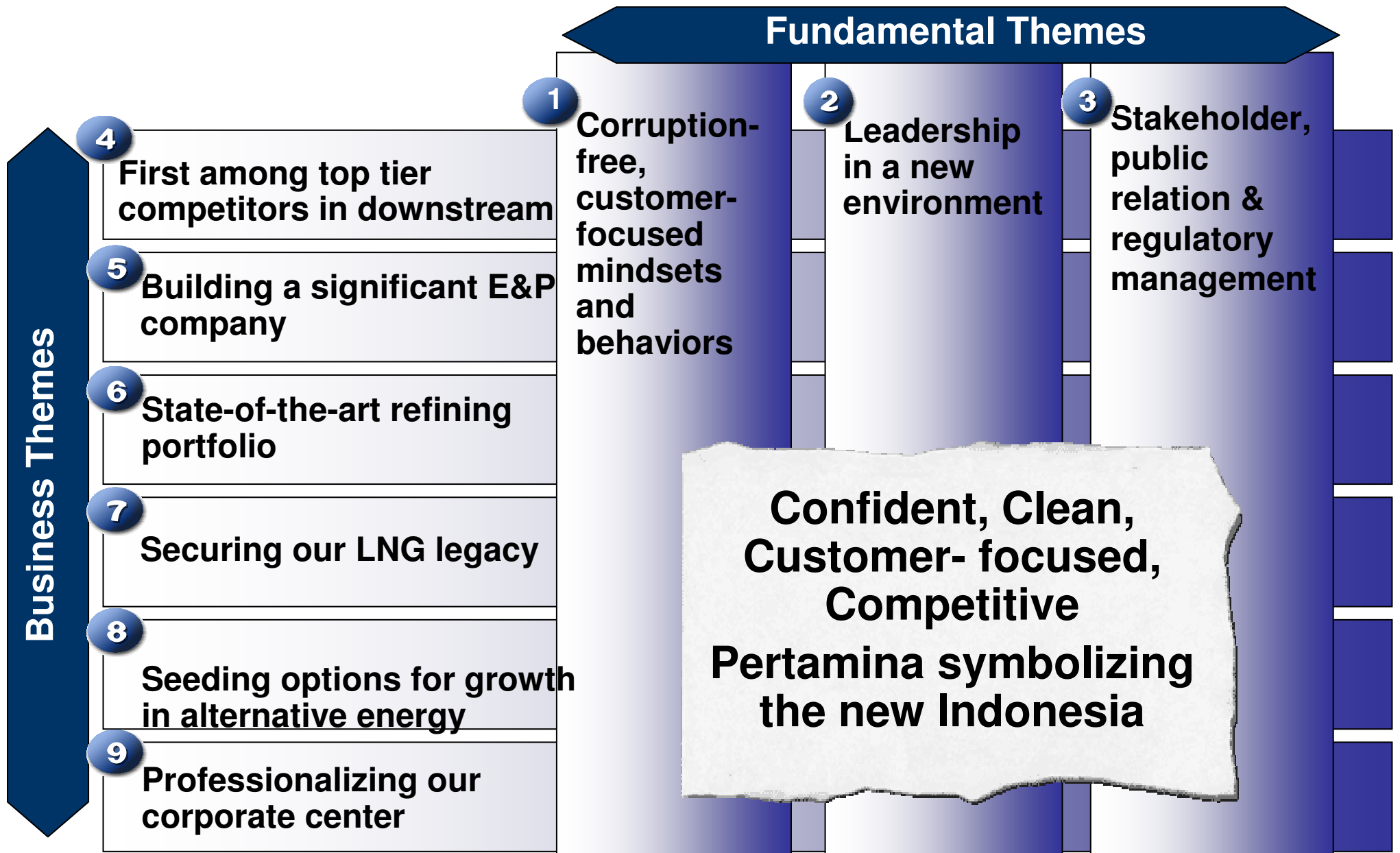


**PERTAMINA CLEAN**  
**A FUNDAMENTAL PROGRAM**  
**IN THE CORPORATE TRANSFORMATION**



# PERTAMINA TRANSFORMATION PROGRAM



# PERTAMINA CLEAN Background

- One of fundamental themes of Transformation program.
- A part of 4C management aspiration (Confident, Clean, Customer Focused, Competitive).
- External Driven:
  - The government effort to eliminate corruption, collusion and nepotism.
  - The importance of clean and transparent business.
  - A more intensive corruption handling (nationally and internationally).
  - The effort to increase competitiveness and stakeholder's trust.
  - UN Convention on corruption, collusion and nepotism elimination.

