

## **CHAPTER II**

### **CORPORATE COMMUNICATION APPROACH IN ORGANIZATIONAL COMMUNICATION DYNAMICS**

#### **2.1 The Phenomenon of Sustainability Communication in Indonesia**

Sustainability has emerged as a key priority for businesses in Indonesia, especially in sectors with substantial environmental effects, including energy, manufacturing, and transportation. Since its conception in the 1990s, the term sustainability has gained widespread usage worldwide. But the word itself has just gained popularity in Indonesia in the last six months after the UN launched the Sustainable Development Goals, which supported by Indonesia. As worldwide recognition of climate change intensifies, businesses in Indonesia encounter rising demands from multiple stakeholders such as the government, investors, and the public to embrace more eco-friendly operational methods. In this context, communication about sustainability is essential for making sure that corporate sustainability policies and initiatives are recognized, embraced, and backed by employees and the broader community. Sustainability communications in Indonesia have evolved into a critical corporate strategy, driven by global environmental concerns, regulatory changes, and shifting customer expectations. As one of the most biodiverse nations in the world, Indonesia faces particular difficulties that call for quick, decisive action to make sustainability a strategic need rather than only a choice. Companies today need to share their sustainability initiatives with all relevant parties,

including investors, consumers, employees, and authorities. To stay competitive, business are increasingly adopting sustainability reporting, leveraging digital platforms for engagement, and forming strategic partnerships with NGO's and government bodies. For public relation professionals, crafting compelling sustainability narratives that align with corporate strategy and resonate with key audiences has never been more important.

The Indonesian government has proactively urged businesses to adopt sustainability principles via several regulations, including the Financial Services Authority (OJK) rules on sustainability reporting, energy transition policies detailed in the Nationally Determined Contributions (NDC), and the aim to reach Net Zero Emissions (NZE) by 2060. These policies render firms in the energy industry, like PT Perusahaan Gas Negara (PGN), strategically vital for advancing Indonesia's energy transition initiative.

## **2.2 PT Perusahaan Gas Negara (PGN) Company Profile**

PT Perusahaan Gas Negara Tbk (PGN) is a prominent state-owned company in Indonesia focused on natural gas distribution and infrastructure. As a branch of PT Pertamina (Persero) within the Gas Subholding, it supports the distribution and use of natural gas across diverse industries, power plants, commercial entities, and homes. The firm seeks to assist Indonesia in its energy transition by encouraging the adoption of cleaner and more sustainable energy options. PGN is dedicated to aiding Indonesia's

goal of achieving Net Zero Emissions (NZE) by 2060 via sustainable energy initiatives. The company's goal is to establish itself as a key participant in the shift towards cleaner energy by enhancing natural gas infrastructure and incorporating renewable energy resources. Its objectives encompass:

- a. Enhancing and upgrading Indonesia's natural gas infrastructure.
- b. Improving operational effectiveness and service standards.
- c. Assisting the government's energy transition initiatives through the implementation of sustainable energy strategies.
- d. Enhancing corporate governance along with environmental, social, and governance (ESG) efforts.

PGN's strategic objectives center on enhancing gas usage, advancing LNG and CNG options, and guaranteeing environmental adherence via creative energy solutions. As a major contributor to Indonesia's energy shift, PGN diligently incorporates sustainability into its operations. The company has launched multiple initiatives to decrease carbon emissions, enhance energy efficiency, and promote ESG-focused corporate strategies. These initiatives are in accordance with Indonesia's Nationally Determined Contributions (NDCs) and the worldwide movement for a more sustainable economy.

### **2.3 The Corporate Communication Division and Its Role in Achieving Strategic Goals**

The corporate communication department, serving as an internal stakeholder at PT Perusahaan Gas Negara (PGN), functions as a channel for

information, engagement, and alignment within the workforce, ensuring that the organization's vision, especially the Net Zero Emissions (NZE) goal, is effectively communicated and accepted by its employees. Through encouraging effective communication, the division strengthens organizational unity and guarantees that all internal stakeholders collaborate towards common goals. A key function of the Corporate Communication Division is to create and uphold a transparent and steady exchange of information. This entails developing communication plans that express the significance of the NZE target and its consequences for the organization and individual employees. By breaking down intricate concepts and customizing communications to connect with different departments, the division guarantees that employees comprehend their roles in strategic projects. This collective comprehension fosters a feeling of ownership and responsibility, essential for attaining long-term objectives. Besides sharing information, the division prioritizes enhancing employee involvement. By implementing actions like town hall gatherings, internal campaigns, and consistent updates, the division fosters an atmosphere of inclusiveness and openness. Staff members are encouraged to engage in discussions, share feedback, and express their concerns, fostering a two-way communication system that enhances trust and cooperation. Such engagement is especially vital in the context of strategic shifts, like the NZE target, which often require changes in organizational behavior and practices.

The Corporate Communication Division serves as a link between management and staff, converting overarching strategic objectives into practical actions for the employees. This position is essential for aligning the goals of individuals and departments with the larger mission of the organization. For instance, in aiming for the NZE goal, the division could work alongside operations and sustainability groups to advocate for environmentally friendly practices, showcase success stories, and encourage employees by recognizing and rewarding their sustainable efforts. Additionally, the department plays a crucial role in overseeing organizational change. The shift towards attaining NZE entails considerable changes in operational procedures, staff responsibilities, and organizational culture. By clearly explaining the reasons for these changes and tackling any possible objections, the division facilitates an easier transition and reduces disruptions. The division additionally offers training and resources to empower employees with the insights and abilities required to embrace new initiatives, thereby strengthening the organization's strategic goals.

#### **2.4 Employees' Engagement In The Role of Sustainability Context**

The involvement of employees become important in promoting sustainability efforts within a company. With sustainability emerging as a central element of corporate strategy, employees are more frequently acknowledged as essential participants in reaching environmental, social, and governance (ESG) objectives. At PT Perusahaan Gas Negara (PGN),

promoting employee involvement regarding sustainability, especially in relation to the Net Zero Emissions (NZE) goal, is essential for achieving significant and quantifiable advancements. The employee involvement are more inclined to align their actions and efforts with the organization's sustainability objectives. When workers realize the importance of sustainability and how their positions connect to larger goals, they are inspired to engage in efforts focused on minimizing environmental effects. For instance, personnel engaged in energy efficiency initiatives, waste reduction efforts, or sustainable practices exhibit a level of ownership and responsibility that hastens the organization's progress toward NZE. Effective communication serves as the basis for promoting employee involvement in sustainability. Effective communication regarding the significance of sustainability, the organization's distinct objectives, and the anticipated contributions of employees guarantees that people are both aware and motivated to take action. Corporate communication plans that encompass training sessions, workshops, and awareness initiatives foster a collective understanding of sustainability practices. Moreover, narrating stories like highlighting employee or team success in sustainability boosts motivation and fosters a sense of shared accomplishment.

### **CHAPTER III**

#### **RESEARCH FINDINGS**

This chapter outlines the results derived from the research stage concerning communication management at PT Perusahaan Gas Negara (PGN) in disseminating the Net Zero Emissions (NZE) policy to its internal staff. Effective communication management at PGN is vital for guaranteeing that the NZE policy is comprehensively understood by all employees, promoting alignment with the organization's sustainability goals. The objective is not just to obtain a precise and uniform grasp of the policy but also to actively involve employees in the endeavors to attain PGN's sustainability goals. The results of this study stem from thorough interviews with a varied group of internal stakeholders within the company and documents from the company pertinent to the research topic. These respondents include representatives from various divisions, such as the supervisor corporate communication team, and employees across different divisions.

#### **3.1 Informant Profile**

The data collection process through interviews was conducted in stages with four informants. Below is the data regarding the informants' identities as subjects in this study.

Table 3.1 Informant Profile

<b>No</b>	<b>Informant Names</b>	<b>Job Position</b>	<b>Division</b>
1.	Lazia Denef	Supervisor	Corporate Communication

No	Informant Names	Job Position	Division
2.	Indri	Senior Staff	Health, Safety, Security, and Environment (HSSE)
3.	Aulia Nazala	Senior Staff	Investor Relations (IR)
4.	Noni Emor	Senior Staff	Government and Community Relations (GCR)

### 3.1.1 Informant 1

The first informant is Lazia Denef, who works as a team leader in the Corporate Communication department at PT Perusahaan Gas Negara. In her role as team leader, she is responsible for managing communication strategies, supervising the information flow, and making sure that essential messages are conveyed correctly and effectively. In the framework of the Net Zero Emissions (NZE) policy, she is ensuring that information regarding the policy is shared effectively, so every employee in the company understands the NZE policy, including its goals, execution methods, and anticipated effects. In addition to just informing about the policy's existence, she also makes sure that employees stay informed about any changes, updates, or new issues that might emerge concerning its implementation.

### 3.1.2 Informant 2

The second informant is Indri, a representative from the HSSE (Health, Safety, Security, and Environment) division, which supports the

execution of the Net Zero Emissions (NZE) policy at PT Perusahaan Gas Negara. This division is tasked with guaranteeing that the shift to clean energy is carried out safely, efficiently, and in accordance with national and international regulations. Moreover, HSSE manages risk, analyzes emissions data, and drives ESG efforts, incorporating sustainability throughout operations. In this role, HSSE leads the way in guaranteeing the safe, effective, and sustainable implementation of the NZE policy.

