan Kementerian Lingkungan Hidup (KLH) tidak termasuk ke dalam kategori limbah B3. Namun demikian, GMF mengelola limbah non-B3 secara baik dengan memenuhi standar manajemen lingkungan agar tidak menimbulkan dampak yang buruk terhadap lingkungan. Untuk limbah kertas, GMF melakukan metode pengelolaan *reuse and reduce*, sedangkan untuk limbah *grey water* berasal dari limbah domestik yaitu air cucian piring, *flushing toilet*, dan sebagainya dengan metode pengelolaannya disalurkan ke STP (*Sewage Water Treatment*) Angkasa Pura II. [GRI 103-2]

The main waste generated from GMF's operational activities comprises of solid waste in the form of unused paper and gray water in the form of dirty water, based on the provisions of the Ministry of Environment (KLH) not included in the category of hazardous & toxic waste. GMF manages non-hazardous & toxic waste by meeting environmental standards in order to avoid adverse environmental impact. For paper and its waste, GMF utilizes reuse and reduce management method as for grey water waste coming from domestic waste, namely dish water, flushing toilet, and others, the Company channel the water to Angkasa Pura II STP (*Sewage Water Treatment*). [GRI 103-2]

Volume dan Metode Pengelolaan Limbah Non-B3 [GRI 306-2]  
Volume and Methods of Non-Hazardous & Toxic Waste Management [GRI 306-2]

Nama Limbah Non-B3 Classification of Non-Hazardous & Toxic Waste	Satuan Unit	Metode Pengelolaan Method of Disposal	Volume Limbah Non-B3 Volume of Non-Hazardous & Toxic Waste		
			2015	2016	2017
Kertas Paper	Ton	Reuse & Reduce	.....	200	1.098,44



## Program Penghijauan Greening Program

Sebagai upaya menjaga dan melestarikan lingkungan hidup, GMF secara berkesinambungan melaksanakan program penghijauan. Program penghijauan ini merupakan salah satu bentuk upaya untuk mengurangi dampak pemanasan global karena pohon-pohon hijau yang ditanam akan menyerap gas karbon dioksida (CO<sub>2</sub>) akibat kegiatan operasional Perusahaan. Selama tahun 2017, GMF telah menanam berbagai jenis pohon sebanyak 3.079 pohon. Berdasarkan Canada's National Environmental Agency, rata-rata produksi oksigen per pohon adalah 260 pound atau 130 kg/tahun, sehingga dengan penanaman sebanyak 3.079 pohon yang dilakukan GMF berhasil menghasilkan Oksigen (O<sub>2</sub>) sebesar 400.270 kg/tahun.

In an effort to maintain and preserve the environment, GMF continues its own implementation of a greening program. The greening program is one way to reduce the impact of global warming because the planting of trees will contribute to the reduction of carbon dioxide gas (CO<sub>2</sub>) due to the company's operational activities. During the year 2017, GMF has planted a total of 3,079 trees of various species. Based on Canada's National Environmental Agency, on average one tree produces 260 pounds or 130 kilograms of oxygen in one year. So, 3,079 trees planted by GMF have the potential to produce 400,270 kilograms of oxygen per year.

Jenis dan Jumlah Penanaman Pohon Tahun 2017 Type and Number of Trees Planted Year 2017

No	Jenis Pohon Tree Species	Jumlah Amount
1	Pucuk Merah Red Bud	15
2	Semak/Perdu Bushes/Shrubs	-
3	Palem Sadeng Palem Sadeng	6
4	Pule Pule	2
5	Trembesi Trembesi	6
6	Kalatea Kalatea	150
7	Helikonia Helikonia	300
8	Hujan Mas Hujan Mas	100
9	Lantana Mix Lantana Mix	1.500
10	Bakung Lele Bakung Lele	1.000
<b>Jumlah Total</b>		<b>3.079</b>

## Mekanisme Penanganan Pengaduan Terkait Lingkungan [GRI 103-2, GRI 103-3] Mechanism of Handling Environmentally Related Complaints [GRI 103-2, GRI 103-3]

Sebagai upaya menciptakan hubungan yang baik dengan masyarakat, GMF telah menyediakan sarana komunikasi pengaduan terkait masalah lingkungan.

In an effort to create a good relationship with the community, GMF has provided a communication tool for complaints related to environmental issues.

Pengelolaan Sumber Daya Manusia Untuk Menciptakan *Great People*  
Managing Human Resources to Create Great People

Penerapan Budaya Keselamatan dan Kesehatan Kerja  
Prioritizing Health and Safety Culture

Mengutamakan Kepuasan Pelanggan  
Prioritizing Customer Satisfaction

Dukungan Berkelanjutan Bagi Masyarakat  
Continued Support for Community

Referensi Silang *Disclosure* GRI Standards  
GRI Standards Disclosure Cross Reference

### Saluran Penanganan Pengaduan terkait Masalah Lingkungan **Hotline for Environment-related Complaints**



Health, Safety, and Environment  
PT GMF Aero Asia Tbk, Utility Building 1<sup>st</sup> Floor  
Soekarno Hatta International Airport  
PO BOX 1303 BUSH 15125  
Tangerang – Indonesia  
T: (021) 550 8249  
E: [list-k3l@gmf-aeroasia.co.id](mailto:list-k3l@gmf-aeroasia.co.id)  
W: [www.gmf-aeroasia.co.id](http://www.gmf-aeroasia.co.id)

### Mekanisme Penanganan Pengaduan terkait Masalah Lingkungan Mechanism for Handling Complaints related to Environment



Dengan berbagai komitmen dan upaya pengelolaan dan pelestarian lingkungan yang dilakukan Perusahaan, selama tahun 2017 GMF tidak menerima pengaduan terkait dampak lingkungan serta tidak menerima denda dan sanksi non moneter terkait ketidakpatuhan terhadap Undang-undang dan peraturan mengenai lingkungan. **[GRI 307-1]**

The various commitments, management efforts and environmental conservation activities of GMF in 2017 has yet to receive any complaints related to environmental impact and has not received any non-monetary penalties and sanctions for non-compliance with environmental laws and regulations. **[GRI 307-1]**

## Biaya Pengelolaan dan Pelestarian Lingkungan Cost Management and Environmental Conservation

Selama tahun 2017, GMF telah mengeluarkan biaya sebesar USD77,315.46 untuk pelaksanaan program penghijauan, pengelolaan, pemantauan, serta pelatihan, sosialisasi dan sertifikasi lingkungan sebagai wujud komitmen Perusahaan dalam menjaga kelestarian lingkungan.

During 2017, GMF has spent USD77,315.46 for the implementation of greening, management, monitoring and training programs, socialization and environmental certification as a form of commitment to preservation of the environment.

Biaya Pengelolaan dan Pelestarian Lingkungan (USD) **[GRI 103-2]**  
Environmental Management and Conservation Costs (USD) **[GRI 103-2]**

No	Keterangan Details	2015	2016	2017
1	Penghijauan lingkungan <b>Environmental Greening</b>	23,067.28	-	27,315.41
2	Pengelolaan lingkungan <b>Environmental Management</b>	10,775.28	165,164.29	40,964.49
3	Pemantauan lingkungan <b>Environmental Monitoring</b>	2,562.43	5,823.53	8,368.89
4	Pelatihan, sosialisasi dan sertifikasi lingkungan <b>Training, socialization and environmental certification</b>	1,819.85	2,216.21	666.67
<b>Jumlah Total</b>		<b>38,224.83</b>	<b>173,204.03</b>	<b>77,315.46</b>

# 06

## Pengelolaan Sumber Daya Manusia Untuk Menciptakan *Great People*

Managing Human Resources  
to Create Great People



Pengelolaan Sumber Daya Manusia Untuk Menciptakan *Great People*  
Managing Human Resources to Create Great People

Penerapan Budaya Keselamatan dan Kesehatan Kerja  
Prioritizing Health and Safety Culture

Mengutamakan Kepuasan Pelanggan  
Prioritizing Customer Satisfaction

Dukungan Berkelanjutan Bagi Masyarakat  
Continued Support for Community

Referensi Silang *Disclosure* GRI Standards  
GRI Standards Disclosure Cross Reference



## Pengelolaan Sumber Daya Manusia Untuk Menciptakan *Great People*

Managing Human Resources to Create Great People



Jumlah Karyawan  
Number of Employees  
**5.011** Orang People  
Meningkat  
Increased by **8,84%**

Tingkat Rekrutmen  
Recruitment Rate  
**12,39%**  
Tingkat Turnover  
Turnover rate **0,39%**

**100%** Pekerja Mendapat  
Penilaian Kinerja  
of workers undergoes  
performance  
assessment  
Pekerja Dipromosikan  
were promoted **13,07%**

Rasio Gaji Pekerja *Entry Level*  
Dibandingkan Upah Minimum  
Payroll Ratio of Entry Level Workers  
Compared to the Minimum Wage  
**1,96**

Di tahun 2017, GMF melakukan beragam langkah strategis untuk mencapai visi Perusahaan. Dari perspektif sumber daya manusia, GMF melakukan pengelolaan manusia dengan efektif dan efisien untuk senantiasa menciptakan *Great People*, yakni karyawan yang berkualifikasi, berkomitmen, dan *extraordinary*.

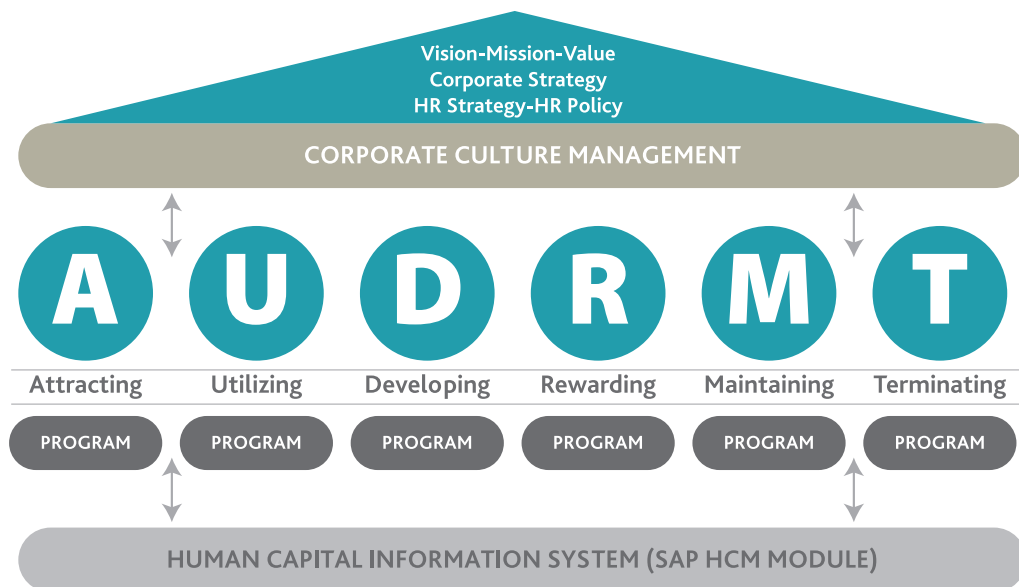
In 2017, GMF has taken various strategic approaches to achieve the Company's vision. From human resources perspective, GMF effectively and efficiently manages their human resources to create *Great People*, namely, creating a qualified, committed, and *extraordinary* employees.



## Strategi Pengelolaan Sumber Daya Manusia [GRI 103-2] Strategy of Human Resource Management [GRI 103-2]

GMF senantiasa menjaga kesinambungan program pengelolaan sumber daya manusia (SDM) agar sejalan dengan Rencana Kerja Perusahaan di tahun 2017 maupun Rencana Jangka Panjang Perusahaan (RJPP). Pengelolaan SDM ini ditujukan untuk meningkatkan kualitas dan kinerja SDM untuk mendukung keberlangsungan bisnis Perusahaan di masa sekarang hingga masa mendatang. Pengelolaan SDM GMF berlandaskan pada enam tahapan *people cycle* yaitu *Attracting, Utilizing, Developing, Rewarding, Maintaining, dan Terminating*. Terdapat strategi yang ditetapkan pada setiap tahap yang diimplementasikan dengan pelayanan berlandaskan budaya kerja 3S (*Smile, Speed, Solution*), pemanfaatan teknologi informasi, peningkatan kualitas, serta *Performance Security* termasuk *Security Device*. Pengelolaan SDM GMF dijabarkan dalam *Human Capital Strategy*.

In cohesion with the Company's Work Plan in 2017 as well as the Company's Long Term Plan, GMF continuously maintain the sustainability of its human resources management program. HR management is intended to enhance the performance quality of the human resources, this is done in order to support the continuity of the Company's business from present time until the future. GMF human resource management is based on the six stages of people cycle; *Attracting, Utilizing, Developing, Rewarding, Maintaining, and Terminating*. There are several strategies that are set and implemented at each stage; services based on 3S work culture (*Smile, Speed, Solution*), utilization of information technology, quality improvement, and *Performance Security* this includes *Security Devices*. GMF HR Management is outlined in the *Human Capital Strategy*.



Setiap tahunnya, jumlah karyawan GMF tumbuh secara signifikan. Untuk itu, GMF memanfaatkan teknologi informasi sebagai solusi pengelolaan SDM agar semakin efektif dan efisien. Solusi ini diwujudkan dalam aplikasi HCIS (*Human Capital Information System*) yang terdiri dari dua jenis, yakni *Succession Management & Career Development Planning* (SAP *Success Factors*) dan *myHC Employee Self Services Mobile Apps*.

Every year, the number of GMF employees grows significantly, making manual management more troublesome. To that end, GMF decided to utilize information technology as a solution to increase the effectivity and efficiency of HR management. This solution is embodied in the HCIS (*Human Capital Information System*) application, consisting of two categories; *Succession Management & Career Development Planning* (SAP *Success Factors*) and *myHC Employee Self Services Mobile Apps*.

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Human Capital Information System Human Capital Information System



Hadirnya SAP *Success Factor* dan myHC diharapkan meningkatkan partisipasi karyawan dalam menjaga kualitas *data base* karyawan (*sharing responsibility*) serta mengurangi penggunaan kertas (*paperless*) untuk mendukung Perusahaan menjadi *green company*. Selain itu, penggunaan aplikasi ini juga dapat mengurangi pekerjaan administratif *leader* sehingga lebih fokus pada konsultasi dan strategi kebijakan *Human Capital (empowerment)*. Pada akhirnya penerapan teknologi ini akan meningkatkan transparansi, objektivitas, dan efisiensi serta kemudahan pengelolaan proses bisnis *Human Capital*.

Hopefully, the presence of SAP *Success Factor* dan myHC would be able to enhance the quality of employee database (*sharing responsibility*), reduce paper usage (*paperless*) and taking GMF one step closer in becoming a green company. Aside from that, utilization of these applications would lessen the workload of administrative leaders, and shift their focus towards consultation and Human Capital policy strategy. Ultimately, implementation of these technologies are designed to increase transparency, objectivity, efficiency and ease the process of managing Human capital businesses.

**Keberagaman dan Kesetaraan Karyawan**  
 Diversity and Equality of the Employee

GMF senantiasa menerapkan prinsip keberagaman dan kesetaraan dalam pengelolaan SDM mulai dari tahapan rekrutmen, program pelatihan dan pengembangan, penilaian kinerja, pengembangan karir, hingga pemberian remunerasi dan kesejahteraan kepada karyawan tanpa memandang perbedaan agama, etnik, ras, maupun *gender*. Pada tahun 2017, GMF telah mengelola sebanyak 5.011 karyawan yang meningkat 8,84% dari tahun 2016 yaitu sebanyak 4.604 karyawan. [GRI 103-2]

GMF applied the principle of diversity and equality in managing HR since the recruitment phase, training and development programs, performance appraisals, career development, up to the remuneration and welfare of the employees regardless of their religious, ethnic, racial, or gender differences. In 2017, GMF has managed as many as 5,011 employees, which has increased by 8.84% since 2016 by 4,604 employees. [GRI 103-2]

Komposisi Karyawan GMF Berdasarkan Jenis Kelamin [GRI 102-8]  
Composition of GMF Employee Based on Gender [GRI 102-8]

Keterangan Description	2015			2016			2017		
	Laki-laki Male	Wanita Female	Jumlah Total	Laki-laki Male	Wanita Female	Jumlah Total	Laki-laki Male	Wanita Female	Jumlah Total
<b>Status Kepegawaian</b> Employment Status									
Karyawan Tetap Permanent Employee	3.299	299	3.598	3.640	339	3.979	4.229	424	4.653
Karyawan Tidak Tetap (Kontrak) Contract Employee	510	31	541	569	56	625	314	44	358
<b>Jumlah Total</b>	<b>3,809</b>	<b>330</b>	<b>4.139</b>	<b>4.209</b>	<b>395</b>	<b>4.604</b>	<b>4.543</b>	<b>468</b>	<b>5.011</b>
<b>Wilayah Kerja</b> Working Area									
Jakarta	2.896	287	3.183	3.247	328	3.575	3.712	406	4.118
Denpasar	130	4	134	93	4	97	132	5	137
Surabaya	72	3	75	73	2	75	82	3	85
Medan	22	-	22	18	-	18	36	2	38
Makasar	60	1	61	55	1	56	74	3	77
Daerah Lainnya Other Areas	111	4	115	144	4	148	185	5	190
Luar Indonesia Outside of Indonesia	8	-	8	10	-	10	8	0	8
<b>Jumlah Total</b>	<b>3.299</b>	<b>299</b>	<b>3.598</b>	<b>3.640</b>	<b>339</b>	<b>3.979</b>	<b>4.229</b>	<b>424</b>	<b>4.653</b>
<b>Pendidikan</b> Education									
SMA Senior High School (SMA)	460	26	486	1.267	38	1.305	1.236	73	1.309
Diploma	2.127	101	2.228	1.487	100	1.587	1.823	82	1.905
S1 Bachelor's Degree (S1)	642	153	795	824	184	1.008	1.068	236	1.304
S2 Master's Degree (S2)	68	19	87	60	17	77	99	33	132
S3 Doctoral Degree (S3)	2	-	2	2	-	2	3	0	3
<b>Jumlah Total</b>	<b>3.299</b>	<b>299</b>	<b>3.598</b>	<b>3.640</b>	<b>339</b>	<b>3.979</b>	<b>4.229</b>	<b>424</b>	<b>4.653</b>
<b>Usia</b> Age									
≤30 Tahun Years	1.464	214	1.678	1.925	256	2.181	2.454	326	2.780
31-50 Tahun Years	1,109	68	1.177	1.109	67	1.176	1.082	80	1.162
≥51 Tahun Years	726	17	743	606	16	622	693	18	711
<b>Jumlah Total</b>	<b>3.299</b>	<b>299</b>	<b>3.598</b>	<b>3.640</b>	<b>339</b>	<b>3.979</b>	<b>4.229</b>	<b>424</b>	<b>4.653</b>

Pengelolaan Sumber Daya Manusia Untuk Menciptakan *Great People* Managing Human Resources to Create Great People

Komposisi Karyawan GMF Berdasarkan Status Kepegawaian dan Wilayah Kerja [GRI 102-8]  
Composition of GMF Employee based on employment status and working area [GRI 102-8]

Keterangan Description	2015			2016			2017		
	Karyawan Tetap Permanent Employee	Karyawan Tidak Tetap Contract Employee	Jumlah Total	Karyawan Tetap Permanent Employee	Karyawan Tidak Tetap Contract Employee	Jumlah Total	Karyawan Tetap Permanent Employee	Karyawan Tidak Tetap Contract Employee	Jumlah Total
<b>Wilayah Kerja</b> Working Area									
Jakarta	3.183	509	3.692	3.575	583	4.158	4.118	323	4.441
Denpasar	134	7	141	97	8	105	137	8	145
Surabaya	75	2	77	75	8	83	85	8	93
Medan	22	6	28	18	8	26	38	5	43
Makasar	61	4	65	56	7	63	77	5	82
Daerah Lainnya Other Areas	115	12	127	148	10	158	190	9	199
Luar Indonesia Outside of Indonesia	8	1	9	10	1	11	8	-	8
<b>Jumlah Total</b>	<b>3.598</b>	<b>541</b>	<b>4.139</b>	<b>3.979</b>	<b>625</b>	<b>4.604</b>	<b>4.229</b>	<b>424</b>	<b>5.011</b>

Komposisi Karyawan GMF Berdasarkan Level Jabatan [GRI 405-1]  
Composition of GMF Employees Based on the Level of Department [GRI 405-1]

Keterangan Description	2015						2016						2017					
	Board of Management	Vice President	General Manager	Manager	Staff	Jumlah Total	Board of Management	Vice President	General Manager	Manager	Staff	Jumlah Total	Board of Management	Vice President	General Manager	Manager	Staff	Jumlah Total
<b>Jenis Kelamin</b> Gender																		
Laki-laki Male	5	20	113	250	2.916	3.304	5	22	133	302	3.183	3.645	4	22	117	321	3.769	4.233
Wanita Female	-	-	8	16	275	299	-	0	12	29	298	339	-	1	13	38	372	424
<b>Jumlah Total</b>	<b>5</b>	<b>20</b>	<b>121</b>	<b>266</b>	<b>3.191</b>	<b>3.603</b>	<b>5</b>	<b>22</b>	<b>145</b>	<b>331</b>	<b>3.481</b>	<b>3.984</b>	<b>4</b>	<b>23</b>	<b>130</b>	<b>359</b>	<b>4.141</b>	<b>4.657</b>
<b>Wilayah Kerja</b> Working Area																		
Jakarta	5	20	117	228	2.818	3.188	5	22	138	279	3.136	3.580	4	23	125	300	3.670	4.122
Denpasar	-	-	1	8	125	134	-	-	1	8	88	97	-	-	1	12	124	137
Surabaya	-	-	1	3	71	75	-	-	1	5	69	75	-	-	1	6	78	85
Medan	-	-	1	2	19	22	-	-	1	3	14	18	-	-	1	4	33	38
Makasar	-	-	1	3	57	61	-	-	1	9	46	56	-	-	1	7	69	77
Daerah Lainnya Other Areas	-	-	-	18	97	115	-	-	1	24	123	148	-	-	1	25	164	190
Luar Indonesia Outside of Indonesia	-	-	-	4	4	8	-	-	2	3	5	10	-	-	-	5	3	8
<b>Jumlah Total</b>	<b>5</b>	<b>20</b>	<b>121</b>	<b>266</b>	<b>3.191</b>	<b>3.603</b>	<b>5</b>	<b>22</b>	<b>145</b>	<b>331</b>	<b>3.481</b>	<b>3.984</b>	<b>4</b>	<b>23</b>	<b>130</b>	<b>359</b>	<b>4.141</b>	<b>4.657</b>
<b>Usia</b> Age																		
≤30 Tahun Years	-	-	3	26	1.649	1.678	-	-	9	60	2.112	2.181	-	-	13	50	2.717	2.780
31-50 Tahun Years	3	11	77	139	950	1.180	4	14	100	178	884	1.180	4	13	78	202	869	1.166
≥51 Tahun Years	2	9	41	101	592	745	1	8	36	93	485	623	-	10	39	107	555	711
<b>Jumlah Total</b>	<b>5</b>	<b>20</b>	<b>121</b>	<b>266</b>	<b>3.191</b>	<b>3.603</b>	<b>5</b>	<b>22</b>	<b>145</b>	<b>331</b>	<b>3.481</b>	<b>3.984</b>	<b>4</b>	<b>23</b>	<b>130</b>	<b>359</b>	<b>4.141</b>	<b>4.657</b>

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Continued Support for Community

Referensi Silang *Disclosure* GRI Standards  
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Keterangan Description	2015						2016						2017					
	Board of Management	Vice President	General Manager	Manager	Staff	Jumlah Total	Board of Management	Vice President	General Manager	Manager	Staff	Jumlah Total	Board of Management	Vice President	General Manager	Manager	Staff	Jumlah Total
<b>Pendidikan</b> Education																		
SMA Senior High School (SMA)	-	-	14	2	470	486	-	-	11	86	1.208	1.305	-	-	13	82	1.214	1.309
Diploma	-	-	21	147	2.059	2.227	-	1	25	69	1.492	1.587	-	1	20	82	1.802	1.905
S1 Bachelor's Degree (S1)	-	8	54	109	625	796	1	11	88	157	752	1.009	1	9	62	175	1.058	1.305
S2 Master's Degree (S2)	5	12	31	8	36	92	4	10	20	19	28	81	3	13	34	20	65	135
S3 Doctoral Degree (S3)	-	-	1	-	1	2	-	-	1	-	1	2	-	-	1	-	2	3
Jumlah Total	5	20	121	266	3.191	3.603	5	22	145	331	3.481	3.984	4	23	130	359	4.141	4.657

GMF juga menerapkan prinsip keberagaman dan kesetaraan pada komposisi badan tata kelola Perusahaan. Hal ini ditunjukkan pada tahun 2017 terdapat dua orang wanita yang menempati posisi sebagai Dewan Komisaris dan Komite.

GMF also applies the principle of diversity and equity in composing the Corporate governance. This is shown in 2017, there are two women acting as the Board of Commissioner and Committee.

Komposisi Badan Tata Kelola GMF [GRI 405-1]  
Composition of GMF Governance Body [GRI 405-1]

Keterangan Description	2015				2016				2017			
	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Komite Committee	Jumlah Total	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Komite Committee	Jumlah Total	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Komite Committee	Jumlah Total
<b>Jenis Kelamin</b> Gender												
Laki-laki Male	4	5	7	16	3	5	6	14	2	4	6	12
Wanita Female	-	-	1	1	1	-	2	3	1	-	1	2
Jumlah Total	4	5	8	17	4	5	8	17	3	4	7	14
<b>Usia</b> Age												
≤30 Tahun Years	-	-	-	-	-	-	-	-	-	-	-	-
31-50 Tahun Years	3	3	6	12	2	4	7	13	2	2	5	9
≥51 Tahun Years	1	2	2	5	2	1	1	4	1	2	2	5
Jumlah Total	4	5	8	17	4	5	8	17	3	4	7	14



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### Disnaker Sosialisasikan Gerakan Sayang Ibu | Disnaker Socialize the Mother Love Movement



Dinas Ketenagakerjaan dan Dinas Pemberdayaan Perempuan, Perlindungan Anak, Pengendalian Penduduk dan Keluarga Berencana (DP3AP2KB) Kota Tangerang mensosialisasikan Gerakan Sayang Ibu (GSI) di GMF pada 18 Juli 2017. Gerakan ini bertujuan untuk meningkatkan kualitas hidup perempuan. Direktur *Human Capital & Corporate Affairs*, Harkandri M Dahler menyampaikan terimakasih atas pemilihan GMF sebagai sasaran sosialisasi GSI. Apalagi GMF merupakan perusahaan yang *concern* terhadap karyawan perempuan yang dibuktikan dengan penyediaan fasilitas khusus bagi perempuan seperti ruang menyusui, area khusus menunggu *shuttle*, dan sebagainya. Untuk karir, tidak ada batasan karena karyawan perempuan juga berhak menjadi pemimpin.

