

GREEN LEADERSHIP IN ACTION:

Green Strategies for the 21st Century Public Relations

Beny Priyatna Kusumah

Sustainability Management Division Head





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Key Takeaways

“Sustainability is no longer about doing **LESS HARM.
It’s about doing **MORE GOOD**.”**

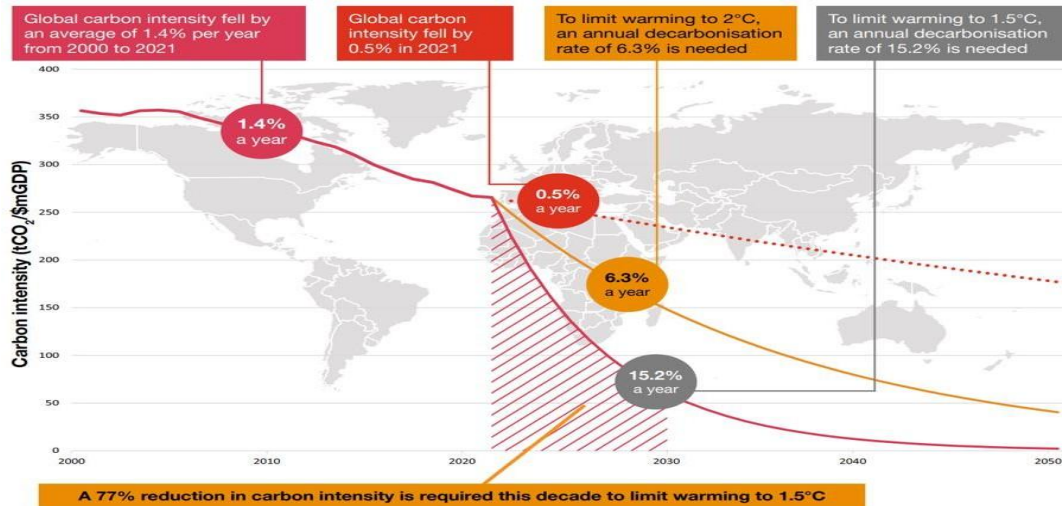
- Jochen Zeitz

Why Green Strategies Matter in 21st Century Public Relations: Linking Net-Zero Commitments, ESG, and the Strategic Role of Communication

Climate Context & Net-Zero Commitments

As global warming will continue and might bring changes, as well as affect the human living, **under the Paris Agreement, countries of the world have agreed to a mitigation target of limiting warming to well below 2°C above pre- industrial temperature, and preferably to 1.5°C.**

Indonesia has committed to reach net-zero GHG emission by 2060 or sooner, by decreasing emission at rate of about 30.7 Mton CO₂e per year after 2030¹.



ESG, Public Perception & Strategic Communications

Sustainable Development Goals: A Foundation for Green Strategy Alignment



SDGs contain interconnected challenges that need to be solved urgently. Communicators **must align ESG storytelling with SDG priorities to remain credible and relevant.**

Strong ESG Practices Can Benefit Companies and Investors: Here's How

The advantages of proactively tackling ESG issues go beyond appeasing institutional shareholders and creating a good public relations story. A robust ESG program can open up access to large pools of capital, build a stronger corporate brand and promote sustainable long-term growth benefiting companies and investors. Here's how:

ESG → Reputation → Investor Trust → Public Perception → Brand Loyalty

Strategic communications play a critical role in helping companies articulate their ESG commitments, shape stakeholder perception, and **create accountability in sustainability transitions.**

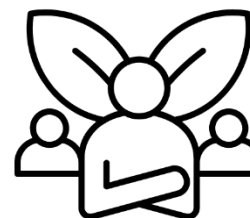
21st-century public relations is no longer just reactive; it's climate-conscious storytelling

Traditional Leadership VS Green Leadership



Traditional Leadership

refers to a **conventional style of leadership** focused primarily on **short-term** financial performance, hierarchical decision-making, and efficiency-driven operations. Traditional leaders often **emphasize profitability, control, and risk minimization, with less consideration for environmental or social impacts** in strategic planning.



Green Leadership

is a **forward-thinking and sustainability-driven** approach to leadership that integrates ESG principles into decision-making, organizational culture, and stakeholder engagement. Green leaders **prioritize long-term value creation, ecological responsibility, and collaborative innovation** to address global challenges such as climate change, resource scarcity, and social inequality.

