



AGILITY

FOR SUSTAINABLE
CONSULTING
BUSINESS

2020 SUSTAINABILITY REPORT

AGILITY

FOR SUSTAINABLE CONSULTING BUSINESS

The COVID-19 pandemic stretched the public healthcare system to a breaking point, tourism and transportation to a collapse, manufacturing to a shrinkage. All of which have brought the economy to a recession and the long-running impact of the pandemic lasted throughout 2020 – and even to this day. Like it or not, humans have been forced to adapt quickly, resulted in – among others – 5 years of progress of digital adoption compressed into a 7-month period. No more shaking hands on business deals nor talking leads over coffee at nearby restaurants, and meetings are sufficiently conducted from the living rooms. We are forced to quickly adapt to this new reality that is less-social and less-physical. The agility of consulting industry has never been put on such a test ever before, with a multitude of sectors' revenues dwindled, various projects to be put on hold – or even canceled, budget cut – across industries, limited opportunities for tenders, and the most concerning: massive layoffs, which unfortunately happened around the globe. **Agility**, although has been a familiar tune among consulting firms for years, has really become a defining trait in ensuring consulting business sustainability.

Agile (adj.)

“marked by ready ability to move with quick easy grace; having a quick resourceful and adaptable character”

-- Merriam-Webster

As an active promoter of sustainable business practices, Kiroyan Partners takes the new dynamics into consideration heavily and deliberately when assisting our clients and partners in applying ethical and responsible communication. We fully realize that to do so, first and foremost we need to understand our own performance and evaluate how it has been communicated to our stakeholders against the new and unprecedented challenges during 2020. Therefore, we are taking this opportunity to look back and reflect on our adaptability in the situation and how it could align with the triple bottom line set out by John Elkington since 1994.

This third sustainability report marks our continuous commitment to achieve sustainable business practice by identifying the impacts we bring on economic, social, and environmental aspects. Aside from having a clearer picture of what we achieved so far in safeguarding and balancing all of our stakeholders' interests, the effort has become a valuable lesson to learn on which aspects need improvement.

With that in mind, we are committed to continuing our efforts in improving our business and relationship with our stakeholders by continuing to promote ethical, responsible, and sustainable practices.

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ABOUT THIS REPORT

Kiroyan Partners (KP) is a research-based public affairs and strategic communications consulting firm established in 2006. Since 2008, we have been United Nation Global Compact (UNGC) signatory as our organizational values, ethics, and philosophy are in line with UNGC's objectives to promote sustainable and socially responsible policies among business communities. We have regularly reported our commitment to UNGC through Communication of Progress (CoP) until 2017. In 2018, we decided to take a step further by annually communicating our progress through Sustainability Report in adherence to the foundation and principle laid by Global Reporting Initiative (GRI) Standards.

This report marks our third Sustainability Report, covering the period of January to December 2020. As we progressed in learning the topics considered material by our stakeholders, we made several contextual adjustments from our previous material topics and/or their boundaries. The looming unknown future challenges brought by COVID-19 have also taken a crucial position among our stakeholders' concerns. The pandemic's widespread and deep impact on our company, stakeholders, industry and the community at large

have thus become an integral part of our consideration throughout all material topics.

As we continuously put our efforts to communicate our annual sustainability performance on matters that are considered of utmost importance by and towards our stakeholders, we acknowledge that there are still plenty of rooms for improvement in our sustainability and reporting practices. We hope that our continuous approach will provide our stakeholders with a clearer view of the comparability of our progress, achievements, and challenges in or promoting a responsible and sustainable business practice.

This report has been prepared in accordance with the GRI Standards: Core option.

For the list of GRI Universal and Topic-specific disclosures used in this report, see Appendix 2 on page 52.

For more information, inquiries, questions, or feedback about this report or Kiroyan Partners, we will be available to answer your correspondence at info@kiroyan-partners.com.



MESSAGE FROM THE CEO

Dear our valued stakeholders and partners,

First and foremost, I would like to express my sympathies to those who are affected by the current COVID-19 pandemic. I would also like to express my utmost respect and appreciation to all parties, including the government and all medical workers who have been working hard to contain the spread of the deadly virus. As 2020 had been very unprecedented and each of us - both as individuals and organizations, we're forced to adapt quickly to survive the global crisis, but let's not forget to appreciate ourselves for surviving in getting through the difficult year and to also be constantly grateful.

Since its founding, Kiroyan Partners (KP) has always been holding to ethical and responsible business practices. For this reason, sustainability has also been an integral part of the company. It is both our guidance and objective, that help us navigate our decision-making process and daily operations. Today I am pleased to share with you KP's 2020 Sustainability Report, which highlights our continuous efforts in transparently addressing the company's economic, social, and environmental impacts.

Applying our value of "Good is not good enough", each year we strive to improve our sustainability practice and reporting. For instance, for this report, we engaged our stakeholders through a higher number of activities compared to in 2019 to ensure their concerns and inputs regarding our sustainable business practices are well-captured. Despite the dramatic social and economic changes on a global scale led by the COVID-19 pandemic, I am proud to inform you that last year Kiroyan Partners managed to maintain our sustainability performance in many aspects, if not making further improvements in several areas. Particularly, with regards to social impacts, we were able to provide better health protection to our employees and strengthen our employee-management relations. COVID-19 has helped us save more energy and reduce waste due to our work-from-home (WFH) policy since March 2020.

Furthermore, we also have to acknowledge that the pandemic has changed our operation format quite significantly and revealed some room for improvements and growth for us. We've learned that the implementation of WFH was not as easy as it might sound and has contributed to some implications, including employees' well-being and our partners' and clients' changing preferences or interests. Nevertheless, there were also some positive impacts that we will take into consideration for our future strategic decisions.

We believe that next year will also bring many challenges and changes, and our company is still demanded to stay agile. While keeping the business going, we will strive to maintain our sustainability practices and make improvements in areas that have become the concerns of our stakeholders. We will also strengthen our collaborations with our stakeholders. Furthermore, I am excited to announce our commitment to join global efforts in strengthening gender equality and women empowerment in the coming years. We are confident that our sustainability efforts will, among others, help drive success and realize our vision to become a leader in the active promotion of sustainable business practices in Indonesia.

Last but definitely not least, I would like to thank our employees, shareholders, clients, and partners, for the endless support in helping us get to where we are today and grow. They make our sustainability efforts possible, even during the global crisis we are facing now.

Verlyana (Veve) Hitipeuw
CEO and Principal Consultant

2020 HIGHLIGHTS



OUR PEOPLE

WELL-BEING

Zero cases of COVID-19 infection among employees.

Zero rejection on annual and compensation leave requests.

142% increase in the total value of private health insurance for all of our employees.

Employees' spouses and children's **medical expenses** are covered in our current health insurance benefits.

WFH Policy implementation two weeks in advance of DKI Jakarta's first lockdown.

EMPLOYEE DEVELOPMENT

49 training courses accessed by our employees; a 28.9% increase compared to 2019.

EMPLOYEE-MANAGEMENT RELATIONS

The introduction of **grievance mechanism and involvement of all employees** in the revision and renewal of company regulation and grievance mechanism.

DIVERSITY

Zero complaints related to our hiring practice and implementation of the non-discriminatory principles.



OUR CLIENTS & PARTNERS

PRIVACY AND DATA PROTECTION

Zero complaints on privacy and data protection.



OUR ENVIRONMENT

WASTE MANAGEMENT

94% reduction of print material usage compared to 2019.

Zero kilograms of plastic and trash bag purchase in 2020.

3-liter increase in chemical liquid materials used compared to 2019.

ENERGY USE AND MANAGEMENT

52% of electricity usage reduction, amounting to 6,931.4 kWh.



OUR INDUSTRY & COMMUNITY

ANTI-CORRUPTION

Zero cases related to corruption.

KNOWLEDGE SHARING

Equivalent to more than IDR 1.49 billion of services for **11 knowledge sharing programs**

DEFINING MATERIAL TOPICS AND BOUNDARIES

Considering our size and business sector, we are not generally viewed as a high-impact sector. However, to promote an ethical and sustainable business practice, we need to first identify and understand our business characteristics, activities, and operational footprints. Based on the principles of materiality by GRI Standards, we identified several topics which are considered material by our stakeholders with respect to social, economic, and environmental aspects.

We adhered to 3 (three) principles in determining the content of material topics for this report, namely stakeholder inclusiveness, sustainability context, and materiality.

PRINCIPLES	METHODS	EXPLANATION
Stakeholder Inclusiveness	Online In-depth interview, survey, and focus group discussion.	<p>Based on lessons learned from our 2019 report, we conducted further engagement with our stakeholders to capture and understand their concerns on our business practices in terms of economic, social, and environmental impacts.</p> <p>To ensure inclusiveness during the pandemic, the three methods were selected based on their reachability and ability to portray both qualitative and quantitative elements of our stakeholders' concerns while also abiding with the national health protocols.</p>
Sustainability Context	Research and document study on recent industry trend, socio-political and economic dynamic, and international sustainability reporting practices.	<p>KP conducted secondary data study to ensure our reporting practice complies with the international standard and it is contextual with sustainability issues and/or practice on both local and national situation. This includes but is not limited to examining updates on GRI universal and topic-specific standards, consulting industry trends in 2020, as well as national regulation and policy. These findings assisted us to map issues and concerns gathered from stakeholder engagement activities.</p>
Materiality	Issue mapping; determining material topics categorization and prioritization.	<p>Based on information and concerns gathered during the aforementioned steps, we:</p> <ul style="list-style-type: none"> ▪ Took into account concerns expressed directly by all stakeholder groups. ▪ Put into the context of current regulations, our business challenges, and other relevant internal and external backdrop. ▪ Determined, listed, and built issue prioritization. The prioritized criteria are based on issues' economic/ social/environmental impacts, or their level of influence on stakeholder assessment and decisions (as detailed in the graph below). ▪ Held multiple engagements with senior decision-makers and management team to better select material topics.

MATERIAL TOPICS FOR 2020 SUSTAINABILITY REPORT

STAKEHOLDER	MATERIAL TOPICS	TOPIC BOUNDARIES
Our People	Well-being	Work environment safety, health benefits, work system, and work-life balance.
	Employee-management Relations	Company policy and regulation, internal communications, decision-making involvement, and significant operational change.
	Employee Development	Training facilitation & opportunities (internal and external) and personal development time.
	Diversity	Hiring practices, remunerations, and promotions.
Our Clients & Partners	Privacy and Data Protection	Client and Partner's profile (including business/ industry sector and nature of the project), contact information, sensitive information, data, and document protection.
Our Environment	Material Used and Paper-waste Management	Printed material, plastic, and liquid chemical usage, paper-waste management.
	Energy Use and Management	Electricity usage.
Our Community and Industry	Anti-corruption	Financial management, organizational governance, and project execution.
	Knowledge Sharing	Knowledge-sharing programs and collaborations focusing on topics related to communication and public affairs.

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.

