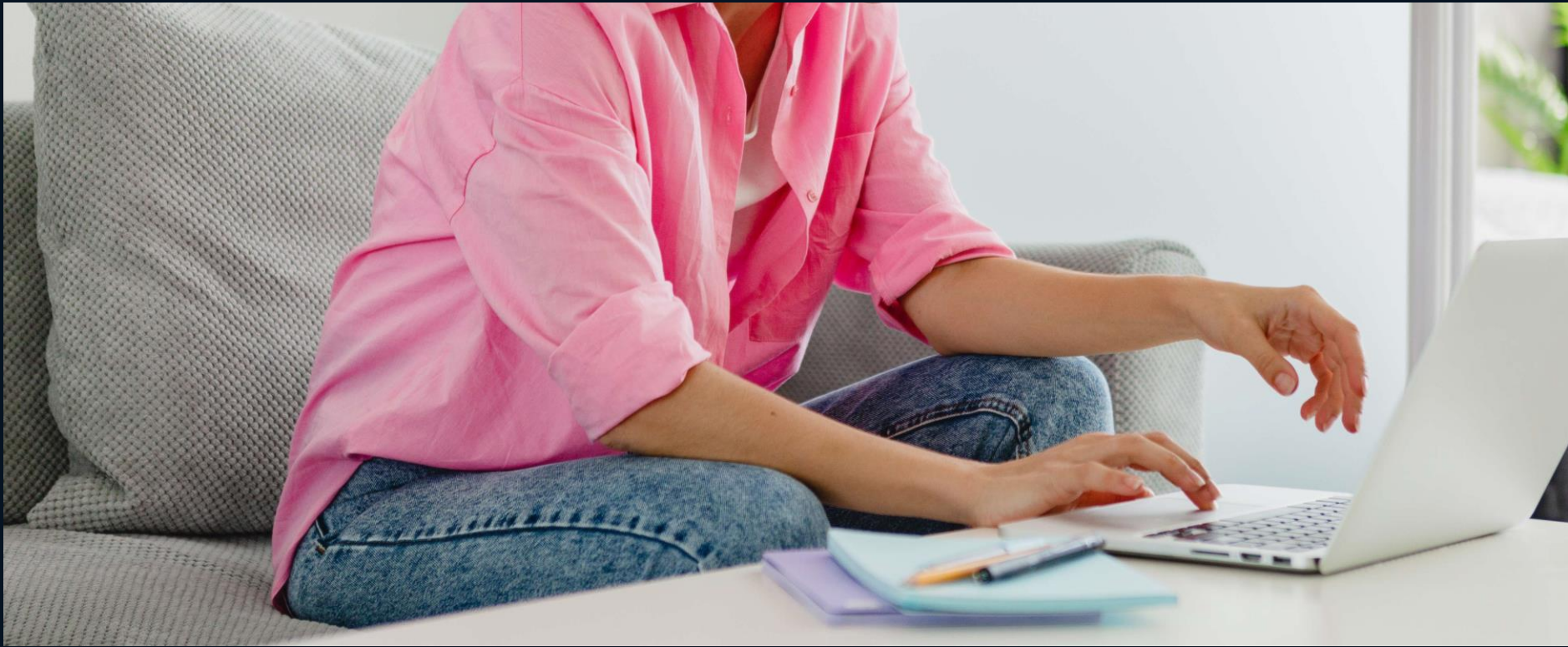


BEING **ADAPTIVE** FOR A SUSTAINABLE BUSINESS GROWTH

2021 SUSTAINABILITY REPORT





BEING **ADAPTIVE** FOR SUSTAINABLE BUSINESS GROWTH



In 2021 the global pandemic had entered its second year, and many countries, including Indonesia, were starting to get a better grip on the new reality and challenges posed by the COVID-19. Indonesia's most notable challenge was battling the second wave of virus spread post-midyear holiday season. From June to early August 2021, Indonesia recorded 15,000 to more than 50,000 new daily cases as the Delta variant rampaged the country. The race among citizens to secure hospital beds and oxygen canisters was overwhelming, adding to the urgency and fear of losing their loved ones.

Consequently, the government had to put a brake on people's activities to prevent the pandemic from reaching an uncontrollable rate. Again, people were urged to stay at home with stricter regulations compared to when the pandemic first hit. The limitation had undoubtedly created unfavorable, immediate effects on everyone, particularly businesses from all sectors that were forced to comply with the government's regulations and adapt accordingly.

"Being adaptive" has become a key to surviving the condition that dramatically changed in the blink of an eye.

Adaptive (adj.)

"Connected with changing; able to change, when necessary, in order to deal with different situations."

-- Oxford Dictionary

Nonetheless, through perseverance and consistency, the country quickly saw what needed to be done, having learned from the dire circumstances prevailing in the previous year. This adaptability resulted in significantly fewer cases - and most importantly, deaths - during Q3-Q4 2021. Indonesia as a whole, be it as a social organization, a collection of individuals, the business community, and a sovereign nation, has rapidly adapted to the condition required, as billions of others on our shared planet must be done, especially during the deadly Delta variant spread.

Kiroyan Partners quickly recognized the need to adapt and has been taking actions in order to sustain its business while continuing to implement its core values. As a continuance of our practice during the previous reporting period of 2020, Kiroyan Partners kept its agility to quickly adapt to the new reality and norms to assist our clients in maintaining ethical and responsible communication practices during the arguably most challenging period for businesses. While doing so, we believe that looking back on our practices in 2021, things we did right, and things that we can improve, are crucial steps to evaluate our year's performance before we take the opportunity to set the strategy to not only survive another year but to grow in 2022.

This year also coincides with our fourth Sustainability Report, which we develop to reflect on our performance as well as to communicate our unchanging vision further to become a leader in promoting the sustainable business practice in Indonesia—something that we actively advocate our clients.

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ABOUT THIS REPORT



This is the annual ^[102-52] Sustainability Report issued by Kiroyan Partners (KP), a research-based public affairs and strategic communications consulting firm established in 2006. The report discloses our efforts in achieving sustainable business practice in terms of social, economic, and environmental aspects. With a vision to become a leader in the active promotion of sustainable business practices in Indonesia, we demonstrate our commitment by becoming a signatory of the United Nations Global Compact (UNGC) in 2008 and regularly reporting our commitment to UNGC through Communication of Progress (CoP) until 2017. Starting from 2018, we communicate our commitment and organizational progress through the annual Sustainability Report by adhering to the principles and global sustainability reporting standards stipulated in the Global Reporting Initiative (GRI).

This report has been prepared in accordance with the “Core Option” of GRI Sustainability Reporting Standards (GRI Standards) ^[102-54] issued by the Global Sustainability Standards Board (GSSB)¹. The report covers the reporting period from January to December 2021 ^[102-50]. The content of this report is the result of a series of engagement efforts involving our internal and external stakeholders. Despite the pandemic situation starting to show the recovery path at the end of 2021, it still poses challenges for our company operations, stakeholders, and industry. Hence, those aspects become our consideration in forming the material topics to be disclosed in this report. A few contextual adjustments to the material topics and topic boundaries are made based on our previous report published on April 31, 2020 ^[102-51].

[Download our 2020 Sustainability Report here.](#)

Moreover, our continuous effort to communicate the sustainability performance also aims to provide our stakeholders with information regarding our progress, challenges, and achievements toward promoting sustainable business practice. As an organization, we are fully aware that there is room for improvement in the application of sustainability practices as well as the reporting process for our Company’s business. As such, we are keen to continuously improve and listen to our stakeholders’ inputs and suggestions.

For more information, inquiries, questions, or feedback about this report or Kiroyan Partners, we will be available to answer your correspondence at feedback@kiroyan-partners.com ^[102-53].

¹ GRI 2016 which has been effective after July 1, 2018

CEO MESSAGE

Dear our respected stakeholders and partners,

Today, I am delighted to share our 2021 Sustainability Report highlighting our continued sustainability efforts. 2021 was Kiroyan Partners' 15th anniversary and also a year when our commitment to sustainability was tested. The pandemic has taught us to be continuously adaptive to sustain our business and organization. In the face of all the challenges, I am proud to share that we maintained our sustainability performance in many aspects.

We remained committed to prioritizing our employees' health, safety, and welfare by adopting remote working arrangements before gradually readjusting our operations back to the office with careful consideration. This effort resulted in zero COVID-19 infection due to employee work-related activities.

I am beyond grateful that the pandemic did not stop us from being productive. We maintained our responsiveness to our clients and engaged in several opportunities to contribute to our communities despite the tight restrictions due to COVID-19. All this was possible due to our agile and supportive employees, both in serving our clients and providing input regarding our business operations. We also strengthened our practices of good corporate governance by introducing new policies and initiatives with input from our employees.

This year KP has made a bolder move with its commitment to gender equality by signing the UN Women's Women Empowerment Principles (WEPs). I am also pleased to share that, as the company's CEO, I was appointed by the Indonesian government as one of the G20 EMPOWER advocates. Moving forward, the company plans to gradually improve its implementation of WEPs in its operation and knowledge-sharing programs.

Against all challenges we face in 2021, we developed this report to help us evaluate our performance and explore sustainability aspects that we may need to improve. We hope to see improvement in our business that will support us in advancing the area that needs our close attention in the near future, particularly in managing talent and workload. I believe that sustainability is a journey and addressing areas of concern is the only way to achieve our future goals.

Finally, I would like to extend my appreciation to our shareholders, our loyal talents and clients, as well as our partners for their continuous support in making sustainable business practices possible in the consulting industry.

Verlyana (Veve) Hitipeuw
CEO and Principal Consultant





2021 HIGHLIGHTS

OUR PEOPLE

Well-Being

- Zero cases of COVID-19 infection caused by workplace setting or conditions.
- Zero rejection on annual and compensation leave requests.
- Continuous implementation of WFH policy following the fluctuating situation of COVID-19 during 2021.

Employee-Management Relations

- The introduction of written peer performance reviews for all employees to complement the previous review mechanism.
- The implementation of grievance mechanism with two grievances recorded, 1 (one) was resolved within 2021 while 1 (one) is still being resolved until this report is published.

Employee Development

- 71 training courses accessed by our employees in 2021.



OUR PEOPLE

Diversity

- Zero complaints related to our hiring practice and implementation of the non-discriminatory principle.
- Issuance of Anti-discrimination Policy.
- Becoming a signatory of Women's Empowerment Principles.

OUR ENVIRONMENT

Waste Management

- 57% reduction of printed-material usage compared to 2020.
- Zero kilograms of plastic and trash bag purchased in 2021.
- 8.04 liters increase in liquid chemical materials used compared to 2020.

Energy Use and Management

- 15% of electricity usage reduction, amounting to 959 kWh reduction from the previous year.



OUR CLIENT & PARTNER

Privacy and Data Protection

- Zero complaints on privacy and data protection.
- Issuance of Data and Privacy Protection Policy.

Clients and Partners Communications

- Continuous implementation of response time policy.

OUR COMMUNITY & INDUSTRY

Anti-Corruption

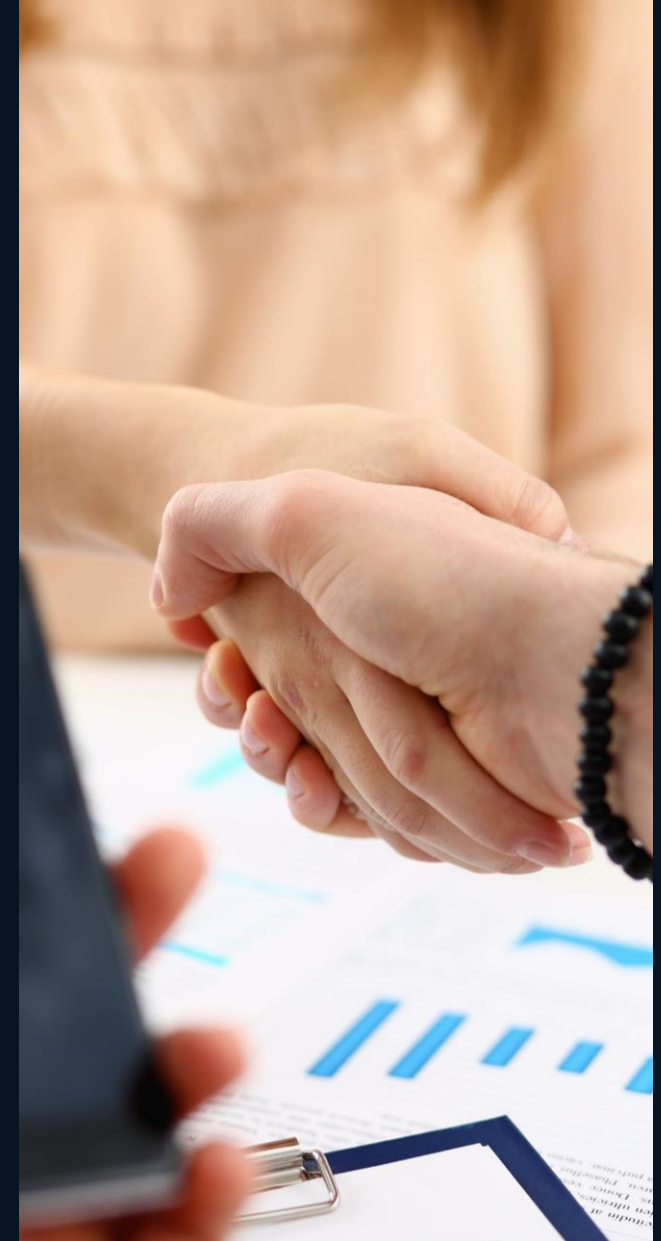
- Zero cases related to corruption.
- Issuance of Conflict-of-interest Policy.

