



KIROYAN  
PARTNERS  
PUBLIC AFFAIRS

A person in a dark suit is seen from behind, walking up a long, wide staircase. The staircase is set against a backdrop of a city skyline with various skyscrapers. Several semi-transparent, light blue arrows point upwards, scattered across the scene, symbolizing growth and progress.

CONTINUOUS SUSTAINABLE  
**CONSULTING**

2019 SUSTAINABILITY REPORT



# CONTINUOUS SUSTAINABLE CONSULTING

Kiroyan Partners was founded during Indonesia's post-reform era when the call for governance and transparency in both the public and business sphere are growing stronger. In addition, Indonesia's journey toward democracy also created a more complex socio-political environment that businesses should navigate, especially in the engagement with government, media, and society. Businesses found the new landscape provided them with not only opportunities but also challenges to continue operating in an open and accountable manner. Against this backdrop, Noke Kiroyan, with decades-long managerial expertise and executive-level experience, established Kiroyan Partners in 2006 as a public affairs consulting firm to help businesses understand Indonesia better and stay true to their value.

With the current ever-changing local and global environment, and a unified call for sustainable business practices, it is the time for us as a leading Public Affairs Consulting firm to think back about our business sustainability from social and environment aspects that are gaining traction globally.

The triple bottom line a sustainability framework first coined by John Elkington at SustainAbility in 1994, is the essence of a sustainable business –how corporates not just focus on the economic value they add, but also the social and environmental value they add or impair. Amidst the challenge in balancing the three, Kiroyan Partners believes that it should always strive to achieve harmony between those key aspects.

This second sustainability report is the embodiment of our commitment in achieving a sustainable business in Indonesia. Evaluating and reporting our performance in economic, environment and social aspects, so that we could look at the bigger picture, identify our weaknesses, and subsequently, have the opportunity to improve ourselves.

Bearing this mindset, we are committed to improving our business and relationship with our stakeholders and will continue this practice in the years to come.

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# ABOUT THIS REPORT

Since the beginning of our operation until 2017, Kiroyan Partners has regularly reported our commitment to the United Nations Global Compact (UNGC) through reporting platform of Communication on Progress (CoP).<sup>[102-12]</sup> In 2018, we decided to take another step forward by referring to the guidance provided by the Global Reporting Initiative (GRI) on an annual basis.<sup>[102-52]</sup> This initiative marks our readiness to oversee and report our economic, social, and environmental impacts as well as our yearly performance comprising those impacts to our stakeholders.

We humbly acknowledge that there will always be a room for improvement in our reporting practice, especially in addressing sustainability. Hence, in line with our philosophy to always grow professionally, we put our best effort into ensuring that we perennially improve ourselves and our deliverables. As a result, this second annual sustainability report was made with several improvements from the report in 2018 (see the process of [Defining Material Topics and Boundaries](#)).<sup>[102-51][102-52]</sup>

This report covers the period of January to December 2019.<sup>[102-50]</sup> In its development, we have put in place several engagement activities for our identified key stakeholders aimed to better address their concerns, particularly in terms of economic, environmental, and social impacts caused by our business activities. This step is essential in abiding with the GRI Standards. As a result, readers will find several adjustments of the issues from the [2018 report](#).

We made improvements to this report as our commitment and readiness to communicate more consistently, transparent, and easily understood with our stakeholders.

For any inquiries, questions, or feedback about this report, we will be available to answer your correspondence at [info@kiroyan-partners.com](mailto:info@kiroyan-partners.com).<sup>[102-53]</sup>

This report has been prepared in accordance with the GRI Standards: Core options.<sup>[102-54]</sup>



# MESSAGE FROM THE CEO<sup>[102-14]</sup>

Dear our esteemed stakeholders and partners,

At Kiroyan Partners (KP), sustainability has always been our compass that helps navigate our daily affairs and future. Established 13 years ago, we aspire to help businesses build good reputations by applying ethical and responsible communications, while at the same time safeguard our own business practices in adherence to sustainability principles.

Looking back at 2019, I am delighted to introduce our second Sustainability Report, which highlights our sustainability efforts in addressing our economic, social, and environmental impacts. Learning from the previous experience, we improved our sustainability reporting practice by having a more inclusive stakeholder involvement as a part of report development and betterment of the material topics presented in the report.

Today, in a democratic environment like Indonesia, public affairs consulting firms play a more important role in helping businesses across fields to obtain support from their stakeholders in the attempt to ensure organizational success. However, like in other countries, public affairs industry here is also challenged by a similar key issue, namely ethical conduct. At KP, we always strive not only to strictly comply with government regulations, but also to consistently self-regulate our business practices by firmly refusing the so called 'grey areas' and continually improving our corporate affairs according to the UN Global Compact principles in human rights, labor, environment, and anti-corruption.

I am particularly pleased to share with you that in 2019 we maintained our ethical practices and clients' confidentiality. With regards to social impacts, and our focus on employment practices, we managed to have a more equal work distribution among our employees and provided them with access to higher number of training programs. This is a satisfactory result of our efforts in responding the long hours and heavy workload that generally occur across consulting industry. Our high productivity also did not hinder us from contributing to the environment protection by consuming less energy throughout the year.

We believe that sustainability is rather a journey than a destination. Therefore, while ensuring our consulting business keeps growing, we also need to continue and scale up our sustainable practices. We are committing to make improvement in several areas which become our stakeholders' concerns, as further explained in the report. We will keep collaborating with our stakeholders to provide public affairs industry in Indonesia with quality services that are aligned with sustainability principles.

Finally, I would like to extend my gratitude to our loyal talents, clients, and partners for their continuous support in making sustainable business practices possible in this particularly challenging industry.

**Verlyana (Veve) Hitipeuw**  
CEO and Principal Consultant

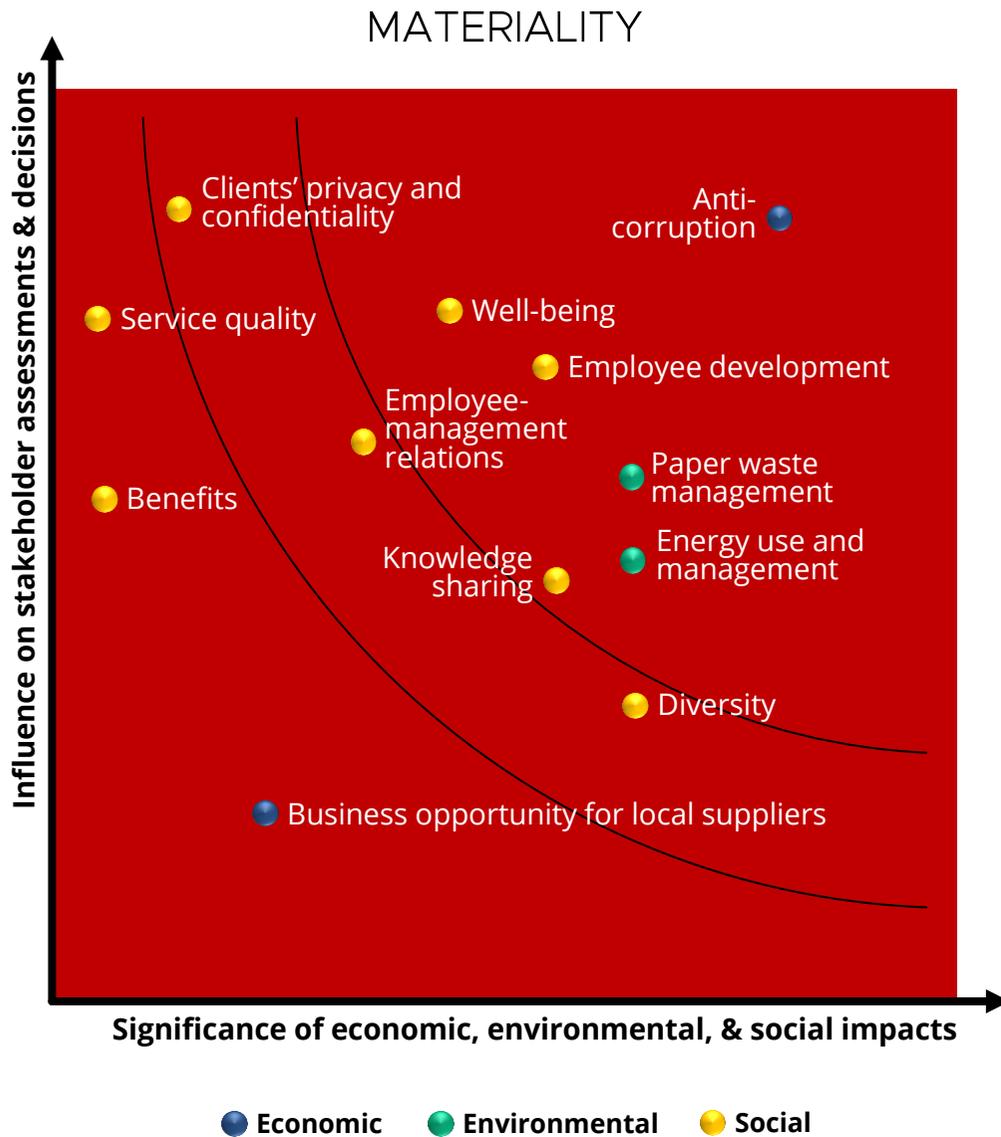
# DEFINING MATERIAL TOPICS AND BOUNDARIES<sup>[102-46]</sup>

Considering our business size and sector, we are not generally viewed as a high-impact sector. Nonetheless, to promote sustainable business practices, we took the effort to identify our business footprint in order to understand the characteristics of our own activities and their impacts on society. Referring to the GRI Standards, we use the term 'material topics' to describe aspects which can be categorized into three main dimensions of economic, social, and environmental.