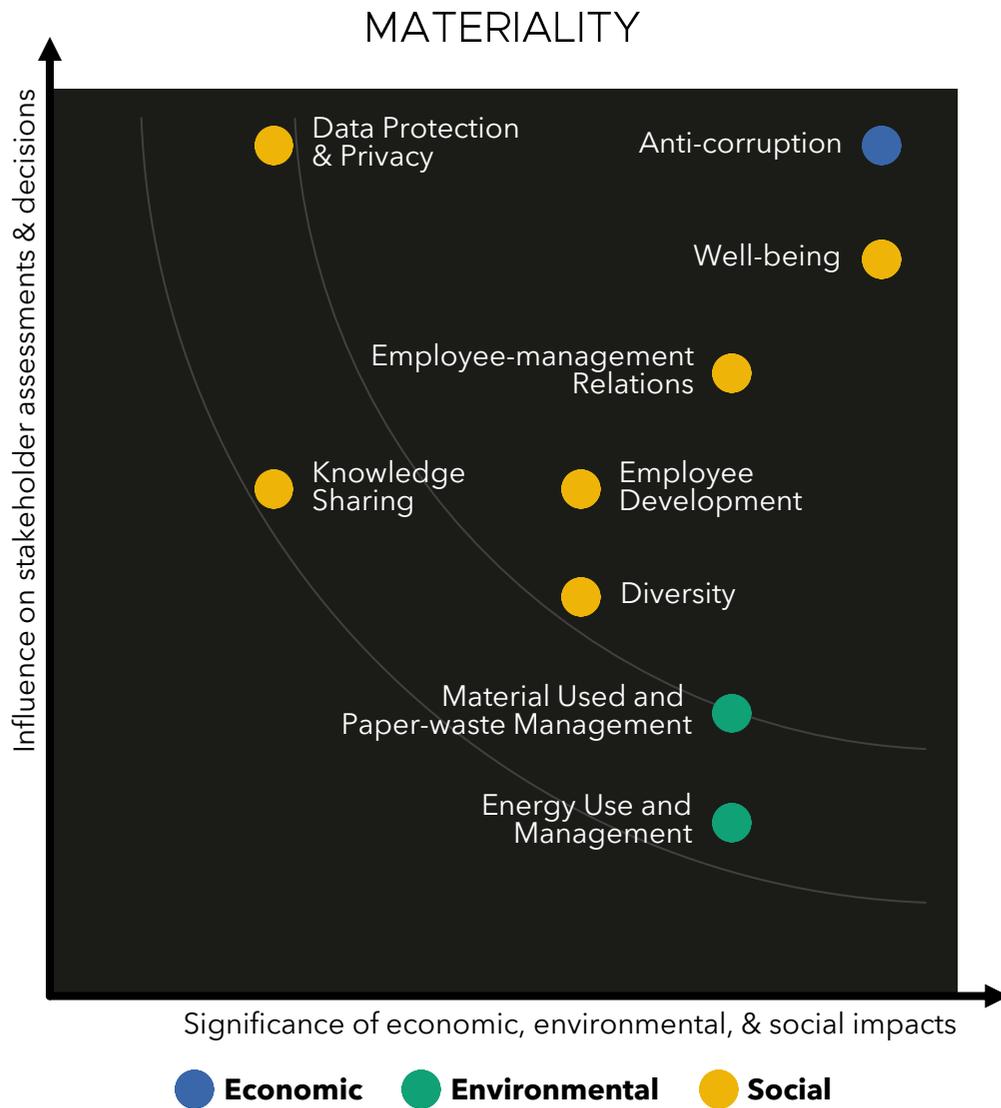
In reference to the GRI Standards, the term 'material topic(s)' in this report refers to topic(s) that reflects a reporting organization's significant economic, environmental, and social impacts; or which substantively influences stakeholders' assessments and decisions.

'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.



DEFINING OUR MATERIAL TOPICS



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

CHANGES FROM 2019 SUSTAINABILITY REPORT

Although a large part of our material topics is similar to what we identified in our 2019 report, several adjustments have been made to better match the current sustainability context and shifted concerns or difference in issues prioritization from our stakeholders, especially due to significant changes brought by the COVID-19 pandemic throughout 2020.

These adjustments were made both for material topics and topic boundaries as detailed below:

MATERIAL TOPICS		
2020	2019	REMARKS
Client's Privacy and Data Protection	Clients' Privacy and Confidentiality	Communication and engagement with our stakeholders (clients, partners, and employees) have shifted to online platforms due to the COVID-19 pandemic, and thus stakeholders' digital data protection has become more important than ever for the company to deliver the best service available. We removed confidentiality as this particular aspect is considered to be already covered by ensuring our stakeholder's privacy and data protection.
Materials Used and Paper-waste Management	Paper-waste Management	The company's paper and plastic bag usage have been largely reduced as our operation shifted to online platforms and implemented the WFH policy. However, the consumption of liquid disinfectant has increased due to the necessity of minimizing the risk of COVID-19 transmission.

TOPIC BOUNDARIES

2019	2020	REMARKS
Health Protection	Health Benefit	Although health protection remained a concern for our employees, health benefits became the most raised topic concerning health protection aside from safety measures at the workplace. As such, we adjusted the boundary to focus on this aspect for this report.
Company Policies and Values	Company Policies and Regulations	This adjustment was based on the revision and renewal of our company regulation during the reporting period while our organizational values remain consistent.
Training Facilitation (internal and external), Enabling Environment for Personal Development (time compensation and physical)	Training Facilitation and Opportunity	This adjustment was made considering that an enabling environment is part of the opportunity provided by our company towards our employees. Previously, Training Opportunity was put under Diversity. For this report, we put it under Employee Development as expressed by our stakeholders through surveys and FGD.
Communication-related Knowledge Sharing Programs and Collaborations	Knowledge-sharing Programs and Collaboration (with a focus on topics related to communication and public affairs)	As the Indonesian public and private sector's attention towards the importance of public affairs was incrementally growing in 2020, we provided and/or involved in numerous events related to the topic.
Plastic and Paper-waste Management.	Printed Material, Plastic, and Liquid Chemical Usage, Paper-waste Management	Due to the new demand for more frequent disinfection to minimize COVID-19 transmission risk, our company started to procure industrial-standard liquid disinfectant in 2020. Considering zero procurement of plastic and very minimal plastic waste-generating activities during the reporting period, we omitted plastic waste management from this year's report.

OUR PEOPLE

At Kiroyan Partners, we believe that our employees play a critical role in determining our overall competitiveness, growth, and business sustainability. As a consulting firm dedicated to delivering the highest quality of service for our clients, we continuously strive to provide and maintain an enabling and supportive environment to bring the best out of our employees.

Sailing through significant operational and fundamental changes in 2020 has brought its own set of challenges as the pandemic takes over. We immediately adapted to the fast-changing situation by adjusting and implementing new policies to ensure the health and safety of all our employees while keeping the work environment to be positive, motivating, supportive, and fun. These policies have been imperative in ensuring all communication and operation ran as smoothly while we shifted to the work-from-home method in mid-March 2020.

Against this backdrop, we have identified topics considered as material for our employees, namely well-being, employee-management relations, employee development, and diversity.





PERFORMANCE IN 2020



WELL-BEING

According to the International Labour Organization (ILO), workers' well-being is a key factor in determining an organization's long-term effectiveness. Many studies show a direct link between productivity levels and the workforce's general health and well-being. Enterprises and organizations have increasingly recognized the need to take workers' well-being seriously. More progressive organizations are doing so because they appreciate that their most important resources are their human resources - their people. As such, our employees strongly felt that workplace well-being is highly significant and influential in determining their decision towards the organization.

One of our top priorities in 2020 was to safeguard and guarantee our employees' health and welfare. Although the consulting industry was one of the sectors that took a hard hit on its businesses due to the pandemic, we remained committed to our priority and neither employment termination nor salary cut was executed in 2020. Moreover, in our line of business where work intensity and project challenges may arise at unprecedented times, we implemented several measures to ensure that all our employees' other well-being aspects are sufficiently protected through the following measures:

* National Labor Law mandates a minimum of 12 days annual leave entitlement.

WORK & SAFETY ENVIRONMENT

Consulting business is often associated with long working hours and high stress levels. As we acknowledge this reality and to ensure our employees' safety should they feel the need for overtime work, the company provided free taxi vouchers from a reputable taxi company in Indonesia. The company also provided reimbursable meal expenses for employees working overtime from the office. These policies have been consistently implemented in 2020. However, due to the working from home policy applied since March 2020, the company reduced the allocated budget for taxi vouchers and reimbursable meal expenses on April 30, 2020, until further notice.

The nature of our occupation enables us to conduct remote work. Prior to the COVID-19 pandemic, employees were allowed to request permission to temporarily work remotely, which 19 requests were granted for 7 (seven) employees in 2019. However, due to the COVID-19 pandemic, we took extra efforts to ensure our employees' health and safety by:

- Adapting and implementing WHO-based health protocols on March 12, 2020, or one day after WHO officially announced the COVID-19 outbreak,
- Implementing work-from-home policy since March 16, 2020, or 2 (two) weeks earlier before it was mandated by the provincial and national government to minimize our employees' mobility and risk of exposure,

- Providing personal protective equipment (PPE), in the forms of medical-standard face shields and face masks sent to employees' residences and ensuring stock availability of free-to-use PPEs for employees who need to work from the office,
- Disinfecting our office space twice a day to better ensure the safety and comfortability of our employees during February-March 2020. We also placed medical-standard hand sanitizer in easy-to-access spots within our office space. We continued disinfecting our office space with schedule adjustment to twice a week after implementing the work-from-home policy,
- Implementing mandatory double-check of body temperature for all office visitors aside from the temperature check done at the lobby by the building management.

We also implemented internal health protocols during the work-from-home period, which was developed in collaboration with all of our employees by referencing guidelines from international and national health authorities. Collaboration was done through surveys and discussions to help contextualize and ensure the same level of understanding on the importance and benefits of abiding by the said protocols.

The abovementioned efforts have been confirmed by our employees, both past and current, to have helped providing a more sense of safety to conduct their work.

HEALTH BENEFIT

At Kiroyan Partners, we believe that stability and peace of mind bring the best of productivity and quality of work as stipulated under Company Regulation Article 3B. Therefore, we took several steps to minimize our employees' concerns related to health risks, both in-and-outside of work.

The company fully complied with the national regulation in which all of our employees are registered in the national health and labor insurance (BPJS Kesehatan and BPJS Ketenagakerjaan). Aside from the national insurance, our company also enlists private insurance coverage for all our full-time employees. In 2020, we went another step further by expanding our private health insurance to not only cover our employees but also their spouse(s) and children. The total value also increased by 142% compared to 2019 insurance coverage. The improved benefit applies to all employees without any discrimination; female employees are not obliged to provide any written proof.¹

Based on the internal survey conducted to both our current and past employees in 2020, it was found that a large majority of our internal stakeholders agreed that their enlistment in BPJS Kesehatan and Ketenagakerjaan, as well as private health insurance by the company, has provided them with more peace of mind to work.

¹ Minister of Manpower Circular No. 4/1988 Article 2 stipulates that male and female employees have the same rights for health benefits covered in the employment contract. Unless, under the circumstance that the husband of a female employee already received health benefits, then female employee loses the rights to receive health benefits until she can prove that she is a widow or provide written proof that her husband's workplace does not provide health benefits for her husband and the family.

	2019	2020
BPJS Ketenagakerjaan (national labour insurance)	100% employees Unlimited value	100% employees Unlimited value
BPJS Kesehatan (national health insurance)	92% employees* Unlimited value	100% employees Unlimited value
Private health insurance	100% employees For Kiroyan Partners full-time employees	Covers 100% of Kiroyan Partners' full-time employees as well as their spouses and children** 142% increase in total insurance coverage value

*The company policy requires the 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, hindered the allotment of this benefit to some of our employees (only one employee during the 2019 reporting period).