# PERTAMINA CLEAN GOALS

- Bringing PERTAMINA to be a clean, ethical, transparent and trusted corporation.
- Creating systems, policies and procedures to support clean, ethical, transparent businesses.
- Creating policies to provide legal assistance for employees conducting business as rules by business ethical and behavior as well as effective policies and procedures.
- Improving employees self confidence to perform job and make decision.
- Improving Pertamina positive image internally and externally.

# PERTAMINA CLEAN HAS THREE KEY ELEMENTS WHICH ARE SPLIT INTO SEVEN GROUPS OF INTERVENTIONS

## PERTAMINA CLEAN PROGRAM

### Communication and Education

*To socialise Pertamina Clean principles and educate employees on how to make ethical decisions*

- 1 Internal communication
- 2 External communication
- 3 Educational tools to promote ethical behaviour

### Capacity building

*To build Pertamina's ability to implement Pertamina Clean principles in daily working activities*

- 4 Policy and procedure reform
- 5 Unit "Pertamina Clean" competition

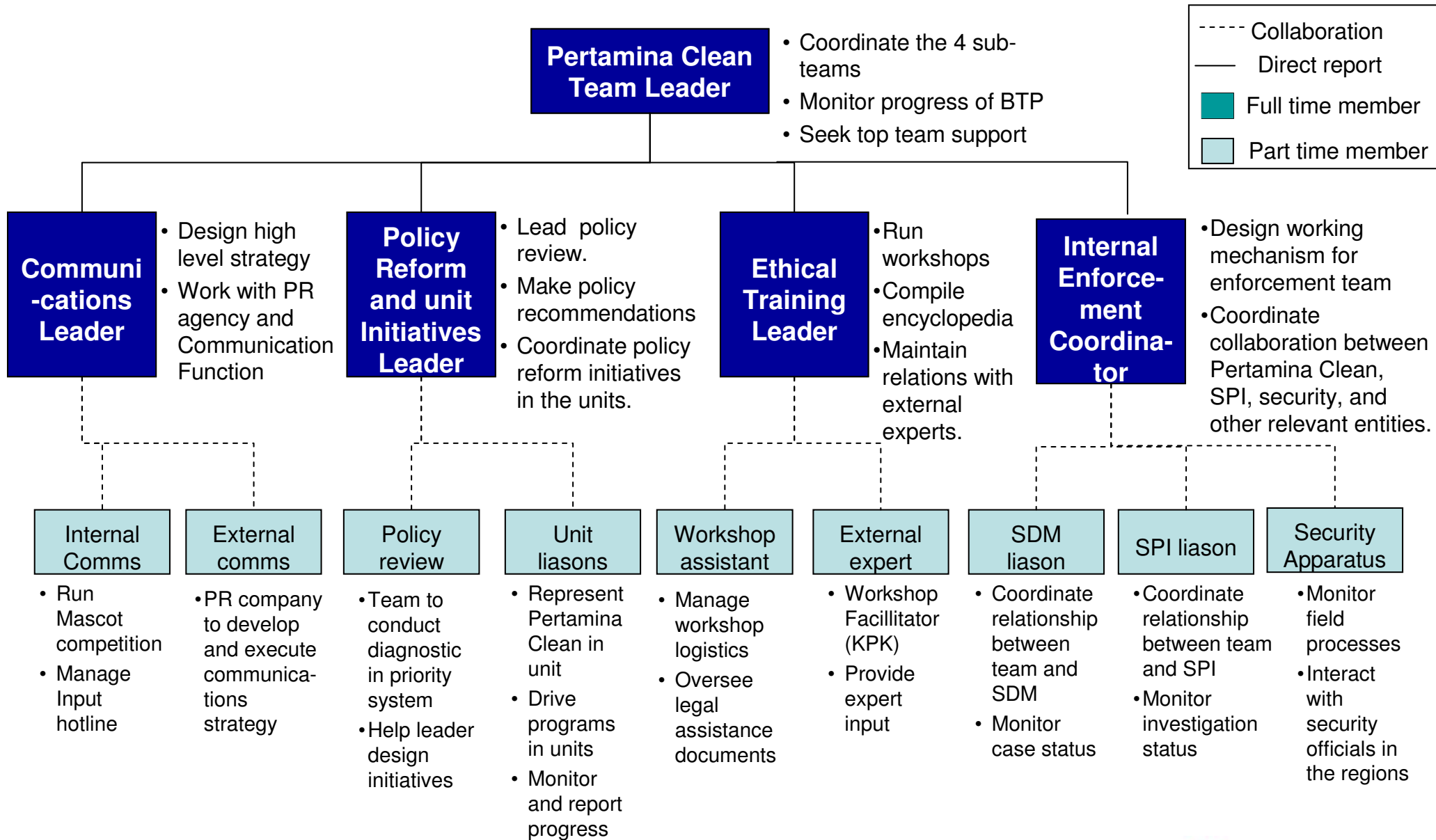
### Enforcement

*To setup and implement formal mechanisms to resolve existing cases and prevent corruption going forward*

- 6 Improve Internal investigation and enforcement system
- 7 Collective actions with external parties

← **PERTAMINA INTEGRITY PRINCIPLES** →

# RESOURCES NEED TO BE COMMITTED TO ENSURE SUCCESSFUL IMPLEMENTATION OF PERTAMINA CLEAN PROGRAM



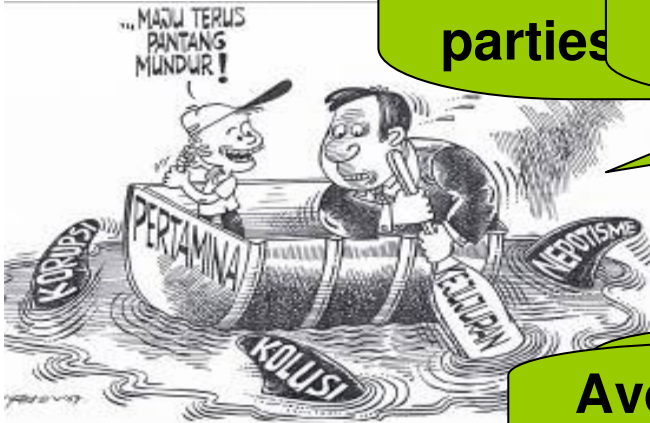
# CORPORATE INTEGRITY PRINCIPLES

Do not inappropriately use authority

Act honestly in interacting with both fellow employees and external parties, and always act in good faith.

To maintain a high level of integrity, the Board of Directors has adopted the following principles:

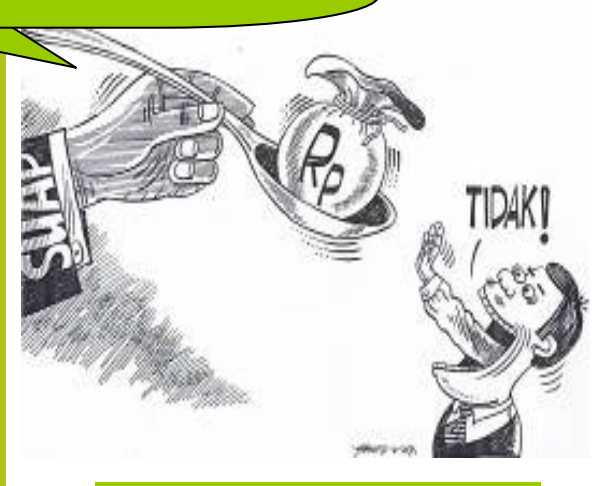
Board of Directors has adopted the following principles for all employees:



Honest



Avoid being involved in, or undertaking activities, that may cause conflict of interest.