Traditional Leader	Aspect	Green Leader
Short-term, financial outcomes	Orientation	Long-term, values & sustainability impact
ROI, annual profit	Success Metrics	ESG metrics, Net Zero Pathway, Social Impact
Centralized, top-down	Decision-Making Style	Inclusive, data-driven and collaborative
Minimal response	Attitude Toward Environmental Risk	Proactive and mitigative
Reactive under pressure	Public Relations	Transparent, fosters dialogue

Green Leadership in Action is a proactive and visionary leadership approach **that integrates sustainability principles** into **communication strategies, organizational operations, and public relations.**

Cahyono (2020), Kartika (2020), Fahmi (2020), Sartika (2020), and Vizano (2020) assert that green leadership has a positive and significant influence on business performance. This indicates that the implementation of environmentally conscious leadership can drive improvements in organizational performance.

Core Principles of Green Leadership



Integrity

Going beyond green rhetoric **by ensuring that policies** and actions are **genuinely aligned with sustainability values.**

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Organizational Culture Transformation

Shifting **the internal culture toward environmental consciousness** through training, incentives, and exemplary leadership.

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Sustainable Innovation

Leveraging technology and creativity **to develop environmentally friendly communication and public relations initiatives.**

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Leading collaboratively by **engaging teams and communities** in a shared green vision.

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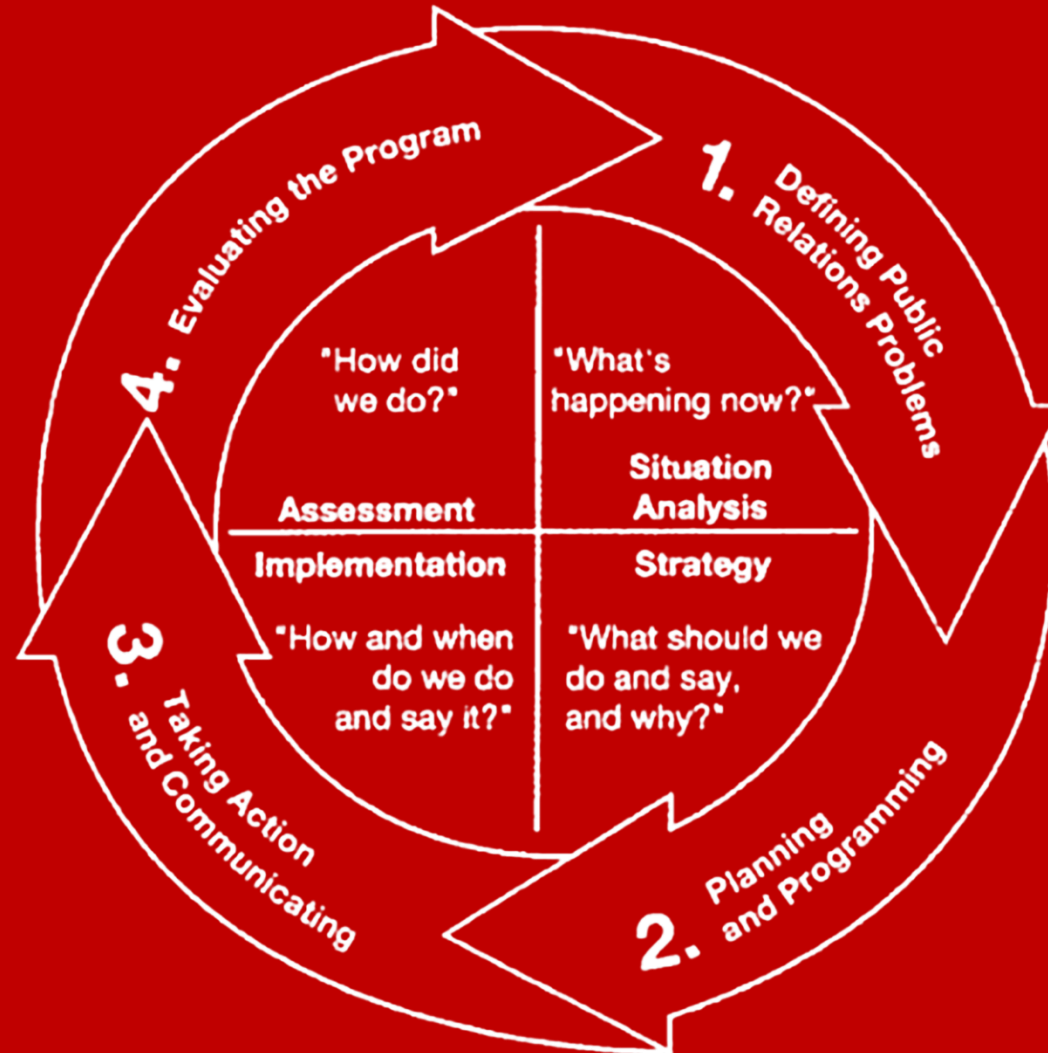