### **3.1.3 Informant 3**

The third informant is Aulia Nazala, a staff member in the Investor Relations (IR) Division. The Investor Relations Division at PT Perusahaan Gas Negara (PGN) is tasked with developing and sustaining connections with investors, analysts, and stakeholders in the capital market. Within the framework of Net Zero Emissions (NZE), this division is crucial in conveying PGN's sustainability pledges and actions to investors, especially concerning reductions in greenhouse gas emissions, the embrace of cleaner energy options like natural gas and hydrogen, and progress in Environmental, Social, and Governance (ESG) practices.

### **3.1.4 Informant 4**

The fourth informant is Noni Emor, representing the Government and Community Relations (GCR) Division. This division manages relationships with government entities, regulatory agencies, and local communities to ensure that the company's operations align with national policies. In the context of Net Zero Emissions (NZE), GCR is essential for

making sure PGN's sustainability efforts adhere to regulations and national emission goals. The division works with policymakers on clean energy shifts, including natural gas, hydrogen, and carbon capture, while also involving communities to raise awareness and gain support for the company's sustainability initiatives.

### 3.2 Communication Structure at PT Perusahaan Gas Negara

As a large and prominent company with a fast workforce, the organizational structure at PGN is designed to support the company's operational efficiency, strategic decision-making, and overall business sustainability.

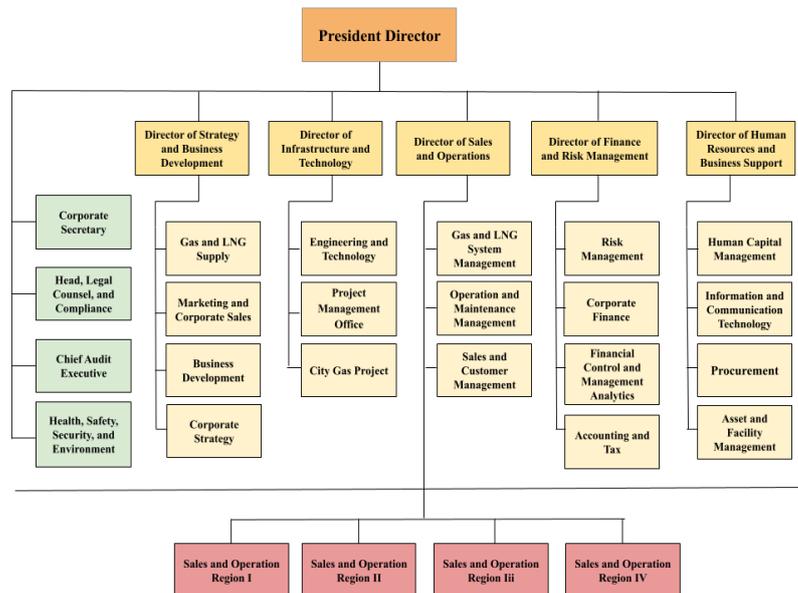


Figure 3.1 Organizational Structure at PT PGN

The organizational structure of PT PGN, as depicted in the chart, is designed to maintain efficient management and clear lines of responsibility across various business functions. At the top of the hierarchy is the President Director, who provides overall leadership and strategic direction for the company. Reporting directly to the President Director are five key directorates: Strategy and Business Development, Infrastructure and Technology, Sales and Operations, Finance and Risk Management, and Human Resources and Business Support. Each of these directorates oversees multiple specialized departments responsible for specific operational areas. Additionally, there are supporting functions such as Corporate Secretary, Legal Counsel and Compliance, Chief Audit Executive, and Health, Safety, Security, and Environment, which ensure corporate governance and regulatory adherence. At the regional level, the company is divided into four Sales and Operation Regions, each responsible for executing business activities within their respective geographic areas.

The company employs various communication methods to facilitate information exchange among employees, across divisions, and with external stakeholders. The communication process at this company encompasses both vertical (top-down) and horizontal (peer-to-peer) processes, and the choice of communication channel largely depends on the situation and the significance of the message being conveyed. Informant 1 explained that when dealing with critical issues or matters that have a substantial impact on the company, communication typically follows a

vertical, top-down approach. In such cases, messages are communicated from director to head division and it will be shared to all employees to ensure clarity and consistency in addressing important concerns. In contrast, for daily operational matters, communication tends to be more horizontal which takes place directly between employees, teams, or departments, without the need for approval or confirmation from higher management.

In the process of delivering the Net Zero Emissions (NZE) policy, the initial information is first received by the President Director. The President Director then communicates the policy to the directors of each respective division as well as to the corporate secretary, which oversees the corporate communication division. This division plays a role in processing and refining the information to ensure it is clear, comprehensive, and aligned with the company's communication standards. Once the information has been structured appropriately, the corporate communication division will disseminate it to all employees through various internal communication channels.

This company utilizes two primary forms of communication. Communication can be categorized as one-way and two-way. One-way communication serves for widespread and quick distribution of information, for instance, via email blasts and notifications on the company's internal platform. In the meantime, two-way communication facilitates interaction and dialogue among staff, including through in-person meetings and internal WhatsApp groups. These WhatsApp groups are established within

PGN's internal departments and are essential for promoting swift and casual communication among employees, enabling them to exchange updates, pose inquiries, and collaborate on daily issues.

For significant policies like the Net Zero Emissions (NZE), the main communication channel for informing employees is email. These emails include extensive information regarding the policy, covering its background, goals, execution plans, and possible effects on the organization and its staff. Supporting materials including infographics, policy documents, and links to the internal company portal are also available to provide employees with additional insights and resources for their access when necessary. In order to foster a culture of sustainability, the company proactively shares information with all employees, from management to staff, utilizing multiple methods, such as Good Corporate Governance (GCG) and Code of Conduct training, the GCG Online System (GOLS) application to boost GCG awareness, along with promotional resources distributed through email, the website, and social media.

### **3.2.1 Formal Communication Process**

Formal communication at PT Perusahaan Gas Negara is designed by top-down approach to make sure that all employees will receive clear, structured, and accurate information regarding company policies, strategic decisions, and ongoing projects. This organized communication method guarantees that staff at every level comprehend their responsibilities in aiding corporate goals, especially concerning major initiatives like Net Zero

Emissions (NZE). In order to ensure effective formal communication, PGN employs different official channels, each designed to uphold transparency, accountability, and the availability of information:

1. Email blast: A key method for sharing official announcements, policy revisions, and strategic directives. Emails frequently serve to convey comprehensive information regarding corporate policies like NZE, along with supplementary materials such as infographics, policy documents, and links to internal platforms where employees can find more detailed clarifications. This approach guarantees that every employee gets consistent information at the same time.



Figure 3.2 Email Blasts About NZE



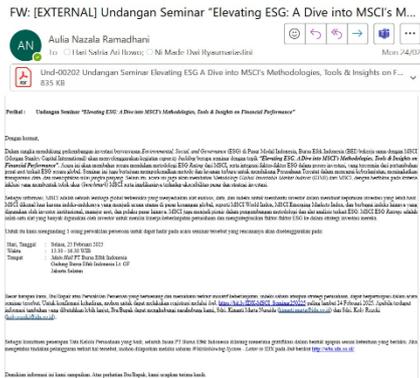


Figure 3.3 Event Invitation Email and Poster

The email blast system is also utilized to send invitations for events that employees are required to attend. Through email blasts, invitations can include key details such as the event agenda, date, time, location, and participation requirements. Figure 3.2 is an example of a seminar invitation on Environmental, Social, and Governance (ESG), and GAS Fest Conference 2024 which serves as a means to enhance employee awareness of sustainability-related topics. The company aim is to educate employees on the importance of ESG principles and their role in achieving NZE targets.

2. Town hall meetings: These serve as an interactive platform where top management parties could communicate directly with employees. Town hall meetings provide an opportunity for employees to gain first-hand insights into corporate decisions, policy implementations, and major initiatives.

Table 3.2 Town Hall Meeting Recap

	Town Hall Meeting	Description
1.	 <p>SP PGN TEBASKAN PEKERJA SIAP DUKUNG PEMANFAATAN GAS BUMI DEMI SWASEMBADA ENERGI</p> <p>© 2024 PGN. All rights reserved.</p>	<p>Date: October 24th and 25th, 2024</p> <p>The 2024 National Work Meeting was attended by SP administrators and PGN management along with key PGN executives, and employees representatives from various PGN divisions. A key point discussed in the forum was PGN’s business transformation to address future challenges.</p>
2.	 <p>TOWN HALL MEETING PGN SUBHOLDING GAS 2024</p>	<p>Date: June 14th, 2024</p> <p>PGN Subholding Gas continues to uphold its commitment to delivering #EnergiBaik through natural gas distribution, especially during the ongoing energy transition. This commitment reflects the company's dedication to supporting national energy security while ensuring sustainability. The 2024 Town Hall Meeting served as a crucial platform for PGN’s leadership and employees to align their vision, reinforce corporate strategies, and</p>

		address the challenges ahead.
3.		<p>Date: January 9th, 2025</p> <p>At the beginning of the year, PGN once again held a Town Hall Meeting with the theme "Accelerating Progress." This event served as a platform to communicate the company's policies and targets that must be achieved. The meeting emphasized PGN's commitment to growth, innovation, and sustainability, ensuring that all employees are aligned with the company's strategic direction in navigating the dynamic energy landscape.</p>

PT PGN does not have a fixed schedule for town hall meetings, but the company usually holds more than twice a year as a form of open communication between management and all employees. These meetings provide an opportunity for PGN to communicate business updates, industry obstacles, and corporate strategies in reaction to market and regulatory shifts. Furthermore, town hall meetings offer a chance for employees to share input, participate in direct conversations with management, and enhance internal cooperation. Delegates from different departments throughout the company will engage in these

talks to synchronize sustainability objectives with daily operations and future strategies.