**Improved insurance coverage started from March 2020 during the reporting period.





WORK SYSTEM

As we acknowledge that work-related stress may occur especially during peak seasons of Q1 and Q4 of the given financial year, we implement a working system that requires workload to be distributed fairly among employees to maintain a high level of quality service. At Kiroyan Partners, fair distribution of work considers not only the current load that an employee is handling but also the learning opportunities one would be exposed to and how they align with the employee’s core strength. Using this approach, our employees have the opportunity to gain new experiences and challenges, while sharpening their professional ability in the fields that they are passionate about.

In 2020, we continued to utilize the Toggl application to monitor and evaluate the workload of each employee. A stricter rule implemented since August 2019 through Company Policy on Time Tracking and Billable Hours has shown a better result in which most of our employees are more disciplined and detailed in inputting their hours in Toggl. This in return has helped the management to more accurately distribute work among team members. Our company has taken steps to emphasize that Toggl input is mandatory and the inability to do so will be classified as a violation of company policy.

However, since Toggl input is highly dependent on each employee’s discipline and may have a varying degree of details between one employee to the others, we also require employees to fill a weekly plan form every Monday before lunchtime. The weekly plan provides the management team a clearer picture to assign workload among team members for the week and keep employees informed about their colleagues’ schedules and project management plan for the week.

2019	2020
15.014 recorded hours	15.313 recorded hours
836 median value and 834 mean value, indicating fair work distribution	1.484 median value and 1.276,1 mean value, indicating a slightly reduced even-distribution.
Most employees averagely spent 6 to 8 consulting hours per working day, with only one spent up to 9 hours for two consecutive months due to field research	On average, our employees spent 7.4 consulting hours per working day. However, some employees spent on average 8.8 consulting hours due to peak season of business development and project closing in a certain period*

*5 out of 12 employees spent more than average hours in 2020, especially during the business development period (Q1) and project closing period (Q4). The company took extra steps by providing 2 to 4 extra days of compensation leave per month proportionate to the exceeded working hours to 3 employees who still work in the company. The extra compensation leave does not reduce any annual or compensation leave entitlement and can be taken by these employees for FY 2021 to help maintain their well-being and recuperate their energy spent during 2020.

WORK-LIFE BALANCE

The company's support on the pursuit of work-life balance stems from our strong belief that it is a fundamental right for employees to fulfill their other roles outside of work, whether as individuals, family members, parents, and/or community members. We also consider that employees' work-life balance will in turn be beneficial for the company since our employees can obtain fresh and alternative insights or new expertise which may enhance our services towards our clients.

To help ensure employees' work-life balance, the company has been implemented the following policies:

- **Flexible working hours.** This policy was actually derived before 2020 and has become more important considering the work-from-home period may impose higher domestic responsibility for employees, especially parents with young children. The company acknowledges the difficulties faced by our employees and provides more flexible working hours given that employees communicate their requests to the management and colleagues beforehand. Employees who had worked overtime the previous day are allowed to request a rest period or late start to work to help recuperate their energy. As our company values our employees' dedication, we also encourage them to prioritize their health and well-being above professional work.

- **Annual leave entitlement.** All of our employees who have passed the 3-month probation period are eligible for 15 days annual leave entitlement as stipulated in Company Regulation Article 12. This is 3 days more than what the national labor regulation mandates for companies. Our company also regulates that this entitlement must be taken during 18 months period and cannot be rolled over to the following year nor it is convertible to cash.
- **Compensation leave entitlement.** As much as we try to avoid working overtime or working during weekend/national holidays, there are certain unavoidable circumstances due to the nature of our industry. Consequently, to help recuperate the energy and freshness of our employees after working under such circumstances, our company provides compensation leave in proportion with the number of hours spent as proven by the Toggl input. In line with this purpose, in 2020 our company regulated that the compensation leave must be taken within 30 days counted from the exceptional working day(s) conducted.
- **Parental leave and sick leave.** Our company fully complies with the national labor regulation which provisions up to 90 days of maternal leave. The leave can be taken 45 days before the due date and another 45 days after. Moreover, we also provide 45 days of paid leave for our female employees who,

under unfortunate circumstances, experience miscarriage. Our company is also in full compliance with the national regulation by providing 2 days of paternal leave. However, as we acknowledge the need for male employees to accompany their wives during the critical period of birth or miscarriage, the company will add more days to paternal leave in its renewed Company Regulation in 2021. We also strongly encourage our employees to request a break or take a sick leave whenever felt necessary by providing written notification via email to the management team. This policy was communicated more frequently through online internal gatherings or town hall meetings due to COVID-19 incremental spikes in Indonesia during Q3 and Q4 in 2020.

Upon the company's internal evaluation, the majority of our current and past employees find that compensation leave is effective and helpful for their mental and physical well-being. All in all, our visible steps toward well-being were largely recognized by our employees.



EMPLOYEE-MANAGEMENT RELATIONS

At Kiroyan Partners, we believe that deepening employee-management relations serves as a solid groundwork to fulfill our obligation as an employer, while at the same time constantly balancing and continuously aligning with our employees' needs and interests. Due to its highly influential and significant impact on our employees and operation, creating a positive and dynamic workplace where two-way open communication is enabled is one of our company's priorities. To achieve this goal, we took the following initiatives in 2020:

COMPANY POLICY AND REGULATION

Our company fully complies with national, provincial, and sectoral regulations, some of which are Law No. 13/2003 on Labor (and its amendment under Law No.11/2020), Law No.11/2011 on National Agency on Social Insurance (*Badan Penyelenggara Jaminan Sosial/BPJS*), Regulation of Minister of Manpower No.26/2015 on Insurance Procedure of Work Accident, Death, and Pension for Workers, and DKI Jakarta Provincial Government Regulations No. 6/2004 on Labour.

In 2020, we underwent a revision and renewal of company regulation. To ensure the alignment of interests between the employer and the employees, our company provided the opportunity for all employees to involve in the drafting process. This resulted in the addition and/or revision of articles adjusting to the current needs and challenges that employees perceived to be inadequately addressed in the previous regulation. The drafting process was carried out through extensive discussions among employees, peer-reviews, as well as presentations, and negotiations with the Board of Directors. Despite not having any worker's union, Kiroyan Partners was committed to put the collective bargaining principle into practice in 2020 through the deliberation and collaborative development of our company regulation.

INTERNAL COMMUNICATIONS

Since the beginning of our operation, Kiroyan Partners has implemented the open-door policy to ensure that the voice of all company members is equally heard and two-way communication can be forged, whether it is among employees, the management team or between employees and management. The open-door policy provides the opportunity for employees to reach out and express their concerns freely to the management, while also ensures anonymity and content confidentiality.

However, due to concerns arisen in 2020, especially with sudden changes in forms of interaction and operation, there was a need to strengthen our internal communication efforts. These concerns were translated into several policies and actions as detailed below:

- **Town-hall Meeting.** Based on the volatile and quick-changing reality impacted by COVID-19 pandemic as well as numerous government's new regulations rolled out within a short period, our company has been conducted town-hall meeting once every four months which must be attended by all employees. The meeting aimed to ensure that all critical information is presented to everyone at the same time and ensure the same level of understanding regarding to any new challenges to face and the rationale behind the company's decisions. In 2020, 3 (three) town-hall meetings were succesfully conducted in comparison to zero meeting in 2019.
- **Strategic Meeting.** The company organized 2 (two) strategic meetings at the beginning of 2020 and at end of the year. Different from the objective of town-hall meetings, strategic meetings aimed to communicate a view of the company' operation for a longer term, goals, and targets, as well as to collectively identify challenges from both perspectives - the management's and employees'.
- **Project Review and Written Internal Announcements.** Since before 2020, the company routinely organizes weekly Project Review meetings where all employees are required to update on the progress of the ongoing projects and to express their concern(s) or challenges arising from the project. The meetings encourage all team members to provide opinions, suggestions, and/or questions on how to address concerns expressed by their colleagues. At the end of each meeting, the company's management would announce any adjustment, introduction, or revision of company operation which are not required to be announced during a town-hall meeting. Improving from 2019, in 2020 the company announcement has been provided both verbally (during the weekly meetings) and in written (through email that's circulated to the entire team members).
- **Informal Sessions.** Acknowledging how the work-from-home or sense of isolation may put a degree of stress to our employees, we conducted several online informal sessions carried out by the end of working hours. Utilizing the Ramadhan momentum in 2020, we conducted our *Ngabuburit*² sessions. These sessions were entirely on a voluntary basis and served as a platform for the management and employees to get together and discuss lighter, non-work-related topics while also provided a chance to get to know each other better.
- **Response-Time Policy.** Due to the change into remote working operation and personal differences in time management and routines among team members while working from home (WFH), the company has implemented a response-time policy, where employees are required to reply to work-related messages from colleagues, partners, or clients via e-mail or instant-messaging platforms within a certain period during working hours. This was initiated to ensure and maintain smooth and swift operations given the nature of WFH that does not allow all team members to meet in person/physically face-to-face.
- **Grievance Mechanism.** As a follow-up to our prior commitment in the 2019 Sustainability Report besides as a means to enhance the effectiveness of our management-employee relations, a grievance mechanism was introduced into our operation in December 2020. This milestone was made possible through the collaborative development between the management and employees. The grievance mechanism is officially stipulated under Company Regulation Article 40 and has its technical implementation detailed under Company Policy on Grievance Procedure signed in December 2020 effective immediately.
- **Performance Review.** We implemented performance reviews for all employees twice a year. The mid-year and end-year performance reviews are an integral part of our company's internal communication. Aside from the professional review by our management team, all of our employees are given the opportunity to have a conversation directly with the Board of Directors privately to communicate their concerns about the company's situation, decisions, or any professional issues that they may not be able to express outside the session.

To better ensure transparency and accessibility during the work-from-home period, all of our company documents are accessible by all company members through our internal online database at any given time.

² A popular term referring to collective activity usually done by Indonesians in hours approaching to *Iftar* or time of Moslem to break their daily fast during Ramadhan month.

DECISION-MAKING INVOLVEMENT

Teamwork has been one of our core professional values at Kiroyan Partners. We believe that through teamwork and collaboration, a better decision-making process and stronger results are more likely to be achieved than through individual processes. As such, we encourage our employees to be involved in many of the company's decision-making processes. By doing so, not only do we increase our employee engagement, but it is also a sign of the company's inherent trust towards our employees. Since the decisions made will carry their professional and personal stake through the engagement process, this decision-making opportunity also creates a valuable sense of belonging and empowerment of our employees to the company's decision.

Against this backdrop, in 2020 we involved our employees to help shape better decisions on numerous occasions:

- **Company Regulation and Grievance Mechanism Development.** To better facilitate and balance all interests in the company, we involved all of our employees in the development of our biannual company regulation. This resulted in the addition or revision of articles that may have been missed without their involvement. Our grievance mechanism, intended to build better employee-to-employee and employee-to-management communication, was also developed and revised together with our employees considering that they are the ones who will benefit most from the policy.
- **Strategic Planning Meeting.** Our strategic planning meeting is one of the company's internal mechanisms in which all employees are engaged and invited to provide their inputs regarding the company's future direction. The gathered inputs provided by our competent employees served as the basis for plan adjustment which then later communicated to all members of the company through an email chain.
- **Business Development.** At Kiroyan Partners, we highly take into consideration inputs and concerns expressed by employees during the business development phase. As we gain new business leads and assign a team to develop a proposal, employees can openly express their concern of the new lead, e.g. the problem or crisis faced by a potential client is considered overtly political or has a high risk of backlash against our company or the potential client. Although the final decision will be taken by the senior management, these concerns were highly valued and taken into consideration in our business development throughout 2020.