On the July 18, 2017, the Office of Manpower and the Office of Women's Empowerment, Child Protection, Population and Family Planning (DP3AP2KB) of Tangerang city has socialised the Gerakan Sayang Ibu (GSI) in GMF. This movement is intended to improve female's living quality. GMF's Director of Human Capital & Corporate Affairs, Harkandri M expressed his gratitude for selecting and involving GMF in the socialization of GSI. Moreover, GMF is a company that is deeply concerned about the welfare of female employees, this is proven by the facilities tailored specifically for our female employees, such as the nursing room, shuttle area, and etc. In terms of career growth, there is no limitations for female employees.

### GMF Raih Juara Pertama Gerakan Sayang Ibu | GMF ranked first in Gerakan Sayang Ibu



GMF meraih juara pertama kategori perusahaan dalam kompetisi Gerakan Sayang Ibu (GSI) tingkat kotamadya. Penghargaan berupa piagam diserahkan langsung oleh Walikota Tangerang Arief, Wismansyah kepada VP *Human Capital Management*, Asep Kurnia pada 11 September 2017 di Balai Kota Tangerang. GSI merupakan gerakan yang dilaksanakan masyarakat dan pemerintah yang bertujuan untuk meningkatkan kualitas hidup perempuan. Implementasi GSI ini selanjutnya dilombakan untuk tiga kategori yakni perusahaan, rumah sakit, dan perkantoran kecamatan. GMF sendiri dinilai memiliki beragam fasilitas dan aktifitas pemberdayaan karyawan perempuan yang sesuai dengan GSI. Dari 15 perusahaan yang diverifikasi, akhirnya GMF keluar sebagai juara pertama.

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GMF took the first place category in the Gerakan Sayang Ibu (GSI) competition at the category level. The award was handed over directly by Tangerang's Mayor Arief Wisnansyah to the VP of Human Capital Management, Asep Kurnia on the 11th of September 2017 at Tangerang City Hall. GSI is a movement made by the communities and governments aimed at improving the quality of life of women. GSI implementation is further contested for three categories namely companies, hospitals, and sub-district offices. In accordance with GSI, GMF has various facilities and activities that empowers female employees. Among 15 verified companies, GMF came out as the first winner.

## Merekrut *Great People*

### Recruiting Great People

GMF kembali melakukan rekrutmen *fresh graduate* dan *experience* untuk memenuhi kebutuhan karyawan sekaligus sebagai bentuk dukungan GMF dalam pembangunan berkelanjutan melalui penciptaan lapangan pekerjaan yang layak. Mekanisme rekrutmen GMF telah diatur dalam Prosedur Bisnis PB-06-004 tentang Rekrutmen dan Seleksi Calon SDM. Sebagai kepatuhan GMF terhadap Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan Pasal 68 dan Konvensi ILO 138 tentang Usia Minimum Untuk Diperbolehkan Bekerja, GMF memberikan syarat usia minimum 18 tahun bagi calon karyawan di dalam persyaratan rekrutmen. Persyaratan ini juga diberlakukan bagi mitra kerja yang bekerja sama dengan Perusahaan. Dalam menjalankan proses rekrutmen pegawai, GMF juga melakukan sesuai dengan prosedur yang berlaku, yaitu tidak merekrut pegawai dibawah umur (18 tahun). Dengan penerapan persyaratan ini, selama tahun 2017, tidak terdapat insiden karyawan di bawah umur yang dipekerjakan oleh Perusahaan maupun mitra kerja yang bekerja sama dengan Perusahaan. [GRI 103-2, GRI 408-1]

To meet the employees requirement For GMF, recruiting fresh graduate and experienced personnel is essential, this is also a form of GMF's support for the community, a sustainable development through the creation of decent employment opportunities. GMF recruitment mechanism has been laid out in the Business Procedure PB-06-004 regarding Recruitment and Selection of HR Candidates. As GMF had complied with Indonesian law of constitution no. 13 of 2003 regarding Manpower Article number 68 and the Convention of ILO 138 regarding the Minimum Age for Employment, GMF requirements requires prospective employees to be 18 years or older. This requirement is also applicable for our partners working in the Company. Ever since the implementation of this requirement in 2017, there is no underage employment made by the Company or any partners within the company. [GRI 103-2, GRI 408-1]

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Selama tahun 2017, GMF telah merekrut *Great People* sebanyak 621 orang dengan tingkat rekrutmen sebesar 12,39% dari total karyawan GMF. [GRI 401-1]

During 2017, GMF has recruited a total of 621 *Great People* with a recruitment rate of 12,39% out of the total number of employees. [GRI 401-1]

Komposisi Karyawan Baru GMF [GRI 401-1] Composition of GMF New Employees [GRI 401-1]

Keterangan Description	2015	2016	2017
<b>Jenis kelamin</b> Gender			
Laki-laki Male	403	602	534
Wanita Female	52	71	87
Jumlah Total	455	673	621
<b>Usia</b> Age			
≤30 Tahun Years	449	647	618
31-50 Tahun Years	6	26	3
≥51 Tahun Years	-	-	-
Jumlah Total	455	673	621
<b>Wilayah Kerja</b> Working Area			
Jakarta	455	673	614
Denpasar	-	-	1
Surabaya	-	-	5
Medan	-	-	1
Makasar	-	-	-
Daerah Lainnya Other Areas	-	-	-
Luar Indonesia Outside of Indonesia	-	-	-
Jumlah Total	455	673	621

## Tingkat Perputaran Karyawan

Employee Turnover Rate

Sesuai dengan Perjanjian Kerja Bersama Nomor KEP.94/PHIJSK-PK/PKB/VII/2017 Bab V Ketentuan Disiplin Karyawan/Pegawai Pasal 42 tentang Jenis Pemutusan Hubungan Kerja, GMF telah mengelola pemutusan hubungan kerja (PHK) yang terdiri dari PHK karena memenuhi persyaratan usia pensiun normal, atas permintaan sendiri, karena melakukan pelanggaran disiplin, karena ditahan pihak yang berwajib atas

In accordance with the Collective Labor Agreement No. KEP.94 / PHIJSK-PK / PKB / VII / 2017 Chapter V Provisions of Employee Disciplinary policy Article 42 regarding classifications of the Termination of Employment, GMF termination of employment (PHK) consisted of several elements such as, normal retirement age, personal request, consequence of committing disciplinary offenses, being detained by the authorities due to a criminal

kasus pidana, karena alasan efisiensi, karena tidak memenuhi persyaratan jabatan/kinerja, dan karena meninggal dunia. Pada tahun 2017, karyawan yang meninggalkan Perusahaan sebanyak 18 orang dengan tingkat perputaran karyawan sebesar 0,39%. [GRI 103-2, GRI 401-1]

case, for efficiency reasons, not fulfilling job / performance requirements, and dying. By 2017, there were 18 employees leaving the company, with a turnover rate of 0,39%. [GRI 103-2, GRI 401-1]

Tingkat Perputaran Karyawan GMF [GRI 401-1] GMF Employee's turnover rate [GRI 401-1]

Keterangan Description	2015		2016		2017	
	Jumlah Total	Turnover (%)	Jumlah Total	Turnover (%)	Jumlah Total	Turnover (%)
<b>Jenis kelamin</b> Gender						
Laki-laki Male	27	0,75%	14	0,35%	14	0,30%
Wanita Female	5	0,14%	3	0,08%	4	0,09%
Jumlah Total	32	0,89%	17	0,43%	18	0,39%
<b>Usia</b> Age						
≤30 Tahun Years	16	0,44%	14	0,35%	14	0,30%
31-50 Tahun Years	13	0,36%	3	0,08%	3	0,07%
≥51 Tahun Years	3	0,08%	-	-	1	0,02%
Jumlah Total	32	0,89%	17	0,43%	18	0,39%
<b>Wilayah Kerja</b> Working Area						
Jakarta	30	0,83%	15	0,38%	17	0,37%
Denpasar	-	-	1	0,03%	1	0,02%
Surabaya	-	-	1	0,03%	-	-
Medan	-	-	-	-	-	-
Makasar	-	-	-	-	-	-
Daerah Lainnya Other Areas	2	0,06%	-	-	-	-
Luar Indonesia Outside of Indonesia	-	-	-	-	-	-
Jumlah Total	32	0,89%	17	0,43%	18	0,39%



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## Program Pelatihan dan Pengembangan Karyawan

### Training and Development program for employee

Sumber daya manusia merupakan aset yang sangat dibutuhkan untuk melaksanakan kegiatan perawatan pesawat di GMF. Pengembangan sumber daya manusia harus disesuaikan dengan regulasi penerbangan yang berlaku. Dalam industri aviasi dan perawatan pesawat, *safety and airworthy* sebagai prioritas sangat berkaitan dengan faktor manusia. Oleh karena itu, kompetensi dan perilaku karyawan harus selalu *di-update* dan *di-upgrade* sesuai tuntutan otoritas yang berwenang dan kebutuhan Perusahaan. Setiap program pelatihan dan pengembangan karyawan diarahkan untuk mendukung pencapaian visi GMF sebagai *Top 10 MRO's in the World*. Setiap karyawan mendapatkan kesempatan yang sama untuk program pelatihan dan pengembangan sesuai dengan *Individual Development Plan* (IDP) dan *Personel Competency Manual* (PCM) pada setiap jabatan sesuai bidang pekerjaannya. Pelatihan dan pengembangan karyawan telah diatur dalam Perjanjian Kerja Bersama Nomor KEP.94/PHIJSK-PK/PKB/VII/2017 Bab III Pengembangan SDM Pasal 15 tentang Pengembangan Kompetensi Karyawan. [GRI 103-2]

Pada tahun 2017, GMF telah melaksanakan peningkatan kualifikasi karyawan melalui *Annual Training Program 2017*. Pelatihan ini meliputi *Technical Training* (741 kelas) dan *Leadership & Managerial Training* (27 Batch). Realisasi dana yang GMF alokasikan untuk program pelatihan dan pengembangan sebesar USD1,192,273 untuk: [GRI 404-2]

1. *Technical Training* melalui *Basic Competency Training*, *Job Competency Training*, *Task Competency Training*, *Continuation/Mandatory Training*, dan *Remedial Training* yang diperlukan.
2. *Leadership dan Management Training* mengacu pada pola pengembangan GMF *Leadership Academy* yang dilaksanakan melalui *Leadership Managerial Development Program* (LMDP) yang diantaranya program pendidikan formal S2 (Manajemen atau Science), *Emerging Leadership Program/ELP*, *Operational Leadership Program/OLP*, *Strategic Leadership Program/SLP*, *Certified Business Management/CBM*, dan *MRO Business Know How*.

Human resources are an indispensable asset for conducting aircraft maintenance at GMF. The development of human resources must be adjusted to the applicable flight regulations. In the aviation and aircraft maintenance industries, *safety and airworthy* is a priority and are closely related to human factors. Therefore, the competence and behavior of employees should always be updated and upgraded in accordance with the demands of the authority and the needs of the Company. The training and development program for every employee is directed to support the succession of GMF's vision in becoming the *Top 10 MRO's in the World*. Each employee gets equal opportunities for training and development in accordance with the *Individual Development Plan* (IDP) and *Competency Manual* (PCM) for every personnel in their respective field. Training and development program for the employee has been regulated in the *Collective Work Agreement No. KEP.94 /PHIJSK-PK / PKB / VII / 2017 Chapter III HR Development Article 15* regarding *Employee Competency Development*. [GRI 103-2]

In 2017, GMF has upgraded employees qualification through the *Annual Training Program 2017*. This Program encompasses *Technical Training* (741 classes) and *Leadership & Managerial Training* (27 Batch). GMF has allocated a total fund of USD1,192,273 for the training and development program for: [GRI 404-2]

1. *Technical Training* through *Basic Competency Training*, *Job Competency Training*, *Task Competency Training*, *Continuation/Mandatory Training*, and *Remedial Training* as required.
2. *Leadership and Management Training* refers to the developmental patterns of GMF *Leadership Academy* which was held through the *Leadership Managerial Development Program* (LMDP), which amongst them were the formal education of becoming a magister (Management Or Science), *Emerging Leadership Program/ELP*, *Operational Leadership Program/OLP*, *Strategic Leadership Program/SLP*, *Certified Business Management/CBM*, and *MRO Business Know How*.



Jenis Pelatihan Karyawan Berdasarkan Gender Tahun 2017 [GRI 404-1]  
Types of Employee Training based on Gender in 2017 [GRI 404-1]

Keterangan Program	Jumlah Pelatihan Number of Training Programs		Durasi (Jam) Duration (Hours)		Jumlah Peserta (Orang) Number of Participants (Person)		Rata-rata Jam Pelatihan (Jam/Orang) Average Training Hours (Hours/person)	
	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female
<b>Technical Training</b>								
Orientation training	10	10	240	240	575	96	0,41	2,50
Basic competencies training	399	399	7.592	7.592	6.786	671	1,12	11,31
Job competencies training	52	52	3.932	3.932	876	68	4,49	57,82
Continuing competencies training	197	197	2.676	2.676	2.502	147	1,07	18,20
Task competencies training	83	83	1.896	1.896	1.195	53	1,59	35,77
<b>Leadership &amp; Managerial Training</b>								
MRO Finance - GM	-	-	-	-	-	-	-	-
MRO Finance - Manager	6	6	2.328	264	97	11	24,00	24,00
Emerging Leadership Program (ELP)	6	6	192	192	103	16	1,86	12,00
Operation Leadership Program (OLP)	2	2	80	80	32	6	2,50	13,33
MRO Management - Manager	6	6	192	192	98	18	1,96	10,67
Project Management	2	2	48	48	36	5	1,33	9,60
Aviation Maintenance Planning	-	-	-	-	-	-	-	-
Continuing Airworthiness	5	5	400	400	67	12	5,97	33,33
<b>Total</b>	<b>768</b>	<b>768</b>	<b>19.576</b>	<b>17.512</b>	<b>12.367</b>	<b>1.103</b>	<b>1,58</b>	<b>15,88</b>

Jenis Pelatihan Karyawan Berdasarkan Kategori Karyawan Tahun 2017 [GRI 404-1]  
Types of Employee Training based on Employee Categories in 2017 [GRI 404-1]

Keterangan Program	Jumlah Pelatihan Number of Training Programs		Durasi (Jam) Duration (Hours)		Jumlah Peserta (Orang) Number of Participants (Person)		Rata-rata Jam Pelatihan (Jam/Orang) Average Training Hours (Hours/person)	
	Management	Staff	Management	Staff	Management	Staff	Management	Staff
Orientation training	10	10	240	240	-	671	-	0,36
Basic competencies training	399	399	7.592	7.592	328	7.276	23,15	1,04
Job competencies training	52	52	3.932	3.932	38	906	103,47	4,34
Continuing competencies training	197	197	2.676	2.676	123	2.880	21,76	0,93
Task competencies training	83	83	1.896	1.896	75	1.173	25,28	1,62
<b>Total</b>	<b>741</b>	<b>741</b>	<b>16.336</b>	<b>16.336</b>	<b>564</b>	<b>12.906</b>	<b>28,96</b>	<b>1,27</b>



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Sebagai bentuk investasi GMF dalam menghadapi tantangan bisnis MRO, GMF senantiasa melaksanakan program pengembangan kemampuan teknis dan kemampuan profesional karyawan secara berkesinambungan. Pada tahun 2017, GMF juga melaksanakan kegiatan pelatihan berupa *training mandatory* yaitu *training* yang diperlukan berdasarkan fungsi dan cakupan pekerjaan personil yang mendukung pengembangan kompetensi karyawan, antara lain:

- *Fuel Tank Safety*
- *Dangerous Goods Awareness*
- *EASA/CASR/FAR Part 145*
- *EASA Part M for Foreign EASA 145*
- *Electrical Wiring Interconnection System*
- *Human Factors In Aircraft Maintenance*
- *GMF Quality System*
- *Aviation Legislation*
- *General Aircraft Knowledge*
- *Basic Engineering*
- *Basic Inspection*
- *Radio Telephony*
- *Fundamental of Trouble Shooting*
- *Material Handling*

Pada tahun 2017 ini pun mulai dilaksanakan inovasi *training* dengan sistem pembelajaran *online* atau *e-learning*. Pola *training* ini dilaksanakan sebagai bentuk efektifitas juga efisiensi terutama untuk karyawan yang tersebar di seluruh Indonesia dan stasiun lain di dunia. Telah terlaksana 1.100 *event e-learning recurrent training* terkait regulasi dan 219 *event e-learning recurrent training* terkait *technical*.

Sebagai bentuk *capture, store, dan share knowledge*, rutin dilaksanakan *sharing session* di setiap Dinas sebanyak minimal dua *sharing* dan minimal dua artikel yang di *share*. Pada tahun 2017 ini *Knowledge Management Portal* mulai dipergunakan sebagai *Knowledge Resource Center*, dalam rangka penguatan *Knowledge Management*. Pada tahun 2017 sebanyak 1.021 *sharing session* dengan narasumber dari dalam dan luar perusahaan, serta artikel yang di *share* sebanyak 1.310 artikel.

Untuk meningkatkan budaya inovasi, *safety, productivity, efficiency, dan profitability* dilaksanakan GMF AeroAsia *Innovation & Improvement Award (GAIN Award)* tahap kedua dengan total hadiah sebesar Rp300 juta. *GAIN Award* tahap kedua ini merupakan penilaian implementasi selama satu tahun berjalan, dari sembilan inovasi yang menang pada tahun 2016 lalu. Sembilan project inovasi yang dijalankan telah menghasilkan profit bagi GMF sebesar USD253 ribu atau setara dengan Rp3,4 miliar dan penghematan biaya bagi GMF sebesar USD601 ribu atau setara dengan Rp8,2 miliar.

Related to responding to challenges in the MRO business, GMF invests in the development of the human resources by executing technical and professional capacity development programs. In 2017, GMF also held a series of mandatory training programs. They are designed based on the function and scope of work of the personnel and comprised the following materials:

- Fuel Tank Safety
- Dangerous Goods Awareness
- EASA/CASR/FAR Part 145
- EASA Part M for Foreign EASA 145
- Electrical Wiring Interconnection System
- Human Factors In Aircraft Maintenance
- GMF Quality System
- Aviation Legislation
- General Aircraft Knowledge
- Basic Engineering
- Basic Inspection
- Radio Telephony
- Fundamental of Trouble Shooting
- Material Handling

In 2017, the Company also launched an innovative training program, namely an online learning system or e-learning. This training pattern is effective and efficient to cater to the needs for training for employees distributed in many areas in the country and other stations overseas. The Company executed 1,100 e-learning recurrent training events on the regulations and 219 e-learning recurrent training events on technical skills.

To capture, store, and share knowledge, each department is required to hold routine sharing sessions at each department. The minimum number of sessions is two sessions with a minimum of two articles shared. In 2017, the Company launched the use of the Knowledge Management Portal as the Knowledge Resource Center, designed to strengthen Knowledge Management. There were 1,021 sharing sessions held in 2017 inviting speakers from external sources and from the Company. In those sharing sessions, participants discussed and shared 1,310 articles.

To improve the cultures of innovation, safety, productivity, efficiency, and profitability, the Company organized GMF AeroAsia Innovation & Improvement Award (GAIN Award) Phase II with a total prize of Rp300 million. *GAIN Award* Phase II is an assessment of the nine innovations that won in the first phase in 2016 after implemented for one year. The nine projects helped the Company yield profit of USD253 thousand or Rp3.4 billion and save USD601 thousand or Rp8.2 billion in cost.

Selain itu untuk memperkuat kompetensi karyawan di bidang MRO, telah dilaksanakan *Training MRO Finance* sebanyak enam *batch* dan *MRO Management* sebanyak enam *batch* yang semuanya dilaksanakan secara mandiri. Untuk mempersiapkan leader di GMF, telah dilakukan juga *Training Emerging Leadership Program* sebanyak enam *batch* (untuk *Level Manager*) dan *Operational Leadership Program* sebanyak dua *batch* (untuk *Level General Manager*).

Furthermore, to improve the employees' competence in MRO, the Company organized MRO Finance training programs. The six-batch training program, and the six-batch MRO Management programs, were run independently. And, to groom future leaders, the Company ran the Emerging Leadership Program, which lasted for six batches (for the Manager level) and Operational Leadership Program comprising two batches (for the General Manager level).

**GMF Employee Club (GEC) Adakan Training Leadership**



GMF Employees Club (GEC) menyelenggarakan *training Leadership* pada 23-25 Februari 2017 di Cilember, Bogor. *Training* ini diikuti sekitar 100 karyawan yang merupakan perwakilan dari Komisariat GEC Unit. Pelatihan ini diharapkan dapat membentuk integritas dan profesional karyawan untuk memajukan Perusahaan.

*Training Leadership* ini merupakan bagian dari program kerja GEC yang bertujuan membangun karakter kepemimpinan para pengurus dan anggota GEC. Selama tiga hari, para peserta *training* mendapatkan materi dari para pembicara berkompeten diantaranya *Achievement Motivation* dengan tema "Sukses Diri Menuju Sukses Bersama" oleh Jusef J Hilmi, *Leadership Power* dengan tema "*Responsibility Mind*" oleh Direktur Utama GMF Juliandra, dan *Communication & Presentation Skill* oleh Abidurrahman.

GMF Employees Club (GEC) held the Leadership training program on the 23<sup>rd</sup>-25<sup>th</sup> of February 2017 in Cilember, Bogor. Around 100 employees representing the commissary of the GEC unit has participated in this training program. The aim of this program is to develop integrity and professionalism in every employee, in order to support the company's growth.

The Leadership Training program is a program that belongs to the GEC unit, which is dedicated to implant the characters of leadership in every GEC's administrator and members. For 3 days, program participants was receiving materials from reliable resources and correspondents, among others are the Achievement Motivation with the theme of "Self Success towards Together Success" by Jusef J Hilmi, Leadership Power with the theme of "Responsibility Mind" by Mr Juliandra the President Director of GMF and Communication & Presentation Skill by Abidurrahman.

## Membangun Hubungan Industrial yang Harmonis

### Creating a Harmonious Industrial Relationship

Menjaga hubungan baik dengan karyawan menjadi salah satu fokus GMF dalam mengelola perusahaan. Salah satu nilai perusahaan, *Concern for People*, menjadi landasan bagi Manajemen dalam memberikan perhatian lebih terhadap seluruh karyawan. Dalam membangun hubungan industrial yang harmonis, GMF memberikan kebebasan berserikat, berkumpul, dan mengeluarkan pendapat melalui serikat pekerja yang bernama GMF *Employee Club* (GEC). GEC telah resmi tercatat di Dinas Tenaga Kerja Jakarta dengan Nomor Pendaftaran: GMF *Employees Club* (GEC) No.560/226-DKK/OP/Kota TNG/IX/2003, Tanggal 8 September 2003. Kepengurusan GEC tersebar di semua unit kerja GMF dengan nama Dewan Pimpinan Unit (DPU) dan secara keseluruhan kepengurusan terkoordinasi dalam wadah pengurus pusat di Kantor Pusat GMF dengan nama Dewan Pimpinan Pusat (DPP). Dengan aktifnya kepengurusan GEC, selama tahun 2017 tidak terjadi insiden ataupun pengaduan terkait kebebasan berserikat di lingkungan kerja GMF. Hal ini merupakan bukti penerapan kepatuhan GMF terhadap Undang-undang No. 13 Tahun 2003 tentang Ketenagakerjaan sekaligus mematuhi konvensi *International Labour Organization* (ILO) tentang Kebebasan Berserikat dan Perlindungan Hak untuk Berorganisasi. [GRI 103-2, GRI 407-1]

Selanjutnya, pada tanggal 1 Agustus 2017 Manajemen GMF dan GEC menyepakati pembaruan Perjanjian Kerja Bersama (PKB) untuk periode 2017-2019 setelah melalui serangkaian perundingan oleh Tim Pembaruan dengan semangat mengedepankan kesejahteraan karyawan. PKB ini didasarkan pada nilai-nilai Pancasila dan Undang-Undang Dasar Negara Republik Indonesia tahun 1945 yang memuat syarat-syarat kerja serta hak dan kewajiban karyawan. Sampai akhir tahun 2017, seluruh karyawan GMF (100%) telah terlindungi hak-haknya oleh PKB. [GRI 102-41]

PKB yang telah diperbarui ini telah disosialisasikan oleh Tim Pembaruan PKB ke seluruh Dinas dan Unit baik di Cengkareng maupun *oustation* secara bertahap dari bulan September hingga Oktober. Dalam sosialisasi PKB ini, karyawan tidak diberikan cetakan PKB berbentuk buku melainkan dalam bentuk *digital* yang dapat diunduh melalui portal *sharepoint* GMF. Langkah ini dilakukan agar karyawan lebih mudah mengakses PKB kapanpun dan dimanapun melalui ponsel maupun laptop dan komputer. Sosialisasi ini diharapkan memberikan pemahaman tentang isi perjanjian kerja yang telah disepakati antara karyawan yang diwakili oleh GEC dengan Manajemen. Secara formal, di dalam PKB tidak diatur terkait jangka waktu minimum pemberitahuan mengenai perubahan signifikan yang terjadi di GMF. Namun, GMF senantiasa mengakomodir semua

Maintaining a proper and decent relationship with the employee has always been the focus of GMF in running the company. One particular value of the company, the *Concern for People*, has been the groundwork for the management to provide extra attention for every employees. In creating a harmonious industrial relationship, GMF provides employee with the freedom to associate, gather, and expression of their opinions through a trade union called GMF *Employee Club* (GEC). GEC is officially recorded at the Jakarta Manpower service Office with the Registration Number: GMF *Employees Club* (GEC) No.560 / 226-DKK / OP / City TNG / IX / 2003, Date 8th of September 2003. GEC's stewardship is spread throughout all of GMF functional units under the name of Dewan Pimpinan Unit (DPU) and is fully coordinated by the central management in GMF main office under the name of Dewan Pimpinan Pusat (DPP). Since 2017, there has not been any incident nor complaints regarding the freedom of association in GMF working environment. This is a testament of GMF compliance with the Act of Indonesia No. 13 Year 2003, regarding employment issues and simultaneously proving GMF compliance to the convention of *International Labour Organization* (ILO) about the freedom to associate and forming organization. [GRI 103-2, GRI 407-1]