3. Socialization: PGN actively conducts socialization activities to enhance Environmental, Social, and Governance (ESG) awareness within the company. These sessions are carried out across various work units, covering key topics such as global and national commitments, regulatory requirements, and the company's ESG (LST) implementation across different aspects. Additionally, the socialization efforts are aligned with the specific scope of work of each unit, ensuring that employees understand their role in supporting the company's Net Zero Emission (NZE) goal. By fostering ESG awareness at all levels, PGN strengthens its commitment to sustainable business practices and responsible corporate governance.

**Kegiatan Sosialisasi dan Internalisasi GCG Tahun 2023**  
GCG Socialization and Internalization Activities in 2023

No.	Waktu Time	Kegiatan	Activity
1.	6 April 2023 April 6, 2023	Overview GCG Assessment Parameter BUMN dengan AP PT TGI	GCG Assessment Overview using SOE Parameters with Subsidiary, PT TGI
2.	11 April 2023 April 11, 2023	Sharing Assessment GCG dengan Pertamina, Pertagas Niaga, & CST	Sharing Assessment on GCG with Pertamina, Pertagas Niaga, & CST
3.	31 Mei 2023 May 31, 2023	Awareness GCG & Pembelajaran Hasil GCG Assessment Tahun 2022	GCG Awareness & Learning from the 2022 GCG Assessment Results
4.	6 Juni 2023 June 6, 2023	Sharing Session SMAP ISO 37001 PGN dengan AP PT PGASOI	Sharing Session on SMAP ISO 37001 between PGN with Subsidiary, PT PGASOI
5.	16 Juni 2023 June 16, 2023	Sharing Session SMAP ISO 37001 PGN dengan AP PT PGASCOM	Sharing Session on SMAP ISO 37001 between PGN with Subsidiary, PT PGASCOM
6.	19-20 Juni 2023 June 19-20, 2023	Sosialisasi GCG / SMAP di Rapat Koordinasi Fungsi Legal Subholding Gas Tahun 2023	GCG/ SMAP Socialization at the 2023 Gas Subholding Legal Function Coordination Meeting
7.	21 Juni 2023 June 21, 2023	Sharing Session GCG & SMAP ISO 37001 PGN dengan SOR 1 Area Medan	Sharing Session on GCG & SMAP ISO 37001 between PGN with SOR 1 Medan Area
8.	22 Juni 2023 June 22, 2023	Sharing Session POJK 42/2020 dengan Holding PT Pertamina (Persero)	Sharing Session on POJK 42/2020 with the Holding PT Pertamina (Persero)
9.	26 Juni 2023 June 26, 2023	Sharing Session SMAP ISO 37001 PGN dengan AP PT LNG Indonesia (PLI)	Sharing Session on SMAP ISO 37001 between PGN with Subsidiary, PT LNG Indonesia (PLI)
10.	15 Agustus 2023 August 15, 2023	Sosialisasi Penilaian Kinerja Penyedia Barang/Jasa dan Kebijakan Mutu Anti Penyuaapan	Socialization of Performance Evaluation of Goods/ Service Providers and Anti-Bribery Quality Policy
11.	22 Agustus 2023 August 22, 2023	Sosialisasi Aplikasi GCG Online Systems (GOLS) di Lingkungan SH Gas (monitoring GCG)	Socialization of the GCG Online Systems (GOLS) application within the Gas Subholding (GCG monitoring)
12.	13-15 November 2023 November 13-15, 2023	Peningkatan Pemahaman Anti Gratifikasi e-Learning KPK	Increasing the Understanding of Anti-Gratification e-Learning by the KPK
13.	20 Desember 2023 December 20, 2023	Induksi Direksi dan Dewan Komisaris Baru	Induction of New Directors and Board of Commissioners
14.	Setiap bulan Monthly	Sosialisasi terkait <i>whistleblowing</i> system melalui broadcast email	Socialization of the <i>whistleblowing</i> system via email broadcast

*Figure 3.4 Socialization Recap on 2023  
(Source: PGN Annual Report 2023)*

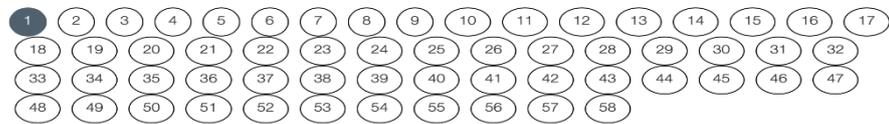
Based on the 2023 annual report, PT PGN has carried out 13 educational activities concerning Good Corporate Governance (GCG) to enhance awareness of effective governance practices and sustainability. Moreover, PGN has conducted 4 GCG socialization sessions that focused on sustainable energy matters, in line with the company's dedication to facilitating the energy transition and reaching the Net Zero Emission (NZE) goal. These sessions take place within diverse work units, addressing essential subjects like international and national obligations, regulatory needs, and the company's implementation of ESG (LST) in various domains. These socialization initiatives are designed to correspond with the particular scope of work for each unit, making certain that all departments and employees comprehend their distinct role in advancing the company's Net Zero Emission (NZE) objective.

4. Internal News Portal (PGN News): PGN News is a monthly release aimed at offering employees a thorough overview of company operations, external partnerships, project progress, and strategic initiatives. The company news platform is beneficial for fostering awareness and involvement concerning long-term projects like NZE. It showcases significant accomplishments, disseminates effective strategies among departments, and strengthens the organization's dedication to sustainability.

Share

## Berita Terbaru

Tanggal	Judul
10 Feb 2025	PGN Perkuat Ketahanan Energi Melalui BCMS untuk Mitigasi Risiko Industri
06 Feb 2025	PGN dan Aerotrans Tingkatkan Penggunaan BBG pada Kendaraan Operasional Ramah Lingkungan
05 Feb 2025	Kementerian BUMN Gelar Workshop AI dan Komunikasi, Siapkan Fungsi Komunikasi BUMN dari Pusat Hingga Unit Terkecil Hadapi Era Digital
05 Feb 2025	Budidaya Padi Biosalin PGN Dapat Apresiasi dari Jokowi
05 Feb 2025	PGN Genjot Jargas Tahun 2025, Kejar 1 Juta Sambungan
01 Feb 2025	Fokus Infrastruktur dan Transisi Energi, PGN Siapkan Capex US\$338 Juta di 2025
17 Jan 2025	Skor ESG PGN Melesat ke 20,2, Komitmen Kuat Menuju Net Zero Emission
16 Jan 2025	Tingkatkan Edukasi Energi Bersih, PGN buat SMPN 34 Depok jadi Sekolah Energi Berdikari
15 Jan 2025	Kinerja Fundamental Kuat, Moody's Naikkan Rating PGN ke Baa2
14 Mar 2024	PGN Catatkan Pendapatan USD3,65 miliar Sepanjang Tahun 2023



*Figure 3.5 Company News Portal  
(Source: pgn.co.id)*

The image illustrates that the news portal features a compilation of news articles chronicling PGN’s activities throughout the years. The articles discuss a range of subjects, such as energy infrastructure initiatives, governmental policies, sustainability efforts, financial outcomes, and partnerships with other entities. Every entry contains a publication date and a concise headline that outlines the content. The navigation system enables users to explore various pages, showing that the archive spans from 2017 to the current date.

Table 3.3 Internal News Portal (PGN News)