Transparency and Accountability

Openly reporting progress, challenges, and impacts **to the public.**

Green Strategies in 21st Century Public Relations

**THESE
STRATEGY
INCLUDE :**



Challenges

Greenwashing & Public Skepticism

- Claims of being "environmentally friendly" without providing concrete evidence.
- Increasing public skepticism toward sustainability campaigns.

Loss of trust and reputation.

Information Gap

- Not all audiences understand environmental issues.
- There is a gap in literacy and differing perceptions.

Messages may not be effectively conveyed.

Aligning PR Narratives with Real Actions

- The public judges based on what is done, not just what is said.
- A PR narrative that lacks alignment with real actions leads to a loss of credibility
- PR plays a key role as a bridge between strategy and execution.

Lack of Credibility.

Solutions

Data Transparency

- Openly disclosing sustainability data (energy, emissions, waste, etc)
- Enhances public and stakeholder trust

Regular reporting of environmental impact for each toll road segment.

Authentic Narratives

- Highlighting real stories from on-the-ground practices
- Communication aligned with actions, not just claims
- Adapt messaging to suit the target audience.

Stories about the use of EV charging stations (SPKLU) and energy efficiency programs at rest areas

Cross-Sector Collaboration

- Partnering with government, communities, and business stakeholders
- Creating broader and more inclusive impact

Environmental education and green programs with local communities



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ASTRA Infra Organization Structure

PT ASTRA TOL NUSANTARA
Toll Road

PT ASTRA NUSA PERDANA
Logistics Infrastructure

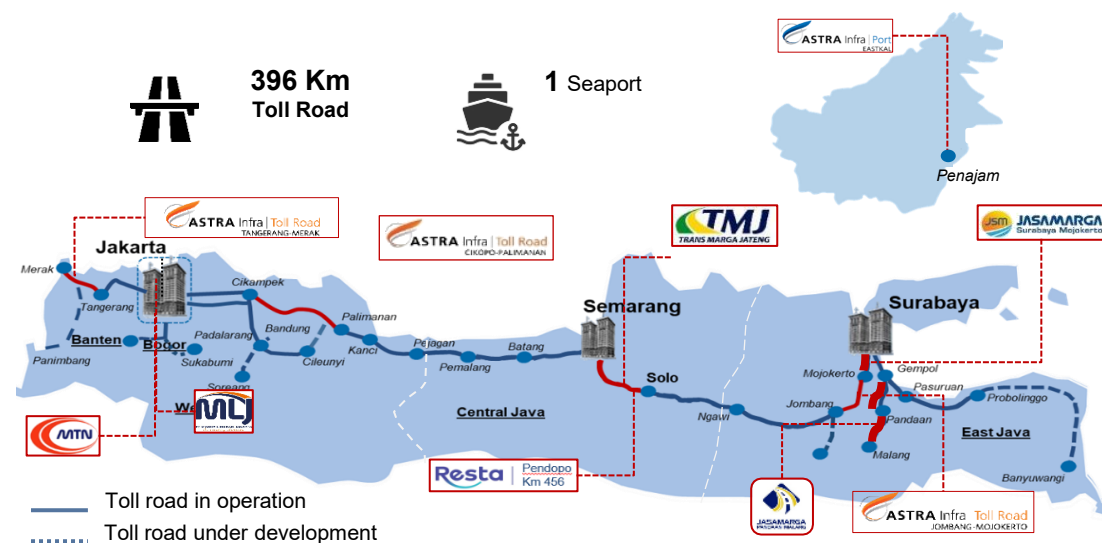
Concession-based

Service-based

Concession-based



**ASTRA Infra
Organization
Structure**



ADVANCING THE NATION'S INFRASTRUCTURE

ASTRA Infra is committed to **supporting the realization of sustainable infrastructure development in Indonesia.**