Conflict of interest Free

Bribery intolerant

## **BOD GESTURES**

All Directors agree and commit to a set of new behaviors:

- **Take immediate decision to close all pending cases.**
- **Disclose potential conflict of interests (family members, shareholdings, etc).**
- **Announce compensation and bonus.**
- **No compensation & benefit will be given to BOD members by the subsidiary if they are appointed to a position in a subsidiary's BOC.**

# PERTAMINA CLEAN OUTPUT

## Up to the present

- Corporate Integrity principles and BOD gestures have been provided.
- Corporate Integrity Principles, also Pertamina Clean's programs and activities have been well socialized to all employees through various communication media.
- 4 priorities of guidelines/Decree/SOP are in the process of approval.
- Business ethics Workshop for employees in Head Office and Operation Units were held 8 times in cooperation with KPK (the Commission for Eradication of Corruption)
- Some pending cases were completed.
- Corporate Integrity Principles were socialized to business partners.
- The Integrity Pact was signed.

## In the process

- Continuing the socialization of Corporate Integrity Principles, also Pertamina Clean's programs and activities to all employees and external parties through workshop.
- Visualizing Pertamina Clean mascot to increase the awareness.
- Legalizing Gratification Guidelines after COC was adjusted.
- Conducting TOT as a preparation to Business Ethics Workshop to all employees
- Continuing the completion of pending cases.
- Finalizing the compilation of ethical dilemmas and their solutions.
- Cascading the Integrity Pact.
- Making Integrity Pact Module.



KEMENTERIAN NEGARA  
PENDAYAGUNAAN APARATUR NEGARA  
REPUBLIK INDONESIA



KEMENTERIAN NEGARA  
BADAN USAHA MILIK NEGARA  
REPUBLIK INDONESIA



## PAKTA INTEGRITAS PT PERTAMINA (Persero)

Saya, **lin Arifin Takhyan**, Wakil Direktur Utama PT PERTAMINA (Persero)

Dalam rangka berpartisipasi memperbaiki masa depan kehidupan bangsa dengan ini menyatakan sebagai berikut:

1. Menggunakan segala potensi yang saya miliki untuk turut mempercepat perwujudan dunia usaha nasional yang Bersih Transparan Profesional dalam rangka berpartisipasi memperbaiki masa depan kehidupan bangsa.
2. Melaksanakan dengan sungguh-sungguh **Modul Pakta Integritas PT PERTAMINA (Persero)** yang meliputi Good Corporate Governance (GCG), Pedoman Perilaku dan Prinsip-prinsip Usaha Yang Sehat serta penerapan sistem *reward and punishment* yang proporsional.
3. Memerintahkan seluruh pejabat dan karyawan di bawah kewenangan saya untuk menandatangani Piagam Pakta Integritas dan melaksanakan Modul Pakta Integritas PERTAMINA secara bertanggung jawab.
4. Mengajak pelaku-pelaku usaha yang berkaitan baik secara langsung maupun tidak langsung dengan PT PERTAMINA (Persero) untuk menandatangani Pakta Integritas dalam rangka membangun Pulau-pulau Integritas di kalangan dunia usaha.
5. Memegang teguh Prinsip-prinsip Dasar Integritas Perusahaan, yaitu bertindak jujur, dapat dipercaya, menghindari konflik kepentingan, dan tidak mentolerir suap.
6. Merahasiakan dan melindungi saksi yang menyampaikan informasi penyimpangan pelaksanaan Pakta Integritas di lingkungan PT PERTAMINA (Persero).
7. Pelanggaran atas Pakta Integritas ini membawa konsekuensi sesuai dengan ketentuan yang berlaku.