<b>News that Related to Net Zero Emissions Issues</b>	
 <p><b>Kawal Target NZE Forum G20, Subholding Gas Pertamina Terus Perluas Pemanfaatan Gas Bumi CNG dan LNG Bali</b></p> <p>Bali –Subholding Gas Group terus mengencangkan penyuluran gas bumi non pipa yakni Compressed Natural Gas (CNG) dan Liquefied Natural Gas (LNG) di Bali, khususnya untuk sektor hotel, restoran, dan kafe (horeka). Penyediaan gas bumi sebagai energi bersih sekaligus mendukung pariwisata berwawasan lingkungan di Bali, serta mengawal target Forum G20 terkait net zero emission.</p> <p>Guna menjaga kehandalan pasokan, Afiliasi Subholding Gas Pertamina, PT Pertagas Niaga, telah mengoperasikan Terminal Mengwi station pengisian CNG yang berlokasi di Badung, Bali. Terminal Mengwi memiliki kapasitas pengisian sebesar 600 - 1.000 M<sup>3</sup> per jam. Dari station ini, CNG dapat melayani kebutuhan pelanggan dengan berbagai moda transport seperti yang dikemas ke dalam tabung cylinder atau cradle dengan volume lebih besar, kemudian dikirim ke pelanggan.</p>	<p>Over the past three years (2022-2025), PGN News has published a total of 246 articles covering a wide range of topics. The articles are showing the document events, collaborations, and advancements related to the company's operations and goals.</p>
 <p><b>Skor ESG PGN Melesat ke 20,2, Komitmen Kuat Menuju Net Zero Emission</b></p> <p>Jakarta - PT Perusahaan Gas Negara Tbk (PGN), Subholding Gas Pertamina, berhasil meningkatkan skor ESG Risk Rating menjadi 20,2 pada 2024, termasuk dalam kategori "Medium Risk" oleh Morningstar Sustainalytics. Pencapaian ini meningkat signifikan dari skor 24,7 pada 2023, menunjukkan komitmen PGN terhadap keberlanjutan.</p> <p>"Peningkatan skor ESG Risk Rating ini membuktikan keberlanjutan adalah prioritas strategis kami. Kami optimis dapat terus memberikan nilai tambah bagi pemangku kepentingan sekaligus mendukung masa depan yang lebih hijau," ujar Fajriyah Usman, Corporate Secretary PGN, (17/11/2025)</p>	<p>According to the news portal, there are 5 of these articles that specifically discuss issues related to Net Zero Emissions.</p>
 <p><b>Kontribusi BUMN Dukung Pencapaian Target Net Zero Emission 2060, PGN Siap Kembangkan Bisnis Biomethane</b></p> <p>Bali – Subholding Gas Pertamina, PT PGN Tbk, memiliki inisiatif untuk mengembangkan bisnis Biomethane sebagai salah satu program langkah dekarbonisasi khususnya pada industri kelapa sawit yang memanfaatkan limbah cair minyak kelapa sawit menjadi energi baru terbarukan. Hal ini juga sejalan dengan target pemerintah Indonesia dan komitmen BUMN dalam mengurangi emisi karbon agar tercapainya Net Zero Emission pada tahun 2060.</p> <p>PGN pun terbuka untuk berpartner dengan berbagai pihak untuk kolaborasi dalam bisnis biomethane yang disampaikan dalam di SCIE International Conference G20 di Nusa Dua Bali, (17/10/2022). Konferensi ini menjadi ajang yang positif bagi PGN untuk meraih kesempatan, kepercayaan dunia, dan kerjasama strategis atas transformasi PGN dalam mengembangkan energi baru yang lebih sustainable.</p>	<p><b>(2022)</b></p> <p>1. <i>Kawal Target NZE Forum G20, Subholding Gas Pertamina Terus Perluas Pemanfaatan Gas Bumi CNG dan LNG Bali”</i> (Published on November 4th)</p>



**PGN Saka Terapkan Program Dekarbonisasi dalam Operasional Lifting Migas Dukung Target NZE**

Gresik, 13 Juli 2023 – PT Saka Energi Indonesia (PGN Saka) selaku entitas anak perusahaan PT PGN Tbk, Subholding Gas Pertamina, menjalankan inisiatif program dekarbonisasi dalam menjalankan kegiatan operasi bisnisnya. PGN Saka menjalankan kegiatan eksplorasi, eksplotasi, dan pengembangan usaha di bidang minyak dan gas bumi, gas metana baru bara (CBM), serta sumber energi lainnya.

Direktur Utama PGN Saka Avep Disasmita menerangkan bahwa program dekarbonisasi diterapkan pada sejumlah fasilitas offshore maupun onshore PGN Saka. Sejumlah fasilitas yang ada dalam proses produksi yaitu Gas Processing Facility (GPF), Oil Treating Facility (OTF), dan LPG Facility (LPGF). Dekarbonisasi yang dilakukan PGN Saka saat ini merupakan hasil penyusunan road map program inisiatif dekarbonisasi PGN Saka untuk periode 2022 – 2030.



**Perkuat Komitmen NZE 2060 Pertamina, PGN Subholding Gas Pertamina Garap Proyek Biomethane Plant Development**

Jakarta – Sejalan dengan komitmen pemerintah untuk mewujudkan Net Zero Emission (NZE) 2060, PT PGN Tbk sebagai Subholding Gas Pertamina melakukan upaya dekarbonisasi industri kelapa sawit melalui proyek Biomethane Plant Development. PGN sebagai pengelola gas bumi terintegrasi bersama Holding Migas Pertamina terus melanjutkan kesiapan agar proyek biometana dapat terealisasi di Indonesia.

PGN bersama Subholding Pertamina lainnya menyampaikan peluang dan gagasan proyek strategis yang ramah lingkungan, termasuk proyek biometana pada Pertamina Investor Day 2023 yang diselenggarakan tanggal 3-4 Juli 2023. Acara ini juga dapat meningkatkan hubungan baik dan menjaga kepercayaan para investor maupun partner bisnis Pertamina.

2. *Kontribusi BUMN Dukung Pencapaian Target Net Zero Emission 2060, PGN Siap Kembangkan Bisnis Biomethane*  
(Published on October 17th)

(2023)

3. *Perkuat Komitmen NZE 2060 Pertamina, PGN Subholding Gas Pertamina Garap Proyek Biomethane Plant Development*  
(Published on July 4th)

4th)

4. *PGN Saka Terapkan Program Dekarbonisasi dalam Operasional Lifting Migas Dukung Target NZE*  
(Published on July 13rd)

13rd)

(2025)

5. *Skor ESG PGN Melesat ke 20,2, Komitmen Kuat Menuju Net Zero Emission*  
(Published on January 15th)

15th)

5. Weekly inter-division meetings: These meetings are conducted regularly within and across different departments to discuss progress on specific tasks, projects, and policy implementations. Weekly meetings serve as an essential touchpoint for teams to align their work, share challenges, and address any uncertainties related to policy execution, including the integration of sustainability goals such as NZE into daily operations.
6. Events: The corporate communication division will organize events tailored to the needs that support the Net Zero Emission (NZE) policy, ensuring active participation from internal employees. These events will be designed to align with the company's sustainability goals and enhance employee awareness and engagement in achieving NZE targets.



**Peringati Hari Bumi, PGN Tingkatkan Awareness dengan Campaign Ramah Lingkungan**

*Figure 3.6 Earth Day Event*

PT Perusahaan Gas Negara actively promotes environmental awareness during Earth Day, a global movement observed annually on

April 22, 2024. PT PGN encouraged employees to participate in an eco-friendly campaign through a bike-to-work initiative, covering an 8.4 KM route from PGN Area Jakarta to PGN Headquarters. The event, aimed at reducing air pollution from vehicle emissions, was attended by over 100 participants, including PGN employees, representatives from the Ministry of Environment and Forestry, and company cycling communities. PGN's Director of Infrastructure and Technology, Harry Budi Sidharta, emphasized the company's responsibility to minimize its environmental impact, highlighting the importance of awareness and real action in the oil and gas industry. He also reinforced the 4R waste management principles (Reduce, Reuse, Recycle, and Replace) to encourage responsible plastic usage, especially to the employees.

*"Various environmental conservation efforts must continue to be carried out by the Subholding Gas Group as a form of our responsibility and commitment to the Earth. This includes reducing plastic usage, supporting carbon emission reductions, and engaging in various other preservation initiatives," concluded Harry.*



*Figure 3.7 Earth Day Event*

In addition to the cycling event, PGN also hosted a seminar on clean energy and sustainability on May 3, 2024, as seen in the image above. This seminar provided employees with valuable insights into the importance of transitioning to cleaner energy sources and the role of companies in reducing environmental impact. Discussions included key topics such as reducing plastic waste, promoting renewable energy, and implementing sustainable business practices. By organizing such educational sessions, PGN hoped that employees are not only aware of sustainability issues but are also equipped with the knowledge and motivation to contribute actively to the company's Environmental, Social, and Governance (ESG) initiatives.

### **3.2.2 Informal Communication Process**

PT Perusahaan Gas Negara also utilizes informal communication as a means to strengthen the exchange of information among employees. Informal conversations often occur spontaneously directly to each other in daily work environments, whether through casual discussions, WhatsApp chats, or conversations outside of working hours. Informant 1 as a representative of the corporate communication division expressed that policy updates are frequently discussed in an informal way as the division plays a key role in bridging communication and ensuring effective information dissemination. One of the most effective informal communication tools at PGN is WhatsApp groups, which support two-way communication between employees.

*“In my daily work process, I often discuss policies with my colleagues outside of formal meetings. Usually, I have casual conversations during work hours, or the easiest way to communicate is through WhatsApp, so we can get straight to the point and discuss matters efficiently with other team members”.*

Information disseminated via email is often reinforced in these internal groups, allowing employees to have further discussion or ask questions regarding company policies. In the context of Net Zero Emissions (NZE), informal communication helps facilitate cross-division coordination without having to go through lengthy bureaucratic procedures.

*"When a division needs assistance in drafting a press release or media report related to NZE, coordination is usually done informally at first. These casual discussions help us in the Corporate Communication Division quickly understand their needs and tailor the message accordingly. This approach makes the workflow more efficient and ensures that the final output aligns better with the specific needs of each division."*

Informant 1 stated that these preliminary discussions allow the corporate communication team to gain a quick understanding of the specific requirements and objectives. By engaging in casual conversations, the team can efficiently identify key messages, clarify important details, and ensure that the content aligns with both the company's communication strategy and the division's needs.