Good Corporate Governance

- Employees' participation in developing new company policies, which consist of conflict of interest, data privacy, and anti-discrimination.

Knowledge Sharing

- 13 knowledge-sharing programs, equivalent to IDR 1.056 billion investment.



DEFINING REPORT CONTENT [102-46]

As we consider the size and nature of our organization, we are not what is commonly defined as a business with high carbon footprints or socio-economically a high-impact sector. However, it is no less important for us to identify and understand our business characteristics, activities, and operational footprints to continuously promote an ethical and sustainable business practice through this report.

In defining the content of this report, we adhere to four principles stipulated in GRI namely, stakeholder inclusiveness, sustainability context, materiality, and completeness. Through a series of engagement efforts that involved both internal and external stakeholders, we assessed, compared, and selected topics that need to be disclosed in the report.

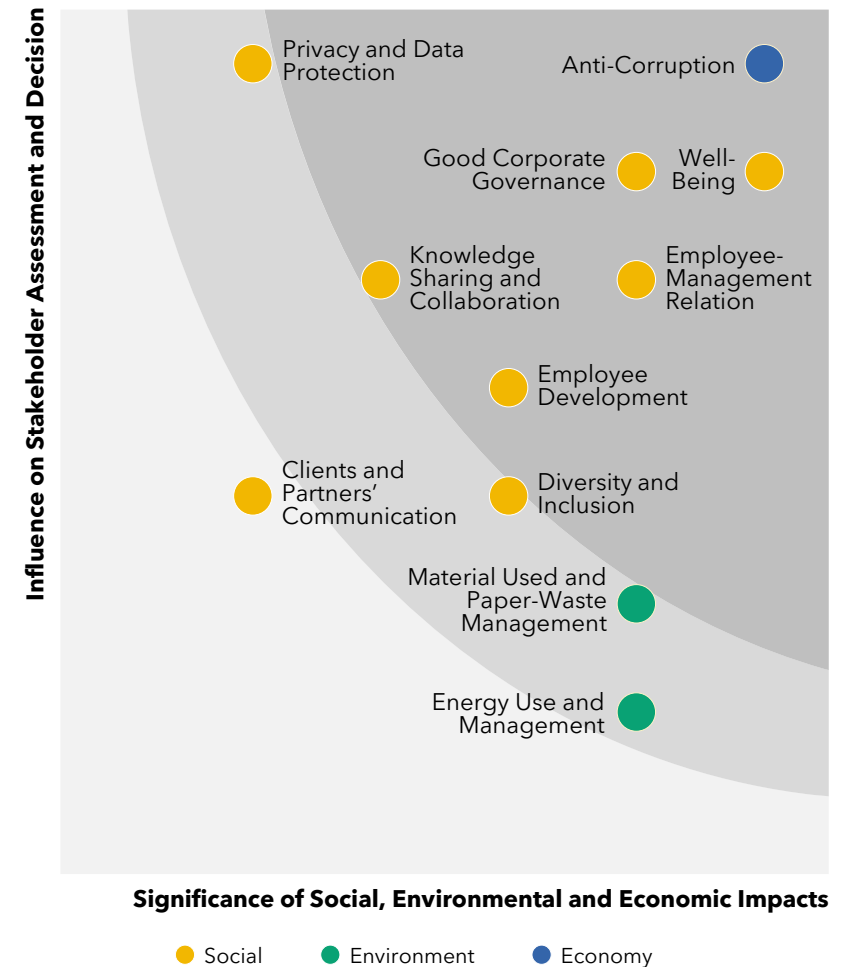
To present information throughout this report, we use the term material topic to demonstrate our organization's most significant impacts on the economy, environment, and social aspects based on the assessment of internal and external factors. Furthermore, we also identified the boundary of each material topic to describe where the impacts occur for each material topic and our involvement with those impacts. The table below summarizes our process to define the content of this report.

PRINCIPLES	METHODS	EXPLANATION
Stakeholder Inclusiveness	Stakeholder identification, focus group discussion, in-depth interview, and survey.	<p>Prior to engaging our stakeholders, we firstly identified our stakeholders to ensure the inclusion of each stakeholder, especially those who were involved in our operation during the reporting periods. Then, we engaged these stakeholders to capture and understand their concerns about our business practices in terms of economic, social, and environmental impacts.</p> <p>We applied a hybrid method (online and offline) in engaging our stakeholders to adapt to the current pandemic, as well as to accommodate stakeholders' reachability and ability to communicate their concerns while also abiding the national health protocols to ensure all parties' health and safety.</p>
Sustainability Context	Research and document study on international sustainability reporting practices, recent industry trends, as well as socio-political and economic dynamic.	<p>To ensure compliance with the reporting standard and sustainability context for this report, KP conducted a secondary data study. It encompasses but is not limited to the following aspects:</p> <ul style="list-style-type: none"> ▪ GRI Standards from the Global Sustainability Standards Board (GSSB). ▪ Consulting industry trends in 2021. ▪ Public Relations & Public Affairs trends in 2021. ▪ National & international COVID-19 trends in 2021. ▪ Relevant national regulations and policies updates.
Materiality	Issues mapping; determining and prioritizing the material topic and its topic boundary during the reporting period.	<p>It includes the following steps:</p> <ul style="list-style-type: none"> ▪ Identify concerns expressed by our stakeholders. ▪ Determine, list, and establish issue prioritization. The criteria for issue prioritization is based on the Materiality principle which identifies material topics based on two dimensions: a) the significance of the organization's economic, environmental, and social impacts; and b) their substantial influence on stakeholders' assessments and decisions. ▪ Carry out multiple engagements with the company's senior decision-makers and management team to ensure relevance of material topics selected.
Completeness		

MATERIAL TOPICS FOR THE 2021 SUSTAINABILITY REPORT [102-47]

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, and decision-making involvement.
	Employee Development	Training facilitation and opportunities (internal and external) and personal development time.
	Diversity and Inclusion	Hiring practices, remunerations, and promotions.
Our Clients & Partners	Privacy and Data Protection	Client and partners' profile (including business/industry sector and nature of the project), contact information, sensitive information, data, and document protection.
	Client and Partners' Communication	Effective communication and response time.
Our Environment	Materials 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.
	Good Corporate Governance	Company value, regulation, and policy.
	Knowledge Sharing	Knowledge-sharing programs and collaborations, covering topics related to communication, public affairs, business management, and gender equality.

MATERIALITY



NOTES:

This report includes non-GRI disclosures to provide a more complete understanding of the distinctive nature of our sustainability impact, the company's management approach, and performance to address the identified material topics.

GRI Standards allow and recommend that organizations report other appropriate disclosures should an existing GRI Standard not cover the chosen material topics.

CHANGES FROM THE PREVIOUS REPORT [102-49]

Due to the prolonged COVID-19 pandemic in 2021, our business operations have not demonstrated significant changes from 2020. As a result, the majority of material topics and their boundaries in 2020 still remained relevant during the reporting period of 2021. Despite the similarity, our assessment suggests a few adjustments for 2021's material topics and boundaries as it contextualizes with recent situations, especially on sustainability trends and organizational priorities.

The adjustment of the material topic and their boundaries are explained below:

2020	2021	REMARKS
MATERIAL TOPICS		
N/A	Client and Partners' Communication	Based on our engagement with our external stakeholders, specifically clients, and partners, good communication practices have become a pivotal point to drive business's survival and sustainability. Especially during the pandemic, when businesses face limitations in terms of in-person communication process.
N/A	Good Corporate Governance	The adjustment is based on the issuance of company policies in 2021 related to data privacy & protection, conflict of interest, and anti-bullying, abuse and discrimination. Our awareness of the increasing consumers' demand related to good corporate governance practices in the industry has become the driving factor of this movement.
TOPIC BOUNDARIES		
Significant operational changes	N/A	We omit this boundary in this year's report due to no significant operational changes in 2021. Our work operational policies in 2021 have slight changes compared to the ones in 2020.
N/A	Effective communication and response time (under client and partner's communication material topic)	Effective communication and response time have become the concern of our clients and partners during the 2021's period of reporting. Our ability to adjust the way we communicate with our external stakeholders during the pandemic has helped us to accommodate the needs of our clients and partners.
N/A	Company value, regulation, and policy (under good corporate governance material topic)	The issuance of new policies during the fiscal year of 2021, specifically on data privacy & protection, conflict of interest, and anti-bullying, abuse and discrimination has strengthened our commitment to provide and promote good corporate governance.
Knowledge-sharing programs and collaborations focusing on topics related to communication and public affairs	Knowledge-sharing programs and collaborations, covering topics related to communication, public affairs, business ethics and management, as well as gender equality.	Despite the majority of our knowledge-sharing programs in 2021 being on communication and public affairs scope, we expanded our topic coverage in some programs that touch upon business ethics, management, and gender equality during the reporting period.







OUR PEOPLE

Since its establishment in 2006, Kiroyan Partners acknowledges our employees as indispensable assets that have significantly contributed to the business's survival throughout the years. The continuity of COVID-19 trend in 2021 has re-emphasized the pivotal role of our employees as the key driver in achieving business sustainability, competitiveness, and growth.

In the New Normal era that forces the massive disruption in our way of life, the organization's capability to adapt in accommodating the employee's needs is the determinant factor to remain relevant in the unpredictable situation. Therefore, KP strives to build an adaptive and positive working environment that can support the attainment of employee needs while ensuring their safety at work.

Our identification has resulted in four topics considered material by our employees during the fiscal year of 2021, namely well-being, employee-management relations, employee development, and diversity.

WELL-BEING

Performance in 2021:



Zero records
of COVID-19 infection among employees caused by workplace condition or work-related activities.



Zero records
of employee's annual and compensation leave request rejection.



15 days
of annual leave entitlement, 3 days higher compared to the national regulation.²

² National Labor Law mandates a minimum of 12 days of annual leave entitlement.



1 day
allocated specifically for employee learning/development program.



Up to 90 days and 5 days
respectively for maternity and paternity leave.



5 days
of additional leave outside of annual and compensation leave for Eid al-Fitr and Christmas holidays.



72 hours
of compensation leave given for working overtime or during weekends/public holidays.



4 days
of annual leave bonus for 1 management personnel and 3 employees that have worked for more than 3 years.



5 days
of bereavement leave entitlement, given to 1 management personnel and 2 employees in 2021.



5 days
of additional paid leave for 1 employee to participate in a GRI training.



Zero cases
of employment termination and no salary cut due to pandemic throughout the reporting period.

The Future Workplace 2021 HR Sentiment survey found that 68% of senior HR leaders (of which 40% were CHROs) rated employee well-being and mental health as top priorities. In alignment with that, according to the International Labor Organization (ILO), workers' well-being is a key factor in determining an organization's long-term effectiveness. 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.

In 2021, when the pandemic continued to rage in Indonesia, the possibility of our employees - and their families - being exposed to several challenges related to their health, including mental health has been increment. Therefore, our employees considered workplace well-being as an important aspect that determines their decision toward our organizations.

Health, welfare, and flexibility are among the top priorities in ensuring the attainment of our employees' well-being. Several measures have been taken, one of them through the issuance of policies which more accommodate the need of our employees in relation to work safety and flexibility. We also remain committed to guaranteeing the welfare of our employees despite the wave of layoffs still hitting the country. As a result, we recorded no employment termination and salary cut due to the pandemic impact during the fiscal year of 2021. Further explanation of our impacts related to employee well-being and our involvement in those impacts is available in the following section.

WORK ENVIRONMENT SAFETY

At the beginning of 2021, we continued the implementation of remote working system as an effort to safeguard employee safety and compliance with Government Regulation No. 21/2020 on the Large-Scale Social Restriction. Reflecting the 2021's pandemic trends, Indonesia's circumstances hit the peak session in the mid of the year. Hence, our effort on establishing safety working environment concentrated on pandemic-related matters. We have taken several initiatives as follows:

- **Work From Home (WFH) guideline.** Our WFH policy was first introduced in March 2020, two weeks in advance compared government's mandatory national WFH policy. To adapt with most recent COVID-19 and national situation, our company refined and updated the WFH policy. The refined version of the WFH guideline became effective since February 1, 2021 and contains several provisions on WFH operations. It stipulates the prohibition of in-person meetings, except for the special case with the approval from the Board of Directors (BoD). The policy also requires all members to report to the BoD if they were infected with COVID-19 symptoms. The provision allows us to record the number of employees affected by COVID-19. During FY2021, we recorded zero cases of COVID-19 among employees caused by workplace conditions or work-related activities.
- **Vaccination support.** January 2021 marked the beginning of national vaccination program in Indonesia. We fully support the government's effort to achieve the vaccination target by encouraging our employees to participate in vaccination in their respective residences. Our Company also provided employees with information related to vaccination applications and continuously monitoring each employee vaccination progress. On top of that, our BoD also gave flexibility to all employees who have registered to receive vaccination for special leave during the working hour to receive their jabs.