Jakarta, Oktober 2007

Menyaksikan:  
Meneg Pendayagunaan Aparatur Negara  
Selaku Koordinator Tiga Pilar Kemitraan

Taufiq Effendi

Menyaksikan:  
Menteri Negara BUMN

Sofyan A. Djailil

Mengetahui:  
Direktur Utama  
PT PERTAMINA (Persero)

Ari Hermanto Soemarno

Wakil Direktur Utama,



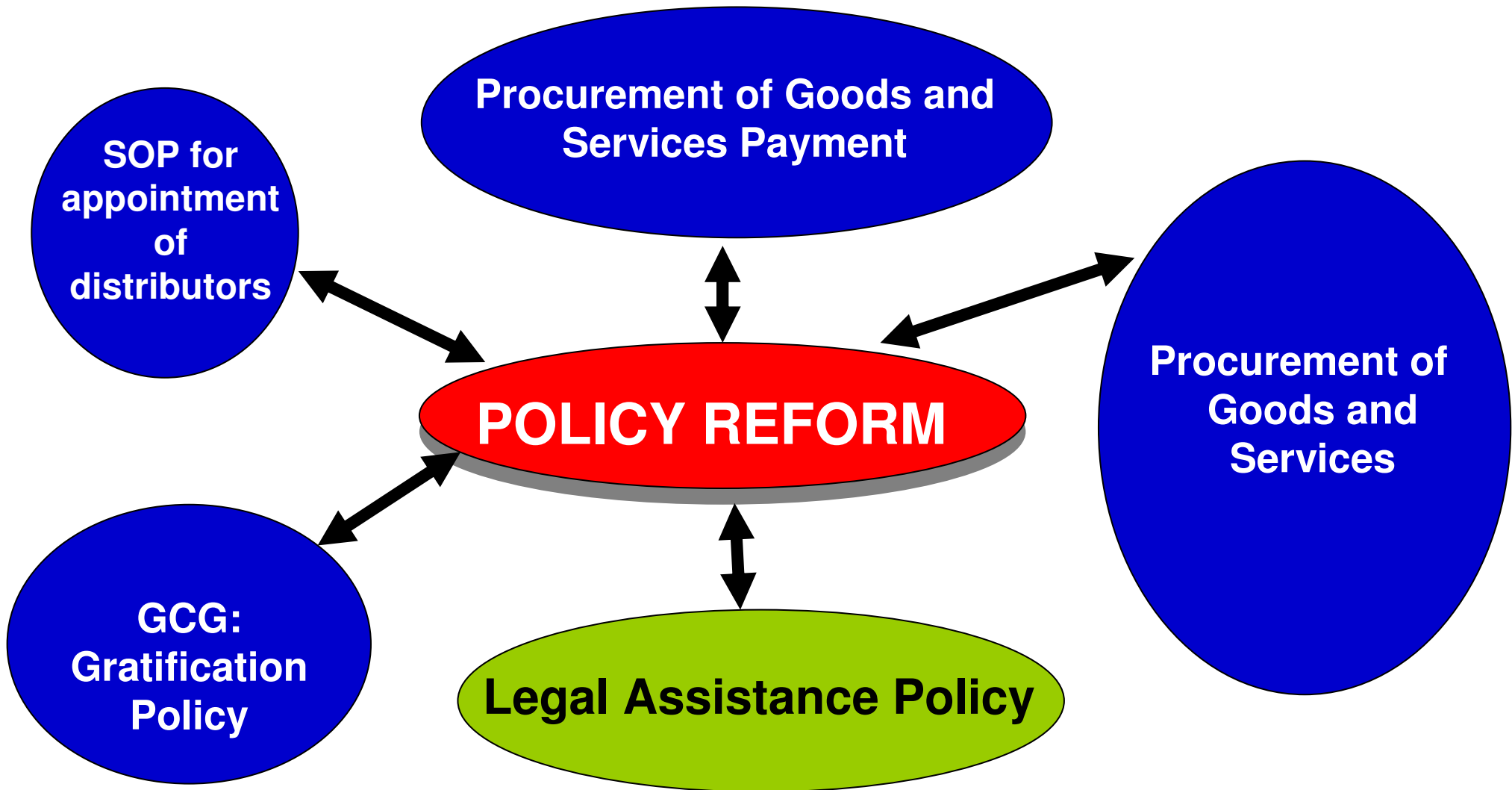
lin Arifin Takhyan



Foto: DNP/2008 - Pertamina

**PERANG MELAWAN KORUPSI.** Direksi Pertamina dan Menteri Negara Pendayagunaan Aparatur Negara Taufiq Effendi mengepalkan tangan sebagai tanda kebulatan tekad memerangi segala bentuk korupsi sesaat setelah penandatanganan Pakta Integritas Direksi Pertamina di Kantor Pusat Pertamina, Jakarta (9/10).

# POLICY REFORM PRIORITY



No.

Tanggal 2007

Kepada : 1. Wakil Direktur Utama  
2. Para Direktur  
2. Para Deputi Direktur  
3. Sekretaris Perseroan  
4. Ka. SPI  
5. Ka. Hukum Korporat  
6. Ka. LNG  
7. Korpel Transformasi  
8. Para GM Unit Operasi dan Bisnis Unit

Dari :Direktur Utama

Lampiran : 1 (satu) lembar

Perihal :**Prinsip-prinsip Dasar Integritas Perusahaan**

Salah satu tema fundamental yang perlu diwujudkan pada program transformasi yang sedang kita laksanakan adalah terbentuknya pola pikir dan perilaku yang bebas korupsi yang merupakan salah satu implementasi dari aspirasi 4C yang sudah dicanangkan Direksi yaitu: Confident, Clean, Customer-focused dan Competitive. Sehubungan dengan hal tersebut Direksi sudah menetapkan Pertamina Clean sebagai salah satu BTP tahap II, yang sedang dan akan mengimplementasikan berbagai program untuk mewujudkan aspirasi dimaksud, khususnya "Clean" di Pertamina.