Furthermore, on the 1st of August 2017, after undergoing several discussions with the renewal team and accompanied by the spirit of prioritising the employee welfare, GMF management and GEC has come to an agreement regarding the renewal of the collective labor agreement (CLA) for 2017-2019 This CLA is based on the core values of Pancasila and the 1945 State Constitution of the Republic of Indonesia which contains the terms of employment, the rights and obligations of all employees. Until the end of 2017, all GMF employees (100%) rights are protected by the CLA. [GRI 102-41]

This renewed CLA has been gradually socialised since September until October by the CLA renewal team to all agencies and units in Cengkareng and the outstations. In socialising this CLA, employees were not given a hardcopy of the CLA in the form of books, but a digital form is provided, which they could download through GMF portal *sharepoint*. This step were taken to facilitate the employee in accessing the new CLA through their mobile devices, laptops and computers. This socialisation aims to offer a comprehensive understanding about the content of agreements that have been agreed upon between the employees whom are represented by GEC and the Management. Formally, this CLA do not regulate the minimum time period regarding the announcement of the significant changes that is happening in GMF. However, GMF

bentuk penyampaian informasi Perusahaan kepada karyawan mulai dari media majalah Presisi, *email GMF Highlight, morning briefing*, hingga pertemuan bulanan. Sesuai perkembangan teknologi informasi, GMF juga memanfaatkan media portal sebagai bentuk penyebaran informasi secara *digital*. [GRI 402-1]

Sebagai bentuk pencegahan terjadinya insiden kerja paksa baik di lingkungan internal Perusahaan maupun di lingkungan pemasok, GMF telah mengatur terkait waktu kerja dalam Perjanjian Kerja Bersama Nomor KEP.94/PHIJSK-PK/PKB/VII/2017 Bab IV Hubungan Industrial Pasal 21 tentang Waktu Kerja, Pasal 23 tentang Waktu Kerja Lembur, dan Pasal 25 tentang Waktu Istirahat dan Cuti. Dengan penerapan peraturan tersebut, selama tahun 2017 tidak terjadi insiden kerja paksa yang dialami oleh karyawan GMF. [GRI 103-2, GRI 409-1]

constantly accomodate all forms of informations delivery from the company to the employees via Presisi magazine, GMF highlight emails, morning briefing, and monthly meetings. In accordance with technological development, GMF also utilizes media portals to share informations digitally. [GRI 402-1]

To prevent forced labor in the company's internal environment or the suppliers environment, GMF has a clear regulation in regard of the company's working hours. In the collective labor agreement, No. KEP.94/PHIJSK-PK/PKB/VII/2017 Chapter IV Industrial relations Article 21 regarding working hours, Article 23 regarding overtime, and article 25 regarding time off and leave. With the regulations being implemented, during 2017, there's no incidents of forced labor were experienced by GMF employees. [GRI 103-2, GRI 409-1]

## Sistem Penilaian Kinerja dan Pengembangan Karir Karyawan

### Performance Assessment and Career Development for Employees

Setiap tahunnya, GMF melakukan penilaian kinerja karyawan sebagai bagian dari evaluasi kinerja karyawan. Proses penilaian kinerja karyawan menggunakan Sistem Manajemen Kinerja (*Performance Management System*) yang terdiri dari proses *planning* (*Individual Performance Plan/IPP*), *monitoring* (*Individual Performance Tracking/IPT*), dan *reporting* (*Individual Performance Report/IPR*) melalui *online system* (SAP HCM). Peraturan terkait penilaian kinerja karyawan tercantum dalam Perjanjian Kerja Bersama Nomor KEP.94/PHIJSK-PK/PKB/VII/2017 Bab III Pengembangan SDM Pasal 12 tentang Penilaian Kinerja Karyawan/Pegawai. Pada tahun 2017, GMF telah melaksanakan dua kali penilaian kinerja terhadap 4.653 karyawan tetap (100%) yang menjadi dasar dalam perolehan insentif serta *annual increment* karyawan. [GRI 103-2, GRI 404-3]

Hasil penilaian kinerja karyawan tersebut, menjadi salah satu aspek dasar untuk pengembangan karir karyawan. Pengembangan karir ini dilaksanakan melalui *People Review* semua jabatan struktural untuk memastikan bahwa seluruh pemangku jabatan kompeten dan sesuai pada bidangnya, serta membekali dan memastikan semua informasi jabatan yang berhubungan dengan bidang dan perannya dikuasai/dipahami dan dilaksanakan dengan baik dan benar. Proses pengembangan karir karyawan telah tercantum dalam Perjanjian Kerja Bersama Nomor KEP.94/PHIJSK-PK/PKB/VII/2017 Bab III Pengembangan SDM Pasal 16 tentang Pengelolaan Karier Karyawan/Pegawai. Pada tahun 2017, GMF telah melaksanakan promosi terhadap 608 karyawan yang terdiri dari 569 karyawan laki-laki dan 39 karyawan wanita untuk level *Vice President* sebanyak 2 orang, level *General Manager* sebanyak 19 orang, dan level *Manager* sebanyak 57 orang. [GRI 103-2, GRI 404-3]

GMF always conduct an annual Performance Assessment as a form of evaluation for the employees. Through the online system (SAP HCM) this process utilizes the Performance Management System, which consists of Individual Performance Plan (IPP), Individual Performance Tracking (IPT), and Individual Performance Report (IPR). The regulations regulating the appraisal of employee performance are recorded in the Joint Working Agreement No. KEP.94 / PHIJSK-PK / PKB / VII / 2017 Chapter III Human Resources Development Article 12 on Employee Performance Appraisal. In 2017, GMF has conducted two times performance appraisals of 4,653 permanent employees (100%) on which this appraisal has become a consideration for incentives and employee's annual increment. [GRI 103-2, GRI 404-3]

The employee's Performance Appraisal is one of the basic aspect considered for the company employee's career development. This career development is carried out through People Review of all structural positions to ensure that all stakeholders are competent and appropriate in their respective fields, and ensuring all informations related to their respective fields are mastered and properly implemented. The process of Career Development has been listed in the Collective Labor Agreement No. KEP.94 / PHIJSK-PK / PKB / VII / 2017 Chapter III Human Resource Development Article 16 concerning Employee / Employee Career Management. In 2017, GMF has promoted 608 employees which consists of 569 male employees and 39 female employees, 2 people are promoted to Vice President, 19 people are promoted to General Manager and 57 people are promoted to Manager. [GRI 103-2, GRI 404-3]



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Persentase Pengembangan Karir Karyawan Tahun 2017 [GRI 404-3]  
Percentage of Employee Career Development by 2017 [GRI 404-3]

Keterangan Description	Jumlah Karyawan GMF Number of GMF Employees	Karyawan yang Mendapat Pengembangan Karir Employees who Obtained Career Development			
		Rotasi Rotation	%	Promosi Promotion	%
<b>Jenis kelamin</b> Gender					
Laki-laki Male	4.229	441	10,43%	569	13,45%
Wanita Female	424	31	7,31%	39	9,20%
Jumlah Total	4.653	472	10,14%	608	13,07%
<b>Kategori Karyawan</b> Employee Category					
Vice President	23	7	30,43%	2	8,70%
General Manager	130	43	33,08%	19	14,62%
Manager	359	78	21,73%	57	15,88%
Staff	4.141	472	11,39%	569	13,74%
Jumlah Total	4.653	600	12,89%	647	13,90%

## Sistem Remunerasi dan Kesejahteraan Karyawan

### Employee Remuneration and Welfare Systems

Karyawan merupakan aset perusahaan yang harus diberdayakan sebaik mungkin agar mampu berkembang secara optimal. Salah satu upaya menciptakan kondisi ini adalah dengan memberikan kompensasi yang memuaskan sehingga prestasi kerja, motivasi, dan kepuasan kerja meningkat. Kesejahteraan karyawan menjadi *concern* GMF karena peran sumber daya manusia dalam bisnis perusahaan sangat signifikan. Sejalan dengan visi GMF menjadi *Top 10 MRO in the World* dengan *revenue* USD 1 miliar, upaya mewujudkan visi ini harus tercermin dari kesejahteraan sumber daya manusianya. Karena itu, peningkatan kesejahteraan tidak hanya dilakukan melalui *salary*, insentif, namun juga melalui benefit lainnya yang diberikan perusahaan seperti yang berhubungan dengan investasi dan pengelolaan keuangan. Sistem remunerasi dan kesejahteraan karyawan telah diatur dalam Perjanjian Kerja Bersama Nomor KEP.94/PHIJSK-PK/PKB/VII/2017 Bab VI tentang Imbal Jasa.

Employees are company assets that must be empowered as best as possible in order to develop optimally. One possible effort to ensure this is to provide satisfactory compensation in order to improve motivation and job performance and satisfaction. Employee welfare is a concern of GMF because the role of human resources in its business activities is very significant. In line with GMF's vision of becoming one of the Top 10 MRO in the World with \$1 billion in revenue, efforts to realize this vision must be reflected in the well-being of its human resources. Therefore, welfare improvements consist not only of salary raises and incentives, but also through other benefits provided by companies such as those related to investments and financial management. Employee remuneration and welfare systems are regulated in the Collective Labor Agreement No. KEP.94 / PHIJSK-PK / PKB / VII / 2017 Chapter VI on Returns on Services.

Tumbuhkan Minat Investasi, GMF Gelar *Investment Week* Growing Investment Interest, GMF Holds *Investment Week*



Untuk menumbuhkan minat berinvestasi dan pemahaman *financial planning*, GMF mengadakan *GMF Investment Week* (GIW) 2017 pada 2-6 Oktober 2017. Kegiatan yang diselenggarakan di area terbuka depan *Workshop 2* ini memamerkan berbagai produk investasi dan produk perbankan, perumahan, apartemen, kendaraan bermotor, emas, hingga saham. Di acara ini, GMF juga meluncurkan *GMF Eazy Home* dan *Eazy Car* untuk memberi kemudahan bagi karyawan dalam memiliki properti dan kendaraan bermotor. Program ini dijalankan melalui kerjasama antara GMF dengan Bank BNI, Bank BNI Syariah, Bank Mandiri, Bank BRI, Bank BTN, dan Bank Mantap (Mandiri Taspen Pos).

Menurut Mochamad Amin Amsyah-*Human Resource Specialist*, melalui *GMF Eazy Home* dan *Eazy Car*, karyawan bisa memiliki rumah, apartemen, ruko, motor, dan mobil dengan syarat yang mudah, proses cepat dan skema angsuran yang khusus. Skema khusus ini merupakan benefit bagi karyawan GMF, karena berbeda dengan skema yang ditawarkan kepada nasabah umum lainnya. Setiap bank rekanan, punya promosi yang berbeda-beda. Di antara bank rekanan ada yang menawarkan KPR (Kredit Kepemilikan Rumah) tanpa DP, ada juga dengan DP 5%, *free biaya provisi/ administrasi* dan promo menarik lainnya.

Program ini diharapkan dapat menumbuhkan budaya investasi sekaligus memenuhi kebutuhan karyawan. Apalagi lebih dari 50% karyawan GMF merupakan insan muda yang diharapkan bijak dalam mengelola penghasilannya supaya kehidupannya makin sejahtera. Dengan program ini, karyawan bisa memiliki aset sehingga tidak habis untuk belanja konsumtif saja. Selain pembiayaan rumah dan kendaraan, karyawan juga bisa membeli emas dengan cara cicil atau menambah jumlah kepemilikan saham GMF. Di GIW 2017 juga terdapat *talk show* tentang seluk beluk investasi. *Talk show* ini diharapkan menambah wawasan tentang investasi, sehingga karyawan bisa melakukan investasi secara tepat dan sesuai kebutuhan. Direktur Utama GMF-Iwan Joeniarto mengatakan, kegiatan GIW 2017 ini merupakan bentuk kepedulian manajemen dalam mewujudkan kesejahteraan karyawan dan sebagai bentuk implementasi dari nilai *Concern for People*.

In order to foster interest in investing and understanding of financial planning, GMF held the *GMF Investment Week* (GIW) 2017 on October 2-6, 2017. Activities held in the open area of *Workshop 2* showcased various investment and banking products such as housing, apartments, motor vehicles, gold and stocks, followed by a talk show about the ins and outs of investment. In this event, GMF also launched *GMF Eazy Home* and *Eazy Car* as conveniences for employees that own property and motor vehicles. This program was jointly run by GMF AeroAsia and Bank BNI, Bank BNI Syariah, Bank Mandiri, Bank BRI, Bank BTN, and Bank Mantap (Mandiri Taspen Pos).

According to Mochamad Amin Amsyah – *Human Resource Specialist*, *GMF Eazy Home* and *Eazy Car* allows employees to own homes, apartments, shophouses, motorcycles and cars on convenient terms with fast processing times and special installment schemes. The offerings benefit GMF employees and differ from those offered to general customers. Each partnered bank has different promotions. Among the existing partner banks there are those which offer mortgages without DP (down payment), those with a DP of 5%, free provision/administration fees and other attractive promos.

The program is expected to foster an investment culture while meeting the needs of employees. Moreover, more than 50% of GMF employees are young people who are expected to be wise in managing their income in order to lead prosperous lives. With this program, employees can have assets so as to not run out of funds from consumptive shopping. In addition to home and vehicle financing, employees can also buy gold in installments or increase the amount of owned GMF shares.



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## Kesetaraan Remunerasi Karyawan Laki-Laki dan Wanita

GMF menerapkan prinsip kesetaraan dalam pemberian remunerasi dan kesejahteraan karyawan dengan tidak membedakan berdasarkan jenis kelamin, melainkan berdasarkan jenjang jabatan, kinerja, masa kerja, dan hasil penilaian kinerja individu. GMF juga telah melakukan skema baru untuk *Salary Structure* dan *Salary Range* berdasarkan *Salary Survey* yang dilakukan oleh pihak eksternal dengan melakukan benchmark dengan perusahaan lain. GMF memastikan sistem remunerasi Perusahaan telah sesuai dengan Peraturan Perusahaan dan ketentuan perundang-undangan yang berlaku. [GRI 103-2, GRI 405-2]

## Perbedaan Komponen Remunerasi Berdasarkan Status Kepegawaian

Berdasarkan status kepegawaian, GMF memberikan komponen remunerasi/fasilitas yang lebih unggul terhadap karyawan tetap, namun tetap memastikan bahwa karyawan tidak tetap juga diberikan remunerasi yang telah sesuai dengan peraturan yang berlaku. Perbedaan komponen remunerasi/fasilitas antara karyawan tetap dan tidak tetap yaitu sebagai berikut: [GRI 401-2]

Komponen remunerasi/fasilitas Berdasarkan Status Kepegawaian [GRI 401-2]  
Components of remuneration/facilities Based on the Status of Personnel [GRI 401-2]

No	Jenis Remunerasi/Fasilitas Type of Remuneration/Facility	Karyawan Tetap Permanent Employee	Karyawan Tidak Tetap (PKWT) Temporary Employee (PKWT)
1	Gaji Pokok Basic Salary	v	v
2	Insentif Incentives	v	v
<b>Tunjangan Subsidy</b>			
1	Tunjangan Lisensi Perawatan Pesawat Terbang Aircraft Maintenance License Support Allowance	v	v
2	Tunjangan Produktifitas Lisensi Productivity License Allowance	v	v
3	Tunjangan Tengah Tahun Mid Year Allowance	v	v
4	Tunjangan Hari Raya Holiday Allowance	v	v
5	Tunjangan Jabatan Struktural Position Allowance	v	v
6	Tunjangan Pajak Tax Benefit	v	v
7	Tunjangan Kemahalan Expenses Allowance	v	v

## Equal Remuneration of Men and Women Employees

GMF applies the principle of equality in the remuneration and welfare of employees by not differentiating by sex, but based on level of position, performance, employment and individual performance appraisal results. GMF has also implemented a new scheme for Salary Structure and Salary Range based on Salary Surveys conducted by external parties by benchmarking with other companies. GMF ensures that the company's remuneration system complies with Company Regulations and the prevailing laws and regulations. [GRI 103-2, GRI 405-2]

## Differences in Remuneration Based on Employment Status

GMF provides remuneration components/facilities based on employment status, with permanent employees receiving superior benefits, while also ensuring that temporary employees are also provided with remuneration in accordance with applicable regulations. The differences in the remuneration components/facilities between permanent and temporary employees are as follows: [GRI 401-2]

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Prioritizing Health and Safety Culture

Mengutamakan Kepuasan Pelanggan  
Prioritizing Customer Satisfaction

Dukungan Berkelanjutan Bagi Masyarakat  
Continued Support for Community

Referensi Silang *Disclosure* GRI Standards  
GRI Standards Disclosure Cross Reference

No	Jenis Remunerasi/Fasilitas Type of Remuneration/Facility	Karyawan Tetap Permanent Employee	Karyawan Tidak Tetap (PKWT) Temporary Employee (PKWT)
8	Bantuan Istirahat Tahunan Annual Leave Support	v	-
9	Uang Perjalanan Dinas Official Travel Money	v	v
10	Upah Kerja Lembur Overtime Wages	v	v
11	Bantuan Uang Transport Khusus Special Transport Assistance	v	v
12	Tunjangan Kerja Shift Shift Work Bonus	v	v
<b>Fasilitas/Benefit Benefit</b>			
1	Pakaian Seragam dan/atau Pakaian Kerja Uniforms and/or Workwear	v	v
2	Tiket Konsesi Pesawat Terbang Aircraft Concession Tickets	v	-
3	Asuransi Tenaga Kerja Labor Insurance	v	v
4	Asuransi Kesehatan untuk Karyawan dan Keluarga Employee Family Health Insurance	v	v
5	Fasilitas Mutasi (Uang Pindah, Perumahan/ Penggantian Perumahan) Mutation Facilities (Housing/ Replacement Housing, Moving Fees)	v	v
6	Bantuan Kacamata Eyewear Assistance	v	-
7	Iuran Dana Kesehatan Pensiun Pension Health Fund Contributions	v	-
8	Program Kemudahan ( <i>Soft Loan</i> ) Ibadah Umroh/ Pilgrim Support Program ( <i>Soft Loans</i> ) for Umroh/Pilgrim Worship	v	-
9	Bantuan Kepemilikan Kendaraan (COP) Vehicle Ownership Assistance (COP)	v	-
10	Apresiasi Momen Khusus Pegawai (Pernikahan, Kelahiran Anak, dan Ulang Tahun Pernikahan) Appreciation of Special Moments for Employees (Marriage, Child Birth, and Wedding Anniversary)	v	v
<b>Cuti Leave</b>			
1	Cuti Tahunan Annual Leave	v	v
2	Cuti Istimewa Special Leave	v	v
3	Cuti Sakit Sick Leave	v	v
4	Cuti Diluar Tanggungan Independent Leave	v	-
5	Cuti Ibadah Worship Leave	v	-
<b>Lain-Lain Miscellaneous</b>			
1	Iuran Pasti (Pensiun) Fixed Benefits (Pension)	v	-
2	Penghargaan Masa Bakti 10, 20, 30, dan 35 Tahun Service Period Rewards for 10, 20, 30, and 35 Years	v	-
3	Bantuan Duka Cita Relief for Grief	v	v

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## Kepatuhan terhadap Upah Minimum

GMF memastikan bahwa gaji yang diterima karyawan golongan terendah Perusahaan baik karyawan laki-laki maupun wanita di seluruh wilayah kerja Perusahaan berada di atas standar upah minimum yang ditentukan oleh Kementerian Tenaga Kerja dan Transmigrasi Republik Indonesia Nomor 7 Tahun 2013 tentang Upah Minimum. [GRI 103-2]

## Adherence to Minimum Wage

GMF ensures that the salaries of the company's most basic of employees throughout all areas of work are above the minimum wage standards set by the Ministry of Manpower and Transmigration Number 7 of 2013 on Minimum Wage. [GRI 103-2]

Perbandingan Gaji Karyawan Golongan Terendah GMF Dengan Upah Minimum [GRI 202-1]  
Comparison of GMF Basic Payroll Employee Salary Against Minimum Wage [GRI 202-1]

No	Wilayah Unit Bisnis Business Unit Area	Gaji Karyawan Golongan Terendah (Rp) Basic Employee Salary (Rp)	Upah Minimum (Rp) Minimum Wage (Rp)	Rasio Gaji Karyawan Golongan Terendah Dibandingkan Upah Minimum Ratio of Basic Employee Salary Compared to the Minimum Wage
1	Jakarta	4.000.000	3.355.750	1,19
2	Denpasar	4.000.000	1.956.727	2,04
3	Surabaya	4.000.000	1.388.000	2,88
4	Medan	4.000.000	1.961.354	2,04
5	Makasar	4.000.000	2.435.625	1,64
6	Daerah Lainnya Other Area	4.000.000	-	-
<b>Rata-rata Average</b>				<b>1,96</b>

## Fasilitas Cuti Melahirkan

GMF memberikan fasilitas cuti melahirkan bagi karyawan wanita untuk mengambil istirahat sebelum dan setelah melahirkan (*maternity leave*) selama maksimum tiga bulan. Hal ini telah diatur dalam Perjanjian Kerja Bersama Nomor KEP.94/PHIJSK-PK/PKB/VII/2017 Bab IV Hubungan Industrial Pasal 27 tentang Cuti Khusus Karyawati. GMF juga memberikan ijin meninggalkan pekerjaan selama dua hari kepada karyawan laki-laki apabila istrinya melahirkan (*paternity leave*). Selama tahun 2017, sebanyak 38 karyawan wanita menggunakan hak *maternity leave* dan 238 karyawan pria menggunakan hak *paternity leave*. GMF juga memberikan jaminan kepada karyawan yang telah selesai menjalani cuti melahirkan untuk bekerja kembali sesuai posisi semula. Sehingga pada tahun 2017, seluruh karyawan wanita (100%) kembali bekerja setelah masa cuti melahirkan selesai. [GRI 103-2, GRI 401-3]

## Maternity Leave Facilities

GMF provides maternity leave facilities for female employees, allowing them to take some time off before and after delivery up to a maximum of three months. This is in accordance with the regulations set in the Collective Labor Agreement No. KEP.94/PHIJSK-PK/PKB/VII/2017 Chapter IV Industrial Relations Article 27 on special leave for employees. GMF also grants a two-day leave of employment to male employees if their wife gives birth (*paternity leave*). During 2017, as many as 38 female employees exercised their maternity leave rights and 238 male employees exercised their paternity leave rights. GMF also provides guarantees of their original positions in the company to employees who have completed their maternity leave, such that in 2017, all female employees returned to continue working even after completing their maternity leave. [GRI 103-2, GRI 401-3]



## Program Pensiun

GMF memberikan manfaat pensiun kepada karyawan yang telah mencapai batas usia pensiun normal yaitu 56 tahun. GMF mempercayakan pengelolaan dana pensiun karyawan kepada Dana Pensiun Garuda Indonesia (DPGA). Skema pembayaran iuran pasti dipotong melalui gaji karyawan sebesar 2% dan dari Perusahaan 6%. Dana tersebut akan dikembangkan dan dikembalikan kepada karyawan dengan pola pengambilan sekaligus atau bulanan ketika karyawan menyatakan berhenti. Hal ini telah diatur dalam Perjanjian Kerja Bersama Nomor KEP.94/PHIJSK-PK/PKB/VII/2017 Bab VI Imbal Jasa Pasal 78 tentang iuran. Sejak tahun 2015, GMF juga mengikutkan karyawan pada program Jaminan Pensiun (JP) dari BPJS Ketenagakerjaan yang iurannya 2% dari Perusahaan dan 1% dipotong dari gaji karyawan. Batas paling tinggi upah yang digunakan sebagai dasar perhitungan oleh BPJS Ketenagakerjaan adalah sebesar Rp7 juta. [GRI 103-2, GRI 201-3]

Selama tahun 2017, sebanyak 94 karyawan GMF memasuki masa pensiun normal. Total iuran yang dibayarkan ke Dana Pensiun Garuda Indonesia dalam periode Januari – Desember 2017 adalah Rp39.048 juta yang terdiri dari iuran karyawan sebesar Rp10.124,53 juta dan iuran Perusahaan sebesar Rp28.923,59 juta. [GRI 201-3]

GMF juga memberikan Program Pembekalan Pensiun yaitu program yang diberikan kepada karyawan untuk mempersiapkan diri menjelang pensiun dalam kurun waktu lima tahun sebelum pensiun. Program pembekalan terdiri dari pembekalan psikologis, perencanaan keuangan pensiunan, kesehatan pada saat pensiun, dan pelatihan kewirausahaan. [GRI 404-2]

## Survei Efektivitas Karyawan [GRI 103-3] Employee Effectiveness Survey [GRI 103-3]

Pada tahun 2017, GMF kembali melakukan survei efektivitas karyawan (*Employee Effectiveness Survey/EES*) untuk mengetahui tingkat produktivitas, loyalitas, dan keterikatan karyawan. EES menjadi alat diagnostik bagi Manajemen untuk mendesain program dan strategi inisiatif terkait *engagement* dan *enablement* yang akan berpengaruh pada kinerja perusahaan. Dengan membaiknya *engagement* dan *enablement*, maka efektivitas karyawan semakin baik yang berdampak terhadap produktivitas dan kinerja.

## Pension Plan

GMF provides pension benefits to employees who have reached the average retirement age of 56 years. GMF entrusts the management of employee pension funds to the Garuda Indonesia Pension Fund (DPGA). The fixed benefits payment scheme is consisted of 2% of the employees' salary and 6% of the company's own contribution. The funds will be developed and returned to the employee all at once or through monthly allotments at time of retirement. This is regulated in the Collective Labor Agreement No.KEP.94/PHIJSK-PK/PKB/VII/2017 Chapter VI Imbal of Article 78 concerning benefits. Since 2015, GMF has also included employees on the pension program (JP) by BPJS Employment which consists of 2% of company contributions and 1% of employee salaries. The upper limit of wages used for the BPJS Employment program amounts to Rp 7 million. [GRI 103-2, GRI 201-3]

During 2017, as many as 94 GMF employees entered retirement. The total number of contributions paid to the Garuda Indonesia Pension Fund in the period of January – December 2017 amounted to Rp 39,048 million, consisting of employee contributions amounting to Rp10,124.53 million and company contributions of Rp28,923.59 million. [GRI 201-3]

GMF also provides a retirement program, which is offered to employees who are preparing to retire within five years. The retirement program consists of psychological debriefing, financial planning, retirement health and entrepreneurship training. [GRI 404-2]

In 2017, GMF conducted an Employee Effectiveness Survey to determine the level of productivity, loyalty and employee engagement. EES is a diagnostic tool for management to design programs and initiative strategies related to engagement and enablement that will affect the company's performance. With improved engagement and enablement, the effectiveness of employee productivity and performance will increase.