### **3.3 Communication Structure at PT Perusahaan Gas Negara from Employees' Perspective**

The communication structure at PT Perusahaan Gas Negara from employees' perspective encompasses both formal and informal channels

used within the organization. Employees engage in formal communication through structured mechanisms such as official meetings, internal emails, company announcements, and established reporting lines that connect various levels of management and staff. Communication protocols within teams and across departments are guided by company policies, ensuring that information flows in a hierarchical manner. In addition to formal processes, employees also rely on informal communication, which occurs through casual conversations, instant messaging, and networking within the workplace.

### **3.3.1 Formal Communication Process from Employees' Perspective**

Regarding the initial reception of the NZE policy, all of the three informants first learned about it through an email blast sent by the corporate communication division. Informant 3 noted that the company's top-down communication flow is well-structured. When a new policy is introduced, employees are given some time to learn, internalize, and understand it before implementing it in their work environment. This timeframe is considered sufficient to allow employees to identify potential challenges in executing the policy, seek solutions, and prepare necessary steps for smoother implementation.

*"Usually, when a new policy is decided, we are given around 1-2 weeks to understand and process it before it is fully implemented. This provides enough time for analysis and discussion to ensure that the policy can be effectively executed in alignment with business needs and stakeholder expectations."*

Email blasts serve as an essential communication tool for distributing event invitations within the company. This platform enables employees and relevant stakeholders to receive direct notifications about upcoming seminars, workshops, and industry-related discussions.

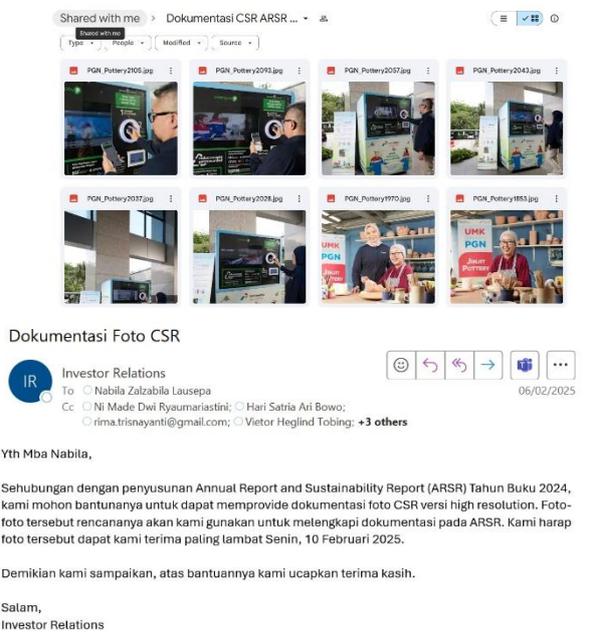


*Figure 3.8 Event Invitation to The Employees*

The image shows an email newsletter utilized to send an invitation for a seminar on ESG disclosures, offering details regarding the event and its goals. The announcement contains information regarding the partnership among Bursa Efek Indonesia (BEI), the Tropical Forest Alliance (TFA), and The Investor Policy Dialogue on Deforestation (IPDD) for hosting the seminar. The invitation highlights the event's emphasis on ESG transparency, evaluating performance in addressing environmental impact, and meeting investor expectations for sustainability disclosures.

As the employee, they also use email as a formal communication platform to collaborate on various work-related tasks. This medium facilitates the exchange of important documents, discussion of project

developments, and coordination between teams across different departments.



*Figure 3.9 Formal Communication Through Email Among Employees*

In the two images above, there is an example of communication between the Investor Relations and CSR divisions regarding the preparation of the 2024 annual report. The email correspondence includes a request for high-resolution CSR documentation photos, which will be used in the Annual Report and Sustainability Report (ARSR). The shared folder contains documentation of activities supporting the company's program to realize clean energy, aligning with one of the goals outlined in the NZE policy because it highlights the company's commitment to sustainability by integrating environmentally friendly practices into its corporate social responsibility programs.

Furthermore, Informant 2 shared that they had the opportunity to attend a town hall meeting which was attended by several directors and top

management parties. In this meeting, the NZE policy was discussed in greater depth, including implementation strategies adopted from Pertamina as the holding company and the challenges each sub-holding might face in executing the policy.



*Figure 3.10 Town Hall Meeting PGN 2024*

The PGN Subholding Gas 2024 Town Hall Meeting aims to reinforce the company's commitment to delivering #EnergiBaik natural gas during the energy transition. As PGN navigates various challenges, strategic initiatives are set in motion to ensure sustainable growth and service excellence. This town hall meeting provided participants with a more comprehensive understanding of the policy, a chance to ask questions directly to the management, and a platform to discuss how the policy could be effectively implemented across different divisions.

### **3.3.2 Informal Communication Process from Employees' Perspective**

PT Perusahaan Gas Negara employs various communication channels to disseminate information to its employees. Although communication within the company is open and flexible, the employees

understanding of NZE policies still depends on how actively they seek additional information. Some employees feel more comfortable grasping policies through informal conversations with colleagues or team discussions rather than through formal communication channels. The three employee informants explained that communication among employees is open and flexible, fostering an environment that supports discussion and interactive information exchange. They believe that transparency in communication affects their understanding of various company policies, including the Net Zero Emissions (NZE) policy.

*"The information about the NZE policy at PGN is already quite clear and transparent. So far, the materials provided have been easy to understand, especially since they include data and concrete examples of how PGN is carrying out this energy transition. However, at times, I personally feel the need to explore the policy further, as this is something new to me and not something I have studied before."*

Based on the interview session with the three informants, informal communication is often used by employees to gain a deeper understanding of the Net Zero Emissions (NZE) policy in the workplace. Some employees, particularly those working in divisions closely related to this policy, frequently engage in casual discussions or spontaneous conversations with colleagues to obtain the latest information. Informant 2 stated that in her work, she often relies on informal conversations to comprehend the NZE policy since her role in making an annual report is closely linked to it.

*"There are usually casual talks or small discussions with colleagues that help me understand more about the NZE policy because, to be honest, sometimes I don't fully grasp all aspects of it."*

Employees often find it more efficient to directly ask a colleague who has the latest information rather than spending time searching through numerous documents or emails, as this allows them to quickly obtain relevant updates without delays. Informant 3 also mentioned that casual conversations play an essential role in clarifying the context of the policy, particularly because official documents can sometimes feel rigid or overly technical.

*"Sometimes things in documents feel stiff or too technical, but when discussed directly with the relevant team, they become easier to understand."*

Additionally, informant 3 also felt that speaking directly with colleagues who have up-to-date information is more efficient than searching through multiple documents or emails. These informal conversations often occur in the workplace, but their intensity tends to decrease outside of work hours, unless there is an urgent situation that requires further discussion. While informal communication is an important part of understanding NZE policies, not all employees are actively involved in their discussions, especially those whose jobs are not directly related to the policies. Informant 4 expressed that they rarely discuss the NZE policy in daily conversations and instead rely on official company communications.

*"Honestly, I rarely, almost never, talk about it, because my job isn't directly related to the NZE issue."*

### **3.4 Communication Functions at Corporate Communication Division**

The corporate communication division serves as a bridge between management and employees, ensuring that important policies such as Net

Zero Emissions (NZE) are clearly communicated and well understood across all levels of the organization. To fulfill this role, the corporate communication division employs various communication functions, including persuasion, integration, command, and network connectivity, all of which contribute to the smooth execution of company policies and objectives.

**a. Persuasion**

To increase employees' awareness and attitudes toward Net Zero Emissions (NZE), PT Perusahaan Gas Negara (PGN) employs a communication strategy focused on creating content that is easy to understand and memorable. Informant 1 as the representative from the corporate communication division explained that the content is not only informative but also includes a call to action, encouraging employees to engage with the policy.

*“Ensuring that every piece of information provided fosters a sense of ownership among employees is beyond our capacity as the corporate communication division. However, we strive to create content that is engaging, easy to understand, and includes a clear call to action to encourage active participation”.*



Figure 3.11 Instagram Content

The image above is an example of content shared on the company's official social media platforms, designed to provide information about #EnergiBaik and its role in the energy transition. These posts not only serve as a source of knowledge for the public but are also specifically intended to raise awareness among employees. By keeping them informed and engaged, the company aims to encourage employees to actively support its initiatives in achieving the Net Zero Emission (NZE) target. Although, up to this point, the effort to support NZE has not yet become a primary indicator in individual Key Performance Indicators (KPIs) for the employees, PGN has incorporated it as an additional point for employees who contribute to the success of this initiative. This strategy aims to gradually increase awareness and participation.

*“So far, the NZE issue has not been a main point in employees' individual KPIs, but it has become an option for earning additional points for those who contribute to the success of NZE in any way. Incorporating it as an additional point is also part of our strategy to increase employee awareness of this policy”.*

Employee responses to these persuasion efforts have been varied, mainly because the NZE policy does not directly intersect with all divisions. Employees from divisions that are not directly involved, such as human resources or finance, tend to be less interested, as they perceive that the policy does not have a direct impact on their work. To enhance employee awareness and engagement in sustainability efforts, PGN is actively promoting its collaboration with Plasticpay through the

RVM PGN x Plasticpay initiative At the company's 59th anniversary celebration.



