



CORPORATE
SUSTAINABILITY



Delivering Sustainability: Kepemimpinan Keberlanjutan di Industri Postal dan Logistik

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Disampaikan dalam diskusi “PosIND Goes Green”

PT Pos Indonesia (Persero)

Bandung, 28 Mei 2024

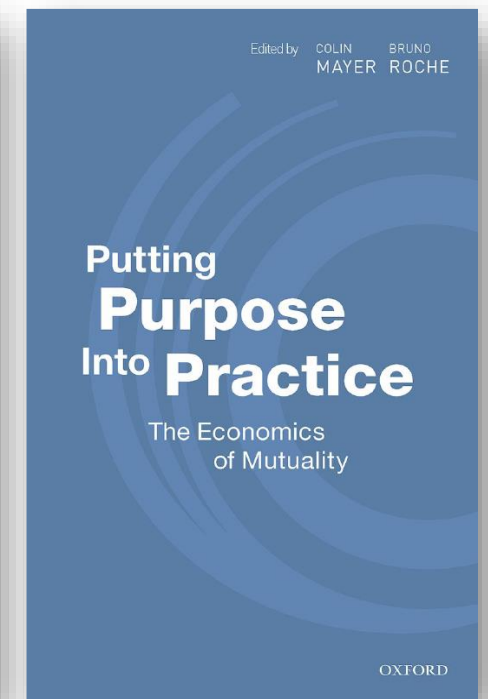
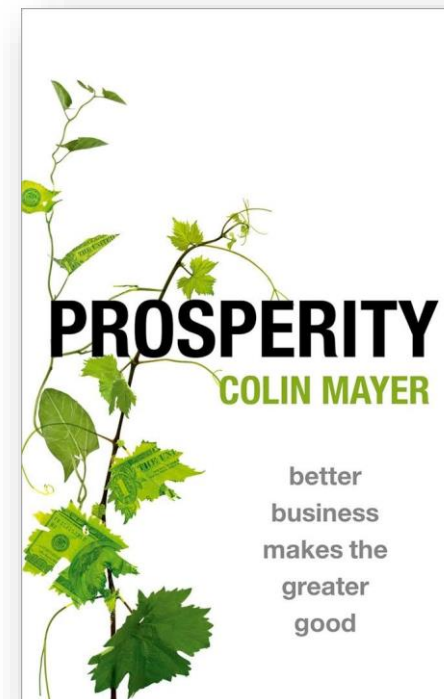


Keberlanjutan dan Tujuan Bisnis

(Mayer, 2018; Mayer dan Roche, [eds.], 2021)

