



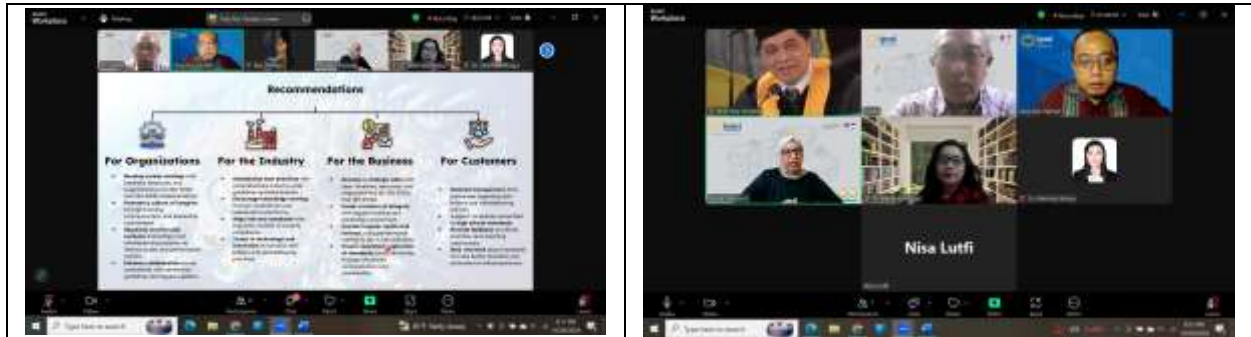
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Event	:	FINAL Thesis Defense
Date	:	Monday, October 28, 2024 at 7 PM
Student	:	Faiq Nur Zaman (21241001)
Title	:	Strengthening Good Corporate Governance at Pertamina: A Case Study on Implementing ISO 37001 and ISO 37002
Thesis Advisor(s)	:	Prof. Roy Sembel & Dr. Melinda Malau
Examiners	:	Yulita F Susanti, PhD & Dr. Samuel PD Anantadjaya





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Comments;

1. What are the **main difficulties** in order to implement for the standard of the **ISO 37001 & 37002**?
2. The **gap analyses** are shown “the **previous state**” vs “**current state**”, including the **recommendations**, why would you have the comparison between the **partial implementation** and **full implementation** for the purposes of **monitoring effectiveness, conduct training, perform audits, promoting whistleblowing and ensuring transparency investigation**?
 - a. How long was the previous stage and when was the current stage?

Aspect	Previous State	Current State	Recommendations
ISO 37001 and ISO 37002 Implementation	- Partial implementation of anti-bribery measures and inadequate whistleblowing mechanisms.	- Full implementation of both ISO 37001 and ISO 37002 across all relevant entities.	- Continuous monitoring and evaluating the effectiveness of both systems.
	- Limited awareness among employees regarding the standards.	- Comprehensive training and awareness programs in place.	- Regular refresher training to maintain awareness.
	- Inconsistent application of policies across subsidiaries.	- Standardized policies and procedures implemented organization-wide.	- Conduct regular audits to ensure adherence to standards.
	- Lack of confidentiality and protection for whistleblowers.	- Established protocols for confidentiality and protection in the whistleblowing system.	- Promote the use of the whistleblowing system to encourage reporting.
	- Limited feedback on reporting processes.	- Clear feedback mechanisms in place for reporting incidents.	- Ensure transparency in the investigator and resolution process.

Previous State: Partial anti-bribery measures, limited whistleblower mechanisms, limited employee awareness, inconsistent policies, and lack of whistleblower confidentiality.

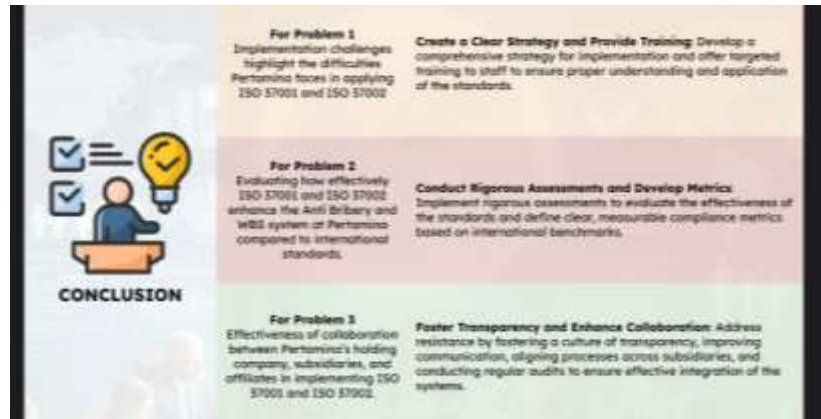
Current State: Full implementation of ISO 37001 and ISO 37002, established training programs, standardized policies, whistleblower protections, and clear feedback mechanisms.