- **Project Management.** Our company consists of highly competent individuals with various degrees of educational background and professional experiences. As such, we trust our employees and provide them with the authority to make decisions related to the projects that they are working on with minimum intervention and micromanagement from senior-level management. This approach resulted in a high satisfaction rate from our clients in 2020 as captured by the client satisfaction surveys and sustainability surveys we conducted.

SIGNIFICANT OPERATIONAL CHANGE

Our business was not immune from the impact of the global pandemic. As the virus spread continued, we promptly adjusted our company's policy for the safety of all our stakeholders, especially our employees, by implementing the WHO-issued health protocol in early March 2020. This protocol was later followed by the issuance of the work-from-home policy on March 16, 2020. However, in doing so, we took several initiatives to ensure that all employee-management relations and our services could still be conducted without any impact on our service quality. These initiatives include:

- **Morning Health Report to the management team.** Responding to the pandemic situation, in April 2020 the company started to require employees to report their health status to the CEO on each working day. The initiative was a part of our work-from-home policy and applied to all company members including the management team and our chairman.
- **Mandatory Online-based Practices.** As part of the work-from-home policy, the company also mandated that all company members conduct our business operation using online platforms. This includes, but not limited to, document handling and delivery, training and workshops, and meetings both with internal and external stakeholders.
- **Mandatory COVID-19 Test for employees conducting service outside of their residence.** As a consulting firm with a variety of service types, some of our services demanded us to conduct work outside of our houses. One of which in 2020 was to assist a client during an event that took place at the client's facility. To ensure our employees' health and safety while also delivering high-quality service and safeguarding our client's reputation, we required the client to provide COVID-19 testing for our assigned employees prior to the event.

EMPLOYEE DEVELOPMENT

“Good is not good enough” is what our current and past employees said to be the most frequently communicated professional value of the company. In our line of business, high-quality service and deliverables can go a long way and form the basis of a sustainable client relationship. As such, our Company Regulation Article 3B.6 requires employees to develop their professional skills and expertise dutifully and responsibly. We believe that a high-quality service is achievable through sound teamwork which consists of individuals who possess the necessary expertise and are driven to deliver. To foster our employees’ expertise and as part of our duty to translate the regulation into action, we took the following initiatives:

TRAINING FACILITATION AND OPPORTUNITY

In 2019, the management decided to subscribe and utilize e-learning facilitation provided by LinkedIn Learning. All of our company members were provided access to LinkedIn Learning and encouraged to learn from more than 5,000 courses in the platform’s database. With the pandemic and the requirement to work from home, the decision has become a feasible method for our employees to continue their improvement while at the same time minimizing the risk of COVID-19 exposure.

To further ensure that our employees get the maximum impact from the learning access, each individual was assigned a learning path by the management by considering her/his current strengths, weaknesses, interest, and relevance to the company’s service. Employees’ learning path would then serve as one of the evaluation criteria by our management to assess employees’ performance in a given year. In 2020, there were 49 courses taken by our employees, indicating a 48% increase compared to 2019.

Despite the significant progress, the company concluded that the learning platform had yet to be optimally utilized by all of our employees. Our evaluation also suggested that there was unequal use of the platform in which some employees finished more than their assigned learning path while others did not even complete their assigned path even after being given an extension period. Hence, the company decided not to continue the subscription of the said online learning platform for FY2021. This, however, did not alter our commitment to provide safe learning access for our employees and, during this report development period, our Board of Directors has been proactively seeking new alternatives for enhancing our employees’ capacity.

We also conducted internal training sessions, KP Academy, aimed to increase our employees’ capacity and technical skills that are directly related to our work. In 2020, our KP Academy was organized in 6 sessions focusing on themes surrounding consulting business.

	2019	2020
Number of LinkedIn Learning training courses taken	33 courses	49 courses
Knowledge, Experience, and Meals Sharing (KEMS)	8 sessions	5 sessions
KP Academy	8 sessions	6 sessions

Aside from KP Academy, we also organized an internal training session that covered more diverse topics called Knowledge, Experience, and Meals Sharing (KEMS). Our KEMS sessions are aimed to provide every company member with beneficial knowledge both on a personal and professional level. We also invited external experts to join and share their knowledge on any current topic. These sessions, however, were temporarily stopped during our work-from-home operations. Therefore, in 2020 we only organized 5 KEMS sessions with the following topics: sustainability report, qualitative research, the art of communication, using AMEC (Association for Measurement and Evaluation in Communication) tools, and project management.

PERSONAL DEVELOPMENT TIME

At Kiroyan Partners, we strive to provide an enabling environment for all employees to grow. As such, we encourage employees to take any external courses that they are interested in or are beneficial for their personal development. However, based on health and safety considerations, in 2020 we encouraged our employees who would like to participate in external training to apply for exclusively online-based/e-learning courses. Employees were required to provide prior notice through email, notifying the management team of their temporary absence to attend these courses and to consider the current workload or deadlines that they have to assure operational stability.

DIVERSITY

Respect is one of our core values at Kiroyan Partners. We treat every person in the company regardless of their ascribed status with respect. This principle also extends to our treatment towards our external stakeholders and those who are involved in our entire supply chain.

Furthermore, our work culture and environment are set to enable all employees to maximize their potential by facilitating equal opportunity in our hiring practices, remuneration, and promotion opportunity. As a result, our company consists of people with diverse ethnic, religious, age, political and educational background. The diverse composition brings us a competitive advantage that we aim to retain through the merit system and non-discriminatory principles.

Although our support for women empowerment and gender equality has not been formally set in a written form under our company policy, we express our clean stance and dedication about the issue throughout our business practice and involvement in organizations that promote gender sensitivity and women empowerment. Our employees' involvement in the development of company regulation has also resulted in a more gender-sensitive regulation.

In 2020, our CEO and one of the consultants participated in series of workshops on Women Empowerment Principles (WEPs) and Target Gender Equality (TGE) held by Indonesia Global Compact Network (IGCN). Our company is committed to integrating the principles taught into our future operations on a step-by-step basis starting in 2021.

HIRING PRACTICE

With the company's adoption of the merit system and non-discriminatory principle, our hiring practice resulted in a diverse group of people working at our company. In 2020, we saw a total of 8 turnovers (3 females and 5 males) and hired 4 new employees of (3 males and 1 female). Continuing our 2019 trend, our employees' gender is close to 1:1 ratio in 2020 with a slight majority consists of women, as detailed below:

KIROYAN PARTNERS EMPLOYEE COMPOSITION BY GENDER				
	2019	2019 (%)	2020	2020 (%)
Female	11	50	9	53
Male	11	50	8	47

KIROYAN PARTNERS EMPLOYEE COMPOSITION BY AGE				
	2019	2019 (%)	2020	2020 (%)
Age <30	10	45	6	35
Age 30-50	11	50	10	58
Age >50	1	5	1	5

As our non-discriminatory principle put into practice, in 2020 our company received zero complaints from our employees related to workplace discrimination and/or unjust practices.

EQUAL REMUNERATION

In 2020, we continued our commitment to equal remuneration for our employees of all statuses based on their merit, performance, and compliance with the national regulation. Gender-wise, our employees' remuneration ratio is close to 1:1 on all employment levels.

KIROYAN PARTNERS GENDER REMUNERATION RATIO BY LEVEL OF EMPLOYMENT	
LEVEL OF EMPLOYMENT	MALE:FEMALE REMUNERATION RATIO
Board of Directors	1:0**
Senior consultant	1:1,3*
Consultant	1:0,9*
Analyst	1:0**
Administration	1:1,4*

*The disparity of remuneration resulted from our method of calculation in taking account all employees within said level of employment. During reporting period, our senior consultants and administration-level employees consisted of more male than female employees; while consultant-level employees consisted of more females compared to male.

**Zero ratio due to no male employees the in the said level.

PROMOTION

The company adheres to the principle of equal opportunity for all. As such, we provide equal promotion opportunities for our employees based on their professional performance and quality of work which are evaluated on daily basis and communicated twice a year during mid-year and end-year performance reviews.

KIROYAN PARTNERS GENDER COMPOSITION BY LEVEL OF EMPLOYMENT		
LEVEL OF EMPLOYMENT	FEMALE	MALE
Board of Directors	2	0
Senior Consultant	3	2
Consultant	3	3
Analyst	2	0
Administration	2	3



OUR CLIENTS AND PARTNERS

At Kiroyan Partners, we listen to and openly communicate with clients about concerns, contributions, and risks associated with their businesses. We acknowledge and actively monitor clients' concerns and their legitimate stakeholders, as well as take their interests into account as we develop plans or set up activities to support their business decisions and operations.

Assessing how 2020 circumstances grew, we adopted more diverse and engaging partnerships to maintain and enhance our service. Not only categorized based on our needs for specific projects, but the majority of our partners have also been in a long-term partnership with us. Our partners consisted of 3 state universities, 1 private university, 2 multinational consulting firms, 1 chamber of commerce, and 1 media outlet. In collaboration with our partners, we managed to accommodate the needs of our existing and potential clients. We believe that one of the most important aspects in building successful partnerships is trust and thus we intend to actively engage with partners as part of our commitment to nurture capable, engaging, and productive partnerships.

As digital adoption in our business operation grew rapidly in 2020, the issue of privacy and data protection has become a determinant and major concern from our stakeholders. Organization for Economic Co-operation and Development (OECD), in its Guidelines for Multinational Enterprises, said that 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. In Indonesia, privacy and data security issue was also on the rise as the pandemic set in and drove unprecedented levels of online activity, urging the government to speed up the legislative process that is underway as a set of frameworks for business players and public.

Against this backdrop, we always consider the risk of privacy and data protection breach as one of our key aspects in managing reputation and sustaining relationships with our clients and partners. We implemented several policies to ensure our client's and partner's privacy and data are protected.



PRIVACY & DATA PROTECTION

Our Company Regulation Article 29 on Confidentiality stipulates that employees are barred from disclosing any information considered as confidential and all employees are mandated to protect the identity or type of services that we provide for our clients and partners. As part of the policy implementation, we assign a specific code name for each project on our daily operation to better ensure our client's and partner's privacy.

We have Non-disclosure Agreements (NDAs) as a legally binding instrument that the information exchanged about the project and services offered would not be revealed or used for any reason other than those specified in the contract and decided upon informally. NDAs not only apply to the company and its clients but also all third parties involved.

To best comply with personal data privacy regulations, we limit the collection of personal data and only collect personal data that is considered essential. Our company also obtain data through legal means and informed our data sources on how the collection will be executed or how the data will be used beforehand. Furthermore, we have taken great caution in choosing software used in our online operations. Our company only subscribes to original-licensed applications which are provided by reputable software companies excelling in high-quality data protection. As a result, we received no complaints on privacy and data protection from our clients and partners in 2020.

OUR ENVIRONMENT

Although our scope and business in nature have minimum exposure to and impact on the environment, we made our commitment to the environment as an integral part of our strategy. In minimizing our operational footprint towards the environment, we always consider eco-friendly options in developing deliverables for clients and providing input for clients. Since our early years of establishment, our internal policies are leading to reduce printed material, plastic, and chemical waste. As work-from-home commenced, our printed material trail has been largely reduced.