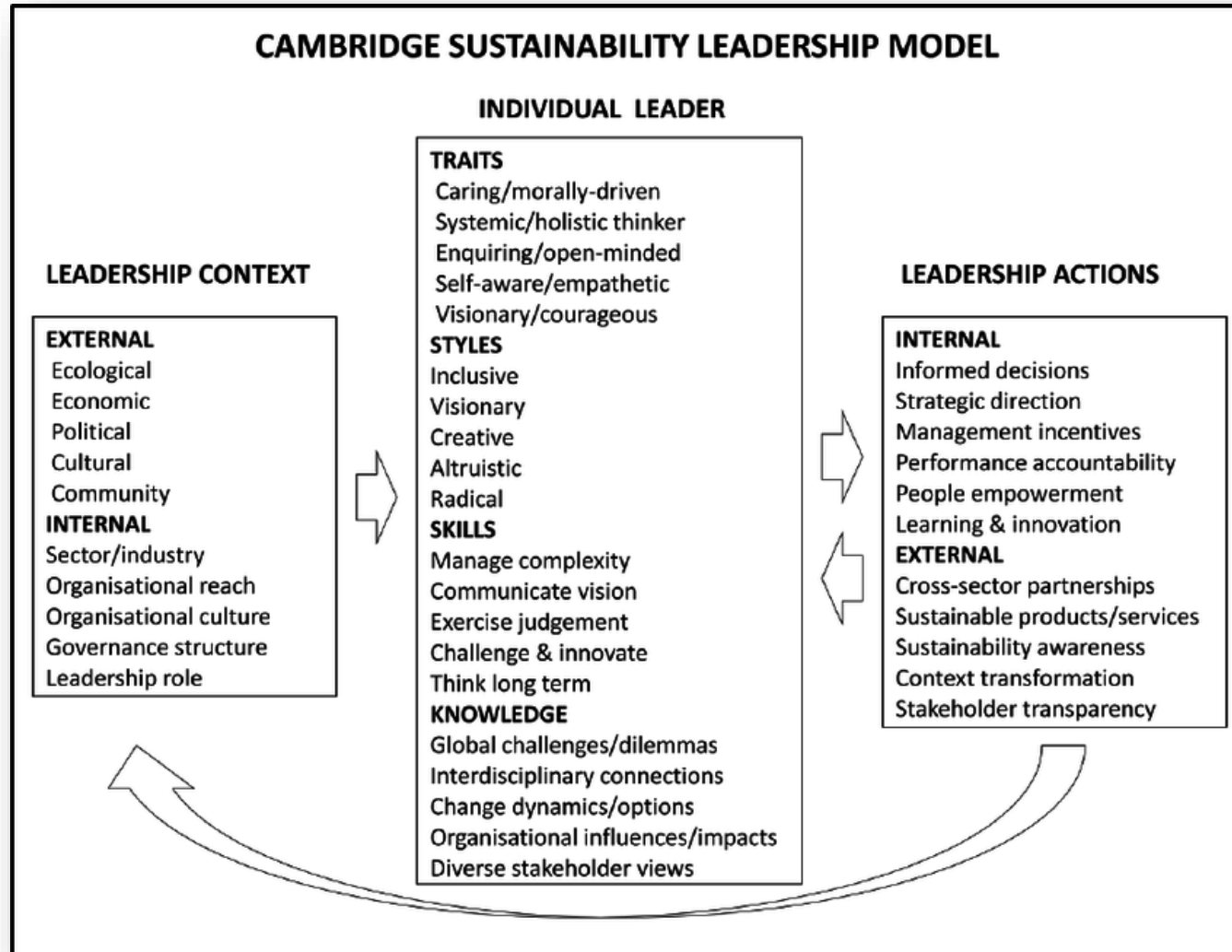
“The purpose of business is to produce profitable solutions to the problems of people and planet, and not to profit from producing problems for people and planet.”

Pernyataan Profesor Colin Mayer dari Universitas Oxford tentang tujuan perusahaan modern itu bukan saja merevisi tujuan sempit ‘maksimisasi keuntungan untuk pemegang saham’, melainkan juga semakin mengaitkan perusahaan dengan keberlanjutan.



Kepemimpinan Keberlanjutan

(Visser dan Courtice, 2011)



“Sustainability leaders: individuals who are compelled to make a difference by deepening their awareness of themselves in relation to the world around them. In doing so, they adopt new ways of seeing, thinking and interacting that result in innovative, sustainable solutions.”

Prinsip-prinsip Kepemimpinan Keberlanjutan (CISL, 2020)

Kepemimpinan keberlanjutan dimulai dengan memastikan tujuan dan strategi organisasi adalah untuk mencapai keberlanjutan, integrasi internal, lalu pembinaan hubungan dengan pemangku kepentingan eksternal.

1

Align organisational purpose, strategy and sustainability

Principle 1: Take an 'outside-in' view that engages external stakeholders	9
Principle 2: Take an 'inside-out' view that engages employees	10
Principle 3: Engage the Board to align purpose and strategy and broaden ownership	11

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Internal integration

Principle 4: Integrate the purpose into strategies and objective-setting	14
Principle 5: Align rewards and incentives	15
Principle 6: Integrate the purpose into core business practices	15
Principle 7: Build the capacity and capability of employees	16