Recommendations: Monitor effectiveness, conduct refresher training, perform audits, promote whistleblowing, and ensure transparency in investigations.

3. What are the problems at stake here;
 - a. Implement the challenges highlight difficulties in terms of applying ISO 37001 and ISO 37002?
 - b. Trying to do how effectively that ISO 37001 and ISO 37002 to international standard?
 - c. Trying to do how effectively collaboration into Pertamina’s holding company, subsidiaries & affiliates as a unity?



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4. What are you saying for the **organization, industry, business** and the **customers** because they are straight forward in the sense that these are developing something (**for organization**), standardize (**for industry**), conduct the strategic plan (**for business**) as well as demanding transparency for anti-bribery and whistleblowing policies (**for customers**)?



Event	:	PROPOSAL Thesis Defense
Date	:	Wednesday, August 14, 2024
Student	:	Faiq Nur Zaman (21241001)
Title	:	Strengthening Good Corporate Governance at Pertamina: A Case Study on Implementing ISO 37001 and ISO 37002
Thesis Advisor(s)	:	Prof. Roy Sembel & Dr. Melinda Malau
Examiners	:	Yulita F Susanti, PhD & Dr. Samuel PD Anantadjaya



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STRENGTHENING GOOD CORPORATE GOVERNANCE AT PERTAMINA A CASE STUDY ON IMPLEMENTING ISO 37001 AND ISO 37002

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Abstract

This paper investigates the implementation of ISO 37001 and ISO 37002 in an Indonesian business sector. As an ISO 37001 industry, with a focus on anti-bribery management systems (ABMS) implementation, it is difficult to implement ABMS because of its complexity and high cost. This study aims to explore the effectiveness of these standards in improving the performance and accountability of the organization. The study also aims to explore the implementation of ISO 37001 and ISO 37002 in the Indonesian business sector. The study also aims to explore the implementation of ISO 37001 and ISO 37002 in the Indonesian business sector.

Company Background

PT Pertamina, established as Indonesia's strategic energy holding company in 2015, has evolved over six decades from managing domestic oil fields to becoming a global player in energy, committed to national energy independence and future growth through significant investments and strategic acquisitions.

Vision: Indonesia's energy and utilities, driving progress.

Mission: To ensure a reliable, affordable, and sustainable energy supply for Indonesia and the region.

Values: Integrity, Accountability, Innovation, and Sustainability.

Theories

Evidence Review
Related Theories

Grand Theory
Agency Theory

Specific Theories
Institutional Theory

Evidence Review

Good Corporate Governance (GCG) is defined as transparency, accountability, responsibility, independence, and fairness, which are the core of ethical corporate management. (Ministry of State Council Government of the Republic of Indonesia, 2015: 10-12).

ISO 37001 (Anti-Bribery Management) and ISO 37002 (Guidelines for Management of Business Governance by Following Transparency and Accountability through Anti-Corruption Policies and Global Reporting, ensuring legal compliance, consistent leadership, and fair competition practices).

ISO 37001 offers a framework for anti-bribery management, while ISO 37002 provides guidelines for transparency and accountability. Together, they promote transparency, accountability, and ethical practices, enhancing corporate governance.

The project includes Pertamina to obtain ISO 37001 and ISO 37002 certification and other.

Strategic Business Method

SWOT Analysis
SWOT Analysis is a strategic planning tool that helps organizations identify their internal strengths and weaknesses, as well as external opportunities and threats.

TOWS Matrix
The TOWS Matrix is a strategic planning tool that helps organizations identify their internal strengths and weaknesses, as well as external opportunities and threats.

Gap Analysis
Gap Analysis is a strategic planning tool that helps organizations identify their internal strengths and weaknesses, as well as external opportunities and threats.