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Survei ini dilaksanakan pada tanggal 3-13 April 2017 dengan metode survei menggunakan sistem *online* dan *paper based* dengan melibatkan 1.700 karyawan sebagai responden. Survei ini dilaksanakan setiap dua tahun sekali dan sudah dilaksanakan sejak tahun 2011. Survei ini terdiri dari dua aspek penilaian, yaitu *Employee Engagement Index* dan *Employee Enablement Index*. Untuk aspek penilaian *Employee Engagement Index* terdiri dari enam dimensi yaitu *Clear and Promising Direction, Confidence in Leaders, Quality and Customer Focus, Respect and Recognition, Development Opportunities, Pay and Benefit*. Sedangkan aspek penilaian *Employee Enablement Index* terdiri dari enam dimensi yaitu *Performance Management, Authority and Empowerment, Resources, Training, Collaboration, dan Work Structure and Process*.

The survey was conducted on April 3-13, 2017 with online and paper based survey systems involving 1,700 company employees as respondents. This survey is conducted every two years and has been implemented since 2011. This survey consists of two aspects of assessment, namely the Employee Engagement Index and Employee Enablement Index. The Employee Engagement Index consists of six dimensions: Clear and Promising Direction, Confidence in Leaders, Quality and Customer Focus, Respect and Recognition, Development Opportunities, Pay and Benefit. While the assessment of the Employee Enablement Index consists of Performance Management, Authority and Empowerment, Resources, Training, Collaboration and Work Structure and Process.

## Employee Effectiveness Framework



Hasil *Employee Effectiveness Survey* (%) Results of *Employee Effectiveness Survey*(%)

	2011	2013	2015	2017
<i>Employee Effectiveness Index</i>	75,76	74,70	71*	74,5*

\*Hasil ini merupakan gabungan antara *Employee Engagement Index* dan *Employee Enablement Index*  
\*These results are a result of the combination of the *Employee Engagement Index* and the *Employee Enablement Index*

Hasil survei menunjukkan bahwa skor *Employee Effectiveness* GMF adalah 74,5% yang mengalami peningkatan dari tahun 2015 yaitu sebesar 71%. Angka ini diperoleh dari gabungan antara *Employee Engagement Index* sebesar 76% dan *Employee Enablement Index* sebesar 73%. Pencapaian skor *Employee Effectiveness* Survei GMF ini lebih tinggi dari rata-rata perusahaan di Indonesia yaitu sebesar 71%. Peningkatan hasil survei ini menunjukkan semakin besar produktivitas karyawan saat bekerja yang menandakan semakin baiknya Perusahaan dalam mengelola sumber daya manusia (karyawan).

Sebagai perbaikan berkelanjutan, GMF melakukan tindak lanjut dari hasil survei tersebut dengan melakukan *workshop* penyusunan *Intervention Program* periode 2017 yang dijalankan dan dievaluasi bersama-sama oleh Komite SDM Dinas dan *Human Capital*. *Intervention Program* tersebut dilaksanakan mulai bulan Agustus 2017 sampai dengan Desember 2018, sebagai bahan perbaikan dalam *Employee Effectiveness Survey* pada tahun 2019.

The survey result shows that the employee Effectiveness scores of GMF in 2017 are at 74.5%, which is an increase from 2015 at 71%. This figure is obtained from a combined *Employee Engagement Index* of 76% and an *Employee Enablement Index* of 73%. The *Employee Effectiveness Survey* results for GMF are higher than the average of companies in Indonesia which lies around the 71% mark. These results show that the employee productivity at work has improved, indicating better management of human resources.

With the goal of further improvement, GMF followed up on the survey results by holding a workshop on the preparation of the *Intervention Program* for the period of 2017 which was evaluated and run jointly by the Human Resources and Human Capital Committee. The *Intervention Program* ran from August 2017 to December 2018, as a means of improvement for the *Employee Effectiveness Survey* in 2019.

## Mekanisme Penanganan Pengaduan Karyawan

### Handling of Employee Complaints

Dalam rangka menciptakan pengelolaan dan hubungan yang baik dengan karyawan, GMF telah menyediakan sarana penanganan pengaduan karyawan untuk menyampaikan informasi mengenai keluhan yang terjadi. Hal ini telah diatur dalam Perjanjian Kerja Bersama Nomor KEP.94/PHIJSK-PK/PKB/VII/2017 Bab V Ketentuan Disiplin Karyawan/Pegawai Pasal 54 Jenis Keluh Kesah dan Pasal 55 tentang Tata Cara Penanganan Keluh Kesah Karyawan/Pegawai. Di dalam pasal tersebut disebutkan bahwa keluh kesah karyawan dapat dikelompokkan dalam dua jenis, yaitu:

- Keluh kesah yang tidak terkait dengan hubungan industrial, misalnya masalah keluarga, kepentingan pribadi dengan pihak lain dan hubungan antar karyawan.
- Keluh kesah yang terkait dengan hubungan industrial, yaitu keluh kesah yang terkait dengan pelaksanaan syarat-syarat kerja, pelaksanaan norma kerja, hubungan kerja antara Perusahaan dengan Karyawan dan kondisi kerja di Perusahaan.

In order to maintain good management and relations with employees, GMF provides a means of conveying employee complaints for swift and efficient handling. This matter is regulated in Collective Work Agreement No.KEP.94/PHIJSK-PK/PKB/VII/2017 Chapter V Provisions of Employee Discipline/Employee Article 54 Complaint Types and Article 55 on Procedures for Handling Complaints of Employees. The article mentions that employee complaints can be grouped into two categories, namely:

- Complaints that are not related to industrial relations, such as family issues, personal interests with other parties and relationships among employees.
- Complaints related to industrial relations, namely complaints related to the implementation of the terms of employment, the implementation of work norms, the working relationship between the company and employees and working conditions in the company.

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Untuk menangani keluhan kesah yang terkait dengan hubungan industrial, karyawan dapat menulis keluhan kesahnya pada formulir yang tersedia. Penanganan/penyelesaian keluhan kesah dilakukan secara bertahap yaitu: [GRI 103-3]

To deal with complaints related to industrial relations, employees may write their complaints on the available forms. Handling/settlement of the complaints are done through a step-by-step protocol in this manner: [GRI 103-3]

Mekanisme Penanganan Pengaduan Karyawan Handling of Employee Complaint Mechanism



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Managing Human Resources to Create Great People

Penerapan Budaya Keselamatan dan Kesehatan Kerja  
Prioritizing Health and Safety Culture

Mengutamakan Kepuasan Pelanggan  
Prioritizing Customer Satisfaction

Dukungan Berkelanjutan Bagi Masyarakat  
Continued Support for Community

Referensi Silang *Disclosure* GRI Standards  
GRI Standards Disclosure Cross Reference

Pada tahun 2017, GMF sudah meresmikan sistem pelaporan kejadian secara *online* yang dapat diakses karyawan GMF maupun karyawan pihak ketiga. Dari aspek *Quality Assurance*, rencananya dikembangkan aplikasi agar proses audit lebih efektif dan lebih akurat dalam pelaporannya. Adapun dari aspek *Quality Control* akan diresmikan *Mobile Apps Surveillance Report* yang terintegrasi langsung dengan *SWIFT System*. [GRI 103-2]

Dengan pengelolaan yang baik terhadap praktik ketenagakerjaan dan hubungan industrial Perusahaan, selama tahun 2017 tidak terdapat pengaduan terkait ketenagakerjaan dan tidak terdapat insiden pelanggaran hak asasi manusia termasuk insiden diskriminasi yang terjadi lingkungan Perusahaan. [GRI 406-1]

In 2017, GMF launched an online event reporting system that can be accessed by GMF and third party employees. From a *Quality Assurance* perspective, the plan was developed to make the audit process more streamlined and effective in terms of reporting. As for the aspects of *Quality Control*, a *Mobile Apps Surveillance Report* that is directly integrated with the *SWIFT System* is set to be launched. [GRI 103-2]

With good management of the company's employment and industrial relations practices, there have been no employment-related complaints in 2017 and no incidents of human rights violations including incidents of discrimination within the company environment. [GRI 406-1]



# 07

## Penerapan Budaya Keselamatan dan Kesehatan Kerja

Prioritizing Health and  
Safety Culture



Pengelolaan Sumber Daya Manusia Untuk Menciptakan *Great People*  
Managing Human Resources to Create Great People

Penerapan Budaya Keselamatan dan Kesehatan Kerja  
Prioritizing Health and Safety Culture

Mengutamakan Kepuasan Pelanggan  
Prioritizing Customer Satisfaction

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Continued Support for Community

Referensi Silang *Disclosure* GRI Standards  
GRI Standards Disclosure Cross Reference



## Penerapan Budaya Keselamatan dan Kesehatan Kerja

### Prioritizing Health and Safety Culture

GMF berkomitmen untuk dapat menyediakan tempat kerja yang aman, nyaman, dan sehat bagi seluruh karyawan Perusahaan guna mencegah risiko kecelakaan dan penyakit akibat kerja sehingga karyawan dapat menjalankan tugasnya secara aman dan produktif

GMF is committed to provide work conditions that are safe, comfortable, and healthy for all employees in order to prevent work-related accidents and illnesses so as to enable employees to do their work safely and productively



Dalam industri penerbangan, aspek keselamatan dan kesehatan kerja (K3) merupakan prioritas yang harus diutamakan. Untuk itu, GMF menjadikan aspek K3 sebagai kunci keberhasilan bisnis karena pentingnya K3 di dunia penerbangan. Dengan penerapan K3 yang kuat dapat menciptakan lingkungan organisasi yang peduli pada keamanan dan keselamatan. Perusahaan berharap melalui implementasi budaya K3 yang kuat dan tumbuh dengan baik, maka setiap karyawan akan taat pada prosedur dalam menjalankan pekerjaannya. Sehingga angka kecelakaan akibat kerja dapat dikurangi dan karyawan dapat menjalankan tugasnya secara aman dan produktif.

In the aviation industry, the health and safety aspect (K3) is a main priority. Therefore, GMF puts health and safety aspect as part of its key success factor given the importance of this aspect in this sector. A rigorous implementation of the health and safety procedure will create an environment that puts high concern on the security and safety. The Company believes, with the growing adoption of health and safety culture, every employee will comply with the appropriate procedure of conducting their work. Therefore, the number of accidents can be reduced and employees can do their work in a safe and productive manner.

## Kebijakan Pengelolaan Keselamatan dan Kesehatan Kerja [GRI 103-2]

The Policy on the Management of Work-related Health and Safety [GRI 103-2]

GMF telah melakukan pengelolaan K3 dengan mengacu pada Undang-Undang Nomor 13 tahun 2013 tentang Ketenagakerjaan, Undang-Undang Nomor 1 tahun 1970 tentang Keselamatan Kerja, serta Peraturan Pemerintah Republik Indonesia Nomor 50 tahun 2012 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja.

GMF managed the health and safety aspect in the organization based on the Indonesian Law (UU) Number 13 in the year 2013 regarding employment, Indonesian Law Number 1 in the year 1970 regarding work safety, and Indonesian Government Regulation (PP) Number 50 in the year 2012 regarding work-related health and safety management system.

Selain itu, GMF juga telah memiliki kebijakan sendiri terkait pengelolaan K3 yang tertuang dalam Perjanjian Kerja Bersama periode 2015-2017, *Health, Safety, and Environment Policy* (HSE Policy), Sistem Manajemen Kesehatan dan Keselamatan Kerja yang tertuang dalam *Health, Safety, and Environment Management Manual* serta beberapa prosedur terkait K3 dan formulir penunjangnya.

Other than that, GMF has its own policy on the management of health and safety aspect as stated in the collective labour agreement for the period of 2015-2017, *Health, Safety, and Environment Policy* (HSE Policy), health and safety management system as stated in the Occupational Safety and Health Manual, as well as several other procedures related to health and safety, and other supporting forms.

## Topik Keselamatan dan Kesehatan Kerja dalam Perjanjian Kerja Bersama Health and Safety topic in the Collective Labour Agreement

Kebijakan terkait K3 juga diatur dalam Perjanjian Kerja Bersama (PKB) yaitu pada bab keselamatan dan kesehatan kerja pasal 21, 23, 61, dan 76, yang diantaranya mengatur tentang waktu kerja, waktu kerja lembur, penghasilan pada masa sakit, dan fasilitas kesejahteraan. Topik K3 yang tercantum dalam PKB terdapat empat pasal dari 86 pasal atau 4,65% dari keseluruhan topik yang tercakup dalam PKB.

The health and safety policy is specified in the Collective Labour agreement (PKB), in the chapter on health and safety, specifically in Article 21, 23, 61, and 76 that regulate work hours, overtime, income during extended sick leave, and welfare facilities. Health and safety topics that are stated in the agreement comprise of four out of total of 86 articles in the agreement, or equal to 4.65% of the overall content of the agreement.



Penerapan Budaya Keselamatan dan Kesehatan Kerja **Prioritizing the Culture of Health and Safety**

Topik K3 dalam PKB [GRI 403-4] **Health and Safety Topics in the Collective Labour Agreement [GRI 403-4]**

Topik K3 Health and safety topic	Pasal Dalam PKB Article number in the agreement	Uraian Dalam PKB Description in the agreement
Waktu Kerja  Work hours	Pasal 21  Article 21	Waktu Kerja Karyawan atau Pegawai adalah: 1. Tujuh jam dalam satu hari dan 40 jam dalam satu minggu untuk enam hari kerja dalam satu minggu; atau 2. Delapan jam dalam satu hari dan 40 jam dalam satu minggu untuk lima hari kerja dalam satu minggu  Work hours for employees are specified as follows: 1. Seven hours in one day and 40 hours in one week for six days of work in one week; or 2. Eight hours in one day and 40 hours in one week for five days of work in one week.
Waktu Kerja Lembur  Overtime	Pasal 23  Article 23	Waktu kerja lembur sebagaimana dimaksud hanya dapat dilakukan paling banyak tiga jam dalam satu hari dan 14 jam dalam satu minggu tetapi tidak termasuk kerja lembur yang dilakukan pada waktu istirahat mingguan atau hari libur resmi.  The maximum limit of overtime in one day is three hours and 14 hours in one week, but not including overtime during weekly free time or during public holidays.
Penghasilan pada masa sakit  Income during extended sick leave	Pasal 61  Article 61	Karyawan atau Pegawai yang mengalami sakit berkepanjangan, mengalami cacat akibat kecelakaan kerja dan tidak dapat melakukan pekerjaannya setelah melampaui batas dua belas bulan dapat mengajukan pemutusan hubungan kerja dan diberikan uang pesangon, uang penghargaan masa kerja dan uang penggantian hak sesuai Peraturan Perundang-Undangan yang berlaku.  Employees who experience extended illness, become disabled due to work-related accidents and are unable to do their work for more than twelve months can request for a work termination and will be given severance payment, gratuity, and other compensation rights that are in accordance with the prevailing regulations.
Jenis Fasilitas Kesejahteraan  Types of welfare facility	Pasal 76  Article 76	Fasilitas kesejahteraan yang dapat diberikan kepada Karyawan atau Pegawai dan/atau keluarganya antara lain: 1. Program Kesehatan Karyawan atau Pegawai aktif 2. Program Kesehatan Pensiunan 3. Fasilitas Konsesi Terbang 4. Bantuan Uang Pindah 5. Pakaian Kerja dan Alat Perlengkapan Kerja 6. Bantuan Rekreasi 7. Fasilitas Rohani, Sosial, Budaya dan Olah raga 8. Program Pensiun 9. Jaminan Sosial, Jaminan Hari Tua (JHT), Jaminan Kecelakaan Kerja (JKK), Jaminan Kematian (JK) 10. Asuransi Khusus Karyawan atau Pegawai 11. Uang Duka atau Santunan 12. Bantuan Biaya Duka Cita 13. Bantuan Musibah 14. Beasiswa bagi anak Karyawan atau Pegawai yang Berprestasi  Welfare facilities that can be given to employees and/or their family include: 1. Employees healthcare program 2. Retiree healthcare program 3. Flight concession facility 4. Relocation fund 5. Work clothes and equipment 6. Recreational support 7. Religious, social, cultural, and sport facilities 8. Retirement program 9. Social security, pension fund (JHT), insurance for work-related accidents (JKK), life insurance (JK) 10. Special insurance for employees 11. Compassionate fund 12. Additional fund for the cost of grief 13. Disaster relief 14. Scholarship for children of employees with exceptional achievement



## Strategi dan Tantangan terkait Pengelolaan Keselamatan dan Kesehatan Kerja [GRI 103-2]

Strategy and Challenges of Managing Work-Related Health and Safety Issues [GRI 103-2]

### Tantangan [GRI 103-2]

Kegiatan usaha GMF terutama di Area Hangar 1, 2, 3, dan 4 memiliki risiko kesehatan dan keselamatan baik kepada karyawan maupun terhadap aset Perusahaan. Untuk itu, GMF berkomitmen untuk melakukan pengelolaan K3 sebagai salah satu upaya yang mendasar dan harus dilakukan. Setiap kecelakaan kerja yang terjadi tidak hanya dapat menimbulkan kerugian secara langsung, namun juga lebih jauh dapat menimbulkan kerugian secara tidak langsung yang jauh lebih besar, seperti menurunnya reputasi Perusahaan, hilangnya jam dan hari kerja, ataupun menimbulkan tuntutan hukum dan lainnya.

GMF telah melakukan pemetaan terhadap risiko kesehatan dan keselamatan di area kerja Perusahaan dan menyusun perencanaan program yang sesuai. Berikut adalah hasil pemetaan jenis pekerjaan yang berisiko tinggi terhadap aspek K3:

### Challenges [GRI 103-2]

GMF's business activities, especially in the Hangar 1, 2, 3, and 4 area, pose potential health and safety risks to employees as well as to the Company's assets. Therefore, GMF is committed to put the management of health and safety as one requirement that is required to be implemented. Every work-related accident not only causes direct loss, but also leads to a significantly larger indirect loss, for instance in the form of negative impact to the Company's reputation, the loss of productive work hours, or potential lawsuits, and others.

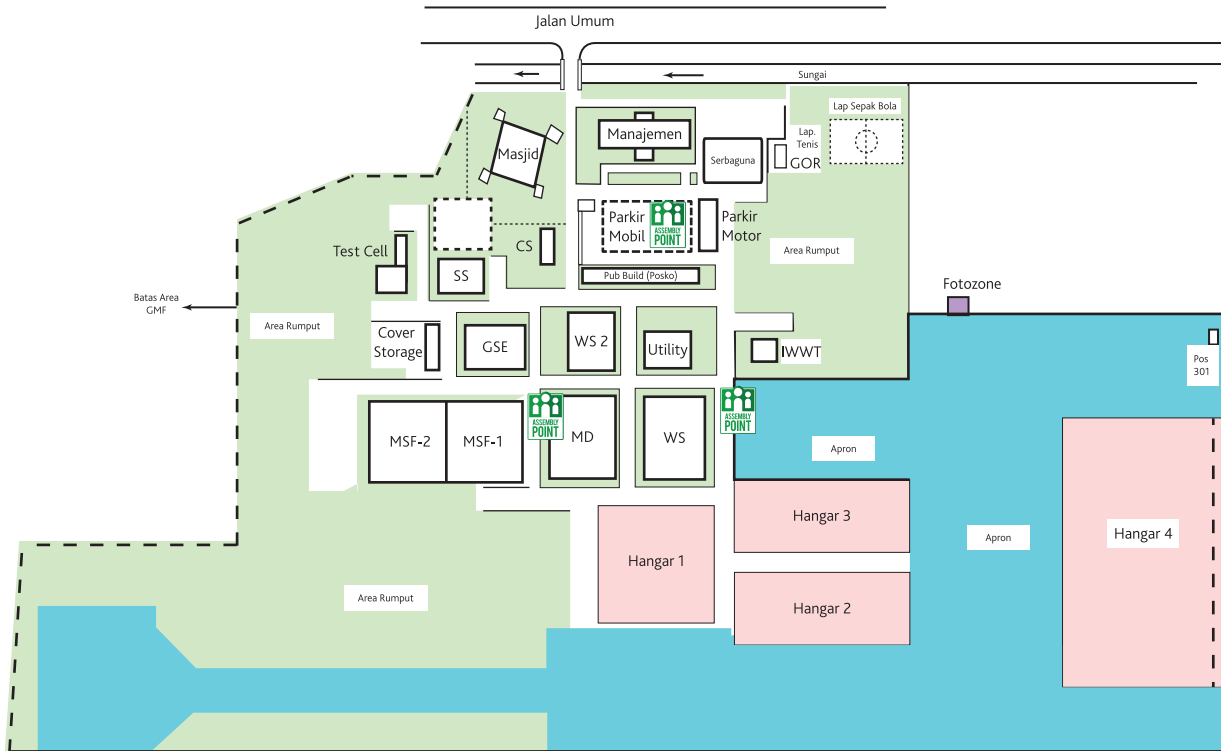
GMF has mapped the health and safety risks in the Company's area of operations and has planned appropriate mitigation programs. The following table shows the result of the mapping of various types of work which are deemed to have high health and safety risks:

Jenis Pekerjaan dengan Risiko Tinggi berdasarkan Wilayah Kerja [GRI 403-3]  
Types of work with high risk based on the area of work [GRI 403-3]

Wilayah Kerja Area of work	Jenis Pekerjaan dengan Risiko Tinggi Types of work with high risk
Hangar 1	Perbaikan dan Perawatan Pesawat Aircraft repair and maintenance
Hangar 2	Perbaikan dan Perawatan Pesawat Aircraft repair and maintenance
Hangar 3	Perbaikan dan Perawatan Pesawat Aircraft repair and maintenance
Hangar 4	Perbaikan dan Perawatan Pesawat, dan Pengecatan Pesawat Aircraft repair and maintenance, and aircraft painting work

Penerapan Budaya Keselamatan dan Kesehatan Kerja **Prioritizing the Culture of Health and Safety**

Area dengan Risiko Potensi Bahaya Tinggi **Area with high potential risks**



Pada peta diatas ditunjukkan bahwa area dengan *marking* berwarna merah muda merupakan daerah atau tempat kerja dengan risiko bahaya tinggi yaitu di Area Hangar 1, 2, 3, dan 4. Pada area-area tersebut, GMF telah memberikan fasilitas keselamatan dan kesehatan kerja yang optimal untuk menghindari terjadinya risiko kecelakaan kerja.

In the map above, the area with pink marking are high risks work locations, which are in Hangar 1, 2, 3, and 4. In these locations, GMF has provided optimal health and safety facilities and equipment to reduce the potential occurrence of work-related accidents.

**Strategi**

1. Menaati peraturan perundangan dan persyaratan lainnya yang berlaku terkait lingkungan dengan melaksanakan pengelolaan limbah serta mengevaluasi penerapan peraturan tersebut untuk selanjutnya dilakukan penilaian atau pengukuran secara berkala untuk melihat keberhasilannya.
2. Melakukan pemantauan lingkungan dengan melakukan pengujian kualitas air *Industrial Waste Water Treatment* dengan memeriksakan kepada laboratorium terstandarisasi pada setiap bulan dan melakukan kualitas udara lingkungan kerja setiap semester.

**Strategy**

1. Complying with regulations and other requirements related to the environmental protection through the implementation of waste management as well as through the evaluation of the existing rules for subsequent scoring and periodical assessment of successes.
2. Monitoring the work environment by testing the water quality in the Industrial Waste Water Treatment in a standardized laboratory every month and by conducting air quality check in the work location every six months.

3. Melakukan pengenalan Sistem Manajemen Lingkungan kepada karyawan baru (*orientation training*).
4. Mengkomunikasikan penerapan Sistem Manajemen Lingkungan ke seluruh insan profesional GMF.
5. Melaksanakan *sharing session* terkait lingkungan di unit *Furnishing & Upholstery Services, Logistic and Bonded Services*, dan pihak ketiga terkait lainnya.
6. Melaksanakan audit internal Sistem Manajemen Lingkungan dan K3 di seluruh dinas di GMF.
7. Melakukan pemantauan dan pengukuran lingkungan semesteran dengan menguji kualitas udara *ambient*, kualitas udara pada ruang kerja, serta emisi *boiler* dan genset dengan laboratorium terstandarisasi.
8. Mengevaluasi aspek dan dampak lingkungan dari seluruh kegiatan yang dilakukan di GMF.
9. Melaksanakan penilaian implementasi program 5R (*Reduce, Reuse, Recycle, Replace, Replant*) diseluruh area GMF yang dilakukan oleh Tim 5R yang terdiri dari perwakilan masing-masing Dinas.
10. Melakukan program 5R *corporate* dengan pelaksanaan *progress report* mingguan.
11. Melaporkan RKL-RPL (Rencana Pengelolaan Lingkungan dan Rencana Pemantauan Lingkungan) kepada BLH Kota Tangerang dan Provinsi Banten.
3. Introducing environmental management system for new employees (*orientation training*).
4. Communicating the implementation of the environmental management system to all professionals in GMF.
5. Conducting sharing sessions on environmental issues in *Furnishing & Upholstery Services* unit, *Logistic and Bonded Services* area, and with related third parties.
6. Implementing internal audit for the environmental management system in Accounting (TA), Business Strategy (TD), Human Capital Management (TH), Internal Audit (TI), Marketing & Business Development (TP), Corporate Secretary (TS), Quality Assurance and Safety (TQ), and Treasury Management (TX).
7. Monitoring and measuring the environmental quality standard every six months by testing the air quality of the surrounding work area, air quality inside the workplace, and the emissions from boiler and generator in a standardized laboratory.
8. Evaluating the environmental impact of all activities in GMF.
9. Conducting a scoring system for the implementation of 5R program (*Reduce, Reuse, Recycle, Replace, Replant*) in all area of GMF's operations. The scoring will be done by 5R team which comprised of representatives from each department.
10. Conducting corporate 5R program by arranging weekly progress report evaluation.
11. Reporting RKL-RPL (Environmental management plan and environmental monitory plan) to BLH of the Tangerang City and Banten Province.

## Sistem Pengelolaan Keselamatan dan Kesehatan Kerja Work-Related Health and Safety Management System

Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) diwajibkan bagi perusahaan yang mempekerjakan lebih dari 100 orang karyawan dan memiliki tingkat potensi kecelakaan kerja yang tinggi. Begitu pula dengan GMF, sebagai Perusahaan MRO yang telah memiliki lebih dari 3.900 karyawan, Perusahaan telah menerapkan SMK3 secara konsisten dan berkesinambungan melalui penyediaan berbagai peralatan keselamatan kerja yang diperuntukkan untuk seluruh karyawan, terutama bagi yang bekerja pada kegiatan operasi di Hangar.