According to the GRI Standards' Reporting Principles, there are three principles to consider in defining material topics: stakeholder inclusiveness, sustainability context, and materiality.

PRINCIPLES	METHODS	EXPLANATION
<b>Stakeholder Inclusiveness &amp; Sustainability Context</b>	<i>Research on industry trend and sustainability issues</i>	Stemming from our 2018 Sustainability Report, we conducted further research and document study on consulting business trend and sustainability concerns as means to refine and update our material topics. This is to ensure the relevance of our sustainability practices in the global and local context.
	<i>Interviews and Focus Group Discussions (FGDs)</i>	Interviews and FGDs were conducted to obtain stakeholders' concerns and issues pertaining to Kiroyan Partners' business activities, particularly in the context of sustainability.  For more information on Stakeholder Engagement, see Stakeholder Engagement section on page 31.
<b>Materiality</b>	<i>Mapping issues &amp; determining material topics</i>	<ul style="list-style-type: none"> <li>• We sorted and ranked issues based on their significance within the 'Stakeholder Inclusiveness' and 'Sustainability Context' variables as illustrated in the graph below.</li> <li>• Issues mapping also considered sustainability issues raised in the context of business consulting industry to further validate our updated findings.</li> <li>• The process of determining material topics also involved extensive deliberation with our management team.</li> </ul>

# DEFINING OUR MATERIAL TOPICS



## CHANGES IN MATERIAL TOPICS FROM 2018 SUSTAINABILITY REPORT

As mentioned in About This Report section, there are several material topics that are different with the ones we presented in our 2018 Sustainability Report. These changes were made based on the changes in significance of the issues to our stakeholders from the process mentioned above and after our internal deliberations.<sup>[102-49]</sup>

2018 MATERIAL TOPICS	2019 MATERIAL TOPICS
<ul style="list-style-type: none"> <li>Confidentiality on sensitive information</li> </ul>	<ul style="list-style-type: none"> <li>Clients' privacy and confidentiality</li> </ul>
<ul style="list-style-type: none"> <li>Work-life balance</li> </ul>	<ul style="list-style-type: none"> <li>Well-being</li> </ul>

We also changed our method in defining the significance of our material topics to two curve lines. From the material topics above, we have decided to omit less impactful topics, namely service quality, benefits, and business opportunity for local suppliers.

## MATERIAL TOPICS FOR 2019 SUSTAINABILITY REPORT<sup>[102-47]</sup>

STAKEHOLDER	MATERIAL TOPICS	TOPIC BOUNDARIES
<b>Our People</b>	<b><i>Well-being</i></b>	Work environment safety, health benefits, workload distribution, and work-life balance.
	<b><i>Employee-management relations</i></b>	Company policies and values, internal communications, and significant operational changes.
	<b><i>Employee development</i></b>	Trainings facilitation (internal and external), enabling environment for personal development (time compensation and physical working environment).
	<b><i>Diversity</i></b>	Hiring practices, remunerations, training opportunities, promotions, and decision-making opportunities.
<b>Our Client</b>	<b><i>Clients' privacy and confidentiality</i></b>	Clients' profile, contact information, sensitive information, data and documents protection.
<b>Our Environment</b>	<b><i>Paper waste management</i></b>	Plastic and paper waste management.
	<b><i>Energy use and management</i></b>	Electronic devices use and electricity usage.
<b>Our Community and Industry</b>	<b><i>Anti-corruption</i></b>	Finance, governance and project execution.
	<b><i>Knowledge sharing</i></b>	Communication-related knowledge sharing programs and collaborations.

### NOTES:

- This report includes non-GRI disclosures to provide a more extensive understanding on the distinctive nature of our sustainability impact, company's management approach, and performance to address the identified material topics.
- GRI Standards allow and recommend organizations to report other appropriate disclosures should the material topics chosen are not covered by an existing GRI Standard.

## DEFINITION IN REFERENCE TO GRI STANDARDS 2016

Reporting Principle is a concept that describes the outcomes a report is expected to achieve, and that guides decisions made throughout the reporting process around the report content or quality.

In reference to the GRI Standards, the term 'material topic(s)' in this report refers to topic(s) that reflects a reporting organization's significant economic, environmental, and social impacts; or which substantively influences stakeholders' assessments and decisions.

'Topic Boundaries' are description of where the impacts occur for a specific material topic and organization's involvement in such impacts.

We define 'impacts' as the effect an organization has on the economy, environment, and/or society, which in turn indicates its contribution (positive or negative) to sustainable development. It does not refer to an effect upon an organization, such as a change to its reputation. Based on this definition and concept, we have identified the following material topics for each reporting dimension of economic, environmental, and social components.

# 2019 HIGHLIGHTS

## OUR PEOPLE

- Consistent with 2018, zero record on **rejection** of leave or works from home request.
- **38 training programs** accessed by employees, 322% more program than last year.
- **A more equal work distribution** compared to in 2018; the difference between clocked in hours' median and mean decreased by 98%.



## OUR CLIENTS

- Similar with 2018, zero complaint on **privacy and data protection**.

## OUR ENVIRONMENT

### WASTE MANAGEMENT

- 1,981 kg of printed materials, 24% increase from 2018.
- 15 kg of plastics, 6% decrease from 2018.
- Since 2015, KP remains committed to prioritize digital media subscription instead of print media to reduce paper waste.



### ENERGY USE & MANAGEMENT

- 13,263.20 kWh of electricity consumption, 3% decrease from 2018.

## OUR COMMUNITY & INDUSTRY

### ANTI-CORRUPTION

- Same as 2018, zero case related to corruption.

### KNOWLEDGE SHARING

- 7 **external knowledge sharing** programs conducted.
- Equivalent to IDR 759 million of service dedicated for **knowledge sharing programs**.
- 3 **pro bono assistances** for local and international non-profit organizations.
- 9 published **public affairs columns** in PR Indonesia magazine.
- 7 published **articles of our team members** in national and international media.
- 7 **interns** mentored.
- 1 **mentoring session** for lecturers from Swiss-German University.

# OUR PEOPLE

At Kiroyan Partners, we believe that our employees play a central role in determining the company's competitiveness and success. This is not only relevant with regards to our commitment in delivering the highest quality of services, but also in ensuring that responsible and ethical consulting practices are well translated along the way.

For that, the company has been very mindful on the importance to provide support our employees in their interest and career development; in a way that also supports our business growth. This resulted in immense efforts from the company to employ sustainable employment\* practices to retain our workforce. It is important that our employees work in a healthy, motivated, and competent manner, regardless of their position and age group.

Against this background, Kiroyan Partners addresses relevant topics in business consulting industries that are critical in implementing sustainable employment practices, namely well-being, employee-management relations, employee development, and diversity.<sup>[103-11]</sup>

\* Sustainable employment has been defined as the extent to which workers are able and willing to remain working now and in the future.



## WELL-BEING

More companies and studies recognize the link between productivity and employees' general health and well-being. Our understanding of well-being stems from the International Labor Organizations definition that considers [safety, health and workers' satisfaction and engagement](#) as key aspects of the issue.<sup>[103-1]</sup>

At Kiroyan Partners, we view well-being as one of core responsibilities of good corporate citizenship and a critical performance strategy to drive employee engagement, organizational energy, and productivity. To achieve this objective, we have implemented several policies and/or practices that advocate:

- **Work environment safety**

Kiroyan Partners acknowledges the long hours that are often spent by our employees working.<sup>[103-1]</sup> Hence, the company facilitates overtime transportation by providing taxi vouchers from Jakarta's reputable taxi service.<sup>[103-2]</sup> To date, this policy has consistently been practiced and utilized by all of our employees.<sup>[103-3]</sup>

- **Encouragement of work-life balance practice**

The company is in full support for employees to maintain their work-life balance—time allocated for work and for other aspects of life.<sup>[103-1]</sup> At Kiroyan Partners, we recognize the fundamental rights of our employees to fulfill their responsibilities within their respective family and/or communities.

As it helps ensure the balance of social functions for society at large, this aspect is particularly of major importance for various industries, including services and consulting industry such as ours. We have implemented several policies to support the work-life balance and address potential issues related to workplace stress that include **flexible working hours, annual leave entitlement, and leave compensation for working overtime or during holidays** policies,<sup>[103-2]</sup> as well as **parental leave and sick-leave policy**.<sup>[401-3]</sup>

The management regularly checks employees' leave entitlements so the company can remind them to use their annual leaves. This reminder is formally communicated during mid-year and annual appraisal sessions.

Upon further evaluation, the company finds the importance to not only remind employees in taking their leave, but also to apply stricter regulation on leave compensation proposal and usage. This is to ensure that any work conducted outside working hours can be properly compensated.<sup>[103-3]</sup>

## PERFORMANCE IN 2019

### FLEXIBLE WORKING HOURS



#### ZERO RECORD

of rejection to employee requests to work from home.

#### 16 REQUESTS

to work from home were granted to 7 employees in 2019.

### ANNUAL LEAVE ENTITLEMENT\*



#### ZERO RECORD

of rejection to employee requests for annual leave.

#### 15 DAYS

of annual leave entitlement for all employees.