- **Hybrid working system.** Approaching the end of the year, where the pandemic trend has gradually shown the path of recovery and the government has relaxed the public activity restriction, we implemented the work from the office (WFO) system on bi-weekly basis. During these times, we constantly applied strict health protocols wherever our members are including the obligation for employees to fill out a self-assessment survey on their current health condition as a precaution. While working at the office, we provided face masks and hand sanitizers for all team members. We also created sufficient distance between member's desks by spacing them further apart to assure safe distance between workstations.

When we began the WFO operation, we gradually started to conduct offline meetings with our clients by applying health protocols as well. The building management where our office is located also implements strict health protocols such as temperature scan and the use of PeduliLindungi mobile app³. Furthermore, 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. The aforementioned effort on ensuring a working safety environment has been considered adequate by our employees through the internal survey.

³ PeduliLindungi is the official COVID-19 contact tracing app used for digital contact tracing in Indonesia.

HEALTH BENEFIT ^[401-2]

Ensuring our employee's physical and mental health and well-being is at the core of our operation. Therefore, we strive to continue our efforts in facilitating our employees with the health benefits that can bolster their stability at work, which include:

- **National insurance.** As stipulated in our company regulation Article 21, we fully complied with national regulations to register our employees in national labor and health insurance (BPJS Ketenagakerjaan & BPJS Kesehatan).
- **Private Health insurance.** Apart from the national insurance, we also provide all of our employees with private health insurance that covers 100% of our full-time employees as well as their spouses and children. The scope of our private health insurance during the fiscal year of 2021 has not changed from 2020.

The majority of internal stakeholders agreed that the company's effort to facilitate the health benefit in terms of national and private insurance creates a sense of security at work. The assessment is based on an internal survey of both current and past employees.

Furthermore, in 2021 we also started to provide additional leave for the sufferer of premenstrual dysphoric disorder (PMDD).

[PMDD](#) is a collection of physical, cognitive, and affective symptoms causing clinically significant distress or interference that occurs in the seven days prior to the onset of menstrual period, after which they become minimal or absent. Considering the severity, our company regulation Article 14 (5) stipulates the possibility of our female workers suffering from PPDM to leave the work in a maximum of two days prior to the menstrual period with the doctor statement. This provision will not reduce the annual leave allowance. Moreover, the provision of the PPDM clause in our company regulation is a result of discussion with the employee during the drafting of the company regulation revision at the end of 2020.

Insurance Scheme ^[403-8]

	2020	2021
BPJS Ketenagakerjaan (national labor insurance)	100% employees; Unlimited value.	100% employees; Unlimited value.
BPJS Kesehatan (national health insurance)	100% employees; Unlimited value.	100% employees; Unlimited value.
Private Health Insurance	Covers 100% of Kiroyan Partners' full- time employees as well as their spouses and children.	Covers 100% of Kiroyan Partners' full-time employees as well as their spouses and children.

In 2021, there is no change in terms of national and private insurance's coverage from the FY2020.

WORK SYSTEM

The nature of consulting work is indeed highly dynamic as we provide services to our clients with a variety of industrial backgrounds. Especially, during the peak session, as we identified, occurs in Q1 and Q4 every fiscal year. Given the small size of our organization, establishing an effective work system to allow a fair and efficient work distribution among our employees is highly essential. Therefore, we translated our purpose into three approaches, which are:

- **Planning.** Our management provides weekly and monthly plans, requiring each of our employees to fill them periodically. This approach aims to provide our management with a bigger picture concerning our employee bandwidth for a certain period that can be a basis to distribute the tasks.
- **Tracking.** In 2021, we continue to use the Toggl Track software to monitor and evaluate the workload of our employees. In 2021, we issued the revision of the Policy on Time Tracking and Billable Hours to reinforce existing rules on time tracking for our employees. The new provision requires team members to record their time "live" (activate hour tracking when the activity is taking place, not after). The nature of time tracking policy is mandatory, should any employee fail to do so will be considered violating Company policy and may lead to sanctions as per Company Regulation 2021-2022, Chapter VIII.

- **Knowledge management.**⁴ We archive all files and documents in Sharepoints and Microsoft Teams. All members could study our past works and apply the obtained information for the relevant work. Apart from that, we also facilitate our employees with a library inside our office, containing a myriad of books on topics ranging from communication, politics, and business. We also have a Lesson Learned session. It is a sharing session at the end of each project where team members share their experience in managing the project. In 2021, six lessons learned sessions were conducted online and offline. The aforementioned efforts were conducted as we firmly believe that Knowledge Management practice can contribute to business sustainability.

In addition, while most of our operations in 2021 were conducted remotely, we started to implement a hybrid approach at the end of 2021 when the pandemic gradually decreased. Albeit the situation, we still carry out the response time policy. It requires our team members to respond to any internal inquiries with a maximum of 30 minutes turnaround time for phone calls and text (SMS/WA) and 60 minutes for email.

Employee recorded working hours:

2020	2021
15,313 recorded hours.	11,916 recorded hours.*
On average, our employees spent 7.4 consulting hours per working day. However, some employees spent, on average, 8.8 consulting hours due to the peak season of business development and project closing in a certain period.	On average, 58% of our employees spent less than 8 consulting hours per working day. However, 42% of our employees spent more than 8 consulting hours per day. Out of the 42%, 2 employees spent more than 10 hours on average per working day.**

* Due to the lower number of employees in 2021 compared to 2020, the total recorded hours for the whole team is lower than in 2020.

** In 2021, due to limitations caused by the pandemic, Kiroyan Partners decided not to hire many new employees and had several senior positions open in the consulting team. This has led to more senior team members having to spend more hours for knowledge transfer and working on projects, especially during peak season in Q4 of 2021.

WORK LIFE BALANCE ^[401-2]

According to the International Labor Organization (ILO), with globalization and rapid technological advances, boundaries between work and home are blurring and demands on workers and enterprises have never been higher. This has meant increasing challenges for workers to be able to successfully reconcile the conflicting demands of paid work and their personal lives. In line with this understanding, we acknowledge the importance of having a working system that enables our employees to have a balanced role inside and outside the organization.

By adjusting to the dynamic nature of our work, we implemented a number of policies to ensure the work-life balance among our employees, those are:

- **Flexible working hours.** This policy has become a critical consideration during the Work From Home system which started from 2020. We realized that our member may impose more time to do domestic matters, especially for those who live together with family members. Therefore, we always accept and understand any request from the members to spend some time doing their domestic work. We also appreciate our employees' dedication who put extra efforts to meet any projects' deadlines despite the challenges of working from home. Therefore, if they spend extra working hours, the management allows them to have extra rest period on the next day to recharge their energy.
- **Annual leave entitlement.** As stipulated in Company Regulation Article 12, all employees receive equal 15-days of annual leave after passing their 3-month probation period. However, the new employee will have pro-rate leave calculation. According to the regulation, this annual leave implies for 18 months and cannot be rolled over to the next year or convert to certain amount of money. Employees who stay for more than three years are granted one extra leave day per year.

⁴ According to Cambridge Dictionaries, Knowledge Management refers to the way in which knowledge is organized and used within a company or the study of how to effectively organize and use it.

- **Compensation leave entitlement.** To ensure our employees' work-life balance as well as receiving sufficient rest days, we apply compensation leave entitlement as a replacement for their overtime during working days or non-working days. They could request for a compensation leave by submitting the Toggl report during certain period of time. Yet, this entitlement must be taken within 30 days after our employees' overtime unless there is a special discretionary action from the Board of Directors (BoD).
- **Parental leave** ^[401-3] **and sick leave entitlement.** Our company fully complies with the national labor regulation by applying 90 days of maternity leave. A 45-days of paid leave also applies for our female members who experience any miscarriage. While for the paternity leave, our company started to provide 5 days of paternity leave in 2021 from previously 2 days off ^[401-2]. We have renewed our regulation in relation to paternity leave whose wives are experiencing miscarriage as we acknowledge the need for male employees to accompany their wives during the critical period. In addition, the sick leave is also encouraged to be informed through an e-mail notification to the management.
- **Bereavement leave entitlement.** Our company provides a paid temporary leave period granted to an employee for the demise of a family members, amounting to three days from previous two days prior to 2021. In the fiscal year of 2021, a total of five bereavement leaves were given to our employees and the management team, with one employee took two days off, one employee took one day off, and two days off from one member of our Board of Directors.

Upon the company's internal evaluation, the majority of our current and past employees found that compensation leave is effective and helpful for their mental and physical well-being. However, they wish the entitlement applicability to be extended to more than 30 days period.



EMPLOYEE-MANAGEMENT RELATIONS

Since the beginning of our operation, Kiroyan Partners strives to establish a working environment that enables a healthy relationship between employees and management. It emanates from our belief that organizational growth will go hand in hand with a positive relationship with our employees. In 2021, we acknowledged that the challenges brought by the pandemic have increased the urgency of having a meaningful and trusted relationship with our employees since most of our operations were conducted remotely. Albeit the obstacles, we remain committed to creating and maintaining positive relationships with our employees, while prioritizing the two-way communication to keep them engaged and motivated during the unprecedented uncertainty of the pandemic. Our commitment is translated into these following areas:

COMPANY POLICY AND REGULATION

As the basis of our organizational operation, we believe that company policy and regulation must be able in accommodating the constantly changing, applicable government regulations, needs of our employees, as well as business trends. In this regard, 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 Labor.

While in 2021, we issued some new policies as a means of accommodating the needs of our employees as well as ensuring business sustainability. As we prioritize the two-way communication method, our employees participated in the deliberation of the new policies by providing feedbacks and inputs to the drafts. It resulted in the following:

- The issuance of the **Data & Privacy Protection Policy**. The policy aims to treat the information of workers, clients, and all involved stakeholders for our operation with the utmost care and confidentiality.
- The issuance of the **Conflict-of-Interest Policy**. The policy demonstrates the company's commitment to ensuring ethical business practices and good governance while maintaining good relationships with both internal and external stakeholders.

- The issuance of the **Anti-Bullying, Abuse, Discrimination, Modern & Child Slavery Policy**. The policy aims to strengthen the company's commitment to providing a healthy, safe, and comfortable work environment for all employees.
- The revision of the **Work From Home Guideline**. Adapting to the situation, the guideline revision which has been in force since February 1, 2021, also contains the provision of monthly happy hour in the form of information sharing sessions among employees. It stems from our awareness of our employees who faced mental health challenges during the isolation period due to pandemics. The initiative was first proposed by our employees and accommodated by the company to ensure conducive working environment for each of our team members.

In the coming years, we seek to maintain our approach in drafting the company policy and regulation while also assessing from the previous practice on what aspects can be improved.

INTERNAL COMMUNICATIONS

Creating an effective flow of information that allows vertical and horizontal communication in the organization has become one of our priorities. We affirm that the absence of good internal communication can affect business stability and sustainability as the employees are less informed of the overall company updates. Furthermore, we also consider transparency as the utmost important part of our communication, stemming from the belief that higher transparency will lead to a higher trust among our internal stakeholders.

Against this backdrop, in 2021 we used several instruments for internal communications, which are:

- **Town-hall meetings.** The meetings aimed to ensure all employees are well-informed about the latest information about the company. The platform also facilitates all team members to discuss important topics and share their views. In 2021, we conducted two town-hall meetings, lesser than 2020 with three meetings due to the introduction of significant operational change in the beginning of the pandemic at that time.
- **Strategic meetings and surveys.** The company organized two strategic meetings at the beginning and the end of 2021. On this occasion, the Board of Director shared the long-term goals and targets for the upcoming year. During this occasion, all employees also had the opportunity through a survey to identify the company's strengths, weaknesses, opportunities, and threats, aiming to improve the company's performance.
- **Weekly project review with a written internal announcement.** The weekly meeting is intended to gather all employees and facilitate them to update each project they are working on. This is also the opportunity for all member to share their challenges or concerns about a project and seek solutions or thoughts from other team members. At the end of the meeting session, the company frequently informs new internal announcement verbally and later sent to all team members through written emails.
- **Informal sessions.** Acknowledging how the work-from-home or sense of isolation may put extra stress on our employees, we also conducted several informal online sessions by the end of working hours. We have been conducting the monthly informal session, called *Ngopi Yuk* (Let's Have Some Coffee) since February 2021 which intends to foster stronger bonds among employees through a series of fun online sharing sessions. This initiative was a form of implementation of monthly happy hours that was first proposed by employees as a casual platform to share ideas and inputs while the company provided logistic supports for the session.
- **Response time policy.** The policy was first established in 2020 to support team coordination during the transition from working at the office to working from home. We realized that each member might

have different working schedule and personal matters. Therefore, we created a policy where all members were required to reply to work-related messages (from internal and external parties) within a short period of time through e-mail or any chatting applications. This policy aimed to ensure and keep the communications as well as operations smoothly, despite the distance.