MATERIAL USED AND PAPER-WASTE MANAGEMENT

Our work is mostly delivered through reports and documents. As we are aware of this business nature, our company encouraged all employees to only print essential documents or those which are required by law to be signed or presented in printed format. In 2020, total printed material consumption at our office for operational purposes was 105 kg, a 94% reduction from 1,981 kg in 2019, which was made possible by consistently enforcing paper use efficiency and the adoption of a work-from-home policy for the most part of the year.

In addressing waste issues, the company has been practicing paper waste prevention by encouraging double-sided printing to employees in an effort to reduce paper use by up to 50 percent. We also recorded no plastic purchase in 2020, compared to 15 kg in 2019, which was achieved due to the continued efficient use of plastics in 2019 and January-February 2020. Minimum activities carried at the office during the rest of reporting period have also contributed to the reduced use of plastic. In addition, employees are also encouraged to avoid using single-use plastic cups, bottles, and cutlery at the office.

As part of COVID-19 prevention in early 2020 and to ensure health protection for all company members, our office conducted frequent disinfection. During the work-from-home period, disinfection activities continued twice a week and have recorded 3 liters of total liquid disinfectant used last year.

To support our needs in information update and ability to keep up with the trend while enforcing our paper efficiency policy, we subscribed to six e-paper media, namely Bisnis Indonesia, Kompas, Kontan, Tempo, The Jakarta Post, and Investor Daily.

Operating in an office that is under separate building management, we acknowledge our limited control concerning the processing of waste generated from our business operation. We, however, are committed to creating a better work environment by serving as a responsible building tenant that is practicing internal waste reduction and going for more sustainable options.

ENERGY USE AND MANAGEMENT

Since its inception, our company has been consistently maintaining its focus on implementing energy-saving activities for electricity. Our energy-saving practices are also applied to lighting and other electronic devices (laptops, phones, printers, etc.). Employees 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. This energy-saving behavior is also encouraged through internal announcement notes or posters in our office's corners.

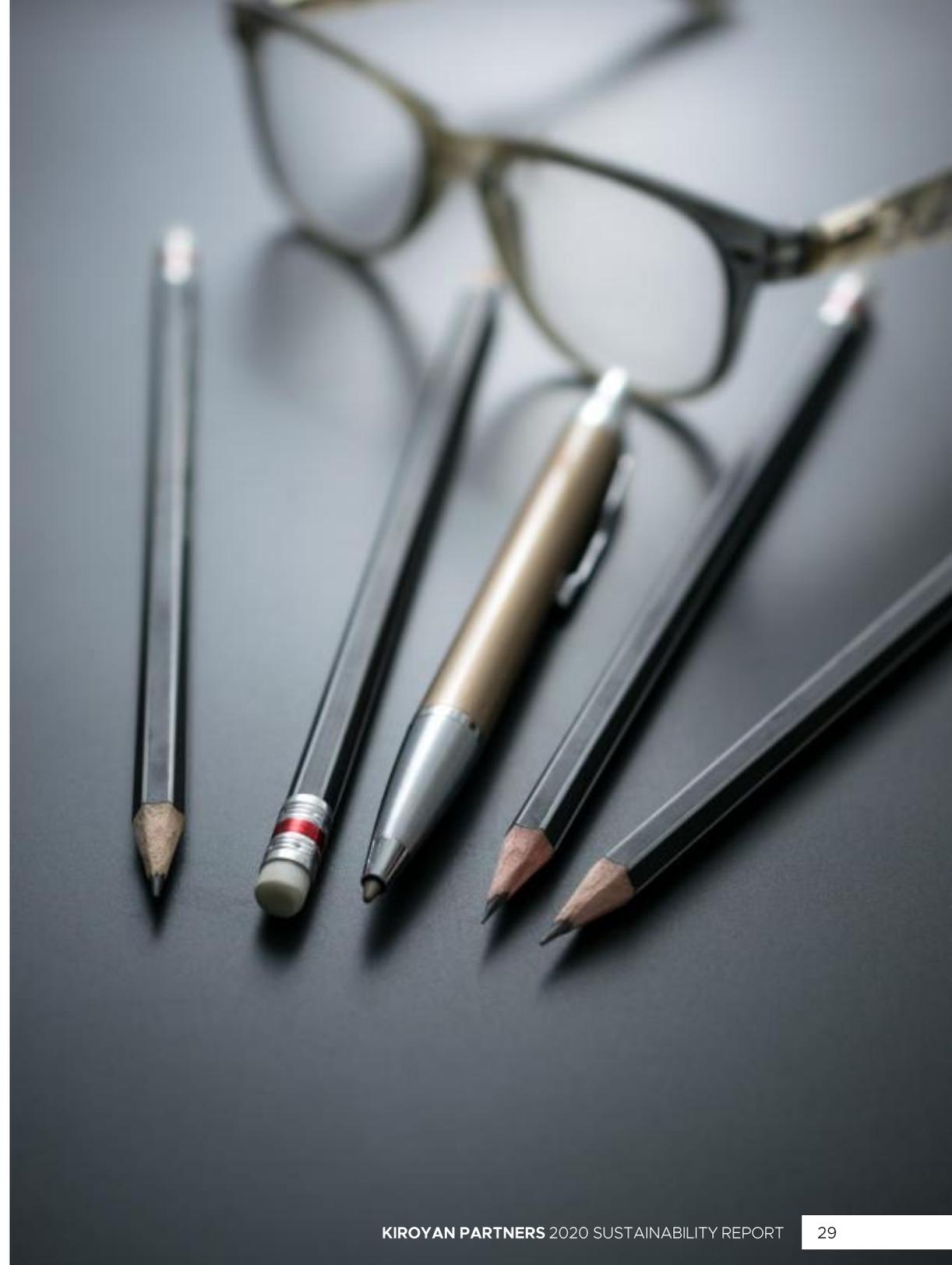
In 2020, the major shift from office-based to work-from-home business operation has resulted in a 52% decrease in our energy consumption from 13,263.20 kWh to 6.331 kWh, compared to the previous year. Aligning to our effort to be more sustainable, we managed to record electricity consumption of only 45 kWh/m²/year in 2020, below the 250 kWh/m²/year benchmark of Minimum Building Energy Performance for offices set by the Green Building Council Indonesia.



OUR COMMUNITY AND INDUSTRY

We believe that sustainability is a crucial part of our operations. Therefore, we are bound to sustain our relationship not only with clients and partners but also with the community and industry sector that work side-by-side with us.

This commitment is reflected through our long-standing principles and activities. We continue to include two areas of focus for our community and industry, namely anti-corruption and knowledge sharing.



ANTI-CORRUPTION

Kiroyan Partners is committed to managing its business and operations in accordance with sound corporate governance and fair business practices to maintain the highest level of professional behavior. Our practices and internal principles enable our stakeholders to follow anti-corruption legislation in all aspects of our operations that are compliant with national law and relevant valuable principles.

In Chapter VIII, Article 32 on Contract Termination, we set a number of business rules related to anti-corruption. Any employee who breaks the rules seeks gratification or is engaged in fraud will have their contract terminated immediately.

Due to the significance of this issue and its wider impact on the economy and society, "Personal Integrity" becomes a crucial aspect of our business practice. As such, it is one of our core personal ethics and is regularly conveyed to all employees. This value extends to our new hires and interns. Our Board of Directors takes the lead in hosting an orientation session for each recruit and intern, during which our corporate values and policy on ethics and integrity, including anti-corruption, are continuously shared among the company's members.

We have a zero-tolerance policy for bribery and corruption, as well as a program that provides comprehensive protocols and enforcement processes to ensure that the prevention measures planned for this issue are carried out. To further guarantee this practice, last year, we held a financial audit conducted by Mazar Indonesia. Their assessment confirmed that our company has no indication of business and contract irregularities. This is the third consecutive year we have seen no reports of corruption.

KNOWLEDGE SHARING

Aside from leading by example, we believe it is critical to share our values and experience with Indonesia's younger generation and other organizations in our field. We have been regularly engaged in numerous knowledge-sharing programs to encourage the younger generation to benefit from our knowledge and experience, as well as to promote the company's insights in implementing responsible business practices to the group or public at large. In 2020, we have conducted 11 programs that are equivalent to IDR 1,490,000,000. These programs provide a forum for our employees and Kiroyan Partners as an organization to share their related expertise with the community and industry, namely experts' insights, book and article development, and internship.



PROGRAMS	TYPE OF SERVICES	ORGANIZATION	PERFORMANCE IN 2020
External knowledge sharing programs conducted			11 programs
Estimated value from voluntary-based programs			Equivalent to over IDR 1.49 billion
EXPERT INSIGHTS			
R-Adhikarya “Niche” Award	Partnership and knowledge sharing as member of the committee and communications assistance	R-Adhikarya “Niche” Award	Equivalent to IDR 370 million
Indonesia Public Affairs Conference	Knowledge sharing as the keynote speaker and moderator	PR Indonesia Magazine	
Public Affairs Forum Indonesia	Knowledge sharing as keynote speaker	Public Affairs Forum Indonesia	
MAW Talk	Knowledge sharing as guest speaker	Asmono Wikan	
Public Affairs Master Class	Partnership and knowledge sharing as facilitators	EuroCham Indonesia	
BOOK AND ARTICLE WRITING			
‘Public Affairs, Teori & Praktik’ book	Book development and publication	Kiroyan Partners in collaboration with PR Indonesia Magazine	IDR 56 million
PR Indonesia Monthly Opinion Column	Partnership, monthly article development, and publication	PR Indonesia Magazine	IDR 456 million
Op-ed articles	Op-ed article development and pitching	The Jakarta Post, Bisnis Indonesia	5 articles published or equivalent to IDR 190 million
LinkedIn articles	Article development and publication	Kiroyan Partners official account on LinkedIn	IDR 201 million
PRO BONO PROJECT			
Reputation survey	Survey and report development	A local non-profit organization that advocates for business integrity, sustainability, and capacity building for youth and SMEs	IDR 217 million
INTERNSHIP			
Internship mentoring	Internship opportunity and direct mentoring with assigned consultants	University students and fresh graduates	6 interns with a total of mentoring hours up to 27 hours.



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.

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 2020, Kiroyan Partners has provided clients with corporate communications services the most, consisting of strategic communication assistance, PR campaign, communications strategy and plan development, media relations, communication audit, reputation survey, as well as webinar and FGD facilitation. Aside from corporate communication, KP also provided various executive trainings, and stakeholder management services which included regulatory tracking, policy analysis, and government affairs assistance.

We have served clients that come from various background and industry sectors. Our services in 2020 were acquired by clients from non-for profit, extractive, SOEs, pharmaceutical, manufacturing, tourism, FMCG, and technology companies. Our clients are mostly from multinational companies, SOEs, and non-profit organizations. The full extent of detailed services that we provide can be viewed in [our website](#).

As of 4 December 2019, Verlyana V. Hitipeuw was appointed as CEO of the company. Therefore, this report is developed under Verlyana's guidance and approval. ^[102-10] Our company also welcomed the appointment of Deasy Rasjid as Director which was officiated through Circular Letter signed by all shareholders and is effective starting 7 April 2020.