#### 2.5 DAYS

total additional leave for Eid al-Fitr and Christmas celebration, and on December 31.

#### 6 DAYS

of annual leave bonus granted to 6 employees that have worked for more than 3 years.

*\*Labor Bill mandates 12 days leave entitlement.*

### LEAVE COMPENSATION FOR WORKING OVERTIME OR DURING HOLIDAYS



#### 18.75 DAYS

of leave compensation granted.

### PARENTAL- AND SICK-LEAVE <sup>[401-3]</sup>



#### 3 MONTHS

maternity leave (90 days) granted for one management member.

• **Work system**

Acknowledging the prevalence of workspace stress issues among employees, we concluded that work system should facilitate the equal distribution of workload, enable teamwork culture, and drive the quality of services.<sup>[103-1]</sup> Our workload distribution is not only based on consultants’ availabilities, but also considers any learning opportunity they would be exposed to, providing room for new experiences and growth.<sup>[103-1]</sup>

At Kiroyan Partners, we use time tracking software Toggl to monitor and evaluate workload of each employee. We have a policy that obligates employees to clock in their time each week and the monthly summary of clocked in hours will be announced in the following month.<sup>[103-2]</sup> By using Toggl data, we strive to distribute workload evenly to each employee.

2018	2019
Employees recorded more than 9,138 working hours.	<b>Employees recorded more than 15.014 working hours.</b>
Median value at 455 hours and mean value at 580 hours, indicating a more unequal work distribution.*	<b>Median value at 836 hours and mean value at 834, indicating a more equal work distribution.</b>
Employees averagely spent 7 consulting hours per working day.	<b>Most employees averagely spent 6-8 consulting hours per working day, with only one spent up to 9 hours for two consecutive months due to field research.</b>

\* The mandatory Toggl entry has been implemented since 2015. Nonetheless, until August 2019, the accuracy of our time-tracking system was highly dependent on the discipline of our employees in using the software. Thus, data in 2015 until July 2019 might not reflect the actual case. Upon this internal evaluation, this year, we have enforced greater discipline of our workers in logging in their hours by making it mandatory and evaluated it regularly as stipulated under Company Policy on Time Tracking and Billable Hours.<sup>[103-3]</sup>

• **Employees’ health protection**

Company’s provision of benefits plan aims to protect employee’s health so they will be able to maintain their active involvement and productivity in the company.<sup>[103-1]</sup>

We are proud to share that we do not only comply to state’s regulation by providing state’s mandatory life and health insurance (BPJS Ketenagakerjaan and BPJS Kesehatan), but also have gone the extra mile by providing private health insurance to our permanent employees.<sup>[103-2]</sup> Upon further input from our employees, the company acknowledges the importance to provide greater benefits for our employee’s family and is committed to take further action necessary in the coming years.<sup>[103-3]</sup>

BENEFITS PROVIDED TO FULL-TIME EMPLOYEES <sup>[401-2]</sup>	
BENEFITS PLAN	PERFORMANCE
BPJS Ketenagakerjaan	100% employees
BPJS Kesehatan*	92% employees (higher than in 2018 – 88%)
Private Health Insurance	100% of permanent employees**

\* The company policy obliged state’s mandatory health insurance (BPJS Kesehatan) of all employees to be immediately activated upon joining the company. Nonetheless, administrative issues in the BPJS Kesehatan application process, which falls beyond the company’s control, had sometimes hinder the allotment of this benefit to some of our employees (only one employee during the reporting period).

\*\* During reporting period, private health insurance has yet to be granted to two employees under probation period.

## EMPLOYEE-MANAGEMENT RELATIONS

The state of employee-management relations demonstrates the fulfillment of reciprocal rights and obligations between employees and a company. At Kiroyan Partners, we believe that an operative employee-management relation allows us to fulfill our obligation as employer, while at the same time also taking into account employees' needs and interest.<sup>[103-1]</sup> Hence, ensuring employees' access to voice their rights and concerns as well as practicing transparency within the company become an important tool for us to achieve the ideal state of employee-management relations.

Kiroyan Partners is fully compliant with national and local labor regulations that include Law No. 13/2003 on Labor, Law No. 3/1992 on Social Benefit for Worker, Regulation of the Minister of Manpower No. 4/1993 on Work Accidents Insurance, DKI Jakarta Government Regulations No. 6/2004 on Labor, and Law No. 1/1970 on Health Safety. In addition, we apply open-door management policy that provides our employees with total freedom and avenue to express their ideas, concerns, or suggestions for the company.

The open-door policy also helps our management to ensure employees' interests are being taken into account during company's decision-making process, aside from other medium such as informal meetings or formal meetings (exit interview and mid and annual appraisal). We also make sure that all our company policies and employment information are available for all employees that they can reach the management at any time to offer any feedback and accordingly receive response to their inputs.<sup>[103-2]</sup>

As means to ensure that our approach in addressing employee-management relations remain relevant to internal and external dynamics, the company conducts the following practices:<sup>[103-2]</sup>

- Collection process for employee feedbacks during mid-year appraisal and annual appraisal session.
- Biannual submission of company's regulation (*Peraturan Perusahaan*) to Labor Department. As a pre-requisite of the

submission, the company is obliged to include employee feedback on company's regulation that is formally signed by an employee representative. The latest submission was in 2018 and to be conducted again in 2020.

- In 2019, for the first time, the management initiated a company's internal communication survey through in-depth interviews with several employees and online survey to all employees. The survey was later used as a basis for internal communications improvement in 2019.
- A follow-up survey was conducted in early 2020 by involving not only our current employees but also former employees to measure the effectiveness of our internal communications practices in 2019. The survey result concluded that, in general, our internal communications were perceived as satisfying with employees highlighting the effectiveness and comfortability aspects. Nonetheless, some detailed aspects for further improvements has been identified and this has allowed the company to strive further in ensuring our employees have better understanding on company's operations and policies.<sup>[103-3]</sup>

## EMPLOYEE DEVELOPMENT

Given the wide array of industries that Kiroyan Partners serves and considering the ever-evolving external environment which challenges our consulting practices, employees training, and development are critical to the ongoing success of our company. Particularly, in ensuring and continuously improving the delivery of quality service to our clients.<sup>[103-1]</sup>

As further embodiment of our principles "Individual Excellence", "Teamwork", and "Good is Not Good Enough", we drive our employees to grow professionally and deepen their passion with the company. We actively foster employee development through three main approaches:

• **Variety of training** <sup>[103-2]</sup>

The company has been consistently ensured that employees are provided with access to personalized learning path based on management’s performance evaluation to each team members. In 2018, however, challenges appeared when it was getting increasingly difficult to acquire relevant courses and training provider to best meet our interest such as critical thinking, project management, and business ethics. The intense hours and dynamic nature of employees’ job responsibilities had also prevented them from finding appropriate time to fit in their schedule for personal development.

By 2019, it was mutually agreed by the management and employees to incorporate the LinkedIn Learning platform to better support their learning process. Employees capacity development has since been supported with more than 5,000 courses provided by the platform. Although the number of conventional or direct training participation declined from nine programs in 2018 to five programs in 2019, online learning maximization had allowed our employees to be exposed with higher number and wider range of programs, ranging from leadership and management, communication skills, to business development.

**EMPLOYEE SKILLS UPGRADING PROGRAM** <sup>[404-2]</sup>

	2018	2019
<b>Conventional/Direct Training</b>	9 programs	5 programs
<b>Online Course (LinkedIn Learning)</b>	None	33 programs

• **Enabling environment for knowledge expansion** <sup>[103-2]</sup>

To nurture the culture of continuous learning, our principal meeting room also serves as a library that houses books and research papers relevant to our business. To date, the library holds over 1,300 collections. All employees including the interns are encouraged to read them.

• **Collective learning and knowledge sharing session** <sup>[103-2]</sup>

As part of our effort in stimulating innovation through knowledge sharing, we regularly invite all team members in activities to learn and exchange thoughts on technical skills relevant to our consulting work, as well as issues of employee’s interests. Knowledge sharing activities consist of weekly project review for the whole year, the Knowledge, Experience, and Meals Sharing (KEMS) sessions, and KP Academy.

**INTERNAL KNOWLEDGE SHARING PROGRAM**

	2018	2019
<b>KEMS</b>	6 sessions	8 sessions
<b>KP Academy</b>	None	8 sessions

As means to ensure that all employees and the company gain the most of our talent development offerings, the management team usually conducts mid-year and annual appraisal where our employees are provided with an intimate session to discuss the progress of their personal and career development. This allow us to simultaneously evaluate the effectiveness of our development efforts on employee’s professional enrichment.<sup>[103-3]</sup>





## DIVERSITY

Kiroyan Partners treats its employees based on the merit system principles and values the diverse background of its pool of talents. Since its inception, the company has always been trying to ensure that everybody has an equal opportunity and is not treated differently or discriminated against because of their characteristics.<sup>[103-2]</sup> Furthermore, our work culture and environment are set to enable all employees to maximize their potential by facilitating equal opportunity in project development and management facilitation, as well as equal payment.<sup>[103-2]</sup> We clearly define our values and principles to ensure we can attract people with vision and professional mindset aligned with ours.<sup>[103-1]</sup> As a result, Kiroyan Partners is able to attract talents and clients with diverse backgrounds – a competitive advantage that we aim to retain through the merit system and non-discriminatory principles.<sup>[103-3]</sup>

- **Equal gender diversity**

The overall gender diversity in Kiroyan Partners has increased to a 1:1 ratio which means there is equal number of male and female employees.<sup>[405-1]</sup>

EMPLOYEES	2018	2019
Male	9	11
Female	11	12

With regards to career development in 2019, from 12 female employees 3 were assigned as senior level consultants, while 2 were at key level positions of Administration Manager and Executive.