Work-related health and safety Management System (SMK3) is mandatory for companies with more than 100 employees that have high risk of accidents. This also applies to GMF as a MRO company with more than 3900 employees. The Company has implemented the SMK3 in a consistent manner by providing safety equipment to all employees, especially to those working in the Hangar operations.



Penerapan Budaya Keselamatan dan Kesehatan Kerja **Prioritizing the Culture of Health and Safety**

GMF menerapkan SMK3 berdasarkan pada Peraturan Pemerintah Nomor 50 tahun 2012 tentang Pelaksanaan Sistem Manajemen Keselamatan Kerja. selain itu, GMF juga menggunakan standar pelaksanaan K3 internasional dan mengimplementasikannya melalui penerapan SMK3 dan perolehan sertifikasi standar *Occupational Health & Safety Management System* (OHSAS) 18001:2007.

Setelah Otoritas Penerbangan Sipil Amerika Serikat, FAA, melakukan audit kepada GMF pada tanggal 23-31 Januari, GMF memperoleh predikat *high level quality and safety*. Predikat ini diberikan setelah auditor tidak mendapatkan temuan signifikan dan rekomendasi perbaikan yang dapat dilakukan selama audit. Auditor juga menilai *standard quality and safety* GMF yang memiliki level tinggi dapat dijalankan secara konsisten. Predikat tersebut semakin menegaskan status GMF sebagai *low risk* MRO yang pernah diperoleh dari FAA di awal tahun lalu.

Selain itu, GMF juga telah melakukan pengukuran *safety culture* dengan menggunakan metode ASCI (*Airlines Safety Culture Index*). Pengukuran dilakukan dengan melalui survei ke semua *Safety Action Group* (SAG) yang merepresentasikan bisnis unit di GMF. Survei melibatkan sampel sebanyak 30% dari jumlah karyawan sebagai representasi karyawan terhadap program dan budaya keselamatan. Hasil *Safety Culture Index* pada tahun 2017 mencapai poin 102.1 atau meningkat 3.8 dari pencapaian tahun 2016. Hal tersebut mencerminkan bahwa sesuai dengan parameter ASCI, GMF telah meraih hasil *Positive Safety Culture* dan secara konsisten dapat meningkatkan *safety level* di setiap tahunnya.

GMF implements SMK3 based on the Indonesian Government regulation number 50 in the year 2012 regarding the implementation of work safety management system. Other than that, GMF also uses international standard for implementing health and safety procedure and applies these procedures in the SMK3. The standard of the Company's system has been certified according to the Occupational Health & Safety Management System (OHSAS) 18001:2007.

After the US Civil Aviation Authority, FAA, audited GMF on January 23-31, GMF earned a high level of quality and safety. This evaluation was given based on the fact that the auditor did not find any significant finding nor give any potential recommendations for improvement. The auditor was also in the opinion that the high standard quality and safety in GMF was implemented consistently. This opinion further confirmed GMF's status as a low risk MRO, in line with the FAA's audit result in the year before.

Moreover, GMF has implemented a measurement of the safety culture inside the Company based on ASCI (*Airlines Safety Culture Index*) methodology. The measurement was done by surveying all Safety Action Group (SAG) within GMF's business units. The survey involved 30% of all employees in order to represent the employees' opinion on the safety program and culture in the Company. The Safety Culture Index for 2017 was 102.1 which was an increase of 3.8 point as compared to the score in 2016. This shows that the according to the parameters of ASCI, GMF has achieved Positive Safety Culture result and consistently improves safety level every year.

## Panitia Pembina Keselamatan dan Kesehatan Kerja

### Work-Related Health and Safety Supervisory Committee

GMF telah memiliki komite K3 yang dibentuk oleh Perusahaan bersama karyawan, yaitu Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3). Pembentukan P2K3 bertujuan untuk memastikan pengawasan terhadap kepatuhan dan pelaksanaan K3 di lingkungan Perusahaan.

GMF has formed a supervisory committee for the health and safety aspect in the Company (P2K3), which was formed by the Company together with the employees. The P2K3 was formed with the aim of providing supervision on the compliance to and the implementation of health and safety procedures in the Company.

Struktur Organisasi P2K3 tahun 2017 P2K3 Organizational Structure in 2017





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Pada tahun 2017, terdapat 25 karyawan yang secara resmi ditunjuk sebagai ketua atau anggota P2K3 Perusahaan atau sekitar 0,5% dari total karyawan. Namun, di masing-masing dinas tersebut, anggota P2K3 juga memiliki wakil dan personil yang mempunyai tanggung jawab terhadap pelaksanaan aspek K3. **[GRI 403-1]**

In 2017, there were 25 employees who were officially appointed as the chairman and members of the P2K3 team or about 0.5% of the total employees. However, in each unit, members of P2K3 have deputy and supporting personnel who are responsible for the implementation of the health and safety procedure in the respective department. **[GRI 403-1]**

Persentase Karyawan yang Diwakili dalam P2K3 **Percentage of employees in P2K3**

Tahun Year	Jumlah Anggota Count of members	Perwakilan Manajemen Management Representatives		Perwakilan Karyawan Employee representatives	
		Jumlah Count	%	Jumlah Count	%
2015	23	23	100%	21	0,5%
2016	24	24	100%	22	0,48%
2017	25	25	100%	23	0,5%

## Program Pengelolaan Keselamatan dan Kesehatan Kerja

### Work-Related Health and Safety Management Programs

Sebagai Perusahaan jasa yang bergerak di bidang perawatan, perbaikan, dan *overhaul* pesawat udara, dalam setiap kegiatannya akan terdapat hazard yang berpotensi terhadap kecelakaan, penyakit akibat kerja, dan pencemaran lingkungan. Untuk itu, diperlukan program kegiatan yang mendukung implementasi K3 secara optimal di lingkungan Perusahaan. Program kegiatan terkait K3 yang dilakukan GMF meliputi kegiatan rutin yang dilakukan secara berkala setiap tahunnya. Pada tahun 2017 program K3 yang dilaksanakan mencakup hal-hal sebagai berikut:

As a service company that operates its business in the aircraft maintenance, repair, and overhaul, there are potential hazards that may lead to accidents, illnesses, and environmental contaminations in every activity of the Company. Health and safety programs that GMF have done include several activities done annually. In 2017, health and safety programs that have been done include the following:

Program Kegiatan K3 tahun 2017 **Health and Safety Activities in 2017**

No	Jenis Program Kegiatan Type of activities
1	Evaluasi <i>Hazard Identification, Risk Assessment, &amp; Determining Control</i> (HIRADC) dari seluruh kegiatan yang dilakukan. <i>Evaluating Hazard Identification, Risk Assessment, &amp; Determining Control (HIRADC) from all activities in the Company.</i>
2	Melakukan pengujian kualitas air <i>Industrial Waste Water Treatment</i> dengan memeriksakan kepada laboratorium terstandarisasi pada setiap bulan dan melakukan pengukuran kualitas udara lingkungan kerja setiap semester. <i>Conducting tests on water quality in the Industrial Waste Water Treatment in a certified laboratory every month and conducting air quality check in the work location every six months.</i>
3	Melakukan pemantauan lingkungan kerja berdasarkan Peraturan Menteri Kesehatan tentang Nilai Ambang Batas faktor Fisika dan Kimia di Tempat Kerja. <i>Monitoring the work place condition based on the regulation of the Ministry of Health regarding the threshold value for physical and chemical factors in the workplace.</i>
4	Melakukan pengenalan Sistem Manajemen Lingkungan dan Sistem Manajemen Keselamatan dan Kesehatan Kerja kepada karyawan baru ( <i>orientation training</i> ). <i>Introducing the environmental management system and the health and safety management system to new employees (orientation training).</i>

No	Jenis Program Kegiatan Type of activities
5	Mengkomunikasikan penerapan Sistem Manajemen Keselamatan, Kesehatan Kerja dan Lingkungan ke seluruh insan profesional GMF Communicating the implementation of health and safety management system and the environmental management system to all professionals in GMF.
6	Melaksanakan audit internal HSE ke seluruh dinas di GMF Conducting an internal audit on HSE activities in various units
7	Melaksanakan program 5R <i>corporate</i> dengan pelaksanaan <i>progress report</i> dua mingguan dan kunjungan lapangan dan penilaian 5R secara <i>corporate</i> yang hasil penilaian dilaporkan pada <i>kick off</i> 2018. Conducting 5R corporate program by implementing biweekly progress report and site visits as well as scoring of 5R corporate program. The result will be reported during the kick off for 2018.
8	Distribusi APD ( <i>wearpack, safety shoes dan safety vest</i> ) untuk LMS OSA serta perlengkapan P3K. Distributing PPE ( <i>wearpack, safety shoes dan safety vest</i> ) for LMS OSA as well as emergency medical kits.
9	Pengangkutan limbah B3 padat oleh <i>provider</i> berijin dan dilengkapi dengan <i>manifest</i> . Transporting of solid B3 waste by licensed provider with a manifest.
10	Rapat P2K3 (Panitia Pembina Keselamatan dan Kesehatan Kerja) triwulan III tahun 2017. P2K3 (the work-related health and safety supervisory committee) meeting in the third trimester of 2017.
11	Penyusunan program <i>E-HSE Management</i> sudah berkoordinasi dengan TO dan implementasi di tahun 2018. The E-HSE Management program has been developed in cooperation with TO and will be implemented in 2018.
12	Pembangunan TPS limbah domestik padat di Hangar 1, apron Hangar 2 dan area WS 2. The construction of the intermediate waste disposal area for solid domestic waste in Hangar 1, apron Hangar 2, and WS 2 area.
13	Melaksanakan ERP ( <i>emergency respon drill</i> ) di area hangar <i>painting</i> dengan <i>case</i> kebakaran, pencemaran lingkungan dan <i>medical</i> . Conducting ERP (emergency response drill) in the painting area of the hangar for cases of fire, environmental contamination, and medical emergency.
14	Membangun <i>emergency evacuation map</i> di area Hangar 3 <i>store 70</i> untuk menjawab <i>finding</i> Lion Air serta sosialisasi cara pembacaan. Building an emergency evacuation map in Hangar 3 store 70 to respond to the finding by Lion Air and explaining the usage to employees.
15	Melakukan <i>surveillance</i> untuk seluruh area mengenai HSE serta <i>progress</i> project renovasi. Conducting surveillance in all area to account for HSE issues as well as the progress of the renovation project.

## Program Peningkatan Keselamatan Safety Improvement Program

GMF senantiasa berupaya untuk meminimalkan terjadinya tindakan dan kondisi yang tidak aman untuk menjamin efektifitas penerapan keselamatan kerja dan mencegah terjadinya kecelakaan kerja. Inspeksi rutin dan peningkatan perbaikan alat-alat keselamatan telah dilakukan oleh GMF guna mempertahankan dan meningkatkan keselamatan kerja. GMF telah melengkapi sarana dan prasarana keselamatan kerja diantaranya sebagai berikut:

GMF continuously strives to minimize unsafe actions or situations in order to guarantee the effectiveness of the implementation of safety procedure and to prevent accidents. Routine inspections and improvements of safety equipment have been done by GMF to sustain and increase work safety conditions. GMF have equipped its facilities with the following safety equipment:

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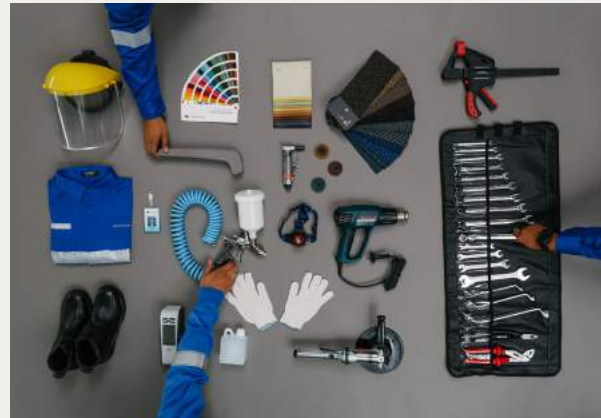
Contoh Alat Pelindung Diri untuk Painter  
Example of protective tools for Painter

**Pengecatan pesawat** merupakan salah satu aktivitas dengan risiko tinggi, terutama bagi kesehatan. Karena itu, penggunaan alat pelindung diri (APD) wajib dilakukan. APD harus memenuhi ketentuan sebagai berikut:

1. **Pelindung Tubuh.** Apron/Celemek putih untuk mencegah iritasi bahan kimia dan dilengkapi *wearpack* berbahan kain katun.
2. **Pelindung Pernafasan.** *Respiratory double cartridge* yang mampu menyaring partikulat kecil dari spray painting.
3. **Pelindung Tangan.** Sarung tangan berbahan karet yang tahan bahan kimia berbahaya.
4. **Pelindung Jatuh dari Ketinggian.** *Safety full body harness* yang dilengkapi tali dengan pengait yang dikaitkan di tempat aman.

**Aircraft painting** is one of the high-risk activities, especially for the health of the painter. Therefore, the use of protective tools (PPE) is a mandatory requirement. The APD has to fulfil the following requirements:

1. **Body protection.** The protection includes a white apron that is used to prevent irritation due to exposure to chemical substances and a cotton *wearpack*.
2. **Respiratory protection.** Respiratory double cartridge that can filter small particles from the painting spray.
3. **Hand protection.** Rubber Gloves that can protect users from dangerous chemical.
4. **Safety full body harness.** Safety full-body harness that is equipped with rope and hooks that are placed in secure positions.



Contoh Alat Pelindung Diri untuk Teknisi *Furnishing & Upholstery Services*  
Examples of safety equipment for technicians in *Furnishing & Upholstery Services*

**Kegiatan *Furnishing & Upholstery Services*** merupakan aktivitas dengan risiko tinggi, terutama bagi kesehatan. APD untuk teknisi *Furnishing & Upholstery Services* harus memenuhi ketentuan sebagai berikut:

1. **Pelindung Tubuh.** *Wearpack* untuk melindungi tubuh dari hal yang dapat membahayakan atau mengakibatkan kecelakaan dalam bekerja.
2. **Pelindung Wajah.** *Face Shield* yang mampu melindungi wajah dari paparan benda-benda kecil dan panas.
3. **Pelindung Tangan.** Sarung tangan berbahan katun yang melindungi tangan dari bahan yang memiliki permukaan kasar, licin, dan panas.
4. **Pelindung Kaki.** *Safety Shoes* untuk melindungi kaki dari tertimpa benda-benda berat ataupun tumpahan bahan kimia.

***Furnishing & Upholstery Services* activities** are high-risk activities, especially to the worker's health. Safety equipment for technicians working in furnishing & upholstery services must comply with the following requirements:

1. **Body Protection.** *Wearpack* protects the body from things that pose danger or can lead to work-related accidents.
2. **Face Protection.** *Face Shield* protects the face from exposure to hot and small particles.
3. **Hand Protection.** Cotton-based gloves protect hands from rough, slippery, and hot surface materials.
4. **Foot Protection.** *Safety Shoes* protect feet from potential hit by heavy objects as well as from spillage of chemicals.



Contoh Alat Pelindung Diri untuk Teknisi *Line Maintenance*  
Examples of safety equipment for technicians in *Line Maintenance*

Kegiatan pada *Line Maintenance* merupakan aktivitas dengan risiko tinggi, terutama bagi kesehatan. APD untuk teknisi *line maintenance* harus memenuhi ketentuan sebagai berikut:

1. **Pelindung Tubuh.** *Wearpack* dan *Vest* untuk melindungi tubuh dari hal yang dapat membahayakan atau mengakibatkan kecelakaan dalam bekerja.
2. **Pelindung Tangan.** Sarung tangan berbahan katun yang melindungi tangan dari bahan yang memiliki permukaan kasar, licin dan panas.
3. **Pelindung Kaki.** *Safety Shoes* untuk melindungi kaki dari tertimpa benda-benda berat ataupun tumpahan bahan kimia.
4. **Pelindung Telinga.** *Earmuff* untuk melindungi atau mengurangi dari paparan kebisingan.
5. **Pelindung Mata.** *Goggles* untuk melindungi mata dari partikel kecil.

**Line Maintenance activities** are high-risk activities, especially to the worker's health. Safety equipment for technicians working in *line maintenance* must comply with the following requirements:

1. **Body Protection.** *Wearpack* protects the body from things that pose danger or can lead to work-related accidents.
2. **Hand Protection.** Cotton-based gloves protect hands from rough, slippery, and hot surface materials.
3. **Foot Protection.** *Safety Shoes* protect feet from potential hit by heavy objects as well as from spillage of chemicals.
4. **Ear Protection.** *Earmuff* protect and reduce ears' exposure to noise.
5. **Eye Protection.** *Goggles* protect eyes from small particles.



Contoh Alat Pelindung Diri untuk *Material & Warehousing*  
Examples of safety equipment in *Material & Warehousing*

Kegiatan pada bagian *Material & Warehousing* merupakan aktivitas dengan risiko tinggi, terutama bagi kesehatan. Karena itu, APD untuk karyawan di bagian *material & warehousing* harus memenuhi ketentuan sebagai berikut:

1. **Pelindung Tubuh.** *Vest* untuk melindungi tubuh dari hal yang dapat membahayakan atau mengakibatkan kecelakaan dalam bekerja.
2. **Pelindung Tangan.** Sarung tangan berbahan katun yang melindungi tangan dari bahan yang memiliki permukaan kasar, licin dan panas.
3. **Pelindung Kaki.** *Safety Shoes* untuk melindungi kaki dari tertimpa benda-benda berat ataupun tumpahan bahan kimia.
4. **Pelindung kepala.** *Safety helmet* untuk melindungi kepala dari kejatuhan benda.
5. **Pelindung pernapasan.** Masker untuk melindungi hidung dan mulut dari partikel-partikel debu.

**Material & Warehousing activities** are high-risk activities, especially for the worker's health. Therefore, safety equipment for employees in *material & warehousing* unit must comply with the following requirements:

1. **Body Protection.** *Vest* protects the body from things that pose danger or can lead to work-related accidents.
2. **Hand Protection.** Cotton-based gloves protect hands from rough, slippery, and hot surface materials.
3. **Foot Protection.** *Safety Shoes* protect feet from potential hit by heavy objects as well as from spillage of chemicals.
4. **Head Protection.** *Safety helmet* prevents worker's head from falling objects.
5. **Respiratory Protection.** *Masker* protects worker's nose and mouth from dust particles.

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GMF Ambulance Service

**Emergency Team (Ambulance & Paramedic)** adalah unit *emergency* penanganan medis untuk menangani pertolongan pertama pada keadaan darurat/ kecelakaan kerja dan melakukan perawatan intensif sampai ke rumah sakit rujukan. Unit *emergency* ini dilengkapi dengan peralatan lengkap dan dioperasikan oleh tenaga ahli *professional* di bidang pelayanan darurat. Di dalamnya dilengkapi dengan alat bantu hidup dasar (CPR) serta peralatan penunjang lainnya guna mengurangi angka kesakitan pasien selama dalam perjalanan menuju pusat pelayanan kesehatan yang lebih komprehensif.

**Emergency Team (Ambulance & Paramedic)** is a medical emergency unit with tasks of conducting medical first aid during emergency/work accidents and performing intensive care for patients before and during the period of transfer to the designated hospital. This emergency unit is equipped with complete medical tools and is operated by professionals in medical emergency. The unit has Cardiopulmonary Resuscitation (CPR) and other supporting equipment in order to reduce the number of patients in pain during the trip to a more comprehensive medical facility.



GMF Fire Brigade

**GMF Fire Brigade** merupakan tim pemadam kebakaran yang bertugas selama 24 jam yang dibagi dalam tiga *shift* untuk mengantisipasi bahaya kebakaran di wilayah kerja potensial. Tim *Fire Brigade* terdiri dari personel yang telah bersertifikasi dan andal di bidangnya. Tim *Fire Brigade* dibekali dengan kompetensi khusus di bidang kebakaran diantaranya Lisensi Kebakaran kelas C sebanyak delapan personel, Lisensi Kebakaran kelas B sebanyak empat personel dan Lisensi Kebakaran kelas A yang dimiliki oleh Komandan Tim. Serta kelengkapan pendukung adalah *Fire Truck* yang memiliki kapasitas 4.000 Liter untuk penampung *foam system* dan *water system*.

**GMF Fire Brigade** is a fire fighter team that works in three shifts over a 24-hour period with an aim of preventing potential fire in the area of operations. The Fire Brigade team comprises of licensed personnel who have capabilities in fire fighting. Each member of the Fire Brigade team has specialized competency in a fire emergency and has obtained licenses in fire fighting with 8 members are in Class C, 4 in Class B, and the team leader in Class A. Moreover, supporting equipment includes Fire Truck for storing foam and water systems with a capacity of 4000 litres.

## Program Peningkatan Kesehatan Health Improvement Program

GMF secara berkala melakukan pemeriksaan kesehatan (*medical check up*) dan sosialisasi kesehatan, yang difokuskan pada upaya preventif kesehatan khususnya pada penyakit akibat kerja dan penyakit yang terkait dengan pekerjaan kepada seluruh karyawan. Pada tahun 2017, program peningkatan kesehatan yang dijalankan oleh GMF adalah *Health Talk*, *Newsletter*, *Fun Exercise*, dan seminar kesehatan.




GMF conducted medical check ups at some intervals and promoted the importance of health to employees. These activities were conducted as preventive efforts to potential health problems, especially those work-related health issues, for all employee. In 2017, the health improvement programs held by GMF were *Health Talk*, *Newsletter*, *Fun Exercise*, and seminars on health-related topic.



Untuk pekerjaan yang ada di wilayah kerja potensial yaitu Hangar, terdapat karyawan yang berisiko terhadap kesehatan kerjanya, seperti *painter* yang berisiko terpapar bahan kimia pada saat melakukan pengecatan pesawat yang dapat mengganggu saluran pernapasan. Selain itu, terdapat pekerjaan lain yang berisiko terhadap kesehatan karyawan, yaitu aktivitas di Area *Wheel Brake*. Aktivitas tersebut menimbulkan kebisingan yang dapat mengganggu pendengaran karyawan. Namun demikian, berdasarkan hasil *medical check up* rutin tidak ditemukan karyawan yang memiliki penyakit akibat kerja. [GRI 403-3]

For activities in the certain work area, such as Hangar, employees face high health risks. For example, painters have the risk of exposure to chemical substance during the process of aircraft painting which might lead to respiratory problems. Yet, based on the result of the routine medical checks, no employees were found with work-related health problems. [GRI 403-3]

Program Peningkatan Kesehatan Tahun 2017 Program Peningkatan Kesehatan Tahun 2017

Nama Program Name of Program	Keterangan Description
<p><i>Health Talk</i></p> 	<p>Upaya edukasi kesehatan mengenai beberapa tema pembahasan, yang berdasarkan data, sering dialami pegawai dengan mengundang Pakar Profesional untuk membahas permasalahan tersebut agar dapat berinteraksi langsung dengan pegawai.</p> <p>An effort to educate employees on health issues that, based on data, are frequently experienced by employees. The Company invited professionals to discuss the matter and to directly interact with employees.</p>
<p><i>Fun Exercise</i></p> 	<p>Memfasilitasi pegawai untuk berolahraga secara rutin dua minggu sekali dengan kegiatan olahraga seperti lari, sepeda, senam, serta menyediakan mini <i>check up</i> agar pegawai juga bisa langsung memonitor kondisi kesehatannya masing-masing.</p> <p>Facilitate employees to do routine exercise once every two weeks by creating activities, such as running, cycling, aerobics, as well as by providing mini medical checks for employees in order to directly monitor their health.</p>
<p>Seminar Kesehatan Seminars on Health-Related Topic</p> 	<p>Upaya edukasi kesehatan narkoba, psikotropika, dan zat adiktif lainnya (NAPZA) dengan mengundang Badan Narkotika Nasional Tangerang Selatan sebagai narasumber untuk memahami dan mengidentifikasi perilaku pengguna NAPZA.</p> <p>An effort to educate employees on health issues that are related to the use of narcotics, psychotropic, and other addictive substances (NAPZA) by inviting National Narcotics Bureau (BNN) representatives in Tangerang Selatan as speakers to understand and identify drug users.</p>

Pelatihan terkait K3  
Health and Safety Training

Dalam rangka meningkatkan awareness karyawan terhadap K3, GMF menyelenggarakan pelatihan yang khusus membahas hal tersebut. Pada tahun 2017, pelatihan K3 yang diselenggarakan GMF adalah sebagai berikut:

1. *Training awareness ISO 45001:2017 tentang 'Occupational Safety Health Management'* pada tanggal 11 Desember 2017.
2. *Training awareness ISO 14001:2015 tentang 'Environmental Management System'* pada tanggal 6 September 2017.

In order to increase employees' awareness on the issue of health and safety, GMF conducted special training sessions. In 2017, the health and safety trainings that were held by GMF include the following activities:

1. Awareness training for ISO 45001:2017 regarding 'Occupational Safety Health Management' on 11 Desember 2017.
2. Awareness training for ISO 14001:2015 regarding 'Environmental Management System' on 6 September 2017.

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3. *Training SIO operator forklift* sebanyak 61 personil seluruh unit produksi pada tanggal 3 - 5 Mei, 8 - 10 Mei, dan 6 - 8 November 2017.
  4. *Training SIO operator Boom Lift* sebanyak 30 personil seluruh unit produksi pada bulan Agustus 2017.
  5. *Training tata cara penggunaan APAR (Alat Pemadam Api Ringan)* sebanyak 61 personil seluruh unit produksi pada bulan Maret dan Juli 2017.
3. SIO forklift operator Training were given to 61 employees from all units of production between 3 – 5 May, 8 – 10 May, and 6 – 8 November 2017.
  4. SIO Boom Lift operator Training were given to 30 employees from all units of production in Agustus 2017.
  5. Training on the use of fire extinguisher (APAR) to 61 employees from all units of production in March and July 2017



**Meningkatkan Kesadaran dan Kepedulian K3 Expo 2017**

Expo on the awareness and concern for health and safety in 2017

Sebagai Perusahaan yang menerapkan program K3, GMF turut serta dalam menyemarakkan Bulan K3 Nasional sesuai dengan Keputusan Menteri Ketenagakerjaan No.386 Tahun 2014, pada 16 s/d 17 Februari 2017. Acara K3 Expo kali ini bekerjasama dengan *provider* layanan kesehatan dan mengajak serta beberapa perwakilan rumah sakit untuk berpartisipasi dalam memberikan pemeriksaan kesehatan gratis.