Sebagai langkah awal, dalam rangka memberikan arahan dan untuk menunjukkan komitmen yang kuat terhadap program ini, Direksi sudah menetapkan **Prinsip-prinsip Dasar Integritas Perusahaan** untuk dijadikan acuan dalam bagaimana kita berinteraksi baik di dalam Perusahaan maupun dengan pihak eksternal. Prinsip-prinsip dasar ini selanjutnya akan menjadi payung bagi etika bisnis, code of conduct dan seluruh sistem dan tata kerja di Perusahaan yang akan direview secara bertahap. Perlu digaris bawahi bahwa **Prinsip-prinsip Dasar Integritas Perusahaan** dimaksud tidak hanya slogan tapi akan mempunyai konsekwensi nyata terhadap bagaimana kita bertindak baik di dalam maupun di luar Perusahaan. Oleh sebab itu, diharapkan semua jajaran pimpinan perusahaan untuk memahami dan mensosialisasikannya kepada seluruh pekerja di Fungsinya. Selanjutnya, Direksi juga sudah menyetujui beberapa *gestures* sebagai bentuk keteladanan kepada seluruh pekerja yang akan dikomunikasikan oleh Pertamina Clean dengan menggunakan berbagai media. Diharapkan semua jajaran pimpinan Perusahaan juga dapat memberikan beberapa contoh keteladanan dan mensosialisasikannya kepada pekerja di fungsinya dan menyampaikannya kepada Korpel Transformasi untuk disosialisasikan lebih jauh.

Keberhasilan program ini sebagai salah satu tema fundamental Transformasi untuk membangun Pertamina ke depan merupakan tanggung jawab kita bersama. Partisipasi dan kerjasama Saudara sekalian sangat diharapkan.

Terima kasih.