- **Grievance mechanism.** The implementation of this regulation has been carried out since December 2020, as it is written under Company Regulation Article 41. The formulated grievance mechanism is a part of company management follow-up action from employees' input. This article provides a formal procedure for our employees to report any grievance. After implementing the regulation for a year, we received two reports, one has been resolved in 2021 and another one is still an ongoing process until this report is published.
- **Employee performance review** ^[404-3]. In 2021, we started to implement horizontal written peer performance reviews for all employees that are carried out twice a year. This horizontal peer performance review intends to complement the previous vertical review by seeking insights from colleagues to get a better objective perspective. The review is conducted twice a year; mid-year and end-of-year which serves as an integral part of the company's internal communication. During the occasion, employees are also encouraged to speak their concerns pertaining to careers, company situations or other related matters.
- **Probation performance review.** To continuously monitor our new employees' professional development, we also conducted monthly performance reviews during their probationary period. Similar to the above performance review, horizontal written peer performance reviews are held for other employees. The employees being reviewed also have the same opportunity to convey their aspirations and other thoughts.
- **Exit interview.** As a means of receiving feedback and input from our former employees, we conduct exit interviews at the end of their tenure. This conversation between an employee and an employer provides an opportunity to discuss job satisfaction and offer suggestions for the company's improvement.

DECISION-MAKING INVOLVEMENT

Employee participation is one of the tools with most potential available to companies, and through more participative organizational models, employees can participate in the company, from decision-making to ownership allowing the best organizational and psychological results to be achieved.⁵ In alignment with that, we put teamwork as one of our core values that contribute to our business growth and competitiveness, including teamwork in the process of making strategic decisions. In 2021, we continued to provide our employees with platforms and mechanisms that allow them to contribute to the decision-making process:

- **Strategic planning meeting.** Our strategic planning meeting is an opportunity for the employees to share inputs for the company and for the company to strategize future goals. All employees also have the opportunity to identify the company's strengths, weaknesses, opportunities, and threats. Collected inputs will be the basis to adjust the upcoming year's objectives and will be communicated later to all members through internal communications platforms



namely email broadcast, management presentation during annual strategic meeting, and townhall.

- **Business development.** During the business development phase, we encourage the involvement of employees, particularly consulting team members in assessing the potential clients and giving insights on the next step. In this phase, all members have equal opportunities to share their inputs and express their concerns about the new leads as opportunities for business development are being explored. For example, a team member could share the assessment with the team members and voice out concerns as he/she found or detected that the potential client had a certain issue that might affect the company's reputation. The addressed concerns become the consideration of the high-level management to continue the lead or to re-assess further business arrangements with the potential client.
- **Project management.** We provide the opportunity to our employees for client management with less intervention and micromanagement from senior-level management. It stems from our belief in our employees' competency while accommodating their learning curve at the same time. It resulted in a high rate of satisfaction among our 2021's clients captured through the client satisfaction survey and interview for the sustainability report.
- **Company policy.** To capture and accommodate the interests of our internal stakeholders, we involve our employees to participate in the process of company policy and/or regulation. In 2021, our employee participation in a form of providing feedback and inputs has resulted in the issuance of three company policies, namely: the Data & Privacy Protection policy, the Conflict-of-Interest policy, and Anti Bullying, Abuse, Discrimination, Modern & Child Slavery policy.

Through our internal survey, the majority of our employees agree that Kiroyan Partners has implemented a good practice in involving employees for decision-making process. Meanwhile, some employees expect the company to accommodate employees' input and aspirations more often.

⁵ Elorza, U., Harris, C., Aritzeta, A., and Balluerka, N. (2016). The effect of management and employee perspectives of high-performance work systems on employees' discretionary behaviour. *Personnel Rev.* 45, 121-141. doi: 10.1108/pr-07-2014-0167.

EMPLOYEE DEVELOPMENT

Kiroyan Partners recognizes its limitation as a small-sized company with less than 50 employees. This, however, does not lessen our commitment to achieve and maintain high professional standards in delivering our service to clients. Thus, employee development has become our priority in equipping ourselves with the competencies and skills required to achieve our business objectives. The importance of employee development has become even more urgent with the pandemic, where employees started to work from home with minimum supervision and are still required to meet the high work standards that we uphold.

Throughout the years, all of our team members are required to carry out personal development activities—both individually and together—to improve their knowledge and skills in areas according to their topics of interest. We provide employees with a variety of means and platforms for them to develop themselves, not only to grow themselves professionally but also so they can contribute to our organization as a whole.

TRAINING FACILITATION AND OPPORTUNITY ^[404-1]

With the prolonged pandemic that limits face-to-face meetings, we took advantage of technology to conduct trainings and seize other opportunities to develop our employees' skills and knowledge. From January-March 2021, we continued our subscription to LinkedIn Learning to strengthen employees' skills in strategic communications, the company's core service, and received knowledge regarding related topics such as crisis communications, branding, report writing, critical thinking, and more. We provided access to our employees and encouraged them to learn a variety of knowledge and skills by taking considerations on individual's current strengths, weaknesses, interests, and topic relevance to our services.

In 2021, we for the first time subscribed to Udemy - an online course with massive selections of topics, formats, and courses. This year we also allocated a Learning Day for all employees considering that it was difficult for them to use their usual working days to concentrate and learn without distraction. The management chose selected courses for employees that they must attend and complete. By the end of each learning session, employees would be given e-certificates as a proof of course completion.

Personal development was not something that is limited for employees. Our Board of Directors also spent their time participating in several trainings discussing business management, crisis communications, and, to efficiently adapt to the pandemic situation, a topic on how to establish Work From Home (WFH) policies. Throughout 2021, our employees and

Board of Directors have attended a total of **71 courses** ^[404-2] to enrich their knowledge, compared to 49 courses taken in 2020.

Besides using third-party platforms, we also organized internal training sessions called 'KP Academy' to strengthen our employees' capacity and technical skills. In 2021, we organized 6 sessions focusing on topics related to the consulting industry, namely knowledge on consulting business, work-life balance, as well as work breakdown structure and project planning. We also organized regular knowledge sharing sessions called Knowledge, Experience, and Meals Sharing (KEMS) in which each team member would take turn to host the program and give presentations on their preferred topics. KEMS is usually carried out in casual and fun format with meals served at the end of the session. During the pandemic, we organized the event to be online and transferred certain amount of money to each member to purchase their own meals. We also invited external experts to join and share their knowledge on any current topic.

	2020	2021
Number of online training courses taken	49 courses	71 courses
KP Academy	6 sessions	6 sessions
Knowledge, Experience, and Meals Sharing (KEMS)	5 sessions	5 sessions



Through our internal surveys and focus group discussions conducted with employees, they confirmed that the training programs have helped them in expanding their knowledge and developing their skills in a variety of topics. When asked about their input for our future employee development initiatives, employees proposed training programs to explore more topics that may be related to their interests. Thus, we will address this feedback to incorporate it into our next employee development strategy and implementation.

PERSONAL DEVELOPMENT TIME

We acknowledge that the pandemic has brought many challenges that affected our employees in their work and personal life. At the same time, they must quickly adapt to the remote work arrangement, including adjusting to the shift from face-to-face meetings to online meetings. Despite the challenges, our employees were able to be accustomed with changes and, in fact, willing to continuously spare time to enrich their knowledge and skills, be it related to work or their personal interests.

The company continues to encourage employees to engage in personal development activities through platforms and media of their choice, especially for topics that are related to the services that we provide to our clients. We also strive to create an environment that enables employees to take initiatives and have adequate opportunities to develop themselves, such as by allowing them to take temporary absence for their personal development time.

Our employees had taken the initiatives to participate in e-trainings or study from other sources such as the internet, books, and academic journals. While participating in an e-training, we suggested them to inform the management through email for their temporary absence as to ensure the business operations run smoothly.

In 2021, **1 employee** proposed to participate in a GRI-Sustainability Report training and the company granted the employee 5-day of paid leaves that were necessary to complete the training.

DIVERSITY

Kiroyan Partners believes in diversity as defined by the International Labor Organization—acknowledging, understanding, accepting, valuing, and celebrating differences among people with respect to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation, spiritual practices, and public status. Our belief was further manifested by our new policy regarding anti-discrimination that we issued in March 2021.

We treat all individuals fairly regardless of their backgrounds. We value capabilities, potential, and work integrity in interacting with people. This is reflected in the composition of our team which comprises people with diverse ethnicities, races, religions, age groups, political views, educational backgrounds, and interests. We also discourage discussions or conversations regarding sensitive issues such as religion, political views, sexual orientations, and ethnical identities. This was confirmed directly by employees through our internal employee survey carried out for the development of this report.

As part of the community, we were also involved in several movements and workshops related to diversity and inclusion in 2021. Among others, we became the signatory of Women Empowerment Principles (WEPs) since March 8, 2021 and participated in Target Gender Equality (TGE) workshops organized by Indonesia Global Compact Network (IGCN). In addition, our CEO was appointed as one of G20 EMPOWER Advocates for Indonesia to promote women leadership in the private sector.

Diversity has also been reflected in our business operations as described in the following.



HIRING PRACTICE ^[401-1]

We implement non-discriminatory principles for all of our hiring practices by focusing on merit rather than their gender. In 2021, we experienced 8 turnovers consisting of 6 females and 2 males and recruited 7 new employees consisting of 4 females and 3 males. As a result of our merit-based recruitment, our gender ratio has been constantly changing with 2:1 in 2021 as compared to the 1:1 in 2020.

The tables below provides detailed information on the composition of our employees by gender and age group.^[405-1]

Diversity in our workplace is also acknowledged by our employees and former employees that we engaged for this report. There are **0 complaints** regarding discrimination when asked about their experience during their tenure in 2021.^[406-1]

Kiroyan Partners Employee Composition by Gender

	2020	2020 (%)	2021	2021 (%)
Female	9	53	13	65
Male	8	29	7	35

Kiroyan Partners Employee Composition by Age

	2020	2020 (%)	2021	2021 (%)
Age < 30	6	35	7	35
Age 30 - 50	10	58	11	55
Age >50	1	5	2	10

* The disparity of remuneration between gender shown in the right table is a result of higher number of female employees (65:35), who also have worked longer at Kiroyan Partners compared to the male employees at the same level of employment.

** Zero denotes the absence of male director as both directors are female.

EQUAL REMUNERATION ^[405-2]

In remunerating our employees, we base it on employees' performance that we assess every year through our performance review mechanism. All employees obtained an opportunity for a salary raise based on the result of their performance reviews, regardless of genders and age. Thus, depending on employees' period of working at Kiroyan Partners, remuneration in the same level of employment may differ.

In 2021, our remuneration ratio between female and male is almost equal with 1:1 ratio, with the exception of the administration team where significant difference in remuneration is caused by the different level of position between female and male employees. Our remuneration ratio that is closer to 1:1 is a continuation from our ratio in 2020.

PROMOTION

All employees received equal opportunities to be promoted based on their merit. During employees' performance review, the management always makes sure to communicate an opportunity for promotion depending on their performance review results. Our internal survey of employees confirmed that they are aware of this fact. We strongly set aside the subjective assessment and put forward evaluation based on employee performance. This practice has provided our company with distinctive levels of employment, according to all employees' skills, capabilities, and professional experiences.

Kiroyan Partners Gender Remuneration Ratio by Level of Employment

Level of employment	Female	Male	Female and Male Remuneration Ratio*
Board of Directors	2	0	1:0**
Senior consultant	2	1	1.1:1
Consultant	4	2	1.4:1
Analyst	2	1	1:1.5
Administration	3	2	3.9:1

OUR CLIENTS AND PARTNERS

As a consulting firm, we regard our clients and partners as an integrated part of our business. This is reflected in one of our company's principles namely 'sustainable client relationships.' This acknowledgment is further translated into our efforts to maintain good relationships with both our clients and partners.

In its practice, we regularly conduct an evaluation meeting with our clients. The meeting provided an opportunity to exchange feedbacks and inputs, aiming to establish better and sustainable partnerships.

In the fiscal year of 2021, our clients consisted of 1 association, 5 multinational companies, 1 national company, 1 financial service provider, 1 technology company as referenced from our international networking, 1 state-owned company, 1 international tourism organization, 1 government institution, and 1 international development organization ^[102-6]. While our project partners consisted of 2 international consulting firms, 1 national university, 1 media, 1 chambers of commerce, and 7 experts from myriad of backgrounds.

Since the pandemic hit in 2020, we have learned a tremendous lesson on how companies should adapt to ensure business sustainability. Especially when the country imposed physical distancing and mobility restriction measures, the organizational operation was quickly shifted to teleworking relying on online communication and interactions.