As a company that implemented health and safety programs, GMF took part in the National health and safety month, based on the directive of Ministry of Manpower No.386 in the year 2014, from 16 to 17 February 2017. This health and safety Expo was held in partnership with healthcare providers. Invitations were also made to hospital representatives to participate in the Expo by providing free medical checks.

K3 Expo yang diselenggarakan di Hangar 4 ini, mendapatkan respon positif dari karyawan GMF dengan dibuktikan dari tingkat kunjungan yang cukup tinggi. Diharapkan dengan antusiasme yang tinggi dari karyawan tersebut, akan menjadi pijakan bagi karyawan guna mendukung visi Perusahaan menjadi *Top MRO's in the World* di tahun 2020. Dengan kerja selamat dan fisik yang sehat, produktifitas diharapkan akan semakin meningkat.

This health and safety expo was held in Hangar 4 and it received positive feedback from GMF's employees, as shown by the high number of visitors. The hope is that the enthusiasm of employees can serve as a basis in attaining the Company's vision to be the *Top MRO's in the World* in 2020. With safe working environment and healthy body, employees' productivity will increase.

**Kinerja dan Evaluasi Keselamatan dan Kesehatan Kerja**  
Performance and Evaluation of Work-related Health and Safety

Selama tahun 2017, terdapat sekitar 61 kejadian kecelakaan kerja dalam kategori minor atau korban dapat kembali bekerja sebelum 2x24 jam. Kecelakaan kerja yang terjadi umumnya melibatkan karyawan di Hangar-1. Jumlah tersebut menurun dibandingkan tahun 2016. Penurunan tersebut merupakan hasil dari implementasi program *awareness* dan intervensi *safety culture* yang telah dijalankan dengan baik.

In 2017, there was about 61 minor accidents in which employees can get back to work within 2x24 hours. These accidents usually occur to employees in Hangar-1. The number continued to decrease as compared to in 2016. The decrease was the result of the implementation of the awareness program and the safety culture interventions.



Kinerja dan Evaluasi Keselamatan dan Kesehatan Kerja tahun 2017 [GRI 403-2]  
Performance and Evaluation of Work-related health and Safety in 2017 [GRI 403-2]

Wilayah Area	IR		ODR		LDR		AR	
	Laki-Laki Male	Wanita Female	Laki-Laki Male	Wanita Female	Laki-Laki Male	Wanita Female	Laki-Laki Male	Wanita Female
Hangar 1	0,511	0	0	0	1,022	0	0	0
Hangar 2	0,255	0	0	0	0,511	0	0	0
Hangar 3	0,383	0	0	0	0,767	0	0	0
Hangar 4	0,703	0	0	0	1,406	0	0	0
Workshop 1	0,063	0	0	0	0,127	0	0	0
Workshop 2	0	0	0	0	0	0	0	0
Facility	0	0	0	0	0	0	0	0
Material Building	0	0	0	0	0	0	0	0
GSE	0,063	0	0	0	0,127	0	0	0
Engine Shop	0,063	0	0	0	0,127	0	0	0
Test Cell	0	0	0	0	0	0	0	0
Chemical Store	0	0	0	0	0	0	0	0
Learning Service	0	0	0	0	0	0	0	0
Apron	0,319	0	0	0	0,639	0	0	0
<b>Total</b>	<b>2,364</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,729</b>	<b>0</b>	<b>0</b>	<b>0</b>

Keterangan *Description*:

IR (Injury Rate) : Tingkat Cedera | ODR (Occupational Disease Rate : Tingkat Penyakit Akibat Kerja | LDR (Lost Day Rate) : Tingkat Hari Kerja Hilang | AR (Absenteeism Rate) : Tingkat Mangkir

Perusahaan telah melakukan evaluasi menyeluruh dan menyusun program-program perbaikan untuk tahun selanjutnya. Upaya yang dilakukan diantaranya adalah:

1. Meningkatkan *safety awareness* untuk para *leader* di perusahaan.
2. Melakukan *toolbox meeting* dan *surveillance* kepada para pekerja pihak ketiga atau kontraktor.
3. Melakukan perbaikan dan modifikasi fasilitas seperti *docking* dan fasilitas keamanan berupa *safety lanyard*.
4. Pemenuhan Alat Pelindung Diri (APD) berupa *hardcap*.
5. Penambahan pelindung benda tajam pada pesawat berupa *sharp edge protection*.
6. Melakukan koordinasi dengan *leader* terkait dan peran aktif perwakilan unit dalam proses investigasi sehingga dapat dilakukan dengan cepat dan efektif.

The Company has conducted comprehensive evaluation and developed improvement programs that will be implemented in following years. These efforts include:

1. Increasing safety awareness of leaders in the Company
2. Conducting toolbox meetings and surveillance to all third party employees or contractors
3. Conducting facility improvements and modifications, such as docking and safety facility in the form of safety lanyard.
4. Fulfilment of protective tools (PPE) such as hardcap
5. Adding protection to sharp objects in aircrafts in the form of sharp edge protection
6. Coordinating with leaders on the active role of representatives in each unit during investigation process so that any investigation can be done quickly and effectively.

# 08

## Mengutamakan Kepuasan Pelanggan

Prioritizing Customer Satisfaction





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## Mengutamakan Kepuasan Pelanggan Prioritizing Customer Satisfaction

### Hasil Survei *Customer Satisfaction Index*

Customer Satisfaction Index Survey Result



S A T I S F I E D

4,05

*Customer focused* merupakan salah satu budaya GMF, bahwa “Insan GMF harus senantiasa melakukan segala upaya dan tindakan untuk memenuhi kebutuhan bahkan lebih dari yang diharapkan pelanggan secara tulus dan penuh semangat”

*Customer focused* is an important aspect of GMF's culture. It emphasizes that “Each GMF's personnel should put constant efforts and take actions in order to fulfil and even exceed customers' expectation in sincere and passionate manner”

Kepuasan pelanggan merupakan target utama yang ingin dicapai oleh Perusahaan setiap menjalankan bisnis perawatan pesawat. Semakin banyak pelanggan yang merasa puas, akan berdampak positif bagi pertumbuhan bisnis perusahaan. Target ini hanya dapat dicapai jika Perusahaan mampu memenuhi tuntutan pelanggan atau memberikan lebih dari yang diharapkan. Untuk menciptakan kepuasan pelanggan ini, tidak ada cara lain kecuali dengan melakukan inovasi produk maupun layanan yang sesuai dengan kebutuhan pelanggan

Pada tahun 2017, berbagai inovasi telah dilakukan GMF diantaranya peluncuran layanan material *trading online* bernama GMF AeroTrade. Melalui layanan ini, pelanggan mendapat kemudahan membeli material pesawat secara online melalui *website* [www.gmfaerotrade.com](http://www.gmfaerotrade.com). Selain itu, inovasi lain dilakukan dalam sisi peningkatan layanan yakni melalui pembentukan *quick response team*. Tim ini dibentuk sebagai tim cepat tanggap dalam *recovery* pesawat pelanggan yang mengalami kondisi darurat AOG (*Aircraft on Ground*). Tim ini memiliki kecepatan dalam hal kesiapan personil dan perlengkapan pendukung untuk menyelesaikan masalah AOG. Dengan *recovery* yang cepat, *Quick Response Team* diharapkan

Customer satisfaction is the Company's main target when providing aircraft maintenance services. The increase in the number of satisfied customers will have a positive impact on the growth of the Company's business. This target can only be achieved if the Company can fulfil or exceed customers' expectation. There is no other way to satisfy our customers and to fulfil their needs except through product and service innovations.

In 2017, several innovation initiatives have been made by GMF, such as the launch of online material trading service, called GMF AeroTrade. Through this service, customers can easily purchase aircraft materials via GMF's website at [www.gmfaerotrade.com](http://www.gmfaerotrade.com). In addition, other innovation has been done in order to increase service quality, for instance, by forming a quick response team. This team is formed to quickly response to emergency situations when aircraft is on the ground (AOG). This team has responsive personnel and supporting equipment in order to cater to AOG problems. With quick recovery, Quick Response Team can support customers in managing their On Time Performance (OTP), one of the main KPIs for airlines.

dapat mendukung pelanggan dalam menjaga *On Time Performance* (OTP) yang menjadi salah satu KPI utama *airline*. Jika layanan ini membuat pelanggan puas, dampak positifnya bagi perkembangan bisnis GMF sangat signifikan. Sebab, akan terbuka peluang pelanggan menggunakan produk GMF yang lain seperti *base maintenance*, *component maintenance*, *engineering services* dan lainnya.

If this service satisfies customers, then it will give significant positive impact to GMF's business growth. That is because this service can introduce customers to other GMF's products including base maintenance, component maintenance, engineering and others.

## Menjamin Kesehatan dan Keselamatan Pelanggan

Guaranteeing health and safety of customers

Untuk mempertahankan kualitas produk dan layanan prima, GMF senantiasa memperhatikan aspek kesehatan dan keselamatan pelanggan. GMF menjamin bahwa produk yang dikirimkan kepada pelanggan selalu dalam kondisi baik dan tidak memberikan dampak negatif terhadap keselamatan dan kesehatan pelanggan. GMF telah menyusun dan menerapkan standar-standar kebijakan kualitas kerja dan layanan dalam bentuk *work procedure*, *work instruction*, kebijakan bisnis, prosedur kerja, dan instruksi kerja. [GRI 103-2]

To maintain the quality of the Company's products and services, GMF continuously monitor the health and safety aspect of its service offerings to customers. GMF guarantees that products that are shipped to customers are in good condition and will not cause negative health and safety impact to customers. GMF has developed and applied policy on work quality standards in a form of work procedures, work instructions, and business policies. [GRI 103-2]

Penerapan kebijakan-kebijakan dan standar tersebut menjamin adanya peningkatan kualitas layanan. Selama periode pelaporan tidak terdapat insiden pelanggaran terkait dengan kesehatan dan keselamatan pelanggan terhadap produk dan jasa yang diberikan Perusahaan. GMF juga tidak menerima sanksi denda ataupun sanksi hukum atas ketidakpatuhan terhadap undang-undang dan peraturan terkait dampak sosial dan penyediaan dan penggunaan produk dan jasa. [GRI 416-2, GRI 419-1]

The implementation of these policies and standards guarantees an increase in the service quality. In the current reporting period, there were no incident of violations of health and safety of products and services that were offered by the Company to customers. GMF did not receive any fine or legal sanctions due to non-compliance to the prevailing regulations on the societal impact of the provision and usage of products and services. [GRI 416-2, GRI 419-1]

## Komunikasi dan Pemasaran

Marketing Communications

Guna menghadapi persaingan pasar, GMF terus memperkuat *branding* Perusahaan untuk menjadi Perusahaan MRO yang selalu menjadi pilihan utama pelanggan. Strategi yang dilakukan antara lain melalui berbagai bentuk komunikasi pemasaran kepada pelanggan untuk memperkuat posisi produk dan merek Perusahaan dan mempertahankan loyalitas pelanggan.

To face competitions, GMF continuously strengthens its branding as a MRO company of choice for its customers. The strategy involves marketing communication activities directed at customers to strengthen the Company's products and brand position so as to retain its loyal customers.

Praktik-praktik komunikasi pemasaran yang dilakukan Perusahaan mengacu pada aturan dan hukum yang berlaku.

The marketing communication activities of the Company were done in accordance to the prevailing regulations. In 2017, GMF

Mengutamakan Kepuasan Pelanggan **Prioritizing Customer Satisfaction**

Sehingga pada tahun 2017, GMF tidak menerima pengaduan, sanksi hukum, atau melakukan pelanggaran terkait komunikasi pemasaran seperti etika promosi, iklan, dan sponsor. GMF juga tidak mengidentifikasi adanya insiden ketidakpatuhan terkait informasi dan pelabelan produk dan jasa yang dilakukan Perusahaan. **[GRI 417-2, GRI 417-3]**

Bentuk-bentuk komunikasi pemasaran yang dilakukan GMF selama tahun 2017, meliputi: **[GRI 103-2]**

1. *Direct Selling*  
Komunikasi pemasaran dilaksanakan dalam bentuk kegiatan seperti makan malam dan bermain golf dengan tujuan tercapainya hubungan yang baik dengan calon pelanggan.
2. *Advertising*  
Dilakukan dengan cara memasukkan informasi produk melalui media cetak dan elektronik, baik domestik maupun internasional.
3. *Sponsorship*  
Pemberian *gimmick/souvenir* pada kegiatan *customer gathering* dan pemberian ucapan selamat kepada pelanggan atas ulang tahun perusahaan, dan pemberian bentuk bantuan atau dukungan atas kegiatan atau acara yang diadakan pelanggan.
4. Keikutsertaan dalam Pameran Aviasi  
Dilakukan dengan cara pembukaan *booth* di acara-acara yang berhubungan dengan aviasi.

did not receive any complaints, legal sanctions, nor did any ethical violation in its marketing communication activities using promotions, advertisements, and sponsorship. GMF also could not identify any incident of non-compliance related to information provision and labelling of the Company's products and services. **[GRI 417-2, GRI 417-3]**

Types of marketing communications that were done by GMF in 2017 include: **[GRI 103-2]**

1. *Direct Selling*  
This marketing communication activities include, among others, dinners and golf with a goal of creating good relationship with potential customers.
2. *Advertising*  
This was done by providing product information through printed and electronic media, both domestically and internationally.
3. *Sponsorship*  
Providing *gimmick/souvenir* in customer gathering events and giving attention to customers during special events such as the anniversary of a company, as well as supporting events held by customers.
4. *Participation in Aviation exhibition*  
This was done by opening a booth in aviation-related events.

## Mekanisme Penanganan Pengaduan Pelanggan Customers' complaint handling mechanism

Sebagai komitmen dalam penerapan budaya Perusahaan yaitu *service excellence*, GMF telah menyediakan pusat layanan informasi dan pengaduan pelanggan yang didasari pada Peraturan Nomor QP-313-01. Layanan ini beroperasi 24 jam sehari dan 7 hari seminggu, setiap pertanyaan mengenai informasi umum seputar produk dan layanan GMF akan ditanggapi langsung oleh *Account Manager & Sales* (AMS). Penanganan pengaduan pelanggan ini memiliki masa tanggap maksimum 30-45 hari sejak pengaduan diterima. Layanan pengaduan pelanggan dapat diakses melalui: **[GRI 103-2, GRI 103-3]**

As part of the Company's commitment in the culture of service excellence, GMF has provided information and customer complaint service centre based on the regulation number QP-313-01. This service centre operates 24 hours per day, 7 days a week. Every question related to general information on GMF's products and services will be handled directly by *Account Manager & Sales* (AMS). Customer complaints are expected to be resolved within the maximum response time of 30-45 days from the time the complaint was received. Customer complaints handling service can be accessed through: **[GRI 103-2, GRI 103-3]**

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**Layanan Pengaduan Pelanggan GMF *GMF's Customer complaints handling service***

Dinas Sales & Marketing *Sales & Marketing department*: +6221-5508609  
Fax: +6221-5502489  
Email: marketing@gmf-aeroasia.co.id

Penanganan pengaduan pelanggan dilaksanakan oleh Dinas *Sales & Marketing*. Adapun tahapan penanganan pengaduan pelanggan dari masuknya keluhan hingga tahap evaluasi dapat dilihat pada bagan alur dibawah ini:

Customer complaints are handled by the Sales & Marketing department. The stages from the receipt of the complaint to the evaluation are as follows:

Tahapan Penanganan Pengaduan Pelanggan [GRI 103-2, GRI 103-3]  
*Stages of Customer Complaints Handling process [GRI 103-2, GRI 103-3]*



Mengutamakan Kepuasan Pelanggan **Prioritizing Customer Satisfaction**

Pengaduan pelanggan yang masuk dikategorikan menjadi empat yaitu *Manpower*, *Quality*, *Price*, dan *Turn Around Time* (TAT). Selama tahun 2017, terdapat beberapa pengaduan yang disampaikan oleh pelanggan yang dapat dijelaskan pada tabel dibawah ini:

Customer complaints can be categorized into three: quality, material & logistic support, and capacity & manpower. In 2017, there were several complaints from customers as described in the following table:

Daftar Pengaduan Pelanggan tahun 2017 **[GRI 103-3]** List of Customer Complaints in 2017 **[GRI 103-3]**

Keluhan yang Dilaporkan Reported complaints	Status Penyelesaian Handling status	Upaya atau Tindakan Penyelesaian Keluhan Attempts and actions to resolve the complaint	Jumlah Keluhan Number of complaints
<i>Manpower</i>	Dalam Proses <b>On progress</b>	Peningkatan produktivitas dan pemenuhan manpower Productivity improvement and manpower fulfilment	11
<i>Quality</i>	Dalam Proses <b>On progress</b>	Peningkatan pengawasan dan menjalin kerjasama dengan mitra strategis Increased monitoring and cooperation with strategic partners.	24
<i>Price</i>	Dalam Proses <b>On progress</b>	Pembuatan Strategi Penentuan Harga yang sesuai dengan karakteristik pelanggan Preparing strategic pricing plan based on customers characteristics	4
<i>Turn Around Time (TAT)</i>	Dalam Proses <b>On progress</b>	Perbaikan proses bisnis untuk menjadi lebih efektif dan efisien melalui infrastruktur dan sistem berbasis teknologi Business process improvement to improve the effectiveness and efficiency based on the use of IT infrastructure and systems	6
<b>Total</b>			45

Pengaduan Pelanggan tahun 2015-2017 **Customer Complaints in 2015-2017**

Tahun Year	Jumlah Pengaduan Pelanggan Number of Complaints
2015	37
2016	33
2017	45

Pada tahun 2017, kenaikan jumlah pengaduan pelanggan didorong oleh peningkatan ekspektasi dan jumlah pelanggan, serta ruang lingkup pekerjaan yang semakin meluas. Meski demikian, seluruh keluhan yang diterima telah ditangani dan diselesaikan dengan baik dalam waktu yang bervariasi, rata-rata paling cepat dalam satu hari dan selambat-lambatnya sekitar 30 - 45 hari setelah keluhan diterima. Untuk memastikan agar pengaduan keluhan tersebut tidak terulang kembali, maka GMF senantiasa melakukan perbaikan melalui dinas kerja terkait dan peningkatan pada kualitas layanan yang diberikan. **[GRI 103-3]**

In 2017, all complaints that were received have been handled well within the maximum time frame but with a variation of handling time, from the fastest of one day to the slowest of 30-45 days from the time a complaint was received. To ensure that complaints will not occur again in the future, GMF continuously improves the performance of its units and their service offering quality. **[GRI 103-3]**



## Survei Kepuasan Pelanggan [GRI 102-43, GRI 102-44, 103-3] Customer Satisfaction Survey [GRI 102-43, GRI 102-44, 103-3]

GMF berkomitmen untuk senantiasa memberikan pelayanan prima kepada para pelanggan guna mencapai target kepuasan pelanggan. Kepuasan pelanggan menjadi indikator penting bagi GMF dalam menjalankan bisnisnya, karena pelanggan yang puas tidak hanya berdampak positif pada pendapatan Perusahaan namun juga dapat meningkatkan kepercayaan pasar. Sebagai upaya untuk mengelola ekspektasi tersebut, GMF melakukan pengukuran untuk mengetahui dan mengevaluasi kepuasan pelanggan melalui survei *customer satisfaction index* (CSI).

Pada tahun 2017, GMF telah melakukan survei CSI dengan metode tatap muka langsung, dan wawancara mendalam melalui pengisian kuesioner yang terstruktur. Survei CSI dilaksanakan dua kali dalam setahun oleh tim dari dinas *Marketing & Business Development* dan dinas *Quality Assurance & Safety* bekerjasama dengan *independent surveyor* untuk memastikan validitas data dan independensi. Sebanyak 15 pelanggan telah diwawancarai sebagai perwakilan responden untuk survei. Berikut hasil survei CSI selama periode 2015-2017.

GMF is committed to continuously offer good service to customers in order to ensure customer satisfaction. Customer satisfaction is an important indicator of GMF's business operations because satisfied customers not only positively impact the Company's income but also increase market trust to the Company. In order to fulfil customer's expectation, GMF continuously measures the satisfaction of its customers through the customer satisfaction index (CSI) survey.

In 2017, GMF has conducted CSI survey by direct face-to-face in-depth interview method using a structured list of questions. CSI survey is done twice a year by the Marketing department and the Quality Assurance & Safety department in cooperation with an independent surveyor to ensure the validity of the data and the independency of the result. As much as 15 customers were interviewed out of the whole customers. The following graph shows the result of CSI survey in 2015-2017.

Indeks Kepuasan Pelanggan tahun 2015-2017 Customer satisfaction index in 2015-2017



Berdasarkan hasil survei diatas, tingkat kepuasan pelanggan terhadap pelayanan jasa Perusahaan mencapai 4,05 dari skala 5 atau meningkat dari hasil survei pada tahun 2016. Untuk menjamin adanya peningkatan perbaikan, hasil survei pelanggan akan diteruskan kepada dinas kerja terkait sebagai bahan evaluasi dan pedoman dalam menyusun program perbaikan.

Based on the survey result in the graph above, customers' satisfaction reached a score of 4.05 (in a 5-point scale) or has increased as compared to the result in 2016. To ensure further improvement, the survey result has been forwarded to appropriate departments as a way to evaluate and to develop improvement programs.

# 09

## Dukungan Berkelanjutan Bagi Masyarakat

Continued Support for Community



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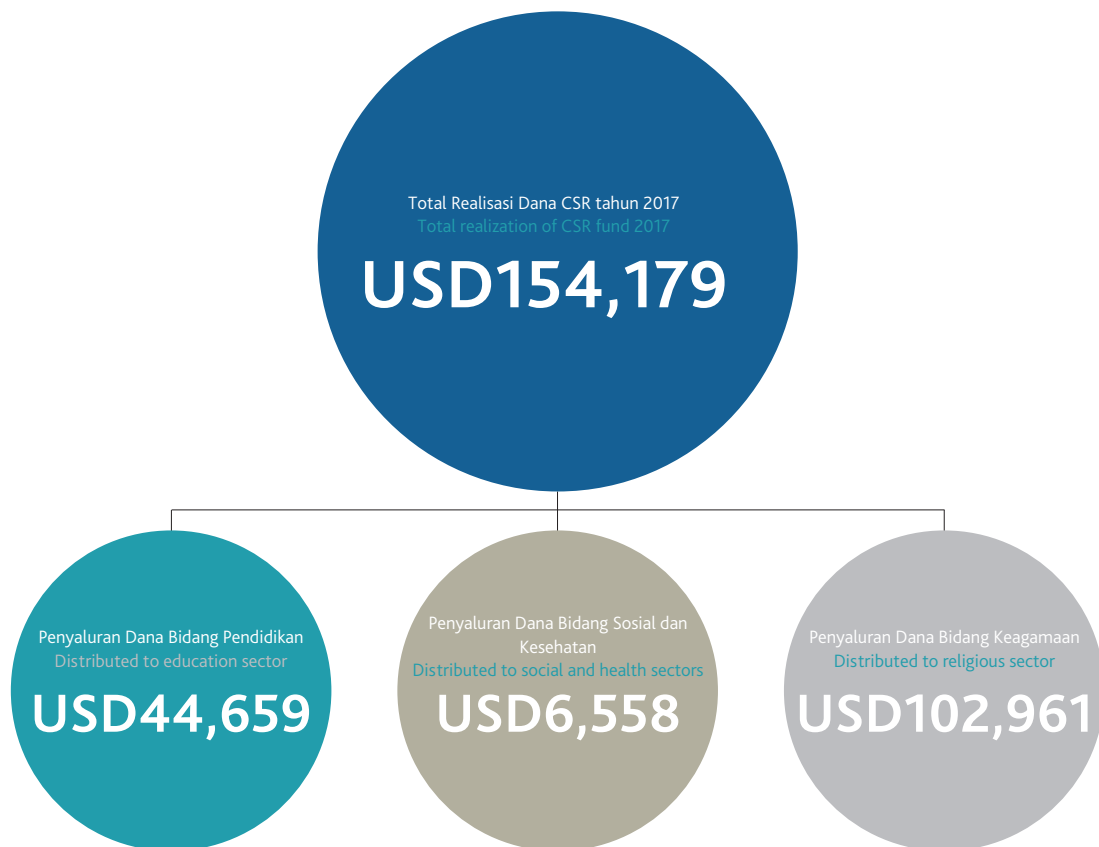
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## Dukungan Berkelanjutan Bagi Masyarakat Continued Support for Community



GMF berkomitmen untuk mewujudkan hubungan yang harmonis, memberikan nilai tambah, dan membantu meningkatkan kesejahteraan hidup masyarakat.

GMF is committed to build a harmonious relationship with the local community in area where the Company operates, such that the Company can give added value to and help improve the welfare of the community.

GMF memandang bahwa masyarakat, terutama yang berada dekat dengan wilayah operasional GMF, merupakan salah satu pemangku kepentingan yang penting bagi keberlangsungan bisnis Perusahaan. Untuk itu, GMF melaksanakan program tanggung jawab sosial perusahaan atau *corporate social responsibility* (CSR) untuk dapat memberikan dukungan kepada masyarakat dalam peningkatan kesejahteraan dan memperbaiki kualitas hidup masyarakat. GMF meyakini bahwa masyarakat yang sejahtera akan turut membawa dampak positif bagi pertumbuhan bisnis Perusahaan.

GMF sees local communities, especially those living close to GMF's operation, as an important group of stakeholders for the continuity of GMF's business. Therefore, GMF conducts its corporate social responsibility (CSR) programs in order to support local communities in their effort to improve their welfare and living standard. GMF is convinced that a prosperous community will have a positive impact to the Company's business growth.

Dalam pelaksanaannya program CSR yang rutin dilakukan oleh GMF adalah di bidang pendidikan, sosial dan kesehatan, serta keagamaan. Di bidang pendidikan GMF secara konsisten memberikan beasiswa bagi anak karyawan yang berprestasi setiap tahunnya, di bidang sosial dan kesehatan kegiatan yang rutin dilakukan adalah penyelenggaraan donor darah, dan kegiatan tanggap bencana berupa pemberian donasi bagi korban bencana alam. Sedangkan di bidang keagamaan GMF telah lama memprioritaskan bantuan bagi pembangunan rumah ibadah setiap tahunnya dengan tujuan untuk membantu kelancaran serta kemudahan masyarakat dalam beribadah dan juga pemberian bantuan bagi kegiatan keagamaan lainnya.

In conducting its CSR, GMF focuses on programs in the education, social and health, and religious sectors. In the education sector, GMF consistently gives scholarship for children of GMF's employees that perform well in their education. In social and health sectors, routine activities that were done by the Company include blood donation and donation for victims of natural disasters. In religious sector, GMF has for sometimes prioritized the effort of building worship places with a goal of increasing people's ease of conducting religious activities. The Company also provides donation for other religious activities.