- **Equal remuneration**

Kiroyan Partners determines the remuneration of its employees based on existing regulations and merit system. Male and female employees receive equal salary according to their respective grade and work performance. We can conclude that KP doesn't differentiate the salary of its employees but pays them in accordance to their merits.<sup>[405-2]</sup>

- **Non-discrimination**

Kiroyan Partners does not discriminate when it comes to gender, age, religion, political stance, or physical ability. Employees are given the opportunity to raise issues on discriminatory act to the management through the open-door management policy. Similar policy is applied to clients which enables them to raise concerns on any discriminatory acts to our management through employees who act as project managers.

With the non-discriminatory approach we apply, we are happy to share that KP did not receive any report nor complaint on discrimination towards employees and clients.<sup>[406-1]</sup>

# OUR CLIENTS

As a firm offering professional services to companies operating in various industries, our clients are central to our operation.

Recognizing and responding to the ever-changing landscape of information technology networks and systems within and outside of consulting, it is especially important in our operations to safeguard clients' privacy and confidentiality.<sup>[103-1]</sup>

Protection of consumer privacy is a generally recognized goal in national regulations and organizational policies. As set out in the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises, organizations are expected to 'respect consumer privacy and take reasonable measures to ensure the security of personal data that they collect, store, process, or disseminate'. Global recognition and its importance to business sustainability further add the significance of the issue to be properly managed by our company.





## CLIENTS' PRIVACY AND CONFIDENTIALITY

Internally, we build and maintain a robust commitment to protecting clients' privacy as stipulated in Chapter VII Article 29 in our company's regulation on Confidentiality, which prohibits employees to reveal data deemed as confidential.<sup>[103-2]</sup> When a new hire gets on board, through our Induction Session we ensure to communicate and discuss at length our business principles, stance on ethics, and security measures including data privacy.<sup>[103-2]</sup> Cementing that commitment moving outward, we provide Non-disclosure Agreements (NDAs) as a legal binding agreement that the information shared pertaining to the project and services rendered will not be disclosed or used for any purposes other than those outlined in the contract and informally agreed upon.<sup>[103-2]</sup> The NDA extends not only between the firm and clients, but also to any third parties involved in the project, including our interns.

As we understand that the consultancy work is nurtured through teamwork discussions, we employ a code system for every client that allows team members to protect clients' names and brands when forced to discuss project-related issues in public.<sup>[103-2]</sup> To strike the right balance and provide room for improvement, we always seek for advice and facilitate concern from our clients should any of our conduct raise any alarms regarding a breach of confidentiality.<sup>[103-3]</sup> With this careful consideration on how to balance commercial interest and clients' privacy, we received no confidentiality complaints from our clients in 2019.<sup>[418-1]</sup>

# OUR ENVIRONMENT

Although our scope and business in nature has a minimum exposure to and impact on the environment, we are committed to improving the efficiency of our operations and harnessing the ingenuity of our people to help foster the global shift towards a low-carbon economy. As a professional services company, our environmental footprint primarily consists of the carbon emissions we generate through regular utilization of materials and energy.

In minimizing our operational footprint towards the environment, we approach our goals through raising internal and external stakeholder awareness of paper waste management and energy use.<sup>[103-1]</sup>



## PAPER WASTE MANAGEMENT

As our work output is predominantly delivered through reports and documents, we focus on paper usage efficiency and waste handling. We started using Microsoft Teams in 2018 for internal flow of communication and discussion among consultants and has significantly reduced our need to print out work materials for internal use.

Towards our clients, we always seek for ways to avoid printing and proactively advise the efficiency and sufficiency of digital copies. By doing so, we expect clients to be increasingly aware on the availability of digital forms of our product and rethink their needs for printed materials. For output which needs printing, we ensure to manage our waste responsibly. We have been practicing paper waste separation since 2011 in collaboration with IndoArsip to recycle our residue.<sup>[103-2]</sup>

In 2019, our activities and operations utilized 15 kg of plastic- 1 kg less than the previous year. Due to the need of particular projects for printing (e.g. training modules), our paper usage slightly increased to 1,981 kg.<sup>[301-1]</sup> To support our need for updated information and to keep up with current issues, we subscribed to seven digital media, namely Bisnis Indonesia, Kompas, Tempo, Kontan, The Jakarta Post, Investor Daily, and The Economist.

Throughout our stakeholder engagement activities, KP acknowledges industry and stakeholders' expectations for us to take further step on waste management, which includes plastic and other materials.<sup>[103-3]</sup> We put high importance on the expansion of this concern and commit to address this in the upcoming year. Therefore, we have been implementing several initiatives such as reducing the use of plastic cups, single-use cutleries, and plastic straws. We also plan to advocate and identify rooms for collaboration with our building management regarding waste disposal.

## ENERGY USE AND MANAGEMENT

Since its inception, our company has been consistently maintaining its focus on implementing energy-saving activities for electricity. We have consciously selected an office complex that is committed to responsible use of energy. The office's air conditioning is not included in our data as it is managed by the building management, operates only during business hours i.e. 7:00AM to 6:00PM.

Our energy saving practices are also applied to lighting and other electronic devices (laptops, phones, printers, etc.). Our staffs are accustomed to making sure and excellent at reminding each other that lights and appliances should be turned off while they are not in-use.<sup>[103-2]</sup>

Last year, we evaluated our spatial use and concluded to close some spaces for efficiency. This has resulted in a decrease of our energy usage. Our 2019 energy consumption went down 3.24% to 13,263.20 kWh compared to the previous year.<sup>[302-1]</sup> KP's performance in electric energy consumption remains aligned with our sustainability effort with 45 kWh/m<sup>2</sup>/year. According to the Green Building Council Indonesia, the benchmark for Minimum Building Energy Performance is set at 250 kWh/m<sup>2</sup>/year for offices.<sup>[103-3]</sup>



# OUR COMMUNITY AND INDUSTRY

Considering the firm's size and sector, Kiroyan Partners acknowledges that it is generally viewed as a low-impact company. However, we believe that meaningful impact is not determined by the size of the company nor which sector we belong to.

Being sustainable is a crucial part in our operations, and we are eager to embed our values to the people we work with (community) and other organizations, especially in our industry. Some areas of focus for our community/industry are anti-corruption and knowledge sharing.<sup>[103-1]</sup>





## ANTI-CORRUPTION

Kiroyan Partners is committed to conducting its business and operations on good corporate governance and ethical business practices. Our policies and internal values require our people, business partners including clients, and suppliers to comply with the anti-corruption laws in every base of our businesses that adhere to the national law and anti-corruption principles.

KP has a set of company policies related to anti-corruption stipulated in Chapter VIII Article 32 on Contract Termination. The article states that anyone who commits and acts against the law or receives gratification and/or involved in bribery will have his/her contract terminated immediately.<sup>[103-2]</sup>

The concept of personal integrity and the importance of this issue is consistently communicated to all staffs. Each new employee as well as interns are always introduced to the concept of integrity. For each new hire and intern that we welcome, our Board of Directors takes the lead in holding an induction session in which our business principles and stance on ethics, including anti-corruption, are introduced and discussed at length.<sup>[205-2]</sup>

In the past year, we worked with a third-party firm Mazar Indonesia to conduct a financial audit. <sup>[103-3]</sup> The assessment confirmed that throughout 2019 there have not been any cases, experiences, or indications of business and contract irregularities.<sup>[205-3]</sup> This shows that the continuous implementation of our communication method on the issue has proven to be invaluable for preserving the personal integrity among our staffs.

## KNOWLEDGE SHARING

Aside from leading by examples, we also think it is important to share our values and knowledge to the younger generations in Indonesia and other organizations in our sector. We have been actively participating in various knowledge sharing activities to allow the younger generation to learn from our knowledge and experience, and to promote the company's experiences in promoting ethical business practices to the community or public at large. These activities serve as platforms for our employees and Kiroyan Partners as a company to share their relevant knowledge to the community and industry.