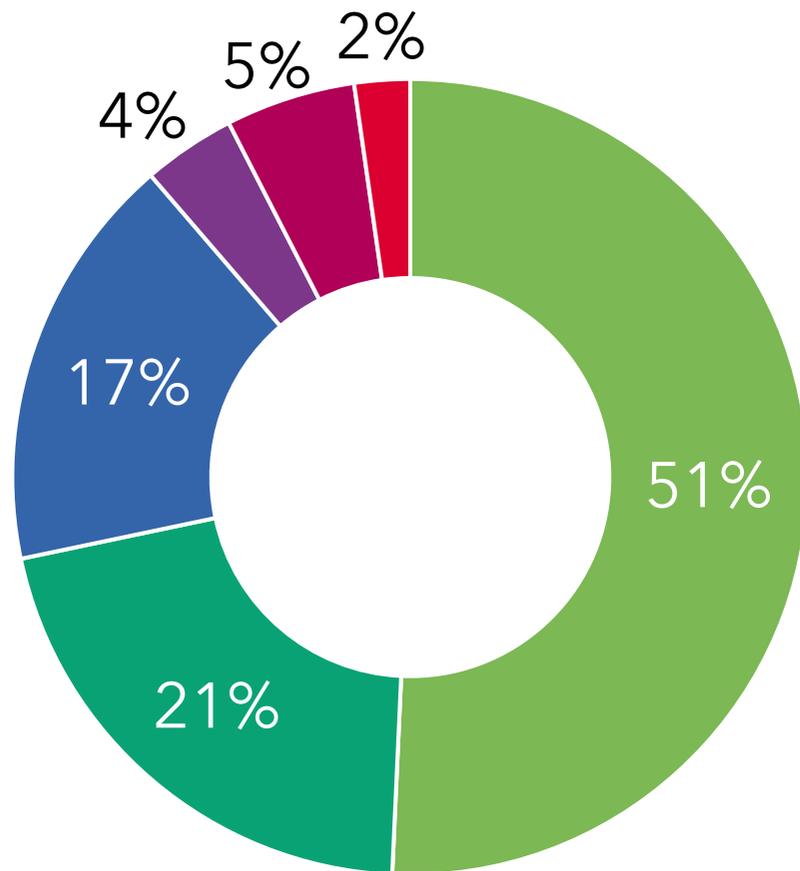
On 1 October 2020, Kiroyan Partners signed the Memorandum of Understanding (MoU) with Kreab Worldwide. The agreement made our company part of Kreab's global network and its representative in Indonesia as affiliate. We retain the name of PT Komunikasi Kinerja/Kiroyan Partners for Indonesia operation and as Kreab Indonesia for the international business community.

The official announcement can be read [here](#).

OWNERSHIP

According to the Indonesian Law, the Company is a private limited company or a "Perseoran Terbatas Tertutup".

The following is the breakdown of shareholders ownership as of December 2020.



- **Noke Kiroyan**, President Commissioner
- **Theresia Hudy Handayani Kiroyan**, Commissioner
- **Moetaryanto Poerwoaminoto**, Commissioner
- **Natasha Christiane Kiroyan**, Shareholder
- **Anton Rizki Sulaiman**, Shareholder
- **Verlyana Virgousa Hitipeuw**, CEO

WORKFORCE

Kiroyan Partners is headquartered in Jakarta, Indonesia. Our services are offered to Indonesian and international organizations from various sectors, including but not limited to natural resources, energy, development, information & technology, consumer products, food and beverages, finance and banking, and government affairs.

Our clients range from private, national and multinational companies, NGO and international agencies, state-owned enterprises, and government agencies. More information on this subject is accessible on [our website](#).

According to administration data, in 2020, our company employed a total of 21 employees, which consist of 12 female and 9 male employees. who are all based in Greater Jakarta area. A Project Officer is embedded within the Consulting team in 2020.

Throughout the year, the turnover number was recorded at 8, with five male employees and three female employees. The turnover was compensated with the hiring of 4 new employees, one female and three males.

MEMBERSHIP OF INDUSTRY ASSOCIATION

Throughout 2020, Kiroyan Partners was an active member of 9 (nine) industry associations:

- 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
- European Business Chambers of Commerce (EuroCham) Indonesia, since 2020.

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) since 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

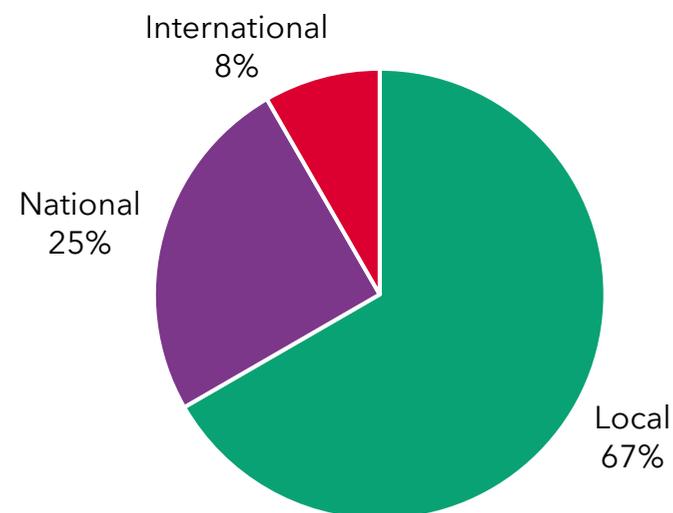
The operation of Kiroyan Partners in Jakarta is supported by a number of suppliers and service providers based locally throughout Indonesia.

In 2020, we procured the services from 6 (six) suppliers which are located in Jakarta with local, national, and international coverage. The estimated monetary value of payments made to suppliers has a range of IDR 3 million to IDR 99.7 million. Our suppliers include:

- Media monitoring companies, that help us track the news for our clients;
- Printing agency; and
- Graphic designers.

We also engaged 6 (six) 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 2020 include software and hardware companies, stationery stores, internet network provider, tax/financial auditor, and others.

PROPORTION OF SUPPLIERS



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. ^[102-16]

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

- **Ethics and Social Responsibility** — Our team 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, we 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, our company is able to deliver optimal results and maximum value to the clients.
- **Teamwork** — Collaboration is key. In our experience, teamwork produces far stronger results than individual processes.

- **"Good" is Not Good Enough** — Our team must excel in all the tasks conducted, especially in our areas of expertise.
- **Professionalism** — We adhere 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.

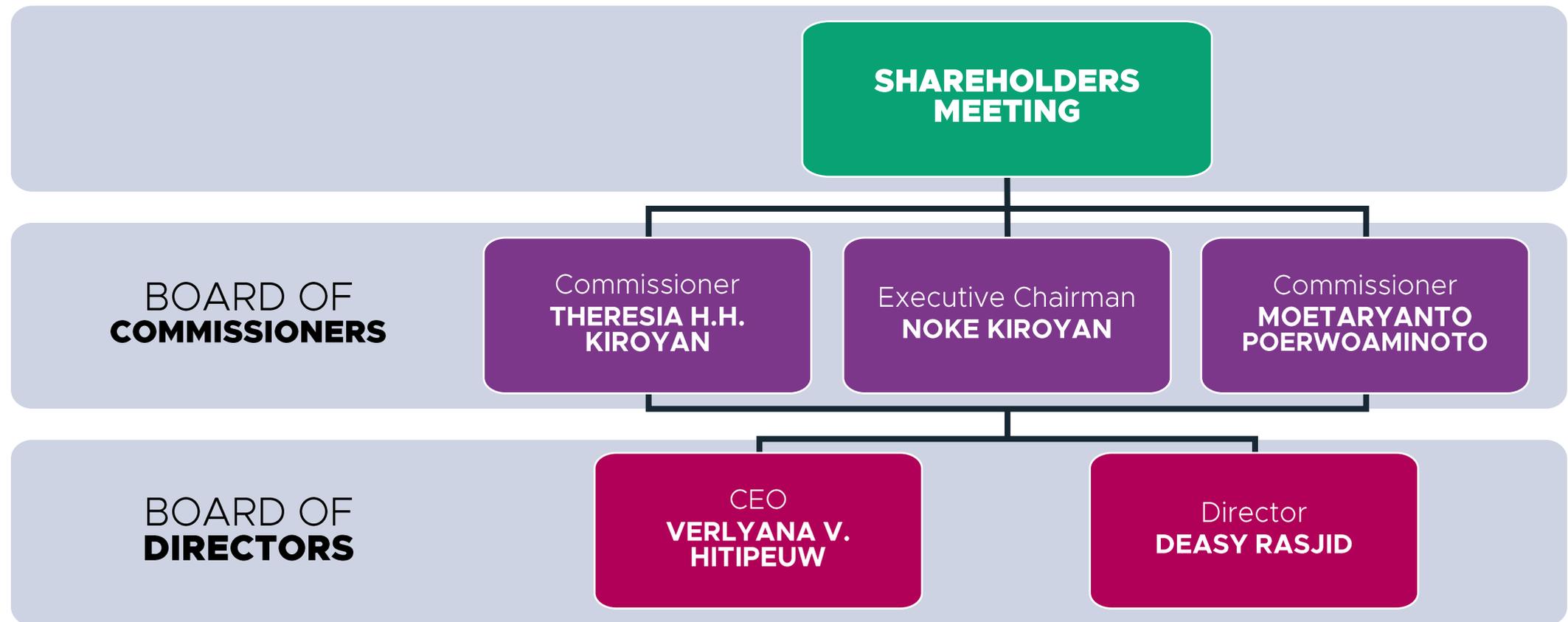
Exposure to Kiroyan Partners' values, principles, standards, and norms of behavior is provided during the induction process of new employees and interns. Moreover, the company's principles are actively promoted by the management as well as the team members itself. The management continually communicates the company's core values through internal meetings, regular trainings for employees, and knowledge sharing sessions. The CEO 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, 2020:





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 this 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 developed a list of relevant groups and organizations.

» **Internal workshop** involving all our company departments was conducted in a form of group discussion.

We invited employees as representatives of each department, i.e., consulting, administration, and management, for a discussion. The discussion was moderated by KP Sustainability Reporting team who facilitated participants in conveying their insights and thoughts on their respective stakeholders.

» Based on this discussion and mapping process, below is the list of our key stakeholder groups:^{[102-40][102-42]}

- Shareholders
- Employees
- Clients
- Project Partners
- 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

INTERNAL

To engage our internal stakeholders, Kiroyan Partners established several initiatives to keep them well informed of KP business operations and updates, as well as intended to gather stakeholders' concerns and feedbacks. This year, majority of these activities were conducted online since March 2020. These activities include:

- Weekly project review, where all updates, concerns, and challenges faced by employees can be discussed. It is during the meeting's closing that our management usually published the company's internal announcement on adjustment, introduction, or revision of company's operation which does not require a town-hall meeting. Aside from verbal announcement, internal announcements were also circulated through email chain directed to all company members.
- "Lessons learned" session, which is organized once 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. In total, 15 (fifteen) lessons learned sessions were executed in 2020.
- Open door management policy by BOD, aimed to provide accessibility for employees to interact and convey aspirations to company's top management.
- This year, the Annual BOD and BOC Meeting was organized in February 2020 while the Annual General Meeting was held in August 2020.
- Townhall meetings were held 3 times a year as a platform to gather and accommodate input from all company members.