*Figure 3.12 PGN launches Reverse Vending Machine (RVM) innovation*

This program encourages employees to take part in reducing plastic waste while also benefiting from an easy and rewarding recycling process. By simply downloading and registering on the Plasticpay app (available on Google Play and App Store), employees can contribute to environmental sustainability in a seamless way. This initiative is not just about recycling, it's about making a real impact. According to Imam Pesuwaryantoro, ESG, PR, and Corporate Communications representative from PT Plasticpay Teknologi Daurulang, this strategic partnership between PGN and Plasticpay is a significant step toward accelerating Indonesia's Net Zero Emission 2060 goal.

*“By participating in this program, employees are not only reducing plastic waste but also contributing to a sustainable circular economy, where plastic waste is transformed into new opportunities for businesses and communities”.*

The collaboration is expected to drive positive social, economic, and environmental change, reinforcing the company's commitment to sustainability. PGN encourages all employees to take part in this initiative, reinforcing the company's shared responsibility in creating a greener, more sustainable future. All collected plastic bottles will be routinely processed and recycled by Plasticpay in collaboration with its MSME partners, turning waste into valuable materials that can be reintroduced into the economy.

**b. Integration**

Regarding discussion forums on the NZE policy, PGN currently does not have an online platform that allows employees to share ideas and solutions directly. Although the company operates an internal site as an information center, it does not yet feature online discussion forums. Therefore, the discussions regarding the NZE policy are still conducted through face-to-face meetings. To enhance cross-division synergy in achieving NZE targets, PGN has formed an acceleration team consisting of several related divisions.

*"PGN has also formed a special team consisting of members from various divisions related to the NZE policy as an acceleration team to collaborate and synergize in carrying out the national assignment."*

The ESG team, which consists of the Board of Directors and Heads of Work Units from each respective field, is responsible for the company's future direction aligns with effective ESG management. This includes maintaining a strong commitment to environmentally

friendly or eco-conscious practices while adhering to the appropriate principles and frameworks. A key aspect of their role is integrating ESG strategies that directly contribute to the company's Net Zero Emissions (NZE) target. Also, they are responsible for monitoring compliance with national and international ESG standards, identifying risks and opportunities related to climate impact, and fostering innovation in low-carbon initiatives. Meanwhile, the corporate communication division plays a role in disseminating information about the policy through various content formats that provide updates on policy changes, strategies, and other key aspects related to achieving NZE targets.

**c. Command**

In terms of instructions and directives, the Net Zero Emissions (NZE) policy was initially introduced to PGN through official communications and guidelines provided by Pertamina or the Ministry of Energy and Mineral Resources (ESDM). These directives serve as a foundation for PGN to align its strategies and operational plans with national energy transition goals.



*Figure 3.13 ATLAS: Oil and Gas Safety Guidance Book*

The ATLAS: Oil and Gas Safety book, released by the Directorate General of Oil and Gas (Ditjen Migas) under the Ministry of Energy and Mineral Resources (ESDM), acts as an extensive manual on safety in Indonesia's oil and gas sector. Every volume addresses regulatory changes, findings from accident investigations, technical research, and the use of the most recent technologies. Volume 4 emphasizes the importance of oil and gas safety in facilitating the attainment of Net Zero Emissions (NZE), stressing the link between safety measures and initiatives aimed at lowering carbon emissions. In parallel, Volume 5, focused on Oil and Gas Safety Culture for Sustainable Oil and Gas Energy, highlights the significance of cultivating a robust safety culture within the industry's sustainability approach, in line with NZE objectives through improved safety measures. This book is consistently revised, with fresh editions

published every two to three years, such as Volume 2 in 2017, Volume 3 in 2019, Volume 4 in 2022, and Volume 5 in 2024.

Informant 1 mentioned that the instructions provided from the government are always clear, and the company is given about one to two weeks to understand the policy before developing an implementation strategy. Once the corporate communication division verifies the information, formal instructions are issued to employees via official emails. For more direct and interactive communication, the company uses internal WhatsApp groups and organizes meetings both online and in-person so employees can engage in discussions and seek clarification when needed.

*“We also ensure that management instructions are delivered gradually, especially for complex tasks. For example, large targets are broken down into smaller steps with clear deadlines, making them easier to follow and execute. Additionally, leaders of each division play a crucial role in conveying directives to their teams using a communication style that best suits their team members”.*

This division is committed to not only ensuring that every employee understands their tasks and responsibilities but also making them feel supported throughout every step of the process. They strive to establish clear, open, and accessible communication so that every employee can quickly and accurately obtain the necessary information.

#### **d. Network Connectivity and Interaction**

Employees who work in teams or divisions that frequently collaborate tend to be more exposed to information about the policy

compared to those who have limited interaction with related teams. Informant 1 explained about the discussion process, whether through formal meetings or informal daily conversations could help the dissemination of policy information and enhance understanding of the NZE policy. Moreover, strong employee connections facilitate the faster dissemination of information, with certain individuals acting as communication bridges between management and their colleagues.

*“The connection between employees plays a significant role in understanding and implementing the Net Zero Emissions (NZE) policy. When employees frequently engage in discussions, whether formally in meetings or informally in daily conversations, information about the NZE policy becomes easier to comprehend and apply. Additionally, I believe that these connections among employees can help accelerate the dissemination of information. They can serve as a communication bridge between management and other employees, ensuring that the policy is not only understood but also widely implemented across various work units”.*

Informant 1 also emphasized that strong employee connections play a crucial role in overcoming challenges related to the implementation of the Net Zero Emissions (NZE) policy. Although Informant 1 does not work directly in the field to achieve NZE targets, its role in facilitating effective communication is essential to the process. According to Informant 1, when communication and collaboration between teams run smoothly, employees can easily share ideas, experiences, and challenges they face in the field. Additionally, strong workplace connections help foster an open work culture where employees feel comfortable providing input and voicing concerns.

### **3.5 Communication Function: Employee Receptiveness**

Employees receive information via several formal channels, including official announcements, meetings, and emails, which aim to convey organized and thorough details regarding company policies. Nonetheless, casual conversations also act as a crucial channel for employees to elucidate elements of corporate communication that might be overly complex or strict in formal documents. An employee noted that in addition to official meetings, informal chats with coworkers keep them informed about recent updates, especially concerning policies associated with Net Zero Emissions (NZE). Another worker mentioned that they frequently depend on brief conversations with colleagues to obtain important updates instead of sifting through lengthy documents or emails. In some departments, like HSSE and ESG, consistent communication is essential to make sure that staff are aligned with the organization's environmental objectives. Although numerous employees participate in discussions about company policies during work hours, some have observed that talks concerning sustainability and NZE seldom occur outside the office unless there's an urgent issue needing prompt action.

#### **a. Persuasion Strategy Receptiveness Among Employees**

Employees who are working in divisions that are directly related to sustainability and company operations tend to have a higher level of understanding and a stronger commitment to implementing the NZE policy. In contrast, employees in divisions not involved in its technical implementation generally perceive the policy in a broader context.

After receiving information from the company, some employees exhibit changes in attitude and behavior toward the NZE policy. For instance, Informant 2 became more proactive in seeking additional information on other sustainability aspects, such as greenhouse gas emission reduction and the implementation of Environmental, Social, and Governance (ESG) principles.

*"Personally, since my work is directly related to achieving the NZE target, I feel it is important to contribute as much as possible in helping the company reach this goal. That's why I find it essential to fully understand the existing policies, follow the established steps, and put in my best effort to ensure that my contributions support the company's broader objectives."*

The employee engagement levels vary depending on the policy's relevance to their roles at the company. Informant 3 stated that NZE-related information is valuable for understanding the broader policy framework and its connection to business and investment. However, since their role focuses more on investor relations, the policy's impact on their daily work is not as significant as it is for technical divisions. Some employees also feel that the policy remains abstract and is not directly linked to their daily responsibilities, leading to a level of awareness that is limited to information retention without strong motivation for direct contribution.

*"But if I look at my division, everyone definitely knows about the NZE policy. However, when it comes to how aware they are and how motivated they are to make a direct impact, I think the scale is still very small. For those who feel that this policy is not part of their job, they tend to be less concerned. Maybe because they don't see any direct involvement, they don't feel a sense of urgency to take part."*

While, informant 4 pointed out that there has not been significant engagement, as their work is not directly related to the NZE policy. Additionally, the information provided still feels too general and not closely connected to their daily tasks.

*"The NZE policy is indeed important, but without a more personal approach or relevant real-life examples, it feels more like just information rather than something that truly needs to be implemented."*

In this organization, employees who are directly involved in the implementation of the NZE policy tend to be more responsive and take directives seriously. However, those who do not perceive a direct involvement respond more passively. The main challenge in fostering employee engagement with the NZE policy lies in making them feel they have a role in its success. Employees who believe the policy does not directly impact their work tend to be less active in implementing measures that support NZE targets because they are unsure of what actions they can take in their daily routines.

**b. Integration Among Employees**

Currently, the discussion process about the NZE policy is mostly held in formal meetings involving teams directly responsible for its implementation. There is no online discussion forum or internal platform that enables employees from various divisions to share ideas and solutions more flexibly. Employees believe that such a forum would be highly beneficial in encouraging their involvement, as the best ideas often emerge from casual conversations or field experiences. For

the informal communication flow, employees typically hold discussions during working hours unless there is an urgent matter that needs to be addressed outside of work hours. Conversations specifically related to NZE are relatively rare and usually only take place when there is a new or particularly interesting issue to discuss.