## Kebijakan CSR Perusahaan

### Company's CSR policy

Secara umum, pelaksanaan program CSR Perusahaan telah mengacu pada ketentuan peraturan yang berlaku, antara lain Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas; Peraturan Pemerintah Nomor 47 tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan Perseroan Terbatas; dan Peraturan Menteri Badan Usaha Milik Negara Nomor PER-09/MBU/07/2016 tentang Program Kemitraan dan Bina Lingkungan Badan Usaha Milik Negara. [GRI 103-2]

In general, the implementation of the Company's CSR is based on regulations, including Regulation Number 40 in 2007 on limited liability company; Government regulations Number 47 in 2012 on Corporate social and environmental responsibilities; and State-owned companies ministerial regulation Number PER-09/MBU/07/2016 on partnership programs and community development on state-owned companies. [GRI 103-2]

Selain itu, Perusahaan juga telah memiliki pedoman pelaksanaan kegiatan CSR yang ditetapkan melalui Kebijakan Pengelolaan Program *Corporate Social Responsibility* GMF Nomor KB-01-007 revisi 1 tanggal 14 Maret 2016 dan Prosedur Bisnis Nomor PB-13-005 tanggal 29 September 2015. Berdasarkan kebijakan tersebut, pelaksanaan program CSR meliputi program:

Other than that, the Company has developed a guideline for its CSR activities, that have been included in company's policy Number KB-01-007 revision 1 on March 14, 2016 regarding the management of Corporate Social Responsibility Program, and the Company's business procedure Number PB-13-005 on 29 September 2015. Based on these policies, the implementation of CSR programs include:

- Pemberdayaan masyarakat,
- Pelayanan masyarakat,
- Sosial kemasyarakatan atau pembinaan hubungan dengan masyarakat,
- Lingkungan, serta
- Keselamatan dan kesehatan kerja (K3).

- Community Empowerment,
- Community Services,
- Social Community, or programs to foster the relationships with communities,
- The environment, and
- Ensuring employees' safety and health.

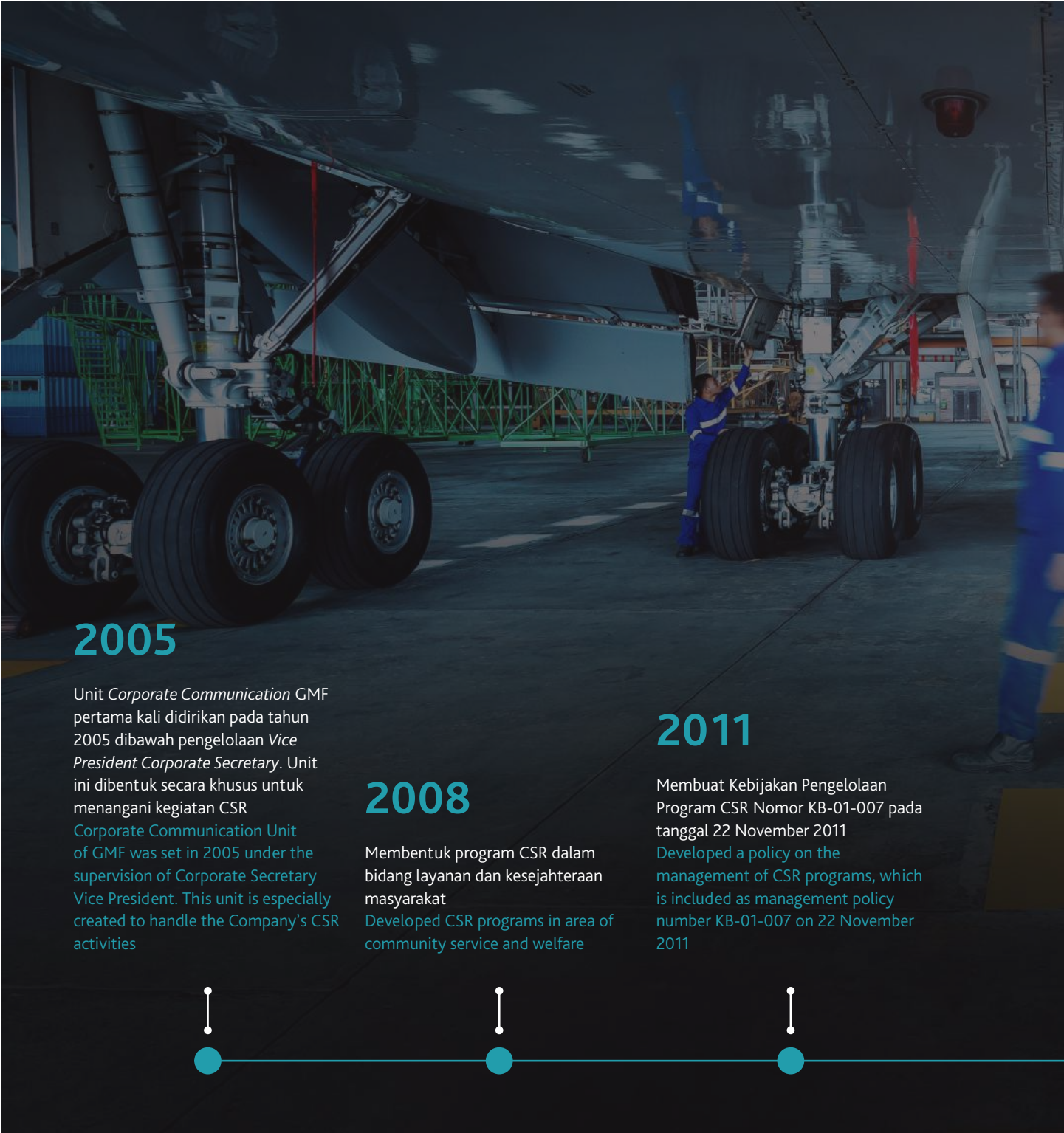
Kebijakan dan prosedur ini menjadi landasan GMF dalam menjalankan implementasi CSR secara konsisten. [GRI 103-2]

These policies and procedures are the basis of consistent CSR implementation in GMF. [GRI 103-2]



Dukungan Berkelanjutan Bagi Masyarakat *Continued Support for Community*

## Jejak Langkah CSR Perusahaan Company's CSR Footprints



**2005**

Unit *Corporate Communication* GMF pertama kali didirikan pada tahun 2005 dibawah pengelolaan *Vice President Corporate Secretary*. Unit ini dibentuk secara khusus untuk menangani kegiatan CSR  
*Corporate Communication Unit of GMF was set in 2005 under the supervision of Corporate Secretary Vice President. This unit is especially created to handle the Company's CSR activities*

**2008**

Membentuk program CSR dalam bidang layanan dan kesejahteraan masyarakat  
*Developed CSR programs in area of community service and welfare*

**2011**

Membuat Kebijakan Pengelolaan Program CSR Nomor KB-01-007 pada tanggal 22 November 2011  
*Developed a policy on the management of CSR programs, which is included as management policy number KB-01-007 on 22 November 2011*





## 2015

1. Pada tanggal 29 September 2015, GMF mengeluarkan Prosedur Bisnis Nomor PB-13-005 yang mengatur mengenai CSR
  2. Menerbitkan Laporan Keberlanjutan GMF tahun pertama tahun buku 2014
1. On 29 September 2015, GMF published Business Procedures Number PB-13-005 that specifically arranged its CSR's activities.
  2. Published the first GMF's sustainability report for the 2014 fiscal year.

## 2016

1. Menerbitkan Laporan Keberlanjutan GMF tahun kedua tahun buku 2015
  2. Menerima penghargaan *Sustainability Report* untuk kategori *Commendation for First Year Report*
  3. Menerbitkan revisi 1 untuk Kebijakan Pengelolaan Program *Corporate Social Responsibility* GMF Nomor KB-01-007 tanggal 14 Maret 2016
1. Published the second GMF's sustainability report for the 2015 fiscal year
  2. Received an award on Sustainability Report for Commendation for First Year Report category.
  3. Published the first revision (*revisi 1*) for the management policy on CSR program which was recorded as management policy Number KB-01-007 on March 14, 2016.

## 2017

1. Menerbitkan Laporan Keberlanjutan GMF tahun ketiga tahun buku 2016
  2. Menerima penghargaan Indonesia *Green Company Award* 2017 dari majalah SWA
  3. Menerima penghargaan PR *Excellence Award 2017* untuk kategori *The Best Corporate PR Program "Night at GMF: Program Earth Hour 2016"* dari Perhumas
1. Published the third edition of the Sustainability Report of GMF in the fiscal year of 2016.
  2. Received an award on Indonesia Green Company Award 2017 from SWA magazine
  3. Received an award on PR Excellence Award 2017 in the category for the Best Corporate PR Program "Night at GMF: Program Earth Hour 2016" from Perhumas

Dukungan Berkelanjutan Bagi Masyarakat | Continued Support for Community

## Visi, Misi, dan Tujuan CSR Perusahaan [GRI 102-16]

Company's CSR Vision, Mission and Goals [GRI 102-16]

### Visi Vision

Mewujudkan tanggung jawab sosial perusahaan yang berkelanjutan untuk menuju *Top Ten MROs in the World*

Actualizing a sustainable corporate social responsibility to be the Top Ten MROs in the World

Menjalankan program CSR yang mampu memberikan dampak secara berkelanjutan kepada *stakeholders* sesuai dengan standar internasional (ISO 26000, GRI G4)

Implementing CSR programs that will have sustainable impact to stakeholders in accordance with international standards (ISO 26000, GRI G4)

### Misi Mission

### Tujuan Objectives

Tujuan pelaksanaan CSR adalah untuk membina hubungan, baik kepada pihak internal maupun eksternal, guna mewujudkan keberlanjutan bisnis perusahaan. CSR eksternal bertujuan untuk mendukung Pemerintah dalam membantu pencapaian tujuan pembangunan berkelanjutan melalui implementasi program CSR. Sedangkan CSR internal bertujuan untuk membangun hubungan yang harmonis dan kondusif dengan seluruh stakeholders dalam rangka mendukung pencapaian visi dan misi Perusahaan, yang pada akhirnya akan meningkatkan reputasi dan kredibilitas Perusahaan

The objective of the implementation of CSR activities is to build a good relationship between internal and external parties, in order to ensure the Company's business continuity. External CSR activities are developed to support Government's effort in attaining its goals in sustainable development. Meanwhile, internal CSR activities are targeted towards building harmonious relationship with all stakeholders. This will help Company to achieve its vision and mission, which eventually will increase Company's reputation and credibility.



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Penerapan Budaya Keselamatan dan Kesehatan Kerja  
Prioritizing Health and Safety Culture

Mengutamakan Kepuasan Pelanggan  
Prioritizing Customer Satisfaction

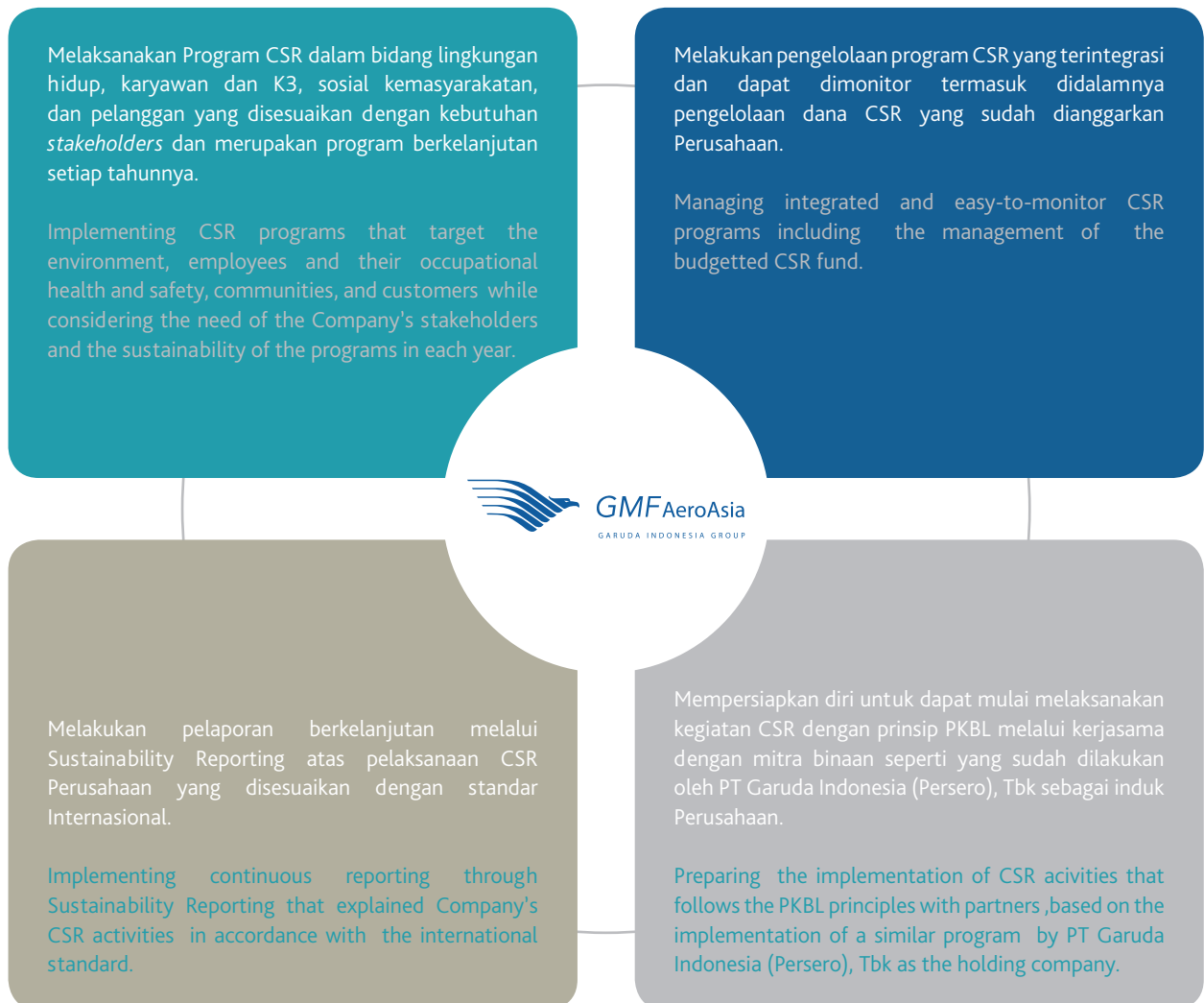
Dukungan Berkelanjutan Bagi Masyarakat  
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Referensi Silang *Disclosure* GRI Standards  
GRI Standards Disclosure Cross Reference

## Strategi Penerapan CSR [GRI 103-2] Implementation Strategy of CSR Activities [GRI 103-2]

GMF telah menyusun strategi penerapan CSR yang sejalan dengan prinsip 3P (*people*, profit, planet), berorientasi pada penciptaan nilai tambah kepada stakeholders maupun komunitas sekitar, serta mendukung program pembangunan masyarakat berkelanjutan. Adapun strategi CSR GMF sebagai berikut:

GMF has developed an implementation strategy for its CSR activities, that is in line with 3P (*people*, profit, planet) principles. The strategy is oriented towards increasing added values for stakeholders and surrounding communities, as well as supporting sustainable community development programs. Therefore, GMF's CSR strategy can be described as follows:



Dukungan Berkelanjutan Bagi Masyarakat Continued Support for Community

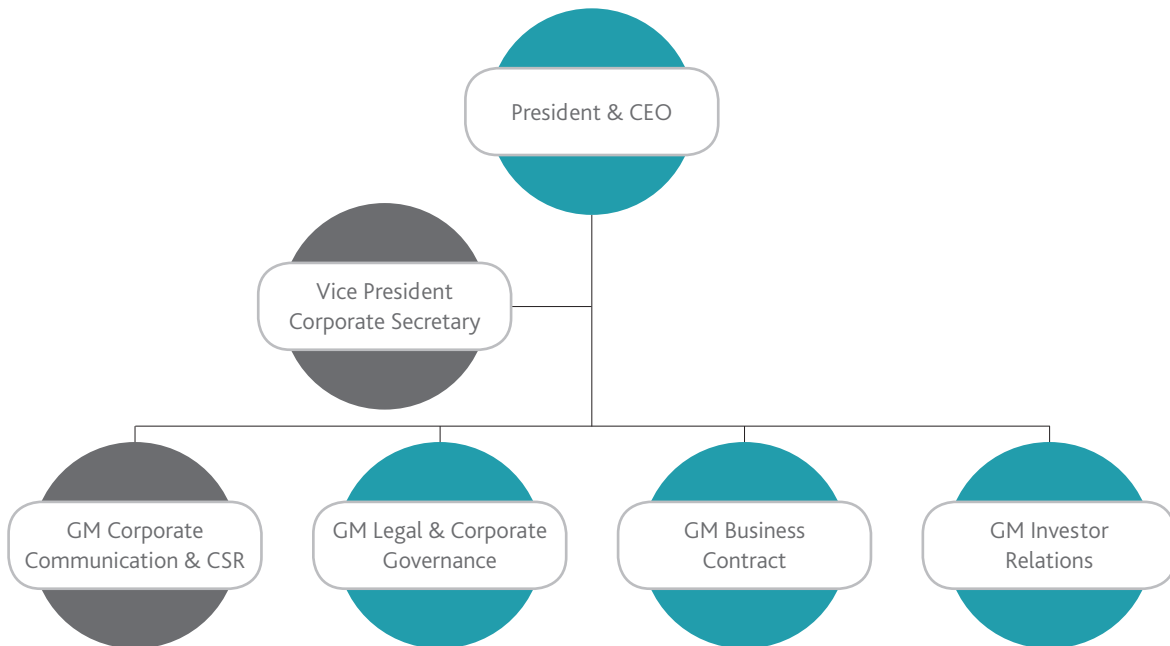
## Struktur Pengelola CSR [GRI 413-1]

### CSR Management Structure [GRI 413-1]

GMF telah membentuk Unit *Corporate and CSR* yang secara khusus menangani kegiatan CSR di Perusahaan. Berikut struktur pengelola CSR Perusahaan secara lengkap:

GMF has set up a Corporate Communication Unit that is specially assigned to conduct Company's CSR activities. The complete CSR management structure in GMF is as follows:

Struktur Pengelola CSR Perusahaan Company's CSR Management Structure



## Program CSR Perusahaan [GRI 413-1]

### Company's CSR Programs [GRI 413-1]

GMF melaksanakan program CSR yang difokuskan pada tiga bidang kegiatan yaitu, pendidikan, sosial dan kesehatan, dan keagamaan. Program-program CSR tersebut terutama diberikan kepada masyarakat di sekitar wilayah operasi Perusahaan.

GMF focuses its CSR programs on three different types of activities, education, social and health, and religious activities. These CSR programs are mainly done for communities in the area of operation of the Company.





### Program CSR Bidang Pendidikan [GRI 413-1] CSR Programs in Education Sector [GRI 413-1]

#### Program Beasiswa Scholarship Program



Dukungan Berkelanjutan Bagi Masyarakat **Continued Support for Community**

Sebagai implementasi nilai-nilai Perusahaan (*concern for people*), serta meningkatkan kesejahteraan dan hubungan karyawan terhadap Perusahaan, GMF memberikan bantuan dana pendidikan bagi 156 anak karyawan non struktural yang berprestasi di level Sekolah Dasar (SD), Sekolah Menengah Pertama (SMP), dan Sekolah Menengah Atas (SMA), hingga Perguruan Tinggi). Total dana yang disalurkan untuk program beasiswa tersebut adalah sebesar Rp295,95 Juta yang diberikan kepada 39 siswa SD, 19 siswa SMP, 24 siswa SMA, dan 74 mahasiswa.

As part of the implementation of Company's values (*concern for people*), and to improve employee's welfare as well as the relationship between employees and the Company, GMF distribute education funds for 156 children of the Company's non-structural employees who excel at various education levels from primary, secondary, high school, up to university level. The total fund for the scholarship program amounts to Rp295.95 million which are provided for 39 primary school students, 19 secondary school students, 24 high school students, and 74 university students.



Pemberian Bantuan Dana Pendidikan melalui IIKGA  
Distribution of education fund through IIKGA



Pemberian Beasiswa  
Distribution of scholarship

Selain program beasiswa bagi anak karyawan GMF, Perusahaan juga berpartisipasi menyumbangkan dana bantuan pendidikan sebesar Rp60 juta untuk putra-putri karyawan Garuda Indonesia Group yang berprestasi. Sumbangan tersebut diberikan kepada Ikatan Istri Karyawan Garuda Indonesia (IIKGA) sebagai pencetus program.

Other than the scholarship program for children of GMF's employees, the Company also donates education fund in the amount of Rp60 million for sons and daughters of Garuda Indonesia Group's employees who excel in their education. The donation is given through the association of wife of Garuda Indonesia Employees (IIKGA).

**Kunjungan Publik**  
Public Visits



Kunjungan publik adalah program edukasi langsung kepada masyarakat mengenai kegiatan perawatan pesawat. Program ini dijadwalkan setiap hari Selasa dan Kamis dengan waktu kunjungan rata-rata hampir dua hingga tiga jam dalam satu hari. Kesempatan berkunjung ini diberikan kepada sekolah, universitas, dan institusi yang telah mengajukan permohonan ke bagian *corporate communications* melalui email [corporatecommunications@gmf-aeroasia.co.id](mailto:corporatecommunications@gmf-aeroasia.co.id).

Dalam setiap kunjungan, pengunjung yang didampingi oleh karyawan GMF akan diajak untuk melihat fasilitas hangar, proses kerja perawatan pesawat, berinteraksi dengan karyawan yang sedang bekerja, dan diperkenalkan dengan ragam profesi di industri perawatan dan perbaikan pesawat, serta diberikan penjelasan sederhana mengenai dunia perawatan pesawat.

Pada tanggal 26 Oktober, GMF melalui Yayasan Sentuhan Kasih Indonesia, memberikan kesempatan kepada 90 anak penyandang kanker beserta orang tua atau pendamping untuk merasakan pengalaman berada di dalam kabin pesawat Garuda Indonesia, serta melakukan simulasi penggunaan alat keselamatan pesawat seperti baju pelampung (*life vest*) dan rakit keselamatan (*inflatable life raft*).



Kunjungan dari Yayasan Sentuhan Kasih Indonesia  
The visit of Yayasan Sentuhan Kasih Indonesia

Sepanjang tahun 2017, GMF telah menerima kunjungan publik sebanyak 12.949 orang, dengan rincian Instansi Sekolah sebanyak 10.227 orang dan Perguruan Tinggi sebanyak 2.722 orang.

Public visit is an education program that directly aims at educating general public on aircraft's maintenance activities. The program is scheduled every Tuesday and Thursday with average visit time of around two to three hours in one day. The opportunity to join public visit is given to schools, universities, and other institutions that have made a request to the corporate communications department via email at [corporatecommunications@gmf-aeroasia.co.id](mailto:corporatecommunications@gmf-aeroasia.co.id).

In every visit, visitors will be accompanied by GMF's employee to see hangar facilities and the aircraft maintenance process, to interact with employees on duty, and to be introduced to various professions in aircraft's maintenance and repair industry, as well as to receive further explanation on the aircraft maintenance in general.

On 26 October, GMF has given an opportunity, through Yayasan Sentuhan Kasih Indonesia, for 90 children with cancer and their parents or guardians to see and experience the cabin of a Garuda Indonesia's plane. They also joined a simulation using aircraft's safety equipment, such as life vest and the inflatable life raft.



Kunjungan Publik oleh Siswa-Siswi Taman Kanak-Kanak  
Public visit of kindergarten children

Throughout 2017, GMF has received public visits from 12,949 people, in which 10,227 people are from various schools and 2,722 people are from various universities.

Dukungan Berkelanjutan Bagi Masyarakat **Continued Support for Community**

## Program Magang [GRI 413-1] Internship Program [GRI 413-1]



Program magang merupakan program pelatihan kerja yang diberikan kepada siswa dari Sekolah Menengah Kejuruan (SMK) dan mahasiswa dengan tujuan untuk membekali pengetahuan dan pengalaman siswa setelah lulus pendidikan nantinya. Program ini memberikan kesempatan kepada para siswa dan mahasiswa untuk mengetahui dan memahami serta mengaplikasikan proses bisnis di Perusahaan khususnya dalam bidang aviasi. Peserta magang akan bekerja langsung dibawah bimbingan dan pengawasan karyawan GMF yang sudah berpengalaman. Setiap peserta diberikan kesempatan mengikuti program ini selama satu hingga tiga bulan.

Pada tahun 2017, GMF telah menerima total 1.228 orang yang terdiri dari 420 orang siswa SMK Penerbangan, 189 siswa SMK non Penerbangan dan 619 orang mahasiswa perguruan tinggi diseluruh Indonesia yang ditempatkan untuk praktek kerja lapangan, magang industri, dan tugas akhir di beberapa unit kerja GMF.

## Program Knowledge Sharing Knowledge Sharing Program

GMF juga membuka kesempatan bagi perusahaan maupun universitas yang ingin melakukan transfer *knowledge* oleh profesional GMF selaku narasumber melalui program studi banding dan pembicara di kegiatan yang diselenggarakan oleh institusi pendidikan. GMF juga telah mengirimkan beberapa expert dan profesional dalam kegiatan *career building workshop* dan seminar Nasional ke beberapa institusi pendidikan di Indonesia.

The internship program is a training program that is given to students from Vocational schools and universities with the aim of providing knowledge and experience to students once they complete their education later on. This program provides opportunities for students and university students to know and understand as well as apply the business process of the Company, especially in the aviation industry. Interns will work under the mentorship and supervision of experienced GMF's employees. Every intern will be given the opportunity to join the program for one to three months.

In 2017, GMF received a total of 1228 interns, comprised of 420 aviation vocational school students, 189 non-aviation vocational school students, and 619 university students from all over Indonesia, that were placed to do practical work, industrial internship, and final projects in various units in GMF.

GMF also opens up opportunity for companies and universities that would like to engage in transfer knowledge program with GMF's professionals as experts in comparative study program and as speakers in events in education institutions. GMF has also sent its experts and professionals in events such as career building workshops and seminars in educational institutions in Indonesia.