In alignment with that, 2021 also showcased the increased demand for data privacy protection as a result of the ongoing cyber risks of remote and hybrid work environments. A study by Cisco found that nearly 50% of consumers would switch companies simply because of their data policies or data sharing practices. Companies that fail to protect consumer data will lose the trust of their customers and drive them to seek another company where they feel more comfortable sharing their personal information.

Against this backdrop, we are committed to building strong and sustainable relations with our clients and partners through strong implementation of data privacy protection, as well as by ensuring effective and responsive communications in providing our services.





PRIVACY AND DATA PROTECTION

Kiroyan Partners takes confidentiality as the paramount important part of business operation. As stipulated in Article 29 of our company regulation, we strictly prohibit all employees to reveal any internal information, including the clients to external parties. Aware of the increased urgency of data protection that has been growing in the last few years, we issue a new policy on Data Privacy & Protection. The policy has been effective since March 31, 2021 and aims to strengthen the company's commitment on data privacy protection for its stakeholders.

In its practice, we also communicate the provision of data protection to new employees, including interns during an induction session. This intends to ensure the new employees have an adequate understanding of the company's code of conduct, including mitigating the risk of potential data breaches.

Furthermore, we administer the Non-Disclosure Agreements (NDA) as a legally binding instrument to ensure any exchanged information will not be disclosed in any agenda. We also apply project code names for every client while discussing confidential matters with our employees. Thus, as informed by our client in 2021, we received **0 (zero) complaints** from our clients and partners regarding data privacy and protection ^[418-1].

In the coming years, we seek to consistently comply with the existing company regulations and implement existing policies in ensuring the data privacy of our clients and other parties involved.

CLIENTS AND PARTNERS' COMMUNICATION

In 2021, approximately 80% of our operations is conducted remotely due to the spread of pandemics. Adjusting to the COVID-19 trend, the government implemented a series of emergency public activity restrictions (PPKM Darurat) which caused most companies operating in Indonesia to enforce the work from home arrangement. The situation has left us no choice except to adapt faster and better in using digital means to stabilize the business operation.

Considering the situation, we took several efforts to equip our organization with adequate resources and working infrastructure to allow effective communication to our clients and partners. For the human resource aspect, our Board of Directors and some of our employees took online courses on the topic related to remote working and remote leadership to obtain a better understanding and insights into effective work from home operation.

Moreover, we also implemented the response time policy as stipulated in the Work From Home guideline which has been updated in the beginning of 2021. The provision of this policy emphasizes our employees to regularly check their emails and respond to inquiries from other team members, (potential) clients, vendors, or other relevant parties, in a timely manner. For any internal inquiries (internal inquiries from the team members and management) during working hours and working days, the turnaround time through phone calls and text is 30 minutes and email is 60 minutes at the latest.

Our efforts to establish effective communication during the remote working period have been regarded by our clients and partners as an important aspect to actualize business stability and continuity. It has been conveyed during the interview sessions with some of our clients and partners.





OUR ENVIRONMENT

Climate and environmental issues have taken a central role in Indonesia's national development agenda, especially after the 2021 G20 Summit and COP26 that underline the country's engagement in global efforts through a commitment to achieve net-zero emission by 2060. In supporting this agenda, Kiroyan Partners has been incorporating environmental concerns into our operations since our establishment. While the scope and nature of our business involve minimum impact to the environment, the commitment to minimize our carbon footprint continues to be reflected in our daily business operations.

As a consulting firm, reports and documents are the main product for the majority of our work. To ensure that we stay true to our commitment to be eco-friendly, we apply less to no paper policy for most of our deliverables to clients by opting for electronic documents instead of printed materials when possible. We also opted for e-newspaper subscription instead of printed media. In 2021, we managed to reduce our use of printed material by 57% and continued our subscription to 6 e-paper media. Our goal for the next years is to formalize and incorporate environmental and sustainability topics into our written company policies.





MATERIAL USE AND PAPER-WASTE MANAGEMENT^[301-1]

In 2021, our work operation was still affected by the prolonged pandemic and the majority of work was carried out remotely to protect the health and safety of our employees. With employees working from home, the total amount of printed materials generated in 2021 to conduct work and deliver our services to clients was significantly reduced from 105.04 kg in 2020 to 45.02 kg in 2021.

Due to our paperless policy, we also subscribed to e-paper media to help employees obtain updated sources of information to support their work and maintain the quality of our service to clients while also keeping our printed materials use to a minimum. In 2021, we subscribed to 6 e-paper media namely Bisnis Indonesia, Kompas, Kontan, Tempo, The Jakarta Post, and Investor Daily.

As part of our health protocols that was first implemented at the beginning of the pandemic, office disinfection activities were carried out regularly using chemical disinfectant solutions. Our usage of chemical disinfectant in 2021 was recorded to be 11.4 L, an increase of 8.4 L from the same period in the previous year. This is because the use of liquid chemical in the form of hand sanitizers has increased as our employees gradually started to return to office when the pandemic situation has improved.

In terms of waste management, we acknowledge our limited control in processing waste generated from our daily operations as KP is located in an office building. This, however, did not lessen our effort to reduce and manage waste by recognizing and selecting more sustainable options for materials that we use. This includes providing reusable cutleries at our office to avoid the use of single-use plastic cutleries. We also recorded 0 kg^[301-1] of plastic trash bag purchased during 2021, mainly due to the remaining stock we have from our last purchase pre pandemic that were not used because our employees were still working from home.

In 2021, recorded use for recycled input materials is 0 kg^[301-2], similarly with reclaimed products^[301-3].





ENERGY USE MANAGEMENT ^[302-1]

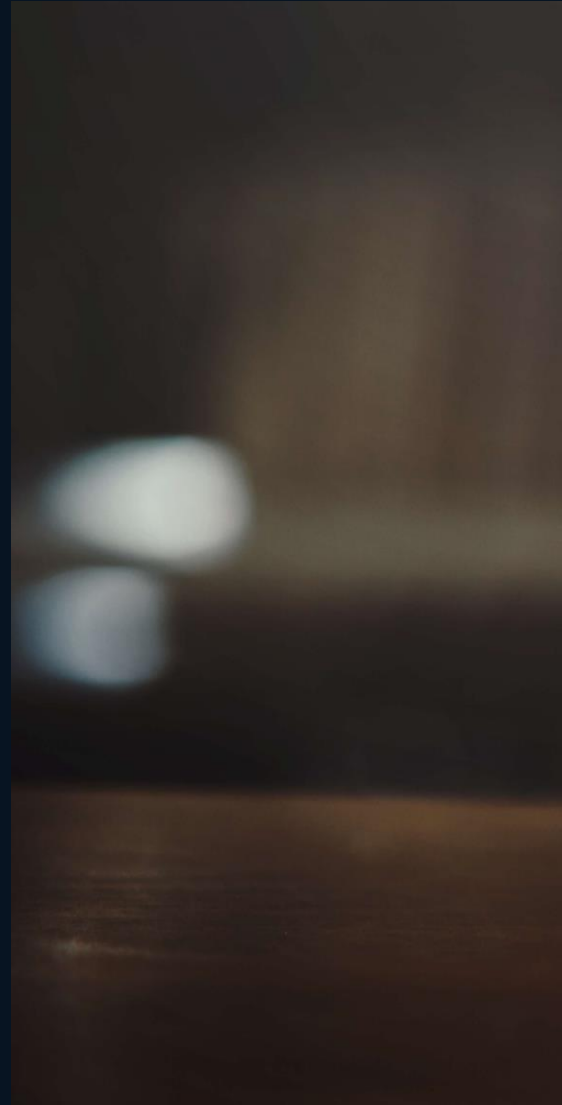
Kiroyan Partners has always encouraged employees to build a habit of doing energy-saving behaviors at the office. This is communicated through several methods including verbal communications and signs at our office informing everyone to turn off lights and appliances that are not in use. Our effort for efficient energy consumption is also manifested by selecting electronic devices, such as laptops and printers, that are more energy efficient.

Data from our building management has showed that, in 2021, our energy consumption was reduced from 6,331.8 kWh in 2020 to 5,372.8 kWh in 2021—reduced by 949 kWh or 15% from the same period in the previous year. Our work from home arrangement which was still in effect for most part of 2021 has been contributing to this reduction albeit we started to conduct hybrid working method within the reporting period.

OUR COMMUNITY AND INDUSTRY

As a consulting company, our relations with the industry we serve and the community where we operate have always become a crucial aspect to focus on in every activity that we do. Since our establishment, we have been sticking to our principles of anti-corruption, good corporate governance, and knowledge sharing in order to build and sustain our relationship with as well as contribute to the industry and the community.

Our commitment to good corporate governance has been strengthened as we went through the challenges and growth during the difficult pandemic. As a response, we have taken new initiatives of enforcing good corporate governance by introducing written policies—namely policies on anti-discrimination, conflict of interest, and data privacy protection. Therefore, while not being presented as a material topic in our 2020 report, we introduce good corporate governance as our material topic in this report.





ANTI-CORRUPTION

Kiroyan Partners is committed to maintain the highest professional standards and behaviors in carrying out our business. One of them is by ensuring fair business practices through our anti-corruption policy that we continue to communicate to our employees, clients, and partners.

When employees start to join the company, we inform them about our anti-corruption principles. We also include a clause on anti-corruption, bribery, and gratification in our contracts with employees, clients, and partners. We apply zero tolerance to any violation of our anti-corruption principles, and if found, violations will lead to contract termination, as stated in Chapter VIII, Article 32 on Contract Termination of our company regulation.

Anti-corruption principles are also reflected in our business development activities, where we perform due diligence prior to making decisions to sign a work contract. As the very first step to proceed with a new business development opportunity, our team would develop a business development plan to be discussed with all team members including our management team. This is aimed to gain insights regarding the prospective client and whether there is any potential of corruption and/or legal violations. We have also issued a company policy regarding conflict of interest that is specifically aimed to ensure ethical business practices.

In 2021, we have communicated our anti-corruption principles to 6 new joiners or 35% of our total employees during the reporting period. Furthermore, the same number of employees have also received training sessions on anti-corruption policy and procedures during their induction process ^[205-2].

Moreover, to verify our commitment to anti-corruption, we also comply with the law and current accounting standards and have been audited by external auditors since our first year of operation. The 2021 audit was conducted by Mazars Indonesia ^[205-1]. Based on their assessment, we managed to continue our performance of zero indication of corruption cases ^[205-3] in our business operation in 2021.

GOOD CORPORATE GOVERNANCE

Kiroyan Partners is committed to become a leader in the active promotion of sustainable business practices in Indonesia. As such, good corporate governance, or GCG, has always been at the core of our effort in managing and growing our business. In our effort to achieve this vision, we ensure transparency and fairness by prioritizing employee involvement in making strategic decisions. We believe that employees' feedback and participation are crucial in sustaining our business for the long run.

In 2021, we have introduced several new policies by inviting our employees to participate in the formulation process. In March 2021, we introduced a Policy on Conflict of Interest providing a guideline to ensure ethical business practices and help maintain good relations with our stakeholders. We also introduced a Policy on Anti-Bullying, Discrimination, and Modern and Child Slavery in our company regulation that is aimed to ensure healthy, safe, and comfortable work environment for all employees.

As part of our good governance practices, communications to our stakeholders also become something that we put as a priority. Our website serves as a gate that contains all information regarding our operations including our mission, values, company governance and structure, and updates about our work. We also maintain a strong accountability by introducing and enforcing our Policy on Data Privacy Protection that is aimed to protect our employees, clients and partners' confidential data, be it in terms of clients' company information and also regarding ongoing works that we do for our clients.

Our commitment to put good corporate governance in practice is also manifested in our open-door policy that has been in place since our establishment, in which every employee can talk directly to the company management about their concerns. Moreover, our grievance mechanism that was first introduced in 2020 also provides a platform for employees to file complaints and/or input to the management. In 2021, we have received 2 (two) complaints, in which one has been settled in 2021 and another is still being resolved until this report is published.



KNOWLEDGE SHARING ^[102-12]

Kiroyan Partners believes in the importance of contributing to the development of our surrounding communities in order to build a long live and sustainable business. Our commitment to contribute to our community and industry is reflected through our engagement in many knowledge sharing activities throughout the years where we share our insights and expertise in the area of public affairs.

In 2021, we have expanded our engagement to other areas such as business management and gender equality programs. We managed to participate in a total of 13 programs in various fields or disciplines with a total equivalent of IDR 1.056 billion of investment. By utilizing these programs as platforms to share our values, insights, and commitment, we expect to contribute to the development of our industry and community. In the near future, we will also focus on initiatives related to women empowerment and gender equality issues, especially with our role as a signatory of UN Women's Women Empowerment Principles (WEPs).