Regarding inter-departmental collaboration, various forms of cooperation have been established, both internally and externally. For example, Informant 2 explained that the HSSE team works closely with the operations and maintenance divisions to ensure that all managed facilities adhere to sustainability standards and environmental regulations. Their joint efforts help mitigate environmental risks while optimizing operational efficiency. Meanwhile, the finance team plays a strategic role in developing effective budget allocation plans that support sustainability initiatives, ensuring that resources are used efficiently to achieve NZE targets without compromising financial stability. Informant 3 explained about the collaboration between corporate secretary, Corporate Social Responsibility (CSR), and Investor Relation (IR), which work together to formulate and execute long-term strategies that accelerate progress toward the company's NZE goals. There is also an example of external collaboration to support the NZE target which is a tree adoption program in partnership with National Geographic.



*Figure 3.14 A Tree Adoption Program Collaboration*

To commemorate Indonesia Tree Planting Day (HMPI) 2024, PT Perusahaan Gas Negara (PGN) Tbk organized a nationwide tree-planting event in collaboration with National Geographic. The tree-planting activities took place simultaneously across the operational areas of PGN Group companies and were broadcasted online to connect all locations. This event also involved representatives from the company's internal employees, encouraging them to actively support and contribute to PGN's sustainability efforts. The company initiative of planting mangrove trees and various other species reflects the company's commitment to carbon offsetting. Since any company inevitably generates carbon emissions in its operations, tree planting serves as an effort to absorb and compensate for these emissions.

Informant 4 also mentioned that she had been invited to attend the event held by Pertamina and organized the Energy Exchange Forum (EEF) 2023 under the theme "Collaboration Towards Energy Transition to Achieve Net Zero Emission in Indonesia." highlighting

its broad reach and the inclusivity of perspectives in shaping energy transition policies.



*Figure 3.15 Energy Exchange Forum (EEF) 2023*

This event served as a significant step in Pertagas' ongoing efforts to support the national energy transition and was held at Grha Pertamina, Jakarta, on February 14-15, 2023. Through this initiative, Pertagas demonstrated its commitment to facilitating knowledge exchange and fostering collaboration among key stakeholders, including members of Pertamina's Gas Subholding, industry regulators, and various partners within the oil and gas sector. The forum provided a platform for discussions on innovative strategies, policy alignments, and technological advancements aimed at accelerating Indonesia's journey toward achieving its Net Zero Emission (NZE) target.

**c. Command Flow Regarding to The NZE Issues Among Employees**

Instructions and directives regarding the NZE policy generally originate from the holding company which is Pertamina before the instructions being passed down to its sub-holdings, including PGN. At

the operational level, these directives are relatively clear and supported by materials such as infographics and expert explanations. Informant 2 expressed that in the HSSE division, clear guidelines are provided to ensure that operational standards at gas stations and other facilities align with the NZE policy. These guidelines include instructions on monitoring and managing emissions at various operational points, as well as necessary adjustments to support NZE objectives. Additionally, the directives often come with specific targets that must be met, allowing the team to understand exactly what needs to be done and within what timeframe. If challenges arise during implementation, employees are given the opportunity to discuss issues or seek further clarification, ensuring that every team member in the field can effectively carry out their tasks in accordance with the company's sustainability goals.

Informant 4 explained that since the NZE policy is a strategic, top-down directive, their role at the working level is primarily focused on adjusting communication methods and tone when engaging with stakeholders. The key is that the policy and its directives are already established, so the main task is to ensure that the message is conveyed in a way that aligns with the context and the audience being addressed. This approach helps ensure that the policy is well-received and effectively understood by different stakeholders.

*“In terms of effectiveness, the directives have been quite clear so far, especially with the support of materials such as*

*infographics and expert explanations in meetings. However, challenges remain in ensuring that all employees fully understand the details of implementation, particularly those who are not directly involved in the policy. This is why two-way communication and discussions are still essential to ensure that the policy can be implemented more optimally across all levels”.*

**d. Network Connectivity and Interaction Among Employees**

The employee informants mentioned that strong connections between employees significantly influence the understanding and implementation of the NZE policy. Informal discussions with colleagues often prove to be a more effective way of grasping a policy compared to merely reading official documents or receiving formal instructions from management. Informant 4 perceives that discussions among employees can have a beneficial impact on the quality of information comprehension. Through collaborative conversations, employees can break down complex topics, address misunderstandings, and reinforce key points more effectively. These interactions create an environment where knowledge is shared and refined, allowing information to be absorbed in a more meaningful and applicable way.

*"If one division has already gained a better understanding of the NZE policy implementation, they can share insights with other divisions, making the adaptation process easier. Additionally, cross-team collaboration enables the exchange of new ideas. As a result, the implementation of the NZE policy can run more smoothly with support from various parties within the company."*

Moreover, a good relationship among employees could help it easier in finding solutions to challenges that arise during the

implementation of the NZE policy. For instance, Informant 3 explained in the context of investors, many international investors, particularly those from Europe, have stringent standards when selecting companies with high ESG indices. To address this challenge, discussions with the NZE policy team are crucial to enable the Investor Relations division to respond appropriately and develop effective strategies to attract investor interest. Additionally, cross-division collaboration fosters innovation in policy implementation, ensuring that the solutions developed are more practical and aligned with the company's needs. Informant 2 mentioned that if there is a division encounters difficulties in aligning its operations with the NZE policy, discussions with more experienced teams can help identify faster and more effective solutions.

*“When there is a strong connection among employees, I feel more comfortable and confident in asking questions or discussing matters that need assistance or clarification. Open communication allows me to approach colleagues from other divisions without hesitation, knowing that they are willing to help or provide the necessary information. This, in turn, boosts my confidence in collaborating and ensures that all aspects of the NZE policy can be implemented smoothly, especially when challenges arise that require collective solutions. When communication flows naturally, it becomes easier to exchange ideas and perspectives, ultimately leading to the emergence of various solutions”.*

According to all of the employee informants, the connections between workers play a significant part in influencing their comprehension and execution of the NZE policy. The more frequently and effectively colleagues communicate, the easier it becomes to disseminate and comprehend information related to the policy. When

employees engage in regular discussions, share insights, and exchange experiences, they can grasp the objectives and required steps to support the NZE policy more quickly. This not only enhances their awareness but also ensures that the policy is applied more effectively across different teams and departments, ultimately driving a more seamless transition toward sustainability goals.

### **3.6 Communication Barrier in The Distribution of NZE Policy Within The Company**

A primary challenge in relaying the Net Zero Emissions (NZE) policy is ensuring the precision of information as it is communicated throughout various tiers of the organization. As the spokesperson for the corporate communication division, Informant 1 emphasized that a major challenge in conveying the NZE policy is maintaining the accuracy and consistency of the information as it circulates through different levels within the organization. Because the policy encompasses several divisions with varying duties, there is a danger that communications may become ambiguous or fail to reach the employees who require them most. Moreover, not every employee proactively searches for information regarding the NZE policy, highlighting the need to discover more effective methods to attract their attention and promote participation. To tackle these issues, Informant 1 stated that prior to sharing any information, the team makes certain that all data and messages are completely validated with the appropriate divisions, particularly regarding essential policies such as NZE. This procedure entails verifying facts and securing management's consent to

ensure precision. Furthermore, ongoing collaboration with departments directly accountable for the policy or particular programs is crucial. This method ensures uniformity in communication and avoids inconsistencies between the information shared and what is handled by other departments. As a result, an efficient communication channel is established by utilizing internal communication groups and discussion forums to furnish faster updates while maintaining the accuracy of the information.

Meanwhile, the three employee informants who receive the policy information describe several communication barriers. Informant 2, who works in the HSSE division and is directly involved in the implementation of the NZE policy, does not encounter significant communication barriers within their own division. Internal coordination runs smoothly, as team members share a common understanding of their responsibilities and work closely to align their efforts with company objectives. However, they highlighted challenges in communicating with external parties, such as scheduling difficulties when trying to arrange meetings or awareness sessions. While this can be challenging due to tight schedules, Informant 2 explained their team often adjusts to the schedules of external parties to remain flexible and maintain smooth communication. To optimize the limited time available, they carefully prepare materials and meeting agendas in advance, ensuring that discussions remain productive despite time constraints. Additionally, they designate representatives from the team to attend these meetings, as involving the entire team would be difficult due to

scheduling conflicts. By assigning representatives, they can keep the communication process efficient without disrupting the workflow of other team members.

As the representatives from Investor Relations (IR) Division, Informant 3 explained the fact that not all employees are actively seeking out or staying updated on the policy's developments, so it becomes a challenge to capture their attention and encourage their engagement in understanding and implementing the NZE policy.

*"When talking with friends in the IR division, most of them don't really understand or closely follow the developments of this policy. That's why the challenge lies in making the NZE policy more relatable to all divisions, not just the teams that specifically focus on sustainability."*

Informant 3 addresses this challenge by actively participating in discussions and awareness sessions, even when they are not directly related to their daily tasks. They also make an effort to stay informed by reading previous annual reports and internal updates shared by the company. By doing so, they ensure they remain up to date on the latest developments regarding the NZE policy. This approach allows them to not only understand the policy itself but also gain insight into its implementation within the company. As a result, when investors raise questions about NZE, they can provide more informed and comprehensive responses beyond just the basic policy details.