3

External engagement

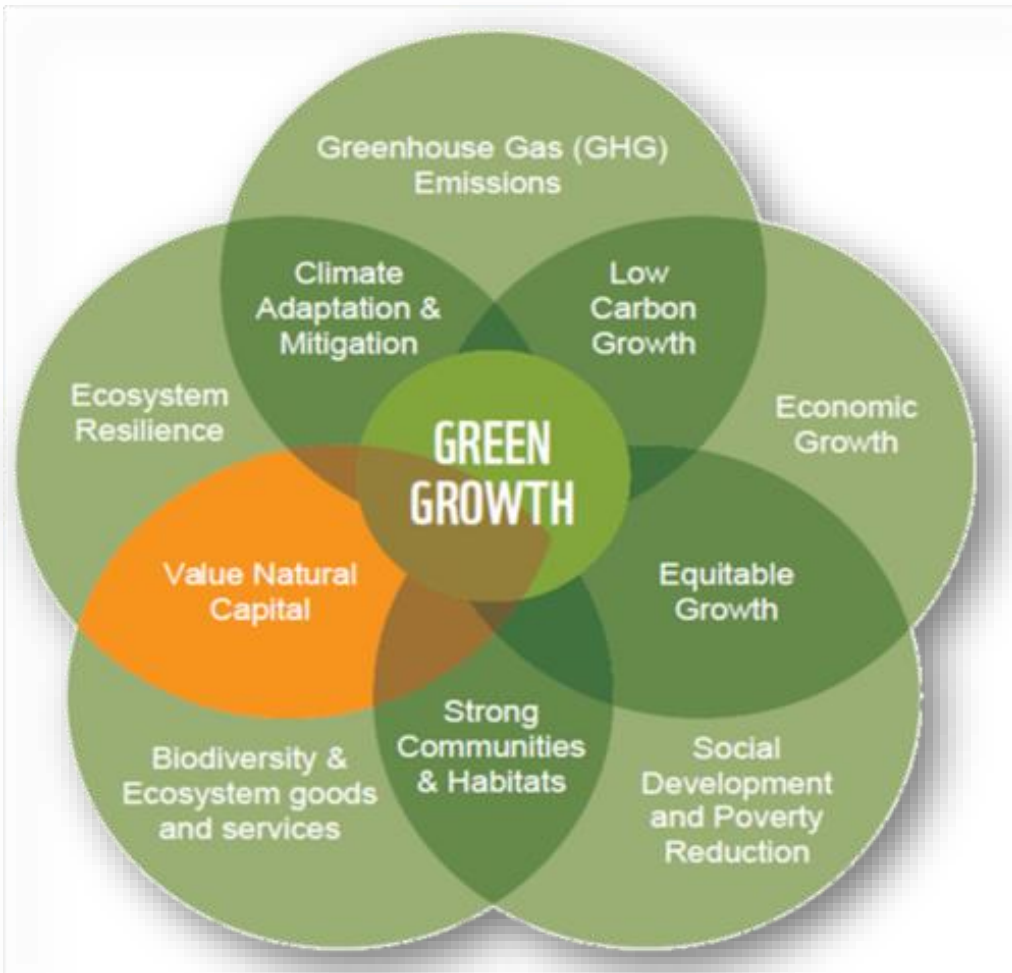
Principle 8: Select and build external partnerships and advocacy	20
Principle 9: Integrate the purpose into metrics and external disclosure	21
Principle 10: Integrate the purpose into corporate positioning and communications strategy	23

Pertumbuhan Hijau

(OECD, 2011)

*“Green growth means **fostering economic growth and development while ensuring that natural assets continue to provide the resources and environmental services on which our well-being relies.**”*

*“Green growth is not a replacement for sustainable development. Rather, it **provides a practical and flexible approach for achieving concrete, measurable progress across its economic and environmental pillars, while taking full account of the social consequences of greening the growth dynamic of economies.** The focus of green growth strategies is ensuring that natural assets can deliver their full economic potential on a sustainable basis. That potential includes the provision of critical life support services – clean air and water, and the resilient biodiversity needed to support food production and human health.”*



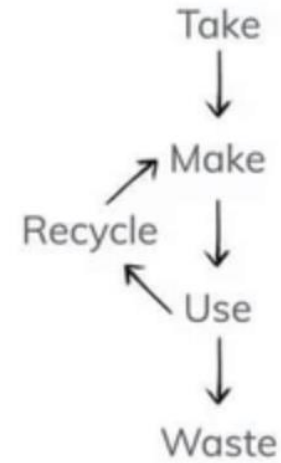
Ekonomi Linear, Daur Ulang, dan Sirkular

(FinalStraw, 2019)