- This year, the team initiated in depth interviews and focus group discussions for the development of this Sustainability Report:
 - 2x in-depth interviews which lasted for 2 hours and 45 minutes in total with members of Board of Directors, Verlyana V. Hitipeuw and Deasy Rasjid;
 - Over 1 hour of in-depth interview with Chairman Noke Kiroyan;
 - Over 2 hours of focus group discussion with representatives from consulting team;
 - Over 2 hours of focus group discussion with representative from administration team; and
 - Company-wide online surveys disseminated to all past and current employees which reached up to 17 respondents and 100% returned responses.
- Below are the key topics and concerns highlighted during the sessions:

SHAREHOLDERS	DIRECTORS	EMPLOYEES
<ul style="list-style-type: none"> ▪ Ethical business practice ▪ Sustainability ▪ Thought leadership in public affairs ▪ Digital service development ▪ Business growth 	<ul style="list-style-type: none"> ▪ Employee wellbeing ▪ Workload and distribution ▪ Company culture and events ▪ Open door policy ▪ Constant room for internal communication improvements 	<ul style="list-style-type: none"> ▪ Work system and workload distribution ▪ Wellbeing ▪ Facilitation for continuous learning ▪ Administration-work efficiency

EXTERNAL

As a firm which delivers service, clients are considered as our major stakeholders. Naturally, we receive their feedback on a daily 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.

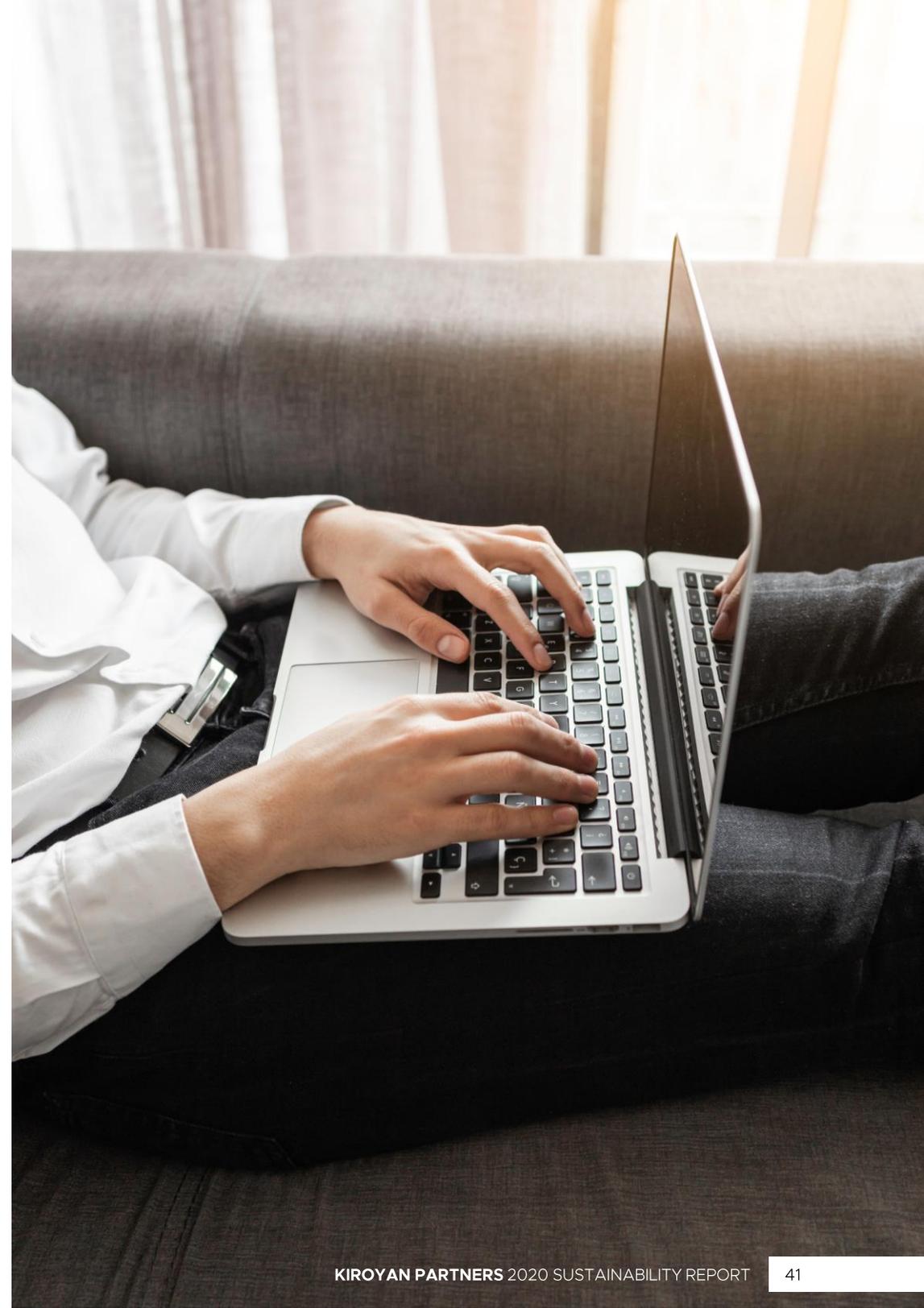
When projects are completed, we always try to identify rooms for improvements by seeking feedbacks from clients regarding the service they received. For instance, an evaluation questionnaire will be distributed to participants during training projects with the purpose to receive their inputs and assess 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 2020, a total of 12 surveys were sent throughout the year with 4 responses received.

Moreover, we conducted in-depth interviews with clients as well as project partners with Kiroyan Partners' Project Managers or Assistant Project Managers regarding feedbacks or concerns they might have in 2020. As a result, below are the key topics and concerns raised:

CLIENTS	PROJECT PARTNERS*
<ul style="list-style-type: none">▪ Service quality▪ Social aspect▪ Satisfactory deliverables▪ Good professional expertise/capabilities	<ul style="list-style-type: none">▪ Environmental concern▪ Communication▪ Inclusivity and transparency▪ Integrity▪ Service Quality▪ Internal capacity▪ More regular information for Expert

* 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 OPERATIONS ASSESSED FOR RISKS RELATED TO CORRUPTION	2020	2019
Total number of operations assessed for risks related to corruption	1	1
Total percentage of operations assessed for risks related to corruption	25%	25%
Total number of significant risks related to corruption identified through risk assessment	0	0

NOTES:

- Every year KP conducts a financial audit. In 2020, the audit was done by Mazar Indonesia.

Disclosure 205-2 COMMUNICATION AND TRAINING ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES	2020	2019
Communication of anti-corruption policies and procedures		
Total governance body members	2	2
Total governance body members by percentage	100%	100%
Total number of employees who have received communication in the year of the report	4	5
Total percentage of employees who have received communication in the year of the report	22%	22%
Total number of employees who have received communication during their time in KP	18	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%
Training on anti-corruption policies and procedures		
Total number of governance body members	2	2
Total percentage of governance body members	100%	100%
Total number of employees who have received training in the year of the report	4	5
Total percentage of employees who have received training in the year of the report	22%	22%
Total number of employees who have received training during their time in KP	18	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.

NOTES:

The weight of chemicals was not included in 2019 due to insignificant amount we used yearly.
In 2020, plastic material used was not included due to zero purchase and insignificant amount used due to operational changes.

NOTES:

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

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

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 205-3 CONFIRMED INCIDENTS OF CORRUPTION AND ACTIONS TAKEN	2020	2019
Total number of confirmed incidents of corruption	0	0
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	0	0
Total number of confirmed incidents which contracts with business partners were terminated or not renewed due to violations related to corruption	0	0
Public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases	0	0

GRI 300: ENVIRONMENT

Disclosure 301-1 MATERIALS USED BY WEIGHT OR VOLUME	2020	2019
Non-renewable materials used		
Plastic	0 kg	15 kg
Other chemicals (liquid disinfectant)	3 l	
Renewable materials used		
Printed materials	105,04 kg	1,981 kg

Disclosure 301-2 RECYCLED INPUT MATERIALS USED	2020	2019
Total recycled input material used	0%	0%

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

Disclosure 302-1 ENERGY CONSUMPTION WITHIN THE ORGANIZATION		
	2020	2019
Total fuel consumption within the organization from non-renewable resources (A)	None	None
Total fuel consumption within the organization from renewable resources (B)	None	None
Total electricity, heating, cooling and steam purchased for consumption (C)		
Electricity consumption	6.331,8 kWh	13,263.20 kWh
Cooling consumption	None	None
Total electricity, heating, cooling and steam sold (D)	None	None
Total energy consumption within Kiroyan Partners (A + B + C - D)	6.331,8 kWh	13,263.20 kWh
Standards, methodologies, assumptions and/or calculation tools used:		
<ul style="list-style-type: none"> The data of our electricity consumption was taken from the calculations the building management conducted on our electricity use. The data for our cooling consumption could not be found as the energy used are calculated together for the whole building. 		
Source of the conversion factors used:		
No conversion was made.		

GRI 400: SOCIAL

Disclosure 401-1 NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER								
	2020				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 (%)
TOTAL	4	22%	8	44%	5	22%	9	39%
Male	3	17%	5	28%	1	4%	6	26%
Female	1	5%	3	16%	4	17%	3	13%
Age <30	1	5%	2	11%	4	17%	4	17%
Age 30-50	3	17%	6	33%	1	4%	5	22%
Age >50	0	0%	0	0%	0	0%	0	0%
Local	4	100%	8	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.

E-money is applicable for employees on company's internal activities which was conducted remotely

NOTES:

- Parental leave is entitled to all employees who are married and whose marriage are recognized by law
- 8 out of 18 employees are in marriage during reporting period.
- No employee requested parental leave in 2020.
- For return-to-work rate, the following formula is to be used:

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

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

Disclosure 401-2 BENEFITS PROVIDED TO FULL-TIME EMPLOYEES THAT ARE NOT PROVIDED TO TEMPORARY OR PART-TIME EMPLOYEES		
	2020	2019
Life insurance	BPJS Ketenagakerjaan	BPJS Ketenagakerjaan
Health insurance	BPJS Kesehatan, AVIVA, Avrist	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"> • Taxi vouchers for overtime • Flexible work hours • Up to 17 annual leave • Compensation leave • Sick leave • E-money 	<ul style="list-style-type: none"> • Taxi vouchers for overtime • Flexible work hours • Up to 17.5 annual leave • Compensation leave • Sick leave

Disclosure 401-3 PARENTAL LEAVE				
	2020		2019	
	Male	Female	Male	Female
Total number of employees entitled to parental leave	5	3	4	2
Total number of employees took parental leave	0	0	0	0
Total number of employees returned to work after parental leave ended	0	0	0	0
Total number of employees returned to work after parental leave ended, that were still employed 12 months after return to work	0	0	0	0
Return to work rate of employees that took parental leave	0	0	0	0
Retention rate of employees that took parental leave	0	0	0	0

Disclosure 402-1 MINIMUM NOTICE PERIODS REGARDING OPERATIONAL CHANGES	2020	2019
Minimum number of weeks' notice provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them	1-2 weeks	1-2 weeks

Disclosure 403-8 WORKERS COVERED BY AN OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM	2020	2019
Total number of employees covered by the occupational health and safety management system	18	23
Percentage of employees covered by the occupational health and safety management system	100%	100%
Total number of non-employees covered by the occupational health and safety management system	0	0
Percentage of non-employees covered by the occupational health and safety management system	0%	0%
Total number of employees and non-employees covered by an internally audited occupational health and safety management system	0	0
Percentage of employees and non-employees covered by an internally audited occupational health and safety management system	0%	0%
Total number of employees and non-employees covered by an externally audited occupational health and safety management system	0	0
Percentage of employees and non-employees covered by an externally audited occupational health and safety management system	0%	0%
Number of employees for health and safety training	0	1

Disclosure 404-1 AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE	2020	2019
Average hours of training per year per employee		
Average training time by gender		
Male	120.5 hours	15 hours
Female	296.5 hours	69 hours
Average training time by employee category		
Managers and above	112 hours	16 hours
Consultants	209.5 hours	45 hours
Administration Team	95.5 hours	0 hours

NOTES:

- All full-time employees are covered by health and safety management system under BPJS Kesehatan (Jaminan Kecelakaan Kerja/JKK) and through national insurance and Covid-19 national and company guideline.
- This topic-specific disclosure was not included in the previous report.