Astra Infra Corporate Strategy 2025:

Ensuring sustainable growth through cost efficiency implementation and resilience operation

Top Management Commitment



Improve **operational excellence** through traffic and asset management strategy

Ensure the successful implementation of **Good Corporate Governance and ESG Roadmap**

Increasing organizational effectiveness through competency-based organization

The presence of green leadership is essential in fostering a sustainable environment (Malik, Saleem & Naeem, 2015; Ali, 2019; Mittal & Dhar, 2015). The role of green leadership is reflected in the implementation of green policies that can be supported by organizational members. Norton et al. (2017), Lamm et al. (2016), Robertson and Barling (2015), as well as Ones and Dilchert (2012), explain the relationship between leadership and employees' green behavior, including support for environmental policies and environmentally friendly practices.





Astra Infra ESG Roadmap 2030:

Green House Gas Reduction

Fuel switching to biofuel, energy efficiency

Renewable Energy

Solar PV implementation, fuel switching to biofuel, energy conservation

Water Withdrawal Intensity Reduction

Saving water campaign, water recycle, rain harvesting

Solid Waste Diverted

Bank Sampah, hazardous waste management, recycle construction waste

Occupational Health and Safety

Fatality Prevention Program, Contractor Safety Management System, ASTRA Infra Golden Rules

Community Development

Kampung Berseri Astra, ASTRA Infra Sustainability Fest, Engaging Difable-Communities



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ASTRA Infra Public Contributions

As a part of Astra group, ASTRA Infra and its subsidiaries live the Astra Green Company values (AGC) through commitment to environment, health, safety and Astra Friendly Company (AFC) via four CSR pillars of education, health, environment, and entrepreneurship.



Health

Fostered Posyandu
80 Posyandu

Blood donation
7.409
Participants



Education

Fostered School
56 Schools

PAUD
11 PAUD

Traffic Safety Campaign
82.093
Educated Society
& **500**
Safety Pioneers



Environment

Trees planted
251.517 Trees

Pranaraksa Center
4 Pranaraksa Center



Entrepreneurship

Entrepreneur Development
530 Labors in MSME

MSME Development
103 MSME

Disability Development
68 Persons

Kampung Berseri Astra (KBA)

KBA Development
5 KBA

Flagship Campaign (Astra Infra Sustainability Fest)



ASTRA Infra Sustainability Fest 2024: Kreativitas Berbalut Inklusivitas

Bertepatan dengan peringatan Hari Difabel Internasional, pada 3-4 Desember 2024, ASTRA Infra menggelar ASTRA Infra Sustainability Fest 2024 yang menghadirkan komunitas difable dan neurodiverse di dalam rangkaianannya.

Dengan mengusung tema '*See In Us: Towards Sustainability by Collaborating Through Difable & Neurodiverse Creative Work*', acara ini bertujuan menunjukkan kemampuan dari teman-teman *difable* dan *neurodiverse* dengan memperkenalkan karya seni inspiratif serta produk hasil karya mereka, dan juga membuka peluang bagi mereka untuk berkarya di berbagai industri



Flagship Campaign (Astra Infra Mini Forest)



ASTRA Infra Mini Forest merupakan bagian dari program kontribusi sosial berkelanjutan ASTRA Infra terkait lingkungan di bawah pilar kontribusi sosial Infra Hijau.

Dengan membawa konsep arboretum, program ini berfokus pada penanaman berbagai jenis pohon dengan daya serap karbon tinggi di area operasional jalan tol yang meliputi kantor operasional, ruas jalan, dan *interchange* pada ruas tol ASTRA Infra Group.





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01

Green Leadership as a Transformational Force

Green leadership is more than ecological awareness—it embodies long-term vision, ethical governance, and sustainability-driven innovation.

It contrasts with traditional leadership by prioritizing environmental stewardship, employee engagement, and collaborative action.

Key roles: Educator, Innovator, Motivator, Role Model, and Manager.