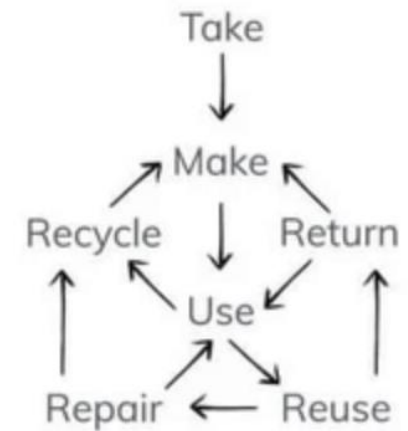
LINEAR ECONOMY



RECYCLING ECONOMY

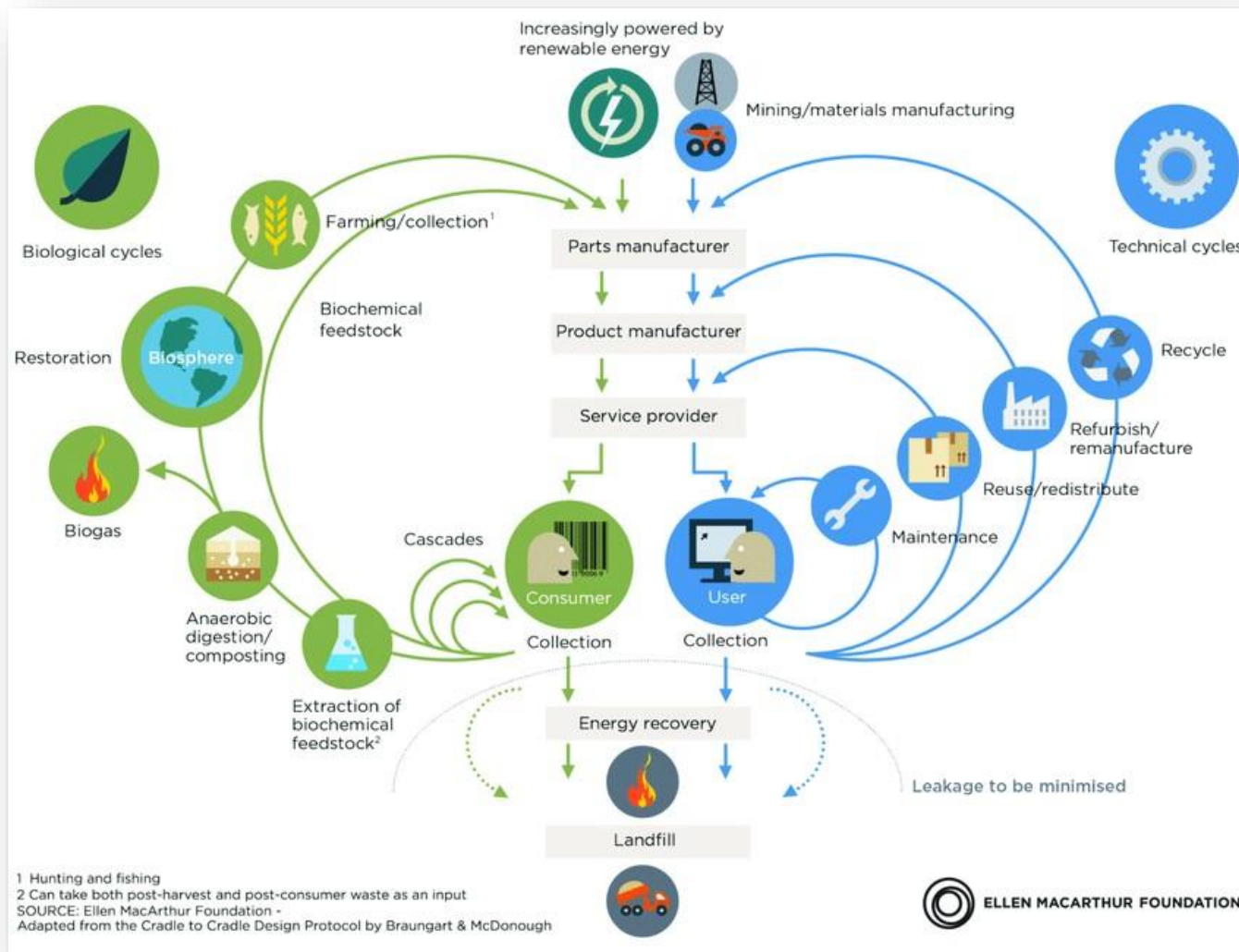


CIRCULAR ECONOMY



Ekonomi Sirkular

(Ellen MacArthur Foundation, 2015)





“The circular economy is a system where materials never become waste and nature is regenerated. In a circular economy, products and materials are kept in circulation through processes like maintenance, reuse, refurbishment, remanufacture, recycling, and composting. The circular economy tackles climate change and other global challenges, like biodiversity loss, waste, and pollution, by decoupling economic activity from the consumption of finite resources.”