NOTES:

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

PROGRAMS FOR UPGRADING EMPLOYEE SKILLS AND TRANSITION ASSISTANCE PROGRAM

		2020	2019
Management and Leadership			
Scope of training	<i>Managing for Results, Leading in Crisis, Advice for Leaders during a Crisis, Establishing Work from Home Policies, Coaching Skills for Leaders and Managers, Management: Top Tips Communicating Internally during Times of Uncertainty, Running a Profitable Business: Understanding Cash Flow, Creating a Business Plan, Management Foundations, Organizing Your Remote Office for Maximum Productivity, Managing in Difficult Times, Branding Foundations, Critical Thinking, Advanced Branding, Gender Quality, Communication Foundations, How to Train Your Brain For Happiness, Target Gender Equality, Management Foundations</i>		<i>Leadership Philosophy, Leadership for Women, Leadership Fundamentals</i>
Number of training given	21 programs		11 programs
Technical Knowledge			
Scope of training	<i>Crisis Communication, Writing a Business Report, Academic Research Foundations: Quantitative, Business Writing Principles, Business Development Foundations, Marketing on LinkedIn,, Business Development Foundations: Researching Market and Customer Needs, Academic Research Foundations: Quantitative, Social Media Marketing, Foundations, Social Media Marketing: Managing Online Communities, Advanced Branding, Branding Foundations, Marketing Communications, Taxes: Brevet A & B, Strategic Human Resources, Employee Engagement, General Health, Safety, and Environment Standards at Workplace (Standar Kesehatan, Keselamatan, dan Lingkungan di Tempat Kerja Secara Umum)</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	18 programs		17 programs
Language			
Scope of training	None		None
Number of training given	None		None
Professional Development			
Scope of training	<i>The Six Biases of Decision-Making, Critical Thinking for Better Judgment and Decision-Making, Problem Solving Techniques Using Questions to Foster Critical Thinking and Curiosity, Communicating with Empathy, Time Management: Working from Home, Thriving at Work: Leveraging the Connection between Well-Being and Productivity, Communicating with Diplomacy and Tact, The Six Morning Habits of High Performers, Pitching Yourself</i>		<i>Critical Thinking, Problem Solving Techniques, Managing Stress, Teamwork, Interpersonal Communication, Business Etiquette</i>
Number of training given	11 programs		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 National and full-time employees. Employees on probation, former employees and temporary employees are able to request for their performance review should they are interested.

One male employee did not receive performance review due to his resignation before performance review period.

Disclosure 404-3 PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS		
	2020	2019
Percentage of employees receiving regular performance and career development reviews, by gender and employee category		
Gender		
Male	87.5%	100%
Female	100%	100%
Employee category		
Managers and above	100%	100%
Consultants	80%*	100%
Analyst	100%	100%
Administration Team	100%	100%

Disclosure 405-1 DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES		
	2020	2019
Total number and percentage of individuals within governance bodies, by gender and age group		
Total percentage (BoD, BoC, Consulting team, Administration team)		
Total	21 persons / 100%	27 persons / 100%
Male	9 persons / 45%	14 persons / 50%
Female	12 persons / 55%	13 persons / 50%
Age <30	7 persons / 30%	10 persons / 42%
Age 30-50	12 persons / 60%	13 persons / 50%
Age >50	2 persons / 10%	4 persons / 8%
Board of Directors		
Total	2 persons / 100%	2 persons / 100%
Male	0 person / 0%	1 person / 50%
Female	2 persons / 100%	1 person / 50%
Age <30	0 person / 0%	0 person / 0%
Age 30-50	2 persons / 100%	2 persons / 100%
Age >50	0 person / 0%	0 person / 0%
Board of Commissioners		
Total	3 person / 100%	3 persons / 100%
Male	2 person / 67%	2 persons / 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 persons / 100%

Disclosure 405-1			
DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES		2020	2019
Total number and percentage of employees per employee category, by gender and age group			
Senior Consultants			
Total		5 persons / 100%	6 persons / 100%
Male		2 persons / 40%	3 persons / 50%
Female		3 persons / 60%	3 persons / 50%
Age <30		1 person / 20%	0 person / 0%
Age 30-50		4 persons / 80%	6 persons / 100%
Age >50		0 person / 0%	0 person / 0%
Consultants			
Total		5 persons / 100%	9 persons / 100%
Male		3 persons / 60%	6 persons / 67%
Female		2 persons / 40%	3 persons / 33%
Age <30		3 persons / 60%	7 persons / 77%
Age 30-50		2 persons / 40%	2 persons / 23%
Age >50		0 persons / 0%	0 person / 0%
Analysts			
Total		2 persons / 100%	2 persons / 100%
Male		0 person / 0%	0 person / 0%
Female		2 persons / 100%	2 persons / 100%
Age <30		2 persons / 100%	2 persons / 100%
Age 30-50		0 person / 0%	0 person / 0%
Age >50		0 person / 0%	0 person / 0%
Administration			
Total		5 persons / 100%	5 persons / 100%
Male		4 persons / 80%	2 persons / 50%
Female		1 person / 20%	3 persons / 50%
Age <30		0 person / 0%	1 person / 25%
Age 30-50		4 persons / 80%	3 persons / 50%
Age >50		1 person / 20%	1 person / 25%

Disclosure 405-2			
RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN		2020	2019
Ratio of remuneration of women to men by employee category		Women:Men	
Board of Directors			
Basic salary		6:7	1:1
Remuneration		6:7	1:1

Disclosure 405-2 RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN		
	2020	2019
Ratio of remuneration of women to men by employee category		
	Women:Men	
Board of Commissioners		
Basic salary	1:1	1:1
Remuneration	1:0	1:1
Senior Consultants		
Basic salary	1:1	1:1
Remuneration	1:1.3	1:1
Consultants		
Basic salary	1:1	1:1
Remuneration	1:0.9	1:1
Analysts		
Basic salary	1:1	1:1
Remuneration	1:0	1:1
Administration		
Basic salary	1:1	1:1
Remuneration	1:1.4	1:1

Disclosure 406-1 INCIDENTS OF DISCRIMINATION AND CORRECTIVE ACTIONS TAKEN		
	2020	2019
Total number of incidents of discrimination during the reporting period	None	None
Status of the incidents and actions taken		
Incidents reviewed by the organizations	None	None
Remediation plans being implemented	None	None
Remediation plans that have been implemented, with results reviewed through routine internal management process	None	None
Incident no longer subject to action	None	None

Disclosure 418-1 SUBSTANTIATED COMPLAINTS CONCERNING BREACHES OF CUSTOMER PRIVACY AND LOSSES OF CUSTOMER DATA		
	2020	2019
Total number of substantiated complaints received concerning breaches of customer privacy		
Complaints received from outside parties and substantiated by the organization	None	None
Complaints from regulatory bodies	None	None

APPENDIX 2

GRI STANDARDS REFERENCE TABLES

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) OR EXPLANATION
GRI 102: GENERAL DISCLOSURES		
Organizational profile	102-1 Name of the organization	Page 33
	102-2 Activities, brands, products, and services	Page 33
	102-3 Location of headquarters	Jakarta, Indonesia
	102-4 Location of operations	The company only operates in Jakarta, Indonesia
	102-5 Ownership and legal form	Page 34
	102-6 Markets Served	Our services are offered to Indonesian and international organizations from various sectors, including but not limited to: natural resources, energy, development, information & technology, consumer products, food and beverages finance and banking, and government affairs. Our clients range from private, national and multinational companies, NGO and international agencies, State-owned enterprises, and government agencies For more information, visit our website .
	102-7 Scale of the organization	Page 34 For more information, visit our website . 2020 net sales: IDR 6.613.902.640 2020 total capitalization: IDR 1.232.828.458
	102-8 Information on employees and other workers	Page 34
	102-9 Supply Chain	Page 35
	102-10 Significant changes to the organization and its supply chain	Page 33
	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 35
Strategy	102-14 Statement from senior decision-maker	Page 5
Ethics and integrity	102-16 Values, principles, standards, and norms of behavior	Page 36

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) OR EXPLANATION
GRI 102: GENERAL DISCLOSURES		
Governance	102-18 Governance structure	Page 37 The Board of Director is responsible for decision-making on economic, environmental and social topics.
Stakeholder engagement	102-40 List of stakeholder groups	Page 39
	102-41 Collective bargaining agreements	Not applicable, as we currently do not have worker's union for collective bargaining agreement. However, our collective bargaining in practice is explained on page 19
	102-42 Identifying and selecting stakeholders	Page 39
	102-43 Approach to stakeholder engagement	Page 40
	102-44 Key topics and concerns raised	Page 40
Reporting practice	102-45 Entities included in the consolidated financial statements	None.
	102-46 Defining report content and topic Boundaries	Page 7
	102-47 List of material topics	Page 8
	102-48 Restatements of information	None.
	102-49 Changes in reporting	Page 10
	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 43-51
	102-56 External assurance	The cost of external assurance reporting would be significant for our company, 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 third year that our company is reporting in accordance with the GRI Standards. In support of ongoing improvement in reporting, we may consider the implementation of external assurance should the cost deemed reasonable in the future.

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) OR EXPLANATION
GRI 200: ECONOMIC		
GRI 205 Anti-corruption	205-1 Operations assessed for risks related to corruption	Page 30
	205-2 Communication and training about anti-corruption policies and procedures	Page 30 and 43
	205-3 Confirmed incidents of corruption and actions taken	Page 30 and 43
GRI 300: ENVIRONMENT		
GRI 301 Materials	301-1 Materials used by weight or volume	Page 28 and 44
	301-2 Recycled input materials used	Page 44
	301-3 Reclaimed products and their packaging materials	Page 44
GRI 302 Energy	302-1 Energy consumption within the organization	Page 28 and 45
GRI 400: SOCIAL		
GRI 401 Employment	401-1 New Employee Hires and Employee Turnover	Page 45
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 16 and 46
	401-3 Parental leave	Page 18 and 46
GRI 402 Labor/ Management Relations	402-1 Minimum Notice Periods Regarding Operational Changes	Page 47
GRI 404 Training and Education	404-1 Average hours of training per year per employee	Page 47
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 22 and 48
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 49
GRI 405 Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	Page 24 and 49-50
	405-2 Ratio of basic salary and remuneration of women to men	Page 23 and 50-51
GRI 406 Non-discrimination	406-1 Incidents of discrimination and corrective actions taken	Page 23 and 51
GRI 418 Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 26 and 51

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