PROGRAMS	TYPE OF ACTIVITY	ORGANIZATION	PERFORMANCE IN 2021
External knowledge sharing programs conducted			13 programs
Estimated value from voluntary based programs			Equivalent to IDR 1.056 billion
EXPERT INSIGHTS			
R-Adhikarya “Niche” Award	Partnership and knowledge sharing as a member of the committee and communications assistance	R-Adhikarya “Niche” Award	IDR 259,875,000
Master of Management-FEBUI Mentoring program	Knowledge sharing as a mentor	Faculty of Economics and Business of the Indonesia University (FEB UI)	
Business Ethics Conference	Knowledge sharing as the keynote speaker	PPM School Of Management	
IA-CEPA amid the Global COVID Pandemic	Knowledge sharing as a panelist	Indonesia-Australia Business Council (IABC)	
Indonesia Global Compact Network (IGCN) ’s Virtual Open House in August 2021	Knowledge sharing as a guest speaker	Indonesia Global Compact Network (IGCN)	
Indonesia Australia Business Council (IABC) exclusive interview	Knowledge sharing as the interviewees	Indonesia Australia Business Council (IABC)	
Communication Audit: Challenges, Procedures, and Best Practices.	Knowledge sharing as a guest speaker	PR Indonesia	
Improving Gender Equality in the Workplace and Business Sector	Knowledge sharing as the keynote speaker	G20 Empower	
CSR Outlook: Indonesia CSR Landscape	Knowledge sharing as a panelist	Olahkarsa Inovasi Indonesia	
BOOK AND ARTICLE WRITING			
PR Indonesia Monthly Opinion Column	Partnership, monthly article development, and publication	PR Indonesia Magazine	IDR 796,233,437
LinkedIn articles	Article development and publication	Kiroyan Partners’ official account on LinkedIn	
Policy advocacy and communication efforts	Partnership, issue monitoring, and event assistance	British Chamber of Commerce (Britcham)	
INTERNSHIP			
Internship mentoring	Internship opportunity and direct mentoring with assigned consultants	University students and fresh graduates	12 interns with a total of mentoring hours up to 54 hours.





ABOUT **KIROYAN PARTNERS**

Kiroyan Partners (KP) is an Indonesian research-based public affairs and strategic communications consulting firm that aspires to build strong reputations and solve challenges between businesses and stakeholders by applying ethical, responsible communications practices. Our main and the only office location is located in Jakarta, Indonesia ^[102-3]^[102-4].

We help our clients fully grasp stakeholder expectations and societal concerns through a comprehensive and multidisciplinary approach to develop narratives and communication strategies designed to foster support from stakeholders and society. Our company provides services across six areas: corporate communications, political risk advisory, issue management, social responsibility, conventional and digital media, and executive training. Further information on our service is available on [our website](#).

In 2021, we provided the majority of our clients with corporate communications services, 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, strategic media assistance, and sustainability report development, KP also provided regulatory tracking, including policy analysis, government affairs assistance, and various executive trainings ^[102-2].

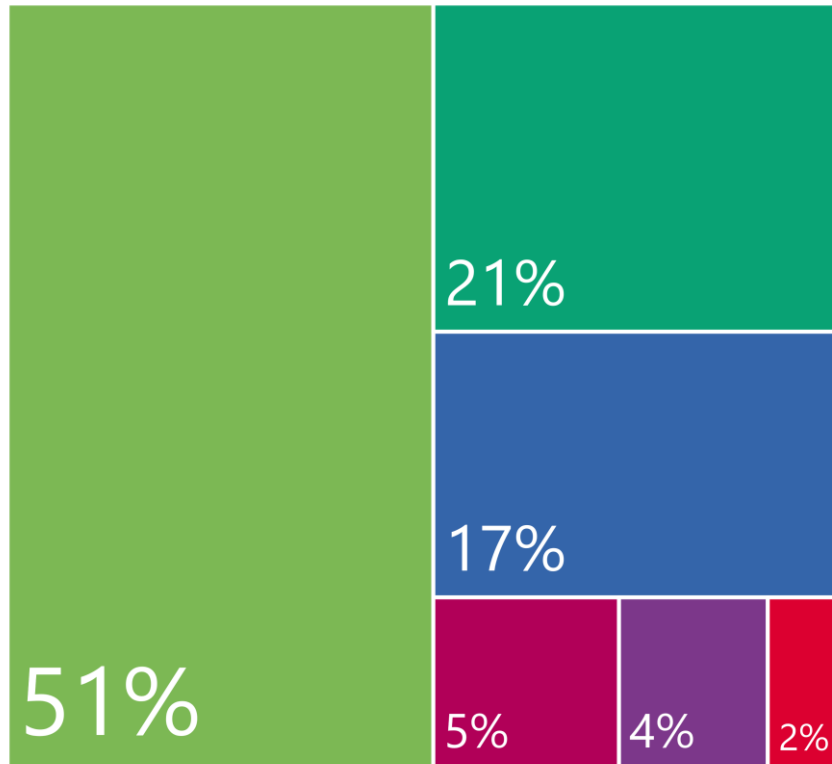
We have served clients from various backgrounds and industry sectors. In 2021, clients from the public sector, business associations, state-owned enterprises, financial services, tourism, FMCG, banks, technology, and international development organization have acquired our services. Our clients are primarily from private sectors, state-owned enterprises, and international development organizations ^[102-6].

Aligning with our intention to expand our reach to a wider market, Kiroyan Partners is in partnership with Kreab Worldwide to serve as a representative of Kreab's global network in Indonesia. We retain our name for business operation in Indonesia and operate as Kreab Indonesia internationally. Official announcement on our partnership with Kreab Worldwide can be found [here](#).

In 2021, there were no significant changes in terms of our organizational size and structure, and business operations.

OWNERSHIP ^[102-5]

Referring to Indonesian law, Kiroyan Partners is a private limited company or a "Perseroan Terbatas Tertutup". The following is the breakdown of shareholders' ownership based on Annual General Meeting in August 2021:

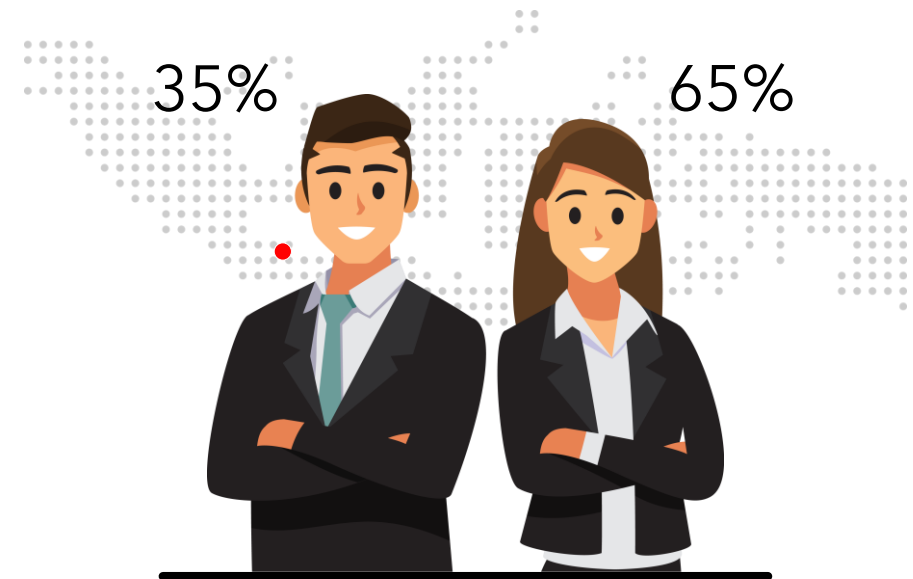


■ Noke Kiroyan	■ Natasha C. Kiroyan
■ Theresia H.H. Kiroyan	■ Anton Rizki
■ Moetaryanto Poerwoaminoto	■ Verlyana V. Hitipeuw

WORKFORCE

Kiroyan Partners operates with a team of consultants who spearhead and manage our daily working activities. Our core team is made up by a consulting team and an administration team that provide support in terms of project operations and administrative affairs.

We also have our council of experts and senior advisors who we engaged as part of Kiroyan Partners' team to strengthen our core team by providing strategic consultation and insights for specific topics and business fields.



Based on our administration data, we employed a total of 20 full-time employees ^[102-7] in 2021 consisting of 13 female employees and 7 male employees that worked in our office location in Jakarta. With our merit-based hiring system, our gender ratio has been constantly changing with 2:1 of female and male employees' ratio in 2021 as compared to the 1:1 in 2020 ^[102-8].

MEMBERSHIP IN BUSINESS ASSOCIATION^[102-13]

In 2021, Kiroyan Partners was an active member of 9 (nine) industry associations:

- **Indonesian 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 (BritCham) Indonesia**, since 2015
- **European Business Chambers of Commerce (EuroCham) Indonesia**, since 2020
- **Women Empowerment Principles (WEPS)**, since 2021

Kiroyan Partners is also an active supporter of the UN Global Compact (UNGC) since 2008 by actively promoting the ten principles of the Global Compact with respect to human rights, labor rights, the protection of the environment, and anti-corruption. From 2008 to 2017, we have regularly published our annual Communication on Progress (COPs). Meanwhile starting 2018, we have been developing our Sustainability Report (SR) as a report of our efforts in implementing those ten principles in our strategy, culture, and day-to-day operations of our company.

SUPPLY CHAIN^[102-9]

In operating our business, Kiroyan Partners has engaged a number of third parties, which include project partners, vendors, and individual personnel that support us in delivering high-quality services to all of our clients. Our engagement with these third parties mainly depends on our needs to obtain certain types of products, services, and expertise that are required for us to deliver our services to clients. These needs will vary between projects and clients, and thus the number of third parties we engage will also vary each year.

We divide our third parties into third party organizations and individual personnel. In 2021, we have engaged a total of 18 different organizations that are based in Jakarta and its surrounding regions. These organizations come from different backgrounds that have assisted our operations and provided deliverables to our clients. Those are:

- Computer software and hardware
- Office stationaries
- Internet network
- Graphic design
- Media monitoring services
- Universities

Meanwhile, for individual personnel, we have also partnered with a number of professionals with expertise needed for specific purposes depending on the nature of our work projects. In 2021, we engaged a total of 29 individual personnel from different fields of expertise, namely:

- Strategic communications
- Media relations
- Public policy
- Social research
- Digital communications
- Project management
- Accounting and finance
- Photography
- Legal affairs

TOTAL PAYMENT IN 2021	
ORGANIZATION	INDIVIDUAL PERSONNEL
IDR 825,658,391	IDR 604,656,184

COMPANY ETHICS AND INTEGRITY ^[102-16]

We continuously adhere to our principles and practice them while interacting with our stakeholders. Our principles, made available to our stakeholders on our website, are:

- **Ethics and Social Responsibility** — Our team always operates according to the strict code of ethics and social responsibility.
- **Personal Integrity** — All clients and stakeholders of Kiroyan Partners are treated with respect and fairness.
- **Trust** — The company, team members, and business partners need to trust one another. Without trust, we cannot address clients' needs effectively.
- **Respect** — Throughout all the company's operations, no matter how big or small, the team at Kiroyan Partners treats everyone with respect.
- **Individual Excellence** — By constantly working to enhance the team member's 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 always adhere to strict professionalism.
- **Sustainable Client Relationship** — Clients are valued as business partners with long-term relationships based on mutual trust and respect.

The above principles, values, standards, and norms are cultivated to all members of our company, both employees and interns, during their induction period. To reinforce the company's core values, the management often frame the discussions during regular internal meetings and knowledge sharing session in the context of the company's values. This way, value internalization could be nurtured to ensure that all team members are aligned and operating in ethical manner.

While applying the above principles during working with our team members and external parties (such as clients and third parties), we ensure both parties are having the same mutual understating of ethics and social responsibility. We commit to not serving clients with different values, principles, and commitments towards sustainability.

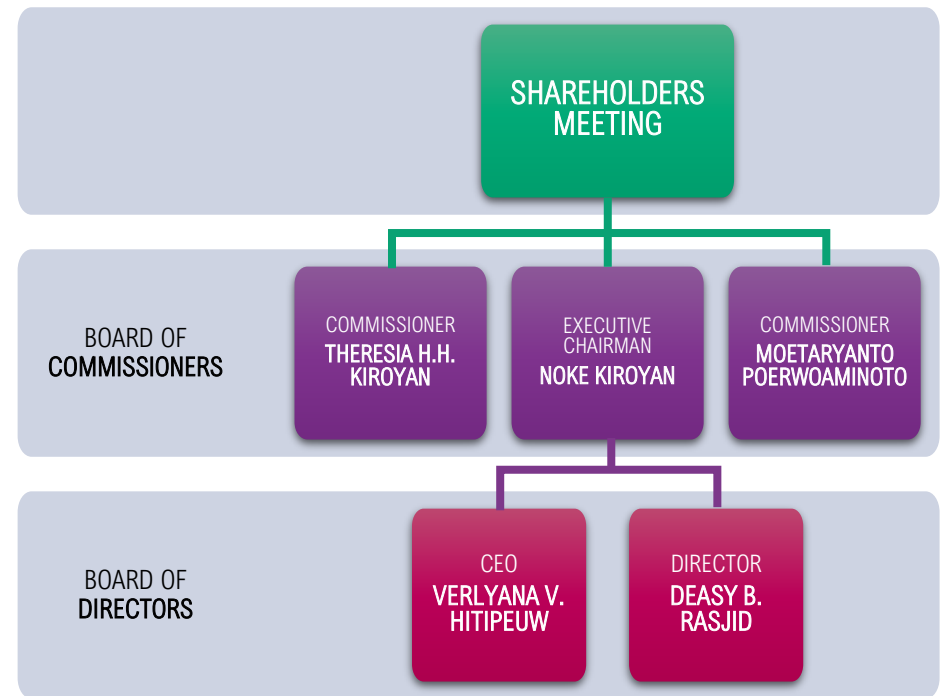




CORPORATE GOVERNANCE ^[102-18]

In line with the UN's value, we have defined and committed to practice 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:

Our corporate governance framework per December 31, 2021:



STAKEHOLDER ENGAGEMENT^[102-43]

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

Based on this definition, we mapped our key stakeholders by identifying their characteristics from our understanding of all company members and their interactions with respective stakeholders in daily operations. The identification process^[102-42] consisted of internal workshop involving all employee as well as the discussion with the Board of Management.