On the other hand, Informant 4, who works closely with government stakeholders, does not perceive any significant communication barriers in

conveying or receiving the NZE policy within the company. Information is regularly shared through emails, meetings, and designated forums, ensuring that employees remain informed. However, the main challenge lies in communication with government stakeholders.

*“The key difficulty is aligning the company’s internal policies with national regulations and policies related to NZE. Since government regulations can evolve or change over time, the company must remain highly adaptive in responding to these shifts”.*

With that challenge, Informant 4 thought that a strong adaptability is crucial to maintaining alignment with national policy directions while also safeguarding the company’s interests. Therefore, an active coordination with each government stakeholder through discussion forums, routine meetings, and coordination sessions should happen regularly to stay updated on the latest policies.

The organizational hierarchy also plays a role in the effectiveness of NZE policy communication. Informant 1 explained that strategic information typically requires several layers of approval before being disseminated, which can delay its delivery to employees. While this process is essential to ensure that the information is accurate and aligned with company policies, it can also hinder the company’s ability to quickly adjust its communication strategies in response to policy changes or new implementation challenges.

*“Information about strategic policies usually has to go through several approval stages before it can be disseminated, which can sometimes slow down the process of reaching employees. However, on the other hand, this system also ensures that the information shared is accurate and aligned with the company’s policies”.*

Informant 3 explained that the company's hierarchy influences the smooth flow of daily communication within the organization. Differences in communication styles or interpretations can sometimes lead to inconsistencies in how information is conveyed across divisions. Additionally, not all employees feel comfortable actively asking questions or engaging in discussions with management. As a result, when something is unclear, they may choose to remain silent or seek information on their own rather than directly confirming it with their superiors. Informant 4 also shares the same perspective that the organizational hierarchy can indeed affect the smooth flow of communication regarding the NZE policy. Strategic decisions are often made at the upper management level, while implementation takes place at the operational level. If communication between these levels is not well-established, gaps in understanding may arise between the intended policy design and its actual execution in the field.

### **3.7 Feedback and Evaluation Flow in The Company**

Evaluation and feedback are integral components of the communication system at PT Perusahaan Gas Negara (PGN). Informant 1 explained the effort to ensure the effectiveness of communication strategies and policy implementation, the company conducts regular internal evaluations, both at the corporate communication division level and across all employees. These evaluations take the form of online questionnaires completed by employees at the end of each year to assess whether the current communication strategies remain aligned with the company's

objectives. However, in cases of significant changes, such as the launch of a new policy or the emergence of urgent issues, evaluations are conducted immediately rather than waiting for the scheduled review, allowing communication strategies to be swiftly adjusted to evolving needs. In addition to periodic evaluations, the company's feedback system is designed to be dynamic and responsive to employees' needs. One of the primary methods used is employee surveys, where the results serve as a basis for improving and refining communication strategies. For instance, previous surveys revealed that many employees preferred receiving information via WhatsApp over other communication channels. In response, the company has now adopted WhatsApp as the primary platform for internal information dissemination, ensuring that messages are delivered more quickly and effectively.

*"One example of how we make changes based on employee evaluations is that we now use WhatsApp as the primary platform for sharing information among employees because, based on a survey conducted, employees feel more comfortable and find it more effective for quickly managing information through WhatsApp."*

Beyond surveys, direct feedback sessions are also part of the company's communication evaluation system. When employees provided input that the communication style felt too formal and difficult to understand, the corporate communication division promptly adjusted their approach, adopting a more flexible communication style that better suited the internal audience. The company ensures that messages are not only received but also understood and effectively implemented by all employees.

All three employee informants confirmed that the company conducts surveys in various ways to gather feedback. Informant 2 explained that in the HSSE division, there is a monthly monitoring process where relevant work units are invited to participate in evaluations, which are then reported to the central management. These evaluations are essential as they provide an opportunity for all parties to give input on policy implementation, as well as to address any challenges or obstacles faced in the field. After the evaluation process is completed, the results are submitted to the central office so that management can further assess the findings and make informed decisions regarding necessary policy adjustments or improvements.

*“At the company-wide level, we as employees are also given opportunities to provide feedback or evaluations on various issues, including communication processes. We are asked to fill out a form, which includes a suggestion section where we can freely provide input. This section is open for us to write as briefly or as extensively as we wish, based on our opinions”.*

According to Informant 2, this is a valuable opportunity because it not only gives employees a voice to express their opinions but also allows them to suggest improvements that could enhance communication efficiency and the overall effectiveness of policy implementation. In the other division, Informant 3 explained that there are open opportunities to provide feedback or evaluate the company's communication processes. Typically, this can be done through internal surveys or discussions during weekly meetings, where employees can voice their concerns or suggest improvements if something is unclear.

*“But based on my personal experience, I tend to give feedback more informally, such as through discussions with my team or directly asking my supervisor if something is unclear. Sometimes, waiting for an official opportunity to provide input can make the process slower”*

Based on the responses, Informant 3 also suggested that having a more regular and interactive system for gathering employee feedback, especially regarding major policies like NZE, could make communication more effective and increase overall awareness among employees. According to Informant 4, opportunities for direct feedback on work programs remain limited, primarily due to the predominantly top-down communication structure.

*"When it comes to ongoing work programs, I feel that the opportunities to provide direct feedback are still quite limited. Communication about these programs is usually more top-down, meaning we receive more information rather than actively giving input."*

Because the information about policies are mostly conveyed from management to employees, the space for employees to provide input on specific policies such as Net Zero Emissions (NZE) is still restricted. Nonetheless, for broader issues, employees have more opportunities to voice their opinions through discussion forums, internal surveys, and informal conversations with their teams or supervisors.

### **3.8 Communication Flexibility in The Organization**

In this organization, communication flexibility has a role to maintain a responsive communication system that adapts to new challenges. The company has implemented various mechanisms that enable the swift and

effective dissemination of information. One such mechanism that is used by communication corporate division is the daily mentoring media, where a summary of the previous day's events is compiled and shared. The outcomes of these mentoring sessions are then communicated to the labor union, allowing them to stay informed and relay the latest updates to their members. Specifically for the NZE policy, which is a long-term initiative, monthly updates and reminders are sent out through email blasts and social media content with the frequency of communication depending on the volume of new developments. If the change significantly impacts company operations, the corporate communication division steps in to ensure transparent dissemination of information. However, if the change is minor and does not affect organizational performance, it is typically shared only within the relevant division.

*“When challenges or changes arise in the implementation of the NZE policy, we promptly reassess the communication channels used, the messages to be conveyed, and the most effective ways to engage employees. We also maintain close coordination with management and relevant divisions to ensure that the communication remains aligned with the company's priorities”.*

The company always tries to implement a flexible communication strategy to adapt to evolving needs and situations effectively. Informant 2 stated that the communication within the organization is highly responsive to new needs and challenges. Whenever there are changes or new challenges, the company quickly issues circular letters that provide guidance or updates. This allows employees to adapt quickly and adjust their work plans based on the latest information provided in the circular.

*“The company immediately updates employees through various communication channels when challenges arise from several communication channels such as emails, meetings, or circular letters. This ensures that all employees receive clear and timely information”.*

Additionally, the company actively listens to employee feedback to identify any confusion or areas that need improvement in communicating the NZE policy. This involves evaluating the communication channels used, refining the message content, and identifying the most effective ways to engage employees in understanding the policy. If there is a challenge that could affect workflows, stakeholders, or investors, the company demonstrates a swift response through internal emails and coordination meetings to ensure that teams can promptly adjust their work processes. Meanwhile, for employees who are not directly involved in the NZE policy, communication remains ongoing, even though they may not have in-depth insight into how the NZE team manages policy changes. As Informant 3 admitted to not being very familiar with it because the daily work is not directly related to NZE implementation. From the observation, communication flow regarding NZE is quite good, but Informant 3 feel unsure about the details of how the teams responsible for NZE handle changes in its implementation.

*“When it comes to NZE specifically, I don’t have much direct involvement with the policy in my daily work. From what I’ve observed, communication is still ongoing, but I’m not entirely sure about the details of how the team responsible for NZE manages changes in its implementation”.*

However, for other matters, Informant 3 agreed that the company is quite responsive in communicating changes, especially when those changes directly impact work processes or involve stakeholders and investors. Since policy or strategy shifts can influence various operational aspects, a quick communication is essential. Typically, when significant updates occur, the information is promptly shared through internal emails or coordination meetings, ensuring that all teams can adapt accordingly. In the Investor Relation division itself, which frequently engages with investors, the flexible communication is very important, as investors require clear and transparent information about the company's policy direction.

Regarding changes or challenges in implementing the NZE policy, Informant 4 noted that communication tends to become more frequent. Specifically, in the Government and Community Relations (GCR) division, whenever national policies related to NZE undergo modifications, the team must quickly adapt by communicating these changes to stakeholders. This forward-thinking strategy ensures consistency with industry regulations and keeps all relevant parties updated on any policy developments.

*“As an employee, I often take the initiative to seek out updates or policy changes to ensure their work remains aligned with the latest developments. Specifically, in the GCR division, if there are changes to national policies related to NZE, the team must swiftly adapt by communicating the new direction to stakeholders”.*

Informant 4 also mentioned that if there is a new challenge, the company facilitated through additional socialization efforts, updated informational materials, and discussion forums involving various divisions.

These efforts help teams quickly determine the necessary steps to take within their respective responsibilities.