Kasus 1. US Postal Service

(USPS, 2024)

“With a focus on three core areas—Climate Action, Circular Economy and Environmental Awareness—the Environmental Council has already brought a fresh focus to our sustainability efforts and reinforced our commitment to reduce greenhouse gas emissions, energy, fuel and waste at every level of our operation to ensure we are the most environmentally-friendly way to mail and ship to the nation’s 167 million addresses.”

 Strategy We are focused on reducing our environmental impact by managing greenhouse gas emissions and expanding environmentally focused fleet and facilities.			
Goals	Initiatives	Specific Actions	Fiscal Year (FY) 2030 Targets (FY 2021 baseline)
Climate Action	Reduce greenhouse gas emissions	→ Move freight from air to trucks	Reduce Scope 1 and 2 emissions by 40%*
		→ Optimize routes for trucks and carriers	
		→ Procure zero emissions and reduced emissions vehicles	Reduce Scope 3 emissions by 20%**

 Strategy We prioritize source reduction, reuse and recycling of materials we purchase to keep them in circulation to minimize waste and demand for natural resources.			
Goals	Initiatives	Specific Actions	FY 2030 Targets (FY 2021 baseline)
Circular Economy	Sustainable acquisition	→ Divert waste from landfill by increasing recycling rate	Divert 75% of waste from landfill
		→ Increase packaging recycled content and recyclability	Increase packaging recycled content to 74%
		→ Purchase on site renewable energy and renewable energy certificates	Increase packaging recyclability to 88%
			Increase renewable energy to 10%

 Strategy Grow environmental awareness with our more than 640,000 employees and external stakeholders.			
Goals	Initiatives	Specific Actions	FY 2030 Targets (FY 2021 baseline)
Environmental Awareness	Deliver environmental communication to our employees, our communities, and federal, state and local entities	→ Communication	Provide effective environmental awareness communication to our employees, our communities, and federal, state and local entities to reinforce positive brand recognition
		→ Policies	Work towards ensuring environmental policy requirements are communicated and incorporated into operations
		→ Training	Work towards providing onsite and online training and tools that align with policy and regulatory requirements to 100% of applicable employees

ENVIRONMENT

Clean operations for sustainable logistics



Our aspirations by 2030:

We continue to invest in sustainable technology until 2030 in **clean operations** to reduce our logistics-related GHG emissions from 40 million tonnes CO₂e in 2021 to <29 million tonnes CO₂e by 2030. By 2023 we already invested €442 m in sustainable technologies and fuels, of which €135 m are attributed to fuels. The Science-Based Targets initiative (SBTi) has reviewed and validated our sub-targets.

SUSTAINABILITY IN ROAD TRANSPORT

- Electrify **60%** of pickup and delivery vehicles
- >30% share of alt. fuels in the road fleet by 2030
- **35,200** (37,6%) E-Vehicles in operation

LEADER IN SUSTAINABLE FUELS

- Increase the use of sustainable fuels in air, ocean and road transportation to **>30%** by 2030
- **€135 million** added expenditures for sustainable fuels in 2023 (+105%)

CO₂-NEUTRAL BUILDINGS

- Design **100%** of all new owned buildings to be carbon neutral
- **12,260** locations worldwide

SUSTAINABLE PORTFOLIO

- Offering sustainable alternatives for all core products & solutions
- GoGreen Plus products available in all divisions

SOCIAL

Great company to work for all



Our aspirations:

We take action to provide a safe, inclusive and engaging working environment for all our employees.



DHL Group: One of the world's largest private employers



Workforce: 594,396 headcount at year-end 2023

ATTRACT & RETAIN THE BEST TALENT

Maintain a consistent **>80%** score on Employee Engagement (2023: 83%)

OCCUPATIONAL HEALTH & SAFETY

Reduce accident rate (LTIFR) per 200k hours worked* to **<3.1** by 2025 (2023: 3.1 LTIFR)

DIVERSITY & INCLUSION

Increase share of women in upper and middle management to at least **30%** by 2025 (2023: 27,2%)

Kasus 2. Deutsche Post AG [DHL Group] (DHL Group, 2024)

GOVERNANCE

Highly trusted company



Our aspirations:

We act as a role model for responsible corporate governance.