It resulted in the following key stakeholders^[102-40]:

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

INTERNAL STAKEHOLDERS

Our employees are our internal stakeholders who we regularly communicate with. As a continuous adaptation of the COVID-19 pandemic, our communication with the employees dominantly used online platforms. Despite of the challenges, we strived to keep our employees updated with the current information from the company and the industry.

Below are the methods we carried out to communicate with our internal stakeholders:

- **Weekly project review** as a platform to update works on: (1) existing project progress, (2) prospective clients to approach, and (3) challenges or concerns on the existing projects. In this review, employees have equal opportunities to convey and exchange ideas and perspectives, as well as discuss issues. The meeting also facilitates the management to share important announcement directly to all team members in addition to the written announcement distributed through email.

- **Lesson Learned session** as a sharing session conducted by a team who recently completed a project. This is an opportunity for project team to share views, challenges, and experiences while managing the project. In 2021, there were **6 sessions** of lessons learned conducted online and offline.
- **“Ngopi Yuk!”** (translated as “Let’s have some coffee!”) as a monthly informal session to create stronger bonds among all employees amidst the physical distance we must obey to due to the pandemic. This event was initiated by one of our employees and started to be conducted in February 2021. As a get-together session, we discussed anything except work-related topics.
- **Grievance mechanisms** as a medium for all employees to voice out their concerns on careers, working situation, or company’s condition that might impact their working performance. This regulation was introduced in December 2020 and has resolved **one** issue with another **one** is in progress.
- **Open-door management policy by BOD** as an acceptance from the Board of Directors to welcome aspirations from all employees, both formally and informally.
- **Annual BOD and BOC Meeting** as a platform for Board of Directors and Board of Commissioners to meet annually and discuss company-related matters. This meeting has been conducted one time in 2021 via online, despite the pandemic situation.
- **Annual General Meeting** as a platform for Board of Directors, Board of Commissioners, and shareholders to meet and discuss strategic directions and other company-related matters. The meeting was conducted on August 24, 2021.
- **Townhall meetings** as an opportunity to gather and accommodate inputs from all members. Due to the application of Work from Home system, we conducted this event 2 time in 2021, slightly lesser than 2020 with 3 events. This was caused by more information on operational changes were introduced in 2020.
- **In-depth interviews, FGD, and survey** to develop Kiroyan Partner’s Sustainability Report where all employees from all layers were gathered to discuss their ideas through:

- 1x in-depth interview, which lasted for 2 hours and 30 minutes in total, with a member of the Board of Director, Verlyana V. Hitipeuw, and our Chairman Noke Kiroyan;
- 1x in-depth interview with a member of the Board of Director, Deasy Rasjid, which lasted for 1 hour. It was conducted separately due to her availability;
- 2x focus group discussions with the consulting and administration team, which lasted for approximately 2.5 hours each.
- Survey distribution to the current and past employees who have been part of the company in 2021 to gain insights of their experience at KP during reporting period.

Below are the key topics and concerns ^[102-44] highlighted from the aforementioned activities:

SHAREHOLDER	DIRECTOR	EMPLOYEE
<ul style="list-style-type: none"> • Ethical business practice • Sustainability • Business growth 	<ul style="list-style-type: none"> • Employee well-being • Workload distribution • Company culture and events • Grievance mechanism • Constant room for internal communication improvements • Business growth 	<ul style="list-style-type: none"> • Work system and workload distribution • Well-being • Facilitation for continuous learning • Administration-work efficiency

EXTERNAL STAKEHOLDERS

As a consulting firm, our work and services are centered around our clients, and thus their feedbacks and inputs are crucial in helping us to grow and improve in many areas throughout our business operations. We regularly distribute satisfactory survey to our former and existing clients to obtain their opinions on our services and how we could improve. This also applies to our efforts in becoming a sustainable company, particularly to assist us in identifying areas that may become a concern and must be addressed in the future.

For this report development, we also engaged our clients and third-party partners to collect feedbacks about our company regarding several areas of sustainability. In our data collection process, we engaged our clients through interviews that were aimed to explore their inputs and feedback on our performance as their consultant or collaborating partner. A total of 5 interviews, lasted for 30 minutes for each session, with two (3) clients and two (2) third party partners that have been engaged in 2021 were conducted.

Based on interviews, the following are the key topics and concerns ^[102-44] raised by our external stakeholders:

CLIENTS	THIRD PARTY PARTNERS*
<ul style="list-style-type: none"> • Diversity • Communication • Service quality • Environmental aspect • Good professional expertise/capabilities 	<ul style="list-style-type: none"> • Communication • Inclusivity and transparency • Data privacy • Internal capacity

* Third parties engaged to work with in the same project(s). We work side by side with numerous project partners, such as: digital agency, media monitoring agency, researchers, and dedicated project officers.

APPENDICES

APPENDIX 1

GRI STANDARDS PERFORMANCE INDICATOR TABLES

GRI 200: ECONOMIC

Disclosure 205-1 OPERATIONS ASSESSED FOR RISKS RELATED TO CORRUPTION¹	2020	2021
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

Disclosure 205-2 COMMUNICATION AND TRAINING ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES	2020	2021
Communication of anti-corruption policies and procedures²		
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	6
Total percentage of employees who have received communication in the year of the report ⁴	22%	35%
Total number of employees who have received communication during their time in KP	18	17
Total percentage of employees who have received communication during their time in KP	100%	100%
Business partners	0	0
Business partners by percentage ³	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	6
Total percentage of employees who have received training in the year of the report ⁴	22%	35%
Total number of employees who have received training during their time in KP	18	17
Total percentage of employees who have received training during their time in KP	100%	100%

NOTES:

1. The number is based on risk assessment on financial operation. Every year, KP conducts a financial audit. Per June 2022, the audit process for the 2021's period is still ongoing, yet no evidence so far regarding risk related to corruption through risk assessment. The audit was done by Mazars Indonesia.
2. Anti-corruption policies and procedures are described in the company's Code of Ethics and Business Conduct.
3. Clauses related to anti-corruption are included within the General Terms and Conditions for Suppliers.
4. 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 conducted when full-time employees entered the company.

Disclosure 205-3 CONFIRMED INCIDENTS OF CORRUPTION AND ACTIONS TAKEN	2020	2021
Total number of confirmed incidents of corruption¹	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	2021
Non-renewable materials used		
Plastic ²	0 kg	0 kg
Other chemicals (liquid disinfectant) ³	3 liter	11.04 liter
Renewable materials used		
Printing materials	105.04 kg	45.02 kg

Disclosure 301-2 RECYCLED INPUT MATERIALS USED	2020	2021
Total recycled input material used⁴	0%	0%

Disclosure 301-3 RECLAIMED PRODUCTS AND THEIR PACKAGING MATERIALS	2020	2021
Total reclaimed products and their packaging materials⁵	0%	0%

Disclosure 302-1 ENERGY CONSUMPTION WITHIN THE ORGANIZATION	2020	2021
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	5,372.8 kWh
Cooling consumption	None	None
Total electricity, heating, cooling and steam sold (D)	None	None

NOTES:

1. There were no legal cases regarding corruption brought against Kiroyan Partners or its employees during the reporting period.
2. As continuation to 2020, 0 kg of plastic trash bag was purchased during 2021, mainly due to the remaining stock we have from our last purchase pre-pandemic that were not used because our employees were still working from home.
3. Use of liquid chemical in the form of hand sanitizers has increased as our employees gradually started to return to office when the pandemic situation has improved.
4. For percentage calculation of recycled input materials used, the following formula is to be used:
5. For percentage calculation of reclaimed products and their packaging material, the following formula is to be used:

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

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

Disclosure 302-1 ENERGY CONSUMPTION WITHIN THE ORGANIZATION	2020	2021
Total energy consumption within Kiroyan Partners (A + B + C - D)	6,331.8 kWh	5,372.8 kWh
Standards, methodologies, assumptions and/or calculation tools used: <ul style="list-style-type: none"> The data on our electricity consumption was taken from the calculations the building management conducted on our electricity use. The data on our cooling consumption could not be found as the energy used is 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				2021			
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%	7	35%	8	40%
Male	3	17%	5	28%	3	15%	2	30%
Female	1	5%	3	16%	4	20%	6	10%
Age <30	1	5%	2	11%	3	15%	4	20%
Age 30-50	3	17%	6	33%	4	20%	4	20%
Age >50	0	0%	0	0%	0	0%	0	0%
Local	4	100%	8	100%	7	100%	8	100%
Non-local	0	0%	0	0%	0	0%	0	0%

Disclosure 401-2 BENEFITS PROVIDED TO FULL- TIME EMPLOYEES THAT ARE NOT PROVIDED TO TEMPORARY OR PART-TIME EMPLOYEES	2020	2021
Life insurance	BPJS Ketenagakerjaan	BPJS Ketenagakerjaan
Health insurance	BPJS Kesehatan, AVIVA, Avrist Covers 100% of Kiroyan Partners' full-time employees as well as their spouses and children	BPJS Kesehatan, AVIVA, Avrist Covers 100% of Kiroyan Partners' full-time employees as well as their spouses and children
Disability and invalidity coverage	N/A	N/A

Disclosure 401-2 BENEFITS PROVIDED TO FULL-TIME EMPLOYEES THAT ARE NOT PROVIDED TO TEMPORARY OR PART-TIME EMPLOYEES ¹		
	2020	2021
Parental leave	90 calendar days / 45 working days	90 calendar days for female employees; 5 working days for male employees
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 17.5 annual leave • Compensation leave • Sick leave • E-money² 	<ul style="list-style-type: none"> • Taxi vouchers for overtime • Flexible work hours • Up to 20 of annual leave • Compensation leave • Sick leave • E-money² • Birthday cake

Disclosure 401-3 PARENTAL LEAVE ³				
	2020		2021	
	Male	Female	Male	Female
Total number of employees entitled to parental leave^{4, 5}	5	3	3	6
Total number of employees took parental leave⁶	0	0	0	0
Total number of employees returned to work after parental leave ended⁷	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	2021
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

NOTES:

1. The benefits apply to all KP permanent employees. The locations of operations only consist of Jakarta.
2. E-money is applicable for employees on the company's internal activities that were conducted remotely.
3. For parental leave in 2021, we divide the information for both man and women employee. For man employee, the company policy (2021-2022 Company Regulation Chapter 14 No. 1.4.) added more three days for parental leave to be five days from previously only two days.
4. Parental leave is entitled to all employees who are married and whose marriage is recognized by law
5. 9 out of 20 employees are in marriage during the reporting period.
6. No employee requested parental leave in 2021.
7. 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 403-8 WORKERS COVERED BY AN OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM¹	2020	2021
Total number of employees covered by the occupational health and safety management system	18	17
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	0

Disclosure 404-1 AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE²	2020	2021³
Average hours of training per year per employee⁴		
Average training time by gender		
Male	120.5 hours	3.8 hours
Female	296.5 hours	5.3 hours
Average training time by employee category		
Managers and above	112 hours	3.9 hours
Consultants	209.5 hours	5.85 hours
Administration Team	95.5 hours	2.1 hours

NOTES:

1. All full-time employees are covered by a health and safety management system under BPJS Kesehatan (Jaminan Kecelakaan Kerja/JKK) and through private health insurance and COVID-19 national and company guideline.
2. Training program includes internal training courses, funding support for external training or education, and provision of sabbatical periods with guaranteed return to employment.
3. Total hours recorded for employee training are significantly lower despite increased total training courses conducted. This is due to the shorter period for each training course completed by employees.
4. The quantity of training programs might not determine the total hour of training allocated within a period of reporting as each training session is differ to each other in term of hours.