We give the opportunity for our employees to share their knowledge through various types of knowledge sharing programs, including pro-bono projects, by-lined writing, and knowledge sharing sessions for undergraduate students. The opportunity allows our employees to share their knowledge to the community during working hours.<sup>[103-2]</sup>

In total, our company has executed seven knowledge sharing programs equivalent to IDR 759 million. The programs have reached both local and international organizations and media, and also allowed us to provide assistance to various sectors including local and international non-profit organizations, universities, and students. The broad array of industries and sectors we touched further solidifies our achievement and continuous effort to the promotion of ethical and sustainability values and practices. This further boosts our confidence to provide consistent social contribution through what we do best: knowledge sharing programs and pro bono assistance relevant to our company's expertise.<sup>[103-3]</sup>

KNOWLEDGE SHARING	TYPE OF SERVICES	ORGANIZATION	PERFORMANCE IN 2019
<b>External knowledge sharing programs conducted</b>			<b>7 programs</b>
<b>Estimated revenue from voluntary-based programs</b>			<b>Equivalent to IDR 759 million</b>
<b>PRO-BONO PROJECTS</b>			
<b>Pro bono projects</b>	Communications Evaluation and Advisory for Digital Communications Strategy	A local non-profit organization that advocates for business integrity, sustainability, and capacity building for youth and SMEs	3 projects Equivalent to IDR 470.5 million
	Reputation Survey		
	Recommendations based on Communication audit and Market Analysis	An international non-profit organization that advocates for sustainability and youth development	
<b>EXPERTS' INSIGHTS</b>			
<b>PR Indonesia Magazine</b>	Monthly by-lined articles	Local trade media on public relations and communication	9 articles published
			Equivalent to IDR 157.5 million
<b>Op-ed development for media</b>	Op-ed articles and pitching	National and international media	7 articles published
			Equivalent to IDR 105 million
<b>KNOWLEDGE SHARING TO UNIVERSITY STUDENTS AND LECTURERS</b>			
<b>Mentoring interns</b>	Internship opportunity and direct mentoring with assigned consultants	Undergraduate students	7 interns mentored
<b>Swiss-German University (SGU) mentoring</b>	Knowledge sharing on communication industry situations and practices	An Indonesian-based international university	1 mentoring session with 2 lecturers in attendance
			Equivalent to IDR 26 million





# ABOUT KIROYAN PARTNERS

Kiroyan Partners (KP) is a research-based public affairs and strategic communications consulting firm that aspires to build strong reputations and solve challenges between businesses and their stakeholders by applying ethical, responsible communications practices.<sup>[102-1][102-2]</sup>

Through a comprehensive and multidisciplinary approach, we help our clients fully grasp stakeholder expectations and societal concerns to develop narratives and communication strategies designed to foster support from stakeholders and the society.

Our Company provides services across six areas, namely corporate communications, political risk advisory, issue management, social responsibility, conventional and digital media, and executive training.

In 2019, Kiroyan Partners has provided clients with corporate communications services the most, consisting of communication audit, communication evaluation, communication strategy development and crisis communication guideline development. Aside from corporate communication, KP has also provide services

in conventional and digital media (media relations and campaign), political risk advisory, issue management, social responsibility, and executive training.

We have served clients that come from various background and industry sectors. Our services in 2019 were acquired by clients from non-for profit, law, extractive, SOEs, plantation, manufacturing, tourism, FMCG, and technology companies. Our clients are mostly from private sectors, SOEs, non-profit organizations and public institutions.

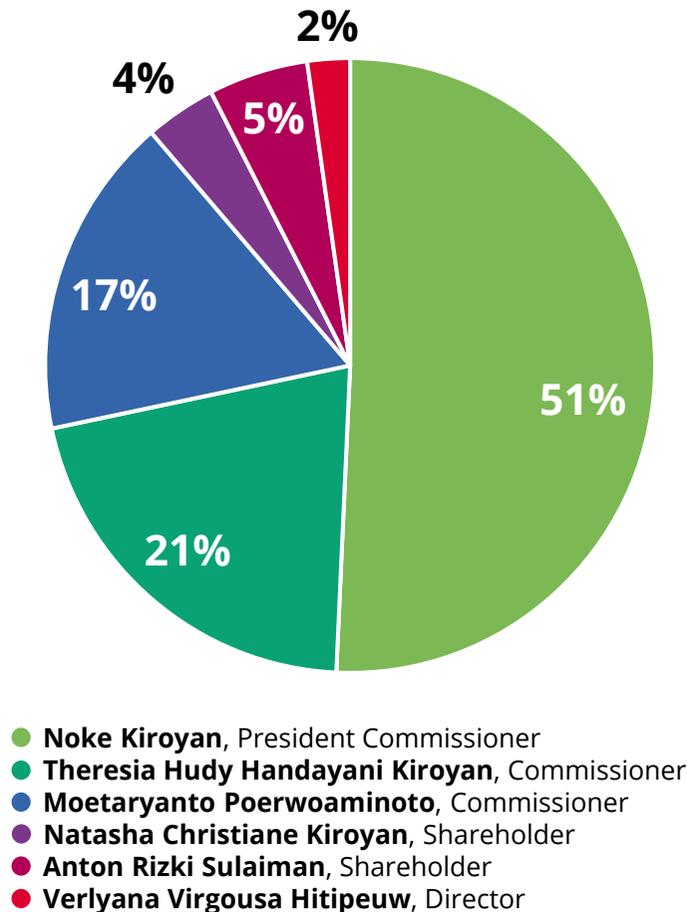
The full extent of detailed services that we provide can be viewed in [our website](#).

As per December 4, 2019, our President Director Anton Rizki has formally resigned from his position. Facing the change, our Executive Chairman, Noke Kiroyan has appointed our Director Verlyana V. Hitipeuw as Interim President Director to lead the company until an executive decision could be make through the Shareholder meeting. As such, this report is developed under Verlyana's guidance and approval.<sup>[102-10]</sup>

## OWNERSHIP

The Company is a private limited company or a *"Perseroan Terbatas Tertutup"* according to the Indonesian Law.

The following is the breakdown of ownership by shareholders as of December 2019:<sup>[102-5]</sup>



## WORKFORCE

At the close of 2019, Kiroyan Partners had a workforce with a total of 23 employees who are all based in the office in Jakarta.

The gender breakdown of Kiroyan Partners' employees in 2019 was 12 females and 11 males. Throughout the year, the turnover number was recorded at 9, with six male employees and three female employees. The turnover was compensated with the hiring of 5 new employees, with four female and one male employees.<sup>[102-7][102-8]</sup>



12

FEMALE EMPLOYEES



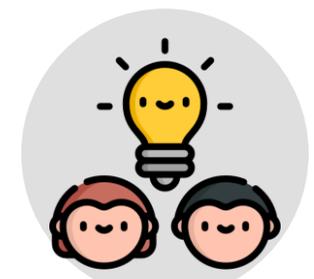
11

MALE EMPLOYEES



23

TOTAL EMPLOYEES



20

TOTAL PROJECTS

## MEMBERSHIP OF INDUSTRY ASSOCIATION

In 2019, Kiroyan Partners was an active member of 9 (nine) industry associations.<sup>[102-13]</sup>

- Chamber of Commerce and Industry (KADIN) Indonesia, since 2007;
- International Chamber of Commerce (ICC), since 2007;
- Indonesia-Australia Business Council (IABC), since 2007;
- German-Indonesian Chamber of Industry and Commerce (EKONID), since 2007;
- Indonesia Business Links (IBL), since 2007;
- British Chamber of Commerce in Indonesia (BritCham), since 2015; and
- Indonesian French Chamber of Commerce and Industry (IFCC), since 2019.

Additionally, Kiroyan Partners has been an active supporter of UN Global Compact (UNGC) since 2008 by actively promoting the ten principles of the Global Compact in respects to human rights, labor rights, the protection of the environment and anti-corruption. KP had been developing its COPs since 2008 to 2017, and has been developing its Sustainability Report (SR) from 2018 as a report of our efforts in implementing these ten principles in our strategy, culture, and day-to-day operations of our company.

## SUPPLY CHAIN

The operation of Kiroyan Partners in Jakarta is supported by a number of suppliers and service providers based locally throughout Indonesia.<sup>[102-9]</sup>

During 2019, we procured the services from six suppliers that were located in Jakarta. The estimated monetary value of payments made to suppliers has a range from IDR 4 million to IDR 409 million. Our suppliers include:

- Research institutions or research firms to support some of the company's research-based service for our clients;
- Media monitoring companies, that help us track the news for our clients;
- Graphic designers; and
- Digital printing companies.

We have also used 17 vendors to provide project needs or to support the operations of our Company. Services that we procured from vendors differ from those provided by suppliers in that the services ended merely as our consumption goods without being further utilized for our services to clients. Our vendors in 2019 include florists, software and hardware companies, stationery stores, internet network provider, paper recycling company, and tax auditors.

# COMPANY ETHICS AND INTEGRITY

The Company is committed to maintaining high standards of corporate behavior and decision-making. These are made explicit through a set of principles that were developed in 2008 and has guided our work at Kiroyan Partners ever since.<sup>[102-16]</sup>

Our principles, made available to our stakeholders in [our website](#), are:

- **Ethics and Social Responsibility** — The team at KP always conduct business according to its strict code of ethics and social responsibility.
- **Personal Integrity** — All clients and stakeholders of KP are treated with respect and fairness.
- **Trust** — It is essential for the firm, team members, and business partners to trust one another. Without trust, KP cannot address its clients' needs effectively.
- **Respect** — Throughout all the company's operations, no matter how big or small, the team at KP treats everyone with respect.
- **Individual Excellence** — By constantly working to enhance the team members' knowledge and skills, KP is able to deliver optimal results and maximum value to the clients.
- **Teamwork** — Collaboration is key. In KP's experience, teamwork produces far stronger results than individual processes.

- **“Good” is Not Good Enough** — The team at KP must excel in all the tasks conducted, especially in our areas of expertise.
- **Professionalism** — The KP team adheres to strict professionalism at all times.
- **Sustainable Client Relationship** — Clients are valued as business partners with long-term relationships based on mutual trust and respect.