COMPLIANCE MANAGEMENT

- Values anchored in Code of Conduct and supplemented by topic-specific policies
- Policies and guidelines reviewed regularly
- Internal audits assess the implementation of our policies and the compliance with applicable laws and own policies

EFFECTIVE ESG GOVERNANCE

- ESG metrics and targets are integrated into our reporting and controlling
- As of 2022, ESG areas were incorporated into target portfolio for annual bonus calculation of the Board of Management
- Since 2023 on, ESG metrics have been included in the annual bonus for executives in upper management

ROBUST SUPPLIER MANAGEMENT

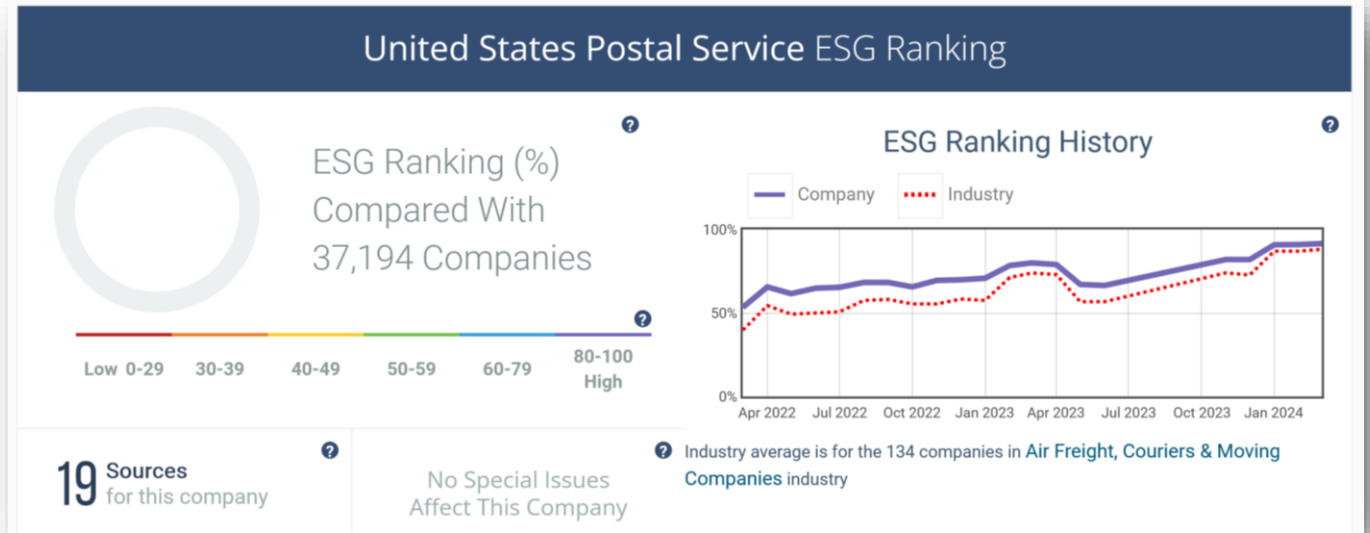
- Clear expectations on suppliers along ESG dimensions
- Assess high-risk suppliers based on structured due diligence process
- In 2023, the supplier spend covered by an accepted SCoC was at €35 billion
- >4,000 potential high-risk suppliers assessed in 2023