Checklist for Gap Analysis and Proof of Compliance with ISO 37001

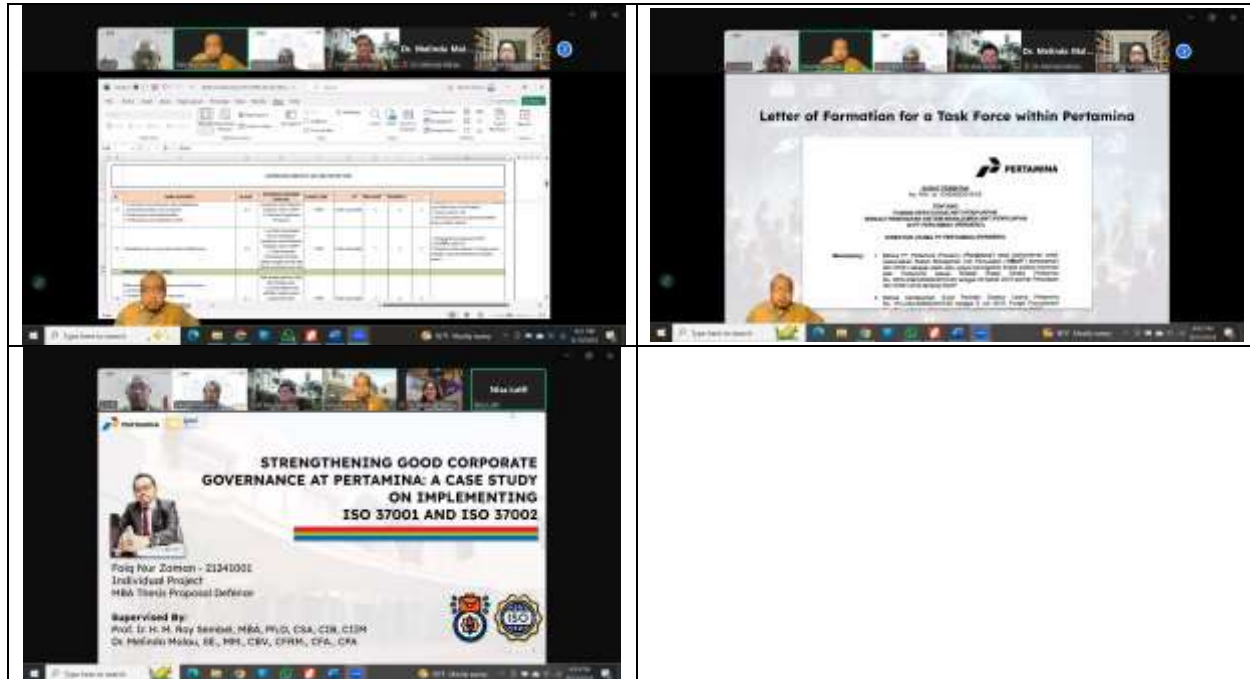
The slide displays a checklist for gap analysis and proof of compliance with ISO 37001, including sections for 'APPLICABLE REQUIREMENTS' and 'EVIDENCE'.

Roy Sembel

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Comments;

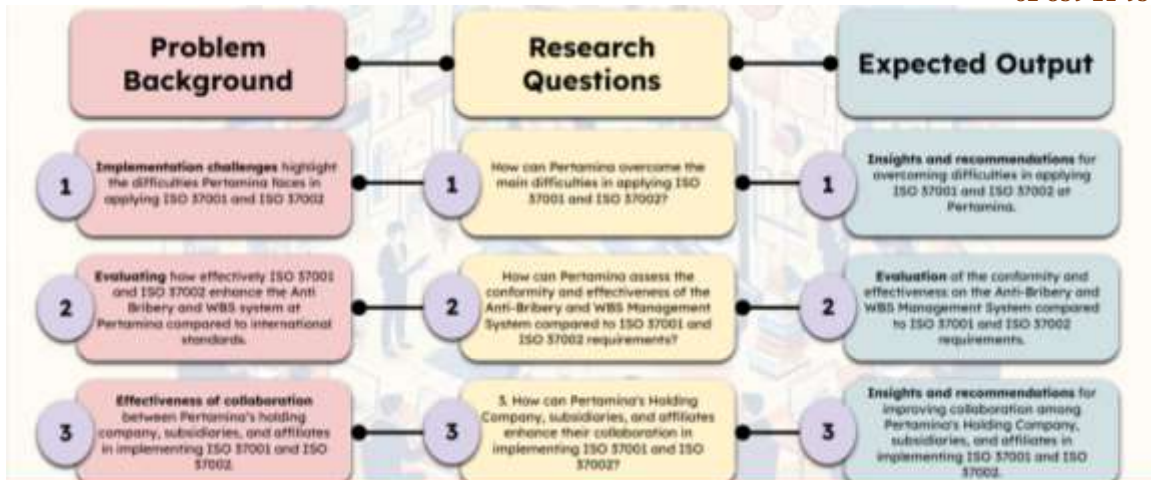
1. Where is the part of **Corporate Governance** in this slide?
2. Why are the **main difficulties on standard of the ISO**?
3. Why does the theory be implemented now for **Fraud Triangle Theory in ISO 37001 & 37002**?
4. How are you going to address these questions on # 1, 2, and 3?