Direktur Utama

Jakarta, 25 September 2007  
No. 1036/C00000/2007-S0

Enclosure : 1 (one) copy  
Subject : Pertamina Clean – Company's Integrity Principles

To :

Dear Sirs,

As a part of Pertamina's transformation program being implemented intensively now, Pertamina has conducted a series of programs aiming at creating clean, ethical, transparent and respected behavior and working environment. In the Board of Directors level, we have shown our commitment to this program so called **Pertamina Clean** by issuing "**Company's Integrity Principles**" consisted of:

1. **Honest**
2. **Trusted**
3. **Avoid conflict of interest, and**
4. **No bribery**

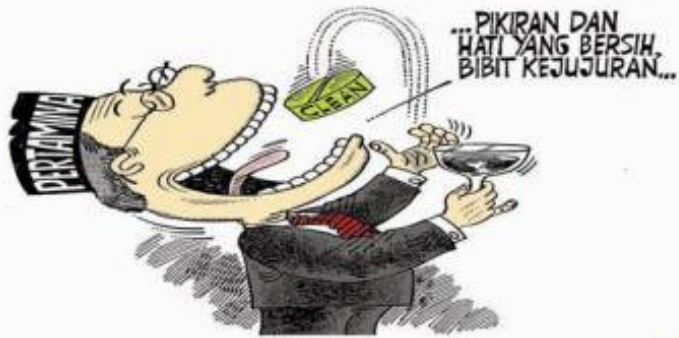
A brief explanation of each of the Principles is attached.

The Company's Integrity Principles are primary behavior guidance for the entire Company's members in interacting internally and externally and primary guidance in developing Company's policies and procedures. We strongly believe that Pertamina Clean would not be successful without full supports of all our stakeholders including our partners, contractors and suppliers. Therefore, please use these principles when you interact with Pertamina's members.

Next month, we will celebrate "Hari Raya Idul Fitri 1428 H" for Muslim communities. We request our partners, contractors, and suppliers not to provide any gift in any form (such as parcel) to any Pertamina's personnel accordingly. This request also applies for other religious and other kinds of celebrations.

President Director & Chief Executive Officer,

  
**Ari H. Soemarno**



## BERTINDAK JUJUR\*

Bertindak jujur dalam berinteraksi dengan sesama pekerja maupun dengan pihak eksternal serta selalu bertindak berdasarkan niat baik.



## DAPAT DIPERCAYA\*

Tidak menyalahgunakan wewenang, informasi dan rahasia Perusahaan untuk kepentingan pribadi, pihak lain, atau kegiatan politik.

## MENGHINDARI KONFLIK KEPENTINGAN\*

Tidak terlibat atau melakukan tindakan yang dapat menimbulkan konflik kepentingan dalam melaksanakan kegiatan Perusahaan.

## PERTAMINA HARUS BERSIH!



## TIDAK MENTOLERIR SUAP\*

Tidak menerima suap dalam setiap penyelenggaraan kegiatan Perusahaan.



\*PRINSIP-PRINSIP DASAR INTEGRITAS PERUSAHAAN

# X BANNER PERTAMINA CLEAN

W = 60 cm H = 160 cm

**PERTAMINA HARUS BERSIH!**

PERTAMINA CLEAN

KORUPSI  
KOLUSI  
KORUPSI

GCG

PERTAMINA

**BERTINDAK JUJUR**

PERTAMINA CLEAN

Bertindak jujur dalam berinteraksi dengan sesama pekerja maupun dengan pihak eksternal serta selalu bertindak berdasarkan niat baik.

PILIHAN DAN TINDAK YANG BERSIH, BERTANGGUNGJAWAB, DAN BERKUALITAS.

PERTAMINA

PERTAMINA

**DAPAT DIPERCAYA**

PERTAMINA CLEAN

Tidak menyalahgunakan wewenang, informasi dan rahasia Perusahaan untuk kepentingan pribadi, pihak lain, atau kegiatan politik.

KEPENTINGAN PERUSAHAAN  
KEPENTINGAN LAIN

PERTAMINA

PERTAMINA

**MENGHINDARI KONFLIK KEPENTINGAN**

PERTAMINA CLEAN

Tidak terlibat atau melakukan tindakan yang dapat menimbulkan konflik kepentingan dalam melaksanakan kegiatan Perusahaan.

...SUDAH LURUS SAMA!