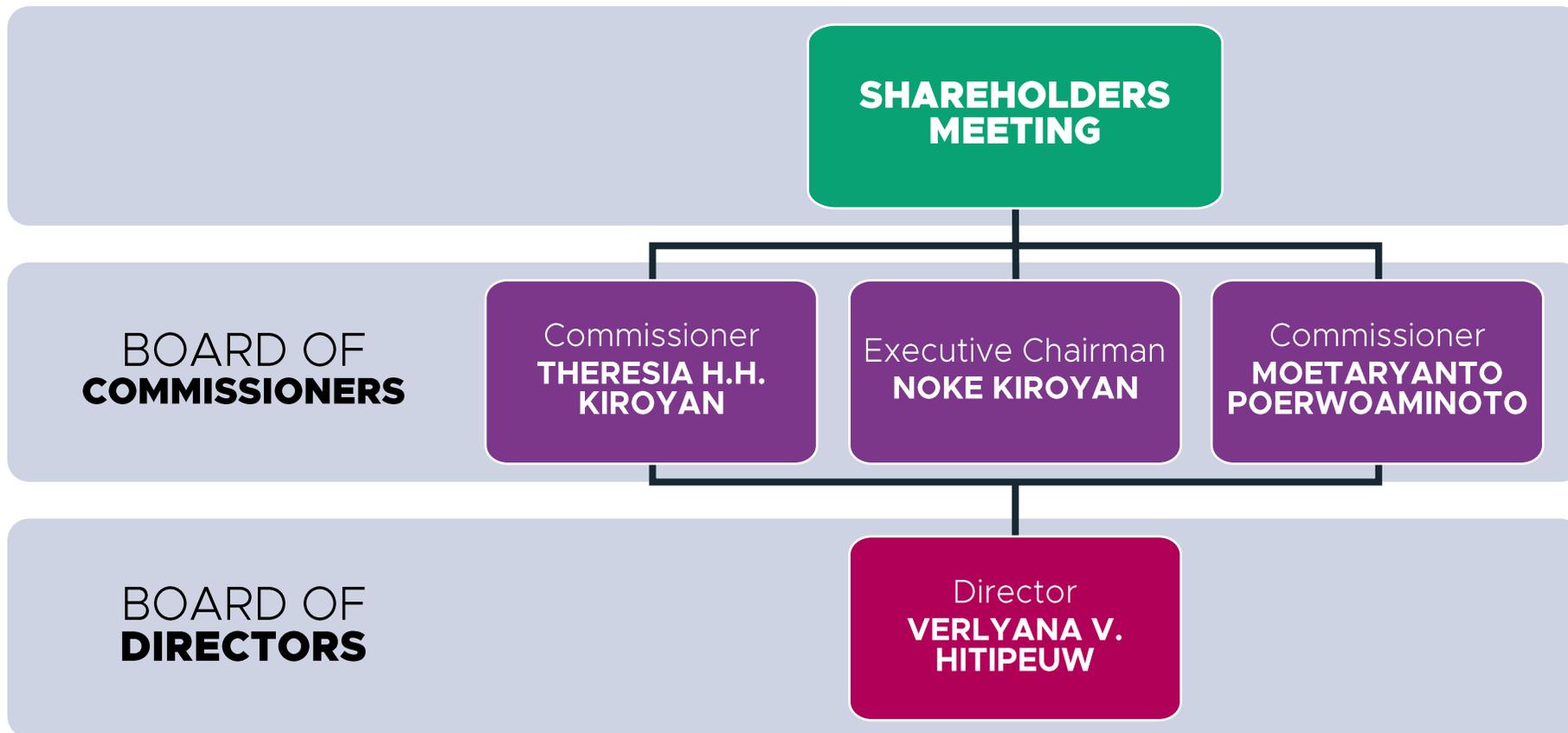
Exposure to Kiroyan Partners' values, principles, standards, and norms of behavior is provided during the induction process of new employees and interns. Moreover, the company's principles are actively promoted by the management as well as the team members itself. The management continually communicates the company's core values through internal meetings, regular trainings for employees, and knowledge sharing sessions. The Managing Director is responsible for the good enforcement of the company's principles by all members of the organization.

Kiroyan Partners is fully committed to upholding and maintaining these principles especially when working with our clients. We always ensure that our clients have mutual understanding of the importance of ethics and social responsibility, and we will not serve clients who disregard our values, principles and commitment to sustainability.

# CORPORATE GOVERNANCE

**Kiroyan Partners is committed to the implementation of good corporate governance (GCG) principles.**

The company's corporate governance framework is based on a hierarchy of bodies and appointments as stipulated by Law 40/2007. KP's corporate governance framework per December 31, 2019:<sup>[102-18]</sup>





# STAKEHOLDER ENGAGEMENT

**Kiroyan Partners defines stakeholder as “any group or individual who can affect or is affected by the achievement of an organization’s purpose” (Freeman, 2008).**

Based on the aforementioned definition, we conducted stakeholder mapping to identify all of our key stakeholders. Our identification method is a characteristically collective process that stems from our understanding of all our departments and their interactions with their respective stakeholders in daily operations. Based on this understanding we develop a list of relevant group and organizations.

» **Internal workshop** involving all our company departments through group discussion.

We held a company meeting, where we invite employees as representatives of each department, i.e. consulting, administration, management. The discussion was moderated by KP Sustainability Reporting team that helped participants to convey their opinion and thoughts on their respective stakeholders.

» Based on this discussion and mapping process, below is the list of our key stakeholder groups:<sup>[102-40]</sup><sup>[102-42]</sup>

- Shareholders
- Employees
- Clients
- Selected media outlets
- Selected government agencies
- Suppliers and vendors, depending on certain projects, may include non-governmental organizations, think-tanks, academics and research institutions.

# KIROYAN PARTNERS' STAKEHOLDER ENGAGEMENT ACTIVITIES [102-43][102-44]

## INTERNAL

To engage our internal stakeholders, Kiroyan Partners has put in place several activities to keep them well-informed of KP business operations and updates, as well as means to gather stakeholders' concerns and feedbacks. These activities include:

- Weekly project review, where all concerns and challenges faced by employees can be heard and discussed.
- "Lessons learned" session, which is organized a certain project ended, where all team members sit together to discuss what went well and what could be improved from the said project implementation and relevant company operational issues. This is carried out as part of project closing process. This year, 15 lessons learned sessions were organized.
- Open-door management policy by Directors, aimed to provide accessibility for employees to interact and convey aspirations to company's top management.
- Annual General Meetings and Extraordinary General Meeting with shareholders. This year, the Annual General Meeting were held in January and March, and the Extraordinary General Meeting was organized in November.
- This year, we conducted in-depth interviews and Focus Group Discussions for the development of this Sustainability Report. Below are the key topics and concerns raised:

SHAREHOLDERS	EMPLOYEES
<ul style="list-style-type: none"> <li>▪ Anti-corruption</li> <li>▪ Being leaders on specific services</li> <li>▪ Business growth</li> <li>▪ Responsible labor practices</li> <li>▪ Environment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Well-being</li> <li>▪ Employee-management relations</li> <li>▪ Talent development</li> <li>▪ Benefits</li> <li>▪ Environmental awareness</li> </ul>

## EXTERNAL

As a service firm, clients are considered as our major stakeholders. Hence, their feedbacks are gathered through interactions on a day-to-day basis during projects. For each project, a Project Manager is appointed to make sure that client's needs and expectations are properly met. Meanwhile, important issues and complaints from clients are handled directly by the top management.

When projects are completed, we always try to identify rooms for improvements by seeking feedbacks from clients regarding the service they received. For instance, an evaluation questionnaire will be distributed to participants in training projects with the purpose to receive their inputs and assess their satisfaction rate.

Additionally, started in 2018, we released a client satisfaction survey to further obtain constructive inputs and assessment of our service deliveries. In 2019, a total of 12 surveys were sent throughout the year with 3 responses received. Additionally, we conducted in-depth interviews with clients and discussions with Kiroyan Partners' Project Managers or Assistant Project Managers regarding feedbacks or concerns they might have in 2019. As a result, below are the key topics and concerns raised:

CLIENTS	SUPPLIER AND VENDORS*
<ul style="list-style-type: none"> <li>▪ Service quality</li> <li>▪ Integrity</li> <li>▪ Customers' privacy and confidentiality</li> <li>▪ Environment</li> <li>▪ Diversity and gender inclusion</li> </ul>	<ul style="list-style-type: none"> <li>▪ Payment timeliness</li> <li>▪ Professionalism</li> </ul>

\* depending on certain projects, this category may include non-governmental organizations, think-tanks, academics and research institutions.

# APPENDICES

# APPENDIX 1 GRI STANDARDS PERFORMANCE INDICATOR TABLES

## GRI 200: ECONOMIC

Disclosure 205-1 <b>OPERATIONS ASSESSED FOR RISKS RELATED TO CORRUPTION</b>		2019
<b>Total number of operations assessed for risks related to corruption</b>		1
<b>Total percentage of operations assessed for risks related to corruption</b>		25%
<b>Total number of significant risks related to corruption identified through risk assessment</b>		0

**NOTES:**

- Every year KP conducts a financial audit. In 2019, the audit was done by Mazar Indonesia.
- The data for 2018 is not included because the GRI was not included in our 2018 Sustainability Report.

Disclosure 205-2 <b>COMMUNICATION AND TRAINING ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES</b>		
	2018	2019
<b>Communication of anti-corruption policies and procedures</b>		
Total governance body members	4	2
Total governance body members by percentage	100%	100%
Total number of employees who have received communication in the year of the report	5	5
Total percentage of employees who have received communication in the year of the report	23%	22%
Total number of employees who have received communication during their time in KP	22	23
Total percentage of employees who have received communication during their time in KP	100%	100%
Business partners	0	0
Business partners by percentage	0%	0%
<b>Training on anti-corruption policies and procedures</b>		
Total number of governance body members	4	2
Total percentage of governance body members	100%	100%
Total number of employees who have received training in the year of the report	5	5
Total percentage of employees who have received training in the year of the report	23%	22%
Total number of employees who have received training during their time in KP	22	23
Total percentage of employees who have received training during their time in KP	100%	100%

**NOTES:**

- Anti-corruption policies and procedures are described in the company's Code of Ethics and Business Conduct.
- Clauses related to anti-corruption are included within the General Terms and Conditions for Suppliers.
- Anti-Corruption is covered during the HR Induction presentation. Employees are required to understand the Code of Conduct as part of the HR Induction. Therefore, the communication and training were only conducted in the year the employees enter the company.