PT Pertamina has identified three main problems:

1. Implementation challenges highlight the difficulties Pertamina faces in applying ISO 37001 and ISO 37002
2. Evaluating how effectively ISO 37001 and ISO 37002 enhance the Anti Bribery and WBS system at Pertamina compared to international standards.
3. Effectiveness of collaboration between Pertamina's holding company, subsidiaries, and affiliates in implementing ISO 37001 and ISO 37002.



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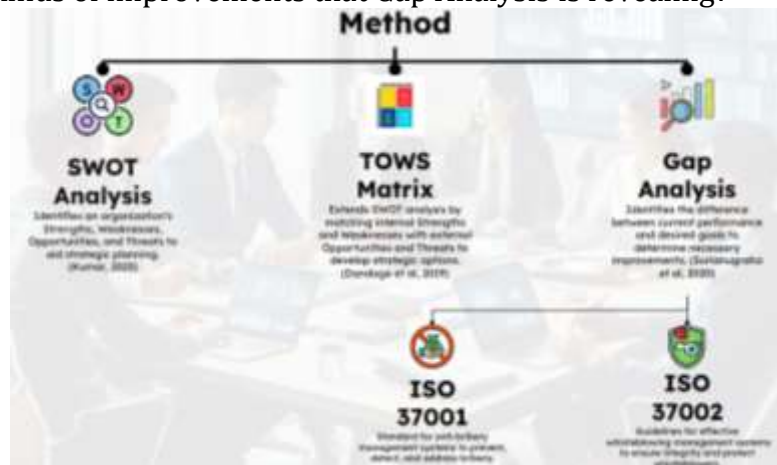
- a. How can Pertamina overcome challenges in ISO 37001 & 37002 (**main difficulties**), including the **insights** and **recommendations**?
 - b. How can Pertamina assess the **effectiveness of the Anti-Bribery and Whistleblowing System** requirements towards evaluating the systems for the Pertamina?
 - c. How can the overall system in Pertamina Holding keeps the **collaborations** of the Anti-Bribery and Whistleblowing System?
5. How many people do you **interviews** for?
6. You have the scope of the ISO 37002 in regards to the mechanism for whistleblowing management systems
- a. In term of **wrongdoing**, how can you judge for a person become the whistleblowing whether he or she is the receiving, assessing, addressing and conducting?
 - b. How can you ensure **trust** for the people of Pertamina?
- 1 Scope**
- This document gives guidelines for establishing, implementing and maintaining an effective whistleblowing management system based on the principles of trust, impartiality and protection in the following four steps:
- a) receiving reports of wrongdoing;
 - b) assessing reports of wrongdoing;
 - c) addressing reports of wrongdoing;
 - d) concluding whistleblowing cases.
7. In the guidelines on Whistleblowing Management Systems, it is said that you have to come up **leadership** (leadership, commitment, policy, roles, responsibilities, and authorities) and **support** (resources, competence, awareness, document information), **what kinds of interactions do you have currently now and the future?**



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8. You are dealing with **SWOT, TOWS** and **Gap Analysis**.
- What are you dealing with SWOT and in comparisons you are also dealing with TOWS?
 - You have to do some calculations on the SWOT analysis (just mirroring the numbers for us)
 - What are you getting on the SWOT and TOWS?
 - What are you getting at Gap Analysis as it said to “**identify the differences between current & desired goals to determine necessary improvements**”?
 - What kinds of improvements that Gap Analysis is revealing?



c.