RESPECT HUMAN RIGHTS

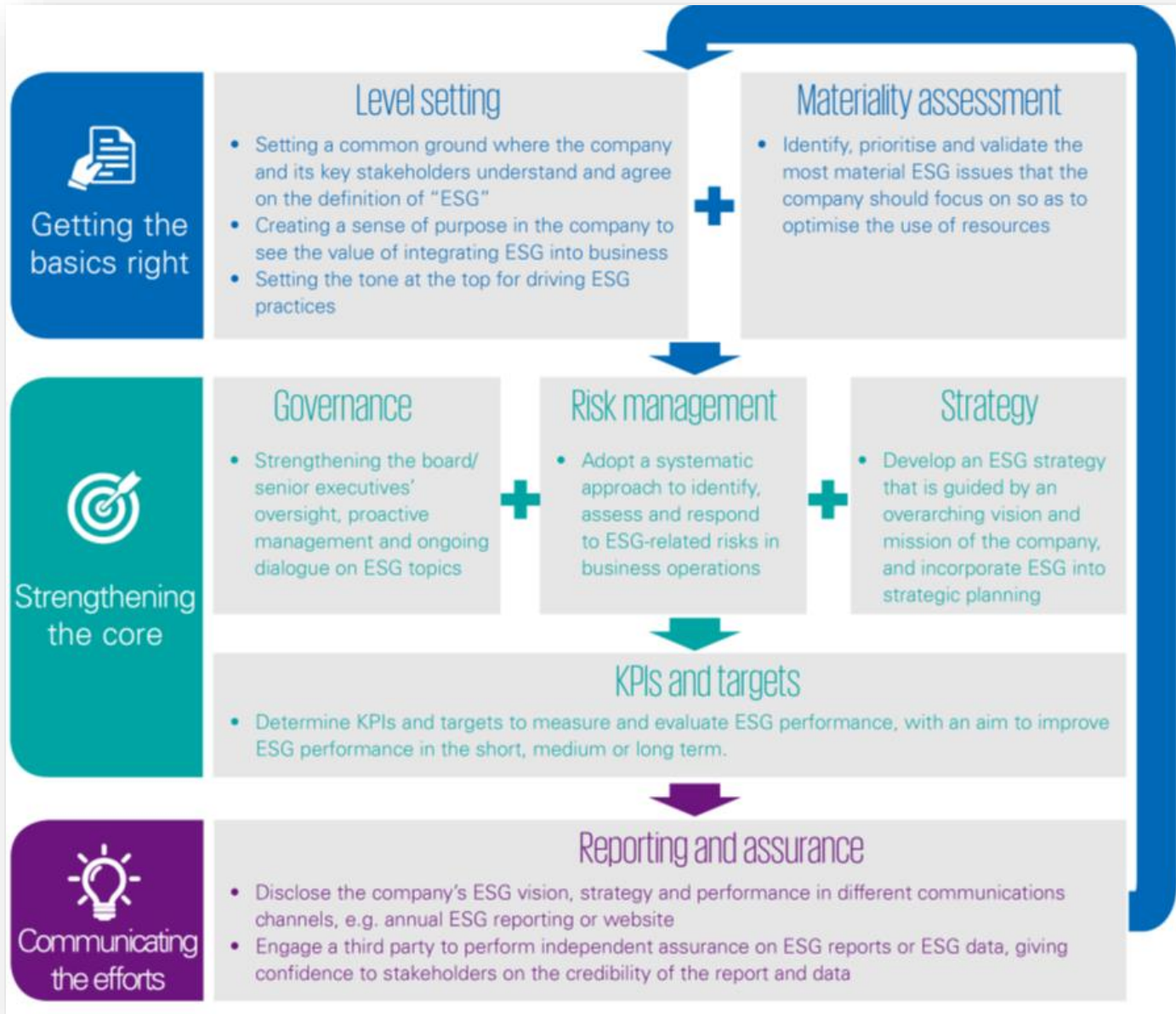
Embed **human rights awareness** in day-to-day work to prevent human rights violations

“Logistics is an essential driver of global trade, economic growth, and individual prosperity but it also leaves an enormous environmental footprint. As the world’s leading logistics company, we have worked hard to set an example for sustainable business, from introducing the industry’s first green product to being the first logistics company to commit to net-zero emissions.”

Nilai Kumulatif ESG untuk USPS dan DHL Group (CSR Hub, 2024)



Berbeda dengan DHL yang sudah memiliki inisiatif keberlanjutan sejak dua dekade lampau, USPS relatif baru menegakkannya—namun dalam waktu sangat cepat bisa menunjukkan peningkatan kinerja sebagaimana yang ditunjukkan dalam nilai/peringkat kumulatif ESG-nya.