**NOTES:**

There were no legal cases regarding corruption brought against Kiroyan Partners or its employees during reporting period.

Disclosure 205-3 CONFIRMED INCIDENTS OF CORRUPTION AND ACTIONS TAKEN	2018	2019
<b>Total number of confirmed incidents of corruption</b>	0	0
<b>Total number of confirmed incidents in which employees were dismissed or disciplined for corruption</b>	0	0
<b>Total number of confirmed incidents which contracts with business partners were terminated or not renewed due to violations related to corruption</b>	0	0
<b>Public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases</b>	0	0

## GRI 300: ENVIRONMENT

**NOTES:**

The weight of non-renewable materials map and other chemicals are no longer included considering the insignificant amount we use yearly.

Disclosure 301-1 MATERIALS USED BY WEIGHT OR VOLUME	2018	2019
<b>Non-renewable materials used</b>		
Plastic	16 kg	15 kg
Map	6 kg	
Other chemicals (glass cleaner)	5.28 l	
<b>Renewable materials used</b>		
Printing materials	1,600 kg	1,981 kg

**NOTES:**

For percentage calculation of recycled input materials used, the following formula is to be used:

$$\text{Percentage of recycled input material used} = \frac{\text{Total recycled input materials used}}{\text{Total input materials used}} \times 100$$

Disclosure 301-2 RECYCLED INPUT MATERIALS USED	2018	2019
<b>Total recycled input material used</b>	0%	0%

**NOTES:**

For percentage calculation of reclaimed products and their packaging material, the following formula is to be used:

$$\text{Percentage of reclaimed products and their packaging materials} = \frac{\text{Products and their packaging materials reclaimed within the reporting period}}{\text{Products sold within the reporting period}} \times 100$$

Disclosure 301-3 RECLAIMED PRODUCTS AND THEIR PACKAGING MATERIALS	2018	2019
<b>Total reclaimed products and their packaging materials</b>	0%	0%

Disclosure 302-1 ENERGY CONSUMPTION WITHIN THE ORGANIZATION		
	2018	2019
<b>Total fuel consumption within the organization from non-renewable resources (A)</b>	None	None
<b>Total fuel consumption within the organization from renewable resources (B)</b>	None	None
<b>Total electricity, heating, cooling and steam purchased for consumption (C)</b>		
Electricity consumption	13,707.00 kWh	13,263.20 kWh
Cooling consumption	None	None
<b>Total electricity, heating, cooling and steam sold (D)</b>	None	None
<b>Total energy consumption within Kiroyan Partners (A + B + C - D)</b>	<b>13,707.00 kWh</b>	<b>13,263.20 kWh</b>
<b>Standards, methodologies, assumptions and/or calculation tools used:</b>		
<ul style="list-style-type: none"> <li>The data of our electricity consumption was taken from the calculations the building conducted on our electricity use.</li> <li>The data for our cooling consumption could not be found as the energy used are calculated together for the whole building.</li> </ul>		
<b>Source of the conversion factors used:</b>		
No conversion was made.		

## GRI 400: SOCIAL

Disclosure 401-1 NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER								
	2018				2019			
Total number and rates of new employee hires and employee turnover by age group and gender	Total New Hires	Hiring Rate (%)	Total Turnover	Turnover Rate (%)	Total New Hires	Hiring Rate (%)	Total Turnover	Turnover Rate (%)
<b>TOTAL</b>	<b>5</b>	<b>23%</b>	<b>3</b>	<b>14%</b>	<b>5</b>	<b>22%</b>	<b>9</b>	<b>39%</b>
Male	1	20%	1	33%	1	4%	6	26%
Female	4	80%	2	67%	4	17%	3	13%
Age <30	1	20%	1	33%	4	17%	4	17%
Age 30-50	4	80%	2	67%	1	4%	5	22%
Age >50	0	0%	0	0%	0	0%	0	0%
Local	5	100%	3	100%	5	100%	9	100%
Non-local	0	0%	0	0%	0	0%	0	0%

**NOTES:**

The benefits apply to all KP permanent employees. The locations of operations only consist of Jakarta.

Disclosure 401-2 BENEFITS PROVIDED TO FULL-TIME EMPLOYEES THAT ARE NOT PROVIDED TO TEMPORARY OR PART-TIME EMPLOYEES		
	2018	2019
Life insurance	BPJS Ketenagakerjaan	BPJS Ketenagakerjaan
Health insurance	BPJS Kesehatan and AVIVA	BPJS Kesehatan and AVIVA
Disability and invalidity coverage	N/A	N/A
Parental leave	90 calendar days / 45 working days	90 calendar days / 45 working days
Retirement provision	0 person / 0%	0 person / 0%
Stock ownership	Only for Board of Directors	Only for Board of Directors
Others	<ul style="list-style-type: none"> <li>Taxi vouchers for overtime</li> <li>Flexible work hours</li> <li>Up to 17.5 annual leave</li> <li>Compensation leave</li> <li>Sick leave</li> </ul>	<ul style="list-style-type: none"> <li>Taxi vouchers for overtime</li> <li>Flexible work hours</li> <li>Up to 17.5 annual leave</li> <li>Compensation leave</li> <li>Sick leave</li> </ul>

**NOTES:**

- This disclosure was not reported in 2018 sustainability report.
- There is no employees that request for parental leave in 2019.
- For return to work rate, the following formula is to be used:

$$\text{Return to work rate} = \frac{\text{Total number of employees that did return to work after parental leave}}{\text{Total number of employees due to return to work after taking parental leave}} \times 100$$

- For retention rates, the following formula is to be used:

$$\text{Retention rate} = \frac{\text{Total number of employees retained 12 months after returning to work following a period of parental leave}}{\text{Total number of employees retained 12 months after returning to work following a period of parental leave}} \times 100$$

Disclosure 401-3 PARENTAL LEAVE			2019
	Male	Female	Ratio
Total number of employees entitled to parental leave	0	0	1:1
Total number of employees took parental leave	0	0	1:1
Total number of employees returned to work after parental leave ended	0	0	1:1
Total number of employees returned to work after parental leave ended, that were still employed 12 months after return to work	0	0	1:1
Return to work rate of employees that took parental leave	0	0	1:1
Retention rate of employees that took parental leave	0	0	1:1

Disclosure 402-1 <b>MINIMUM NOTICE PERIODS REGARDING OPERATIONAL CHANGES</b>	2018	2019
<b>Minimum number of weeks' notice provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them</b>	1-2 weeks	1-2 weeks

Disclosure 404-1 <b>AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE</b>	2018	2019
<b>Average hours of training per year per employee</b>		
<b>Average training time by gender</b>		
Male	16 to 24 hours	15 hours
Female	16 to 24 hours	69 hours
<b>Average training time by employee category</b>		
Managers and above	16 to 24 hours	16 hours
Consultants	16 to 24 hours	45 hours
Administration Team	16 to 24 hours	0 hours

Disclosure 404-2 <b>PROGRAMS FOR UPGRADING EMPLOYEE SKILLS AND TRANSITION ASSISTANCE PROGRAM</b>	2018	2019
<b>Management and Leadership</b>		
Scope of training	<i>Training and Directorship Certification Level Fundamental</i>	<i>Leadership Philosophy, Leadership for Women, Leadership Fundamentals</i>
Number of training given	1 programs	11 programs
<b>Technical Knowledge</b>		
Scope of training	<i>Digital Marketing, Infographic Design, Marketing, Presentation Skill, Public Speaking, Budgeting Technique</i>	<i>Research Foundations, Project Management Fundamentals, Business Report Writing, Public Relations, Storytelling For Designers, Stakeholder Engagement, Digital Media Foundations, Business Development, Marketing Communications, Media Relations</i>
Number of training given	6 programs	17 programs
<b>Language</b>		
Scope of training	<i>Writing Class</i>	<i>None</i>
Number of training given	2 programs	None
<b>Professional Development</b>		
Scope of training	<i>None</i>	<i>Critical Thinking, Problem Solving Techniques, Managing Stress, Teamwork, Interpersonal Communication, Business Etiquette</i>
Number of training given	None	10 programs

**NOTES:**

Training program includes internal training courses, funding support for external training or education, provision of sabbatical periods with guaranteed return to employment.

**NOTES:**

Data applies for KP National permanent employees. Employees on probation, former employees and temporary employees are able to request for their performance review should they are interested.