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Referensi Silang *Disclosure* GRI Standards  
GRI Standards Disclosure Cross Reference

Daftar Institusi yang Mengikuti Studi Banding tahun 2017 | List of institutions that engage in comparative study in 2017

Institusi Institutions	Materi Content
Komando Pemeliharaan Material TNI AU	Sistem informatika Information system
Akademi Angkatan Udara Yogyakarta	Mekanisme dan aplikasi praktek kerja lapangan di GMF Mechanism and practical application of field work in GMF
PT Kereta Api Indonesia (KAI)	Manajemen <i>standard safety and quality</i> , dan prosedur perawatan pesawat Standard safety and quality management, and aircraft maintenance procedure
PT Aerowisata	Penyusunan laporan tahunan ( <i>annual report</i> ) Annual report development
Pemerintah Kabupaten Mimika	Perencanaan dan pembangunan hangar Planning and construction of hangar
PT Trakindo Utama (Trakindo) Marine Command Center	Konsep dan aplikasi <i>maintenance control center (MCC)</i> , <i>maintenance management</i> mulai dari inspeksi ringan hingga <i>overhaul</i> , dan <i>inventory management</i> Creating the concept and the application of maintenance control center (MCC) and maintenance management starting from light inspection to overhaul, as well as inventory management
Komando Pemeliharaan Material TNI AU	Sistem informatika Information system
PT Voith Paper Rolls Indonesia	Proses <i>aircraft phase in – phase out</i> , dan implementasi K3 Aircraft phase in – phase out process and the implementation of HSE
Diklatpim Palangkaraya	Gambaran bisnis dan pengelolaan manajemen Overview of business and management
Sekolah Tinggi Akuntansi Negara (STAN)	Praktik tata kelola perusahaan yang baik (GCG) Good corporate governance practices
Litbang Kementerian Perhubungan	<i>Quality system</i> Quality system
PT Rekaindo Global Jasa	Perancangan kursi eksekutif Designing executive seats
PT Serasi Autoraya	Implementasi <i>internal audit &amp; risk management</i> Implementing internal audit and risk management

*Knowledge sharing* yang khusus membahas topik mengenai sistem dan implementasi K3 juga dilakukan melalui studi banding bersama beberapa Perusahaan dan Institusi Pendidikan diantaranya PT Dirgantara Indonesia, PT Voith Paper Rolls Indonesia, PT Royal Abadi Sejahtera, Kalbe Group, dan Universitas Islam Negeri Syarif Hidayatullah.

*Knowledge sharing* programs that specifically deals with topic related to system and implementation of HSE are also done through comparative study with other companies and education institutions including PT Dirgantara Indonesia, PT Voith Paper Rolls Indonesia, PT Royal Abadi Sejahtera, Kalbe Group, and Universitas Islam Negeri Syarif Hidayatullah.

Program CSR Bidang Sosial dan Kesehatan  
CSR Program in Social and Health Sectors

GMF memberikan kontribusi pada bidang sosial dan kesehatan melalui pelaksanaan berbagai kegiatan, yaitu diantaranya program donor darah di bidang kesehatan, dan program tanggap bencana di bidang sosial.

GMF contributes to social and health sectors through the implementation of various activities, including blood donation in health sector, and natural disaster relieve program in social sector.



Dukungan Berkelanjutan Bagi Masyarakat **Continued Support for Community**

**Donor Darah Blood Donation**



Sebagai bentuk kepedulian antar sesama, GMF kembali mengadakan kegiatan sosial melalui aksi donor darah yang diikuti oleh seluruh karyawan di Kantor Pusat. Kegiatan donor darah ini rutin dijalankan setiap tiga bulan sekali, pada bulan Januari, April, Juli, dan Oktober. Di sepanjang tahun 2017, GMF telah berhasil mengumpulkan sebanyak 1.740 kantong darah dari 1.740 pegawai yang ikut serta dalam pelaksanaan kegiatan ini. Kegiatan ini diselenggarakan atas kerjasama GMF dan Palang Merah Indonesia (PMI).

As part of the Company's concern to communities, GMF held blood donation effort that was joined by all employees in the Company's main office. The blood donation activities are routinely done once every three months, in January, April, July, and October. Throughout 2017, GMF has successfully collected 1,740 blood bags from 1,740 employees who joined this initiative. This activity is held in cooperation between GMF and Indonesian Red Cross (PMI).

**Tanggap Bencana Disaster Response**



**Bantuan Bencana Alam di Papua Nugini**

Bekerja sama dengan Kedutaan Besar Papua Nugini di Indonesia, Perusahaan memberikan bantuan kemanusiaan untuk bencana alam di Papua Nugini. Bantuan tersebut mencakup alat-alat kesehatan senilai Rp 21.750.300,- yang diserahkan pada tanggal 21 Februari 2017.

**Natural Disaster Relief in Papua New Guinea**

In cooperation with the embassy of Papua New Guinea, the Company contribute to humanitarian assistance for natural disaster. The assistance include the provision of health-related tools worth Rp 21,750,300,- that was given on February 21, 2017.



**Bantuan untuk Bencana Banjir di Jakarta dan Bekasi**

Perusahaan memberikan bantuan kemanusiaan untuk bencana banjir yang terjadi di Jakarta dan Bekasi pada tanggal 21 dan 22 Februari 2017.

**Flood Disaster Assistance in Jakarta and Bekasi**

The Company gave support for communities that were impacted by flooding that occurred in Jakarta and Bekasi on February 21-22, 2017.

## Program CSR Bidang Keagamaan

### CSR Program in religious sector

Program CSR di bidang keagamaan direalisasikan dalam bentuk pemberian bantuan untuk pembangunan sarana ibadah seperti pembangunan masjid, musholla, dan bantuan pada acara keagamaan. GMF sejak lama telah memprioritaskan pembangunan rumah ibadah dengan tujuan untuk membantu kelancaran serta kemudahan masyarakat dalam beribadah. Berikut kegiatan Program CSR di Bidang Keagamaan yang dilakukan selama tahun 2017:

CSR program in religious sector is realized in a form of donation for building worship places, such as donation for building a mosque, donation for building Islamic prayer room, and donation for religious events. For years, GMF has put priority on building worship places so as to support communities in conducting their religious activities. Below is CSR program in religious sector in 2017:



Khitanan Massal *Mass circumcision*



Santunan Anak Yatim *Donation for orphans*

### Program CSR Bidang Keagamaan Tahun 2017 *CSR Program in Religious Sector in 2017*

Waktu Pelaksanaan <i>Time taken</i>	Kegiatan <i>Activities</i>
Januari <i>January</i>	Pembangunan masjid besar Al-Firdaus di Kecamatan Seberang Ulu, Palembang <i>The building of Al-Firdaus mosque in Kecamatan Seberang Ulu, Palembang</i>
Mei <i>May</i>	Renovasi masjid At Taqwa GMF <i>Renovation of At Taqwa mosque</i>
Juni <i>June</i>	Partisipasi dalam acara buka puasa bersama 1000 anak yatim yang diorganisir oleh ikatan alumni ITS <i>Participate in events of breaking fast together with 1000 orphan children that were organized by alumni network of ITS</i>
Agustus <i>August</i>	Buka puasa bersama dan santunan 1000 anak yatim yang dikomandoi oleh Dirjen Perhubungan Udara (DJPU) dengan melibatkan <i>stakeholders</i> di lingkup Kementerian Perhubungan <i>Breaking fast together and donation for 1000 orphan children based on events by the air transport regulator (DJPU) that involved stakeholders in Ministry of Transportation</i>
Oktober <i>October</i>	Pemberian sumbangan kepada yayasan Daarus Sunnah <i>Donation for Daarus Sunnah</i>
Desember <i>December</i>	Bersama dengan Garuda Indonesia Group menggelar acara khitanan massal yang diikuti oleh 265 anak <i>Together with Garuda Indonesia Group held mass circumcisions for 265 children</i>

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### Pembangunan Musholla Menjadi Salah Satu Wujud Keharmonisan GMF dengan Masyarakat

Terwujudnya hubungan yang harmonis dengan masyarakat, merupakan cita-cita bagi semua Perusahaan. Begitu pula dengan GMF yang mewujudkannya melalui pembangunan Musholla di Kampung Parakan, Kecamatan Cigudeg, Kabupaten Bogor.

Melalui pembangunan musholla ini diharapkan dapat meningkatkan kenyamanan masyarakat dalam beribadah dan terciptanya lingkungan yang harmonis antara GMF dengan masyarakat di lingkungan sekitar Perusahaan.

### Construction of Islamic prayer room as one form of harmony between GMF and the community

Having a harmonious relationship with communities is part of all companies' aspirations, including GMF. GMF realizes this aspiration by building an Islamic prayer room in Kampung Parakan, Kecamatan Cigudeg, Kabupaten Bogor.

The construction of the Islamic prayer room can improve the comfort of people when conducting their religious activities and create a harmonious relationship between GMF and its surrounding communities.

## Mekanisme Pengaduan Keluhan Masyarakat terkait Program CSR

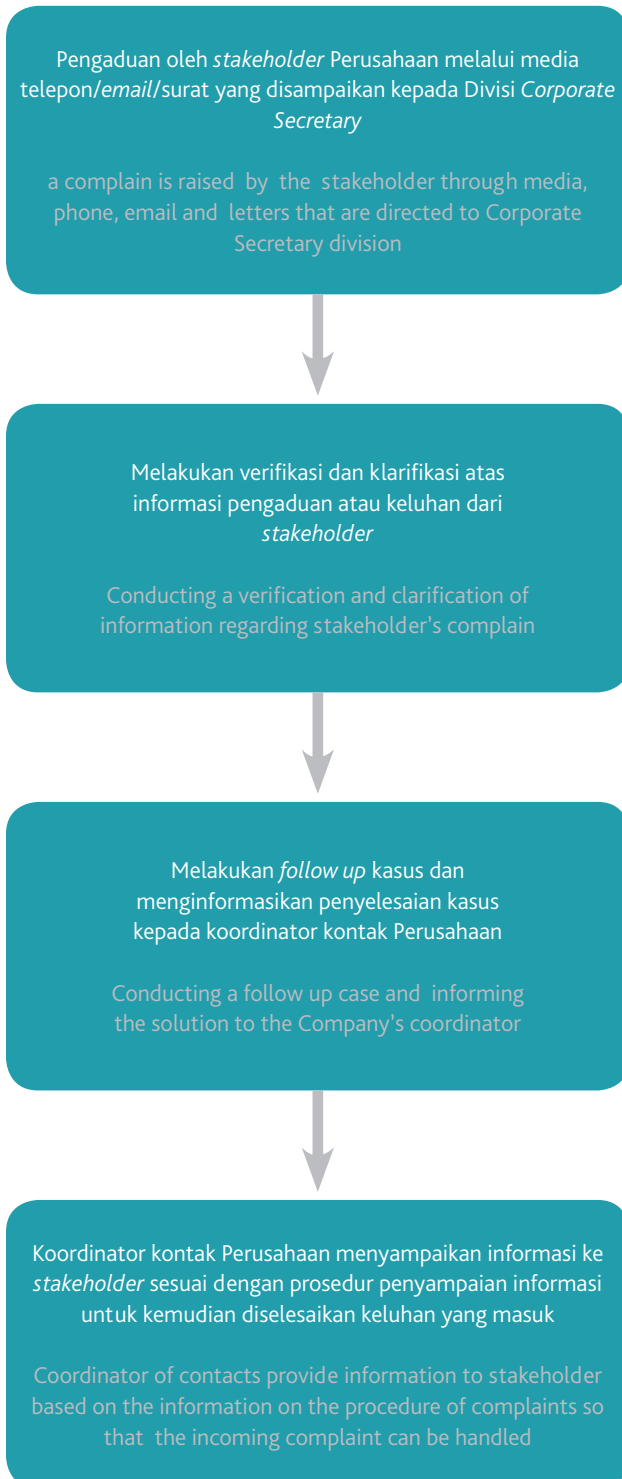
Mechanism for public complaints regarding CSR programs

GMF memandang bahwa untuk membina hubungan yang harmonis dengan masyarakat harus didasarkan pada komunikasi dua arah dan transparan. Untuk itu, GMF telah menyediakan saluran komunikasi yang memiliki mekanisme pengelola pengaduan keluhan masyarakat yang terkoordinir. Saluran komunikasi tersebut dirancang untuk memfasilitasi masyarakat untuk mengadukan klaim, komentar, dan keluhan yang timbul akibat operasional Perusahaan dan pelaksanaan program CSR.

GMF sees that in order to build a harmonious relation with communities, there is a need to underline the importance of a two-way communication and transparency. Therefore, GMF has provided a communication mean with a coordinated management of complaints. This communication channel is developed to facilitate claims, comments, and other complaints that might facilitate general public in lodging complaints, and in giving other comments that might arise from the Company's operations and the implementation of its CSR programs.



Prosedur Penanganan Pengaduan Masyarakat  
[GRI 103-3, GRI 103-2, GRI 413-1]  
Procedure of management of public complaints  
[GRI 103-3, GRI 103-2, GRI 413-1]



GMF telah menyediakan pusat pelayanan informasi dan pengaduan masyarakat yang dapat dihubungi dengan nomor 021-550 8717 ataupun secara langsung dengan mendatangi kantor pusat GMF di alamat Soekarno Hatta International Airport, Cengkareng, Jakarta Barat. Pengaduan masyarakat yang masuk akan diklarifikasi dan di *follow up* langsung oleh divisi *Corporate Communications* yang dikoordinasi oleh *GM Corporate Communications & CSR*.

Selama tahun 2017, GMF tidak menerima pengaduan dari masyarakat lokal terkait masalah kerusakan lingkungan, pelaksanaan kegiatan CSR, maupun keluhan lain terkait kegiatan operasional. [GRI 419-1]

GMF has provided information and complaint handling centre that can be reached by phone at 021-550 8717 or by visiting the Company's head office in Soekarno Hatta International Airport, Cengkareng, Jakarta Barat. Public complaints that are received will be clarified and directly followed up by *Corporate Communications* division under the coordination of *GM Corporate Communications & CSR*.

In 2017, GMF did not receive any public complaint related to environmental degradation, implementation of CSR activities, or other complaints related to its operational activities. Therefore, in this reporting period, GMF also did not receive any monetary sanction or significant fine related to its involvement in social community activities. [GRI 419-1]

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## Realisasi Dana Program CSR

### The Realization of Fund for CSR Programs

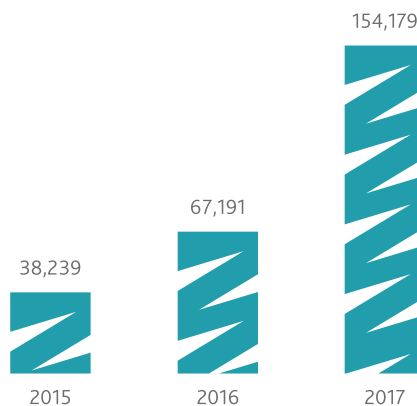
Dana yang dikeluarkan GMF untuk program CSR bersumber dari dana CSR dan *management expense* Perusahaan. Pada tahun 2017, total realisasi dana program CSR Perusahaan adalah sebesar USD154,179. Jumlah tersebut mengalami peningkatan sebesar 129.46% dibandingkan realisasi dana CSR tahun 2016. Hal tersebut menunjukkan konsistensi Perusahaan untuk terus memberikan sumbangsih dan kepedulian terhadap kesejahteraan masyarakat khususnya masyarakat di sekitar wilayah operasi.

The fund that is provided by GMF for CSR program is taken from CSR fund and the Company's management expense. In 2017, the CSR fund amounted to USD154,179. There is an increase by 129.46% as compared to the CSR fund in 2016. This shows that the Company consistently contribute to the welfare of communities in its area of operation.

Realiasi Dana Program CSR per Bidang (USD) **The realization of CSR program fund in each sector (USD)**

Bidang Kegiatan Type of work	Cakupan Reach	Dana Tersalurkan (USD) Amount distributed (USD)	Porsi (%) percentage(%)
Pendidikan Education	Bantuan Dana Pendidikan, <i>Public Visit</i> , dan <i>Sponsorship</i> Institusi Pendidikan Education support fund, <i>Public Visit</i> , and <i>Sponsorship</i> for education institutions	44,659	28,9
Sosial dan Kesehatan Social and health	Donor darah dan Tanggap Bencana Blood donation and quick disaster response	6,558	4
Keagamaan Religious	Pembangunan Masjid, Musholla Binaan, dan Acara Keagamaan Construction of Mosque, Islamic prayer room, and support for religious events	102,961	67
<b>Jumlah Total</b>		<b>154,179</b>	<b>99,9</b>

Realisasi Dana Program CSR Perusahaan (USD) **The Realization of CSR program fund (USD)**





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Referensi Silang *Disclosure*  
GRI Standards  
GRI Standards Disclosure Cross Reference



## Referensi Silang *Disclosure* GRI Standards "Core"

[GRI 102-55]

GRI Standards Disclosure Cross Reference "Core" [GRI 102-55]

Standar GRI GRI Standard	Disclosure		Halaman Page
	Disclosure	Judul Title	
GRI 101: Landasan 2017 Foundation 2017			
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GRI 102: Disclosure Umum 2017 General Disclosure 2017	Profil Organisasi Organizational Profile		
	GRI 102-1	Nama organisasi Name of the organization	26
	GRI 102-2	Kegiatan, merek, produk, dan jasa Activities, brands, products, and services	39
	GRI 102-3	Lokasi kantor pusat Location of headquarters	46, 184
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	GRI 102-8	Informasi mengenai karyawan dan pekerja lain Information on employees and other workers	103, 104
	GRI 102-9	Rantai pasokan Supply chain	49
	GRI 102-10	Perubahan signifikan pada organisasi dan rantai pasokannya Significant changes to the organization and its supply chain	38, 50
	GRI 102-11	Pendekatan atau Prinsip Pencegahan Precautionary Principle or approach	61
	GRI 102-12	Inisiatif eksternal External initiatives	27,86
	GRI 102-13	Keanggotaan asosiasi Membership of associations	51
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GRI 102-14	Pernyataan dari pembuat keputusan senior Statement from senior decision-maker	12	
Etika dan Integritas Ethics and Integrity			
GRI 102-16	Nilai, prinsip, standar, dan norma perilaku Values, principles, standards, and norms of behavior	35, 63, 158	

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<b>GRI 102-18</b>	Struktur tata kelola Governance structure		42, 55, 85, 135, 160
	<b>Keterlibatan Pemangku Kepentingan Stakeholder Engagement</b>		
<b>GRI 102-40</b>	Daftar kelompok pemangku kepentingan List of stakeholder groups		69, 70, 71
<b>GRI 102-41</b>	Perjanjian perundingan kolektif Collective bargaining agreements		114
<b>GRI 102-42</b>	Mengidentifikasi dan memilih pemangku kepentingan Identifying and selecting stakeholders		69
<b>GRI 102-43</b>	Pendekatan terhadap keterlibatan pemangku kepentingan Approach to stakeholder engagement		69, 70, 71, 151
<b>GRI 102-44</b>	Topik utama dan masalah yang dikemukakan Key topics and concerns raised		69, 70, 71, 151
	<b>Praktik Pelaporan Reporting Practice</b>		
<b>GRI 102-45</b>	Entitas yang termasuk dalam laporan keuangan dikonsolidasi Entities included in the consolidated financial statements		17
<b>GRI 102-46</b>	Menetapkan isi laporan dan <i>Boundary</i> topik Defining report content and topic Boundaries		18
<b>GRI 102-47</b>	Daftar topik material List of material topics		19, 21
<b>GRI 102-48</b>	Penyajian kembali informasi Restatements of information		17
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<b>Ekonomi Economic</b>			
GRI 103: Pendekatan Manajemen 2017 Management Approach 2017	Kinerja Ekonomi Economic Performance		
	GRI 103-1	Penjelasan topik material dan <i>Boundary</i> Explanation of the material topic and its Boundaries	19
	GRI 103-2	Pendekatan manajemen dan komponennya The management approach and its components	76,77
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	GRI 103-2	Pendekatan manajemen dan komponennya The management approach and its components	120
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GRI 202: Keberadaan Pasar Market Presence	GRI 202-1	Rasio standar upah karyawan <i>entry-level</i> berdasarkan jenis kelamin terhadap upah minimum regional Ratios of standard entry level wage by gender compared to local minimum wage	120
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	GRI 205-3	Insiden korupsi yang terbukti dan tindakan yang diambil Confirmed incidents of corruption and actions taken	64
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GRI 404: Pendidikan dan Pelatihan Training and Education	GRI 103-3	Evaluasi Pendekatan Manajemen Evaluation of the management approach	121, 124
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	GRI 404-2	Program untuk meningkatkan keterampilan karyawan dan program bantuan peralihan Programs for upgrading employee skills and transition assistance programs	110, 121
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Prioritizing Customer Satisfaction

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GRI 419: Kepatuhan Sosial Ekonomi Socioeconomic Compliance	GRI 419-1	Ketidakpatuhan terhadap undang-undang dan peraturan di bidang sosial dan ekonomi Non-compliance with laws and regulations in the social and economic area	147, 169

## Formulir Tanggapan Pemangku Kepentingan Stakeholder's Feedback Form

Terima kasih atas kesediaan Anda untuk membaca Laporan Keberlanjutan PT GMF AeroAsia Tbk. tahun 2017. Untuk memperbaiki kualitas Laporan Keberlanjutan dan meningkatkan transparansi kinerja keberlanjutan Perusahaan serta sebagai masukan untuk penyusunan Laporan Keberlanjutan Tahun 2018, kami mengharapkan saran dan tanggapan Anda atas laporan ini:

Thank you for your willingness to read this PT GMF AeroAsia Tbk. Sustainability Report. To improve the quality of this Sustainability Report and develop the transparency of Company sustainable performance, we expect your inputs and feedbacks on this 2018 Sustainability Report:

No	Pertanyaan Question	Ya Yes	Tidak No
1	Laporan Keberlanjutan ini telah memberikan informasi yang bermanfaat mengenai kinerja ekonomi, sosial, dan lingkungan yang telah dilaksanakan oleh Perusahaan This Sustainability Report has provided me with useful information on economic, social, and environmental performance of the Company		
2	Materi dalam laporan ini disajikan secara terstruktur The materials presented in this report are well-structured		
3	Data dan informasi yang diungkapkan mudah dipahami The disclosed data and information are easy to comprehend		
4	Data dan informasi telah diungkapkan dengan lengkap, transparan, dan berimbang The disclosed data and information are complete, transparent, and impartial		
5	Data dan informasi yang disajikan berguna dalam pengambilan keputusan The presented data and information are reliable for decision-making		
6	Laporan Keberlanjutan ini telah memberikan informasi mengenai profil perusahaan dan seluruh kegiatannya secara lengkap This Sustainability Report has provided me with complete information on the Company's profile and its entire activities		
7	Layout, jenis font, ukuran, tata warna, tampilan, dan gambar dalam laporan ini menarik dan mudah dibaca The layout, types of font, size, color scheme, display, and images of this report are interesting and easy to read		

No	Pertanyaan Question	Jawaban Answer
1	Jelaskan informasi dalam laporan ini yang paling bermanfaat bagi anda dalam aspek: Explain which information of this report benefits you the most in terms of:	
	a. Meningkatkan Manfaat Ekonomi kepada Pemangku Kepentingan a. Increasing Economic Benefits to Stakeholders	
	b. Pengelolaan dan Pelestarian Lingkungan b. Environmental Management and Protection	
	c. Pengelolaan Sumber Daya Manusia untuk Menciptakan <i>Great People</i> c. Managing Human Resources to Create Great People	
	d. Mengutamakan Budaya Keselamatan dan Kesehatan Kerja d. Prioritizing Health and Safety Culture	
	e. Penguatan Inovasi untuk Meningkatkan Kualitas Layanan e. Strengthening Innovation to Improve Service Quality	
	f. Dukungan Berkelanjutan bagi Masyarakat f. Continuous Support for Communities	

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Continued Support for Community

Referensi Silang *Disclosure* GRI Standards  
GRI Standards Disclosure Cross Reference

No	Pertanyaan Question	Jawaban Answer
2	Jelaskan informasi yang belum diungkapkan dalam laporan ini yang seharusnya diungkapkan dalam aspek: Explain which information not included in this report, that you expect to be disposed in terms of:	
	a. Meningkatkan Manfaat Ekonomi kepada Pemangku Kepentingan a. Increasing Economic Benefits to Stakeholders	
	b. Pengelolaan dan Pelestarian Lingkungan b. Environmental Management and Protection	
	c. Pengelolaan Sumber Daya Manusia untuk Menciptakan <i>Great People</i> c. Managing Human Resources to Create Great People	
	d. Mengutamakan Budaya Keselamatan dan Kesehatan Kerja d. Prioritizing Health and Safety Culture	
	e. Penguatan Inovasi untuk Meningkatkan Kualitas Layanan e. Strengthening Innovation to Improve Service Quality	
	f. Dukungan Berkelanjutan bagi Masyarakat f. Continuous Support for Communities	

### Profil Pembaca Profile

Asal kelompok pemangku kepentingan  
Background of stakeholder's group

Jenis kelamin  
Gender

Umur  
Age

Pendidikan terakhir  
Educational Background

Pekerjaan  
Occupation

Nama institusi  
Name of institution

Bidang usaha  
Line of business

Pendahuluan  
Introduction

Profil Perusahaan  
Company Profile

Tata Kelola Perusahaan  
Corporate Governance

Meningkatkan Manfaat  
Ekonomi Kepada Pemangku  
Kepentingan  
Increasing Economic Benefits  
to Stakeholders

Pengelolaan dan Pelestarian  
Lingkungan  
Management and Conservation of  
the Environment

Kami menghargai saran dan tanggapan yang Anda berikan kepada kami atas informasi yang disajikan dalam laporan ini. Untuk menyampaikannya kepada Perusahaan, kirimkan formulir ini ke: [\[GRI 102-53\]](#)

We highly appreciate your suggestions and comments on information presented in this report. To deliver this to our Company, please send this form to: [\[GRI 102-53\]](#)

KANTOR PUSAT [\[GRI 102-3\]](#) HEAD OFFICE [\[GRI 102-3\]](#)

Sekretaris Perusahaan | Corporate Secretary

PT GMF Aero Asia

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Tangerang, Banten 19130

Indonesia

Telp : 021 5508717

Faks : 021 5503555

Email : [corporatecommunication@gmf-aeroasia.co.id](mailto:corporatecommunication@gmf-aeroasia.co.id)

Formulir Tanggapan ini dibagikan kepada para pemangku kepentingan Perusahaan sebagai sarana untuk memperbaiki kualitas laporan dan meningkatkan transparansi kinerja keberlanjutan Perusahaan serta sebagai masukan untuk penyusunan Laporan Keberlanjutan Tahun 2018.

Feedback forms are distributed to Company's stakeholders as a means to improve the quality of report and develop transparency of the Company's sustainability performance as well as an input for the preparation of the 2018 Sustainability Report.







## 2017 Laporan Keberlanjutan Sustainability Report

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