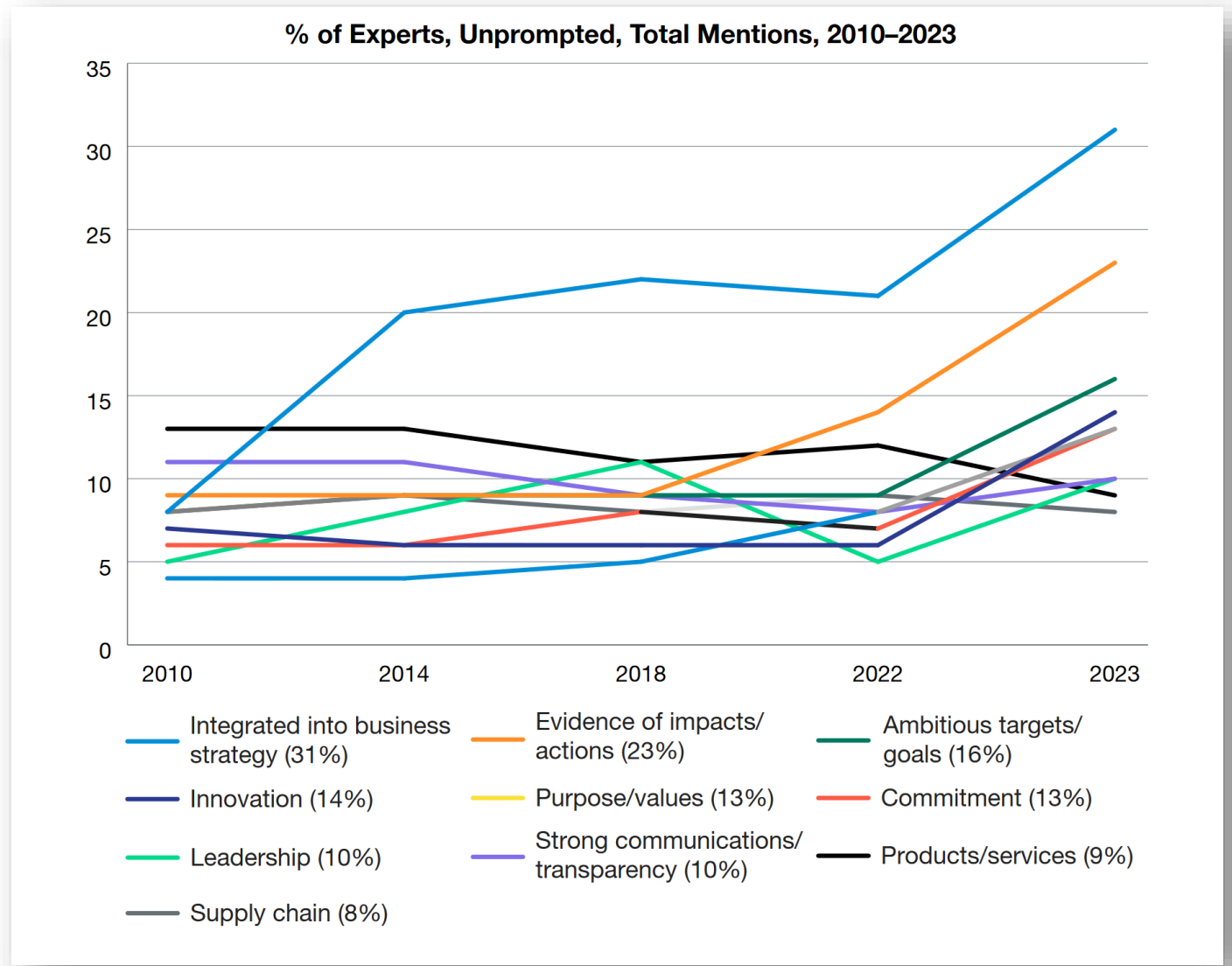


Integrasi ESG sebagai Strategi Keberlanjutan Perusahaan

(KPMG, dkk., 2020)

Bagaimana Perusahaan Menjadi Pemimpin dalam Keberlanjutan?

(GlobeScan, 2023)



Rekomendasi untuk PosIND

1. Memahami tujuan bisnis modern dan kaitannya dengan keberlanjutan, lalu merumuskan kembali tujuan, visi dan misi yang sesuai dengannya, bila diperlukan.
2. Memelajari keberlanjutan perusahaan serta kepemimpinan keberlanjutan serta penerapannya—termasuk dalam wujud *green growth* dan ekonomi sirkular—sesuai dengan industri di mana perusahaan bekerja.
3. Mengambil pelajaran dari perusahaan-perusahaan yang dianggap sebagai pemimpin keberlanjutan, terutama di industri yang sama.
4. Memastikan kapasitas tentang keberlanjutan perusahaan, terutama di antara para pemimpin di berbagai tingkatan manajemen.
5. Memetakan isu-isu keberlanjutan paling material, serta memmbuat sistem tata kelola, manajemen risiko, dan strategi yang sesuai dengannya.
6. Membuat KPI dan target keberlanjutan, serta mengaitkannya dengan sistem remunerasi.
7. Melaporkan komitmen dan kinerja keberlanjutan dengan standar dan kerangka yang berlaku di level global.

SALAM LESTARI. TERIMA KASIH!

JALAL

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