KEPENTINGAN

PERTAMINA

PERTAMINA

**TIDAK MENTOLERIR SUAP**

PERTAMINA CLEAN

Tidak menerima suap dalam setiap penyelenggaraan kegiatan Perusahaan.

...SUDAH LURUS SAMA!

SUAP

PERTAMINA

PERTAMINA



**Thank You**



**BACK UP SLIDE**

## INTERNAL COMMUNICATION

- Integrity Principles Socialization
- Pertamina Clean Hotline Set up through PCC (Pertamina Contact Center)
- Pertamina Clean articles and activities publication through Warta & Media Pertamina.
- Pertamina Clean program campaign and socialization through website, pop up message, mailing list, banner, sticker, COC, KPK pocket book.
- Pertamina Clean Mascot competition.
- Publication through Road show to operation units.

## EXTERNAL COMMUNICATION

- Create Advertorial and news through national mass media.
- Socialization to business partners in Head office and operationa units

## **EDUCATIONS AND INSTRUMENT TO PROMOTE ETHICAL BEHAVIOR**

Business Ethics Workshop was conducted in cooperation to KPK and discussed the followings:

- Identifying business ethical dilemmas faced when running Pertamina business.
- Comprehending Corporate core values.
- Identifying the need for a better procedure and real actions towards a better future.
- Compiling ethical dilemmas and the solutions (based on ethical dilemmas revealed during workshop).

## • **Procedures and Policies Review and Reform**

Making presentation draft to BoD and finalizing 5 priorities of Guidelines/SOP/Decree using input from related divisions. Those are:

- BoD Decree No. Kpts-139/C00000/99-S0 : Punishment for Goods and Services Supplier in Pertamina.
- BoD Decree No. Kpts-074/C00000/89-B1: Procurement of Goods and Services in emergency cases.
- SOP for Procurement of Goods and Services Payment in Rupiah.
- Guidelines and SOP to appoint Elpiji distributors.
- Guidelines/Regulations for receiving gift/souvenirs and Entertainment.

## • **Initiative Competition to Implementi Pertamina Clean among Directorates and operation Units**

## **IMPROVING INVESTIGATION AND INTERNAL ENFORCEMENT**

- Accelerating pending cases solving
  - Pending cases inventarisation, identification and completion.
- Determining SPI Protocol
  - Improving enforcement mechanism.

## **COLLECTIVE ACTIONS WITH EXTERNAL PARTIES**

- Determining goals and initial design on collective actions.
- Searching inputs from related parties (KPK, Telkom, BRR, TI, etc).
- Conducting collective actions with external parties.

## Current condition

- No Guidelines to maintain management integrity.
- No formal action as a role model showing BoD's commitment for clean, ethical and transparent businesses.
- Employees awareness of all level towards clean, ethical and transparent businesses need to be improved.
- Policies and procedures to support the implementation of clean, ethical and transparent businesses.
- BoD commitment towards the enforcement of regulations and punishment to those who cause corporate loss need to be improved.

## Activities

- Facilitating BOD in acting as role models (BOD gestures).
- Preparing Corporate Integrity Principles.
- Conducting socialization and publication of Corporate Integrity Principles, Pertamina Clean's programs and activities for internal as well as external through various media.
- Reviewing and finalizing corporates regulations related to conducting clean, ethical and transparent business.
- Holding Business Ethics Workshop in cooperation to KPK for employees in head office, operation units and business partners.
- Compiling ethical dilemmas from workshops and their solution.
- Completing enforcement system.
- Pending cases inventarisation, identification and completion.
- Making external collaboration.

## Targets

- Making Corporate Integrity Principles and BOD gestures.
- Making Corporate Integrity Principles, also Pertamina Clean's programs and activities well socialized to all employees and external parties.
- Providing 5 priorities of guidelines/Decree/SOP
- Holding Business Ethics Workshop for employees in Head Office, Operation Units and business partners.
- Completing pending cases by Management.
- Compiling ethical dilemmas and their solutions.
- The signing of Integrity Pact.