02

Core Principles of Green Leadership

- **Integrity:** Alignment between green policies and actual organizational behavior.
- **Sustainable Innovation:** Driving creative, eco-friendly solutions through tech and communication.
- **Organizational Culture Transformation:** Cultivating eco-conscious values in daily operations and decision-making.
- **Participative Leadership:** Empowering teams and communities to act on shared environmental visions.

03

Green Leadership Enhances Business Performance

Empirical evidence from Indonesian manufacturing shows a positive and significant impact of green leadership on business outcome. Green leadership increases employee green behavior, green mindfulness, and green self-efficacy.

04

Communication as a Catalyst for Sustainability

Strategic communication is vital to ensure ESG goals are clearly understood and supported by internal and external stakeholders.

Green communication must avoid greenwashing and instead highlight authentic environmental efforts and transparent reporting (e.g., GRI, ESG disclosures).

05

ASTRA Infra Case Study: ESG in Practice

ASTRA Infra integrates ESG into its corporate Strategy with targets such as:

- 6 Sustainability Index (by 2030)
- Good Corporate Governance (ISO 9001, ISO 14001, ISO 45001, SMK3, ISO 37001, Green Toll Road Certification)
- Strategic use of ESG storytelling, community engagement, and corporate branding.

06

Managerial Implications

Companies must align their HRM practices, leadership styles, and internal culture to support sustainability goals. Suggested actions include:

- Green training & coaching
- Recognition of green initiatives
- Clear internal and external communication of environmental vision and progress.
- 4E Strategy (Engineering System, Education, Enforcement, Empowerment)



THANK YOU

JALAN TOL BERKELANJUTAN (JTB) DALAM ANGKA



391,2 Ton
LIMBAH PADAT
TEROLAH



29.272 m³
PENGURANGAN ABSOLUT
PENGAMBILAN AIR



42%
LIMBAH PADAT
TEROLAH



40%
PENGURANGAN INTENSITAS
PENGAMBILAN AIR



323 Ton CO₂e
REDUKSI EMISI SCOPE 2



14 Ton CO₂e
REDUKSI EMISI SCOPE 3



11 PROGRAM
PENGELOLAAN LIMBAH
PADAT & LIMBAH CAIR



Rp 24.098.497.634
BIAYA PROJECT
YANG TELAH DIHEMAT



11 PENGHARGAAN
DARI KEMENTERIAN PUPR



SDGs 12 ALIGNMENT
MENDUKUNG TERWUJUDNYA SDGS 12

PENGHARGAAN JTB PUPR

Jalan Tol Panjang 16 - 50 Km:

Jalan Tol Jombang – Mojokerto

Jalan Tol Pandaan - Malang

Jalan Tol Surabaya - Mojokerto

Jalan Tol Panjang Lebih Dari 51 Km:

Jalan Tol Semarang – Solo

Jalan Tol Cikopo - Palimanan

Tempat Istirahat dan Pelayanan (TIP) Tipe A:

TIP Km 429+300 A Jalan Tol Semarang - Solo

TIP Km 726+000B Jalan Tol Surabaya - Mojokerto

Tempat Istirahat dan Pelayanan (TIP) Tipe B:

TIP Km 456+600 Jalur B Jalan Tol Semarang - Solo

TIP Km 678+000 Jalur B Jalan Tol Jombang - Mojokerto

TIP Km 456+600 Jalan Tol Semarang - Solo

TIP Km 538+000 Jalur A Jalan Tol Semarang - Solo



Sustainability Index Achievement

No	Metrics	% Weight (A)	Target 2030	Target 2025	Achievement Ytd Juli 2025	% Ytd Juli 2025 Achievement (B)	% Ytd Juli 2025 Point (A x B)
1	GHG Reduction	25%	30,00%	16,25%	51,73%	125,00%	31,25%
2	Renewable Energy Mix	15%	30,00%	13,00%	17,95%	125,00%	18,75%
3	Water Withdrawal Intensity Reduction	10%	15,00%	7,50%	49,25%	125,00%	12,50%
4	Solid Waste Diverted	10%	55,00%	32,00%	62,79%	125,00%	12,50%
5	Lost Time Injury Rate	20%	0,30	0,42	0,00	125,00%	25,00%
6	Community Development Beneficiaries	20%	2100	1100	1375	125,00%	25,00%
Juli 2025 Point Total (D)							125,00%
Deduction from Fatality (E)							0,00%
Juli 2025 Point Total (F) = D - (D x E)							125,00%