PROGRAMS FOR UPGRADING EMPLOYEE SKILLS AND TRANSITION ASSISTANCE PROGRAM¹

2020		2021
Management and Leadership		
Scope of training	<p>Managing for Results</p> <p>Leading in Crisis</p> <p>Advice for Leaders during a Crisis</p> <p>Establishing Work from Home Policies</p> <p>Coaching Skills for Leaders and Managers</p> <p>Management: Top Tips</p> <p>Communicating Internally during Times of Uncertainty</p> <p>Running a Profitable Business: Understanding Cash Flow</p> <p>Creating a Business Plan</p> <p>Management Foundations</p> <p>Organizing Your Remote Office for Maximum Productivity</p> <p>Managing in Difficult Times</p> <p>Branding Foundations</p> <p>Critical Thinking</p> <p>Advanced Branding</p> <p>Gender Quality</p> <p>Target Gender Equality (Management)</p> <p>Communication Foundations</p> <p>How to Train Your Brain For Happiness</p> <p>Target Gender Equality (Consultant)</p> <p>Management Foundations (2013)</p>	<p>Business Writing For Busy People</p> <p>Interactive Workshop</p> <p>Seri Spesial Sekolah Riset Satu Kata</p> <p>Fulfillment And Happiness In Your Work With Mindfulness</p> <p>Introduction to Workplace Etiquette</p> <p>Avoid Burnout and Prevent Stress</p> <p>Time Management increase Productivity</p> <p>Leadership, the 10 faces of the leader - Facilitator Role</p> <p>7 Key Steps to Lead Your Team</p> <p>Master Project Management - PMP/PMI</p> <p>Succeed in Remote Leadership</p> <p>A Beginners Guide to a Business Presentation</p> <p>Learn to Be A Productive and Effective Team Member</p> <p>Business English Course for ESL beginners Online</p> <p>Finance Fundamentals for Non Finance Individuals</p> <p>Manage Workplace Stress & Strike a Balance</p> <p>Memahami Hukum Ketenagakerjaan Indonesia</p> <p>Leading in Crisis</p> <p>Advice for Leaders during a Crisis</p> <p>Establishing Work from Home Policies</p> <p>Coaching Skills for Leaders and Managers</p> <p>Communicating Internally during Times of Uncertainty</p> <p>Creating a Business Plan, Management Foundations</p> <p>Organizing Your Remote Office for Maximum Productivity</p> <p>Management Foundations (2013)</p>
Number of training given	21 programs	20 programs
Technical Knowledge		
Scope of training	<p>Crisis Communication</p> <p>Writing a Business Report</p> <p>Academic Research Foundations: Quantitative</p> <p>Business Writing Principles</p> <p>Business Development Foundations</p> <p>Marketing on LinkedIn (2019)</p> <p>Business Development Foundations: Researching Market and Customer Needs</p> <p>Academic Research Foundations: Quantitative</p> <p>Social Media Marketing Foundations</p> <p>Social Media Marketing: Managing Online Communities (2015)</p> <p>Advanced Branding</p> <p>Branding Foundations</p> <p>Marketing Communications</p> <p>Standar Kesehatan, Keselamatan dan Lingkungan di Tempat Kerja Secara Umum (Consultant)</p> <p>Taxes: Brevet A & B</p> <p>Strategic Human Resources</p> <p>Employee Engagement</p> <p>Standar Kesehatan, Keselamatan dan Lingkungan di Tempat Kerja Secara Umum (Admin)</p>	<p>Master Email Writing & Etiquette</p> <p>Presentation Skills for Beginners</p> <p>Overcome Stage Fear With Public Speaking Skills</p> <p>Presentation Skills for Beginners</p> <p>Communication Foundations</p> <p>Writing a Business Report</p> <p>Business Writing Principles</p> <p>Marketing on LinkedIn (2019)</p> <p>Business Development Foundations: Researching Market and Customer Needs</p> <p>Academic Research Foundations: Quantitative</p> <p>Social Media Marketing Foundations</p>

Disclosure 404-2 PROGRAMS FOR UPGRADING EMPLOYEE SKILLS AND TRANSITION ASSISTANCE PROGRAM		
	2020	2021
Number of training given	18 programs	26 programs
Language		
Scope of training	None	None
Number of training given	None	None
Professional Development		
Scope of training	<p>The Six Biases of Decision-Making; Critical Thinking for Better Judgment and Decision-Making; Problem Solving Techniques</p> <p>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</p>	<p>Fulfilment And Happiness In Your Work With Mindfulness; Avoid Burnout and Prevent Stress; Time Management increase Productivity; Communicating with Empathy; Manage Workplace Stress & Strike a Balance; Dealing With Criticism: The Assertive Way</p> <p>The Six Biases of Decision-Making</p> <p>Jodi Glickman on Pitching Yourself</p> <p>Critical Thinking for Better Judgment and Decision-Making</p> <p>Problem Solving Techniques</p> <p>Using Questions to Foster Critical Thinking and Curiosity</p> <p>Communicating with Empathy</p> <p>Thriving @ Work: Leveraging the Connection between Well-Being and Productivity</p> <p>Communicating with Diplomacy and Tact</p> <p>How to Train Your Brain For Happiness</p>
Number of training given	11 programs	25 programs

Disclosure 404-3 PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS		
	2020	2021
Percentage of employees receiving regular performance and career development reviews, by gender and employee category¹		
Gender^{2,3}		
Male	88%	71%
Female	100%	86.4%
Employee category		
Managers and above	100%	100%
Consultants	80%	100%
Analyst	100%	67%
Administration Team	100%	60%

NOTES:

1. Performance reviews for 6 new hires in 2021 were carried out in forms of monthly review during their probation period.
2. 2 employees have resigned before their annual performance review schedules, thus leading to less than 100% employees in 2021 received their performance reviews.
3. Out of total male employees in this calculation, performance reviews are not applicable and were not carried out to 2 persons, i.e., the company's chairman who is actively involved in our daily operations, and an office assistant.

Disclosure 405-1	2020	2021
DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES		
Total number and percentage of individuals within governance bodies, by gender and age group		
Total percentage (BoD, BoC, Consultant, Admin)		
Total	21 persons / 100%	20 persons / 100%
Male	9 persons / 45%	7 persons / 35%
Female	12 persons / 55%	13 persons / 65%
Age <30	7 persons / 30%	7 persons / 35%
Age 30-50	12 persons / 60%	11 persons / 55%
Age >50	2 persons / 10%	2 persons / 10%
Board of Directors		
Total	2 persons / 100%	2 persons / 100%
Male	0 person / 0%	0 person / 0%
Female	2 persons / 100%	2 person / 100%
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%
Senior Consultants		
Total	5 persons / 100%	3 persons / 100%
Male	2 persons / 40%	1 person / 33%
Female	3 persons / 60%	2 persons / 67%
Age <30	1 person / 20%	1 person / 33%
Age 30-50	4 persons / 80%	2 persons / 67%
Age >50	0 person / 0%	0 person / 0%

Disclosure 405-1 DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES			2020	2021
Total number and percentage of individuals within governance bodies, by gender and age group				
Consultants				
Total			5 persons / 100%	6 persons / 100%
Male			3 persons / 60%	2 persons / 33%
Female			2 persons / 40%	4 persons / 66%
Age <30			3 persons / 60%	3 persons / 50%
Age 30-50			2 persons / 40%	3 persons / 50%
Age >50			0 persons / 0%	0 person / 0%
Analysts				
Total			2 persons / 100%	3 persons / 100%
Male			0 person / 0%	1 person / 33%
Female			2 persons / 100%	2 persons / 66%
Age <30			2 persons / 100%	3 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			3 persons / 60%	2 persons / 40%
Female			2 person / 40%	3 persons / 60%
Age <30			1 person / 20%	0 person / 0%
Age 30-50			3 persons / 600%	4 persons / 80%
Age >50			1 person / 20%	1 person / 20%

Disclosure 405-2 RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN		2020	2021
Ratio of remuneration of women to men by employee category ¹		Women:Men	
Board of Directors ²			
Basic salary		6:7	1:0
Remuneration		6:7	1:0
Board of Commissioners ³			
Basic salary		1:1	0:1
Remuneration		1:0	0:1

NOTES:

1. The disparity of remuneration between gender shown in the table is a result of higher number of female employees (65:35), who also have worked longer at Kiroyan Partners compared to the male employees at the same level of employment.
2. For Board of Directors, zero denotes the absence of male director
3. For Board of Commissioners, zero denotes the absence of salaried female commissioner

Disclosure 405-2	2020	2021
RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN		
Ratio of remuneration of women to men by employee category¹	Women:Men	
Senior Consultants		
Basic salary	1:1	1.3:1
Remuneration	1:1.3	1.1:1
Consultants		
Basic salary	1:1	0.9:1
Remuneration	1:0.9	1.4:1
Analysts		
Basic salary	1:1	1.3:1
Remuneration	1:0	1:1.5
Administration²		
Basic salary	1:1	2.7:1
Remuneration	1:1.4	3.9:1

NOTES:

1. The disparity of remuneration between gender shown in the table is a result of higher number of female employees (65:35), who also have worked longer at Kiroyan Partners compared to the male employees at the same level of employment.
2. Disparity of remuneration in the administration team is caused by the different level of position between female and male employees.

Disclosure 406-1	2020	2021
INCIDENTS OF DISCRIMINATION AND CORRECTIVE ACTIONS TAKEN		
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	2020	2021
SUBSTANTIATED COMPLAINTS CONCERNING BREACHES OF CUSTOMER PRIVACY AND LOSSES OF CUSTOMER DATA		
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
Total number of incidents of discrimination during the reporting period	None	None

APPENDIX 2

GRI STANDARDS REFERENCE TABLE [102-55]

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) OR EXPLANATION
GRI 102: GENERAL DISCLOSURES		
Organizational profile	102-1 Name of the organization	PT Komunikasi Kinerja (Kiroyan Partners).
	102-2 Activities, brands, products, and services	Page 43.
	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 44.
	102-6 Markets Served	<p>Page 28.</p> <p>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.</p> <p>Our clients range from private, national and multinational companies, NGO and international agencies, State-owned enterprises, and government agencies.</p> <p>For more information, visit our website.</p>
	102-7 Scale of the organization	<p>Page 44.</p> <p>For more information, visit our website.</p> <p>2021 net sales: IDR 6.341.049.333</p> <p>2021 total capitalization: With consideration that Kiroyan Partners is a private-owned company, we omitted this information due to confidentiality purposes.</p>
	102-8 Information on employees and other workers	Page 44.
	102-9 Supply Chain	Page 45.
	102-10 Significant changes to the organization and its supply chain	Not applicable, as there were no significant changes in terms of organizational size and structure and business operations.
	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 40.
	102-13 Memberships of associations	Page 45.
Strategy	102-14 Statement from senior decision-maker	Page 6.

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) OR EXPLANATION
GRI 102: GENERAL DISCLOSURES		
Ethics and integrity	102-16 Values, principles, standards, and norms of behavior	Page 46.
Governance	102-18 Governance structure	Page 47. The Board of Director is responsible for decision-making on economic, environmental and social topics.
Stakeholder engagement	102-40 List of stakeholder groups	Page 48.
	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 ("our people" part).
	102-42 Identifying and selecting stakeholders	Page 48.
	102-43 Approach to stakeholder engagement	Page 48.
	102-44 Key topics and concerns raised	Page 49.
Reporting practice	102-45 Entities included in the consolidated financial statements	None.
	102-46 Defining report content and topic Boundaries	Page 10.
	102-47 List of material topics	Page 11.
	102-48 Restatements of information	None.
	102-49 Changes in reporting	Page 12.
	102-50 Reporting period	Page 5.
	102-51 Date of most recent report	Page 5.
	102-52 Reporting cycle	Page 5.
	102-53 Contact point for questions regarding the report	Page 5.
	102-54 Claims of reporting in accordance with the GRI standards	Page 5.
	102-55 GRI content index	Page 61.
	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 fourth 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 38.
	205-2 Communication and training about anti-corruption policies and procedures	Page 38.
	205-3 Confirmed incidents of corruption and actions taken	Page 38.
GRI 300: ENVIRONMENT	GRI 300: ENVIRONMENT	GRI 300: ENVIRONMENT
GRI 301 Materials	301-1 Materials used by weight or volume	Page 34, 52.
	301-2 Recycled input materials used	Page 34, 52.
	301-3 Reclaimed products and their packaging materials	Page 34, 52.
GRI 302 Energy	302-1 Energy consumption within the organization	Page 35, 53.
GRI 400: SOCIAL		
GRI 401 Employment	401-1 New Employee Hires and Employee Turnover	Page 27, 53.
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 18-19, 54
	401-3 Parental leave	Page 20, 54
GRI 402 Labor/ Management Relations	402-1 Minimum Notice Periods Regarding Operational Changes	None.
GRI 403 Occupational Health & Safety	403-8 Workers covered by an occupational health and safety management system	Page 18.
GRI 404 Training and Education	404-1 Average hours of training per year per employee	Page 24.
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 24, 57.
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 22, 57.
GRI 405 Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	Page 27, 59
	405-2 Ratio of basic salary and remuneration of women to men	Page 27, 59-60.
GRI 406 Non-discrimination	406-1 Incidents of discrimination and corrective actions taken	Page 27, 60.
GRI 418 Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 30, 60.

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