Disclosure 404-3 <b>PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS</b>			2018	2019
<b>Percentage of employees receiving regular performance and career development reviews, by gender and employee category</b>				
<b>Gender</b>				
Male			100%	100%
Female			73%	100%
<b>Employee category</b>				
Managers and above			100%	100%
Consultants			100%	100%
Analyst			None	100%
Administration Team			40%	100%

Disclosure 405-1 <b>DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES</b>			2018	2019
<b>Total number and percentage of individuals within governance bodies, by gender and age group</b>				
<b>Total percentage (BoD, BoC, Consultant, Admin)</b>				
Total			25 person / 100%	27 person / 100%
Male			13 person / 62%	14 person / 50%
Female			11 person / 38%	13 person / 50%
Age <30			7 person / 34%	10 person / 42%
Age 30-50			13 person / 52%	13 person / 50%
Age >50			5 person / 14%	4 person / 8%
<b>Board of Directors</b>				
Total			3 person / 100%	2 person / 100%
Male			2 person / 67%	1 person / 50%
Female			1 person / 33%	1 person / 50%
Age <30			0 person / 0%	0 person / 0%
Age 30-50			2 person / 67%	2 person / 100%
Age >50			1 person / 33%	0 person / 0%
<b>Board of Commissioners</b>				
Total			3 person / 100%	3 person / 100%
Male			2 person / 67%	2 person / 67%
Female			1 person / 33%	1 person / 33%
Age <30			0 person / 0%	0 person / 0%
Age 30-50			0 person / 0%	0 person / 0%
Age >50			3 person / 100%	3 person / 100%

Disclosure 405-1 DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES		
	2018	2019
<b>Total number and percentage of employees per employee category, by gender and age group</b>		
<b>Senior Consultants</b>		
Total	5 person / 100%	6 person / 100%
Male	3 person / 60%	3 person / 50%
Female	2 person / 40%	3 person / 50%
Age <30	0 person / 0%	0 person / 0%
Age 30-50	5 person / 100%	6 person / 100%
Age >50	0 person / 0%	0 person / 0%
<b>Consultants</b>		
Total	5 person / 100%	9 person / 100%
Male	3 person / 60%	6 person / 67%
Female	2 person / 40%	3 person / 33%
Age <30	5 person / 100%	7 person / 77%
Age 30-50	0 person / 0%	2 person / 23%
Age >50	0 person / 0%	0 person / 0%
<b>Analysts</b>		
Total	1 person / 100%	2 person / 100%
Male	1 person / 100%	0 person / 0%
Female	0 person / 0%	2 person / 100%
Age <30	1 person / 100%	2 person / 100%
Age 30-50	0 person / 0%	0 person / 0%
Age >50	0 person / 0%	0 person / 0%
<b>Administration</b>		
Total	7 person / 100%	5 person / 100%
Male	2 person / 29%	2 person / 50%
Female	5 person / 71%	3 person / 50%
Age <30	0 person / 0%	1 person / 25%
Age 30-50	6 person / 86%	3 person / 50%
Age >50	1 person / 14%	1 person / 25%

Disclosure 405-2 RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN		
	2018	2019
<b>Ratio of remuneration of women to men by employee category</b>		
<b>Women:Men</b>		
<b>Board of Directors</b>		
Basic salary	1:1	1:1
Remuneration	1:1	1:1

Disclosure 405-2 RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN		
	2018	2019
<b>Ratio of remuneration of women to men by employee category</b>		
	<b>Women:Men</b>	
<b>Board of Commissioners</b>		
Basic salary	1:1	1:1
Remuneration	1:1	1:1
<b>Senior Consultants</b>		
Basic salary	1:1	1:1
Remuneration	1:1	1:1
<b>Consultants</b>		
Basic salary	1:1	1:1
Remuneration	1:1	1:1
<b>Analysts</b>		
Basic salary	1:1	1:1
Remuneration	1:1	1:1
<b>Administration</b>		
Basic salary	1:1	1:1
Remuneration	1:1	1:1

**NOTES:**  
This disclosure was not reported in 2018 sustainability report.

Disclosure 406-1 INCIDENTS OF DISCRIMINATION AND CORRECTIVE ACTIONS TAKEN		
	2018	2019
<b>Total number of incidents of discrimination during the reporting period</b>		None
<b>Status of the incidents and actions taken</b>		
Incidents reviewed by the organizations		None
Remediation plans being implemented		None
Remediation plans that have been implemented, with results reviewed through routine internal management process		None
Incident no longer subject to action		None

**NOTES:**  
This disclosure was not reported in 2018 sustainability report.

Disclosure 418-1 SUBSTANTIATED COMPLAINTS CONCERNING BREACHES OF CUSTOMER PRIVACY AND LOSSES OF CUSTOMER DATA		
	2018	2019
<b>Total number of substantiated complaints received concerning breaches of customer privacy</b>		
Complaints received from outside parties and substantiated by the organization		None
Complaints from regulatory bodies		None
<b>Total number of incidents of discrimination during the reporting period</b>		None

# APPENDIX 2 GRI STANDARDS REFERENCE TABLES [102-55]

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) OR EXPLANATION
<b>GRI 102: GENERAL DISCLOSURES</b>		
<b>Organizational profile</b>	102-1 Name of the organization	Page 25
	102-2 Activities, brands, products, and services	Page 25
	102-3 Location of headquarters	Jakarta
	102-4 Location of operations	The company only operates in Jakarta, Indonesia
	102-5 Ownership and legal form	Page 26
	102-6 Markets Served	Our services are offered to Indonesian and International companies/organizations, with a myriad range of sectors including mining, development, technology, FMCG, government affairs to banking.  See <a href="#">our website</a> for further detail.
	102-7 Scale of the organization	Page 26 See <a href="#">our website</a> for further detail. 2019 revenue: IDR 9,354,934,419 2019 total capitalization: IDR 1,370,279,960
	102-8 Information on employees and other workers	Page 26
	102-9 Supply Chain	Page 27
	102-10 Significant changes to the organization and its supply chain	Page 25
	102-11 Precautionary Principle of approach	Not applicable, as we are a service company that does not pose any risk of serious or irreversible environmental damage.
	102-12 External initiatives	Page 3
	102-13 Memberships of associations	Page 27
<b>Strategy</b>	102-14 Statement from senior decision-maker	Page 5
<b>Ethics and integrity</b>	102-16 Values, principles, standards, and norms of behavior	Page 28
<b>Governance</b>	102-18 Governance structure	Page 29 The Board of Director is responsible for decision-making on economic, environmental and social topics.

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) OR EXPLANATION
<b>GRI 102: GENERAL DISCLOSURES</b>		
<b>Stakeholder engagement</b>	102-40 List of stakeholder groups	Page 31
	102-41 Collective bargaining agreements	Not applicable. Employees in our company have not established a trade union to bargain with, so we have a Company Regulation instead.
	102-42 Identifying and selecting stakeholders	Page 31
	102-43 Approach to stakeholder engagement	Page 32
	102-44 Key topics and concerns raised	Page 32
<b>Reporting practice</b>	102-45 Entities included in the consolidated financial statements	None.
	102-46 Defining report content and topic Boundaries	Page 6-8
	102-47 List of material topics	Page 8
	102-48 Restatements of information	None.
	102-49 Changes in reporting	Page 7
	102-50 Reporting period	Page 3
	102-51 Date of most recent report	Page 3
	102-52 Reporting cycle	Page 3
	102-53 Contact point for questions regarding the report	Page 3
	102-54 Claims of reporting in accordance with the GRI standards	Page 3
	102-55 GRI content index	Page 42-44
102-56 External assurance	The cost of external assurance reporting would be significant for KP, given the range of material aspects or topics being addressed as well as the specialized nature of some of these material topics.  This is the second year that the Company is reporting against the GRI Standards, and in support of ongoing improvement in reporting, the Company may consider the implementation of external assurance should the cost deemed reasonable.	
<b>GRI 200: ECONOMIC</b>		
<b>GRI 205 Anti-corruption</b>	205-1 Operations assessed for risks related to corruption	Page 34
	205-2 Communication and training about anti-corruption policies and procedures	Page 21 and 34
	205-3 Confirmed incidents of corruption and actions taken	Page 21 and 35

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) OR EXPLANATION
<b>GRI 300: ENVIRONMENT</b>		
<b>GRI 301 Materials</b>	301-1 Materials used by weight or volume	Page 19 and 35
	301-2 Recycled input materials used	Page 35
	301-3 Reclaimed products and their packaging materials	Page 35
<b>GRI 302 Energy</b>	302-1 Energy consumption within the organization	Page 19 and 36
<b>GRI 400: SOCIAL</b>		
<b>GRI 401 Employment</b>	401-1 New Employee Hires and Employee Turnover	Page 36
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 12 and 37
	401-3 Parental leave	Page 11 and 37
<b>GRI 402 Labor/ Management Relations</b>	402-1 Minimum Notice Periods Regarding Operational Changes	Page 38
<b>GRI 404 Training and Education</b>	404-1 Average hours of training per year per employee	Page 38
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 14 and 38
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 39
<b>GRI 405 Diversity and Equal Opportunity</b>	405-1 Diversity of governance bodies and employees	Page 15 and 39-40
	405-2 Ratio of basic salary and remuneration of women to men	Page 15 and 40-41
<b>GRI 406 Non-discrimination</b>	406-1 Incidents of discrimination and corrective actions taken	Page 15 and 41
<b>GRI 418 Customer Privacy</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 17 and 41

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**PT KOMUNIKASI KINERJA**

Menara Karya, 10<sup>th</sup> Floor Suite H  
Jl. H.R. Rasuna Said Blok X-5 Kav. 1-2  
Jakarta 12950 – INDONESIA

Phone +6221 5794 4694  
E-mail [info@kiroyan-partners.com](mailto:info@kiroyan-partners.com)

**[www.kiroyan-partners.com](http://www.kiroyan-partners.com)**